



WEST BLOOMFIELD
SCHOOL DISTRICT

School Efficiency Study - Report to the Board of Education

December 7, 2020

The Board of Education continues to be **forward-thinking** with a comprehensive review of overall operational efficiency.

WBSD - Efficiency / Enrollment Studies - Western Demographics

2012

Original SEAF study

Spring
2020

Updated enrollment analysis

Fall
2020

Current, In-depth School Efficiency Study



SEAF Recommendations (2012)

- Close ACS in June of 2013
- Close Ealy Elementary in fall of 2013
- Convert Doherty to grades K-2 in fall of 2013
- Convert Sheiko to grades 3-5 in fall of 2013
- Consider closure of Roosevelt in a 2-5 year time frame
- Consider converting middle schools to grades 5-8
- Relocate special education and preschool programs



Enrollment Analysis (May 2020)

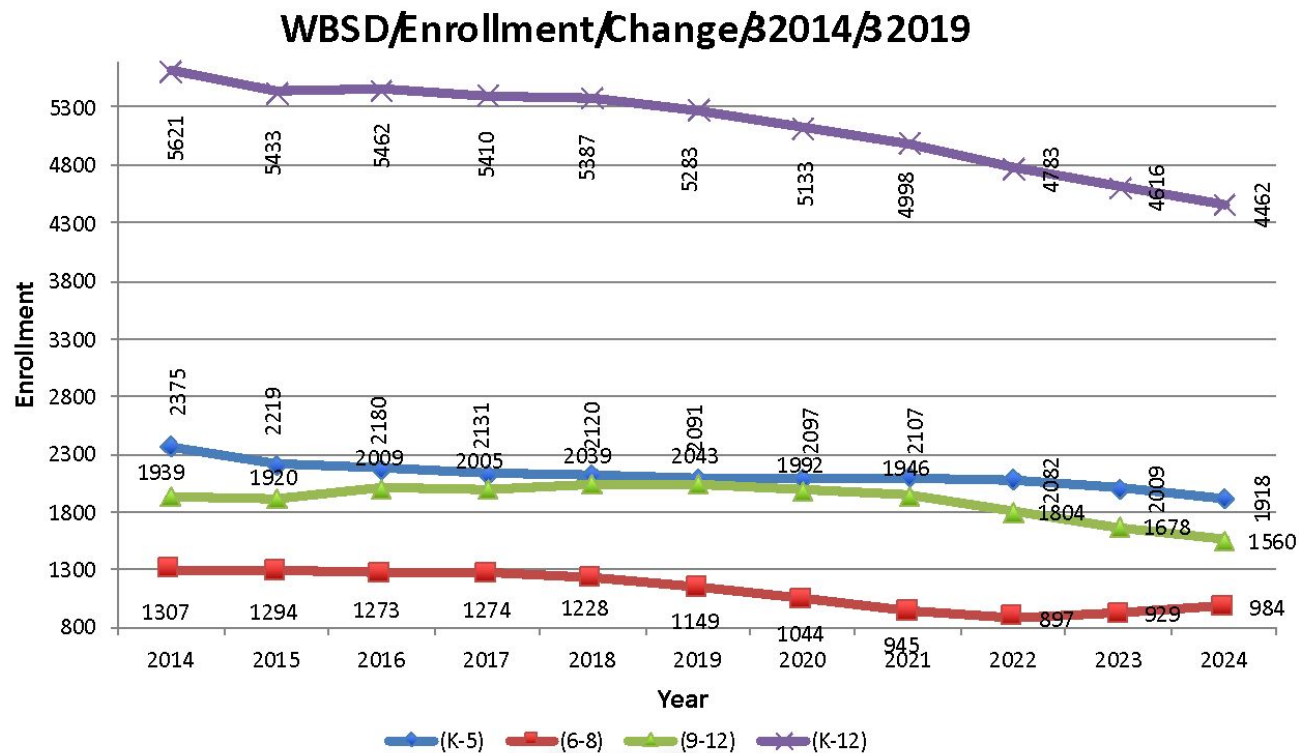
- Enrollment in the northern tier continues to decline
- Continued enrollment decline may justify a consolidation at the elementary level

Current School Efficiency Study

- Examine utilization to optimize funding for overall programs
- Evaluate all buildings using a “level playing field” analysis
- Focus on elementary level and central facilities since the District has one middle school and one high school



Enrollment History and Forecast 2014 - 2019



Five-year Enrollment Forecast – May 2020

WBSD School District Projections - 2020 - 2024 - 5/7/20																	
Year	PK	K	1	2	3	4	5	6	7	8	9	10	11	12	14	30	Total
2020	0	406	351	368	358	319	295	306	352	386	433	478	569	512	34	57	5224
2021	0	391	336	352	361	353	314	286	304	355	417	446	507	576	34	57	5089
2022	0	375	321	337	345	356	348	305	285	307	385	430	475	514	34	57	4874
2023	0	360	306	322	330	340	351	339	303	287	339	398	459	482	34	57	4707
2024	0	345	291	307	315	325	335	341	337	306	315	352	427	466	34	57	4553



Process

1

Data Collection

2

Task Force

3

Stakeholder Involvement

4

Decision Support



1

Data Collection

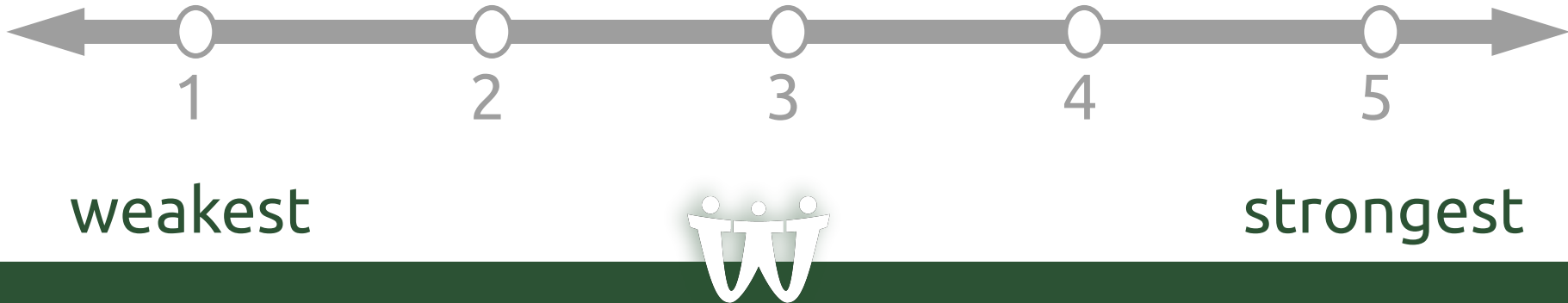
- Examine utilization of school buildings in order to optimize funding for overall programs
- Evaluate all buildings using a “level playing field” analysis based on efficiency
- Focus on elementary level and central facilities since the District has one middle school and one high school



Facility Efficiency Metrics

- Building utilization
- Facility condition
- Future capital needs
- Facility age
- Pedestrian viability
- Operating cost
- Prior capital investment
- Compliance with current educational facility specifications

Scoring



	Doherty	Gretchko	Roosevelt	Scotch	Sheiko
Building utilization	4.3	4.1	5	3.1	2.9
Facility condition	4.4	4.4	2.4	3.9	4.1
Future capital needs	3	5	1	2	4
Facility age	3.6	5	1	4.7	2.9
Pedestrian viability	2	2.8	4	3.1	2.4
Operating cost	5	4.4	4.6	3.5	3
Prior capital investment	4.7	5	2.7	2.1	4.2
Compliance with current ed specs	5	4	1	4	5
Total	32	34.7	21.7	26.4	28.5
Grade	80%	87%	54%	66%	71%

**Building
Scores**



1. Percentage Utilization

School	Grade Range	GenEd In-person	SPED	Lakers Online	SY 20-21 Enrollment	WD Capacity	Principals Capacity Estimate	WD Seats Available*	Prin Estimate Seats Available*	WD % Utilization	Principal % Utilization
Doherty	PK-2	318	15	224	557	603	715	46	158	92.4%	77.9%
Gretchko	PK-2	301	7	122	430	518	525	88	95	83.0%	81.9%
Roosevelt	PK-5	279	4	191	474	428	475	-46	1	110.7%	99.8%
Scotch	G3-5	210	10	58	278	594	706	316	428	46.8%	39.4%
Sheiko	G3-5	225	13	79	317	585	600	268	283	54.2%	52.8%
Total		1332	50	674	2056	2728	3021	672	965		
<i>Aggregate Utilization</i>						75.4%	68.1%				

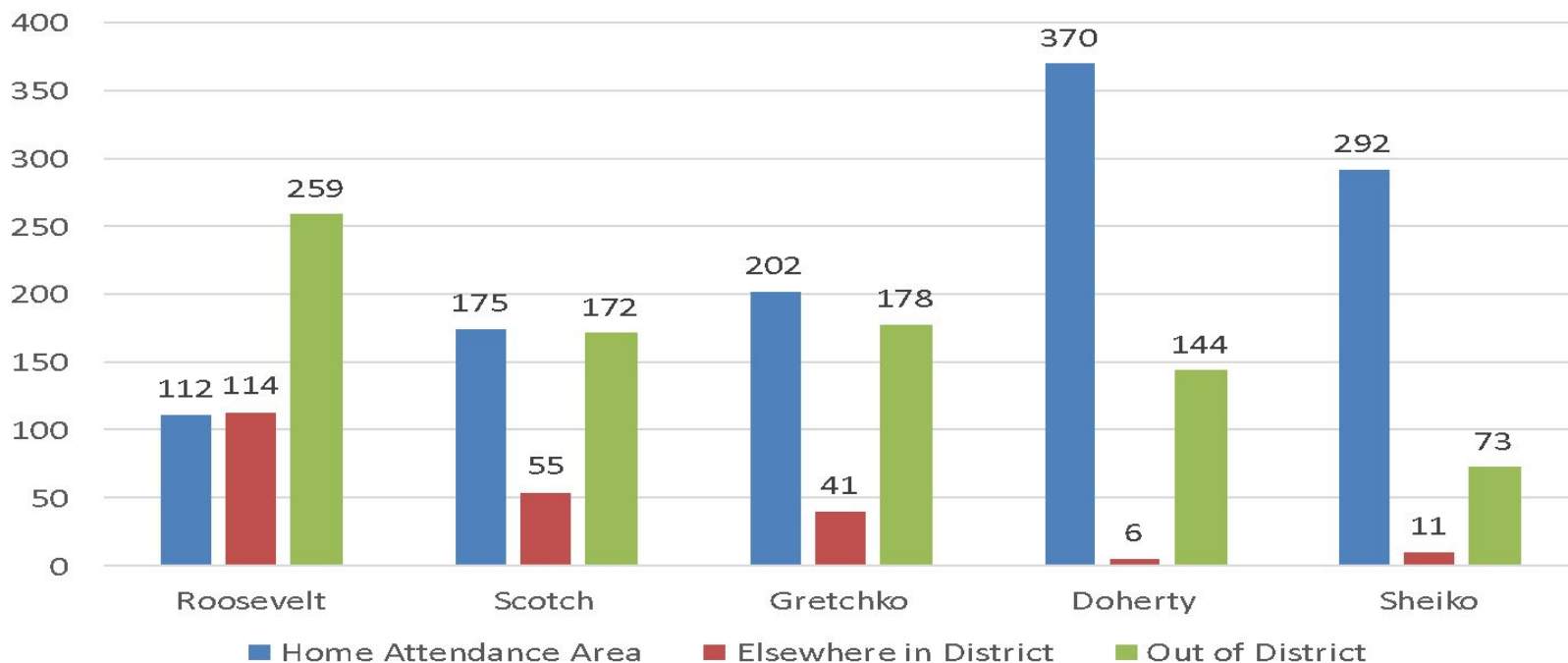
*Assumes 100% Return to In-person

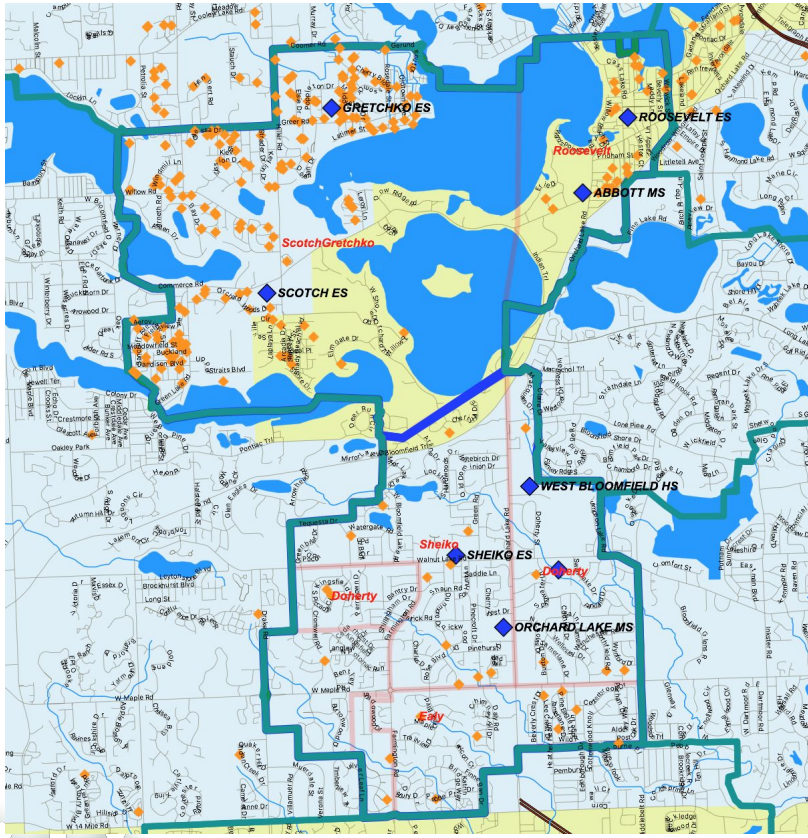
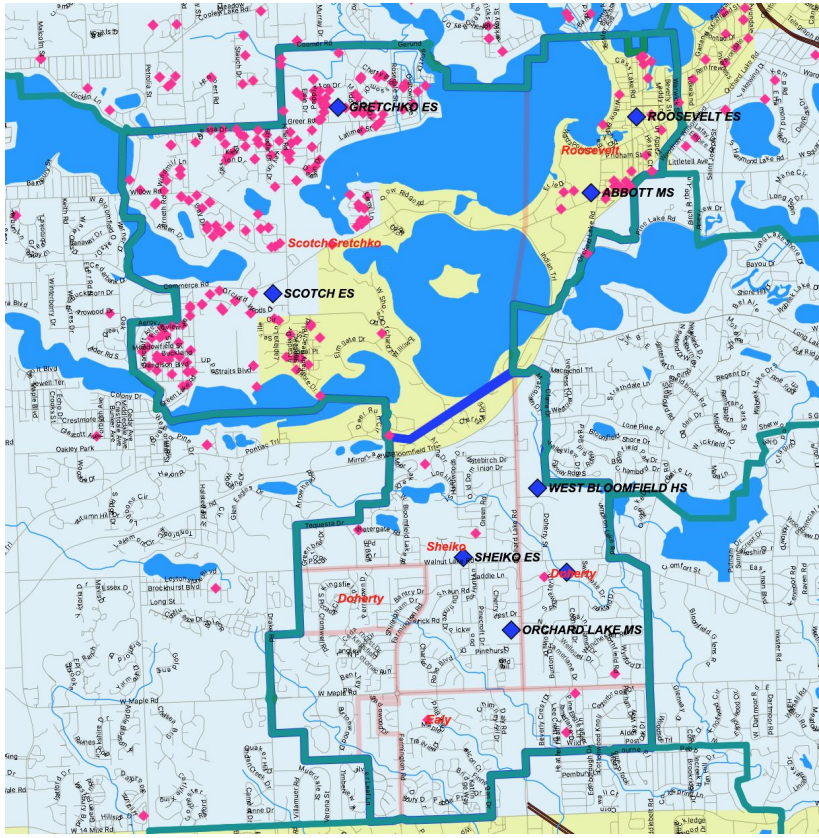
School	SY 20-21 Enrollment	WD Capacity	Principals Capacity Estimate	2019 In-District Percentage	Adjusted SY 20-21	In-District Utilization WD	In-District Utilization - Principals	WD In-District Seats Available*	Prin Estimate In-District Seats Available*
Doherty	557	603	715	72.3%	403	66.8%	56.3%	200	312
Gretchko	430	518	525	56.8%	244	47.2%	46.5%	274	281
Roosevelt	474	428	475	45.8%	217	50.7%	45.7%	211	258
Scotch	278	594	706	57.7%	160	27.0%	22.7%	434	546
Sheiko	317	585	600	80.3%	255	43.5%	42.4%	330	345
Total	2056	2728	3021		1279	46.9%	42.3%	1449	1742



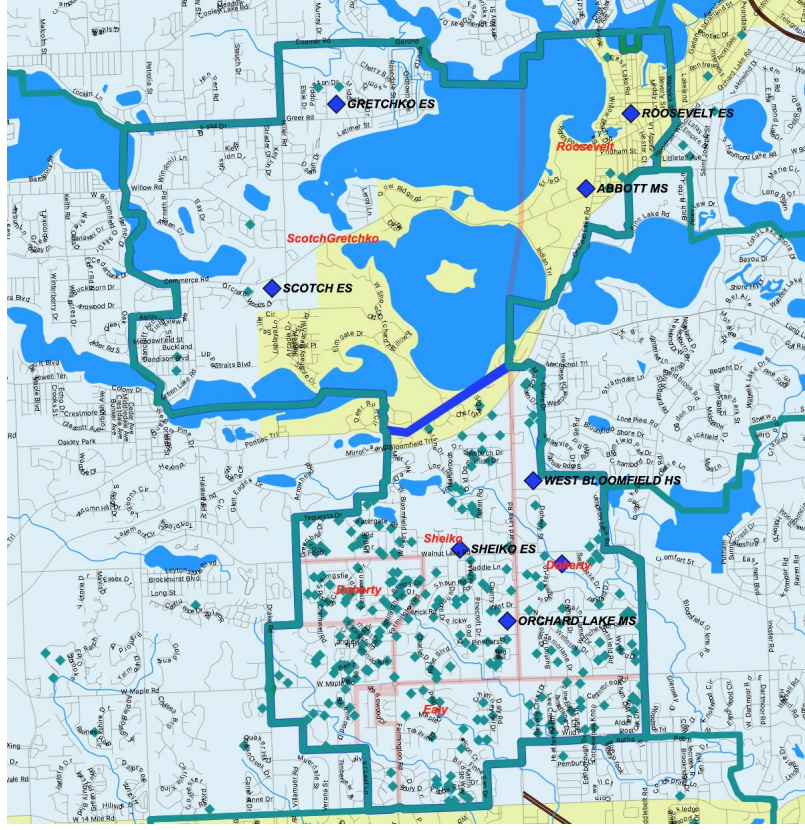
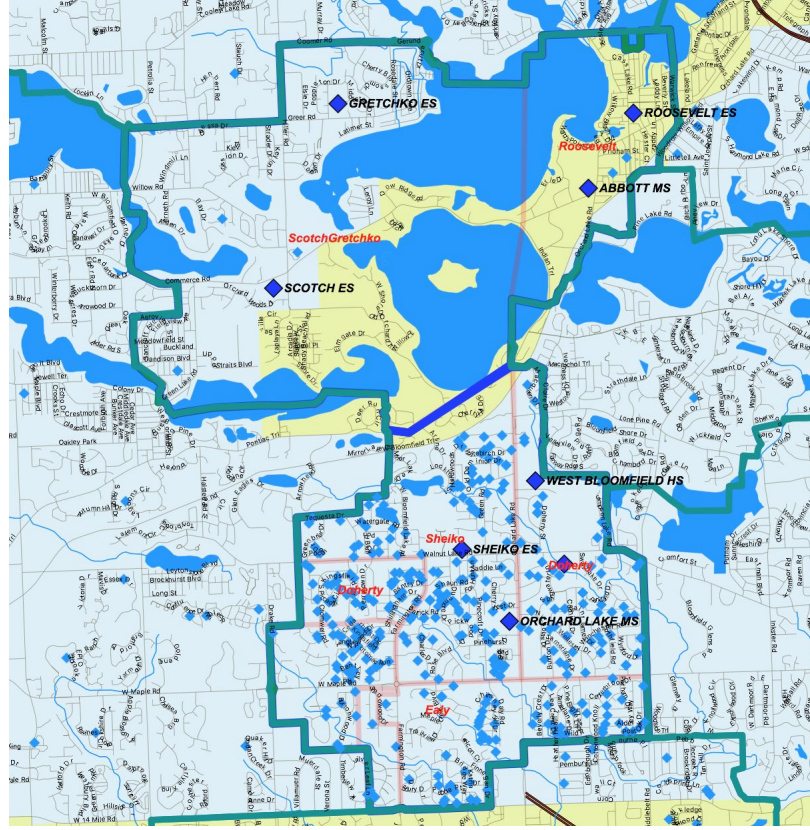
Geographic Distribution of Enrollment

WBSD Enrollment Snapshot - May 3, 2020



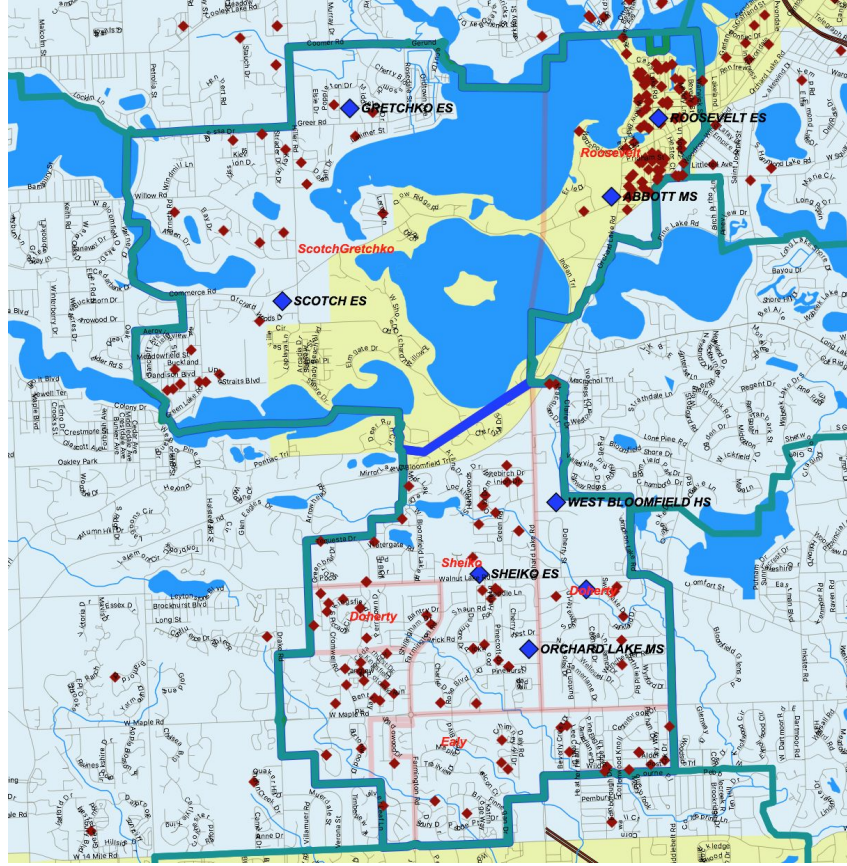


Gretchko PK-2 / Scotch 3-5 Elementary Student Distribution



Doherty PK-2 / Sheiko 3-5 Elementary Student Distribution





Roosevelt PK-5 Elementary Student Distribution



2. Facility Condition

- **TMP Architecture evaluated buildings using 23 criteria**
- **Building systems are ranked on a scale of one to five:**
- Site Adequacy and Condition
- Segregation of Auto, Bus and Pedestrian traffic
- Walkways
- Paving / Parking
- Lighting
- Landscaping / Signage / Seating / Fencing
- Playfields
- Overall Impression and Safety
- Building Exterior Envelope
- Walls, Windows, Doors
- Roof Condition
- Canopies - Protection from Weather?



Doherty Elementary School



- Originally built in 1966 with a recent addition in 2001/2002,
- Doherty School is arranged in a series of classroom pods with associated collaboration/central areas.
- The school also features a central media center that has direct access from all general classroom spaces



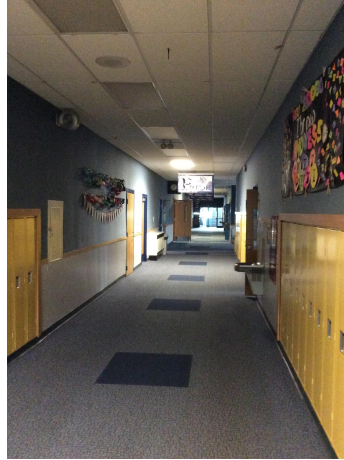
Gretchko Elementary School



- *Designed for students in grades K-1, this school features large classrooms areas specifically designed for the young learner with direct access to outdoor learning niches.*
- *Located in an established residential community, the design of Gretchko utilizes pitched roofs and siding that is compatible with its context.*



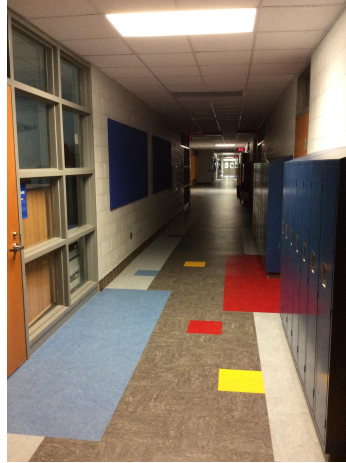
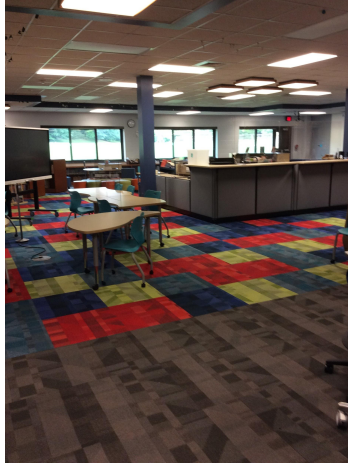
Roosevelt Elementary School



- *Originally built as a high school in 1920, Roosevelt includes numerous additions in 1994-95 and 2002-2002.*
- *The three story school, includes generous window areas into major instructional spaces...however, many of the classrooms are undersized that limits the flexibility of these learning environments.*



Scotch Elementary School



- Designed to house grades 2-5, Scotch includes appropriately sized instructional spaces to allow flexible learning to occur.
- The school was built in 1988 with a major class=room addition completed in 2004.
- Common areas are also appropriately sized and include easy access from all class areas.



Sheiko Elementary School



- Originally built in 1954, Sheiko School includes numerous additions for classroom spaces and Media Center.
- The gymnasium/multi-purpose space is located adjacent to the main entry which facilitate zoned after hours events.



3. Future Capital Investment Needs

- Continuation of new middle school \$40,349,000 (estimate of remaining funds required to complete)
- Sheiko parking lot reconfiguration \$1,900,000
- Doherty roof replacement (partial) \$734,000
- Scotch roof replacement (partial) \$103,000
- WBHS main entrance door replacement \$200,000 Roosevelt HVAC upgrades \$1,000,000
- Roosevelt roof replacement (partial) \$425,000
- Abbott HVAC upgrades \$1,000,000
- WBHS bleacher replacement \$1,000,000
- WBHS roof replacement \$1,100,000
- Transportation facility roof and parking lot \$370,000
- Total: \$48,181,000



4. Facility Age

- Doherty Elementary - 1968
- Gretchko Elementary - 1995
- Roosevelt Elementary - 1920

- Scotch Elementary - 1989
- Sheiko Elementary - 1956

5. Pedestrian Potential

- Doherty: 30 students
- Gretchko: 18 students
- Roosevelt: 84 students
- Scotch: 5 students
- Sheiko: 41 students



6. Operating Cost Per Student

Building	Gross Building Area (sq. ft.)	Number of Stories	Site Acreage	Three-Year Average Utility Cost (FY18, 19, 20)	Fall 2019 FTE	Utility Cost per Student	Utility Cost per Square Foot	Operational Costs	Operational Cost per Student	Score
Gretchko Elementary	58,415	1	15	\$70,285	421	\$167	\$1.20	\$624,711	\$1,484	4.4
Roosevelt Elementary	72,369	3	5.71	\$76,046	485	\$157	\$1.05	\$686,791	\$1,416	4.6
Sheiko Elementary	67,875	1	16.65	\$68,618	337	\$204	\$1.01	\$632,209	\$1,876	3.0
Doherty Elementary	67,929	1	13.82	\$55,888	520	\$107	\$0.82	\$680,055	\$1,308	5.0
Scotch Elementary	66,346	1	17.5	\$49,562	380	\$130	\$0.75	\$663,228	\$1,745	3.5

7. Prior Investment – 1989 - 2020

School	Prior Investment	Rating
Doherty	\$ 12,746,121	4.7
Gretchko	\$ 13,326,519	5.0
Roosevelt	\$ 8,318,321	2.7
Scotch	\$ 6,997,186	2.1
Sheiko	\$ 11,482,302	4.2
Average Elementary	\$ 11,138,032	
ACS	\$ 1,358,839	



8. Compliance with Modern Educational Specifications

School	Doherty	Gretchko	Roosevelt	Scotch	Sheiko	PreS-Admin	Transition
Rating	5	4	1	4	5	3	4

- Doherty and Sheiko have the most modern buildings, best able to deliver modern programs
- Roosevelt is the most historic and least similar to buildings being built today, it is still a large building

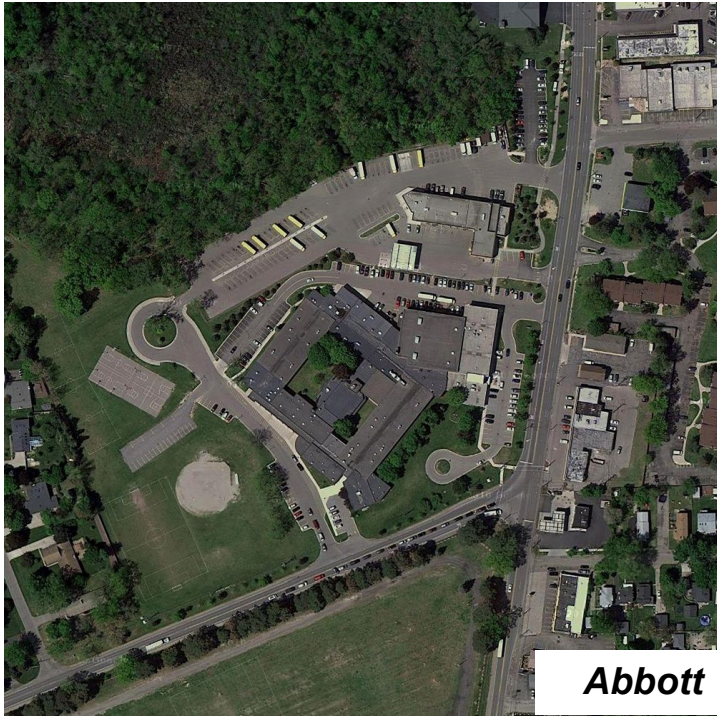


Elementary School Ratings – All Rubrics

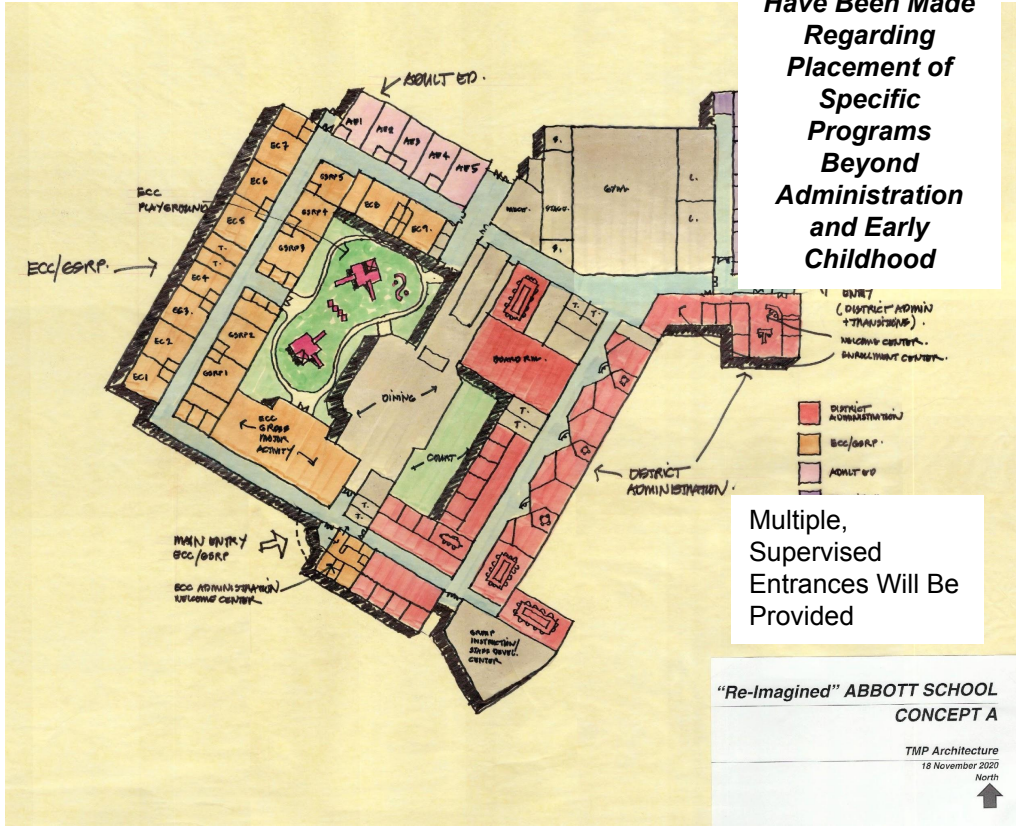
Scoring Summary of WBSD Elementary Ratings - 10/22/20 - DRAFT

Index	Gretchko	Scotch	Doherty	Roosevelt	Sheiko
Percentage utilization now and in the future	4.1	3.1	4.3	5	2.9
Facility condition	4.4	3.9	4.4	2.4	4.1
Future capital investment needs	5	2	3	1	4
Facility age	5	4.7	3.6	1	2.9
Pedestrian viability	2.8	3.1	2	4	2.4
Operating cost per student	4.4	3.5	5	4.6	3
Prior capital investment	5	2.1	4.7	2.7	4.2
Compliance with current educational specifications - Castellana B16	4	4	5	1	5
Total	34.7	26.4	32	21.7	28.5
Grade	87%	66%	80%	54%	71%





Abbott



Abbott Central Campus
Concept

2

Task Force

- Reviewed building efficiency data
- Discussed potential closure options
- Examined preschool locations
- Formulated stakeholder survey

- Parents – 5
- Board members – 2
- Administrators – 6
- Consultants - 2

Parents from:

- Scotch – 2
- Gretchko – 1
- Doherty / Sheiko – 1
- Roosevelt - 1



3

Stakeholder Involvement

**Staff
Focus Group**
November 30
6:30 p.m.

School Board Overview – Sept 14
Union Leaders Call



**Parent
Focus Groups**
December 1
December 3
6:30 p.m.

Principals Call



Survey



Consolidation of central services



Preschool locations



Elementary closure



Potential Elementary Closures

Scenario 1

Roosevelt closes
Gretchko PK-2
Scotch PK, 3-5
Doherty PK-2
Sheiko PK, 3-5

Scenario 2

Scotch closes
Gretchko PK-2
Roosevelt PK, 3-5
Doherty PK-2
Sheiko PK, 3-5



Frequently Asked Questions

Why weren't the Roosevelt bond funds used? Would using it make a difference in the facility's rating?

- Roosevelt has been discussed as a closure candidate in 2012, 2016 and in May of 2020 and the expenditures have been scheduled toward the end of the bond program in the event that the Board might act on Roosevelt's status.
- In 2017, the programs at Roosevelt were proposed for either movement to the Abbott campus or continued assignment at Roosevelt. All programs have continued at Roosevelt.
- The expenditures would improve Roosevelt's condition rating, but its lowest ranking would remain.

Where will students go if/when a school is closed?

- General program students would be reassigned to a close-by WBSD elementary school
- The Magnet program would be relocated to a suitable grade 3-5 school

Transportation issues: Will transportation be provided for both boundary area students and choice students?

Was the additional cost of transportation calculated and considered?

Yes – Transporting eligible Roosevelt students would require 2 buses (\$90,000 annually) and transporting Scotch would require 5 buses (\$288,000 annually)



Frequently Asked Questions

Where will the programs at the closed facility go? (STEAM, STEM, SOC, J&S building, Lakers Online)

- The Board has considered converting STEAM into a district-wide Project Lead the Way program
- School of Choice will continue with secondary capacity as a consideration
- The programs at the current J&S building will continue in a location TBD
- Lakers Online will continue indefinitely



What happens to the staff of closed buildings?

- Classroom staff generally follows student enrollment as students are redistributed
- Administrative and building support staff may be consolidated

Why isn't Abbott being considered for decommissioning instead of one of the elementary schools?

- Abbott and the ACS have been evaluated for condition and Abbott scores well against other buildings as a central support facility

What is the timeline for when a decision will be made and after that when a school will be closed?

- The Board is considering the issue in December with a potential August 2022 implementation for any changes proposed

What will the district do with the property/site of a closed facility?

- The district may have multiple surplus facilities in the future and will abide by its policy on how to proceed, but no alternatives have been discussed



Frequently Asked Questions



Can we wait for the 2020 Census?

- Census data will not be available for small geographic for at least the next 18 months
- The district conducted an extensive demographic study in April and May of 2020 which reinforced downward enrollment trends

Issues about calculations: How were the calculations made?/ What items were in the criteria for evaluation? Did calculations take into account pre-pandemic enrollment and that students are likely to return to buildings after the pandemic?

- The scoring and ranking process was described in stakeholder forums and previously in this report
- 23 Architectural and engineering criteria were considered
- The enrollment study assumed students will return to in-person learning once the pandemic ends

Why does the district have K-2 / 3-5 school configurations?

- The district conducted a study in 2012 that found staffing efficiency and instructional benefits

What communication was done to inform community of this process and possible changes?

- Three stakeholder webinars, May Board work session, Zoom session with union leaders, Zoom session with principals, website notices



Survey Results

Respondents to the survey: The survey was completed by 530 stakeholders. Half of the respondents were from the northern part of the school district and 65% of the responses were from parents/guardians. District employees (teachers and other staff) represented 26% of the respondents. Community members represented about 17% of respondents. There was only one student who took the survey

Efficiency, consolidation and closure sentiment: Three-quarters of respondents thought the school district should be more efficient and the same percentage thought central administration and other programs should consolidate, but only a quarter thought an elementary school should close.

Pre-school location preference: There was a preference for retaining pre-schools at neighborhood schools with 75% agreeing with that scenario. But about half also supported the idea of moving some pre-school programs to a centralized location while keeping some at neighborhood schools. About a third agreed that moving pre-school programs to a central location was a concept they supported.



Survey Results

Most supported scenario for closure: Closing Roosevelt was most supported by 39%; Closing Scotch was most supported by 28% and taking no action was most supported by 27%.

Least supported scenario for closure: There was a tie for the least supported scenarios with 41% least supporting closure of Scotch and another 41% least supporting closing Roosevelt.

Closing Roosevelt was favored most often regardless of residence location. But those living in the southern part of WBSD preferred it at a higher rate than those living outside the district boundaries or living in the northern part of the district.

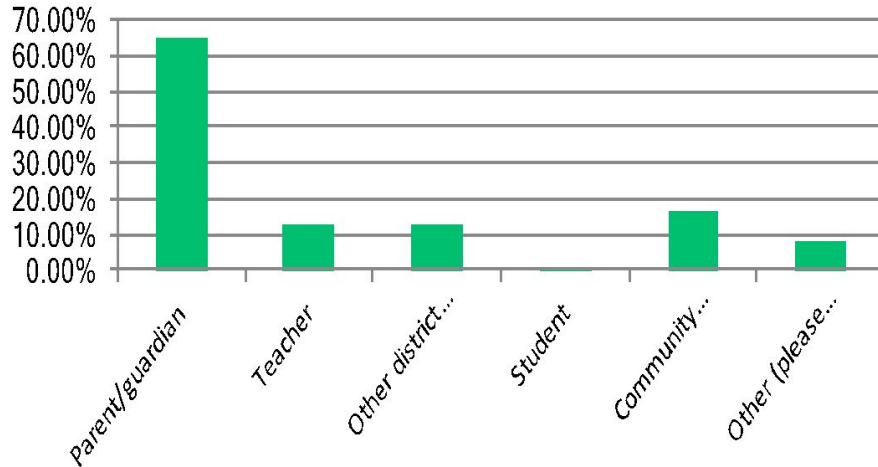
Those residing in the southern half of the district least support closing Scotch. Those in the northern part of the district or who live outside district boundaries least support closing Roosevelt.

Only about a quarter of respondents *most support* taking no action. This suggests that most respondents see that some action is prudent.

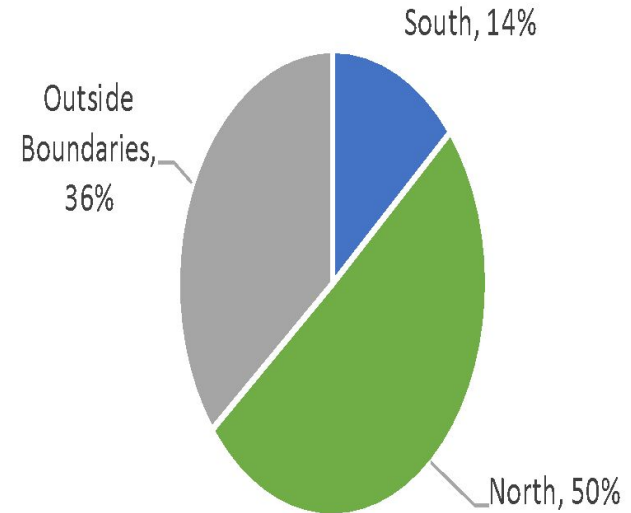


Survey Results

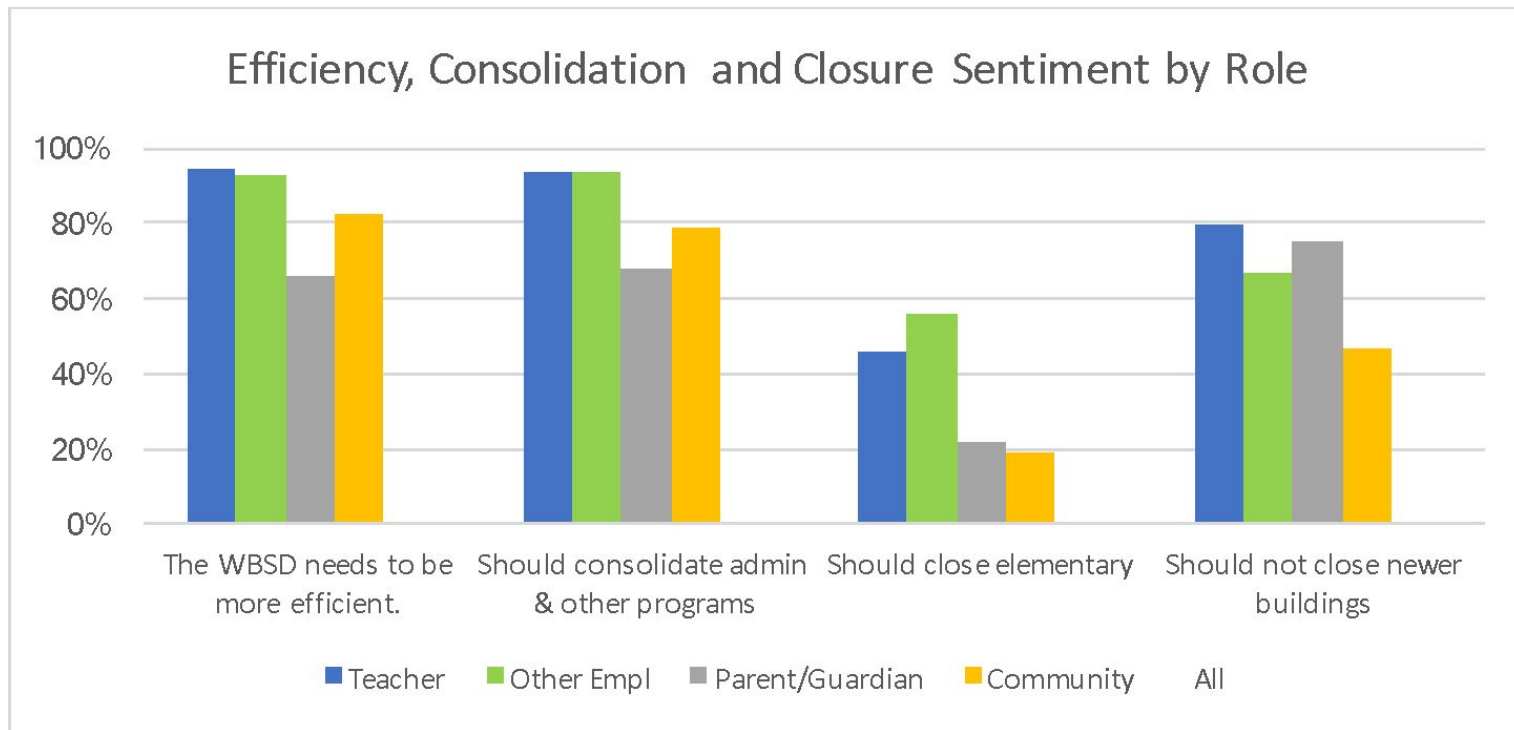
What is your role in the West Bloomfield community? (Mark as many as apply.)



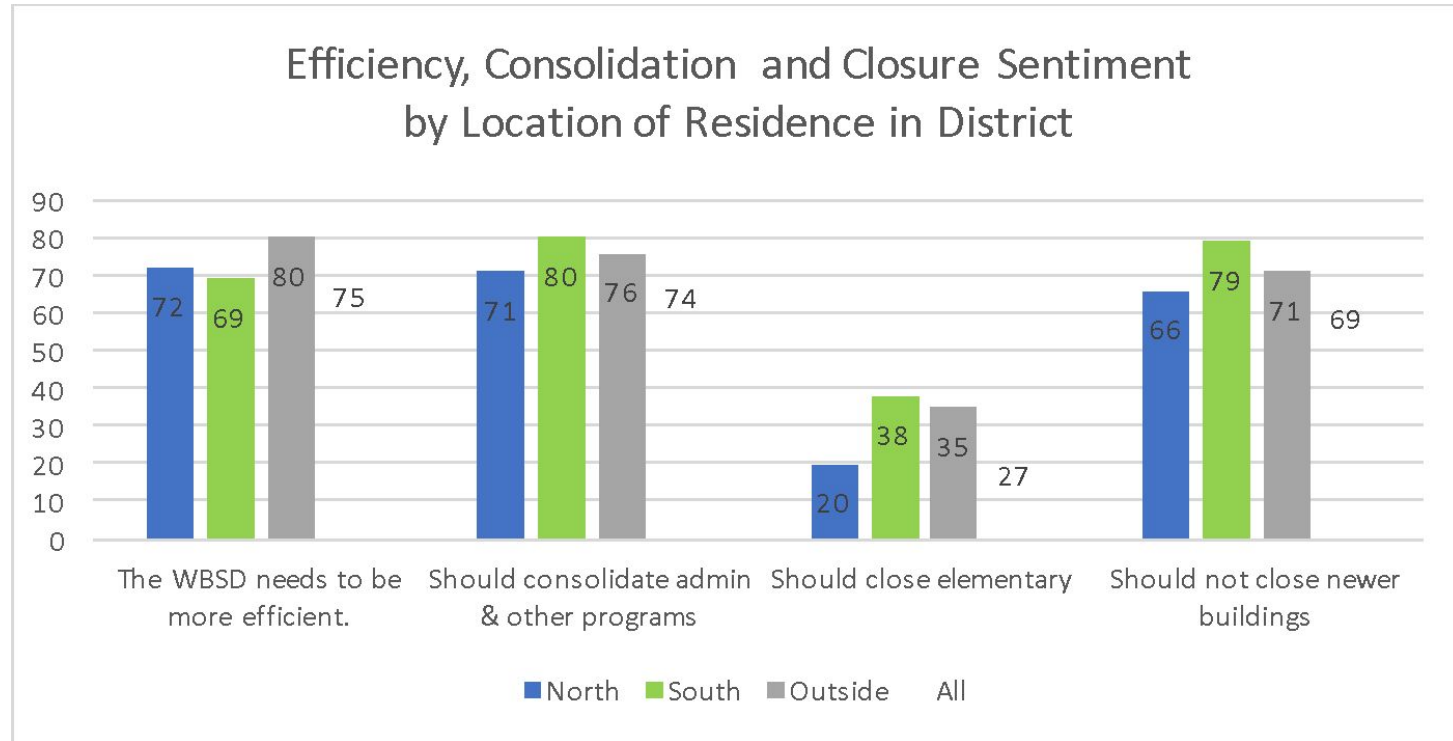
Area of the District Respondents Reside



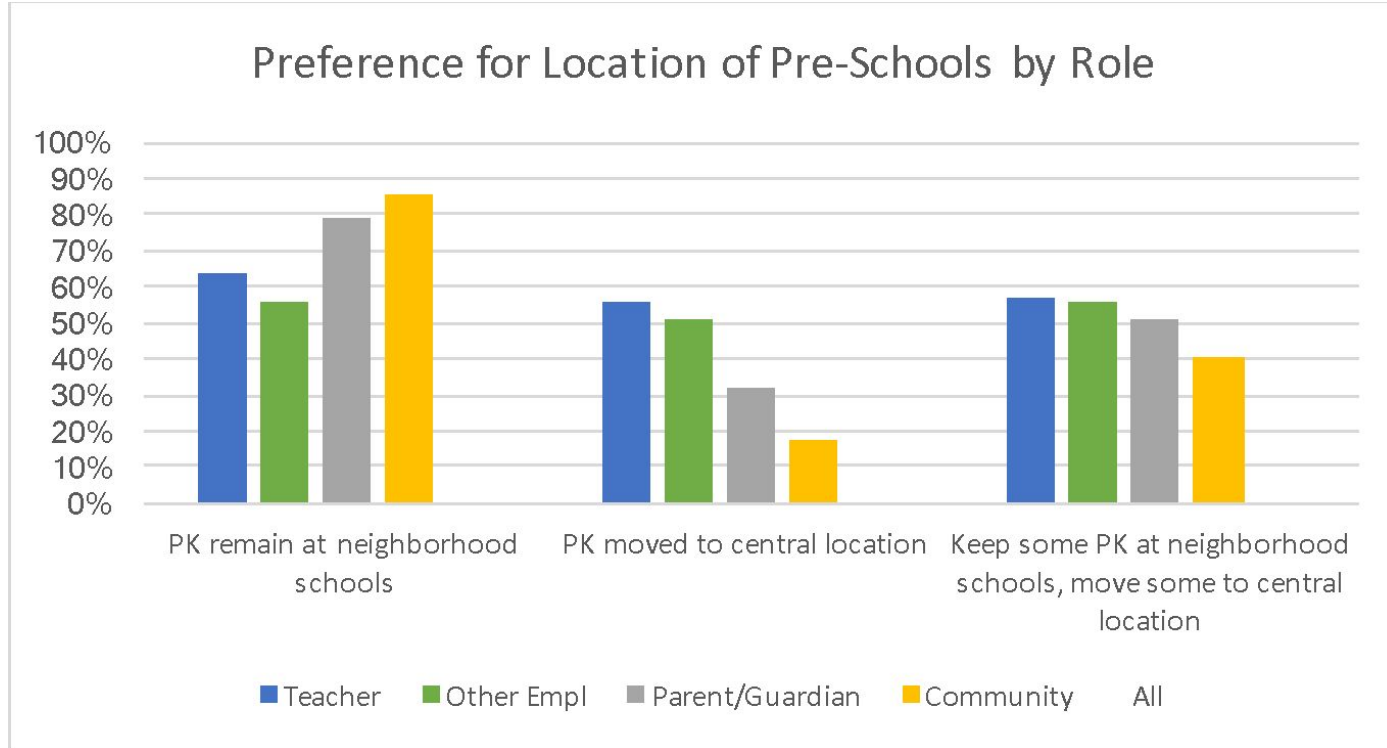
Survey Results



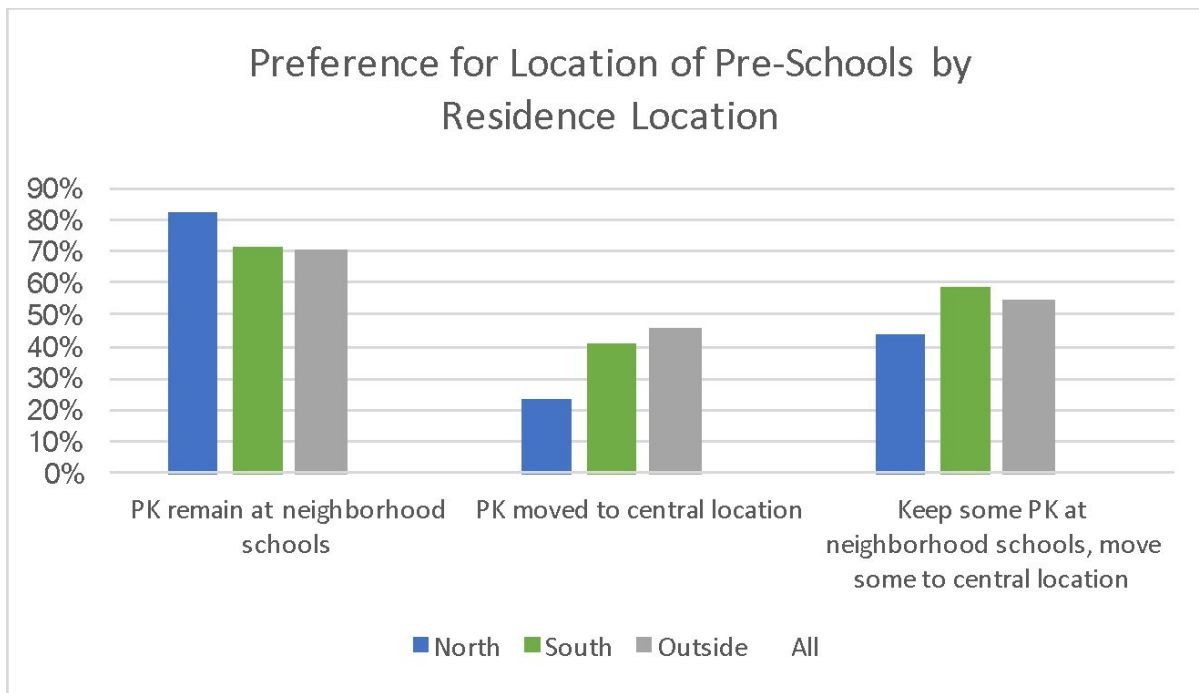
Survey Results



Survey Results

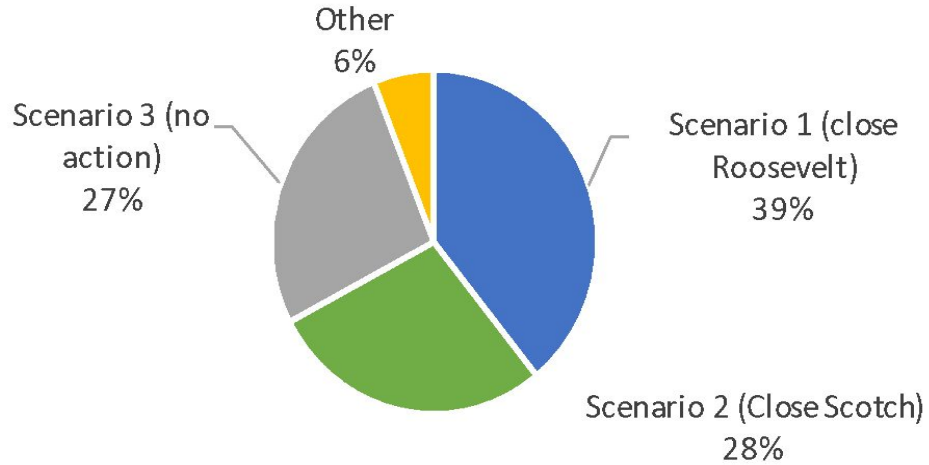


Survey Results

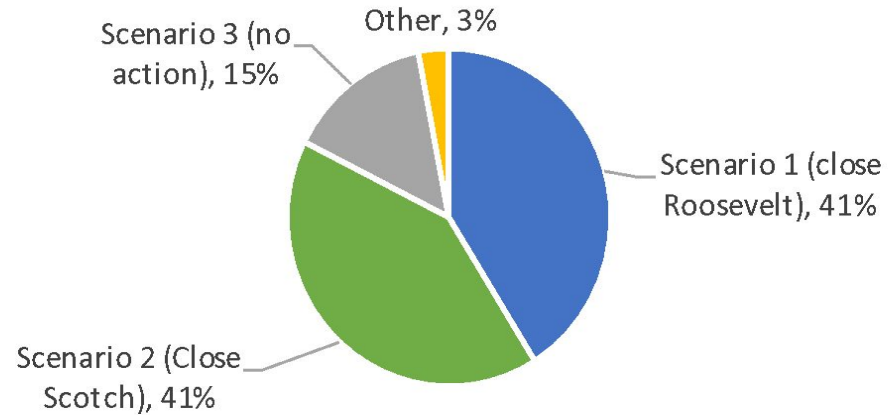


Survey Results

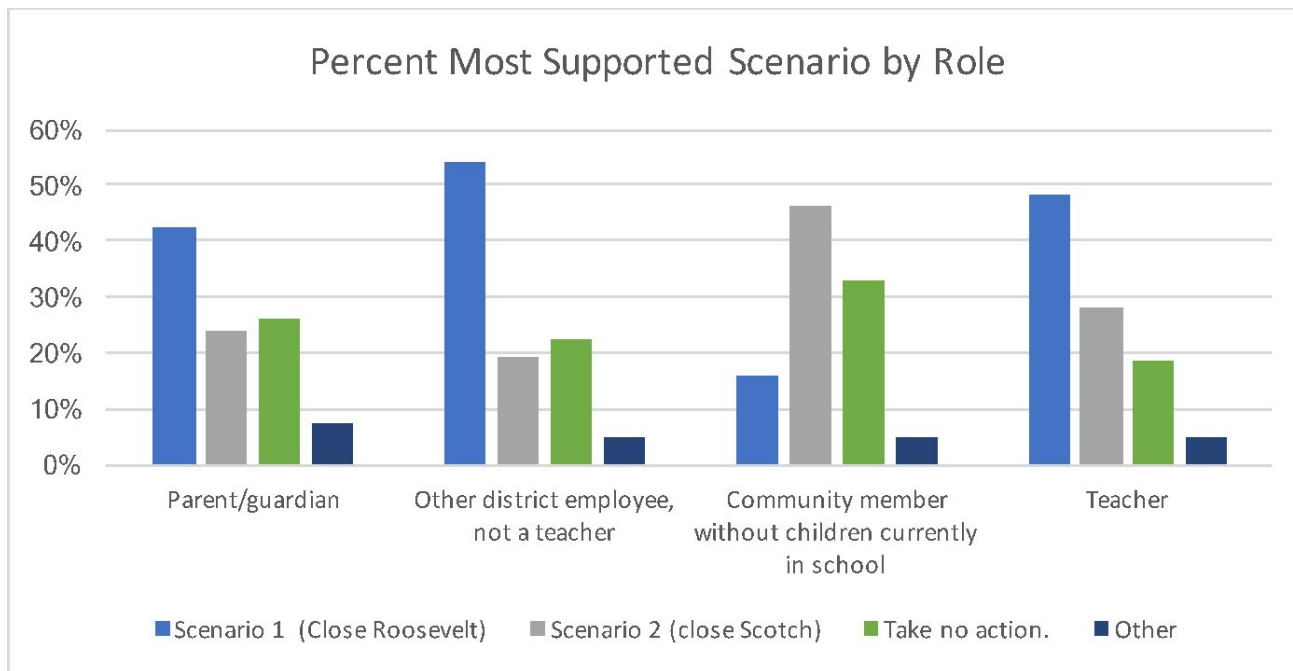
Most Supported Scenario



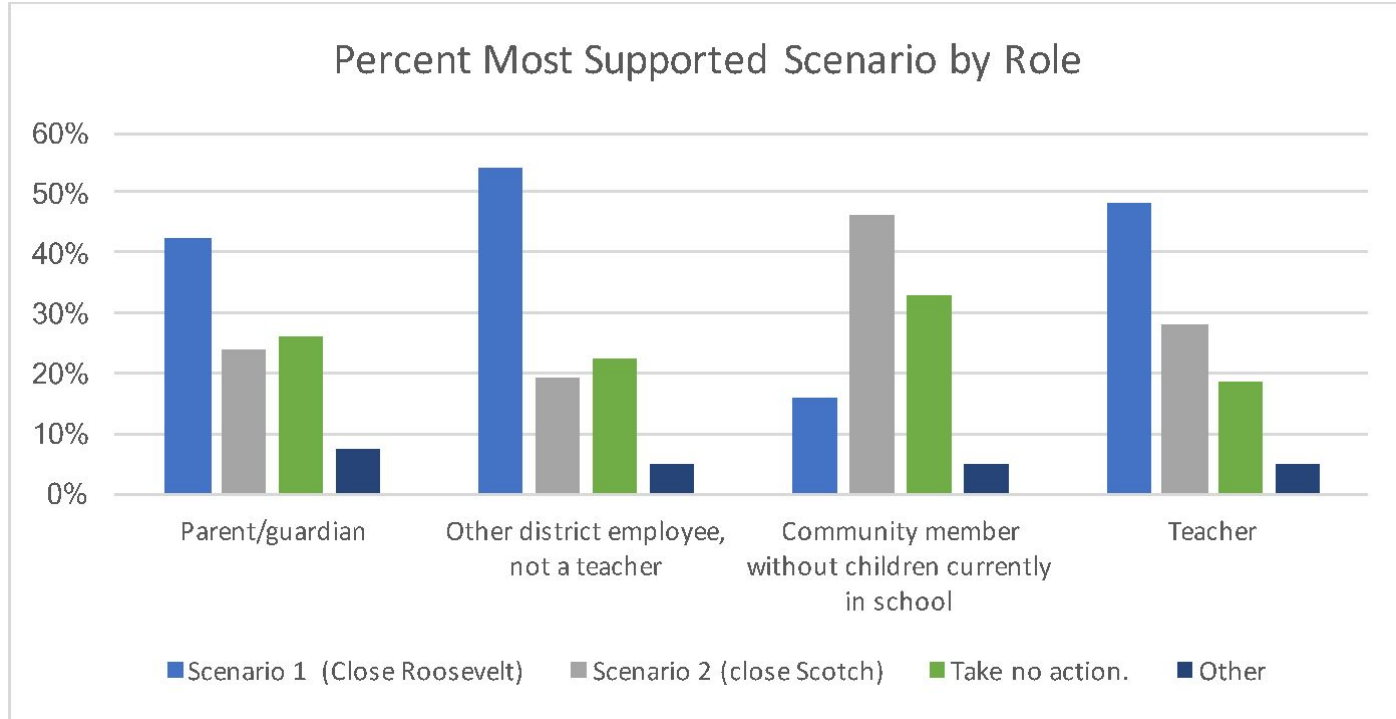
Least Supported Scenario



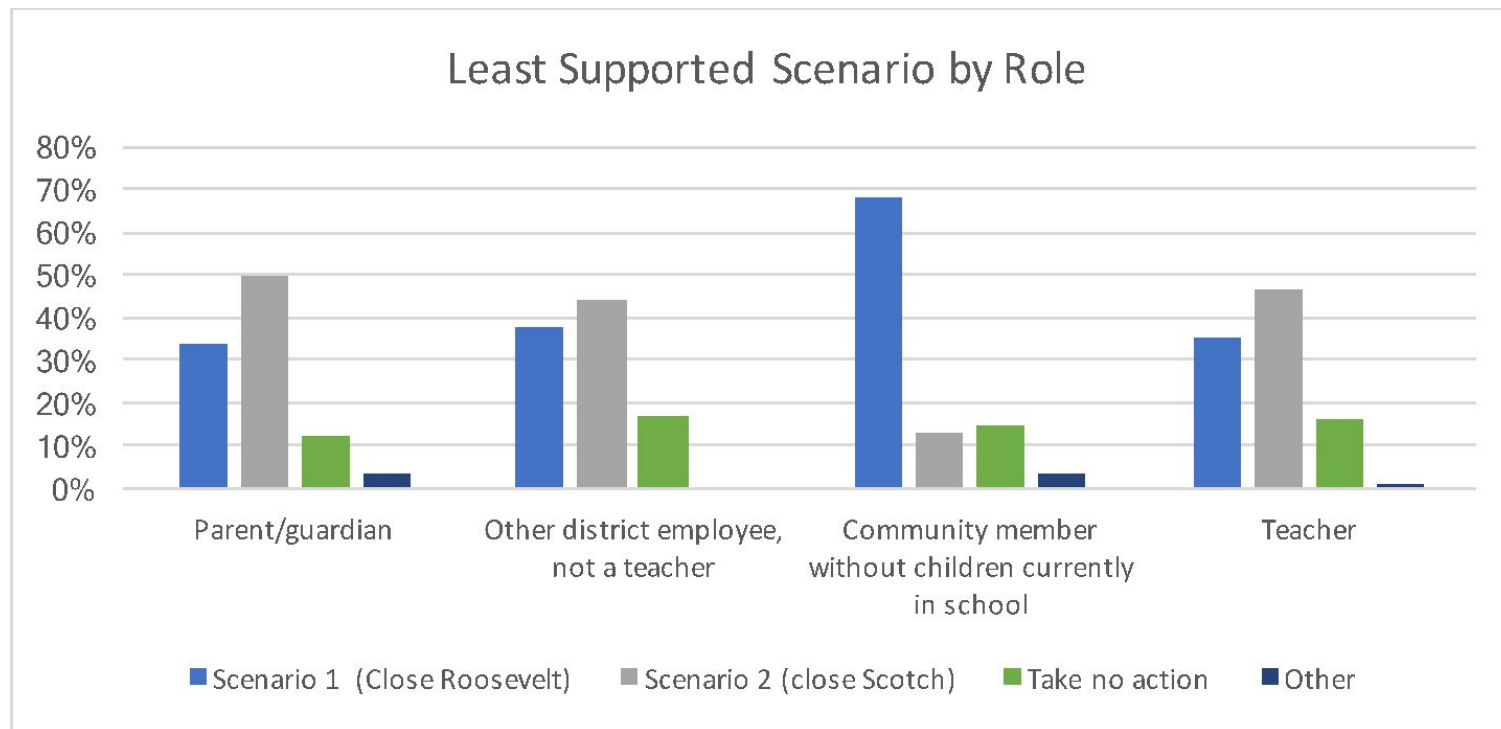
Survey Results



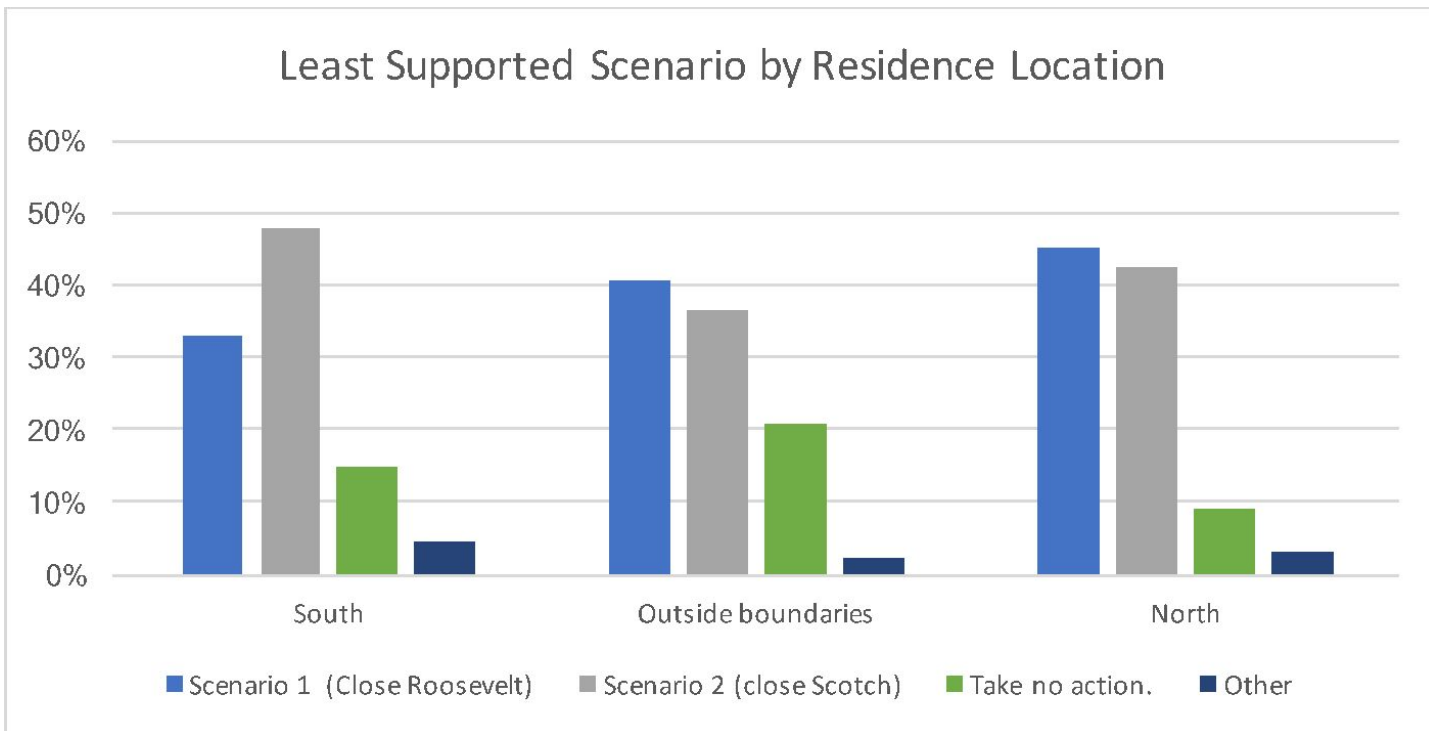
Survey Results



Survey Results



Survey Results



Findings / Conclusion

- Significant opportunities for creating efficient central services exist – stakeholders support this
- Approximately thirty percent of district elementary seats are unused when counting both district and school of choice residents – utilization rates are even lower if consideration is isolated to district residents only
- Roosevelt Elementary, due to age, small instructional spaces and other facility constraints is the leading candidate for potential closure given a technical architectural, financial and engineering analysis
- Stakeholders support the overall goal of efficiency and oppose inaction, but also oppose the closure of an elementary school
- Preschool program location opinions differ with staff and administration preferring a central option and parents preferring neighborhood locations
- Enrollment decline is expected to continue



Task Force Recommendations

1. Establish a Central Early Childhood Education Location
2. Use the Abbott Campus as a Central Service Center
Focusing on Administration and Early Childhood Programs
3. Close Roosevelt Elementary School and Work with
Stakeholders to Ensure a Successful Relocation of Its
Programs

Discussion / Questions

