

Operational Sustainability Status Report

PRESENTED BY:

Allan Garde

Assistant Superintendent, Business Services

September 28, 2021



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Agenda

- Background - The Why
- SUDT Work
- SUDT Criteria
- Overall Findings
- Phase II Plan
- Discussion
- Facilities Master Plan Update



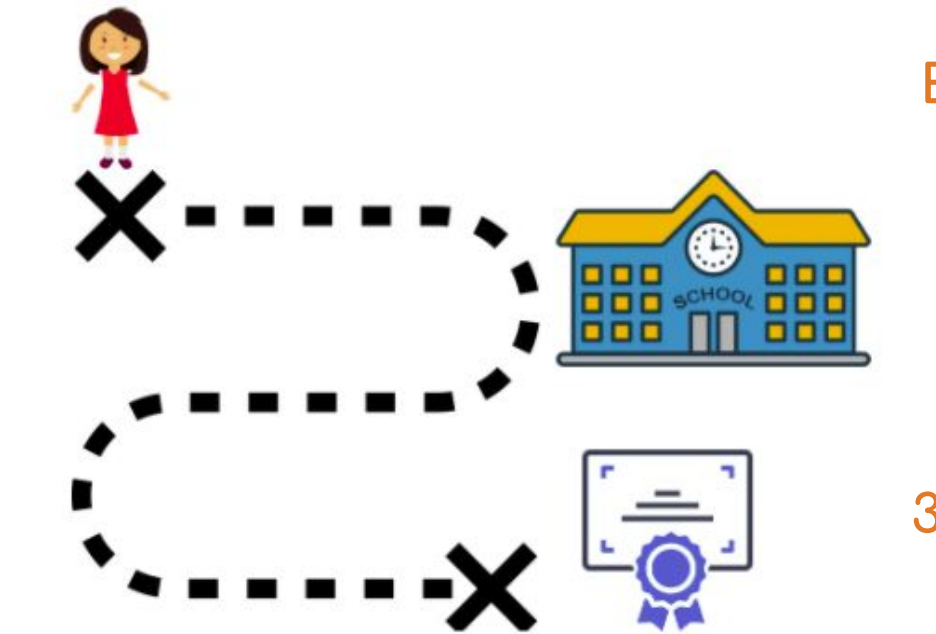
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Background and The Why



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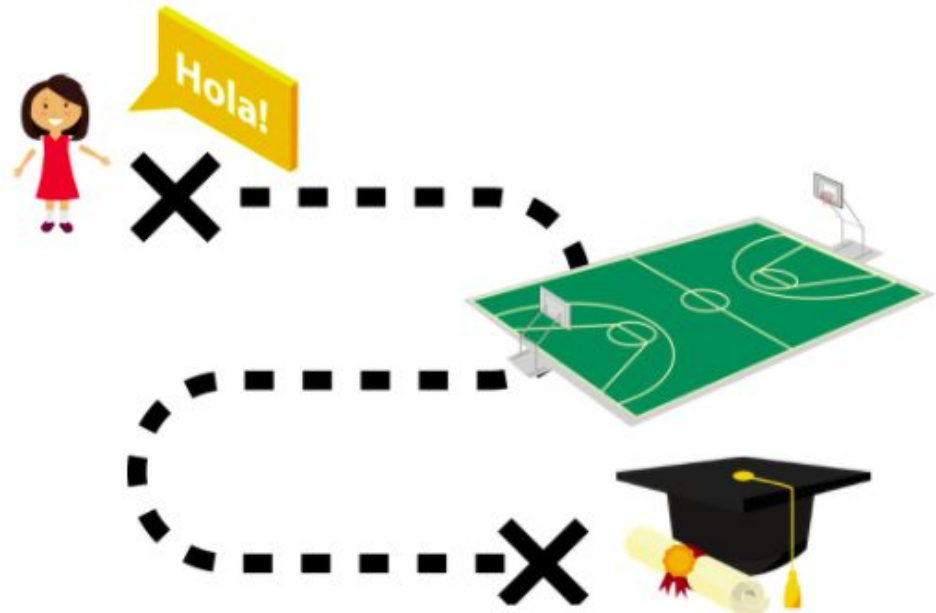
A Tale of Two Students



Enrolls in
PK/TK

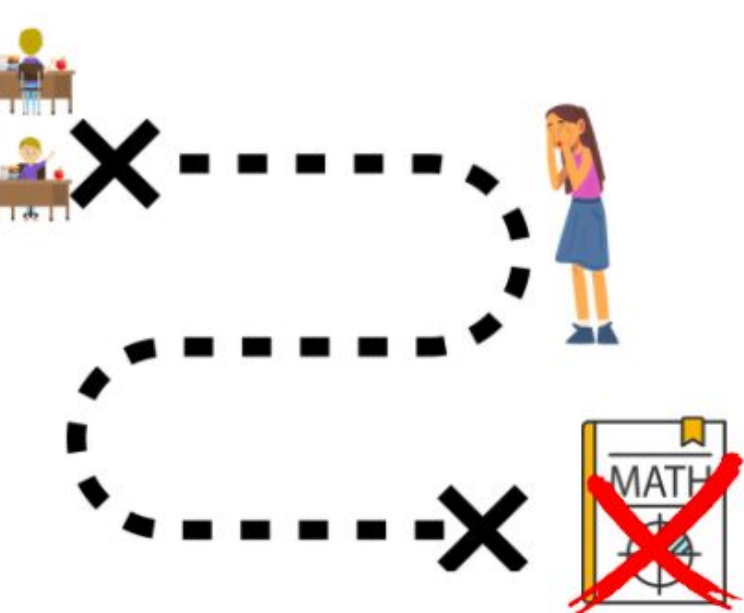
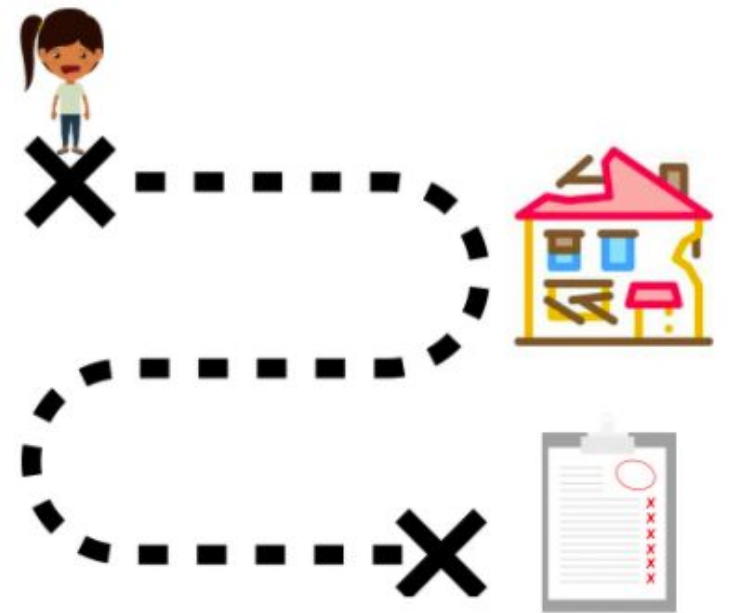
Enters K

3rd Grade
Literacy



Middle
School

8th Grade
Math

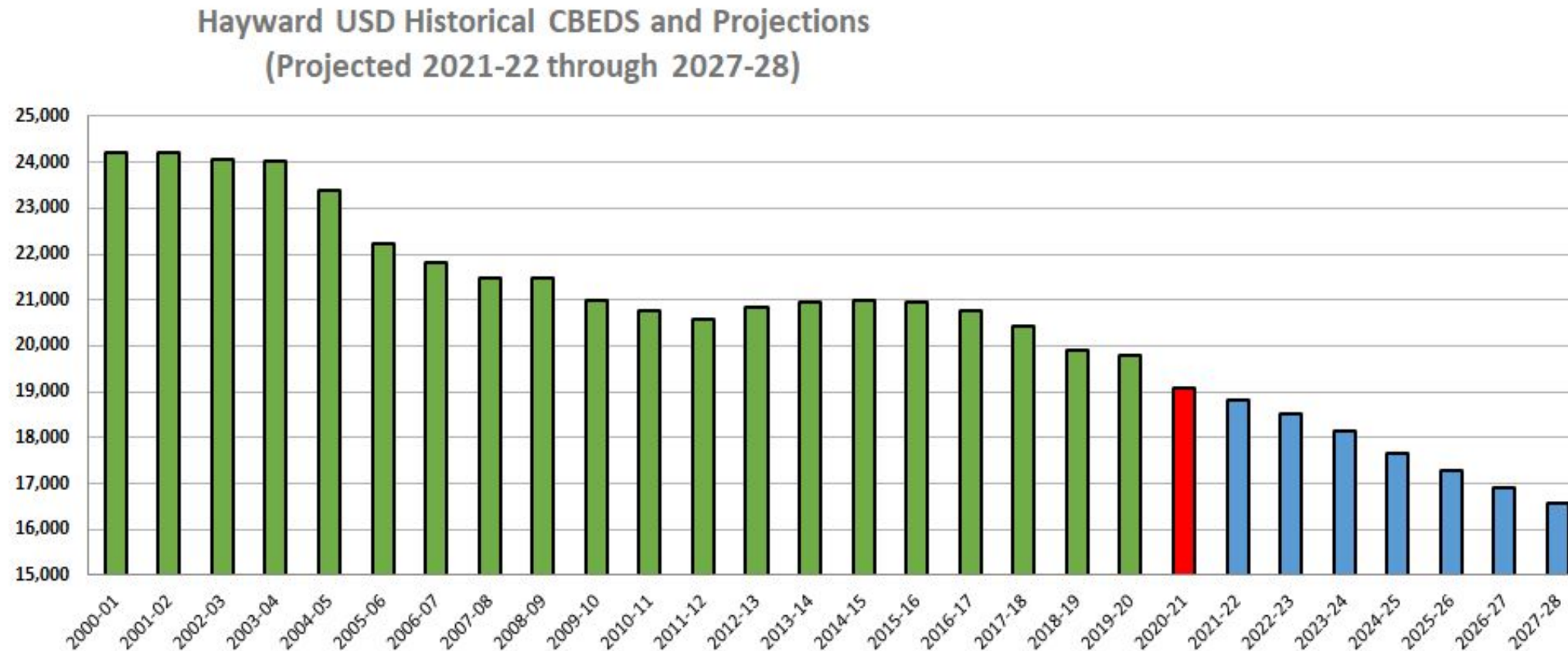


Middle
School

8th Grade
Math

Background

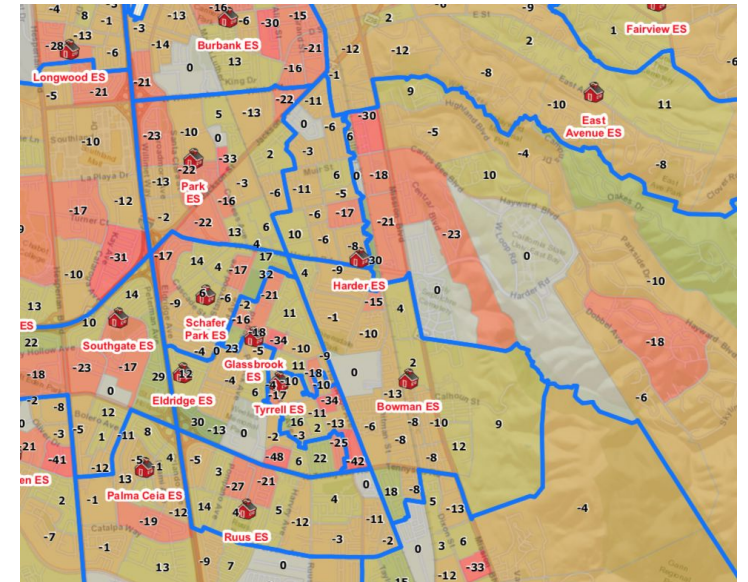
- Inequitable student outcomes
- Declining enrollment
- Outdated facilities
- Limited resources



Board Direction

From the July 28, 2021 Board Workshop

- Bring recommendations based on the School Usage Design Team criteria and discussions to the Board of Education for ...
 - Changes in policy
 - Changes in boundaries
 - Changes in programs
 - School closure
- Meaningfully involve stakeholders in the process
- Communicate changes by December 2021 to implement for the 2022-23 school year.



Composition of the School Usage Design Team

The committee will be 30 members comprised of the following:

- HEA (4), AEOTE (2), SEIU (2), and ACSA (2) Representatives,
- School Staff Representatives (5)
- Community Representatives (5),
- Parent Representatives (7), and
- Student Representatives (3)

50% Staff & 50% Parent, Student, and Community

District staff and district partners will facilitate the meetings



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School Usage Design Team (Phase I) Meetings

1. January 30, 2020
 2. February 13, 2020
 3. February 27, 2020
-
4. February 25, 2021
 5. March 18, 2021
 6. April 15, 2021
 7. May 6, 2021
 8. May 27, 2021
 9. June 12, 2021
 10. August 19, 2021



SUDT paused for nearly a year due to the COVID-19 pandemic.

Remaining meetings held virtually.

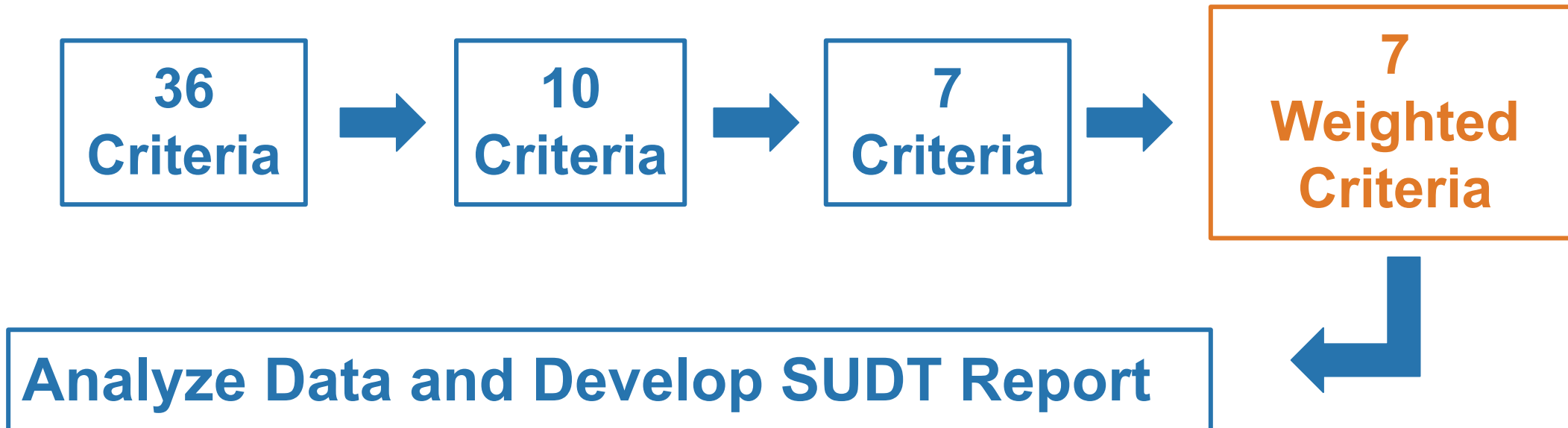
School Usage Design Team Report



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School Usage Design Team - Phase I Work

- Analyze demographic, enrollment, facility, and program data
 - Establish criteria to determine the most efficient and effective use of our resources based on this data
-



Identified Criteria: What do we value?

Rank	Quantitative Criteria	Weight
1	Student Safety	21%
2	Site Upgrades	15%
3	Student Success	14%
4	Technology Needs	13%
5	Signature Programs	13%
6	Repairs Needed	13%
7	Special Education Classrooms	11%
	Total	100%

Scoring Schools

- School data shared with school names redacted to minimize potential bias
- All data is publicly available and described in the report.



OPERATIONAL SUSTAINABILITY STATUS REPORT:

Part 1:

**Comprehensive Analysis of Facilities, Capacity,
Programs versus Enrollment Trends to Better Serve
Our Own Educational Community**

September 2021

prepared by
GARY L. JONES, Senior Associate, EH&A



Overall Findings

Excerpt from the report:

There is no benefit to drawing quick conclusions as to what should happen to the lowest scoring school sites on the matrix. Where schools are geographically situated in the District as well as their unique benefits and deficiencies are beyond what can be illustrated in a scoring matrix.

Summary Quantitative Criteria	Criterion 1: Student Safety (21)	Criterion 2: Site Upgrades (15)	Criterion 3: Student Success (14)	Criterion 4: Technology Needs (13)	Criterion 5: Signature Programs (13)	Criterion 6: Repairs Needed (13)	Criterion 7: SPED/ Specialty Classrooms (11)	FINAL SCORE (100 max)
Middle Schools								
Cesar Chavez Middle	1.9	4.0	5.6	10.7	13.0	4.0	5.5	45
Anthony W. Ochoa Middle	13.4	0.0	9.3	13.0	13.0	0.0	6.9	56
Bret Harte Middle	21.0	4.0	11.2	11.9	11.4	4.0	4.1	68
Winton Middle	5.7	12.0	8.4	10.7	11.4	11.0	11.0	70
Martin Luther King Middle	11.5	15.0	14.0	13.0	8.1	13.0	9.6	84

Summary Quantitative Criteria	Criterion 1: Student Safety (21)	Criterion 2: Site Upgrades (15)	Criterion 3: Student Success (14)	Criterion 4: Technology Needs (13)	Criterion 5: Signature Programs (13)	Criterion 6: Repairs Needed (13)	Criterion 7: SPED/ Specialty Classrooms (11)	FINAL SCORE (100 max)
Elementary Schools								
Strobridge Elementary	8.4	0.0	6.3	8.8	6.5	0.0	1.6	32
Glassbrook Elementary	1.1	2.0	7.0	9.8	8.7	2.0	9.4	40
Park Elementary	6.3	2.0	8.4	8.8	13.0	2.0	1.6	42
Bowman Elementary	1.1	4.0	7.7	8.8	10.8	4.0	7.3	44
Eldridge Elementary	14.7	2.0	7.0	9.8	8.7	2.0	1.6	46
Longwood Elementary	13.7	4.0	7.7	8.8	6.5	4.0	1.6	46
Treeview Elementary	9.5	10.0	7.0	8.8	6.5	6.0	1.6	49
Eden Gardens Elementary	15.8	2.0	7.0	9.8	4.3	2.0	7.9	49
Ruus Elementary	10.5	2.0	10.5	7.5	8.7	4.0	11.0	54
Southgate Elementary	18.9	2.0	14.0	9.8	4.3	0.0	7.9	57
Palma Ceia Elementary	18.9	2.0	8.4	9.8	10.8	4.0	9.4	63
Tyrrell Elementary	6.3	14.0	7.0	9.8	8.7	12.0	7.9	66
Burbank Elementary	12.6	15.0	9.8	10.7	6.5	12.0	1.6	68
Lorin Eden Elementary	8.4	15.0	9.8	9.8	4.3	13.0	7.9	68
Stonebrae Elementary	13.7	14.0	7.0	10.7	8.7	10.0	6.3	70
Cherryland Elementary	12.6	15.0	8.4	13.0	10.8	12.0	1.6	73
Fairview Elementary	12.6	15.0	9.8	10.7	8.7	13.0	4.7	75
Harder Elementary	8.4	15.0	8.4	13.0	8.7	13.0	9.4	76
East Avenue Elementary	18.9	15.0	9.1	10.7	8.7	13.0	1.6	77
Schafer Park Elementary	21.0	15.0	10.5	10.7	6.5	12.0	6.3	82

Qualitative Criteria

Outside of the quantitative criteria from the School Usage Design Team, a meaningful amount of time was spent on the Qualitative aspects of what makes a school.

Imagine that you are a parent coming to a school where your child might be enrolling. Think about your expectations in each of the following areas, and please share your thoughts with the group:

- School Exterior
- School Interior
- Academic Programs

Reference pages 58 to 60.

Phase II



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Phase II SUDT

School Usage Design Team:

- 9/16 Develop our equity lens
- 9/30 Begin discussing potential recommendations
- 10/14 Continue discussing recommendations
- 10/21 Continue discussing and debrief Town Halls
- 10/28 Finalize recommendations

* If needed



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Phase II Community Conversations

Town Halls are scheduled in mid-October to inform and collect input from stakeholders regarding the potential boundary and program changes as well as possible school closures.

- October 18 - Town Hall via zoom for HHS Community*
- October 19 - Town Hall via zoom for Tennyson Community*
- October 20 - Town Hall via zoom for Mt. Eden Community*
- **October 26 - Town Hall via zoom for Year-Round Schools Community***

* Any HUSD community member may attend any of the town halls.



Phase II: Special Board Meeting 11-17-21

Board will hear recommendations and take action considering:

Educational Needs	Facility Needs	Budget Needs
How do we organize programs and direct resources to improve student outcomes?	<p>Measure H funds and other facility improvement funds are limited.</p> <p>How do we maximize our funds and reduce the \$1B worth of upgrades needed by using our facilities in different ways?</p>	<p>The county has warned that if the district does not provide a list of board approved reductions as well as a timeline of implementation HUSD may receive a negative certification of our budget.</p> <p>The county is expecting the Board of Education to take action to reduce its ongoing expenditures to match current enrollment.</p>

Phase III Implementation

- **Communication**
 - Ensure all stakeholders understand
- **Student enrollment**
 - Reassignment policy and process
 - Supporting students and families prior to and during the transition
- **Staffing**
 - Reassignment policy and process
 - Additional staff to support students and families
- **Operations**
 - Transportation, School Budgets, Student records, Surplus items
- **Training**

Board Discussion and Direction

- What additional information do you need to help make decisions?
- Does our planning and process meet the Board's needs to on track towards the recommendation and implementation timeline?
- What does a successful implementation of recommendations look like?



Facilities Master Plan Update



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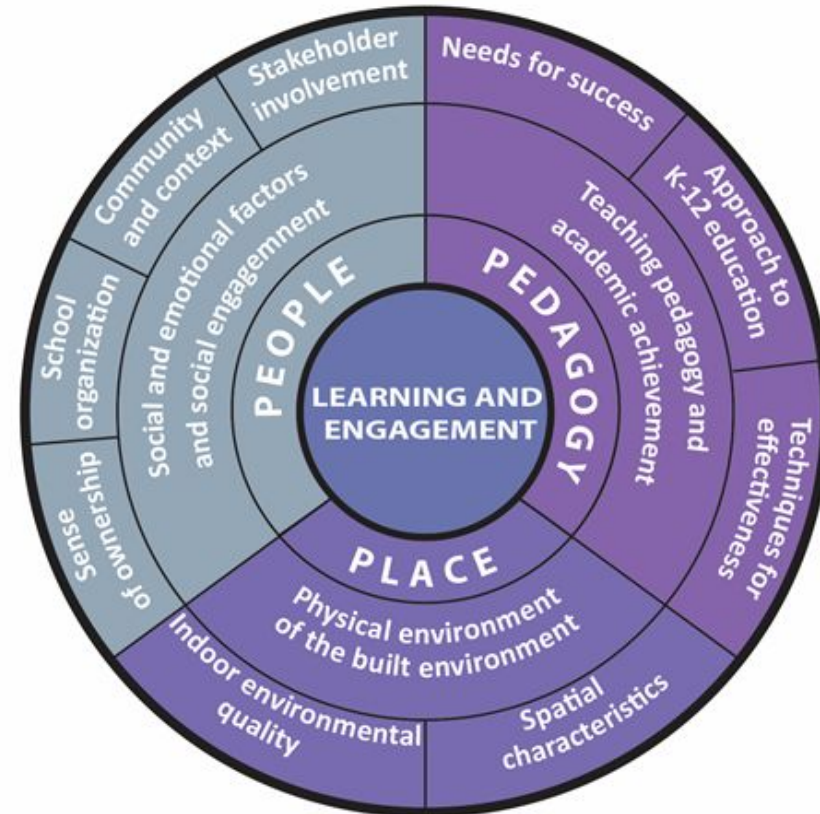
Hayward Unified School District

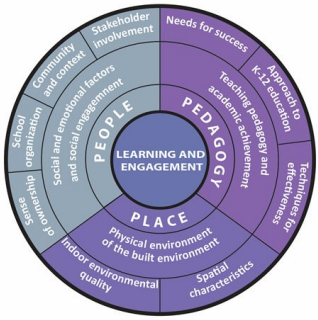
Our Mission:

*We draw from our community's rich diversity in order to **create** an **engaging** and **equitable educational experience**, delivered in a **safe and supportive environment**.*

Core Values:

- Equity
- Well-Supported Staff
- Integrated Partnerships
- Collaborative Leadership
- Data-Informed Decisions





“Structure Generates Behavior”

*to **create an engaging and equitable educational experience,** delivered in a **safe and supportive environment.***

we have to ensure...

- our students and staff (People) have access to the right programs;
- our programs (Pedagogy) are enhanced by our schools; and
- our schools (Place) facilitate engagement in a safe and supportive environment for our students, staff, and community.

The above is not a reality for some and this is an equity issue we have to address.

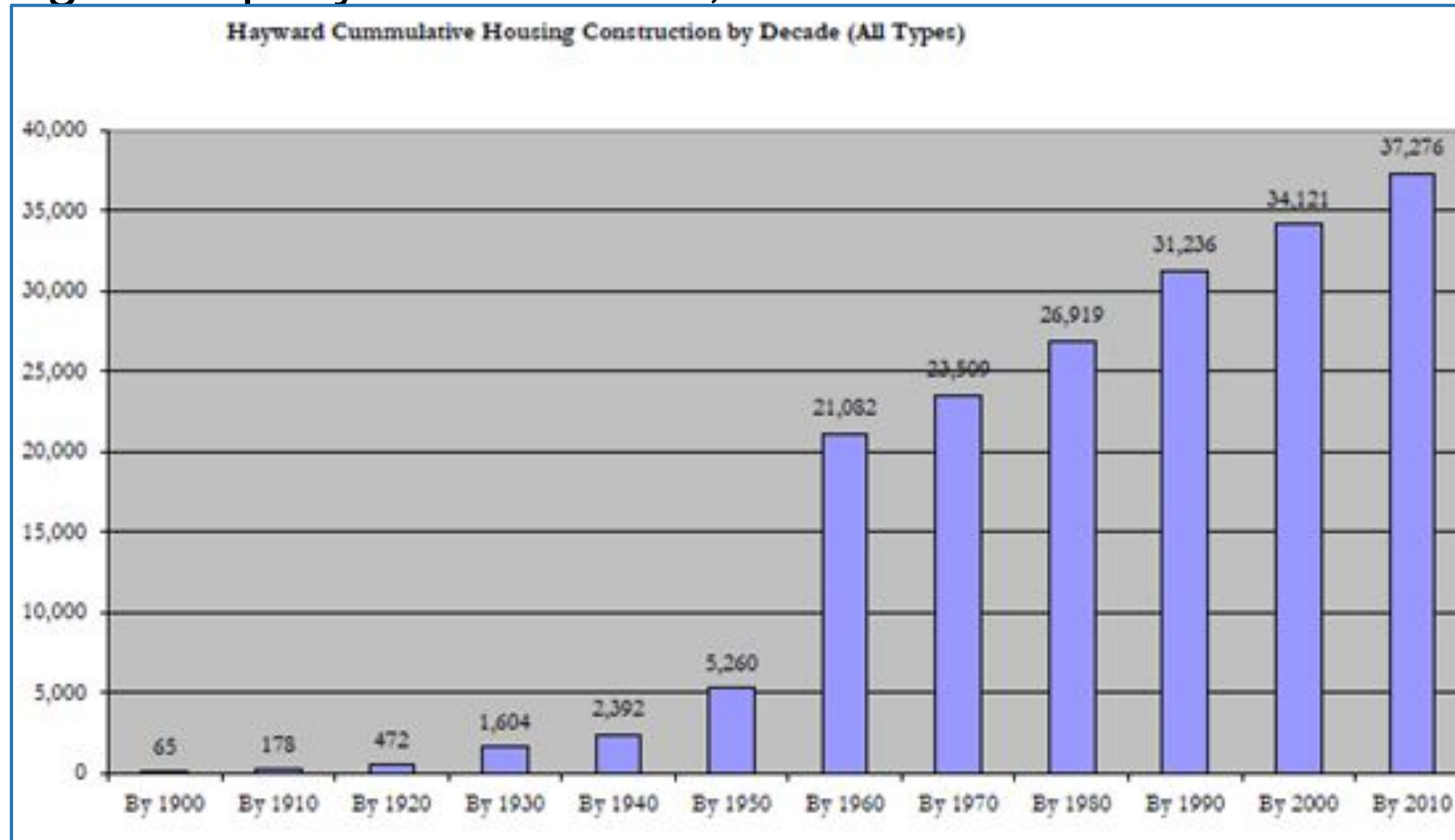
Strategic Initiative: Operational Sustainability

Vision: The District will use resources, including facilities, efficiently and effectively to support our own educational community.

- 1. Conduct a comprehensive analysis of facilities, capacity, programs versus enrollment trends to better serve our own educational community.**
- 2. Create a needs based equitable facilities plan with short-term and long-term timelines.**
3. Create a needs based equitable technology improvement plan with timelines.
4. Develop and implement a training program for our safety and emergency operations plan.

History of Hayward

Hayward Unified School District merged on July 1, 1963 from 4 local districts. The District grew rapidly in the 1950's, with the influx of new housing:



History of Hayward

Shifting demographics in Hayward has ebbed and flowed over the decades.

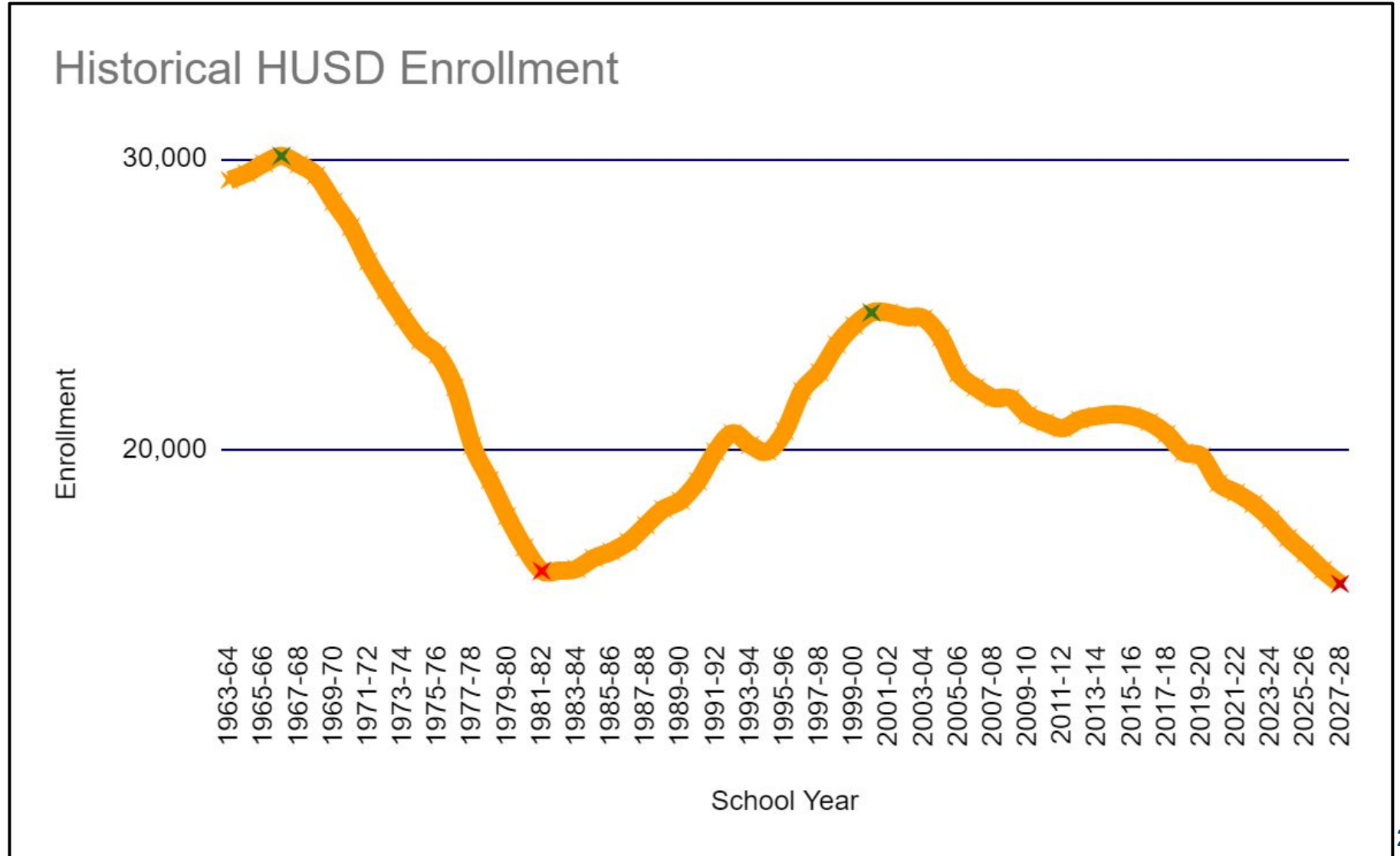
HUSD peaked at 30,126 in 1966;

Fell to 16,867 in 1981;

Rose to 24,205 in 2001;

Are currently at roughly 18,000 (unofficial)

Projected to decline to 16,548



Capacity of Our Facilities

Our current structure of schools is based on a time when we had over 24,000 students over 20 years ago. We were at 19,000 last year and continuing to decline for the foreseeable future.

Maintaining this level of capacity stretches resources too thin and impacts services and responsiveness to school sites.

	District Capacity ¹	2019		2020		2027 (Projected)	
		CALPADS Official Enrollment ²	Capacity Utilization	CALPADS Official Enrollment ³	Capacity Utilization	Students by Residence	Capacity Utilization
<i>Elementary Schools Subtotals:</i>	15,079	11,342	75%	10,772	71%	8,641	58%
<i>Middle Schools Subtotals:</i>	4,635	2,988	64%	2,873	62%	2,160	47%
<i>High Schools Subtotals:</i>	8,379	5,351	64%	5,381	64%	4,397	58%
<i>Total Capacity:</i>	28,093						
<i>Total Enrollment:</i>		19,681	70%	19,026	68%	15,198	54%

Equity Issue in Access for Our Students

Property Type	Level I (0-2 years old)	Level II (9-17 years old)	Level III (60+ years old)	Total
Elementary Schools (20)	N/A	\$57M	\$315M	\$372M
Percentage of Students	25%	37%	49%	
Middle Schools (5)	N/A	\$12M	\$124M	\$136M
Percentage of Students	0%	43%	57%	

Currently, a majority of our elementary and middle school students are in facilities that do not meet our standards and will require significant time and resources to address.

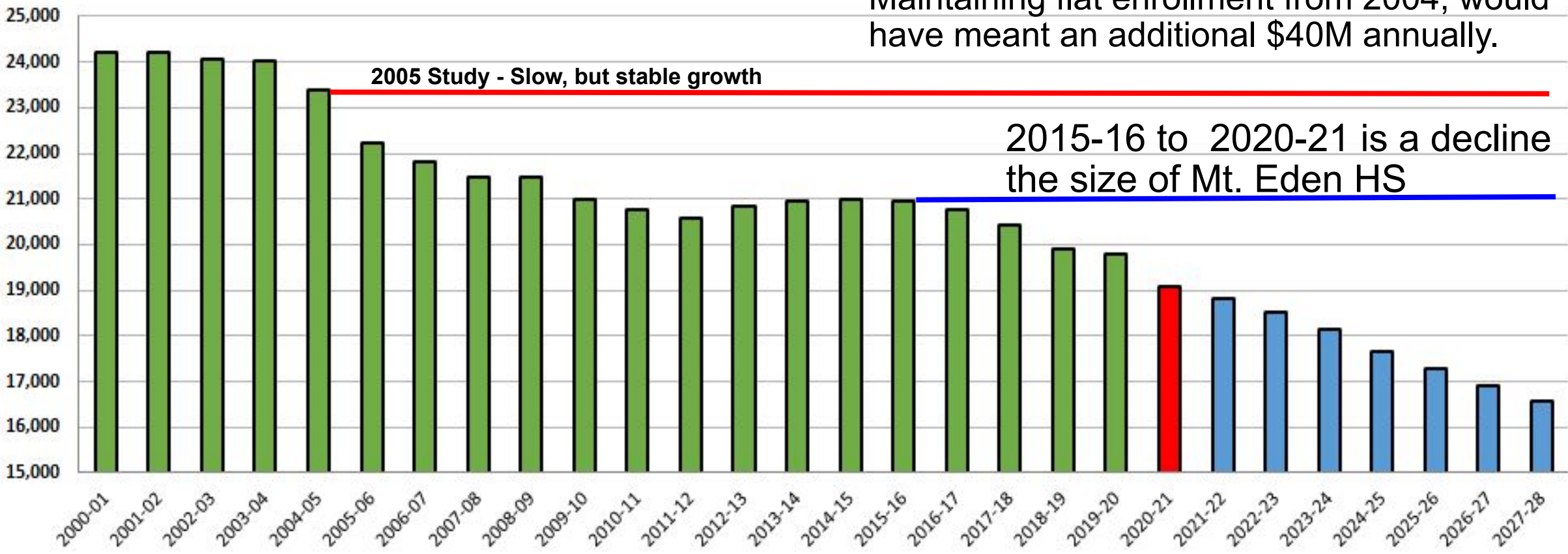
We are also at a moment where we are continuing to decline in enrollment and have capacity in our more modern facilities.

Districtwide Enrollment

Hayward USD Historical CBEDS and Projections
(Projected 2021-22 through 2027-28)

Currently, we receive approximately \$11,000 per student.

Maintaining flat enrollment from 2004, would have meant an additional \$40M annually.



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What Has Enrollment Decline Led To?

Budget Challenges

- Increased oversight by County
- \$4M reduction in 2017/18
- \$8.8M reduction in 2019/20
- Projected \$10.5M for 2022/23
- Staffing reductions based on student formula

Programmatic Challenges

- Combination Classes
- Class closures at some sites
- Inability to guarantee a consistent program at some sites as students matriculate
 - Special Education
 - Bilingual
- Less support services available



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State Projections of Enrollment

When Alameda County grew by 6%, Hayward USD enrollment declined by 8%.

2008 - 2018

Alameda County: **+6%**

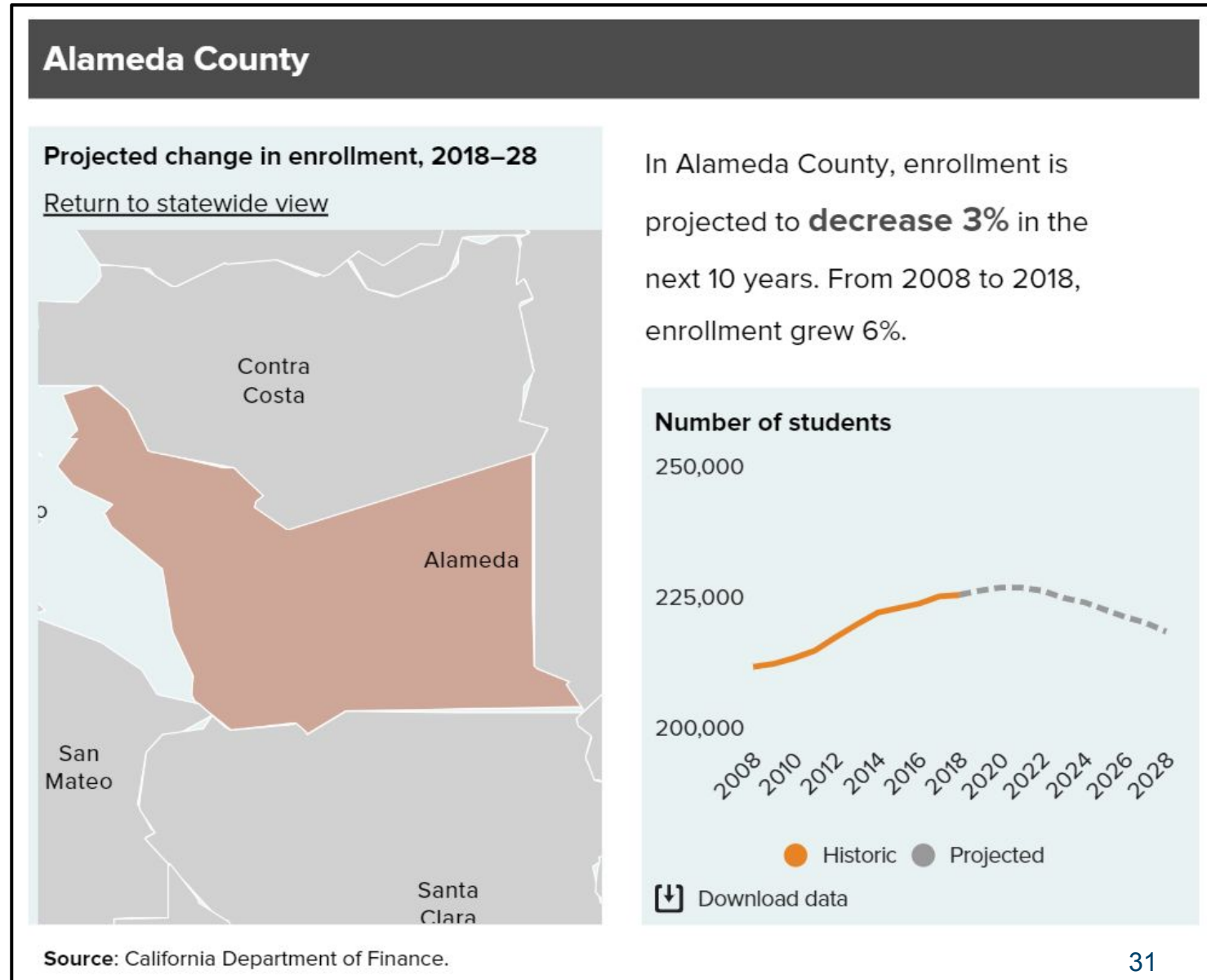
Hayward USD: **(8%)**

Now as Alameda County is projected to decline by 3%, Hayward USD is projected to decline by 17%.

2018 - 2028

Alameda County: **(3%)** - State of CA

Hayward USD: **(17%)** - Davis Demographics



Data Summary

STUDENT EXITS

1,212 Student Exits

- Beyond District Control - 65%
- Choose Other Local Educational Options - 35%

Source: Infinite Campus - HUSD's Student Information System

100 Random “No Show” Students

- Beyond District Control, Possibly Moved, or Dropped out 65%
- Choose Local Educational Options - 35%

Source: CALPADS and Phone Calls



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Enrollment Conclusions

- HUSD faces continuing declining enrollment
- Approximately two-thirds of the students who leave the district seem to do so for reasons beyond the control of HUSD
 - Our facility and boundary studies will need to address this issue of declining enrollment.
- Approximately one-third of the students who leave the district seem to be choosing different local educational options
 - The district is forming a committee to work on enrollment and marketing during the 2021-22 school year
 - Increase in enrollment due to these efforts will not likely reverse the overall projected decline in enrollment



Birth Rates Lead to Kindergarten Cohorts

We will have less and less Kindergarteners

Less babies are being born in Hayward and a smaller percentage of families are selecting HUSD for Kindergarten

Births of 2,900 before the Great Recession is now less than 2,400 last year

- Decline of 200 births in 94541
- Decline of 300 births in 94544

Not all babies become our Kindergarteners

- 60%-66% of babies before the Great Recession became Kindergarteners
- Below 60% the past three years

Births by Zip Code						
Birth Year	Kinder Year	94541	94542	94544	94545	Total
2006	2011	1,034	132	1347	420	2,933
2007	2012	1,093	124	1335	475	3,027
2008	2013	1,034	133	1326	410	2,903
2009	2014	995	156	1334	433	2,918
2010	2015	975	133	1140	408	2,656
2011	2016	872	142	1177	427	2,618
2012	2017	1,028	131	1137	405	2,701
2013	2018	935	155	1141	412	2,643
2014	2019	987	153	1118	402	2,660
2015	2020	974	159	1103	415	2,651
2016	2021	981	170	1115	421	2,687
2017	2022	937	167	1039	414	2,557
2018	2023	914	178	1028	385	2,505
2019	2024	844	140	1037	359	2,380
2020	2025	Birth Data was not available at the time of study.				
2021	2026					

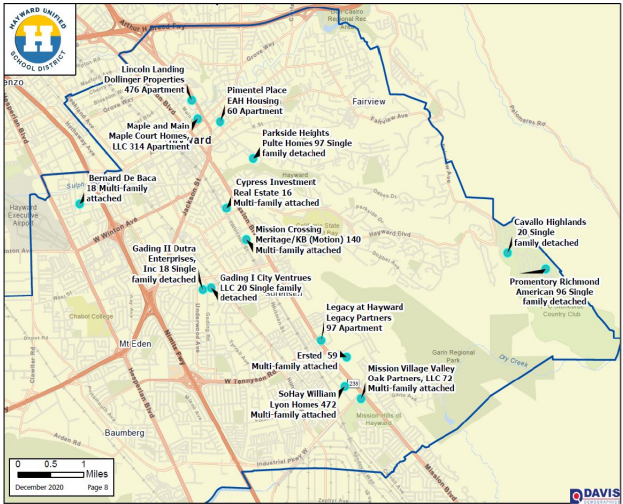
New Residential Development

We won't build our way out of the decline

A total of 1,553 total units scheduled for development over the next seven years generating a total of 233 students.

Student Yield Factors are developed to project the number of students expected to enroll in the school district.

School Districts	# of Student Per 20 Housing Units
Castro Valley	15
New Haven	9
San Leandro	7
Hayward	3
State Average	14



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Board Approved Recommended School Size

On September 29, 2005, the Hayward Unified Schools Design Team (HUSDT) reached consensus and recommends the following school size ranges:

Elementary Schools	Student Population	650-750
Middle Schools	Student Population	750-900
High Schools	Student Population	2,000-2,200

Agenda Item No.: G.5.
Page: 1 of 13
Board Meeting Date: 11/9/05
Consent: X
 Yes No



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2021 Facilities Master Plan Update Summary

Property Type	(3 sites) Level I (0-2 years old)	(7 sites) Level II (9-17 years old)	(27 sites) Level III (60+ years old)	Total
Elementary Schools (20)	N/A	\$57M	\$315M	\$372M
Middle Schools (5)	N/A	\$12M	\$124M	\$136M
High Schools (3)	N/A	N/A	\$200M	\$200M
Alternative Properties (5)	N/A	N/A	\$185M	\$185M
Leased Properties (4)	N/A	N/A	\$12M	\$12M
Total (37)	N/A	\$69M	\$836M	\$905M

The properties can be organized into three categories based on the timing of when they were built or renovated:

1. Level I - Modernization in progress to 2 years old (Measure L & Measure H)
2. Level II - Between 9 to 17 years old (Developer Fees or Measure I)
3. Level III - Over 60 years old

Thank You



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