Guard Rails & Levers

Draft Recommendations

(December 17, 2025)

Bucket 1 - Annual Enrollment Report

Draft Recommendation:

A. Superintendent should direct district staff to provide the Board at its November meeting with an Annual Enrollment Trend Report which should include but not be limited to:
    a. School utilization data
    b. Number of students per grade level
    c. Evaluation how enrollment is tracking to its current 10-year enrollment forecast.

Bucket 3 - Feeder Patterns

Draft Recommendation:

A. Form a committee to evaluate the existing examples of split feeders to minimize the use of split feeder attendance areas. Guiding principles should include:
    a. Splits should be avoided.
    b. If a split is not avoidable, the following shall be considered for split feeder patterns:
        i. The split should be at ES to MS level where possible.
        ii. Spliting of cohorts should occur once in a student's tenure.
        iii. Splits should be generally of equal cohort size.
        iv. Splits should maintain program opportunities such as continuing access to dual language programming.
B. Request the School Board to consider amending Policy JC to avoid splitting feeder patterns and to articulate the factors to address where split feeder patterns may be acceptable.

Bucket 4 - Attendance Boundaries

Draft Recommendation:

A. School Board should direct District staff to review Policy JC to determine if:
    a. The four (4) factors for considering attendance boundary adjustments remain applicable and relevant.
    b. Additional language is necessary to address District equity goals are adequately addressed in Policy JC.
B.

C. Staff should report back to the School Board on its review of Policy JC within six months of starting the review of Policy JC.

Bucket 5 - School Condition Assessments
Draft Recommendation:

A. The 2027 Long Range Facilities Plan should evaluate the merit of making long term deferred maintenance capital investments in structures over 75 years in age which have a Facilities Condition Index (FCI) score of > 0.3.
B. In the 2027 Long Range Facilities Plan, evaluate the cost of replacing or updating of existing structures less than 75 years old.
C. The 2027 Long Range Facilities Plan should contain evaluations of structure replacement or upgrade analysis based on a matrix which includes factors such as, and not necessarily limited to; FCI score, structure age, seismic condition, enrollment forecast, and district design specifications.

Bucket 2 – Enrollment and School Utilization

Draft Recommendation:

A. Superintendent should establish an administrative procedure to evaluate the potential impacts of any school when the studentenrollment is less than 60% of a building's permanent capacity.

B. An administrative process should include, and may not be limited to, the following actions in response to student enrollment less than 60% of a building's permanent capacity:

    1) Adjustments to resource allocation
    2) Implementation of blended classrooms
    3) Modifications to specials (e.g., art, music, PE)

C. Superintendent should recommend to the School Board to establish an advisory committee if the following occur:

    1) Student enrollment is less than 50% of a building's permanent capacity and
    2) Student enrollment is projected to decline at the same school .

D. An advisory committee established by the School Board should consider the following potential solutions aimed at increasing enrollment:

    1) Introducing new focused or specialized programming
    2) Reallocating grade levels to neighboring schools
    3) Consolidation of schools

Problem Statement

(December 17, 2025)

Current State:

- Desire for all students to have a high-quality educational experience
- Declining enrollment projected to continue in future years
- Large variations in school enrollment and costs per student
- Large variations in social-economic status between schools and areas within the district.
- Unaligned attendance boundaries that split student cohorts in school level transitions
- School facilities that are aging, in poor condition or not well designed educational environments
- Deficit spending to balance the budget

Problem Description:

- Declining student enrollment, increasing inequities between schools and budget considerations have spurred the district to consider how best to use its facilities.

Impact:

- Without adjustments, the district will continue to have inconsistent student educational experiences, growing inefficiencies and inequalities, and budget consequences that will impact the student experience.

Desired State:

- School enrollments and building utilization that allow the district to maintain fiscal stability and provide a consistent outstanding educational experience for every student.

Actions Needed:

- Create guiding principles, guardrails and recommended next steps for facilities planning to address:
    - Declining student enrollment

- Existing and potential inequities among schools
- Manage district resources and capital assets by a fiscally responsible and data-informed process
- Provide a high-quality and equitable educational experience to all students.