



Facilities Utilization Committee  
SWOT Analysis Overview  
October 18, 2016

# Grade Reconfiguration

Option: BK-2 and 3-5 buildings (CH + VO, NW + HU, SE + TFE, SW moved to SE + TFE)

## Strengths

- May lead to staffing efficiencies
- May provide opportunity to help younger students adjust to school
- May lead to more teachers being placed in the grade level they prefer
- Three Fires was built for older students, so it may work better as a 3-5 building
- May eliminate “preferred buildings”
- May allow for more focused professional growth/development

## Weaknesses

- Adds additional transitions for students
- May have longer bus rides and decreased transportation efficiencies
- May need to stagger start times
- May not be a long term solution
- Fire codes states that grades BK-1 must be on the first floor, this limits building pairings
- May not be feasible for 17/18 school year
- Affects many students
- Most elementary schools are setup to accommodate younger students (bathrooms, room size, etc.)
- New Southwest playground

## Opportunities

- May allow the district to cap class sizes at a lower number for lower elementary
- Could allow building level staff to focus more on their grade level in staff meetings
- May free up space in larger buildings; could house additional pre-school classes

## Threats

- Parents may choose to leave Howell Schools
- May disrupt all elementary students
- May not work well for Schools of Choice families who do not receive transportation
- Would eliminate the “neighborhood” school

# Grade Reconfiguration

Option: HWMS moved to TFE; TFE K-3 to SE; 4-5 District wide to HWMS; NW repurposed - students redistricted

## Strengths

- Restores Three Fires to its original use
- May help achieve 85% capacity at elementary schools (if school is repurposed)
- May lead to staffing efficiencies
- Highlander Way is a central location

## Weaknesses

- Disrupts many students
- Adds additional transitions for students
- Brings all students (4-5) together for one year then splits them
- Increased transportation costs
- May not be feasible for 16/17 school year
- Need to add assistant principal at 4-5 building
- Pushes the capacity of Highlander Way
- Would need to relocate the LESA programs at Three Fires

## Opportunities

- Could allow building level staff to focus more on their grade level in staff meetings
- Could lead to new opportunities for students in grades 4-5 (classes, clubs etc)

## Threats

- Parents may choose to leave Howell Schools
- May not work for School of Choice families who do not receive transportation

# Grade Reconfiguration

## Options deemed not feasible by the committee:

- Option: Add 6th grade to elementary school:
  - This was deemed not feasible due to lack of space at some elementaries and because it may cause 6th grade students to lose programming (Encore classes)
- Option: Combine Three Fires and Northwest as a 1st - 5th building at Three Fires, make all elementaries grades 1st - 5th and place beginning kindergarten and kindergarten from all buildings at Northwest
  - This was deemed not feasible due to the added transition for our youngest students after just one year of school and due to the size of our district and the resulting lengthy bus ride for young students
- Option: Turn Highlander Way into a 12th grade building/early college and make HHS 9th-11th building
  - This was deemed not feasible due to the issues it would cause with juniors and seniors sharing many classes, the need to redistrict middle school students to make Three Fires a middle school and the associated transportation costs with adding new bus routes
- Option: Make Three Fires a 6th - 8th building
  - This option was combined with Option 2

# Redistricting

Option: Equalize elementary students across seven (7) schools (~442 students per building)

## Strengths

- May provide long term stability regarding evening out of students among buildings
- Will provide room for growth at schools with high percentage of use
- Increases overall facility usage from 73% to 76%
- Could level the playing field for students (equity)
- Should assist in right-sizing, redistributing staff

## Weaknesses

- Potential disruption to all elementary students
- Does not necessarily provide long term stability if smaller buildings reach their maximum capacity
- Does not address financial ramifications of declining enrollment over the past decade

## Opportunities

- Leaves room at Three Fires for an additional program
- District could be divided in accordance with changes over the last decade regarding how and where population has grown in Howell
- Redraw middle school lines in order to keep elementary students together

## Threats

- Parents may choose to leave Howell Schools
- May not work for School of Choice families who do not receive transportation

# Redistricting

Option: Equalize elementary students across six (6) schools (~515 students at each building)

## Strengths

- Cost effective (potentially saves \$400K per year to use one school for another purpose)
- May lead to staffing efficiencies by right-sizing staff in accordance with need
- May lead to less part-time staff and could result in lower turnover
- Provides long term stability as the district has had declining enrollment and is projected to continue to reduce in numbers

## Weaknesses

- Potential disruption to all elementary students
- Reduction to overall cost effectiveness regarding transportation as the same number of students will be serviced and additional routes may need to be added
- Possible issues with class size/overcrowding at some buildings
- Does not leave room for growth at any school other than Three Fires (If Three Fires is the building removed, all other elementaries will be at 90% capacity)

## Opportunities

- Leaves a building to be used for another purpose
- Leaves room at Three Fires for another purpose
- Could allow District to have a planned redistricting every ten years to reassess needs

## Threats

- Parents may choose to leave Howell Schools
- May not work for School of Choice families who do not receive transportation

# Redistricting

Option: Divide SE according to I-96 & neighborhoods. (A) Students south of I-96 (~204 students) attend TFE. (B) Students north of I-96 (~139 students) are split between NW and CH (or SW, if room)

## Strengths

- Less disruption to students overall
- Neighborhoods will attend same elementary schools
- Easy to re-route buses
- Overall facility use goes from 73% to 87%
- Cost effective (saves ~\$400K per year to use building for another purpose)
- May lead to staffing efficiencies
- May lead to less part-time staff and could result in lower turnover
- Provides long term stability; district has had declining enrollment and is projected to continue to reduce in numbers

## Weaknesses

- Provides no relief to schools at high capacity
- Students who walk to SE would not be able to (~40)
- Would increase Three Fires usage to 49%
- May require additional bus route (~\$40 - \$50K)
- Possible longer bus rides for students
- Would require some minor redistricting of other elementary schools
- Moving students from SE to Challenger crosses boundaries of NW

## Opportunities

- Leaves room at Three Fires for additional use
- Leaves SE for another use
- District could review redistricting every ten years to assess changing needs

## Threats

- Parents may choose to leave Howell Schools
- May not work for School of Choice families who do not receive transportation

# Redistricting

Option deemed not feasible by the committee:

- Option: Move 70 students from Hutchings to Three Fires AND 30 students from Southwest to Southeast
  - This was deemed not feasible because it does not address District wide issue of declining enrollment and only affects 100 students. However, it did consider increase overall facilities use average from 73% to 77% and considered current geographic boundaries.



# Building Consolidation

Option: Consolidate NW (428 students) with TFE (304 students). Close NW

## Strengths

- Moves an entire population of students/staff together
- Moves population from an older school to a newer school
- Addresses under utilization of TFE

## Weaknesses

- Creates large elementary school population (~730 students)
- Transportation borders do not align - creates long bus rides for NW students
  - City Streets
- "Walkers" would be required to ride bus (42)
- Move may be overwhelming to elementary students
- If student population increases north of M59, there may be insufficient buildings to accommodate northern population
- TFE playground not sufficient and would need to be expanded

## Opportunities

- Potential high resale value of NW

## Threats

- Loss of students to school of choice, charter, or private
- HAJBA facilities located at NW

# Building Consolidation

Option: Redistrict NW, SE, TFE into SE/TFE (1086 students). Close NW

## Strengths

- Begins to address under utilization of TFE
- CI program could remain at SE Elementary
- All elementary buildings would have similar populations

## Weaknesses

- Three Fires would still be underutilized
- Large student population would be affected
- Transportation borders do not align - creates long bus rides for NW students
  - City Streets
- "Walkers" would be required to ride bus (42)
- Move may be overwhelming to elementary students
- If student population increases north of M59, there may be insufficient buildings to accommodate northern population
- Three Fires playground not sufficient and would need to be expanded

## Opportunities

- Potential high resale value of Northwest Elementary

## Threats

- Loss of students to school of choice, charter, or private
- HAJBA facilities located at NW

# Building Consolidation

Option: Consolidate SE (354 students) with TFE (304 students). Close SE

## Strengths

- Addresses under utilization of TFE
- Consolidates the two smallest building populations
- Moves an entire population of students/staff together
- Transportation borders align
- Moves population from an older school to a newer school
- Less likely to lose students to SOC due to central location of SE population

## Weaknesses

- "Walkers" would be required to ride bus (33)
- Creates large elementary school population (~650 students)
- CI students and families would be moved 2 times in 6 years
- CI program goes from being centrally located to our eastern boundary
- Is SE the most cost efficient to close w/ regards to potential resale?
- SE is a high functioning building/community - combines two different building cultures
- Current playground at Three Fires is not sufficient and would need to be expanded

## Opportunities

- SE central to district for future opportunities & repurposing
- Potentially provides additional Title 1 dollars to a larger population
- Possibly run (new TF) as two different schools - K-2 downstairs, 3-5 upstairs

## Threats

- Loss of students to SOC, charter, or private
- Loss of school community

# Building Consolidation

## Options deemed not feasible by the committee:

- Option:            Move HWY to TF; Current Three Fires pop. spread across district  
                         High School becomes 9/11 building  
                         Highlander way becomes 12 grade building  
                         Close Freshman campus
  - Would require an additional 13 buses to accommodate transportation
  - Require duplication of courses or student walking between HWY/HS
  - Would need to redistrict middle schools North/West as opposed to East/West
  
- Option:            Move Parker Middle School to Three Fires  
                         Current Three Fires pop. spread across district  
                         High School because 9/10 building  
                         Parker becomes 11/12 building  
                         Close Freshman campus
  - Require duplication of courses between HS and Parker
  - Additional bus routes/buses to accommodate transportation
  - Athletic transportation/duplicating co-curricular offerings
  - Separates the high school population in half

# Building Consolidation

Options deemed not feasible by the committee:

- Option: Consolidate Southwest Elementary with Three Fires  
Close Southwest Elementary
  - Moves centrally located ELL program
  - Moves the largest elementary building population
  - Creates a 815 student population
  - Just invested 100K in playground
  
- Option: Move Freshman Campus (9th grade) to Three Fires  
Consolidate Three Fires/SE in SE building  
Close Freshman Campus
  - Southeast could not accommodate both building populations
  
- Option: Parker moves back to Three Fires  
Current Three Fires pop. spread across district  
Parker becomes 9/12 building  
High School becomes 9/12 building  
Close Freshman Campus
  - 1.5 million dollars to implement (and then maintain)
  - Would lead to cutting programs to afford
  - Have we alleviated elementary concerns - crowding, equity, etc.