

# Master Facility Plan Update

*Centering our Thinking around Community Feedback*



# Desired Outcomes

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Reduce  
Building Age



Create Safe  
Spaces



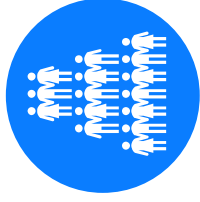
Eliminate  
Portables



Improve Student  
Learning



Decrease  
Excess Seats



Balance  
Utilization



Reduce  
Operational  
Costs

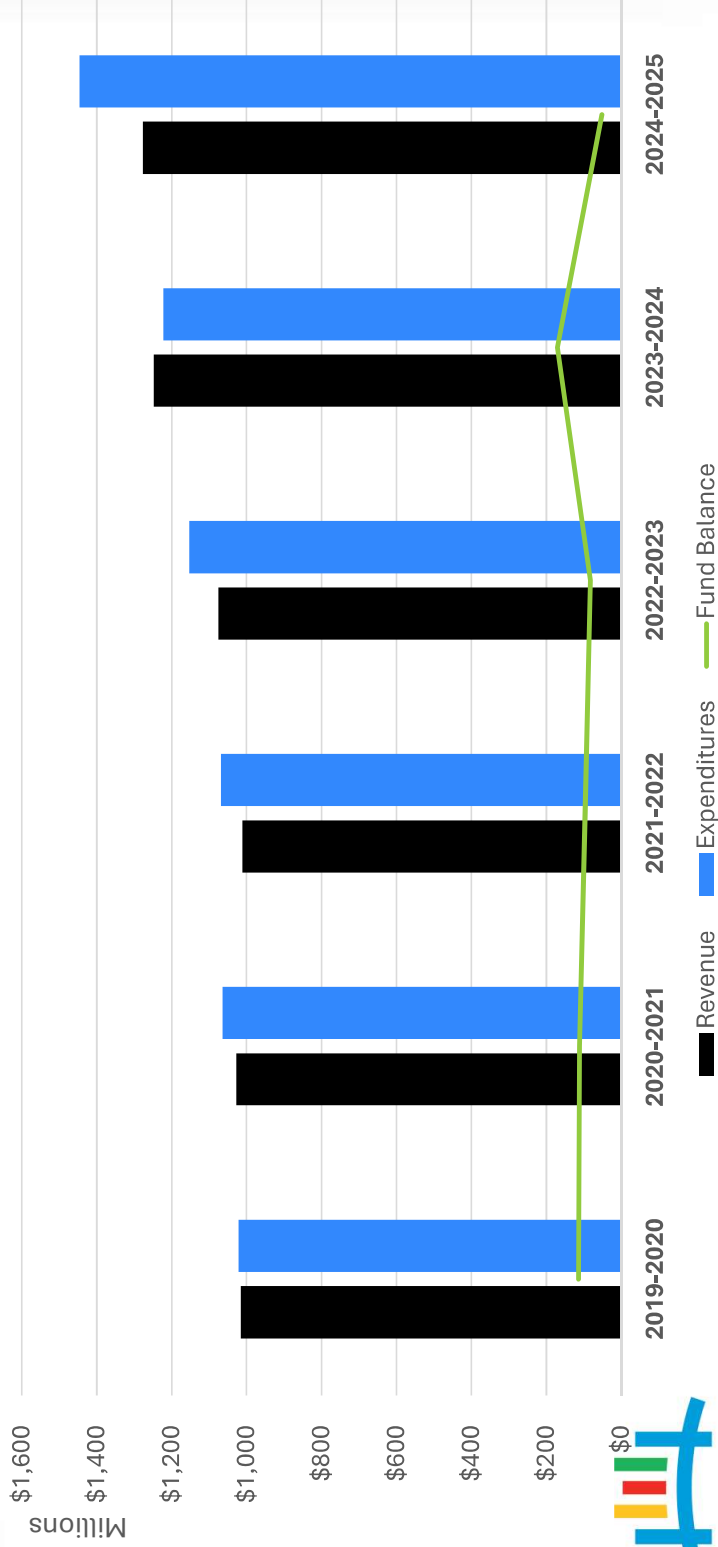


Reduce Capital  
Budget  
Shortfall

# Financial Realities

3

### 6 – Year Budget Trends



### Key Takeaways

- Trends show that expenditures have been outpacing revenue.
- One-time funds will be used to balance the budget in 2024-2025.
- To meet the minimum ending fund balance requirement (3%) in 2025-2026, the district will need to implement significant budget adjustments.

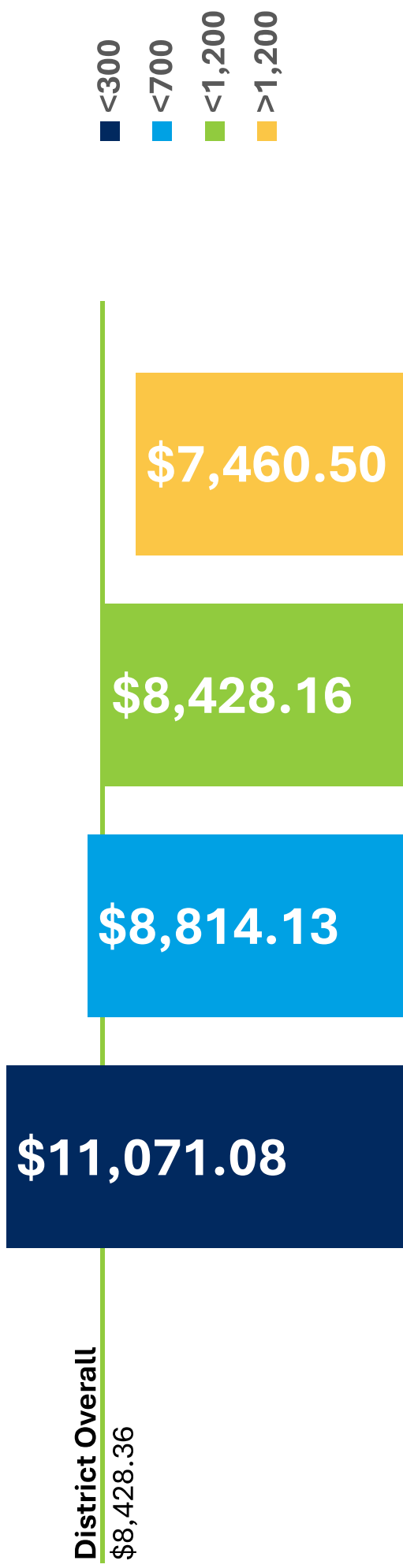


DUVAL COUNTY  
PUBLIC SCHOOLS

# Operational Realities

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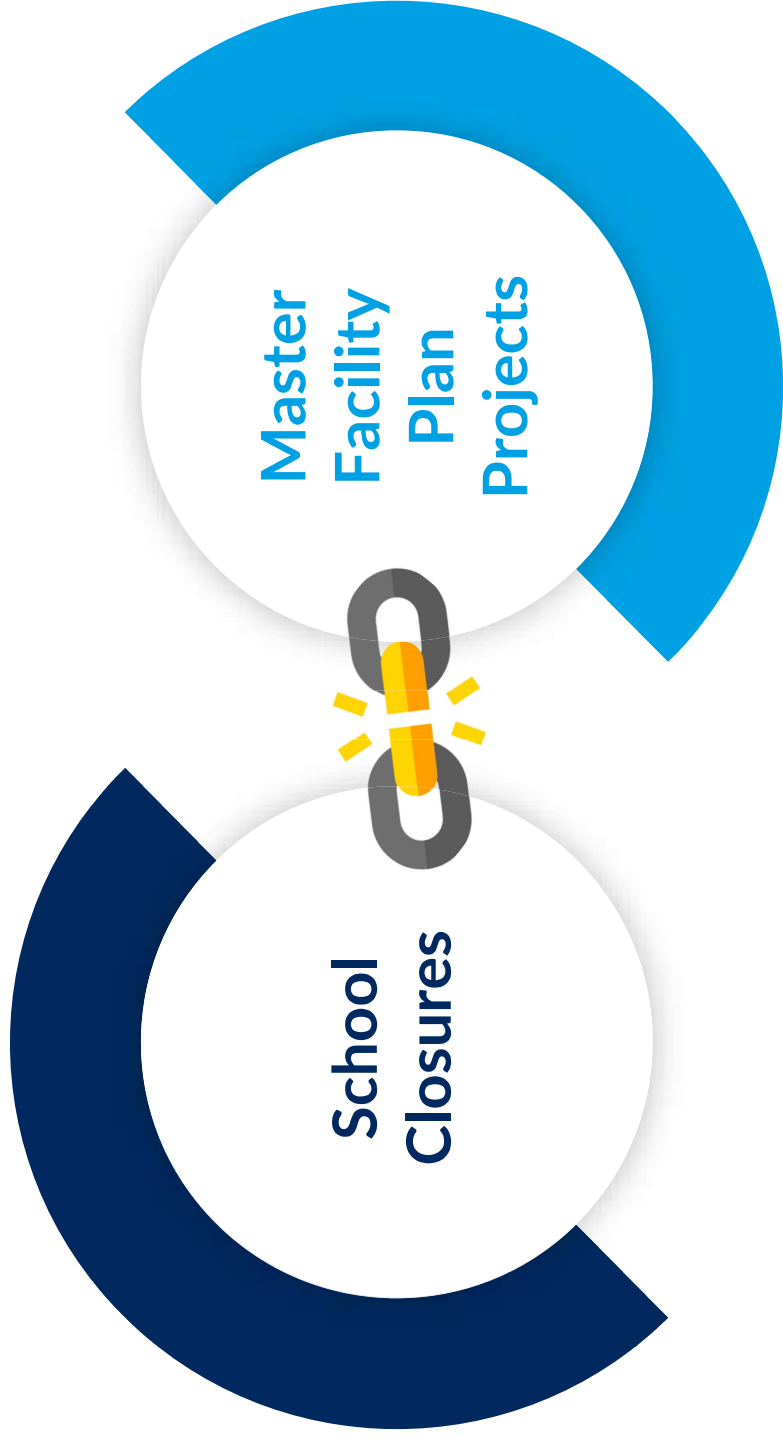
Average Operational Costs Per Student of Elementary Schools and Enrollment



Operational Premium

~\$500K per year for smaller schools

# Reshaping Our Thinking





# Community Engagement Summary

## Community Engagement

The engagement strategy included:

- Public Forums
- Web Pages
- Surveys
- Community Review Groups

You can review, in detail, the feedback received so far in the [Community Engagement Report](#).



The Complete Report can be found here: [Community Engagement Report](#)

# Districtwide Community Survey Feedback Received

## Concerns About School Closures & Consolidations:

- Impact on neighborhood schools and the loss of small community schools
- Historical and community value of certain schools
- Concerns about the accuracy and transparency of the reports used to make closure decisions
- Need to consider alternative solutions to budget deficits without closing schools

## Impact on Students & Families:

- Potential disruption to students' education and well-being due to school closures and consolidations
- Transportation challenges and the impact on families who rely on neighborhood schools within walking distance
- Importance of maintaining high-performing schools and preserving unique programs

## Financial & Operational Concerns:

- Need for financial accountability and transparency
- Impact of declining enrollment and the growth of charter schools on the district's budget
- Suggestions for alternative cost-saving measures, such as selling unused properties, reducing administrative costs, and auditing current expenditures

## Recommendations & Suggestions:

- Exploring creative solutions to avoid school closures
- Revising the proposal to prioritize revenue generation and cost-cutting measures that do not involve closing schools
- Ensuring fair treatment of charter schools and better pay for teachers to improve retention and support

# Community Review Groups

## About

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### VISION AND MISSION OF REVIEW GROUPS

#### Mission Statement

"To provide comprehensive and community-centered evaluations of school consolidation and attendance boundary proposals, ensuring decisions reflect community values and support the district's goals of efficiency and excellence."

#### Vision Statement

"A well-informed community collaboratively shaping a more efficient and high-performing school district."

### COMPOSITION OF REVIEW GROUPS

- SAC Chairperson or Designee: One from every school within the feeder pattern.
- Alternate: One from every school within the feeder pattern to substitute in case of the primary appointee's absence.
- Board-Appointed Expert: One for every board member impacted within each feeder pattern.



# Community Review Groups

## Session Overview

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### Session 1

**Understanding the Path Forward: Introduction to the Review Process**

- Understand the background and context of the review process.
- Understand key resources and criteria, including the District MFP priorities and school data.
- Understand the meeting plan and future steps.

### Session 2

**Identifying Key Factors: Building Consensus within Feeder Patterns**

- Identify feeder pattern specific considerations.
- Complete discussions within feeder patterns to identify and rank the top 5 criteria.
- Formulate consensus on prioritized community factors.

### Session 3

**Achieving Consensus: Balancing Criteria Across Feeder Patterns**

- Formulate actionable criteria.
- Identify consensus of criteria amongst different feeder patterns.

### Session 4

**Community Vision Forum: Evaluating School Closures and Facility Planning**

- Introduce the new superintendent and provide an update on community feedback.
- Present the system for evaluating school closures and review board policy 5.44.
- Engage participants in a session regarding the policy and evaluation criteria.

### Session 5

**Introduction to Community Driven Idea**

- Present the new idea in detail including proposed projects for each school.
- Engage in deeper conversations about how the idea aligns and differs to prior outcomes of the work with the focus groups.

An additional session will be held on September 5<sup>th</sup> at the Schultz Center for the Community Review Group to review and provide feedback on the plan.

# Community Review Groups

## Common Values

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Enhanced  
Communication and  
Coordination

Community-Inclusive  
Boundary Lines

Preservation of  
Neighborhood Schools

Safe and Updated  
Infrastructure

Prioritizing High-  
Performing Schools

Support for Specialized  
Programs and Diversity

# Community Review Groups

## Considerations within Board Policy 5.44

Ranked items	Average
Welfare, health and safety of students and staff	3.00
Current classroom utilization and programs	2.87
Impact on support services	2.73
Financial considerations including operating costs	2.71
Anticipated growth in the community	2.67
Input from the school's SAC and other community groups	2.60
Class size	2.53
Racial/ethnic impact of changes on each school and the District	2.50
Feeder patterns	2.40
Transportation costs	2.40
Percentage of students transported and transportation burden	2.27
Number of transfers into the school from outside the attendance area	2.13
Socio-economic factors as determined by Free and Reduced Meal participation	2.07
Impact on the overall facility	2.07
Schedule for planned future renovations or replacement of facility	1.73
Acreeage of site	1.67
Potential of the facility for alternative use	1.47
Space for portable classrooms	1.40

Items were averaged across feeder patterns and ordered by community importance (Very Important = 3, Important = 2, Not Important = 1)

# Community Review Groups

## Considerations within Board Policy 5.44

### Additional Considerations

#### School Consolidation Impacts

- Risk of creating a school desert
- Recent school closures
- Historical data and trends from past consolidations

#### Community and Communication

- Enhanced communication and coordination
- Community engagement and focus groups
- Transparency and proactive communication
- Input from existing school groups (SAC/PTO)

#### School Performance and Programs

- Prioritize high-performing schools and achievement gains
- Support specialized programs and diversity
- Continuity of programming from elementary to high school
- Improved middle school magnet availability

#### Infrastructure and Facilities

- Safe and updated school infrastructure
- Architectural history and building design
- Transportation costs and accessibility

#### Boundary and Enrollment

- Community-inclusive boundary lines
- Consideration of actual enrollment vs. zoned students
- Impact of boundary changes on school transitions and traffic patterns

#### Marketing and Public Relations

- District-wide program exposure and marketing
- Enhancing school marketing and curb appeal
- Reporting on charter vs. traditional schools

#### Community Involvement and Advisory Groups

- Participation in SAC, PTA, and future parental advisory groups
- Opportunities for community involvement in decision-making

#### Strategic Planning and Procedures

- Development of procedures and processes for consistency
- Liaison with City Council/Planning Department
- Use of simple, data-driven expectations



# Community Feedback Driven Idea

# Development of Community Feedback Driven Idea

Preserve high-performance schools (A-B schools) that are over 85% utilization regardless of the size of the school.

Attempt to keep neighborhood schools. Ensure walkability for students. Attempt to avoid crossings of major roads or areas with safety concerns.

Consider the special populations, programs, and class configurations.

Account for traffic impact and new growth impact using a common-sense constrained site approach (no traffic study before July).

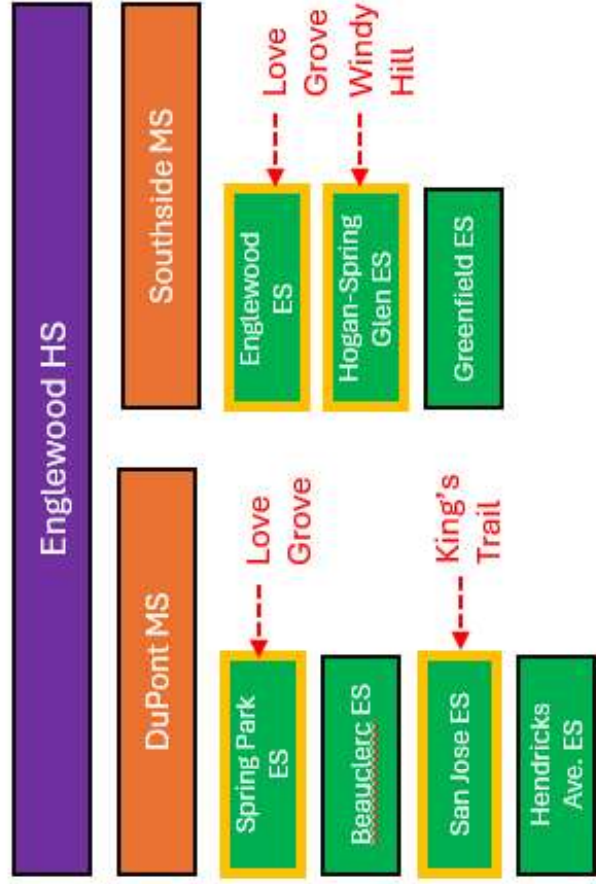
Maintain community feel, aligning feeder patterns to ensure neighborhood integrity.

This idea is estimated to be roughly \$1 Billion over budget. Continued feedback will be necessary as we reduce the deficit constrained by the current revenue of the 15-year surtax

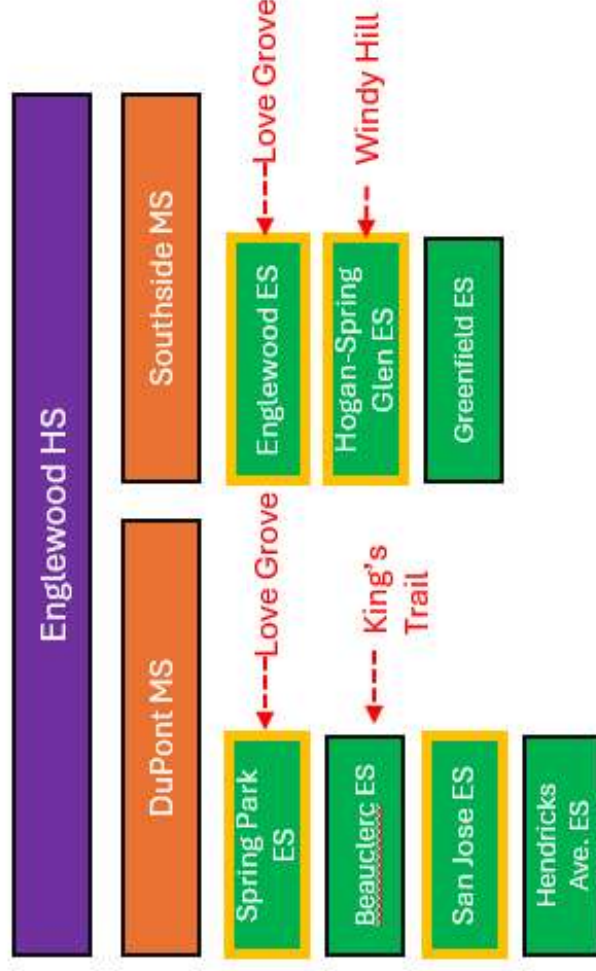
# Englewood HS Feeder

\*Kings Trail consolidates into Beauclerc ES\*

## March 11 Feeder



## Idea



\*Gold Outline Represents a New Build\*

# Atlantic Coast HS Feeder

Unchanged

## March 11 Feeder

Atlantic Coast HS

Twin Lakes Academy  
MS

Twin Lakes  
Academy ES

Chets Creek ES

Bartram Springs  
ES

## Idea

Atlantic Coast HS

Twin Lakes Academy  
MS

Twin Lakes  
Academy ES

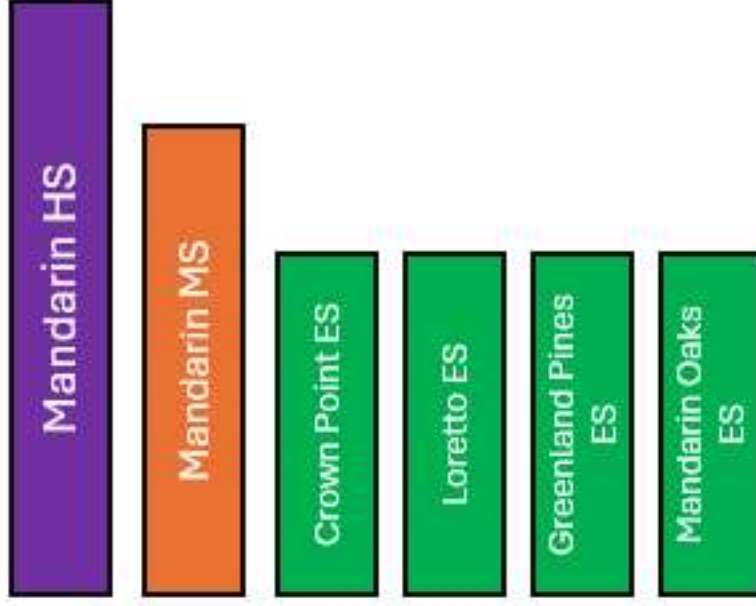
Chets Creek ES

Bartram Springs  
ES

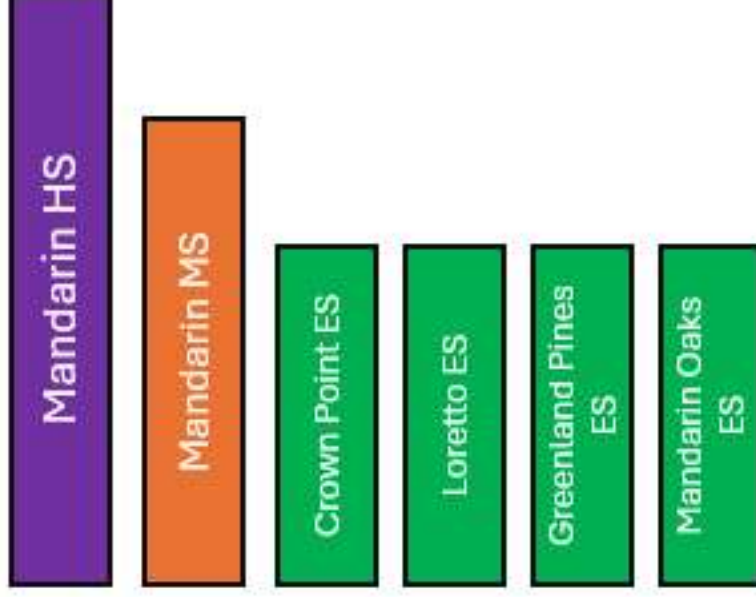
# Mandarin HS Feeder

Unchanged

## March 11 Feeder



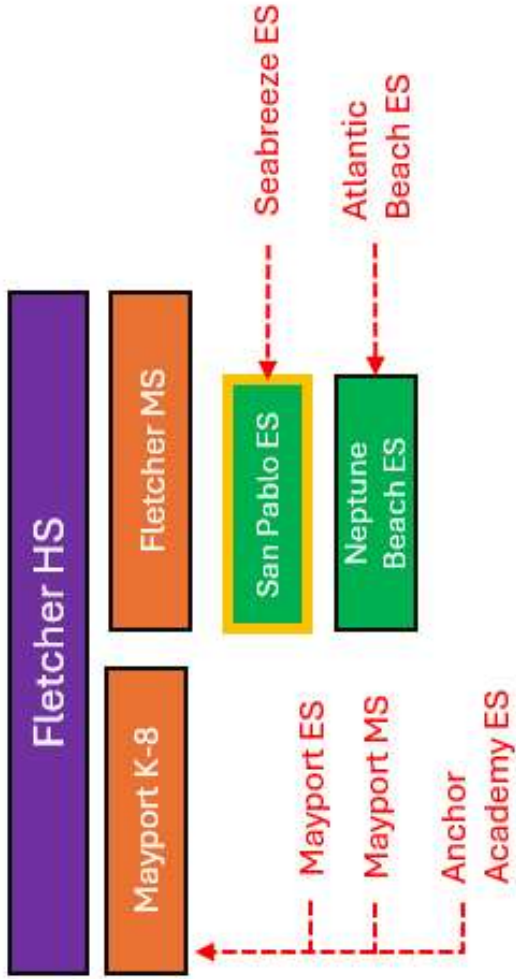
## Idea



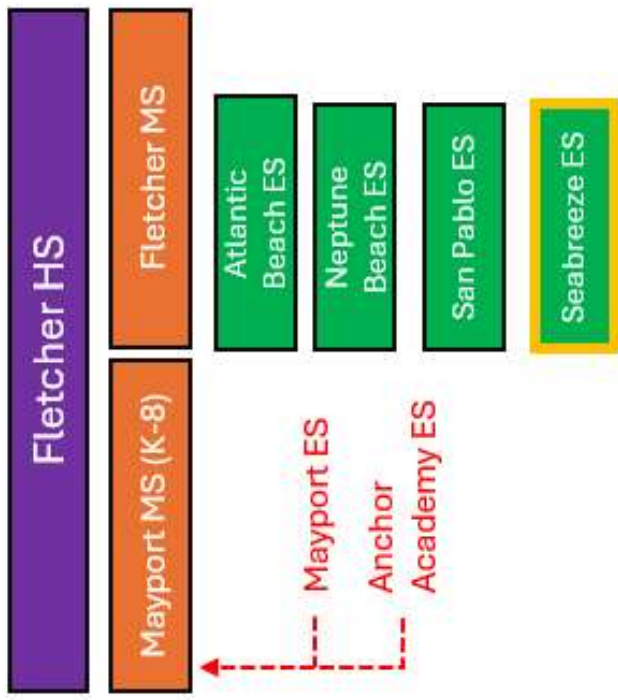
# Fletcher HS Feeder

Atlantic Beach ES stays open, Seabreeze ES gets replaced

## March 11 Feeder



## Idea

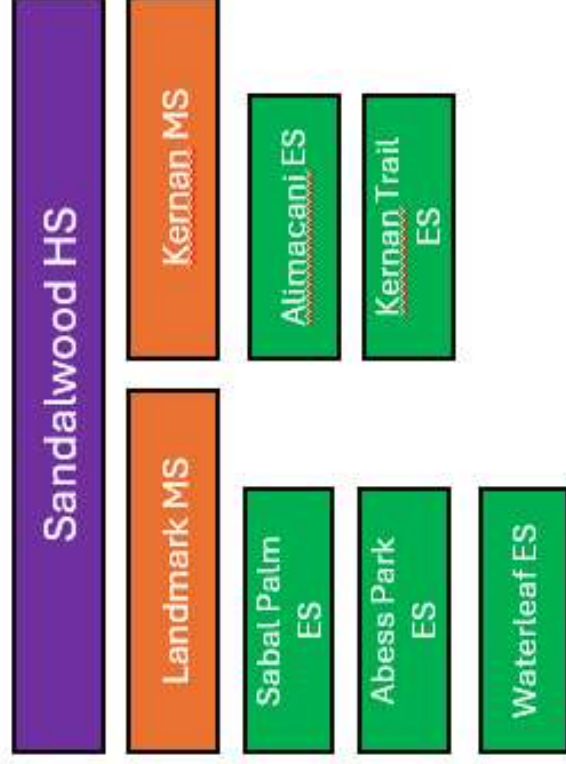


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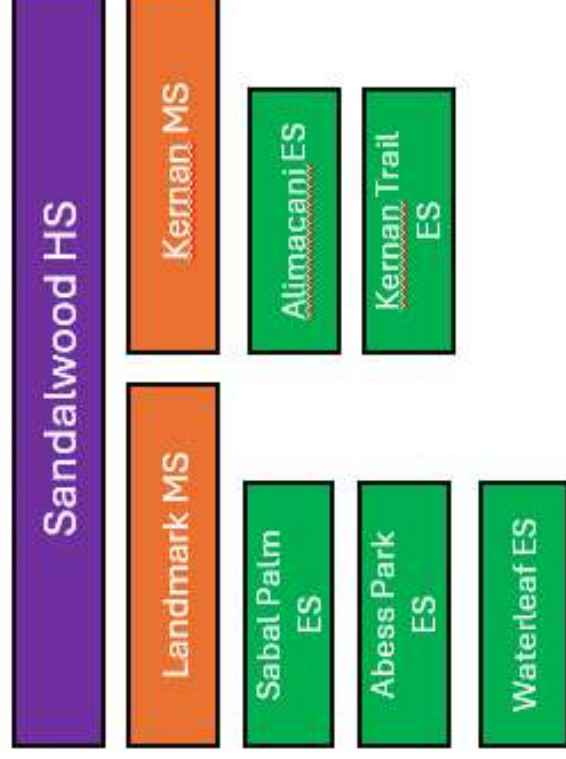
# Sandalwood HS Feeder

Unchanged

## March 11 Feeder



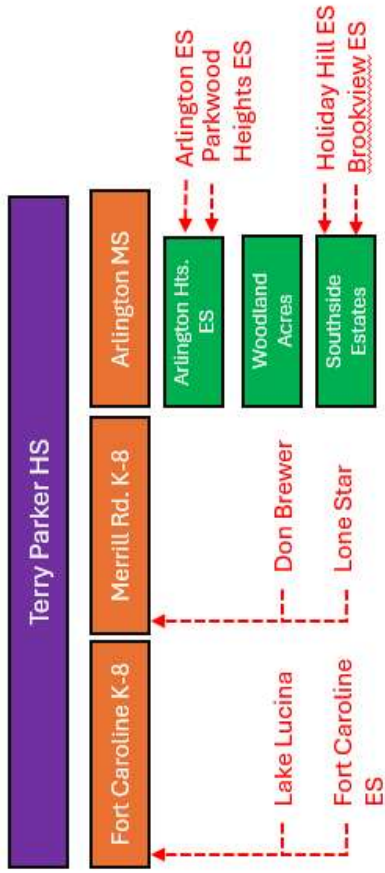
## Idea



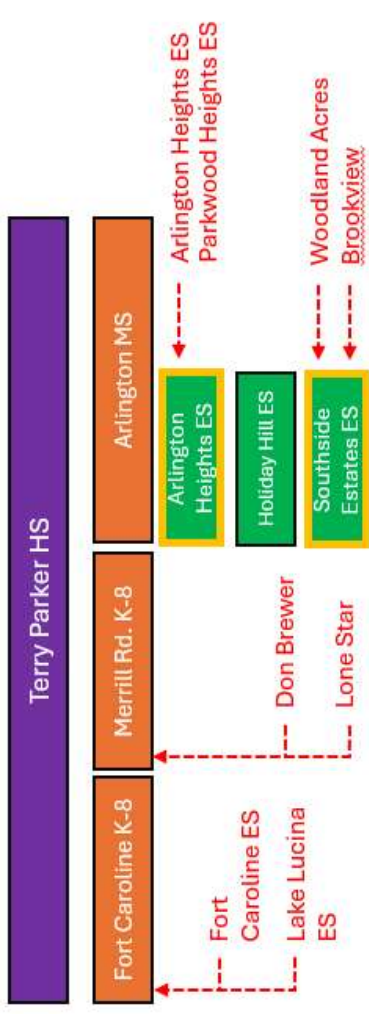
# Terry Parker HS Feeder

Holiday Hill ES stays open, Woodland Acres Consolidates into Southside Estates

## March 11 Feeder



## Idea

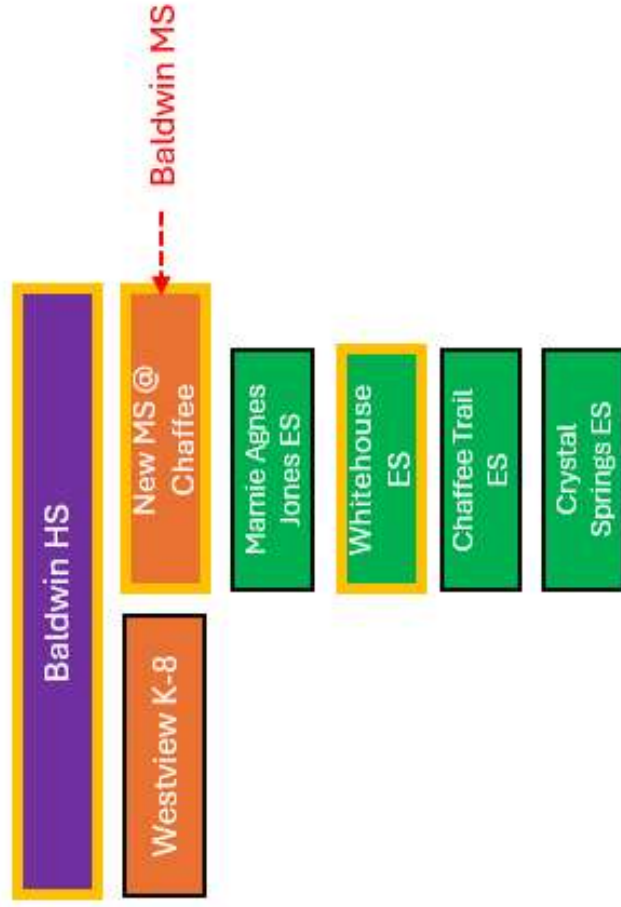


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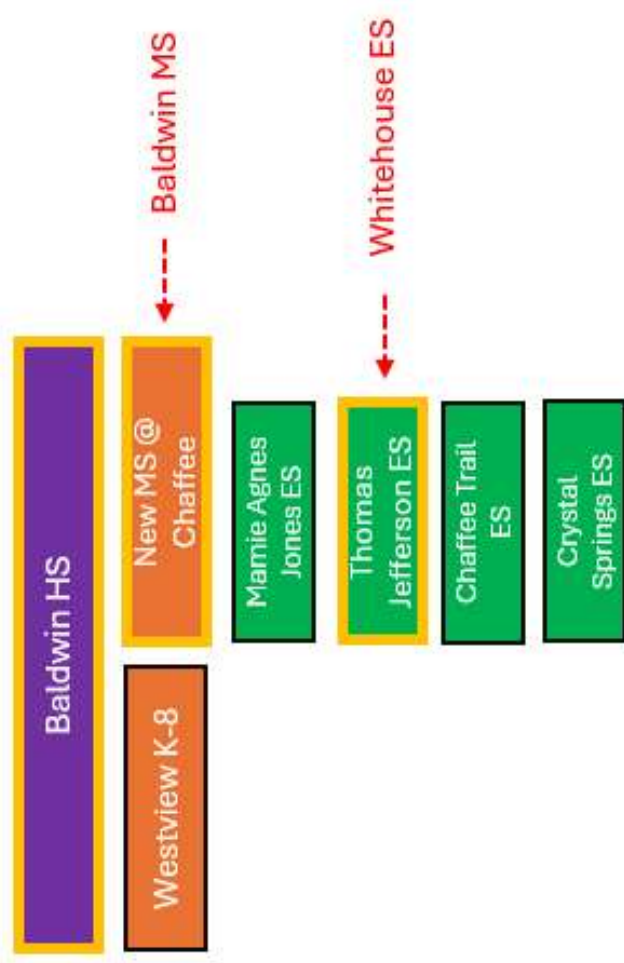
# Baldwin HS Feeder

Whitehouse ES consolidates into Thomas Jefferson. Thomas Jefferson feeds into Chaffee Trails MS -> Baldwin HS

## March 11 Feeder



## Idea

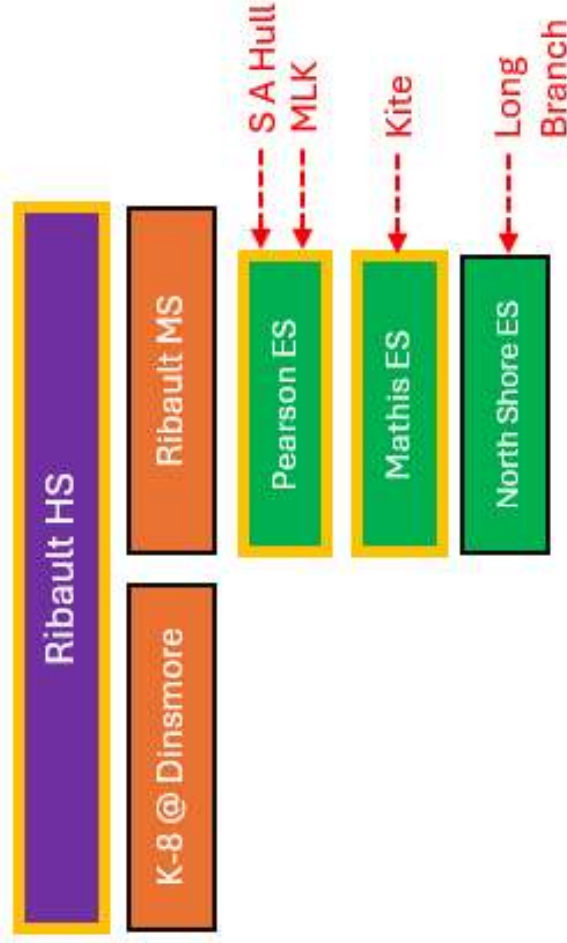


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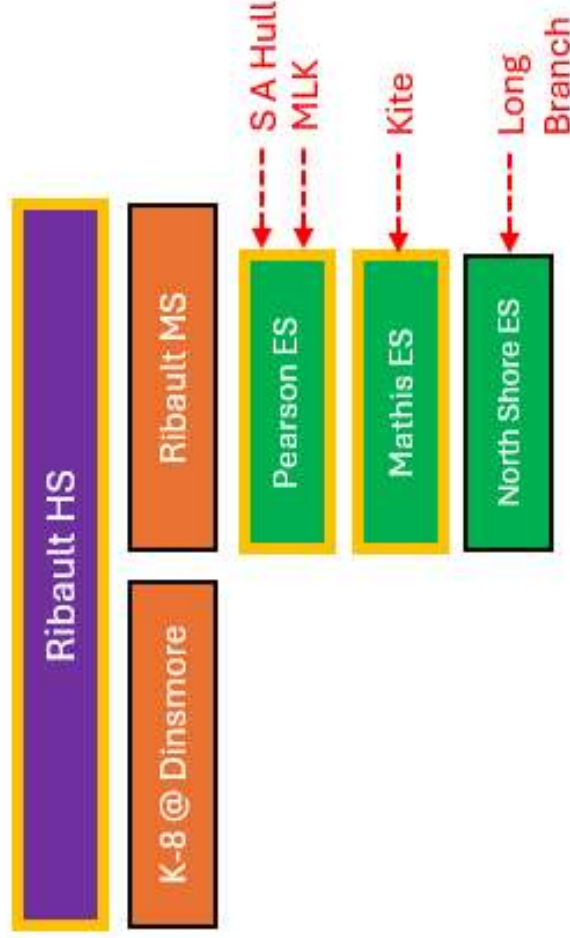
# Ribault HS Feeder

Unchanged

## March 11 Feeder



## Idea

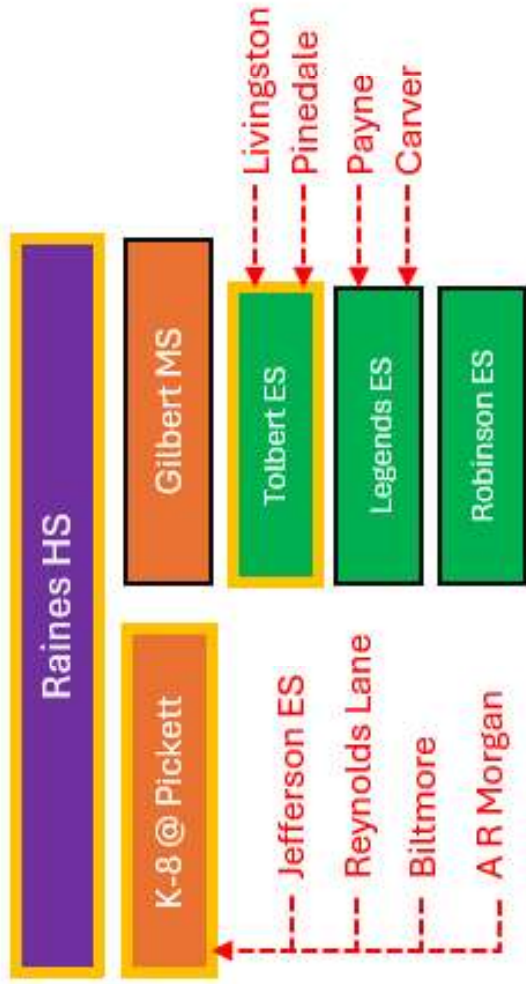


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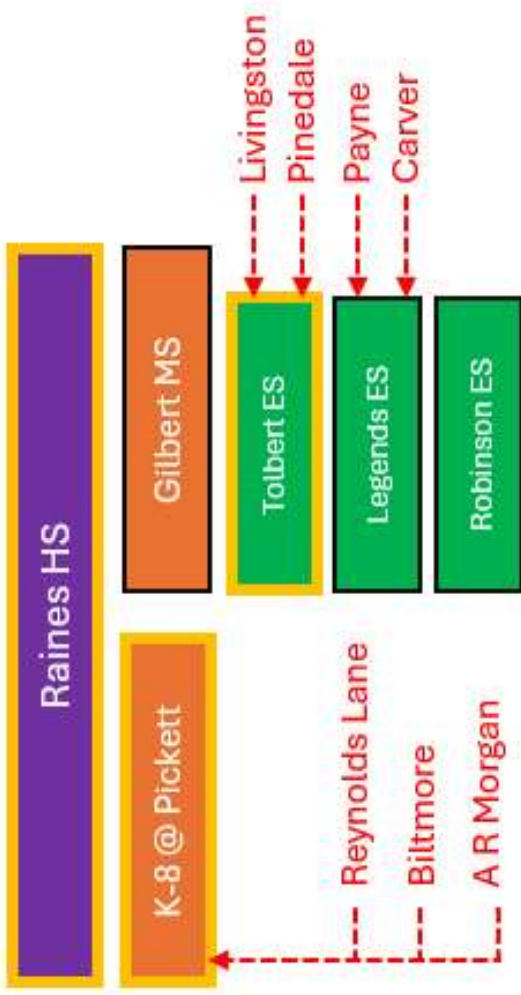
# Raines HS Feeder

Whitehouse ES consolidates into Thomas Jefferson. Thomas Jefferson feeds into Chaffee Trails MS -> Baldwin HS

## March 11 Feeder



## Idea

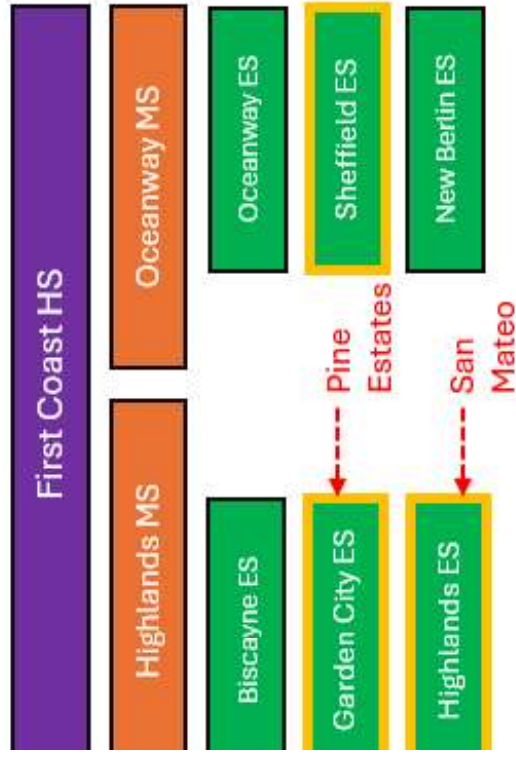


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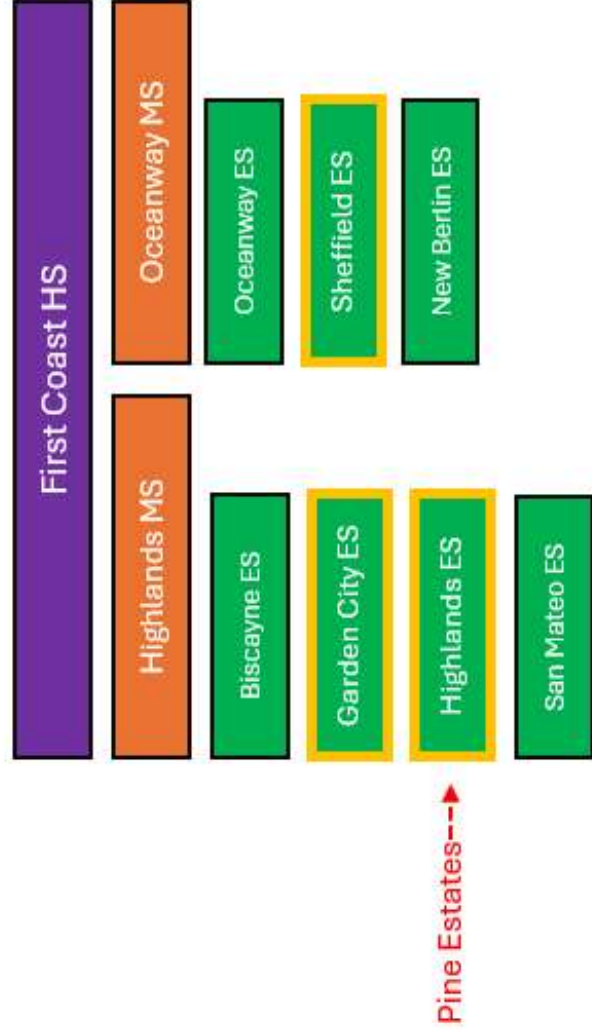
# First Coast HS Feeder

San Mateo ES stays open, Garden City gets replaced

## March 11 Feeder



## Idea

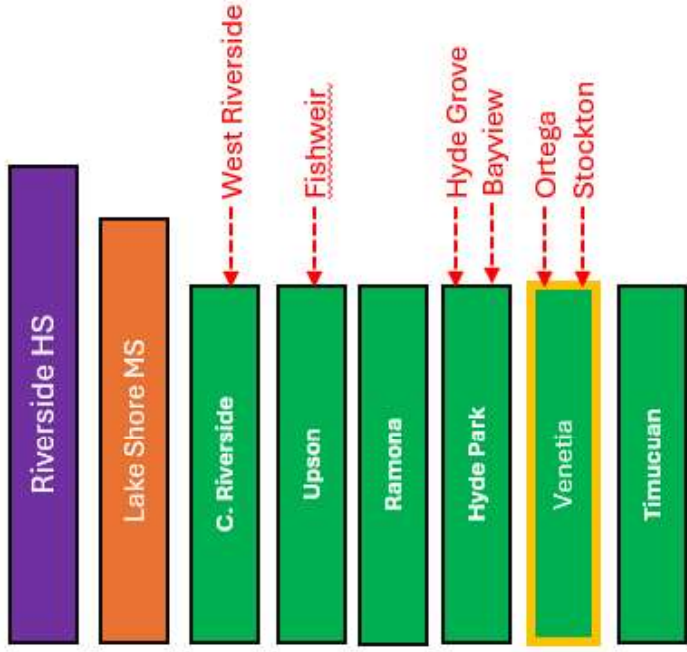


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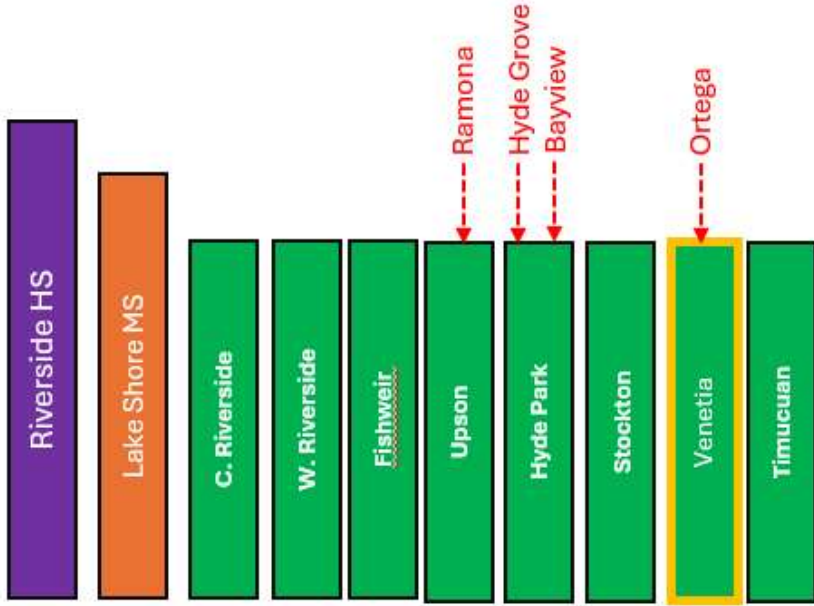
# Riverside HS Feeder

Stockton ES stays open, Fishweir ES stays open, Ramona ES consolidates into Upson ES

March 11 Feeder



Idea

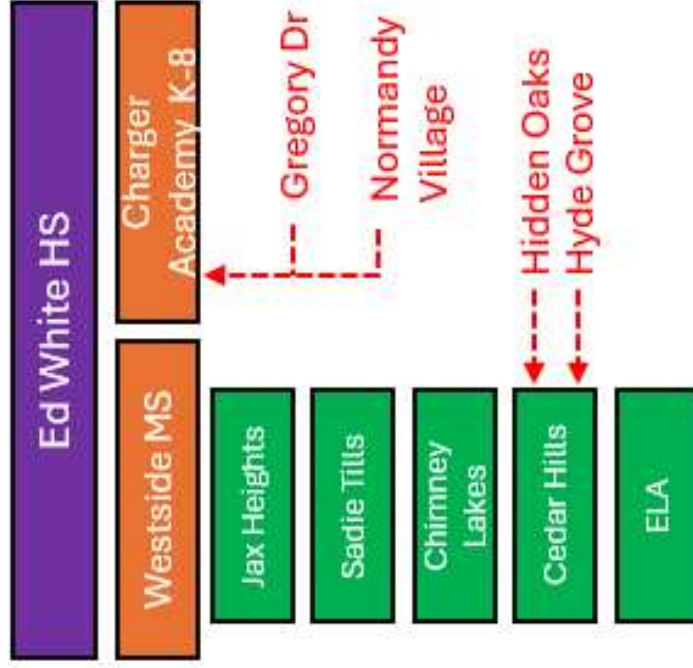


\*Gold Outline Represents a New Build\*

# Ed White HS Feeder

Ed White Consolidates into new Westside HS

## March 11 Feeder



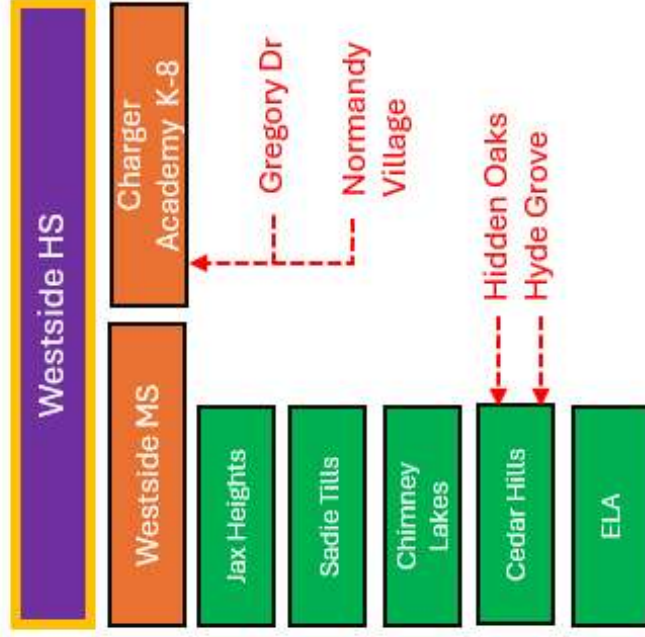
## Idea

Ed White Consolidates into Westside in Idea

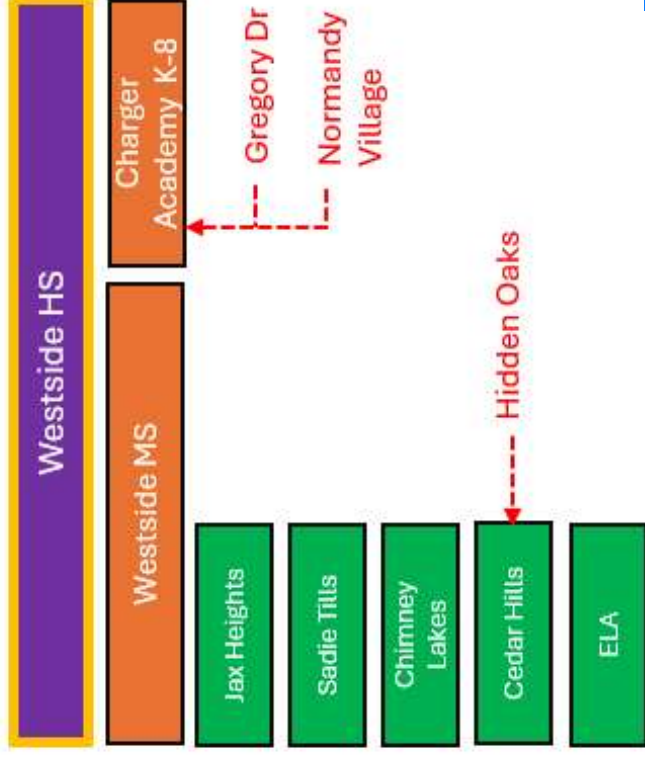
# Westside HS Feeder

Ed White Consolidates into new Westside HS

## March 11 Feeder



## Idea



\*Gold Outline Represents a New Build\*

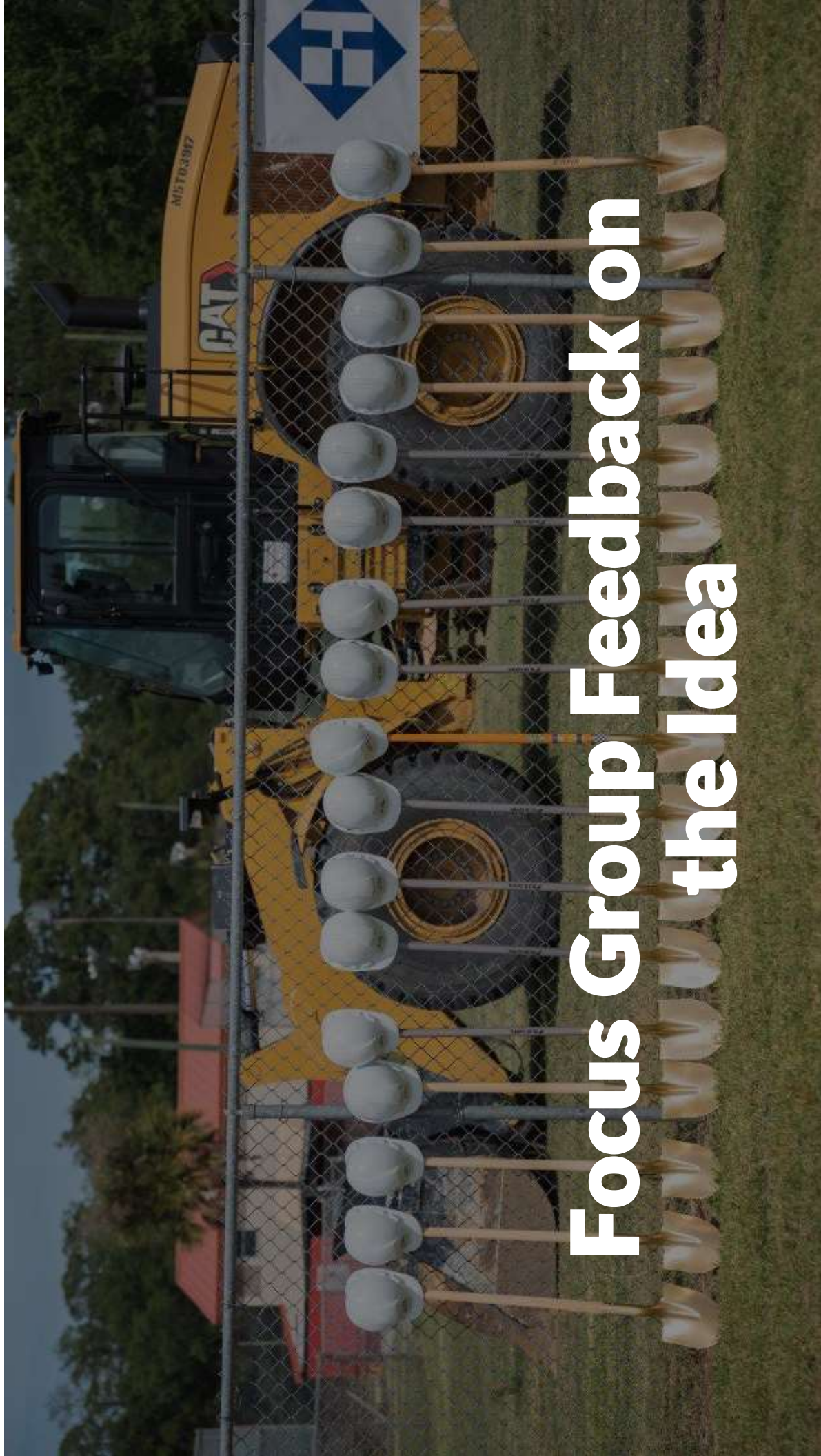
# Low Utilization Magnets

The table below outlines some considerations for low-utilization dedicated magnets and special programs that are referenced in the feeder patterns they are applicable to. Because the enrollments are relatively low, they do not have any major impacts on the recommendations and should be considered as additional alternates.

Dedicated Magnet or Program	Enrollment	Capacity	Utilization	Considerations
G.R.A.S.P. Academy	251	541	46%	Move program to a different school with better accessibility.
Joseph Stilwell Military Academy of Leadership	529	1,131	47%	Close program and kids go back to their neighborhood schools or join a different magnet program
R V Daniels	103	294	35%	Consolidate Program at RL Brown
YMLA / YWLA (Eugene Butler)	288	1,273	23%	Close program and kids go back to their neighborhood schools or join a different magnet program
A. Philip Randolph Career Academies	334	1,179	28%	Include Programming in high schools that are slated for replacement or into schools that currently have that particular program, and use the location for swing space (Raines, Terry Parker)

\*The enrollment, capacity and utilization numbers are as of the 20-day count of the 2023-2024 school year.

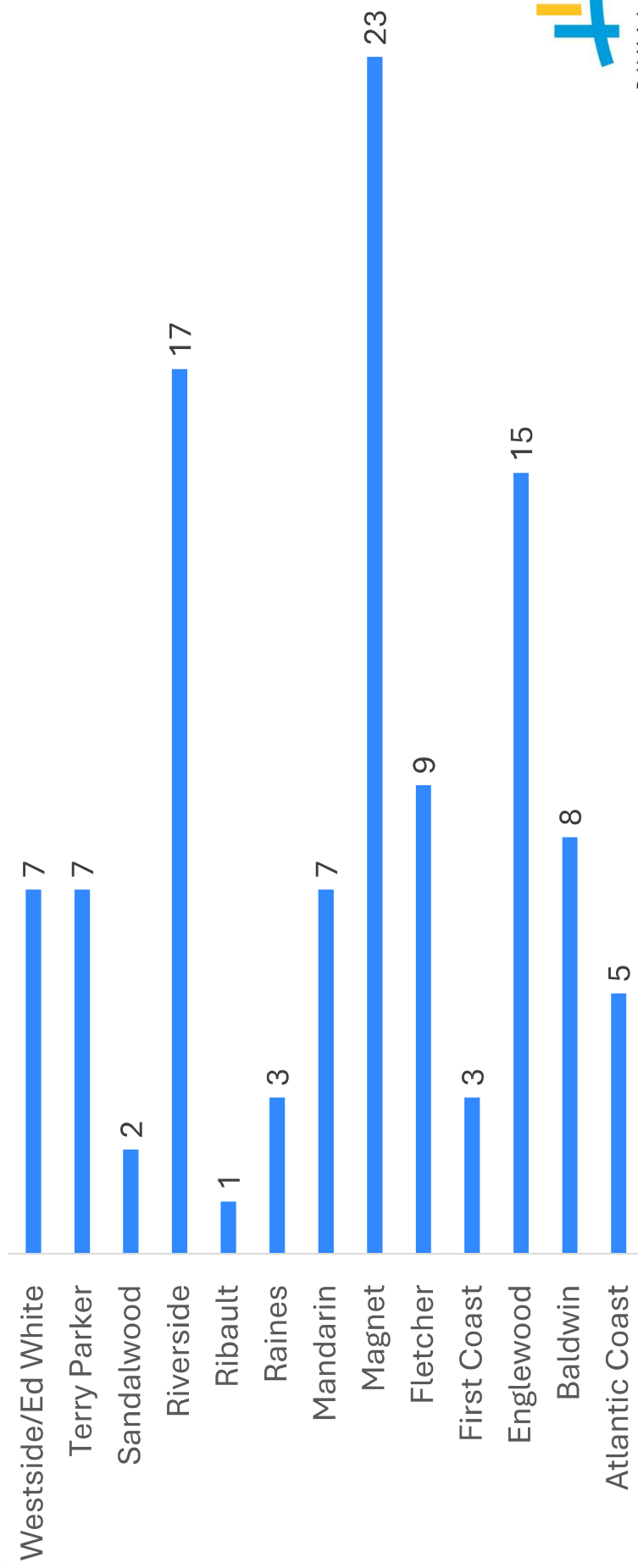
# Focus Group Feedback on the Idea



# Community Review Group

## Initial Reactions

Feeder Pattern Feedback



# Community Review Group

## Initial Reactions

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**What are your thoughts on how the new idea is aligned to the values of the focus groups?**

- Concerns with Feeder Patterns
- School Performance and Utilization
- Specific School Feedback
- Concerns with Infrastructure and Safety
- Magnet Schools
- Community Involvement and Feedback
- Concerns with Data and Planning Process
- Specific Requests for Improvement
- Equity and Fairness
- Mixed Reactions to New Proposals

# Community Review Group

## Initial Reactions

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**Are there any areas that you feel are not aligned and should be revisited?**

- YMLA/YWLA Relocation
- Feeder Pattern Concerns
- Neighborhood School Preference
- Budget Allocation Issues
- Overcrowding Concerns
- YMWLA Expansion
- K-8 Schooling Options
- Educational Investment
- Inconsistent and/or Erroneous Data
- Stockton Elementary Concerns
- CSS Program at Kernan MS
- Premature Closures
- Boundary and Enrollment Issues
- Community Values and Decision Making
- Safety with Consolidation of Contentious Groups
- Charter School Transparency
- Operational and MFP Cost Concerns
- Impact of School Closures
- Riverside Feeder Pattern Feedback
- Alternative Solutions to Consolidations



# Focus Group Feedback on Increasing Enrollment

# Community Review Group

## Initial Reactions

### What are the reasons families are choosing school options outside of traditional public schools?

- Trust and Broken Promises
- Class Sizes and Individual Attention
- Discipline Issues
- Curriculum Flexibility
- Safety Concerns
- Alternative Education Perception
- Administrative Challenges
- Cultural and Political Concerns
- School Board and Leadership Visibility
- Impact of COVID-19
- Marketing and Awareness
- School Choice and Magnet Programs
- Facility and Resource Differences
- Educational Ideologies
- Exit Interview Process
- Capacity and Specialized Instruction
- Discipline and Safety Issues
- Public Perception and Trust
- Customer Service and School Image
- Flexibility and Innovation in Education

# Community Review Group

## Initial Reactions

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**What ideas do you and your community have to increase enrollment in traditional public schools?**

- Classroom Environment & Smaller Class Sizes
- Well Rounded Curriculum and Focus
- School Choice and Facilities
- Improved Customer Service and Communication
- Perception and Marketing
- Community and Parental Engagement
- Alternative Education Options
- School Safety and Budget
- Enrollment and Registration Process Improvements
- School Management and Capacity
- Teacher Recruitment and Support
- Improved Transparency and Oversight
- Community Engagement and Communication
- School Programs and Infrastructure
- Administrative Improvements

# Next Steps

