

A Study
Of the Proposed Closing of
Wilton Elementary School

Presented to the Granville County Board of Education
October 5, 2020

Revised and Presented October 26, 2020
<Revisions in blue>

Drafted by the
Granville County Public School District
Administrative Staff

As required by NC General Statute 115C-72, this study addresses the welfare of students affected by the proposed closing and consolidations under consideration by the Board of Education. This document speaks to costs, student achievement, enrollment, geographic conditions, inconvenience, and hardship among other factors.

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I. The History of Wilton Elementary School

The name for Wilton School came from the village of Wilton, which had residences, a post office, and a clothing store around 1900. In 1901, a tornado blew away the post office and the clothing store. The name Wilton is believed to have come from England with the early settlers of this area of Granville County.



Wilton School aerial photo oriented toward west - circa mid 1970's

Wilton High School was constructed at the current site in 1924. In 1938, the wings were added, giving 4 additional classrooms. The gymnasium was constructed in 1934. In 1949, a shop and classrooms for agriculture students and community farmers were built. In 1952, classrooms for home economics and the cafeteria were added. When South Granville High School was opened in 1962, students in grades 1-8 continued to meet in this two story building. In 1972, kindergartens were added, and students in grade 8 were transferred to G.C. Hawley School near Creedmoor.

On December 16, 1985, ground-breaking ceremonies occurred for a one-story building to house students in grades K-7. The 345 students began classes in the current facility on January 5, 1987. In 1991, additional classrooms were added. In 1997 even more classrooms were added, and in 2005, the cafeteria was expanded, and additional renovations were made to the campus.



Aerial photograph of Wilton Campus oriented toward west/southwest - circa 2012



Current Google Maps view - oriented true North

A. Enrollment Summary

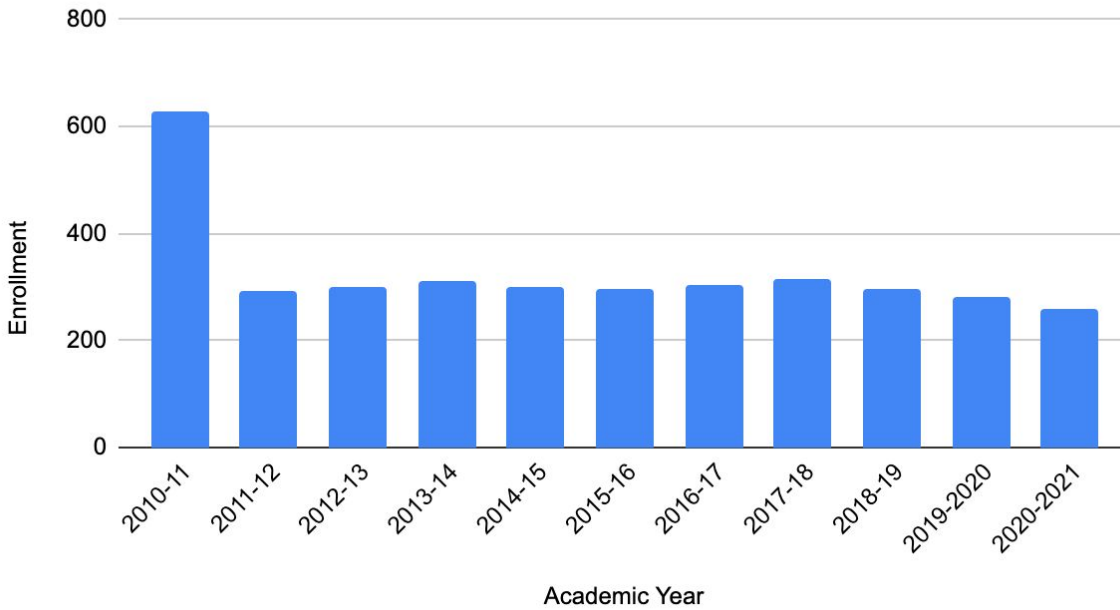
Enrollment at Wilton has gradually declined in the last 10 years. In 2011, Tar River Elementary School was constructed and the southern area elementary schools attendance zones were redrawn. Also, in 2014-2015, Wilton was designated a “Choice School”, which enabled students from other attendance zones to attend the school to participate in “The Leader in Me” program.

Academic Year	Enrollment
2010-11	630*
2011-12	294
2012-13	302
2013-14	313
2014-15	299
2015-16	296
2016-17	304
2017-18	317
2018-19	295
2019-2020	281
2020-2021	261

** Last year prior to the construction of TRES*

Source: BoardDocs

Wilton Elementary School: 20-day Enrollment



Choice Program Impact:

The Choice Program has had a significant impact on the enrollment of students at Wilton Elementary School. For the current 2020-2021 school year, 100 of the 260 students enrolled do not reside in the school's attendance zone. The charts below show the breakdown of 'choice' students by grade level and the base schools from which they are transferring.

Choice Students Attending Wilton by Grade Level						
K	1	2	3	4	5	TOTAL
17	19	16	18	14	16	100

Choice Students' Base Schools							
BSES	CGCES	CESA	MTEES	SSES	TRES	WOXF	Non Residents Paying Tuition
5	11	24	6	1	43	8	2

If Wilton were closed, these students would still have the option of returning to their base school, or would be able to choose to attend any GCPS elementary schools as they are all currently designated as choice schools.

II. Legal Factors:

When considering the closure or merger of schools, there are specific statutory requirements that must be observed. First, the Board of Education holds exclusive duty and authority:

“It shall be the duty of local boards of education to provide students with the opportunity to receive a sound basic education and to make all policy decisions with that objective in mind, including employment decisions, budget development, and other administrative actions, within their respective local school administrative units, as directed by law.”

N.C.G.S. § 115C-47(1)

Furthermore, the Board of Education has specific legal authority when it comes to decisions regarding school reorganization:

“Local boards of education shall have the power and authority to close or consolidate schools located in the same district . . . whenever and wherever in its judgment the closing or consolidation will better serve the educational interest of the local school administrative unit or any part of it.”

N.C.G.S. § 115C-72 “Consolidation and Discontinuance of Schools”

There are two required steps when considering such reorganization:

(1) THE STUDY

“In any question involving the closing or consolidation of any public school, the local board of education . . . shall cause a thorough study of such school to be made, having in mind primarily the welfare of the students to be affected by a proposed closing or consolidation . . . “.

(2) THE PUBLIC HEARING

“Before the entry of any order of closing or consolidation, the local board of education shall provide for a public hearing in regard to such proposed closing or consolidation, at which hearing the public shall be afforded an opportunity to express their views.”

A. The Study:

The Study must include consideration of:

- Geographic conditions
- Anticipated increase or decrease in school enrollment
- The inconvenience or hardship that might result to the pupils to be affected by such closing or consolidation
- The cost of providing additional school facilities in the event of such closing or consolidation
- Such other factors as the Board shall consider germane.

-N.C.G.S. 115C-72(a)(1)

Considerations of the Study:

- Will be a public record.
- May be completed by staff, third party consultants, or (commonly)

a combination thereof.

- May be updated or amended after receiving public input.
- Some elements already included in NCSU study:
- Anticipated enrollment trends
- Facility capacity
- Geographic conditions (attendance zone optimization)

B. Public Hearing Requirements:

- Public hearing on specific proposal to close or consolidate a school
- Details like time, location, and length are determined by the Board, in keeping with public meetings law

“Upon the basis of the study so made and after such hearing, said board may, in the exercise of its discretion, approve the closing or consolidation proposed.”

N.C.G.S. 115C-72(a)(2).

III. Factors to Consider in the Study:

The following factors will be addressed as required by statute:

- Finance & Budget
- Human Resources
- Curriculum & Instruction
- Infrastructure
- School Culture and Impact on the Community

Finance & Budget

Cost of Providing Additional School Facilities:

This study as required by law must include the cost of providing additional

school facilities in the event of such closing or consolidation.

There are no anticipated facility costs as the students currently in the Wilton Elementary attendance zone could be accommodated within the existing Tar River Elementary or possibly Tar River Elementary School and also Mt. Energy Elementary School facilities.

There are not anticipated transportation costs for this study. The location of the school is in such close proximity to the other elementary schools. (See Transportation section for details)

Existing Costs and Potential Savings:

As additional information for the Board's consideration, Appendix 1 includes a detailed analysis of existing costs for Wilton Elementary and anticipated ongoing costs after a consolidation.

The following table is a summary of this analysis:

Wilton Elementary School Current Annual Costs and Potential Annual Savings

Total Current Annual Costs	\$ 2,464,252
Anticipated Ongoing Costs after Consolidation	(\$1,612,214)
Current State Funding for Principal	(\$117,339)
Potential Annual Savings*	\$ 734,699

* Includes savings for Child Nutrition Fund of \$45,687.

A. Human Resources

Staffing for schools is primarily determined by the Average Daily Membership (ADM) of students. This figure is measured at various points during the school year, and represents the enrollment number for the school. It is different from the attendance rate of pupils, which measures the number of students in the building on any given day.

NCDPI allots **teaching** positions based on the ADM for day twenty (20) of the academic year. The allotment ratio of students per teacher has varied over the past years depending on state law and policy. Currently NCDPI provides ADM teacher allotments on a new formula which differs by grade level:

Grade	Teacher : Student Allotment	HB 90 Average Class Size Limit (2018-19)
K	1 : 19	20 (23 per individual class)
1	1 : 17	20 (23 per individual class)
2-3	1 : 18	20 (23 per individual class)
4-8	1 : 24	None

These teaching positions are not always used ONLY for classroom teacher positions, and are sometimes included in the staffing of elective teachers. NCHB 90 provides limits on class size beginning this school year, and then gradually lowers that number for each consecutive year, while simultaneously providing “program enhancement” teacher funding for elective positions.

Wilton Elementary currently has fifteen (15) classroom teachers for six (6) grade levels K-5. They also have one (1) PE teacher and one (1) Reading Teacher. This is a total of seventeen (17) teachers.

Grade Level	Number of Teachers
Kindergarten	3
1st grade	3
2nd grade	2
3rd grade	3
4th grade	2
5th grade	2
PE Teacher (grades K-5)	1
Reading Teacher (grades K-5)	1

Current Class Size Information Listed in PowerSchool:

Grade	Teacher #1	Teacher #2	Teacher #3	Average
K	14*	17	17	16
1st	17*	15	11	14.3
2nd	21	19		20
3rd	18	18	19	18.3
4th	19	19		19
5th	22	23		22.5

**Serves virtual students ONLY during Pandemic*

All staffing for the Exceptional Children's Program (ECP) are also funded under a separate budget source. Any staffing outside of the state allotment for ADM, Program Enhancement, AIG, ESL and ECP are paid for using local dollars.

Administrative or non-instructional staffing, while also based in part on ADM, is calculated and allocated differently, depending on the type of position:

Principal:

NCDPI provides one (1) principal position for each school. Funding for this position is the base salary only, and does not include salary differential, which must be paid locally. Wilton has one (1) principal assigned to the school

Assistant Principal:

NCDPI provides one (1) assistant principal (AP) position for every 985 students. This allotment is given to the district as a whole. The school district supplements AP staffing with local funds to extend this ratio as needed. Wilton Elementary School has one (1) AP position assigned to the school.

Counselor:

NCDPI provides one (1) instructional support position for every 211 students. Instructional support includes counselors, nurses, social workers and media coordinators. The school district supplements counselor staffing with local funds to extend this ratio as needed. Wilton currently has one (1) school counselor.

Other Certified Support Staff:

Wilton has one (1) Reading Teacher. This position is covered by Title I

funds.

School-Based Classified Staff:

School-based classified staff, which usually include teacher assistants, office staff (Bookkeepers, Data Managers, Receptionists), custodians and Deans of Students are allotted based on the overall ADM of the district. Generally speaking, school districts are not allotted enough school-based classified positions to fill all needed positions.

Wilton has one (1) Receptionist/Bookkeeper combined role. The closure of Wilton would allow this position to be included in cost savings for personnel, as allowed through attrition of staff across the district.

Wilton has one (1) Data manager/Receptionist. Wilton has two (2) Custodians. The closure of Wilton would allow both positions to be included in cost savings for personnel, as allowed through attrition of staff across the district.

Wilton has five (5) Teacher Assistants, four (4) of who are assigned to classrooms, and one (1) who is assigned to the Media Center.

C. Curriculum & Instruction:

Schools with a small student population have advantages and challenges, and Wilton Elementary School is no different. According to research, low student enrollment has the potential to facilitate familiarity amongst students and staff. (Dunne, 2000) This could be an advantage or disadvantage depending on the needs of the student and family. (GreatSchools Staff, 2012) [As previously mentioned, WES has 15 classroom teachers, plus one Reading](#)

Teacher and one Physical Education Teacher (PE). In addition to PE, the school provides three elective courses staffed by Instructional Assistants, non-certified staff, (Media, Spectacular (art & crafts), and Mac lab.).

Additionally, one Exceptional Children's teacher and a part-time ESL teacher serve students who require specially designed instruction (see Table 1 for the number of students served.)

In a larger school setting, students could potentially benefit from more resources to support their learning (see Table 1). For example, students identified as Academically or Intellectually Gifted (AIG), English Learners (EL), and Exceptional Children (EC) may have the opportunity to receive more services when an itinerant teacher has more instructional time due to reduced travel time between schools. Also, access to elective classes (e.g., PE, Music, Art, Media) with certified teachers may increase when there is greater efficiency in program enhancement teachers' placement.

Table 1: Student Support Service-students currently identified in each grade level

Support Area	PK	K	1	2	3	4	5	Total
Academically or Intellectually Gifted (AIG)					*	*	9	9
English Learners (EL)		>5	>5	0	5	0	>5	9
Exceptional Children	0	>5	>5	7	10	>5	6	35

(NCDPI PowerSchool, n.d.) - * Due to the COVID-19 school closure in the spring, current 4th-grade students did not complete the second battery of testing. The second battery of testing for 4th-grade students and the screening process for current 3rd-grade students will occur when students return to in-person instruction.

Regardless of school size, all GCPs elementary schools have access to the same core curriculum and assessment resources, resulting in consistent content from school to school. As in any school district, instructional style and delivery vary from school to school and classroom to classroom. Professional

Development support varies by teacher and school depending on the need. Wilton has continued to improve academic performance over the past six years, as evidenced in the data found in Table 2. Wilton Elementary is the highest performing elementary school in the county and the second-highest performing school overall. (NCDPI, 2019)

Table 2: Academic Performance

Year	Math GLP Proficiency	Reading GLP Proficiency	Science GLP Proficiency	Proficiency Composite Score 80%	EVAAS Growth 20%	Prof. & Growth Score	SPG	EVAAS Growth Status
2013-14	56.8	56.1	88.2	61	84.7	66	C	Met
2014-15	55.8	56.4	94.4	62	92.6	68	C	Exceeded
2015-16	67.6	64.2	83.3	68	80.1	70	B	Met
2016-17	69.9	65	76.5	69	87.6	72	B	Exceeded
2017-18	73.8	64.6	76.7	70.7	87.9	74	B	Exceeded
2018-19	80.9	66.4	92.7	77	88.6	79	B	Exceeded
2019-20	<i>Students did not test because of school closure due to COVID-19</i>							

<https://ncreportcards.ondemand.sas.com/src> (NCDPI, 2019)

Learning is fluid, and therefore it is difficult to ascertain whether or not a smaller school setting will increase or decrease a student's achievement. The ramification of many external correlates may affect a student's success. Hiring the best teachers, an article published by Educational Leadership, stated, "Research shows that effective teachers are the most important factor contributing to student achievement. Although curricula, reduced class size, district funding, family, and community involvement all contribute to school improvement and student achievement, the most influential factor is the teacher. Choosing effective teachers is critically important for schools trying to improve their performance." (Habib, 2017, 530)

Description of Choice Program

Wilton is a GCPS, Leader in Me, elementary school of choice. The school was among the first elementary schools of choice in the district. According to the Leader in Me website (Leader in Me, n.d.) “*Leader in Me* (LiM) is an evidence-based, comprehensive-school improvement model—developed in partnership with educators—that empowers students with the leadership and life skills they need to thrive in the 21st century. The Framework provides a unique approach to integrating highly effective practices throughout a school’s culture. Instead of focusing on academic measures alone, *Leader in Me* embodies a holistic approach to education, redefining how schools measure success. This approach empowers educators with effective practices and tools to: teach leadership to every student, create a culture of student empowerment, and align systems to drive results in academics.”

Teachers receive Leader in Me coaching from the organization. The coaching helps teachers incorporate the seven leadership principles into their daily lessons. The program continues to grow in popularity amongst families, as evidenced by the number of students who have chosen Wilton as their elementary school of choice. One hundred of the school’s 260 students reside outside of the school’s attendance zone.

Merging/Implementing Choice Program at another school

The Leader in Me program can be merged/implemented at another school. If the program is merged or implemented at another school, it is recommended that coaching support be provided by Leader in Me to assist in merging cultures, staff, students, and systems. The \$8,500 membership cost is a recurring expense that includes one day of coaching and access to the Leader in Me materials. Each additional coaching day costs \$3,500. The amount of additional coaching support and initial training at a new school

would depend on the number of staff in the building who have been trained by the Leader in Me.

D. Infrastructure & Operations

Facility Capacity:

The Wilton Elementary School campus is the smallest school facility in the district and has 48,225 square feet of indoor space sitting on 18.22 acres. Currently, there are four (4) vacant classrooms at Wilton Elementary School as well as other classrooms on the campus that are used for non-classroom educational activities.

The students who currently attend Wilton Elementary School could be reassigned to the two closest existing elementary schools. The distance between Wilton Elementary to Tar River Elementary School is .8 miles. The distance between Wilton Elementary and Mt. Energy Elementary School is 4.1 miles.

The available 'surplus' capacity at these schools is listed in the chart below.

School	2020-2021 20-day Enrollment	Optimal Capacity	Surplus Capacity
Wilton Elementary School	260*	452	192
Tar River Elementary School	354	573	219
Mt. Energy Elementary School	391	694	303

An analysis conducted by OREd in 2018 of the demographics of elementary-aged children in the attendance zone for this school show a projected net growth of two (2) additional students during the ten-year period from 2017-18 through 2027-28. This information is provided in the out-of-capacity table below which was part of their official report to our Board on August 20, 2018. [Note that the 2017-2018 capacity figures cited in the OREd report were based on formulas that have since been modified to](#)

provide “optimal” capacity which more accurately reflects the educational needs of our schools.

Out-of-Capacity Table

	Capacity	Month-1	Forecasted Month-1 ADM									
	2017-18	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28
Elementary Schools (K-5)												
Butner-Stem Elementary	524	462	455	442	440	443	437	444	452	457	460	464
C. G. Credle Elementary	490	378	350	323	309	293	294	288	293	297	299	302
Creedmoor Elementary	426	390	382	383	393	391	394	410	418	423	425	430
Mount Energy Elementary	420	338	315	309	299	305	309	313	319	323	325	328
Joe Toler-Oak Hill Elementary	258	211	202	199	198	206	208	208	212	214	215	218
Stovall-Shaw Elementary	369	358	372	383	391	384	370	380	387	392	394	398
Tar River Elementary	498	433	411	392	389	374	373	378	384	389	391	395
West Oxford Elementary	544	467	428	412	396	385	384	386	392	397	399	403
Wilton Elementary	302	320	308	304	309	313	318	307	313	317	318	322
Totals	3831	3357	3222	3146	3124	3094	3087	3114	3171	3210	3226	3259
Middle Schools (6-8)												
Butner-Stem Middle	482	423	451	467	456	433	422	401	395	387	404	415
G. C. Hawley Middle	634	575	600	591	557	535	506	507	481	482	485	498
Mary Potter Middle	809	333	311	303	298	315	319	309	284	271	276	283
Northern Granville Middle	873	374	401	406	386	353	343	323	311	304	307	315
Totals	2798	1705	1762	1767	1698	1636	1589	1540	1471	1444	1471	1510
High Schools (9-12)												
Granville Central High	829	661	667	662	684	703	723	730	693	667	635	609
Granville Early College High	250	187	185	186	186	186	185	183	183	181	180	178
South Granville High	907	820	750	736	712	720	729	701	681	644	623	606
J. F. Webb High	1293	762	717	684	689	698	684	677	664	651	630	599
Center For Innovative Learning	20	9	9	9	9	9	9	9	9	9	9	9
Totals	3299	2439	2328	2276	2280	2317	2330	2301	2229	2151	2077	2001
System Total	9928	7501	7312	7189	7101	7047	7006	6955	6872	6806	6774	6770

Capital Outlay Needs:

The Wilton campus currently has more than \$2.7 million dollars of critical capital outlay needs within the next 5 years. Of this, \$1.3 million is for needed roof replacement, and \$723 thousand is for HVAC upgrades. Currently, these two systems are nearing end-of-life and will present major issues with maintaining good air quality in the building.

The most recent air quality testing conducted by a third party laboratory on May 28, 2020 indicated that there was not an “altered indoor fungal ecology” on the campus. However, there were elevated levels of humidity and an altered individual air sample reading taken in the Media Center. Both of these situations were attended to and resolved by GCPS staff in coordination

with LRC Laboratories, Inc. The elevated relative humidity readings throughout the school (majority near or above 60%) continue to be an issue due to the design and age of the current HVAC system.

The parking and driveway pavement maintenance and resurfacing projects have been deferred beyond recommended time periods due to a lack of available funding. There is also an abandoned underground oil tank that needs to be removed from the campus.

Value of Property:

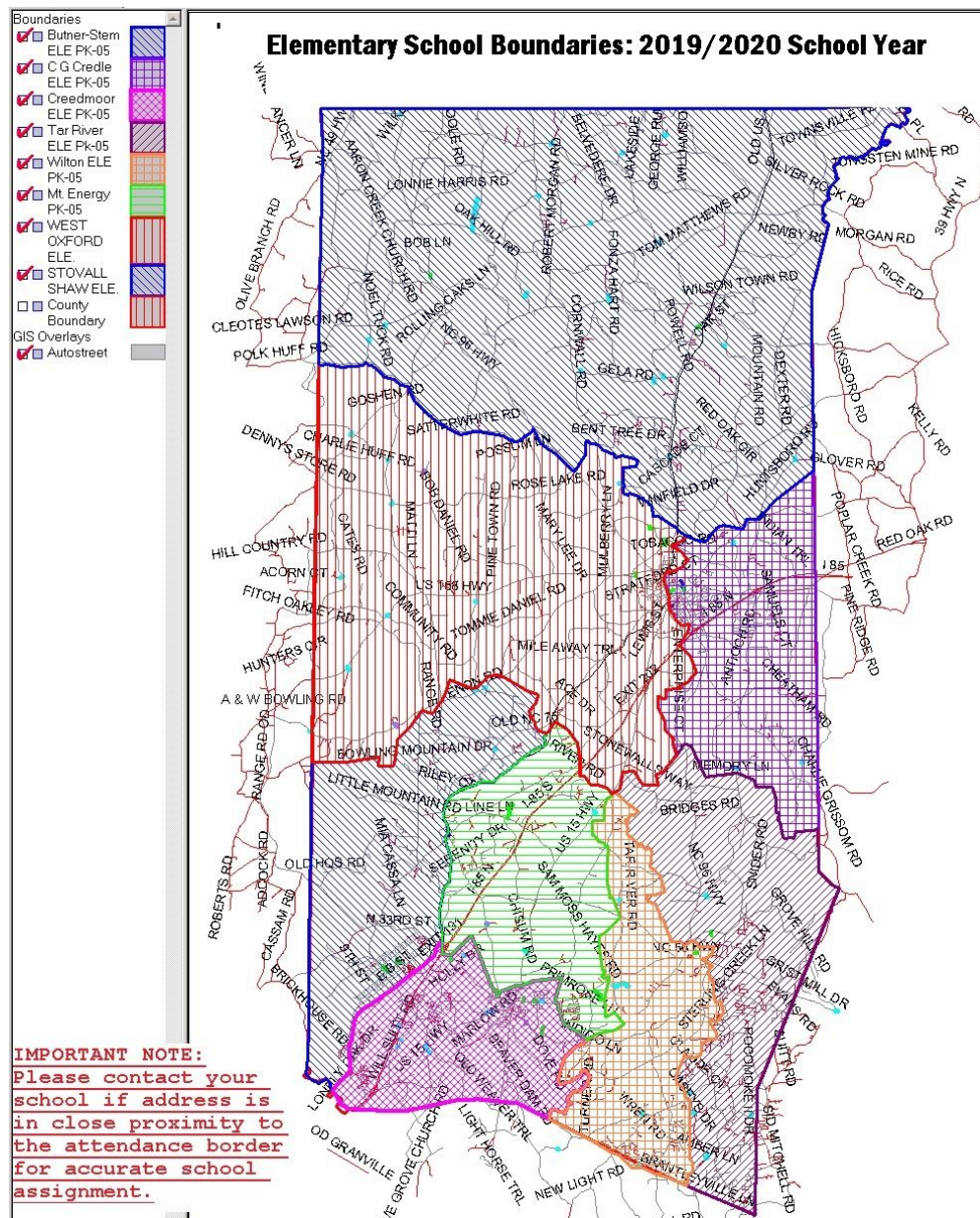
According to the current Granville County tax appraisal card, the total value of the property is \$8,679,345. No official property appraisal from a third party has been conducted.

09/30/2020 10:52 OWNERSHIP 99211315		PROPERTY DESCRIPTION	TAX DESCRIPTION	MAP NUMBER	CARD#
GRANVILLE COUNTY BOARD OF ED		WILTON SCHOOL	BRASSFIELD	182700326330	1 / 2
P O BOX 906 OXFORD, NC 27565 DEED: 01292 0287 12/4/2008 \$480,590		PLATBOOK/PAGE/DATE: NB: 072 SOUTH EAST AVERAGE 2555 NC HWY96S		RECORD NUMBER: 20786 ROUTE: 182700 178 LISTER: REV REVIEWER:	
		TOPO	STREET	UTILITIES	NOTES
					CAFETERIA 3102 SF OTHERS ARE MODULAR CLASSROOMS
					18.090
		# LAND CLASS	SIZE	BASERATE * ACF * ADJ	ADJ RATE * UNITS = LNDVALUE
		1 2EBUILDING SITE 2	7.410	28000 0.47 1.00	13160 7.410 97516
		2 511COMMERCIAL	10.680	30500 0.47 1.00	14335 10.680 153098
		ACREAGE FACTOR:	FRONTAGE FACTOR:	LAND VALUE 250614	
		# OTHER FEATURES	SIZE	BASERATE COND	ADJ RATE UNITS VALUE
		1 57 OTHER	24 * 36	35000.00 0.00	35000.00 864 35000
		2 57 OTHER	24 * 36	35000.00 0.00	35000.00 864 35000
		3 57 OTHER	24 * 36	35000.00 0.00	35000.00 864 35000
		4 57 OTHER	24 * 36	35000.00 0.00	35000.00 864 35000
		5 57 OTHER	24 * 36	35000.00 0.00	35000.00 864 35000
		6 57 OTHER	24 * 36	35000.00 0.00	35000.00 864 35000
		7 57 OTHER	24 * 36	35000.00 0.00	35000.00 864 35000
		OTHER FEATURES VALUE:	245000		
		FOUNDATION	XTR_FINISH	ROOF TYPE	ROOF MTRL
					1.0000 STHT 0 BDRM
		WALL FINISH	FLOORS	HEAT&AIR	HEAT FUEL
					1
		IMPROVEMENT TYPE:	GRADE: B	AYB: 1900	EYB: 1985
		DIMENSIONS:	SFR-CL40U30R40D12R2D7L2D11 OFP-CL40D8R40U8 WDK-L40CU38XL6D8XD30XD8R6XU8 OFP-U30CR40U8L40D8H		
		STRUCTURE	SKETCH-SF * STHT =	AREA RATE * GRDE +	HEAT + EXWL * WLHT =
		56 SCHOOL	44797 1.00	44797 135.50 B	1.00 135.50 44797
		48 GYM	4958 1.00	4958 108.62	1.00 108.62 4958
			49755 HSF	49755 TSF	RPCN- 132.82/HSF 6608532 VALU- 91.65/HSF
		STRUCTURE VALUE	4559887		
		VALUATION	THIS CARD +	OTHER CARD =	VALUE
		LAND	250614	0	250614
		OTHER FEAT	245000	0	245000
		STRUCTURE	4559887	3623844	8183731
		TOTAL	5055501	3623844	8679345
		TAX YEAR: 2020	(321966) Group:		
		Granville County, NC	REVAL YEAR: 2018	DEFERRED VALUE	0
		NBHD ADJUSTMENT: * 0 = 8679345			
		APPRaised VALUE			8679345
		TAXABLE VALUE			8679345

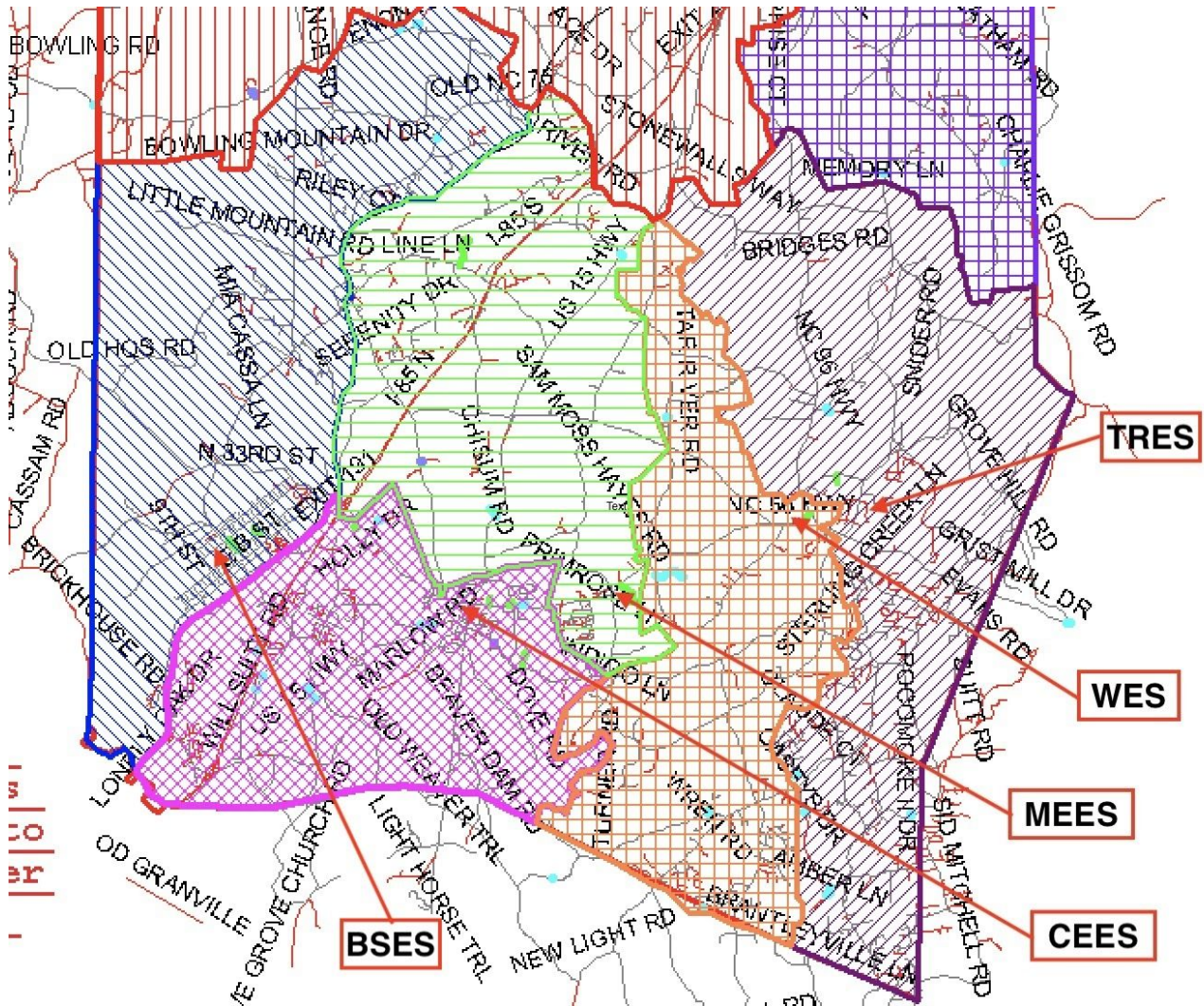
Transportation:

In September of the 2019-2020 academic year, prior to the pandemic, Wilton elementary school ran three (3) school buses which served approximately 100 students. These three buses travelled 162 miles and were on the road for 7.8 hours, total, per day.

If Wilton were closed and the students were transferred to the two neighboring elementary schools (Tar River Elementary School and Mt. Energy Elementary School), a potential cost savings could occur due to the consolidation and increased efficiency of routes at the two existing schools. This is due primarily to the proximity of the two remaining schools. It is estimated that at a minimum, we could remove one bus from our fleet. This would reduce the cost of a driver's salary for one year. This is an average cost of \$41.00 per day, for 182 days for a total annual savings of \$7,462.00. Additionally, it could reduce the cost of fuel and maintenance on a bus which equates to approximately \$2.00 per mile travelled by a single bus, or approximately \$19,000 per year. A potential total cost savings of ~\$25,000 per year could be gained.



In order to determine a full, detailed and accurate understanding of potential cost savings, additional analysis would need to occur depending on where the attendance lines would be drawn. In addition, the reassignment of choice students who currently attend Wilton would need to be reviewed as a factor in determining potential costs savings.



ENLARGED MAP OF SOUTHERN AREA ATTENDANCE ZONES

The above enlarged map shows the approximate locations of each school within their current attendance zone. If Wilton were closed, its attendance zone (orange) could either be absorbed by Tar River (purple) , or both Tar River (purple) and Mt. Energy (green). The attendance zone for Creedmoor Elementary (pink) could also be examined for potential adjustments if desired. School choice availability in all of our elementary schools should also be considered as a factor for redrawing attendance zones as well. This would be done with technical assistance and in consultation with the Institute for Transportation Research and Education (ITRE) at NCSU.

Child Nutrition:

Currently, there are four (4) child nutrition staff members assigned to Wilton. Two are full time and two are part time for an annual cost of \$111,254. In consultation with the Child Nutrition Manager, it has been determined that if Wilton were closed, the manager and one part time position could be eliminated and the remaining two positions would need to “follow the children” and be transferred to the assigned school. Increasing student capacity at the two neighboring schools would create additional pressure on making sure lunches could be served in the same size kitchen and cafeteria space. The total estimated savings is \$45,687. Plans are being made to handle CN staffing reductions through attrition.

FREE & REDUCED LUNCH DATA

Wilton Elementary School								
Year	2013	2014	2015	2016	2017	2018	2019	2020
Free	121	106	115	98	114	112	113	107
Reduced	20	22	24	27	17	22	22	14
GCPS District								
Year	2013	2014	2015	2016	2017	2018	2019	2020
Free	4234	4041	4256	4141	4312	3932	4032	3893
Reduced	641	600	613	596	438	584	518	495

E. School Culture and Impact on the Community

Wilton Elementary has received numerous awards for their choice program, “The Leader in Me”. This program helps boost youth leadership development with proven teaching methods, classroom techniques, and Social Emotional Learning systems modeled by author Stephen Covey and now licensed through the FranklinCovey Co. The program is linked to the teachings and writings of Stephen Covey’s “7 habits of highly effective people.”

Data regarding school culture and community impact are qualitative in nature and difficult to measure in charts and numbers. There are no clear indications that enrollment will increase in the foreseeable future, and would therefore indicate that the school would require significant additional resources to provide similar services found in other elementary schools in the district, which in turn raises concerns regarding the equitable distribution of resources.

F. SUMMARY

Based on the information and data presented in this study, the closure of Wilton and the reassignment of students to the neighboring elementary schools may accomplish the following:

1. Provide a potential annual recurring cost savings to the school district;
2. Increase efficiency of staffing;
3. Provide potential increases in academic opportunity for students;
4. Incur minimal or no cost related to facilities;
5. Potentially provide additional funds for capital outlay funds from the sale of the property;
6. Impact school culture and the community in a variety of manners.

G. TIMELINE CONSIDERATIONS

The potential decision of the Granville County School Board to close Wilton and transfer these students to the neighboring elementary schools would require significant effort to implement. Extensive planning at the school and district level would need to occur in order to facilitate a smooth transition for students, parents and employees. Part of this process includes providing adequate time to assess the work, plan action steps, and execute the decision. Below is a timeline that has been developed based on the goal of starting the 2021-2022 school year with all current Wilton students transferred to other elementary schools:

Time	Action Step
October 19, 2020	Special Called Meeting
November Date TBD 2020	Hold Public Hearing/Community Forum
November Date TBD 2020	Special Called Meeting Finalize Decision and determine plan for redrawing attendance zones
December 2020	Create and Communicate Transition Plan to Stakeholders
January - July 2021	Plan Staffing, finalize schedules, move furniture, prepare for opening of school
August 2021	Open NEW School Year

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APPENDIX

Appendix 1 Detail Costs Analysis - Wilton Elementary School

Granville County Public Schools
Wilton Elementary Estimated Total Costs and Potential Savings with Consolidation

Appendix 1

Current Personnel Costs (Salaries & Benefits):	Total Current Positions	Provided by State/Grant based on ADM/School	Additional Cost	Total Current Cost	Ongoing Positions After Consolida tion	Ongoing Continuing Costs after Consolidation	Position Reduction	Net Potential Consolidation Savings	Child Nutrition Potential Savings	Total Potential Savings
Principal	1.00	\$ 117,339.00	\$ 13,254.00	\$ 130,593.00	-	\$ -	1.00	\$ 13,254.00	\$ -	
Assistant Principal	1.00	16,655.00	74,317.00	90,972.00	-	-	1.00	90,972.00	-	
Instructional Support	1.00	77,458.00	7,113.00	84,571.00	-	-	1.00	84,571.00	-	
Teachers	17.00	945,693.00	262,422.00	1,208,115.00	14.50	1,030,451.00	2.50	177,664.00	-	
Specialty Teachers (AIG, ESL, EC Support)	2.30	161,934.00	13,012.00	174,946.00	2.30	174,946.00	-	-	-	
Teacher Assistants	5.00	126,270.00	58,837.00	185,107.00	3.50	129,575.00	1.50	55,532.00	-	
Office Support	2.00	35,724.00	61,982.00	97,706.00	-	-	2.00	97,706.00	-	
Custodian	2.00	35,724.00	47,833.00	83,557.00	-	-	2.00	83,557.00	-	
Child Nutrition Staff	4.00	111,254.00		111,254.00	2.00	65,567.00	2.00	-	45,687.00	
Total Current Personnel Costs	35.30	1,628,051.00	538,770.00	2,166,821.00	22.30	1,400,539.00	13.00	603,256.00	45,687.00	
2019-2020 Operating Costs:										
Substitute Cost				11,009.00		11,009.00		-	-	
Mentor				970.00		970.00		-	-	
Bus Driver				16,095.00		16,095.00		-	-	
Security				1,450.00		-	***	1,450.00	-	
Maintenance				4,247.00		-	***	4,247.00	-	
Facility Cost				8,514.00		-	***	8,514.00	-	
Custodial Costs				2,372.00		-	***	2,372.00	-	
Utilities				62,676.00		-	***	62,676.00	-	
Telephone				3,748.00		-		3,748.00	-	
Membership Dues & Fees				1,269.00		-		1,269.00	-	
Staff Development				1,041.00		1,041.00		-	-	
Travel				1,480.00		-		1,480.00	-	
Supplies & Materials				12,641.00		12,641.00		-	-	
Textbooks				19,032.00		19,032.00		-	-	
Exceptional Children Costs				7,719.00		7,719.00		-	-	
Technology				10,911.00		10,911.00		-	-	
After School				16,965.00		16,965.00		-	-	
State Safety Equipment Grant				38,341.00		38,341.00		-	-	
Child Nutrition Costs				41,410.00		41,410.00		-	-	
Total 2019-2020 Operating Costs *				261,890.00		176,134.00		85,756.00	-	
2019-2020 Capital Outlay Costs **										
				35,541.00		35,541.00				
Total All				\$ 2,464,252.00		\$ 1,612,214.00		\$ 689,012.00	\$ 45,687.00	\$ 734,699.00
								****		****
* Instructional operating costs follow the students and are considered ongoing costs.										
** Capital Outlay costs vary greatly by year by projects. (Therefore these costs are not taken into account on the potential savings calculation.)										
*** Potential cost savings from utilities, facilities and maintenance are based on the Board of Education no longer owning the school building. (Maintaining ownership of the building would require utilities and upkeep)										
**** In addition please review the transportation potential savings and anticipated future capital outlay needs.										

Personnel cost based on current payroll. Other costs based on 2019-2020 actual.