



**To:** Members of the Board of Education

**From:** Dr. Dennis L. Carpenter, Superintendent  
Dr. Dawn Smith, Assistant Superintendent of Operations  
Katie Roe, Assistant Superintendent of Academics  
Aigne' CM Cox, Executive Director of Business and Finance, SFO

**Date:** January 15, 2026

**RE:** Road to Sustainable Destiny School Reconfigurations Plan

**Rationale:**

The District continues to experience increasing budgetary pressure due to several revenue and expenditure trends. The District's unrestricted operating fund balance decreased from 33.9% in Fiscal Year 2024 to 24.2% in Fiscal year 2025. For 2025-2026, the district is projecting a \$14M deficit and an ending operating fund balance of \$13,790,091 or 13.4%. This significant reduction underscores the urgent need for strategic adjustments to ensure long-term fiscal stability.

**Background information:**

As part of the Sustainable Destiny Reconfigurations, the District has redesigned its instructional footprint to improve efficiency, utilization, and long-term sustainability:

- 1 High School (Grades 9–12): Ruskin High School
- 1 Middle School (Grades 7–8): Hickman Mills Middle School
- 1 Sixth Grade Center: Santa Fe
- 2 Pre-K Sites: Freda Markley and John Sharp
- 6 Elementary Schools: Compass, Ervin, Warford, Dobbs, Ingels, and Truman (relocated to the Alvin Brooks site)

Right-sizing elementary school capacity is a critical component of the District's Road to a Sustainable Destiny. Under the proposed reconfigurations, Santa Fe Elementary will be repurposed as the Sixth Grade Center, and Truman Elementary will be fully rezoned and relocated to the Alvin Brooks facility. These actions consolidate elementary services into facilities that more appropriately align with current enrollment patterns, improve overall facility utilization, and reduce operational costs. Additionally, under the school reconfigurations plan, the District would not only reconfigure facilities but also update districtwide boundaries to ensure elementary attendance areas align with current and projected enrollment patterns.

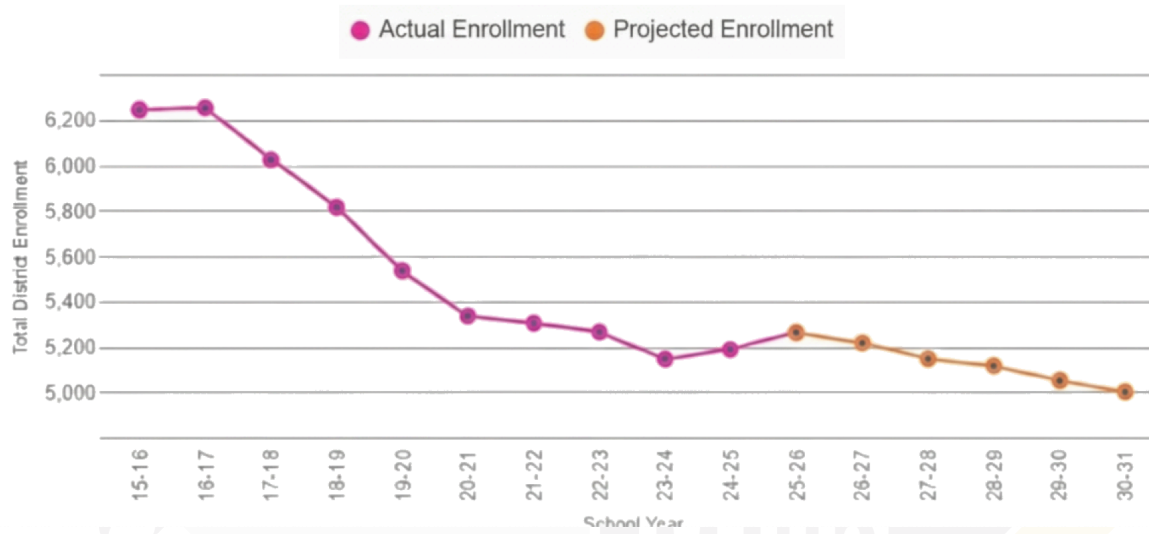
With current enrollment at approximately 5,200 students and additional enrollment declines projected through 2028, aligning elementary capacity with actual student enrollment positions the District to operate more efficiently while safeguarding academic programming and student services. This strategic alignment supports fiscal responsibility, maximizes the use of existing facilities, and enables the District to respond proactively to ongoing demographic shifts



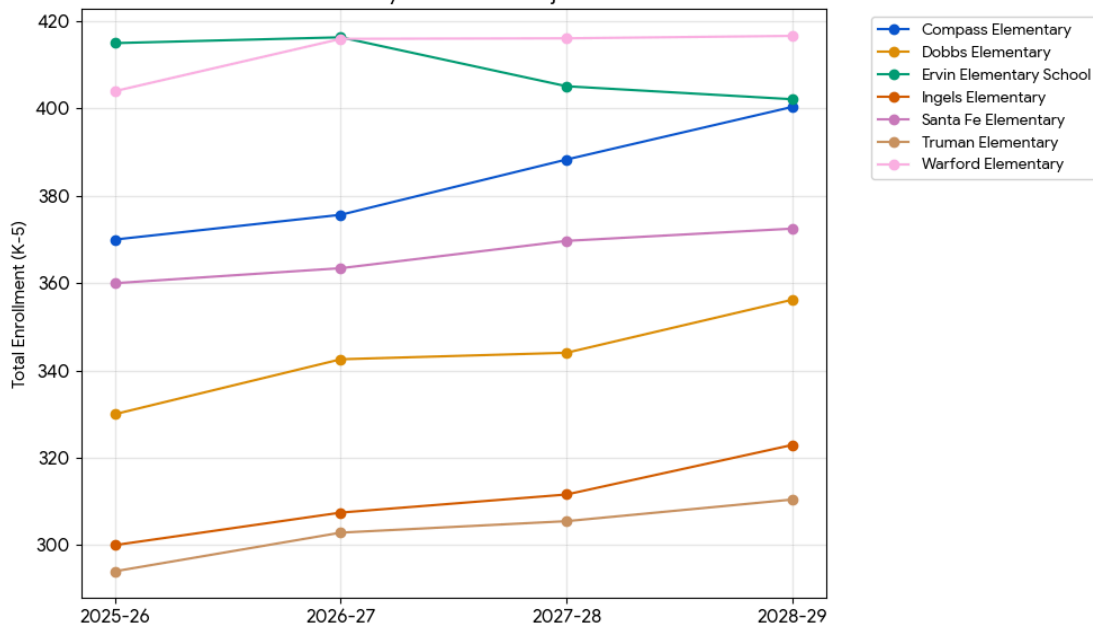
within the Hickman Mills C-1 School District.

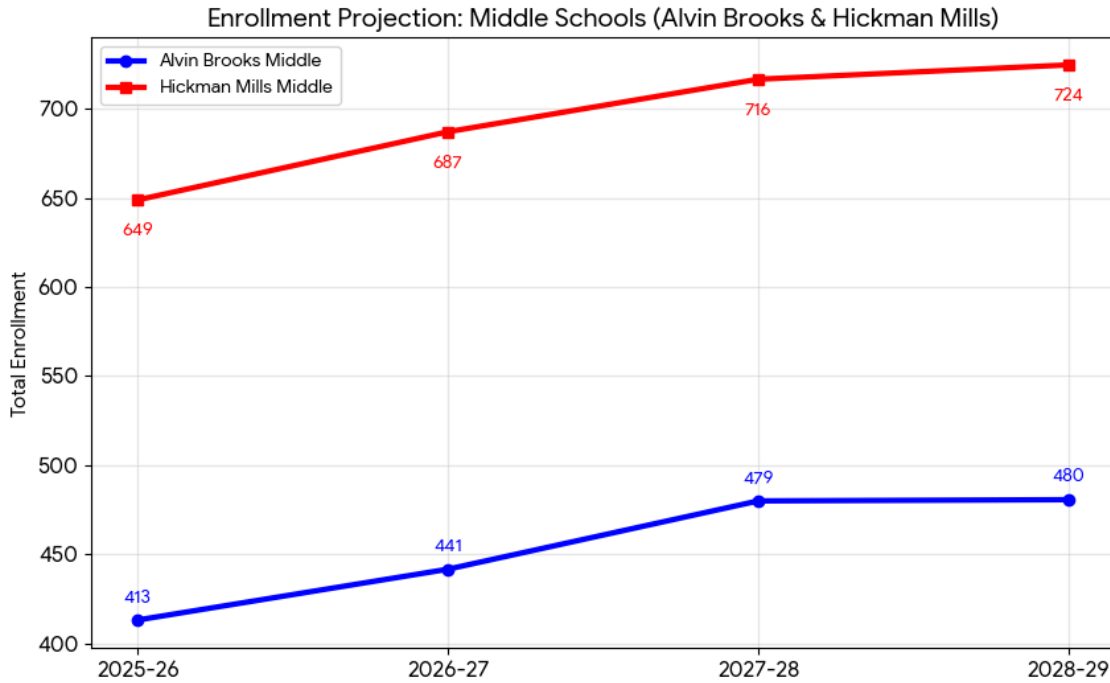
By aligning elementary capacity with enrollment realities, the District can operate within its means, protect core academic services, and strengthen its foundation for long-term sustainability while continuing to meet the needs of students, staff, and families.

Enrollment: Actual vs. All Projections (2015-2031)



Elementary Three Year Projection





**Cost Analysis:**

The district projects an estimated cost savings of \$3,120,331 as a result of implementing the school reconfigurations.

**Connection with District initiatives and Board Policy:**

Policy FC: School Closings, Consolidations, and Reorganizations

**Recommendation:**

The Superintendent recommends Board approval of the School Reconfigurations plan as presented for an estimated cost savings of \$3,120,331.