



DLR Group

# TUCSON

## UNIFIED SCHOOL DISTRICT





**Tom  
O'Neil**

Program Director



**Sue  
Gray**

Program Director



**Brad  
Kiehl**

Master Plan Expert



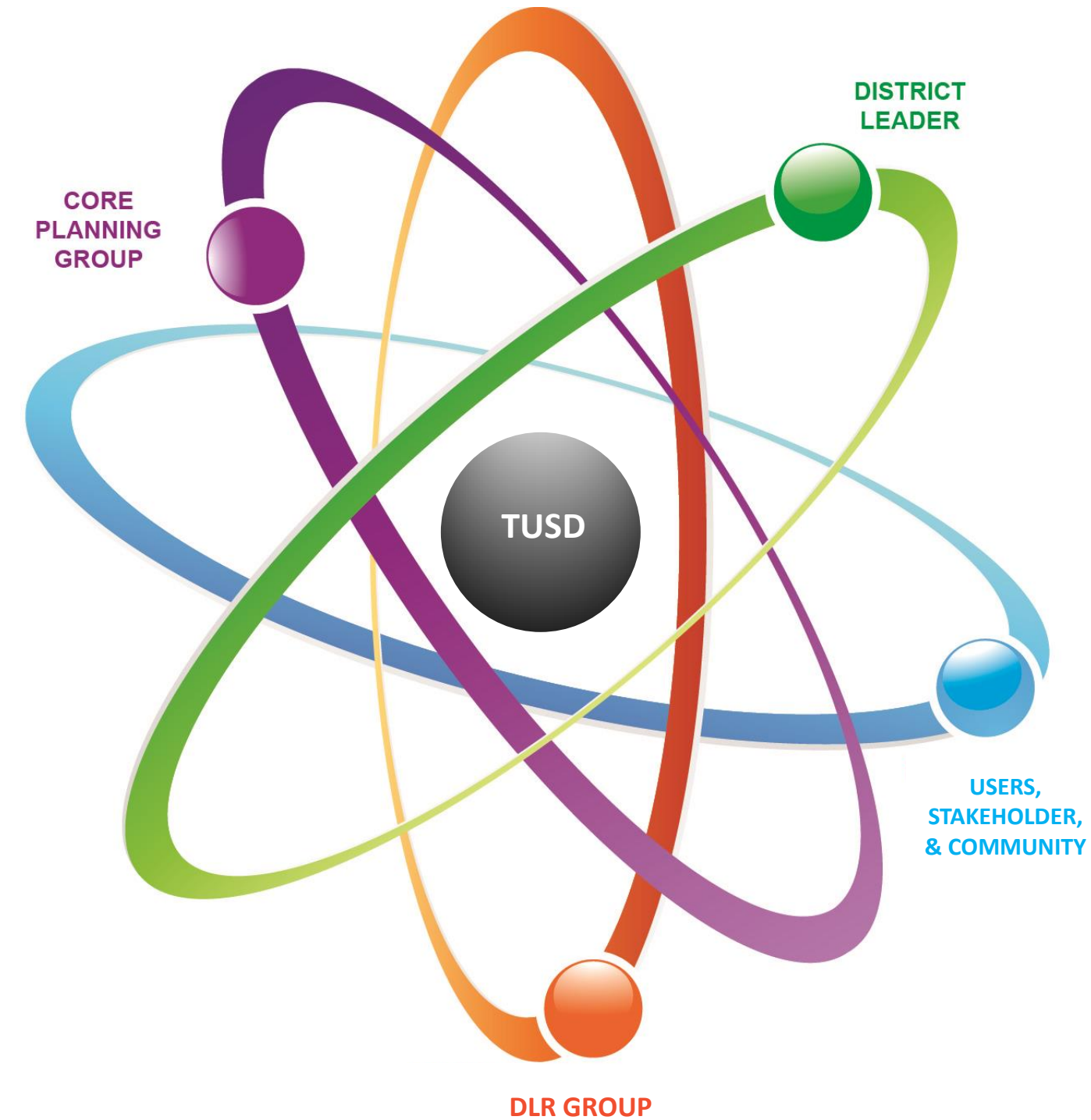
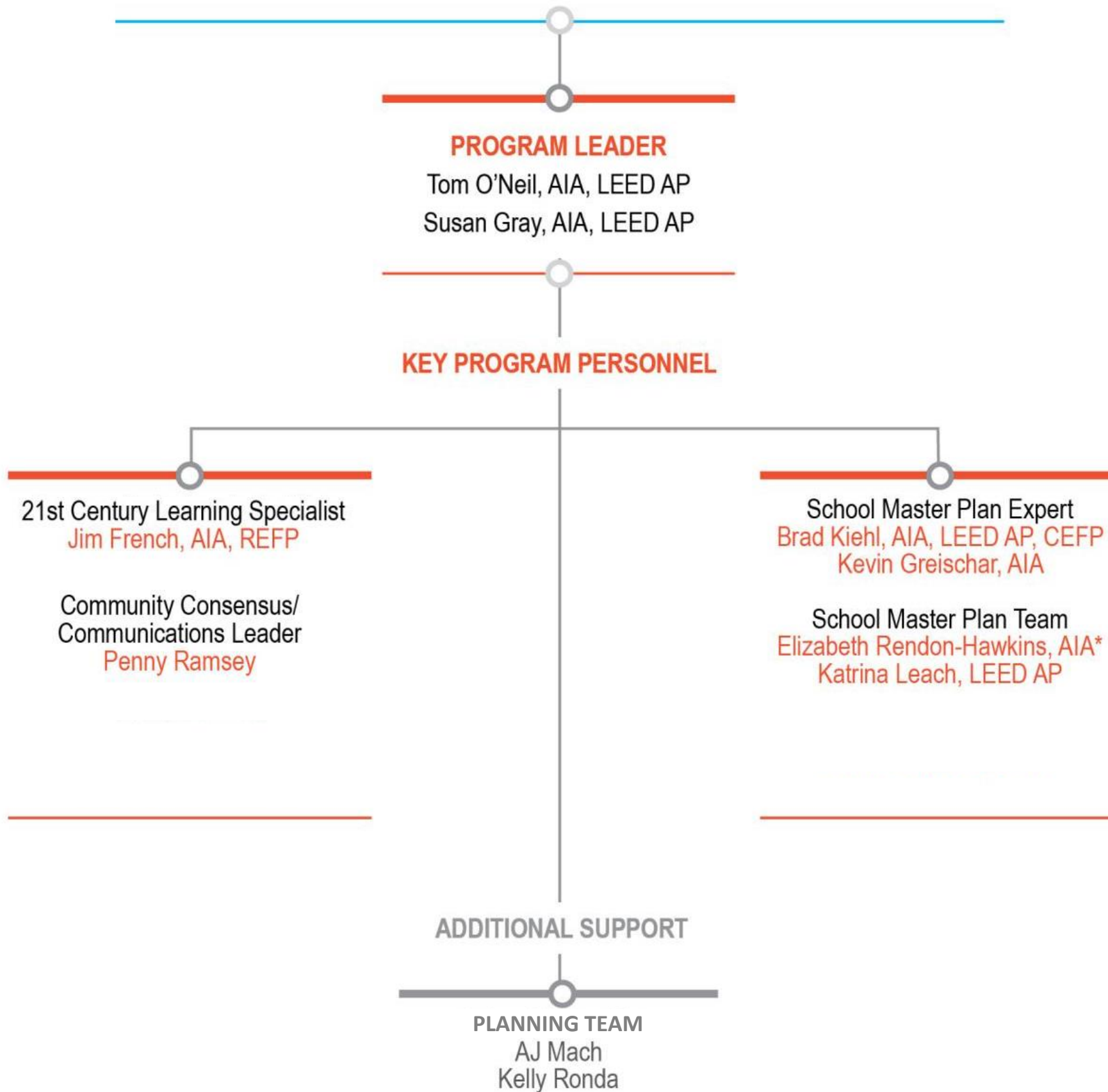
**Jim  
French**

Community Facilitator

# Team Support and Communication



## TUCSON UNIFIED SCHOOL DISTRICT





61 PROFESSIONALS

100% EMPLOYEE OWNERS



# School Planning Expertise



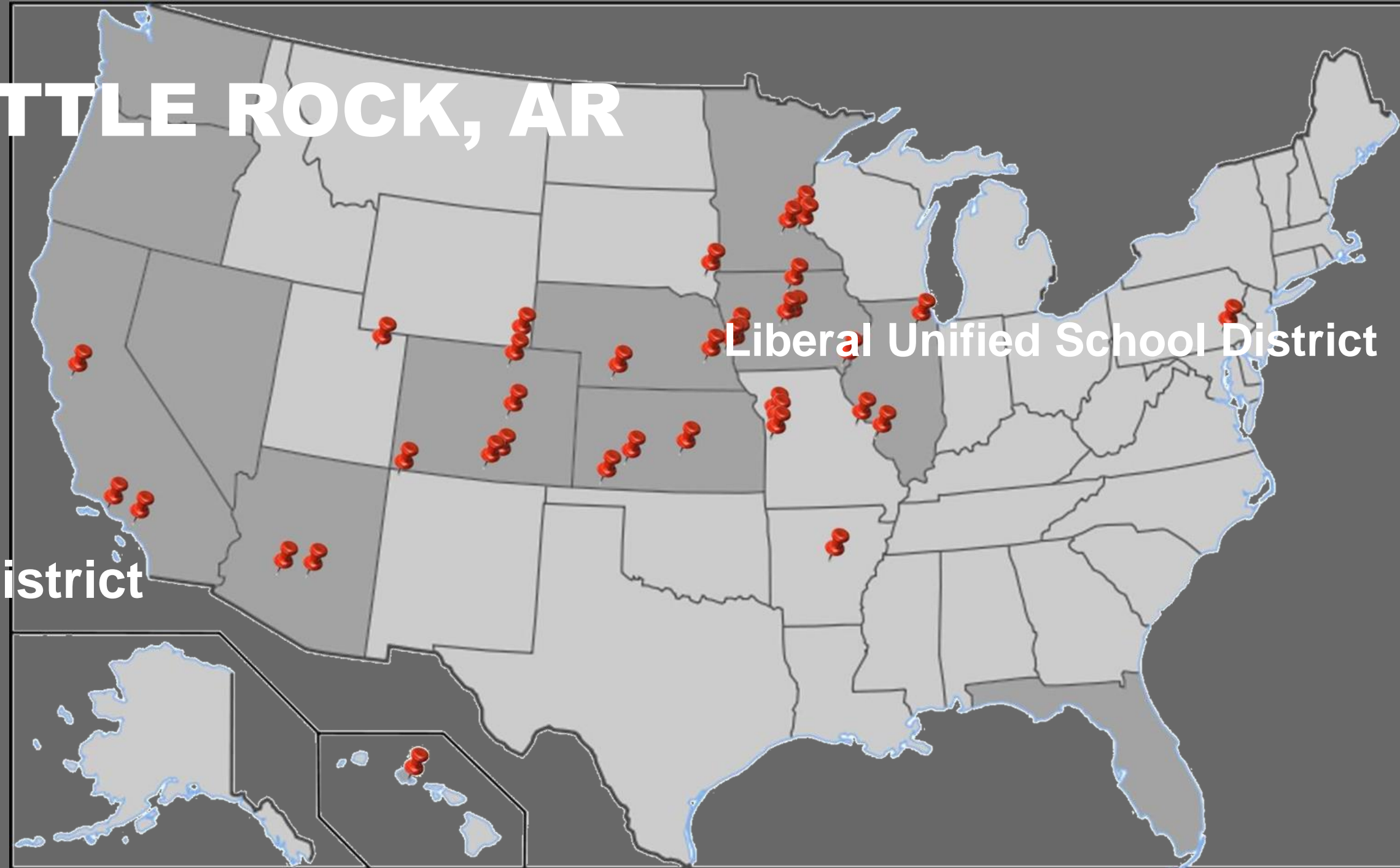
DLR Group

- Altamont High School, Altamont, UT
- Ames Middle School, Ames, IA
- Apache Junction Unified School District, Apache Junction
- Belle Plaine Public Schools, Belle Plaine, MN
- Blair Community Schools, Blair, NE
- Boone Middle School, Boone, IA
- Buckeye Union School District, Buckeye, AZ
- Byron Union School District, Byron, CA
- Centennial School District, San Luis, CO
- Central Consolidated Schools, Shiprock, NM
- Cheyenne Mountain School District, Colorado Springs, CO
- Chowchilla Elementary School District, Chowchilla, CA
- Coachella Valley Unified School District
- Coral Mountain Elementary School Master Plans
- Colorado Springs School, Colorado Springs, CO
- Columbia Heights Independent, Columbia Heights, MN
- Creighton Preparatory School, Omaha, NE
- Dodge City Unified School District, Dodge City, KS
- Elkhorn Public School District, Elkhorn, NE
- Farmington School District, Farmington, MN
- Fort Madison Community School District, Fort Madison, IA
- Fort Osage R-1 School District, Independence, MO
- Gilbert Community School District, Gilbert, IA
- Gretna Public Schools, Gretna, NE
- Harrison R-IX School District, Harrison, MO
- Hutchinson Unified School District #308, Hutchinson, KS
- Indian Prairie School District #204, Naperville, IL
- Johnstown-Milliken RE-5J School District, Johnstown, CO
- Kamehameha Schools, Honolulu, HI
- Laramie County School District #1, Cheyenne, WY
- LA County, Los Angeles, CA**
- La Veta School District RE-2, La Veta, CO
- Lee's Summit Reorganized School District, Lee's Summit, MO
- Lennox School District 41-4, Lennox, SD
- Liberal Unified School District, Liberal, KS**
- Lincoln County R-III School District, Troy, MO
- McCook Public Schools, McCook, ME
- Milford Public Schools, Milford, NE
- North Little Rock School District, North Little Rock, AR**
- Rio School District, Oxnard, CA
- Rio Vista Middle School Master Plan
- San Juan Unified School District, Carmichael, CA

## NORTH LITTLE ROCK, AR

## Liberal Unified School District

## LA County School District



**Ranked #1 in Architecture Magazine**



**DLR Group**

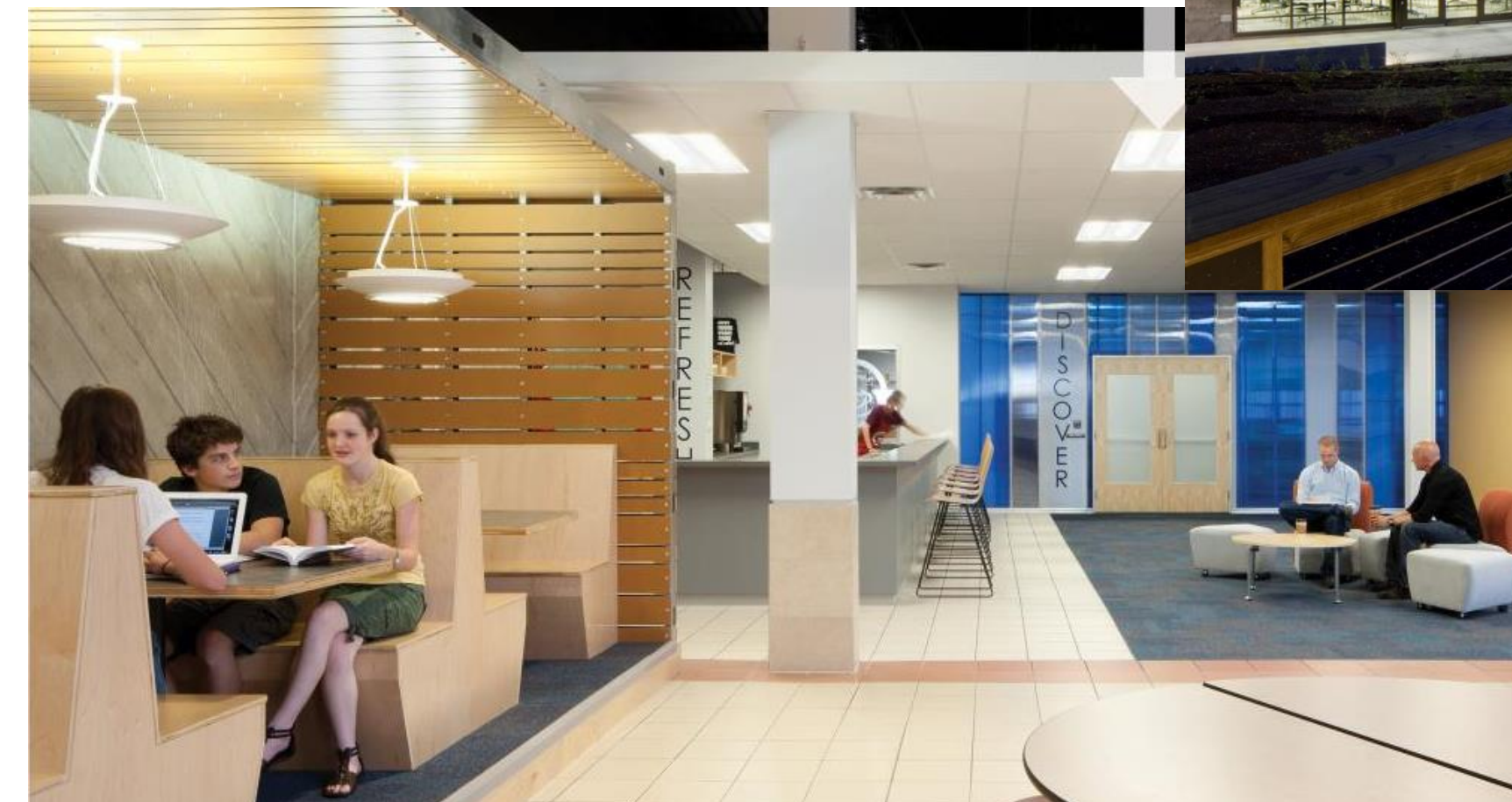
# MARYSVILLE GETCHELL CAMPUS

## MARYSVILLE, WASHINGTON



# JOPLIN HIGH SCHOOL

## JOPLIN, MISSOURI



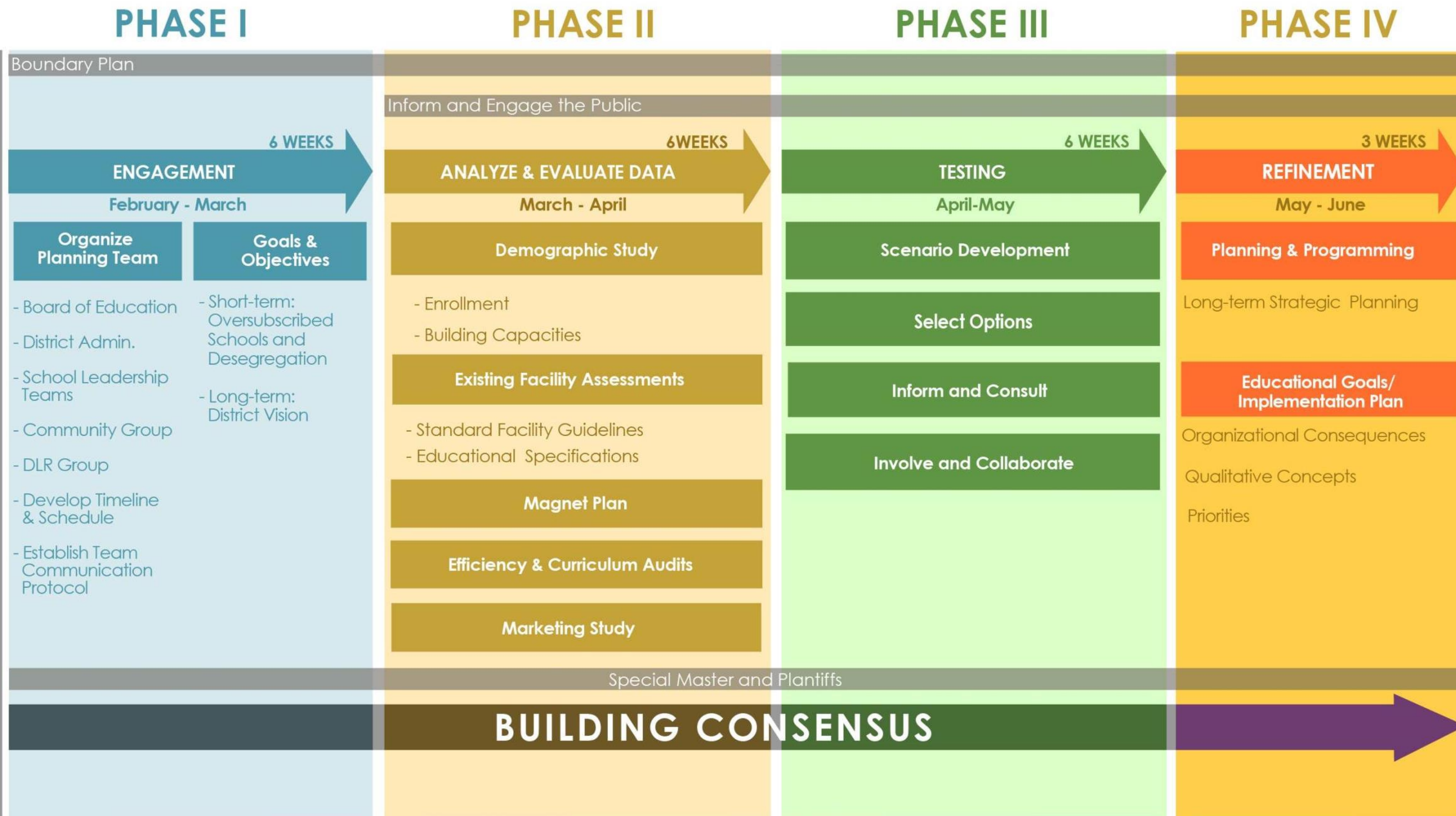
**2x**

MacConnell Award  
Winner by CEFPI in  
2011 & 2012 for the  
Most Innovative  
School Design



# BOUNDARY PLANNING

# TUSD- BOUNDARY REVIEW PLAN PROCESS







# PHASE I

# PHASE II

# PHASE III

# PHASE IV

Boundary Plan

Inform and Engage the Public

6 WEEKS

6 WEEKS

6 WEEKS

3 WEEKS

## ENGAGEMENT

## ENGAGEMENT

## TESTING

## REFINEMENT

February - March

March - April

April-May

May - June

### Organize Planning Team

### Goals & Objectives

### Demographic Study

### Scenario Development

### Planning & Programming

## Organize Planning Team

## Goals & Objectives

- Board of Education
- District Admin.
- School Leadership Teams
- Community Group
- DLR Group
- Develop Timeline & Schedule
- Establish Team Communication Protocol

- Short-term: Oversubscribed Schools and Desegregation
- Long-term: District Vision

- Enrollments
- Building Capacities

### Existing Facility Assessments

- Standard Facility Guidelines
- Educational Specifications

### Inform and Consult

### Involve and Collaborate

Long-term Strategic Planning

### Educational Goals/ Implementation Plan

Organizational Consequences

Qualitative Concepts

Priorities

### Magnet Plan

### Efficiency & Curriculum Audits

### Marketing Study

Special Master and Plaintiffs

## BUILDING CONSENSUS



**Delivering Excellence in Education Every Day**

**TUSD**

**Tucson Unified School District (TUSD)**  
1,256 likes · 82 talking about this

Education  
This is TUSD's Official Facebook Page. We want to share YOUR stories about all of the good things happening in the district! Send your ideas and images to media@tusd1.org.

About – Suggest an Edit

Photos Videos Likes 1,256 Notes 1

TUSD Facebook Commenting Policy  
Followers of TUSD's Facebook page are

- **Social Media as a Communication Tool**
- **Live and 24/7**
- **Engage Participants of All Demographics**

# Goals & Objectives



- Short term: Oversubscribed Schools and Desegregation
- Long term: District Vision





## PHASE I

## PHASE II

## PHASE III

## PHASE IV

Boundary Plan

Inform and Engage the Public

6 WEEKS

6 WEEKS

3 WEEKS

ENGAGEMENT

ANALYZE & EVALUATE DATA

**ANALYZE & EVALUATE DATA**

REFINEMENT

February - March

March - April

May - June

Organize Planning Team

Goals & Objectives

Demographic Study

Scenario Development

Planning & Programming

- Board of Education

- Short-term:  
Oversubscribed Schools and Desegregation

- Enrollment

- Building Capacities

▪ **Demographics**

- District Admin.

- School Leadership Teams

- Long-term:  
District Vision

Existing Facility Assessments

- Standard Facility Guidelines

- Educational Specifications

▪ **Facility**

- Community Group

- DLR Group

- Develop Timeline & Schedule

- Establish Team Communication Protocol

Magnet Plan

Efficiency & Curriculum Audits

Marketing Study

▪ **Programs**

▪ **Audits and Studies**

Special Master and Plans

**BUILDING CONSENSUS**

Long-term Strategic Planning

Educational Goals/  
Implementation Plan

Organizational Consequences

Qualitative Concepts

Priorities



6.03 ENROLLMENT TRENDS / OBSERVATIONS

Enrollment has fluctuated year to year, where recently the trend has been to be fewer students than the previous year. This is in spite of the natural increases that occur when a previous school year 12th grade class is significantly smaller than the following year incoming class of kindergarteners.

For example, the 597 seniors in 2009/10 are 109 students smaller than the 2010/11 kindergarten class. This natural increase is offset by the decreases evident in the table showing the grade change from year to year. The largest decrease occurs from 9th to 12th grade (-197 average), while the largest increase is from 8th to 9th grade (118 average).

6.03.01 MIGRATION

Movement of students (migration) provides an insight in the transiency of District enrollment. In-migration is defined as 2010/11 students who are in the grades of 1st through 12th grade that were not attending the District in 2009/10 as kindergarten through 11th grade. The in-migration result is stated below.

6.03.02 OUT-MIGRATION

Out-migration is defined as students attending the District in 2009/10 who were in the grades of kindergarten through 11th grade that are not attending in 2010/11 as 1st through 12th grade. The out-migration result is stated below.

Grade Level	In-Migration	Out-Migration	Total Change
<b>Kdg - 5<sup>th</sup> Grade</b>			
(2009/10)	+523	-703	-180
(2010/11)	+397	-576	-179
<b>6<sup>th</sup> to 8<sup>th</sup> Grade</b>			
(2009/10)	+357	-283	+74
(2010/11)	+285	-251	+34
<b>9<sup>th</sup> to 12<sup>th</sup></b>			
(2009/10)	+372	-410	-38
(2010/11)	+292	-257	+35
<b>District Total:</b>			
(2009/10)	+1,252	-1,396	-144
(2010/11)	+974	-1,084	-110

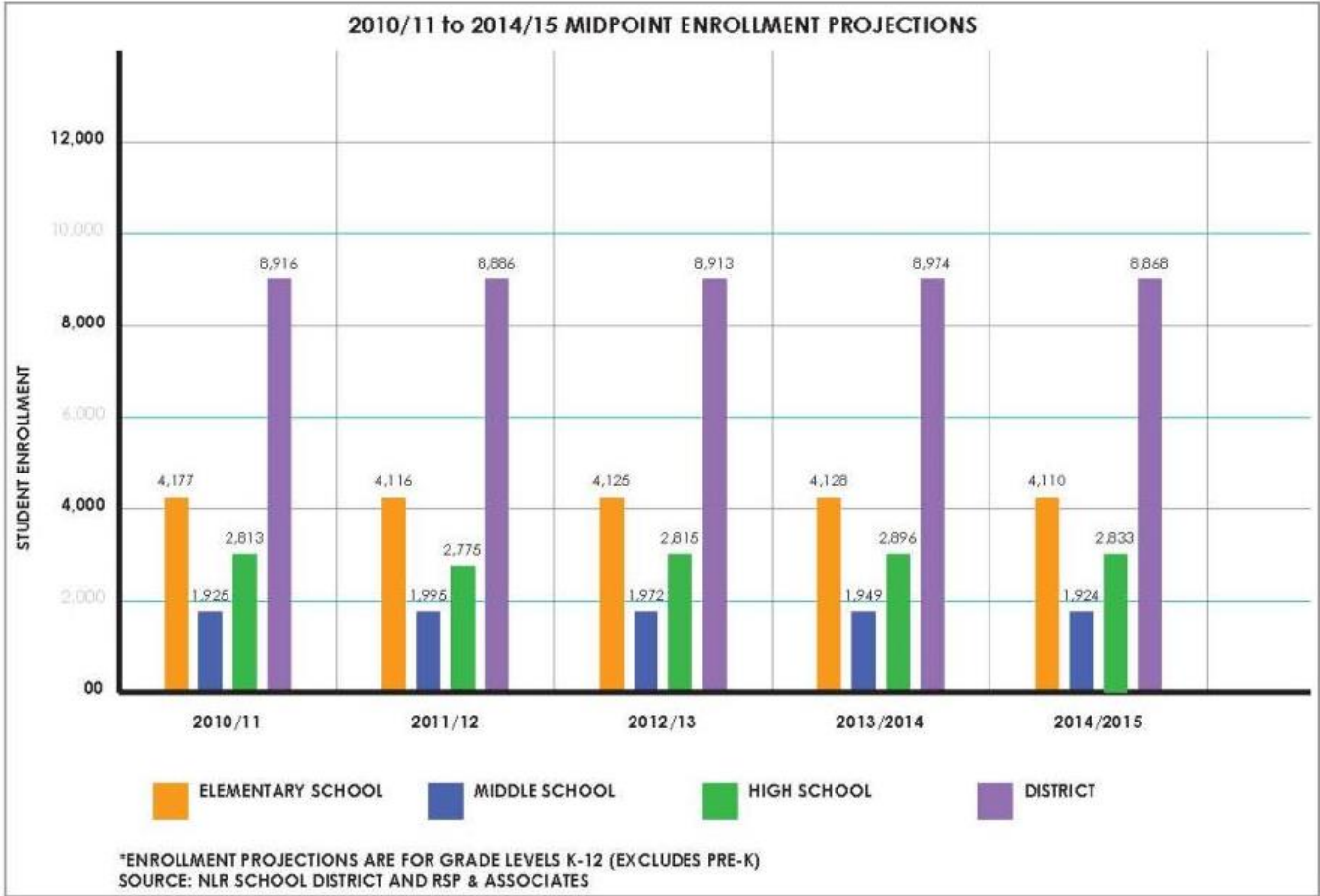
6.03.03 ENROLLMENT PROJECTION

- The enrollment projections table is broken down by:
- each building
  - depicts the capacity for the facility
  - shows the past enrollment as Reside (number of students who reside in that building attendance)
  - Attend (number of students who actually attended that building)
  - Reside/Attend (number of students residing in that building attendance area and attend that facility)
  - the midpoint projection for 2010/11 through 2014/15, and 2019/20

Elementary and middle school enrollment is projected to have slight decreases, while the high school is projected to have slight increases.

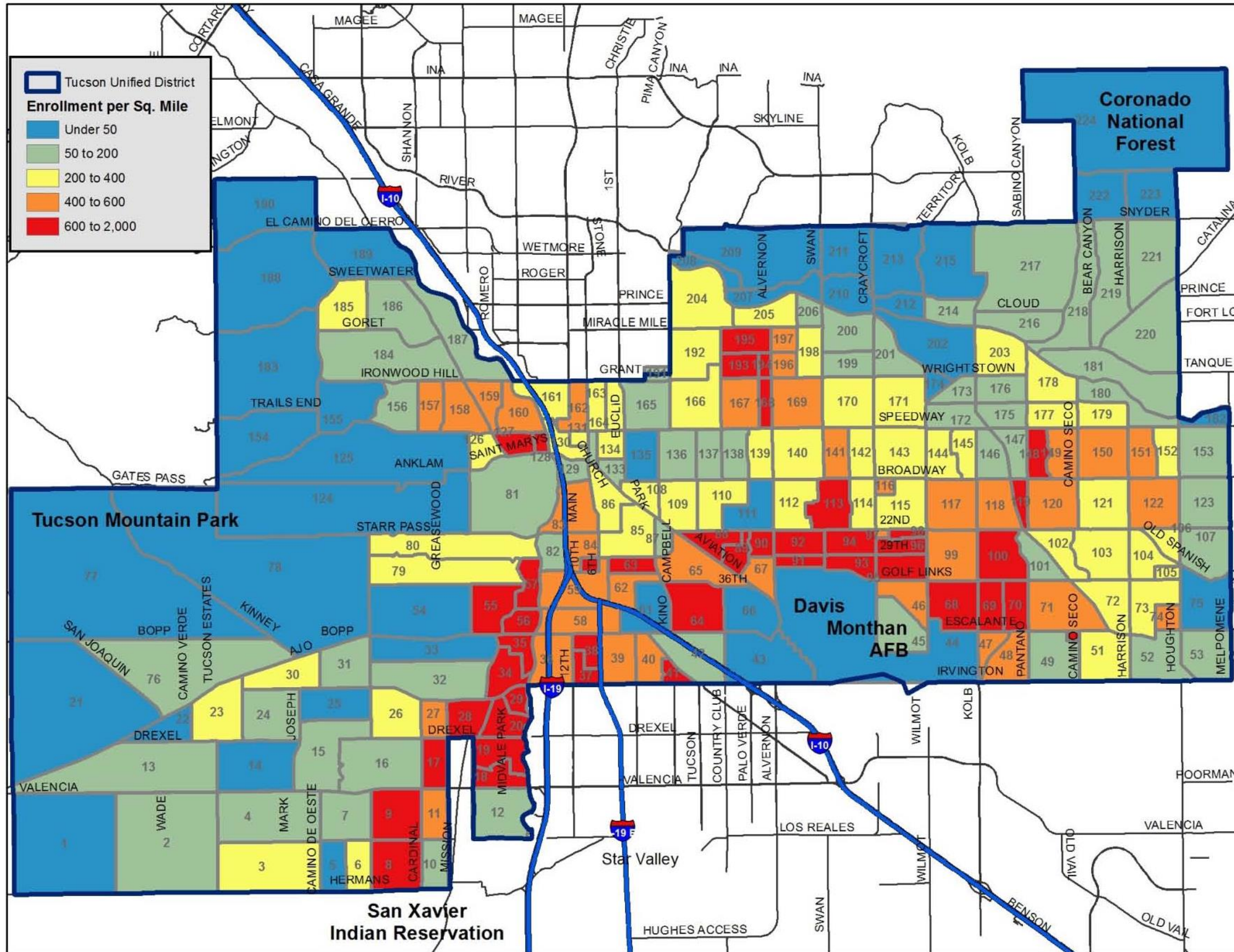
Overall, the effect is fewer students in future years than what is in the District in 2010/11.

See next page for Midpoint Projections of the District





MAP 3  
ENROLLMENT DENSITY



# Existing District Facility Assessments



Besides reviewing the facilities strictly on a FCI ranking, often times existing facilities may be reviewed to that of building new. The percentage of new construction is obtained by comparing the renovation cost to bring that particular facility up to today's standards to the cost of building that facility new (replacement cost not value). The industry recommends districts build new for any percentage that is 60 percent or greater. The assessment of NLR schools can be seen in the following chart:

5.03.04 AVERAGE DISTRICT FACILITY AGE IN YEARS

District Master Plan  
Jan-11  
NLRSD

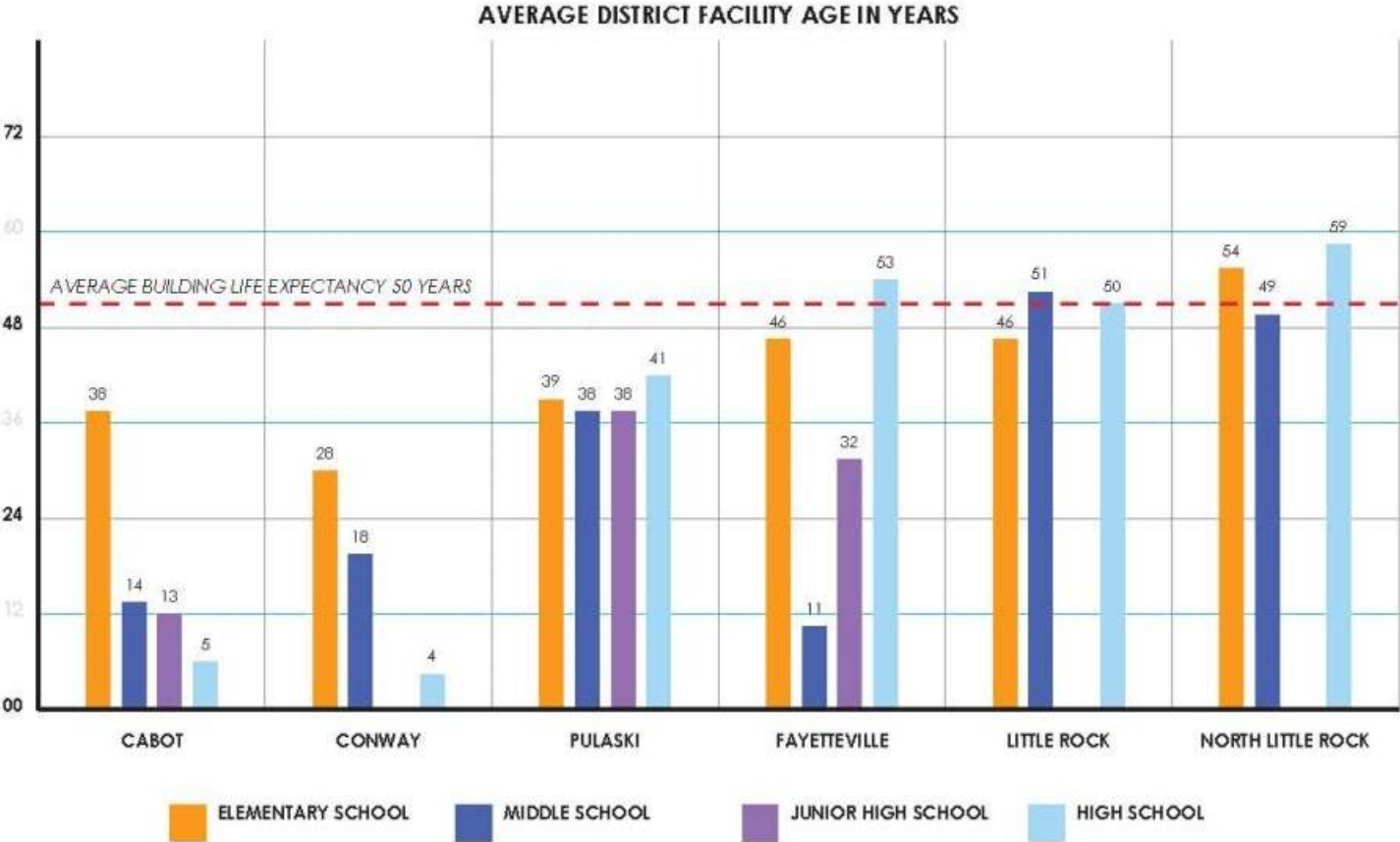
**Summary**

Schools	2011 FCI Ranking	2004 State Ranking	Renovation Cost	Replacement Cost	% of New Construction
			Estimated	Estimated	
<b>Elementary:</b>					
C Redwood PreK	85.72%	96	\$3,782,000.00	\$6,250,000	61%
N Amboy	61.25%	71	11,000,000	\$14,000,000	79%
C Belwood	91.79%	227	12,600,000	\$14,000,000	90%
N Boone Park	107.45%	28	9,900,000	\$14,000,000	71%
N Crestwood	38.99%	221	9,500,000	\$14,000,000	68%
N Glenview	47.15%	469	9,650,000	\$14,000,000	69%
R Indian Hills	60.38%	60	7,500,000	\$14,000,000	54%
N Lakewood	96.49%	173	11,200,000	\$14,000,000	80%
C Lynch Drive	36.23%	417	8,700,000	\$14,000,000	62%
N Meadow Park	79.58%	584	9,700,000	\$14,000,000	69%
C North Heights	55.69%	137	10,500,000	\$14,000,000	75%
C Park Hill	39.88%	492	11,500,000	\$14,000,000	82%
R Pike View	63.10%	231	11,600,000	\$14,000,000	83%
R Seventh Street	49.00%	576	8,800,000	\$14,000,000	63%
	63.61%	284	\$132,150,000	\$182,000,000	73%
<b>Middle Schools</b>					
C Poplar Street	188.81%	33	\$13,600,000	\$21,300,000	64%
N Lakewood MS	61.65%	167	\$14,300,000	\$18,000,000	79%
R Ridge Road	40.71%	381	\$8,250,000	\$17,700,000	47%
R Rose City MS	38.93%	450	\$9,879,000	\$17,800,000	56%
	82.53%	258	\$46,029,000	\$74,800,000	61%
<b>High School</b>					
N NLR East Campus	49.24%	190	\$17,300,000	\$32,000,000	54%
N NLR West Campus	55.77%	704	\$35,650,000	\$59,000,000	60%
C Argenta	76.69%	30	\$4,250,000	\$5,900,000	72%
	60.57%	308	\$52,950,000	\$91,000,000	57%
<b>GRAND TOTAL</b>			\$231,129,000	\$347,800,000	

State Est. NEED:  
1=Most to 1129 Least  
Top 30% Need=Red

Renovations > 60% New Construction Recommend Replacement

**Legend**  
 YELLOW = consolidate  
 GREEN = replacement school  
 ORANGE = renovations  
 RED = indicates facilities with above average needs





## PHASE I

## PHASE II

## PHASE III

## PHASE IV

Boundary Plan

Inform and Engage the Public

ENGAGE

# TESTING

ANALYZE & EVALUATE DATA

TESTING

REFINEMENT

February - March

March - April

April-May

May - June

Organize Planning Team

Goals & Objectives

Demographic Study

Scenario Development

Planning & Programming

# Options

# Inform and Consult

# Needs and Growth

- Board of Education

- District Admin.

- School Leadership Teams

- Community Group

- DLR Group

- Develop Timeline & Schedule

- Establish Team Communication Protocol

- School Enrollment  
- Oversubscribed Schools and Desegregation

- Long-term District

- Enrollment

- Building Capacities

Existing Facility Assessments

- Standard Facility Guidelines

- Educational Specifications

Magnet Plan

Efficiency & Curriculum Audits

Marketing Study

Special Master and Plaintiffs

# BUILDING CONSENSUS

6 WEEKS

6 WEEKS

6 WEEKS

3 WEEKS

Long-term Strategic Planning

Educational Goals/  
Implementation Plan

Organizational Consequences

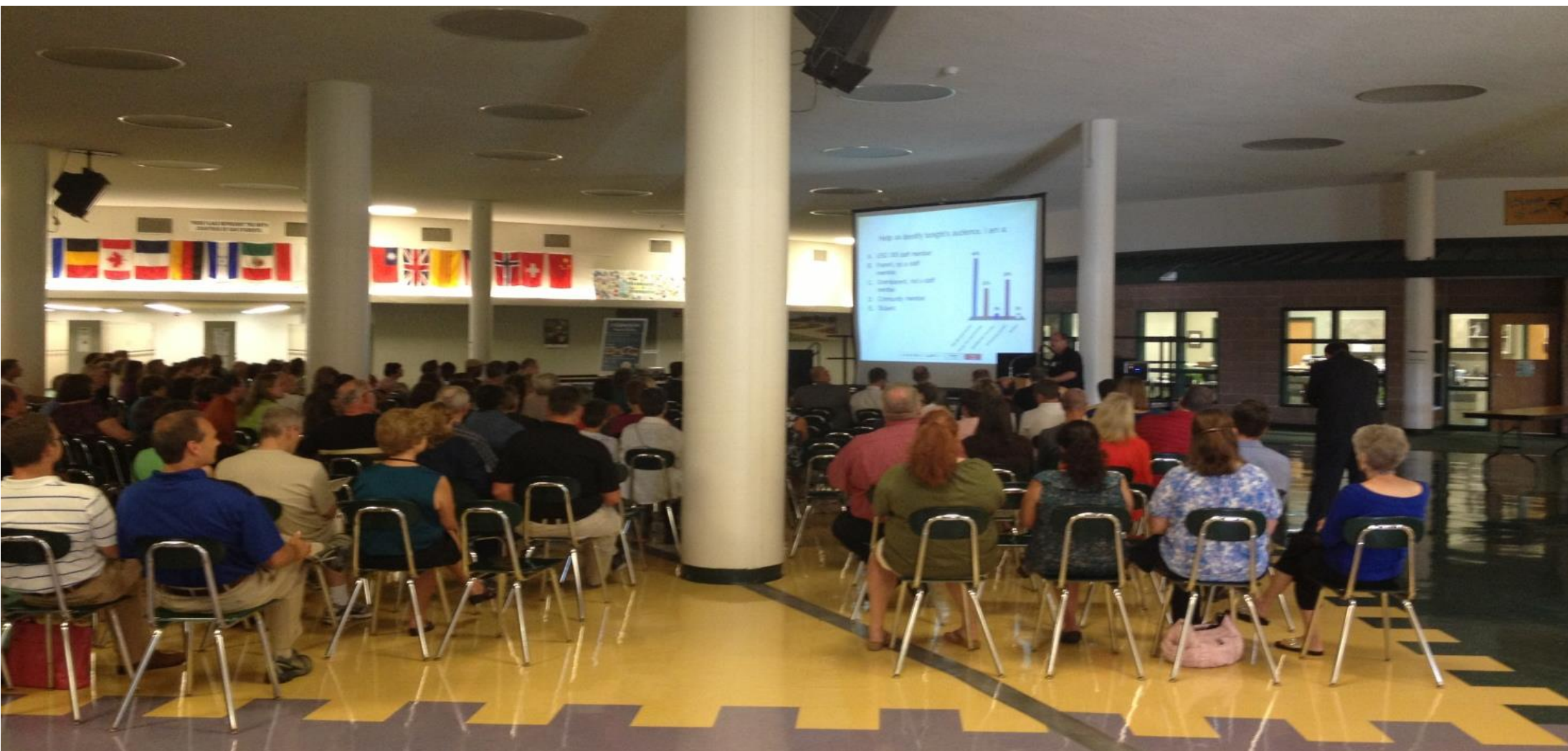
Qualitative Concepts

Priorities





- Engage the Community & Build Consensus
- Communicate using a Variety of Methods
- Listen, Record, Respond



- **Utilize Technology**
- **Create a Safe Environment to Encourage Feedback**
- **Immediate Response Facilitates Dialogue**
- **Everyone's Opinion Matters**



### PHASE I

### PHASE II

### PHASE III

### PHASE IV

Boundary Plan

Inform and Engage the Public

6 WEEKS

**ENGAGEMENT**

February - March

6 WEEKS

**REFINEMENT**

March - April

6 WEEKS

**TESTING**

April-May

3 WEEKS

**REFINEMENT**

May - June

**Organize Planning Team**

**Goals & Objectives**

**Demographic Study**

**Scenario Development**

**Planning & Programming**

- Board of Education
  - District Admin.
  - School Leadership Teams
  - Community Group
  - DLR Group
  - Develop Timeline & Schedule
  - Establish Team Communication Protocol
- Short-term: Oversubscribed Schools and Desegregation
  - Long-term: District Vision

- Enrollment
- Building Capacities

Select Options

Long-term Strategic Planning

- Existing Facility Assessments**
- Standard Facility Guidelines
  - Educational Specifications

Inform and Consult

**Educational Goals/ Implementation Plan**

**Magnet Plan**

Involve and Integrate

Organizational Consequences

Qualitative Concepts

Priorities

**Efficiency & Curriculum Audits**

**Marketing Study**

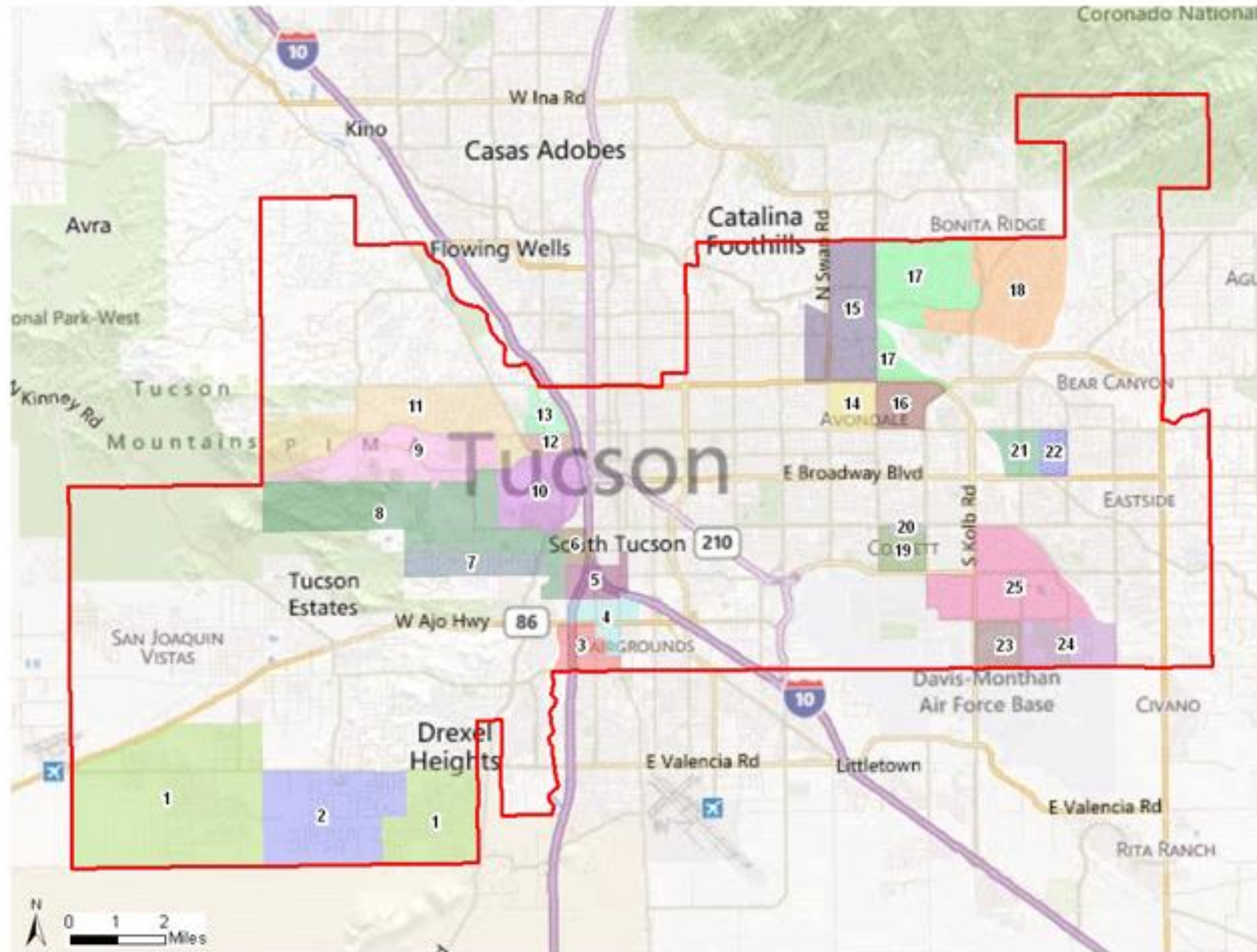
Special Master and Plaintiffs

**BUILDING CONSENSUS**

**Planning & Programming**

**Educational Goals/ Implementation Plan**

# Boundary Review Plan



To Address the District's Long Term Objectives & Needs

# What is an implementation plan?

A **comprehensive scan** of the District that analyzes deficiencies and creates a **long term plan** that identifies projects to correct these deficiencies and move the District toward its objectives.

# Why is it valuable to TUSD?

It's a **communication tool** for the public and **road map** for the District.

# Why DLR Group?

integrity

- District Master Plan Experts
- Independent Third Party Evaluation
- Experience with Districts under Court Order
- National Expertise with Local Presence
- Preserve District Resources



**When encountering **sensitive** subjects such as desegregation, a third-party, **professional team** gives the district an advantage of performing the analysis needed to preserve the District's resources and provide an **unbiased** recommendation.**