

Scope of Services

TUSD School Master Plan

- A. Scope of Services** It is the intention of the Tucson Unified School District (TUSD) to purchase consultant services to assist the District in preparing a ten-year school master plan to achieve:
- facilities that support the District's Magnet Plan and Demographic Projections (provided separately)
 - boundaries that meet Unitary Status Plan objectives
 - balanced, efficient and equitable facility utilizations and conditions
 - public outreach that informs and involves the community to create a strong, positive image for TUSD

The School Master Plan should extend the strategic plans and facility assessments already completed by the District to create a long-range facilities plan and a bond program to present to the voters in November 2014. These will become part of the District's overall Strategic Plan.

1. Background

The District has approximately 50,000 students in 49 elementary schools, 23 K-8 and middle schools, 10 high schools and 6 alternative programs. The District operates approximately 9 million gross square feet of facilities. Enrollment has declined in some sectors of the District while other sectors are projected to grow. Overall, there are over 10,000 excess seats in the District (over 13,000 counting portables) and schools are utilized at a rate of 79% with a range from under 50% to over 200%. In addition, the District has 20 closed school facilities that impact the District's cost efficiency.

The stipulations of the Unitary Status Plan include two aspects that must be incorporated into this project:

1. A student assignment plan that provides students of all racial and ethnic backgrounds the opportunity to attend an integrated school. Student assignment involves four strategies: attendance boundaries; pairing and clustering of schools; magnet schools and programs; and open enrollment.
2. Monitoring the condition of the school facilities to assure students have adequate schools with appropriate educational features and that schools with racially concentrated student populations are addressed first when shortfalls exist.

In 2004, TUSD voters supported a Capital Bond election approving funding for major school improvements in 2004 which was most focused in areas that the State capital improvement funds excluded. While the Bond Program was very successful under the close oversight of a community group; a reduction in State funding has left many basic building systems in need of attention.

2. Expected Products

- a. Project Initiation/Contract
 - meet with key staff to refine the Scope of Work, schedule of tasks, data needs, deliverables and budget
 - create a draft Communication Plan to inform and involve key stakeholders, and to meet State laws and TUSD policies
 - present the Scope of Work and public participation plan to the Superintendent and Board for direction
 - adjust the Scope of Work, as needed, and execute the contract
- b. Preparation Phase
 - review the District's Unitary Status as it relates to this project
 - review the District's Vision statement
 - review the process and results of the 2012-13 School Master Plan

- review the marketing study for school choice
 - examine the demographics of TUSD enrollment (existing conditions)
 - work with the District's demographic consultant to ensure the project provides information to support the SMP project
 - develop potential options and issues related to these changes
 - develop plan objectives and criteria to evaluate
 - review and refine the work to develop a "best practices" school for TUSD
 - review existing resource analyses including the Facilities Condition Index and current capacity/utilization data
 - determine data needs and sources
- c. Studies to be Provided by Others
- Demographic Study, Draft Magnet Plan (to be refined with information from this project), Marketing Study, Efficiency and Curriculum Audit
- d. Communication Plan
- meet with key staff to create a plan that informs, consults and ultimately involves key stakeholders
 - ensure that the plan meets State laws and TUSD policies
 - establish a website dedicated to the project
 - inform and consult with the Special Master and plaintiffs relative to implementation of the Unitary Status Plan
 - inform and engage key TUSD staff in the various leadership teams
 - inform and consult with community leaders
 - provide surveys at key meetings and on the website
- e. Boundary and Consolidation Plan (consolidations optional)
- identify potential options and issues
 - set objectives and criteria
 - refine project objectives consistent with the research in the Preparation Phase
 - identify potential strategies and issues related to these
 - develop criteria and a process to evaluate options
 - develop a consistent way to present options relative to these criteria
 - present objectives and criteria to stakeholders and refine as needed
 - obtain Governing Board approval for the objectives and criteria before developing options
 - review and incorporate the information and recommendations of the Magnet Plan, Demographic Study and Industry/Marketing Study
 - develop a range of feasible, strategic options (scenarios) to meet the Magnet Plan, the Unitary Status Plan and the objectives approved by the Governing Board
 - provide an objective evaluation of the scenarios including an analysis of the transportation impacts of the options
 - present scenarios to the boundary committee and neighborhood groups and refine them to specific options based on feedback from the meetings
 - provide feedback to the Magnet Plan and Industry/Marketing Study to adjust these to information gained in the public participation process
 - evaluate and prioritize options
 - prepare and present a draft plan to the Governing Board
 - hold additional boundary, neighborhood and public hearings as required (public hearings are required for consolidations)
- f. School Improvement (Bond) Plan
- determine the suitability of existing facilities for the TUSD's educational programs (Magnet Plan and others)
 - assist the District to evaluate the condition of existing facilities to address, among other things, the objectives of the USP specifically the Educational Suitability Study and the Facilities Condition Index
 - define major needs to properly support the objectives of the Master Plan

- recommend facility changes to incorporate of emerging technologies
- develop a Communication Plan relative to the School Improvement Plan
- provide Governing Board with recommendations on capital improvements

g. School Master Plan

- prepare a 10-year School Master Plan, incorporating the Boundary and Consolidation Plan, Magnet Plan, Demographic Study and Bond Plan along with an Implementation Plan with timelines, responsibilities and reporting procedures, for Governing Board approval
- This plan, with the Marketing Study and Efficiency and Curriculum Audit, will serve as a base for the District's Strategic Plan