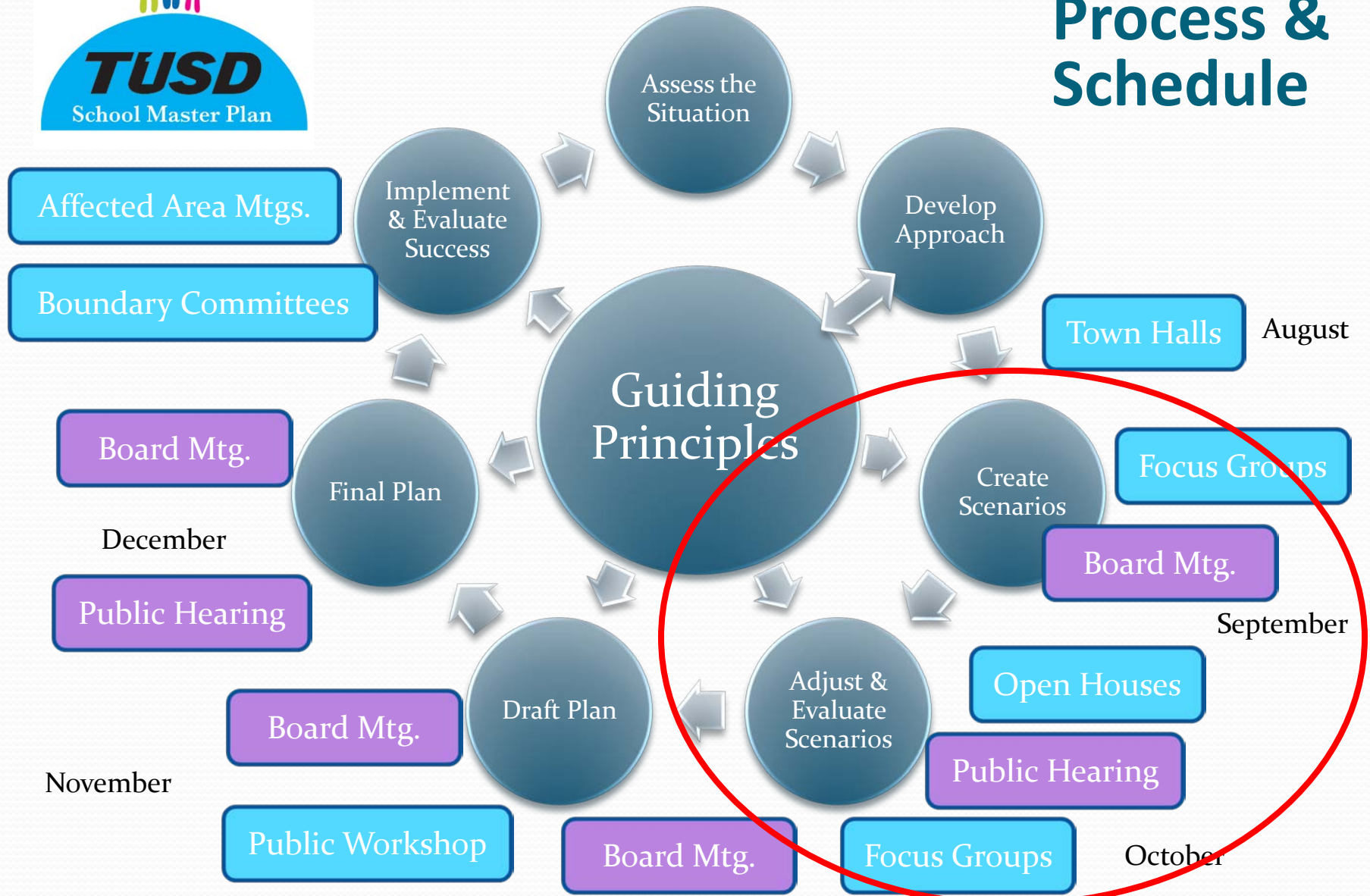


School Master Plan



Process & Schedule



Focus Group Meetings (Phase 1)

Vision (new options)



Town Hall Results (options)

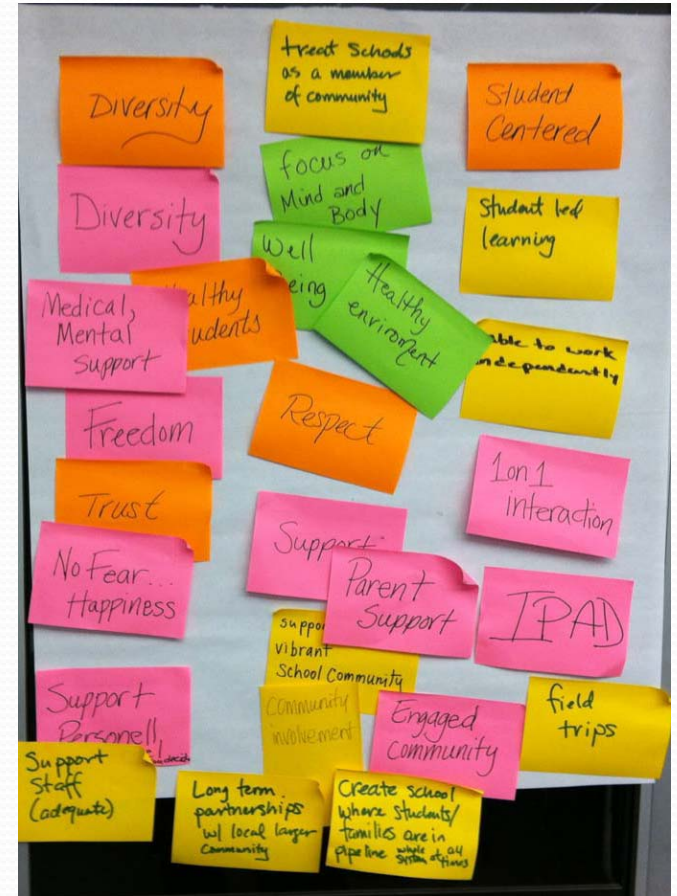


Evaluate Options



Create Scenarios

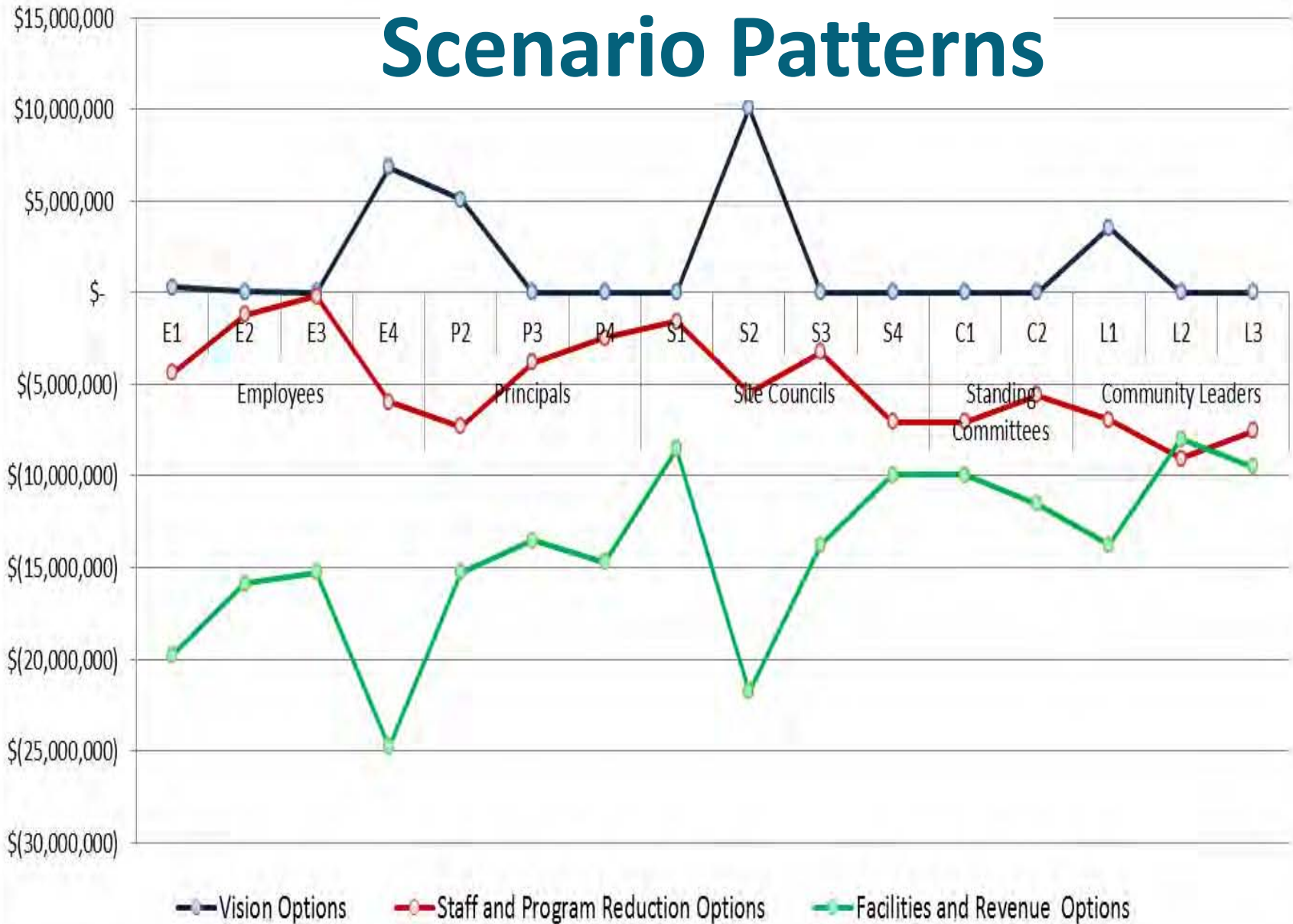
Creating the High Performing Classroom



Scenario Builder

	Options	Total Dollars	Total Allocation	Total Quantity	Dollars per Allocation or Unit	Allocation / Quantity Chosen	Dollars Chosen	Comments
Vision Options	Customer Service/Comm. Engagement	\$ 2,875,000	100%		\$ 2,875,000	0%	\$ -	Not necessary at this time-have something similar
	Support from Admin & Community	\$ -	100%		\$ -	0%	\$ -	
	Decrease class size	\$ 16,900,000		7	\$ 2,414,286	-	\$ -	Keep as is currently
	Before School / After School Program	\$ 3,855,000	100%		\$ 3,855,000	0%	\$ -	Potential for privatisation, need more info
	Professional Development	\$ 1,440,000	100%		\$ 1,440,000	1%	\$ (720,000)	
	Increase teacher salaries	\$ 129,600,000	1%		\$ 1,296,000	1%	\$ (1,296,000)	
	Increase Instructional Materials	\$ 5,000,000	100%		\$ 5,000,000	0%	\$ -	Give a straight stipend of \$1,000.
	Expand Technology	\$ 9,600,000	100%		\$ 9,600,000	50%	\$ (4,800,000)	To equalize schools equipment/network
	Individualized Instruction Plan for All Students	\$ -	100%		\$ -	0%	\$ -	
Transfer Money to Sites	\$ -	100%		\$ -	0%	\$ -		
Salary or Staff Reduction Options	Assistant Principals	\$ 4,800,000	100%		\$ 4,800,000	20%	\$ 960,000	Based on school size-reallocate appropriately
	Central Admin (Asst. Dir & above)	\$ 2,300,000	100%		\$ 2,300,000	50%	\$ 1,150,000	Eliminate all asst. directors
	Central Admin (Managers & Coord)	\$ 4,100,000	100%		\$ 4,100,000	25%	\$ 1,025,000	
	Custodians	\$ 10,500,000	100%		\$ 10,500,000	5%	\$ 525,000	Reduction of sites
	District wide clerical support	\$ 2,400,000	100%		\$ 2,400,000	25%	\$ 600,000	Central staffing
	Full-day Kindergarten (1/2 funded)	\$ 5,300,000	100%		\$ 5,300,000	0%	\$ -	
	Librarians and Assistants	\$ 2,800,000	100%		\$ 2,800,000	20%	\$ 560,000	Minimize librarians, have 1 asst per site
	Nurses / Health Assistant	\$ 3,100,000	100%		\$ 3,100,000	20%	\$ 620,000	Can contract out
	Office Managers and Attendance Clerks	\$ 8,000,000	100%		\$ 8,000,000	0%	\$ -	Need one of each for each site
	Sports, Clubs and Interscholastic	\$ 2,200,000	100%		\$ 2,200,000	0%	\$ -	
Technology Services - Field Technicians	\$ 2,000,000	100%		\$ 2,000,000	25%	\$ 500,000		
Facility Options	Consolidate HS – close buildings	\$ 3,000,000		2	\$ 1,500,000	2	\$ 3,000,000	
	Consolidate MS – close buildings	\$ 3,750,000		5	\$ 750,000	5	\$ 3,750,000	
	Consolidate ES – close buildings	\$ 10,000,000		30	\$ 500,000	15	\$ 7,500,000	K- 8 options
Cost Options	Increase Energy Efficiencies (utilities/trans	\$ 1,000,000		1000000	\$ 1		\$ 500,000	
	Add Solar Energy to existing buildings	\$ 500,000		500000	\$ 1	-	\$ -	Too many up front costs to see immediate savings
	Increased class sizes	\$ 16,900,000		7	\$ 2,414,286	-	\$ -	Leave as is
	District-sponsored charter schools	\$ 10,000,000		10000	\$ 1,000	-	\$ 10,000,000	Will not see immediate cost savings
	Increase in parent fees and costs	\$ 1,000,000		1000000	\$ 1	-	\$ -	
	Longer school year	\$ -		200	\$ -	-	\$ -	Cleaning and updates to sites are impossible to me
	Revenues from Advertising	\$ 1,500,000		1500000	\$ 1	-	\$ -	
Budget Deficit							-	You have successfully covered the budget deficit)
Total Reductions:							\$ 23,874,000	

Scenario Patterns



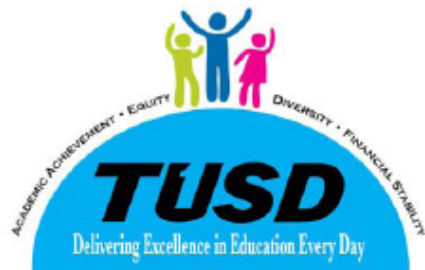
\$17 Million Deficit

Options		Scenario #1		Scenario #2		Scenario #3	
		Allocation	Dollars	Allocation	Dollars	Allocation	Dollars
Vision Options	Customer Service/Comm. Engagement						
	Decrease Class Size					1 student	\$ (2,414,286)
	Professional Development			10%	\$ (144,000)	15%	\$ (216,000)
	Increase Teacher Salaries	0.5%	\$ (648,000)	1%	\$ (1,555,200)	1.5%	\$ (1,944,000)
	Increase Instructional Materials						
	Expand Technology						
Staff and Program Reduction Options	Assistant Principals	12%	\$ 576,000	10%	\$ 480,000	10%	\$ 480,000
	Central Admin (Asst. Dir & Above)	20%	\$ 460,000	15%	\$ 345,000	10%	\$ 230,000
	Central Admin (Managers & Coord)	20%	\$ 820,000	15%	\$ 615,000	10%	\$ 410,000
	District Wide Clerical Support	17%	\$ 408,000	10%	\$ 240,000		
	Increased Class Sizes	1 student	\$ 2,414,286				
	Librarians and Assistants	12%	\$ 336,000	5%	\$ 140,000		
	Nurses / Health Assistant	8%	\$ 248,000	5%	\$ 155,000		
	Office Managers / Attendance Clerks	8%	\$ 640,000	3%	\$ 240,000		
	Sports, Clubs and Interscholastic	13%	\$ 286,000	3%	\$ 66,000		
	Custodians	25%	\$ 2,625,000	15%	\$ 1,575,000		
Technology Services - Field Techs	12%	\$ 240,000	4%	\$ 80,000			
Facilities and Revenue Options	Consolidate HS – Close Buildings	1	\$ 1,500,000	1	\$ 1,500,000	2	\$ 3,000,000
	Consolidate MS – Close Buildings	2	\$ 1,500,000	4	\$ 3,000,000	5	\$ 3,750,000
	Consolidate ES – Close Buildings	10	\$ 5,000,000	18	\$ 9,000,000	24	\$ 12,000,000
	Increase Efficiencies	60%	\$ 300,000	80%	\$ 400,000	100%	\$ 500,000
	Add Solar Energy	25%	\$ 125,000	50%	\$ 250,000	100%	\$ 500,000
	District-Sponsored Charter Schools			5		10	
	Revenues from Advertising	\$ 200,000	\$ 200,000	\$ 800,000	\$ 800,000	\$ 1,000,000	\$ 1,000,000
Total Reductions:			\$ 17,030,286		\$ 17,186,800		\$ 17,295,714
Total Surplus			\$ 30,286		\$ 186,800		\$ 295,714

TUSD School Master Plan Survey

- **Open House Community Input**
- **October, 2012**





School Master Plan

Open Houses

Help our Children grow, reach and succeed

Scenario Preferences

Please review the three **PURPLE** scenarios that are based on a \$17 million deficit:

1. Which of the three scenarios do you support the most? (Circle one)
 - a. Scenario #1
 - b. Scenario #2
 - c. Scenario #3
2. What is the primary reason you selected this scenario over the other two?
3. What, if anything, would you like to change about the scenario you selected?

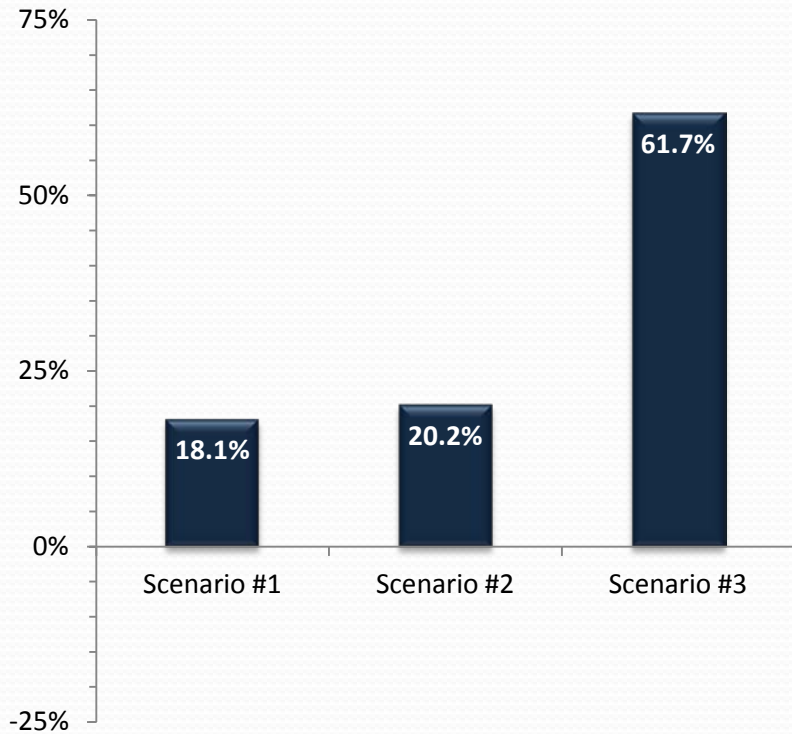
Please review the three **YELLOW** scenarios that are based on Proposition 204 passing:

1. Which of the three scenarios do you support the most? (Circle one)
 - a. Scenario #1
 - b. Scenario #2
 - c. Scenario #3
2. What is the primary reason you selected this scenario over the other two?
3. What, if anything, would you like to change about the scenario you selected?

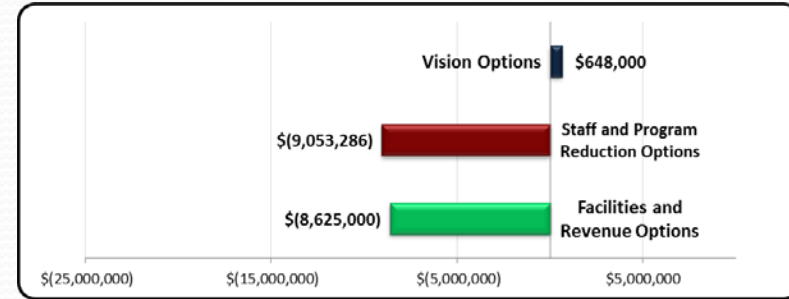
\$17 million deficit Scenario preference

Which of the three scenarios do you support the most?

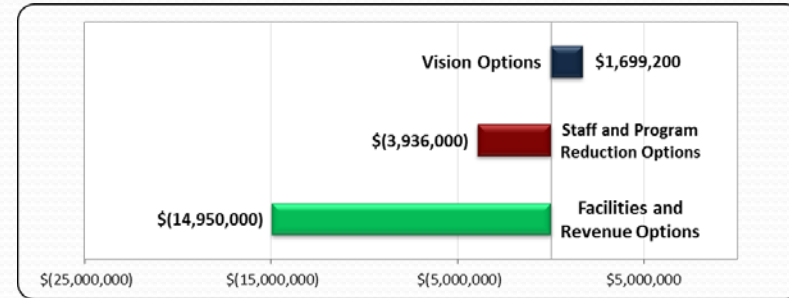
**\$17 million deficit scenarios –
Most preferred (n= 1,764)**



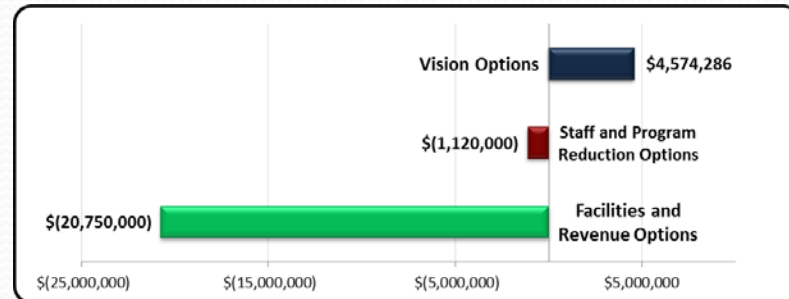
Scenario 1



Scenario 2



Scenario 3



SUMMARY OF OPEN HOUSE COMMENTS

Reasons that the respondents chose the scenario and how they would change it.

(Color bars indicate relative numbers of votes for each scenario or comments for each comment category.)

Scenario Chosen	Scen #1	Scen #2	Scen #3	None				
Number Choosing as Preferred	319	356	1088	29				
Description	\$17M Reason for Choosing				\$17M Preferred Changes			
	Scen #1	Scen #2	Scen #3	None	Scen #1	Scen #2	Scen #3	None
minimize school closure	199	66	2	0	36	46	73	1
maximize school closure	0	21	317	0	4	9	29	0
fewer vision options	5	0	0	0	4	2	0	0
less teacher salaries	4	1	7	0	9	14	27	0
less professional development	6	3	0	0	2	24	49	1
less technology	0	0	0	0	0	1	0	0
less raises to all salaries	0	0	0	0	2	2	7	2
less instructional materials	0	1	0	0	0	0	0	0
more vision options	0	5	49	0	5	1	1	0
more teacher salaries	5	32	174	1	21	19	36	1
more professional development	0	11	36	0	4	6	10	0
more technology	0	3	3	0	6	13	24	0
more raises to all salaries	0	0	2	0	1	4	23	0
more instructional materials	0	1	6	0	2	11	14	0
more program/staff reductions	7	2	0	0	14	10	15	0
more administration reductions	32	17	33	0	36	27	79	4
more reductions overall	14	17	1	0	2	0	0	0
more custodian reductions	1	1	1	0	2	2	3	0
more nurse reductions	0	1	0	0	1	0	0	0
more librarian reductions	0	0	1	0	3	0	0	0
more sports reductions	1	0	0	0	1	1	3	0
more technician reductions	0	1	1	0	2	0	1	0
more asst principal reductions	0	0	0	0	0	0	0	0
less program/staff reductions	0	12	275	0	17	28	32	1
less administration reductions	0	3	3	0	3	4	17	0
less reduction overall	0	21	13	0	3	1	0	0
less custodian reductions	0	4	3	0	7	0	2	0
less nurse reductions	0	2	4	0	9	3	1	0
less librarian reductions	0	3	0	0	7	4	1	0
less sports reductions	0	0	15	0	6	0	1	0
less technician reductions	0	5	5	0	1	2	0	0
less asst principal reductions	0	0	0	0	0	0	1	0
increase class size	0	3	96	1	3	1	3	1
no increase in class size	0	11	0	0	0	0	0	0
decrease class size	0	3	26	0	17	11	23	1
no decrease in size change	1	51	11	0	10	2	16	1
no charter school	11	1	2	0	2	7	30	0
support charter schools	0	6	22	0	3	4	7	0
less advertising	1	1	0	0	2	3	5	0
more advertising	0	1	14	0	16	7	7	1
less solar energy	2	4	0	0	4	2	9	0
support solar energy	0	6	53	0	20	17	8	1
balanced / middle road	0	86	5	0	1	0	0	0
budget surplus	0	5	26	0	0	3	1	0
reason not discernible	19	18	89	0	22	9	30	0
no change	0	8	0	0	16	24	106	9
misc	0	0	8	0	0	11	63	0

Open House Comments

Reasons for Selecting Option

Scenario 1

1. Minimize school closure
2. More administration reductions
3. More reductions overall
4. No charter school
5. More program/staff reductions

Scenario 2

1. Balanced / middle road
2. Minimize school closure
3. No decrease in size change
4. More teacher salaries
5. Maximize school closure

Scenario 3

1. Maximize school closure
2. Less program/staff reductions
3. More teacher salaries
4. Increase class size
5. Support solar energy

Overall

1. Maximize school closure
2. Less program/staff reductions
3. Minimize school closure
4. More teacher salaries
5. Increase class size

Requested Changes in Selected Option

Scenario 1

1. Minimize school closure
2. More administration reductions
3. Reason not discernible
4. More teacher salaries
5. Support solar energy

Scenario 2

1. Minimize school closure
2. Less program/staff reductions
3. More administration reductions
4. No change
5. Less professional development

Scenario 3

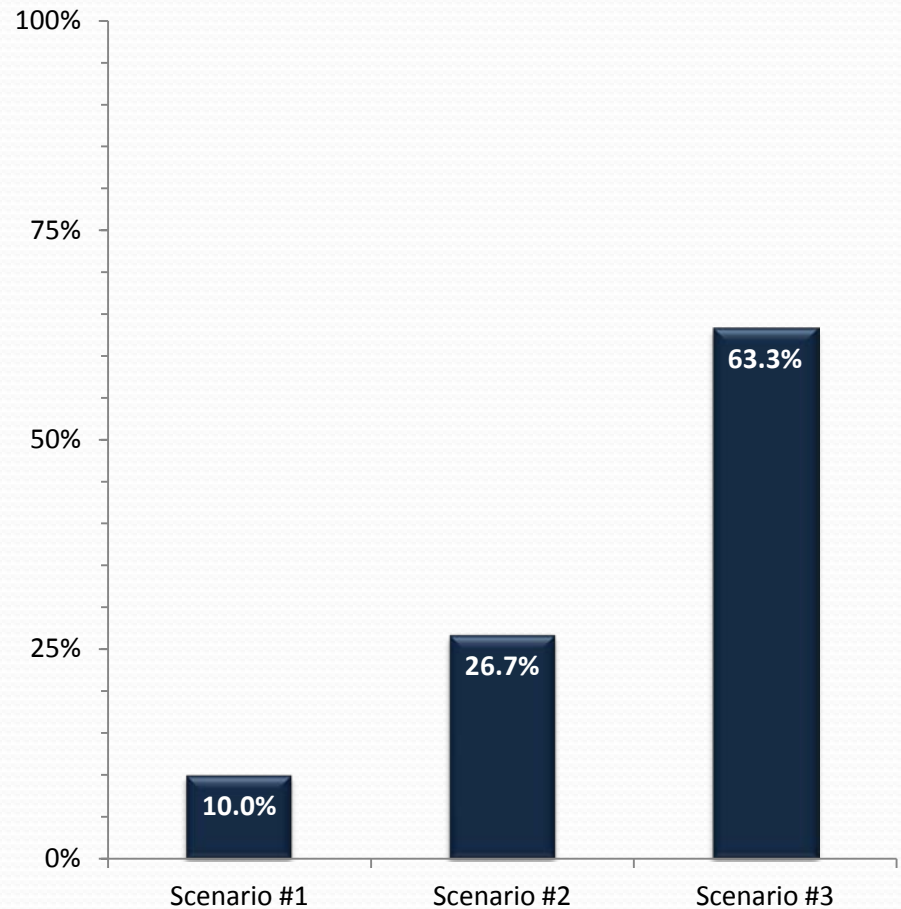
1. No change
2. More administration reductions
3. Minimize school closure
4. Less professional development
5. More teacher salaries

Overall

1. Minimize school closure
2. No change
3. More administration reductions
4. Less program/staff reductions
5. More teacher salaries

Scenario Preferences of Site Councils

**\$17 million deficit scenarios –
Most preferred (n= 30)**



\$17 MILLION DEFICIT (Scenario #3 as modified using Open House comments)

Options		Original Scenario #3	Modified Scenario #3	Modified Budget Reduction
Vision Options	Customer Service/Comm. Engagement	0%	0%	\$ -
	Decrease class size	1.0	-	\$ -
	Before School / After School Program	0%	0%	\$ -
	Professional Development	15%	8%	\$ (115,200)
	Increase teacher salaries	1.5%	1.5%	\$ (1,944,000)
	Increase Instructional Materials	0%	0%	\$ -
	Expand Technology	0%	0%	\$ -
Staff and Program Reduction Options	Assistant Principals	10%	5%	\$ 240,000
	Central Admin (Asst. Dir & above)	10%	15%	\$ 345,000
	Central Admin (Managers & Coord)	10%	15%	\$ 615,000
	District Wide Clerical Support	0%	0%	\$ -
	Increased Class Sizes	-	-	\$ -
	Librarians and Assistants	0%	0%	\$ -
	Nurses / Health Assistant	0%	0%	\$ -
	Office Managers / Attendance Clerks	0%	0%	\$ -
	Sports, Clubs and Interscholastic	0%	0%	\$ -
	Custodians	0%	0%	\$ -
	Technology Services - Field Techs	0%	0%	\$ -
Facilities and Revenue Options	Consolidate HS – Close Buildings	2	2	\$ 3,000,000
	Consolidate MS – Close Buildings	5	4	\$ 3,000,000
	Consolidate ES – Close Buildings	24	20	\$ 10,000,000
	Increase Efficiencies	100%	100%	\$ 500,000
	Add Solar Energy	100%	100%	\$ 500,000
	District-Sponsored Charter Schools	10	10	NA
	Revenues from Advertising	\$ 1,250,000	\$ 1,250,000	\$ 1,250,000
Total Reductions:				\$ 17,390,800
Total Surplus				\$ 390,800

Modified Scenarios



Consolidation Criteria

another part of the Focus Group Work

Draft Consolidation Criteria

- **Phase I Criteria – Used to Identify Schools to Consider for Consolidation**
- **Phase II Criteria – Used to Develop Consolidation Solutions**

Focus Group Criteria Matrix

Summary of All Groups

Was the criterion important in your work?

Criteria	Very	Some-what	Not	Not Used
Is the Facility Condition Index below 2.5?	3	6	1	2
Are 20% of the classrooms below 650 square feet?	1	4	2	6
Is the average age of the building greater than 50 years old?	1	8	3	
If an elementary school, does it have less than two classes per grade level and/or more than one combination class?		5	1	7
Does it cost more to operate the school than the revenues received?	5	4		3
Is the utility cost per square foot in the upper quartile?	3	6		3
Is the utilization of the school less than 80%?	10	2		
Is the attraction to flight ratio below the TUSD average?	5	3	1	2
Is the enrollment in the area decreasing and projected to decrease?	3	8		1
Are potential receiving schools (with capacity) within 30 minutes transportation time?	9	1		2

Phase I Criteria

(related to Guiding Principles)

Provide safe and efficient learning environments

Is the Facility Condition Index below 2.5?

Are 20% of the classrooms below **850** square feet?

Is the average age of the building greater than 50 years old?

Enhance academic learning opportunities &

Provide an equitable distribution of resources

If an elementary school, does it have less than two classes per grade level and/or more than one combination class?

Be a good steward of community resources

Does it cost more to operate the school than the revenues received?

Is the utility cost per square foot in the upper quartile?

Is the utilization of the school less than 80%?

Phase I Criteria (cont.)

Provide academic choice throughout TUSD

[This is included as a phase II consideration, see below.]

Establish attractive, competitive and accessible school locations

Is the attraction to flight ratio below the TUSD average?

Incorporate long-range enrollment projections

Is the enrollment in the area decreasing and projected to decrease?

Increase racial, ethnic and socio-economic diversity

[This is included as a phase II consideration, see below.]

Minimize travel times

Are potential receiving schools (with capacity) within 30 minutes transportation time?

Phase II Criteria

(related to Guiding Principles)

Provide safe and efficient learning environments

Identify, and determine the costs for improvements that will need to be made to receive the new student populations.

Increase racial, ethnic and socio-economic diversity

Consolidate the school to improve integration.

Provide an equitable distribution of resources

Consolidate schools to provide a higher level of support services (counselors, librarians, ELL, Exceptional Education, office staff, health asst., etc.) relative to the existing situation.

If a middle or high school, provide a higher level of enriching elective choices.

Phase II Criteria (cont.)

Be a good steward of community resources

Consider community participation and use of the existing facility to determine the adequacy of other sites to serve these purposes.

Determine positive options for disposition.

To minimize disruptions to a single area, seek consolidation options that will not impact communities affected by recent closures.

Consider the size of the site to maintain schools with the potential to add capacity in the future.

Favor consolidation options that place whole programs and schools at a single campus.

Establish attractive, competitive and accessible school locations

Consider the potential losses of TUSD students to competitors based on the location and attractiveness of other options for students.

Phase II Criteria (cont.)

Enhance academic learning opportunities

Reduce transitions especially fifth to sixth grade.

Identify the ways consolidation enhances academic achievement; **consider the academic performance of the schools.**

Provide academic choice throughout TUSD

Can any unique, effective service or program in the school be provided in potential receiving *schools*?

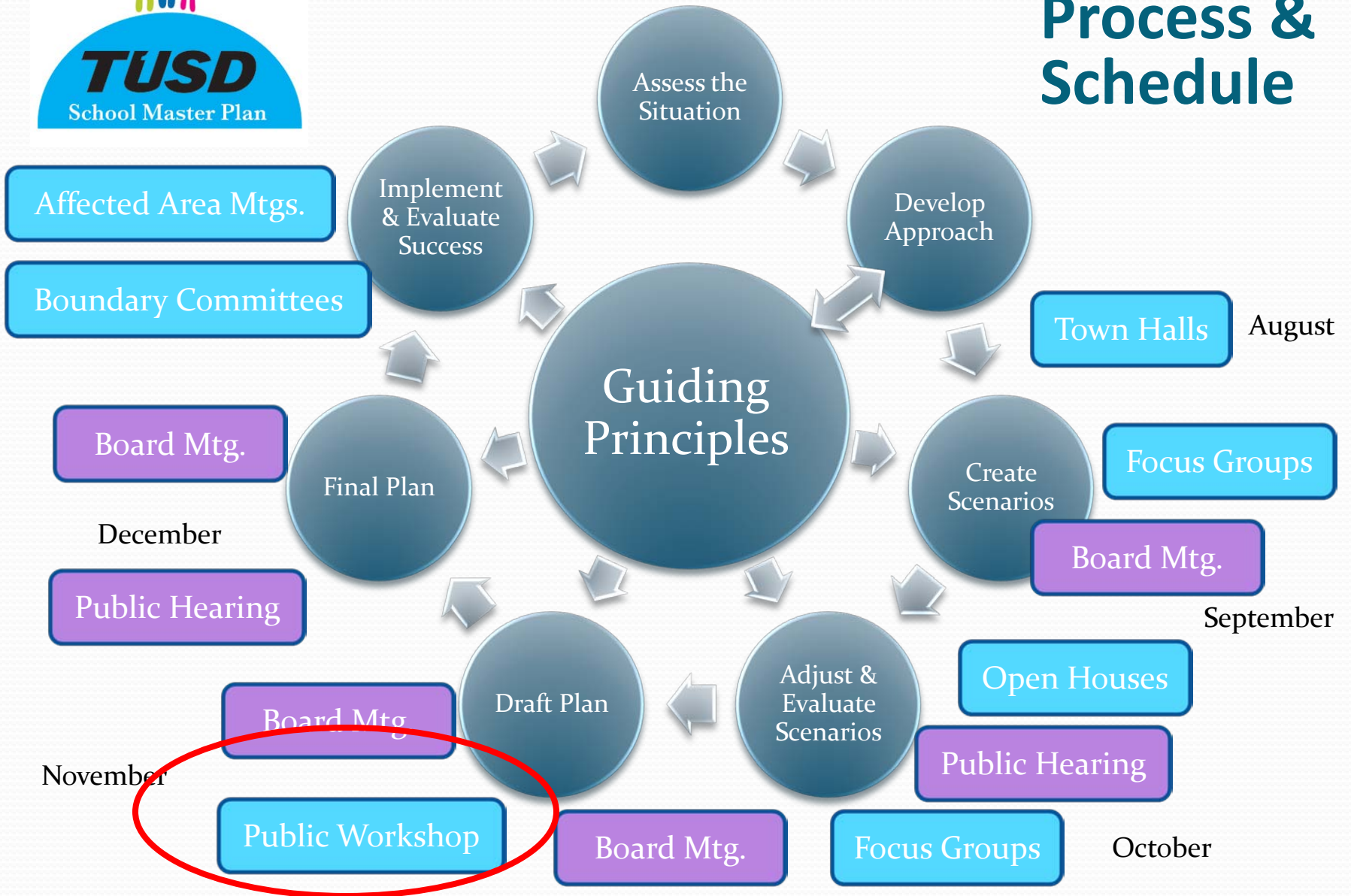
To the extent feasible, provide opportunities for specific programs and grade configurations in each region of the district.

Minimize travel times

Choose receiving schools to minimize transportation times and maximize the number of students walking.



Process & Schedule





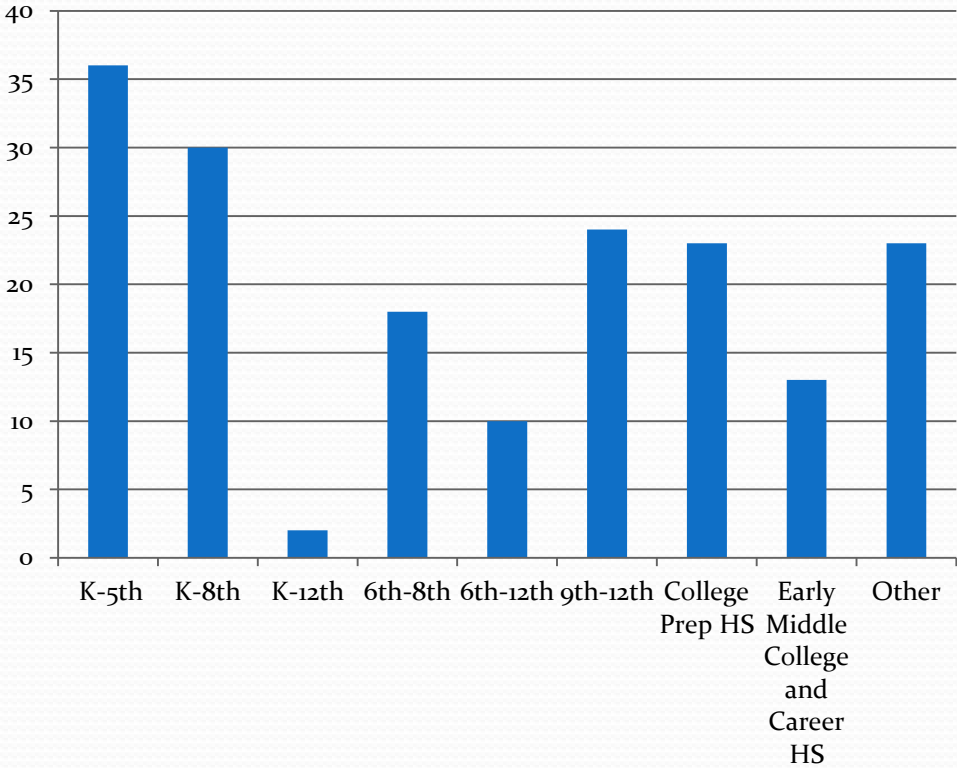
Public Workshops

Help our Children grow, reach and succeed

Transition to the New District
Implementation of the Master
Plan

- Vision
 - school models
 - school sizes/services
- If schools are consolidated
 - criteria to use
 - important elements
 - making a good transition

Which of the following School Models would you like to see in your area?



What are the most important criteria for TUSD to use when deciding which schools to consolidate?

Phase I

- Size of Building/Capacity
- Condition/Costs of Building
- Enrollment/Demographics
- Location of School
- Utilization
- Disposition of the School
- Attraction-flight

Phase II

- Access (student and parent)
- Academic success
- Community Impacts
- Programs/approaches
- Safety

Consolidation Considerations

Cons

- Emotional/upsetting
- Neighborhood impacts
- Impact on students
- Access (parent & student)
- Less small schools/choice

Mitigation

- Communicate & listen
- Involve those affected
- Use/secure closed sites
- “Match” programs
- Services for students moving
- Timely Decision



TUSD
School Master Plan

Process & Schedule



Implementation Schedules

11/13 – Approval of Criteria

11/20 - Initiation of Closures

10 days notice

12/6-12/10 - Board Public Hearing on Closures

10 days notice

12/20 - Board Decision on Closures

Jan – Enrollment Projections & Meetings in Affected Areas (boundaries, etc.)

Jan 22 – Open Enrollment Lottery

Jan 27 - Determine Bond Projects

Feb 1 - HR notice to staff (need closures & reductions)

Feb 13 - Approve Boundary Changes & Bond Projects

Late Feb - Court Decision on Closures

Late Feb - Budget Set

Mar-Apr - Testing

Apr - Court Decision on Boundary Changes and Bond Projects, Start Bond Projects