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# District Facilities Master Plan 2016-23

## Tucson Unified School District #1

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Students love to Learn  
Teachers love to Teach  
and People love to Work  
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**FINAL** June 2016

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# District Facilities Master Plan 2016-23

## Tucson Unified School District #1

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## I.1 INTRODUCTION/ EXECUTIVE SUMMARY

This Tucson Unified School District (TUSD) Facilities Master Plan (FMP) Report has resulted from the fulfillment of the District's Strategic Plan Priority 2 which directs the staff to:

*Establish/ Communicate clear vision for facilities (community) – TUSD will develop and implement a long-range Master Facilities Plan that supports and enhances student learning and achievement, and community partnerships*

### I.1.1 PURPOSE

The purpose of the TUSD Facilities Master Plan is to determine the facility repairs and improvements necessary to support the District's Strategic Plan and to establish whether a general obligation bond is needed to fund these capital needs. In response, this process has focused on the following:

- Gathering data regarding the district's enrollment demographics, school facilities conditions, and the suitability of facilities to meet the current and future goals for enhancing student learning and achievement in the district;
- Conducting surveys, town halls, interviews and focus groups in order to determine the priorities of TUSD staff, parents and community regarding needed school facilities improvements;
- Recommending a future course of action for funding such improvements.

### I.1.2 FMP COMPONENT PARTS

This document is comprised of four sections:

1.0 Goals/ Process detailing the overall goals of this FMP and the process utilized in its creation,

2.0 Existing and Projected Conditions describing the overall demographics and economic conditions of the region,

3.0 Facilities Assessments and Conditions detailing the process utilized during the assessment of the district's building inventory, and

4.0 Total Capital Improvement Needs which describes funding levels needed to meet the goals established during this process.

### I.1.3 CONCLUSION/RECOMMENDATIONS

Through extensive study, surveys, and meetings, the conclusions/ recommendations raised by this process are the following:

1. Over the past 8 years, due to declining State Capital Funding expenditures for buildings maintenance and operations, the District has had to self-fund large portions of the cost of renovating and maintaining TUSD buildings – totaling more than \$116 Million;
2. TUSD community members, staff and students support the idea of funding Capital Improvements through the issuance of a bond and most support that bond amount to be at least \$240 Million or more. Most want a balanced allocation between repairs and improvements. Depending on the bond amount (if it is lower), a higher proportion may need to be allocated for repairs. Almost 70% of respondents felt that Proposition 123 would not be sufficient to handle repairs;
3. The top priorities for funding are:
  - Repairs
  - Key Facility Improvements to Enhance Learning
  - Technology
  - School Renovations for 21st Century Learning and Optimum School Size
  - Support Expansions of Successful Programs
  - Reduce the Number of Active Portable Classrooms
  - Transportation
4. Total needs identified by this FMP are \$509 Million;
5. Potential funding sources include a general obligation bond, sale of surplus real estate, and leveraging bond funding. Assessed valuation for the district is estimated at \$477 Million.
6. Due to the scope of the District's needs, it is recommended that the Governing Board call to question a General Obligation Bond to be utilized for the Capital Funding Priorities identified herein.

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#### I.1.4 BENEFITS OF BOND ISSUANCE

The following are benefits of a TUSD General Obligation Bond:

- Every facility will receive a portion of the Capital Funding for much needed repairs and upgrades;
- Student-learning environments will benefit from safer and updated facilities;
- Teachers and staff will benefit from safer and updated working environments;
- Community and Businesses will benefit from schools that are safe, modern and more energy efficient.

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#### I.1.5 ACRONYMS/ DEFINITIONS

**Building Efficiency** – The ratio of total building area divided by usable area

**Capacity**- The amount of occupants possible in a space

**ES**- Elementary School

**FCI**- Facility Condition Index (the ratio of needed repairs to current replacement value)

**FMP** – Facilities Master Plan

**GO** – General Obligation (Bond)

**GSF** – Gross Square Feet; the measure of a building from exterior wall to exterior wall; includes all circulation, walls, NSF, etc.

**HS**- High School

**HVAC**- Heating, Cooling and Air Conditioning

**K8** – K-8<sup>th</sup> grade School

**MACC** – Maximum Allowable Cost of Construction

**MS** – Middle School

**NSF** – Net Square Feet; usable area; excludes walls, circulation, etc.

**RR**- Restroom

**SF**- Square Feet

**TUSD**- Tucson Unified School District

**USP** – Unitary Status Plan

**Utilization Rate** – The efficiency of how a space is occupied

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## ACKNOWLEDGEMENTS

### ADVISORY GROUP COMMITTEE MEMBERS

*(Support for the Advisory Team provided by Phil Swaim and Mark Bollard of Swaim Associates, and by Georgia Lacey and Theo Serrano of Geo Advertising & Marketing)*

Stefanie Boe, Director of Communications & Media Relations  
Ray Cashen, Director of Facilities Management  
Jeffery Coleman, Director of School Safety & Security  
Rodney Dockins, Coordinator of Operations Business Office  
Stuart Duncan, Chief Operations Officer  
Richard Foster, Assistant Superintendent for Curriculum and Instruction  
Ana Gallegos, Assistant Superintendent of Elementary and K-8 Leadership  
Herman House, Director of High Schools  
Marcus Jones, Director of Architecture and Engineering  
Paul Larson, Director of Transportation  
Abel Morado, Assistant Superintendent of Secondary Leadership  
Scott Morrison, Chief Technology Officer  
Bryant Nodine, Director of Planning Services  
Martha Taylor, Director of Desegregation

### Focus Group Participants

*(Focus Groups were facilitated by the Geo Advertising & Marketing)*

Amy Cislak	Staff	Kristy Esquerra	Teacher
Andria McWhirter	Student	Laura Grijalva	Parent
Anne Dudley	Staff	Lilian Martinez	Parent
Bethany Macri	Parent	Lisa Barnes	Parent
Carl Kaufman	Parent	Lisa Langford	Staff
Carlos Armendariz	Staff	Lonn Furst	Parent
Catherine Mark	Staff	Lori Riegel	Community
Christina Moreno	Parent	Margot Natividad	Parent
Christine Brown	Parent	Mary Kolsrud	Staff
Collier Hill	Parent	Mary Morse	Staff
Deanna Harris	Staff	Matt Munger	Staff
Dennis Driskill	Parent	Monika Nay	Parent
Earl Mendenhall	Community	Murielle Coste	Parent
Elizabeth Egan	Teacher	Pete Guerrero	Community
Elyse Damiani	Teacher	Ryan Schmitt	Parent
Emely Hoffman	Parent	Sandra Furst	Parent
James Roberts	Teacher	Steve Peters	Community
Jay Campos	Parent	Susan Neal	Staff
Jorge Leyva	Parent	Suzan Costich	Parent
JV Nyman	Community	Sylvia Campoy	Community
Kathy Sisler	Staff	Teyaka Booker	Parent
Kevin Courtney	Community	Tina Holly	Parent
Kristian Watkins	Parent	Veronica Altamirano	Parent

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## Section 1.0 Goals/Process

# Tucson Unified School District #1

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## 1.0 GOALS/ PROCESS

### 1.1 GOALS

#### 1.1.1 DISTRICT GOALS AND VALUES

##### DISTRICT MISSION STATEMENT<sup>1</sup>

*The mission of the Tucson Unified School District, in partnership with parents and the greater community, is to assure each pre-K through 12<sup>th</sup> grade student receives an engaging, rigorous and comprehensive education.*

*The District is committed to inclusion and non-discrimination in all District activities. At all times, District staff should work to ensure that staff, parents, students and members of the public are included and welcome to participate in District activities.*

##### TUSD VISION FOR ACTION AND CORE VALUES

***DELIVERING EXCELLENCE IN EDUCATION EVERY DAY***  
***GROW | REACH | SUCCEED***

The following are district-stated Organizational Values:

- **Student-Centeredness** — Making every decision with student success in mind
- **Caring** — acting with respect, dignity, and concern for all
- **Diversity** — Celebrating and accepting our differences as our strength
- **Collaboration** — Partnering to reach common goals
- **Innovation** — Embracing new ideas and challenging assumptions
- **Accountability** — Taking responsibility to do things right and to do the right thing

<sup>1</sup> TUSD Governing Board. "District Mission, Vision, and Values." Policy Code A. [www.tusd1.org](http://www.tusd1.org). Dec 10, 2013.

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### 1.1.2 DISTRICT'S COMMUNITY INVOLVEMENT

TUSD maintains an open dialog with community through open Board of Education meetings, Superintendent Advisory Committees, Parent/Teacher groups and Facility Master Plan Committee sponsored meetings described herein. The following are on-going committees:

- Bond Fiscal Oversight
- Employee Benefits Trust
- School Community Partnership
- School Council
- Student Advisory
- Technology Oversight
- Workers Compensation Trust Fund

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### 1.1.3 HOW THE FACILITIES MASTER PLAN FITS INTO A LONG RANGE PLAN

The TUSD Facilities Master Plan (FMP) is one component of a larger process. Initially, the district completed three studies: a curriculum audit, an efficiency audit to improve efficiency and management effectiveness, and a demographic study. These items provided data which allowed TUSD to create a Strategic Plan to guide a variety of matters such as changes in curriculum, diversity, facilities, finance, and communication. This FMP is a result of the Facilities Strategic Priority 2:

*Establish/ Communicate clear vision for facilities (community) – TUSD will develop and implement a long-range Master Facilities Plan that supports and enhances student learning and achievement, and community partnerships.<sup>2</sup>*



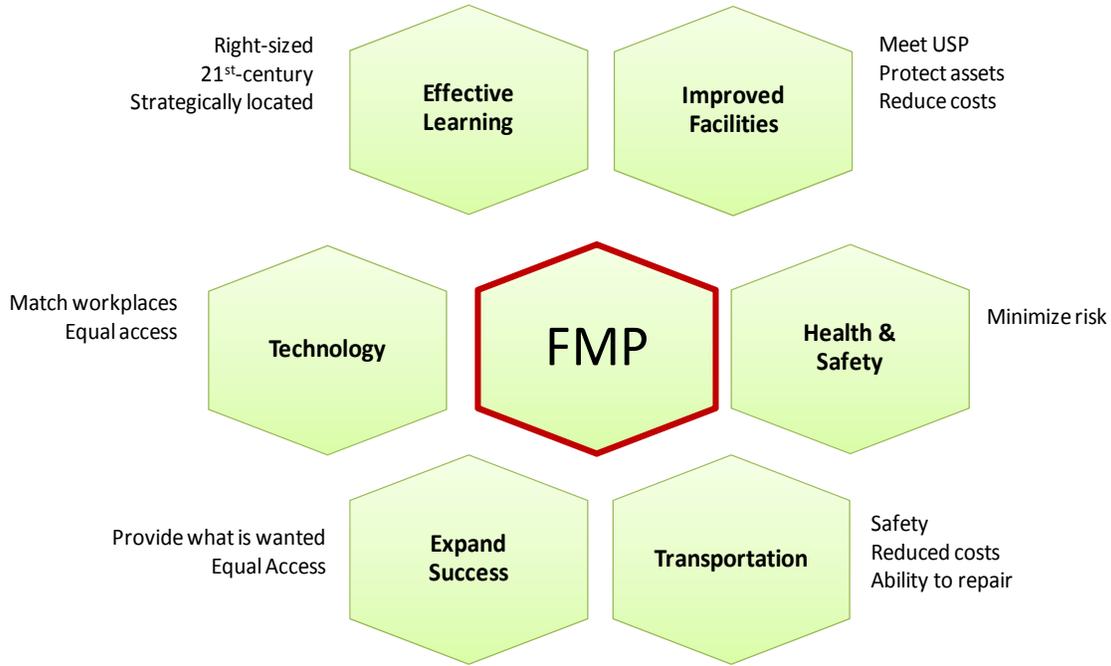
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<sup>2</sup> TUSD. "TUSD Strategic Plan 2014-2019. <http://tusd1.org/contents/distinfo/fiveyear/index.asp>.

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## ELEMENTS OF THE FMP

To define the elements of the FMP, the District coupled the recommendations of the Curriculum Audit and Efficiency Audit (Appendix A) with assessments of the District's Facilities (see Section 4). The resulting elements, shown below, include repairs and deficiency corrections, on the right side, with improvements to enhance learning and support effective programs, on the left side.



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### 1.1.4 STATE OF DISTRICT'S FACILITIES

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#### BACKGROUND: TUSD FACILITIES FACTS

TUSD is the Second Largest District in Arizona and consists of:

- 230 Square Miles;
- 89 Schools;
- 48,000 Students;
- 8,000,000 SF of Buildings;
- 26,000 Work Orders Per Year.

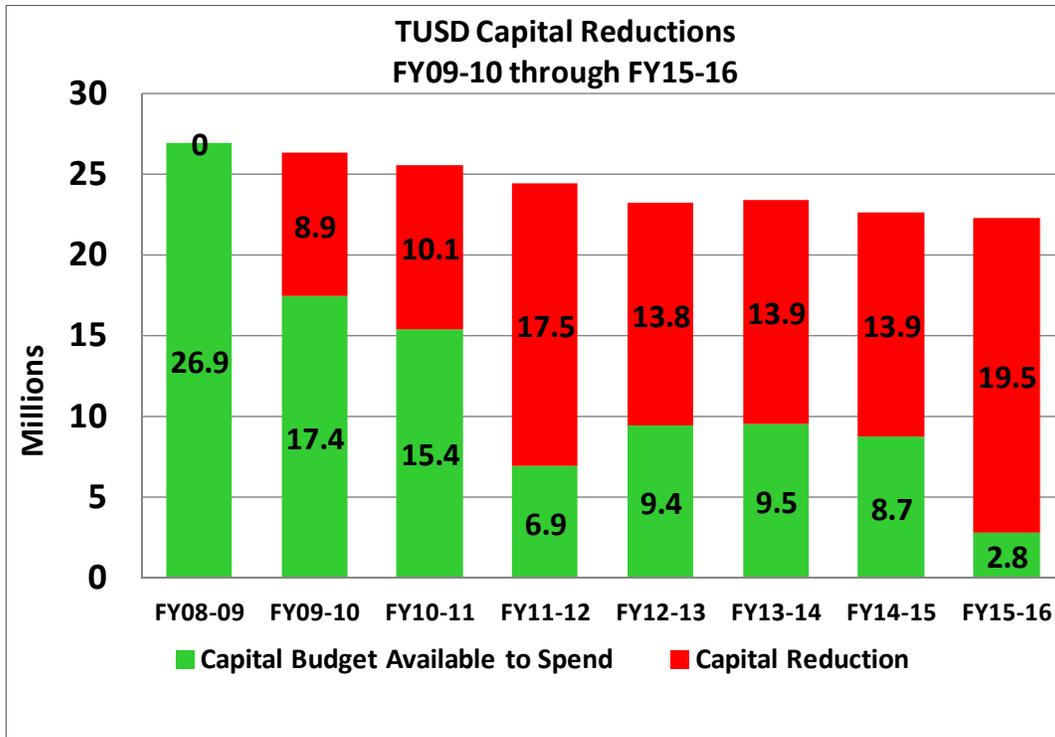
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#### HISTORY OF CAPITAL FUNDING AT TUSD

Capital funding is the portion of school district funds allocated to purchase, lease, lease-purchase, or long-term lease capital items such as land, buildings, renovations, and land/building improvements.

Since FY 2008-09, TUSD has experienced significant reductions to Capital Funding that total over 96.7 Million dollars over 7 years.

Figure 1-1. CAPITAL REDUCTIONS



### BOND FUNDING

The purpose of this Facility Master Plan is to establish: 1. whether a general obligation bond (bond) is needed to fund capital needs at TUSD, 2. how much funding will be needed to satisfy capital needs, and 3. which capital needs will be addressed and when. The following describes what a bond is and how its limits are determined:

- Bonds are a mechanism for public school districts to budget additional dollars earmarked for specific construction/renovation projects,
- Bond limits are determined by a district's Assessed Valuation (residential, commercial and industrial property values),
- Bonds must be voter approved- voter pamphlet must include purpose of proposed bond sale.

### OVERALL FACILITY GOALS

The over-arching priority for this Facility Master Plan is to provide funding for much needed deferred maintenance, with a portion of funding going to key enhancements that will benefit students' learning experiences.

## TOP PRIORITIES/ OBJECTIVES FOR THIS FACILITY MASTER PLAN:

*(detailed information regarding facilities assessments may be found in Appendix C of this document)*

**Repairs:** *Repairs would include roofing, HVAC, special systems, plumbing, building finishes, window and door maintenance, landscape improvements and security improvements*

**Key Facility Improvements to Enhance Learning:** *Key facility improvements would include improvements to multi-purpose areas, libraries, science and art labs, and support key school curriculum.*

- Every school would receive a portion of this funding;
- During the bond implementation phase, each school would work with the bond team to identify each project.

**Technology:** *.Key infrastructure upgrades would be implemented to support:*

Improvements to support this initiative include electrical power upgrades and power at the correct locations, replacement of wireless routers & improvements to spaces that will promote student / technology interface.

- One to one laptop initiative
- Wireless technology and STEM
- Better capacity for digital libraries and databases
- Computer labs and cyber cafes, Ethernet infrastructure

**School Renovations for 21<sup>st</sup> Century Learning and Optimum School Size:** *.Per recommendations of the Curriculum Audit and Efficiency Audit (See Appendix A) funding would be utilized to support improvements, consolidations, expansions or closures in order to optimize use of school facilities.*

- Improvements related to utilization (expansions, consolidations, partial building shut downs)
- Collaborative and STEM learning spaces, Technology Integration, Energy Efficiency

**Support Expansions of Successful Programs:** *.Funding would be utilized to support the expansion of campuses and teaching areas for successful school programs.*

- Space additions or redesign

**Reduce the number of active portable classrooms:** *.In accordance with the recommendations of the Curriculum Audit (Appendix A), funding would be utilized to demolish 50 portables (17% of the current stock). To achieve the recommendations of the Curriculum Audit 100 portables would be closed or auctioned off.*

- Portable demolitions

**Transportation Funding:** *Funding would be utilized to support the maintenance and replacement of buses.*

## 1.2 PROCESS

### 1.2.1 PROCESS FOR CAPITAL PLANNING AND DECISION-MAKING

#### RESPONSIBILITY AND AUTHORITY:

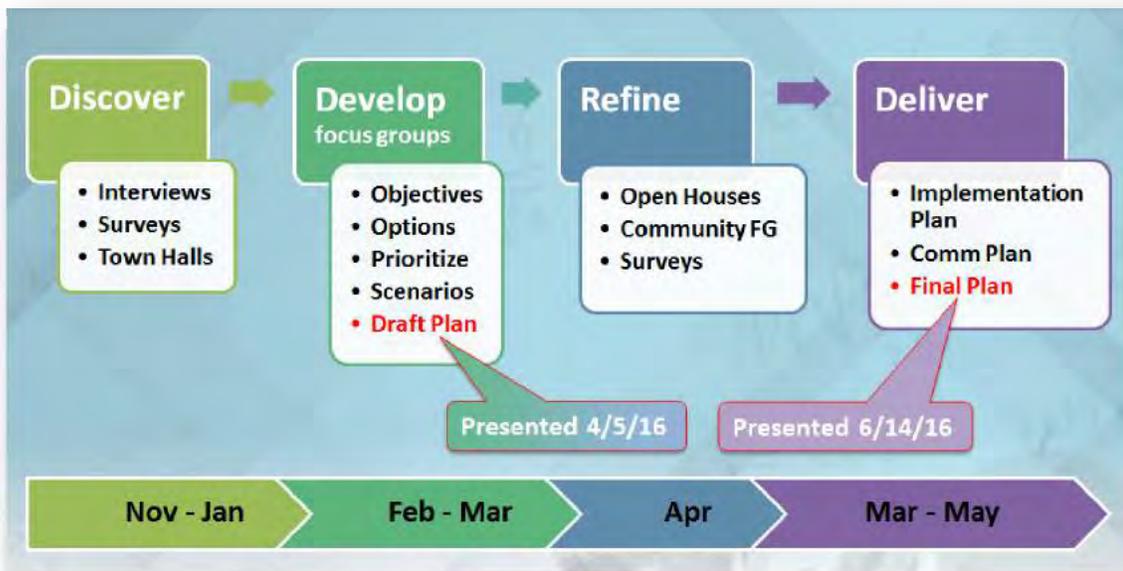
The Governing Board commissioned the development of this Facilities Master Plan to serve as a reference and guide for capital facilities improvements at Tucson Unified School District.

It is the responsibility of TUSD to review and revise the entire content of this Facilities Master Plan every 5 years. It is the responsibility of the Governing Board to adopt the content of the Facilities Master Plan and to utilize its priorities to guide future capital expenditures for facilities and to utilize recommendations herein to call for a bond question as needed to fund these improvements.

#### FACILITIES MASTER PLAN PROCESS:

##### STEP 1: ESTABLISHMENT OF THE FACILITIES MASTER PLAN PROCESS

This 5 Year Facilities Master Plan was commissioned by the District to meet the objectives of the District Strategic Plan. The planning followed the process shown below. Subsequent sections present the details of the process.



##### STEP 2: ESTABLISH TEAMS

A FMP Advisory Team was established to review data and establish School District priorities. This committee was comprised of administration and staff from a wide range of departments.

The first step of the FMP process was to kick off a meeting and during this meeting the following topics were discussed:

- What is a Facilities Master Plan
- Why develop a FMP
- Objectives of the FMP
- Roles and Responsibilities
- FMP Process

It was determined that the FMP Advisory Team would review data and establish School District priorities. Progress reports would be presented to the Governing Board for comments and recommendations. The Governing Board would review the capital plan and determine funding sources and the time line to implement the capital plan.

After developing the initial objectives of the FMP, the Advisory Team developed scopes of work and interviewed outside professionals to assist in the project. Ultimately two outside professional teams were brought into the project: Geo Advertising & Marketing, to handle public outreach, and Swam and Associates (with thinkSMART Planning and FMG), to handle architectural assessments, cost estimates and plan development. With the District's Planning Services, these teams formed the Project Team.

### STEP 3: GATHER DATA

The Project Team gathered Information on existing facilities and educational programs first by researching and compiling existing data. The data gathered included:

#### Enrollment Projections:

- Birth
- Migrations
- Housing
- Program Requirements
- Historical Enrollments

#### Educational Facility Assessments

- Physical Facilities Assessment; including a Facilities Condition Index
- Capacity/Utilization Studies
- Site Facilities visits by Swaim & Associates and thinkSMART Planning, inc.

#### Community and School Profiles

- Demographics; including a Demographic and Enrollment Analysis
- Educational Program; including an Operational Efficiency Audit, and Curriculum Audit
- Financial Information

After compiling the initial data the Project Team set up leadership interviews and community meetings in a variety of formats. Participants of meetings included the following:

- Teachers

- TUSD Administration and the Governing Board
- Community Business Organizations
- Students
- Advisory Team
- Focus Groups (Elementary, Middle, High, K-8, Alternative Schools)
- Tucson Community (through surveys, town halls/open houses)
- Staff
- Maintenance Personnel

#### STEP 4: FMP ADVISORY TEAM DEVELOPMENT OF PRIORITIES

This Data was presented to the FMP Advisory Team and multiple focus groups. As covered in Section 1.2.2, the groups reviewed and evaluated the data then developed priorities for the funding of a capital plan.

#### STEP 5: GOVERNING BOARD ADOPTION OF FACILITIES MASTER PLAN

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### 1.2.2 COMMUNITY INPUT/ PUBLIC PROCESS

Community members including parents, students, community members, community organizations, administrators, local business owners and city government officials were invited to participate in the FMP process.



Participants work together in Focus Groups #1 and #2



The following schedule outlines the variety of inputs and results from the processes follow:

Meeting	Date
Leadership Interviews	Nov 2015
School Community Town Hall	1/6/2016
Public Town Hall	1/16/2016
Public Town Hall	1/19/2016
Advisory Team Focus Group #1	2/10/2016
Community Survey #1	11/15 to 2/16
Community Survey #2	2/10/2016
Elementary Focus Group #1	2/16/2016
Middle School & K-8 Focus Group #1	2/18/2016
High School & Alt Focus Group #1	2/20/2016
Presentation to SALC	2/26/2016
Middle School & K-8 Focus Group #2	2/29/2016
High School & Alt Focus Group #2	3/2/2016
SW Area Strategies #2	3/2/2016
Elementary Focus Group #2	3/5/2016
Middle School & K-8 Focus Group #3	3/12/2016
Student Advisory Council FG	3/14/2016
High School & Alt Focus Group #3	3/14/2016
Elementary Focus Group #3	3/16/2016
Community Survey #3	4/6/2016
Town Hall/Open House	4/16/2016
Town Hall/Open House	4/20/2016
Community Leaders/Media FG	5/11/2016

## SURVEYS<sup>3</sup>

The following is a summary of information gathered through surveys during 2015 and early 2016 by Geo Advertising & Marketing. Full survey results may be found in the appendices of this document.

### Methodology

The following results are based on multiple surveys directed towards parents, teachers, administrators and others interested in sharing their voice about the TUSD facilities master plan. These surveys, conducted over a period from November 2015 to January 19, 2016, were used to gain insight on support for facility improvement planning and funding.

The digital survey was created to gather suggestions and feedback about the current perceptions of TUSD facilities as well as desired improvements and future expectations. The facilities master plan survey was distributed online via a digital survey link, posted on TUSD's website and taken live at Town Hall and Community Meetings. These surveys included:

<sup>3</sup> Geo Advertising & Marketing. "Tucson Unified School District Facilities Master Plan All Survey Results." Feb 5, 2016.

- 11/16/15 Tucson High School Info. Advocacy Session 34\*
- 12/03/15 to 1/13/16 TUSD Online Facilities Survey 859
- 1/06/16 Catalina High School Community Meeting 173
- 1/16/16 Palo Verde Town Hall Meeting 23
- 1/19/16 Cholla High School Town Hall Meeting 18

*\*Please note that the 34 Respondent answers from the 11/16/15 Preliminary Survey results, included at the end of this section, are excluded from the overall statistics because the subsequent survey questions and surveys evolved from this preliminary survey and questions are formulated differently.*

## Demographical Data & User Metrics

### Respondent Background:

- Teacher or Staff: 36% 380
- Parent: 55% 593
- Other: 9% 100
  - Student 5% (57)
  - *Other* 4% (43)
- Total: 1,073**

Hispanic Nationality: 17% 186\*

*\*Spanish Surnames and Spanish Specific*

### Responses:

- Online: 859
- During Meeting: 214

## Synopsis

The Facilities survey results indicate a strong statistical sampling of 1,073 respondents from this group. There was a 97% favorability support for developing the 10-year FMP and for funding facility repairs and improvements.

Top concerns among respondents were:

1. Current conditions of school buildings to support education,
2. Technology infrastructure, and
3. the Safety of schools.

Regarding 21st Century Education, all programs rated very high and were especially important to the majority of respondents.

- College Prep, STEM, and CTE, were ranked the three highest, while
- Global studies and physical education were the lowest rated.

In regards to what issues should be included in a Facilities Master Plan and potentially a bond, the majority of respondents said that

- Basic Education was the most important issue, followed by
- Technology and 21st Century Learning then
- Security and Facilities Maintenance, Playgrounds/Fields/Athletics, Student pick-up/drop off, and Busses/ Transportation

Respondents indicated strong support for community schools with shared-use by outside groups/organizations; *note, this survey question was only available during the 12/03/15 to 1/13/16 TUSD Online Facilities Survey.* Results are indicative of 80% of all survey respondents – 859 total respondents.

*As to what extent respondents would support a bond for school improvements through property taxes,*

*- 47% would support a \$100 annual increase, followed by*

*- 21% supporting a \$60 annual increase and*

*- 18% supporting a \$40 annual increase.*

*It is important to note this survey question was only available during the 1/06/16 Catalina High School Community Meeting, the 1/16/16 Palo Verde Town Hall Meeting and the 1/19/16 Cholla High School Town Hall Meeting.* Results are indicative of 19.9% of all survey respondents – 214 total respondents.

#### **COMMUNITY WIDE ONLINE DIGITAL WEB SURVEY<sup>4</sup>**

The following is a summary of information gathered through surveys during 2015 and early 2016 by Geo Advertising & Marketing. Full survey results may be found in the appendices of this document.

#### **Methodology**

The following results are based on a community survey directed towards members of the Tucson community interested in sharing their voice about the TUSD Facilities Master Plan and potential bond. This survey was used to gain insight on feedback that could lead the District to a bond program. The facilities survey was distributed through a radio PSA campaign, an online digital advertising campaign and hosted at the TUSD Future website. The survey first went live on May 2, 2016 and initially ran through May 26, 2016. It was decided that the survey would be extended through June 1, 2016.

The digital survey was created through collaboration between TUSD, Geo & Associates and Swaim & Associates to gather suggestions and feedback. During the initial phases of the survey, many people were visiting the survey page but not completing the survey due to length and language. The survey was adjusted early on to make it more user-friendly by removing questions about ethnicity and income. These adjustments decreased response time by over 3 minutes and caused a massive increase in completion percentage

#### **Participant Metrics to Date**

Impressions: 2,073,414

Survey visits: 1471

Completed surveys: 541

Completion Percentage: 36.8%

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<sup>4</sup> Geo Advertising & Marketing. "Communitywide Online Digital Web Survey 2." May 2-June 1, 2016

## Synopsis

The community survey results to date indicate a strong statistical sampling of 541 community respondents.

The most important statistics gathered from this survey are support for bond, preferred bond amounts and whether or not the participant has a child in TUSD. The support for bonds and proposed bond amount questions are important because they give the district an idea of the best path to getting a bond passed. The question about whether or not the participant has a child in TUSD schools is important because we are trying to gather data on the standard Tucson voters who may not have a reason to support TUSD.

Out of 541 total respondents, 76% do not have a child in TUSD. This shows a relatively broad sampling of participants from all areas of the Tucson community. Getting perspectives from non-TUSD affiliated community members was one of the main objectives of this survey and it is a huge positive that 76% was achieved with 409 respondents. To know that there was still 84% support for a bond with such a large number of respondents outside of TUSD is a positive sign for a future bond initiative.

However, approximately 63% of survey visitors chose not to take or not to finish the survey and it is possible that many of these may not support a bond. We have no way of knowing how many of these participants are registered voters. It is for this reason that we recommend, if the bond goes forward, to conduct phone survey polling of registered Tucson voters.

As we discovered in our previous surveys and meetings, many of the participants in this survey either supported the highest bond amount available or a middle-of-the-road amount.

***20% of participants supported the largest bond amount of \$360 million***

*These are the parents and community members who strongly support education.*

***28% supported \$180 million and 22% supported \$240 million***

*The participants who voted for these bond amounts are the community members who want to see improvements in education but don't want to overextend themselves with tax increases.*

***16% of participants would support no bond amount***

*This is by far the largest opposition TUSD has faced, to-date, on the bond measure and it is made up of community members who will not support any tax increase regardless of the current state of education.*

***13% supported the \$300 million bond amount***

*These participants were parents and community members who support education but were hesitant to support the highest level of tax increases.*

***84% of participants at least supported one of the bond amounts***

***82% support districts like TUSD using bonds to make up for state funding cuts***

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## INTERVIEWS

### STAKEHOLDER INPUT<sup>5</sup>

#### Methodology

The following results are centered on Key TUSD Stakeholder Interviews. Interviews were held at offices of staff members as well as in the TUSD board conference room during a 2-day period held on November 17 & 19, 2015. A digital survey consisting of 14 questions was created to gather respondents' feedback for the overall goal of beginning a facility master plan to identify facility improvements and funding sources needed to support their long-term strategic facilities master plan.

#### Synopsis

Results are from the interviews of 9 Key TUSD Stakeholders equally split between TUSD leadership staff and TUSD Board Members. The results show a strong support for developing a 10-year FMP and for a bond to fund improvements which would create a better learning environment for students.

This survey demonstrates the need for developing FMP options that would be considered most important to the public, such as:

*"Necessary facilities infrastructure updates to enhance learning environments through maintenance, safety, security and technology infrastructure to improve the lives of students and the district as a whole."*

The language should be combined into one unifying message that emphasizes both maintenance updates and technology infrastructure are needed. The objective of these respondents is the same: improve TUSD and improve the learning environment for student success.

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## FOCUS GROUPS

### ADVISORY TEAM INPUT<sup>6</sup>

#### Methodology

An Interactive Focus Group was conducted with members of the TUSD Advisory Team on February 10, 2016. This focus group is a part of TUSD exploring a Facility Master Plan to identify facility improvements and funding sources needed to support its long-term strategic plan.

This focus group was a pilot for Part 1 of 3 in a Series of Focus Groups. Each series will be held for each education level: Elementary, Middle School/K-8 and High School. The objectives of the Focus Groups by series are as follows:

- FG Series #1 = Objectives/Approaches

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<sup>5</sup> Geo Advertising & Marketing. "TUSD Stakeholder Interviews Survey Results ." Nov 19 & 19, 2016.

<sup>6</sup> Geo Advertising & Marketing. "TUSD February 10, 2016 TUSD Advisory Team Focus Group Results ." Feb 10, 2016.

- FG Series #2 = Develop Options
- FG Series #3 = Prioritize/Phase Options
- Provide Costs and Community Survey Results. Fit Options to anticipated bond amount.

### Synopsis

The in-depth knowledge of all participants in this focus group yielded great results, including many improvements for all upcoming focus groups. Improvements lead to positive updates to the overall upcoming focus group presentations with items such as terminology in describing questions, explanation of and description of the questions asked, as well as an overall improvement to the questions themselves.

**Maintenance:** HVAC, Roofs and Security ranked high among respondents as top maintenance priorities.

**Technology:** .All responses were in direct support of technology.

**Program Initiatives:** Maintenance ranked the highest priority followed by Core Academics then Security.

**Building Improvements Bond vs Maintenance & Operation Override:** All groups chose the bond, and the majority supported a bond-only initiative (asking for both could mean both fail) with the possibility of an override in 2017 or 2018.

**Bond Dollars Distribution:** When asked if bond dollars should be spread around the district so all schools benefit or should there be focused improvements in those that need it most, all groups' responses varied. There was no correlation among respondent groups.

**Right-Sizing Schools:** There was a majority support for right-sizing schools, but most felt this should be kept separate from this bond or it would become a negative focal point because it implies, at the same time, closing selected schools.

**Community Partnerships:** When asked how to better encourage community partnerships and shared use of schools, answers ranged from the current process is sufficient given the economic environment to marketing what is already there and available.

## *FOCUS GROUP #1 | OBJECTIVES/ APPROACHES'*

### Methodology

An interactive focus group was conducted Elementary Schools on February 16, 2016, Middle Schools on February 18, 2016 and High Schools on February 20, 2016 to consider objectives and approaches.

### Synopsis

**Maintenance:** With regards to maintenance needs, all groups felt that heating/cooling was a major priority. This was listed as the number one concern in every group. Parking lots, building finishes, window and door maintenance, and landscaping and signage were also considered to be a major maintenance need. There

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<sup>7</sup> Geo Advertising & Marketing. "TUSD February 16-20, 2016 TUSD Focus Group Results .".

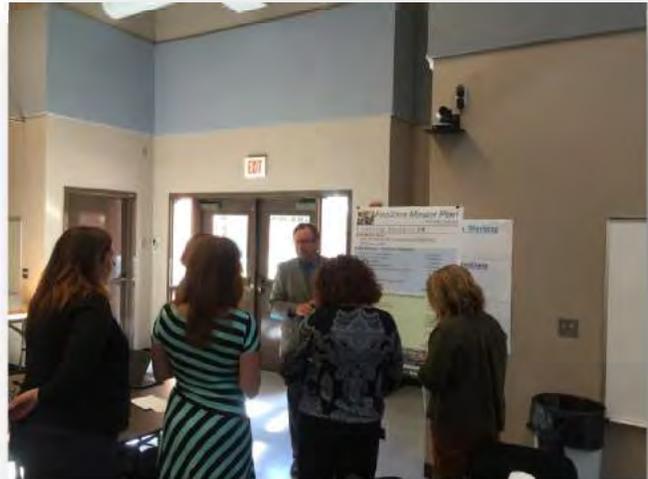
was some correlation amongst groups. Also important, all three groups agreed that security, as a site improvement, is something they would recommend.

**Educational space:** Ranked highest between the respondents when asked for the top 5 building and/or site improvements that would best support the learning environment. Educational space responses included answers such as

- science and art labs,
- a common area for education purposes
- specialized classes for all schools
- wireless technology and STEM
- better capacity for digital libraries and databases
- computer labs and cyber cafes, Ethernet infrastructure, and distance learning capabilities

**If Funding Were Not An Issue:** Participants had interesting responses when it came to the question of what improvements they would like to see if funding was limitless:

- technology
- updates to current facilities
- collaborative spaces
- accessible bathrooms,
- updated furniture,
- modular spaces,
- modern and renovated buildings ,
  - better space and aesthetics such as lights, outlets, fixtures, walls, painting etc.
- better support for extracurricular activities
- improved exercise facilities,
- creating a better environment for group learning
- and improving fine arts buildings.



Participants work together in Focus Groups #1 and #2

**Building Improvements Bond vs Maintenance & Operation Override:** When asked what is most important at this time, improvements bond or maintenance override, 2 out of the 3 groups agreed that an improvements bond is more important. All groups agreed that the cost to the taxpayer was an important part of this as well as bond oversight. Two out of three focus groups said they would support both an operations override and a maintenance & improvements bond.

**Community Partnerships:** Finally, there was no consensus between any of the respondents' answers when asked how to better encourage community partnerships and shared use of schools other than variations on "outreach." Other answers ranged from, current processes are sufficient given the economic environment to marketing what is already there and available, and placing a coordinator in charge of community use.

## FOCUS GROUP #2 | DEVELOP OPTIONS<sup>8</sup>

### Methodology

To develop repair and improvement options, an Interactive Focus Group was conducted with parents, teachers and staff of TUSD Elementary, Middle and High Schools on March 4<sup>th</sup>, 5<sup>th</sup> and 7<sup>th</sup>, 2016.

### Synopsis

**How Bond Dollars Should be Distributed:** In regards the overall group's view about how all bond dollars should be spread around the district, two of three focus groups felt that all schools should see some benefit. One group was split between spreading the dollars versus focused improvements.

**Pros and Cons:** The overall pros of this question far outweighed the cons and the focus group was more determined on spreading bond dollars equally, making it an equitable situation based on need.

Pros mentioned were that it would bring up the overall facilities to retain enrollment. This would allow each facility to keep up with current times and also help invest in low-income families

Some groups talked about the benefits to the schools based on refurbishment and encouraging new enrollment while others put more stress on the funding behind it and satisfying the taxpayers.

**How Schools Would Receive Focused Improvements:** Their overall conclusion was that it was determining a formula and the highest needs necessary to prioritize how all schools received benefits. A majority of the groups said to look at growth and which schools were at capacity as being the most in need of focused improvements.

The focus groups were then asked to develop three differing scenarios as to how bond dollars should be used and which needs were the highest priorities within those scenarios. The scenarios were as follows:

*Scenario 1: Priority Facility Maintenance Repairs and some key Facility Improvements. (80%-20%)*

*Scenario 2: Focus on top Facility Maintenance Repairs with as many Improvements/ Other Options as possible (50%-50%)*

*Scenario 3: Focus on the top Facility Maintenance Repairs with Significant Improvements to some schools*

**Scenario 1:** Two of three focus groups chose this scenario as the preferred spending scenario based on the fact that the money would significantly improve facilities and maintenance across all levels of schools.

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<sup>8</sup> Geo Advertising & Marketing. "TUSD March 4-7, 2016 TUSD Focus Group #2 Results .".

**Scenario 2:** Two of the three focus groups chose this scenario as was their 2nd favorite option because of the way the scenario had a 50/50 split for the spending budget. They decided that they would put the money into Maintenance Repairs, Student Space Improvements, Technology Hubs, CTE Infrastructure and Community Space Improvement.

**Scenario 3:** When it came to scenario number 3, two of three groups concluded it to be their least favorite choice.

### *FOCUS GROUP #3| PRIORITIZE/PHASE OPTIONS<sup>9</sup>*

#### **Methodology**

An Interactive Focus Group was conducted with parents and staff of TUSD on March 15<sup>th</sup> -17<sup>th</sup>, 2016 to consider differing bond amounts and community perceptions.

#### **Synopsis**

Each focus group was asked to share insight about the success of a potential bond scenario. The groups were given a bond scenario where they had to choose between three scenarios totaling \$180 million, \$240 million, and \$300 million. They were asked to choose the one that they believed the voters would approve.

#### **Choosing a Bond Package:**

Two out of four groups supported a bond package of approximately \$240-250 million. The high school and Advisory Team focus groups suggested \$300 million; they came to this decision based on the fact that there is much to be done in the district and the groups felt it would take the maximum amount to fix and improve current conditions.



Participants work together in Focus Groups #1 and #2

#### **Perception of Bond**

##### **Allocation:**

When asked about their perception of bonds and how we can encourage community involvement this group had similar answers. Members of focus groups felt that there was a lack of trust within the district about how funds would be allocated. Groups agreed that showing how the money would be allocated throughout the district would be a key point to emphasize in the bond campaign. Ideas for improving community understanding of the bond issue were offered as the following:

<sup>9</sup> Geo Advertising & Marketing. "TUSD March 15-17, 2016 TUSD Focus Group #3 Results ." .

- Sharing the breakdown of the specific dollar amounts will help people have a better understanding of what the money is being allocated for,
- Having the continued transparency about the bond program as it develops, is something the group felt would help with future developments and community involvement with TUSD.

## **STUDENT ADVISORY GROUP<sup>10</sup>**

### **Methodology**

An Interactive Focus Group was conducted with the Superintendent's Student Advisory Council of TUSD on March 14th, 2016.

### **Synopsis**

The Superintendent's Student Advisory Council provided very good insight on current conditions of schools and what improvements they would like to see implemented.

### **Conditions Needing Improvement**

- technology,
- infrastructure and
- safety

### **Highest Priorities for Student Learning**

- STEM,
- High Academics/College Prep, and
- CTE

### **Lower Ranking Priorities**

- Physical Education,
- Fine Arts and
- Project Based learning.

Students were asked to address which parts of education were important in supporting a facilities master plan. In this question students felt that the following were of high importance:

- Basic Education,
- School Facilities Maintenance and
- Security

### **Most Needed Facility Improvements**

- Better HVAC and
- Restrooms

**If Funding Were Not An Issue:** Every single group mentioned the need for better

- HVAC,
- cafeterias,
- collaborative and student spaces,
- cyber café style areas, and
- restrooms.

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<sup>10</sup> Geo Advertising & Marketing. "TUSD March 28, 2016 TUSD Student Advisory Focus Group Results ." .

**PARTICIPANT INPUT<sup>11</sup>**

**Methodology**

Two open houses were conducted for the Tucson Community on April 16th and April 20th at Pueblo High School and Catalina High School.

**Scenario Rankings from Participants**

**First Choice:** *\$300 million dollar bond with \$160 million for facilities repairs and \$140 million for facilities improvements.*

Most participants felt this was the best scenario because it provided the most for every aspect of TUSD improvements.

**Second Choice:** *\$300 million bond of which allocated \$200 for facilities repairs and \$100 million for facilities improvements.* It was felt this scenario addressed the facilities needs and repairs and allotted a good split for what was needed.

**Third Choice:** *\$240 million bond of which allocated \$160 million for facilities repairs and \$80 million for facilities improvements.* Participants felt that this was good overall for taxpayers and would more than likely pass amongst voters.

**Fourth Choice:** *\$240 million bond of which allocated \$195 million for facilities repairs and \$45 million for facilities improvements.* A lot of the pros were centered on the break down between facilities repairs and facilities improvements. Members also felt that a description on exactly what would happen with improvements at each site should be provided.

**Fifth Choice:** *\$180 million bond of which allocated \$135 million for facilities repairs and \$45 million for facilities improvements.* Participants liked the low cost but wondered if the District would need to go back to voters for more money in a few years.

**Sixth Choice:** *\$180 million dollar bond with all of it going to facilities repairs.* Participants felt that having nothing for improvements was not very desirable and it would not sufficiently meet the needs for the district.



Open House Meeting

<sup>11</sup> Geo Advertising & Marketing. "TUSD Open Houses April 16<sup>th</sup> and April 20<sup>th</sup> 2016."

Tucson Unified is where  
Students love to Learn  
Teachers love to Teach  
and People love to Work  
We are Team TUSD



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## Section 2.0 Existing & Projected Conditions Tucson Unified School District #1

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# EXISTING AND PROJECTED CONDITIONS

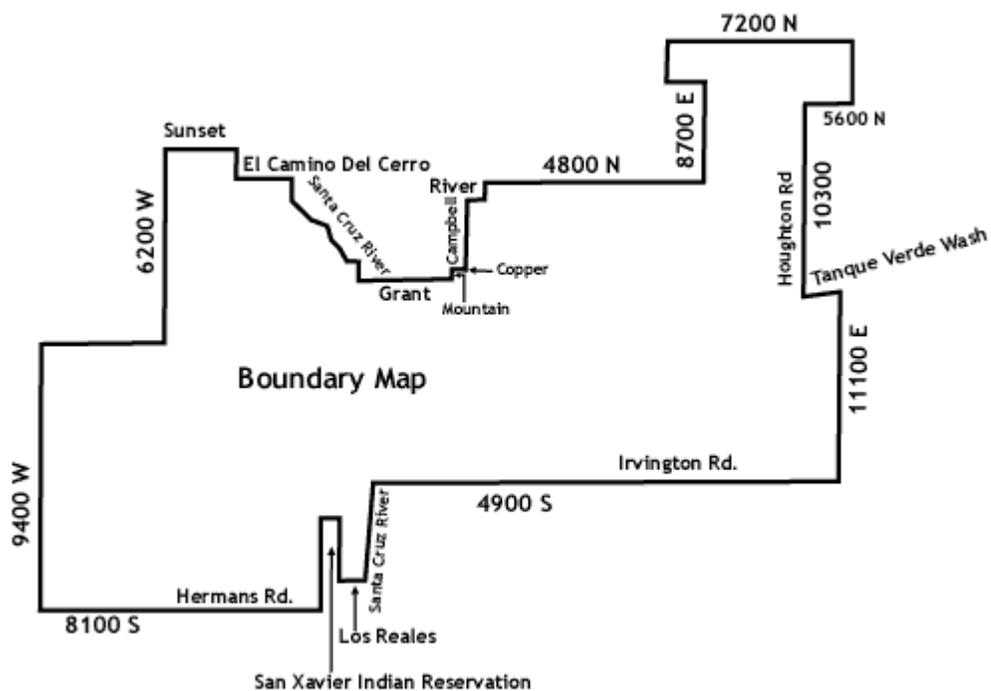
## 2.1 AREA CHARACTERISTICS

### 2.1.1 OVERVIEW OF THE AREA

#### *Location and Geography*

The Tucson Unified School District serves most of the City of Tucson and all of the City of South Tucson, as well as portions of unincorporated Pima County. The District's southern border is the San Xavier Reservation west of I-19, and Irvington Road east of I-19. The northern boundary is irregular, ranging from Ina Road in the east to as far south as Grant Road from Campbell Avenue to about Interstate 19. The District extends from Melpomene Way on the east to Ryan Airfield (9400 West) on the west south of Gates Pass Road, and the Tucson Estates Parkway alignment (6200 West) north of Gates Pass Road.<sup>1</sup> The following boundary map from [www.tusd1.org](http://www.tusd1.org) illustrates the borders of the district by roads and major features.

Map 1: DISTRICT BOUNDARIES



#### *Census Facts*

With 527,972 people, Tucson is the 2nd most populated city in the state of Arizona out of 442 cities. The largest Tucson racial/ethnic groups are White (46.3%) followed by Hispanic (42.2%) and Black (4.6%). In

<sup>1</sup> Applied Economics. [Tucson Unified School District Demographic and Enrollment Analysis Final Report](#). February 28, 2013.

2014, the median household income of Tucson residents was \$37,149. However, 25.1% of Tucson residents live in poverty. The median age for Tucson residents is 33.3 years of age.

With 5,730 people, South Tucson is the 83rd most populated city in the state of Arizona out of 442 cities. The largest South Tucson racial/ethnic groups are Hispanic (82.1%) followed by White (7.6%) and American Indian (5.5%). In 2014, the median household income of South Tucson residents was \$23,778. However, 46.2% of South Tucson residents live in poverty. The median age for South Tucson residents is 32.6 years of age.<sup>2</sup>

### *District Composition*

The district boundaries encompass much of the City of Tucson, the entire city of South Tucson, all of Drexel Heights, almost all of Valencia West, a fair amount of Tucson Estates, segments of Catalina Foothills and Tanque Verde, & a few unincorporated parts of Pima County that do not fall within the confines of a Census Designated Place. TUSD is currently under a federal desegregation order to help balance district schools in terms of race and ethnicity. The district was established as "Pima County School District No. 1" in 1867, centered approximately at the latitude 32°13'15.57"N and the longitude 110°58'23.70"W (a monument now known as La Placita), and assumed its current name in 1977.<sup>3</sup> The district has nine traditional high schools and several alternative high schools, ten middle schools, fifty elementaries, and twelve K-8 schools.

### *Current and Historical Enrollment*

Between 2000 and 2013, enrollment in the Tucson Unified School District declined by 21 percent, with a loss of about 12,750 students. As shown in Figures 1 and 2 below, enrollment was fairly steady through 2002/03, but then began to decline by about 1 percent per year. At the start of the recession in 2008/09, annual enrollment declines rose to between 3 and 4 percent. Although annual declines over the past two years have only been in the 2 to 3 percent range, the District continues to lose students.<sup>4</sup> According to the district, as of the 100<sup>th</sup> school day in 2015, TUSD enrollment had dropped to a 47,785 a decrease of 2.4%.<sup>5</sup> The steepest declines were seen in the 6-8<sup>th</sup> grade ranges.

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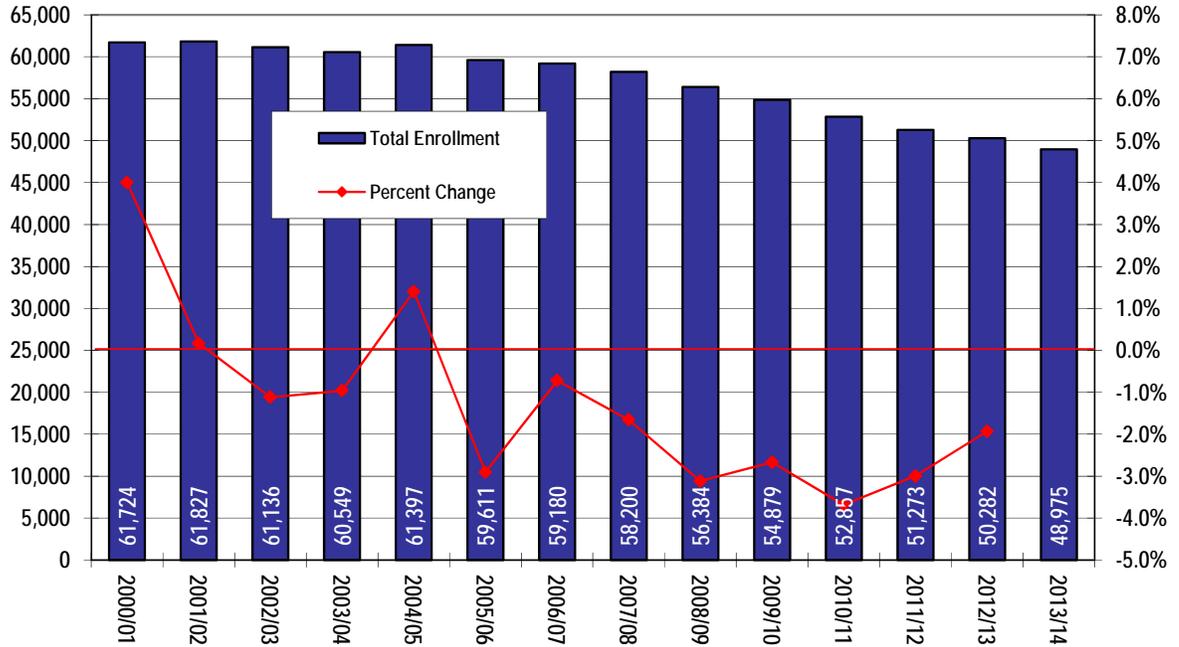
<sup>2</sup> <http://www.arizona-demographics.com>

<sup>3</sup> [http://en.wikipedia.org/wiki/Tucson\\_Unified\\_School\\_District](http://en.wikipedia.org/wiki/Tucson_Unified_School_District)

<sup>4</sup> Applied Economics. [Tucson Unified School District Demographic and Enrollment Analysis Final Report](#). February 28, 2013.

<sup>5</sup> [https://tusdstats.tusd1.org/planning/profiles/curr\\_enr/anydate/anyenry.asp](https://tusdstats.tusd1.org/planning/profiles/curr_enr/anydate/anyenry.asp)

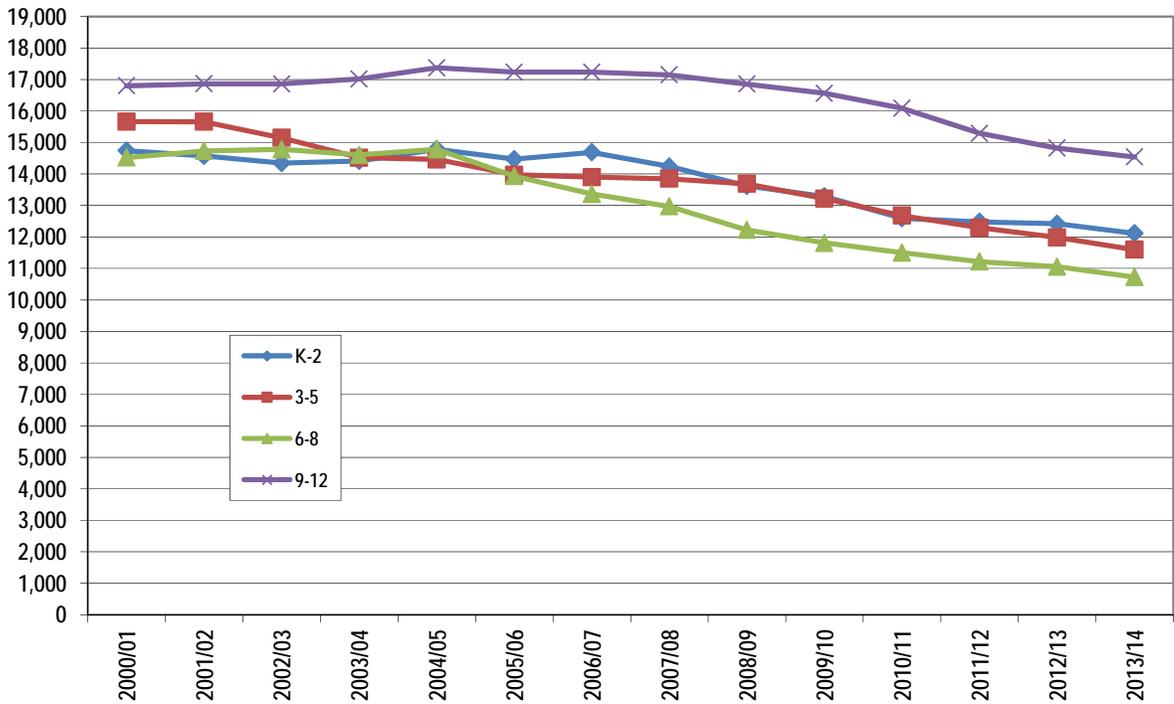
Figure 1: ENROLLMENT AND ENROLLMENT CHANGE: 2000/01 – 2013/14



Sources: Arizona Department of Education; Tucson Unified School District; Applied Economics, 2013.

Credit: Applied Economics

Figure 2: ENROLLMENT BY GRADE COHORT: 2000/01 – 2013/14



Sources: Arizona Department of Education; Tucson Unified School District; Applied Economics, 2013.

Credit: Applied Economics

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### 2.1.2 ANTICIPATED CHANGES IN PROGRAMS OR OPERATION

TUSD anticipates moving towards a more hands-on, project-based curriculum in the 21<sup>st</sup> century. This will necessitate the need for larger learning spaces and breakout areas, outdoor learning spaces, project labs, larger science rooms, and more flexible furnishings and tools. Additionally, demographics have demonstrated a flattening of overall student enrollment growth, but with a change or shift towards younger-aged children in the south and southwestern areas of the district. This will necessitate additional classroom space in these regions, with perhaps a consolidation or phasing out of programs in other under-utilized areas of the district.

## 2.2 SITE/ FACILITIES

### 2.2.1 TUCSON UNIFIED SCHOOL DISTRICT POPULATION CHARACTERISTICS

Detailed analyses' of district population, housing characteristics, racial characteristics and age makeup indicate some significant changes occurring which will impact the district enrollment. District population experienced a modest increase in population over the 2000-2010 decade of growth at 6.4%. Since 2010 however, that growth has flattened to 1%.

Racial/ethnic shifts have also occurred with the white population declined as a share of the total to 52%. Hispanic population growth accounted for nearly all of the growth over the past decade, offsetting the white population.

A general aging of the population also occurred which has had a significant impact on the district enrollment. The number of ages 45-64 increased by 28 percent, while the number of 25-44 year olds (prime parenting ages) declined by 8 percent. This decline is made apparent in the 5 to 13 age groups as an absolute number of children in the age range; consistent with the parent age range. While modest increases in housing turnover and the housing market recovers, the aging in place in the area will have significant impact on the demographic makeup of the district.

### 2.2.2 HOUSING AND FACILITY INVENTORY

Housing activity in the district peaked in 2001/02 with over 3,700 new housing units being permitted, with about 3,000 of these being single family units. This steadily declined over subsequent years. The instability of the recessionary period added to the decline and very low activity levels have been seen in recent years. The low point was 2010/11 with only 152 residential units permitted. A slight increase has been observed since 2010 with approximately 500 permits being pulled in the following years.<sup>6</sup>

Vacancy trends have remained steady since 2010 with approximately 10.5 to 11.2% vacant households in all regions of the district.

Potential growth of the district indicates a general push outward to the south and southwestern regions of the district as shown on Maps 2 and 3 on the following page. This area also indicates the larger percentage of school aged children and young families. It should be noted that the racial/ethnic character of this region of the district is proportionally larger in Hispanic families.

#### *Residential Development Potential*

The future residential development potential within the Tucson Unified District is currently estimated to be 20,600 units. This estimate is based on known development plans or zoning and an estimate of currently available building lots. About 31 percent of the development potential is in the "Custom/Infill" category, generally defined as rural, or infill projects that are likely to be under development intermittently over a

<sup>6</sup> Applied Economics. Tucson Unified School District Demographic and Enrollment Analysis Final Report. February 28, 2013.





number of years. The District has a great deal of infill potential throughout, and there are a number of subdivisions of various sizes that have been under development for an extended period of time and will likely continue to develop slowly.

A number of these infill projects are located west of downtown, with others along the northern boundary of the District in the Catalina Foothills area. About 16 percent of the identified potential is multifamily housing which is very close to the amount actually developed over the past decade.

While residential development conditions in the Tucson Unified District will continue to improve in the next few years, much of that growth will be in small subdivisions or individual infill lots. There are some larger developments, but most of the major development projects being introduced in the region now are outside the District. A major focus for development in the region will be in the Vail District. This is not to suggest the absence of new growth in the Tucson Unified District, however much of the new development in the Tucson metro area can be expected to take place outside the District, along I-10 and south of Irvington.<sup>7</sup>

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### 2.2.3 DISTRICT ATTENDANCE ZONES

Attendance zones in the Tucson Unified District are illustrated on the following pages with maps found on the TUSD website.

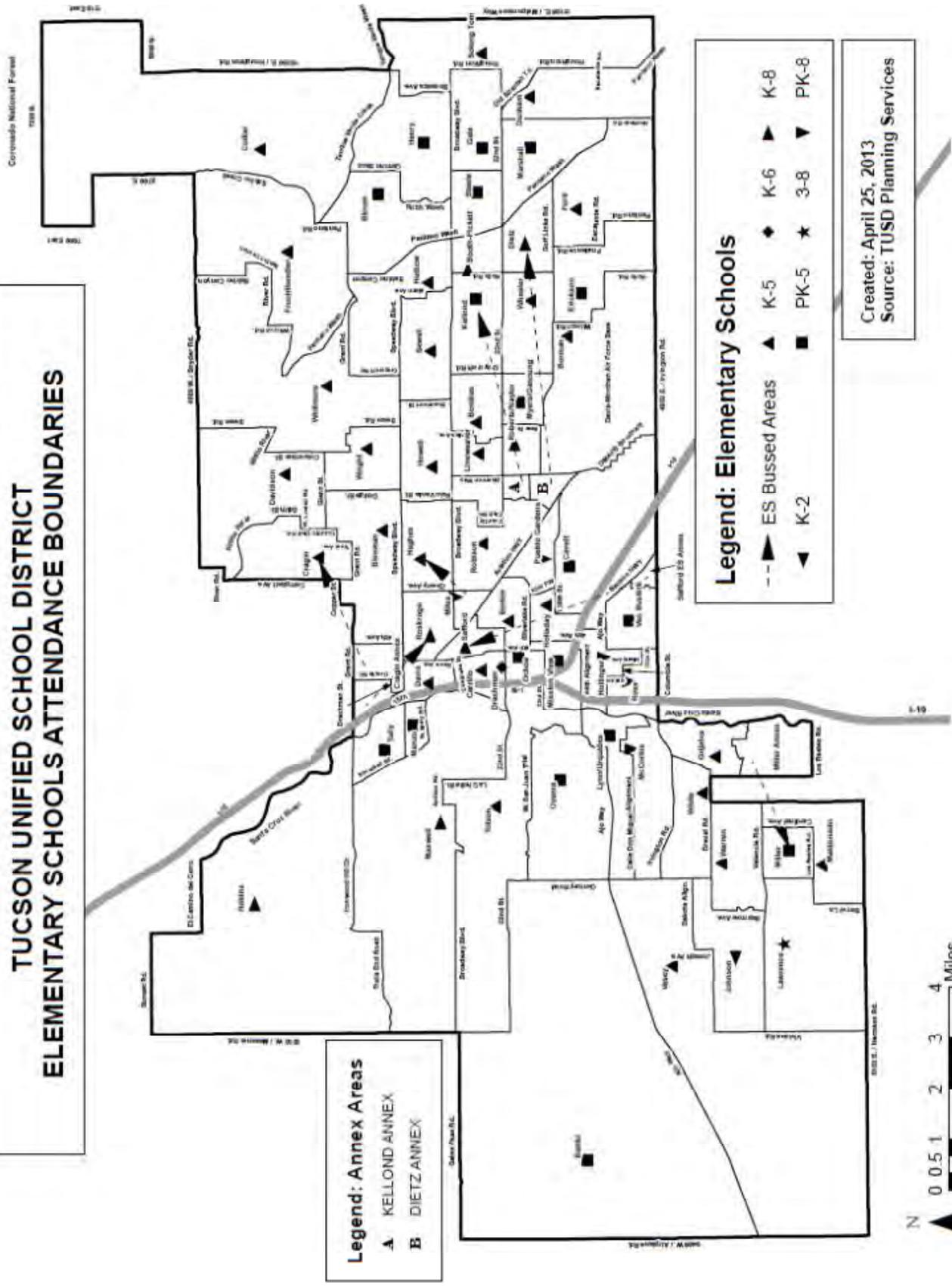
As demonstrated on the maps, the bulk of schools exist to the central and western regions of the district. Growth indicates however, that future schools and/or growth will push out to the south west of the district.

Proximity of populations to the western and northern districts has created the potential of student flight from the district to other districts such as Vail, Amphitheater and Catalina Foothills.

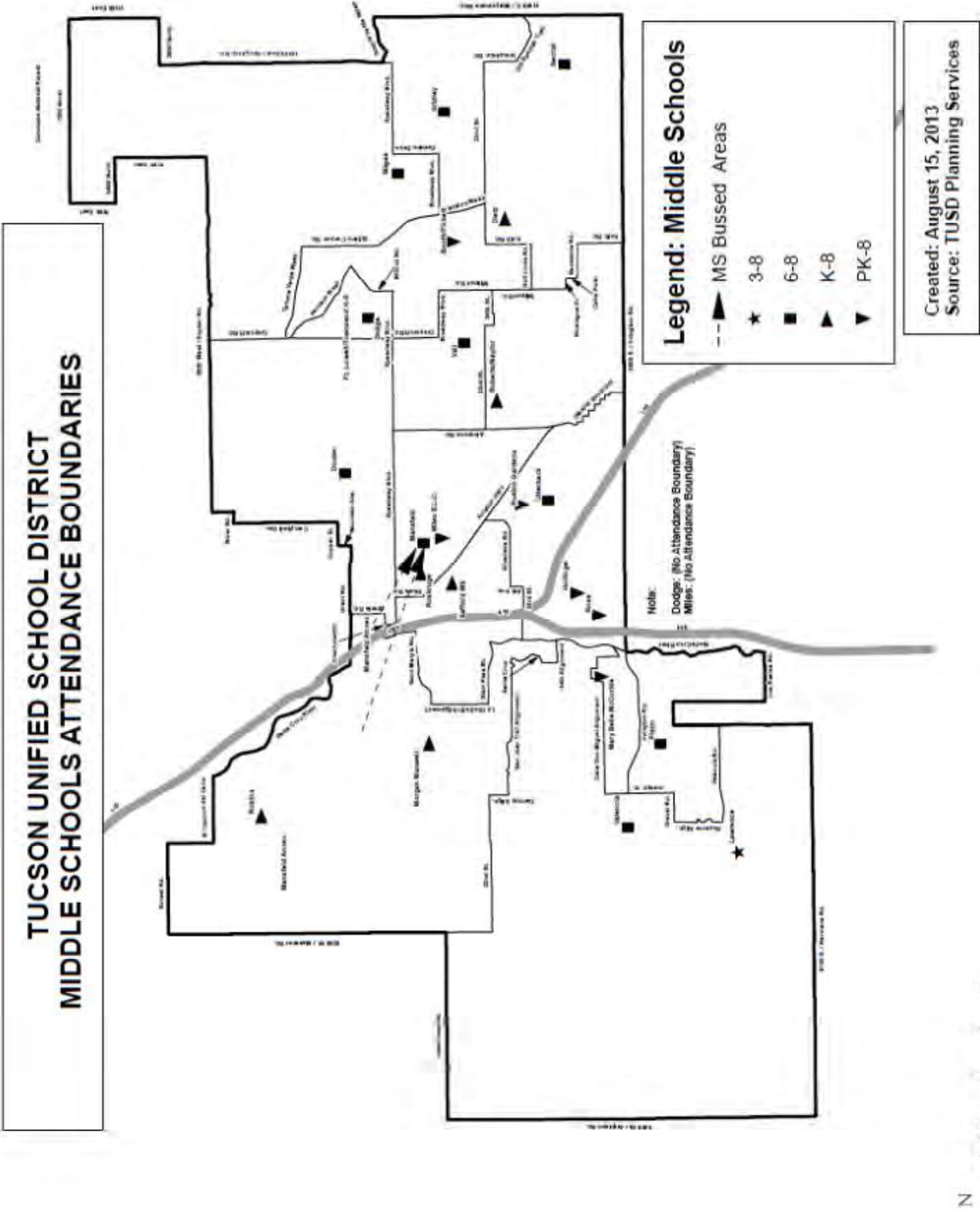
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<sup>7</sup> Applied Economics. Tucson Unified School District Demographic and Enrollment Analysis Final Report. February 28, 2013.

# TUCSON UNIFIED SCHOOL DISTRICT ELEMENTARY SCHOOLS ATTENDANCE BOUNDARIES

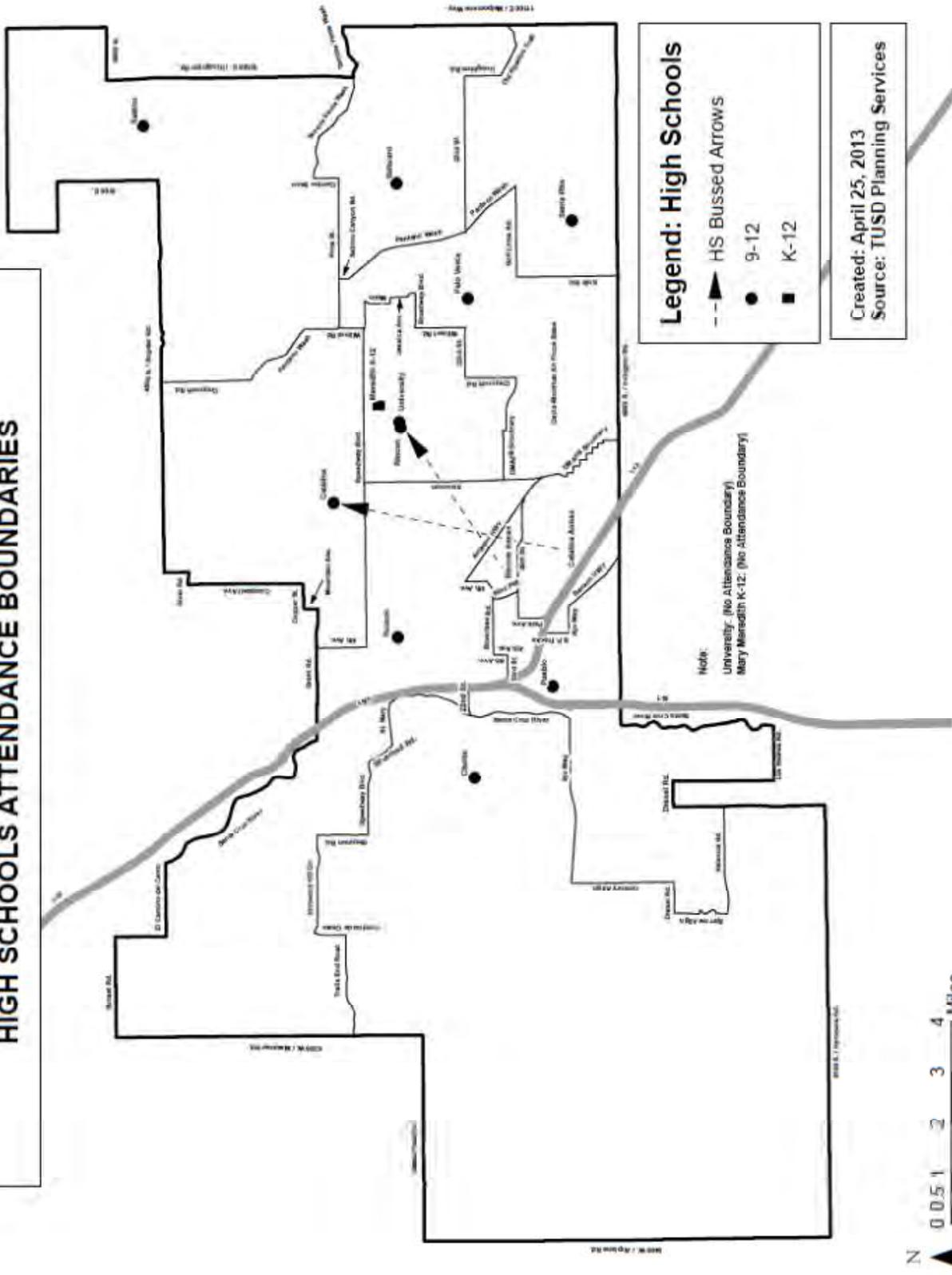


Elementary Attendance Zones (from tUSD1.org)



Middle School Attendance Zones (from [tusd1.org](http://tusd1.org))

# TUCSON UNIFIED SCHOOL DISTRICT HIGH SCHOOLS ATTENDANCE BOUNDARIES



Created: April 25, 2013  
 Source: TUSD Planning Services

High School Attendance Zones (from tUSD1.org)

## 2.3 DISTRICT GROWTH

### 2.3.2 AREA ECONOMICS

#### *Unemployment and Job Growth*

The Bureau of Labor and Statistics reported that the unemployment rate for Tucson fell 0.2 percentage points in December 2015 to 5.3%. For the same month, the metro unemployment rate was 0.5 percentage points lower than the Arizona rate. The unemployment rate in Tucson peaked in October 2009 at 10.0% and is now 4.7 percentage points lower. From a post peak low of 5.2% in March 2015, the unemployment rate has now grown by 0.1 percentage points.

Table 1: Unemployment Rates 2015

Unemployment Rate	December 2015	Month/Month	Year/Year
National	5.0%	0.0	-0.6
Arizona	5.8%	-0.2	-0.8
Tucson	5.3%	-0.2	-0.7

The number of people unemployed in Tucson peaked in October 2009 at 48,394. There are now 23,518 fewer people unemployed in the metropolitan area. From a recent trough of 24,221 in March 2015, the number of unemployed has now grown by 655.<sup>8</sup>

Unemployed Persons	December 2015	Month/Month	Year/Year
Tucson	24,876	-850	-3,204

#### *Housing Activity*

While 12,600 new housing units are expected to be added over the next ten years, the number of new households is expected to be just over 14,100, based on the combination of new units and higher

<sup>8</sup> <http://www.deptofnumbers.com/unemployment/arizona/tucson/>

occupancy rates. However, the population per household and school-age population per household rates are both expected to continue to decline slowly. While new housing growth remains moderate, the existing population is “aging in place” due to real estate market conditions and general demographic trends. As a result, school-age population is expected to increase by only 2,500, despite the creation of over 14,100 new households.<sup>9</sup>

## 2.4 ENROLLMENT

### 2.4.1 CURRENT ENROLLMENT AND PROJECTED ENROLLMENT

Between 2000 and 2010, enrollment decreased by 14 percent or 8,900 students, while school-age population (persons age 5 to 17) residing within District boundaries decreased by only 3 percent or 2,400 students. Since 2010, enrollment has dropped by another 7 percent, or about 3,900 students, despite a steady level of school-age population during that period.<sup>10</sup>

At the present time, the District attracts about 1,400 students from outside its boundaries, meaning that only about 47,600 of the District’s 74,300 school-age persons attend District schools. This would imply an internal capture rate of 64 percent of the resident school age population. With out-of-district students included, the net capture rate rises to 66 percent. The level of out-of-district enrollment is assumed to remain at current or similar levels throughout the projection period.

In 2000/01, the District’s capture rate was at a high of 0.80, meaning that 80 percent of the school-age population of the District was attending District schools. At the time, that level was somewhat low compared to typical suburban areas driven by an established base of private and parochial schools in addition to charter schools. Since that time, increasing open enrollment—and especially the introduction and proliferation of public charter schools—has impacted the in-district capture rates for public school districts. Open enrollment causes a shifting of students between districts, with gains and losses offsetting each other to varying degrees, but charter schools only subtract from districts.

In terms of the comparison of students residing in the District versus the number enrolled in District schools the capture rate implies that there are currently about 25,300 school age children living in the District but being served by other providers. Capture rates are expected to continue to decline slowly over the next ten years because of the continued expansion of charter schools and increased competition from surrounding school districts.

The following tables detail the school age population trends from 2000/01 to 2023/24:

<sup>9</sup> Applied Economics. [Tucson Unified School District Demographic and Enrollment Analysis Final Report](#). February 28, 2013.

<sup>10</sup> Applied Economics. [Tucson Unified School District Demographic and Enrollment Analysis Final Report](#). February 28, 2013.

Table 2: SCHOOL AGE POPULATION AND ENROLLMENT 2001-24

Year	Households	School-Age Population *		K-12 Enrollment		Net Difference	Enrollment - Population Ratio
		Total	Per Household	Total	Per Household		
2000/01	178,701	76,767	0.430	61,724	0.345	15,043	0.804
2001/02	182,190	77,467	0.425	61,827	0.339	15,640	0.801
2002/03	185,832	78,210	0.421	61,136	0.329	17,074	0.797
2003/04	189,061	78,757	0.417	60,549	0.320	18,208	0.794
2004/05	190,852	78,692	0.412	60,243	0.316	18,449	0.790
2005/06	192,223	78,448	0.408	59,611	0.310	18,837	0.787
2006/07	193,346	78,101	0.404	59,180	0.306	18,921	0.783
2007/08	193,292	77,283	0.400	58,200	0.301	19,083	0.780
2008/09	192,752	76,281	0.396	56,384	0.293	19,897	0.776
2009/10	192,031	75,220	0.392	54,879	0.286	20,341	0.773
2010/11	191,697	74,323	0.388	52,857	0.276	21,466	0.711
2011/12	192,157	74,198	0.386	51,273	0.267	22,925	0.691
2012/13	193,183	74,290	0.385	50,282	0.260	24,008	0.677
2013/14	193,962	74,286	0.383	48,975	0.252	25,311	0.659
2014/15	194,730	74,276	0.381	48,122	0.247	26,154	0.648
2015/16	195,686	74,337	0.380	47,519	0.243	26,818	0.639
2016/17	196,778	74,447	0.378	46,983	0.239	27,464	0.631
2017/18	198,276	74,708	0.377	46,575	0.235	28,133	0.623
2018/19	199,870	75,002	0.375	46,230	0.231	28,772	0.616
2019/20	201,498	75,305	0.374	46,029	0.228	29,276	0.611
2020/21	203,385	75,700	0.372	45,940	0.226	29,760	0.607
2021/22	205,082	76,127	0.371	45,971	0.224	30,156	0.604
2022/23	206,655	76,504	0.370	46,113	0.223	30,391	0.603
2023/24	208,086	76,826	0.369	46,265	0.222	30,561	0.602

Source: Applied Economics, November 2013.

\* Population age 5 through 17, corresponds with Kindergarten through 12th grade.

**Bolding indicates historical data.**

*Credit: Applied Economics*

Table 3: ENROLLMENT BY LEVEL 2001-24

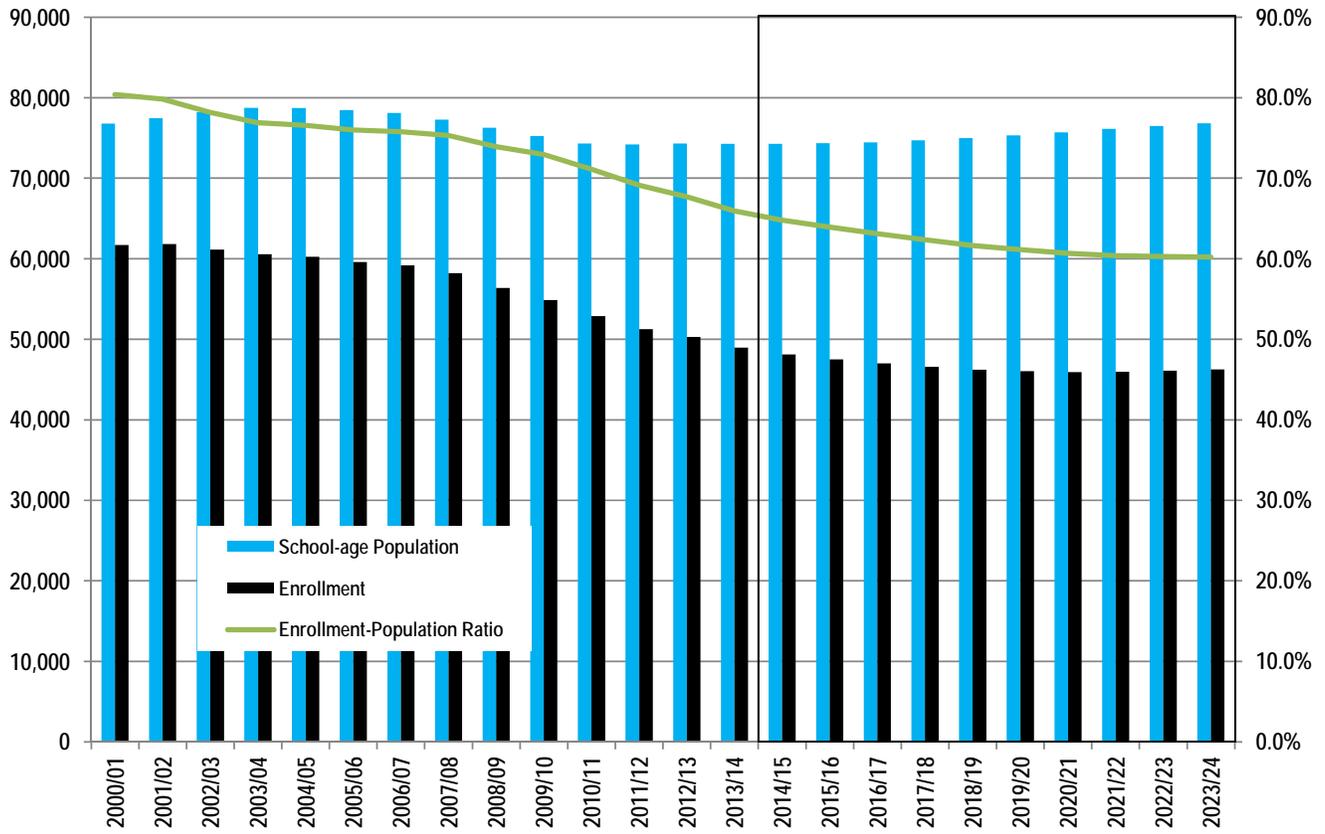
Fall	Enrollment by Level				K-12 Total		
	K-4	5-8	K-8	9-12	Enrollment	Change	% Change
2000/01	25,330	19,593	44,923	16,801	61,724		12.5%
2001/02	24,835	20,125	44,960	16,867	61,827	103	0.2%
2002/03	24,292	19,985	44,277	16,859	61,136	-691	-1.1%
2003/04	24,019	19,514	43,533	17,016	60,549	-587	-1.0%
2004/05	24,064	19,255	43,319	16,924	60,243	-306	-0.5%
2005/06	23,817	18,560	42,377	17,234	59,611	-632	-1.0%
2006/07	23,983	17,965	41,948	17,232	59,180	-431	-0.7%
2007/08	23,570	17,485	41,055	17,145	58,200	-980	-1.7%
2008/09	22,894	16,636	39,530	16,854	56,384	-1,816	-3.1%
2009/10	22,139	16,178	38,317	16,562	54,879	-1,505	-2.7%
2010/11	21,067	15,702	36,769	16,088	52,857	-2,022	-3.7%
2011/12	20,673	15,310	35,983	15,290	51,273	-1,584	-3.0%
2012/13	20,473	14,986	35,459	14,823	50,282	-991	-1.9%
2013/14	19,903	14,533	34,436	14,539	48,975	-1,307	-2.6%
2014/15	19,770	14,202	33,972	14,150	48,122	-853	-1.7%
2015/16	19,631	13,967	33,598	13,921	47,519	-603	-1.3%
2016/17	19,545	13,688	33,233	13,750	46,983	-536	-1.1%
2017/18	19,365	13,678	33,043	13,532	46,575	-408	-0.9%
2018/19	19,290	13,670	32,960	13,270	46,230	-345	-0.7%
2019/20	19,296	13,642	32,938	13,091	46,029	-201	-0.4%
2020/21	19,401	13,664	33,065	12,875	45,940	-89	-0.2%
2021/22	19,562	13,521	33,083	12,888	45,971	31	0.1%
2022/23	19,777	13,438	33,215	12,898	46,113	142	0.3%
2023/24	19,980	13,411	33,391	12,874	46,265	152	0.3%

Source: Applied Economics, November 2013.

**Bolding indicates actuals.**

*Credit: Applied Economics*

Figure 3: PROJECTED ENROLLMENT: 2000/01-2023/24



Credit: Applied Economics

## 2.5 CAPACITY PROCESS

The capacity of each school was calculated for this facilities master plan. The capacity is analyzed to determine whether each facility will be able to accommodate current and future student enrollment.

Utilization and capacity are not static numbers and change from year to year with changes in programs available at the school, curriculum and scheduling, and pupil/ teacher ratio (class size). It is recommended that the utilization and capacity of school facilities are updated on an annual basis to determine the most effective use of educational space for teaching and learning.

In 2006, the *ECap* spreadsheet was modified to calculate the capacity of the schools using the new staffing ratios and additions or changes made as part of the 2004 bond program. Two capacities were calculated; design and operating as defined below. This approach has been used since then and the calculations have been updated for some elementary schools each year.<sup>11</sup>

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### CURRENT DEFINITIONS

<b>Design Capacity</b>	This could be considered the maximum capacity. It is the capacity assuming that all of the classrooms, including resource rooms and support rooms, are usable for instruction. It is the number of rooms over 650 sqft times an estimated student capacity 25 for each room.
<b>Operating Capacity</b>	Each room is multiplied times the capacity of that room given the program that is in it and the results are summed to get the operating capacity (sometimes called programmatic capacity). For example each full-day kindergarten room would be multiplied times 24 since that is the student teacher ratio, per the budget for most schools, in the room. Resource/support rooms are multiplied times 0. The disadvantage of this measure of capacity is that it needs to be changed each year as programs change. This creates confusion and extra work.
<b>Resource Room</b>	A room that is used by student/s who are pulled out of their normal classroom when their normal classroom or the space they occupy in it is not filled by another student/s. It is assumed that every school should have at least one resource room for itinerant personnel and/or CCS service, but the total number will vary with the schools size and the programs in place to meet community needs.
<b>Support Room</b>	A classroom that is not used for instruction. For instance it may be used for staff training, community rooms, or for administration due to lack of adequate space elsewhere.

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<sup>11</sup> TUSD. "Capacity Background."

## CURRENT CAPACITY AND UTILIZATION AT EACH SCHOOL

The following capacity study provides a summary functional capacity at each school facility. It also identifies the current and projected enrollments at each school.

The summary was generated from information on each school facility that has been provided by school administrators at each facility. The following capacity spreadsheets and charts have been generated to provide a clear understanding of the current enrollment versus the capacity of each facility.

### Elementary Schools

#### Enrollment, Capacity and Utilization by School

School Name	<i>2015 Enrollment</i>	<i>Building Capacity</i>	
	40th Day	Operational Capacity	Utilization
Banks	335	500	67%
Blenman	387	640	60%
Bloom	320	440	73%
Bonillas	422	470	90%
Borman	444	620	72%
Borton	421	470	90%
Brichta	0	280	0%
Carrillo	285	320	89%
Cavett	268	530	51%
Collier	216	360	60%
Corbett	0	600	0%
Cragin	367	500	73%
Davidson	309	440	70%
Davis	334	320	104%
Dietz K-8	514	520	99%
Drachman	315	420	75%
Dunham	224	350	64%
Erickson	465	620	75%
Ford	351	430	82%
Fruchthendler	356	420	85%
Gale	398	390	102%
Grijalva	658	620	106%
Henry	361	390	93%
Holladay	272	350	78%
Hollinger K-8	486	810	60%
Howell	317	400	79%

## Elementary Schools Enrollment, Capacity and Utilization by School Cont.¹

	<i>2015 Enrollment</i>	<i>Building Capacity</i>	
School Name	40th Day	Operational Capacity	Utilization
Hudlow	253	370	68%
Hughes	371	340	109%
Johnson	233	490	48%
Kellond	543	640	85%
Lawrence 3-8	334	420	80%
Lineweaver	569	420	135%
Lynn/Urquides	522	700	75%
Lyons	0	340	0%
Maldonado	339	640	53%
Manzo	284	350	81%
Marshall	264	460	57%
Menlo Park	0	350	0%
Miller	636	550	116%
Mission View	194	360	54%
Myers/Ganoung	417	640	65%
Ochoa	202	330	61%
Oyama	363	520	70%
Robins K-8	574	680	84%
Robison	331	400	83%
Rose K-8	801	770	104%
Schumaker	0	380	0%
Sewell	298	330	90%
Soleng Tom	426	520	82%
Steele	297	490	61%
Tolson	296	520	57%
Tully	345	540	64%
Van Buskirk	336	500	67%
Vesey	703	580	121%
Warren	277	380	73%
Wheeler	368	580	63%
White	681	650	105%
Whitmore	318	490	65%
Wright	451	490	92%
<b>Elementary Total</b>	<b>20,851</b>	<b>28,430</b>	<b>73.3%</b>

*¹Utilization includes closed schools.*

## Middle and K-8's Enrollment, Capacity and Utilization by School

*2015 Enrollment*      *Building Capacity*

School Name	40th Day	Operational Capacity	Utilization
Booth-Fickett K-8	1220	1210	101%
Carson	0	830	0%
Dodge	420	345	122%
Doolen	684	1140	60%
Gridley	722	790	91%
Hohokam	0	700	0%
Magee	618	720	86%
Mansfeld	779	810	96%
Morgan Maxwell K-8	488	650	75%
Miles - E. L. C. K-8	286	370	77%
Roberts-Naylor K-8	623	830	75%
Pistor	910	830	110%
Pueblo Gardens K-8	379	530	72%
Roskruge K-8	717	670	107%
Safford K-8	783	980	80%
Secrist	535	650	82%
Fort Lowell-Townsend	0	650	0%
Utterback	532	880	60%
Vail	632	730	87%
Valencia	957	1075	89%
Wakefield	0	610	0%
McCorkle K-8	883	950	93%
<b>Middle Total</b>	<b>12,168</b>	<b>16,950</b>	<b>71.8%</b>

*\*Utilization includes closed schools.*

## High Schools

### Enrollment, Capacity and Utilization by School

School Name	<i>2015 Enrollment</i>	<i>Building Capacity</i>	
	40th Day	Operational Capacity	Utilization
Catalina	785	1500	52%
Cholla	1865	1650	113%
Howenstine	0	130	0%
Meredith K-12	53	0	0%
Palo Verde	1214	2070	59%
Pueblo	1621	1900	85%
Rincon	1152	1070	108%
Sabino	957	1950	49%
Sahuaro	1748	1950	90%
Santa Rita	528	2070	26%
Tucson	3194	2900	110%
University	1057	900	117%
<b>High Total</b>	<b>14,174</b>	<b>18,090</b>	<b>78.4%</b>

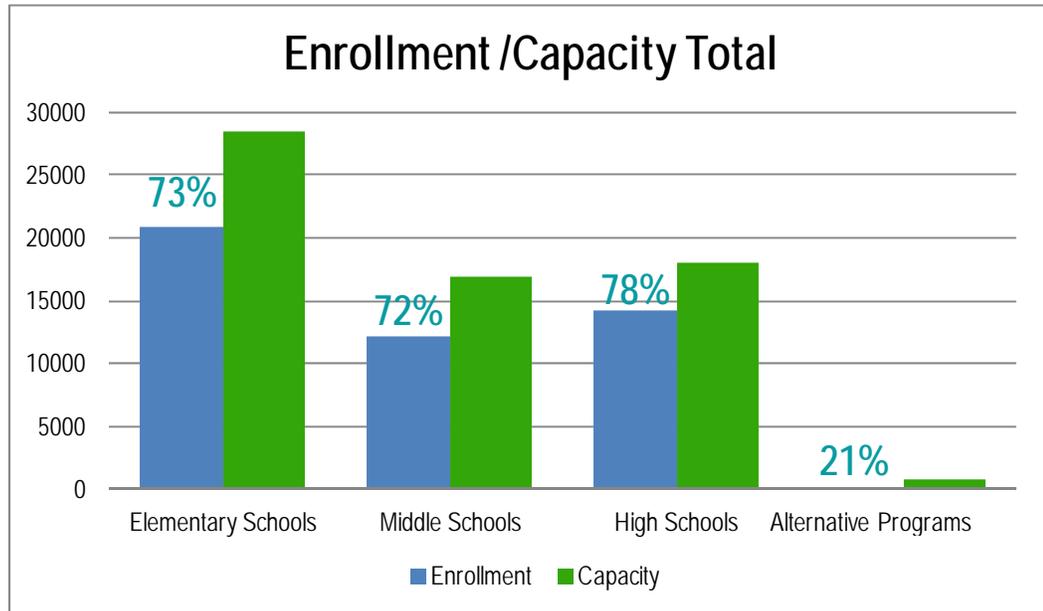
*\*Utilization includes closed schools.*

## Alternative Programs

### Enrollment, Capacity and Utilization by School

School Name	<i>2015 Enrollment</i>	<i>Building Capacity</i>	
	40th Day	Operational Capacity	Utilization
Alternative Programs	0	0	0%
Drake Alt	0	40	0%
Project MORE	82	220	37%
Pass Alt	0	250	0%
Southwest HS	0	20	0%
Teenage Parent Program	65	180	36%
<b>Alternative Total</b>	<b>147</b>	<b>710</b>	<b>20.7%</b>

*\*Utilization includes closed schools.*



### All Schools Enrollment, Capacity and Utilization by School

	<i>Enrollment</i>	<i>Capacity</i>	<i>Utilization</i>
Elementary Schools	20851	28430	73%
Middle Schools	12168	16950	72%
High Schools	14174	18090	78%
Alternative Programs	147	710	21%
<b>TUSD Total</b>	<b>48,024</b>	<b>61,800</b>	<b>78%</b>

Currently, elementary schools within the district show an average utilization rate of 73%, but range individually between 60% (highly under-utilized) and 122% (over-utilized). Recommendation is not to add additional space but rather, add space in regions where enrollment and capacities warrant additional space and consolidate or phase-out space in regions where enrollment has declined and will continue to do so.

Middle schools demonstrate a similar trend with an overall utilization rate of 72%, but range between 60% and 122%. Recommendation again is consolidation in areas where growth has and is declining, and increasing or re-opening closed schools in areas where growth remains steady.

High schools range between 26% and 117% utilization, which is particularly concerning given the overall size of high school campuses (between 1,500 to 3,000 student capacities on average.) Recommendation is to downsize building use in under-utilized campuses and add capacity to over-utilized campuses through possible programmatic changes such as online courses, additional periods per day, shift schedules, or satellite programs at under-utilized schools.

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## Section 3.0 Facilities Assessments/Conditions

# Tucson Unified School District #1

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## 3.0 FACILITIES ASSESSMENTS

Facilities Assessments were completed by TUSD in 2013-2014. This data is one component of the overall FMP in that it provides empirical data regarding the condition of facilities. Priorities for which items/schools should be corrected, and when, is a function of the priority setting process described in Appendix D.

To supplement the facilities assessments, Swaim & Associates Architects, and Facilities Management Group performed the following:

1. Interviews with department leaders to discuss what currently works well and how they see facilities improvements supporting the districts' goals in regards to student learning?
2. Selective interviews with school principals; each grade level was covered. Geographically, schools from the east to west sides of the district. A list of questions that were similar to the public surveys were reviewed. All felt that any repair or improvements considered should first address student learning areas. Repairs were a priority as well as the following:
  - a. Support student learning areas that reflect the schools programs.
  - b. Improve the large gathering areas like the multi-purpose rooms and libraries to bring them up to date.
3. Costs associated with the repairs and improvements were reviewed by Facilities Management Group, a program management group that specialized in school construction, management, and pricing. Costs were adjusted as necessary and an appropriate amount to cover the costs of inflation and contingencies were incorporated.

Total improvements needed must be considered relative to the district financial status, educational needs, and the will of the community to fund these improvements.

## 3.1 MULTI-YEAR FACILITIES PLAN BACKGROUND AND SUMMARY

### 3.1.1 UNITARY STATUS PLAN (USP) LANGUAGE<sup>1</sup>

The District had developed its first Facilities Condition Index over five years prior to the current USP. Recognizing this, the USP directed the District to update the FCI regularly and to add a second assessment related to the suitability of schools for the instruction, health and safety of students. These were then developed into the Multi-year Facility Plan (MYFP) to meet the requirements of the USP. The MYFP forms a cornerstone to this FMP.

#### *USP Section IX (A) (1-3):*

*In addition [to developing the Facilities Condition Index ("FCI")], by July 1,2014, the District shall develop an Educational Suitability Score*

<sup>1</sup> TUSD. "Multi-year Facilities Plan." Feb 27, 2015, Revised Mar 9, 2015.

*(“ESS”) for each school that evaluates: (i) the quality of the grounds, including playgrounds and playfields and other outdoor areas, and their usability for school-related activities; (ii) library condition; (iii) capacity and utilization of classrooms and other rooms used for school-related activities; (iv) textbooks and other learning resources; (v) existence and quality of special facilities and laboratories (e.g., art, music, band and shop rooms, gymnasium, auditoriums, theaters, science and language labs); (vi) capacity and use of cafeteria or other eating space(s); and(vii) current fire and safety conditions, and asbestos abatement plans.*

*The District shall assess the conditions of each school site biennially using its amended FCI and the ESS.”*

*Based on the results of the assessments using the FCI and the ESS, the District shall develop a multi-year plan for facilities repairs and improvements with **priority on facility conditions that impact the health and safety of a school’s students** and on schools that score below a 2.0 on the FCI and/or below the District average on the ESS.*

*The District shall give the next priority to Racially Concentrated Schools that score below 2.5 on the FCI.*

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### 3.1.2 SUMMARY OF ASSESSMENT PROCESS

*The following information is summarized from the Districts Multi-Year Facilities Plan, published in February of 2015:*

Repair and maintenance priorities are those that require both significant planning and funding. TUSD active facilities include 49 elementary schools, 10 middle schools, 10 high schools, 13 K-8 schools, five alternative schools, 2 early learning facilities, and various administrative/support buildings. The total of school administrative support space throughout the TUSD (including portable buildings) is over 9 million square feet.

A component-by-component assessment of the District’s buildings, grounds, and equipment assists the Operations Division in long range budget planning and projections for the District. A prioritized list of needs and resources helps the Operations Staff communicate facility needs to Finance & Budget, Administration and the Board.

**FCI and ESS Development:** In 2013 and 2014, the District amended the original FCI and developed the ESS rubric with input from the Special Master and Plaintiffs as required by the USP. In the winter of the 2013-14 school year, the District reassessed its facilities using the FCI.

The evaluation for each site started with a discussion with the site administrator following a pre-established set of questions. The ESS rubric was completed by a diverse group of District Administrators and was ready

for review as the 2013-14 school year was ending. The FCI and ESS are living documents, meaning the scores will change as facility improvements are made and also will change as the facility ages. These two tools will complement each other, first getting an accurate snapshot of the building condition from the FCI, and then showing the impact that certain areas of disrepair have on the learning environment.

**The Facility Condition Index (FCI):** The FCI data is the focus for building improvement and replacement. FCI determines the “status” of the facility at any a given time. It provides a clear, accurate and detailed view of the facilities with an accurate baseline of the current conditions and remaining system life of the district building assets. The age of an asset is recorded on the FCI and is considered when scoring a particular asset. The FCI answers the following questions:

- *What is the current condition of our facilities?*

The lower scores of 1.0 through 2.5 indicate a facility is in poor condition. Middle scores are 2.5 to 3.0. A score above 4 indicates a facility is in good condition.
- *How do we improve the index ratings and thus current conditions?*

The conditions, or categories, that have a low score are given priority for improvements, replacement, and construction projects. Once completed, the score is re-evaluated. If a score of 1.0 is replaced with a 4 or 5 after completion of the improvements, the overall score will increase as well. The extent of the increase in score will depend on the weight given to that particular category.
- *Is our level of funding appropriate?*

Funding should match the life cycle of a facility's components. For example, if a roof has a life cycle of 15 years with normal repair and normal wear, then a new roof should be constructed toward the end of the 15 years. If the roof reaches 20 years, that would suggest funding has not been available to address the FCI concerns.
- *Given a particular budget, what will happen to the condition of our assets over time?*

As assets age, the FCI score declines. If funding is adequate, the assets are repaired/ replaced before the FCI score gets too low. If funding is insufficient, the overall scores will deteriorate over time.
- *What should we do first?*

After addressing any health and safety issues, we should always address the lowest scores first. This will reflect not only priority, but adequate budget and appropriate budget decisions as well.

TUSD deployed teams comprised of architectural, mechanical (including HVAC and plumbing), civil, structural, and electrical assessors that collected and updated building conditions at each facility. This process included site and drainage systems, play equipment, parking areas, structure, roofing, interior, mechanical, plumbing, electrical, communication, alarm, life safety, ADA, and technology systems. In addition, these field teams were tasked with evaluating the condition of existing fixtures and equipment and working with district staff to determine compliance.

The FCI uses the following categories to reflect the general condition of the facilities:

- Building & Structure
- Building Systems
- Roofing
- Technology/ Communication Systems
- Special Systems
- Grounds
- Parking Lots and Drives

**Educational Suitability Score (ESS):** The ESS uses a functional equity approach that evaluates instructional, library, performance, physical education, and support spaces to measure a facility's suitability to provide an equitable education. The Educational Suitability Assessment team, made up of experienced educators and administrators, was trained for two days on the concepts, and routinely met to discuss issues of importance for consistency as they recorded conditions at each facility.

The ESS uses the following categories to reflect the suitability of the facility:

- PE Interior and Outdoor Space
- General Classroom/Flexible Learning Space
- Early Childhood Classrooms
- Instructional Resource Rooms
- Science
- Computer Lab and Technology
- Textbooks/Learning Resources
- Media Center
- Kindergarten
- Self-Contained Classroom
- Non-instruction Space
- Fine Arts, Music, Art Rooms
- Safety and Security

The ESS is a sum of the values for each educational suitability criteria question addressed. It is then weighted for total possible points (5). Educational suitability criteria questions were based on the function of the facility assessed: elementary, middle, high, K-8, K-12 or vocational.

The data collected from both the FCI and the ESS identifies if a school has major overall needs (overall FCI score less than 2.0) and specific categorical needs (individual FCI scores less than 2.0 in one or more categories). The MYFP Implementation Process, through the FCI, assures Racially Concentrated Schools are not overlooked and are given a higher level of consideration.

*The results of the FCI and ESS Scores may be found in the Multi-Year Facilities Plan referenced herein.*

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### 3.1.3 RESULTS AND COSTS

As a direct result of the FCI and ESS, the following facilities improvements were recommended by the District Facilities Department and estimated costs were verified by an independent third party, the Facility Management Group.

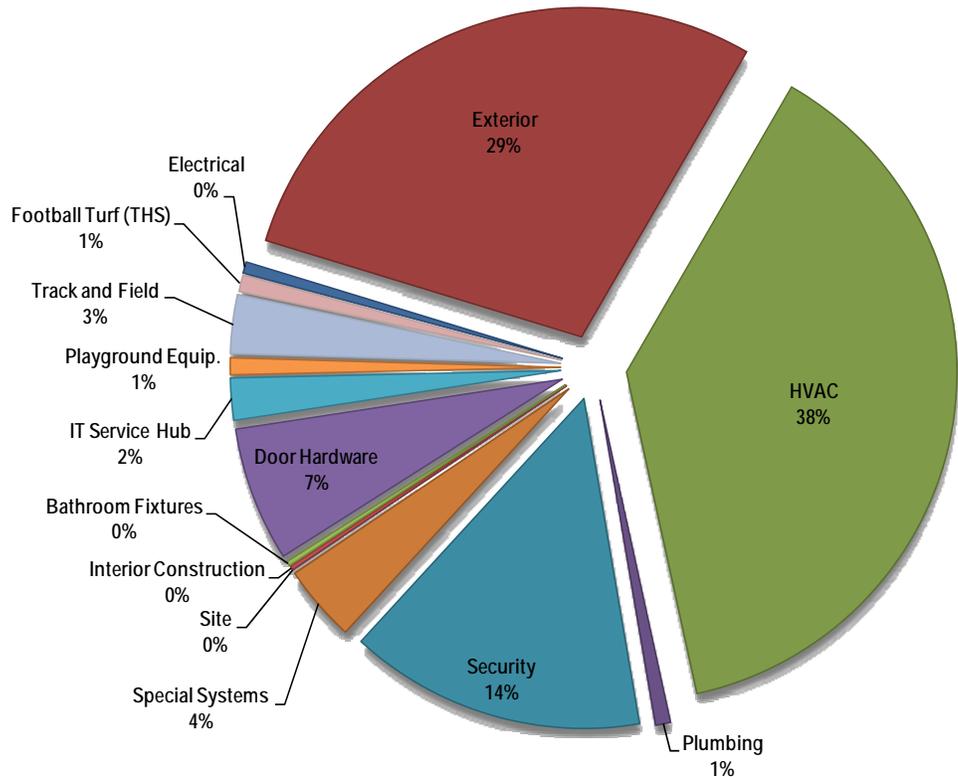
## TOTAL COSTS

Major systems and vital repairs were summarized and prioritized by school. The grand total of facilities systems repairs is estimated to total approximately \$204 Million, including inflation and contingency costs spread over ten years. The following chart is a breakdown by repair type.

### Facilities Systems Costs by Type

Electrical	\$	1,140,820.80
Exterior	\$	58,392,130.24
HVAC	\$	78,000,409.20
Plumbing	\$	1,510,076.40
Security	\$	29,577,263.10
Special Systems	\$	7,660,485.84
Site	\$	2,150.40
Interior Construction	\$	402,344.88
Bathroom Fixtures	\$	475,440.00
Door Hardware	\$	13,440,000.00
IT Service Hub	\$	4,200,000.00
Playground Equip.	\$	1,680,000.00
Track and Field	\$	5,880,000.00
Football Turf (THS)	\$	1,680,000.00
<b>Total</b>	<b>\$</b>	<b>204,041,120.86</b>

### Facilities Systems Cost by Type



## COSTS BY GRADE LEVEL

The following charts breakdown total repairs needed by school type, grade level, or building type. All district owned buildings were included in the estimates. Costs include inflation and contingency over 10 years.

### Elementary Schools

Exterior Enclosure	\$ 17,397,814.56
HVAC System	\$ 24,284,951.12
Plumbing System	\$ 144,794.16
Security	\$ 13,961,089.56
Site	\$ 2,150.40
Special Systems System	\$ 2,550,698.64
<b>Total</b>	<b>\$ 58,341,498.44</b>

### Middle Schools

Electrical	\$ 70,783.44
Exterior Enclosure	\$ 7,023,998.32
HVAC System	\$ 7,141,975.68
Interior Construction and Conveyan	\$ 264,547.92
Security	\$ 3,827,881.68
Special Systems System	\$ 1,366,053.36
<b>Total</b>	<b>\$ 19,695,240.40</b>

### K-8 Schools

Exterior Enclosure	\$ 6,844,585.44
HVAC System	\$ 10,192,914.48
Plumbing System	\$ 141,506.40
Security	\$ 4,280,663.52
Special Systems System	\$ 1,742,591.76
<b>Total</b>	<b>\$ 23,202,261.60</b>

### High Schools

Electrical	\$ 1,070,037.36
Exterior Enclosure	\$ 22,245,936.72
HVAC System	\$ 31,678,788.96
Interior Construction and Conveyan	\$ 137,796.96
Plumbing System	\$ 1,223,775.84
Security	\$ 6,381,907.38
Special Systems System	\$ 1,812,762.00
<b>Total</b>	<b>\$ 64,551,005.22</b>

### Alternate Education

Exterior Enclosure	\$ 2,967,662.88
HVAC System	\$ 1,893,894.16
Security	\$ 1,125,720.96
Special Systems System	\$ 188,380.08
<b>Total</b>	<b>\$ 6,175,658.08</b>

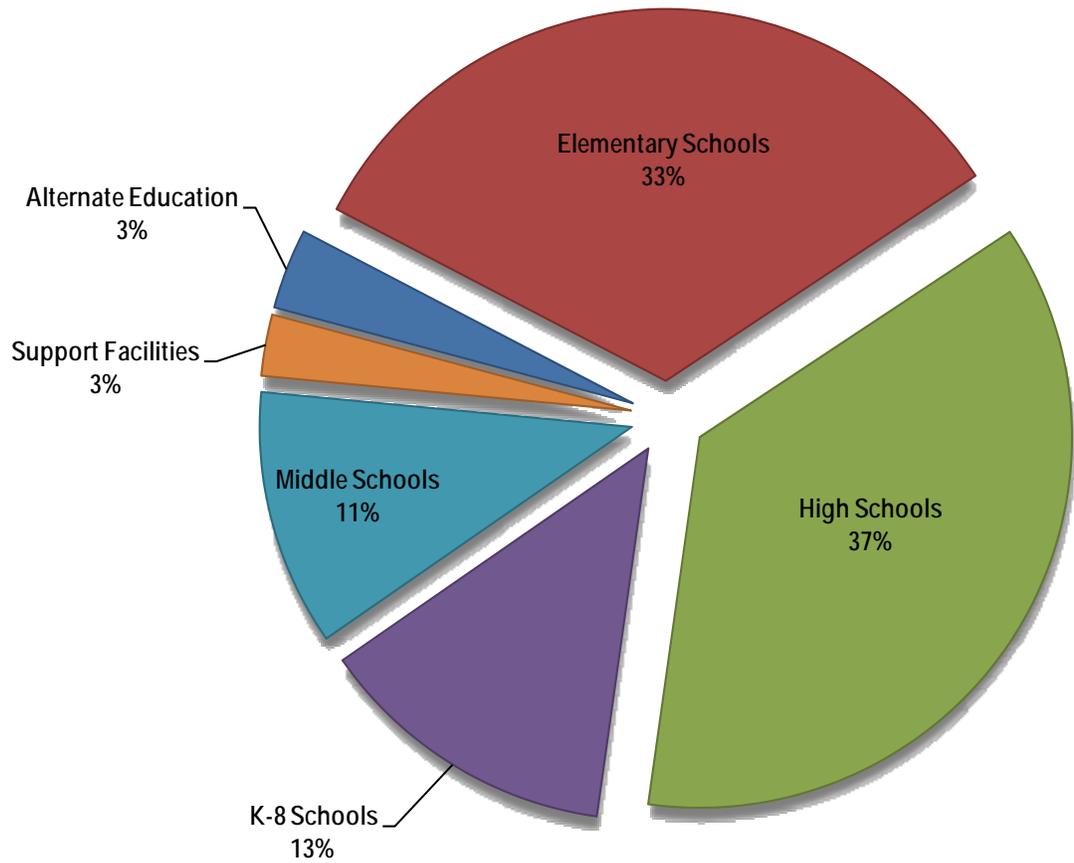
### Support Facilities

Exterior Enclosure	\$ 1,912,132.32
HVAC System	\$ 2,807,884.80
<b>Total</b>	<b>\$ 4,720,017.12</b>

### Cost by Grade Level

Alternate Education	\$	6,175,658.08
Elementary Schools	\$	58,341,498.44
High Schools	\$	64,551,005.22
K-8 Schools	\$	23,202,261.60
Middle Schools	\$	19,695,240.40
Support Facilities	\$	4,720,017.12

### Cost by Grade Level



## COSTS BY PRIORITY

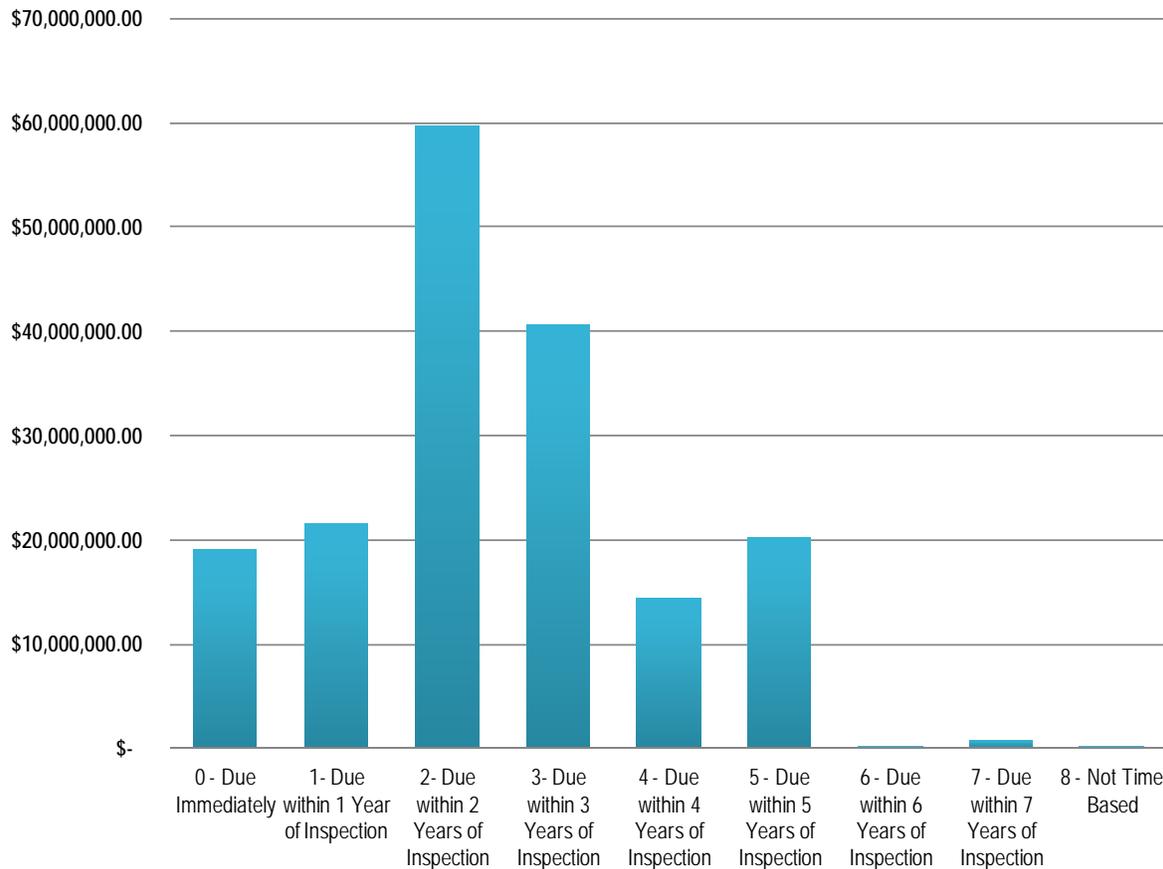
The following chart illustrates the school repairs needed by priority level. Repairs with a priority of "0" are needed immediately. Priority "1" projects are needed within one year, etc. Assessments indicate approximately 69% of all repairs needed will be needed within the first four years of funding, indicating a large portion of facilities deficiencies are in need of immediate or near immediate attention.

### Costs by Priority/ Years

0 - Due Immediately	\$	19,000,775.84
1- Due within 1 Year of Inspection	\$	21,617,764.56
2- Due within 2 Years of Inspection	\$	59,624,325.72
3- Due within 3 Years of Inspection	\$	40,659,110.34
4 - Due within 4 Years of Inspection	\$	14,422,670.64
5 - Due within 5 Years of Inspection	\$	20,258,379.12
6 - Due within 6 Years of Inspection	\$	127,649.76
7 - Due within 7 Years of Inspection	\$	823,598.24
8 - Not Time Based	\$	151,406.64

\*not including sytemwide improvements

### Costs by Priority/Years



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## DETAILED COSTS

*Appendix D contains a detailed breakdown is a summary by school, system and priority level.*

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## Section 4.0 Total Capital Improvement Needs Tucson Unified School District #1

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# TOTAL CAPITAL IMPROVEMENT NEEDS

## 4.1 CAPITAL IMPROVEMENT GOALS

Capital needs identified during the facilities assessment process total approximately \$204 M. This estimate includes only facilities repairs and upgrades vital to the school facilities' continued operation. The following section identifies those items plus additional items necessary for the total Capital Improvements Plan based on the following educational and community goals as described in Section 1 totaling \$501 M.

- Repair and Maintain Systems and Facilities Vital to School Operations
- Implement Key Facility Improvements to Enhance Learning
- Upgrade Technology to Support Changes in Teaching and Learning
- School Renovations which Support 21<sup>st</sup> Century Learning and Optimum School Size
- Support Expansions of Successful Programs
- Portable Reductions

## 4.2 CAPITAL IMPROVEMENT PLAN

At this time, the capital needs identified during the facilities assessment process for repairs only are approximately \$204 Million. This estimate includes only facilities repairs and upgrades vital to the school facilities' continued operation.

The following identifies those additional priorities/objectives identified to support educational and community goals.

### TOP PRIORITIES/ OBJECTIVES\* FOR THIS FACILITY MASTER PLAN:

*\*detailed information for facilities assessments costs may be found in Appendix D of this document*

**Repairs:** *Repairs would include roofing, HVAC (including control systems), special systems, plumbing, building finishes, window and door maintenance, and security improvements*

*. \*costs include contingency and inflation*

- Repair building systems;
- Repairs and selective replacement of systems only when absolutely necessary. Expenditures will be aimed at making systems more dependable (reduce work orders) and more easily serviced.

**\$204 M**

**Key Facility Improvements to Enhance Learning:** *Key facility improvements would include improvements to multi-purpose areas, libraries, science and art labs, and support key school curriculum.*

- Every school would receive a portion of this funding;
- During the bond implementation phase, each school would work with the bond team to identify each project.

**\$150 M**

**Project Funding Amount per School (Age Level)**

**Elementary Schools**

Student Space Improvements <sup>1</sup>	\$428,571.00
Community Space Improvements <sup>2</sup>	\$632,653.00

**Middle / K-8 Schools**

Student Space Improvements <sup>1</sup>	\$565,217.00
Community Space Improvements <sup>2</sup>	\$670,000.00
Technology Hub <sup>3</sup>	\$521,351.00
Multiuse Outdoor Pavilion <sup>4</sup>	\$504,300.00

**High Schools / Alternative Programs**

Student Space Improvements <sup>1</sup>	\$733,333.00
Community Space Improvements <sup>2</sup>	\$933,000.00
Technology Hub <sup>3</sup>	\$866,660.00
Career & Technical Education (H.S. Only) <sup>4</sup>	\$727,270.00

**\$1,500,000**

**Notes:**

1. High School lobbies should be addressed relative to restrooms and exhibit space.
2. New lighting, sound systems, acoustics with updated AV systems and finishes.
3. Areas for enhanced student access to wireless, printers, wall monitors and student social interaction.
4. Replace aging fixed equipment.

**Technology:** .*Key infrastructure upgrades would be implemented to support:*

Improvements to support a "one-to-one laptop" initiative include electrical power upgrades and power at the correct locations, replacement of wireless routers & improvements to spaces that will promote student / technology interface.

**\$47 M**

- Wireless technology and STEM
- Better capacity for digital libraries and databases
- Computer labs and cyber cafes, Ethernet infrastructure and power for computer labs, on-line testing, video conferencing (professional development and distance learning), etc.

**Project Funding Amount Per School (Age Level)**

Elementary Schools	\$275,000.00
Middle / K-8 Schools	\$672,000.00
High Schools / Alternative Programs	\$1,216,000.00

**Total School Renovations for 21<sup>st</sup> Century Learning and Optimum School Size:** *.Per recommendations of the Curriculum Audit and Efficiency Audit (see Appendix E) funding would be utilized to support improvements, consolidations, expansions or closures in order to optimize use of school facilities.*

**\$60 M**

- Improvements related to utilization (expansions, consolidations, partial building shut downs)
  - Collaborative and STEM learning spaces
  - Technology Integration
  - Energy Efficiency
1. This budget line item would allow the District to make adjustments based on population growth and decline. Example: Based on the projected increase of student population in the Southwest portion of the District, Hohokam could be brought back on line to address over-enrollment at a variety of levels. Grade configurations and sizes of surrounding schools would be addressed at the same time.
  2. This budget line item allows for a full renovation of a school site. This budget would allow for improvements to approximately 10% of the school sites. Sites selected for improvements would be based on community input. Many of these improvements, if funded, would supplant the improvements listed in *Key Facility Improvements to Enhance Learning* (above) for the 10% of the schools proposed for renovation in this program.

<u>Project Funding Amount Per School (Age Level)</u>	
Elementary Schools	\$5,000,000.00
Middle / K-8 Schools	\$9,000,000.00
High Schools / Alternative Programs	\$16,000,000.00

**Support Expansions of Successful Programs:** *.Funding would be utilized to support the expansion of campuses and teaching areas for successful school programs.*

**\$40 M**

- Space additions or redesign
1. There are many successful programs within the District and some have maximized the available space in the Current Location.
    - a. Examples: Relocation of Dietz to Carson; expansion or relocation of the Dodge campus; vocational building improvements at Tucson High.

**Reduce the Number of Active Portable Classrooms:** *.In accordance with the recommendations of the Curriculum Audit (Appendix A), funding would be utilized to demolish 50 portables (17% of the current stock). To achieve the recommendations of the Curriculum Audit an additional 100 portables would be closed or auctioned off.*

- Portable demolitions **\$300,000**

**Transportation Funding**

**\$8 M**

<b>Grand Total</b>	<b>\$509 M</b>
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## 4.3 FUNDING SOURCES IDENTIFIED

### BOND FUNDING DEFINED

Bonds for school projects are very similar to a mortgage on a home. To finance construction projects, the district sells bonds to investors who will be paid principal and interest. Payout is limited by law to 40 years.

The sale of bonds begins with an election to authorize a specific amount—the maximum the district is allowed to sell without another election. The school district sells them as municipal bonds when funds are needed for capital projects, usually once or twice a year.

Proceeds from a bond issue can be used for the construction and renovation of facilities, the acquisition of land, and the purchase of capital items such as equipment. A referendum may include money for technology, buses, land for future schools, portable buildings, and the cost of selling bonds.

A school bond election gives individuals an opportunity to vote on paying for the construction and renovation of school facilities. It is a request to give the elected Board of Education the authority to sell bonds when facilities and/or renovations are needed.

### Statutory Bonding Capacity TUSD

The Debt Service tax pays off school bonds, somewhat like paying off the mortgage on a house.<sup>1</sup> Each district is limited in the amount of debt it may incur by law. In Arizona, that limit is the greater of 20% of the Net Full Cash Assessed Valuation (NFC AV) or \$1,500 per Student based on the last fiscal year.

### Statutory Bonding Capacity Calculation for TUSD<sup>2</sup>

District NFC AV:	\$3,289,672,158
Multiply by:	20%
Calculation Base:	\$657,937,431
Less: Outstanding Class B Bonds:	(\$180,620,00)
<b>Total:</b>	<b>\$477,314,431</b>

A study of 2016/17 of property values and outstanding debt of TUSD indicates approximately \$477M available for potential bond funding. The bond authorization would be good for 10 years, and capacity may grow as NFC AV increases and Class B principal is retired (paid off.)

### Surplus Real Estate

Another potential source of funding is the disposition of surplus real estate. The District recently sold the former Wrightstown Elementary School for approximately \$1.4 million and it currently has four properties in escrow worth approximately \$9 million. There are an additional 24 vacant properties (most unimproved) and 8 more properties that are leased. These are worth approximately \$15 million and \$6 million respectively, though the leased properties won't be available to sell for five to ten years. The sales of surplus properties would cover less than 5% of the capital needs indicated in this report.

<sup>1</sup> <http://www.mytexaspublicschool.org/The-School-System/Funding/Bonds-101-Questions-and-Answers.aspx>

<sup>2</sup> Stifel. "General Information, Refunding Analysis and Bond Election Information". April 19, 2016.

## Leveraging Bond Funding

Another source of income is to utilize the bond funding to leverage grants and private sponsors.

### 4.4 IMPLEMENTATION PROCESS

#### FMP IMPLEMENTATION PROGRAM

The FMP Implementation Program has been developed on the direction of four key documents: the Unitary Status Plan, the Curriculum Audit, the Efficiency Audit and the District's 2014 Strategic Plan. These documents contain the following recommendations/direction:

- Regularly update and use the Facilities Condition Index and the Educational Suitability Scores to inform prioritization of facilities planning.
- Ensure that the facilities and technology planning processes include information from curriculum and instruction.
- Establish inclusive participation guidelines and ensure solicitation of input from internal and external stakeholders.
- Align implementation with the strategic objectives and mission of the District.
- Move all schools toward 80% student and/or community utilization and optimal sizes to support student learning thus minimizing the costs of facilities and maximizing funds into classrooms.
- If a bond is approved by voters, establish a bond oversight committee to oversee implementation of the plan per the following schedule: 10% in Year 1 of the bond, 25% in Year 2, 40% in Year 3. (These are cumulative percentages.)
- Report regularly on implementation progress providing objective measures of success.
- Consult with and provide the Special Master and Plaintiffs with notice and a request for approval of any of the following: attendance boundary changes; changes to student assignment patterns; construction projects that will result in a change in student capacity of a school or significantly impact the nature of the facility; building or acquiring new schools; proposals to close schools; and the purchase and sale of District real property [Court Order 1350 of 1/6/12].

In addition, the FMP community outreach, in particular the work with focus groups, highlighted the importance of establishing a bond oversight committee; it was seen as a key success of the previous bond program. The focus groups also recommended development of a clear formula to determine when, to what extent and for what projects schools receive bond funds. Enrollment growth and capacity were mentioned as two key elements, besides the facility assessments, to consider in the formula.

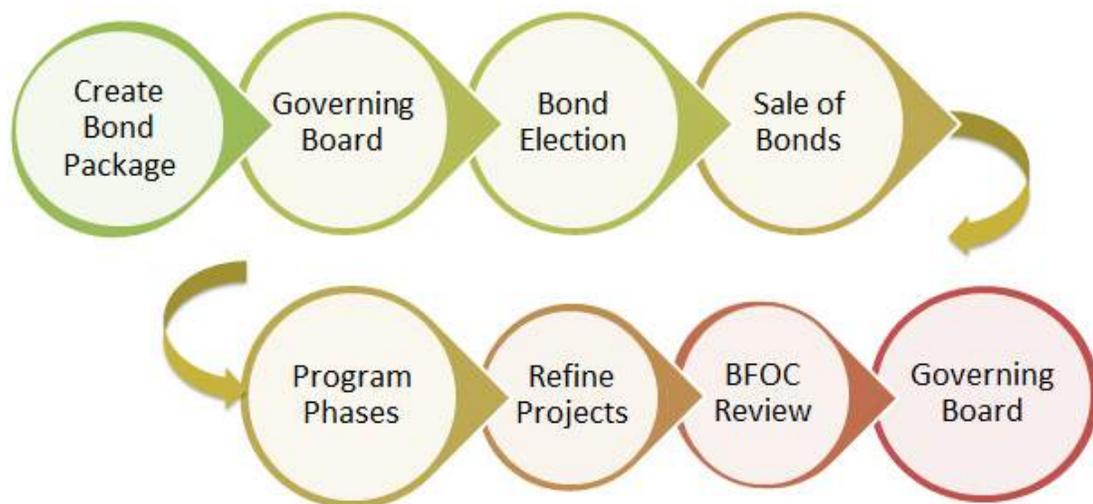
## Implementation Steps

After a bond is approved by voters, the items listed in that bond ballot question must be completed with a variance of no more than 10% from the allocation established by the ballot question. To accomplish this, the District, with the help of a citizen oversight committee, must track how much money is used in each bond funding category as the bond project progresses.

The overall process is as follows:

1. To establish the bond phasing, the District will work with a citizen oversight group.
2. Starting with projects in the first phase, the District will work with architects and affected stakeholders to define the projects at each site.
3. The District will bring the site projects back to a citizen oversight group for review of the project funding and for a recommendation to the Governing Board.

The detailed steps are shown in the following diagram and described below.



### [Step 1: Create and Get Approval of a Bond Package](#)

Using the results of the community surveys and the scenarios developed by the focus groups the Advisory Team will develop a description of the bond for the ballot question and an argument for the bond. Typically this must be complete by early August, including approval by the Board, for a November election. Once approved the District may initiate the sale of bonds as needed for the first phase of the project.

### [Step 2: Establish a Bond Fiscal Oversight Committee \(BFOC\)](#)

As soon as a bond is approved by voters the District shall establish a BFOC modeled on the BFOC that monitored the 2004 bond. The committee will be composed of citizens who are not employed by TUSD. Some BFOC members from the 2004 bond should be recruited to serve in at least the early phases of the

bond to help establish the new BFOC. The roll of the BFOC will be to help establish the phasing of the bond projects and to review the projects submitted for compliance with the bond as approved by the electorate.

### [Step 3: Program Phases of the Bond with the BFOC and Facilities and Instruction Staff](#)

As the sale of the first phase of bonds is taking place, the District will select the sites/areas to address by phase. The phasing will be based on the Multi-year Facility Plan (MYFP) and a clear set of principles that take into account the requirements of the USP, health and safety, the educational mission of the District and the objectives of the District Strategic Plan. This step will be accomplished by the BFOC and District instructional and facilities staff and may be done multiple times in the project as needed. They will:

1. Review the District Strategic Plan, the MYFP, the USP and other relevant documents to establish objectives.
2. Review the Capital Plan (Section 4) and the funding categories and priorities in Appendix D; relate these to the approved bond amounts to determine what can be accomplished within the funding provided. Generally, projects will be scheduled so all projects at a site are completed at one time.
3. Pick Areas/Projects for Implementation in at least Phase I
  - a. Per the USP, priority will be given to schools that meet the following criteria:
    - i. Schools with facility conditions that impact the health and safety students.
    - ii. Schools that score below a 2.0 on the FCI and/or below the District average on the ESS.
    - iii. Racially Concentrated Schools that score below 2.5 on the FCI.
  - b. Appendix D also assigned priority to the projects. These priorities reflect the USP criteria and should be used with them to pick the most immediate projects/schools to address.
  - c. Additionally, priority consideration should be given to:
    - i. Schools that are at least 80% capacity and are projected to remain so.
    - ii. Schools that are optimally sized to cost-effectively deliver a wide range of services.
4. Establish overall objectives and budgets for those projects.

### [Step 4: Hire architects for each area/project](#)

### [Step 5: Refine Projects with Site Committees](#)

In this step, school improvement committees of effected stakeholders will review and develop the program for each project. For repairs and MYFP priorities set by FCI and ESS, they will have minimal discretion relative to the selection and prioritization of projects, though they could apply some adjustment based on new info. For facilities improvements, which are less defined, the school improvement committee will develop an improvement program tailored to each site based on available funding and current site and district needs. At the completion of the school improvement committee work and based on consultation with the Special Master and Plaintiffs (as appropriate), the architect will provide a submittal, including estimated costs, suitable for BFOC review.

### [Step 6: Submit Projects to BOC for review and recommendation](#)

### [Step 7: Approval by Governing Board](#)

### [Step 8: Review by the Special Master and Plaintiffs and Approval by the Court](#)

Where required by Court Order 1350 of January 6, 2012, projects will be submitted to the Special Master for Court approval prior the initiation of construction.

[Step 9: Construction](#)

[Step 10: Celebration and Recognition](#)

Through open houses and other such events, the District will celebrate project completions and recognize participants.

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Teachers love to Teach  
and People love to Work  
We are Team TUSD



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## Appendix A

# Tucson Unified School District #1

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## **APPENDIX A**

### **Audit Recommendations Related to Facility Planning**

#### **Curriculum Audit**

G.8.1: Adopt a policy that calls for the creation and periodic review and revision of a comprehensive, five- to 10-year master plan for facilities development and maintenance. Adopt a similar policy directing long-range planning for information technology.

G.8.2: Require the superintendent to submit for board approval a five- to 10-year facilities plan that (a) includes information derived from curriculum and instruction planning, as well as facility, enrollment, and community population data; and (b) reflects goals, strategies, and related components of the strategic plan to be developed in 2014. Further, require an updated five- to 10-year information technology plan. As appropriate to meet state direction, require integration of the plans.

G.8.4: Require that the plans be a result of various school- and community-based opportunities for stakeholder input, the expertise of district leaders, the architectural involvement required by Board Policy FD: Facilities Planning and Development, and other external expertise deemed advisable.

G.8.5: Require the Superintendent to schedule periodic reports to the board

A.8.1: Develop updated five- to 10-year facilities and information technology plans responding to the direction in actions G.8.1-G.8.3 to present to the board for approval.

- Ensure that the technology plan addresses state as well as local requirements.
- Involve the leadership team in establishing a process, format, and contents for the updated facilities plan.
- Continue to update and use the Facilities Condition Index and the Educational Suitability Scores to inform prioritization of facilities planning.
- Ensure that the facilities and technology planning processes include information from curriculum and instruction to facility design and finance and respond to needs identified in the information collection.
- Establish inclusive participation guidelines and ensure solicitation of input from internal and external stakeholders.

A.8.2: Create processes for the integration of all plans into the strategic planning process and final product.

A.8.4: Develop a calendar for periodic reports on plan implementation progress for the various components of the strategic plan, with emphasis on facilities and technology updates.

A.8.6: As enrollment projections dictate change, continue to evaluate educational facilities for closures and mergers and plan those in accordance with the participatory and data-supported process used in earlier such decisions.

Clarity of educational goals and their linkage to facilities and technological infrastructure is a primary need in implementing the recommendations.

## Efficiency Audit

### Recommendation 1-1: Develop a long-range strategic plan and related performance measures.

TUSD has a document entitled Strategic Plan 2011-12. This document was prepared by an architectural firm, and actually represents a long-range facilities plan as opposed to a school system strategic plan. Facility management is only one element of an organization's strategic plan.

TUSD does not have any other document that constitutes a strategic plan. These plans are generally five to seven years in duration, and outline the school system's mission, vision, goals, and specific measurable objectives. A strategic plan provides guidance to the development of other district planning documents, including the facilities master plan and a long-range technology plan. Strategic plans also drive shorter term academic improvement plans and more detailed measurable objectives. TUSD schools currently prepare an annual School Continuous Improvement Plan with measurable objectives, but these are not based on any districtwide objectives.

### Recommendation 5-1: Reduce the number of active portable classrooms.

There are 303 portable classroom units listed in the TUSD inventory. Based on a review of the capacity analyses and locations, TUSD could eliminate the use of about 130 portables (approximately 118,500 sf). The portables were reported to be owned (no leases) so the net savings would be due to reduced maintenance and repair, custodial services, and utilities. Portable units are less energy efficient and require more maintenance.

### Recommendation 5-2: Continue to evaluate school capacities and consider further school consolidation.

Best practices in determining school capacities have been researched and reported by CEFPI. School capacity is defined as the number of students that can be reasonably accommodated by a school building and site. In determining optimal school capacities, it is important to consider physical, operational, and programmatic variables. 95

- Physical variables include: school size, areas by type, site size and amenities, support facilities (e.g., kitchens, cafeterias, multipurpose rooms, etc.), number and types of teaching stations, building infrastructure, building and life safety codes.
- Operational variables include: school utilization rates, efficiency of space use, operational policies, staffing levels, funding structures, space management and scheduling, specialty academic and program offerings, and operational budgets.
- Programmatic variables include: educational program offerings, specialty programs, schedules, extended use, community use, partnerships (i.e., off-site and distance learning), class sizes, and staff ratios.

### Recommendation 5-6: Develop TUSD Operations Division strategic facilities plan.

A TUSD School Master Plan has been developed to address overall financial, academic achievement, services, equity and diversity, and facilities plans (planning perspective). After TUSD develops a districtwide strategic plan, facilities management should develop a strategic facilities plan that addresses the optimization of performance of the existing schools and organization. The strategic

facilities plan should document TUSD FM mission, vision, values, strategic objectives, and KPIs. A performance report aligning and integrating the strategic objectives and measures with the mission of TUSD should be created.

The strategic facilities plan should also describe how the TUSD Operations Division intends to create value to its stakeholders. The plan should also document how the organization will respond to both internal and external factors. External factors may include economic, political, and social concerns. Internal factors may include talent pool, organizational culture, and the availability of resources.

Day-to-day operational plans should be developed based on the strategic facilities plan using well-developed action items aligned with the objectives. Operational planning includes the plans necessary to define how the school facilities will be operated and maintained on a day-to-day basis to meet the needs of the TUSD. Examples of specific operational plans include: service requests, work control and management, workflow processes and standard operating procedures, inventory control, asset management, FCAs, planned maintenance, quality control inspections, energy management and sustainability operations, buildings and grounds operations, emergency preparedness and disaster recovery, safety and security procedures, regulatory and code compliance, hazardous communications, job safety, and communications processes.

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We are Team TUSD



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## Appendix B

# Tucson Unified School District #1

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**TUCSON UNIFIED SCHOOL DISTRICT  
DEMOGRAPHIC AND ENROLLMENT ANALYSIS  
FINAL REPORT**

**PREPARED FOR:**

**TUCSON UNIFIED SCHOOL DISTRICT  
1010 E 10<sup>TH</sup> STREET  
TUCSON, AZ 85719**

**FEBRUARY 28, 2013**

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## *EXECUTIVE SUMMARY*

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This report presents the key findings to date on the 2013/14 Demographic and Enrollment Analysis being performed for the Tucson Unified School District by Applied Economics. The purpose of this analysis is to identify current and historic demographic, development and enrollment trends, and to anticipate future trends to create District-level enrollment projections through 2023/24. The Demographic and Enrollment Analysis for the 2013/14 school year incorporates the results of the 2010 Census, in addition to current and historic enrollment and development information.

Between 2000 and 2013, enrollment in the Tucson Unified School District declined by 21 percent, with a loss of about 12,750 students. This decline was driven by the combination of an aging population and increased competition from alternative education providers. Although enrollment declined throughout the period, annual declines were larger during the recession from 2008/09 to 2011/12. Enrollment dropped at all grade levels, but losses were more pronounced in the 6<sup>th</sup> to 8<sup>th</sup> grade cohort. This trend will translate into losses at the high school level as the group ages. There are, however, larger classes moving forward, starting in the K-2<sup>nd</sup> cohort. As a result, enrollment is expected to decline more slowly over the next 10 years, stabilizing by the end of the 10 year period.

As evidenced by significant declines in enrollment from 2000 to 2010, the aging of the population in the District is having a significant impact. The under 5 age group remained flat during the past decade and the 5 to 13 age group lost population, despite overall population growth of about 6 percent. This trend will affect both current and future enrollment. The 14 to 17 year old group grew at about half the rate of total population, but is still the only school-age population cohort to show an increase. This is mirrored by the trends in enrollment by level in the District.

Changes in the population are also reflected in the age and family structure of the households in the District. Although the number of children ages 5 to 13 declined, the share of households with children remained constant from 2000 to 2010. The number of households with school-age children (6 to 17 years old) was up by 6 percent from 2000 to 2010, while the households with children under 6 (future students) as well as those with both younger and older children, increased by 12 percent.

Data regarding the age of the householder is reflective of overall population changes. Households headed by persons in the prime parenting years, from age 25 to 44, decreased by 10 percent, or about 6,800 between 2000 and 2010. In the same period, the number of households aged 55 or over increased by almost 16,900, with the largest increase (61 percent) in the 55 to 64 year old group. Thus, the growth in the overall number of households was almost entirely due to growth in the older age cohorts which more than made up for losses in 25 to 44 year old group.

Looking to the future, the Tucson Unified School District's remaining residential development potential is currently estimated at about 20,600 total housing units. However, about a third of the potential projects are in the "Custom/Infill" category, which are generally rural or infill projects that are likely to be under development intermittently over a number of years. Many of the new housing projects are likely to be at higher density levels than what has been permitted in the city in the recent past.

Based on trends in demographic and development information for the Tucson Unified District, the level of projected enrollment change is based on housing growth forecasts, occupancy rates, and per household student-age population generation rates. Based on the projected addition of about 12,600 units over the next ten years, total inventory in the District is expected to rise to about 227,900 units. More important than the number of new housing units is the number of **occupied** housing units, or households. While 12,600 new housing units could be added over the next ten years, the number of households is expected to increase by about 14,100, based on the combination of new units and higher occupancy rates. This would result in a total District-wide population of about 507,800 people in 2023/24, or an increase of about 31,100 persons. Despite an increase in the number of households, population per household and school-age population per household are both expected to continue to decline slowly. As a result, despite the creation of over 14,100 new households in the District, the school-age population is expected to increase by only 2,500.

In addition to the volume and market orientation of household growth, trends in per-household student generation rates and capture rates are key factors used in determining future enrollment levels. The first element, student generation, refers to the expected size of the school-age population (5 to 17 years old) per household. The average number of school-age persons per household has decreased from a high of 0.43 in 2000/01 to 0.38 currently. Because of the increasing number of educational alternatives, a “capture rate” must also be applied to the school-age population to project enrollment. At the present time, about 25,300 school-age persons in the District choose other educational providers, resulting in an implied capture rate of 66 percent, which is down from 80 percent in 2000/01. The current capture rate is projected to continue to decline to about 60 percent by 2023/24.

Overall, District enrollment is expected to decline gradually over the next ten years. There should be only small fluctuations from one year to the next, but a loss of about 3,000 total students is expected by 2023/24, despite an increase in the school age population of the District of 2,540. The losses at the high school level are expected to be the most significant, with a drop of about 3,700 students from current enrollment; 86 percent of that decline is expected to occur in the next five years. The middle grades (5-8) should also experience sizeable declines, losing about 2,000 students over the next 10 years. In contrast, the number of students in grades K-4<sup>th</sup> is expected to decrease by 1,400 students over the next five years and then increase. A net gain of about 80 students over the ten years is projected, as more families with younger children move into the new housing units being added.

Sub-district enrollment projections are based on the attendance at each school and the residency of the Tucson Unified School District student population. These projections provide a cross-check for the district enrollment projections and information for comparing enrollment by school with enrollment by attendance area. The school attendance areas demonstrate meaningful differences in demographic and household characteristics that cause variations in enrollment changes in the future. In order to project enrollment by school, it is necessary to quantify the relationship between the place of residence and the school of attendance. About 57 to 58 percent of the middle and high school students are attending their designated school, while about 61 percent of the Kindergarten through 5<sup>th</sup> grade students attend their designated school.

In terms of projected enrollment changes at the elementary schools, Vesey is projected to grow significantly, reaching nearly 1,040 students by 2023/24. Cavett, which is currently a smaller school, is projected to gain over 170 students with enrollment projected to reach about 460 by 2023/24. White and Lynn/Urquides will remain among the larger schools with fairly stable enrollment, while Grijalva is projected to lose over 70 students within the ten year period. Most of the other elementary schools are projected to remain fairly stable with enrollment changes (positive or negative) or 30 students or less over the next 10 years. Some growth is also expected at Borman with about 100 new students in the next five years.

Among the middle schools, Valencia, Pistor, Mansfield, Booth Fickett and Doolen currently have significantly larger enrollment than the other schools with 800 to 970 students each. These five schools are expected to continue to be the largest of the middle schools through 2023/24, despite declines of 60 to 110 students at all but Valencia. Significant declines in enrollment (100 students or more) are expected at Gridley, Secrist, Pistor and Magee, with most of the losses occurring in the next five years. The remaining middle schools are projected to show losses of 3 to 11 percent, with the exception of Roberts Naylor which is expected to grow by 10 percent (25 students) over 10 years.

At the high school level, Tucson currently has the highest enrollment at 3,225 students, but it is projected to have modest declines of about 110 students over the next 10 years. In contrast, Sabino and Sahuaro, and to a lesser extent Santa Rita, are projected to experience significant declines in the next five years (200 to 600 students each) and then remain fairly stable in the second five year period. Only Cholla and Pueblo are projected to have enrollment growth, primarily concentrated in the first five year period. Catalina and Palo Verde are expected to remain stable throughout the ten year projection period.

# ***1.0 INTRODUCTION***

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This report presents the key findings of work performed to date on the 2013/14 Demographic and Enrollment Analysis we are performing for the Tucson Unified School District by Applied Economics. The purpose of this analysis is to identify current and historic demographic, development and enrollment trends, and to anticipate future trends to create District-level enrollment projections through 2023/24. The Demographic and Enrollment Analysis for the 2013/14 school year incorporates the results of the 2010 Census. It also includes student enrollment data, along with residential real estate market data and development information. The findings are divided into three sections: existing conditions, residential development potential and District-level projections.

Section 2.0, Existing Conditions, provides a historical look at District enrollment and its distribution by geography and grade cohort. This section also compares data from the 2000 and 2010 Census, as well as 2013 estimates, to identify trends in District population and housing that affect enrollment. Additionally, it includes a look at recent housing construction activity using data compiled by the Pima Association of Governments.

Section 3.0, Residential Development Potential, describes the potential future supply of new housing by type of development, and predicts the timing of construction based on location, ownership, and current planning. This section also includes a discussion of major projects in the District and issues affecting residential development.

Section 4.0, District Projections, combines expected residential development with existing District population, housing and enrollment conditions to create District-level projections. These projections are based on expected changes in household growth, occupancy rates, population per household, capture rates and per household generation rates.

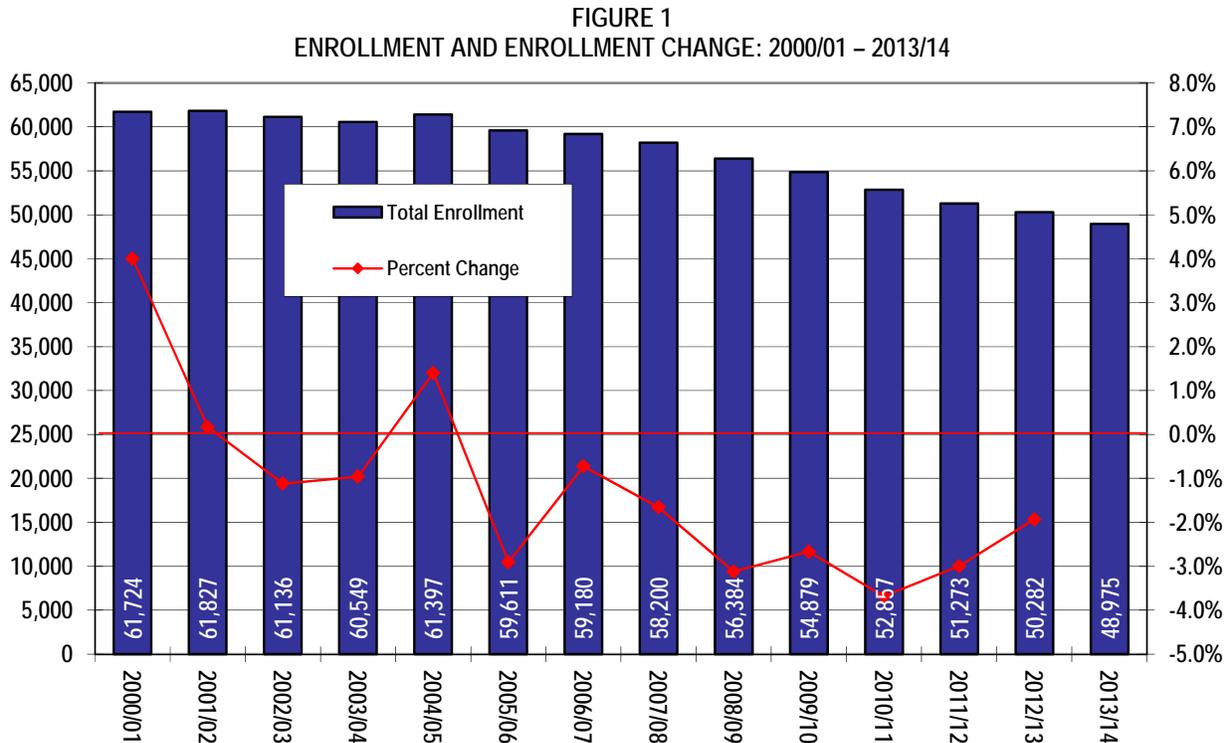
The Tucson Unified School District serves most of the City of Tucson and all of the City of South Tucson, as well as portions of unincorporated Pima County. The District's southern border is the San Xavier Reservation west of I-19, and Irvington Road east of I-19. The northern boundary is irregular, ranging from Ina Road in the east to as far south as Grant Road from Campbell Avenue to about Interstate 19. The District extends from Melpomene Way on the east to Ryan Airfield (9400 West) on the west south of Gates Pass Road, and the Tucson Estates Parkway alignment (6200 West) north of Gates Pass Road. **Map 1** shows the District boundary and the 224 planning area grids created for this study.



## 2.0 EXISTING CONDITIONS

### 2.1 Current & Historical Enrollment

Between 2000 and 2013, enrollment in the Tucson Unified School District declined by 21 percent, with a loss of about 12,750 students. As shown in **Figure 1**, enrollment was fairly steady through 2002/03, but then began to decline by about 1 percent per year. At the start of the recession in 2008/09, annual enrollment declines rose to between 3 and 4 percent. Although annual declines over the past two years have only been in the 2 to 3 percent range, the District continues to lose students.

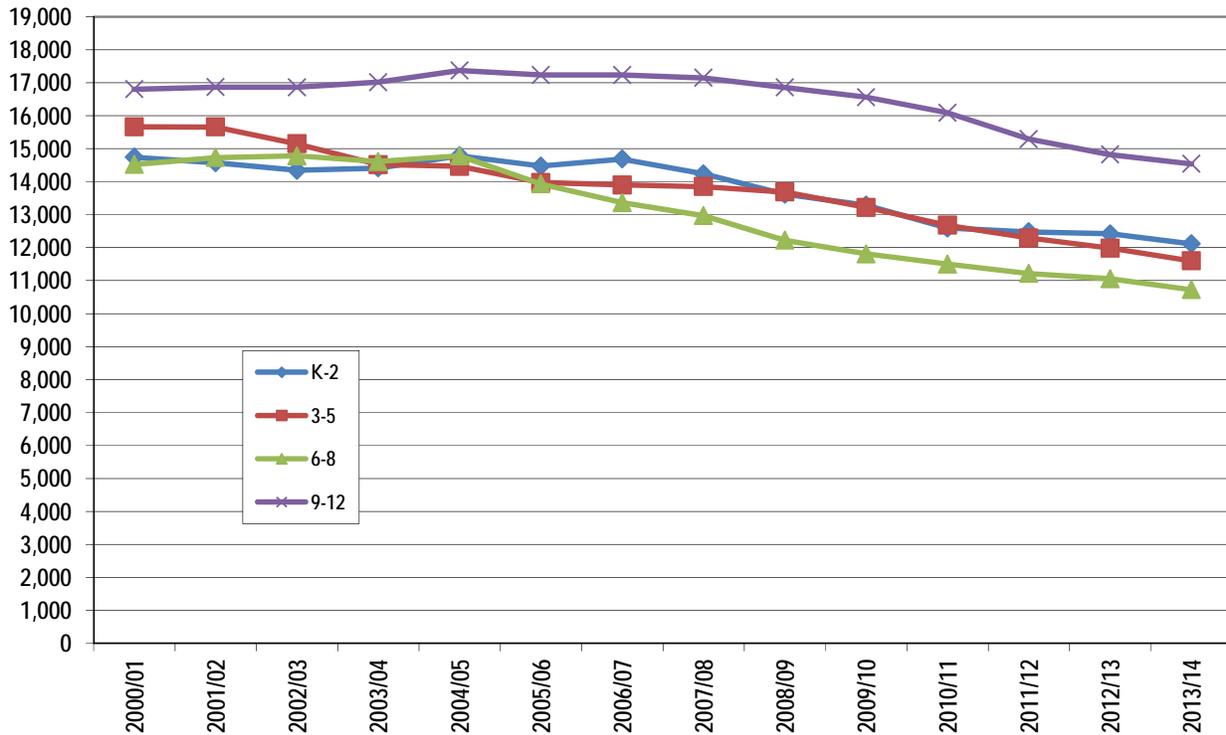


Sources: Arizona Department of Education; Tucson Unified School District; Applied Economics, 2013.

The breakdown by grade cohort provides a good understanding of the past and current structure of enrollment in the District and lends insight as to what may happen in the future. For this purpose, the grades are divided into four cohorts: three groups of three grades each for grades K-8 and the high school group, which contains four grades. **Figure 2** displays the historic distribution of students in District schools by cohort since 2000/01. Currently, the 9<sup>th</sup> to 12<sup>th</sup> grade cohort is the largest, with about 14,500 students, while the 6<sup>th</sup> to 8<sup>th</sup> grade cohort includes about 10,700 students, the 3<sup>rd</sup> to 5<sup>th</sup> grade cohort includes around 11,600 students. Surprisingly, the Kindergarten to 2<sup>nd</sup> grade cohort is the second largest cohort with just over 12,100 students. This larger cohort of younger students will help to stabilize district enrollment over the next 10 years. It is also important to note that the 9<sup>th</sup> to 12<sup>th</sup> grade cohort includes an additional grade level. The 9<sup>th</sup> grade is particularly large, although the other high school grades include only average or below average numbers of students.

Although enrollment has decreased steadily at all levels, the composition of enrollment by grade cohort has remained relatively stable except for the 6<sup>th</sup> to 8<sup>th</sup> grade group, which has declined more significantly than the other cohorts. Compared to 2000/01, the K-2 cohort has increased about 2 percent in its share of total enrollment and the 9<sup>th</sup> to 12<sup>th</sup> cohort has increased by about 2.5 percent, while the intermediate grades decreased as smaller classes progressed. The smaller cohorts in the middle grades will likely translate into lower high school enrollment as these students age.

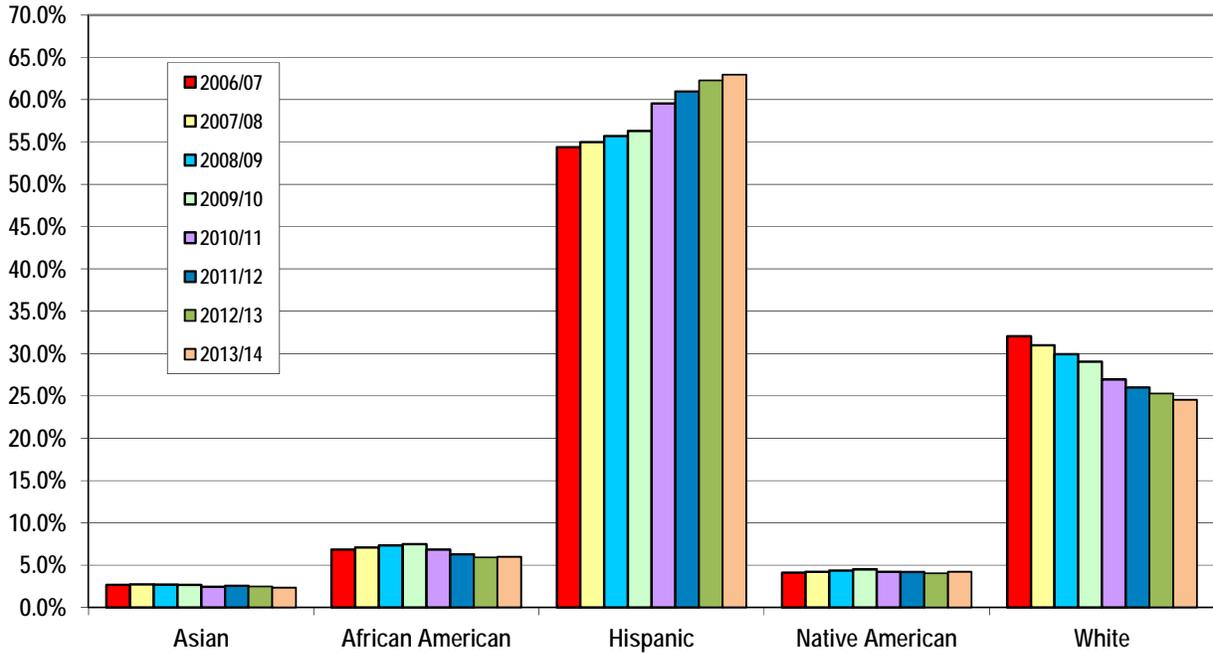
FIGURE 2  
ENROLLMENT BY GRADE COHORT: 2000/01 – 2013/14



Sources: Arizona Department of Education; Tucson Unified School District; Applied Economics, 2013.

While enrollment has been declining consistently across all grade levels, the ethnicity of enrollment has been shifting. As shown in Figure 3, the Hispanic share of enrollment has continued to increase, while the share of Whites and African Americans has declined. It is important to note that the number of Hispanic students has declined throughout the period, just to a lesser extent than the other two groups. Meanwhile, enrollment in growing, non-District charter schools is 36 percent White compared to 24 percent in the District, while Hispanics comprise 47 percent of enrollment compared with 63 percent in the District. The fact that the Hispanics comprise 63 percent of total enrollment in the District makes it very difficult to avoid “racially concentrated” schools based on a threshold of 70 percent in one category.

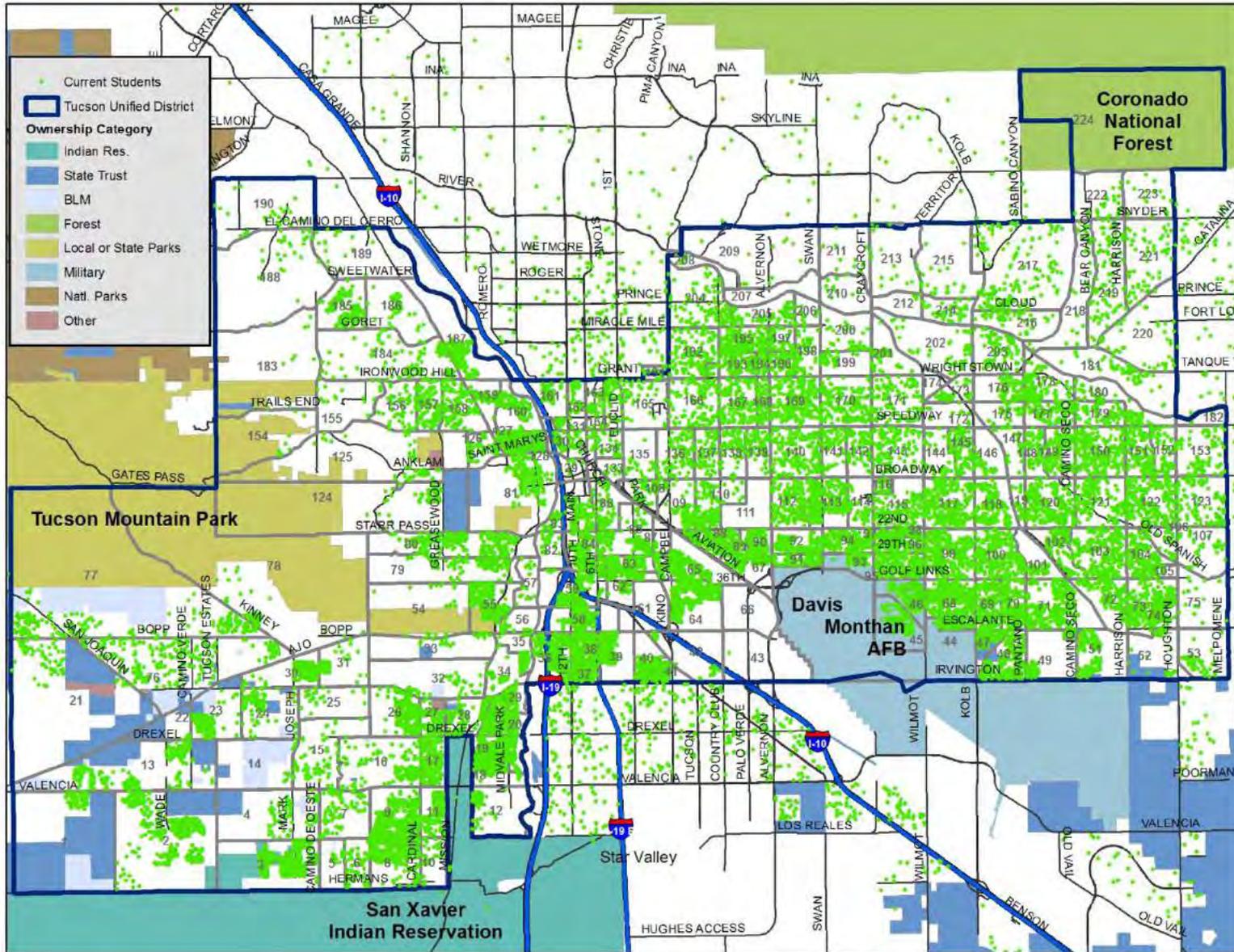
**FIGURE 3**  
**ENROLLMENT BY RACE AND ETHNICITY: 2006/07 – 2013/14**



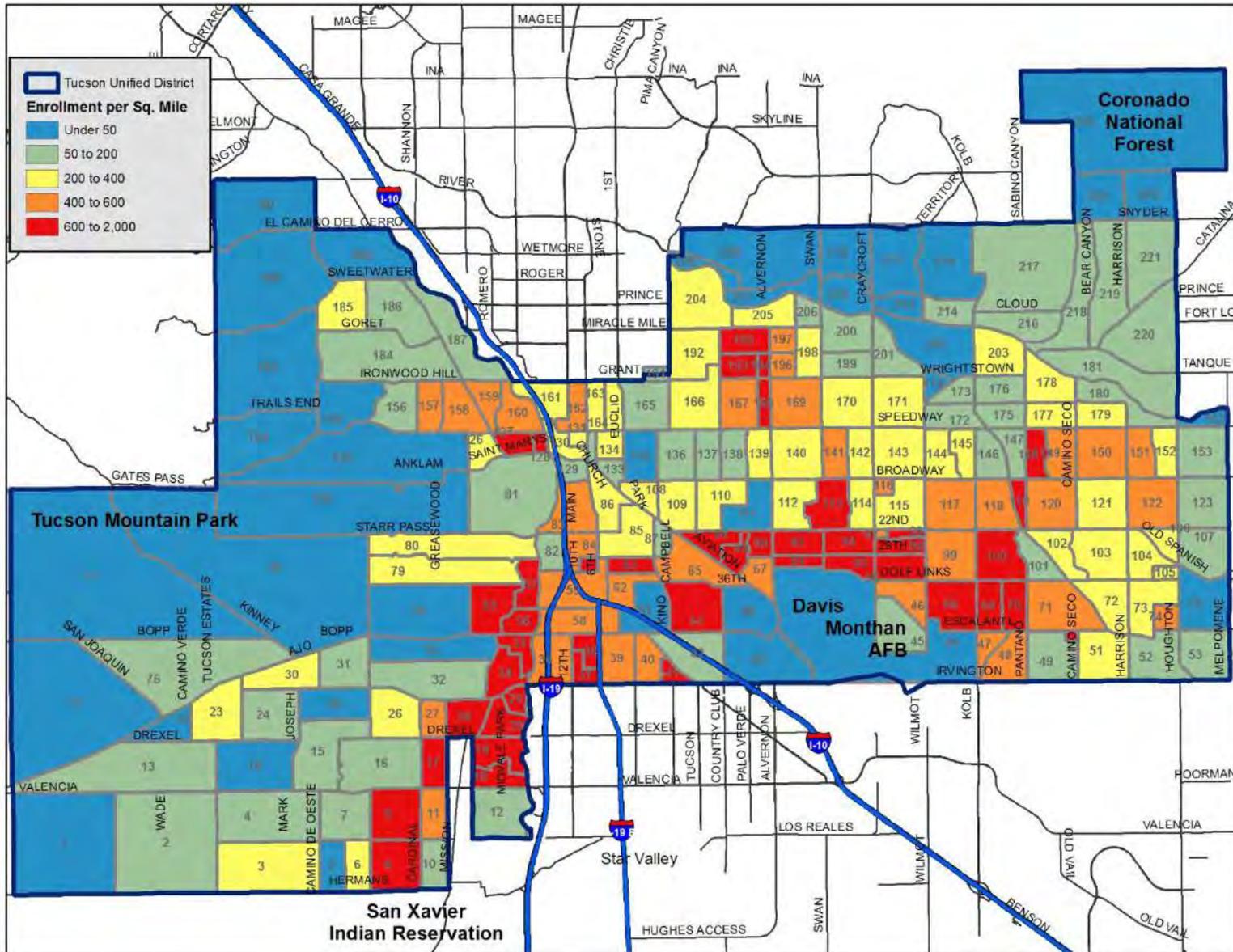
In addition to looking at enrollment by grade and ethnicity, it is also useful to analyze the geographic distribution of students. **Map 2** shows the distribution of students currently enrolled in District schools. Due to the large concentrations of students in certain areas, it is also useful to look at students per square mile by grid, as shown in **Map 3**. The student population is most dense in the area just north of Davis Monthan AFB and in the area north of Valencia along the west side of the Santa Cruz River. The far western and northeastern sections of the District are void of a significant student population, and include a substantial amount of very low density development, local and state parks, state land, national forest and more mountainous terrain.

**Map 4** shows changes in enrollment over the past five years. The areas with the greatest decline include older neighborhoods in the central and northeastern portions of the District. The only areas with growth were in the extreme southwestern corner of the District that encompasses several major developments including Star Valley, Sonoran Ranch and Eagle Point Estates. Most of the activity in Sonoran Ranch and Eagle Point Estates occurred prior to the recession, although Star Valley is active currently. There was also growth in a several grids just north of Irvington along the west side of the Santa Cruz River that includes older, but denser development.

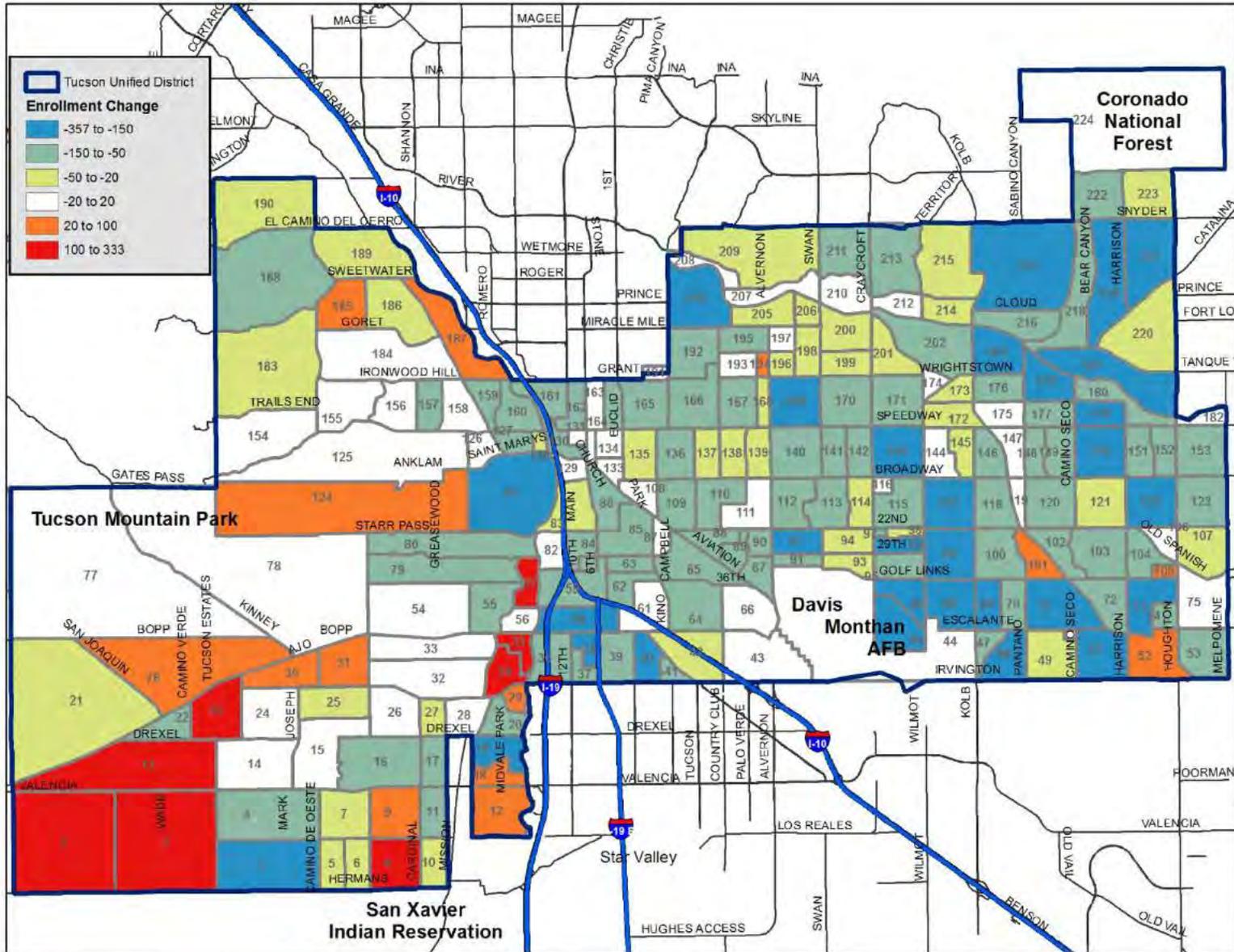
MAP 2  
2013/14 STUDENT DISTRIBUTION



MAP 3  
ENROLLMENT DENSITY



MAP 4  
CHANGE IN ENROLLMENT: 2008/09 TO 2013/14



## 2.2 Population & Households

**Table 1** provides a detailed portrayal of District population and housing characteristics over time with data from the Census. The District experienced a modest increase in population from 2000 to 2010, growing by about 6.4 percent. Since 2010, population grew by less than 1 percent. During the past decade, the racial/ethnic composition of the District also shifted somewhat. The white population declined as a share of the total, and also declined in absolute terms. Although the District is still about 52 percent white, the Hispanic population accounted for nearly all of the growth over the past decade, more than offsetting declines in the white population.

The data also shows a general aging of the population between 2000 and 2010, which has had a significant impact on District enrollment. During the 10-year period, the number of persons ages 45 to 64 increased by nearly 28 percent, while the number of 25 to 44-year-olds declined by 8 percent. This decline in the age group most likely to have school-age children has resulted in an overall decline in school age population since 2000. While the share of children under 5 and the share ages 14 to 17 remained fairly steady, there were declines in both the share of children ages 5 to 13 and the absolute number of children in that age range. This is consistent with trends in the parent age groups. The aging population has also been reflected in modest declines in household sizes from 2.49 in 2000, to 2.47 in 2010.

When looking at the current age breakdown of the population for 2013, the potential impact on District enrollment becomes apparent. Modest declines in the 5 to 13 age group have continued along with new declines in the 14 to 17 year old group. In comparison, the 45 and older age group has grown by nearly 2.6 percent since 2010, compared to overall population growth of only 0.75 percent. While there may be some increase in turnover as the housing market recovers, aging in place is having a significant impact on the demographic makeup of the District.

The addition of new housing units in the District would generally have implied larger population growth, although the vacancy rate also increased. Despite the 20,270 new units added over the 2000 to 2010 time period, the population only increased by 28,400. As the recession hit during the latter part of that period, the vacancy rate increased from 7.8 percent to 10.5 percent, however the ownership profile between owner and renter occupied units remained relatively stable. The vacancy rate has declined less than 1 percent since 2010, leaving close to 21,300 vacant units District-wide, compared to only 15,100 vacant units in 2000. Also, while the housing market is still predominantly single family (71 percent), about 40 percent of the housing stock (both single and multi-family) continues to be occupied by renters. Although greater proportions of owner-occupied units tend yield higher student populations, they may also result in somewhat higher losses over time as the population ages in place, as is currently occurring in Tucson. Rental units tend to have fewer school-age persons present, especially in higher grades, though higher turnover can create a stabilizing effect in this case as new families move in rather than remaining over extended periods of time.

Changes in the population are mirrored in the age and family structure of the households in the District, (a household is an occupied housing unit). **Table 2** shows a comparison of household characteristics from the 2000 and the 2010 Census. The share of households with children has remained fairly constant throughout the decade. The number of households with school-age children (6 to 17 years old) is up by 6 percent or about 1,700 households. In comparison, households with children under 6, including households with both school age and younger children, (representing future enrollment) increased by 12 percent. This is consistent with changes in District enrollment by level.

**TABLE 1  
POPULATION AND HOUSING TRENDS**

	2000 Census		2010 Census		2013 Estimate		Change (2000-2010)	
	Total	Percent	Total	Percent	Total	Percent	Total	Percent
<b>Population</b>								
Total	444,808	100.0%	473,159	100.0%	476,724	100.0%	28,351	6.4%
<i>By Race &amp; Ethnicity:</i>								
White	264,141	59.4%	247,589	52.3%	245,513	51.5%	-16,552	-6.3%
African American	17,527	3.9%	20,006	4.2%	20,499	4.3%	2,479	14.1%
Native American	9,016	2.0%	10,650	2.3%	10,965	2.3%	1,634	18.1%
Asian	11,282	2.5%	13,748	2.9%	14,302	3.0%	2,466	21.9%
Hispanic	142,172	32.0%	180,458	38.1%	184,492	38.7%	38,286	26.9%
Other	670	0.2%	708	0.1%	953	0.2%	38	5.7%
<i>By Age:</i>								
Under 5	29,951	6.7%	29,964	6.3%	29,586	6.2%	13	0.0%
5 to 13	54,168	12.2%	51,004	10.8%	50,360	10.6%	-3,164	-5.8%
14 to 17	22,599	5.1%	23,319	4.9%	23,025	4.8%	720	3.2%
18 to 24	56,107	12.6%	64,227	13.6%	64,517	13.5%	8,120	14.5%
25 to 44	130,308	29.3%	119,379	25.2%	119,076	25.0%	-10,929	-8.4%
45 to 64	93,391	21.0%	119,268	25.2%	122,570	25.7%	25,877	27.7%
65 and up	58,284	13.1%	65,998	13.9%	67,590	14.2%	7,714	13.2%
<b>Housing Units</b>								
Total	193,800	100.0%	214,070	100.0%	215,274	100.0%	20,270	10.5%
Occupied	178,701	92.2%	191,697	89.5%	193,962	90.1%	12,996	7.3%
Owner	103,965	53.6%	108,092	50.5%	108,156	50.2%	4,127	4.0%
Renter	74,736	38.6%	83,605	39.1%	85,805	39.9%	8,869	11.9%
Vacant	15,099	7.8%	22,373	10.5%	21,312	9.9%	7,274	48.2%
Seasonal Use	3,429	1.8%	4,202	2.0%	4,247	2.0%	773	22.5%
<i>By Unit Type:</i>								
Single Family	134,140	69.2%	151,422	70.7%	152,247	70.7%	17,282	12.9%
Multifamily	59,380	30.6%	62,648	29.3%	63,027	29.3%	3,268	5.5%
<b>Households</b>								
Total	178,701	100.0%	191,697	100.0%	193,962	100.0%	12,996	7.3%
Population Per	2.49		2.47		2.46		-0.02	-0.8%

Sources: U.S. Bureau of the Census, 2000 and 2010; Applied Economics, 2013.

Data regarding the age of the householder corroborates population changes described previously. The number of householders in the prime parenting years from age 25 to 44, decreased by 10 percent between 2000 and 2010, or about 6,800 households. In the same period, the number of households aged 55 or over increased by 16,900, with the largest increase (61 percent) in the 55 to 64-year-old group. The increase in the number households headed by persons age 45 to 54 was similar to overall population growth at 5.8 percent or about 2,000 households.

**TABLE 2**  
**HOUSEHOLD CHARACTERISTIC TRENDS**

	2000		2010		Change (2000-2010)	
Total Households	178,357	100.0%	191,697	100.0%	13,340	7.5%
Households with Kids	50,351	28.2%	54,273	28.3%	3,922	7.8%
Under 6 only	12,468	7.0%	13,208	6.9%	740	5.9%
Under 6 and 6 to 17	10,718	6.0%	12,870	6.7%	2,152	20.1%
6 to 17 only	27,165	15.2%	28,868	15.1%	1,703	6.3%
Couple	33,105	18.6%	29,515	15.4%	-3,590	-10.8%
Under 6 only	8,355	4.7%	7,255	3.8%	-1,100	-13.2%
Under 6 and 6 to 17	7,570	4.2%	7,366	3.8%	-204	-2.7%
6 to 17 only	17,180	9.6%	14,894	7.8%	-2,286	-13.3%
Single Parent	17,230	9.7%	25,431	13.3%	8,201	47.6%
Under 6 only	4,110	2.3%	5,794	3.0%	1,684	41.0%
Under 6 and 6 to 17	3,145	1.8%	5,453	2.8%	2,308	73.4%
6 to 17 only	9,975	5.6%	13,511	7.0%	3,536	35.4%
Households without Kids	128,006	71.8%	137,424	71.7%	9,418	7.4%
Couple	44,331	24.9%	42,630	22.2%	-1,701	-3.8%
Single	12,935	7.3%	13,633	7.1%	698	5.4%
Non-family	70,740	39.7%	81,161	42.3%	10,421	14.7%
Households by Age of Householder						
15 to 24	15,230	8.5%	16,476	8.6%	1,246	8.2%
25 to 34	31,920	17.9%	31,295	16.3%	-625	-2.0%
35 to 44	35,947	20.2%	29,741	15.5%	-6,206	-17.3%
45 to 54	34,350	19.3%	36,356	19.0%	2,006	5.8%
55 to 64	21,575	12.1%	34,627	18.1%	13,052	60.5%
65 to 74	19,800	11.1%	21,980	11.5%	2,180	11.0%
Over 75	19,540	11.0%	21,222	11.1%	1,682	8.6%

Source: U.S. Bureau of the Census, 2000 and 2010.

While the overall share of households with children remained fairly stable, the share of single parent households increased significantly from 2000 to 2010. This trend was most concentrated in households with children between the ages of 6 and 17 years old.

Statistical analysis of information on households by age shows a very strong correlation between the number of households in the 35 to 44 year old age group, and the number of elementary and high school age persons generated based on a cross sectional analysis of households at the grid level. In many districts, the 25 to 34 year old group is more significant for elementary student generation than the 35 to 44 year old group, but for the Tucson Unified District, the 25 to 34 year old group is actually negatively correlated with school age population. Regression statistics, provided in **Table 3**, show the early elementary population (persons aged 5 to 9) numbering 0.92 persons per household for householders aged 35 to 44, while the older elementary population (ages 10 to 13) averages 0.73 children per household for householders ages 35 to 44.

For high schools, the regression analysis shows 0.75 persons (ages 14 to 17) per householder age 35 to 44, which is relatively high. However, slightly older householders ages 45 to 54 are not significantly related to the high school age population, which is not the case in most districts. All of these regressions provide relationships valid at a 95 percent level of confidence.

TABLE 3  
HOUSEHOLDER AGE AND SCHOOL AGE POPULATION ANALYSIS

**POPULATION 5 TO 9 OUTPUT**

<i>Regression Statistics</i>	
Multiple R	0.94513201
R Square	0.89327452
Adjusted R Square	0.88879022
Standard Error	53.3878478
Observations	224

ANOVA

	<i>df</i>	<i>SS</i>	<i>MS</i>	<i>F</i>	<i>Significance F</i>
Regression	1	5319937.546	5319938	1866.473	4.9731E-110
Residual	223	635608.4914	2850.262		
Total	224	5955546.037			

	<i>Coefficients</i>	<i>Standard Error</i>	<i>t Stat</i>	<i>P-value</i>	<i>Lower 95%</i>	<i>Upper 95%</i>
Intercept	0	#N/A	#N/A	#N/A	#N/A	#N/A
35 to 44	0.92465823	0.02140279	43.2027	2.5E-110	0.882480634	0.96683583

**POPULATION 10 TO 13 OUTPUT**

<i>Regression Statistics</i>	
Multiple R	0.9378597
R Square	0.87958083
Adjusted R Square	0.87509652
Standard Error	44.8552996
Observations	224

ANOVA

	<i>df</i>	<i>SS</i>	<i>MS</i>	<i>F</i>	<i>Significance F</i>
Regression	1	3277272.059	3277272	1628.865	3.3293E-104
Residual	223	448675.5319	2011.998		
Total	224	3725947.591			

	<i>Coefficients</i>	<i>Standard Error</i>	<i>t Stat</i>	<i>P-value</i>	<i>Lower 95%</i>	<i>Upper 95%</i>
Intercept	0	#N/A	#N/A	#N/A	#N/A	#N/A
35 to 44	0.72574528	0.017982155	40.35919	1.8E-104	0.690308589	0.761181978

TABLE 3 (Continued)  
HOUSEHOLDER AGE AND SCHOOL AGE POPULATION ANALYSIS

**POPULATION 14 TO 17 OUTPUT**

<i>Regression Statistics</i>	
Multiple R	0.93939259
R Square	0.88245844
Adjusted R Square	0.87797413
Standard Error	45.5048554
Observations	224

ANOVA					
	<i>df</i>	<i>SS</i>	<i>MS</i>	<i>F</i>	<i>Significance F</i>
Regression	1	3466754.967	3466755	1674.201	2.265E-105
Residual	223	461764.2864	2070.692		
Total	224	3928519.254			

	<i>Coefficients</i>	<i>Standard Error</i>	<i>t Stat</i>	<i>P-value</i>	<i>Lower 95%</i>	<i>Upper 95%</i>
Intercept	0	#N/A	#N/A	#N/A	#N/A	#N/A
35 to 44	0.74643079	0.018242557	40.917	1.2E-105	0.710480935	0.78238065

## 2.3 Housing Construction

There have been residential building permits filed for over 12,000 housing units over the past ten years, as shown on **Table 4**. Although the decrease in the number of permitted units in the District has been exacerbated by the collapse of the housing market, the decline actually started several years before the recession. Housing activity in the District peaked during the 2001/02 school year with over 3,700 new housing units being permitted, about 3,000 of which were single family, and then steadily declined in subsequent years. The instability of the recessionary period is evidenced by the very low activity levels in recent years. The low point was in 2010/11, with only 152 residential units permitted.

The permitted housing represents a broad mix of single family densities. Multifamily development comprises about 15 percent of the total over the past decade, which seems a bit low for a city the size of Tucson, and given the presence of the University. There has been little retirement housing added, though it is likely that some areas of the District have an older resident profile, even if not specifically in retirement housing.

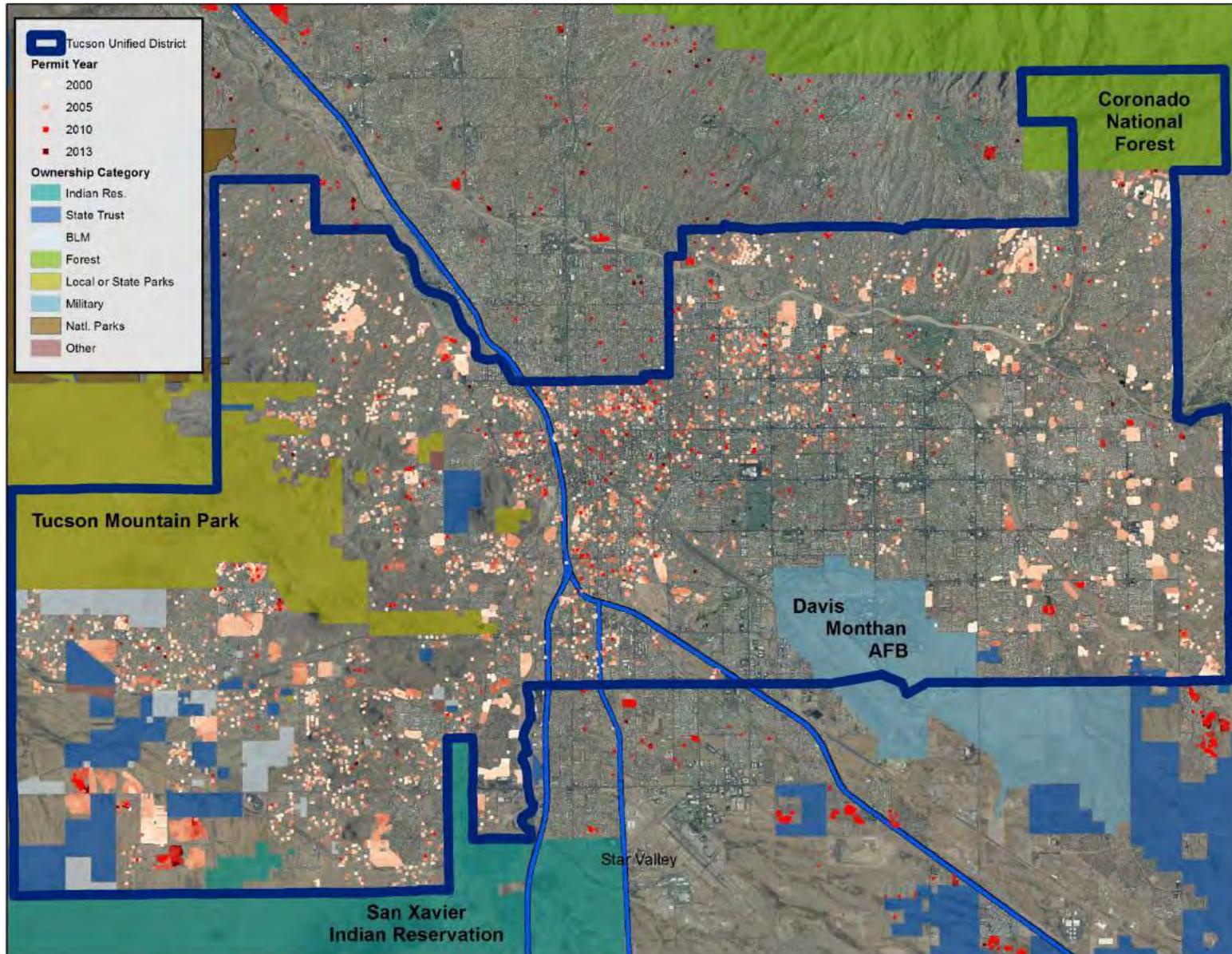
**TABLE 4  
HOUSING PERMITS**

Housing Type	2003/04	2004/05	2005/06	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13	Total
<b>Non-Retirement Housing</b>											
Single Family 2 du/ac or less	151	343	405	100	32	12	29	19	3	13	1,107
Single Family 2.01 - 3.5 du/ac	1,056	504	390	156	68	39	21	16	26	27	2,303
Single Family 3.51 - 4.5 du/ac	653	1,066	775	321	188	123	158	71	208	191	3,754
Single Family 4.51 - 6 du/ac	139	377	312	165	95	53	17	14	17	54	1,243
Single Family 6.01du/ac & Over	-	5	170	136	35	5	15	8	7	9	390
Single Family Attached	97	117	154	69	57	18	12	7	55	18	604
Manufactured Housing	287	194	180	140	99	54	10	9	6	4	983
Total Single Family	2,383	2,606	2,386	1,087	574	304	262	144	322	316	10,384
Multifamily to 12 du/ac	52	58	93	50	18	6	3	1	-	-	281
Multifamily 12.0 du/ac & Over	814	131	57	44	28	101	-	7	342	29	1,553
Total Multifamily	866	189	150	94	46	107	3	8	342	29	1,834
Total Non-Retirement	3,249	2,795	2,536	1,181	620	411	265	152	664	345	12,218
<b>Retirement Housing</b>											
Single Family 3.51 - 4.5 du/ac	-	-	-	-	-	-	-	-	-	43	43
Total Retirement	-	-	-	-	-	-	-	-	-	43	43
Total	3,249	2,795	2,536	1,181	620	411	265	152	664	388	12,261

Sources: Pima Association of Governments; Tucson Unified School District; Applied Economics, 2013.

**Map 5** illustrates the additions to housing since 2000, with the colors of the permit markers becoming progressively darker, and the darkest reds used for the most recent years. Development has been widespread, with substantial infill activity in the central portion of the District. However, the overall direction of growth is pushing outward toward the southwest and southeast corners.

MAP 5  
RESIDENTIAL PERMITTING



## 2.4 Housing Vacancy Trends

Housing vacancy data is one of the most difficult to acquire components used to estimate and project District population. Changes in housing vacancy rates can result from declining population, or population increases without any additional residential construction. The search for a useable data source led Applied Economics to the U.S. Postal Service vacancy survey. The United States Department of Housing and Urban Development (HUD) has an agreement with the U.S. Postal Service (USPS) to receive data on addresses identified by the post office as having been vacant the previous quarter. This data has been processed by using the 2010 Census as a benchmark and applying changes in vacancy rates, rather than using absolute numbers of housing units. The raw USPS data is also reviewed at the Census Tract level to identify data anomalies that can be caused by changes in how residential units have been defined, the inclusion of the addresses of entire subdivisions before the actual construction of housing units, and changes in vacancy classification. Adjustment factors are applied to the quarterly records, when necessary, in an effort to resolve such issues.

The geographic areas used to analyze vacancy data for the Tucson Unified School District are shown on **Map 6**. The geographic definitions are meant to create fairly large groupings of compatible areas to increase the functionality of the data, shown in **Table 5**. Surprisingly, vacancy rates have changed little since 2010. Possible reasons for this could include a lower level of housing speculation before the recession than found in some of the more rapidly growing areas towards the outer periphery of the metro area. There could also be a new movement toward the outer parts of the metro area to take advantage of foreclosed houses or short sales in the once booming suburbs. The addition of more private dormitory housing could also be having an effect in the central city. New development is also taking place just outside the District, and that could also be preventing vacancy rates within the District from declining as expected.

TABLE 5  
HOUSING VACANCY TRENDS

Year	Quarter	Central Corridor	Eastern Suburbs	Foothills	Northwest	Northwest
2010	1	11.2%	9.7%	11.1%	10.8%	10.8%
2010	2	11.6%	10.6%	12.7%	11.0%	10.7%
2010	3	11.6%	10.7%	12.6%	10.8%	10.7%
2010	4	11.7%	10.5%	12.7%	11.2%	10.5%
2011	1	11.5%	10.6%	11.8%	10.7%	10.8%
2011	2	12.0%	11.2%	12.8%	11.2%	10.9%
2011	3	11.6%	10.1%	11.9%	10.8%	11.0%
2011	4	11.6%	10.2%	11.5%	11.5%	11.1%
2012	1	11.4%	9.7%	11.3%	11.0%	11.1%
2012	2	11.7%	9.8%	11.7%	11.5%	10.9%
2012	3	13.0%	11.3%	11.8%	11.0%	11.2%
2012	4	12.3%	10.8%	11.7%	11.4%	11.5%
2013	1	11.9%	10.2%	11.4%	10.8%	11.0%
2013	2	12.1%	10.1%	11.9%	11.1%	11.2%

Source: U.S. Department of Housing and Urban Development; U.S. Postal Service; U.S. Bureau of the Census; Applied Economics, 2013.



### 3.0 RESIDENTIAL DEVELOPMENT POTENTIAL

The future residential development potential within the Tucson Unified District is currently estimated to be 20,600 units. This estimate is based on known development plans or zoning and an estimate of currently available building lots. There are additional parcels of land that could be acquired for future residential development, while other parcels could change from residential designations to open space, commercial, or other uses, so the unit counts and types will evolve over time. **Table 6** shows the development potential by type of housing product and the estimated time period expected for the **beginning** of construction, with development often taking a number of years to actually complete. About 31 percent of the development potential is in the “Custom/Infill” category, generally defined as rural, or infill projects that are likely to be under development intermittently over a number of years. The District has a great deal of infill potential throughout, and there are a number of subdivisions of various sizes that have been under development for an extended period of time and will likely continue to develop slowly. A number of these infill projects are located west of downtown, with others along the northern boundary of the District in the Catalina Foothills area.

About 16 percent of the identified potential is multifamily housing, which is very close to the amount actually developed over the past decade. Single family housing of 3.5 to 4.5 density units per acre is estimated to represent a lower percentage of potential than in the past, while higher densities of 4.5 to 6 units per acre have greater potential. Higher density single family can be expected as land prices increase. However, the estimated potential will change over time due to redevelopment, land prices, and product trends. It can also be expected that multifamily housing supply will increase in the future, in some cases due to redevelopment.

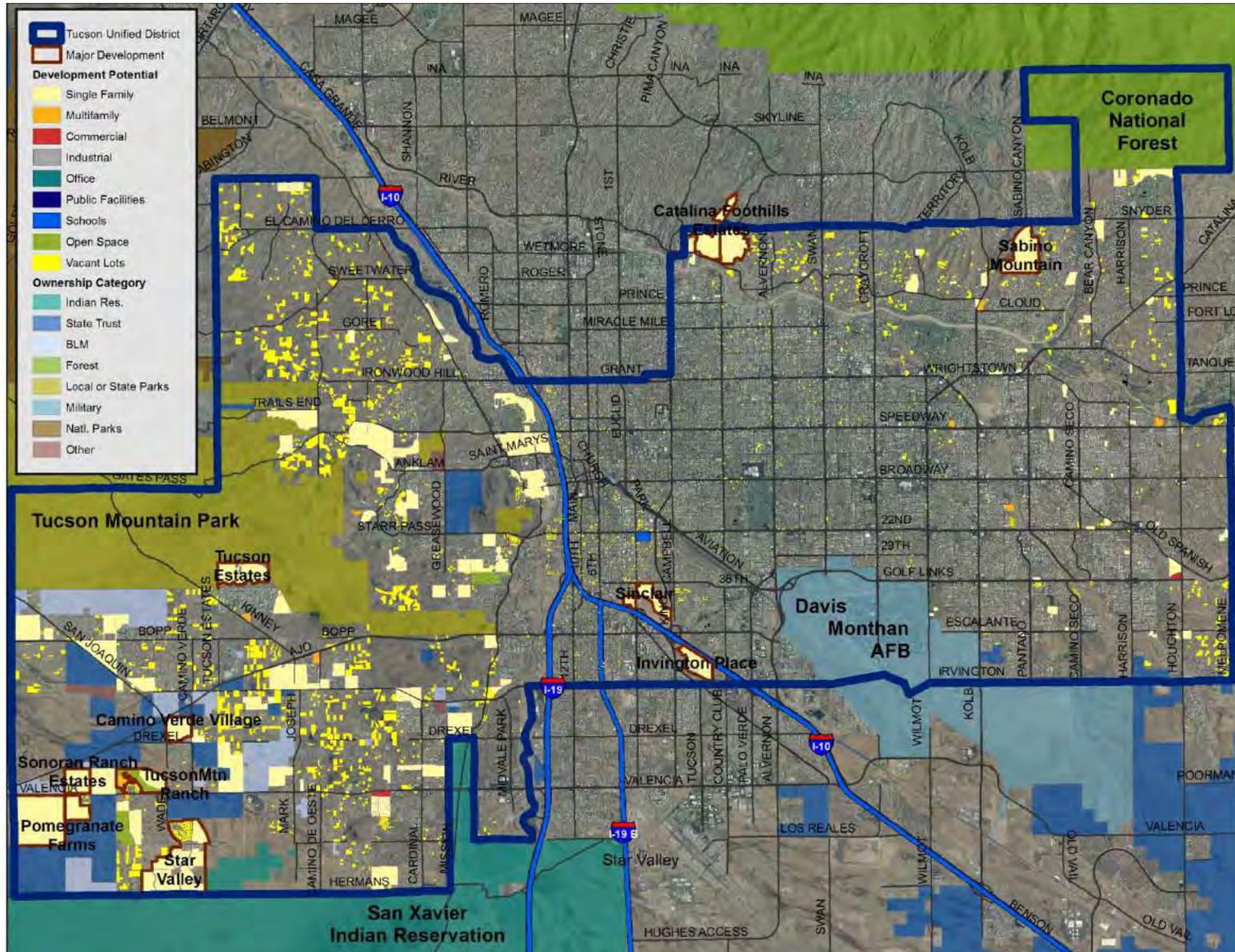
TABLE 6  
POTENTIAL NEW HOUSING BY DEVELOPMENT TIMELINE

Housing Type	Active Projects	Custom/ Infill	Vacant Land					Total
			1 Year	2-3 Years	3-5 Years	5-10 Years	10+ Years	
Single Family 2 du/ac or less	289	431	0	266	284	678	0	1,948
Single Family 2.01 - 3.5 du/ac	86	1,814	13	39	777	543	0	3,272
Single Family 3.51 - 4.5 du/ac	738	963	0	636	214	595	1,316	4,462
Single Family 4.51 - 6 du/ac	142	1,084	0	1,686	174	3,892	0	6,978
Single Family 6.01du/ac & Over	11	61	253	12	48	65	0	450
Single Family Attached	50	0	0	0	10	200	0	260
Total Single Family	1,316	4,353	266	2,639	1,507	5,973	1,316	17,370
Multifamily to 12 du/ac	57	275	0	0	191	135	296	954
Multifamily 12.0 du/ac & Over	144	1,790	0	208	60	72	0	2,274
Total Multifamily	201	2,065	0	208	251	207	296	3,228
Total	1,517	6,418	266	2,847	1,758	6,180	1,612	20,598

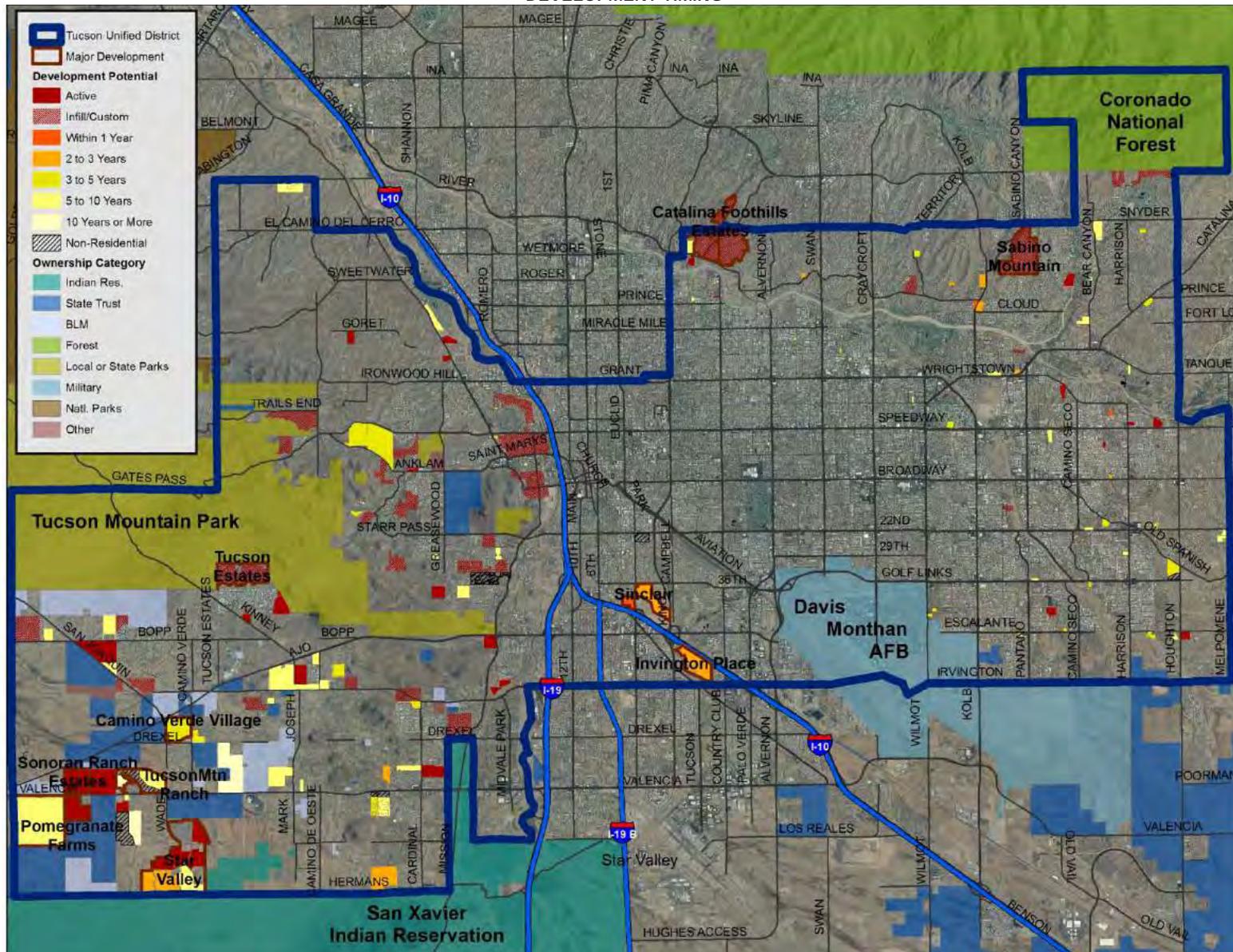
Sources: Pima County; City of Tucson; Tucson Unified School District; Applied Economics, 2013.

**Maps 7 and 8** show currently active and future development areas by land use and the estimated timing as presented on the previous table. The number of individual vacant building lots in the central corridor is greater than is clearly visible due to the small size of the lots.

MAP 7  
FUTURE LAND USE



MAP 8  
DEVELOPMENT TIMING



Local land broker Will White was quoted last February as saying, “This is the year of the resurgent homebuilders market,” and while permitting activity in the District is still weak, it does appear that homebuilder interest in Tucson is picking up. However, increasing shares of growth are going outside the District. Population projections by the Arizona Department of Administration show the population of Tucson (city) falling from 53 percent of the county total in 2010, to 52 percent in 2020. Marana’s population share is projected to grow from 3.5 to 4.4 percent and Sahuarita from 2.6 to 3.1 percent in that period. According to building permit data supplied by the Pima Association of Governments, approximately 40 percent of the units permitted in 2011 were within the Tucson District. That dropped to about 32 percent in 2012, and for the first half of 2013 the share was 26 percent. Growth in the Amphitheater and Marana Districts increased substantially in that same period, accounting for about the same percentage of permitted units as Tucson Unified in 2013, despite having much lower total enrollment. Sahuarita and Vail Unified both have smaller shares of permitting activity, about 6 to 10 percent, but more growth is anticipated.

While residential development conditions in the Tucson Unified District will continue to improve in the next few years, much of that growth will be in small subdivisions or individual infill lots. There are some larger developments, but most of the major development projects being introduced in the region now are outside the District. A major focus for development in the region will be in the Vail District. Projects include Pulte Home’s partially built Sierra Morado with 578 lots, Sycamore Point with 115 lots, Mountain Vail Estates with 500 lots, and the 565 acre La Estancia de Tucson development. This is not to suggest the absence of new growth in the Tucson Unified District, however much of the new development in the Tucson metro area can be expected to take place outside the District, along I-10 and south of Irvington.

There has been little zoning activity in the eastern portion of the District. A new plan for 13 lots at Houghton and Tanque Verde, and a pre-submittal on a 40+ acre parcel at Golf Links and Houghton have been introduced, but little else has transpired. The 40 acre parcel will be partially commercial, but there are no details yet as to what the residential component might be. Small lot single family is expected at this point. There are two new projects moving forward at Sabino Canyon and River Road. Aerie at Sabino and River is a 53 unit development of high density single family rentals. Construction is anticipated within a year. The houses are expected to be high amenity units ranging from 965 to 1,244 square feet. Any school-age children residing there would likely be in the lower grades. Across the street is a parcel planned for 196 multifamily units. The location suggests the development will also be a high amenity property with few school-age children. Much of the development in the east will be the same sort of infill/custom building that has been taking place, with stable or moderate growth.

The downtown area of the District is seeing an influx of dormitory projects, with approximately 3,300 units either built, under construction, or permitted. The volume of student housing involved in such projects is a recent circumstance and it is unclear what all the impacts will be. Such high density projects can be expected to increase surrounding land values and encourage more rental properties and/or increased densities. This would tend to attract younger residents, but not families with children. Conversely, with so



much student housing demand being met in a few large projects, more existing houses currently occupied by students could become available for non-students.

Near 36<sup>th</sup> Street and Park Avenue, Lennar and KB Homes are moving forward on the Sinclair development. The first phase of 200 small-lot single family houses is expected to begin initial construction within a year. Timing for the second phase of 500 lots has not been determined but should be active in about three years if sales go well with the first offerings. Construction levels are expected to be moderate with building continuing for several years, but this will also depend on sales volumes. Farther south, on the north side of Irvington between Campbell and Country Club, is Irvington Place. This 755 unit project of small-lot single family houses is expected to begin development in 2 to 3 years.

The southwestern portion of the District is where most future development will take place. The potential for new housing is substantial, though there are also impediments. The State Land Department controls over 3,500 acres in the southwestern corner of the District. This could add several thousand housing units if developed, though there are no current plans or expressed interest, so this area is not included in the estimated potential cited at the beginning of this section. The southwestern part of the District is also severely impacted by washes, which serve as an impediment to construction. Water service has been a barrier in the past, but Tucson Water has relaxed some policies related to water hookups which may encourage new development.

There are plans for two large master planned communities on the south side of Valencia Road and on each side of the District's western boundary. Sendero Pass, which is on the west, outside the District, includes 837 acres with a planned potential of 3,150 to 3,500 housing units. Part of the project has been purchased by a Scottsdale, Arizona investment and development firm and they are expected to start platting part of the property within a year. Pomegranate Farms is located within the District and has a similar target density of about 3,500 units, but on only 407 acres. The specific plan is from 2009 and includes a website that is no longer active. The plan indicates a target density of 8.5 units per acre overall, with 8 units per acre at minimum, which seems very incongruous with the surrounding development. The Sendero Pass project seems to be much more advanced, while the Pomegranate Farms land is likely to be reconfigured and not become active for several more years.

The collapse of the housing market and accompanying recession brought previously active development projects to a halt, or nearly so (right: abandoned, unfinished houses at Sonoran Ranch). As the economy improves, these "zombie" subdivisions are coming back to life. Because of the economic devastation, builders are not inclined to make large land purchases at this time. The current tendency is to purchase finished lots in existing subdivisions a few at a time,



then continue to keep just ahead of demand. This allows builders to produce income and maintain or rebuild their supply lines and employee connections while not being as financially exposed as they had been when purchases of large tracts of raw land were the norm.

At Sonoran Ranch (Valencia, half mile west of Vahalla), about a quarter mile from the two abandoned houses just shown, D.R. Horton has purchased a block of about 50 lots. The builder has been active about 5 months and has had 22 sales. Projections are for about 3 housing starts per month and it is expected that as sales continue they will purchase additional lots, and will likely be joined by other builders. House prices at the subdivision start at about \$140,000 so it can be expected that these will be houses occupied by families.

About a mile southeast, at Vahalla, south of Valencia, D.R. Horton has been joined by LGI Homes at Caddis Haley (also called Sonoran Ranch on some signage). As seen in the photo at right, construction is very active and spread out. The builders are not just finishing a few houses, there are houses at all stages of construction, from finishing to preparing lots for new starts. This also indicates a level of confidence in the market moving forward. The



presence of a large new playground, including a basketball court, is an obvious indication the subdivision is targeting families with children.

The other major development in the area is Star Valley, which has been under development for several years south of Valencia along Camino Verde. Lennar Homes is currently active in two subdivisions there. They are building a new type of product called a “multi-generational” house, which is a house with an attached casita. Prices start at about \$130,000 with offers of zero down and zero closing costs. Houses



have up to 5 bedrooms and 2,900 square feet. It appears the target market is families, and while the construction is intended to be multi-generational, it seems that home offices or apartments for older children could also be possible. As with Sonoran Ranch, construction activity is across all construction stages (left), with a number of houses under construction at the same time.

There are three tracts of raw land on the southern portion of the Star Valley development, south of Yedra and bounded by the San

Xavier District of the Tohono O’Odham Nation. These parcels have a development potential of 1,400 houses. While they are currently owned by Stewart Title, it can be expected that continued demand accompanied by the absorption of existing finished lots, will result in the next development phase, which

will open up new land to development. If current trends continue, the first of these parcels could begin development within two years. Because of the competition from other parts of the metro area, and the location and type of project, it is anticipated that construction levels will increase but be moderate enough that construction could continue through most or all of the projection period.

Overall, single family development in the District is forecast to steadily increase through about 2020, although not attaining the levels experienced in the early 2000's. This is largely due to the increased development options elsewhere in the metro region, and the constraints on available land remaining in the District including washes and existing housing on large lot, "ranchette" properties. This could change if anticipated developments of commercial and industrial enterprises around Ryan Air Field come to fruition, which could motivate additional development, perhaps on some of the state-owned land. It should be noted that the State Land Department is largely reactive to buyers, offering land for sale after there has been interest expressed. Also, some projects may come about unexpectedly as particular developers decide to go forward. The property for the Aerie project at Sabino and River had been owned by a joint venture for 35 years before being sold in August of this year.

Multifamily development is expected to remain very limited for the next 2 to 4 years due to the large amount of new student housing being constructed. Also since housing demand in locations where new multifamily would be most likely can be at least partially satisfied by existing vacant housing.

## ***4.0 DISTRICT-LEVEL PROJECTIONS***

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In this section of the report, the enrollment, demographic, and development information is integrated in order to project changes to District-level enrollment. The level of projected change is based on our housing growth forecast, occupancy rates, and per household student-age population generation rates. This methodology leads to the creation of ten-year enrollment projections by grade for Kindergarten through 12<sup>th</sup> grade.

### 4.1 Housing & Population

**Table 7** provides annual housing, household and population projections through 2023/24 based on the projected annual absorption of new housing units, and real estate market and demographic trends. The housing unit construction schedule developed for the 10-year period by Applied Economics is based on recent construction trends, ownership, and data reflecting the cyclical nature of economic growth in the District. These projections show in a total housing inventory of about 227,900 units in 2023/24, up about 12,600 units from the 2013/14 inventory. This would result in a District-wide population of about 507,800 people in 2023/24, or an increase of about 31,100 persons.

More important than the number of new housing units, is the number of **occupied** housing units, or households. In 2000's, the District housing occupancy rate was about 92 percent, but decreased during the recession, reaching a low of 89.5 percent in 2010/11. It has rebounded very slightly in the last several years to about 90.1 percent. Because of this, the number of households actually declined for several years during the recession, despite that fact that new housing units were added to inventory. However, this trend reversed in 2011/12 as occupancy rates stabilized. The number of new households is expected to continue to outstrip housing unit additions throughout the projection period as housing occupancy rates increase to about 91.3 percent.

While 12,600 new housing units are expected to be added over the next ten years, the number of new households is expected to be just over 14,100, based on the combination of new units and higher occupancy rates. However, the population per household and school-age population per household rates are both expected to continue to decline slowly. While new housing growth remains moderate, the existing population is "aging in place" due to real estate market conditions and general demographic trends. As a result, school-age population is expected to increase by only 2,500, despite the creation of over 14,100 new households.

**TABLE 7  
PROJECTED POPULATION AND HOUSING**

Year	Population	Housing Units		Occupancy Rate	Vacant Units	Households		Pop/HH
		Total	New			Total	Change	
2000/01	444,808	193,800		92.2%	15,099	178,701		2.489
2001/02	453,279	197,156	3,356	92.4%	14,966	182,190	3,489	2.488
2002/03	462,212	200,663	3,507	92.6%	14,831	185,832	3,642	2.487
2003/04	469,867	203,710	3,046	92.8%	14,649	189,061	3,228	2.485
2004/05	473,754	206,754	3,044	92.3%	15,901	190,852	1,792	2.482
2005/06	476,893	209,373	2,619	91.8%	17,150	192,223	1,371	2.481
2006/07	479,361	211,749	2,376	91.3%	18,403	193,346	1,123	2.479
2007/08	478,552	212,856	1,107	90.8%	19,564	193,292	-54	2.476
2008/09	476,414	213,437	581	90.3%	20,684	192,752	-540	2.472
2009/10	473,736	213,822	385	89.8%	21,791	192,031	-721	2.467
2010/11	473,159	214,070	248	89.5%	22,373	191,697	-334	2.468
2011/12	473,623	214,222	152	89.7%	22,065	192,157	460	2.465
2012/13	475,421	214,886	664	89.9%	21,703	193,183	1,025	2.461
2013/14	476,724	215,274	388	90.1%	21,312	193,962	779	2.458
2014/15	477,992	215,887	613	90.2%	21,157	194,730	768	2.455
2015/16	479,776	216,587	700	90.4%	20,901	195,686	956	2.452
2016/17	481,924	217,482	895	90.5%	20,704	196,778	1,091	2.449
2017/18	485,051	218,824	1,342	90.6%	20,548	198,276	1,499	2.446
2018/19	488,514	220,267	1,443	90.7%	20,397	199,870	1,594	2.444
2019/20	492,084	221,743	1,476	90.9%	20,245	201,498	1,628	2.442
2020/21	496,234	223,500	1,757	91.0%	20,115	203,385	1,887	2.440
2021/22	499,908	225,117	1,617	91.1%	20,035	205,082	1,697	2.438
2022/23	504,040	226,595	1,478	91.2%	19,940	206,655	1,573	2.439
2023/24	507,788	227,915	1,320	91.3%	19,829	208,086	1,432	2.440
2014/15 - 2023/24			12,641				14,125	

Source: Applied Economics, November 2013.

\*Bolding Indicates Actuals

## 4.2 School-Age Population & Capture

Between 2000 and 2010, enrollment decreased by 14 percent or 8,900 students, while school-age population (persons age 5 to 17) residing within District boundaries decreased by only 3 percent or 2,400 students. Since 2010, enrollment has dropped by another 7 percent, or about 3,900 students, despite a steady level of school-age population during that period.

In addition to the volume and market orientation of household growth, trends in per-household student generation rates and capture rates are key factors used in determining future enrollment levels as shown in **Table 8**. The first element, student generation, refers to the expected size of the school-age population, 5 to 17 years old, per household. The average number of school-age persons per household has decreased from a high of 0.43 in 2000/01 to just 0.38 currently. The District is expected to experience slight declines in student generation rates down to 0.37 by 2023/24 (**Figure 3**). However, these rates vary significantly across the District.

Because of the increasing number of educational alternatives and mostly unrestricted open enrollment policies, it is necessary to apply a “capture rate”, or enrollment to population ratio, to the school-age population to project enrollment. While households may be generating, on average, 0.38 school-age persons that does not necessarily equate to an equivalent amount of enrollment. Please note that in this analysis the capture rate is based on the **net difference** between the school-age population and District enrollment. This includes the loss of some in-district school-age persons to other providers, and the addition of students from outside the district.

At the present time, the District attracts about 1,400 students from outside its boundaries, meaning that only about 47,600 of the District’s 74,300 school-age persons attend District schools. This would imply an internal capture rate of 64 percent of the resident school age population. With out-of-district students included, the net capture rate rises to 66 percent, with a net loss of close to 49,000 students. The level of out-of-district enrollment is assumed to remain at current or similar levels throughout the projection period.

In 2000/01, the District’s capture rate was at a high of 0.80, meaning that 80 percent of the school-age population of the District was attending District schools. At the time, that level was somewhat low compared to typical suburban areas driven by an established base of private and parochial schools in addition to charter schools. Since that time, increasing open enrollment—and especially the introduction and proliferation of public charter schools—has impacted the in-district capture rates for public school districts. Open enrollment causes a shifting of students between districts, with gains and losses offsetting each other to varying degrees, but charter schools only subtract from districts. The capture rate in Tucson has fallen steadily to 66 percent by 2013/14.

In terms of the comparison of students residing in the District versus the number enrolled in District schools, the capture rate implies that there are currently about 25,300 school age children living in the District but being served by other providers. Capture rates are expected to continue to decline slowly over the next ten years because of the continued expansion of charter schools and increased competition from surrounding school districts.

**TABLE 8**  
**SCHOOL AGE POPULATION AND ENROLLMENT**

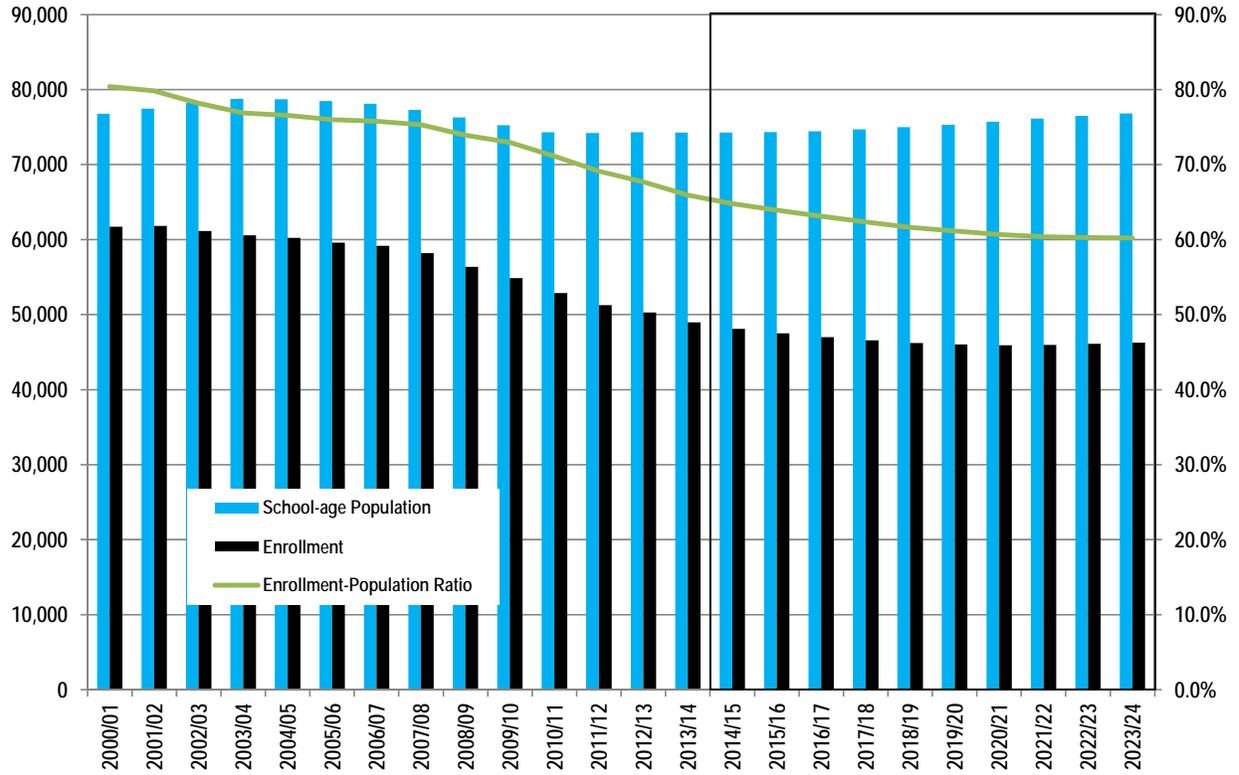
Year	Households	School-Age Population *		K-12 Enrollment		Net Difference	Enrollment - Population Ratio
		Total	Per Household	Total	Per Household		
2000/01	178,701	76,767	0.430	61,724	0.345	15,043	0.804
2001/02	182,190	77,467	0.425	61,827	0.339	15,640	0.801
2002/03	185,832	78,210	0.421	61,136	0.329	17,074	0.797
2003/04	189,061	78,757	0.417	60,549	0.320	18,208	0.794
2004/05	190,852	78,692	0.412	60,243	0.316	18,449	0.790
2005/06	192,223	78,448	0.408	59,611	0.310	18,837	0.787
2006/07	193,346	78,101	0.404	59,180	0.306	18,921	0.783
2007/08	193,292	77,283	0.400	58,200	0.301	19,083	0.780
2008/09	192,752	76,281	0.396	56,384	0.293	19,897	0.776
2009/10	192,031	75,220	0.392	54,879	0.286	20,341	0.773
2010/11	191,697	74,323	0.388	52,857	0.276	21,466	0.711
2011/12	192,157	74,198	0.386	51,273	0.267	22,925	0.691
2012/13	193,183	74,290	0.385	50,282	0.260	24,008	0.677
2013/14	193,962	74,286	0.383	48,975	0.252	25,311	0.659
2014/15	194,730	74,276	0.381	48,122	0.247	26,154	0.648
2015/16	195,686	74,337	0.380	47,519	0.243	26,818	0.639
2016/17	196,778	74,447	0.378	46,983	0.239	27,464	0.631
2017/18	198,276	74,708	0.377	46,575	0.235	28,133	0.623
2018/19	199,870	75,002	0.375	46,230	0.231	28,772	0.616
2019/20	201,498	75,305	0.374	46,029	0.228	29,276	0.611
2020/21	203,385	75,700	0.372	45,940	0.226	29,760	0.607
2021/22	205,082	76,127	0.371	45,971	0.224	30,156	0.604
2022/23	206,655	76,504	0.370	46,113	0.223	30,391	0.603
2023/24	208,086	76,826	0.369	46,265	0.222	30,561	0.602

Source: Applied Economics, November 2013.

\* Population age 5 through 17, corresponds with Kindergarten through 12th grade.

**Bolding indicates historical data.**

FIGURE 3  
PROJECTED ENROLLMENT: 2000/01-2023/24



### 4.3 Charter and Private School Enrollment

In the 2012/13 school year, there were 58 charter schools operating within the Tucson Unified School District boundaries with 11,500 total K-12 students. The schools are listed on **Table 9** with their addresses. Note that these are only charter schools within the District and some residents may be attending charter schools outside the District boundaries.

Charter schools report enrollment to the state but it is difficult to learn of new schools prior to opening. Over time, charter schools also move, change names, or go out of business, which also creates tracking difficulties. However, school lists and enrollment data have been compiled, and while there are issues with the data due to reporting lags, the data is from the Arizona Department of Education and is generally deemed accurate and provides a striking view of the situation.

**TABLE 9**  
**ENROLLMENT IN LOCAL NON-DISTRICT CHARTER SCHOOLS BY SCHOOL**

School Name	Address	City	Zip	Total K-12
A Child's View School	2846 Drexel Rd.	Tucson	85746	37
Academy Adventures Midtown	3025 N. Winstel	Tucson	85716	91
Academy Del Sol	4525 E. Broadway Blvd.	Tucson	85711	37
Academy of Tucson Elementary School	9209 E. Wrightstown Rd.	Tucson	85715	296
Academy of Tucson High School	10720 E. 22nd St.	Tucson	85748	175
Academy of Tucson Middle School	7310 E. 22nd St.	Tucson	85710	245
Accelerated Learning Laboratory	5245 N. Camino de Oeste	Tucson	85745	196
ACE Charter High School	1915 E. 36th St.	Tucson	85713	49
Adalberto M. Guerrero School	2797 N. Introspect Dr	Tucson	85745	76
Adventure School	5757 E. Pima St.	Tucson	85712	97
Allsport Academy	6211 E. Speedway Blvd.	Tucson	85712	102
Alternative Computerized Education (ACE) Chz	1929 N. Stone Ave.	Tucson	85705	138
AmeriSchools Academy - Country Club	1150 N. Country Club	Tucson	85716	219
Arizona College Prep Academy	7444 E. Broadway	Tucson	85710	109
BASIS Tucson	3825 E. 2nd St	Tucson	85716	353
BASIS Tucson North	5740 E. River Rd.	Tucson	85750	770
Canyon Rose Academy	2401 S. Wilmont Rd	Tucson	85711	299
Children Reaching for the Sky Preparatory	1844 S. Alvernon Way	Tucson	85711	262
City High School	48 E. Pennington St	Tucson	85701	166
Compass High School	8250 E. 22nd St.	Tucson	85710	408
Desert Mosaic School	5757 W. Ajo Highway	Tucson	85735	83
Desert Sky Community School	1350 N. Arcadia Ave	Tucson	85712	60
Desert Springs Academy	3833 E. 2nd St.	Tucson	85716	136
Eastpointe High School	8495 E. Broadway	Tucson	85710	149
Edge High School - Himmel Park	2555 E. First St.	Tucson	85716	162
Future Investment Middle School	1854 S. Alvernon Way	Tucson	85711	96
Ha:san Preparatory & Leadership School	1333 E. 10th St.	Tucson	85719	134
Hiaki High School	4747 W. Calle Vicam	Tucson	85746	62
Highland Free School	510 S. Highland Ave.	Tucson	85719	44
Khalsa School	3701 E. River Rd.	Tucson	85718	249

**TABLE 9 (Continued)**  
**ENROLLMENT IN LOCAL NON-DISTRICT CHARTER SCHOOLS BY SCHOOL**

School Name	Address	City	Zip	Total K-12
La Paloma Academy	2050 N. Wilmot Rd.	Tucson	85712	732
La Paloma Academy (Lakeside)	8140 E. Gollinks Rd.	Tucson	85730	859
Luz-Guerrero Early College High School	2797 N. Introspect Dr.	Tucson	85745	113
Nosotros Academy	440 N. Grande Ave.	Tucson	85745	168
Ombudsman - Charter Central	1525 N. Oracle Rd.	Tucson	85705	70
Ombudsman - Charter Valencia	1686 W. Valencia Rd.	Tucson	85746	118
Paulo Freire Freedom School	300 E. University Blvd.	Tucson	85705	71
Pima Partnership Academy	1346 N. Stone Ave.	Tucson	85705	101
Pima Partnership School, The	1346 N. Stone Ave.	Tucson	85705	221
Pima Rose Academy	1690 W. Irvington Rd.	Tucson	85746	432
Pima Vocational High School	1550 S. 6th Ave	Tucson	85713	142
PPEP TEC - Celestino Fernandez Learning C	1840 E. Benson Hwy	Tucson	85714	289
PPEP TEC - Victor Soltero Learning Center	8677 E. Golf Links	Tucson	85730	52
School for Integrated Academics and Technolo	901 S. Campbell Ave.	Tucson	85719	108
Sky Islands	201 S. Wilmot Rd.	Tucson	85711	49
Skyview High School	7820 E. Wrightstown Rd.	Tucson	85715	121
Sonoran Science Academy - Broadway	6880 E. Broadway Blvd.	Tucson	85710	316
Sonoran Science Academy - Davis Monthan	5741 E. Ironwood St	Tucson	85708	201
Southern Arizona Community High School	2470 N. Tucson Blvd.	Tucson	85716	217
Southside Community School	2701 S. Campbell Ave	Tucson	85713	229
TAG Elementary	10129 E. Speedway Blvd.	Tucson	85748	205
TIA East	450 N. Pantano Rd.	Tucson	85710	60
TIA West	2700 W. Broadway Blvd.	Tucson	85745	145
Tucson Country Day School	9239 E. Wrightstown Rd.	Tucson	85715	686
Tucson International Academy	2700 W. Broadway Blvd.	Tucson	85745	111
Tucson International Academy Midvale	1625 W. Valencia	Tucson	85746	120
Western Institute for Leadership Development	1300 S. Belvedere Ave	Tucson	85711	46
Wildcat School	25 E. Drachman	Tucson	85705	225
Total				11,507

Source: Arizona Department of Education; Applied Economics 2013.

**Table 10** shows the enrollment by grade in charter schools over the past five years. Enrollment has increased by over 1,900 students, going up an average of 480 students per year.

**TABLE 10**  
**ENROLLMENT IN LOCAL NON-DISTRICT CHARTER SCHOOLS BY GRADE**

School Year	#Schools	KG	1st	2nd	3rd	4th	5th	6th	7th	8th	9th	10th	11th	12th	Total K-12	Annual Change
2008-09	52	702	578	557	508	530	571	693	758	684	505	738	1,009	1,748	9,581	
2009-10	55	692	626	614	595	555	673	835	768	820	502	718	968	2,028	10,394	813
2010-11	55	763	753	684	660	615	718	864	843	794	548	699	951	1,983	10,875	481
2011-12	56	797	771	700	675	638	704	824	878	781	568	774	939	1,972	11,021	146
2012-13	58	756	756	717	664	614	842	969	891	893	570	806	1,012	2,017	11,507	486

Source: Arizona Department of Education; Applied Economics 2013.

Private schools do not have to report to the state so enrollment data from most sources tends to be outdated. However, enrollment also tends to be more stable at private schools than at charter institutions. In the 2009-10 school year, there were 28 private schools operating within the Tucson Unified boundaries with 4,300 K-12 students, shown on **Table 11**.

**TABLE 11**  
**ENROLLMENT IN LOCAL NON-DISTRICT PRIVATE SCHOOLS BY SCHOOL**

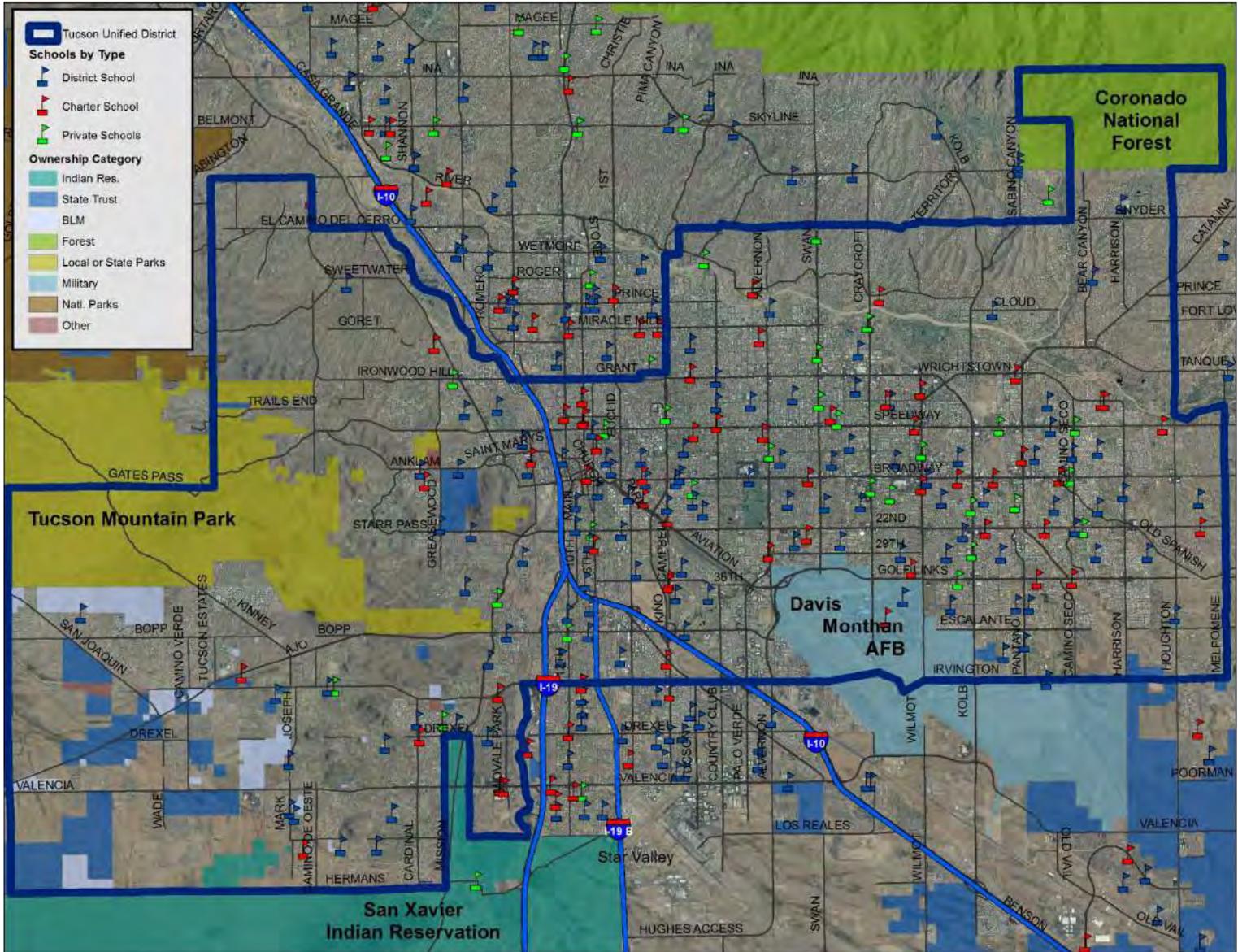
School Name	Address	City	Zip	Total K-12*
Al Huda Islamic School	2800 E River Rd	Tucson	85718	34
Calvary Chapel Christian School	8725 E Speedway Blvd	Tucson	85710	112
Carden Christian Academy Central	2727 N Swan Rd	Tucson	85712	44
Casa Ninos School Of Montessori - East Campus	8655 E Broadway Blvd	Tucson	85710	5
Castlehill Country Day School	3225 N Craycroft Rd	Tucson	85712	188
Chapel In The Hills Preschool	5455 S Westover Ave	Tucson	85746	88
Desert Christian Schools	7525 E Speedway Blvd	Tucson	85710	496
Desert Valley Christian School	1200 N Santa Rosa Ave	Tucson	85712	15
Faith Lutheran School	3925 E 5Th St	Tucson	85711	53
Family Life Academy	7801 E Kenyon Dr	Tucson	85710	65
Firm Foundations Christian School	3020 S Mission Rd	Tucson	85713	49
First Southern Christian School	445 E Speedway Blvd	Tucson	85705	77
Fountain Of Life Lutheran School	710 S Kolb Rd	Tucson	85710	89
Ironwood Hills Christian School	2245 W Ironwood Hills Dr	Tucson	85745	6
Lamb'S Gate Christian School	4700 N Swan Rd	Tucson	85718	29
Our Mother Of Sorrows School	1800 S Kolb Rd	Tucson	85710	409
River Of Life Christian School	6902 E Golf Links Rd	Tucson	85730	84
Saguaro Hills Adventist Christian School	4280 W Irvington Rd	Tucson	85746	21
Santa Cruz Catholic School	29 W 22Nd St	Tucson	85713	190
Ss Peter & Paul Catholic School	1436 N Campbell Ave	Tucson	85719	427
St Ambrose School	300 S Tucson Blvd	Tucson	85716	220
St Augustine Catholic High School	8800 E 22Nd St	Tucson	85710	133
St Cyril Elementary School	4725 E Pima St	Tucson	85712	387
St Gregory College Preparatory School	3231 N Craycroft Rd	Tucson	85712	278
St John The Evangelist School	600 W Ajo Way	Tucson	85713	134
St Joseph Catholic School	215 S Craycroft Rd	Tucson	85711	296
St Michael'S Parish Day School	602 N Wilmot Rd	Tucson	85711	334
Tuller School	5870 E 14Th St	Tucson	85711	46
Total				4,309

Source: National Center for Education Statistics; Applied Economics, 2013.

In July of 2013, Academy del Sol opened a new K-8 school at Star Valley, in the southwestern part of the District. Their other locations only have enrollments of about 40, and initial enrollment at this location appears low, but the new facility is to have a capacity of 474 students, so a significant expansion is planned. In contrast, the Allsport Academy, with 100 students, has received failing grades for the last two years, and a revocation of their charter is possible.

As can be seen on **Map 9** these charter and private schools are located throughout the District, with numerous other facilities located close by, especially with freeway access.

MAP 9  
 AREA SCHOOLS BY ENTITY TYPE



#### 4.4 Projected Enrollment

District enrollment is expected to continue to decline slowly over the next seven years, as shown on **Table 12**. There should be only slight fluctuations from one year to the next, but a loss of about 3,000 total students is expected by 2020/21. At that point, enrollment is projected to stabilize, increasing by 325 students through 2023/24.

The losses at the high school level are expected to be the most significant with a drop of about 3,700 students, with 86 percent of that decline occurring in the next five years. This is likely the result of smaller 6<sup>th</sup> to 8<sup>th</sup> grade cohorts progressing forward, combined with increased competition from charter schools. The middle school grades (5-8) should experience sizeable declines as well, losing about 2,000 students advancing from lower grades over the next 10 years. In contrast, the number of students in K-4 is expected to decrease by 1,400 students over the next five years, but then increase with a net gain of about 80 students over the ten years, as more families with younger children move into the new housing units being added.

TABLE 12  
ENROLLMENT BY LEVEL: 2000/01-2023/24

Fall	Enrollment by Level				K-12 Total		
	K-4	5-8	K-8	9-12	Enrollment	Change	% Change
2000/01	25,330	19,593	44,923	16,801	61,724		12.5%
2001/02	24,835	20,125	44,960	16,867	61,827	103	0.2%
2002/03	24,292	19,985	44,277	16,859	61,136	-691	-1.1%
2003/04	24,019	19,514	43,533	17,016	60,549	-587	-1.0%
2004/05	24,064	19,255	43,319	16,924	60,243	-306	-0.5%
2005/06	23,817	18,560	42,377	17,234	59,611	-632	-1.0%
2006/07	23,983	17,965	41,948	17,232	59,180	-431	-0.7%
2007/08	23,570	17,485	41,055	17,145	58,200	-980	-1.7%
2008/09	22,894	16,636	39,530	16,854	56,384	-1,816	-3.1%
2009/10	22,139	16,178	38,317	16,562	54,879	-1,505	-2.7%
2010/11	21,067	15,702	36,769	16,088	52,857	-2,022	-3.7%
2011/12	20,673	15,310	35,983	15,290	51,273	-1,584	-3.0%
2012/13	20,473	14,986	35,459	14,823	50,282	-991	-1.9%
2013/14	19,903	14,533	34,436	14,539	48,975	-1,307	-2.6%
2014/15	19,770	14,202	33,972	14,150	48,122	-853	-1.7%
2015/16	19,631	13,967	33,598	13,921	47,519	-603	-1.3%
2016/17	19,545	13,688	33,233	13,750	46,983	-536	-1.1%
2017/18	19,365	13,678	33,043	13,532	46,575	-408	-0.9%
2018/19	19,290	13,670	32,960	13,270	46,230	-345	-0.7%
2019/20	19,296	13,642	32,938	13,091	46,029	-201	-0.4%
2020/21	19,401	13,664	33,065	12,875	45,940	-89	-0.2%
2021/22	19,562	13,521	33,083	12,888	45,971	31	0.1%
2022/23	19,777	13,438	33,215	12,898	46,113	142	0.3%
2023/24	19,980	13,411	33,391	12,874	46,265	152	0.3%

Source: Applied Economics, November 2013.

Bolding indicates actuals.

The distribution by individual grade is shown in **Table 13**. This table further illustrates the upper grades experiencing more pronounced declines throughout the projection period. The largest expected losses over the next ten years are in 12<sup>th</sup> grade with 670 fewer students per grade over the next 10 years, followed by grades 8 through 11 with 330 to 350 less students in each grade. Grades K through 4 are expected to remain fairly stable in terms of class sizes, with modest increases in Kindergarten and 2<sup>nd</sup> grade. As illustrated by the accompanying chart, overall enrollment is expected to decline modestly over the next 10 years, with vacillation between individual grades and years.

**TABLE 13**  
**PROJECTED ENROLLMENT BY GRADE: 2000/01-2023/24**

Year	K	1	2	3	4	5	6	7	8	9	10	11	12	K-12 Total	Percent Change
2000/01	4,652	5,063	5,026	5,241	5,348	5,071	4,934	5,004	4,584	4,984	4,686	3,739	3,392	61,724	-1.1%
2001/02	4,709	4,825	5,038	5,028	5,235	5,394	4,942	4,916	4,873	4,821	4,587	4,098	3,361	61,827	0.2%
2002/03	4,732	4,845	4,769	4,988	4,958	5,204	5,071	4,922	4,788	4,992	4,421	3,955	3,491	61,136	-1.1%
2003/04	4,775	4,894	4,742	4,666	4,942	4,907	4,907	5,024	4,676	4,879	4,672	3,958	3,507	60,549	-1.0%
2004/05	4,976	4,819	4,840	4,763	4,666	4,871	4,593	4,924	4,867	4,827	4,514	4,048	3,535	60,243	-0.5%
2005/06	4,846	4,999	4,627	4,710	4,635	4,628	4,599	4,559	4,774	4,943	4,577	4,050	3,664	59,611	-1.0%
2006/07	4,770	4,949	4,967	4,598	4,699	4,602	4,329	4,577	4,457	5,053	4,582	3,870	3,727	59,180	-0.7%
2007/08	4,625	4,795	4,817	4,798	4,535	4,515	4,205	4,239	4,526	5,046	4,560	4,036	3,503	58,200	-1.7%
2008/09	4,438	4,560	4,620	4,660	4,616	4,411	4,114	4,055	4,056	5,092	4,266	4,020	3,476	56,384	-3.1%
2009/10	4,368	4,449	4,471	4,406	4,445	4,367	3,914	3,977	3,920	4,725	4,286	3,877	3,674	54,879	-2.7%
2010/11	4,149	4,226	4,216	4,240	4,236	4,201	3,853	3,808	3,840	4,375	4,121	3,865	3,727	52,857	-3.7%
2011/12	4,175	4,188	4,113	4,103	4,094	4,094	3,766	3,742	3,708	4,037	3,936	3,652	3,665	51,273	-3.0%
2012/13	4,239	4,133	4,047	4,023	4,031	3,931	3,707	3,662	3,686	3,963	3,820	3,635	3,405	50,282	-1.9%
2013/14	4,058	4,140	3,916	3,924	3,865	3,810	3,579	3,544	3,600	4,002	3,673	3,403	3,461	48,975	-2.6%
2014/15	4,000	4,067	4,040	3,827	3,836	3,731	3,460	3,510	3,501	4,003	3,614	3,325	3,208	48,122	-1.7%
2015/16	3,947	4,013	3,973	3,953	3,745	3,707	3,392	3,397	3,471	3,897	3,617	3,272	3,135	47,519	-1.3%
2016/17	3,898	3,963	3,923	3,890	3,871	3,621	3,373	3,333	3,361	3,867	3,523	3,275	3,085	46,983	-1.1%
2017/18	3,895	3,922	3,882	3,849	3,817	3,751	3,301	3,321	3,305	3,752	3,499	3,192	3,089	46,575	-0.9%
2018/19	3,934	3,921	3,844	3,811	3,780	3,701	3,422	3,252	3,295	3,692	3,396	3,171	3,011	46,230	-0.7%
2019/20	3,974	3,961	3,844	3,774	3,743	3,666	3,377	3,372	3,227	3,681	3,342	3,077	2,991	46,029	-0.4%
2020/21	4,018	4,006	3,887	3,779	3,711	3,634	3,349	3,331	3,350	3,609	3,334	3,029	2,903	45,940	-0.2%
2021/22	4,059	4,046	3,928	3,817	3,712	3,599	3,316	3,300	3,306	3,743	3,267	3,021	2,857	45,971	0.1%
2022/23	4,104	4,091	3,970	3,860	3,752	3,603	3,287	3,270	3,278	3,697	3,390	2,961	2,850	46,113	0.3%
2023/24	4,146	4,133	4,011	3,899	3,791	3,639	3,288	3,239	3,245	3,662	3,347	3,072	2,793	46,265	0.3%

Source: Applied Economics, November 2013.

## ***5.0 SUB-DISTRICT PROJECTIONS***

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The purpose of this section is to provide sub-district enrollment projections based on residency of the Tucson Unified School District student population, which has been derived from grid-level projections and attendance at each school. Accordingly, the section begins with enrollment projections by attendance area. This data forms the basis for the district level enrollment projections and provides baseline information for comparing enrollment by school with enrollment by attendance area. Matrices showing the relationship between where students live and where they attend are provided for elementary, middle school and high school grade levels.

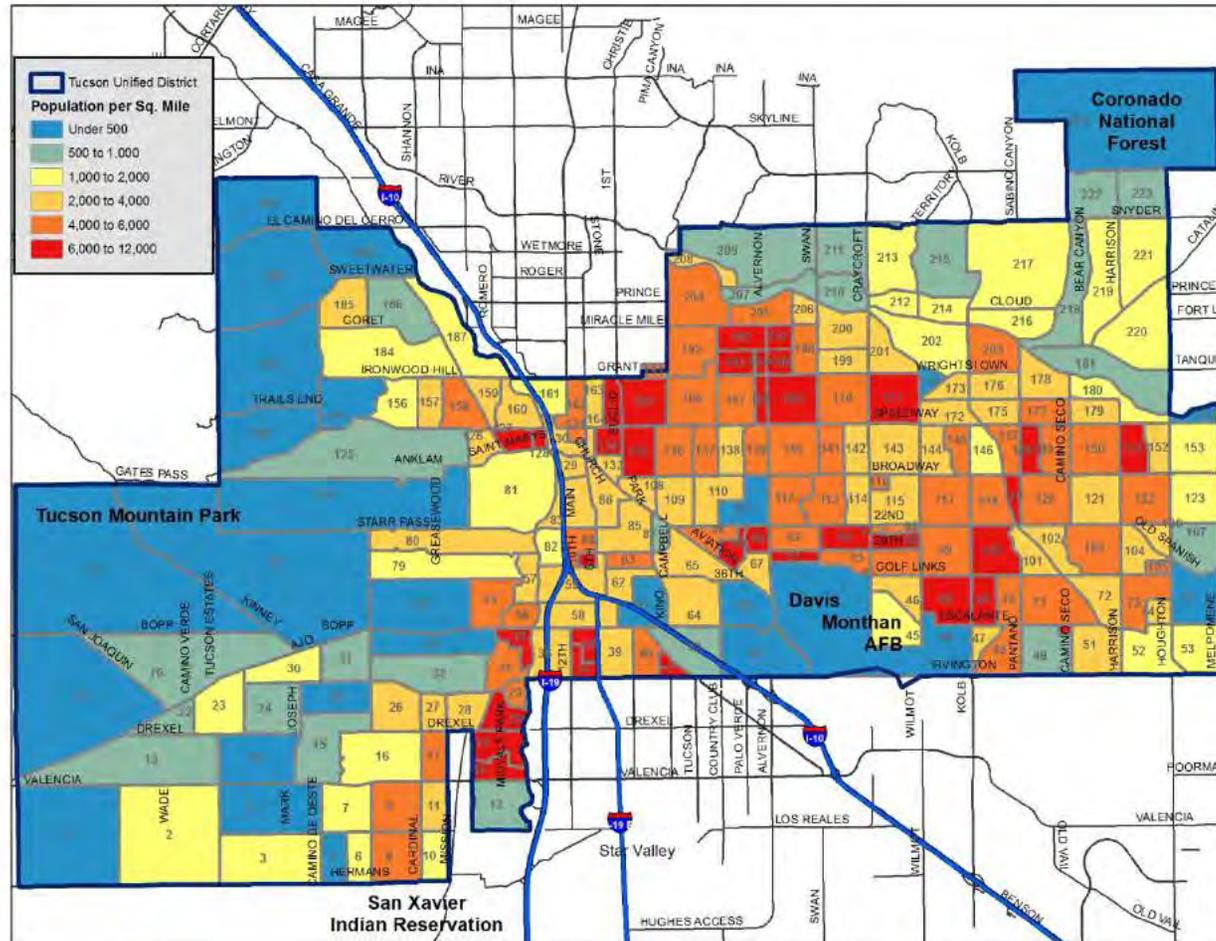
The sub-district analysis also includes detail on the demographic characteristics used to drive the projection of future school age population by attendance area. Trends in these characteristics are used along with historic student information to predict enrollment by residence attendance area and hence enrollment by school.

### **5.1 Demographic Characteristics**

A series of maps were created that geographically illustrate selected 2010 Census data, specifically population per household, school-age population per household, capture rates and householder ages. These thematic maps help to visualize the population and household characteristics by location and in context to other geographic identities. The data underlying these maps has been utilized to model trends in student generation rates for existing and new housing.

One of the most important aspects of understanding enrollment in the District is population density. As shown in **Map 10**, population density varies from under 500 persons per square mile in much of the western part of the District, where there is little or no development, to higher densities surrounding the University of Arizona campus, east to Houghton Road, and areas of lower-cost housing along Interstate 19.

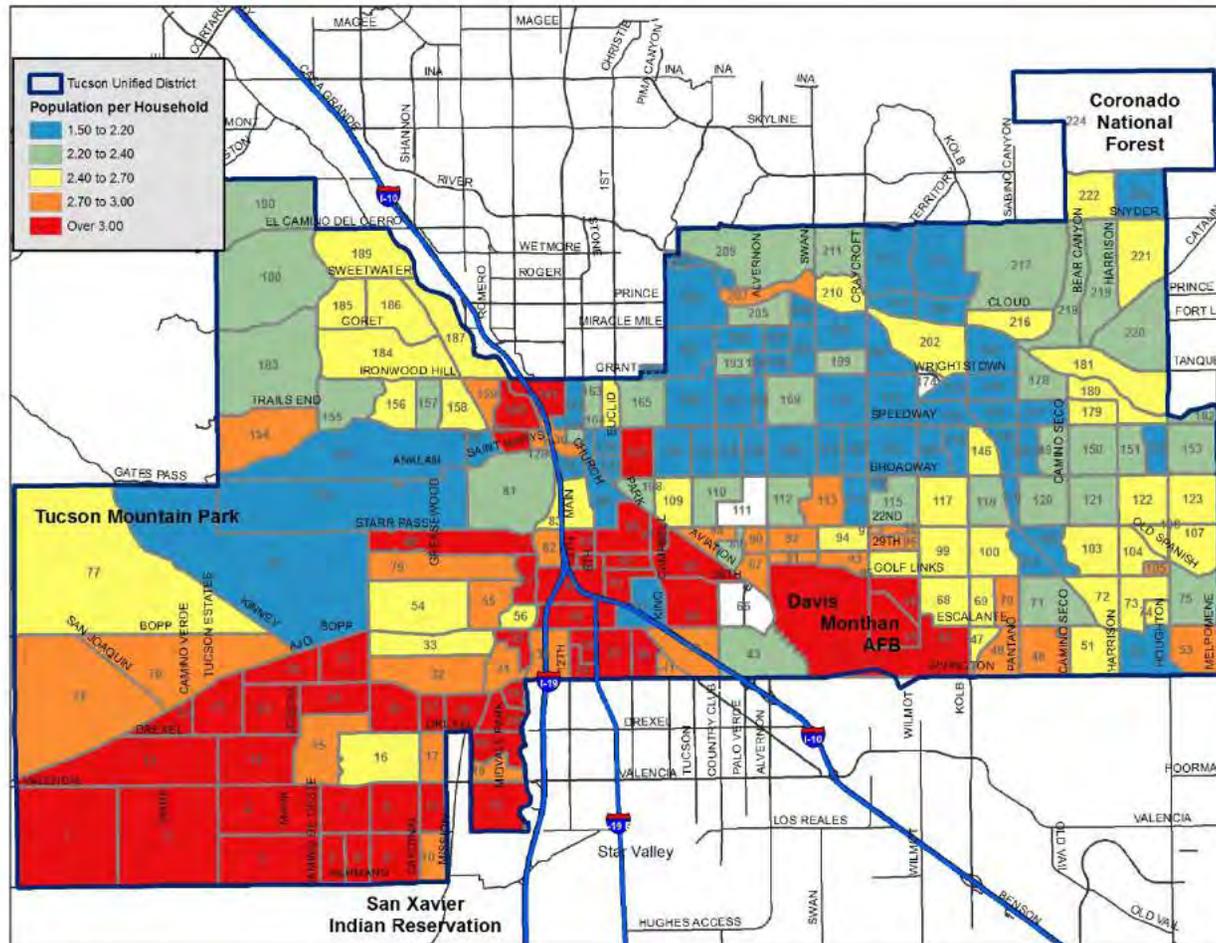
**MAP 10**  
**POPULATION DENSITY**



While total population is driven primarily by housing density, there are some important differences between housing density and population per household. As shown in **Map 11**, many of the areas with the highest population per household are also areas of generally low housing density. This phenomenon is most apparent in the southwestern portion of the District, where most of the grids south of Ajo Road, Starr Pass Blvd, and Aviation Hwy have a household population exceeding 3 persons, while the population per square mile is generally less than 2,000 and in many areas less than 500. One exception to this trend is an area along the western side of Interstate 19, which is comprised of higher-density, lower-cost developments of modular homes, RV parks, multifamily complexes, and many single family homes that sit on less than 1/8<sup>th</sup> of an acre.

Conversely, the area south of River Road and north of 22<sup>nd</sup> Street between Campbell Avenue and Pantano Road is some of the most densely populated land in the District, but it has some of the lowest population per household. This can be explained by the maturity of the area and the impact of aging-in-place in more established neighborhoods. Some of the more recently developed neighborhoods—such as those in the

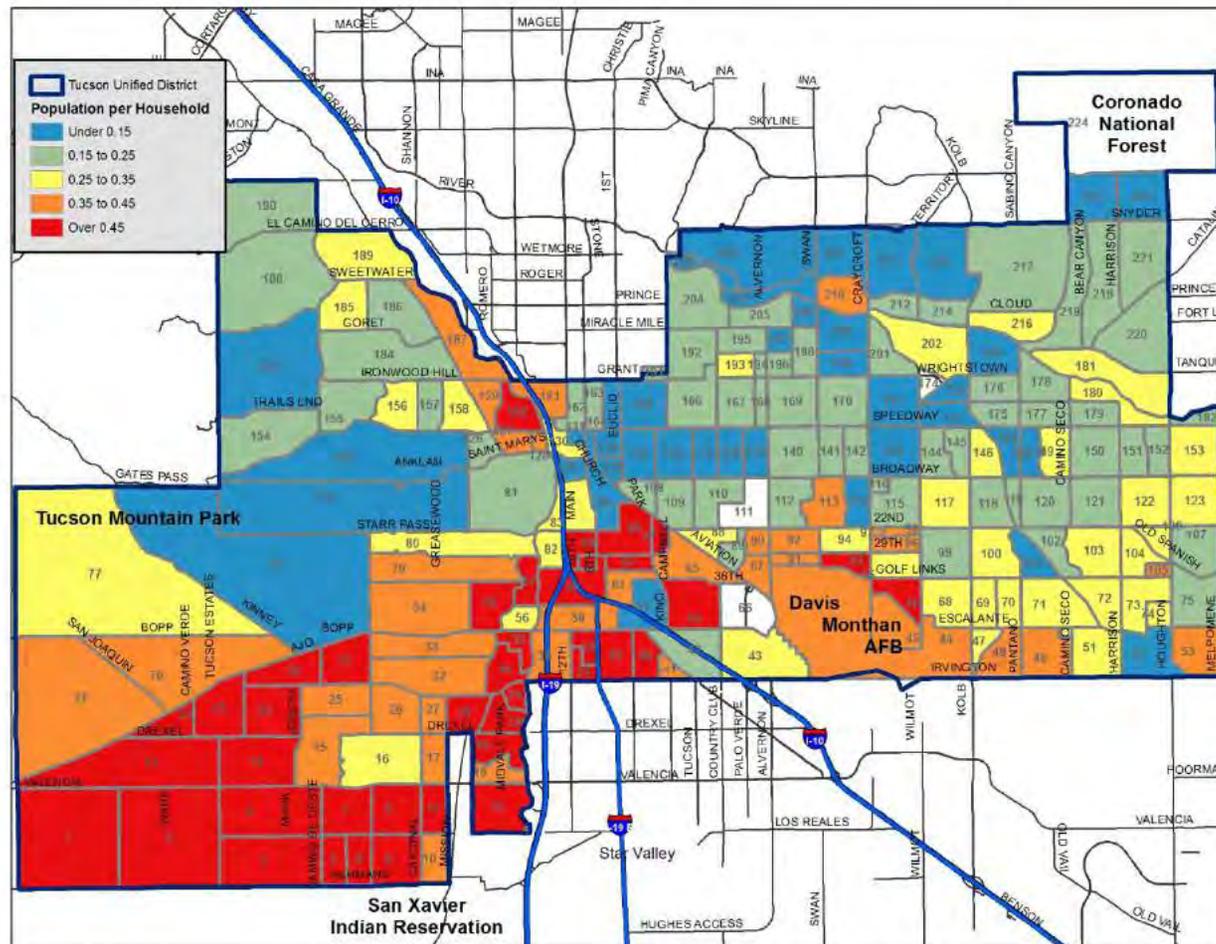
MAP 11  
POPULATION PER HOUSEHOLD



southeastern portion of the District near major employers such as Raytheon—are more balanced, with moderate levels of both housing density and population per household. The area in the immediate vicinity of the University is somewhat unique in that it is both densely populated and has a high population per household, due to its high concentration of rental properties and shared housing.

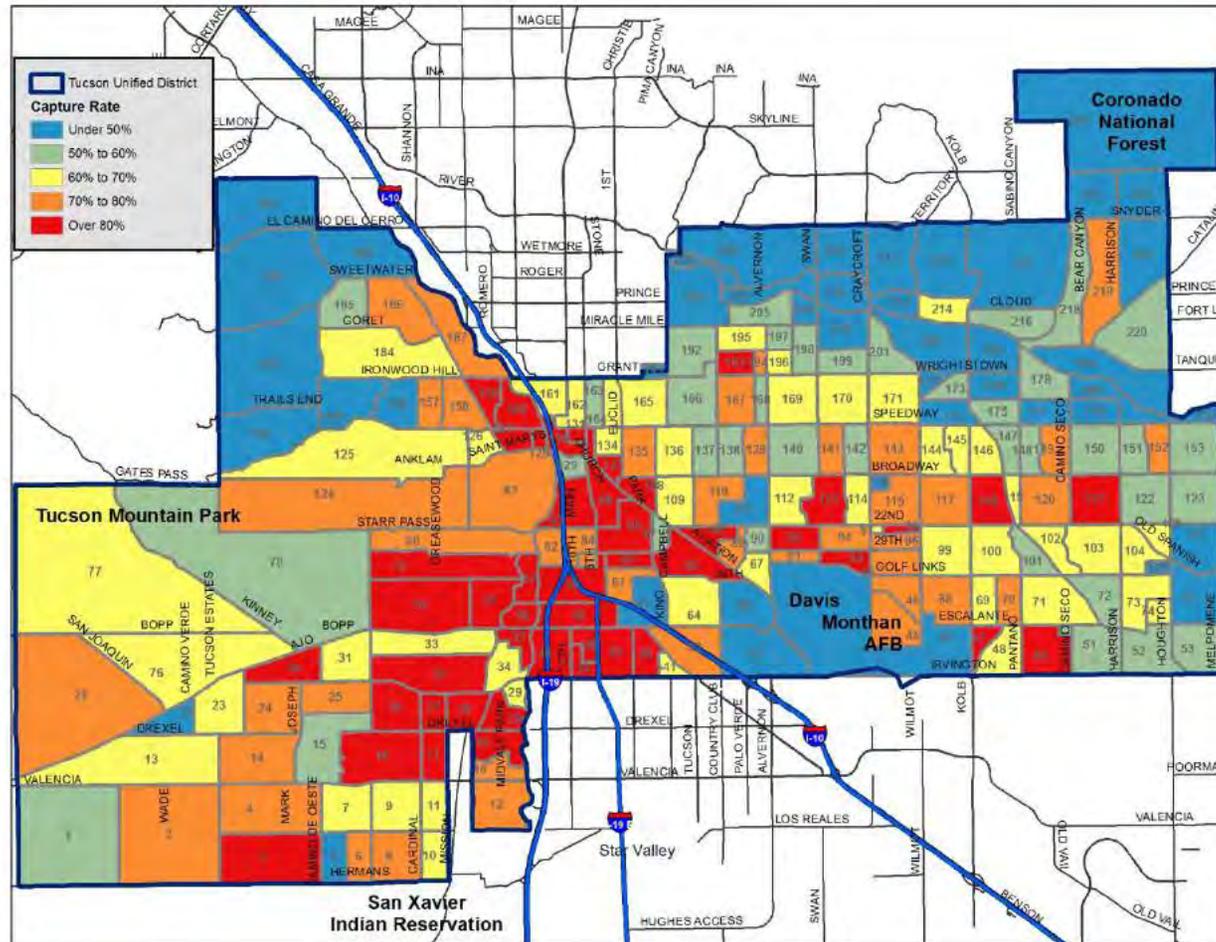
**Maps 12 and 13** show the Kindergarten to 8<sup>th</sup> grade population per household and the District’s capture rate of that population based on comparing the estimated population to actual District enrollment by grid.

MAP 12  
POPULATION AGE 5 TO 13 PER HOUSEHOLD



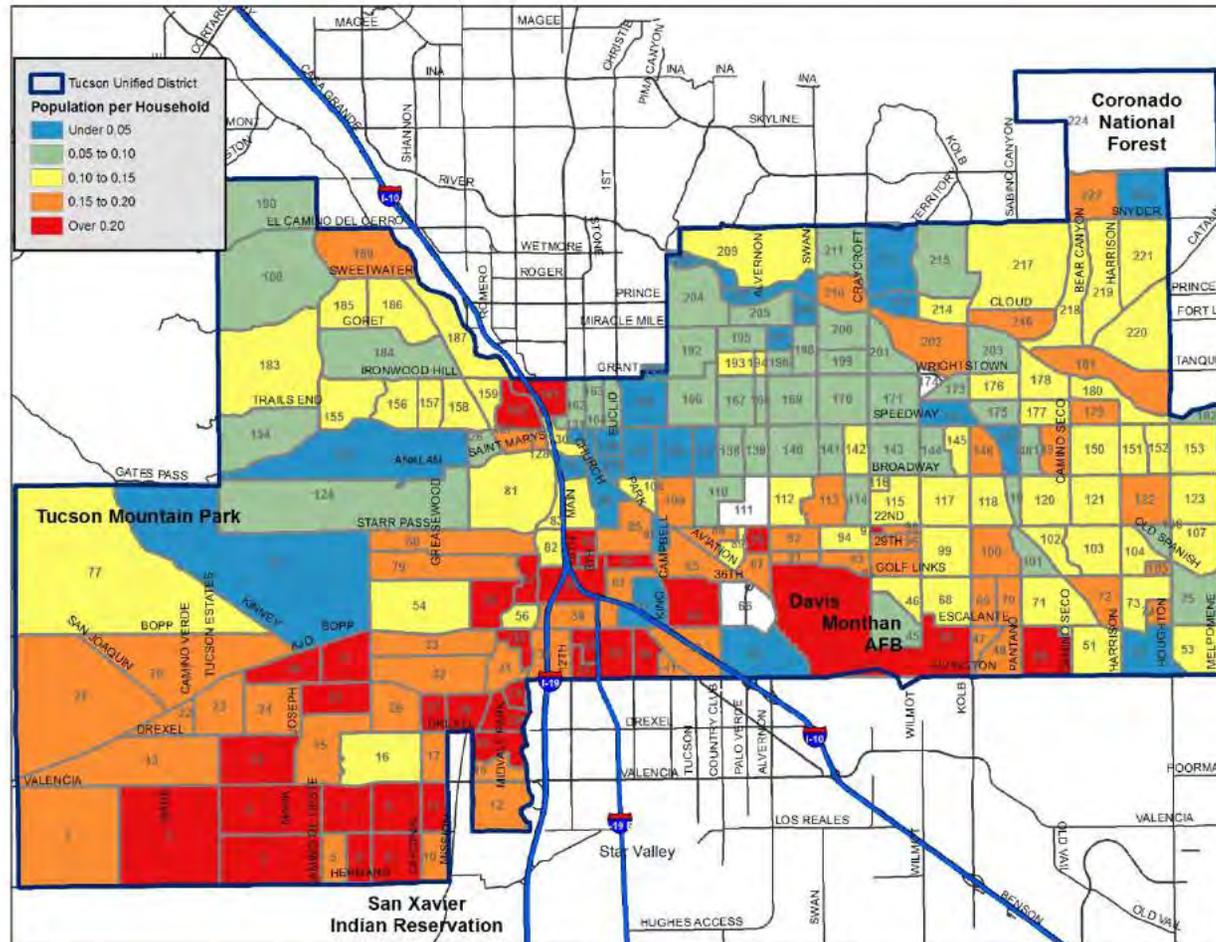
The spatial pattern of children per household for Kindergarten to 8<sup>th</sup> grade generally mirrors that of total persons per household, with the major exception of the University of Arizona campus (Grid 135). The lowest capture rates are found in the northern portion of the District, where there is competition with Catalina Foothills USD to the northeast, and Marana USD to the northwest. The data suggests a lesser degree of competition with Amphitheater USD or Flowing Wells USD, as capture rates remain fairly high in areas that border these districts exclusively. The central-east portion of the District has generally high capture rates, but low school-age population per household. The central-west and southwestern parts of the District fare better in both student population and capture rates.

MAP 13  
POPULATION AGE 5 TO 13 CAPTURE RATE



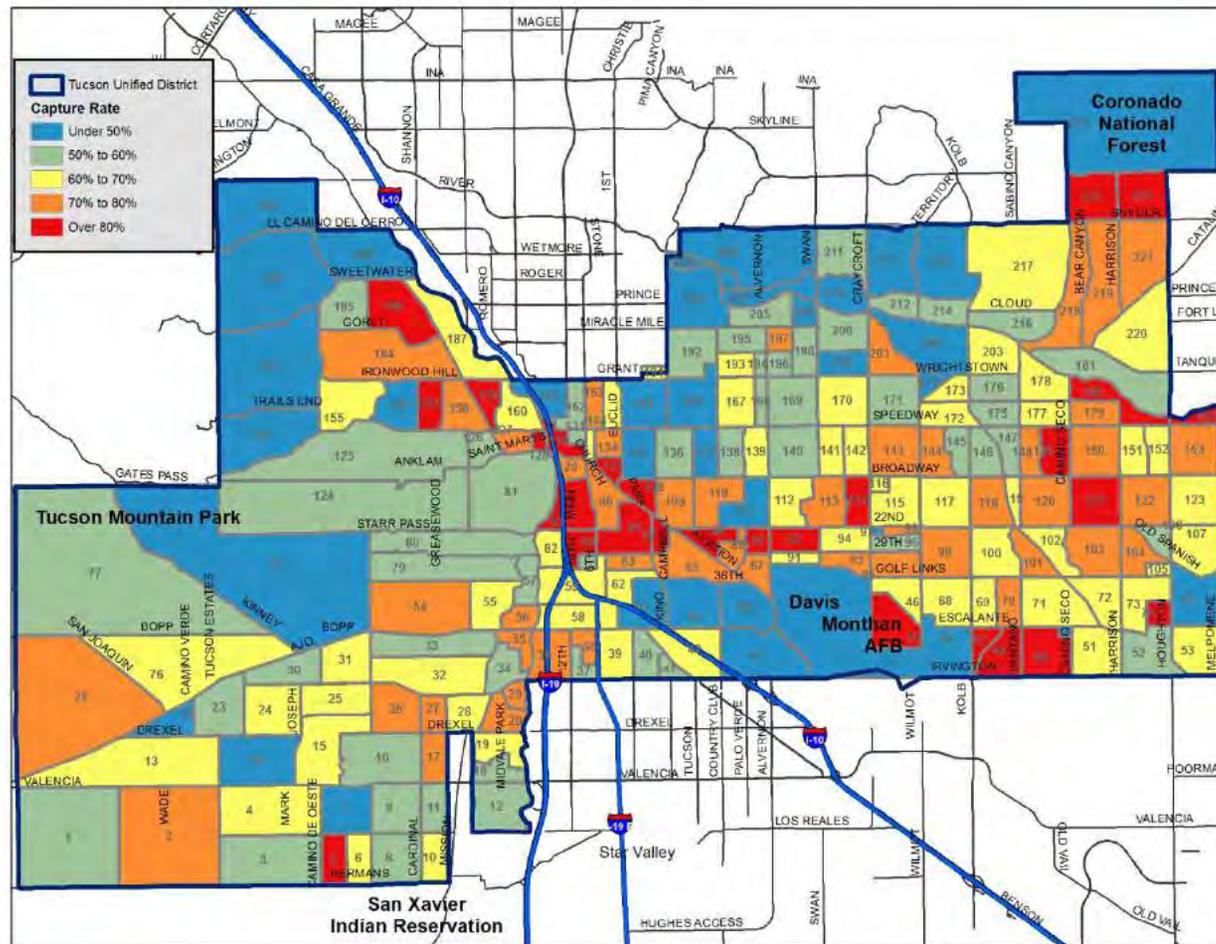
Maps 14 and 15 provide the same population and capture rate data for the 9<sup>th</sup> to 12<sup>th</sup> grade populations. High school student population per household is highest in the southern part of the District and also in areas to the north along Interstate 10. Areas of lower high school age population per household tend to mirror areas of lower overall population per household, though to a lesser extent than the elementary age population. While the spatial pattern of the younger cohort is nearly identical to the overall population per household in the southwest and easternmost sections of the District, the older student cohort is noticeably less concentrated in the southwest and the east.

MAP 14  
POPULATION AGE 14 TO 17 PER HOUSEHOLD



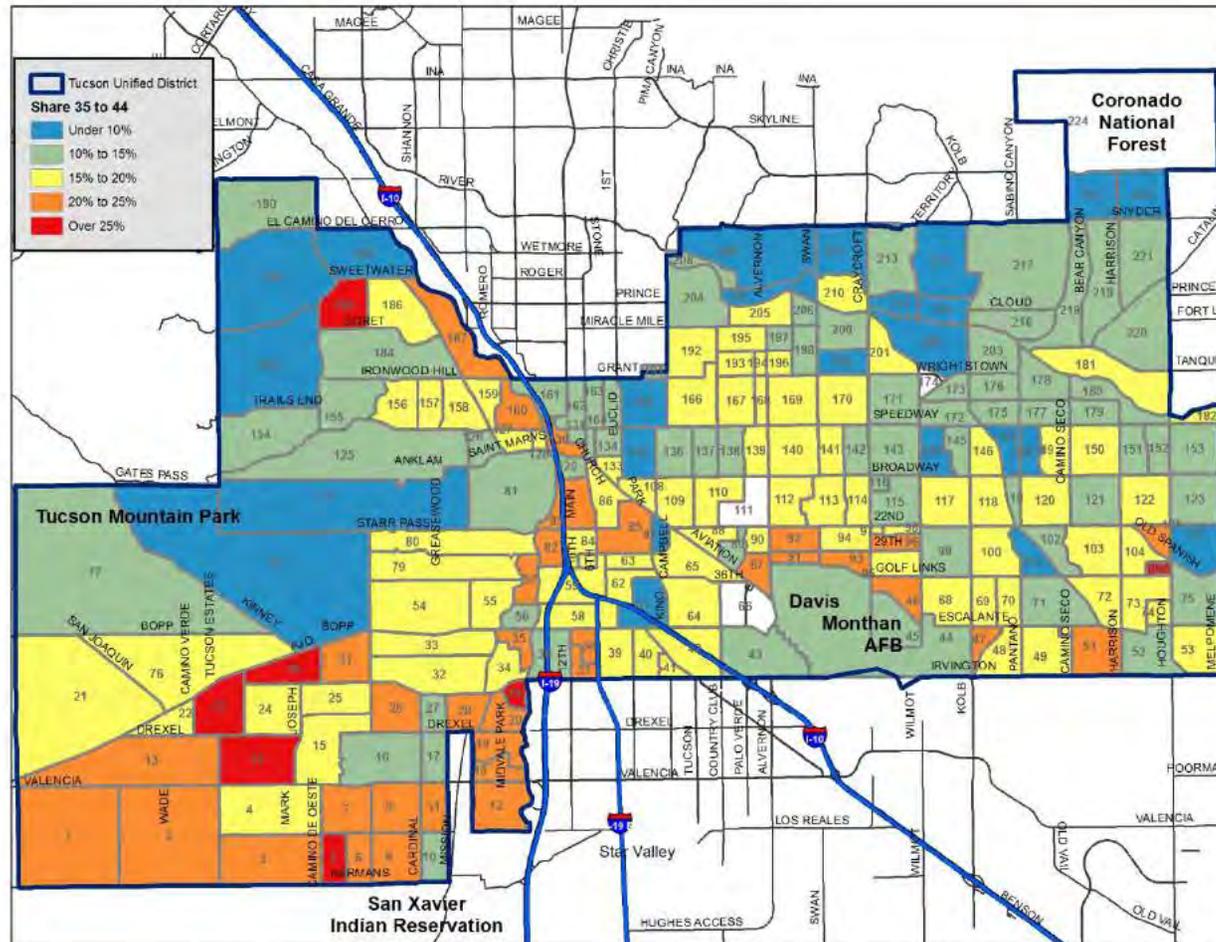
The capture rate for high school age students is strongest in the central and eastern portions of the District, which is to be expected as 9 of the 11 high schools are located north and east of Interstate 10. While it is certainly not the only factor, geographic location appears to have a strong correlation with capture rates. This is especially evident in the northeast near Sabino High School and the southeast near Santa Rita High School. In each case, the grids closest to the school have a capture rate over 80 percent, despite being located on a District boundary where “leakage” into adjacent districts typically occurs. Capture rates are particularly weak near the northern border of the District where students have options not only in other districts, but also in private and charter schools. Students in the southwest have limited alternative options, keeping capture rates at a moderate level.

MAP 15  
POPULATION AGE 14 TO 17 PER HOUSEHOLD CAPTURE RATE



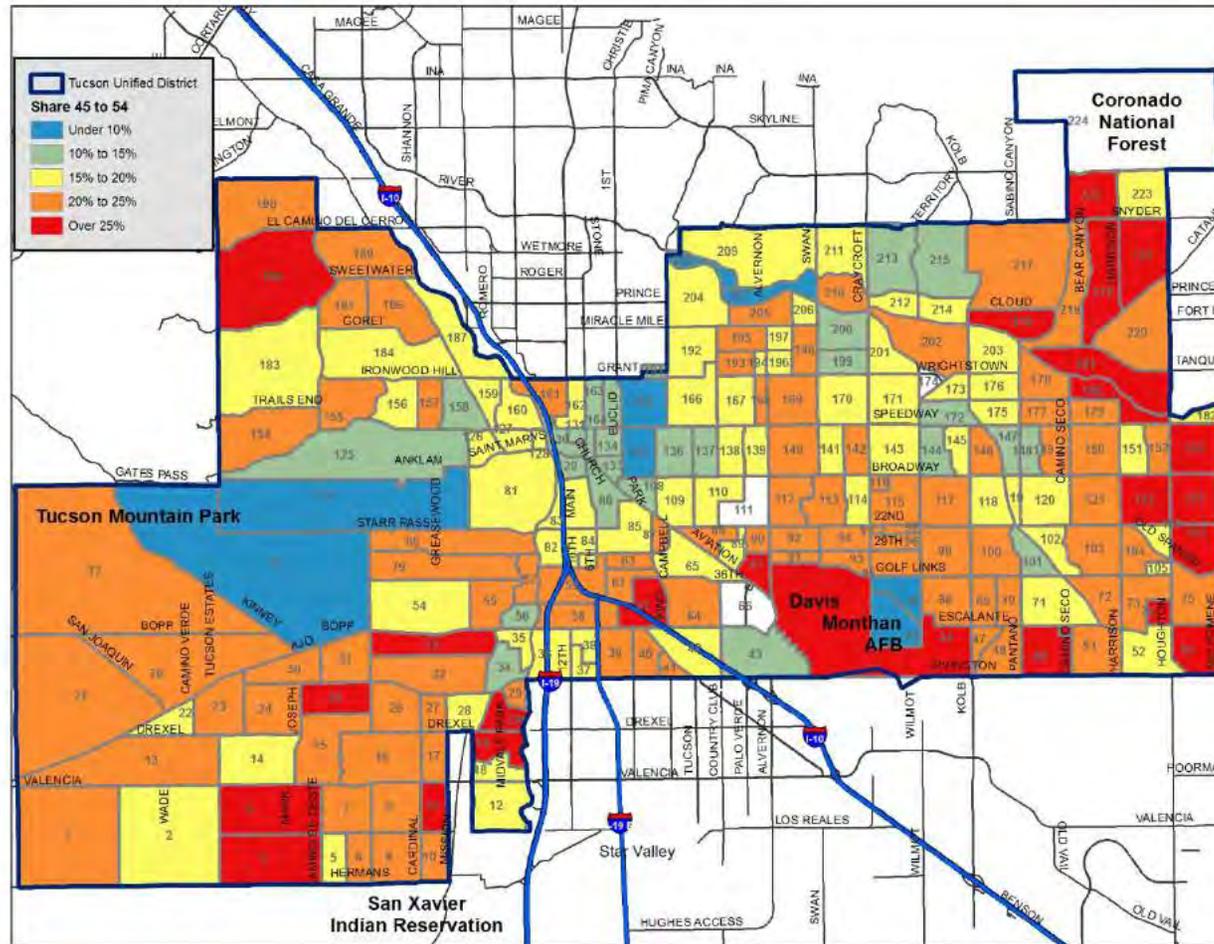
The share of householders in each planning grid that are in the key parent age groups (35 to 44 and 45 to 54) are shown in **Maps 16 and 17**, respectively. The share of householders 35 to 44, which is typically most important to elementary enrollment, is highest in the southwest portion of the District.

**MAP 16**  
SHARE OF HOUSEHOLDERS AGED 35 TO 44



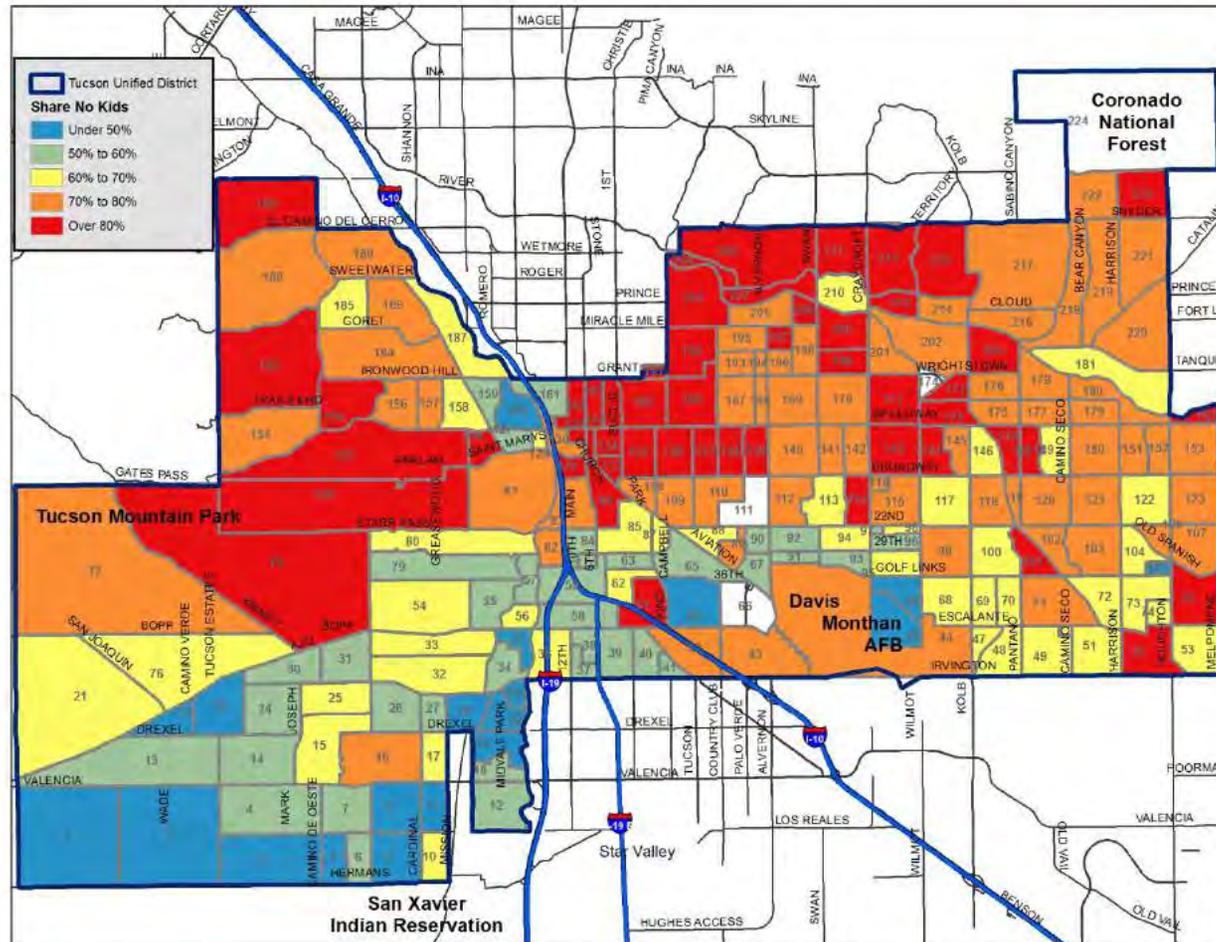
The share of householders aged 45 to 54 is much more widely distributed, with the highest concentrations near the eastern boundary of the District. Property values in this area are generally higher than the rest of the District, which is a limiting factor for younger families who typically occupy entry-level homes. As might be expected, the University area is among the lowest in its share of 45 to 54-year-olds, and the proportion generally increases with distance from the campus. While this group of householders is usually considered the prime age group for high school age children, this does not tend to be true in the Tucson Unified District.

MAP 17  
SHARE OF HOUSEHOLDERS AGED 45-54



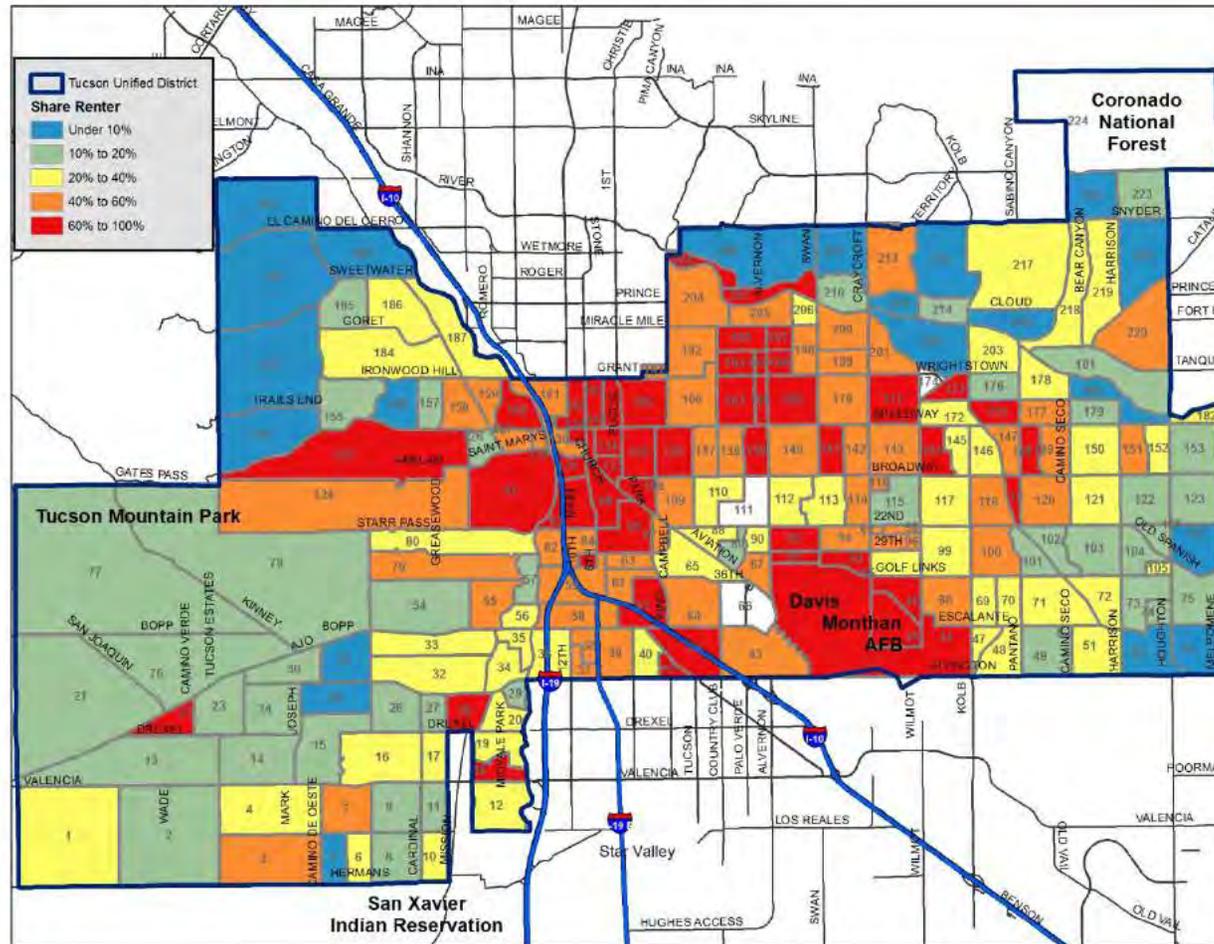
Many other variables were examined to predict how the numbers of households in the parent age categories were likely to change over the next ten years. Data for four of the key variables are included in the following maps and may provide valuable information for general planning. **Map 18** shows the share of all households that do not have children under the age of 18. Overall, about 70 percent of the households in the District do not include children. Higher concentrations of childless households can generally be found in the northern half of the District, as well as in a handful of communities to the east. The southwest corner of the District clearly has the lowest concentration of childless households.

MAP 18  
HOUSEHOLDS WITHOUT CHILDREN UNDER 18



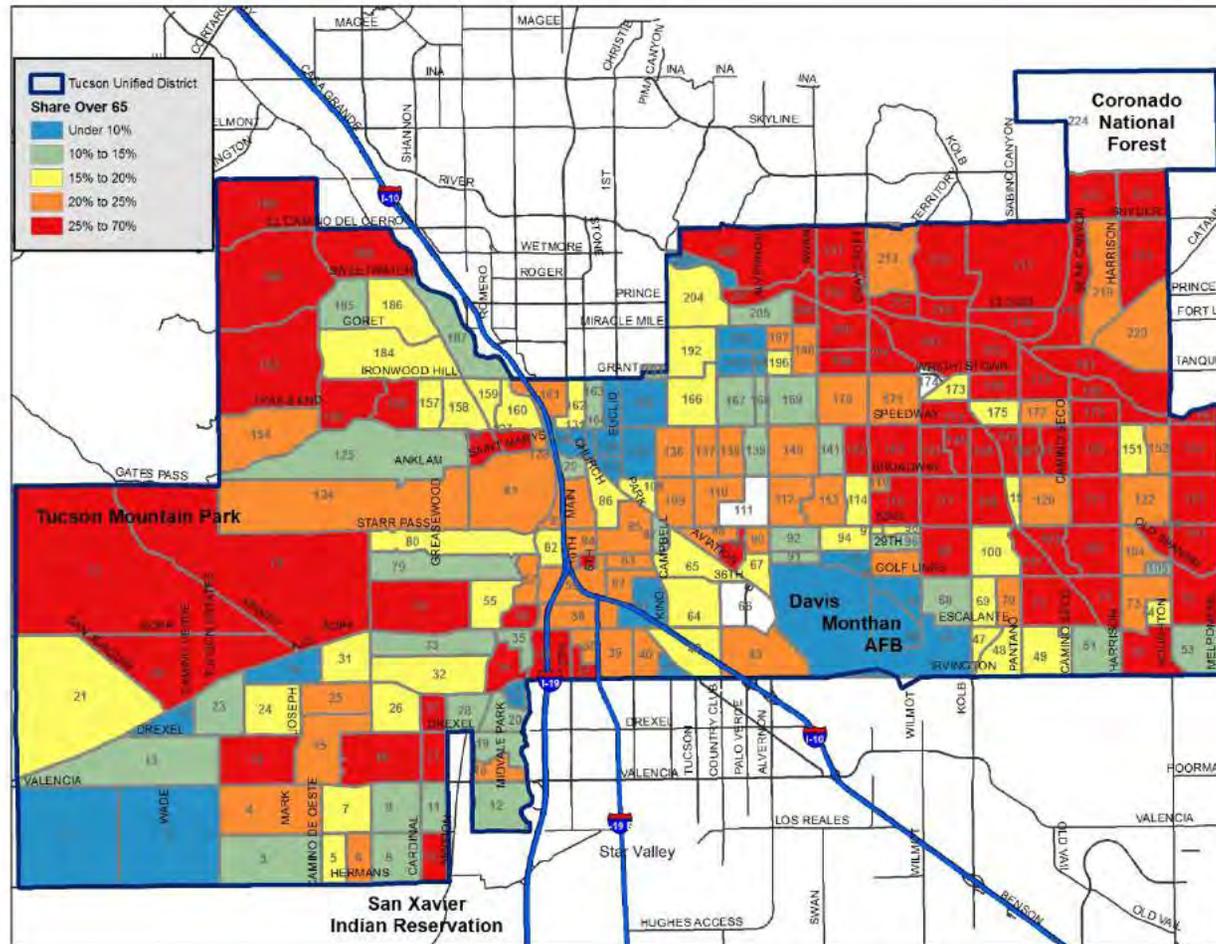
The share of housing units occupied by renters, shown on **Map 19**, is another factor found to be significant in determining the age distribution of householders. In general, rental households tend to have a younger age profile and, due to much higher mobility rates, tend to attract new householders of similar ages. While it may seem counterintuitive, this actually creates some stability in the composition of the neighborhoods, since there is less aging in place. Rental units are widely available in the District, with high concentrations near the University and east to Pantano Road. However, the rental units in the central part of the District are more likely to be occupied by older residents rather than young families.

MAP 19  
SHARE OF RENTER-OCCUPIED HOUSING UNITS



The third map shows the concentration of householders that are above the typical age categories suitable for generating school age children. **Map 20** shows concentrations of households headed by persons over 65. This older population is especially prevalent in the east/northeastern part of the District, as well as the sparsely-populated areas in the northwest. While there is a potential for future turnover of this housing to younger families, the higher cost and low turn-over rates can be limiting factors.

MAP 20  
HOUSEHOLD HEADS OVER 65 YEARS





## 5.2 Enrollment by Attendance Area

**Table 14** displays the projected K-5 enrollment by attendance area for 2014/15 through 2023/24 based on the current student data and the demographic trends. This table is based solely on the attendance area designated for the student's place of residence. This provides a direct link to the demographic analysis, and is used to predict enrollment at each school in Section 5.4. It includes a designation for out-of-district students and excludes schools that do not have specific attendance areas.

The Vesey Elementary attendance area is projected to have the largest growth (80 percent) and will continue to have significantly more students than any of the other attendance areas (1,600 by the end of the projection period). Of the 59 K-5 schools, only 19 are projected to have positive growth. Of those 19, six are projected to grow by more than 10 percent over the next 10 years, while most of the remaining schools will remain fairly stable with less than 5 percent growth. In terms of declining enrollment, most of the declining schools are projected to lose between 4 and 13 percent of their enrollment over the next ten years, with the exception of Roberts Naylor which is projected to decline by 22 percent. Most of the smaller elementary attendance areas, those with less than 200 students, are projected to remain fairly stable with no additional schools dropping into that size range by the end of the projection period. For the elementary grades overall, gains generally cancel out losses with overall enrollment fluctuating very little over the ten year period.

Enrollment by attendance area for the middle schools is shown in **Table 15**. Note that for K-8 schools, enrollment by attendance area in grades 6-8 is reported in the middle school table. At the middle school level, Valencia, Secrist and Pistor are expected to remain the largest attendance areas, although there are significant declines projected in both Pistor and Secrist. Overall, only the Roberts Naylor and Valencia areas are expected to experience growth, with most of the remaining middle schools showing modest losses ranging from 9 to 24 percent. The only middle schools that are expected to remain fairly stable, with less than 5 percent losses, over the next 10 years are Lawrence, Robins, Booth Fickett, Safford and Utterback. Overall, middle school enrollment is projected to decline by about 9 percent over the 10 year period.

Among the high schools shown in **Table 16**, the Pueblo and Cholla attendance areas are currently the largest, with over 2,000 students each, and are projected to remain the largest by 2023/24, posting gains of 200 to 400 students each. The Catalina and Palo Verde attendance areas are expected to remain fairly stable with growth of 60 to 80 students each over the next 10 years. In contrast, the Rincon, Sabino, Santa Rita and Tucson areas are projected to lose between 200 and 400 students each, while the Sahuaro attendance area is projected to lose over 750 students by 2023/24. The losses generally outweigh the gains with overall high school enrollment declining by about 11 percent over the 10 year period.

**Maps 22 and 23** show the change in enrollment geographically in the first five year period and the second five year period. Over the next five years, the areas with continued declines are concentrated in the eastern part of the District, while modest growth is projected in the southwest, where new development is occurring, and in pocketed areas in the central part of the District along I-10. In the second five year period, the District has largely stabilized in terms of enrollment changes, with pocketed areas of growth continuing in the southwest area, along I-10 west of Country Club, and along the northern District border east of Campbell.

**TABLE 14**  
**K-5 ENROLLMENT BY ATTENDANCE AREA: 2002/03-2023/24**

	Actual			Projected									
	2002	2010	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
Banks	435	479	463	454	456	443	428	429	429	428	431	434	438
Blenman	733	640	581	590	595	587	561	557	547	539	533	531	529
Bloom	636	394	393	383	368	371	369	367	355	352	349	347	346
Bonillas	375	329	297	295	279	280	286	286	277	277	276	276	277
Borman	618	407	423	467	498	522	538	530	515	514	512	512	513
Borton	211	201	186	182	178	179	182	176	178	178	179	181	184
Carrillo/Drachman	223	246	197	195	189	188	180	180	177	175	174	174	174
Cavett	498	372	384	371	372	393	429	485	550	607	635	637	639
Collier	466	276	187	178	172	164	168	169	170	173	177	182	188
Cragin	672	459	380	377	371	364	359	348	350	348	350	352	352
Davidson	438	327	343	352	360	364	358	345	343	338	336	336	337
Davis	134	149	104	103	98	105	107	111	109	111	113	116	118
Dietz	549	451	477	466	443	426	417	417	412	412	412	412	412
Dunham	457	361	325	326	315	308	306	314	323	321	325	332	333
Erickson	1,233	926	827	821	814	793	777	772	760	747	738	732	728
Ford	874	596	565	555	568	571	557	553	546	542	540	541	542
Fruchthendler	609	392	303	291	290	298	294	289	289	292	293	292	292
Gale	350	314	273	258	260	245	238	245	254	264	273	280	284
Grijalva	872	743	769	731	721	709	704	703	683	676	671	669	667
Hollinger	595	441	380	371	363	349	346	344	337	334	332	331	331
Henry	768	500	454	459	449	442	432	412	419	413	416	423	429
Holladay	296	251	245	238	248	254	268	263	269	270	272	275	279
Howell	433	362	332	333	326	329	331	333	321	319	318	317	316
Hudlow	394	314	325	325	318	308	311	321	315	315	318	321	323
Hughes	283	271	247	253	251	245	242	236	234	232	231	230	231
Johnson/Lawrence	767	611	667	664	651	642	633	625	615	613	621	634	644
Kellond	600	445	456	453	453	444	452	453	445	444	446	449	453
Lineweaver	200	139	164	168	171	164	165	168	168	170	172	175	179
Lynn/Urquides	448	545	560	563	554	546	538	523	528	526	527	531	534
Maldonado	582	620	575	541	535	520	519	513	522	522	523	526	531
Manzo	278	256	248	270	274	276	279	290	278	279	281	283	284
Marshall	516	351	353	325	315	314	317	313	308	305	306	309	310
Miller	565	732	642	636	627	622	610	617	603	606	614	624	630

TABLE 14 (Continued)  
K-5 ENROLLMENT BY ATTENDANCE AREA: 2002/03-2023/24

	Actual			Projected									
	2002	2010	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
Mission View	286	274	241	236	234	238	238	237	231	230	229	229	229
Myers/Ganoung	467	443	394	384	378	382	380	375	368	366	364	364	365
Ochoa	251	204	186	186	184	187	183	183	183	184	185	187	189
Oyama	646	600	510	492	478	475	476	473	464	462	462	464	466
Pueblo Gardens	301	268	272	263	263	256	260	253	256	256	256	258	261
Robins	478	433	435	413	396	395	391	390	393	407	422	436	446
Robison	589	409	391	382	371	378	372	357	357	354	351	351	352
Rose	492	443	442	438	441	423	427	412	409	404	401	400	400
Sewell	360	301	260	252	255	245	248	234	235	232	231	231	231
Soleng Tom	406	323	280	263	249	248	249	244	246	249	255	259	263
Steele	352	352	318	326	337	332	334	329	325	324	323	323	324
Tolson	457	534	487	473	455	436	418	414	415	416	413	419	432
Tully	340	282	253	255	263	263	262	265	259	261	260	261	264
Van Buskirk	500	362	315	319	327	324	326	314	310	306	304	302	301
Vesey	573	1,021	911	958	999	1,048	1,106	1,171	1,257	1,345	1,414	1,516	1,635
Warren	370	305	260	253	261	265	269	260	258	260	268	276	277
Wheeler	1,068	656	620	630	645	646	652	633	629	626	624	626	629
White	458	526	477	471	468	459	454	460	448	444	441	441	440
Whitmore	582	443	394	379	376	373	370	364	374	375	382	390	396
Wright	677	561	522	518	514	497	493	485	473	466	461	458	455
Booth Fickett	255	190	170	175	164	159	159	160	158	159	161	162	163
Morgan Maxwell	819	728	663	655	639	634	633	625	623	626	629	634	643
McCorkle	241	299	371	369	366	366	374	373	368	367	367	369	372
Roberts Naylor	563	414	381	367	349	336	324	308	310	304	301	299	298
Safford	204	171	142	156	150	148	152	146	145	144	143	143	144
Roskruge	195	136	128	134	131	126	119	123	117	114	112	111	110
Outside District	282	690	765	760	761	762	746	718	720	712	707	707	708
TOTAL*	29,320	25,268	23,713	23,501	23,338	23,166	23,116	22,991	22,962	23,035	23,161	23,380	23,619

Sources: Tucson Unified School District; Applied Economics, 2013.

\*K-5 and K-8 Elementary Attendance Areas

**TABLE 15**  
**6-8 ENROLLMENT BY ATTENDANCE AREA: 2002/03-2023/24**

Attendance Area	Actual			Projected									
	2002	2010	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
Lawrence	410	293	281	271	281	275	275	267	267	266	269	268	268
Pueblo Gardens	113	106	127	130	116	123	112	120	111	115	107	110	108
Robins	199	186	187	196	199	192	179	170	175	179	184	187	187
Rose	211	140	197	201	178	186	174	188	174	181	170	169	166
Doolen	1,325	976	890	907	868	856	867	892	876	859	836	828	813
Booth Fickett	843	511	471	448	432	450	433	449	451	476	467	457	456
Gridley	896	636	544	511	463	447	434	452	442	444	436	435	429
Magee	1,353	732	610	581	622	584	556	521	513	512	504	503	498
Mansfeld	1,163	960	904	849	846	805	833	808	810	792	795	774	768
Morgan Maxwell	381	301	298	303	302	288	281	272	271	275	271	268	267
McCorkle	128	120	186	181	174	161	155	155	156	161	159	155	154
Roberts Naylor	999	593	544	558	572	582	597	630	656	662	641	625	617
Pistor	1,195	1,112	1,017	963	921	911	869	840	855	854	875	845	835
Safford	449	344	326	304	335	322	327	312	324	324	322	318	318
Secrist	1,909	1,455	1,282	1,210	1,142	1,069	1,053	1,041	1,039	1,020	1,013	995	980
Utterback	1,078	872	788	755	717	704	698	744	763	789	775	767	759
Vail	649	480	408	408	402	409	393	368	367	378	380	366	363
Valencia	1,291	1,448	1,400	1,418	1,401	1,400	1,386	1,414	1,404	1,426	1,422	1,464	1,492
Out of District	100	236	263	278	287	304	306	327	323	316	296	300	294
<b>TOTAL</b>	<b>14,692</b>	<b>11,501</b>	<b>10,723</b>	<b>10,471</b>	<b>10,260</b>	<b>10,067</b>	<b>9,927</b>	<b>9,969</b>	<b>9,976</b>	<b>10,030</b>	<b>9,922</b>	<b>9,835</b>	<b>9,772</b>

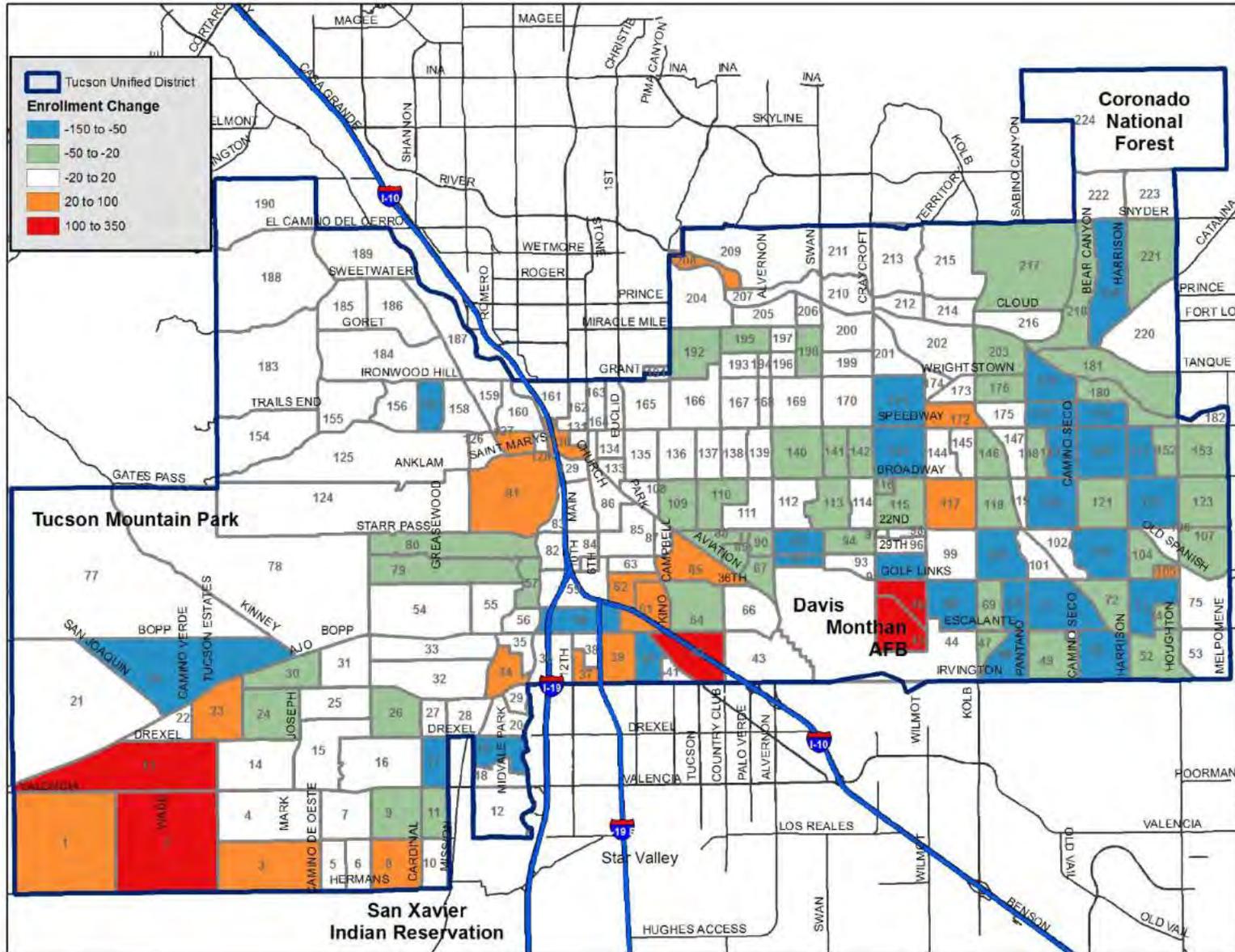
Sources: Tucson Unified School District; Applied Economics, 2013.

**TABLE 16**  
**HIGH SCHOOL ENROLLMENT BY ATTENDANCE AREA: 2002/03-2023/24**

	Actual			Projected									
	2002	2010	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
Catalina	1,611	1,554	1,394	1,372	1,405	1,422	1,433	1,433	1,424	1,444	1,468	1,462	1,457
Cholla	2,099	2,458	2,363	2,443	2,526	2,660	2,750	2,755	2,761	2,755	2,738	2,744	2,784
Palo Verde	1,710	1,447	1,258	1,250	1,277	1,272	1,239	1,242	1,240	1,249	1,306	1,344	1,342
Pueblo	2,213	2,298	2,011	2,234	2,366	2,442	2,497	2,385	2,336	2,244	2,222	2,227	2,190
Rincon	1,419	1,388	1,290	1,229	1,212	1,175	1,167	1,174	1,142	1,095	1,088	1,061	1,044
Sabino	1,298	939	720	607	494	434	398	399	414	407	392	382	377
Sahuaro	1,871	1,532	1,546	1,374	1,225	1,109	948	882	841	800	802	794	788
Santa Rita	1,576	1,489	1,301	1,208	1,153	1,120	1,070	991	946	896	869	876	874
Tucson	2,306	2,039	1,814	1,774	1,720	1,708	1,678	1,651	1,628	1,600	1,603	1,616	1,622
Out of District	893	944	842	659	543	408	351	357	360	386	401	392	395
<b>TOTAL</b>	<b>16,996</b>	<b>16,088</b>	<b>14,539</b>	<b>14,150</b>	<b>13,921</b>	<b>13,750</b>	<b>13,532</b>	<b>13,270</b>	<b>13,091</b>	<b>12,875</b>	<b>12,888</b>	<b>12,898</b>	<b>12,874</b>

Sources: Tucson Unified School District; Applied Economics, 2013.

MAP 22  
 ENROLLMENT CHANGE: 2013/14 TO 2018/19





### 5.3 School Attendance and Residence

In order to convert the projections of enrollment by attendance area (place of residence) into enrollment by school, it is necessary to quantify the relationship between the place of residence and school of attendance. This is accomplished by analyzing the relationship between the two factors based on current student information. **Table 17**, **Table 18**, and **Table 19** display the distributions of enrollment by school, versus enrollment by attendance area, for elementary, middle and high schools. These patterns at the school level provide an informative view of the flow of students between schools and from outside the District. It also provides insight into the success of each school in retaining students within their own attendance area and attracting students from outside their attendance area.

In the tables below, the green shaded numbers reflect students whose residence area and school of attendance are the same. The columns at the right break out the number of students from outside the District, total school enrollment, the number who reside within the District, and the difference between the number of students attending a school and residing within its attendance area. For example: at Banks Elementary, there are 305 students enrolled who also live within the Banks attendance area. There are 24 students at Banks who reside in the Vesey attendance area, 3 from Lynn/Urquides, etc. There are 19 students who attend Banks from outside the District, resulting in total enrollment of 353 students. The Banks attendance area contains a population of 463 students, although 6 attend Borton, 10 are at Carrillo/Drachman, and so forth. Banks has a net loss of 110 students, since the enrollment is 353, while there are 463 students residing in that attendance area.

Only about 61 percent of the elementary school students are attending their designated school, while about 58 percent of the 6<sup>th</sup> through 8<sup>th</sup> grade students attend their designated middle school, and 57 percent of high school students attend the high school in their attendance area. In many cases, enrollment outside of designated attendance areas is higher at the elementary level where schools are closer together, but this does not appear to be true for the Tucson Unified District.

The net difference between each school's enrollment and the number of students that reside within the attendance area provides an estimate of in- and out-migration impacts on enrollment. Among elementary schools, Lineweaver and Booth Fickett have the largest net gain in enrollment from outside their attendance areas with 392 and 309 additional K through 6<sup>th</sup> students, respectively, including 20 to 30 students at each school from outside the District. The elementary schools with the greatest net losses in enrollment include Erickson, Vesey and Morgan Maxwell, each with 270 to 300 students attending other District schools.

Among schools with 6<sup>th</sup> to 8<sup>th</sup> grades, Roskruge, Booth Fickett and Safford have the highest enrollment net gains, with 280 or more students from other District schools, while Valencia and Secrist have the highest net losses, with out-migration of 430 to 650 students each.

Among the high schools, Tucson has the most significant net enrollment gains, bringing in over 1,400 students from outside the attendance area, including 150 students from outside the District. Sabino and Sahuaro have net enrollment gains of between 290 to 340 students each. Sabino attracts the largest amount of out-of-district high school enrollment with over 200 students. In contrast Cholla and Pueblo have significant out-migration of 500 to 680 students each, despite having higher enrollment overall.

**TABLE 17**  
**SCHOOL VERSUS ATTENDANCE AREA ENROLLMENT (K-5<sup>th</sup> GRADE): 2013/14**

School / Code	Attendance Area																																						
	120	125	128	131	140	143	161	167	170	179	185	191	197	211	215	218	225	228	231	233	238	239	245	251	257	266	275	277	281	287	290	293	295	308	311	317			
Banks	305																																						
Blenman		345				2		2		14	6	1	1		1	1		1	1	1			8	2			4				3								
Bloom			251	3					8	1			10	4	4	9	14	3		1	28		1	5		3									3	1		1	
Bonillas			10	2	159	2					1	1	15	1	8	8			2	2		11	2		9	1	14					5		2			28		
Borman				1		396								1	4	3					1	1				1								3					
Borton		6	24	1	4		107	6	11		14	2	3	1		2	1		5	1		25	7	3	3		2	1	3		1	4	1	2	2	2	7		
Carrillo/Drachman		10	5				2	69			4	4	5		1	1			9	1	2		1			2	2	2		8	12	2		7	11				
Cavett							1		259										1	2													1			5			
Collier			7		2			1	155				4		1	1	5					9			2											2			
Cragin		1	17		1		2		236	25				1	1	1									1	1							2	2	4		1		
Davidson			13	1			1		19	214		2													1	1												1	
Davis		11	5		1		1	3		7		78									10	14		3	1	1	4									8	1		
Dietz			1	1	1								231	2	26	24						4	3	2	4		6		5					7	1		4		
Dunham				1	2	1							5	131	13	10				2		6				3		1							19				
Erickson				2	2	1							3	6	493	19					2														1		3		
Ford													4	4	38	324					1	2					4							3			1		
Fruchthendler								7					1			1	258				6		4	9	1		8							4					
Gale			1	15	1					1	1		9	33	19	21		202	1		26	1		1			3							26			1		
Grijalva																																					67		
Hollinger		1	1					2											4	225	1	1	2			1		2		4	12				3	21			
Henry				22	1		1	5					10	7	15	8	3	10				260		2	10		3								11				
Holladay		4	3		1	1	12		16		4	3						3	4	1	138		1		3	1	1									1			
Howell			8		5				4	3			4	1	12	6	1		1	1	13	187	4		7				4								7		
Hudlow				11	4				1	1			6		3	3		1			6		2	160		5								6			3		
Hughes		3	28				3		1	10	6	1				2					2		12	1	199	1	2	1	2							2			
Johnson/Lawrence			7																																		3		
Kellond			3	12	8	12			1		5		17	14	25	8	10	6																				4	
Lawrence			2																																				
Lineweaver		2	19	6	47		1		11	1	9	11		17	2	1	4	1	2							25												15	
Lynn/Urquides			5		2		2	1	2		2										11	16					1										7		
Maldonado																											4		11								8		1
Manzo			1	1							5					2																						2	
Marshall			1	2		1		5	1	1			9	23	20	25	2	2				6		2	1													1	
Miller		4																																					
Mission View					1		6	2	6		1		1									10	2				24												
Myers/Ganoung			7		20	1		3	1	2	2	1	5	2	4	2					1	1		1															
Ochoa						18	1	2		2		2										5	1		9														
Oyama			9																				4	3															
Pueblo Gardens			2	6		1		5		29		1		2		1					1	3		5	1														
Robins			5	1							1											3																	
Robison				10		4		3	1	6		3	4	3	10		1																						
Rose			2	2			1	1														4	61		2														
Sewell			8	5	8	3				2	7		8	1	7	4	1	1	1																				
Soleng Tom				3	2				1	1			6	66	14	20	4	29																					
Steele			1	15									4	11	11	10	2	2																					
Tolson								3		1			1									2	2																
Tully																																							
Tully		5	3				2	1	4		3	2										6																	
Van Buskirk					1																	6	12		3														
Vesey																																							
Warren			24																																				
Warren			6																																				
Wheeler			3	2																																			
White																																							
Whitmore																																							
Wright																																							
Wright																																							
Booth Fickett																																							
Booth Fickett																																							
Morgan Maxwell																																							
McCorkle																																							
McCorkle																																							
Roberts Naylor																																							
Roberts Naylor																																							
Safford																																							
Safford																																							

TABLE 17 (Continued)  
SCHOOL VERSUS ATTENDANCE AREA ENROLLMENT (K-5<sup>th</sup> GRADE): 2013/14

School / Code	Attendance Area																				Total Attend	Total Reside	Diff.					
	327	329	351	353	371	395	410	413	417	419	431	435	440	443	449	455	461	510	521	523				525	535	595	Outside	
Banks	120		1									24												19	353	463	-110	
Blenman	125			2							1	1		1		9	41		1			3	2		8	461	581	-120
Bloom	128		1			2	1	2			1			3		1	3	4			1			3	372	393	-21	
Bonillas	131	2	1	18	4	11		2	2			5	2	32	3	5	13	3	5		25	2		14	435	297	138	
Borman	140											1	1	2	1									42	459	423	36	
Borton	143	11	1	4	25		2		14		4	14	1	7	2	8	5		13	2	4	7	5	23	403	186	217	
Carrillo/Drachman	161	15		5	3	5	1		2	10	2	3	21	1		7	1	4		21	1		7	6	22	307	197	110
Cavett	167	1	4		1	1						4	3											3	286	384	-98	
Collier	170					2	2	1						1		4		3		2				8	212	187	25	
Cragin	179	1	1	1		1								1		4	4				1			18	328	380	-52	
Davidson	185					2								4		9	24					1		17	310	343	-33	
Davis	191	5		25	2	6			17	9		25	4	2	2		3		40		2	3	6	19	347	104	243	
Dietz	197		2		1	1		8						5				6			6			12	363	477	-114	
Dunham	211						1	5				1												6	207	325	-118	
Erickson	215	1				2	1	1					10		2			2	1	1				8	561	827	-266	
Ford	218						1	2						3										5	394	565	-171	
Fruchthender	225					5	2	1				1				27					2			21	378	303	75	
Gale	228						13	9						4										4	400	273	127	
Grijalva	231	6							1		1	6	9		20					4				14	711	769	-58	
Hollinger	233	1	2	2	1	12			1		26	5		2					4	1	1	3		21	361	380	-19	
Henry	238						8	5						6				4						4	395	454	-59	
Holladay	239	2	3	2	5			2	8		1	2	1		4	1			2		2	3	2	22	261	245	16	
Howell	245		8	1	5		8	2				3		3		1	15	2			5	2	1	6	330	332	-2	
Hudlow	251		3				13	3	2					10		9	7	3				3		3	269	325	-56	
Hughes	257	3		1	12		5	1	7			6	3	5	3	6			3				2	1	14	349	247	102
Johnson/Lawrence	266								2	1		40	5		2									5	317	343	-26	
Kellond	275			4		5	4	11						60		3	4	8			4	2		10	578	456	122	
Lawrence	277												5	2		2				2				3	235	324	-89	
Lineweaver	281		8	5	27	2	19	3	2	6	1	2	2	1	20	21	26	2	3		25	1	2	27	556	164	392	
Lynn/Urquides	287	30				6			7		4	8	8		4				2	15		1		11	587	560	27	
Maldonado	290					2						6	1		3									3	386	575	-189	
Manzo	293	6		3	1		1		8	16	2		3				3	1	52			1		10	284	248	36	
Marshall	295					4	6	7						4								1		4	332	353	-21	
Miller	308	1	1						2		1	26	15		8					1	2			15	590	642	-52	
Mission View	311	3				1			4		1													7	244	241	3	
Myers/Ganoung	317	1	1		3		1		3	1			1	22		3	1		1		21			1	380	394	-14	
Ochoa	323	4	1			2			6			3				4			3	2		1	1	17	205	186	19	
Oyama	327	294		2		1			36		1	10				1			4	8		2		9	419	510	-91	
Pueblo Gardens	329	5	207		3	1			2		1			1				1					5	295	272	23		
Robins	351	3		322		1			10	10		1			1				74	2			1	11	454	435	19	
Robison	353		6		225	2	1		1	3		2		5		1	4				4	2	2	20	361	391	-30	
Rose	371	3	1		1	380			6	3	4	5	1		6		1		6	3		1		23	554	442	112	
Sewell	395				2		142		5			1	1	9		7	5	1			1			16	310	260	50	
Soleng Tom	410	2					233	4						3		1					2			21	463	280	183	
Steele	413	1					1	211			2			5		1	2	5						9	329	318	11	
Tolson	417	21		6	1			2	249	2		4							33					15	354	487	-133	
Tully	419	12	1	24				1	11	189	1	2	3		3				53		1		4	20	385	253	132	
Van Buskirk	431	3	2			7			1		238	4	2		5							26		24	355	315	40	
Vesey	435	1	1			1						542	3	1	2					2				5	611	911	-300	
Warren	440				2						1	4	159		14						1			2	249	260	-11	
Wheeler	443		3		2		1		1					2		292		4	1	2		3		9	449	620	-171	
White	449	14		1		4			4			60	25	2	351				2	10		2		17	709	477	232	
Whitmore	455				1		3	1				1		5		228					4			8	358	394	-36	
Wright	461				2		3					1		1		26	295		2					1	395	522	-127	
Booth Fickett	510	1	1	2	2	2	8		23	3		1	1	64	2	1	3	114		1		4		19	479	170	309	
Morgan Maxwell	521	11	6	11	1				6	9	1												1	2	355	663	-308	
McCorkle	523	16			1	3			6		2	19	9		20				1	300				12	499	371	128	
Roberts Naylor	525				1					2		1		18			2	1			252			5	335	381	-46	
Safford	535	9	2	1	7	1	3	1	14	3	3	12	1	1		9		7	1			59		18	267	142	125	
Roskrue	595	11	1	4	10	1	2		9	5	2	8	2	5	4	1	1		26	3	2	2	87	19	302	128	174	
Other	999	10	4	12	20	2	7	0	1	31	1	7	24	1	2	9	9	5	0	27	6	2	7	26	480	0	480	
Total Reside		510	272	435	391	442	260	280	318	487	253	315	911	260	620	477	394	522	170	663	371	381	142	128	765	23,713	22,948	765
																						Attend = Reside:		14,486	61.1%			

**TABLE 18**  
**SCHOOL VERSUS ATTENDANCE AREA ENROLLMENT (6<sup>TH</sup>-8<sup>TH</sup> GRADE): 2013/14**

School Name	Code	Attendance Area																			Total Attend	Total Reside	Diff.	
		277	329	351	371	505	510	511	515	520	521	523	525	527	535	537	550	555	557	Outside				
Lawrence	277	132												6					10	3	151	281	-130	
Pueblo Gardens	329		76		1	4				4			2	2	1	2	22	1	1	9	125	127	-2	
Robins	351			83						9	21			2			2		6		123	187	-64	
Rose	371	1	2		126	1				1	1	1		1	1		19		15	7	176	197	-21	
Doolen	505	4		22	1	591	12	2	26	43	1		8	7	8	5	5	23	5	33	796	890	-94	
Booth Fickett	510		4	1	2	24	307	26	33	21	2		84	10	2	219	11	18	15	23	802	471	331	
Gridley	511					4	14	428	54	3			7			197	2	3	4	15	731	544	187	
Magee	515		1	1	1	47	53	31	415	2			10	4		55	2	6	8	13	649	610	39	
Mansfeld	520	3	5	56	3	32	1		1	463	122	1	7	18	14	3	10	6	41	20	806	904	-98	
Morgan Maxwell	521	1		1						12	28			2	1		1		6		52	298	-246	
McCorkle	523	8			1					8	1	160		51	3		6		78	5	321	186	135	
Roberts Naylor	525					1	2	2	3	14			225			6			6	4	263	544	-281	
Pistor	527	35			4					9	6	9	1	684	3		20		168	21	960	1,017	-57	
Safford	535	19	6	2	11	25	3			73	40	1	8	34	209	5	53	6	80	27	602	326	276	
Secrist	537					1	9	6	2	1			7	2	1	600		3	1	5	638	1,282	-644	
Utterback	550	6	16	1	20	18	4	1	2	24	6	1	10	21	21	17	459	7	40	17	691	788	-97	
Vail	555	1	10		1	20	40	36	22	23	1		136	1	1	92	8	265	2	13	672	408	264	
Valencia	557	61	1		2	1				7		8		92	1		2		783	11	969	1,400	-431	
Roskruge	595	4	3	10	2	28	3	1		105	42	1	4	40	34	3	25	2	60	20	387	0	387	
Unknown	502	4	2	6	3	69	20	7	49	49	12	1	26	29	4	29	8	50	46	6	420	0	420	
Other		2	1	4	19	24	3	4	3	33	15	3	9	11	22	49	133	12	31	11	389	0	389	
Total Reside:		281	127	187	197	890	471	544	610	904	298	186	544	1017	326	1282	788	408	1400	263	10,723	10,460	263	
																					Attend = Reside:		6,034	57.7%

Sources: Tucson Unified School District; Applied Economics, 2013.

**TABLE 19**  
**SCHOOL VERSUS ATTENDANCE AREA ENROLLMENT (9<sup>TH</sup>-12<sup>TH</sup> GRADE): 2013/14**

School	Code	Attendance Area										Outside	Total Attend	Total Reside	Diff.
		610	615	620	630	640	645	650	655	660					
Catalina	610	710	37	18	44	89	8	8	10	52	45	1,021	1,394	-373	
Cholla	615	12	1298	3	238	7	2	1	8	61	50	1,680	2,363	-683	
Palo Verde	620	51	16	580	16	86	13	36	103	21	31	953	1,258	-305	
Pueblo	630	19	193	3	1160	10				41	82	1,508	2,011	-503	
Rincon	640	153	17	89	23	710	8	22	34	41	28	1,125	1,290	-165	
Sabino	645	39	2	54	6	33	504	149	60	7	206	1,060	720	340	
Sahuaro	650	32	12	176	5	47	58	1153	302	7	42	1,834	1,546	288	
Santa Rita	655	8	5	161	3	23	3	26	670	6	22	927	1,301	-374	
Tucson	660	224	670	69	462	146	14	23	23	1443	151	3,225	1,814	1,411	
Unknown	675	115	78	90	26	115	108	118	86	106	166	1,008	0	1,008	
Other		31	35	15	28	24	2	10	5	29	19	198	0	198	
Total Reside		1,394	2,363	1,258	2,011	1,290	720	1,546	1,301	1,814	842	14,539	13,697	842	
												Attend = Reside:	8,228	56.6%	

Sources: Tucson Unified School District; Applied Economics, 2013.

## 5.4 School Enrollment

**Tables 20, 21 and 22** show projected enrollment by school for 2014/15 through 2023/24, based on applying the live/attend relationships above to the projected level of enrollment by resident attendance area. There are fairly significant differences from school to school in the level and rate of enrollment change over the next ten years.

The largest elementary schools currently include Lynn/Urquides, Grijalva, White and Vesey with between 600 and 900 students each. Vesey is projected to grow significantly, reaching nearly 1,040 students by 2023/24. While White and Lynn/Urquides will remain among the larger schools, Grijalva is projected to lose over 70 students over the ten year period. Most of the elementary schools are projected to remain fairly stable with enrollment changes (positive or negative) of 30 students or less over the next 10 years. However, Cavett, which is currently a smaller school, is projected to gain over 170 students with enrollment projected to reach about 460 by 2023/24. Some growth is also expected at Borman, with about 100 new students in the next five years.

Among the middle schools, Valencia, Pistor, Mansfield, Booth Fickett and Doolen currently have significantly larger enrollment than the other schools (800 to 970 students each). These five schools are expected to continue to be the largest of the middle schools through 2023/24, despite declines of 60 to 110 students at all but Valencia. Significant declines in enrollment (100 students or more) are expected at Gridley, Secrist, Pistor and Magee, with most of the losses occurring in the next five years. The remaining middle schools are projected to show losses of 3 to 11 percent, with the exception of Roberts Naylor which is expected to grow by 10 percent (or 25 students) over 10 years.

At the high school level, Tucson currently has the highest enrollment at 3,225 students, but it is projected to have modest declines of about 110 students over the next 10 years. In contrast, Sabino and Sahuaro, and to a lesser extent Santa Rita, are projected to experience significant declines in the next five years (200 to 600 students each) and then remain fairly stable, with only very small declines in the second five year period. Only Cholla and Pueblo are projected to have enrollment growth, primarily concentrated in the first five year period. Catalina and Palo Verde are expected to remain stable throughout the ten year projection period.

**TABLE 20**  
**ELEMENTARY SCHOOL ENROLLMENT: 2008/09-2023/24**

School / Code		2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2013-18	2018-23
Banks	120	354	349	351	344	336	337	339	341	344	350	355	-17	18
Blenman	125	461	466	468	461	445	441	435	429	426	425	424	-20	-17
Bloom	128	372	364	353	352	350	347	340	337	336	336	336	-25	-12
Bonillas	131	434	430	420	417	419	415	410	408	408	409	411	-19	-4
Borman	140	459	500	529	551	565	556	542	541	539	539	540	97	-16
Borton	143	403	398	394	394	396	391	394	396	398	402	407	-12	16
Carrillo/Drachman	161	310	309	304	303	299	298	298	298	300	303	307	-12	9
Cavett	167	286	277	277	292	316	354	398	436	455	457	459	68	105
Collier	170	212	204	198	191	194	194	196	198	201	207	211	-18	17
Cragin	179	328	326	323	319	314	305	305	303	304	305	306	-23	1
Davidson	185	310	315	320	320	315	305	303	300	298	298	298	-5	-7
Davis	191	346	344	339	342	342	346	344	349	353	359	367	-1	21
Dietz	197	363	356	345	335	330	328	325	324	324	324	324	-35	-4
Dunham	211	207	206	201	197	196	198	201	200	202	205	205	-9	7
Erickson	215	561	557	553	540	530	526	518	510	505	502	499	-35	-26
Ford	218	394	388	395	395	386	383	379	376	374	375	375	-11	-8
Fruchthendler	225	378	365	363	369	365	359	359	361	362	362	363	-19	5
Gale	228	400	385	383	370	363	366	373	379	386	392	396	-34	30
Grijalva	231	712	682	674	664	659	658	643	638	636	637	637	-53	-21
Hollinger	233	368	362	357	349	347	343	339	337	336	337	338	-24	-6
Henry	238	395	395	387	380	374	362	365	362	364	369	373	-33	11
Holladay	239	260	254	259	263	271	268	274	277	279	281	285	8	17
Howell	245	330	329	325	325	326	325	318	316	316	316	316	-5	-9
Hudlow	251	270	268	263	256	258	260	257	256	258	259	261	-10	1
Hughes	257	348	352	350	344	339	333	331	328	327	328	330	-15	-3
Johnson/Lawrence	266	253	253	252	251	251	251	252	255	260	269	277	-2	26
Kellond	275	579	576	575	567	571	568	560	558	560	563	566	-11	-2
Lawrence	277	23	23	23	23	24	24	24	24	25	26	26	1	3
Lineweaver	281	557	556	551	542	542	539	537	537	540	543	547	-18	8
Lynn/Urquides	287	902	900	886	874	863	848	846	844	849	860	869	-54	21
Maldonado	290	375	355	351	342	342	338	344	344	345	348	352	-37	14

TABLE 20 (Continued)  
K-5 ELEMENTARY SCHOOL ENROLLMENT: 2013/14-2023/24

School / Code	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2013-18	2018-23	
Manzo	293	284	297	298	299	300	306	297	298	299	301	304	22	-2
Marshall	295	332	315	308	306	306	303	300	298	298	301	302	-29	-1
Miller	308	565	558	553	549	542	547	541	544	552	563	571	-18	24
Mission View	311	244	240	238	241	242	241	238	238	238	239	240	-4	-1
Myers/Ganoung	317	381	373	367	369	367	362	358	356	354	355	356	-19	-7
Ochoa	323	204	203	201	203	201	200	200	201	202	204	206	-5	6
Oyama	327	424	412	402	398	397	395	390	390	391	394	398	-29	3
Pueblo Gardens	329	295	286	286	282	288	285	292	296	298	300	303	-9	17
Robins	351	453	435	421	419	415	413	415	426	437	448	457	-40	44
Robison	353	363	357	350	353	350	340	340	339	338	338	339	-23	-1
Rose	371	563	557	558	540	542	527	524	519	517	517	518	-36	-9
Sewell	395	311	306	306	299	300	291	290	287	287	288	289	-19	-3
Soleng Tom	410	463	445	431	425	423	419	423	424	431	438	442	-44	23
Steele	413	329	333	338	333	334	329	326	324	324	325	326	0	-4
Tolson	417	354	346	335	325	315	312	312	313	312	317	324	-42	12
Tully	419	387	387	390	388	387	389	383	386	387	389	394	2	5
Van Buskirk	431	356	361	365	362	364	354	350	348	346	345	346	-3	-8
Vesey	435	606	633	657	685	719	757	808	860	901	963	1,034	151	277
Warren	440	233	228	232	233	235	230	228	230	235	241	242	-3	12
Wheeler	443	449	451	457	455	457	447	445	443	442	443	445	-2	-2
White	449	679	671	669	663	661	667	661	664	668	677	686	-12	18
Whitmore	455	358	349	346	343	341	336	340	340	344	349	353	-22	18
Wright	461	395	392	389	379	376	370	363	359	356	355	354	-25	-16
Booth Fickett	510	479	479	470	462	460	456	453	451	452	454	455	-23	-1
Morgan Maxwell	521	353	349	341	339	338	335	333	335	337	340	344	-19	9
McCorkle	523	512	508	504	502	508	506	502	503	505	510	515	-5	9
Roberts Naylor	525	335	326	313	304	296	285	286	282	280	279	279	-50	-6
Safford	535	265	269	265	264	264	260	260	260	261	264	267	-6	7
Roskruge	595	304	307	304	299	293	294	290	289	288	290	291	-10	-3
Other	999	486	483	476	474	468	466	466	467	469	474	479	-20	13
TOTAL		23,713	23,501	23,338	23,166	23,116	22,991	22,962	23,035	23,161	23,380	23,619	-722	628

Source: Applied Economics, 2013.

**TABLE 21**  
**6-8 MIDDLE SCHOOL ENROLLMENT: 2013/14-2023/24**

School / Code	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2013-18	2018-23	
Lawrence	277	151	146	151	148	148	144	144	144	145	145	145	-7	1
Pueblo Gardens	329	125	126	116	121	114	121	116	118	113	114	112	-4	-9
Robins	351	123	127	128	123	117	112	114	117	118	119	119	-11	7
Rose	371	176	178	163	168	159	170	161	167	159	158	156	-6	-14
Doolen	505	796	805	781	771	775	790	780	769	751	744	732	-6	-58
Booth Fickett	510	802	773	752	749	735	749	753	767	753	740	733	-53	-16
Gridley	511	731	692	647	621	606	617	608	608	598	594	586	-114	-31
Magee	515	649	623	642	614	592	573	567	568	558	554	549	-76	-25
Mansfeld	520	806	782	780	751	757	741	743	737	735	724	720	-65	-21
Morgan Maxwell	521	52	52	51	49	49	48	48	48	48	47	47	-4	-1
McCorkle	523	321	314	306	293	286	285	286	292	291	288	288	-36	3
Roberts Naylor	525	263	268	273	276	282	295	306	308	299	292	288	32	-7
Pistor	527	960	924	895	886	856	842	851	853	865	849	845	-118	3
Safford	535	602	583	596	582	583	578	585	587	581	577	575	-24	-3
Secrist	537	638	604	572	538	529	525	524	516	512	503	495	-113	-30
Utterback	550	691	669	643	634	628	657	666	682	670	665	659	-34	2
Vail	555	672	664	654	655	643	638	642	651	643	628	621	-34	-18
Valencia	557	969	972	960	958	946	958	953	966	964	985	1,000	-11	42
Roskruge	595	387	378	377	368	368	366	367	367	364	361	360	-21	-6
Unknown	502	420	413	408	401	396	393	393	394	390	385	382	-27	-11
Other		389	378	367	360	357	365	367	372	366	362	359	-24	-5
<b>TOTAL</b>		<b>10,723</b>	<b>10,471</b>	<b>10,260</b>	<b>10,067</b>	<b>9,927</b>	<b>9,969</b>	<b>9,976</b>	<b>10,030</b>	<b>9,922</b>	<b>9,835</b>	<b>9,772</b>	<b>-754</b>	<b>-197</b>

Source: Applied Economics, 2013.

**TABLE 22**  
**HIGH SCHOOL ENROLLMENT: 2013/14-2023/24**

School / Code	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2013-18	2018-23
Catalina 610	1,021	998	1,008	1,008	1,010	1,007	998	1,003	1,015	1,011	1,007	-14	0
Cholla 615	1,680	1,736	1,789	1,862	1,913	1,902	1,898	1,884	1,873	1,877	1,895	222	-7
Palo Verde 620	953	926	926	911	886	879	871	868	892	908	905	-74	26
Pueblo 630	1,508	1,624	1,695	1,736	1,769	1,704	1,676	1,624	1,612	1,615	1,597	196	-107
Rincon 640	1,125	1,079	1,067	1,042	1,031	1,031	1,009	983	985	972	963	-94	-68
Sabino 645	1,060	913	791	703	645	637	640	635	630	621	617	-423	-20
Sahuaro 650	1,834	1,663	1,528	1,422	1,281	1,214	1,172	1,130	1,133	1,132	1,126	-620	-88
Santa Rita 655	927	869	838	815	781	739	714	689	682	690	689	-188	-51
Tucson 660	3,225	3,217	3,206	3,223	3,223	3,176	3,142	3,099	3,099	3,109	3,115	-49	-61
Unknown 675	1,008	931	881	837	804	793	784	777	781	778	777	-215	-16
Other	198	194	193	191	190	188	185	183	184	184	184	-10	-4
<b>TOTAL</b>	<b>14,539</b>	<b>14,150</b>	<b>13,921</b>	<b>13,750</b>	<b>13,532</b>	<b>13,270</b>	<b>13,091</b>	<b>12,875</b>	<b>12,888</b>	<b>12,898</b>	<b>12,874</b>	<b>-1,269</b>	<b>-396</b>

Source: Applied Economics, 2013.

## ***ACKNOWLEDGEMENTS***

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**Dale B**

Sales Representative  
D.R. Horton

**Jim Bazacco**

Planner  
City of Tucson

**Tim Bolton**

Planner  
Arizona State Land Department

**Shaun Brown**

Planning Technician  
Tucson Unified School District

**Patricia Gehlen**

CDRC Manager  
City of Tucson

**Derrick Kramer**

GIS Technician  
Pima Association of Governments

**Glen Moyer**

Planner  
City of Tucson

**Bryant Nodine**

Program Manager  
Tucson Unified School District

**Chris Poirier**

Assistant Planning Director  
Pima County

**Michael St. Paul**

Planning Technician  
City of Tucson

**Gordon Taylor**

Planner  
Arizona State Land Department

Tucson Unified is where  
Students love to Learn  
Teachers love to Teach  
and People love to Work  
We are Team TUSD



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## Appendix C

# Tucson Unified School District #1

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TUCSON UNIFIED  
SCHOOL DISTRICT

### *General Information, Refunding Analysis and Bond Election Information*

Presented by:

Robert Casillas, Managing Director

Randie Stein, Director

Sandra Day, Vice President

DRAFT – April 19, 2016

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- I. General Information**
- II. Refunding Analysis**
- III. Election Information**

## **Appendix:**

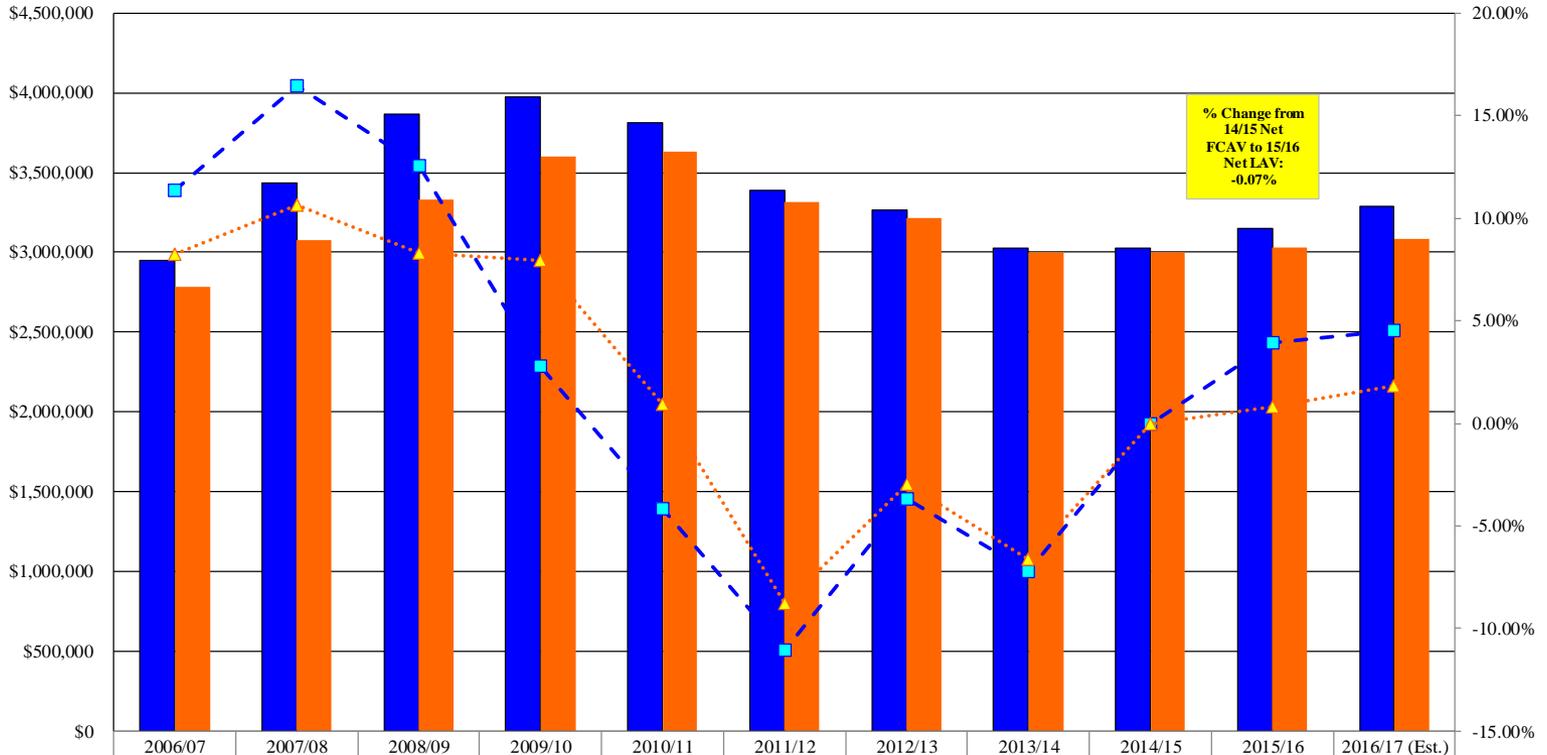
- **Compliance Requirements for Bond and Override Elections**
- **Considerations for Voter Information Pamphlets**
- **2015 School District Election Results Presentation**
- **November 6, 2007 Voter Information Pamphlet**

# I. General Information

# Assessed Valuations (\$000s)



	with 2015/16			with 2016/17 (Est.)		
	Net FCAV	Net LAV	Net APV	Net FCAV	Net LAV	Net APV
<b>5-Year Average:</b>	<b>-3.60%</b>	<b>-3.51%</b>	<b>-4.40%</b>	<b>-0.49%</b>	<b>-1.39%</b>	<b>0.74%</b>
<b>10-Year Average:</b>	<b>2.09%</b>	<b>1.85%</b>	<b>1.69%</b>	<b>1.41%</b>	<b>1.21%</b>	<b>1.12%</b>

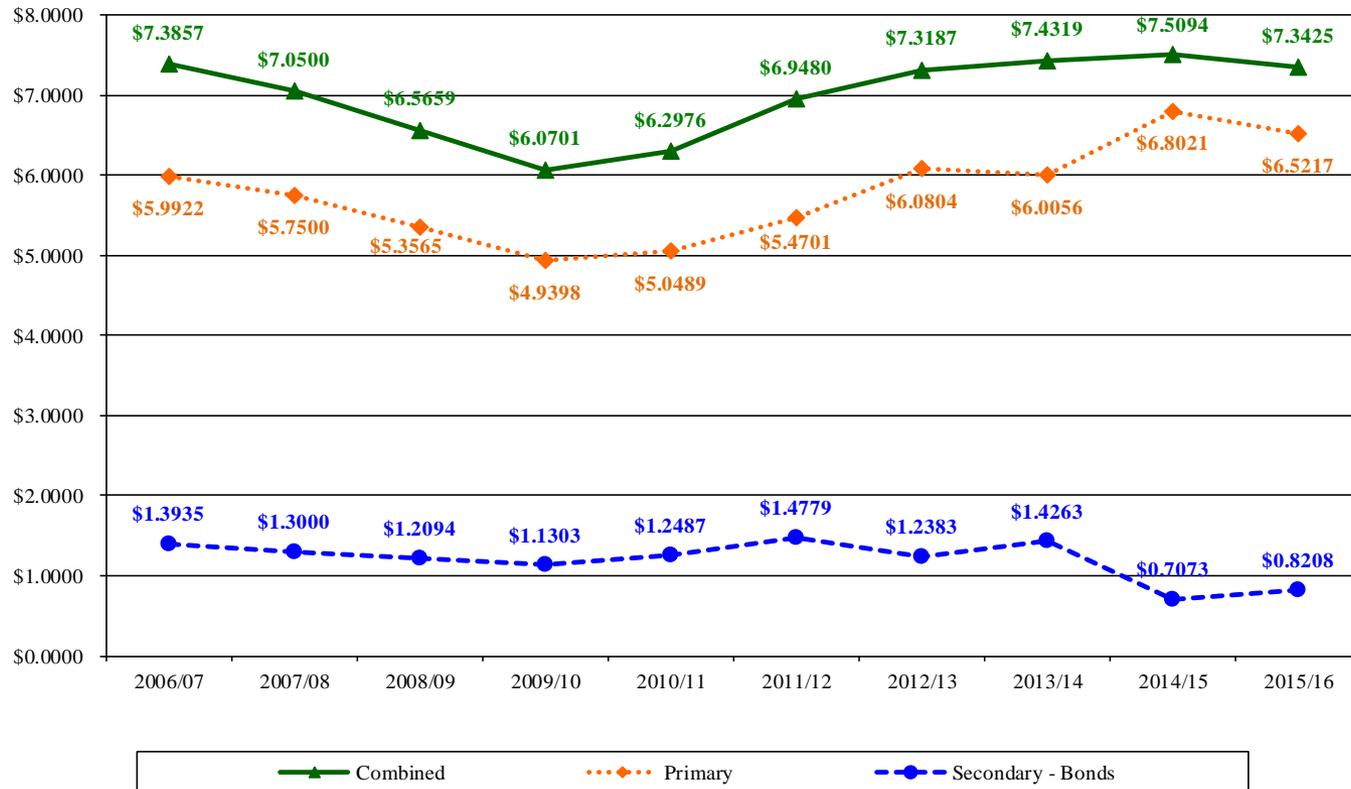


■ Net FCAV	\$2,951,009	\$3,436,035	\$3,866,799	\$3,975,387	\$3,809,571	\$3,388,423	\$3,264,317	\$3,029,356	\$3,028,699	\$3,147,658	\$3,289,672
■ Net LAV	\$2,782,666	\$3,079,057	\$3,334,344	\$3,599,209	\$3,632,596	\$3,313,108	\$3,215,914	\$3,002,397	\$3,001,654	\$3,026,615	\$3,081,170
- - Net FCAV % Change	11.34%	16.44%	12.54%	2.81%	-4.17%	-11.06%	-3.66%	-7.20%	-0.02%	3.93%	4.51%
- - Net LAV % Change	8.23%	10.65%	8.29%	7.94%	0.93%	-8.80%	-2.93%	-6.64%	-0.02%	0.83%	1.80%

Net FCAV = Net Full Cash Assessed Value  
 Net LAV = Net Limited Assessed Value  
 Net APV = Net Assessed Property Value for Secondary Tax Purposes

Source: *State and County Abstract of the Assessment Roll*, Arizona Department of Revenue and Assessor of the County.

# Property Tax Rates



Five Year Average Tax Rate	
Primary Tax Rate	\$6.1760
Secondary - Bonds	\$1.1341
Combined Tax Rate	\$7.3101

Source: *Property Tax Rates and Assessed Values*, Arizona Tax Research Association and Treasurer of the County.

## II. Refunding Analysis

# Principal Amount of Bonds Outstanding

(\$000s omitted)



STIFEL

Fiscal Year	\$10,000		\$47,000		\$57,000		\$6,770		\$67,230	
	Principal	Coupon	Principal	Coupon	Principal	Coupon	Principal	Coupon	Principal	Coupon
2016	\$295	4.250%	\$2,100	4.500%	\$6,400	4.000%	\$1,435 & \$2,000	3.000% & 5.000%		
2017	305	4.750%	2,300	4.500%	4,500	4.000%			\$3,575	4.324%
2018	320	4.750%	2,300	4.375%	2,000	4.000%			3,720	4.617%
2019	335	4.750%	2,300	4.500%	2,100	4.000%			3,865	4.767%
2020	355	5.000%	2,300	4.500%	2,200	4.100%			4,020	4.967%
2021	370	4.250%	2,600	4.500%	2,300	4.125%			4,180	5.117%
2022	385	4.250%	2,800	4.500%	2,500	4.250%			4,390	5.917%
2023	400	4.300%	2,900	5.000%	2,800	4.250%			4,570	5.917%
2024	420	4.300%	3,100	5.000%	3,300	4.375%			4,800	5.917%
2025	440	4.375%	4,300	5.000%	6,300	5.000%			5,040	5.917%
2026	455	4.400%	4,500	5.000%	7,200	5.000%			5,290	6.312%
2027			3,735	5.000%	7,000	5.000%			5,555	6.312%
2028									5,805	6.312%
2029									6,015	6.312%
2030									6,405	6.312%
	<u>\$4,080</u>		<u>\$35,235</u>		<u>\$48,600</u>		<u>\$3,435</u>		<u>\$67,230</u>	
Call Features:	7/1/17 and After Callable 7/1/16 @ par		7/1/18 and After Callable 7/1/17 @ par		7/1/19 and After Callable 7/1/18 @ par		Non-Callable		7/1/21 and After Callable 7/1/20 @ par Extraordinary Optional Redemption	
Insurer:	FSA		FGIC		FSA		None			
Purpose:	School Improvements		School Improvements		School Improvements		School Improvements			

\$3.785M  
Callable on  
7/1/16

\$30.835M  
Callable on  
7/1/17

\$35.700M  
Callable on  
7/1/18

\$52.050M  
Callable on  
7/1/20

\$126,875 = Total callable bonds

# Principal Amount of Bonds Outstanding

(\$000s omitted)



STIFEL

Fiscal Fiscal Year Ending (July 1)	\$45,725 Refunding Bonds  Series 2010 (Class A and B Bonds) Dated: 12/22/10			\$28,115 Refunding Bonds  Tax-Exempt Series 2011 (Class B Bonds) Dated: 12/21/11		TOTAL		
	Class A Principal	Class B Principal	Coupon	Principal	Coupon	Class A	Class B	Total
2016	\$50		4.000%	\$2,520	4.000%	\$50	\$14,750	\$14,800
2017	1,490 & 1,200		4.000% & 5.000%			2,690	10,680	13,370
2018	55		4.000%	2,740	4.000%	55	11,080	11,135
2019	55		4.000%	2,845	5.000%	55	11,445	11,500
2020	60		4.000%	2,995	5.000%	60	11,870	11,930
2021	60		4.000%	3,140	5.000%	60	12,590	12,650
2022	65		4.000%	3,295	5.000%	65	13,370	13,435
2023				3,460	5.000%	0	14,130	14,130
2024				1,045	4.000%	0	12,665	12,665
2025						0	16,080	16,080
2026						0	17,445	17,445
2027						0	16,290	16,290
2028						0	5,805	5,805
2029						0	6,015	6,015
2030						0	6,405	6,405
	<u>\$3,035</u>	<u>\$0</u>		<u>\$22,040</u>		<u>\$3,035</u>	<u>\$180,620</u>	<u>\$183,655</u>

Call Features: Non-Callable      7/1/23 and After  
Callable 7/1/22  
@ par

Insurer: None      None

Purpose: Advanced Refunding      Advanced Refunding

  
**\$4.505M**  
 Callable on  
 7/1/22

# Bond Analysis Identified



STIFEL

Issue Series	Dated Date	Original Par Amount	Maturity Range/ \$ Amount	Rate Range
School Improvement Bonds, Project of 2004, Series B (2006) <sup>1</sup>	9/7/2006	\$10,000,000	2017-2026 / \$3,785,000	4.250%-5.000%
School Improvement Bonds, Project of 2004, Series C (2007) <sup>2</sup>	9/6/2007	\$47,000,000	2018-2027 / \$30,835,000	4.375%-5.000%
School Improvement Bonds, Project of 2004, Series D (2008) <sup>3</sup>	7/31/2008	\$57,000,000	2019-2027 / \$35,700,000	4.000%-5.000%
TOTAL			\$70,320,000	

<sup>1</sup> Call Features: The District reserves the right, at its option, to redeem Bonds having stated maturities on and after July 1, 2017, in whole or in part in principal amounts of \$5,000 or any integral multiple thereof on July 1, 2016, or any interest payment date thereafter, at the par value thereof plus accrued interest to the date of redemption, but without premium.

<sup>2</sup> Call Features: The Bonds maturing on or before July 1, 2017 will not be subject to redemption prior to their stated maturity dates. The Bonds maturing on or after July 1, 2018 will be subject to redemption prior to their stated maturity dates, at the option of the District, in whole or in part on July 1, 2017, or on any Interest Payment Date thereafter, by the payment of a redemption price equal to the principal amount of each Bond called for redemption plus interest accrued to the date fixed for redemption, but without a premium.

<sup>3</sup> Call Features: The Bonds maturing on or before July 1, 2018 will not be subject to redemption prior to their stated maturity dates. The Bonds maturing on or after July 1, 2019 will be subject to redemption prior to their stated maturity dates, at the option of the District, in whole or in part on July 1, 2018, or on any Interest Payment Date thereafter, by the payment of a redemption price equal to the principal amount of each Bond called for redemption plus interest accrued to the date fixed for redemption, but without a premium.

Source: Official Statements for each respective issue.

# Refunding Analysis – Estimated Spread Information



STIFEL

## *General Obligation Refunding Bonds Spread to MMD<sup>1</sup>*

Year	General Obligation Bonds		
	4/18/2016 Interp Jul-MMD	Spread	Yield
2017	0.59%	0.39%	<b>0.98%</b>
2018	0.67%	0.45%	<b>1.12%</b>
2019	0.76%	0.45%	<b>1.21%</b>
2020	0.87%	0.51%	<b>1.38%</b>
2021	1.02%	0.55%	<b>1.57%</b>
2022	1.15%	0.58%	<b>1.73%</b>
2023	1.27%	0.65%	<b>1.92%</b>
2024	1.39%	0.72%	<b>2.11%</b>
2025	1.51%	0.75%	<b>2.26%</b>
2026	1.62%	0.71%	<b>2.33%</b>
2027	1.72%	0.71%	<b>2.43%</b>

Source: Thomson Reuters.

<sup>1</sup> The financing was evaluated at interest rate spreads to the generic "AAA" municipal yield index ("MMD") of 39 basis points beginning in 2017, increasing to +75 basis points in 2025 to maturity of the bonds. The interest rates assumed in this presentation are based on current market conditions and similar credits. The actual results may differ. The refunding analysis was performed with no changes to the term or the structure of the debt service from the currently outstanding issue. The use of the "A+/"AA-" ratings are consistent with the S&P, Moody's and Fitch ratings. of the outstanding prior bonds.

# Refunding Analysis



STIFEL

*General Obligation Refunding Bonds NPV Savings: ~\$8.2 million (11.7% of par value refunded)<sup>1</sup>*

Period End July 1	Prior Bonds Being Refunded	Refunding Bonds <sup>2</sup>			Gross	PV
	Debt Service	Principal	Interest	Debt Service	Savings	Savings
2017	\$3,616,043	\$730,000	\$2,047,850	\$ 2,777,850	\$ 838,193	\$ 826,608
2018	5,916,555	3,045,000	2,033,250	5,078,250	838,305	808,448
2019	7,915,730	5,075,000	2,002,800	7,077,800	837,930	789,781
2020	7,832,318	5,095,000	1,901,300	6,996,300	836,018	770,054
2021	8,035,868	5,400,000	1,799,400	7,199,400	836,468	752,887
2022	8,223,268	5,745,000	1,637,400	7,382,400	840,868	739,774
2023	8,389,655	6,085,000	1,465,050	7,550,050	839,605	721,978
2024	8,828,455	6,710,000	1,282,500	7,992,500	835,955	702,506
2025	12,731,020	10,810,000	1,081,200	11,891,200	839,820	689,607
2026	13,296,770	11,595,000	865,000	12,460,000	836,770	670,431
2027	11,271,750	10,030,000	401,200	10,431,200	840,550	657,949
<b>Totals</b>	<b>\$ 96,057,430</b>	<b>\$ 70,320,000</b>	<b>\$ 16,516,950</b>	<b>\$ 86,836,950</b>	<b>\$ 9,220,480</b>	<b>\$ 8,130,023</b>

<b>PV Savings:</b>	<b>\$ 8,130,023</b>
Plus: Refunding Funds:	144,841
<b>Net PV Savings:</b>	<b>\$ 8,274,864</b>

**Savings as % of Perfect Escrow Cost: 85%**

Estimated All-in-TIC<sup>1</sup>: 2.2%

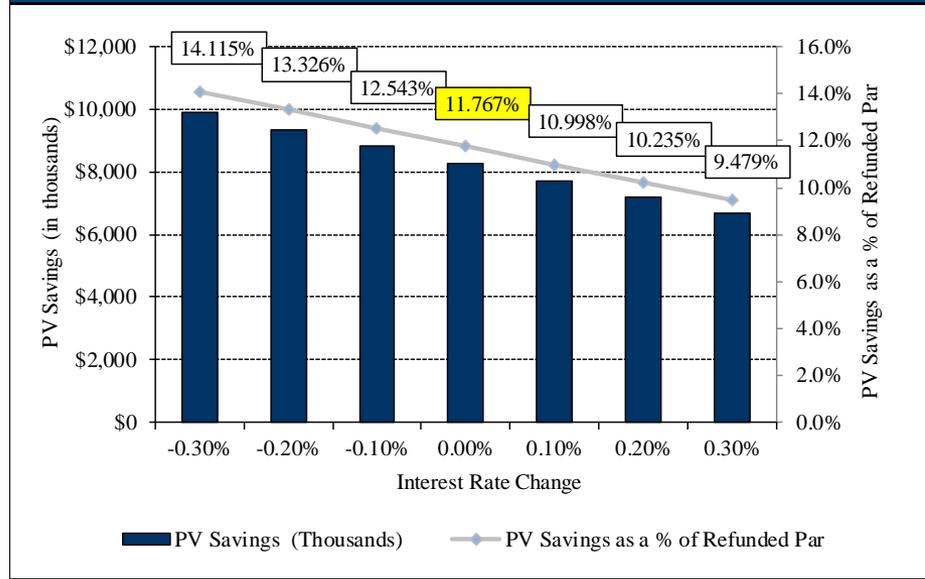
<sup>1</sup> The financing was evaluated at interest rate spreads to the generic "AAA" municipal yield index ("MMD") of 39 basis points beginning in 2017, increasing to +75 basis points in 2025 to maturity of the bonds. The interest rates assumed in this presentation are based on current market conditions and similar credits. The actual results may differ. The refunding analysis was performed with no changes to the term or the structure of the debt service from the currently outstanding issue. The use of the "A+/"AA-" ratings are consistent with the S&P, Moody's and Fitch ratings. of the outstanding prior bonds.

# Refunding Analysis

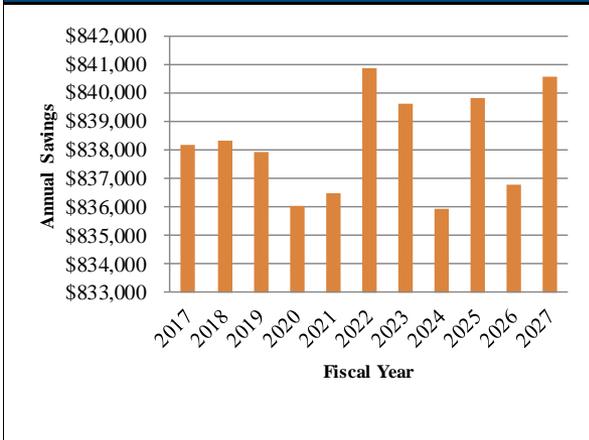
## STATISTICS

Delivery Date:	7/1/2016
Refunded Par:	\$70,320,000
Refunding Par:	\$70,320,000
Arbitrage Yield:	2.1093%
Escrow Yield:	0.6699%
Value of Negative Arbitrage:	\$1,501,415
True Interest Cost:	2.2172%
All-In True Interest Cost:	2.2474%
Average Life (Years):	7.448
Net Cash Flow Savings:	\$9,220,480
Savings Structure:	Uniform
<b>Net Present Value Savings:</b>	<b>\$8,274,864</b>
<b>Net Present Value Savings (%):</b>	<b>11.767%</b>

## INTEREST RATE SENSITIVITY ANALYSIS



## CASH FLOW SAVINGS



<u>Adjustment to the Bond Yields</u>	<u>Projected Par Value</u>	<u>Projected PV Savings</u>	<u>PV Savings as a % of Refunded Par</u>
-0.30%	\$70,320,000	\$9,925,429	14.115%
-0.20%	70,320,000	9,370,529	13.326%
-0.10%	70,320,000	8,820,276	12.543%
<b>0.00%</b>	<b>70,320,000</b>	<b>8,274,864</b>	<b>11.767%</b>
0.10%	70,320,000	7,733,852	10.998%
0.20%	70,320,000	7,197,551	10.235%
0.30%	70,320,000	6,665,647	9.479%

<sup>1</sup> The financing was evaluated at interest rate spreads to the generic "AAA" municipal yield index ("MMD") of 39 basis points beginning in 2017, increasing to +75 basis points in 2025 to maturity of the bonds. The interest rates assumed in this presentation are based on current market conditions and similar credits. The actual results may differ. The refunding analysis was performed with no changes to the term or the structure of the debt service from the currently outstanding issue. The use of the "A+/"AA-" ratings are consistent with the S&P, Moody's and Fitch ratings. of the outstanding prior bonds.

# Tentative Financing Calendar



May						
SUN	MON	TUE	WED	THU	FRI	SAT
	1	2	3	4	5	6
	8	9	10	11	12	13
	15	16	17	18	19	20
	22	23	24	25	26	27
	29	30	31			

June						
SUN	MON	TUE	WED	THU	FRI	SAT
			1	2	3	4
	5	6	7	8	9	10
	12	13	14	15	16	17
	19	20	21	22	23	24
	26	27	28	29	30	

July						
SUN	MON	TUE	WED	THU	FRI	SAT
					1	2
	3	4	5	6	7	8
	10	11	12	13	14	15
	17	18	19	20	21	22
	24	25	26	27	28	29
	31					

Date	Event
TBD	<b>Governing Board considers a resolution(s) authorizing the issuance of Bonds and granting authority to the Superintendent and/or Chief Finance Officer to approve the final terms to complete the financing(s).</b>
TBD	Secure credit rating; receive insurance quotes; select insurance company (if any) based on cost benefit analysis.
TBD	Finalize POS and distribute electronically.
TBD	<b>Underwriter(s) market(s) and underwrite(s) the Bonds, and execute the bond purchase agreement.</b>
TBD	Prepare final official statement and distribute to Bond investors and financing team; prepare all closing documents; secure needed signatures from Governing Board and Administration and issue closing letter.
TBD	Close the Bond issue.

### **III. Election Information**

## Preliminary 2016/17 Estimated School District Class B Bond Limit

- Unified School Districts: Greater of 20% of Net Full Cash Assessed Valuation (NFCAV) or \$1,500 per Student based on last fiscal year

Statutory Bonding Capacity Calculation	
District NFCAV:	\$3,289,672,158
Multiply by:	20%
Calculation Base:	\$657,934,431
Less: Outstanding Class B Bonds:	(\$180,620,000)
Total:	\$477,314,431

- Bonding authorization is good for 10 years... **Capacity can grow as NFCAV increases and as Class B principal is retired**

# SCENARIO 1 - Estimated Debt Service Req. and Projected Impact on Secondary Tax Rate – Assumed \$180M Bond Election



STIFEL

(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)	(14)	(15)	
Fiscal Year	Combined Valuation (a)	Bonds Currently Outstanding		\$60,000,000 School Improvement Bonds Project of 2016 Series A (2017) Bonds Dated: 7/01/17*		\$60,000,000 School Improvement Bonds Project of 2016 Series B (2019) Bonds Dated: 7/01/19*		\$60,000,000 School Improvement Bonds Project of 2016 Series C (2021) Bonds Dated: 7/01/21*		Estimated Additional		Estimated Combined		Based on Estimated Net FCAV	
		Debt Service (b)	Secondary Bond Tax Rate (c)	Principal	Estimated Interest (d)	Principal	Estimated Interest (e)	Principal	Estimated Interest (f)	Debt Service	Secondary Bond Tax Rate (c)	Debt Service	Secondary Bond Tax Rate (c)	Net Class "B" Bonding Capacity (g)	
2015/16	\$3,026,614,777	\$22,804,915	\$0.82									\$22,804,915	\$0.82	\$448,911,686	
2016/17	3,081,169,583	20,766,028	0.67									20,766,028	0.67	492,064,431	
2017/18	3,118,312,576	17,958,857	0.58	\$5,500,000	\$2,700,000						\$8,200,000	0.26	26,158,857	0.84	442,744,431
2018/19	3,155,903,322	17,893,174	0.57	6,250,000	2,452,500						8,702,500	0.28	26,595,674	0.84	475,282,625
2019/20	3,193,947,219	17,845,168	0.56		2,171,250	\$3,500,000	\$2,850,000				8,521,250	0.27	26,366,418	0.83	432,977,625
2020/21	3,232,449,728	18,059,932	0.56		2,171,250	4,000,000	2,683,750				8,855,000	0.27	26,914,932	0.83	464,692,884
2021/22	3,271,416,378	18,306,939	0.56		2,171,250		2,493,750	\$1,000,000	\$3,000,000		8,665,000	0.26	26,971,939	0.82	421,282,884
2022/23	3,279,303,656	18,393,595	0.56		2,171,250		2,493,750	1,000,000	2,950,000		8,615,000	0.26	27,008,595	0.82	445,657,790
2023/24	3,287,209,949	16,285,812	0.50		2,171,250	3,000,000	2,493,750		2,900,000		10,565,000	0.32	26,850,812	0.82	462,476,052
2024/25	3,295,135,305	19,142,739	0.58		2,171,250		2,351,250	500,000	2,900,000		7,922,500	0.24	27,065,239	0.82	479,833,385
2025/26	3,303,079,767	19,749,737	0.60		2,171,250		2,351,250		2,875,000		7,397,500	0.22	27,147,237	0.82	498,109,798
2026/27	3,311,043,384	17,749,751	0.54	2,000,000	2,171,250		2,351,250		2,875,000		9,397,500	0.28	27,147,251	0.82	533,545,301
2027/28	3,319,026,201	6,482,549	0.20	3,765,000	2,081,250	3,155,000	2,351,250	2,935,000	2,875,000		17,162,500	0.52	23,645,049	0.71	543,054,904
2028/29	3,327,028,264	6,436,586	0.19	3,935,000	1,911,825	3,305,000	2,201,388	3,080,000	2,728,250		17,161,463	0.52	23,598,049	0.71	560,633,616
2029/30	3,335,049,620	6,562,339	0.20	4,110,000	1,734,750	3,460,000	2,044,400	3,235,000	2,574,250		17,158,400	0.51	23,720,739	0.71	579,071,448
2030/31	3,343,090,315	(127,349)	(0.00)	4,295,000	1,549,800	3,625,000	1,880,050	3,395,000	2,412,500		17,157,350	0.51	17,030,001	0.51	591,593,410
2031/32	3,351,150,396	0	0.00	4,490,000	1,356,525	3,800,000	1,707,863	3,565,000	2,242,750		17,162,138	0.51	17,162,138	0.51	604,629,511
2032/33	3,359,229,910	0	0.00	4,690,000	1,154,475	3,980,000	1,527,363	3,745,000	2,064,500		17,161,338	0.51	17,161,338	0.51	618,209,762
2033/34	3,367,328,903	0	0.00	4,900,000	943,425	4,170,000	1,338,313	3,930,000	1,877,250		17,158,988	0.51	17,158,988	0.51	632,354,172
2034/35	3,375,447,422	0	0.00	5,120,000	722,925	4,365,000	1,140,238	4,130,000	1,680,750		17,158,913	0.51	17,158,913	0.51	647,087,752
2035/36	3,383,585,515	0	0.00	5,350,000	492,525	4,575,000	932,900	4,335,000	1,474,250		17,159,675	0.51	17,159,675	0.51	662,440,511
2036/37	3,391,743,229	0	0.00	5,595,000	251,775	4,790,000	715,588	4,550,000	1,257,500		17,159,863	0.51	17,159,863	0.51	678,442,460
2037/38	3,399,920,610	0	0.00			5,020,000	488,063	4,780,000	1,030,000		11,318,063	0.33	11,318,063	0.33	695,123,609
2038/39	3,408,117,707	0	0.00			5,255,000	249,613	5,020,000	791,000		11,315,613	0.33	11,315,613	0.33	706,673,968
2039/40	3,416,334,567	0	0.00					5,270,000	540,000		5,810,000	0.17	5,810,000	0.17	718,703,547
2040/41	3,424,571,237	0	0.00					5,530,000	276,500		5,806,500	0.17	5,806,500	0.17	725,732,556
		\$244,310,772		\$60,000,000		\$60,000,000		\$60,000,000		\$292,692,050					

\$24,750,000 = Amt Avail for Tech, F&E, Computers

\$11,750,000

\$10,500,000

\$2,500,000

\$0.3665 = Average Annual Tax Rate

November 8, 2016 Election	
Series A (2017)*	\$60,000,000
Series B (2019)*	60,000,000
Series C (2021)*	60,000,000
<b>Total</b>	<b>\$180,000,000</b>
Authorization expires November 8, 2026	
* Estimated future issue(s), subject to change.	

# SCENARIO 1 - Estimated Debt Service Req. and Projected Impact on Secondary Tax Rate – Assumed \$180M Bond Election



STIFEL

\* Assumes 100% of tax collections are available to make the 7/1 principal payment, thereby regaining 100% capacity for a June sale.

- (a) Fiscal year 2016/17 is estimated by the County and assumes 1.80% growth. Fiscal years 2017/18 through and including 2021/22 assume 1.21% growth; and subsequent years assume 0.24% growth.  
(Per Arizona Revised Statutes 35-454: "(i) For the first five years of the estimated debt retirement schedule, the average of the annual percentage growth for the previous ten years in the net assessed valuation of the political subdivision. (ii) For the remaining years of the estimated debt retirement schedule, twenty per cent of the average of the annual percentage growth for the previous ten years in the net assessed valuation of the political subdivision.") The assessed valuation is also adjusted to reflect the following statutory assessment ratio phase downs: in class 1 from 20% in 2013/14 to 18% in 2016/17; and class 2 from 16% in 2015/16 to 15% in 2016/17.
- (b) Includes application of 90% of the previous years' federal interest subsidy related to the District's School Improvement Bonds, Project of 2004, Federally Taxable Series E-2 (2010) (Build America Bonds - Direct Payment).
- (c) Secondary tax rates are per \$100 of assessed valuation. Fiscal year 2016/17 assumes a delinquency rate of 0.00%. Subsequent projected tax rates are not adjusted for interest earnings, arbitrage rebate or delinquent tax collections (if any).
- (d) Interest is estimated at 4.50% for the Bonds.
- (e) Interest is estimated at 4.75% for the Bonds.
- (f) Interest is estimated at 5.00% for the Bonds.

The interest rate and rating assumptions assumed in this presentation are based on current market conditions and similar credits. The Issuer's actual results may differ. This analysis was performed with no changes to the term or the structure of the debt service from the currently outstanding issue.

- (g) Capacity is calculated using the following assumptions: Fiscal year 2016/17 is estimated by the County and assumes 4.51% growth. Fiscal years 2017/18 through and including 2021/22 assume 1.21% growth; and subsequent years assume 0.24% growth. The assessed valuation is also adjusted to reflect the following statutory assessment ratio phase downs: in class 1 from 20% in 2013/14 to 18% in 2016/17; and class 2 from 16% in 2015/16 to 15% in 2016/17.

Note: The information in this analysis is not intended to be used as the primary basis for determining an issuer's bonding capacity, tax rate or ability to sell bonds. This analysis is based on assumptions provided by sources considered to be reliable, including the issuer, but is not guaranteed as to accuracy and does not purport to be complete. Any information expressed in this analysis is subject to change.

# SCENARIO 1 - Estimated Average Cost to Taxpayer

The following tables illustrate the estimated annual and monthly cost to taxpayers, including principal and interest, based on varying types of property, property values and assessed values. To determine your estimated tax increase, refer to your property tax statement which identifies the specific assessed value of your property.

## ESTIMATED AVERAGE ANNUAL BOND TAX RATE PER \$100 OF ASSESSED VALUATION: \$0.3665

RESIDENTIAL PROPERTY (Assessed at 10.0%)			
Value for Tax Purposes (a)	Assessed Value	Estimated Average Annual Cost (b)	Estimated Average Monthly Cost (b)
<b>\$135,114</b> (c)	<b>\$13,511</b> (c)	<b>\$49.52</b>	<b>\$4.13</b>
100,000	10,000	36.65	3.05

*The tax impact over the term of the bonds on an owner-occupied residence valued by the County Assessor at \$250,000 is estimated to be \$94.65 per year for 24 years or \$2,271.59 total cost. (d)*

COMMERCIAL PROPERTY (Assessed at 18.0%) (e)			
Value for Tax Purposes (a)	Assessed Value	Estimated Average Annual Cost (b)	Estimated Average Monthly Cost (b)
<b>\$458,661</b> (c)	<b>\$82,559</b> (c)	<b>\$302.58</b>	<b>\$25.22</b>
1,000,000	180,000	659.70	54.98

*The tax impact over the term of the bonds on a commercial property valued by the County Assessor at \$1,000,000 is estimated to be \$681.48 per year for 24 years or \$16,355.45 total cost. (d)*

AGRICULTURAL AND OTHER VACANT PROPERTY (Assessed at 15.0%) (f)			
Value for Tax Purposes (a)	Assessed Value	Estimated Average Annual Cost (b)	Estimated Average Monthly Cost (b)
<b>\$33,765</b> (c)	<b>\$5,065</b> (c)	<b>\$18.56</b>	<b>\$1.55</b>
100,000	15,000	54.98	4.58

*The tax impact over the term of the bonds on a agricultural and vacant property valued by the County Assessor at \$100,000 is estimated to be \$56.79 per year for 24 years or \$1,362.95 total cost. (d)*

## SCENARIO 1 - Estimated Average Cost to Taxpayer

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- (a) Assessor's value for tax purposes is the value of your property as it appears on your tax bill and does not necessarily represent the market value. Beginning with fiscal year 2015-2016, this value cannot increase by more than 5% from the prior year if the property has not changed. For commercial property, only locally assessed property is subject to this limit.
- (b) Cost based on the estimated average tax rate over the life of the bond issues and a number of other financing assumptions which are subject to change.
- (c) Estimated average assessed value of owner-occupied residential properties, commercial properties or agricultural and vacant properties, as applicable, within the District as provided by the Arizona Department of Revenue.
- (d) Assumes the net assessed valuation of the property changes at the lesser of five percent or half the rate of the Issuer's total net assessed value shown on the projected debt service schedule.
- (e) Assessment ratio will phase down to 18.0% in tax year 2016 and thereafter.
- (f) Assessment ratio will be reduced to 15.0% in tax year 2016 and thereafter.

Note: The information in this analysis is not intended to be used as the primary basis for determining an issuer's bonding capacity, tax rate or ability to sell bonds. This analysis is based on assumptions provided by sources considered to be reliable, including the issuer, but is not guaranteed as to accuracy and does not purport to be complete. Any information expressed in this analysis is subject to change.

# SCENARIO 2 - Estimated Debt Service Req. and Projected Impact on Secondary Tax Rate – Assumed \$240M Bond Election



(1) Fiscal Year	(2) Combined Valuation (a)	(3) Debt Service (b)	(4) Secondary Bond Tax Rate (c)	(5) \$50,000,000 School Improvement Bonds Project of 2016 Series A (2017) Bonds Dated: 7/01/17*	(6) \$50,000,000 School Improvement Bonds Project of 2016 Series B (2019) Bonds Dated: 7/01/19*	(7) \$50,000,000 School Improvement Bonds Project of 2016 Series C (2021) Bonds Dated: 7/01/21*	(8) \$50,000,000 School Improvement Bonds Project of 2016 Series D (2023) Bonds Dated: 7/01/21*	(9) \$50,000,000 School Improvement Bonds Project of 2016 Series E (2025) Bonds Dated: 7/01/25*	(10) \$40,000,000 School Improvement Bonds Project of 2016 Series E (2025) Bonds Dated: 7/01/25*	(11) Estimated Additional	(12) Estimated Combined	(13) Debt Service	(14) Secondary Bond Tax Rate (c)	(15) Debt Service	(16) Secondary Bond Tax Rate (c)	(17) Net Class "B" Bonding Capacity (i)	(18) Net FCAV	
2015/16	\$3,026,614,777	\$22,804,915	\$0.82															
2016/17	3,081,169,583	20,766,028	0.67															
2017/18	3,118,312,576	17,958,857	0.58	\$6,000,000	\$2,250,000							\$8,250,000	\$0.26	26,208,857	0.84	452,744,431		
2018/19	3,155,903,322	17,893,174	0.57	7,000,000	1,980,000							8,980,000	0.28	26,873,174	0.85	485,782,625		
2019/20	3,193,947,219	17,845,168	0.56		\$5,500,000	\$2,375,000						9,540,000	0.30	27,385,168	0.86	454,227,625		
2020/21	3,232,449,728	18,059,932	0.56		6,000,000	2,113,750						9,778,750	0.30	27,838,682	0.86	487,942,884		
2021/22	3,271,416,378	18,306,939	0.56		1,665,000	1,828,750	\$4,000,000	\$2,500,000				9,993,750	0.31	28,300,689	0.87	456,532,884		
2022/23	3,279,303,656	18,393,595	0.56		1,665,000	1,828,750	4,250,000	2,300,000				10,043,750	0.31	28,437,345	0.87	483,907,790		
2023/24	3,287,209,949	16,285,812	0.50		1,665,000	1,828,750		2,087,500	\$4,500,000	\$2,625,000		12,706,250	0.39	28,992,062	0.88	452,287,790		
2024/25	3,295,135,305	19,142,739	0.58		1,665,000	1,828,750		2,087,500	2,000,000			9,970,000	0.30	29,112,739	0.88	472,833,385		
2025/26	3,303,079,767	19,749,737	0.60		1,665,000	1,828,750		2,087,500				\$2,200,000	0.30	29,814,737	0.90	450,913,385		
2026/27	3,311,043,384	17,749,751	0.54		1,665,000	1,828,750		2,087,500				\$1,250,000	0.34	29,064,751	0.88	488,045,301		
2027/28	3,319,026,201	6,482,549	0.20	3,010,000	1,665,000	1,828,750	2,130,000	2,087,500	1,800,000	2,283,750		1,315,000	0.62	27,188,799	0.82	496,804,904		
2028/29	3,327,028,264	6,436,586	0.19	3,145,000	1,529,550	1,712,138	2,235,000	1,981,000	1,895,000	2,189,250		1,385,000	0.62	27,137,449	0.82	515,238,616		
2029/30	3,335,049,620	6,562,339	0.20	3,290,000	1,388,025	2,695,000	2,350,000	1,869,250	1,995,000	2,089,763		1,465,000	0.62	27,277,189	0.82	534,586,448		
2030/31	3,343,090,315	(127,349)	(0.00)	3,435,000	1,239,975	2,820,000	1,462,050	2,465,000	2,100,000	1,985,025		1,545,000	0.62	20,705,975	0.62	548,098,410		
2031/32	3,351,150,396	0	0.00	3,590,000	1,085,400	2,955,000	1,328,100	2,590,000	2,210,000	1,874,775		1,630,000	0.62	20,708,975	0.62	562,184,511		
2032/33	3,359,229,910	0	0.00	3,755,000	923,850	3,095,000	1,187,738	2,720,000	1,499,000	1,758,750		1,720,000	0.62	20,711,888	0.62	576,884,762		
2033/34	3,367,328,903	0	0.00	3,920,000	754,875	3,240,000	1,040,725	2,855,000	1,363,000	1,636,688		1,810,000	0.61	20,703,238	0.61	592,229,172		
2034/35	3,375,447,422	0	0.00	4,100,000	578,475	3,395,000	886,825	3,000,000	1,220,250	1,508,063		1,910,000	0.61	20,712,013	0.61	608,237,752		
2035/36	3,383,585,515	0	0.00	4,280,000	393,975	3,555,000	725,563	3,145,000	1,070,250	1,372,613		2,015,000	0.61	20,700,750	0.61	624,960,511		
2036/37	3,391,743,229	0	0.00	4,475,000	201,375	3,725,000	556,700	3,305,000	913,000	1,230,075		2,130,000	0.61	20,708,675	0.61	642,412,460		
2037/38	3,399,920,610	0	0.00			3,905,000	379,763	3,470,000	747,750	3,005,000		2,245,000	0.61	16,033,075	0.47	660,648,609		
2038/39	3,408,117,707	0	0.00			4,090,000	194,275	3,645,000	574,250	3,165,000		2,370,000	0.61	16,037,850	0.47	675,023,968		
2039/40	3,416,334,567	0	0.00					3,825,000	392,000	3,330,000		2,500,000	0.61	11,749,813	0.34	690,048,547		
2040/41	3,424,571,237	0	0.00				4,015,000		200,750	3,505,000		2,635,000	0.61	11,746,238	0.34	701,462,356		
2041/42	3,432,827,766	0	0.00							3,690,000		2,780,000	0.61	7,531,550	0.22	713,380,406		
2042/43	3,441,104,201	0	0.00							3,880,000		2,935,000	0.61	7,529,925	0.22	721,617,706		
2043/44	3,449,400,590	0	0.00									3,095,000	0.61	3,444,800	0.10	730,204,267		
2044/45	3,457,716,982	0	0.00									3,265,000	0.61	3,444,575	0.10	735,075,099		
		\$244,310,772		\$50,000,000	\$50,000,000	\$50,000,000	\$50,000,000	\$50,000,000	\$40,000,000			\$385,233,800						

\$46,465,000 = Amt Avail for Tech, F&E, Computers

\$13,000,000

\$11,500,000

\$8,250,000

\$8,300,000

\$5,415,000

\$0.4120 = Average Annual Tax Rate

November 8, 2016 Election	
Series A (2017)*	\$50,000,000
Series B (2019)*	50,000,000
Series C (2021)*	50,000,000
Series D (2023)*	50,000,000
Series E (2025)*	40,000,000
<b>Total</b>	<b>\$240,000,000</b>

Authorization expires November 8, 2026

\* Estimated future issue(s), subject to change.

## SCENARIO 2 - Estimated Debt Service Req. and Projected Impact on Secondary Tax Rate – Assumed \$240M Bond Election



STIFEL

\* Assumes 100% of tax collections are available to make the 7/1 principal payment, thereby regaining 100% capacity for a June sale.

- (a) Fiscal year 2016/17 is estimated by the County and assumes 1.80% growth. Fiscal years 2017/18 through and including 2021/22 assume 1.21% growth; and subsequent years assume 0.24% growth.  
(Per Arizona Revised Statutes 35-454: "(i) For the first five years of the estimated debt retirement schedule, the average of the annual percentage growth for the previous ten years in the net assessed valuation of the political subdivision. (ii) For the remaining years of the estimated debt retirement schedule, twenty per cent of the average of the annual percentage growth for the previous ten years in the net assessed valuation of the political subdivision.") The assessed valuation is also adjusted to reflect the following statutory assessment ratio phase downs: in class 1 from 20% in 2013/14 to 18% in 2016/17; and class 2 from 16% in 2015/16 to 15% in 2016/17.
- (b) Includes application of 90% of the previous years' federal interest subsidy related to the District's School Improvement Bonds, Project of 2004, Federally Taxable Series E-2 (2010) (Build America Bonds - Direct Payment).
- (c) Secondary tax rates are per \$100 of assessed valuation. Fiscal year 2016/17 assumes a delinquency rate of 0.00%. Subsequent projected tax rates are not adjusted for interest earnings, arbitrage rebate or delinquent tax collections (if any).
- (d) Interest is estimated at 4.50% for the Bonds.
- (e) Interest is estimated at 4.75% for the Bonds.
- (f) Interest is estimated at 5.00% for the Bonds.
- (g) Interest is estimated at 5.25% for the Bonds.
- (h) Interest is estimated at 5.50% for the Bonds.

The interest rate and rating assumptions assumed in this presentation are based on current market conditions and similar credits. The Issuer's actual results may differ. This analysis was performed with no changes to the term or the structure of the debt service from the currently outstanding issue.

- (i) Capacity is calculated using the following assumptions: Fiscal year 2016/17 is estimated by the County and assumes 4.51% growth. Fiscal years 2017/18 through and including 2021/22 assume 1.21% growth; and subsequent years assume 0.24% growth. The assessed valuation is also adjusted to reflect the following statutory assessment ratio phase downs: in class 1 from 20% in 2013/14 to 18% in 2016/17; and class 2 from 16% in 2015/16 to 15% in 2016/17.

Note: The information in this analysis is not intended to be used as the primary basis for determining an issuer's bonding capacity, tax rate or ability to sell bonds. This analysis is based on assumptions provided by sources considered to be reliable, including the issuer, but is not guaranteed as to accuracy and does not purport to be complete. Any information expressed in this analysis is subject to change.

## SCENARIO 2 - Estimated Average Cost to Taxpayer

The following tables illustrate the estimated annual and monthly cost to taxpayers, including principal and interest, based on varying types of property, property values and assessed values. To determine your estimated tax increase, refer to your property tax statement which identifies the specific assessed value of your property.

### ESTIMATED AVERAGE ANNUAL BOND TAX RATE PER \$100 OF ASSESSED VALUATION: \$0.4120

RESIDENTIAL PROPERTY (Assessed at 10.0%)			
Value for Tax Purposes (a)	Assessed Value	Estimated Average Annual Cost (b)	Estimated Average Monthly Cost (b)
<b>\$135,114</b> (c)	<b>\$13,511</b> (c)	<b>\$55.67</b>	<b>\$4.64</b>
100,000	10,000	41.20	3.43

*The tax impact over the term of the bonds on an owner-occupied residence valued by the County Assessor at \$250,000 is estimated to be \$106.59 per year for 28 years or \$2,984.58 total cost. (d)*

COMMERCIAL PROPERTY (Assessed at 18.0%) (e)			
Value for Tax Purposes (a)	Assessed Value	Estimated Average Annual Cost (b)	Estimated Average Monthly Cost (b)
<b>\$458,661</b> (c)	<b>\$82,559</b> (c)	<b>\$340.14</b>	<b>\$28.35</b>
1,000,000	180,000	741.60	61.80

*The tax impact over the term of the bonds on a commercial property valued by the County Assessor at \$1,000,000 is estimated to be \$767.46 per year for 28 years or \$21,489.01 total cost. (d)*

AGRICULTURAL AND OTHER VACANT PROPERTY (Assessed at 15.0%) (f)			
Value for Tax Purposes (a)	Assessed Value	Estimated Average Annual Cost (b)	Estimated Average Monthly Cost (b)
<b>\$33,765</b> (c)	<b>\$5,065</b> (c)	<b>\$20.87</b>	<b>\$1.74</b>
100,000	15,000	61.80	5.15

*The tax impact over the term of the bonds on a agricultural and vacant property valued by the County Assessor at \$100,000 is estimated to be \$63.96 per year for 28 years or \$1,790.75 total cost. (d)*

## SCENARIO 2 - Estimated Average Cost to Taxpayer

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- (a) Assessor's value for tax purposes is the value of your property as it appears on your tax bill and does not necessarily represent the market value. Beginning with fiscal year 2015-2016, this value cannot increase by more than 5% from the prior year if the property has not changed. For commercial property, only locally assessed property is subject to this limit.
- (b) Cost based on the estimated average tax rate over the life of the bond issues and a number of other financing assumptions which are subject to change.
- (c) Estimated average assessed value of owner-occupied residential properties, commercial properties or agricultural and vacant properties, as applicable, within the District as provided by the Arizona Department of Revenue.
- (d) Assumes the net assessed valuation of the property changes at the lesser of five percent or half the rate of the Issuer's total net assessed value shown on the projected debt service schedule.
- (e) Assessment ratio will phase down to 18.0% in tax year 2016 and thereafter.
- (f) Assessment ratio will be reduced to 15.0% in tax year 2016 and thereafter.

Note: The information in this analysis is not intended to be used as the primary basis for determining an issuer's bonding capacity, tax rate or ability to sell bonds. This analysis is based on assumptions provided by sources considered to be reliable, including the issuer, but is not guaranteed as to accuracy and does not purport to be complete. Any information expressed in this analysis is subject to change.

# SCENARIO 3 - Estimated Debt Service Req. and Projected Impact on Secondary Tax Rate – Assumed \$300M Bond Election



STIFEL

(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)	(14)	(15)	(16)	(17)	(18)	(19)
Fiscal Year	Combined Valuation (a)	Debt Service (b)	Secondary Bond Tax Rate (c)	Principal	Estimated Interest (d)	Principal	Estimated Interest (e)	Principal	Estimated Interest (f)	Principal	Estimated Interest (g)	Principal	Estimated Interest (h)	Debt Service	Secondary Bond Tax Rate (c)	Debt Service	Secondary Bond Tax Rate (c)	Net Estimated Net FCAV
2015/16	\$3,026,614,777	\$22,804,915	\$0.82													\$22,804,915	\$0.82	\$48,911,686
2016/17	3,081,169,583	20,766,028	0.67													20,766,028	0.67	492,064,431
2017/18	3,118,312,576	17,958,857	0.58	\$6,000,000	\$2,700,000									\$8,700,000	\$0.28	26,658,857	0.85	442,744,431
2018/19	3,155,903,322	17,893,174	0.57	7,500,000	2,430,000									9,930,000	0.31	27,823,174	0.88	475,782,625
2019/20	3,193,947,219	17,845,168	0.56		2,092,500	\$6,000,000	\$2,850,000							10,942,500	0.34	28,787,668	0.90	434,727,625
2020/21	3,232,449,728	18,059,932	0.56		2,092,500	7,000,000	2,565,000							11,657,500	0.36	29,717,432	0.92	468,942,884
2021/22	3,271,416,378	18,306,939	0.56		2,092,500		2,232,500							12,325,000	0.38	30,631,939	0.94	428,532,884
2022/23	3,279,303,656	18,393,595	0.56		2,092,500		2,232,500	\$5,000,000	\$3,000,000					12,325,000	0.38	30,718,595	0.94	456,907,790
2023/24	3,287,209,949	16,285,812	0.50		2,092,500		2,232,500	\$5,250,000	2,750,000					15,212,500	0.46	31,498,312	0.96	416,287,790
2024/25	3,295,135,305	19,142,739	0.58		2,092,500		2,232,500		2,487,500	\$5,250,000	\$3,150,000			12,936,875	0.39	32,079,614	0.97	437,583,385
2025/26	3,303,079,767	19,749,737	0.60		2,092,500		2,232,500		2,487,500				\$3,300,000	12,816,250	0.39	32,565,987	0.99	396,913,385
2026/27	3,311,043,384	17,749,751	0.54		2,092,500		2,232,500		2,487,500					14,316,250	0.43	32,066,001	0.97	434,045,301
2027/28	3,319,026,201	6,482,549	0.20	3,785,000	2,092,500	2,995,000	2,232,500	2,540,000	2,487,500	2,135,000	2,703,750			3,217,500	0.77	31,986,299	0.96	443,054,904
2028/29	3,327,028,264	6,436,586	0.19	3,955,000	1,922,175	3,140,000	2,092,238	2,665,000	2,360,500	2,245,000	2,591,663			3,145,175	0.75	31,551,336	0.95	463,548,616
2029/30	3,335,049,620	6,562,339	0.20	4,130,000	1,744,200	3,285,000	1,941,088	2,800,000	2,227,250	2,365,000	2,473,800			3,090,175	0.72	30,618,852	0.92	484,671,448
2030/31	3,343,090,315	(127,349)	(0.00)	4,320,000	1,558,350	3,445,000	1,785,050	2,940,000	2,087,250	2,485,000	2,349,638			3,090,175	0.72	26,570,463	0.79	498,968,410
2031/32	3,351,150,396	0	0.00	4,510,000	1,363,950	3,605,000	1,621,413	3,085,000	1,940,250	2,620,000	2,219,175			2,952,125	0.79	26,561,913	0.79	516,389,511
2032/33	3,359,229,910	0	0.00	4,715,000	1,161,000	3,780,000	1,450,175	3,240,000	1,786,000	2,755,000	2,081,625			2,806,650	0.79	26,565,450	0.79	534,579,762
2033/34	3,367,328,903	0	0.00	4,930,000	948,825	3,960,000	1,270,625	3,400,000	1,624,000	2,900,000	1,936,988			2,653,200	0.79	26,568,638	0.79	553,589,172
2034/35	3,375,447,422	0	0.00	5,150,000	726,975	4,145,000	1,082,525	3,570,000	1,454,000	3,050,000	1,784,738			2,491,225	0.79	26,559,463	0.79	573,457,752
2035/36	3,383,585,515	0	0.00	5,380,000	495,225	4,340,000	885,638	3,750,000	1,275,500	3,210,000	1,624,613			2,320,450	0.78	26,556,425	0.78	594,215,511
2036/37	3,391,743,229	0	0.00	5,625,000	253,125	4,550,000	679,488	3,940,000	1,088,000	3,380,000	1,456,088			2,140,325	0.78	26,567,025	0.78	615,912,460
2037/38	3,399,920,610	0	0.00			4,765,000	463,363	4,135,000	891,000	3,560,000	1,278,638			2,068,300	0.61	20,688,300	0.61	638,608,609
2038/39	3,408,117,707	0	0.00			4,990,000	237,025	4,340,000	684,250	3,745,000	1,091,738			1,749,825	0.61	20,687,838	0.61	656,463,968
2039/40	3,416,334,567	0	0.00					4,560,000	467,250	3,940,000	895,125			1,538,075	0.45	15,460,450	0.45	675,143,547
2040/41	3,424,571,237	0	0.00					4,785,000	239,250	4,150,000	688,275			1,314,775	0.45	15,462,300	0.45	689,462,356
2041/42	3,432,827,766	0	0.00							4,365,000	470,400			1,079,100	0.30	10,434,500	0.30	704,445,406
2042/43	3,441,104,201	0	0.00							4,765,000	830,500			10,431,738	0.30	10,431,738	0.30	715,097,706
2043/44	3,449,400,590	0	0.00							5,030,000	568,425			5,598,425	0.16	5,598,425	0.16	726,229,267
2044/45	3,457,716,982	0	0.00											5,596,775	0.16	5,596,775	0.16	733,035,099
		\$244,310,772		\$600,000,000		\$600,000,000		\$600,000,000		\$600,000,000		\$600,000,000		\$486,146,588				

\$51,200,000 = Amt Avail for Tech, F&E, Computers

\$13,500,000

\$13,000,000

\$10,250,000

\$10,635,000

\$3,815,000

\$0.5194 = Average Annual Tax Rate

November 8, 2016 Election	\$300,000,000
Series A (2017)*	\$60,000,000
Series B (2019)*	60,000,000
Series C (2021)*	60,000,000
Series D (2023)*	60,000,000
Series E (2025)*	60,000,000
<b>Total</b>	<b>\$300,000,000</b>

Authorization expires November 8, 2026

\* Estimated future issue(s), subject to change.

# SCENARIO 3 - Estimated Debt Service Req. and Projected Impact on Secondary Tax Rate – Assumed \$300M Bond Election



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\* Assumes 100% of tax collections are available to make the 7/1 principal payment, thereby regaining 100% capacity for a June sale.

- (a) Fiscal year 2016/17 is estimated by the County and assumes 1.80% growth. Fiscal years 2017/18 through and including 2021/22 assume 1.21% growth; and subsequent years assume 0.24% growth.  
(Per Arizona Revised Statutes 35-454: "(i) For the first five years of the estimated debt retirement schedule, the average of the annual percentage growth for the previous ten years in the net assessed valuation of the political subdivision. (ii) For the remaining years of the estimated debt retirement schedule, twenty per cent of the average of the annual percentage growth for the previous ten years in the net assessed valuation of the political subdivision.") The assessed valuation is also adjusted to reflect the following statutory assessment ratio phase downs: in class 1 from 20% in 2013/14 to 18% in 2016/17; and class 2 from 16% in 2015/16 to 15% in 2016/17.
- (b) Includes application of 90% of the previous years' federal interest subsidy related to the District's School Improvement Bonds, Project of 2004, Federally Taxable Series E-2 (2010) (Build America Bonds - Direct Payment).
- (c) Secondary tax rates are per \$100 of assessed valuation. Fiscal year 2016/17 assumes a delinquency rate of 0.00%. Subsequent projected tax rates are not adjusted for interest earnings, arbitrage rebate or delinquent tax collections (if any).
- (d) Interest is estimated at 4.50% for the Bonds.
- (e) Interest is estimated at 4.75% for the Bonds.
- (f) Interest is estimated at 5.00% for the Bonds.
- (g) Interest is estimated at 5.25% for the Bonds.
- (h) Interest is estimated at 5.50% for the Bonds.

The interest rate and rating assumptions assumed in this presentation are based on current market conditions and similar credits. The Issuer's actual results may differ. This analysis was performed with no changes to the term or the structure of the debt service from the currently outstanding issue.

- (i) Capacity is calculated using the following assumptions: Fiscal year 2016/17 is estimated by the County and assumes 4.51% growth. Fiscal years 2017/18 through and including 2021/22 assume 1.21% growth; and subsequent years assume 0.24% growth. The assessed valuation is also adjusted to reflect the following statutory assessment ratio phase downs: in class 1 from 20% in 2013/14 to 18% in 2016/17; and class 2 from 16% in 2015/16 to 15% in 2016/17.

Note: The information in this analysis is not intended to be used as the primary basis for determining an issuer's bonding capacity, tax rate or ability to sell bonds. This analysis is based on assumptions provided by sources considered to be reliable, including the issuer, but is not guaranteed as to accuracy and does not purport to be complete. Any information expressed in this analysis is subject to change.



# SCENARIO 3 - Estimated Average Cost to Taxpayer

The following tables illustrate the estimated annual and monthly cost to taxpayers, including principal and interest, based on varying types of property, property values and assessed values. To determine your estimated tax increase, refer to your property tax statement which identifies the specific assessed value of your property.

## ESTIMATED AVERAGE ANNUAL BOND TAX RATE PER \$100 OF ASSESSED VALUATION: \$0.5194

RESIDENTIAL PROPERTY (Assessed at 10.0%)			
Value for Tax Purposes (a)	Assessed Value	Estimated Average Annual Cost (b)	Estimated Average Monthly Cost (b)
<b>\$135,114</b> (c)	<b>\$13,511</b> (c)	<b>\$70.18</b>	<b>\$5.85</b>
100,000	10,000	51.94	4.33

*The tax impact over the term of the bonds on an owner-occupied residence valued by the County Assessor at \$250,000 is estimated to be \$134.44 per year for 28 years or \$3,764.43 total cost. (d)*

COMMERCIAL PROPERTY (Assessed at 18.0%) (e)			
Value for Tax Purposes (a)	Assessed Value	Estimated Average Annual Cost (b)	Estimated Average Monthly Cost (b)
<b>\$458,661</b> (c)	<b>\$82,559</b> (c)	<b>\$428.81</b>	<b>\$35.73</b>
1,000,000	180,000	934.92	77.91

*The tax impact over the term of the bonds on a commercial property valued by the County Assessor at \$1,000,000 is estimated to be \$968.00 per year for 28 years or \$27,103.89 total cost. (d)*

AGRICULTURAL AND OTHER VACANT PROPERTY (Assessed at 15.0%) (f)			
Value for Tax Purposes (a)	Assessed Value	Estimated Average Annual Cost (b)	Estimated Average Monthly Cost (b)
<b>\$33,765</b> (c)	<b>\$5,065</b> (c)	<b>\$26.31</b>	<b>\$2.19</b>
100,000	15,000	77.91	6.49

*The tax impact over the term of the bonds on a agricultural and vacant property valued by the County Assessor at \$100,000 is estimated to be \$80.67 per year for 28 years or \$2,258.66 total cost. (d)*

## SCENARIO 3 - Estimated Average Cost to Taxpayer

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- (a) Assessor's value for tax purposes is the value of your property as it appears on your tax bill and does not necessarily represent the market value. Beginning with fiscal year 2015-2016, this value cannot increase by more than 5% from the prior year if the property has not changed. For commercial property, only locally assessed property is subject to this limit.
- (b) Cost based on the estimated average tax rate over the life of the bond issues and a number of other financing assumptions which are subject to change.
- (c) Estimated average assessed value of owner-occupied residential properties, commercial properties or agricultural and vacant properties, as applicable, within the District as provided by the Arizona Department of Revenue.
- (d) Assumes the net assessed valuation of the property changes at the lesser of five percent or half the rate of the Issuer's total net assessed value shown on the projected debt service schedule.
- (e) Assessment ratio will phase down to 18.0% in tax year 2016 and thereafter.
- (f) Assessment ratio will be reduced to 15.0% in tax year 2016 and thereafter.

Note: The information in this analysis is not intended to be used as the primary basis for determining an issuer's bonding capacity, tax rate or ability to sell bonds. This analysis is based on assumptions provided by sources considered to be reliable, including the issuer, but is not guaranteed as to accuracy and does not purport to be complete. Any information expressed in this analysis is subject to change.

- Election authorization good for 10 years from election date
  
- Capital Outlay Overrides limited to 10% of the Revenue Control Limit
  
- The 5-year limit (July 1 that follows the fifth year after the bonds were issued) on the maturity of bonds used for equipment can create tax issues, which can limit the amount available for technology
  
- Class B bond limit increased from 5% to 10% for Elementary and Union High School Districts and from 10% to 20% for Unified School Districts as of September 2013
  
- Purpose limited to factual information presented in a neutral manner and limits advocacy for expenditures to pro arguments.

## Use of Bond Proceeds

Bonds may be issued “for purchasing or leasing school lots, for building or renovating school buildings, for supplying school buildings with furniture, equipment and technology, for improving school grounds, for purchasing pupil transportation vehicles or for liquidating any indebtedness already incurred for such purposes.” (ARS 15-491.A.3)

*School personnel should consult with their bond attorney and auditor if they have questions about the appropriate use of bond proceeds. The information provided below is intended as a general guide for planning purposes.*

“Bonds issued for furniture, equipment and technology, other than fixtures, shall mature no later than the July 1 that follows the fifth year after the bonds were issued.” (ARS 15-491.A.3)

Generally speaking, “fixtures” include equipment that is attached or incorporated into the building, and “equipment” includes items that can be moved.

Item	OK to Use Bond Proceeds?	Attorney and Auditor Comments
<b>Library books and textbooks</b>	Attorneys and auditors disagree	Some say books are OK, others say only if being used to stock a new school, others say books are supplies
<b>Non-pupil transportation vehicles</b>	Attorneys and auditors disagree	Some say OK if assigned to a school, others say an AGO says vehicles are not equipment
<b>Retro-fitting school buses with air-conditioning</b>	Yes	Subject to equipment amortization
<b>Lawn mower for a school</b>	Yes	Is considered equipping a school
<b>Storage of furniture and equipment displaced by bond construction</b>	Yes	Show it as capitalized for accounting purposes
<b>Salary of district employee to manage bond projects</b>	Yes	If not full-time on the bond program, pro-rate the salary
<b>Improvements to non-school property</b>	Sometimes	Only if there is no private ownership and the district has an irrevocable right to use the property for the useful life of the improvements and the term of the bonds – for example, a prepaid 50 year lease or use agreement



# General Calendar for November 2016 Election



Date	Event
June 11	Maricopa County only: 1. Recommended date by which to call election 2. Required date for submittal of written notification of intent to call election
July 11	Maricopa County only (120 days before election): 1. Deadline for submittal of signed election resolutions to county 2. Submit publicity pamphlet information for printing
June 11 – Aug. 10	Other counties: recommended date to call the election
August 10	Actual deadline for calling an override election (90 days* before the election) (Does not apply to bond elections)
July – August	Other counties: submit publicity pamphlet information for printing (actual deadlines vary by county)
August 12	Maricopa County only: pro/con arguments due
July – August	Other counties: pro/con arguments due (actual deadlines vary by county and some counties allow variation)
August 15	Deadline for submitting ballot language to Arizona Legislative Council for review (submitting earlier allows time for revision and re-submittal) (Not required for M&O override) (85 days* prior to election)
October 4	Deadline for mailing publicity pamphlet (35 days* before an election)
October 12	Early voting starts (27 days* before the election)
November 8	Election Day

\*Dates prescribed by law.

# Contact Information



# STIFEL

## STIFEL

2325 E. Camelback Road  
Suite 750  
Phoenix, AZ 85016

**ROBERT CASILLAS**  
*Managing Director*

Phone: (602) 794-4001  
Fax: (602) 794-4046  
Cell: (602) 432-4884  
rcasillas@stifel.com

## STIFEL

2325 E. Camelback Road  
Suite 750  
Phoenix, AZ 85016

**RANDIE STEIN**  
*Director*

Phone: (602) 794-4002  
Fax: (602) 794-4046  
Cell: (602) 573-0414  
rstein@stifel.com

## STIFEL

2325 E. Camelback Road  
Suite 750  
Phoenix, AZ 85016

**SANDRA DAY**  
*Vice President*

Phone: (602) 794-4010  
Fax: (602) 794-4046  
sday@stifel.com

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# Appendix

# COMPLIANCE REQUIREMENTS FOR BOND AND OVERRIDE ELECTIONS

## *General Requirements and Preparation for the Election*

Item	Class B and Impact Aid Revenue Bonds	District Additional Assistance Overrides (for capital purposes)	M&O and SP Overrides
<b>Definition</b>	<p><u>Class B Bonds</u>: general obligation bonds authorized by an election after 12/31/98. (Bonds authorized before 12/31/98 are Class A bonds.) A general obligation bond is a debt security sold to investors and repaid by a secondary property tax.</p> <p><u>Impact Aid Revenue Bonds</u>: voter authorized bonds sold to investors and repaid with federal Impact Aid revenues.</p>	An increase in a school district's capital budget subject to voter authorization and funded by a secondary property tax. (Not available to JTEDs.)	An increase in a school district's M&O budget subject to voter authorization (except that Special Program (SP) overrides may be spent for M&O or capital) and funded by a secondary property tax. (Not available to JTEDs.)
<b>Limitations on Amount</b>	<p><u>Class B Bonds</u>: principal amount is limited to the greater of 20% of the net full cash assessed value in the District (10% for elementary and high school districts) or \$1,500 per student. Combined Class A and B debt may not exceed Constitutional debt limit.</p> <p>Exceptions:  <ul style="list-style-type: none"> <li>• <i>Joint Technical Education Districts – consult Bond Counsel</i></li> </ul> </p> <p><u>Impact Aid Revenue Bonds</u>: principal amount is limited to three times the average of the previous five years' Impact Aid receipts. Annual debt service is also limited by formula.</p>	Limited to 10% of the RCL but the amount is constant over the life of the override.	<ul style="list-style-type: none"> <li>• M&amp;O overrides are limited to 15% of the RCL, but there is a special formula for small districts.</li> <li>• SP overrides are limited to 5% of the RCL.</li> <li>• The total of M&amp;O and SP overrides cannot exceed 15% of the RCL.</li> </ul>
<b>Maximum Duration</b>	20 years, except that bonds that fund equipment have a 5 year limit.	7 years.	7 years (level percent of RCL for 5 years; last two years phase out to 2/3 and 1/3 of original percentage).
<b>Timing Limitations</b>	Bonds must be issued within 10 years after the election and Class B Bonds cannot be issued if any Impact Aid Revenue Bonds are outstanding.	Not applicable.	Not applicable.
<b>Election Dates</b>	<p><u>Class B Bonds</u>: only allowed in November.</p> <p><u>Impact Aid Revenue Bonds</u>: may be held in March, May, September or November.</p>	Only allowed in November. DAA, M&O, or SP Overrides for the same budget year must be held at the same election.	If funded by secondary taxes, only allowed in November. If funded by the cash balance, may be held in March, May, September or November, but only once a year. DAA, M&O, or SP Overrides for the same budget year must be held at the same election.
<b>Deadline for Calling the Election</b>	Determined by the County School Superintendent; deadlines vary from 150 to 90 days before the election.	Determined by the County School Superintendent, plus statutory deadline of 90 days before the election.	

Primary Sources: Arizona Revised Statutes and Internal Revenue Service Regulations.

## *Election / Voter Information Pamphlet Requirements*

Item	Class B and Impact Aid Revenue Bonds	District Additional Assistance Overrides (for capital purposes)	M&O and SP Overrides
<b>Notification and Contracts</b>	Districts must notify the County School Superintendent that the election has been called, and enter into contracts or agreements with the County School Superintendent, County Recorder, County Elections Department, printer, etc., as necessary. (Details vary by county.)		
<b>Ballot Language Review</b>	Ballot language must be submitted to Legislative Council for review 85 days before the election.		Ballot language review not required.
<b>Notice</b>	Notice is given by mailing the voter pamphlet.	A notice of the election must be posted; procedures and deadlines vary by county, but statutes specify 25 days before the election.	
<b>Information Required for Voter Pamphlets</b>	Purpose statement for the bond or override. Statements are statutorily limited to factual information presented in a neutral manner.		
	Bond information, including maximum interest rate and estimated debt service schedule.  <u>Class B bonds:</u> average annual tax impact and total cost over the life of the bonds on a \$250,000 home, \$100,000 agriculture/vacant parcel and \$1,000,000 business.	<ul style="list-style-type: none"> <li>• Length of override and proposed first year expenditures.</li> <li>• Current, proposed and alternate budgets.</li> <li>• Statement that the alternate budget will be adopted if the override is not approved.</li> <li>• First year tax rate for the full override amount and estimated cost to average value homes and businesses. (Tax rate and estimated average taxpayer costs must be calculated based on current year assessed valuation received from the Department of Revenue.)</li> </ul>	
	<ul style="list-style-type: none"> <li>• Executive summary of district's capital plan (from SFB).</li> <li>• Complete list of improvements to be funded with the cost of each (administrative improvements listed separately).</li> <li>• Tax rate associated with each improvement and cost to the owner of a single family home valued at \$100,000 for Class B Bonds and \$80,000 for DAA Overrides (not required for Impact Aid Revenue Bonds).</li> </ul>	Not applicable.	
<b>Pro and Con Arguments</b>	<ul style="list-style-type: none"> <li>• Governing Boards must set a deadline for submitting pro and con arguments at a public meeting and publish the deadline in a newspaper of general circulation.</li> <li>• Districts must also advertise for pro and con arguments, which can be combined with the requirement to publish the deadline.</li> <li>• Governing Board statement not permitted.</li> </ul>	<ul style="list-style-type: none"> <li>• Governing Boards must declare the deadline for submitting pro and con arguments at the public meeting when an override election is called and immediately post the deadline on the District's website.</li> <li>• Districts must also advertise for pro and con arguments.</li> <li>• Requires Governing Board pro argument, which must be adopted at a public meeting, signed by Board members, and sent to the County School Superintendent by the deadline, usually 90 days before the election.</li> <li>• Pro and con arguments are limited to 200 words.</li> </ul>	
<b>Pamphlet Mailing Deadline</b>	35 days before the election.		

### *Election Communication / Advocacy*

Item	Class B and Impact Aid Revenue Bonds	District Additional Assistance Overrides (for capital purposes)	M&O and SP Overrides
<b>Written Information</b>	All written information provided by the school district pertaining to a Class B bond election must include the estimated average annual tax rate.	All written information provided by the school district pertaining to the election must include the estimated first year tax rate for the proposed override amount.	
<b>Translations</b>	Written materials must be translated into Spanish and interpreters must be available at informational meetings. In some cases, translations and interpreters for other languages are also required, including interpreters at the polls for non-written languages.		
<b>Use of District Resources</b>	School district resources may not be used to influence the outcome of any election. (This restriction does not include resources used for the preparation of voter information pamphlets.) This prohibition applies to the use of “non-routine” district focused promotional expenditures after an election has been called through election day.		
<b>Advisory and Advocacy Committees</b>	The District Governing Board may appoint an advisory committee of citizens to make recommendations regarding bond and override elections. If the Board calls the election, the committee should be disbanded. The committee may reorganize itself as a pro-bond or pro-override committee, but it must register as a Political Committee with the County elections department <u>before making any expenditures, accepting any contributions or distributing any campaign literature.</u>		

### *Reporting Requirements*

Item	Class B and Impact Aid Revenue Bonds	District Additional Assistance Overrides (for capital purposes)	M&O and SP Overrides
<b>ADE Report</b>	Report of Special Election must be submitted to AZ Department of Education within 15 days after the election.		
<b>Annual Public Meeting</b>	Annual public meeting must be held between September 1 and October 31. For bonds and DAA overrides the presentation is an update on the status of capital improvements. For bonds, the meeting is only required until the bond proceeds are spent. For DAA overrides, meeting is required each year the override is in effect. Included in the meeting shall be discussion of the school district’s use of state capital aid and voter approved bonding in funding capital improvements.		Presentation is the amounts expended and budgeted for each of the purposes identified in the information pamphlet.
<b>Reporting: ADOR, State Treasurer and IRS</b>	A voter information pamphlet must be sent to the AZ Department of Revenue (ADOR) within 30 days after the election.	Not required for overrides.	
	Reports on bond issues and lease purchases must be sent to the State Treasurer and the IRS after closing. In addition, a report on bonded indebtedness and lease purchases must be submitted to the State Treasurer annually. <a href="http://www.aztreasury.gov/bond-indebtedness-forms-2/">http://www.aztreasury.gov/bond-indebtedness-forms-2/</a>	Not applicable.	
<b>Continuing Disclosure</b>	Districts must upload Comprehensive Annual Financial Reports (including specified data tables) and notices of material events to the EMMA (Electronic Municipal Market Access) website ( <a href="http://www.emma.msrb.org">www.emma.msrb.org</a> ) while bonds are outstanding.	Not applicable.	

## *Restrictions on Expenditures / Investment Earnings*

Item	Class B and Impact Aid Revenue Bonds	District Additional Assistance Overrides (for capital purposes)	M&O and SP Overrides
<b>Limitations on Type of Expenditure</b>	<ul style="list-style-type: none"> <li>• May be used for purchase or lease of school sites, building or renovating school buildings, improving school grounds, supplying school buildings with furniture, equipment and technology, purchasing pupil transportation vehicles or liquidating debt.</li> <li>• According to some bond attorneys and the Auditor General's Office may not be used for books.</li> <li>• Some disagreement as to whether non-pupil transportation vehicles qualify as "equipment."</li> <li>• May be used to retrofit buses for air conditioning, with equipment amortization.</li> <li>• May only be used for purposes stated on the ballot.</li> <li>• If issued as a Qualified School Construction Bond (QSCB), must meet Davis-Bacon requirements and may not be used for buses, for land unless the QSCB proceeds are used for construction on the land, or for equipment unless the equipment is for a QSCB-constructed building.</li> <li>• For JTEDs, intergovernmental agreements required for facilities located on a school district campus (15-1021.H).</li> </ul>	May be used for any authorized capital outlay expenditure as provided in the USFR.	<p><u>M&amp;O overrides</u>: may be used for any M&amp;O purpose.</p> <p><u>SP overrides</u>: limited to M&amp;O or capital expenditures for a special program designed for pupils in grades K-12.</p>
	Proceeds may only be expended as listed in the voter pamphlet, except that 10% of the total may be used for general capital expenses and cost overruns.		
<b>Interest Earnings</b>	Interest earnings on bond proceeds must be used for debt service unless voters authorize use for projects in a separate question at the bond election or unless the bonds are issued as QSCB or Build America Bonds (BAB). Interest earnings are added to the 10% leeway described above.	Prior year's interest is added to the unrestricted capital budget limit.	Interest earnings on M&O funds are used to reduce taxes.
<b>Carry Forward</b>	When bonds are issued, the District must have a plan to expend at least 85% of the monies within three years. For bonds issued as QSCB, all proceeds must be spent within 3 years.	Unspent proceeds may be carried forward indefinitely.	<p><u>M&amp;O overrides</u>: subject to the M&amp;O budget balance carry forward limit.</p> <p><u>SP overrides</u>: up to 50% of unspent proceeds may be included in the M&amp;O budget balance carry forward.</p>
<b>IRS and Arbitrage</b>	Tax-exempt financings, including bonds and lease purchases, are subject to IRS rules on arbitrage. Under certain circumstances, districts must restrict the yield on investments of proceeds and debt service funds or make yield reduction payments or arbitrage rebate payments. Special arbitrage experts should be consulted within two years of issuing bonds.		Not applicable.

## CONSIDERATIONS FOR VOTER INFORMATION PAMPHLETS

	MAINTENANCE AND OPERATION (M&O) Budget Override	DISTRICT ADDITIONAL ASSISTANCE (DAA) Budget Override	BOND
Current Budget (2015-16)	<ul style="list-style-type: none"> <li>Current Year M&amp;O Budget</li> <li>Include Currently Authorized M&amp;O Override Amounts</li> </ul>	<ul style="list-style-type: none"> <li>Current Year Aggregate Budget</li> <li>Include Currently Authorized DAA and M&amp;O Override Amounts</li> </ul>	N/A
Proposed Budget (2016-17) (with approval of new override)	<ul style="list-style-type: none"> <li>Next Fiscal Year</li> <li>Consider: Student Growth, Inflation Funding</li> <li>Includes Proposed Authorized M&amp;O Override Amounts</li> </ul>	<ul style="list-style-type: none"> <li>Next Fiscal Year</li> <li>Consider: Student Growth, Inflation Funding</li> <li>Include Proposed DAA Override Amounts and Currently Existing Authorized M&amp;O Override Amounts (with any Phase Down)</li> </ul>	N/A
Proposed Alternate Budget (2016-17) (without approval of new override)	<ul style="list-style-type: none"> <li>Calculate</li> <li>Does <u>NOT</u> Include New Override</li> <li>Includes Current M&amp;O Overrides as Scheduled for Next Fiscal Year</li> </ul>	<ul style="list-style-type: none"> <li>Calculate</li> <li>Does <u>NOT</u> Include New Override</li> <li>Includes Current DAA and M&amp;O Overrides as Scheduled for Next Fiscal Year</li> </ul>	N/A
Projected RCL	<ul style="list-style-type: none"> <li>Next Fiscal Year</li> </ul>	<ul style="list-style-type: none"> <li>Next Fiscal Year</li> </ul>	N/A
\$ Amount of Override	<ul style="list-style-type: none"> <li>Calculation</li> <li>1<sup>st</sup> Year Maximum = \$</li> <li>May not exceed % of RCL</li> </ul>	<ul style="list-style-type: none"> <li>Calculation</li> <li>CAPPED at \$ amount</li> <li>May not exceed 10% of RCL</li> </ul>	N/A
Property Values	<ul style="list-style-type: none"> <li>Assessed Valuation for Secondary Purposes</li> <li>Preliminary Feb. Values</li> <li>SRP</li> </ul>	<ul style="list-style-type: none"> <li>Assessed Valuation for Secondary Purposes</li> <li>Preliminary Feb. Values</li> <li>SRP</li> </ul>	<ul style="list-style-type: none"> <li>Assessed Valuation for Secondary Purposes</li> <li>Preliminary Feb. Values</li> <li>Statutory AV Growth Formula</li> <li>SRP</li> </ul>
Length of Override	<ul style="list-style-type: none"> <li>Generally 7 Years</li> </ul>	<ul style="list-style-type: none"> <li>Generally 7 Years</li> </ul>	N/A
Purposes/Uses	<ul style="list-style-type: none"> <li>For First Year</li> </ul>	<ul style="list-style-type: none"> <li>Capital Projects List for "Average" Year</li> <li>Projects for Administrative Purposes Separately Stated</li> <li>10% Leeway</li> </ul>	<ul style="list-style-type: none"> <li>Capital Projects List for Entire Bond Program</li> <li>Projects for Administrative Purposes Separately Stated</li> <li>10% Leeway</li> </ul>
SFB Capital Plan	N/A	<ul style="list-style-type: none"> <li>Stifel to Request Initial Plan</li> <li>District to Authorize Preparation of Final Capital Plan</li> </ul>	<ul style="list-style-type: none"> <li>Stifel to Request Initial Plan</li> <li>District to Authorize Preparation of Final Capital Plan</li> </ul>

= District to provide

= Stifel to provide/calculate

### **Phoenix Public Finance Office**

2325 E. Camelback Road, Suite 750 ~ Phoenix, AZ 85016

602-794-4000

[www.stifel.com/institutional/public-finance](http://www.stifel.com/institutional/public-finance)

# **2015 SCHOOL DISTRICT ELECTION RESULTS**

## **School Capital Finance Lunch Seminar**

November 17, 2015

### **Prepared by:**

Randie Stein, Director

Direct 602.794.4002

[rstein@stifel.com](mailto:rstein@stifel.com)

- **Total Overrides and Bonds**
  - 47 total questions
  - 36 passed
  - 77% pass rate
- **M&O Overrides**
  - 26 total questions
  - 18 passed
  - 69% pass rate
- **District Additional Assistance Overrides**
  - 5 total questions
  - 4 passed
  - 80% pass rate
- **Bonds**
  - 16 total questions
  - 14 passed
  - 88% pass rate

# Maintenance & Operation Override Elections

	No. of Questions	Passed	Pass Rate
2003	53	48	91%
2004	35	29	83%
2005	57	53	93%
2006	31	21	68%
2007	77	52	68%
2008	53	42	79%
2009	71	39	55%
2010	49	28	57%
2011	31	13	42%
2012	38	13	34%
2013	46	28	61%
2014	36	24	67%
2015	26	18	69%
Total	603	408	68%

# Maintenance & Operation Override Elections

	No. of Questions	Passed	Pass Rate
<b>2015 RESULTS</b>			
Total	26	18	69%
Continue	9	8	89%
New	8	3	38%
Increase	9	7	78%

# Maintenance & Operation Override Elections

	No. of Questions	Passed	Pass Rate
<b>RESULTS SINCE 2003</b>			
Total	603	408	68%
2003	53	48	91%
2004-2008	253	197	78%
2009-2013	235	121	51%
2014-2015	62	42	68%
Even Years	242	157	65%
Odd Years	361	251	70%

# District Additional Assistance (Capital) Overrides

- Historically lowest pass rate of all school district property tax ballot questions
  - Average pass rate 51%
  - Relatively few elections each year
- Higher pass rate in odd years, than even (since 1999) – 43% vs. 57%
- 2015 Results
  - 5 questions, 4 passed
  - Highest pass rate in recorded history (since 1999) – 80%
  - 2 new overrides, 1 passed
  - 3 “continuation / (+)” overrides, 3 passed

# Class B Bond Authorizations

- 16 New Money Class B Bond Questions in 2015
- 2015 Result
  - 14 authorizations passed
  - 88% pass rate
  - \$937.1 million
- 2015 Observations
  - Highest odd-year pass rate since 2009
  - Highest dollar authorization since 2006

# Class B Bond Authorizations

Since 1999	No. of Questions	Passed	Pass Rate
Total	233	207	89%
Even Years	111	105	95%
Odd Years	122	102	84%
1999-2003	41	38	93%
2004-2008	100	94	94%
2009-2013	60	47	78%
2014-2015	32	28	88%

# Class B Bond Authorizations

	No. of Questions	Passed	Pass Rate	Amount Approved
2008	12	12	100%	\$356,615,000
2009	13	12	92%	\$280,130,000
2010	13	10	77%	\$513,080,000
2011	14	10	71%	\$733,880,000
2012	9	8	89%	\$622,510,000
2013	11	7	64%	\$275,695,000
2014	16	14	88%	\$587,550,000
2015	16	14	88%	\$937,065,000

# Summary Data

	M&O Overrides (2003-2015)		DAA (Capital) Overrides (1999-2015)		Class B Bonds (1999-2015)	
	No. of Questions	Pass Rate	No. of Questions	Pass Rate	No. of Questions	Pass Rate
Total	603	68%	111	51%	233	89%
Even	242	65%	46	43%	111	95%
Odd	361	70%	65	57%	122	84%
1999-2003	53	79%	21	48%	41	93%
2004-2008	253	78%	43	53%	100	94%
2009-2013	235	51%	36	47%	60	78%
2014-2015	62	68%	11	64%	32	88%

# Multiple Property Tax Supported Questions

	Question 1		Question 2	
	TOPIC	YES %	TOPIC	YES %
Catalina Foothills	Bond	61.1	DAA	59.6
Gilbert	Bond	58.5	10%	54.6
Prescott	Bond	68.0	4.66%	62.7
Riverside	15%	62.8	DAA	62.3

# Observations

- 2014/2015 Comparison
  - Bonds and M&O Overrides performed about the same
  - Additional Assistance Overrides over-performed
  - Bonds continue to have the highest pass rate
- Economic Situation
  - Improving generally
  - Property values improving (despite Prop 117 “rebench”)
- School Funding Visibility
  - FY 2015-2016 Legislative session
    - Capital formula cuts
    - JTED funding
    - Current year funding
  - Inflation funding settlement special session
  - Governor’s Classrooms First Initiative Council
  - Ducey / DeWitt land trust “spat”
  - Superintendent of Public Instruction

# Future Factors for School District Elections

- May 2016 special election
- Economy
- On-going school finance reform discussions
- On-going school funding discussions
- Prop 301 reauthorization
- Proliferation of all-mail elections and permanent early voting list (PEVL)

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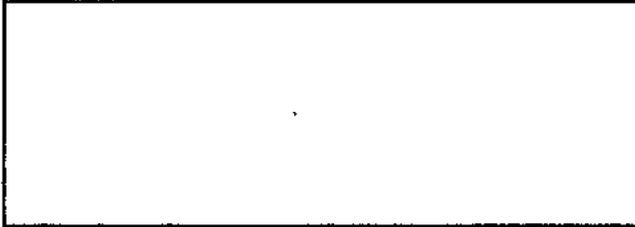
TUCSON UNIFIED SCHOOL DISTRICT #1  
1010 E. 10th ST.  
TUCSON, ARIZONA 85717

YOUR POLLING PLACE FOR  
THE SCHOOL ELECTION  
IS INDICATED BELOW

SU LUGAR DE VOTACIÓN  
PARA ESTA ELECCIÓN  
ESCOLAR SE INDICA  
A CONTINUACIÓN



NON-PROFIT ORG.  
U S POSTAGE  
**PAID**  
TUCSON AZ  
PERMIT #790



ONE COPY OF THIS PAMPHLET HAS BEEN MAILED TO EACH  
REGISTERED VOTER IN THE SCHOOL DISTRICT.

UNO COPIA DE ESTE FOLLETO SE HA ENVIADO POR CORREO  
A CADA VOTANTE REGISTRADO EN EL DISTRITO ESCOLAR.

**OFFICIAL VOTING MATERIALS / MATERIALES OFICIALES ELECTORALES**

# INFORMATION PAMPHLET AND SAMPLE BALLOT

NOVEMBER 2, 2004 SPECIAL ELECTION  
TUCSON UNIFIED SCHOOL DISTRICT NO. 1



## FOLLETO INFORMATIVO Y BOLOTA EJEMPLAR

La versión en español empieza en la pagina 44.

ELECCIÓN ESPECIAL 2 de NOVIEMBRE de 2004  
DISTRITO ESCOLAR UNIFICADO  
NÚM. 1 de TUCSON (TUSD)

Information Pamphlet Prepared By  
The Office of the Pima County School Superintendent  
Pursuant to Arizona Revised Statutes §§ 15-341, 15-481, 15-491, 15-492, and 35-454



**LINDA LEE ARZOUAMANIAN, Ed.D.**  
**PIMA COUNTY SCHOOL SUPERINTENDENT**  
130 West Congress Street, 4th Floor  
Tucson, Arizona 85701-1332

**TO: THE VOTERS OF TUCSON UNIFIED SCHOOL DISTRICT**

On election day, November 2, 2004, the voters of Tucson Unified School District No. 1 (TUSD) of Pima County, Arizona will be asked to vote on three questions:

- Question 1: The issuance and sale of General Obligation Bonds  
Question 2: Maintenance and Operation Budget Override  
Question 3: Capital Outlay Budget Override

Please study carefully the materials contained in this pamphlet so that you will be ready to exercise your right to vote in an informed manner. We hope that the information provided will assist you in making informed choices on Election Day!

When you cast your vote, you fulfill a responsibility to your school district and determine a course of action consistent with your desires for the education of the children of your community.

Respectfully yours,

Linda Lee Arzoumanian, Ed.D.  
Pima County School Superintendent

**VOTING INFORMATION**

**WHERE TO VOTE:** Polling places change! Your polling place is listed on the mailing label of this Information Pamphlet.

*Want to vote by mail or need Early Voting assistance? Please call the Pima County Recorder's Office at (520) 740-4330.*

**EARLY VOTING:** An **Early Ballot** may be requested up to 90 days before the election by calling the Pima County Recorder's Office at (520) 740-4330. The last day to request an **Early Ballot** is October 22, 2004. Any qualified elector may vote an **Early Ballot** in person beginning Thursday, September 30, 2004 through 5:00 PM, Friday, October 29, 2004 at the Pima County Recorder's Office, 115 N. Church Avenue, Tucson.

Early ballots must either be returned to the Recorder's Office or turned in no later than 7:00 PM on election day, November 2, 2004, at any polling place used for this election.

**EMERGENCY VOTING:** **Emergency voting** is available on Monday, November 1, 2004, from 8:00 AM-5:00 PM for any elector prevented from voting at the polls as a result of an emergency. Contact the Pima County Recorder at (520) 740-4330 for information on emergency voting.

**QUALIFICATIONS TO VOTE:** In order to vote in this special election, you must have been registered to vote in a precinct within the boundaries of the School District on or before midnight **Monday, October 4, 2004**. If you do not know if you are qualified to vote, contact the Pima County Recorder's Office at (520) 740-4330.

**WHEN TO VOTE:** The polls are open from 6:00 AM to 7:00 PM on Election Day. Any qualified voter who is in line to vote at 7:00 PM will be allowed to prepare and cast their ballot.

**TUCSON UNIFIED SCHOOL DISTRICT  
SCHOOL DISTRICT CONTACT**

Should constituents have any questions about the contents of this Information Pamphlet, please contact either:

**Tucson Unified School District No. 1**  
1010 E. 10th Street  
Tucson, Arizona 85719  
Telephone (520) 225-6070

Or

**The Office of the Pima County School Superintendent**  
130 West Congress, 4th Floor  
Tucson, Arizona 85701  
Telephone (520) 740-8451

The Office of the Pima County School Superintendent, pursuant to Arizona Revised Statutes §§ 15-341, 15-481, 15-491, 15-492, and 35-454 has prepared this Information Pamphlet for the qualified electors of Tucson Unified School District No. 1.

**REQUEST FOR STATEMENTS SUPPORTING OR OPPOSING  
TUCSON UNIFIED SCHOOL DISTRICT'S SPECIAL ELECTION**

In compliance with Arizona Revised Statutes, the Pima County School Superintendent invited the public to prepare arguments for **OR** against any or all three special election questions set for the general election for Tucson Unified School District. Each submitted argument was to address a single question but arguments could be submitted for each of the three ballot questions.

The notices were published in the area newspapers listed below:

*Arizona Daily Star:* 7/07/04 & 7/18/04  
*Tucson Citizen:* 7/14/04

**NOTICE TO VOTERS**

1. The Polls will be open on Election Day from 6:00 AM to 7:00 PM. Your polling place is listed on the mailing label of this Information Pamphlet.
2. Anyone who is physically or visually impaired; unable to read; or unable to understand the contents of the ballot may be accompanied into the voting booth by a person of his/her choice or a representative of each major political party for the purpose of assisting in casting his/her ballot.
3. Sample Ballots may be brought to the polling place and may be taken into the voting booth on the day of the Election.
4. Any qualified voter who at 7:00 PM is in the line of waiting voters shall be allowed to prepare and cast his/her ballot.
5. If **special assistance** is required at your polling place, please call 740-4260 / TDD 740-8093 at least 72 hours prior to election day.
6. A **large print copy** of this Information Pamphlet will be available at your polling location.
7. This Information Pamphlet has been prepared in both English and Spanish in order to comply with the **Federal Voting Rights Act**.



## POLLING PLACES

**Date of Election: Tuesday, November 2, 2004**

**Your polling place is indicated on the mailing label of this pamphlet.**

**Polls are open from 6:00 AM to 7:00 PM.**

<u>PRECINCT NUMBERS</u>	<u>PRECINCT NAME</u>	<u>ROOM LOCATION</u>	<u>PRECINCT ADDRESS</u>
9	ST. JUDE'S ANGLICAN CHURCH	JOHNSON HALL	8245 E SENECA STREET
16	MOST HOLY TRINITY CHURCH	FELLOWSHIP HALL	1300 N GREASEWOOD ROAD
17	MECEDORA COUNTRY CLUB	CLUBHOUSE	630 N AVENIDA FELIZ
018/290	SAINT MARGARET'S CHURCH	CLASSROOM #3	801 N GRANDE AVENUE
19	MENLO PARK ELEMENTARY SCHOOL	LIBRARY	1100 W FRESNO STREET
20	HOUSE OF PRAYER	FELLOWSHIP HALL	3100 S MISSION ROAD
21	TUCSON ESTATES	MULTI-PURPOSE ROOM	5900 W WESTERN WAY CIRCLE
22	MISSION BRANCH PUBLIC LIBRARY	MEETING ROOM	3770 S MISSION ROAD
23	CHAPEL IN THE HILLS BAPTIST CHURCH	NORTH BUILDING	5455 S WESTOVER AVENUE
24	SOUTHWEST COMMUNITY CENTER	HALLS #2 AND #3	5950 S CARDINAL AVENUE
25	AMERICAN LEGION SAHUARO POST #68	LEGION HALL	4724 S 12TH AVENUE
37	EL RIO NEIGHBORHOOD CENTER	SUN ROOM AND MOON ROOM	1390 W SPEEDWAY BOULEVARD
39	DREXEL HEIGHTS BAPTIST CHURCH	FELLOWSHIP HALL	2802 W MOSSMAN
42	NORTHWEST NEIGHBORHOOD CENTER	MULTIPURPOSE ROOM #163	2160 N 6TH AVENUE
43	ARIZONA PLAZA HOTEL	COLONY ROOM	1601 N ORACLE ROAD
044/231	TRINITY PRESBYTERIAN CHURCH	TRINITY HALL	400 E UNIVERSITY BOULEVARD
45	ARMORY SENIOR CITIZENS CENTER	THE QUIET ROOM	220 S 5TH AVENUE
46	SANTA CRUZ CATHOLIC CHURCH	CARMELITE HALL	1220 S 6TH AVE
47	JOHN VALENZUELA YOUTH CENTER	CLASSROOM #4	1550 S 6TH AVENUE
48	WAKEFIELD MIDDLE SCHOOL	FAMILY ROOM	101 W 44TH STREET
49	APOSTOLIC ASSEMBLY CHURCH	FELLOWSHIP HALL	4216 S 12TH AVENUE
050/322	PARK AVENUE CHRISTIAN CHURCH	FELLOWSHIP HALL	4635 S PARK AVENUE
61	JEFFERSON PARK ELEMENTARY SCHOOL	CAFETERIA	1701 E SENECA STREET
62	FIRST CHRISTIAN CHURCH	CHAPEL AND PARLOR	740 E SPEEDWAY BOULEVARD
63	U OF A WATER RESEARCH CENTER	CONFERENCE ROOM	350 N CAMPBELL AVENUE
64	QUINCIE DOUGLAS NEIGHBORHOOD CENTER	ARTS & CRAFTS ROOM	1575 E 36TH STREET
65	GRACE TEMPLE MISSIONARY BAPTIST CHURCH	EDUCATION BUILDING	1019 E 31ST STREET
66	GIDEON MISSIONARY BAPTIST CHURCH	FELLOWSHIP HALL	3085 S CAMPBELL AVENUE
067/071	ST. FRANCES CABRINI CHURCH	ROOM #5, EDUCATION BUILDING	3201 E PRESIDIO ROAD

<u>PRECINCT NUMBERS</u>	<u>PRECINCT NAME</u>	<u>ROOM LOCATION</u>	<u>PRECINCT ADDRESS</u>
68	TUCSON CHINESE BAPTIST CHURCH	FELLOWSHIP HALL	2411 E FT LOWELL ROAD
69	PRESIDIO HIGH SCHOOL	MULTIPURPOSE ROOM	1695 E FT LOWELL ROAD
70	CHURCH OF GOD OF PROPHECY	FELLOWSHIP HALL	3002 E GLENN STREET
72	FRIENDS OF THE TUCSON-PIMA PUBLIC LIBRARY	BRAY BUILDING	2230 N COUNTRY CLUB ROAD
73	GRACE ST. PAUL'S EPISCOPAL CHURCH	PARISH HALL	2331 E ADAMS STREET
74	BLENMAN ELEMENTARY SCHOOL	CAFETERIA	1695 N COUNTRY CLUB ROAD
75	EMMANUEL BAPTIST CHURCH	CHAPEL	1825 N ALVERNON
76	PIMA LODGE #3, IOOF (ODD FELLOW HALL ANNEX)	ANNEX	1150 N PALO VERDE BOULEVARD
77	TUCSON CHURCH OF THE BRETHREN	FELLOWSHIP HALL	2200 N DODGE BOULEVARD
78	HUGHES ELEMENTARY SCHOOL	LIBRARY	700 N WILSON AVENUE
79	CATALINA UNITED METHODIST CHURCH	H32	2700 E SPEEDWAY BOULEVARD
80	TEMPLE EMMANUEL	SY JUSTER SOCIAL HALL	225 N COUNTRY CLUB ROAD
81	ST. MARK'S PRESBYTERIAN CHURCH	KNOX ROOM	3809 E 3RD STREET
82	SABBAR SHRINE TEMPLE	BALLROOM	450 S TUCSON BOULEVARD
83	ROBISON ELEMENTARY SCHOOL	CAFETERIA	2745 E 18TH STREET
84	OUR LADY OF LAVANG CHURCH	FELLOWSHIP HALL	800 S TUCSON BOULEVARD
85	PUEBLO GARDENS ELEMENTARY SCHOOL	LIBRARY	2210 E 33RD STREET
86	TUCSON AREA CHRISTIAN FELLOWSHIP	FELLOWSHIP HALL	1212 S PALO VERDE BOULEVARD
87	RANDOLPH GOLF COMPLEX	CACTUS ROOM	800 S ALVERNON WAY
089/299	LIGHTHOUSE/CITY YMCA	BUILDING 3	2900 N COLUMBUS BOULEVARD
90	EAST VIEW CHURCH OF CHRIST	FELLOWSHIP HALL	4606 E PIMA STREET
91	EAST VIEW CHURCH OF CHRIST	FELLOWSHIP HALL	4606 E PIMA STREET
92	ST. CYRIL'S CATHOLIC CHURCH	PARISH HALL	4725 E PIMA STREET
93	D.A.V. CHAPTER 18	HALL	4656 E 1ST STREET
94	FIRST BRETHREAN CHURCH OF TUCSON	FELLOWSHIP HALL	201 N COLUMBUS BOULEVARD
95	BROADWAY CHRISTIAN CHURCH	FELLOWSHIP HALL	4741 E BROADWAY BOULEVARD
096/097	CENTRAL CHURCH OF THE NAZARENE	FELLOWSHIP HALL	404 S COLUMBUS BOULEVARD
098/349	COLUMBUS BRANCH LIBRARY	MEETING ROOM	4350 E 22ND STREET
099/351	FAITH TABERNACLE CHURCH	SOCIAL HALL	5011 E FT LOWELL ROAD
100	STREAMS IN THE DESERT LUTHERAN CHURCH	LARGE CLASSROOM IN FELLOWSHIP HALL	5360 E PIMA STREET
101	FIRST CONGREGATIONAL UNITED CHURCH OF CHRIST	FELLOWSHIP HALL	1350 N ARCADIA AVENUE
102	THE SPRINGS	CLUBHOUSE	4900 E 5TH STREET
103	RINCON CONGREGATIONAL CHURCH	FELLOWSHIP HALL	122 N CRAYCROFT ROAD
104	FLEUR DE LIS INSTITUTE OF LANDSCAPE DESIGN	MAIN CLASS ROOM	1133 S SWAN ROAD
105	NIYERS-GANOUNG ELEMENTARY SCHOOL	MAIN CLASS ROOM	5000 E ANDREW
106	SAVOY OPERA HOUSE - (IN TRAIL DUST TOWN)	OPERA HOUSE	6541 E TANQUE VERDE ROAD
107	STREAMS IN THE DESERT LUTHERAN CHURCH	LARGE CLASSROOM IN FELLOWSHIP HALL	5360 E PIMA STREET

<u>PRECINCT NUMBERS</u>	<u>PRECINCT NAME</u>	<u>ROOM LOCATION</u>	<u>PRECINCT ADDRESS</u>
108	VALLEY CHRISTIAN CHURCH	FELLOWSHIP HALL	5968 E FAIRMOUNT AVENUE
109	TUCSON TRUE LIGHT CHURCH	FELLOWSHIP HALL	5550 E 1ST STREET
110	CHRISTIAN FAITH FELLOWSHIP CHURCH	COLFAX HALL	5601 E BROADWAY BOULEVARD
111	ST. JOSEPH'S CHURCH	BUILDING #2, ST. FRANCIS ROOM	215 S CRAYCROFT ROAD
112	BEGINNINGS CHURCH	SANCTUARY	712 S WILMOT ROAD
113/368	SHALOM MENNONITE FELLOWSHIP	MAIN MEETING ROOM	6044 E 30TH STREET
114	V.F.W. POST 549	BINGO HALL	1884 S CRAYCROFT ROAD
115/191	CHRIST PRESBYTERIAN CHURCH	FELLOWSHIP HALL	6565 E BROADWAY BOULEVARD
116	SCHUMAKER ELEMENTARY	LIBRARY	501 N MAGUIRE AVENUE
117	KELLOND ELEMENTARY SCHOOL	CAFETERIA	6606 E LEHIGH DRIVE
118	FELLOWSHIP BIBLE CHURCH	WORSHIP CENTER	6700 E BROADWAY BOULEVARD
119	BOOTH ELEMENTARY SCHOOL	FOYER, ADMINISTRATION BUILDING	450 S MONTEGO DRIVE
120	WHEELER ELEMENTARY SCHOOL	AUDITORIUM	1818 S AVENIDA DEL SOL
121	TWENTY-SECOND STREET BAPTIST CHURCH	FELLOWSHIP HALL	6620 E 22ND STREET
122	LUTHERAN CHURCH OF THE KING	FELLOWSHIP HALL	2450 S KOLB ROAD
123	ERICKSON ELEMENTARY SCHOOL	STAGE AREA	6750 E STELLA ROAD
124	CARSON MIDDLE SCHOOL	CAFETERIA	7777 E STELLA ROAD
125	RAMADA INN FOOTHILLS	TUCSON ROOM	6944 E TANQUE VERDE ROAD
126/178	TANQUE VERDE LUTHERAN CHURCH	LINDER HALL/MULTIPURPOSE ROOM	8625 E TANQUE VERDE ROAD
127	EVANGELICAL COVENANT CHURCH	FELLOWSHIP HALL	551 N CAMINO SECO
128	EAST TUCSON BAPTIST CHURCH	FELLOWSHIP HALL	9100 E SPEEDWAY BOULEVARD
129	PANTANO BAPTIST CHURCH	FELLOWSHIP HALL	225 S PANTANO ROAD
130	SAGUARO CHRISTIAN CHURCH	SANCTUARY	8302 E BROADWAY BOULEVARD
131	COMPASSION CHRISTIAN CENTER	FELLOWSHIP HALL	8424 E OLD SPANISH TRAIL
132/184	NEW LIFE WESLEYAN CHRISTIAN CENTER	ROOM 8	8900 E GOLF LINKS ROAD
133	RINCON COUNTRY MOBILE HOME PARK	COMMUNITY ROOM	3411 S CAMINO SECO
134	SAM LENA LIBRARY	MEETING ROOM	1607 S 6TH AVENUE
143/350	FRIENDSHIP MISSIONARY BAPTIST CHURCH	DINING HALL	850 N 11TH AVENUE
144	FRED ARCHER NEIGHBORHOOD CENTER	LOUNGE	1665 S LA CHOLLA BOULEVARD
145	ENCHANTED HILLS BAPTIST CHURCH	FELLOWSHIP HALL	3020 S MISSION ROAD
146	MOUNTAIN VISTA MOBILE HOME COMMUNITY	CLUBHOUSE	4545 S MISSION ROAD
147	DREXEL HEIGHTS COMMUNITY CENTER	MULTIPURPOSE ROOM	5220 S SAN JOAQUIN AVENUE
156	PASCUA YAQUI NEIGHBORHOOD CENTER	BUILDING #1	785 W SAHUARO STREET
157	SILOAM FREEWILL CHURCH	FELLOWSHIP HALL	628 E ADAMS STREET
158	CACTUS COMMUNITY CHURCH OF THE NAZARENE	CACTUS CAFE	1600 W. IRVINGTON ROAD
164/212	SILVERBELL BAPTIST CHURCH	FELLOWSHIP HALL	3344 N CAMPBELL AVENUE
165	CHURCH OF JESUS CHRIST OF LATTER DAY SAINTS	NORTHWING, ROOMS 2 & 3	1540 E LINDEN STREET

<u>PRECINCT NUMBERS</u>	<u>PRECINCT NAME</u>	<u>ROOM LOCATION</u>	<u>PRECINCT ADDRESS</u>
166	FIRST ASSEMBLY OF GOD CHURCH	GYM	1749 E BROADWAY BOULEVARD
167	PLUMBERS & STEAMFITTERS LOCAL 741	MEETING HALL	2475 E WATER STREET
168	BETHEL CHRISTIAN REFORMED CHURCH	LIBRARY OR ROOM 6	2550 N TUCSON BOULEVARD
169	SOUTHERN AZ ASSOCIATION FOR THE VISUALLY IMPAIRED	ROMANOSKI ROOM	3767 E GRANT ROAD
170	ST. FRANCIS IN THE FOOTHILLS CHURCH	THE CENTER	4625 E RIVER ROAD
171/354	ST. ALBAN'S EPISCOPAL CHURCH	PARISH HALL	3738 N OLD SABINO CANYON ROAD
172	HARBOR HOUSE APARTMENTS	CLUBHOUSE	2660 N ALVERNON WAY
173	WHITMORE ELEMENTARY SCHOOL	MAIN LOBBY	5330 E GLENN STREET
174	TUCSON WOMAN'S CLUB	ROSE ROOM	6245 E BELLEVUE STREET
175	EL CAMINO BAPTIST CHURCH	POD D-2	7777 E SPEEDWAY BOULEVARD
176	LUTHERAN CHURCH OF THE KING	FELLOWSHIP HALL	2450 S KOLB ROAD
177/337	LYONS ELEMENTARY SCHOOL	LIBRARY	755 E DOGWOOD
180/305	CHURCH OF JESUS CHRIST OF LATTER DAY SAINTS	NORTH FOYER	700 N BONANZA AVENUE
181	SPANISH TRAIL LUTHERAN CHURCH	FELLOWSHIP HALL	8701 E OLD SPANISH TRAIL
182/338	MOUNT OLIVE LUTHERAN CHURCH	FELLOWSHIP HALL	2005 S HOUGHTON ROAD
183/198	IMMANUEL PRESBYTERIAN CHURCH	CE BUILDING ROOMS 1 & 2	9252 E 22ND STREET
185	COMMUNITY OF HOPE LUTHERAN CHURCH	MULTIPURPOSE CENTER	3141 W IRONWOOD HILLS DRIVE
189	ROSEMONT COMMUNITY CHURCH	FELLOWSHIP HALL	5005 E WINSETT STREET
190	COMFORT SUITES	MAIN LOBBY	7007 E TANQUE VERDE ROAD
192	MAGEE MIDDLE SCHOOL	LIBRARY	8300 E SPEEDWAY BOULEVARD
193	HOLY CROSS LUTHERAN CHURCH	CLASSROOM	241 N. HARRISON ROAD
194	LIVING HOPE FAMILY CHURCH	FELLOWSHIP HALL	8787 E BROADWAY BOULEVARD
195	TWENTY-SECOND STREET BAPTIST CHURCH	FELLOWSHIP HALL	6620 E 22ND STREET
196	RIVER OF LIFE BAPTIST CHURCH	CHURCH	6902 E GOLF LINKS ROAD
197	REYNOLDS ELEMENTARY SCHOOL	PORTA BUILDING ROOM 31	7450 E STELLA ROAD
203	MT. ZION LUTHERAN CHURCH	FELLOWSHIP ROOM	4520 W AJO WAY
213	KNIGHTS OF COLUMBUS	SMALL ANNEX/MAIN HALL	601 S TUCSON BOULEVARD
214	RIVER CENTER LIBRARY	MEETING ROOM	5605 E RIVER ROAD, #105
215	SEWELL ELEMENTARY		425 N SAHUARA AVE
216	TUCSON ARIZONA BOYS CHORUS	EAST REHEARSAL ROOM	5770 E PIMA STREET
217	OTT YMCA	MULTIPURPOSE ROOM/DOWNSTAIRS	401 S. PRUDENCE ROAD
218	FELLOWSHIP SQUARE	CLUBROOM II	8111 E BROADWAY
220	DESERT SKIES UNITED METHODIST CHURCH	FOYER & SANCTUARY	3255 N HOUGHTON ROAD
232	OUR SAVIOR'S LUTHERAN CHURCH	KOCH CHAPEL	1949 E HELEN STREET
233	WEST AJO BAPTIST CHURCH	BUILDING E-FELLOWSHIP HALL	5757 W AJO WAY
234	WARREN ELEMENTARY		3505 W MILTON RD
235	SANTA CRUZ LUTHERAN CHURCH	MULTIPURPOSE ROOM	6809 S CARDINAL AVENUE

<u>PRECINCT NUMBERS</u>	<u>PRECINCT NAME</u>	<u>ROOM LOCATION</u>	<u>PRECINCT ADDRESS</u>
237	JUNIOR LEAGUE OF TUCSON, INC.	KIVA	2099 EAST RIVER ROAD
238/326	CATALINA FOOTHILLS HIGH SCHOOL	THEATER LOBBY	4300 E SUNRISE DRIVE
241	FRUCHTHENDLER ELEMENTARY SCHOOL	MULTIPURPOSE ROOM	7470 E CLOUD ROAD
242	REAL LIFE CHRISTIAN FELLOWSHIP	CHURCH	3353 N HOUGHTON ROAD
244	BETHEL CHRISTIAN REFORMED CHURCH	LIBRARY OR ROOM 6	2550 N TUCSON BOULEVARD
245/332	CHRISTIAN FAITH CENTER	PARISH HALL	4108 E NORTH STREET
246	ST. PIUS X CHURCH	AZ ROOM -GYMNASIUM	1800 N CAMINO PIO DECIMO
247	FOUNTAIN OF LIFE LUTHERAN CHURCH	FELLOWSHIP HALL, ROOM 10	710 S KOLB ROAD
248	FREEDOM CENTER	CONFERENCE ROOM	5000 E 29TH STREET
249	EASTSIDE ASSEMBLY OF GOD CHURCH	ACTIVITY CENTER	1930 S WILMOT ROAD
250	ST. FRANCES DE SALES CHURCH	GYMNASIUM	1375 S CAMINO SECO
251	CHRIST'S CHURCH IN THE DESERT	CHURCH LOBBY	8240 E 22ND STREET, SUITE 120
252	FAITH COMMUNITY EASTSIDE CHURCH	BECKERING HALL	2901 S PANTANO ROAD
253	PIMA COMMUNITY COLLEGE, EAST CAMPUS	COMMUNITY ROOM	8181 E IRWINGTON ROAD
254	BETHEL BAPTIST CHURCH	CLASSROOM	11040 E ESCALANTE ROAD
255	PANTANO CHRISTIAN CHURCH	BUILDING E	10355 E 29TH STREET
261	BIBLE CHAPEL	FELLOWSHIP HALL	1802 E GRANT ROAD
269	COLLIER ELEMENTARY SCHOOL	LIBRARY	3900 N BEAR CANYON ROAD
270	PAINTED HILLS UNITED CHURCH OF CHRIST	SANCTUARY	3295 W SPEEDWAY BOULEVARD
271	SONRISE BAPTIST CHURCH	FELLOWSHIP HALL	2861 W PELSTON STREET
273	TUCSON MEADOWS MOBILE HOME PARK	LIBRARY/CARD ROOM	2121 S PANTANO ROAD
289	ARIZONA GAME AND FISH DEPARTMENT	CONFERENCE ROOM	555 N GREASEWOOD ROAD
291	ENCHANTED HILLS BAPTIST CHURCH	FELLOWSHIP HALL	3020 S MISSION ROAD
292	CASINO DEL SOL AVA AMPHITHEATER	MEETING ROOM	5655 W VALENCIA ROAD
293	THE MANOR AT MIDVALE	CLUB HOUSE	6250 S COMMERCE CT.
298	CATALINA HEIGHTS CHURCH	FELLOWSHIP HALL	2741 N DODGE BOULEVARD
300	UNITY OF TUCSON CHURCH	FOYER	3617 N CAMINO BLANCO
301	SABINO ROAD BAPTIST CHURCH	BUILDING C	2710 N SABINO CANYON ROAD
303	FAR HORIZONS EAST MOBILE HOME PARK	CARD ROOM	7570 E SPEEDWAY BOULEVARD
304	EAST TUCSON BAPTIST CHURCH	FELLOWSHIP HALL	9100 E SPEEDWAY BOULEVARD
317	ROBINS ELEMENTARY SCHOOL	LIBRARY	3939 N MAGNETITE LANE
319	VICTORY BAPTIST CHURCH	FELLOWSHIP HALL	1895 W SPEEDWAY BOULEVARD
320	MOUNT OLIVE CHURCH OF GOD IN CHRIST	FELLOWSHIP HALL	403 E LEE STREET
321	COPPER CREST ADULT COMMUNITY	CLUBHOUSE	7700 W BOPP ROAD
324	MALDONADO ELEMENTARY SCHOOL	LIBRARY	3535 W MESSALA WAY
325	PASCUA YAQUI TRIBE	TRIBAL COUNCIL CHAMBERS	7474 S CAMINO DE OESTE
328	SUNRISE MOUNTAIN VIEW ESTATES	RECREATION CENTER	5550 N PASEO OTONO

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<u>PRECINCT NUMBERS</u>	<u>PRECINCT NAME</u>	<u>ROOM LOCATION</u>	<u>PRECINCT ADDRESS</u>
329	ESPERERO CANYON MIDDLE SCHOOL	DRAMA ROOM NEXT TO OFFICE	5801 N SABINO CANYON ROAD
330	BPO ELKS LODGE #385	BALLROOM	2404 E RIVER ROAD
331	COLONIA VERDE CLUBHOUSE	CARD ROOM	2700 N CAMINO VALLE VERDE
333	DESERT VALLEY SEVENTH DAY ADVENTIST CHURCH	FELLOWSHIP ROOM	1200 N SANTA ROSA AVENUE
334	SUNRISE CHAPEL	FRIENDSHIP HALL	8421 E WRIGHTSTOWN ROAD
335	DAV CACTUS CHAPTER 2	BINGO HALL	3455 S WILMOT ROAD
336	SOLENG TOM ELEMENTARY SCHOOL	LIBRARY	10520 E CAMINO QUINCE
343	TOLSON ELEMENTARY SCHOOL	LIBRARY	1000 S GREASEWOOD ROAD
344	SILVERBELL GOLF COURSE	CLUBHOUSE-EAST DINING ROOM	3600 N SILVERBELL ROAD
348	CALVARY BAPTIST CHURCH	FELLOWSHIP HALL	758 S COLUMBUS BOULEVARD
353/392	JOHN P BURNS POST 36 AMERICAN LEGION	THE ANNEX	5845 E 22ND STREET
366	RINCON MOUNTAIN PRESBYTERIAN CHURCH OFFICE	CONFERENCE ROOM	2452 N PANTANO ROAD
377	HARRISON HILLS MOBILE HOME PARK	RECREATION ROOM	4675 S HARRISON ROAD
380	DESERT DOVE CHRISTIAN CHURCH	WORSHIP BUILDING	6163 S MIDVALE PARK ROAD
382	SAGUARO CANYON EFC	FELLOWSHIP HALL	10111 E OLD SPANISH TRAIL
401	HOUSE OF PRAYER	FELLOWSHIP HALL	3100 S MISSION ROAD

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**OFFICIAL VOTING INSTRUCTIONS**

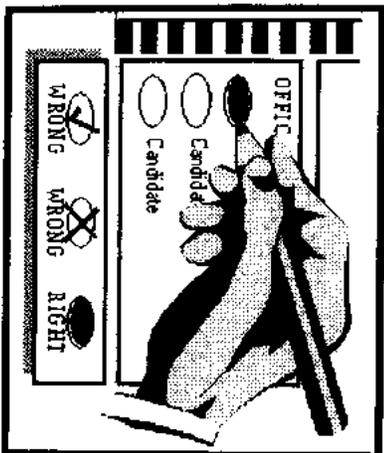
**BEFORE YOU BEGIN TO VOTE:**

Please read these instructions and review your ballot completely.

Your ballot has been prepared for counting on electronic equipment. Any unnecessary marks or erasures may cause your ballot to be misread or rejected.

**FOLLOW THESE INSTRUCTIONS:**

1. Choose your candidate or ballot issue.
2. Mark the oval in front of the candidate or issue by completely filling the oval. (You may use a black or dark blue Pencil, Pen or Felt-tip Pen.)
3. Should you spoil your ballot, you may:
  - a) request a new ballot from the Election Official at your polling place on election day or
  - b) contact the Pima County Recorder's office at 623-2649 if you are voting an Early Ballot.
4. When you have completed voting your ballot, you may insert the ballot into a secrecy folder, or return it in the Early Ballot Return Envelope.
5. Place the ballot into the entry slot of the Accu-Vote. The ballot will be pulled into the unit to be tallied. The ballot is stored in the locked ballot box until the polls close.
6. Return the secrecy folder to the Election Official and receive your "I VOTED" sticker.



**SAMPLE BALLOT**

**TUCSON UNIFIED SCHOOL DISTRICT, NO. 1  
SPECIAL ELECTION NOVEMBER 2, 2004**

**QUESTION 1**

SHALL TUCSON UNIFIED SCHOOL DISTRICT NO. 1 OF PIMA COUNTY, ARIZONA, BE ALLOWED TO ISSUE AND SELL GENERAL OBLIGATION BONDS IN THE PRINCIPAL AMOUNT NOT TO EXCEED \$235,000,000 TO PROVIDE MONEY FOR THE FOLLOWING PURPOSES:

- Construct and renovate school buildings and classrooms;
- Purchase additional school buses;
- Construct and renovate transportation facilities;
- Renovate athletic facilities
- Renovate science labs;
- Renovate performing arts facilities
- Purchase school lots;
- Liquidate indebtedness incurred for the purposes set forth above;
- Provide all utilities and other capital items necessary for the construction and renovation of school buildings and for improving school grounds;
- Pay all architectural, design, engineering, project and construction management and other costs incurred in connection with the purposes set forth above;
- Pay all legal, financial and other costs in connection with the bonds?

The bonds will bear interest at rates not exceeding ten percent (10%) per year. Interest may be evidenced by separate certificates and will be paid on January 1 and July 1 each year until the bonds mature. The bonds shall mature over a period not to exceed twenty (20) years from the date of their issuance. The bonds, and any bonds issued to refund the District's bonds, may be sold at prices that include premiums not greater than permitted by law. Bonds will be in the denominations of \$5,000 each or in multiples of \$5,000 and will mature on the first day of July in years determined by the District's governing board.

"The capital improvements that are proposed to be funded through this bond issuance are to exceed the state standards and are in addition to monies provided by the state. Tucson Unified School District is proposing to issue Class B general obligation bonds totaling \$235,000,000 to fund capital improvements over and above those funded by the state. Under the Students FIRST capital funding system, Tucson Unified School District is entitled to state monies for building renewal, new construction and renovation of school buildings in accordance with state law." Arizona Revised Statutes § 15-491.



**BOND APPROVAL, YES  
BOND APPROVAL, NO**

**TUCSON UNIFIED SCHOOL DISTRICT NO. 1  
SPECIAL ELECTION  
NOVEMBER 2, 2004  
BOND PURPOSE**

The \$235 million TUSD Bond Issue will provide the physical structures and building renovations that are the foundation of the district's plan to help all children achieve academic and lifetime success. At the core of the plan are reduced class size, student safety and academic support.

Arizona's Students FIRST law, passed in 1998, gave primary responsibility for providing funding to construct and renovate schools – within specific limitations – to the state. Within the Students FIRST law was a deficiency corrections program to address schools that did not meet state standards. The funding in this area, however, has ended, with the exception of a few projects that were deferred. Additionally, the state's building renewal account has not been fully funded for two years, which has increased the backlog of repair and renovation projects that our district faces. The TUSD bond issue will cover those costs, as well as additional projects, including upgrades recommended under the Americans with Disabilities Act (ADA).

Included in the bond is the construction of a new elementary and a new middle school. These modifications will enable us to lower class size and alleviate overcrowded schools. Renovations covered in the bond will make schools safer, as well as making them more energy efficient – saving the district money in the long run.

Additional school buses and transportation facilities will allow TUSD to improve safety by offering shorter travel time for children.

Other upgrades include making the district's athletic facilities safer, improving student science labs and renovating performing arts facilities, giving our students a better environment for learning and achieving.

**TUCSON UNIFIED SCHOOL DISTRICT NO. 1  
SPECIAL ELECTION  
NOVEMBER 2, 2004**

**BOND INFORMATION**

**EXECUTIVE SUMMARY OF DISTRICT'S CAPITAL PLAN**

**District: Tucson Unified District  
CTD: 100201**

A.R.S. 15-481 and 15-491 provide that the informational report prepared by the county school superintendent pursuant to an election to exceed the capital outlay revenue limit or to issue class B bonds or Impact Aid Revenue bonds for a school district contain an executive summary of the district's most recent capital plan as submitted to the Arizona School Facilities Board. The following executive summary contains the district's New Construction request as submitted in its September 1, 2003 Capital Plan, the district revision of that plan (if applicable), and the New Construction projects for the district approved to date by the School Facilities Board (except for projects completed prior to FY 2004-05).

**September, 2003 District Submittal**

Districts were required to submit a 2004 capital plan to the School Facilities Board by September 1, 2003 if the district believed that additional square footage would be required for schools (exclusive of district administrative space) by the Fall of 2006, or additional land for new school facilities would be required by the Fall of 2013. The required information included a description of the new square footage requested and enrollment projections for the district. Following is a summary of the new square footage requested by the district:

FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	FY 2008-09	FY 2009-10	FY 2010-11
• NA						

**New Construction Projects Approved by the School Facilities Board as of July 1, 2004**

Identified below are the new facilities the School Facilities Board has approved for funding as of July 1, 2004 to open in FY 2004-05 through FY 2006-07, and has conceptually approved to open in FY 2006-07 through FY 2010-11. The conceptual approval of projects does not commit funding, but demonstrates the projected need for new facilities based on current demographic projections for the district.

FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	FY 2008-09	FY 2009-10	FY 2010-11
• NA						

Reviewed and Approved by: /s/ Candace Cooley, SFB Deputy Director

**TUCSON UNIFIED SCHOOL DISTRICT NO. 1  
SPECIAL ELECTION  
NOVEMBER 2, 2004**

**BOND INFORMATION**

**FINANCIAL INFORMATION**

The District is requesting a bond authorization of \$235,000,000. The District has a 2004-2005 constitutional debt limit of approximately \$749,425,867 and has approximately \$266,600,000 aggregate principal amount of general obligation debt outstanding.

**ESTIMATED BOND ISSUE COST TO TAXPAYERS**

If the November 2, 2004 bond election is successful, the District expects to sell bonds by means of a phased bonding program conducted over five years. The estimated costs of issuance associated with each issue of bonds is approximately \$200,000. The interest rate borne by the bonds would be determined by the market conditions that exist at the time of sale, but in no event would the maximum interest rate on the bonds exceed ten percent (10%) per annum. Repayment of both principal and interest on the bonds would occur over a period of not to exceed twenty (20) years from the date of issuance of the bonds.

The bonds will be repaid from a levy of ad valorem property tax on all taxable property within the District.

**BOND INFORMATION  
PROPOSED CAPITAL IMPROVEMENTS**

The following table presents the capital improvements expected to be paid from bond proceeds, the estimated cost of each capital improvement, the estimated average tax rate associated with each capital improvement and the cost of each capital improvement for the owner of a single family home valued at \$80,000 & \$100,000:

Proposed Capital Improvements	Estimated Costs (a)	Estimated Average Annual Tax Rate (b)	Estimated Annual Cost to Owner of	
			\$80,000 Full Cash Value Home	\$100,000 Full Cash Value Home
<b>Non-Administrative Purposes</b>				
Construct and renovate classrooms District-wide.	\$38,095,896	\$0.0768	\$6.15	\$7.88
Provide interior upgrades to District schools including code compliance; ADA renovations; structural repairs and upgrades.	\$28,600,000	\$0.0577	\$4.61	\$5.77
Replace roofing at District schools.	\$850,000	\$0.0017	\$0.14	\$0.17
Weatherproof paint and repair stucco to District schools.	\$1,630,000	\$0.0033	\$0.26	\$0.33
Repair windows and screens of District schools.	\$240,000	\$0.0005	\$0.04	\$0.05
Upgrade exterior lockers at District schools.	\$170,000	\$0.0003	\$0.03	\$0.03
Repair sidewalks, driveways and parking lots; and safety surfacing on ramps of District schools.	\$4,280,000	\$0.0086	\$0.69	\$0.86
Upgrade exterior lighting of District schools.	\$2,550,000	\$0.0051	\$0.41	\$0.51
Correct drainage and erosion and upgrade irrigation systems to convert to reclaimed water.	\$2,140,000	\$0.0043	\$0.35	\$0.43
Repair and replace play courts and fencing, and add play equipment, ramadas and ADA upgrades to District schools.	\$3,310,000	\$0.0067	\$0.53	\$0.67
Repair plumbing in District schools.	\$400,000	\$0.0008	\$0.06	\$0.08
Upgrade air conditioning controls in District schools.	\$2,190,000	\$0.0044	\$0.35	\$0.44
Purchase mechanical equipment for District schools.	\$3,290,000	\$0.0066	\$0.53	\$0.66
Upgrade elevators of District schools.	\$200,000	\$0.0004	\$0.03	\$0.04
Provide card access security systems to District schools.	\$1,445,000	\$0.0029	\$0.23	\$0.29
Upgrade kitchen hoods of District schools.	\$245,000	\$0.0005	\$0.04	\$0.05
Renovate laundry facilities of District schools.	\$60,000	\$0.0001	\$0.01	\$0.01
Upgrade restrooms to meet ADA requirements at District schools.	\$300,000	\$0.0006	\$0.05	\$0.06
Upgrade and retrofit lighting at District schools.	\$1,945,000	\$0.0039	\$0.31	\$0.39
Upgrade electrical service sections and panels.	\$1,040,000	\$0.0021	\$0.17	\$0.21
Upgrade fire alarms at District schools.	\$770,000	\$0.0016	\$0.12	\$0.16

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Proposed Capital Improvements	Estimated Costs (a)	Estimated Average Annual Tax Rate (b)	Estimated Annual Cost to Owner of an \$80,000 Full Cash Value Home	Estimated Annual Cost to Owner of a \$100,000 Full Cash Value Home
Upgrade intercoms, security, and sound systems at District schools.	\$635,000	\$0.0013	\$0.10	\$0.13
Upgrade electrical wiring and teledata cabling at District schools.	\$320,000	\$0.0006	\$0.05	\$0.06
Performing Arts school renovation projects including auditoriums, cafeterias, multi-purpose rooms, performing and visual arts classrooms; sound systems; recording systems; and lighting.	\$13,750,000	\$0.0277	\$2.22	\$2.77
Renovate science classrooms at six District high schools.	\$3,990,000	\$0.0072	\$0.58	\$0.72
Renovate and extend library spaces District-wide.	\$2,050,000	\$0.0041	\$0.33	\$0.41
Construct one District elementary, one District middle school and one K-12 facility.	\$19,234,104	\$0.0388	\$3.10	\$3.88
Construct facilities for physical education and interclassics including ball fields; indoor and outdoor courts; bleachers; lighting and score boards; sound systems; lockers; goal posts; showers; restrooms; concession stands; equipment rooms; tracks; and practice and training rooms at ten District high schools.	\$50,540,000	\$0.1019	\$8.16	\$10.19
Construct practice gyms at five District high schools and physical education facilities at District elementary and middle schools.	\$20,030,000	\$0.0404	\$3.23	\$4.04
Purchase of land.	\$2,400,000	\$0.0048	\$0.39	\$0.48
Purchase of school buses.	\$4,500,000	\$0.0091	\$0.73	\$0.91
Upgrade telecommunication system to wireless technology between District schools and incorporate voice over internet protocol (VOIP).	\$7,600,000	\$0.0153	\$1.23	\$1.53
Relocate TUSD's Art Academy to Rio Nuevo Location.	\$200,000	\$0.0004	\$0.03	\$0.04
<b>Subtotal of Non-administrative Capital Improvements</b>	<b>\$218,580,000</b>	<b>\$0.4409</b>	<b>\$35.27</b>	<b>\$44.09</b>

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Proposed Capital Improvements	Estimated Costs (a)	Estimated Average Annual Tax Rate (b)	Estimated Annual Cost to Owner of an \$80,000 Full Cash Value Home	Estimated Annual Cost to Owner of a \$100,000 Full Cash Value Home
<b>Administrative Purposes</b>				
Upgrade vehicle repair areas at Central and Eastside Transportation facilities.	\$1,520,482	\$0.0031	\$0.25	\$0.31
Replace pavement and correct drainage at the Wisner Compound (Use Instructional Resource Center, Transportation, Facilities Management, Food Service Center).	\$3,090,000	\$0.0062	\$0.50	\$0.62
Renovate parking lots and replace mechanical equipment at Administration facilities.	\$80,000	\$0.0002	\$0.01	\$0.02
Weatherproof and paint Lee Instructional Resource Center.	\$2,890,000	\$0.0058	\$0.47	\$0.58
Upgrade data/telecom cabling.	\$500,000	\$0.0010	\$0.08	\$0.10
Construct a parking garage for students and faculty at Tucson Magnet High School.	\$3,000,000	\$0.0061	\$0.48	\$0.61
Construct a Westside Transportation facility.	\$3,719,518	\$0.0075	\$0.60	\$0.75
Purchase land for Westside Transportation facility.	\$1,200,000	\$0.0024	\$0.19	\$0.24
Provide infrastructure for wide area network wireless telecommunications.	\$400,000	\$0.0008	\$0.06	\$0.08
<b>Subtotal of Administrative Capital Improvements</b>	<b>\$16,420,000</b>	<b>\$0.0031</b>	<b>\$2.65</b>	<b>\$3.31</b>
<b>TOTAL</b>	<b>\$235,000,000</b>	<b>\$0.4740</b>	<b>\$37.92</b>	<b>\$47.40</b>

(a) In the event the District receives state monies under the students first capital funding system for any portion of the cost of any of the capital improvements listed when needed, the District will not issue bonds for such state funded portion.

(b) The estimated average annual tax rate and estimated annual cost are based on the average annual tax rate over the life of the proposed bond issue and other financing assumptions which are subject to change.

**TUCSON UNIFIED SCHOOL DISTRICT NO. 1  
ESTIMATED DEBT SERVICE REQUIREMENTS**

CURRENT AMOUNT OF OUTSTANDING BONDS AND ESTIMATED TAX RATES WITH AND WITHOUT PROPOSED BOND AUTHORIZATION

Fiscal Year	Secondary Assessed Valuation (a)	\$290,769,972 Outstanding Class "A" Bonds			Projected Additional		Projected Combined	
		Principal	Interest	Secondary Tax Rate (b)	Debt Service	Secondary Tax Rate (b)	Debt Service	Secondary Tax Rate (b)
2004/05	\$ 2,498,086,222	\$ 24,170,000	\$ 12,376,200	\$ 1.5008	\$ -	\$ -	\$ 34,546,200	\$ 1.5008
2005/06	2,627,487,068	14,439,972	20,690,215	1.3367	3,227,686	0.1228	38,357,874	1.4595
2006/07	2,763,590,919	23,785,000	12,022,044	1.2639	6,292,093	0.2277	41,099,136	1.4916
2007/08	2,906,744,929	23,780,000	10,996,725	1.2051	10,311,331	0.3547	45,088,056	1.5598
2008/09	3,057,314,316	24,980,000	9,805,675	1.1503	14,374,973	0.4702	49,160,648	1.6285
2009/10	3,215,683,198	26,295,000	8,560,447	1.0999	16,957,636	0.5273	51,813,063	1.6272
2010/11	3,248,997,676	27,580,000	7,087,325	1.0835	19,989,740	0.6153	54,657,065	1.6988
2011/12	3,282,657,292	29,400,000	5,453,381	1.0788	19,991,330	0.6090	54,844,711	1.6878
2012/13	3,316,665,621	30,935,000	3,966,806	1.0699	19,992,975	0.6028	54,894,781	1.6727
2013/14	3,351,026,277	32,405,000	2,420,616	1.0573	19,993,193	0.5966	54,848,808	1.6539
2014/15	3,385,742,909	34,000,000	807,500	1.0466	19,990,620	0.5904	54,798,120	1.6370
2015/16	3,420,819,206	-	-	-	19,993,800	0.5845	54,993,800	0.5845
2016/17	3,420,819,206	-	-	-	19,985,735	0.5842	54,985,735	0.5842
2017/18	3,420,819,206	-	-	-	19,990,315	0.5844	54,990,315	0.5844
2018/19	3,420,819,206	-	-	-	19,989,968	0.5844	54,989,968	0.5844
2019/20	3,420,819,206	-	-	-	19,992,998	0.5845	54,992,998	0.5845
2020/21	3,420,819,206	-	-	-	19,992,098	0.5844	54,992,098	0.5844
2021/22	3,420,819,206	-	-	-	19,985,283	0.5842	54,985,283	0.5842
2022/23	3,420,819,206	-	-	-	19,990,570	0.5844	54,990,570	0.5844
2023/24	3,420,819,206	-	-	-	19,989,850	0.5844	54,989,850	0.5844
2024/25	3,420,819,206	-	-	-	19,990,805	0.5844	54,990,805	0.5844
2025/26	3,420,819,206	-	-	-	16,715,590	0.4886	16,715,590	0.4886
2026/27	3,420,819,206	-	-	-	11,718,960	0.3426	11,718,960	0.3426
2027/28	3,420,819,206	-	-	-	7,578,258	0.2215	7,578,258	0.2215
2028/29	3,420,819,206	-	-	-	4,101,100	0.1199	4,101,100	0.1199
2029/30	3,420,819,206	-	-	-	4,006,800	0.1171	4,006,800	0.1171
		<b>\$ 290,769,972</b>	<b>\$ 94,386,934</b>		<b>\$ 395,143,703</b>		<b>\$ 780,100,610</b>	
					Average:	<b>\$0.4740</b>	Average:	<b>\$0.9516</b>

(a) Fiscal Year 2005 is actual. Fiscal years 2006 through 2010 assume a ten year average 4.69% annual growth. Fiscal years 2011 through 2015 assume an average 0.97% annual growth. Fiscal years 2016 through 2030 assume no growth.

(b) 2004-05 rate is actual rate. Secondary tax rates are per 100 of assessed valuation. Subsequent years' projected tax rates are not adjusted for arbitrage rebate or delinquent tax collections.

**TUCSON UNIFIED SCHOOL DISTRICT NO. 1  
ESTIMATED DEBT SERVICE REQUIREMENTS  
ESTIMATED DEBT RETIREMENT SCHEDULES FOR THE PROPOSED BOND AUTHORIZATION**

Fiscal Year	\$235,000,000 School Improvement Bonds									
	\$47,000,000 Series 2005 Bonds Dated: 2/15/05		\$47,000,000 Series 2006 Bonds Dated: 8/15/06		\$47,000,000 Series 2007 Bonds Dated: 8/15/07		\$47,000,000 Series 2008 Bonds Dated: 8/15/08		\$47,000,000 Series 2009 Bonds Dated: 8/15/09	
	Principal	Interest @ 5.25%	Principal	Interest @ 5.50%	Principal	Interest @ 5.75%	Principal	Interest @ 5.95%	Principal	Interest @ 6.00%
2004/05	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2005/06	1,055,000	2,172,686	-	-	-	-	-	-	-	-
2006/07	1,440,000	2,412,113	1,415,000	1,024,980	-	-	-	-	-	-
2007/08	1,520,000	2,336,513	1,430,000	2,507,175	1,445,000	1,072,643	-	-	-	-
2008/09	1,600,000	2,256,713	1,505,000	2,428,525	1,400,000	2,619,413	1,455,000	1,110,323	-	-
2009/10	1,680,000	2,172,713	1,590,000	2,345,750	1,480,000	2,538,913	1,375,000	2,709,928	-	1,065,333
2010/11	1,770,000	2,084,513	1,675,000	2,258,300	1,565,000	2,453,813	1,455,000	2,628,115	1,280,000	2,820,000
2011/12	1,865,000	1,991,588	1,770,000	2,166,175	1,655,000	2,363,825	1,540,000	2,541,543	1,280,000	2,743,200
2012/13	1,960,000	1,893,675	1,865,000	2,068,825	1,750,000	2,268,663	1,635,000	2,449,913	1,440,000	2,661,900
2013/14	2,065,000	1,790,775	1,970,000	1,966,250	1,850,000	2,168,038	1,730,000	2,352,630	1,525,000	2,575,500
2014/15	2,170,000	1,682,363	2,080,000	1,857,900	1,955,000	2,061,663	1,835,000	2,249,695	1,615,000	2,484,000
2015/16	2,285,000	1,568,438	2,190,000	1,743,500	2,070,000	1,949,250	1,945,000	2,140,513	1,715,000	2,387,100
2016/17	2,405,000	1,448,475	2,310,000	1,623,050	2,185,000	1,830,225	2,060,000	2,024,785	1,815,000	2,284,200
2017/18	2,530,000	1,322,213	2,440,000	1,496,000	2,315,000	1,704,588	2,180,000	1,902,215	1,925,000	2,175,300
2018/19	2,665,000	1,189,388	2,575,000	1,361,800	2,445,000	1,571,475	2,310,000	1,772,505	2,040,000	2,059,800
2019/20	2,805,000	1,049,475	2,715,000	1,220,175	2,585,000	1,430,888	2,450,000	1,635,060	2,165,000	1,937,400
2020/21	2,950,000	902,213	2,865,000	1,070,850	2,735,000	1,282,250	2,595,000	1,489,285	2,295,000	1,807,500
2021/22	3,105,000	747,338	3,020,000	913,275	2,890,000	1,124,988	2,750,000	1,334,883	2,430,000	1,669,800
2022/23	3,270,000	584,325	3,190,000	747,175	3,060,000	958,813	2,910,000	1,171,258	2,575,000	1,524,000
2023/24	3,440,000	412,650	3,365,000	571,725	3,235,000	782,863	3,085,000	998,113	2,730,000	1,369,500
2024/25	3,620,000	232,050	3,550,000	386,650	3,420,000	596,850	3,270,000	814,555	2,895,000	1,205,700
2025/26	800,000	42,000	3,480,000	191,400	3,615,000	400,200	3,465,000	619,990	3,070,000	1,032,000
2026/27	-	-	-	-	3,345,000	192,338	3,670,000	413,823	3,250,000	847,800
2027/28	-	-	-	-	-	-	3,285,000	195,458	3,445,000	652,800
2028/29	-	-	-	-	-	-	-	-	3,655,000	446,100
2029/30	-	-	-	-	-	-	-	-	3,780,000	226,800
	<b>\$47,000,000</b>	<b>\$30,292,211</b>	<b>\$47,000,000</b>	<b>\$29,949,480</b>	<b>\$47,000,000</b>	<b>\$31,371,693</b>	<b>\$47,000,000</b>	<b>\$32,554,585</b>	<b>\$47,000,000</b>	<b>\$35,975,733</b>

TUCSON UNIFIED SCHOOL DISTRICT #1  
SPECIAL ELECTION

The following table illustrates the estimated annual and monthly cost to taxpayers, including principal and interest, based on varying types of property and levels of full cash and secondary assessed values. To determine your estimated tax increase, refer to your property tax statement which identifies the specific secondary assessed value of your property.

The total amount of principal and interest to be paid on the bonds is estimated at \$395,143,703.

Estimated average annual tax rate per \$100 of secondary assessed valuation: \$0.4740

RESIDENTIAL PROPERTY  
(Assessed at 10% of full cash value)

Assessor's Full Cash Value (a)	Secondary Assessed Value	Estimated Average Annual Cost (b)	Estimated Average Monthly Cost (b)
\$54,920	\$5,492	\$26.03	\$2.17
\$100,000	\$10,000	\$47.40	\$3.95
\$109,840	\$10,984	\$52.06	\$4.34
\$219,680	\$21,968	\$104.13	\$8.68

COMMERCIAL/INDUSTRIAL PROPERTY  
(Assessed at 25% of full cash value)

Assessor's Full Cash Value (a)	Secondary Assessed Value	Estimated Average Annual Cost (b)	Estimated Average Monthly Cost (b)
\$100,000	\$25,000	\$118.50	\$9.88
\$150,550	\$37,638	\$178.40	\$14.87
\$301,100	\$75,275	\$356.80	\$29.73
\$454,672	\$113,668	\$538.79	\$44.90
\$602,200	\$150,550	\$713.61	\$59.47

AGRICULTURAL AND VACANT PROPERTY  
(Assessed at 16% of full cash value)

Assessor's Full Cash Value (a)	Secondary Assessed Value	Estimated Average Annual Cost (b)	Estimated Average Monthly Cost (b)
\$50,180	\$8,029	\$38.06	\$3.17
\$100,000	\$16,000	\$75.84	\$6.32
\$100,360	\$16,058	\$76.11	\$6.34
\$200,720	\$32,115	\$152.23	\$12.69

\*Property values in this line represent 2005 average values

- (a) Assessor's full cash value is the value of your property as it appears on your tax bill and does not necessarily represent the market value.  
 (b) Cost based on the estimated average projected tax rate over the life of the bond issue and a number of other financing assumptions which are subject to change.  
 (c) Average value of class 1 paragraph 11 & 12.

TUCSON UNIFIED SCHOOL DISTRICT  
STATEMENT IN FAVOR OF QUESTION #1  
ISSUANCE AND SALE OF GENERAL OBLIGATION BONDS

Statement from Governing Board

It is critical that we give our students the best education possible, not just for their future, but for our community. To do that, we must have the right tools.

There are three questions in this election. We urge you to vote for all three.

In our opinion, the bond is necessary because funding for education in Arizona is inadequate, with few alternatives available. The bond will provide TUSD the additional classrooms and equipment to significantly improve student safety and achievement.

The Bond will give TUSD:

- Additional classrooms to lower class size, especially for our youngest children.
- More library space to support student learning.
- Improved safety for our children - from buses to buildings.
- Equipment to bring performing arts to every student in every school.
- Upgraded technology to prepare students for tomorrow's world.

According to the National Center for Education Statistics, Arizona ranks near the bottom, 47 out of 50 states, in education spending. TUSD needs additional resources to fund the essential building blocks to success that each of our students deserves.

Vote yes for the TUSD bond issue and corresponding overrides. Together, we will build tomorrow's leaders and a stronger community for all of us.

Tucson Unified School District Governing Board

- Joel T. Ireland, President  
 Judy Burns, Clerk  
 Bruce Burke, Member  
 Adelia Grijalva, Member  
 Mary Bell McCorkle, Member

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**TUCSON UNIFIED SCHOOL DISTRICT  
STATEMENT IN FAVOR OF QUESTION #1  
ISSUANCE AND SALE OF GENERAL OBLIGATION BONDS**

To Whom It May Concern:

I am writing you in support of the proposition that our schools need to renovate their Physical Education and athletic facilities.

My reasons for improved facilities are the following:

1. The current statuses of assets, which support Physical Education, are in some respects unsafe. As I have visited the various schools I was impressed with the need for improvements. This includes Handicap Access and bathroom facilities. It is important that students have a safe and quality Physical Education experience.
2. Physical Education is an extension of the classroom. As in academics, the lessons learned in athletics will carry into the student's future life. Without proper facilities, these lessons will not be learned.

The District has a need to improve their physical Education facilities. I am asking for your support.

Thank you,

David W. Goodman, J.D., C.P.A.

**TUCSON UNIFIED SCHOOL DISTRICT  
STATEMENT IN OPPOSITION TO QUESTION #1  
ISSUANCE AND SALE OF GENERAL OBLIGATION BONDS**

The TUSD Board is asking for nearly a quarter of a BILLION dollars in bond monies to attain "reduced class size, student safety and academic support" (their words). Yet the proposed budget is solely for capital improvements, most of which are to correct previous sloppy spending and/or to remedy failures to maintain property they already have. Why does a district that has significantly more square footage per student than any other local district need even more space? Why does a district that has decreasing enrollment need more classrooms? Why vote to give TUSD more of your tax dollars to increase the physical plant when they have no plans for a budget to operate these new facilities? The State of Arizona currently gives TUSD ample funds for maintenance which they obviously do not effectively use for this purpose as evidenced by the itemized list of needed corrections they enumerate in this bond proposal. Past maintenance failures are NOT a result of underfunding. TUSD should not be given this enormous amount of money until they can show it will effectively enhance the quality of education they provide. Please don't flush more of your tax dollars down the TUSD mismanagement drain.

Helen H. Anderson, Ph.D., former Professor

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**TUCSON UNIFIED SCHOOL DISTRICT  
STATEMENT IN OPPOSITION TO QUESTION #1  
ISSUANCE AND SALE OF GENERAL OBLIGATION BONDS**

Tucson Unified School District receives enough revenue to provide children a decent education, pay educators reasonable salaries, and keep schools in good repair. In 2003, NCEES placed TUSD's per student amount at \$6,823 - which is thousands more than a year's tuition at any Arizona state university.

In recent years, TUSD has financially benefited from numerous tax initiatives. The 1997 Arizona Tuition Tax Credit law increased school revenue through tax-deductible contributions. In 2000, Proposition 301 added a .6 percent state tax increase to raise state appropriation for school districts. The 2002 approval of the Indian Gaming Preservation and Self-Reliance Act takes 1%-8% of a tribes' gross income for reducing class sizes and increasing teacher salaries statewide.

This year two TUSD revenue expanding events occurred: an increase in 2005 assessed property values and the TUSD Board's July approval to raise business primary property taxes. Also, for 2005, TUSD will collect \$14,590,480 in building renewal funds from Arizona's School Facilities Board.

Additionally, TUSD receives desegregation/OCR money - \$62.5 million worth last year. (ATRA explains: "Desegregation/OCR levies are unlimited budget overrides requiring no voter approval.") And don't forget, we are still paying off TUSD's last \$395 million bond.

**Please vote "NO" on the bond/overrides.**

Debbie Niwa

**SAMPLE BALLOT  
TUCSON UNIFIED SCHOOL DISTRICT, NO. 1  
SPECIAL ELECTION NOVEMBER 2, 2004**

**QUESTION 2**

SHALL THE GOVERNING BOARD OF TUCSON UNIFIED SCHOOL DISTRICT NO. 1 OF PIMA COUNTY, ARIZONA, ADOPT A GENERAL MAINTENANCE AND OPERATION BUDGET FOR 2005-2006 WHICH EXCEEDS THE REVENUE CONTROL LIMIT SPECIFIED BY STATUTE IN THE AMOUNT OF TEN PERCENT (10%) APPROXIMATELY \$24,516,142 PER FISCAL YEAR FOR 2005-2006 AND THE SIX (6) FISCAL YEARS THEREAFTER?

"Any budget increase authorized by this election shall be entirely funded by a levy of taxes upon the taxable property within this school district for the year for which adopted and for six (6) subsequent years; shall not be realized from monies furnished by the state and shall not be subject to the limitation on taxes specified in article IX, Section 18, Constitution of Arizona. Based on an estimate of assessed valuation used for secondary property tax purposes, the proposed increase in the school district's budget over that allowed by law would result in an estimated increase in the school district's tax rate of .98 dollar per one hundred dollars of assessed valuation used for secondary property tax purposes and is in addition to the school district's tax rate which will be levied to fund the school district's revenue control limit allowed by law." Arizona Revised Statutes (A.R.S.) § 15-481, subsection E.

The total 2005-2006 Override Proposed Budget will exceed the 2005-2006 Alternate Proposed Budget in the amount of approximately \$24,516,142. The proposed increase in future years will be based on a percentage of the school district's revenue control limit as provided in A.R.S. § 15-481, subsection P.

**BUDGET INCREASE, YES**  
**BUDGET INCREASE, NO**

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**GENERAL MAINTENANCE & OPERATION BUDGET OVERRIDE  
PROPOSED EXPENDITURES AND ESTIMATED TAX RATE**

The following table presents the expenditures expected to be paid from the Maintenance & Operations Override, the estimated cost of each expenditure, the estimated average tax rate associated with each expenditure and the cost of each expenditure for the owner of a single family home valued at \$80,000 & \$100,000:

Proposed Maintenance and Operations Override Expenditures	Estimated Costs	Estimated Tax Rate	Estimated Cost to Owner of an \$80,000 Full Cash Value Home	Estimated Cost to Owner of a \$100,000 Full Cash Value Home
Hire Teachers to reduce class size: Grades K-3 (18:1); Grades 4-5 (23:1); Language Arts and Mathematics for Grades 6-9 (23:1).	\$13,182,096	\$0.5277	\$42.22	\$52.77
Hire additional Librarians for District elementary, middle, and high schools.	\$1,682,046	\$0.0673	\$5.38	\$6.73
Hire additional Counselors for District elementary, middle, and high schools.	\$2,835,000	\$0.1135	\$9.08	\$11.35
Hire additional Safety Personnel for District elementary, middle, and high schools.	\$3,048,000	\$0.1220	\$9.76	\$12.20
Implement Opening Minds through the Arts (OMA) Program in every District elementary school to include one Performing Arts Teacher and one Performing Artist.	\$3,525,000	\$0.1411	\$11.29	\$14.11
Purchase lease for fiber optic connections from City of Tucson.	\$144,000	\$0.0058	\$0.46	\$0.58
Purchase professional development services and training materials for District Laboratory School.	\$100,000	\$0.0040	\$0.32	\$0.40
<b>TOTAL</b>	<b>\$24,516,142</b>	<b>\$0.9814</b>	<b>\$78.51</b>	<b>\$98.14</b>

**TUCSON UNIFIED SCHOOL DISTRICT #1  
GENERAL MAINTENANCE & OPERATIONS BUDGET OVERRIDE**

The 2004/2005 General Budget Limit for the Tucson Unified School District #1 is \$319,762,690. In this override election question, the Tucson Unified School District #1 Governing Board is requesting approval for a 2005/2006 proposed General Budget Limit of \$349,907,003. If this budget override question is not approved, an alternate budget will be adopted and is estimated to be \$325,390,861, which is \$24,516,142 less than the proposed general budget limit. The total amount of secondary tax revenues required to fund the override for each year is \$24,516,142. This override election, if approved, will be in effect for seven years and the percentage of the Revenue Control Limit (RCL) that the District is requesting is as follows:

Year(s) of the Budget Override	Percentage of the RCL Requested
2005/2006, 2006/2007, 2007/2008, 2008/2009 & 2009/2010	10.00%
2010/2011	6.66%
2011/2012	3.33%

Estimated average annual tax rate per \$100 of secondary assessed valuation: **\$0.9814**

**RESIDENTIAL PROPERTY**  
(Assessed at 10% of full cash value)

Assessor's Full Cash Value (a)	Secondary Assessed Value	Estimated Annual Cost	Estimated Monthly Cost
\$54,920	\$5,492	\$53.90	\$4.49
\$100,000	\$10,000	\$98.14	\$8.18
\$109,840	\$10,984	\$107.80	\$8.98
\$219,680	\$21,968	\$215.59	\$17.97

**COMMERCIAL/INDUSTRIAL PROPERTY**  
(Assessed at 25% of full cash value)

Assessor's Full Cash Value (a)	Secondary Assessed Value	Estimated Annual Cost	Estimated Monthly Cost
\$100,000	\$25,000	\$345.35	\$20.45
\$150,550	\$37,638	\$369.37	\$30.78
\$301,100	\$75,275	\$738.75	\$61.56
\$454,672	\$113,668	\$1,115.54	\$92.96
\$602,200	\$150,550	\$1,477.50	\$123.12

**AGRICULTURAL AND VACANT PROPERTY**  
(Assessed at 16% of full cash value)

Assessor's Full Cash Value (a)	Secondary Assessed Value	Estimated Annual Cost	Estimated Monthly Cost
\$50,180	\$8,029	\$78.79	\$6.57
\$100,000	\$16,000	\$157.02	\$13.09
\$100,360	\$16,058	\$157.39	\$13.13
\$200,720	\$32,115	\$315.18	\$26.26

\*Property values in this line represent 2005 average values.  
(a) Assessor's full cash value is the value of your property as it appears on your tax bill and does not necessarily represent the market value.  
(b) Average value of class I paragraph 11 & 12.

**TUCSON UNIFIED SCHOOL DISTRICT  
STATEMENT IN FAVOR OF QUESTION #2  
GENERAL MAINTENANCE & OPERATION BUDGET OVERRIDE**

**Statement from Governing Board**

In addition to the bond question for TUSD, there are two override questions for funds that, according to Arizona statutes, cannot be raised through bonds.

**It is important that all three pass and we urge you to vote "yes" on each.**

The bond provides monies for construction of facilities such as schools and classrooms, but the necessities for turning these into places of learning for students, such as additional teachers, must be paid with money from other sources.

The largest portion of the Maintenance and Operations override will enable the district to hire new teachers to support our efforts to reduce class sizes. In addition, it will provide funding to hire staff to improve safety for students and at least one full-time librarian and one performing arts teacher for every elementary school.

Passage of the Maintenance and Operations override will enable the district to reduce class sizes to eighteen students in grades kindergarten through third grade, where research has shown the greatest impact in helping students get the strongest foundation for education. Class sizes in other grades will also be reduced and every school will have at least one full-time counselor to support academics.

Please vote "Yes".

Tucson Unified School District Governing Board

Joel T. Ireland, President  
Judy Burns, Clerk  
Bruce Burke, Member  
Adelita Grjalva, Member  
Mary Bell McCorkie, Member

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**TUCSON UNIFIED SCHOOL DISTRICT  
STATEMENT IN FAVOR OF QUESTION #2  
GENERAL MAINTENANCE & OPERATION BUDGET OVERRIDE**

Voting "yes" for the M & O Override will allow TUSD to hire more teachers, giving schools one teacher for every 18 K-3 students district-wide. In addition, the M & O Override will also provide TUSD with at least one full-time librarian and one full-time counselor at every school. These initiatives will bring TUSD in accordance with studies from the National Education Association, the United States Department of Education, and other academic institutions.

Passage of the M & O Override also will support programmatic innovation. Funds will allow expansion of the highly successful OMA (Opening Minds through the Arts) program and institution of a TUSD "lab school" to promote best educational practices for improving student achievement.

To promote a brighter future for TUSD students, we encourage voters to approve this Override.

Paul Kartowicz  
Rosalva Meza

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**TUCSON UNIFIED SCHOOL DISTRICT  
STATEMENT IN OPPOSITION TO QUESTION #2  
GENERAL MAINTENANCE & OPERATION BUDGET OVERRIDE**

In the mid 1970s, a Federal Desegregation Court Order was issued impelling TUSD to follow certain guidelines to desegregate schools so that each student has equal opportunity to excel. In 1985, the State of Arizona passed Statute 15-910 G allowing for a district who cannot fulfill the requirements of a desegregation court order to be exempt from the Revenue Control Limit law, essentially giving said district an unlimited amount of funding to comply with the order. TUSD has been spending \$62 million annually above and beyond the normal level of funding provided by the State to allegedly desegregate their district. Yet inequities between individual schools remain seriously problematic and students who would seemingly benefit by spreading the wealth are experiencing no improvement in the quality of their education. Little progress can be observed. Now TUSD wants another \$25 million in addition to the \$62 million they already get that other school districts do not receive. Further, TUSD just eliminated hundreds of teaching and staff positions in the last academic year. Now they want to hire people back at a lower salary. I think TUSD needs to get its fiscal world under control before we give them another \$25 million.

Helen H. Anderson, Ph.D., former Professor

**TUCSON UNIFIED SCHOOL DISTRICT  
STATEMENT IN OPPOSITION TO QUESTION #2  
GENERAL MAINTENANCE & OPERATION BUDGET OVERRIDE**

The proposal to add hundreds of teachers and counselors - and spend millions of dollars on facilities to accommodate an increase - begs for scrutiny under these facts: **TUSD enrollment is declining, and TUSD employs 3,463 classroom educators for a 17.9:1 student/teacher ratio.**

Large class sizes are not about lack of teachers, but rather, unequal distribution. Worth noting, many schools with higher student ratios have higher test scores than counterparts with fewer kids.

At taxpayer expense, prior TUSD education reforms have reduced teaching time. In 2000, controversial weekly "inservice" began replacing nearly 24 instructional hours per year. In 2003, monthly/quarterly district assessments were added on top of the already time-consuming Stanford 9, AIMS, other assessments, invasive surveys, and more. Many children spend 12 minutes viewing Channel One TV daily at school - totaling 35 hours a year, including six hours of commercial advertising. (Recent years' addition of school days has not fully compensated for the total reduced instructional hours).

Meanwhile, teachers are expected to raise student achievement to meet state/federal accountability mandates - all within dwindling teaching time.

In my opinion, TUSD improvement requires removing public-funded experimental education reforms, not adding more.

**Please vote "NO" on the bond and overrides.**

Debbie Niwa

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**SAMPLE BALLOT**  
**TUCSON UNIFIED SCHOOL DISTRICT, NO. 1**  
**SPECIAL ELECTION NOVEMBER 2, 2004**

**QUESTION 3**

SHALL THE GOVERNING BOARD OF TUCSON UNIFIED SCHOOL DISTRICT NO. 1 OF PIMA COUNTY, ARIZONA ADOPT A BUDGET THAT EXCEEDS THE CAPITAL REVENUE BUDGET LIMIT SPECIFIED BY STATUTE IN THE AMOUNT OF \$7,000,000 PER FISCAL YEAR FOR 2005-2006 AND THE SIX (6) FISCAL YEARS THEREAFTER?

"Any budget increase authorized by this election shall be entirely funded by a levy of taxes upon the taxable property within this school district for the year in which adopted and for six (6) subsequent years, shall not be realized from monies furnished by the state and shall not be subject to the limitation on taxes specified in article IX, §18, Constitution of Arizona. Based on an estimate of assessed valuation used for secondary property tax purposes, the proposed increase in the school district's budget over that allowed by law would result in an estimated increase in the school district's tax rate of .28 dollar per one hundred dollars of assessed valuation used for secondary property tax purposes and is in addition to the school district's tax rate which will be levied to fund the school district's capital outlay revenue limit allowed by law.

The capital improvements that are proposed to be funded through this override election are to exceed the state standards and are in addition to monies provided by the state. Tucson Unified School District is proposing to increase its budget by \$7,000,000 to fund capital improvements over and above those funded by the state. Under the Students FIRST capital funding system, Tucson Unified School District is entitled to state monies for building renewal, new construction and renovation of school buildings in accordance with state law." Arizona Revised Statutes §15-481.

**SAMPLE**  
**BUDGET INCREASE, YES**  
**BUDGET INCREASE, NO**

**TUCSON UNIFIED SCHOOL DISTRICT NO. 1**  
**SPECIAL ELECTION**  
**NOVEMBER 2, 2004**

**CAPITAL OUTLAY BUDGET OVERRIDE INFORMATION**

**PURPOSE OF THE CAPITAL OUTLAY BUDGET OVERRIDE**

The District seeks authority to exceed the capital outlay revenue limit specified by \$7,000,000 per year. The proposed increase will be in effect for a period of seven years. Any budget increase authorized by this election shall be entirely funded by the District from a levy of taxes on the taxable property within the District.

A capital outlay budget override allows a school district to levy a tax to pay for capital needs that cannot be met by the district's regular capital budget and that may not be included in the district's bond program. As a result of a 1998 change in the law, bond funds can no longer be used for computers and other technology, equipment, textbooks, and library resources.

In the first and subsequent years, the capital outlay override will be used to:

- Fund classroom additions and renovations and equipment
- Fund fine and performing arts
- Fund libraries
- Fund physical education and interscholastic facilities
- Fund technology equipment and support
- Fund general facilities upgrades and renovations
- Fund student transportation

**TUCSON UNIFIED SCHOOL DISTRICT NO. 1  
SPECIAL ELECTION  
NOVEMBER 2, 2004**

**CAPITAL OUTLAY BUDGET OVERRIDE INFORMATION  
EXECUTIVE SUMMARY OF DISTRICT'S CAPITAL PLAN  
SEE EXECUTIVE SUMMARY OF CAPITAL PLAN AT PAGE 15 OF THE  
BOND SECTION OF THIS PAMPHLET**

**CAPITAL OUTLAY BUDGET OVERRIDE  
PROPOSED EXPENDITURES AND ESTIMATED TAX RATE**

The following table presents the capital improvements expected to be paid from the increase in the capital outlay budget, the estimated cost of each capital improvement, the estimated tax rate associated with each capital improvement for fiscal year 2005-2006 and the estimated fiscal year 2005-2006 cost of each capital improvement for the owner of a single family home valued at \$80,000 & \$100,000:

Proposed Capital Improvements	Estimated Costs (a)	Estimated Tax Rate (b)	Estimated Cost to Owner of a	
			\$80,000 Full Cash Value Home	\$100,000 Full Cash Value Home
<b>Non-Administrative Purposes</b>				
School improvement projects including classroom additions and renovations at two District elementary and two District middle schools; furniture, fixtures, and equipment for new classrooms district-wide, and restroom equipment to meet ADA requirements.	\$2,933,000	\$0.0168	\$1.34	\$1.68
Purchase equipment for six District high school science labs; purchase storage facility for science kits; and purchase and update K-8 science kits.	\$346,000	\$0.0020	\$0.16	\$0.20
Purchase performance and stage equipment; replacement curtains; instruments; and other materials required to support District elementary, middle and high school Performing and Visual Arts programs.	\$515,000	\$0.0029	\$0.24	\$0.29
Purchase musical instruments and equipment for the Opening Minds Through the Arts (OMA) program for all District elementary schools.	\$844,000	\$0.0048	\$0.39	\$0.48
Purchase furnishings and equipment for District-wide library expansions.	\$226,000	\$0.0013	\$0.10	\$0.13
Purchase athletic related furnishings; fixtures and equipment for new and renovated District elementary, middle and high school physical education and interscholastic facilities.	\$4,550,000	\$0.0260	\$2.08	\$2.60
Purchase instructional computers and software.	\$8,500,000	\$0.0486	\$3.89	\$4.86
Implement voice over internet protocol communication system (VOIP).	\$7,460,000	\$0.0427	\$3.41	\$4.27
Purchase fixtures, furnishings and equipment for new District elementary and middle schools.	\$2,176,000	\$0.0124	\$1.00	\$1.24

continued on next page

continued from prior page

Proposed Capital Improvements	Estimated Costs (a)	Estimated Tax Rate (b)	Estimated Cost to Owner of an \$80,000 Full Cash Value Home	Estimated Cost to Owner of a \$100,000 Full Cash Value Home
Purchase additional school buses and/or upgrade existing school buses.	\$4,361,000	\$0.0249	\$2.00	\$2.49
<b>Subtotal of Non-administrative Capital Improvements</b>	<b>\$31,911,000</b>	<b>\$0.1825</b>	<b>\$14.60</b>	<b>\$18.25</b>
<b>Administrative Purposes</b>				
Purchase vehicle repair equipment for Central, Eastside and Westside Transportation facilities.	\$470,000	\$0.0027	\$0.22	\$0.27
Purchase support vehicles.	\$619,000	\$0.0035	\$0.28	\$0.35
Replace or upgrade the current fund accounting and human resources system.	\$14,000,000	\$0.0801	\$6.40	\$8.01
Replace outdated computers and software.	\$2,000,000	\$0.0114	\$0.91	\$1.14
<b>Subtotal of Administrative Capital Improvements</b>	<b>\$17,089,000</b>	<b>\$0.0977</b>	<b>\$7.82</b>	<b>\$9.77</b>
<b>TOTAL</b>	<b>\$49,000,000</b>	<b>\$0.2802</b>	<b>\$22.42</b>	<b>\$28.02</b>

- (a) In the event the District receives state monies under the students first capital funding system for any portion of the cost of any of the capital improvements listed, the District will reduce the capital override levy for such state funded portion.
- (b) Proposed annual costs reflect the average annual cost. The actual annual expenditures for any proposed capital improvement expended in any year may vary from the annual average cost but the total amount expended for all proposed capital improvements in any year will not exceed \$7,000,000.

**TUCSON UNIFIED SCHOOL DISTRICT #1  
CAPITAL OUTLAY BUDGET OVERRIDE**

The 2004/2005 Capital Budget Limit for the Tucson Unified School District #1 is \$8,673,364. In this override election question, the Tucson Unified School District #1 Governing Board is requesting approval for a 2005/2006 proposed Capital Budget Limit of \$15,673,364. If this budget override question is not approved, an alternate budget will be adopted and is estimated to be \$8,673,364, which is \$7,000,000 less than the proposed general budget limit.

This Capital override election, if approved, will be in effect for seven years. The total amount of secondary tax revenues required to fund the override for each year is \$7,000,000.

Estimated average annual tax rate per \$100 of secondary assessed valuation: \$0.2802

**RESIDENTIAL PROPERTY**  
(Assessed at 10% of full cash value)

Assessor's Full Cash Value (a)	Secondary Assessed Value	Estimated Annual Cost	Estimated Monthly Cost
\$54,920	\$5,492	\$15.39	\$1.28
\$100,000	\$10,000	\$28.02	\$2.34
\$109,840	\$10,984	\$30.78	\$2.56
\$219,680	\$21,968	\$61.55	\$5.13

**COMMERCIAL/INDUSTRIAL PROPERTY**  
(Assessed at 25% of full cash value)

Assessor's Full Cash Value (a)	Secondary Assessed Value	Estimated Annual Cost	Estimated Monthly Cost
\$100,000	\$25,000	\$70.05	\$5.84
\$150,550	\$37,638	\$105.46	\$8.79
\$301,100	\$75,275	\$210.92	\$17.58
\$454,672	\$113,668	\$318.50	\$26.54
\$602,200	\$150,550	\$421.84	\$35.15

**AGRICULTURAL AND VACANT PROPERTY**  
(Assessed at 16% of full cash value)

Assessor's Full Cash Value (a)	Secondary Assessed Value	Estimated Annual Cost	Estimated Monthly Cost
\$50,180	\$8,029	\$22.50	\$1.87
\$100,000	\$16,000	\$44.83	\$3.74
\$100,560	\$16,058	\$44.99	\$3.75
\$200,720	\$32,115	\$89.99	\$7.50

\*Property values in this line represent 2005 average values

- (a) Assessor's full cash value is the value of your property as it appears on your tax bill and does not necessarily represent the market value
- (b) Average value of class 1 paragraph 11 & 12

**TUCSON UNIFIED SCHOOL DISTRICT  
STATEMENT IN FAVOR OF QUESTION #3  
CAPITAL OUTLAY BUDGET OVERRIDE**

**Statement from Governing Board**

There are three questions related to TUSD on this ballot. The first question is a bond package that will be used for the construction of schools, classrooms and other major facilities. The other two are budget override questions.

**It is important that all three pass, and we urge you to vote "yes" on each.**

The first override, a Capital Override, will provide badly needed furnishings and equipment for the district, including furniture for the new facilities. These are key components of the district's plan to reduce class size and improve student learning.

TUSD is sorely in need of classroom furniture and equipment. One way to fund these purchases is through a Capital Override. With these funds, \$49 million over seven years, the district will be able to purchase classroom furniture, science and library equipment, replace worn athletic equipment, and buy musical instruments for the Opening Minds Through the Arts (OMA) program that has achieved remarkable success.

In addition, modern computers and software, and safety-related facility improvements are urgent needs that will be addressed by these funds.

Please vote "yes".

Tucson Unified School District Governing Board

Joel T. Ireland, President  
Judy Burns, Clerk  
Bruce Burke, Member  
Adelita Grijalva, Member  
Mary Bell McCorkle, Member

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**TUCSON UNIFIED SCHOOL DISTRICT  
STATEMENT IN OPPOSITION TO QUESTION #3  
CAPITAL OUTLAY BUDGET OVERRIDE**

If collectively approved, the bond and overrides to support TUSD education restructuring will raise secondary taxes on HOME, BUSINESS, and RENTAL property within TUSD - at a rate of \$190 per \$110,000 assessed property value.

Past TUSD reform activity supported by prior bonds resulted in questionable curriculum and instructional practices, reduced teaching time, and a drop in student achievement. TUSD and its Blue Ribbon Commission want more of this?

**In a growing city, TUSD enrollment has steadily declined for seven years. Could this indicate that parents are increasingly unhappy with the activities in TUSD classrooms?**

Yet, here we go again. Proposed bonds would cover facilities construction for additional staff (cited in the M&O override) working to promote federal School-to-Work reform. The law has expired - STW restructuring has not.

What will result is: expanded surveying of attitudes, values, and behaviors; personality profiling/assessment for so-called "life skills" and "career development" activities for even our youngest children; and more individual and group-counseling activity during class time. All children will have "Individual Education Plans" containing very personal information, including on parents and siblings. These are growing nationwide practices as school districts acquire additional funding.

**Please vote "NO" on the bond and overrides.**

Debbie Niwa

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**TUCSON UNIFIED SCHOOL DISTRICT  
STATEMENT IN OPPOSITION TO QUESTION #3  
CAPITAL OUTLAY BUDGET OVERRIDE**

The TUSD Governing Board is asking taxpayers for more money in this budget override. Translation: property tax increases. I wholeheartedly support education and vote for budget overrides when a district is in need. But this current request is greedy and will not improve quality of education or directly benefit students or teachers. The Governing Board wants you to believe they desperately need \$7 million more annually in Capital Funds. Yet they are diverting \$13 million of current Capital Funds to non-Capital uses. These transfers have been occurring for a long time. Why give the Board more Capital Funding when they don't spend what they have in the way it is already designated?

Please vote "no" on this override.

Helen H. Anderson, Ph.D., former Professor

**IF YOU REQUIRE SPECIAL ASSISTANCE  
AT YOUR POLLING PLACE, PLEASE  
CALL 740-4260 / TDD 740-8093  
AT LEAST 72 HOURS PRIOR  
TO ELECTION DAY**



**SI NECESITA AYUDA ESPECIAL EN SU  
SITIO DE VOTACION, SIRVASE DE  
LLAMAR AL 740-4260 / TDD 740-8093 POR  
LO MENOS 72 HORS ANTES DEL DIA  
DE LAS ELECCIONES**



**THANK YOU FOR VOTING /  
GRACIAS POR HABER VOTADO**

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Tucson Unified is where  
Students love to Learn  
Teachers love to Teach  
and People love to Work  
We are Team TUSD



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## Appendix D

# Tucson Unified School District #1

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Grand Total From Spreadsheet	Electrical	\$	1,140,820.80
	Exterior	\$	58,392,130.24
	HVAC	\$	78,000,409.20
	Plumbing	\$	1,510,076.40
	Security	\$	29,577,263.10
	Special Systems	\$	7,660,485.84
	Site	\$	2,150.40
	Interior Construction	\$	402,344.88
		\$	176,685,680.86
	Additional costs not included in the detail:	Bathroom Fixtures	\$
Door Hardware		\$	13,440,000.00
IT Service Hub		\$	4,200,000.00
Playground Equip.		\$	1,680,000.00
Track and Field		\$	5,880,000.00
Football Turf (THS)		\$	1,680,000.00
		\$	
	<b>Total</b>	<b>\$</b>	<b>204,041,120.86</b>

TYPE NAME ASSET REQUIREMENT PRIORITY SYSTEM ESTIMATED COST

TYPE	NAME	ASSET	REQUIREMENT	PRIORITY	SYSTEM	ESTIMATED COST
Alternative Education	Brichta	Main	Paint Roof	1- Due within 1 Year of Ins	Exterior Enclosure	\$ 504,000.00
	Brichta	Activities Center	Rooftop Unitary AC - Cooling w/Gas Heat < 10 Ton Renewa	5 - Due within 5 Years of In	HVAC System	\$ 26,659.92
	Brichta	Main	Rooftop Unitary AC - Cooling w/Gas Heat < 10 Ton Renewa	1- Due within 1 Year of Ins	HVAC System	\$ 320,533.92
	Brichta	Main	Security System - CCTV Renewal	2- Due within 2 Years of In	Security	\$ 37,415.28
	Brichta	Site - Brichta	Automatic Openers - Single Renewal	2- Due within 2 Years of In	Security	\$ 35,787.36
	Brichta	Site - Brichta	Painted Finish - Average (1 Coat Prime - 2 Coats Finish) Ren	2- Due within 2 Years of In	Security	\$ 37,091.04
	Brichta	Site - Brichta	Site Development - Fencing - Wrought Iron Renewal	2- Due within 2 Years of In	Security	\$ 64,039.92
	Brichta	Site - Brichta	Site Development - Fencing - Chain Link Renewal	2- Due within 2 Years of In	Security	\$ 65,546.88
	Drake Alter MS	Main	DDC System - Average Renewal	2- Due within 2 Years of In	HVAC System	\$ 25,233.60
	Drake Alter MS	Activity Center	Rooftop Unitary AC - Cooling w/Gas Heat < 10 Ton Renewa	4 - Due within 4 Years of In	HVAC System	\$ 41,600.16
	Drake Alter MS	Main	Rooftop Unitary AC - Cooling w/Gas Heat < 10 Ton Renewa	2- Due within 2 Years of In	HVAC System	\$ 42,288.00
	Drake Alter MS	Main	Intercom System Renewal	0 - Due Immediately	Special Systems System	\$ 12,235.44
	Project More	Classroom Addition	Cap Flashing (Counter Flashing at Parapets) Renewal	5 - Due within 5 Years of In	Exterior Enclosure	\$ 4,628.40
	Project More	Classroom Addition	Gutters and Downspouts - Aluminum Renewal	5 - Due within 5 Years of In	Exterior Enclosure	\$ 6,772.08
	Project More	Classroom Addition	Reglet Counter Flashing Renewal	5 - Due within 5 Years of In	Exterior Enclosure	\$ 12,033.84
	Project More	Site - Project More	Automatic Openers - Single Renewal	2- Due within 2 Years of In	Exterior Enclosure	\$ 62,030.64
	Project More	Main	Rooftop Unitary AC - Cooling w/Gas Heat < 10 Ton Renewa	0 - Due Immediately	HVAC System	\$ 26,162.00
	Project More	Main	Security System - Burglar Alarm System Renewal	2- Due within 2 Years of In	Security	\$ 9,976.96
	Project More	Main	Security System - Card Access System Renewal	2- Due within 2 Years of In	Security	\$ 4,326.00
	Project More	Main	Security System - CCTV Renewal	2- Due within 2 Years of In	Security	\$ 88,304.16
	Project More	Site - Project More	Painted Finish - Average (1 Coat Prime - 2 Coats Finish) Ren	2- Due within 2 Years of In	Security	\$ 30,572.64
	Project More	Site - Project More	Site Development - Fencing - Chain Link Renewal	2- Due within 2 Years of In	Security	\$ 24,501.12
	Project More	Site - Project More	Site Development - Fencing - Wrought Iron Renewal	2- Due within 2 Years of In	Security	\$ 52,785.60
	Project More	Main	Fire Alarm System - Average Density Renewal	2- Due within 2 Years of In	Special Systems System	\$ 20,916.00
	Project Pass HS	Main	Intercom System Renewal	0 - Due Immediately	Special Systems System	\$ 9,313.92
	Project Pass HS	Main	Fire Alarm System - Average Density Renewal	2- Due within 2 Years of In	Special Systems System	\$ 30,885.12
	Schumaker	Main	Kitchen Make Up Air Unit (3,000 CFM) Renewal	2- Due within 2 Years of In	HVAC System	\$ 44,540.00
	Schumaker	Main	Fan Coil System - Cabinet - Cooling Only - 2 Pipe - 25% Rep	2- Due within 2 Years of In	HVAC System	\$ 104,146.56
	Schumaker	Main	Chiller - Reciprocating - Air-Cooled 100 Tons Renewal	4 - Due within 4 Years of In	HVAC System	\$ 201,094.32
	Schumaker	Main	Security System - Burglar Alarm System Renewal	4 - Due within 4 Years of In	Security	\$ 7,754.88
	Schumaker	Main	Security System - CCTV Renewal	2- Due within 2 Years of In	Security	\$ 44,131.92
	Schumaker	Main	Security System - Card Access System Renewal	4 - Due within 4 Years of In	Security	\$ 56,330.40
	Schumaker	Site - Schumaker	Automatic Openers - Single Renewal	2- Due within 2 Years of In	Security	\$ 33,996.48
	Schumaker	Site - Schumaker	Painted Finish - Average (1 Coat Prime - 2 Coats Finish) Ren	2- Due within 2 Years of In	Security	\$ 51,055.20
	Schumaker	Site - Schumaker	Site Development - Fencing - Chain Link Renewal	2- Due within 2 Years of In	Security	\$ 30,228.24
	Schumaker	Site - Schumaker	Site Development - Fencing - Wrought Iron Renewal	2- Due within 2 Years of In	Security	\$ 88,149.60
	Schumaker	Main	Intercom System Renewal	0 - Due Immediately	Special Systems System	\$ 41,070.96
	Southwest	Main	Reglet Counter Flashing Renewal	4 - Due within 4 Years of In	Exterior Enclosure	\$ 5,214.72
	Southwest	Main	Cap Flashing (Counter Flashing at Parapets) Renewal	0 - Due Immediately	Exterior Enclosure	\$ 5,785.92
	Southwest	Main	Gutters and Downspouts - Aluminum Renewal	0 - Due Immediately	Exterior Enclosure	\$ 13,545.84
Southwest	Site - Southwest	Automatic Openers - Single Renewal	2- Due within 2 Years of In	Exterior Enclosure	\$ 58,927.68	
Southwest	Main	Paint Roof	2- Due within 2 Years of In	Exterior Enclosure	\$ 268,800.00	
Southwest	Main	BUR (Built-Up Roofing) Renewal	5 - Due within 5 Years of In	Exterior Enclosure	\$ 619,743.60	
Southwest	Main	Metal Roofing - High End Renewal	0 - Due Immediately	Exterior Enclosure	\$ 1,374,450.00	
Southwest	Main	Replace Condenser Pump Motor	0 - Due Immediately	HVAC System	\$ 12,600.00	
Southwest	Main	Replace Boiler	7 - Due within 7 Years of In	HVAC System	\$ 80,414.88	
Southwest	Main	Boiler HW - Gas-Fired - 1M BTU Renewal	2- Due within 2 Years of In	HVAC System	\$ 93,456.72	
Southwest	Main	Kitchen Make Up Air Unit (3,000 CFM) Renewal	2- Due within 2 Years of In	HVAC System	\$ 93,534.00	
Southwest	Main	Fan Coil System - Cabinet - Heating/Cooling - 4 Pipe - 50%	4 - Due within 4 Years of In	HVAC System	\$ 220,694.88	

Southwest	Main	Security System - CCTV Renewal	2- Due within 2 Years of In	Security	\$	132,200.88
Southwest	Site - Southwest	Painted Finish - Average (1 Coat Prime - 2 Coats Finish) Ren	2- Due within 2 Years of In	Security	\$	28,494.48
Southwest	Site - Southwest	Site Development - Fencing - Chain Link Renewal	2- Due within 2 Years of In	Security	\$	25,494.00
Southwest	Site - Southwest	Site Development - Fencing - Wrought Iron Renewal	2- Due within 2 Years of In	Security	\$	49,197.12
Southwest	Main	Intercom System Renewal	0 - Due Immediately	Special Systems System	\$	26,481.84
Teenage Parent	Site - Teenage Paren	Automatic Openers - Single Renewal	2- Due within 2 Years of In	Exterior Enclosure	\$	31,730.16
Teenage Parent	Main	DDC System - Average Renewal	2- Due within 2 Years of In	HVAC System	\$	76,774.32
Teenage Parent	Main	Boiler HW - Gas-Fired - 1M BTU Renewal	2- Due within 2 Years of In	HVAC System	\$	93,456.72
Teenage Parent	Main	Central AHU - VAV System w/Distribution - 20% Repair/Re	3- Due within 3 Years of In	HVAC System	\$	108,341.52
Teenage Parent	Main	Heat Pump - Air/Air - Unitary Rooftop 10 ton Renewa	0 - Due Immediately	HVAC System	\$	121,487.52
Teenage Parent	Main	Chiller - Reciprocating - Air-Cooled 100 Tons Renewal	0 - Due Immediately	HVAC System	\$	160,875.12
Teenage Parent	Main	Security System - CCTV Renewal	2- Due within 2 Years of In	Security	\$	114,273.60
Teenage Parent	Site - Teenage Paren	Site Development - Fencing - Chain Link Renewal	2- Due within 2 Years of In	Security	\$	21,067.20
Teenage Parent	Main	Fire Alarm System - Average Density Renewal	4 - Due within 4 Years of Ir	Special Systems System	\$	47,476.80
				<b>Exterior Enclosure</b>	<b>\$</b>	<b>2,967,662.88</b>
				<b>HVAC System</b>	<b>\$</b>	<b>1,893,894.16</b>
				<b>Security</b>	<b>\$</b>	<b>1,125,720.96</b>
				<b>Special Systems System</b>	<b>\$</b>	<b>188,380.08</b>
				<b>Total</b>	<b>\$</b>	<b>6,175,658.08</b>

Banks	Main	Replace kitchen air unit	7 - Due within 7 Years of In	HVAC System	\$	48,038.00
Banks	Site - Banks	Replace kitchen air unit	7 - Due within 7 Years of In	HVAC System	\$	80,703.84
Banks	Site - Banks	Security System - CCTV Renewal	2- Due within 2 Years of In	Security	\$	34,913.76
Banks	Site - Banks	Automatic Openers - Single Renewal	2- Due within 2 Years of In	Security	\$	33,996.48
Banks	Site - Banks	Painted Finish - Average (1 Coat Prime - 2 Coats Finish) Re	2- Due within 2 Years of In	Security	\$	31,351.00
Banks	Site - Banks	Site Development - Fencing - Chain Link Renewal	2- Due within 2 Years of In	Security	\$	37,045.68
Banks	Site - Banks	Site Development - Fencing - Wrought Iron Renewal	2- Due within 2 Years of In	Security	\$	90,938.40
Banks	Main	Security System - CCTV Renewal	2- Due within 2 Years of In	Special Systems System	\$	64,720.32
Blenman	Library	Paint Roof	1- Due within 1 Year of Ins	Exterior Enclosure	\$	39,144.00
Blenman	Main	Paint Roof	0 - Due Immediately	Exterior Enclosure	\$	298,183.20
Blenman	Library	Rooftop Unitary AC - Cooling w/Gas Heat < 10 Ton Renewa	1- Due within 1 Year of Ins	HVAC System	\$	28,151.76
Blenman	Activities Center	Rooftop Unitary AC - Cooling w/Gas Heat < 10 Ton Renewa	5 - Due within 5 Years of In	HVAC System	\$	42,386.40
Blenman	Main	DDC System - Average Renewal	2- Due within 2 Years of In	HVAC System	\$	177,730.56
Blenman	Main	Rooftop Unitary AC - Cooling w/Gas Heat < 10 Ton Renewa	3- Due within 3 Years of In	HVAC System	\$	393,158.64
Blenman	Main	Security System - CCTV Renewal	2- Due within 2 Years of In	Security	\$	36,442.56
Blenman	Main	Security System - Card Access System Renewal	3- Due within 3 Years of In	Security	\$	49,244.16
Blenman	Site - Blenman	Automatic Openers - Single Renewal	2- Due within 2 Years of In	Security	\$	33,996.48
Blenman	Site - Blenman	Painted Finish - Average (1 Coat Prime - 2 Coats Finish) Re	2- Due within 2 Years of In	Security	\$	45,615.36
Blenman	Site - Blenman	Site Development-Fence-Chain link Renewal	2- Due within 2 Years of In	Security	\$	42,609.84
Blenman	Site - Blenman	Site Development - Fencing - Wrought Iron Renewal	2- Due within 2 Years of In	Security	\$	85,911.84
Blenman	Main	Fire Alarm System - Average Density Renewal	1- Due within 1 Year of Ins	Special Systems System	\$	71,438.64
Bloom	Site - Bloom	Automatic Openers - Single Renewal	2- Due within 2 Years of In	Exterior Enclosure	\$	33,996.48
Bloom	Main	Kitchen Make Up Air Unit (3,000 CFM) Renewal	2- Due within 2 Years of In	HVAC System	\$	93,534.00
Bloom	Main	Fan Coil System - Cabinet - Cooling Only - 2 Pipe - 20% Rep	2- Due within 2 Years of In	HVAC System	\$	96,707.52
Bloom	Main	Security System - CCTV Renewal	2- Due within 2 Years of In	Security	\$	33,781.44
Bloom	Main	Security System - Card Access System Renewal	0 - Due Immediately	Security	\$	45,677.52
Bloom	Site - Bloom	Painted Finish - Average (1 Coat Prime - 2 Coats Finish) Re	2- Due within 2 Years of In	Security	\$	50,873.76
Bloom	Site - Bloom	Site Development - Fencing - Chain Link Renewal	2- Due within 2 Years of In	Security	\$	37,045.68
Bloom	Site - Bloom	Site Development - Fencing - Wrought Iron Renewal	2- Due within 2 Years of In	Security	\$	87,837.12
Bloom	Main	Intercom System Renewal	0 - Due Immediately	Special Systems System	\$	33,304.32
Bonillas	Site - Bonillas	Automatic Openers - Single Renewal	2- Due within 2 Years of In	Exterior Enclosure	\$	33,996.48
Bonillas	Main	DX Condensing Unit - 25 Tons Renewal	5 - Due within 5 Years of In	HVAC System	\$	33,853.68
Bonillas	Main	Rooftop Unitary AC - Cooling w/Gas Heat < 10 Ton Renewa	5 - Due within 5 Years of In	HVAC System	\$	441,579.60
Bonillas	Main	Security System - CCTV Renewal	2- Due within 2 Years of In	Security	\$	40,667.76
Bonillas	Main	Security System - Card Access System Renewal	2- Due within 2 Years of In	Security	\$	60,841.20
Bonillas	Site - Bonillas	Painted Finish - Average (1 Coat Prime - 2 Coats Finish) Re	2- Due within 2 Years of In	Security	\$	55,697.04
Bonillas	Site - Bonillas	Site Development - Fencing - Chain Link Renewal	2- Due within 2 Years of In	Security	\$	37,803.36
Bonillas	Site - Bonillas	Site Development - Fencing - Wrought Iron Renewal	2- Due within 2 Years of In	Security	\$	96,163.20
Bonillas	Main	Intercom System Renewal	1- Due within 1 Year of Ins	Special Systems System	\$	22,179.36
Borman	Site - Borman	Automatic Openers - Single Renewal	2- Due within 2 Years of In	Exterior Enclosure	\$	33,996.48
Borman	Main	Kitchen Make Up Air Unit (3,000 CFM) Renewal	2- Due within 2 Years of In	HVAC System	\$	74,827.20
Borman	Main	Boiler HW - Gas-Fired - 2.0M BTU Renewal	0 - Due Immediately	HVAC System	\$	137,188.80
Borman	Main	DDC System - Average Renewal	2- Due within 2 Years of In	HVAC System	\$	141,847.44
Borman	Main	Chiller - Reciprocating - Air-Cooled 100 Tons Renewal	2- Due within 2 Years of In	HVAC System	\$	241,311.84
Borman	Main	Central AHU - VAV System w/Distribution - 20% Repair/Re	5 - Due within 5 Years of In	HVAC System	\$	677,139.12
Borman	Main	Security System - CCTV Renewal	2- Due within 2 Years of In	Security	\$	35,125.44
Borman	Main	Security System - Card Access System Renewal	3- Due within 3 Years of In	Security	\$	56,147.28
Borman	Main	Security System - Burglar Alarm System Renewal	0 - Due Immediately	Security	\$	77,290.08
Borman	Site - Borman	Painted Finish - Average (1 Coat Prime - 2 Coats Finish) Re	2- Due within 2 Years of In	Security	\$	54,082.56
Borman	Site - Borman	Site Development - Fencing - Chain Link Renewal	2- Due within 2 Years of In	Security	\$	24,067.68

Borman	Site - Borman	Site Development - Fencing - Wrought Iron Renewal	2- Due within 2 Years of In	Security	\$	93,376.08
Borman	Main	Intercom System Renewal	1- Due within 1 Year of Ins	Special Systems System	\$	20,469.12
Borton	Main	Moderate Repair Terra Cotta and Clay Tile Roofing	2- Due within 2 Years of In	Exterior Enclosure	\$	16,309.44
Borton	Site - Borton	Automatic Openers - Single Renewal	2- Due within 2 Years of In	Exterior Enclosure	\$	33,996.48
Borton	Main	Paint Roof	3- Due within 3 Years of In	Exterior Enclosure	\$	327,600.00
Borton	Main	Rooftop Unitary AC - Cooling w/Gas Heat < 10 Ton Renewa	5 - Due within 5 Years of In	HVAC System	\$	265,613.04
Borton	Main	Security System - Card Access System Renewal	2- Due within 2 Years of In	Security	\$	33,269.04
Borton	Main	Security System - CCTV Renewal	2- Due within 2 Years of In	Security	\$	35,846.16
Borton	Site - Borton	Painted Finish - Average (1 Coat Prime - 2 Coats Finish) Ren	2- Due within 2 Years of In	Security	\$	32,954.88
Borton	Site - Borton	Site Development - Fencing - Chain Link Renewal	2- Due within 2 Years of In	Security	\$	17,895.36
Borton	Site - Borton	Site Development - Fencing - Wrought Iron Renewal	2- Due within 2 Years of In	Security	\$	56,896.56
Carrillo	Main	Paint Roof	2- Due within 2 Years of In	Exterior Enclosure	\$	134,400.00
Carrillo	Main	Chiller - Reciprocating - Air-Cooled 80 Tons Renewal	2- Due within 2 Years of In	HVAC System	\$	159,863.76
Carrillo	Main	Chiller - Reciprocating - Air-Cooled 80 Tons Renewal	2- Due within 2 Years of In	HVAC System	\$	159,863.76
Carrillo	Main	DDC System - Average Renewal	3- Due within 3 Years of In	HVAC System	\$	164,480.40
Carrillo	Main	Central AHU - VAV System w/Distribution - 20% Repair/rep	3- Due within 3 Years of In	HVAC System	\$	273,781.20
Carrillo	Main	Security System - CCTV Renewal	2- Due within 2 Years of In	Security	\$	44,659.44
Carrillo	Main	Security System - Card Access System Renewal	3- Due within 3 Years of In	Security	\$	52,585.68
Carrillo	Site - Carrillo	Automatic Openers - Single Renewal	2- Due within 2 Years of In	Security	\$	33,996.48
Carrillo	Site - Carrillo	Painted Finish - Average (1 Coat Prime - 2 Coats Finish) Ren	2- Due within 2 Years of In	Security	\$	42,478.80
Carrillo	Site - Carrillo	Site Development - Fencing - Chain Link Renewal	2- Due within 2 Years of In	Security	\$	26,796.00
Carrillo	Site - Carrillo	Site Development - Fencing - Wrought Iron Renewal	2- Due within 2 Years of In	Security	\$	73,342.08
Carrillo	Main	Fire Alarm System - Average Density Renewal	2- Due within 2 Years of In	Special Systems System	\$	84,761.04
Cavett	Site - Cavett	Automatic Openers - Single Renewal	2- Due within 2 Years of In	Exterior Enclosure	\$	33,996.48
Cavett	Main	Paint roof	2- Due within 2 Years of In	Exterior Enclosure	\$	797,647.20
Cavett	Main	DX Condensing Unit - 1.5 Tons Renewal	2- Due within 2 Years of In	HVAC System	\$	3,706.08
Cavett	Main	Rooftop Unitary AC - Cooling w/Gas Heat < 10 Ton Renewa	3- Due within 3 Years of In	HVAC System	\$	525,853.44
Cavett	Main	Security System - CCTV Renewal	2- Due within 2 Years of In	Security	\$	44,951.76
Cavett	Main	Security System - Card Access System Renewal	3- Due within 3 Years of In	Security	\$	65,866.08
Cavett	Site - Cavett	Painted Finish - Average (1 Coat Prime - 2 Coats Finish) Ren	2- Due within 2 Years of In	Security	\$	48,493.20
Cavett	Site - Cavett	Site Development - Fencing - Chain Link Renewal	2- Due within 2 Years of In	Security	\$	40,881.12
Cavett	Site - Cavett	Site Development - Fencing - Wrought Iron Renewal	2- Due within 2 Years of In	Security	\$	83,726.16
Cavett	Main	Intercom System Renewal	2- Due within 2 Years of In	Special Systems System	\$	19,209.12
Collier	Site - Collier	Automatic Openers - Single Renewal	2- Due within 2 Years of In	Exterior Enclosure	\$	33,996.48
Collier	Main	Kitchen Make Up Air Unit (3,000 CFM) Renewal	2- Due within 2 Years of In	HVAC System	\$	65,474.64
Collier	Main	Chiller - Reciprocating - Air-Cooled 100 Tons Renewal	2- Due within 2 Years of In	HVAC System	\$	241,311.84
Collier	Main	Central AHU - VAV System w/Distribution - 30% Repair/rep	5 - Due within 5 Years of In	HVAC System	\$	243,769.68
Collier	Main	Security System - Card Access System Renewal	3- Due within 3 Years of In	Security	\$	21,989.52
Collier	Main	Security System - CCTV Renewal	2- Due within 2 Years of In	Security	\$	44,021.04
Collier	Site - Collier	Painted Finish - Average (1 Coat Prime - 2 Coats Finish) Ren	2- Due within 2 Years of In	Security	\$	50,248.80
Collier	Site - Collier	Site Development - Fencing - Chain Link Renewal	2- Due within 2 Years of In	Security	\$	32,027.52
Collier	Site - Collier	Site Development - Fencing - Wrought Iron Renewal	2- Due within 2 Years of In	Security	\$	86,756.88
Collier	Main	Intercom System Renewal	2- Due within 2 Years of In	Special Systems System	\$	25,651.92
Cragin	Main	Renewal	0 - Due Immediately	Exterior Enclosure	\$	886,194.96
Cragin	Main	DDC System - Average Renewal	3- Due within 3 Years of In	HVAC System	\$	171,496.08
Cragin	Main	Rooftop Unitary AC - Cooling w/Gas Heat < 10 Ton Renewa	5 - Due within 5 Years of In	HVAC System	\$	424,470.48
Cragin	Main	Security System - CCTV Renewal	2- Due within 2 Years of In	Security	\$	44,069.76
Cragin	Main	Security System - Card Access System Renewal	2- Due within 2 Years of In	Security	\$	73,105.20
Cragin	Site - Cragin	Automatic Openers - Single Renewal	2- Due within 2 Years of In	Security	\$	33,996.48
Cragin	Site - Cragin	Painted Finish - Average (1 Coat Prime - 2 Coats Finish) Ren	2- Due within 2 Years of In	Security	\$	52,871.28

Cragin	Site - Cragin	Site Development - Fencing - Chain Link Renewal	2- Due within 2 Years of In	Security	\$	41,472.48
Cragin	Site - Cragin	Site Development - Fencing - Wrought Iron Renewal	2- Due within 2 Years of In	Security	\$	91,286.16
Cragin	Main	Intercom System Renewal	2- Due within 2 Years of In	Special Systems System	\$	21,320.88
Cragin	Main	Fire Alarm System - Average Density Renewal	2- Due within 2 Years of In	Special Systems System	\$	70,701.12
Davidson	Site - Davidson	DDC System - Average Renewal	5 - Due within 5 Years of In	HVAC System	\$	97,718.88
Davidson	Site - Davidson	Security System - CCTV Renewal	2- Due within 2 Years of In	Security	\$	44,436.00
Davidson	Site - Davidson	Automatic Openers - Single Renewal	2- Due within 2 Years of In	Security	\$	33,996.48
Davidson	Site - Davidson	Painted Finish - Average (1 Coat Prime - 2 Coats Finish) Re	2- Due within 2 Years of In	Security	\$	51,379.44
Davidson	Site - Davidson	Site Development - Fencing - Chain Link Renewal	2- Due within 2 Years of In	Security	\$	34,513.92
Davidson	Site - Davidson	Site Development - Fencing - Wrought Iron Renewal	2- Due within 2 Years of In	Security	\$	88,707.36
Davis	Main	DDC System - Average Renewal	2- Due within 2 Years of In	HVAC System	\$	97,905.36
Davis	Main	Rooftop Unitary AC - Cooling w/Gas Heat < 10 Ton Renewa	5 - Due within 5 Years of In	HVAC System	\$	360,961.44
Davis	Main	Security System - Burglar Alarm System Renewal	0 - Due Immediately	Security	\$	9,335.76
Davis	Main	Security System - CCTV Renewal	2- Due within 2 Years of In	Security	\$	44,017.68
Davis	Main	Security System - Card Access System Renewal	0 - Due Immediately	Security	\$	54,253.92
Davis	Site - Davis	Automatic Openers - Single Renewal	2- Due within 2 Years of In	Security	\$	33,996.48
Davis	Site - Davis	Painted Finish - Average (1 Coat Prime - 2 Coats Finish) Re	2- Due within 2 Years of In	Security	\$	32,086.32
Davis	Site - Davis	Site Development - Fencing - Chain Link Renewal	2- Due within 2 Years of In	Security	\$	21,897.12
Davis	Site - Davis	Site Development - Fencing - Wrought Iron Renewal	2- Due within 2 Years of In	Security	\$	55,398.00
Davis	Main	Intercom System Renewal	3- Due within 3 Years of In	Special Systems System	\$	19,778.64
Davis	Main	Fire Alarm System - Average Density Renewal	0 - Due Immediately	Special Systems System	\$	65,588.88
Drachman	Main	DDC System - Average Renewal	3- Due within 3 Years of In	HVAC System	\$	117,181.68
Drachman	Main	Rooftop Unitary AC - Cooling w/Gas Heat < 10 Ton Renewa	5 - Due within 5 Years of In	HVAC System	\$	471,303.84
Drachman	Main	Security System - CCTV Renewal	2- Due within 2 Years of In	Security	\$	44,316.72
Drachman	Main	Security System - Card Access System Renewal	2- Due within 2 Years of In	Security	\$	49,951.44
Drachman	Site - Drachman	Automatic Openers - Single Renewal	2- Due within 2 Years of In	Security	\$	34,592.88
Drachman	Site - Drachman	Painted Finish - Average (1 Coat Prime - 2 Coats Finish) Re	2- Due within 2 Years of In	Security	\$	53,034.24
Drachman	Site - Drachman	Site Development - Fencing - Chain Link Renewal	2- Due within 2 Years of In	Security	\$	36,691.20
Drachman	Site - Drachman	Site Development - Fencing - Wrought Iron Renewal	2- Due within 2 Years of In	Security	\$	91,565.04
Drachman	Main	Intercom System Renewal	2- Due within 2 Years of In	Special Systems System	\$	21,851.76
Dunham	Main	Paint Roof	0 - Due Immediately	Exterior Enclosure	\$	565,975.20
Dunham	Main	Kitchen Make Up Air Unit (3,000 CFM) Renewal	2- Due within 2 Years of In	HVAC System	\$	65,474.64
Dunham	Main	Cooling Tower - Stainless Steel - 110 Ton Renewal	2- Due within 2 Years of In	HVAC System	\$	143,228.40
Dunham	Main	Central AHU - VAV System w/Distribution - 20% Repair/rep	3- Due within 3 Years of In	HVAC System	\$	151,228.56
Dunham	Main	Chiller - Centrifugal wo Cooling Tower - 100 Ton Renewal	2- Due within 2 Years of In	HVAC System	\$	220,523.52
Dunham	Main	Security System - CCTV Renewal	2- Due within 2 Years of In	Security	\$	43,058.40
Dunham	Main	Security System - Card Access System Renewal	1- Due within 1 Year of Ins	Security	\$	56,081.76
Dunham	Site - Dunham	Automatic Openers - Single Renewal	2- Due within 2 Years of In	Security	\$	33,996.48
Dunham	Site - Dunham	Painted Finish - Average (1 Coat Prime - 2 Coats Finish) Re	2- Due within 2 Years of In	Security	\$	48,493.20
Dunham	Site - Dunham	Site Development - Fencing - Chain Link Renewal	2- Due within 2 Years of In	Security	\$	28,287.84
Dunham	Site - Dunham	Site Development - Fencing - Wrought Iron Renewal	2- Due within 2 Years of In	Security	\$	83,726.16
Dunham	Main	Intercom System Renewal	1- Due within 1 Year of Ins	Special Systems System	\$	20,445.60
Dunham	Main	Fire Alarm System - Average Density Renewal	1- Due within 1 Year of Ins	Special Systems System	\$	67,798.08
Erickson	Main	Metal Roofing - Economy Renewal	2- Due within 2 Years of In	Exterior Enclosure	\$	106,443.12
Erickson	Classroom Addition	Paint Roof	1- Due within 1 Year of Ins	Exterior Enclosure	\$	282,979.20
Erickson	Main	Paint Roof	1- Due within 1 Year of Ins	Exterior Enclosure	\$	579,734.40
Erickson	Main	Kitchen Make Up Air Unit (3,000 CFM) Renewal	2- Due within 2 Years of In	HVAC System	\$	70,150.08
Erickson	Main	Cooling Tower - Stainless Steel - 110 Ton Renewal	1- Due within 1 Year of Ins	HVAC System	\$	119,355.60
Erickson	Classroom Addition	Central AHU - VAV System w/Distribution - 30% Repair/rep	3- Due within 3 Years of In	HVAC System	\$	157,998.96
Erickson	Main	Chiller - Reciprocating - Air-Cooled 80 Tons Renewal	1- Due within 1 Year of Ins	HVAC System	\$	159,863.76

Erickson	Main	Chiller - Reciprocating - Air-Cooled 100 Tons Renewal	1- Due within 1 Year of Ins	HVAC System	\$	201,094.32
Erickson	Main	Central AHU - VAV System w/Distribution - 30% Repair/rep	4 - Due within 4 Years of In	HVAC System	\$	315,997.92
Erickson	Main	Security System - CCTV Renewal	2- Due within 2 Years of In	Security	\$	44,567.04
Erickson	Main	Security System - Card Access System Renewal	2- Due within 2 Years of In	Security	\$	57,445.92
Erickson	Site - Erickson	Automatic Openers - Single Renewal	2- Due within 2 Years of In	Security	\$	33,996.48
Erickson	Site - Erickson	Painted Finish - Average (1 Coat Prime - 2 Coats Finish) Ren	2- Due within 2 Years of In	Security	\$	41,974.80
Erickson	Site - Erickson	Site Development - Fencing - Chain Link Renewal	2- Due within 2 Years of In	Security	\$	37,282.56
Erickson	Site - Erickson	Site Development - Fencing - Wrought Iron Renewal	2- Due within 2 Years of In	Security	\$	72,471.84
Erickson	Main	Intercom System Renewal	2- Due within 2 Years of In	Special Systems System	\$	20,942.88
Erickson	Main	Fire Alarm System - Average Density Renewal	2- Due within 2 Years of In	Special Systems System	\$	57,872.64
Ford	Main	Repair Aluminum Gutters and Downspouts on High-Rise St	2- Due within 2 Years of In	Exterior Enclosure	\$	5,633.04
Ford	Site - Ford	Automatic Openers - Single Renewal	2- Due within 2 Years of In	Exterior Enclosure	\$	33,996.48
Ford	Main	Paint Roof	2- Due within 2 Years of In	Exterior Enclosure	\$	618,189.60
Ford	Main	Kitchen Make Up Air Unit (3,000 CFM) Renewal	1- Due within 1 Year of Ins	HVAC System	\$	74,827.20
Ford	Main	DDC System - Average Renewal	2- Due within 2 Years of In	HVAC System	\$	114,224.88
Ford	Main	Cooling Tower - Stainless Steel - 110 Ton Renewal	2- Due within 2 Years of In	HVAC System	\$	119,355.60
Ford	Main	Central AHU - VAV System w/Distribution - 20% repair/rep	2- Due within 2 Years of In	HVAC System	\$	167,027.28
Ford	Main	Chiller - Screw type 130 Ton Renewal	0 - Due Immediately	HVAC System	\$	242,281.20
Ford	Main	Security System - CCTV Renewal	2- Due within 2 Years of In	Security	\$	44,128.56
Ford	Main	Security System - Card Access System Renewal	2- Due within 2 Years of In	Security	\$	61,256.16
Ford	Site - Ford	Painted Finish - Average (1 Coat Prime - 2 Coats Finish) Ren	2- Due within 2 Years of In	Security	\$	51,520.56
Ford	Site - Ford	Site Development - Fencing - Chain Link Renewal	2- Due within 2 Years of In	Security	\$	40,763.52
Ford	Site - Ford	Site Development - Fencing - Wrought Iron Renewal	2- Due within 2 Years of In	Security	\$	88,950.96
Ford	Main	Intercom System Renewal	3- Due within 3 Years of In	Special Systems System	\$	22,332.24
Fruchthendler	Main	Gutters and Downspouts - Aluminum Renewal	3- Due within 3 Years of In	Exterior Enclosure	\$	6,772.08
Fruchthendler	Site - Fruchthendler	Automatic Openers - Single Renewal	2- Due within 2 Years of In	Exterior Enclosure	\$	33,996.48
Fruchthendler	Main	Paint Roof	1- Due within 1 Year of Ins	Exterior Enclosure	\$	645,422.40
Fruchthendler	Main	Kitchen Make Up Air Unit (3,000 CFM) Renewal	1- Due within 1 Year of Ins	HVAC System	\$	65,474.64
Fruchthendler	Main	Cooling Tower - Stainless Steel - 110 Ton Renewal	2- Due within 2 Years of In	HVAC System	\$	119,355.60
Fruchthendler	Main	Central AHU - VAV System w/Distribution - 20% Repair/Rep	3- Due within 3 Years of In	HVAC System	\$	180,569.76
Fruchthendler	Main	Chiller - Reciprocating - Air-Cooled 100 Tons Renewal	3- Due within 3 Years of In	HVAC System	\$	221,203.92
Fruchthendler	Main	Security System - CCTV Renewal	2- Due within 2 Years of In	Security	\$	42,435.12
Fruchthendler	Main	Security System - Card Access System Renewal	3- Due within 3 Years of In	Security	\$	63,954.24
Fruchthendler	Site - Fruchthendler	Painted Finish - Average (1 Coat Prime - 2 Coats Finish) Ren	2- Due within 2 Years of In	Security	\$	53,376.96
Fruchthendler	Site - Fruchthendler	Site Development - Fencing - Chain Link Renewal	2- Due within 2 Years of In	Security	\$	34,230.00
Fruchthendler	Site - Fruchthendler	Site Development - Fencing - Wrought Iron Renewal	2- Due within 2 Years of In	Security	\$	92,156.40
Fruchthendler	Main	Intercom System Renewal	3- Due within 3 Years of In	Special Systems System	\$	23,315.04
Fruchthendler	Main	Fire Alarm System - Average Density Renewal	1- Due within 1 Year of Ins	Special Systems System	\$	64,429.68
Gale	Main	Paint Flashing	2- Due within 2 Years of In	Exterior Enclosure	\$	2,520.00
Gale	Main	Paint flashing	3- Due within 3 Years of In	Exterior Enclosure	\$	3,024.00
Gale	Site - Gale	Automatic Openers - Single Renewal	2- Due within 2 Years of In	Exterior Enclosure	\$	33,996.48
Gale	Main	Paint Roof	1- Due within 1 Year of Ins	Exterior Enclosure	\$	553,509.60
Gale	Main	Kitchen Make Up Air Unit (3,000 CFM) Renewal	3- Due within 3 Years of In	HVAC System	\$	65,474.64
Gale	Main	Fan Coil System - Cabinet - Heating/Cooling - 4 Pipe 20% r	5 - Due within 5 Years of In	HVAC System	\$	112,645.68
Gale	Main	Cooling Tower - Stainless Steel - 110 Ton Renewal	2- Due within 2 Years of In	HVAC System	\$	143,228.40
Gale	Main	Chiller - Reciprocating - Air-Cooled 100 Tons Renewal	2- Due within 2 Years of In	HVAC System	\$	241,311.84
Gale	Main	Security System - Burglar Alarm System Renewal	1- Due within 1 Year of Ins	Security	\$	12,583.20
Gale	Main	Security System - CCTV Renewal	2- Due within 2 Years of In	Security	\$	44,189.04
Gale	Main	Security System - Card Access System Renewal	2- Due within 2 Years of In	Security	\$	54,846.96
Gale	Site - Gale	Painted Finish - Average (1 Coat Prime - 2 Coats Finish) Ren	2- Due within 2 Years of In	Security	\$	48,331.92
Gale	Site - Gale	Site Development - Fencing - Chain Link Renewal	2- Due within 2 Years of In	Security	\$	33,993.12

Gale	Site - Gale	Site Development - Fencing - Wrought Iron Renewal	2- Due within 2 Years of In	Security	\$	83,447.28
Gale	Main	Intercom System Renewal	3- Due within 3 Years of In	Special Systems System	\$	19,995.36
Gale	Main	Fire Alarm System - Average Density Renewal	2- Due within 2 Years of In	Special Systems System	\$	66,306.24
Grijalva	Main	Minor Repair Asphalt Shingled Roofing	1- Due within 1 Year of In	Exterior Enclosure	\$	3,620.40
Grijalva	Site - Grijalva	Automatic Openers - Single Renewal	2- Due within 2 Years of In	Exterior Enclosure	\$	33,996.48
Grijalva	Main	Paint Roof	4 - Due within 4 Years of In	Exterior Enclosure	\$	109,200.00
Grijalva	Main	DX Condensing Unit - Less Than 25 Tons Renewal	4 - Due within 4 Years of In	HVAC System	\$	44,481.36
Grijalva	Main	Kitchen Make Up Air Unit (3,000 CFM) Renewal	0 - Due Immediately	HVAC System	\$	74,827.20
Grijalva	Main	Boiler HW - Gas-Fired - 1M BTU Renewal	5 - Due within 5 Years of In	HVAC System	\$	93,456.72
Grijalva	Main	DX Condensing Unit - Greater Than 25 Tons Renewal	3- Due within 3 Years of In	HVAC System	\$	93,660.00
Grijalva	Main	Central AHU - VAV System w/Distribution - 25% Repair/repl	4 - Due within 4 Years of In	HVAC System	\$	225,713.04
Grijalva	Main	Security System - CCTV Renewal	2- Due within 2 Years of In	Security	\$	44,101.68
Grijalva	Main	Security System - Card Access System Renewal	2- Due within 2 Years of In	Security	\$	56,530.32
Grijalva	Site - Grijalva	Painted Finish - Average (1 Coat Prime - 2 Coats Finish) Re	2- Due within 2 Years of In	Security	\$	40,924.80
Grijalva	Site - Grijalva	Site Development - Fencing - Chain Link Renewal	2- Due within 2 Years of In	Security	\$	57,760.08
Grijalva	Site - Grijalva	Site Development - Fencing - Wrought Iron Renewal	2- Due within 2 Years of In	Security	\$	70,659.12
Grijalva	Main	Intercom System Renewal	3- Due within 3 Years of In	Special Systems System	\$	16,487.52
Henry	Main	Paint Roof	1- Due within 1 Year of In	Exterior Enclosure	\$	67,200.00
Henry	Main	Fan Coil System - Cabinet - Cooling Only - 20% Repair/repl	3- Due within 3 Years of In	HVAC System	\$	62,487.60
Henry	Main	Kitchen Make Up Air Unit (3,000 CFM) Renewal	2- Due within 2 Years of In	HVAC System	\$	70,150.08
Henry	Main	DDC System - Average Renewal	4 - Due within 4 Years of In	HVAC System	\$	102,370.80
Henry	Main	Security System - CCTV Renewal	2- Due within 2 Years of In	Security	\$	44,231.04
Henry	Main	Security System - Card Access System Renewal	3- Due within 3 Years of In	Security	\$	54,899.04
Henry	Site - Henry	Automatic Openers - Single Renewal	2- Due within 2 Years of In	Security	\$	33,996.48
Henry	Site - Henry	Painted Finish - Average (1 Coat Prime - 2 Coats Finish) Re	2- Due within 2 Years of In	Security	\$	45,586.80
Henry	Site - Henry	Site Development - Fencing - Chain Link Renewal	2- Due within 2 Years of In	Security	\$	34,087.20
Henry	Site - Henry	Site Development - Fencing - Wrought Iron Renewal	2- Due within 2 Years of In	Security	\$	78,708.00
Henry	Main	Intercom System Renewal	2- Due within 2 Years of In	Special Systems System	\$	20,013.84
Henry	Main	Fire Alarm System - Average Density Renewal	1- Due within 1 Year of In	Special Systems System	\$	55,307.28
Holladay	Library	Gutters and Downspouts - Aluminum Renewal	5 - Due within 5 Years of In	Exterior Enclosure	\$	4,740.96
Holladay	Site - Holladay	Automatic Openers - Single Renewal	2- Due within 2 Years of In	Exterior Enclosure	\$	33,996.48
Holladay	Library	Paint Roof	3- Due within 3 Years of In	Exterior Enclosure	\$	42,403.20
Holladay	Main	Paint roof	6 - Due within 6 Years of In	Exterior Enclosure	\$	84,000.00
Holladay	Main	Repair Roofing	5 - Due within 5 Years of In	Exterior Enclosure	\$	336,000.00
Holladay	Library	Rooftop Unitary AC - Cooling w/Gas Heat < 10 Ton Renewa	5 - Due within 5 Years of In	HVAC System	\$	20,331.36
Holladay	Classroom Addition	Rooftop Unitary AC - Cooling w/Gas Heat < 10 Ton Renewa	5 - Due within 5 Years of In	HVAC System	\$	42,851.76
Holladay	Main	Rooftop Unitary AC - Cooling w/Gas Heat < 10 Ton Renewa	5 - Due within 5 Years of In	HVAC System	\$	336,168.00
Holladay	Main	Security System - CCTV Renewal	2- Due within 2 Years of In	Security	\$	44,432.64
Holladay	Main	Security System - Card Access System Renewal	0 - Due Immediately	Security	\$	50,176.56
Holladay	Site - Holladay	Painted Finish - Average (1 Coat Prime - 2 Coats Finish) Re	2- Due within 2 Years of In	Security	\$	8,979.60
Holladay	Site - Holladay	Site Development - Fencing - Wrought Iron Renewal	2- Due within 2 Years of In	Security	\$	15,504.72
Holladay	Site - Holladay	Site Development - Fencing - Chain Link Renewal	2- Due within 2 Years of In	Security	\$	17,634.96
Holladay	Main	Intercom System Renewal	0 - Due Immediately	Special Systems System	\$	28,141.68
Howell	Main	Minor Repair Asphalt Shingled Roofing	0 - Due Immediately	Exterior Enclosure	\$	3,620.40
Howell	Site - Howell	Automatic Openers - Single Renewal	2- Due within 2 Years of In	Exterior Enclosure	\$	33,996.48
Howell	Activities Center	Rooftop Unitary AC - Cooling w/Gas Heat < 10 Ton Renewa	5 - Due within 5 Years of In	HVAC System	\$	28,155.12
Howell	Main	Rooftop Unitary AC - Cooling w/Gas Heat < 10 Ton Renewa	5 - Due within 5 Years of In	HVAC System	\$	358,443.12
Howell	Main	Security System - Burglar Alarm System Renewal	0 - Due Immediately	Security	\$	13,596.24
Howell	Main	Security System - CCTV Renewal	2- Due within 2 Years of In	Security	\$	43,975.68
Howell	Main	Security System - Card Access System Renewal	0 - Due Immediately	Security	\$	49,386.96

# Elementary

Howell	Site - Howell	Painted Finish - Average (1 Coat Prime - 2 Coats Finish) Ren	2- Due within 2 Years of In	Security	\$	47,423.04
Howell	Site - Howell	Site Development - Fencing - Chain Link Renewal	2- Due within 2 Years of In	Security	\$	38,419.92
Howell	Site - Howell	Site Development - Fencing - Wrought Iron Renewal	2- Due within 2 Years of In	Security	\$	81,878.16
Howell	Main	Intercom System Renewal	0 - Due Immediately	Special Systems System	\$	21,604.80
Howell	Main	Fire Alarm System - Average Density Renewal	0 - Due Immediately	Special Systems System	\$	59,703.84
Hudlow	Main	Gutters and Downspouts - Aluminum Renewal	4 - Due within 4 Years of In	Exterior Enclosure	\$	6,772.08
Hudlow	Main	Paint Roof	2- Due within 2 Years of In	Exterior Enclosure	\$	8,064.00
Hudlow	Site - Hudlow	Automatic Openers - Single Renewal	2- Due within 2 Years of In	Exterior Enclosure	\$	33,996.48
Hudlow	Main	Paint Roof	1- Due within 1 Year of Ins	Exterior Enclosure	\$	574,173.60
Hudlow	Main	Rooftop Unitary AC - Cooling w/Gas Heat > 10 Ton Renewa	3- Due within 3 Years of In	HVAC System	\$	75,909.12
Hudlow	Main	Rooftop Unitary AC - Cooling w/Gas Heat < 10 Ton Renewa	3- Due within 3 Years of In	HVAC System	\$	338,306.64
Hudlow	Main	Security System - CCTV Renewal	2- Due within 2 Years of In	Security	\$	44,224.32
Hudlow	Main	Security System - Card Access System Renewal	3- Due within 3 Years of In	Security	\$	47,412.96
Hudlow	Site - Hudlow	Painted Finish - Average (1 Coat Prime - 2 Coats Finish) Ren	2- Due within 2 Years of In	Security	\$	51,196.32
Hudlow	Site - Hudlow	Site Development - Fencing - Chain Link Renewal	2- Due within 2 Years of In	Security	\$	36,501.36
Hudlow	Site - Hudlow	Site Development - Fencing - Wrought Iron Renewal	2- Due within 2 Years of In	Security	\$	88,394.88
Hudlow	Main	Intercom System Renewal	0 - Due Immediately	Special Systems System	\$	20,741.28
Hughes	Main	Minor Repair Terra Cotta and Clay Tile Roofing	1- Due within 1 Year of Ins	Exterior Enclosure	\$	15.12
Hughes	Site - Hughes	Automatic Openers - Single Renewal	2- Due within 2 Years of In	Exterior Enclosure	\$	33,996.48
Hughes	Main	DDC System - Average Renewal	4 - Due within 4 Years of In	HVAC System	\$	90,219.36
Hughes	Main	Rooftop Unitary AC - Cooling w/Gas Heat < 10 Ton Renewa	5 - Due within 5 Years of In	HVAC System	\$	311,025.12
Hughes	Main	Security System - Card Access System Renewal	3- Due within 3 Years of In	Security	\$	42,853.44
Hughes	Main	Security System - CCTV Renewal	2- Due within 2 Years of In	Security	\$	44,274.72
Hughes	Site - Hughes	Painted Finish - Average (1 Coat Prime - 2 Coats Finish) Ren	2- Due within 2 Years of In	Security	\$	33,237.12
Hughes	Site - Hughes	Site Development - Fencing - Chain Link Renewal	2- Due within 2 Years of In	Security	\$	30,418.08
Hughes	Site - Hughes	Site Development - Fencing - Wrought Iron Renewal	2- Due within 2 Years of In	Security	\$	57,385.44
Hughes	Site - Hughes	~Roadway - Traffic Control - Painted Pavement Markings R	5 - Due within 5 Years of In	Site	\$	2,150.40
Hughes	Main	Intercom System Renewal	2- Due within 2 Years of In	Special Systems System	\$	20,830.32
Hughes	Main	Fire Alarm System - Average Density Renewal	1- Due within 1 Year of Ins	Special Systems System	\$	51,806.16
Johnson	Site - Johnson	Automatic Openers - Single Renewal	2- Due within 2 Years of In	Exterior Enclosure	\$	33,996.48
Johnson	Main	Rooftop Unitary AC - Cooling w/Gas Heat < 10 Ton Renewa	4 - Due within 4 Years of In	HVAC System	\$	401,787.12
Johnson	Main	Security System - CCTV Renewal	2- Due within 2 Years of In	Security	\$	44,076.48
Johnson	Main	Security System - Card Access System Renewal	3- Due within 3 Years of In	Security	\$	69,197.52
Johnson	Site - Johnson	Painted Finish - Average (1 Coat Prime - 2 Coats Finish) Ren	2- Due within 2 Years of In	Security	\$	50,531.04
Johnson	Site - Johnson	Site Development - Fencing - Chain Link Renewal	2- Due within 2 Years of In	Security	\$	39,555.60
Johnson	Site - Johnson	Site Development - Fencing - Wrought Iron Renewal	2- Due within 2 Years of In	Security	\$	87,244.08
Johnson	Main	Intercom System Renewal	0 - Due Immediately	Special Systems System	\$	20,181.84
Johnson	Main	Fire Alarm System - Average Density Renewal	0 - Due Immediately	Special Systems System	\$	66,922.80
Kellond	Site - Kellond	Automatic Openers - Single Renewal	2- Due within 2 Years of In	Exterior Enclosure	\$	33,996.48
Kellond	Library	Paint Roof	0 - Due Immediately	Exterior Enclosure	\$	63,604.80
Kellond	Main	Moderate Repair BUR (Built-Up Roofing)	0 - Due Immediately	Exterior Enclosure	\$	83,160.00
Kellond	Library	Rooftop Unitary AC - Cooling w/Gas Heat < 10 Ton Renewa	4 - Due within 4 Years of In	HVAC System	\$	15,247.68
Kellond	Main	Boiler HW - Gas-Fired - 2.0M BTU Renewal	5 - Due within 5 Years of In	HVAC System	\$	137,188.80
Kellond	Main	Boiler HW - Gas-Fired - 2.0M BTU Renewal	5 - Due within 5 Years of In	HVAC System	\$	137,188.80
Kellond	Main	Central AHU - VAV System w/Distribution - 20% Repair/Re	3- Due within 3 Years of In	HVAC System	\$	225,713.04
Kellond	Main	Rooftop Unitary AC - Cooling w/Gas Heat < 10 Ton Renewa	5 - Due within 5 Years of In	HVAC System	\$	436,805.04
Kellond	Main	Security System - CCTV Renewal	2- Due within 2 Years of In	Security	\$	44,318.40
Kellond	Main	Security System - Card Access System Renewal	3- Due within 3 Years of In	Security	\$	46,809.84
Kellond	Site - Kellond	Painted Finish - Average (1 Coat Prime - 2 Coats Finish) Ren	2- Due within 2 Years of In	Security	\$	46,939.20
Kellond	Site - Kellond	Site Development - Fencing - Chain Link Renewal	2- Due within 2 Years of In	Security	\$	40,810.56

Kellond	Site - Kellond	Site Development - Fencing - Wrought Iron Renewal	2- Due within 2 Years of In	Security	\$	81,043.20
Lawrence	Main	Gutters and Downspouts - Aluminum Renewal	5 - Due within 5 Years of In	Exterior Enclosure	\$	6,772.08
Lawrence	Main	Reglet Counter Flashing Renewal	5 - Due within 5 Years of In	Exterior Enclosure	\$	12,033.84
Lawrence	Site - Lawrence	Automatic Openers - Single Renewal	2- Due within 2 Years of In	Exterior Enclosure	\$	33,996.48
Lawrence	Main	BUR (Built-Up Roofing) Renewal	1- Due within 1 Year of Ins	Exterior Enclosure	\$	1,320,031.44
Lawrence	Main	Security System - CCTV Renewal	2- Due within 2 Years of In	Security	\$	43,997.52
Lawrence	Main	Security System - Card Access System Renewal	2- Due within 2 Years of In	Security	\$	48,350.40
Lawrence	Site - Lawrence	Painted Finish - Average (1 Coat Prime - 2 Coats Finish) Re	2- Due within 2 Years of In	Security	\$	71,053.92
Lawrence	Site - Lawrence	Site Development - Fencing - Chain Link Renewal	2- Due within 2 Years of In	Security	\$	34,915.44
Lawrence	Site - Lawrence	Site Development - Fencing - Wrought Iron Renewal	2- Due within 2 Years of In	Security	\$	122,678.64
Lawrence	Main	Fire Alarm System - Average Density Renewal	0 - Due Immediately	Special Systems System	\$	66,801.84
Lineweaver	Site - Lineweaver	Automatic Openers - Single Renewal	2- Due within 2 Years of In	Exterior Enclosure	\$	33,996.48
Lineweaver	Main	Paint Roof	1- Due within 1 Year of Ins	Exterior Enclosure	\$	612,948.00
Lineweaver	Main	Rooftop Unitary AC - Cooling w/Gas Heat < 10 Ton Renewa	4 - Due within 4 Years of In	HVAC System	\$	367,353.84
Lineweaver	Main	Security System - CCTV Renewal	2- Due within 2 Years of In	Security	\$	44,662.80
Lineweaver	Main	Security System - Card Access System Renewal	2- Due within 2 Years of In	Security	\$	50,613.36
Lineweaver	Site - Lineweaver	Painted Finish - Average (1 Coat Prime - 2 Coats Finish) Re	2- Due within 2 Years of In	Security	\$	54,163.20
Lineweaver	Site - Lineweaver	Site Development - Fencing - Chain Link Renewal	2- Due within 2 Years of In	Security	\$	48,599.04
Lineweaver	Site - Lineweaver	Site Development - Fencing - Wrought Iron Renewal	2- Due within 2 Years of In	Security	\$	93,515.52
Lineweaver	Main	Intercom System Renewal	0 - Due Immediately	Special Systems System	\$	22,142.40
Lynn/Urquides	Main	Moderate Repair Asphalt Shingled Roofing	1- Due within 1 Year of Ins	Exterior Enclosure	\$	5,431.44
Lynn/Urquides	Site - Lynn/Urquides	Automatic Openers - Single Renewal	2- Due within 2 Years of In	Exterior Enclosure	\$	33,996.48
Lynn/Urquides	Main	Paint Roof	3- Due within 3 Years of In	Exterior Enclosure	\$	37,800.00
Lynn/Urquides	Main	Paint Roof	1- Due within 1 Year of Ins	Exterior Enclosure	\$	67,200.00
Lynn/Urquides	Classroom Addition	Fan Coil System - Cabinet - Heating/Cooling - 4 Pipe - 20%	5 - Due within 5 Years of In	HVAC System	\$	44,138.64
Lynn/Urquides	Main	Kitchen Make Up Air Unit (3,000 CFM) Renewal	1- Due within 1 Year of Ins	HVAC System	\$	70,150.08
Lynn/Urquides	Main	Boiler HW - Gas-Fired - 2.0M BTU Renewal	0 - Due Immediately	HVAC System	\$	150,907.68
Lynn/Urquides	Main	Fan Coil System - Cabinet - Heating/Cooling - 4 Pipe 50%	4 - Due within 4 Years of In	HVAC System	\$	321,846.00
Lynn/Urquides	Main	Chiller - Reciprocating - Air-Cooled 210 Tons Renewal	1- Due within 1 Year of Ins	HVAC System	\$	346,162.32
Lynn/Urquides	Main	Security System - CCTV Renewal	2- Due within 2 Years of In	Security	\$	44,896.32
Lynn/Urquides	Main	Security System - Card Access System Renewal	4 - Due within 4 Years of In	Security	\$	54,810.00
Lynn/Urquides	Site - Lynn/Urquides	Painted Finish - Average (1 Coat Prime - 2 Coats Finish) Re	2- Due within 2 Years of In	Security	\$	68,612.88
Lynn/Urquides	Site - Lynn/Urquides	Site Development - Fencing - Chain Link Renewal	2- Due within 2 Years of In	Security	\$	70,731.36
Lynn/Urquides	Site - Lynn/Urquides	Site Development - Fencing - Wrought Iron Renewal	2- Due within 2 Years of In	Security	\$	118,463.52
Maldonado	Site - Maldonado	Automatic Openers - Single Renewal	2- Due within 2 Years of In	Exterior Enclosure	\$	33,996.48
Maldonado	Main	Kitchen Make Up Air Unit (3,000 CFM) Renewal	2- Due within 2 Years of In	HVAC System	\$	93,534.00
Maldonado	Main	Central AHU - VAV System w/Distribution - 25% Repair/Re	3- Due within 3 Years of In	HVAC System	\$	225,713.04
Maldonado	Main	Security System - CCTV Renewal	2- Due within 2 Years of In	Security	\$	44,101.68
Maldonado	Main	Security System - Card Access System Renewal	1- Due within 1 Year of Ins	Security	\$	56,530.32
Maldonado	Site - Maldonado	Painted Finish - Average (1 Coat Prime - 2 Coats Finish) Re	2- Due within 2 Years of In	Security	\$	53,074.56
Maldonado	Site - Maldonado	Site Development - Fencing - Chain Link Renewal	2- Due within 2 Years of In	Security	\$	41,993.28
Maldonado	Site - Maldonado	Site Development - Fencing - Wrought Iron Renewal	2- Due within 2 Years of In	Security	\$	91,633.92
Maldonado	Main	Intercom System Renewal	0 - Due Immediately	Special Systems System	\$	20,608.56
Manzo	Main	Moderate Repair Terra Cotta and Clay Tile Roofing	0 - Due Immediately	Exterior Enclosure	\$	24,464.16
Manzo	Site - Manzo	Automatic Openers - Single Renewal	2- Due within 2 Years of In	Exterior Enclosure	\$	33,996.48
Manzo	Main	DDC System - Average Renewal	3- Due within 3 Years of In	HVAC System	\$	127,159.20
Manzo	Main	Security System - Burglar Alarm System Renewal	0 - Due Immediately	Security	\$	13,856.64
Manzo	Main	Security System - CCTV Renewal	2- Due within 2 Years of In	Security	\$	44,210.88
Manzo	Main	Security System - Card Access System Renewal	0 - Due Immediately	Security	\$	50,332.80
Manzo	Site - Manzo	Painted Finish - Average (1 Coat Prime - 2 Coats Finish) Re	2- Due within 2 Years of In	Security	\$	26,030.00

Manzo	Site - Manzo	Site Development - Fencing - Chain Link Renewal	2- Due within 2 Years of In	Security	\$	35,673.12
Manzo	Site - Manzo	Site Development - Fencing - Wrought Iron Renewal	2- Due within 2 Years of In	Security	\$	75,502.56
Manzo	Main	Intercom System Renewal	0 - Due Immediately	Special Systems System	\$	18,348.96
Manzo	Main	Fire Alarm System - Average Density Renewal	0 - Due Immediately	Special Systems System	\$	73,017.84
Marshall	Site - Marshall	Automatic Openers - Single Renewal	2- Due within 2 Years of In	Exterior Enclosure	\$	33,996.48
Marshall	Main	Moderate Repair Metal Roofing - High End	1- Due within 1 Year of Ins	Exterior Enclosure	\$	126,725.76
Marshall	Main	DDC System - Average Renewal	4 - Due within 4 Years of In	HVAC System	\$	143,171.28
Marshall	Main	Rooftop Unitary AC - Cooling w/Gas Heat < 10 Ton Renewa	5 - Due within 5 Years of In	HVAC System	\$	417,947.04
Marshall	Main	Security System - CCTV Renewal	2- Due within 2 Years of In	Security	\$	44,394.00
Marshall	Main	Security System - Card Access System Renewal	4 - Due within 4 Years of In	Security	\$	63,982.80
Marshall	Site - Marshall	Painted Finish - Average (1 Coat Prime - 2 Coats Finish) Rep	2- Due within 2 Years of In	Security	\$	50,450.40
Marshall	Site - Marshall	Site Development - Fencing - Chain Link Renewal	2- Due within 2 Years of In	Security	\$	35,412.72
Marshall	Site - Marshall	Site Development - Fencing - Wrought Iron Renewal	2- Due within 2 Years of In	Security	\$	87,104.64
Miller	Main	Repair Roof Hatch	0 - Due Immediately	Exterior Enclosure	\$	351.12
Miller	Main	Roof Hatch Replacement Renewal	0 - Due Immediately	Exterior Enclosure	\$	5,468.40
Miller	Main	Roof Hatch - Repair Renewal	5 - Due within 5 Years of In	Exterior Enclosure	\$	5,468.40
Miller	Site - Miller	Automatic Openers - Single Renewal	2- Due within 2 Years of In	Exterior Enclosure	\$	33,996.48
Miller	Main	BUR (Built-Up Roofing) Renewal	0 - Due Immediately	Exterior Enclosure	\$	37,116.24
Miller	Main	Asphalt Shingled Roofing Renewal	0 - Due Immediately	Exterior Enclosure	\$	572,591.04
Miller	Main	Kitchen Make Up Air Unit (3,000 CFM) Renewal	1- Due within 1 Year of Ins	HVAC System	\$	74,827.20
Miller	Main	Central AHU - VAV System w/Distribution - 30% Repair/re	3- Due within 3 Years of In	HVAC System	\$	325,026.24
Miller	Main	Security System - CCTV Renewal	2- Due within 2 Years of In	Security	\$	44,595.60
Miller	Main	Security System - Card Access System Renewal	3- Due within 3 Years of In	Security	\$	55,201.44
Miller	Site - Miller	Painted Finish - Average (1 Coat Prime - 2 Coats Finish) Rep	2- Due within 2 Years of In	Security	\$	51,318.96
Miller	Site - Miller	Site Development - Fencing - Chain Link Renewal	2- Due within 2 Years of In	Security	\$	49,237.44
Miller	Site - Miller	Site Development - Fencing - Wrought Iron Renewal	2- Due within 2 Years of In	Security	\$	88,603.20
Mission View	Main	Moderate Repair Terra Cotta and Clay Tile Roofing	1- Due within 1 Year of Ins	Exterior Enclosure	\$	1,631.28
Mission View	Main	Metal Roofing - Economy Renewal	7 - Due within 7 Years of In	Exterior Enclosure	\$	4,094.16
Mission View	Site - Mission View	Automatic Openers - Single Renewal	2- Due within 2 Years of In	Exterior Enclosure	\$	33,996.48
Mission View	Main	Paint roof	1- Due within 1 Year of Ins	Exterior Enclosure	\$	168,000.00
Mission View	Main	Paint Roof	3- Due within 3 Years of In	Exterior Enclosure	\$	168,000.00
Mission View	Main	Rooftop Unitary AC - Cooling w/Gas Heat < 10 Ton Renewa	5 - Due within 5 Years of In	HVAC System	\$	387,455.04
Mission View	Main	Water Dist Complete - Average Renewal	2- Due within 2 Years of In	Plumbing System	\$	64,967.28
Mission View	Main	Security System - Burglar Alarm System Renewal	2- Due within 2 Years of In	Security	\$	12,247.20
Mission View	Main	Security System - CCTV Renewal	2- Due within 2 Years of In	Security	\$	42,504.00
Mission View	Main	Security System - Card Access System Renewal	2- Due within 2 Years of In	Security	\$	59,315.76
Mission View	Site - Mission View	Painted Finish - Average (1 Coat Prime - 2 Coats Finish) Rep	2- Due within 2 Years of In	Security	\$	33,801.60
Mission View	Site - Mission View	Site Development - Fencing - Chain Link Renewal	2- Due within 2 Years of In	Security	\$	34,891.92
Mission View	Site - Mission View	Site Development - Fencing - Wrought Iron Renewal	2- Due within 2 Years of In	Security	\$	58,359.84
Mission View	Main	Intercom System Renewal	0 - Due Immediately	Special Systems System	\$	17,298.96
Mission View	Main	Fire Alarm System - Average Density Renewal	2- Due within 2 Years of In	Special Systems System	\$	57,365.28
Myers/Ganoung	Site - Myers/Ganoun	Automatic Openers - Single Renewal	2- Due within 2 Years of In	Exterior Enclosure	\$	33,996.48
Myers/Ganoung	Main	Paint roof surface	0 - Due Immediately	Exterior Enclosure	\$	201,600.00
Myers/Ganoung	Main	BUR (Built-Up Roofing) Renewal	0 - Due Immediately	Exterior Enclosure	\$	1,007,435.52
Myers/Ganoung	Main	Kitchen Make Up Air Unit (3,000 CFM) Renewal	2- Due within 2 Years of In	HVAC System	\$	28,061.04
Myers/Ganoung	Classroom Addition	Rooftop Unitary AC - Cooling w/Gas Heat < 10 Ton Renewa	2- Due within 2 Years of In	HVAC System	\$	61,257.84
Myers/Ganoung	Main	Boiler HW - Gas-Fired - 2.0M BTU Renewal	5 - Due within 5 Years of In	HVAC System	\$	137,188.80
Myers/Ganoung	Main	DDC System - Average Renewal	3- Due within 3 Years of In	HVAC System	\$	189,255.36
Myers/Ganoung	Main	Chiller - Screw type 130 Ton Renewal	1- Due within 1 Year of Ins	HVAC System	\$	242,281.20
Myers/Ganoung	Main	Central AHU - VAV System w/Distribution - 50% Repair/re	3- Due within 3 Years of In	HVAC System	\$	802,636.80

Myers/Ganoung	Main	Security System - Burglar Alarm System Renewal	2- Due within 2 Years of In	Security	\$	9,624.72
Myers/Ganoung	Main	Security System - CCTV Renewal	2- Due within 2 Years of In	Security	\$	44,825.76
Myers/Ganoung	Main	Security System - Card Access System Renewal	0 - Due Immediately	Security	\$	69,918.24
Myers/Ganoung	Site - Myers/Ganoun	Painted Finish - Average (1 Coat Prime - 2 Coats Finish) Ren	2- Due within 2 Years of In	Security	\$	50,652.00
Myers/Ganoung	Site - Myers/Ganoun	Site Development - Fencing - Chain Link Renewal	2- Due within 2 Years of In	Security	\$	44,693.04
Myers/Ganoung	Site - Myers/Ganoun	Site Development - Fencing - Wrought Iron Renewal	2- Due within 2 Years of In	Security	\$	87,454.08
Ochoa	Library	Gutters and Downspouts - Aluminum Renewal	5 - Due within 5 Years of In	Exterior Enclosure	\$	1,354.08
Ochoa	Main	Moderate Repair Terra Cotta and Clay Tile Roofing	1- Due within 1 Year of Ins	Exterior Enclosure	\$	16,309.44
Ochoa	Site - Ochoa	Automatic Openers - Single Renewal	2- Due within 2 Years of In	Exterior Enclosure	\$	33,996.48
Ochoa	Library	BUR (Built-Up Roofing) Renewal	5 - Due within 5 Years of In	Exterior Enclosure	\$	47,796.00
Ochoa	Main	Paint Roof	1- Due within 1 Year of Ins	Exterior Enclosure	\$	50,400.00
Ochoa	Library	Rooftop Unitary AC - Cooling w/Gas Heat < 10 Ton Renewa	5 - Due within 5 Years of In	HVAC System	\$	14,231.28
Ochoa	Activities Center	Rooftop Unitary AC - Cooling w/Gas Heat < 10 Ton Renewa	5 - Due within 5 Years of In	HVAC System	\$	30,276.96
Ochoa	Classroom Addition	Rooftop Unitary AC - Cooling w/Gas Heat < 10 Ton Renewa	1- Due within 1 Year of Ins	HVAC System	\$	55,707.12
Ochoa	Main	Rooftop Unitary AC - Cooling w/Gas Heat < 10 Ton Renewa	2- Due within 2 Years of In	HVAC System	\$	235,542.72
Ochoa	Main	Security System - Burglar Alarm System Renewal	2- Due within 2 Years of In	Security	\$	9,927.12
Ochoa	Main	Security System - Card Access System Renewal	2- Due within 2 Years of In	Security	\$	43,270.08
Ochoa	Main	Security System - CCTV Renewal	2- Due within 2 Years of In	Security	\$	44,602.32
Ochoa	Site - Ochoa	Painted Finish - Average (1 Coat Prime - 2 Coats Finish) Ren	2- Due within 2 Years of In	Security	\$	40,924.80
Ochoa	Site - Ochoa	Site Development - Fencing - Chain Link Renewal	2- Due within 2 Years of In	Security	\$	34,016.64
Ochoa	Site - Ochoa	Site Development - Fencing - Wrought Iron Renewal	2- Due within 2 Years of In	Security	\$	70,659.12
Ochoa	Main	Intercom System Renewal	1- Due within 1 Year of Ins	Special Systems System	\$	21,033.60
Ochoa	Main	Fire Alarm System - Average Density Renewal	2- Due within 2 Years of In	Special Systems System	\$	52,310.16
Oyama	Site - Oyama	Automatic Openers - Single Renewal	2- Due within 2 Years of In	Exterior Enclosure	\$	33,996.48
Oyama	Main	Security System - CCTV Renewal	2- Due within 2 Years of In	Security	\$	44,281.44
Oyama	Main	Security System - Card Access System Renewal	3- Due within 3 Years of In	Security	\$	74,867.52
Oyama	Site - Oyama	Painted Finish - Average (1 Coat Prime - 2 Coats Finish) Ren	2- Due within 2 Years of In	Security	\$	44,415.84
Oyama	Site - Oyama	Site Development - Fencing - Chain Link Renewal	2- Due within 2 Years of In	Security	\$	29,732.64
Oyama	Site - Oyama	Site Development - Fencing - Wrought Iron Renewal	2- Due within 2 Years of In	Security	\$	76,686.96
Robison	Main	Paint Roof	1- Due within 1 Year of Ins	Exterior Enclosure	\$	642,028.80
Robison	Main	DDC System - Average Renewal	3- Due within 3 Years of In	HVAC System	\$	133,936.32
Robison	Main	Sanitary Waste - Gravity Disch - Average Renewal	0 - Due Immediately	Plumbing System	\$	79,826.88
Robison	Main	Security System - CCTV Renewal	2- Due within 2 Years of In	Security	\$	44,323.44
Robison	Main	Security System - Card Access System Renewal	2- Due within 2 Years of In	Security	\$	53,015.76
Robison	Site - Robison	Automatic Openers - Single Renewal	2- Due within 2 Years of In	Security	\$	33,996.48
Robison	Site - Robison	Painted Finish - Average (1 Coat Prime - 2 Coats Finish) Ren	2- Due within 2 Years of In	Security	\$	45,465.84
Robison	Site - Robison	Site Development - Fencing - Chain Link Renewal	2- Due within 2 Years of In	Security	\$	32,738.16
Robison	Site - Robison	Site Development- Wrought iron fencing Renewal	2- Due within 2 Years of In	Security	\$	78,499.68
Robison	Main	Intercom System Renewal	0 - Due Immediately	Special Systems System	\$	23,192.40
Robison	Main	Fire Alarm System - Average Density Renewal	0 - Due Immediately	Special Systems System	\$	64,090.32
Sewell	Main	Paint roof	1- Due within 1 Year of Ins	Exterior Enclosure	\$	621,482.40
Sewell	Main	Kitchen Make Up Air Unit (3,000 CFM) Renewal	1- Due within 1 Year of Ins	HVAC System	\$	74,827.20
Sewell	Main	Rooftop Unitary AC - Cooling w/Gas Heat > 10 Ton Renewa	3- Due within 3 Years of In	HVAC System	\$	83,499.36
Sewell	Main	Rooftop Unitary AC - Cooling w/Gas Heat < 10 Ton Renewa	4 - Due within 4 Years of In	HVAC System	\$	348,878.88
Sewell	Main	Security System - Burglar Alarm System Renewal	0 - Due Immediately	Security	\$	10,597.44
Sewell	Main	Security System - CCTV Renewal	2- Due within 2 Years of In	Security	\$	44,362.08
Sewell	Main	Security System - Card Access System Renewal	2- Due within 2 Years of In	Security	\$	51,318.96
Sewell	Site - Sewell	Automatic Openers - Single Renewal	2- Due within 2 Years of In	Security	\$	33,996.48
Sewell	Site - Sewell	Painted Finish - Average (1 Coat Prime - 2 Coats Finish) Ren	2- Due within 2 Years of In	Security	\$	64,031.52
Sewell	Site - Sewell	Site Development - Fencing - Chain Link Renewal	2- Due within 2 Years of In	Security	\$	30,512.16

Sewell	Site - Sewell	Site Development-Wrought Iron Fencing Renewal	2- Due within 2 Years of In	Security	\$	110,554.08
Sewell	Main	Intercom System Renewal	0 - Due Immediately	Special Systems System	\$	22,449.84
Sewell	Main	Fire Alarm System - Average Density Renewal	0 - Due Immediately	Special Systems System	\$	62,040.72
Soleng Tom	Site - Soleng Tom	Automatic Openers - Single Renewal	2- Due within 2 Years of In	Exterior Enclosure	\$	33,996.48
Soleng Tom	Main	Rooftop Unitary AC - Cooling w/Gas Heat < 10 Ton Renewa	0 - Due Immediately	HVAC System	\$	436,475.76
Soleng Tom	Main	Security System - Burglar Alarm System Renewal	1- Due within 1 Year of Ins	Security	\$	8,279.04
Soleng Tom	Main	Security System - CCTV Renewal	2- Due within 2 Years of In	Security	\$	44,461.20
Soleng Tom	Main	Security System - Card Access System Renewal	1- Due within 1 Year of Ins	Security	\$	60,137.28
Soleng Tom	Site - Soleng Tom	Painted Finish - Average (1 Coat Prime - 2 Coats Finish) Rep	2- Due within 2 Years of In	Security	\$	43,851.36
Soleng Tom	Site - Soleng Tom	Site Development - Fencing - Chain Link Renewal	2- Due within 2 Years of In	Security	\$	43,911.84
Soleng Tom	Site - Soleng Tom	Site Development - Fencing - Wrought Iron Renewal	2- Due within 2 Years of In	Security	\$	75,712.56
Soleng Tom	Main	Intercom System Renewal	1- Due within 1 Year of Ins	Special Systems System	\$	17,539.20
Soleng Tom	Main	Fire Alarm System - Average Density Renewal	1- Due within 1 Year of Ins	Special Systems System	\$	58,161.60
Steele	Main	Paint Roof	1- Due within 1 Year of Ins	Exterior Enclosure	\$	710,522.40
Steele	Main	DX Condensing Unit - 1.5 Tons Renewal	2- Due within 2 Years of In	HVAC System	\$	2,593.92
Steele	Main	Rooftop Unitary AC - Cooling w/Gas Heat < 10 Ton Renewa	2- Due within 2 Years of In	HVAC System	\$	14,498.40
Steele	Main	Kitchen Make Up Air Unit (3,000 CFM) Renewal	1- Due within 1 Year of Ins	HVAC System	\$	23,383.92
Steele	Main	Central AHU - VAV System w/Distribution - 30% Repair/Repl	3- Due within 3 Years of In	HVAC System	\$	286,362.72
Steele	Main	Security System - Burglar Alarm System Renewal	1- Due within 1 Year of Ins	Security	\$	12,114.48
Steele	Main	Security System - CCTV Renewal	2- Due within 2 Years of In	Security	\$	44,044.56
Steele	Main	Security System - Card Access System Renewal	1- Due within 1 Year of Ins	Security	\$	58,670.64
Steele	Site - Steele	Automatic Openers - Single Renewal	2- Due within 2 Years of In	Security	\$	33,996.48
Steele	Site - Steele	Painted Finish - Average (1 Coat Prime - 2 Coats Finish) Rep	2- Due within 2 Years of In	Security	\$	50,349.60
Steele	Site - Steele	Site Development - Fencing - Chain Link Renewal	2- Due within 2 Years of In	Security	\$	39,177.60
Steele	Site - Steele	Site Development - Fencing - Wrought Iron Renewal	2- Due within 2 Years of In	Security	\$	86,931.60
Steele	Main	Intercom System Renewal	1- Due within 1 Year of Ins	Special Systems System	\$	21,389.76
Steele	Main	Fire Alarm System - Average Density Renewal	1- Due within 1 Year of Ins	Special Systems System	\$	56,743.68
Tolson	Activities Center	Paint Roof	3- Due within 3 Years of In	Exterior Enclosure	\$	49,425.60
Tolson	Classroom Addition	Paint Roof	1- Due within 1 Year of Ins	Exterior Enclosure	\$	56,448.00
Tolson	Activities Center	Rooftop Unitary AC - Cooling w/Gas Heat < 10 Ton Renewa	4 - Due within 4 Years of In	HVAC System	\$	59,243.52
Tolson	Main	Kitchen Make Up Air Unit (3,000 CFM) Renewal	2- Due within 2 Years of In	HVAC System	\$	93,534.00
Tolson	Main	Fan Coil System - Cabinet - Cooling Only - 2 Pipe - 30% repa	4 - Due within 4 Years of In	HVAC System	\$	98,196.00
Tolson	Main	Chiller - Reciprocating - Air-Cooled 80 Tons Renewal	3- Due within 3 Years of In	HVAC System	\$	159,863.76
Tolson	Main	Security System - CCTV Renewal	2- Due within 2 Years of In	Security	\$	43,997.52
Tolson	Main	Security System - Card Access System Renewal	3- Due within 3 Years of In	Security	\$	50,767.92
Tolson	Site - Tolson	Automatic Openers - Single Renewal	2- Due within 2 Years of In	Security	\$	33,996.48
Tolson	Site - Tolson	Painted Finish - Average (1 Coat Prime - 2 Coats Finish) Rep	2- Due within 2 Years of In	Security	\$	51,681.84
Tolson	Site - Tolson	Site Development - Fencing - Chain Link Renewal	4 - Due within 4 Years of In	Security	\$	39,555.60
Tolson	Site - Tolson	Site Development - Fencing - Wrought Iron Renewal	2- Due within 2 Years of In	Security	\$	89,229.84
Tolson	Main	Intercom System Renewal	3- Due within 3 Years of In	Special Systems System	\$	22,209.60
Tolson	Main	Fire Alarm System - Average Density Renewal	2- Due within 2 Years of In	Special Systems System	\$	73,649.52
Tully	Site - Tully	Automatic Openers - Single Renewal	2- Due within 2 Years of In	Exterior Enclosure	\$	33,996.48
Tully	Main	Paint Roof	1- Due within 1 Year of Ins	Exterior Enclosure	\$	760,620.00
Tully	Classroom Addition	Rooftop Unitary AC - Cooling w/Gas Heat < 10 Ton Renewa	5 - Due within 5 Years of In	HVAC System	\$	55,078.80
Tully	Main	DDC System - Average Renewal	3- Due within 3 Years of In	HVAC System	\$	158,676.00
Tully	Main	Rooftop Unitary AC - Cooling w/Gas Heat < 10 Ton Renewa	5 - Due within 5 Years of In	HVAC System	\$	410,271.12
Tully	Main	Security System - Burglar Alarm System Renewal	3- Due within 3 Years of In	Security	\$	8,645.28
Tully	Main	Security System - CCTV Renewal	2- Due within 2 Years of In	Security	\$	44,506.56
Tully	Main	Security System - Card Access System Renewal	3- Due within 3 Years of In	Security	\$	62,808.48
Tully	Site - Tully	Painted Finish - Average (1 Coat Prime - 2 Coats Finish) Rep	2- Due within 2 Years of In	Security	\$	58,926.00

Tully	Site - Tully	Site Development - Fencing - Chain Link Renewal	2- Due within 2 Years of In	Security	\$	38,964.24
Tully	Site - Tully	Site Development - Fencing - Wrought Iron Renewal	2- Due within 2 Years of In	Security	\$	101,739.12
Tully	Main	Intercom System Renewal	2- Due within 2 Years of In	Special Systems System	\$	18,317.04
Tully	Main	Fire Alarm System - Average Density Renewal	2- Due within 2 Years of In	Special Systems System	\$	60,743.76
Van Buskirk	Site - Van Buskirk	Automatic Openers - Single Renewal	2- Due within 2 Years of In	Exterior Enclosure	\$	33,996.48
Van Buskirk	Main	BUR (Built-Up Roofing) Renewal	0 - Due Immediately	Exterior Enclosure	\$	159,069.12
Van Buskirk	Main	Paint roof	0 - Due Immediately	Exterior Enclosure	\$	319,200.00
Van Buskirk	Main	Central AHU - VAV System w/Distribution - 20% Repair/Re	3- Due within 3 Years of In	HVAC System	\$	246,479.52
Van Buskirk	Main	Rooftop Unitary AC - Cooling w/Gas Heat < 10 Ton Renewa	4 - Due within 4 Years of In	HVAC System	\$	385,465.92
Van Buskirk	Main	Security System - Burglar Alarm System Renewal	2- Due within 2 Years of In	Security	\$	8,704.08
Van Buskirk	Main	Security System - CCTV Renewal	2- Due within 2 Years of In	Security	\$	44,555.28
Van Buskirk	Main	Security System - Card Access System Renewal	3- Due within 3 Years of In	Security	\$	63,225.12
Van Buskirk	Site - Van Buskirk	Painted Finish - Average (1 Coat Prime - 2 Coats Finish) Re	2- Due within 2 Years of In	Security	\$	10,815.84
Van Buskirk	Site - Van Buskirk	Site Development - Fencing - Wrought Iron Renewal	2- Due within 2 Years of In	Security	\$	18,674.88
Van Buskirk	Site - Van Buskirk	Site Development - Fencing - Chain Link Renewal	2- Due within 2 Years of In	Security	\$	34,134.24
Van Buskirk	Main	Fire Alarm System - Average Density Renewal	2- Due within 2 Years of In	Special Systems System	\$	61,146.96
Vesey	Site - Vesey	Automatic Openers - Single Renewal	2- Due within 2 Years of In	Exterior Enclosure	\$	33,996.48
Vesey	Classroom Addition	Paint roof	4 - Due within 4 Years of In	Exterior Enclosure	\$	139,036.80
Vesey	Main	Security System - Burglar Alarm System Renewal	3- Due within 3 Years of In	Security	\$	10,817.52
Vesey	Main	Security System - CCTV Renewal	2- Due within 2 Years of In	Security	\$	44,313.36
Vesey	Main	Security System - Card Access System Renewal	3- Due within 3 Years of In	Security	\$	52,385.76
Vesey	Site - Vesey	Painted Finish - Average (1 Coat Prime - 2 Coats Finish) Re	2- Due within 2 Years of In	Security	\$	49,946.40
Vesey	Site - Vesey	Site Development - Fencing - Chain Link Renewal	2- Due within 2 Years of In	Security	\$	62,138.16
Vesey	Site - Vesey	Site Development - Fencing - Wrought Iron Renewal	2- Due within 2 Years of In	Security	\$	86,234.40
Vesey	Main	Intercom System Renewal	3- Due within 3 Years of In	Special Systems System	\$	15,277.92
Warren	Main	Replace cooling media	1- Due within 1 Year of Ins	HVAC System	\$	7,560.00
Warren	Main	Computer Room Cooling - DX w/Air Cooled Remote Conde	2- Due within 2 Years of In	HVAC System	\$	13,389.60
Warren	Main	Kitchen Make Up Air Unit (3,000 CFM) Renewal	2- Due within 2 Years of In	HVAC System	\$	18,706.80
Warren	Activities Center	Rooftop Unitary AC - Cooling w/Gas Heat < 10 Ton Renewa	5 - Due within 5 Years of In	HVAC System	\$	42,386.40
Warren	Main	Boiler HW - Gas-Fired - 1M BTU Renewal	2- Due within 2 Years of In	HVAC System	\$	93,456.72
Warren	Main	DDC System - Average Renewal	4 - Due within 4 Years of In	HVAC System	\$	99,576.96
Warren	Main	Central AHU - VAV System w/Distribution - Repair/Replace	4 - Due within 4 Years of In	HVAC System	\$	135,428.16
Warren	Main	Security System - CCTV Renewal	2- Due within 2 Years of In	Security	\$	44,123.52
Warren	Main	Security System - Card Access System Renewal	3- Due within 3 Years of In	Security	\$	47,297.04
Warren	Site - Warren	Automatic Openers - Single Renewal	2- Due within 2 Years of In	Security	\$	33,996.48
Warren	Site - Warren	Painted Finish - Average (1 Coat Prime - 2 Coats Finish) Re	2- Due within 2 Years of In	Security	\$	47,423.04
Warren	Site - Warren	Site Development - Fencing - Chain Link Renewal	2- Due within 2 Years of In	Security	\$	36,336.72
Warren	Site - Warren	Site Development - Fencing - Wrought Iron Renewal	2- Due within 2 Years of In	Security	\$	81,878.16
Warren	Main	Intercom System Renewal	3- Due within 3 Years of In	Special Systems System	\$	17,243.52
Warren	Main	Fire Alarm System - Average Density Renewal	3- Due within 3 Years of In	Special Systems System	\$	57,178.80
Wheeler	Main	Paint Roof	2- Due within 2 Years of In	Exterior Enclosure	\$	858,177.60
Wheeler	Main	Boiler HW - Gas-Fired - 2.0M BTU Renewal	5 - Due within 5 Years of In	HVAC System	\$	116,610.48
Wheeler	Main	Central AHU - VAV System w/Distribution - 20% Repair/Re	3- Due within 3 Years of In	HVAC System	\$	270,856.32
Wheeler	Main	Rooftop Unitary AC - Cooling w/Gas Heat < 10 Ton Renewa	5 - Due within 5 Years of In	HVAC System	\$	565,758.48
Wheeler	Main	Security System - CCTV Renewal	2- Due within 2 Years of In	Security	\$	44,331.84
Wheeler	Main	Security System - Card Access System Renewal	3- Due within 3 Years of In	Security	\$	70,864.08
Wheeler	Site - Wheeler	Automatic Openers - Single Renewal	2- Due within 2 Years of In	Security	\$	33,996.48
Wheeler	Site - Wheeler	Painted Finish - Average (1 Coat Prime - 2 Coats Finish) Re	2- Due within 2 Years of In	Security	\$	47,019.84
Wheeler	Site - Wheeler	Site Development - Fencing - Chain Link Renewal	2- Due within 2 Years of In	Security	\$	32,667.60
Wheeler	Site - Wheeler	Site Development - Fencing - Wrought Iron Renewal	2- Due within 2 Years of In	Security	\$	81,182.64

Wheeler	Main	Intercom System Renewal	3- Due within 3 Years of In	Special Systems System	\$	20,667.36
Wheeler	Main	Fire Alarm System - Average Density Renewal	3- Due within 3 Years of In	Special Systems System	\$	68,533.92
White	Classroom Addition	Paint roof	2- Due within 2 Years of In	Exterior Enclosure	\$	194,325.60
White	Main	Fan Coil System - Cabinet - Cooling Only - 2 Pipe - 20% Rep	3- Due within 3 Years of In	HVAC System	\$	62,487.60
White	Main	Boiler HW - Gas-Fired - 1M BTU Renewal	5 - Due within 5 Years of In	HVAC System	\$	93,456.72
White	Main	Rooftop Unitary AC - Cooling w/Gas Heat < 10 Ton Renewa	5 - Due within 5 Years of In	HVAC System	\$	364,924.56
White	Main	Security System - Burglar Alarm System Renewal	3- Due within 3 Years of In	Security	\$	10,179.12
White	Main	Security System - CCTV Renewal	2- Due within 2 Years of In	Security	\$	43,906.80
White	Main	Security System - Card Access System Renewal	3- Due within 3 Years of In	Security	\$	49,292.88
White	Site - White	Automatic Openers - Single Renewal	2- Due within 2 Years of In	Security	\$	33,996.48
White	Site - White	Painted Finish - Average (1 Coat Prime - 2 Coats Finish) Rep	2- Due within 2 Years of In	Security	\$	53,417.28
White	Site - White	Site Development - Fencing - Chain Link Renewal	2- Due within 2 Years of In	Security	\$	47,817.84
White	Site - White	Site Development - Fencing - Wrought Iron Renewal	2- Due within 2 Years of In	Security	\$	92,226.96
White	Main	Intercom System Renewal	3- Due within 3 Years of In	Special Systems System	\$	21,564.48
White	Main	Fire Alarm System - Average Density Renewal	2- Due within 2 Years of In	Special Systems System	\$	59,591.28
Whitmore	Main	Moderate Repair BUR (Built-Up Roofing)	2- Due within 2 Years of In	Exterior Enclosure	\$	8,316.00
Whitmore	Site - Whitmore	Automatic Openers - Single Renewal	2- Due within 2 Years of In	Exterior Enclosure	\$	33,996.48
Whitmore	Main	DDC System - Average Renewal	4 - Due within 4 Years of In	HVAC System	\$	154,119.84
Whitmore	Main	Security System - CCTV Renewal	2- Due within 2 Years of In	Security	\$	42,267.12
Whitmore	Main	Security System - Card Access System Renewal	2- Due within 2 Years of In	Security	\$	61,004.16
Whitmore	Site - Whitmore	Painted Finish - Average (1 Coat Prime - 2 Coats Finish) Rep	2- Due within 2 Years of In	Security	\$	51,863.28
Whitmore	Site - Whitmore	Site Development - Fencing - Chain Link Renewal	2- Due within 2 Years of In	Security	\$	40,266.24
Whitmore	Site - Whitmore	Site Development - Fencing - Wrought Iron Renewal	2- Due within 2 Years of In	Security	\$	89,544.00
Whitmore	Main	Intercom System Renewal	3- Due within 3 Years of In	Special Systems System	\$	17,791.20
Wright	Site - Wright	Automatic Openers - Single Renewal	2- Due within 2 Years of In	Exterior Enclosure	\$	33,996.48
Wright	Main	Kitchen Make Up Air Unit (3,000 CFM) Renewal	5 - Due within 5 Years of In	HVAC System	\$	9,354.24
Wright	Activities Center	Rooftop Unitary AC - Cooling w/Gas Heat < 10 Ton Renewa	5 - Due within 5 Years of In	HVAC System	\$	28,155.12
Wright	Main	Boiler HW - Gas-Fired - 2.0M BTU Renewal	4 - Due within 4 Years of In	HVAC System	\$	137,188.80
Wright	Main	Central AHU - VAV System w/Distribution - 20% Repair/rep	2- Due within 2 Years of In	HVAC System	\$	361,141.20
Wright	Main	Security System - Burglar Alarm System Renewal	2- Due within 2 Years of In	Security	\$	12,482.40
Wright	Main	Security System - CCTV Renewal	2- Due within 2 Years of In	Security	\$	44,197.44
Wright	Main	Security System - Card Access System Renewal	2- Due within 2 Years of In	Security	\$	60,451.44
Wright	Site - Wright	Painted Finish - Average (1 Coat Prime - 2 Coats Finish) Rep	2- Due within 2 Years of In	Security	\$	52,145.52
Wright	Site - Wright	Site Development - Fencing - Chain Link Renewal	2- Due within 2 Years of In	Security	\$	44,029.44
Wright	Site - Wright	Site Development - Fencing - Wrought Iron Renewal	2- Due within 2 Years of In	Security	\$	90,031.20
Wright	Main	Intercom System Renewal	2- Due within 2 Years of In	Special Systems System	\$	17,629.92
Wright	Main	Fire Alarm System - Average Density Renewal	2- Due within 2 Years of In	Special Systems System	\$	58,464.00
				<b>Exterior Enclosure</b>	<b>\$</b>	<b>17,397,814.56</b>
				<b>HVAC System</b>	<b>\$</b>	<b>24,284,951.12</b>
				<b>Plumbing System</b>	<b>\$</b>	<b>144,794.16</b>
				<b>Security</b>	<b>\$</b>	<b>13,961,089.56</b>
				<b>Site</b>	<b>\$</b>	<b>2,150.40</b>
				<b>Special Systems System</b>	<b>\$</b>	<b>2,550,698.64</b>
				<b>Total</b>	<b>\$</b>	<b>58,341,498.44</b>
Catalina	Main	Paint roof	1- Due within 1 Year of Ins	Exterior Enclosure	\$	154,560.00
Catalina	Main	BUR (Built-Up Roofing) - Science Building Renewa	0 - Due Immediately	Exterior Enclosure	\$	227,241.84
Catalina	Main	Paint Roof	2- Due within 2 Years of In	Exterior Enclosure	\$	275,520.00
Catalina	Main	Paint Roof	2- Due within 2 Years of In	Exterior Enclosure	\$	705,600.00
Catalina	Main	BUR (Built-Up Roofing) - Areo Tek/PE Rooms Renewal	0 - Due Immediately	Exterior Enclosure	\$	741,373.92

Catalina	Main	BUR (Built-Up Roofing) - Auditorium/Theater/Classrooms/10	- Due Immediately	Exterior Enclosure	\$	1,136,205.84
Catalina	Main	Cooling Tower - Stainless Steel - 110 Ton Renewal	2- Due within 2 Years of In:	HVAC System	\$	119,355.60
Catalina	Main	Cooling Tower - Stainless Steel - 300 Ton Renewal	2- Due within 2 Years of In:	HVAC System	\$	196,449.12
Catalina	Main	Chiller - Reciprocating - Air-Cooled 100 Tons Renewal	5 - Due within 5 Years of In:	HVAC System	\$	201,094.32
Catalina	Main	Boiler HW - Gas-Fired - 6.1 MBH Renewal	3- Due within 3 Years of In:	HVAC System	\$	393,081.36
Catalina	Main	Boiler HW - Gas-Fired - 6.1 MBH Renewal	3- Due within 3 Years of In:	HVAC System	\$	393,081.36
Catalina	Main	Central AHU - VAV System w/Distribution - 20% Repair/Rep	2- Due within 2 Years of In:	HVAC System	\$	1,579,992.96
Catalina	Main	Security System - Burglar Alarm System Renewal	4 - Due within 4 Years of In:	Security	\$	53,854.08
Catalina	Main	Security System - CCTV Renewal	2- Due within 2 Years of In:	Security	\$	132,279.84
Catalina	Main	Security System - Card Access System Renewal	4 - Due within 4 Years of In:	Security	\$	195,610.80
Catalina	Site - Catalina	Automatic Openers - Single Renewal	2- Due within 2 Years of In:	Security	\$	58,927.68
Catalina	Site - Catalina	Painted Finish - Average (1 Coat Prime - 2 Coats Finish) Ren	2- Due within 2 Years of In:	Security	\$	58,623.60
Catalina	Site - Catalina	Site Development - Fencing - Chain Link Renewal	4 - Due within 4 Years of In:	Security	\$	57,096.48
Catalina	Site - Catalina	Site Development - Fencing - Wrought Iron Renewal	2- Due within 2 Years of In:	Security	\$	101,216.64
Cholla	Main	Repair Glass Skylights - Monumental	1- Due within 1 Year of In:	Exterior Enclosure	\$	42,310.80
Cholla	Site - Cholla	Automatic Openers - Single Renewal	2- Due within 2 Years of In:	Exterior Enclosure	\$	58,927.68
Cholla	Classroom Addition	Paint Roof	2- Due within 2 Years of In:	Exterior Enclosure	\$	107,251.20
Cholla	Main	Paint Roof	4 - Due within 4 Years of In:	Exterior Enclosure	\$	252,000.00
Cholla	Activity Center	Paint Roof	2- Due within 2 Years of In:	Exterior Enclosure	\$	341,275.20
Cholla	Activity Center	Paint Roof	2- Due within 2 Years of In:	Exterior Enclosure	\$	550,519.20
Cholla	Main	BUR (Built-Up Roofing) - G wing Renewal	0 - Due Immediately	Exterior Enclosure	\$	568,102.08
Cholla	Main	Paint Roof	2- Due within 2 Years of In:	Exterior Enclosure	\$	705,600.00
Cholla	Classroom Addition	Central AHU - VAV System w/Distribution - 20% Repair/rep	3- Due within 3 Years of In:	HVAC System	\$	21,668.64
Cholla	Main	Kitchen Make Up Air Unit (3,000 CFM) Renewal	2- Due within 2 Years of In:	HVAC System	\$	121,595.04
Cholla	Main	Cooling Tower - Stainless Steel - 300 Ton Renewal	0 - Due Immediately	HVAC System	\$	176,804.88
Cholla	Main	Cooling Tower - Stainless Steel - 300 Ton Renewal	1- Due within 1 Year of In:	HVAC System	\$	176,804.88
Cholla	Activity Center	Central AHU - VAV System w/Distribution - 30% repair/rep	1- Due within 1 Year of In:	HVAC System	\$	189,599.76
Cholla	Activity Center	Central AHU - VAV System w/Distribution - 50% Repair/Rep	2- Due within 2 Years of In:	HVAC System	\$	338,570.40
Cholla	Main	Central AHU - VAV System w/Distribution - 50% Repair/Rep	1- Due within 1 Year of In:	HVAC System	\$	3,024,556.08
Cholla	Main	Security System - Burglar Alarm System Renewal	3- Due within 3 Years of In:	Security	\$	43,827.84
Cholla	Main	Security System - CCTV Renewal	2- Due within 2 Years of In:	Security	\$	143,744.16
Cholla	Main	Security System - Card Access System Renewal	3- Due within 3 Years of In:	Security	\$	238,785.12
Cholla	Site - Cholla	Painted Finish - Average (1 Coat Prime - 2 Coats Finish) Ren	2- Due within 2 Years of In:	Security	\$	36,020.88
Cholla	Site - Cholla	Site Development - Fencing - Chain Link Renewal	2- Due within 2 Years of In:	Security	\$	52,268.16
Cholla	Site - Cholla	Site Development - Fencing - Wrought Iron Renewal	2- Due within 2 Years of In:	Security	\$	62,193.60
Mary Meredith	Site - Mary Meredith	Automatic Openers - Single Renewal	2- Due within 2 Years of In:	Exterior Enclosure	\$	58,927.68
Mary Meredith	Site - Mary Meredith	Painted Finish - Average (1 Coat Prime - 2 Coats Finish) Ren	2- Due within 2 Years of In:	Interior Construction and Conve	\$	23,792.16
Mary Meredith	Main	Security System - CCTV Renewal	2- Due within 2 Years of In:	Security	\$	53,687.76
Mary Meredith	Site - Mary Meredith	Site Development - Fencing - Chain Link Renewal	2- Due within 2 Years of In:	Security	\$	27,909.84
Mary Meredith	Site - Mary Meredith	Site Development - Fencing - Wrought Iron Renewal	2- Due within 2 Years of In:	Security	\$	41,079.36
Palo Verde	Main	Switchgear - Heavy Duty Renewal	0 - Due Immediately	Electrical	\$	337,765.68
Palo Verde	Site - Palo Verde	Automatic Openers - Single Renewal	2- Due within 2 Years of In:	Exterior Enclosure	\$	58,927.68
Palo Verde	Main	Paint Roof	2- Due within 2 Years of In:	Exterior Enclosure	\$	92,400.00
Palo Verde	Main	Paint Roof	0 - Due Immediately	Exterior Enclosure	\$	215,040.00
Palo Verde	Main	Paint roof	3- Due within 3 Years of In:	Exterior Enclosure	\$	218,400.00
Palo Verde	Main	Paint Roof	2- Due within 2 Years of In:	Exterior Enclosure	\$	262,080.00
Palo Verde	Main	Paint Roof	2- Due within 2 Years of In:	Exterior Enclosure	\$	378,000.00
Palo Verde	Main	Paint Roof	3- Due within 3 Years of In:	Exterior Enclosure	\$	386,400.00
Palo Verde	Main	Paint Roof	3- Due within 3 Years of In:	Exterior Enclosure	\$	1,360,800.00
Palo Verde	Main	Rooftop Unitary AC - Elec. Heat/Cooling < 10 Ton Renewal	0 - Due Immediately	HVAC System	\$	109,357.92
Palo Verde	Main	Central AHU - VAV System w/Distribution - 50% Repair/Rep	3- Due within 3 Years of In:	HVAC System	\$	2,979,414.48

# High Schools

Palo Verde	Main	Security System - Burglar Alarm System Renewal	2- Due within 2 Years of In: Security	\$	63,199.92
Palo Verde	Main	Security System - CCTV Renewal	2- Due within 2 Years of In: Security	\$	133,976.64
Palo Verde	Main	Security System - Card Access System Renewal	1- Due within 1 Year of In: Security	\$	137,731.44
Palo Verde	Site - Palo Verde	Painted Finish - Average (1 Coat Prime - 2 Coats Finish) Renewal	2- Due within 2 Years of In: Security	\$	80,982.72
Palo Verde	Site - Palo Verde	Site Development - Fencing - Chain Link Renewal	2- Due within 2 Years of In: Security	\$	37,070.88
Palo Verde	Site - Palo Verde	Site Development - Fencing - Wrought Iron Renewal	2- Due within 2 Years of In: Security	\$	139,821.36
Palo Verde	Main	Fire Alarm System - Average Density Renewal	3- Due within 3 Years of In: Special Systems System	\$	222,006.96
Pueblo	Main	Paint roof	3- Due within 3 Years of In: Exterior Enclosure	\$	134,400.00
Pueblo	Main	Paint roof	3- Due within 3 Years of In: Exterior Enclosure	\$	218,400.00
Pueblo	Main	Paint roof	4 - Due within 4 Years of In: Exterior Enclosure	\$	672,000.00
Pueblo	Main	Kitchen Make Up Air Unit (3,000 CFM) Renewal	2- Due within 2 Years of In: HVAC System	\$	28,061.04
Pueblo	Main	Repair Boiler	0 - Due Immediately HVAC System	\$	42,000.00
Pueblo	Main	Rooftop Unitary AC - Cooling w/Gas Heat < 10 Ton Renewal	5 - Due within 5 Years of In: HVAC System	\$	453,089.28
Pueblo	Main	Central AHU - VAV System w/Distribution - 30% repair/rep	4 - Due within 4 Years of In: HVAC System	\$	2,166,847.20
Pueblo	Main	Security System - Burglar Alarm System Renewal	3- Due within 3 Years of In: Security	\$	57,602.16
Pueblo	Main	Security System - CCTV Renewal	2- Due within 2 Years of In: Security	\$	134,006.88
Pueblo	Main	Security System - Card Access System Renewal	3- Due within 3 Years of In: Security	\$	167,378.40
Pueblo	Site - Pueblo	Automatic Openers - Single Renewal	2- Due within 2 Years of In: Security	\$	58,927.68
Pueblo	Site - Pueblo	Painted Finish - Average (1 Coat Prime - 2 Coats Finish) Renewal	2- Due within 2 Years of In: Security	\$	61,286.40
Pueblo	Site - Pueblo	Site Development - Fencing - Chain Link Renewal	2- Due within 2 Years of In: Security	\$	73,572.24
Pueblo	Main	Security System - Burglar Alarm System Renewal	3- Due within 3 Years of In: Security	\$	631,448.82
Pueblo	Main	Fire Alarm System - Average Density Renewal	3- Due within 3 Years of In: Special Systems System	\$	303,520.56
Rincon	Main	Paint Roof	3- Due within 3 Years of In: Exterior Enclosure	\$	1,596,000.00
Rincon	AUDITORIUM	Central AHU - VAV System w/Distribution - 20% Repair/Re	2- Due within 2 Years of In: HVAC System	\$	93,896.88
Rincon	Main	Cooling Tower - Stainless Steel - 600 Ton Renewal	0 - Due Immediately HVAC System	\$	245,103.60
Rincon	Main	Boiler HW - Gas-Fired - 6.1 MBH Renewal	2- Due within 2 Years of In: HVAC System	\$	393,081.36
Rincon	Main	Boiler HW - Gas-Fired - 6.1 MBH Renewal	3- Due within 3 Years of In: HVAC System	\$	393,081.36
Rincon	Main	Rooftop Unitary AC - Cooling w/Gas Heat < 10 Ton Renewal	4 - Due within 4 Years of In: HVAC System	\$	1,006,864.32
Rincon	Main	Central AHU - VAV System w/Distribution - 30% Repair/Re	3- Due within 3 Years of In: HVAC System	\$	1,164,680.16
Rincon	Main	Water Dist Complete - Average Renewal	0 - Due Immediately Plumbing System	\$	289,437.12
Rincon	Main	Security System - Burglar Alarm System Renewal	2- Due within 2 Years of In: Security	\$	54,566.40
Rincon	Main	Security System - CCTV Renewal	2- Due within 2 Years of In: Security	\$	133,024.08
Rincon	Main	Security System - Card Access System Renewal	2- Due within 2 Years of In: Security	\$	198,194.64
Rincon	Site - Rincon	Automatic Openers - Single Renewal	2- Due within 2 Years of In: Security	\$	58,927.68
Rincon	Site - Rincon	Painted Finish - Average (1 Coat Prime - 2 Coats Finish) Renewal	2- Due within 2 Years of In: Security	\$	77,794.08
Rincon	Site - Rincon	Site Development - Fencing - Chain Link Renewal	2- Due within 2 Years of In: Security	\$	58,044.00
Rincon	Site - Rincon	Site Development - Fencing - Wrought Iron Renewal	2- Due within 2 Years of In: Security	\$	134,316.00
Rincon	Main	Fire Alarm System - Average Density Renewal	3- Due within 3 Years of In: Special Systems System	\$	383,359.20
Sabino	Main	Switchgear - Heavy Duty Renewal	0 - Due Immediately Electrical	\$	245,130.48
Sabino	INDUSTRIAL EDUCAT	Cap Flashing (Counter Flashing at Parapets) Renewal	1- Due within 1 Year of In: Exterior Enclosure	\$	3,470.88
Sabino	INDUSTRIAL EDUCAT	Gutters and Downspouts - Aluminum Renewal	1- Due within 1 Year of In: Exterior Enclosure	\$	6,772.08
Sabino	Main	Reglet Counter Flashing Renewal	1- Due within 1 Year of In: Exterior Enclosure	\$	8,022.00
Sabino	Main	Cap Flashing (Counter Flashing at Parapets) Renewal	1- Due within 1 Year of In: Exterior Enclosure	\$	13,885.20
Sabino	Site - Sabino	Automatic Openers - Single Renewal	2- Due within 2 Years of In: Exterior Enclosure	\$	62,030.64
Sabino	Main	BUR (Built-Up Roofing) - Library Renewal	2- Due within 2 Years of In: Exterior Enclosure	\$	196,943.04
Sabino	Main	BUR (Built-Up Roofing) - Admin Renewal	2- Due within 2 Years of In: Exterior Enclosure	\$	226,484.16
Sabino	Main	BUR (Built-Up Roofing) - Cafeteria, Mechanical and Classro	1- Due within 1 Year of In: Exterior Enclosure	\$	615,444.48
Sabino	INDUSTRIAL EDUCAT	BUR (Built-Up Roofing) Renewal	1- Due within 1 Year of In: Exterior Enclosure	\$	659,551.20
Sabino	Main	BUR (Built-Up Roofing) - Main classrooms Renewal	2- Due within 2 Years of In: Exterior Enclosure	\$	1,193,015.04
Sabino	AUDITORIUM	Central AHU - VAV System w/Distribution Renewal	4 - Due within 4 Years of In: HVAC System	\$	56,427.84
Sabino	Main	Kitchen Make Up Air Unit (3,000 CFM) Renewal	2- Due within 2 Years of In: HVAC System	\$	93,534.00

Sabino	Main	Kitchen Make Up Air Unit (3,000 CFM) Renewal	2- Due within 2 Years of In: HVAC System	\$	93,534.00
Sabino	Main	Boiler HW - Gas-Fired - 2.0M BTU Renewal	4 - Due within 4 Years of In: HVAC System	\$	137,188.80
Sabino	Main	Boiler HW - Gas-Fired - 2.0M BTU Renewal	4 - Due within 4 Years of In: HVAC System	\$	137,188.80
Sabino	INDUSTRIAL EDUCAT	Central AHU - VAV System w/Distribution Renewal	7 - Due within 7 Years of In: HVAC System	\$	561,529.92
Sabino	Main	Central AHU - VAV System w/Distribution - 20% Replace/re	5 - Due within 5 Years of In: HVAC System	\$	1,300,108.32
Sabino	Main	Restroom Fixtures 7 - Std Density - Avg Qual Renewal	0 - Due Immediately Plumbing System	\$	126,399.84
Sabino	Main	Sanitary Waste - Gravity Disch - Average Renewal	5 - Due within 5 Years of In: Plumbing System	\$	501,695.04
Sabino	Main	Security System - Burglar Alarm System Renewal	3- Due within 3 Years of In: Security	\$	45,865.68
Sabino	Main	Security System - CCTV Renewal	2- Due within 2 Years of In: Security	\$	132,284.88
Sabino	Main	Security System - Card Access System Renewal	3- Due within 3 Years of In: Security	\$	199,913.28
Sabino	Site - Sabino	Painted Finish - Average (1 Coat Prime - 2 Coats Finish) Rer	2- Due within 2 Years of In: Security	\$	100,296.00
Sabino	Site - Sabino	Site Development - Fencing - Chain Link Renewal	2- Due within 2 Years of In: Security	\$	73,241.28
Sabino	Site - Sabino	Site Development - Fencing - Wrought Iron Renewal	2- Due within 2 Years of In: Security	\$	173,164.32
Sahuaro	Main	Switchgear - Heavy Duty Renewal	0 - Due Immediately Electrical	\$	231,420.00
Sahuaro	Main	Roof Hatch Renewal	5 - Due within 5 Years of In: Exterior Enclosure	\$	10,935.12
Sahuaro	Site - Sahuaro	Automatic Openers - Single Renewal	2- Due within 2 Years of In: Exterior Enclosure	\$	60,480.00
Sahuaro	Main	Paint Roof	2- Due within 2 Years of In: Exterior Enclosure	\$	136,080.00
Sahuaro	Main	Paint roof	3- Due within 3 Years of In: Exterior Enclosure	\$	154,560.00
Sahuaro	Main	Paint Roof	4 - Due within 4 Years of In: Exterior Enclosure	\$	571,200.00
Sahuaro	Main	Paint Roof	2- Due within 2 Years of In: Exterior Enclosure	\$	851,760.00
Sahuaro	Main	Cooling Tower - Stainless Steel - 300 Ton Renewal	4 - Due within 4 Years of In: HVAC System	\$	196,449.12
Sahuaro	Main	Cooling Tower - Stainless Steel - 300 Ton Renewal	1- Due within 1 Year of In: HVAC System	\$	196,449.12
Sahuaro	Main	Boiler HW - Gas-Fired - 6.1 MBH Renewal	3- Due within 3 Years of In: HVAC System	\$	393,081.36
Sahuaro	Main	Boiler HW - Gas-Fired - 6.1 MBH Renewal	3- Due within 3 Years of In: HVAC System	\$	393,081.36
Sahuaro	Main	Central AHU - VAV System w/Distribution - 20% Repair/Re	3- Due within 3 Years of In: HVAC System	\$	5,439,687.12
Sahuaro	Main	Water Dist Complete - Average Renewal	0 - Due Immediately Plumbing System	\$	306,243.84
Sahuaro	Main	Security System - Burglar Alarm System Renewal	4 - Due within 4 Years of In: Security	\$	57,734.88
Sahuaro	Main	Security System - CCTV Renewal	2- Due within 2 Years of In: Security	\$	132,226.08
Sahuaro	Main	Security System - Card Access System Renewal	3- Due within 3 Years of In: Security	\$	167,761.44
Sahuaro	Site - Sahuaro	Painted Finish - Average (1 Coat Prime - 2 Coats Finish) Rer	2- Due within 2 Years of In: Security	\$	63,769.44
Sahuaro	Site - Sahuaro	Site Development - Fencing - Chain Link Renewal	2- Due within 2 Years of In: Security	\$	41,922.72
Sahuaro	Site - Sahuaro	Site Development - Fencing - Wrought Iron Renewal	2- Due within 2 Years of In: Security	\$	110,100.48
Sahuaro	Main	Fire Alarm System - Average Density Renewal	4 - Due within 4 Years of In: Special Systems System	\$	202,809.60
Santa Rita	Main	Switchgear - Heavy Duty Renewal	0 - Due Immediately Electrical	\$	255,721.20
Santa Rita	Main	Roof Hatch Renewal	2- Due within 2 Years of In: Exterior Enclosure	\$	10,935.12
Santa Rita	Site - Santa Rita	Automatic Openers - Single Renewal	2- Due within 2 Years of In: Exterior Enclosure	\$	60,480.00
Santa Rita	Main	Paint Roof	2- Due within 2 Years of In: Exterior Enclosure	\$	100,800.00
Santa Rita	Main	Paint Roof	4 - Due within 4 Years of In: Exterior Enclosure	\$	154,560.00
Santa Rita	Classroom Addition	Paint Roof	2- Due within 2 Years of In: Exterior Enclosure	\$	459,480.00
Santa Rita	Main	Paint Roof	2- Due within 2 Years of In: Exterior Enclosure	\$	470,400.00
Santa Rita	Main	Paint Roof	3- Due within 3 Years of In: Exterior Enclosure	\$	705,600.00
Santa Rita	Main	Paint Roof	2- Due within 2 Years of In: Exterior Enclosure	\$	853,440.00
Santa Rita	Main	Kitchen Make Up Air Unit (3,000 CFM) Renewal	2- Due within 2 Years of In: HVAC System	\$	28,061.04
Santa Rita	Main	Cooling Tower - Stainless Steel - 110 Ton Renewal	2- Due within 2 Years of In: HVAC System	\$	119,355.60
Santa Rita	Main	Heat Exchanger - Liquid/Liquid - Plate and Frame - 400 GPM	1- Due within 1 Year of In: HVAC System	\$	147,127.68
Santa Rita	Main	Rooftop Unitary AC - Cooling w/Gas Heat < 10 Ton Renewa	3- Due within 3 Years of In: HVAC System	\$	164,046.96
Santa Rita	Main	Cooling Tower - Stainless Steel - 300 Ton Renewal	2- Due within 2 Years of In: HVAC System	\$	196,449.12
Santa Rita	Classroom Addition	Central AHU - VAV System w/Distribution - 20% Repair/Re	2- Due within 2 Years of In: HVAC System	\$	631,997.52
Santa Rita	Main	Central AHU - VAV System w/Distribution - 20 % Repair/Re	3- Due within 3 Years of In: HVAC System	\$	902,852.16
Santa Rita	Main	DDC System - Average Renewal	2- Due within 2 Years of In: HVAC System	\$	1,041,213.60
Santa Rita	Main	Security System - Burglar Alarm System Renewal	4 - Due within 4 Years of In: Security	\$	47,848.08

Santa Rita	Main	Security System - CCTV Renewal	2- Due within 2 Years of In Security	\$	133,182.00
Santa Rita	Main	Security System - Card Access System Renewal	4 - Due within 4 Years of In Security	\$	243,311.04
Santa Rita	Site - Santa Rita	Painted Finish - Average (1 Coat Prime - 2 Coats Finish) Ren	2- Due within 2 Years of In Security	\$	106,671.60
Santa Rita	Site - Santa Rita	Site Development - Fencing - Chain Link Renewal	2- Due within 2 Years of In Security	\$	67,062.24
Santa Rita	Site - Santa Rita	Site Development - Fencing - Wrought Iron Renewal	2- Due within 2 Years of In Security	\$	184,175.04
Santa Rita	Main	Fire Alarm System - Average Density Renewal	4 - Due within 4 Years of In Special Systems System	\$	336,161.28
Tucson	Main	Repair Glass Skylights - Monumental	3- Due within 3 Years of In Exterior Enclosure	\$	84,621.60
Tucson	Classroom Addition	Paint Roof	2- Due within 2 Years of In Exterior Enclosure	\$	383,040.00
Tucson	Main	Paint roof	2- Due within 2 Years of In Exterior Enclosure	\$	504,000.00
Tucson	Classroom Addition	BUR (Built-Up Roofing) Renewal	5 - Due within 5 Years of In Exterior Enclosure	\$	647,636.64
Tucson	Classroom Addition	BUR (Built-Up Roofing) Renewal	1- Due within 1 Year of In Exterior Enclosure	\$	752,925.60
Tucson	Classroom Addition	Paint Roof	2- Due within 2 Years of In Exterior Enclosure	\$	769,120.80
Tucson	Stadium	Rooftop Unitary AC - Cooling w/Gas Heat < 10 Ton Renewa	2- Due within 2 Years of In HVAC System	\$	53,634.00
Tucson	Gym	Central AHU - VAV System w/Distribution - 20% Repair/rep	5 - Due within 5 Years of In HVAC System	\$	103,827.36
Tucson	Main	Rooftop Unitary AC - Cooling w/Gas Heat < 10 Ton Renewa	3- Due within 3 Years of In HVAC System	\$	135,927.12
Tucson	Main	Chiller - Centrifugal wo Cooling Tower - 300 Ton Renewal	5 - Due within 5 Years of In HVAC System	\$	270,249.84
Tucson	Main	Boiler HW - Gas-Fired - 4.7M BTU Renewal	5 - Due within 5 Years of In HVAC System	\$	289,383.36
Tucson	Main	Boiler HW - Gas-Fired - 4.7M BTU Renewal	0 - Due Immediately HVAC System	\$	289,383.36
Tucson	Classroom Addition	Central AHU - VAV System w/Distribution - 20% Repair/Rep	2- Due within 2 Years of In HVAC System	\$	389,355.12
Tucson	Classroom Addition	Central AHU - VAV System w/Distribution - 20% Repair/Rep	3- Due within 3 Years of In HVAC System	\$	826,109.76
Tucson	Main	Central AHU - VAV System w/Distribution - 20% Repair/Rep	2- Due within 2 Years of In HVAC System	\$	1,083,423.60
Tucson	Main	Carpeting - Broadloom - Medium Range Renewal	0 - Due Immediately Interior Construction and Conve	\$	114,004.80
Tucson	Main	Security System - Burglar Alarm System Renewal	3- Due within 3 Years of In Security	\$	57,660.96
Tucson	Main	Security System - Card Access System Renewal	3- Due within 3 Years of In Security	\$	125,660.64
Tucson	Main	Security System - CCTV Renewal	2- Due within 2 Years of In Security	\$	132,261.36
Tucson	Site - Tucson	Automatic Openers - Single Renewal	2- Due within 2 Years of In Security	\$	60,480.00
Tucson	Site - Tucson	Painted Finish - Average (1 Coat Prime - 2 Coats Finish) Ren	2- Due within 2 Years of In Security	\$	27,990.48
Tucson	Site - Tucson	Site Development - Fencing - Wrought Iron Renewal	2- Due within 2 Years of In Security	\$	48,325.20
Tucson	Main	Intercom System Renewal	4 - Due within 4 Years of In Special Systems System	\$	61,079.76
Tucson	Main	Fire Alarm System - Average Density Renewal	3- Due within 3 Years of In Special Systems System	\$	303,824.64
				Electrical	\$ 1,070,037.36
				Exterior Enclosure	\$ 22,245,936.72
				HVAC System	\$ 31,678,788.96
				Interior Construction and Conve	\$ 137,796.96
				Plumbing System	\$ 1,223,775.84
				Security	\$ 6,381,907.38
				Special Systems System	\$ 1,812,762.00
				<b>Total</b>	<b>\$ 64,551,005.22</b>
Booth/Fickett	Main	Rooftop Unitary AC - Cooling w/Gas Heat < 10 Ton Renewa	5 - Due within 5 Years of In HVAC System	\$	42,288.96
Booth/Fickett	Main	Kitchen Make Up Air Unit (3,000 CFM) Renewal	2- Due within 2 Years of In HVAC System	\$	46,767.84
Booth/Fickett	Main	Boiler HW - Gas-Fired - 1M BTU Renewal	3- Due within 3 Years of In HVAC System	\$	93,456.72
Booth/Fickett	Main	Central AHU - VAV System w/Distribution - 25% Repair/rep	4 - Due within 4 Years of In HVAC System	\$	282,140.88
Booth/Fickett	Main	Rooftop Unitary AC - Cooling w/Gas Heat < 10 Ton Renewa	3- Due within 3 Years of In HVAC System	\$	616,008.96
Booth/Fickett	Main	Security System - Burglar Alarm System Renewal	2- Due within 2 Years of In Security	\$	9,700.32
Booth/Fickett	Main	Security System - Burglar Alarm System Renewal	2- Due within 2 Years of In Security	\$	10,620.96
Booth/Fickett	Main	Security System - Card Access System Renewal	2- Due within 2 Years of In Security	\$	38,579.52
Booth/Fickett	Main	Security System - CCTV Renewal	2- Due within 2 Years of In Security	\$	88,633.44
Booth/Fickett	Main	Security System - Card Access System Renewal	2- Due within 2 Years of In Security	\$	91,608.72

Booth/Fickett	Site - Booth/Fickett	Automatic Openers - Single Renewal	2- Due within 2 Years of In: Security	\$	39,543.84
Booth/Fickett	Site - Booth/Fickett	Painted Finish - Average (1 Coat Prime - 2 Coats Finish) Renewal	2- Due within 2 Years of In: Security	\$	34,104.00
Booth/Fickett	Site - Booth/Fickett	Site Development - Fencing - Wrought Iron Renewal	2- Due within 2 Years of In: Security	\$	58,882.32
Booth/Fickett	Site - Booth/Fickett	Site Development - Fencing - Chain Link Renewal	2- Due within 2 Years of In: Security	\$	70,020.72
Booth/Fickett	Main	Intercom System Renewal	2- Due within 2 Years of In: Special Systems System	\$	11,250.96
Booth/Fickett	Main	Intercom System Renewal	2- Due within 2 Years of In: Special Systems System	\$	41,104.56
Booth/Fickett	Main	Fire Alarm System - Average Density Renewal	2- Due within 2 Years of In: Special Systems System	\$	74,622.24
Booth/Fickett	Main	Fire Alarm System - Average Density Renewal	2- Due within 2 Years of In: Special Systems System	\$	255,571.68
Dietz	Main	Moderate Repair BUR (Built-Up Roofing)	1- Due within 1 Year of In: Exterior Enclosure	\$	20,790.00
Dietz	Site - Dietz	Automatic Openers - Single Renewal	2- Due within 2 Years of In: Exterior Enclosure	\$	88,273.92
Dietz	Main	Paint Roof	0 - Due Immediately Exterior Enclosure	\$	838,017.60
Dietz	Main	Kitchen Make Up Air Unit (3,000 CFM) Renewal	2- Due within 2 Years of In: HVAC System	\$	93,534.00
Dietz	Main	Cooling Tower - Stainless Steel - 110 Ton Renewal	3- Due within 3 Years of In: HVAC System	\$	131,292.00
Dietz	Main	Cooling Tower - Stainless Steel - 110 Ton Renewal	3- Due within 3 Years of In: HVAC System	\$	131,292.00
Dietz	Main	DDC System - Average Renewal	1- Due within 1 Year of In: HVAC System	\$	149,847.60
Dietz	Main	Boiler HW - Gas-Fired - 2.0M BTU Renewal	3- Due within 3 Years of In: HVAC System	\$	164,626.56
Dietz	Main	Chiller - Reciprocating - Air-Cooled 100 Tons Renewal	3- Due within 3 Years of In: HVAC System	\$	201,094.32
Dietz	Main	Chiller - Reciprocating - Air-Cooled 100 Tons Renewal	2- Due within 2 Years of In: HVAC System	\$	201,094.32
Dietz	Main	Central AHU - VAV System w/Distribution - 20% Repair/Replacement	5 - Due within 5 Years of In: HVAC System	\$	270,856.32
Dietz	Main	Security System - CCTV Renewal	2- Due within 2 Years of In: Security	\$	88,549.44
Dietz	Site - Dietz	Painted Finish - Average (1 Coat Prime - 2 Coats Finish) Renewal	2- Due within 2 Years of In: Security	\$	52,629.36
Dietz	Site - Dietz	Site Development - Fencing - Chain Link Renewal	4 - Due within 4 Years of In: Security	\$	39,224.64
Dietz	Site - Dietz	Site Development - Fencing - Wrought Iron Renewal	2- Due within 2 Years of In: Security	\$	90,867.84
Dietz	Main	Intercom System Renewal	3- Due within 3 Years of In: Special Systems System	\$	20,181.84
Dietz	Main	Fire Alarm System - Average Density Renewal	3- Due within 3 Years of In: Special Systems System	\$	167,311.20
Hollinger	Main	Moderate Repair Terra Cotta and Clay Tile Roofing	1- Due within 1 Year of In: Exterior Enclosure	\$	8,154.72
Hollinger	Main	Replace Aluminum Gutters and Downspouts	7 - Due within 7 Years of In: Exterior Enclosure	\$	11,037.60
Hollinger	Site - Hollinger	Automatic Openers - Single Renewal	2- Due within 2 Years of In: Exterior Enclosure	\$	38,023.44
Hollinger	Activity Center	Paint Roof	1- Due within 1 Year of In: Exterior Enclosure	\$	125,580.00
Hollinger	Main	Paint roof	0 - Due Immediately Exterior Enclosure	\$	184,800.00
Hollinger	Classroom Addition	Paint Roof	2- Due within 2 Years of In: Exterior Enclosure	\$	214,502.40
Hollinger	Activity Center	Rooftop Unitary AC - Cooling w/Gas Heat < 10 Ton Renewal	4 - Due within 4 Years of In: HVAC System	\$	45,158.40
Hollinger	Classroom Addition	Rooftop Unitary AC - Cooling w/Gas Heat < 10 Ton Renewal	2- Due within 2 Years of In: HVAC System	\$	89,989.20
Hollinger	Main	DDC System - Average Renewal	3- Due within 3 Years of In: HVAC System	\$	166,625.76
Hollinger	Main	Rooftop Unitary AC - Cooling w/Gas Heat < 10 Ton Renewal	5 - Due within 5 Years of In: HVAC System	\$	402,101.28
Hollinger	Main	Security System - Burglar Alarm System Renewal	2- Due within 2 Years of In: Security	\$	6,355.44
Hollinger	Main	Security System - Card Access System Renewal	3- Due within 3 Years of In: Security	\$	46,168.08
Hollinger	Main	Security System - CCTV Renewal	2- Due within 2 Years of In: Security	\$	88,591.44
Hollinger	Site - Hollinger	Painted Finish - Average (1 Coat Prime - 2 Coats Finish) Renewal	2- Due within 2 Years of In: Security	\$	50,208.48
Hollinger	Site - Hollinger	Site Development - Fencing - Chain Link Renewal	2- Due within 2 Years of In: Security	\$	64,601.04
Hollinger	Site - Hollinger	Site Development - Fencing - Wrought Iron Renewal	2- Due within 2 Years of In: Security	\$	86,686.32
Hollinger	Main	Fire Alarm System - Average Density Renewal	4 - Due within 4 Years of In: Special Systems System	\$	156,276.96
Maxwell	Main	Gutters and Downspouts - Aluminum Renewal	5 - Due within 5 Years of In: Exterior Enclosure	\$	3,386.88
Maxwell	Main	Reglet Counter Flashing Renewal	5 - Due within 5 Years of In: Exterior Enclosure	\$	4,813.20
Maxwell	Main	Cap Flashing (Counter Flashing at Parapets) Renewal	5 - Due within 5 Years of In: Exterior Enclosure	\$	13,885.20
Maxwell	Site - Maxwell	Automatic Openers - Single Renewal	2- Due within 2 Years of In: Exterior Enclosure	\$	39,543.84
Maxwell	Classroom Addition	Paint Roof	2- Due within 2 Years of In: Exterior Enclosure	\$	104,722.80
Maxwell	Classroom Addition	Paint Roof	1- Due within 1 Year of In: Exterior Enclosure	\$	176,366.40
Maxwell	Main	Paint Roof	2- Due within 2 Years of In: Exterior Enclosure	\$	996,912.00
Maxwell	Main	Heat Exchanger - Liquid/Liquid - Plate and Frame Renewal	1- Due within 1 Year of In: HVAC System	\$	100,742.88
Maxwell	Main	Kitchen Make Up Air Unit (3,000 CFM) Renewal	2- Due within 2 Years of In: HVAC System	\$	102,888.24

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Maxwell	Main	Cooling Tower - Stainless Steel - 110 Ton Renewal	1- Due within 1 Year of Ins HVAC System	\$	131,292.00
Maxwell	Main	Boiler HW - Gas-Fired - 2.0M BTU Renewal	2- Due within 2 Years of In: HVAC System	\$	164,626.56
Maxwell	Main	Central AHU - VAV System w/Distribution - 20% Repair/rep	3- Due within 3 Years of In: HVAC System	\$	270,856.32
Maxwell	Main	Chiller - Reciprocating - Air-Cooled 210 Tons Renewal	3- Due within 3 Years of In: HVAC System	\$	346,162.32
Maxwell	Main	Security System - Burglar Alarm System Renewal	2- Due within 2 Years of In: Security	\$	11,331.60
Maxwell	Main	Security System - Card Access System Renewal	2- Due within 2 Years of In: Security	\$	82,320.00
Maxwell	Main	Security System - CCTV Renewal	2- Due within 2 Years of In: Security	\$	88,312.56
Maxwell	Site - Maxwell	Painted Finish - Average (1 Coat Prime - 2 Coats Finish) Ren	2- Due within 2 Years of In: Security	\$	76,441.68
Maxwell	Site - Maxwell	Site Development - Fencing - Chain Link Renewal	2- Due within 2 Years of In: Security	\$	44,266.32
Maxwell	Site - Maxwell	Site Development - Fencing - Wrought Iron Renewal	2- Due within 2 Years of In: Security	\$	131,980.80
Maxwell	Main	Fire Alarm System - Average Density Renewal	3- Due within 3 Years of In: Special Systems System	\$	159,228.72
McCorkle	Main	Security System - CCTV Renewal	2- Due within 2 Years of In: Security	\$	88,233.60
McCorkle	Site - McCorkle	Automatic Openers - Single Renewal	2- Due within 2 Years of In: Security	\$	88,213.44
McCorkle	Site - McCorkle	Painted Finish - Average (1 Coat Prime - 2 Coats Finish) Ren	2- Due within 2 Years of In: Security	\$	69,056.40
McCorkle	Site - McCorkle	Site Development - Fencing - Chain Link Renewal	2- Due within 2 Years of In: Security	\$	43,318.80
McCorkle	Site - McCorkle	Site Development - Fencing - Wrought Iron Renewal	2- Due within 2 Years of In: Security	\$	119,229.60
Miles	Activity Center	Paint roof	3- Due within 3 Years of In: Exterior Enclosure	\$	24,712.80
Miles	Site - Miles	Automatic Openers - Single Renewal	2- Due within 2 Years of In: Exterior Enclosure	\$	41,870.64
Miles	Main	DDC System - Average Renewal	2- Due within 2 Years of In: HVAC System	\$	97,720.56
Miles	Main	Rooftop Unitary AC - Cooling w/Gas Heat < 10 Ton Renewa	5 - Due within 5 Years of In HVAC System	\$	343,902.72
Miles	Main	Water Dist Complete - Average Renewal	2- Due within 2 Years of In: Plumbing System	\$	61,782.00
Miles	Main	Security System - Burglar Alarm System Renewal	1- Due within 1 Year of Ins Security	\$	4,658.64
Miles	Main	Security System - Card Access System Renewal	1- Due within 1 Year of Ins Security	\$	42,305.76
Miles	Main	Security System - CCTV Renewal	2- Due within 2 Years of In: Security	\$	50,028.72
Miles	Site - Miles	Painted Finish - Average (1 Coat Prime - 2 Coats Finish) Ren	2- Due within 2 Years of In: Security	\$	33,942.72
Miles	Site - Miles	Site Development - Fencing - Chain Link Renewal	2- Due within 2 Years of In: Security	\$	23,056.32
Miles	Site - Miles	Site Development - Fencing - Wrought Iron Renewal	2- Due within 2 Years of In: Security	\$	58,605.12
Miles	Main	Intercom System Renewal	1- Due within 1 Year of Ins Special Systems System	\$	19,741.68
Miles	Main	Fire Alarm System - Average Density Renewal	1- Due within 1 Year of Ins Special Systems System	\$	65,464.56
Pueblo Gardens	Library	Rooftop Unitary AC - Cooling w/Gas Heat < 10 Ton Renewa	3- Due within 3 Years of In: HVAC System	\$	17,789.52
Pueblo Gardens	Main	DDC System - Average Renewal	4 - Due within 4 Years of In HVAC System	\$	144,967.20
Pueblo Gardens	Main	Security System - CCTV Renewal	2- Due within 2 Years of In: Security	\$	88,194.96
Pueblo Gardens	Site - Pueblo Garden:	Automatic Openers - Single Renewal	2- Due within 2 Years of In: Security	\$	41,655.60
Pueblo Gardens	Site - Pueblo Garden:	Painted Finish - Average (1 Coat Prime - 2 Coats Finish) Ren	2- Due within 2 Years of In: Security	\$	51,641.52
Pueblo Gardens	Site - Pueblo Garden:	Site Development - Fencing - Chain Link Renewal	2- Due within 2 Years of In: Security	\$	42,680.40
Pueblo Gardens	Site - Pueblo Garden:	Site Development - Fencing - Wrought Iron Renewal	2- Due within 2 Years of In: Security	\$	89,160.96
Roberts/Naylor	Main	Moderate Repair Asphalt Shingled Roofing	0 - Due Immediately Exterior Enclosure	\$	54,306.00
Roberts/Naylor	Main	Asphalt Shingled Roofing Renewal	5 - Due within 5 Years of In Exterior Enclosure	\$	1,513,512.00
Roberts/Naylor	Main	Kitchen Make Up Air Unit (3,000 CFM) Renewal	2- Due within 2 Years of In: HVAC System	\$	121,595.04
Roberts/Naylor	Main	Central AHU - VAV System w/Distribution - 30% Repair/rep	5 - Due within 5 Years of In HVAC System	\$	812,567.28
Roberts/Naylor	Main	Security System - Burglar Alarm System Renewal	3- Due within 3 Years of In: Security	\$	19,918.08
Roberts/Naylor	Main	Security System - Card Access System Renewal	3- Due within 3 Years of In: Security	\$	72,344.16
Roberts/Naylor	Main	Security System - CCTV Renewal	2- Due within 2 Years of In: Security	\$	88,317.60
Roberts/Naylor	Site - Roberts/Naylor	Automatic Openers - Single Renewal	2- Due within 2 Years of In: Security	\$	41,655.60
Roberts/Naylor	Site - Roberts/Naylor	Painted Finish - Average (1 Coat Prime - 2 Coats Finish) Ren	2- Due within 2 Years of In: Security	\$	78,602.16
Roberts/Naylor	Site - Roberts/Naylor	Site Development - Fencing - Chain Link Renewal	2- Due within 2 Years of In: Security	\$	50,776.32
Roberts/Naylor	Site - Roberts/Naylor	Site Development - Fencing - Wrought Iron Renewal	2- Due within 2 Years of In: Security	\$	135,710.40
Roberts/Naylor	Main	Intercom System Renewal	3- Due within 3 Years of In: Special Systems System	\$	21,099.12
Roberts/Naylor	Main	Fire Alarm System - Average Density Renewal	3- Due within 3 Years of In: Special Systems System	\$	174,913.20
Robins	Main	Paint Roof	3- Due within 3 Years of In: Exterior Enclosure	\$	958,372.80

Robins	Main	DDC System - Average Renewal	4 - Due within 4 Years of In HVAC System	\$	199,931.76
Robins	Main	Security System - Burglar Alarm System Renewal	3- Due within 3 Years of In Security	\$	10,893.12
Robins	Main	Security System - Card Access System Renewal	3- Due within 3 Years of In Security	\$	79,138.08
Robins	Main	Security System - CCTV Renewal	2- Due within 2 Years of In Security	\$	88,329.36
Robins	Site - Robins	Automatic Openers - Single Renewal	2- Due within 2 Years of In Security	\$	41,440.56
Robins	Site - Robins	Painted Finish - Average (1 Coat Prime - 2 Coats Finish) Ren	2- Due within 2 Years of In Security	\$	71,741.04
Robins	Site - Robins	Site Development - Fencing - Chain Link Renewal	2- Due within 2 Years of In Security	\$	54,232.08
Robins	Site - Robins	Site Development - Fencing - Wrought Iron Renewal	2- Due within 2 Years of In Security	\$	123,863.04
Robins	Main	Intercom System Renewal	0 - Due Immediately Special Systems System	\$	23,079.84
Robins	Main	Fire Alarm System - Average Density Renewal	4 - Due within 4 Years of In Special Systems System	\$	153,073.20
Rose	Main	Paint Roof	3- Due within 3 Years of In Exterior Enclosure	\$	1,313,491.20
Rose	Main	Kitchen Make Up Air Unit (3,000 CFM) Renewal	2- Due within 2 Years of In HVAC System	\$	102,888.24
Rose	Main	Boiler HW - Gas-Fired - 2.0M BTU Renewal	2- Due within 2 Years of In HVAC System	\$	137,188.80
Rose	Main	Fan Coil System - Cabinet - Heating/Cooling - 4 Pipe - 20% R	3- Due within 3 Years of In HVAC System	\$	898,687.44
Rose	Main	Security System - CCTV Renewal	2- Due within 2 Years of In Security	\$	88,208.40
Rose	Site - Rose	Automatic Openers - Single Renewal	2- Due within 2 Years of In Security	\$	41,440.56
Rose	Site - Rose	Painted Finish - Average (1 Coat Prime - 2 Coats Finish) Ren	2- Due within 2 Years of In Security	\$	46,415.04
Rose	Site - Rose	Site Development - Fencing - Chain Link Renewal	2- Due within 2 Years of In Security	\$	32,832.24
Rose	Site - Rose	Site Development - Fencing - Wrought Iron Renewal	2- Due within 2 Years of In Security	\$	80,136.00
Rose	Main	Fire Alarm System - Average Density Renewal	5 - Due within 5 Years of In Special Systems System	\$	157,345.44
Roskruge	Main	Rooftop Unitary AC - Cooling w/Gas Heat < 10 Ton Renewa	1- Due within 1 Year of Ins HVAC System	\$	20,136.48
Roskruge	Main	Kitchen Make Up Air Unit (3,000 CFM) Renewal	2- Due within 2 Years of In HVAC System	\$	65,474.64
Roskruge	Main	DDC System - Average Renewal	3- Due within 3 Years of In HVAC System	\$	244,312.32
Roskruge	Main	Chiller - Reciprocating - Air-Cooled 210 Tons Renewal	3- Due within 3 Years of In HVAC System	\$	346,162.32
Roskruge	Main	Chiller - Reciprocating - Air-Cooled 210 Tons Renewal	4 - Due within 4 Years of In HVAC System	\$	346,162.32
Roskruge	Main	Central AHU - VAV System w/Distribution - 20% Repair/rep	4 - Due within 4 Years of In HVAC System	\$	361,141.20
Roskruge	Main	Water Dist Complete - Average Renewal	0 - Due Immediately Plumbing System	\$	79,724.40
Roskruge	Main	Security System - Burglar Alarm System Renewal	3- Due within 3 Years of In Security	\$	15,029.28
Roskruge	Main	Security System - Card Access System Renewal	3- Due within 3 Years of In Security	\$	65,509.92
Roskruge	Main	Security System - CCTV Renewal	2- Due within 2 Years of In Security	\$	88,174.80
Roskruge	Site - Roskruge	Automatic Openers - Single Renewal	2- Due within 2 Years of In Security	\$	41,655.60
Roskruge	Site - Roskruge	Painted Finish - Average (1 Coat Prime - 2 Coats Finish) Ren	2- Due within 2 Years of In Security	\$	31,783.92
Roskruge	Site - Roskruge	Site Development - Fencing - Chain Link Renewal	2- Due within 2 Years of In Security	\$	19,577.04
Roskruge	Site - Roskruge	Site Development - Fencing - Wrought Iron Renewal	2- Due within 2 Years of In Security	\$	54,875.52
Safford ES	Site - Safford ES	Painted Finish - Average (1 Coat Prime - 2 Coats Finish) Ren	2- Due within 2 Years of In Security	\$	36,828.96
Safford ES	Site - Safford ES	Site Development - Fencing - Chain Link Renewal	2- Due within 2 Years of In Security	\$	8,166.48
Safford ES	Site - Safford ES	Site Development - Fencing - Wrought Iron Renewal	2- Due within 2 Years of In Security	\$	63,586.32
Safford ES	Main	Intercom System Renewal	2- Due within 2 Years of In Special Systems System	\$	31,190.88
Safford ES	Main	Fire Alarm System - Average Density Renewal	1- Due within 1 Year of Ins Special Systems System	\$	147,757.68
Safford MS	Classroom Addition	Paint Roof	2- Due within 2 Years of In Exterior Enclosure	\$	69,510.00
Safford MS	Classroom Addition	Central AHU - VAV System w/Distribution - 10% Repair/Rej	2- Due within 2 Years of In HVAC System	\$	76,742.40
Safford MS	Main	Boiler HW - Gas-Fired - 1M BTU Renewal	2- Due within 2 Years of In HVAC System	\$	93,456.72
Safford MS	Main	Kitchen Make Up Air Unit (3,000 CFM) Renewal	2- Due within 2 Years of In HVAC System	\$	93,534.00
Safford MS	Classroom Addition	Rooftop Unitary AC - Cooling w/Gas Heat < 10 Ton Renewa	3- Due within 3 Years of In HVAC System	\$	108,312.96
Safford MS	Main	Boiler HW - Gas-Fired - 2.0M BTU Renewal	0 - Due Immediately HVAC System	\$	137,188.80
Safford MS	Main	Heat Exchanger - Liquid/Liquid - Plate and Frame - 400 GPM	2- Due within 2 Years of In HVAC System	\$	147,127.68
Safford MS	Main	Cooling Tower - Stainless Steel - 300 Ton Renewal	2- Due within 2 Years of In HVAC System	\$	157,158.96
Safford MS	Main	Chiller - Screw type 130 Ton Renewal	1- Due within 1 Year of Ins HVAC System	\$	242,281.20
Safford MS	Main	Chiller - Screw type 160 Ton Renewal	1- Due within 1 Year of Ins HVAC System	\$	293,170.08
Safford MS	Main	Central AHU - VAV System w/Distribution - 25% Repair/Re	3- Due within 3 Years of In HVAC System	\$	338,570.40
Safford MS	Main	Security System - CCTV Renewal	2- Due within 2 Years of In Security	\$	88,324.32

Safford MS	Site - Safford MS	Automatic Openers - Single Renewal	2- Due within 2 Years of In: Security	\$	41,655.60
Safford MS	Site - Safford MS	Painted Finish - Average (1 Coat Prime - 2 Coats Finish) Ren	2- Due within 2 Years of In: Security	\$	9,686.88
Safford MS	Site - Safford MS	Site Development - Fencing - Wrought Iron Renewal	2- Due within 2 Years of In: Security	\$	16,724.40
Safford MS	Site - Safford MS	Site Development - Fencing - Chain Link Renewal	2- Due within 2 Years of In: Security	\$	28,879.20
Safford MS	Main	Intercom System Renewal	3- Due within 3 Years of In: Special Systems System	\$	23,844.24
Safford MS	Main	Fire Alarm System - Average Density Renewal	3- Due within 3 Years of In: Special Systems System	\$	39,533.76

<b>Exterior Enclosure</b>	<b>\$</b>	<b>6,844,585.44</b>
<b>HVAC System</b>	<b>\$</b>	<b>10,192,914.48</b>
<b>Plumbing System</b>	<b>\$</b>	<b>141,506.40</b>
<b>Security</b>	<b>\$</b>	<b>4,280,663.52</b>
<b>Special Systems System</b>	<b>\$</b>	<b>1,742,591.76</b>
<b>Total</b>	<b>\$</b>	<b>23,202,261.60</b>

Dodge	Library	Rooftop Unitary AC - Cooling w/Gas Heat < 10 Ton Renewa	4 - Due within 4 Years of In: HVAC System	\$	20,331.36
Dodge	Main	Rooftop Unitary AC - Cooling w/Gas Heat < 10 Ton Renewa	4 - Due within 4 Years of In: HVAC System	\$	359,950.08
Dodge	Main	Security System - CCTV Renewal	2- Due within 2 Years of In: Security	\$	88,295.76
Dodge	Site - Dodge	Automatic Openers - Single Renewal	2- Due within 2 Years of In: Security	\$	39,340.56
Dodge	Site - Dodge	Painted Finish - Average (1 Coat Prime - 2 Coats Finish) Ren	2- Due within 2 Years of In: Security	\$	53,054.40
Dodge	Site - Dodge	Site Development - Fencing - Chain Link Renewal	2- Due within 2 Years of In: Security	\$	33,803.28
Dodge	Site - Dodge	Site Development - Fencing - Wrought Iron Renewal	2- Due within 2 Years of In: Security	\$	91,600.32
Dodge	Main	Intercom System Renewal	4 - Due within 4 Years of In: Special Systems System	\$	27,120.24
Doolen	Main	Minor Repair Terra Cotta and Clay Tile Roofing	1- Due within 1 Year of In: Exterior Enclosure	\$	1,535.52
Doolen	Site - Doolen	Automatic Openers - Single Renewal	2- Due within 2 Years of In: Exterior Enclosure	\$	39,340.56
Doolen	Main	Paint Roof	2- Due within 2 Years of In: Exterior Enclosure	\$	94,500.00
Doolen	Classroom Addition	Paint Roof	3- Due within 3 Years of In: Exterior Enclosure	\$	363,518.40
Doolen	Main	Kitchen Make Up Air Unit (3,000 CFM) Renewal	1- Due within 1 Year of In: HVAC System	\$	28,061.04
Doolen	Classroom Addition	Rooftop Unitary AC - Cooling w/Gas Heat < 10 Ton Renewa	5 - Due within 5 Years of In: HVAC System	\$	34,621.44
Doolen	Main	Boiler HW - Gas-Fired - 4.7M BTU Renewal	5 - Due within 5 Years of In: HVAC System	\$	289,383.36
Doolen	Main	Security System - Burglar Alarm System Renewal	2- Due within 2 Years of In: Security	\$	13,051.92
Doolen	Main	Security System - CCTV Renewal	2- Due within 2 Years of In: Security	\$	88,287.36
Doolen	Main	Security System - Card Access System Renewal	2- Due within 2 Years of In: Security	\$	94,810.80
Doolen	Site - Doolen	Site Development - Fencing - Chain Link Renewal	2- Due within 2 Years of In: Security	\$	40,029.36
Doolen	Main	Intercom System Renewal	2- Due within 2 Years of In: Special Systems System	\$	27,651.12
Doolen	Main	Fire Alarm System - Average Density Renewal	2- Due within 2 Years of In: Special Systems System	\$	183,388.80
Gridley	Main	Moderate Repair Metal Roofing - Economy	2- Due within 2 Years of In: Exterior Enclosure	\$	138,163.20
Gridley	Main	Paint Roof	1- Due within 1 Year of In: Exterior Enclosure	\$	1,387,612.80
Gridley	Main	Kitchen Make Up Air Unit (3,000 CFM) Renewal	3- Due within 3 Years of In: HVAC System	\$	74,827.20
Gridley	Main	Boiler HW - Gas-Fired - 2.0M BTU Renewal	2- Due within 2 Years of In: HVAC System	\$	137,188.80
Gridley	Main	Boiler HW - Gas-Fired - 2.0M BTU Renewal	0 - Due Immediately HVAC System	\$	137,188.80
Gridley	Main	Rooftop Unitary AC - Cooling w/Gas Heat < 10 Ton Renewa	3- Due within 3 Years of In: HVAC System	\$	250,990.32
Gridley	Main	Central AHU - VAV System w/Distribution - 20% Repair/Re	4 - Due within 4 Years of In: HVAC System	\$	315,997.92
Gridley	Main	Security System - Burglar Alarm System Renewal	1- Due within 1 Year of In: Security	\$	15,773.52
Gridley	Main	Security System - Card Access System Renewal	1- Due within 1 Year of In: Security	\$	80,208.24
Gridley	Main	Security System - CCTV Renewal	2- Due within 2 Years of In: Security	\$	88,625.04
Gridley	Site - Gridley	Automatic Openers - Single Renewal	2- Due within 2 Years of In: Security	\$	38,530.80
Gridley	Site - Gridley	Painted Finish - Average (1 Coat Prime - 2 Coats Finish) Ren	2- Due within 2 Years of In: Security	\$	42,277.20
Gridley	Site - Gridley	Site Development - Fencing - Chain Link Renewal	2- Due within 2 Years of In: Security	\$	33,993.12
Gridley	Site - Gridley	Site Development - Fencing - Wrought Iron Renewal	2- Due within 2 Years of In: Security	\$	72,994.32

# Middle Schools

Gridley	Main	Fire Alarm System - Average Density Renewal	1- Due within 1 Year of Ins Special Systems System	\$	166,224.24
Magee	Library	Paint Roof	2- Due within 2 Years of In Exterior Enclosure	\$	59,640.00
Magee	Classroom Addition	Minor Repair Metal Roofing - Economy	1- Due within 1 Year of Ins Exterior Enclosure	\$	64,764.00
Magee	Classroom Addition	Paint Roof	1- Due within 1 Year of Ins Exterior Enclosure	\$	328,322.40
Magee	Main	Paint Roof	2- Due within 2 Years of In Exterior Enclosure	\$	1,296,758.40
Magee	Classroom Addition	Rooftop Unitary AC - Cooling w/Gas Heat > 10 Ton Renewa	1- Due within 1 Year of Ins HVAC System	\$	89,008.08
Magee	Library	Central AHU - VAV System w/Distribution Renewal	5 - Due within 5 Years of In HVAC System	\$	96,153.12
Magee	Main	Kitchen Make Up Air Unit (3,000 CFM) Renewal	2- Due within 2 Years of In HVAC System	\$	112,240.80
Magee	Main	Cooling Tower - Stainless Steel - 110 Ton Renewal	2- Due within 2 Years of In HVAC System	\$	143,228.40
Magee	Main	Central AHU - VAV System w/Distribution - Replace/Repair	4 - Due within 4 Years of In HVAC System	\$	406,284.48
Magee	Main	Security System - Burglar Alarm System Renewal	2- Due within 2 Years of In Security	\$	14,740.32
Magee	Main	Security System - Card Access System Renewal	2- Due within 2 Years of In Security	\$	85,663.20
Magee	Main	Security System - CCTV Renewal	2- Due within 2 Years of In Security	\$	88,216.80
Magee	Site - Magee	Automatic Openers - Single Renewal	2- Due within 2 Years of In Security	\$	39,340.56
Magee	Site - Magee	Painted Finish - Average (1 Coat Prime - 2 Coats Finish) Rer	2- Due within 2 Years of In Security	\$	79,206.96
Magee	Site - Magee	Site Development - Fencing - Chain Link Renewal	2- Due within 2 Years of In Security	\$	45,260.88
Magee	Site - Magee	Site Development - Fencing - Wrought Iron Renewal	2- Due within 2 Years of In Security	\$	136,755.36
Magee	Main	Intercom System Renewal	0 - Due Immediately Special Systems System	\$	23,422.56
Magee	Main	Fire Alarm System - Average Density Renewal	2- Due within 2 Years of In Special Systems System	\$	207,120.48
Mansfeld	Main	Major Repair BUR (Built-Up Roofing)	0 - Due Immediately Exterior Enclosure	\$	29,070.72
Mansfeld	Site - Mansfeld	Automatic Openers - Single Renewal	2- Due within 2 Years of In Exterior Enclosure	\$	39,340.56
Mansfeld	Main	Kitchen Make Up Air Unit (3,000 CFM) Renewal	2- Due within 2 Years of In HVAC System	\$	93,534.00
Mansfeld	Main	Central AHU - VAV System w/Distribution - 20% Repair/rep	3- Due within 3 Years of In HVAC System	\$	612,134.88
Mansfeld	Main	Security System - Burglar Alarm System Renewal	3- Due within 3 Years of In Security	\$	21,742.56
Mansfeld	Main	Security System - CCTV Renewal	2- Due within 2 Years of In Security	\$	88,388.16
Mansfeld	Main	Security System - Card Access System Renewal	3- Due within 3 Years of In Security	\$	94,765.44
Mansfeld	Site - Mansfeld	Painted Finish - Average (1 Coat Prime - 2 Coats Finish) Rer	2- Due within 2 Years of In Security	\$	27,263.04
Mansfeld	Site - Mansfeld	Site Development - Fencing - Wrought Iron Renewal	2- Due within 2 Years of In Security	\$	47,071.92
Mansfeld	Main	Intercom System Renewal	1- Due within 1 Year of Ins Special Systems System	\$	23,031.12
Mansfeld	Main	Fire Alarm System - Average Density Renewal	3- Due within 3 Years of In Special Systems System	\$	152,750.64
Pistor	Main	Paint Roof	2- Due within 2 Years of In Exterior Enclosure	\$	40,320.00
Pistor	Main	Paint Roof	1- Due within 1 Year of Ins Exterior Enclosure	\$	352,800.00
Pistor	Main	Repair/Replace Media	1- Due within 1 Year of Ins HVAC System	\$	7,560.00
Pistor	Main	Replace/Repair Media	1- Due within 1 Year of Ins HVAC System	\$	7,560.00
Pistor	Main	Kitchen Make Up Air Unit (3,000 CFM) Renewal	2- Due within 2 Years of In HVAC System	\$	112,240.80
Pistor	Main	Central AHU - VAV System w/Distribution - 20% Repair/Repl	5 - Due within 5 Years of In HVAC System	\$	728,128.80
Pistor	Main	Security System - Burglar Alarm System Renewal	2- Due within 2 Years of In Security	\$	20,207.04
Pistor	Main	Security System - CCTV Renewal	2- Due within 2 Years of In Security	\$	88,324.32
Pistor	Main	Security System - Card Access System Renewal	2- Due within 2 Years of In Security	\$	102,753.84
Pistor	Site - Pistor	Automatic Openers - Single Renewal	2- Due within 2 Years of In Security	\$	39,340.56
Pistor	Site - Pistor	Painted Finish - Average (1 Coat Prime - 2 Coats Finish) Rer	2- Due within 2 Years of In Security	\$	30,572.64
Pistor	Site - Pistor	Site Development - Fencing - Chain Link Renewal	2- Due within 2 Years of In Security	\$	54,966.24
Pistor	Site - Pistor	Site Development - Fencing - Wrought Iron Renewal	2- Due within 2 Years of In Security	\$	99,822.24
Pistor	Main	Fire Alarm System - Average Density Renewal	3- Due within 3 Years of In Special Systems System	\$	141,965.04
Secrist	Main	Switchgear - Heavy Duty Renewal	0 - Due Immediately Electrical	\$	70,783.44
Secrist	Main	Gutters and Downspouts - Aluminum Renewal	0 - Due Immediately Exterior Enclosure	\$	13,545.84
Secrist	Main	Cap Flashing (Counter Flashing at Parapets) Renewal	0 - Due Immediately Exterior Enclosure	\$	13,885.20
Secrist	Main	Reglet Counter Flashing Renewal	0 - Due Immediately Exterior Enclosure	\$	14,439.60
Secrist	Site - Secrist	Automatic Openers - Single Renewal	2- Due within 2 Years of In Exterior Enclosure	\$	39,340.56
Secrist	Main	Moderate Repair Metal Roofing - Economy	2- Due within 2 Years of In Exterior Enclosure	\$	82,240.00

Secrist	Main	BUR (Built-Up Roofing) Renewal	0 - Due Immediately	Exterior Enclosure	\$	1,970,008.32
Secrist	Main	Kitchen Make Up Air Unit (3,000 CFM) Renewal	2- Due within 2 Years of In	HVAC System	\$	93,534.00
Secrist	Main	Boiler HW - Gas-Fired - 2.0M BTU Renewal	0 - Due Immediately	HVAC System	\$	137,188.80
Secrist	Main	Cooling Tower - Stainless Steel - 110 Ton Renewal	2- Due within 2 Years of In	HVAC System	\$	143,228.40
Secrist	Main	Rooftop Unitary AC - Cooling w/Gas Heat > 10 Ton Renewal	2- Due within 2 Years of In	HVAC System	\$	204,041.04
Secrist	Main	DDC System - Average Renewal	2- Due within 2 Years of In	HVAC System	\$	225,704.64
Secrist	Main	Central AHU - VAV System w/Distribution - 10% Repair/Repl	3- Due within 3 Years of In	HVAC System	\$	225,713.04
Secrist	Site - Secrist	Painted Finish - Average (1 Coat Prime - 2 Coats Finish) Ren	1- Due within 1 Year of In	Interior Construction and Conve	\$	53,880.96
Secrist	Site - Secrist	Paint Masonry/Epoxy Finish - Economy Renewal	0 - Due Immediately	Interior Construction and Conve	\$	91,140.00
Secrist	Main	Security System - Burglar Alarm System Renewal	0 - Due Immediately	Security	\$	13,245.12
Secrist	Main	Security System - CCTV Renewal	2- Due within 2 Years of In	Security	\$	88,314.24
Secrist	Main	Security System - Card Access System Renewal	0 - Due Immediately	Security	\$	96,211.92
Secrist	Site - Secrist	Painted Finish - Average (1 Coat Prime - 2 Coats Finish) Ren	2- Due within 2 Years of In	Security	\$	31,046.40
Secrist	Site - Secrist	Site Development - Fencing - Chain Link Renewal	2- Due within 2 Years of In	Security	\$	41,425.44
Secrist	Site - Secrist	Site Development - Fencing - Wrought Iron Renewal	2- Due within 2 Years of In	Security	\$	118,184.64
Secrist	Main	Intercom System Renewal	0 - Due Immediately	Special Systems System	\$	28,059.36
Secrist	Main	Fire Alarm System - Average Density Renewal	5 - Due within 5 Years of In	Special Systems System	\$	186,098.64
Utterback	Main	Repair Glass Skylights - Monumental	1- Due within 1 Year of In	Exterior Enclosure	\$	8,462.16
Utterback	Site - Utterback	Automatic Openers - Single Renewal	2- Due within 2 Years of In	Exterior Enclosure	\$	39,340.56
Utterback	Main	Paint Roof	0 - Due Immediately	Exterior Enclosure	\$	100,800.00
Utterback	Main	Moderate Repair Single-Ply EPDM with Pavers on Roof	3- Due within 3 Years of In	Exterior Enclosure	\$	214,908.96
Utterback	Main	Kitchen Make Up Air Unit (3,000 CFM) Renewal	1- Due within 1 Year of In	HVAC System	\$	102,888.24
Utterback	Main	Heat Exchanger - Liquid/Liquid - Plate and Frame - 400 GPM	2- Due within 2 Years of In	HVAC System	\$	147,127.68
Utterback	Main	Central AHU - VAV System w/Distribution - 20% Repair/Repl	5 - Due within 5 Years of In	HVAC System	\$	758,395.68
Utterback	Main	Security System - Burglar Alarm System Renewal	3- Due within 3 Years of In	Security	\$	26,379.36
Utterback	Main	Security System - CCTV Renewal	2- Due within 2 Years of In	Security	\$	88,273.92
Utterback	Main	Security System - Card Access System Renewal	3- Due within 3 Years of In	Security	\$	95,812.08
Utterback	Site - Utterback	Painted Finish - Average (1 Coat Prime - 2 Coats Finish) Ren	2- Due within 2 Years of In	Security	\$	73,436.16
Utterback	Site - Utterback	Site Development - Fencing - Chain Link Renewal	2- Due within 2 Years of In	Security	\$	58,729.44
Utterback	Site - Utterback	Site Development - Fencing - Wrought Iron Renewal	2- Due within 2 Years of In	Security	\$	126,789.60
Utterback	Main	Intercom System Renewal	3- Due within 3 Years of In	Special Systems System	\$	27,943.44
Vail	Main	Paint Roof	0 - Due Immediately	Exterior Enclosure	\$	252,000.00
Vail	Main	Kitchen Make Up Air Unit (3,000 CFM) Renewal	2- Due within 2 Years of In	HVAC System	\$	112,240.80
Vail	Main	Boiler HW - Gas-Fired - 2.0M BTU Renewal	5 - Due within 5 Years of In	HVAC System	\$	164,626.56
Vail	Main	Central AHU - VAV System w/Distribution - 30% Repair/Repl	5 - Due within 5 Years of In	HVAC System	\$	677,139.12
Vail	Main	Security System - Burglar Alarm System Renewal	2- Due within 2 Years of In	Security	\$	19,503.12
Vail	Main	Security System - Card Access System Renewal	2- Due within 2 Years of In	Security	\$	85,008.00
Vail	Main	Security System - CCTV Renewal	2- Due within 2 Years of In	Security	\$	88,310.88
Vail	Site - Vail	Automatic Openers - Single Renewal	2- Due within 2 Years of In	Security	\$	39,340.56
Vail	Site - Vail	Painted Finish - Average (1 Coat Prime - 2 Coats Finish) Ren	2- Due within 2 Years of In	Security	\$	78,198.96
Vail	Site - Vail	Site Development - Fencing - Chain Link Renewal	2- Due within 2 Years of In	Security	\$	48,242.88
Vail	Site - Vail	Site Development - Fencing - Wrought Iron Renewal	2- Due within 2 Years of In	Security	\$	135,013.20
Vail	Main	Fire Alarm System - Average Density Renewal	3- Due within 3 Years of In	Special Systems System	\$	171,277.68
Valencia	Site - Valencia	Automatic Openers - Single Renewal	2- Due within 2 Years of In	Exterior Enclosure	\$	39,340.56
Valencia	Main	Kitchen Make Up Air Unit (3,000 CFM) Renewal	2- Due within 2 Years of In	HVAC System	\$	93,534.00
Valencia	Site - Valencia	Painted Finish - Average (1 Coat Prime - 2 Coats Finish) Ren	2- Due within 2 Years of In	Interior Construction and Conve	\$	119,526.96
Valencia	Main	Security System - CCTV Renewal	2- Due within 2 Years of In	Security	\$	88,285.68
Valencia	Site - Valencia	Site Development - Fencing - Chain Link Renewal	2- Due within 2 Years of In	Security	\$	62,682.48
Valencia	Site - Valencia	Site Development - Fencing - Wrought Iron Renewal	2- Due within 2 Years of In	Security	\$	206,369.52
					<b>Electrical</b>	<b>\$ 70,783.44</b>

Exterior Enclosure	\$	7,023,998.32
HVAC System	\$	7,141,975.68
Interior Construction and Conv	\$	264,547.92
Security	\$	3,827,881.68
Special Systems System	\$	1,366,053.36
<b>Total</b>	<b>\$</b>	<b>19,695,240.40</b>

**Support Facilities**

Carpenters Hall	Main	DX Condensing Unit - Greater Than 25 Tons Renewal	5 - Due within 5 Years of In HVAC System	\$	78,051.12
Clothing Bank/WHSE OFFICE & WAREHOU		Kitchen Make Up Air Unit (3,000 CFM) Renewal	5 - Due within 5 Years of In HVAC System	\$	28,061.04
Clothing Bank/WHSE OFFICE & WAREHOU		Boiler HW - Gas-Fired - 2.0M BTU Renewal	5 - Due within 5 Years of In HVAC System	\$	137,188.80
Duffy		18 ORIGINAL CLASSR Gutters and Downspouts - Aluminum Renewal	5 - Due within 5 Years of In Exterior Enclosure	\$	1,354.08
Duffy		18 ORIGINAL CLASSR Reglet Counter Flashing Renewal	5 - Due within 5 Years of In Exterior Enclosure	\$	2,407.44
Duffy		18 ORIGINAL CLASSR Replace Aluminum Gutters and Downspouts	7 - Due within 7 Years of In Exterior Enclosure	\$	6,622.56
Duffy		18 ORIGINAL CLASSR Minor Repair Asphalt Shingled Roofing	1- Due within 1 Year of Ins Exterior Enclosure	\$	9,051.84
Duffy		18 ORIGINAL CLASSR Skylights - Dome Type Renewal	5 - Due within 5 Years of In Exterior Enclosure	\$	14,565.60
Duffy		18 ORIGINAL CLASSR Paint roofing	1- Due within 1 Year of Ins Exterior Enclosure	\$	50,400.00
Duffy		18 ORIGINAL CLASSR D3050 - Terminal and Package Units - Rooftop Unitary AC	6 - Due within 6 Years of In HVAC System	\$	386.40
Duffy		18 ORIGINAL CLASSR Replace A/C Unit 5 Ton: Rooftop Unitary AC - Cooling w/Gz	6 - Due within 6 Years of In HVAC System	\$	25,134.48
Duffy		18 ORIGINAL CLASSR Rooftop Unitary AC - Cooling w/Gas Heat < 10 Ton Renewa	5 - Due within 5 Years of In HVAC System	\$	228,501.84
Facilities Mgmt	CARPENTRY/FURNITI	Gutters and Downspouts - Aluminum Renewal	2- Due within 2 Years of In: Exterior Enclosure	\$	6,772.08
Facilities Mgmt	CARPENTRY/FURNITI	BUR (Built-Up Roofing) Renewal	2- Due within 2 Years of In: Exterior Enclosure	\$	408,654.96
Facilities Mgmt	CARPENTRY/FURNITI	Window AC Units (Each) Renewal	5 - Due within 5 Years of In HVAC System	\$	1,575.84
Facilities Mgmt	INSTRUMENT REPAIF	Window AC Units (Each) Renewal	3- Due within 3 Years of In: HVAC System	\$	4,725.84
Facilities Mgmt	ELECTRONICS	Window AC Units (Each) Renewal	3- Due within 3 Years of In: HVAC System	\$	12,600.00
Facilities Mgmt	ED TECH	Rooftop Unitary AC - Cooling w/Gas Heat < 10 Ton - New R	3- Due within 3 Years of In: HVAC System	\$	36,247.68
Facilities Mgmt	CARPENTRY/FURNITI	Unit Heaters - Gas Fired Renewal	3- Due within 3 Years of In: HVAC System	\$	36,697.92
Facilities Mgmt	PLUMBING/ELECTRIC	Unit Heaters - Gas Fired Renewal	5 - Due within 5 Years of In HVAC System	\$	44,567.04
Finance Building	ADMINISTRATIVE OF	Paint Roof	3- Due within 3 Years of In: Exterior Enclosure	\$	332,942.40
Finance Building	ADMINISTRATIVE OF	DX Condensing Unit - 5 Tons Renewal	3- Due within 3 Years of In: HVAC System	\$	17,791.20
Finance Building	ADMINISTRATIVE OF	Boiler HW - Gas-Fired - 1M BTU Renewal	5 - Due within 5 Years of In HVAC System	\$	74,765.04
Finance Building	ADMINISTRATIVE OF	DX Condensing Unit - Less Than 25 Tons Renewal	4 - Due within 4 Years of In HVAC System	\$	104,255.76
Food Services	Main	Rooftop Unitary AC - Cooling w/Gas Heat < 10 Ton Renewa	5 - Due within 5 Years of In HVAC System	\$	168,984.48
LIRC	ADMINISTRATIVE & I	Rooftop Unitary AC - Cooling w/Gas Heat < 10 Ton Renewa	1- Due within 1 Year of Ins HVAC System	\$	46,315.92
LIRC	ADMINISTRATIVE & I	Boiler HW - Gas-Fired - 1M BTU Renewal	4 - Due within 4 Years of In HVAC System	\$	93,456.72
LIRC	ADMINISTRATIVE & I	Cooling Tower - Stainless Steel - 110 Ton Renewal	3- Due within 3 Years of In: HVAC System	\$	95,484.48
LIRC	ADMINISTRATIVE & I	Chiller - Reciprocating - Air-Cooled 100 Tons Renewal	4 - Due within 4 Years of In HVAC System	\$	160,875.12
Morrow Ed Ctr	Main	Paint roof	3- Due within 3 Years of In: Exterior Enclosure	\$	302,400.00
Morrow Ed Ctr	Main	DX Condensing Unit - Less Than 25 Tons Renewal	3- Due within 3 Years of In: HVAC System	\$	55,602.96
Morrow Ed Ctr	Main	Rooftop Unitary AC - Cooling Only < 10 Ton - New Renewal	5 - Due within 5 Years of In HVAC System	\$	70,936.32
Morrow Ed Ctr	Main	Boiler HW - Gas-Fired - 1M BTU Renewal	0 - Due Immediately HVAC System	\$	83,176.80
Morrow Ed Ctr	Main	DX Condensing Unit - Greater Than 25 Tons Renewal	0 - Due Immediately HVAC System	\$	180,892.32
Morrow Ed Ctr Anne	Main	Rooftop Unitary AC - Cooling w/Gas Heat < 10 Ton Renewa	5 - Due within 5 Years of In HVAC System	\$	129,301.20
Rose/Wellness Ctr	Main	Paint Roof	2- Due within 2 Years of In: Exterior Enclosure	\$	63,420.00
Rose/Wellness Ctr	Main	Rooftop Unitary AC - Cooling w/Gas Heat < 10 Ton Renewa	3- Due within 3 Years of In: HVAC System	\$	67,656.96
Rosemont Serv Ctr	Main	Rooftop Unitary AC - Cooling w/Gas Heat < 10 Ton Renewa	4 - Due within 4 Years of In HVAC System	\$	108,741.36
Starr Center	Main	Cap Flashing (Counter Flashing at Parapets) Renewal	7 - Due within 7 Years of In Exterior Enclosure	\$	3,470.88
Starr Center	Main	Gutters and Downspouts - Aluminum Renewal	5 - Due within 5 Years of In Exterior Enclosure	\$	5,418.00
Starr Center	Main	Reglet Counter Flashing Renewal	5 - Due within 5 Years of In Exterior Enclosure	\$	6,417.60
Starr Center	Main	Asphalt Shingled Roofing Renewal	1- Due within 1 Year of Ins Exterior Enclosure	\$	25,729.20

Starr Center	Main	BUR (Built-Up Roofing) Renewal	0 - Due Immediately	Exterior Enclosure	\$	146,202.00
Starr Center	Main	Chiller - Centrifugal wo Cooling Tower Renewal	6 - Due within 6 Years of In	HVAC System	\$	18,128.88
Starr Center	Main	Boiler HW - Gas-Fired - Average Renewal	7 - Due within 7 Years of In	HVAC System	\$	27,686.40
Starr Center	Main	DDC System - Average Renewal	4 - Due within 4 Years of In	HVAC System	\$	51,539.04
Starr Center	Main	Central AHU - VAV System w/Distribution Renewal	8 - Not Time Based	HVAC System	\$	151,406.64
Transportation East	TRANSPORTATION RI	Paint Roof	3- Due within 3 Years of In	Exterior Enclosure	\$	24,192.00
Transportation East	TRANSPORTATION L	DX Condensing Unit - 5 Tons - New Renewal	5 - Due within 5 Years of In	HVAC System	\$	8,895.60
Transportation East	TRANSPORTATION RI	Unit Heaters - Electric (Each) Renewal	5 - Due within 5 Years of In	HVAC System	\$	24,714.48
Warehouse (1940 E V	WAREHOUSE/STORA	Gutters and Downspouts - Aluminum Renewal	2- Due within 2 Years of In	Exterior Enclosure	\$	2,709.84
Warehouse (1940 E V	WAREHOUSE/STORA	Metal Roofing - Economy Renewal	2- Due within 2 Years of In	Exterior Enclosure	\$	183,408.96
Warehouse (1940 E V	WAREHOUSE/STORA	Unit Heaters - Gas Fired Renewal	0 - Due Immediately	HVAC System	\$	18,570.72
Warehouse (1940 E V	WAREHOUSE/STORA	DX Condensing Unit - Less Than 25 Tons Renewal	5 - Due within 5 Years of In	HVAC System	\$	20,642.16
Warehouse (2050 Wi	WAREHOUSE/STORA	Gutters and Downspouts - Aluminum Renewal	2- Due within 2 Years of In	Exterior Enclosure	\$	4,063.92
Warehouse (2050 Wi	WAREHOUSE/STORA	Metal Roofing - Economy Renewal	2- Due within 2 Years of In	Exterior Enclosure	\$	145,745.04
Warehouse (2050 Wi	WAREHOUSE/STORA	Unit Heaters - Gas Fired Renewal	0 - Due Immediately	HVAC System	\$	21,885.36
Warehouse (2050 Wi	WAREHOUSE/STORA	Rooftop Unitary AC - Cooling w/Gas Heat < 10 Ton Renewa	0 - Due Immediately	HVAC System	\$	129,583.44
Warehouse (2110 Wi	WAREHOUSE/STORA	Gutters and Downspouts - Aluminum Renewal	2- Due within 2 Years of In	Exterior Enclosure	\$	4,063.92
Warehouse (2110 Wi	WAREHOUSE/STORA	Metal Roofing - Economy Renewal	2- Due within 2 Years of In	Exterior Enclosure	\$	162,120.00
Warehouse (2110 Wi	WAREHOUSE/STORA	Unit Heaters - Gas Fired - Renewal	0 - Due Immediately	HVAC System	\$	21,885.36
Warehouse (2110 Wi	WAREHOUSE/STORA	Rooftop Unitary AC - Cooling w/Gas Heat < 10 Ton Renewa	0 - Due Immediately	HVAC System	\$	129,583.44
Warehouse (480 Carr	WAREHOUSE/STORA	Unit Heaters - Gas Fired Renewal	1- Due within 1 Year of In	s HVAC System	\$	4,158.00
Warehouse (480 Carr	WAREHOUSE/STORA	Unit Heaters - Gas Fired Renewal	2- Due within 2 Years of In	HVAC System	\$	6,331.92
Warehouse (480 Carr Site - Warehouse (48	Unit Heaters - Gas Fired Renewal		2- Due within 2 Years of In	HVAC System	\$	22,535.52
Warehouse (480 Carr Site - Warehouse (48	Rooftop Unitary AC - Cooling Only < 10 Ton Renewal		5 - Due within 5 Years of In	HVAC System	\$	58,363.20
					<b>Exterior Enclosure</b>	<b>\$ 1,912,132.32</b>
					<b>HVAC System</b>	<b>\$ 2,807,884.80</b>
					<b>Total</b>	<b>\$ 4,720,017.12</b>

Tucson Unified is where  
Students love to Learn  
Teachers love to Teach  
and People love to Work  
We are Team TUSD



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## Appendix E

# Tucson Unified School District #1

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# Tucson Unified School District Facilities Master Plan Digital Web Survey Results December 03, 2015 to January 13, 2016

## Executive Summary

### Methodology

The following results are based on a facilities survey directed towards parents, teachers, administrators and others interested in sharing their voice about the TUSD facilities. This survey was used to gain insight on feedback that can lead to a bond program. The facilities survey was distributed online via a digital survey link and hosted at the TUSD website. The survey first went live on December 3<sup>rd</sup>, 2015 and ran through January 13<sup>th</sup>, 2016.

The digital survey was created through an Advisory Panel collaboration consisting of TUSD, Geo & Associates and Swaim & Associates to gather suggestions and feedback about the current perceptions of TUSD facilities as well as desired improvements and future expectations.

### Demographical Data & User Metrics

#### Respondent Background:

- Parent: 61%
- Teacher or Staff: 30%
- Other: 10%

Hispanic Nationality: 158\* 18.4%

\*Spanish Surnames and Spanish specific (6)

Responses: 859\* 100% Completion Rate

\*Spanish Surnames and Spanish specific (6)

#### Completion:

- Pcs & Laptops: 533 Avg. Time to Complete: 17:27.
- Tablets: 42 Avg. Time to Complete: 14:24.
- Smartphones: 275 Avg. Time to Complete: 12:13.

#### Devices VS. Unique Visits:

- Pcs & Laptops: 49%
- Tablets: 5%
- Smartphones: 45%
- Other: 0%

## **Synopsis**

The Facilities survey results indicate a strong statistical sampling of 859 respondents from this broad group with 61% of responses coming from parents, 30% of responses coming from staff and 10% coming from other. It is important to note that when reviewing respondents answer percentages, the average should be reviewed as well as the top 2 or 3 most common answers. For example, if a majority of respondent's answers were an average of 3 and the second and third largest percentages were a 2 and 1 out of 5, then the overall perception would be "poor" on that answer, not "average".

An overwhelming majority wants to receive information regarding the TUSD FMP via digital delivery with email being the top delivery mechanism and website following in second. There was a 96% favorability support for developing the 10-year FMP and funding program.

Respondents felt that current conditions of school buildings support education at a cumulative average of 2.97, while technology infrastructure averaged 2.50. TUSD school safety ranked slightly higher with a 3.49 average for Elementary Schools, a 3.10 average for Middle Schools and a 3.12 for High Schools. Results displayed that 3 out of 5 was the most popular response.

When it comes to a 21<sup>st</sup> Century Education, all programs rated very high and were especially important to the majority of respondents. College Prep, STEM, and Fine Arts were ranked the three highest, while global studies and physical education were the lowest rated.

In regards to what issues should be included in a Facilities Master Plan and potentially a bond, the majority of respondents said that Basic Education was the most important issue, averaging 4.48, followed closely by Technology at 4.45 and 21<sup>st</sup> Century Learning at a 4.31. These were followed by Security at 4.29 and Facilities Maintenance at 4.17. Playgrounds/Fields/Athletics, Student pick-up/drop off, and Busses/Transportation held a much lower priority with respondents.

Overall, the Facilities Master Plan survey results were extremely successful. The results offered some really great feedback that will be very beneficial as the messaging continues to evolve.

### **1. How would you like to receive updates and information about the TUSD Facility Master Plan?**

- |                               |     |
|-------------------------------|-----|
| A. Email=                     | 84% |
| B. Website=                   | 21% |
| C. Mail=                      | 7%  |
| D. In-person/public meetings= | 7%  |
| E. Phone=                     | 4%  |
| F. Other=                     | 2%  |

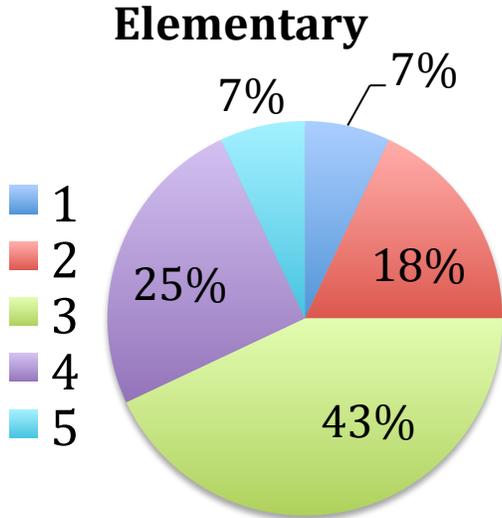
### **2. Do you feel that developing a 10-year facility plan and funding program is a positive for TUSD?**

- |         |     |
|---------|-----|
| A. Yes= | 96% |
| B. No=  | 4%  |

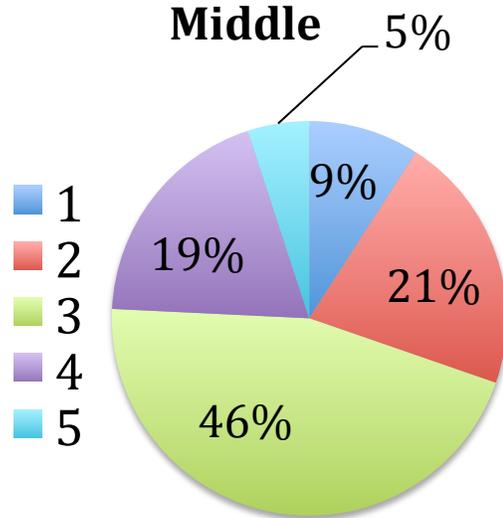
### **3. Do you feel the conditions of school buildings and building systems support education?**

"Excellent" (5) to "Poor" (1)

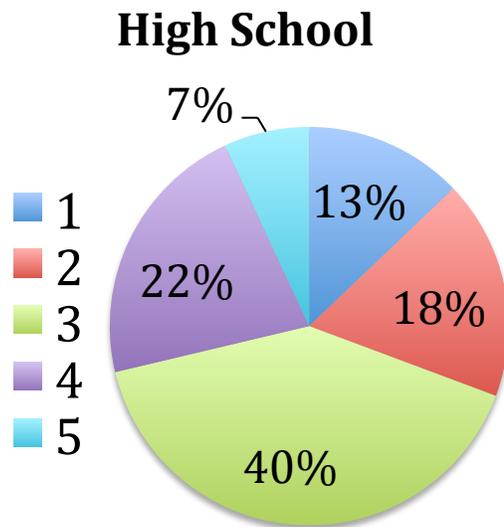
**Elementary School Average = 3.07**



**Middle School Average = 2.90**

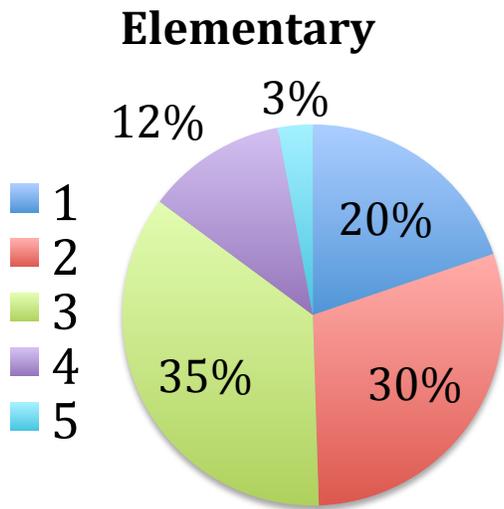


**High School Average = 2.92**

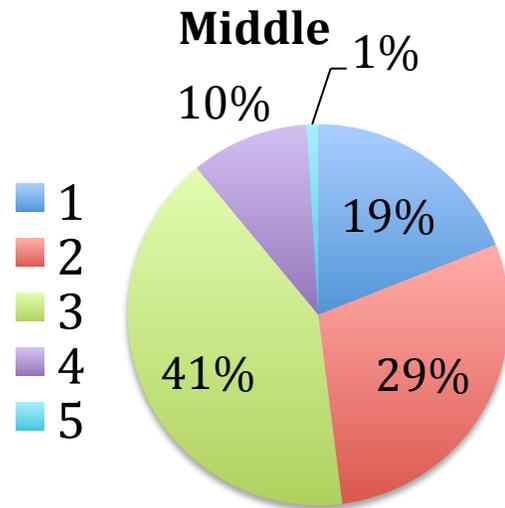


**4. Do you feel schools have the technology infrastructure and devices needed?**  
“Excellent” (5) to “Poor” (1)

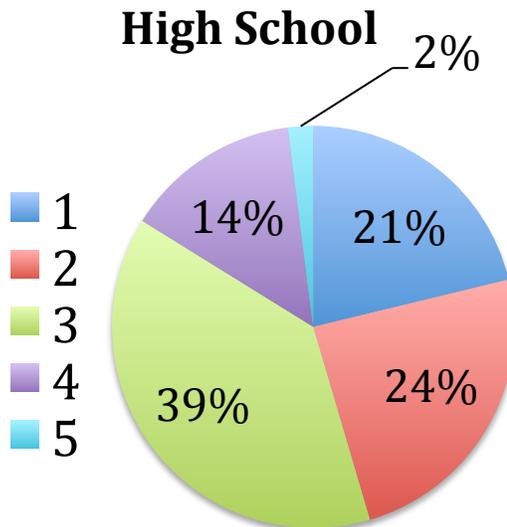
**Elementary School Average = 2.48**



**Middle School Average = 2.46**

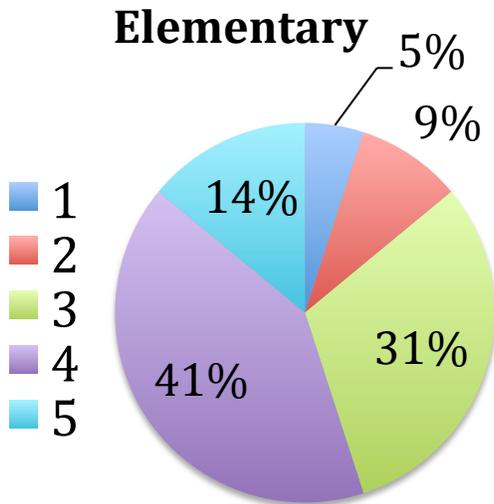


**High School Average = 2.54**

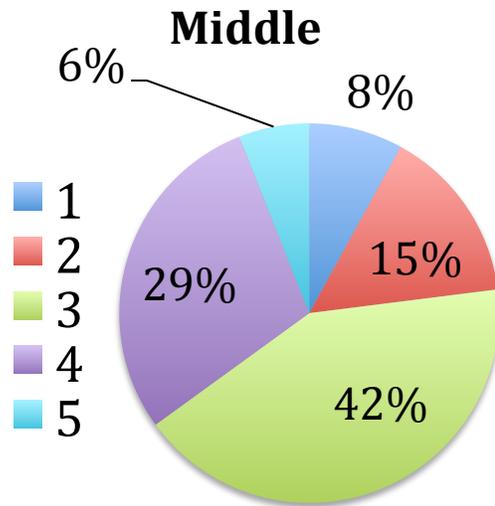


**5. Do you feel schools provide a safe & secure environment?**  
“Excellent” (5) to “Poor” (1)

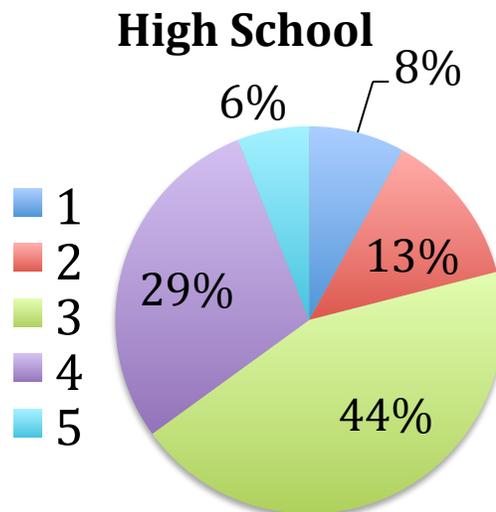
**Elementary School Average = 3.49**



**Middle School Average = 3.10**

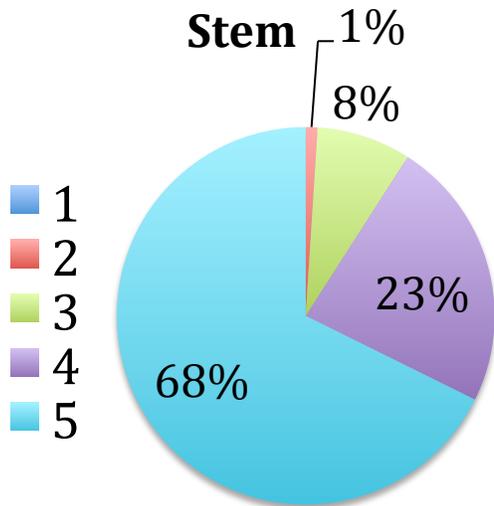


**High School Average = 3.12**

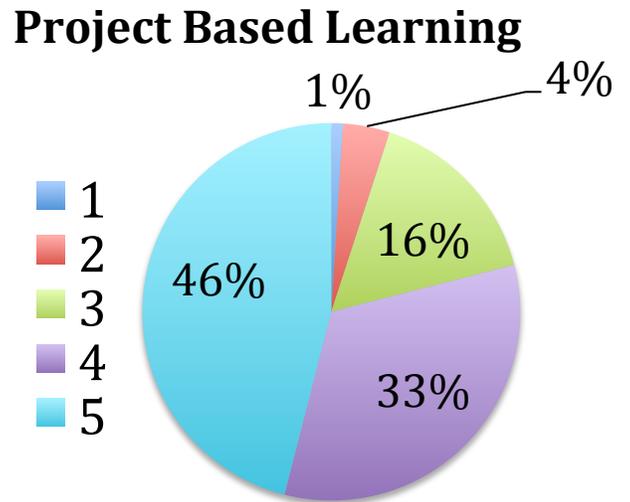


**6. How important are the following in providing a 21<sup>st</sup> century education?  
“High” (5) to “Low” (1)**

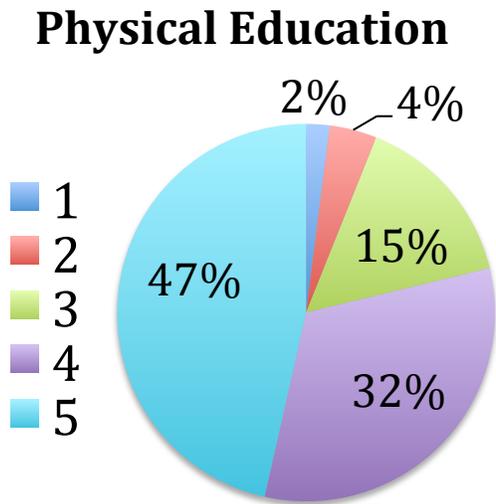
**A. STEM Average = 4.55**



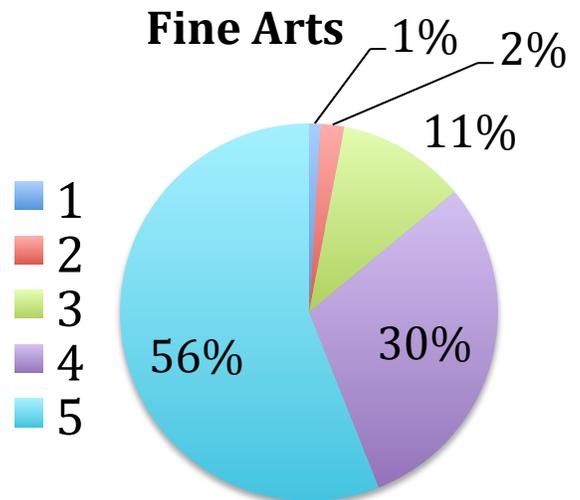
**B. Project-Based learning Average = 4.18**



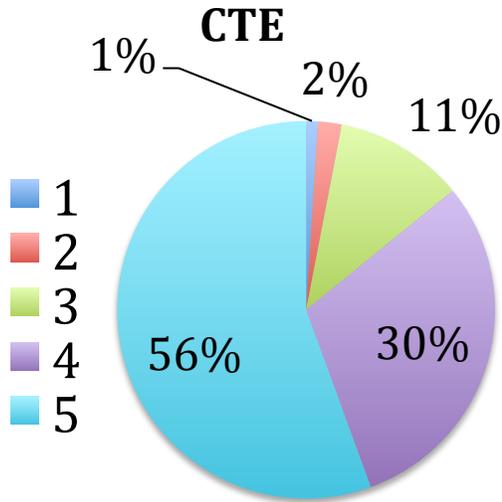
**C. Physical Education Average = 4.17**



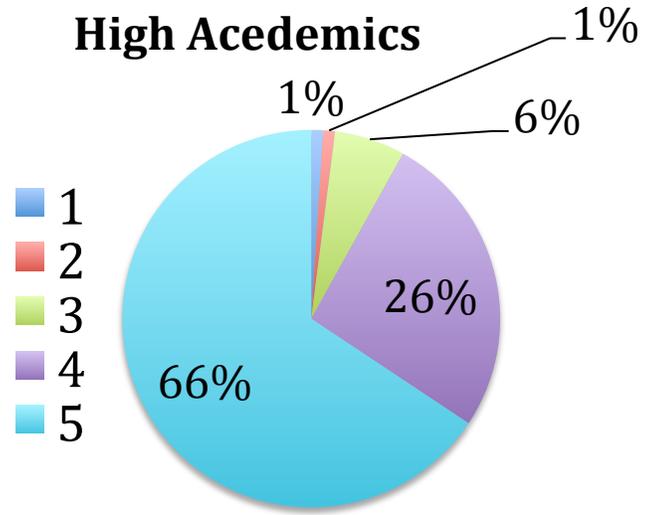
**D. Fine Arts Average = 4.38**



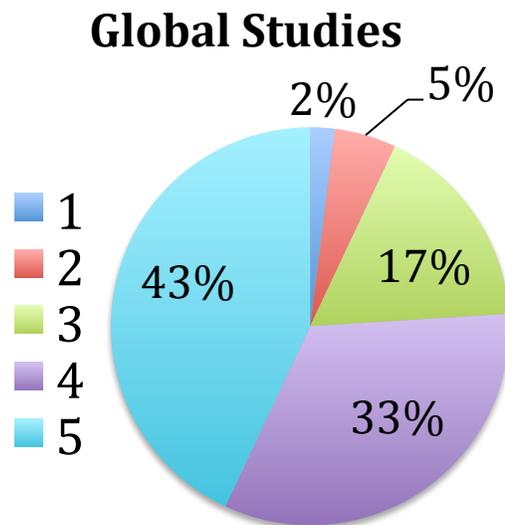
### E. CTE Average = 4.36



### F. High Academics/College Prep Average = 4.54



### G. Global Studies and Dual Language Average = 4.10





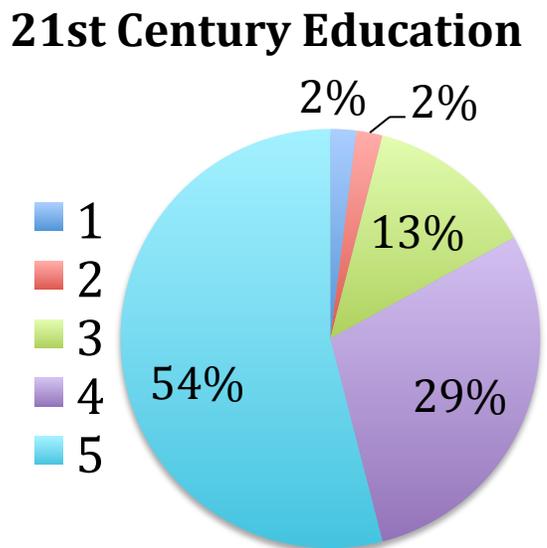
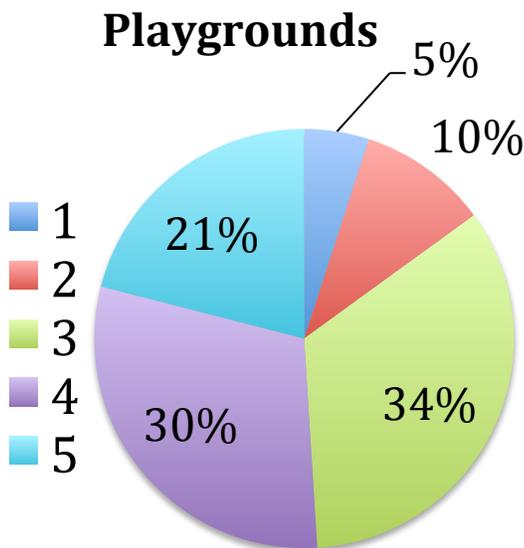


- .unique and has different challenges. Some of the district mandates are more difficult to implement in certain settings. Equity (of supplies, technology, staff) is the biggest challenge.
- Organization, communication, structure and follow through. As a prior employee I experienced huge amounts of fraud waste and abuse at the highest levels. As a community member I have experienced lack of cooperation. As a parent - web sites are not consistent for the schools, the information on the sites is sparse (ie: I had to search other school or community sites to find out sports schedules, no photos or web pages for staff, each uses different sites for parent information [like Remind or School notes] when it should be consistent on internal network, I have to call or email to find out about activities, clubs, tryouts . . . never in the bulletin, or on web page. Some teachers never respond; my son is in advanced math but has the same homework as another in math intervention -same grade; )
- Funding and classroom sizes. We're fortunate to be in a magnet school with capped classroom sizes, but it's still a little large and we have friends whose children have had 30+ students in their classroom.
- Getting TUSD to provide enough funding for school programs that make well-rounded students. Fine Arts, as well as STEM programs need more funding. Do not rob the fine arts programs to pay for STEM programs. Better pay for teachers because they deserve it.

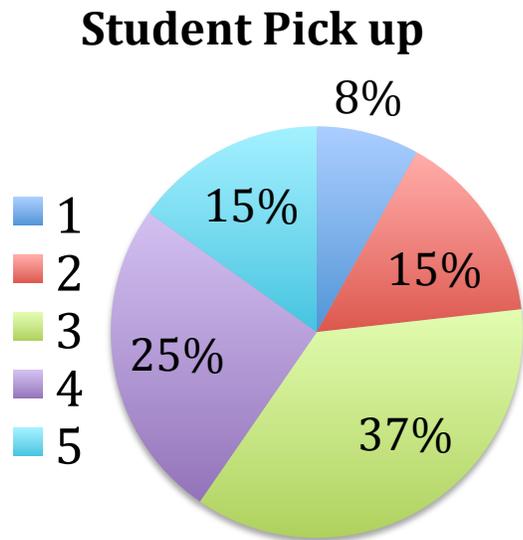
**10. What issues that you feel are important to address for the Facilities Master Plan and possibly a bond?**  
“High” (5) to “Low” (1)

**A. Playgrounds/fields/athletics Average = 3.53**

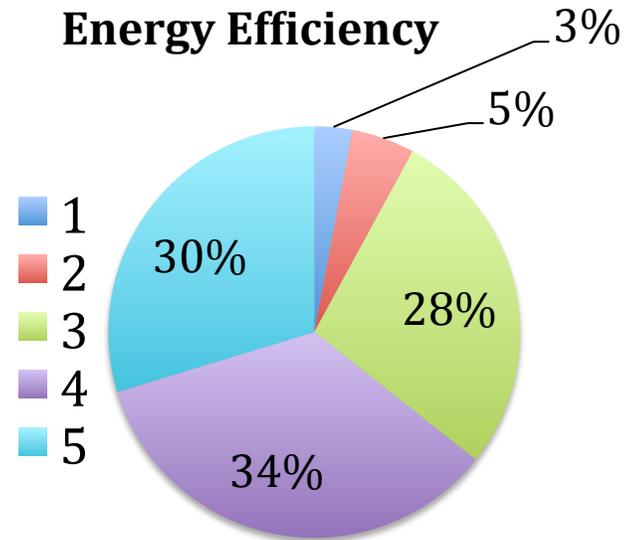
**B. 21<sup>st</sup> Century Education Average = 4.31**



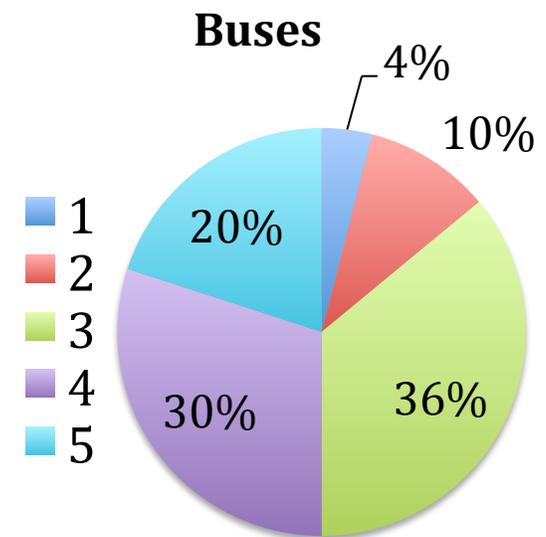
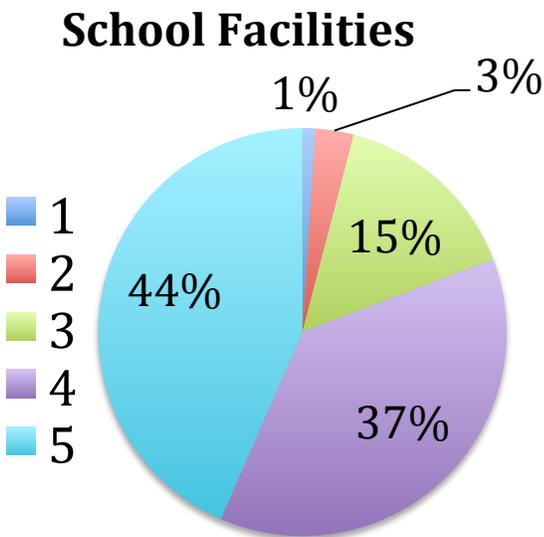
**C. Student pick-up/drop off Average= 3.25**



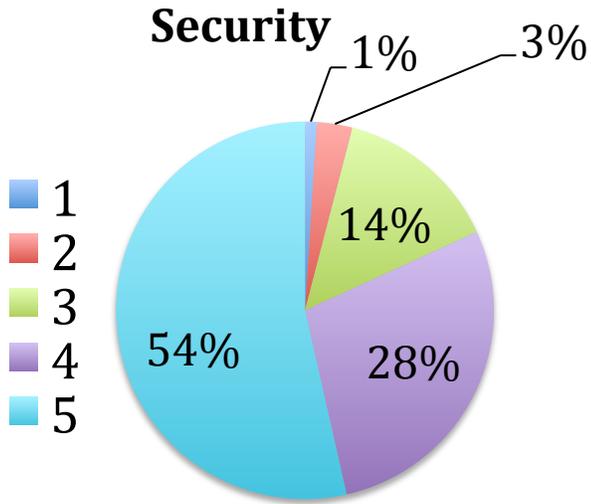
**D. Energy Efficiency Average = 3.83**



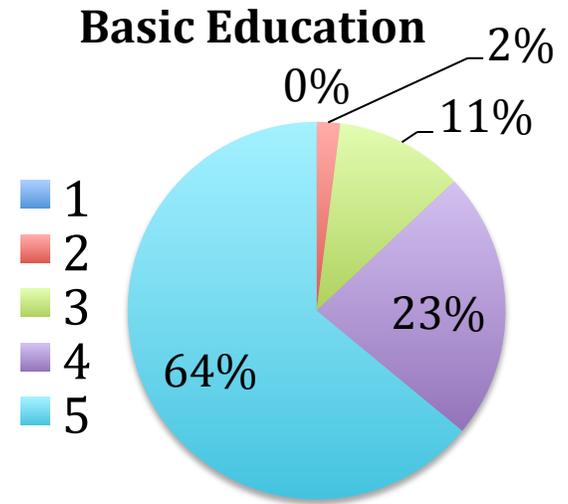
**E. School facilities maintenance Average = 4.17 F. Buses/Transportation Average = 3.50**



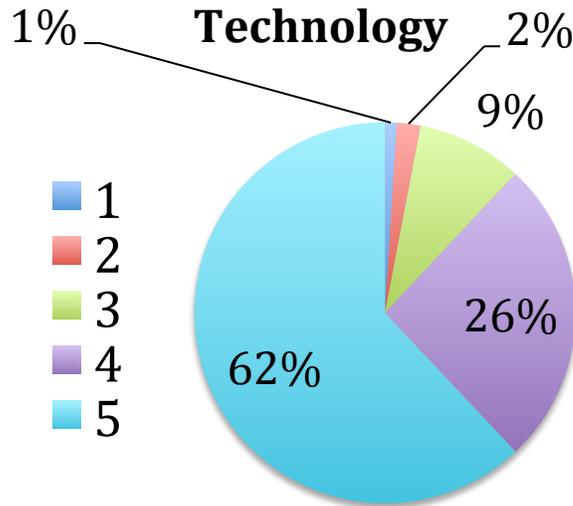
**G. Security of students and staff Average = 4.29**



**H. Basic Education Average = 4.48**

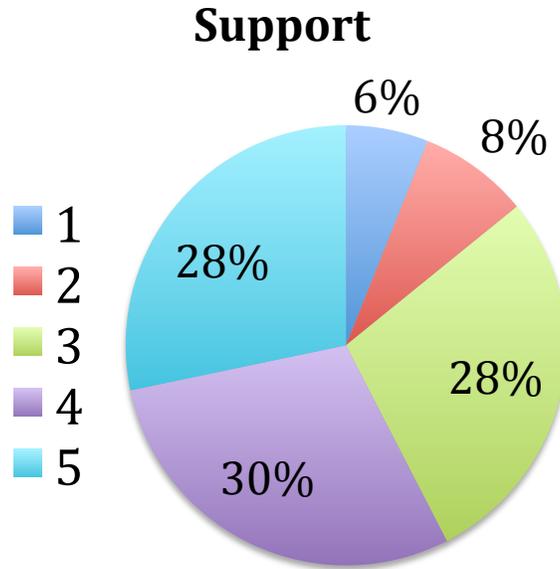


**I. Technology Average = 4.45**



**11. To what extent do you support community schools with shared-use by outside groups/organizations?**  
“Fully” (5) to “Not at All” (1)

**Support Average = 3.64**



# **Tucson Unified School District**

## **Preliminary Facility Master Plan Survey**

**November 16, 2015**

### **Executive Summary**

#### **Methodology**

The following results are centered on a survey directed to attendees of the Legislative Advocacy Info-session at Tucson High School Your Voice Event on November 16, 2015. A digital survey was created by Geo & Associates to gather suggestions and feedback from everyone involved at this event, including internal TUSD staff and representatives, for the overall goal of beginning a facility master plan to identify facility improvements and funding sources needed to support their long-term strategic facilities master plan. TUSD staff administered the surveys via digital tablet.

#### **Synopsis**

Results indicated a solid statistical sampling of 34 respondents from this targeted academia group with an equally split cross section of employees from TUSD, Private Organizations and Other Academics, while retirees were slightly represented with most being retired teachers and administrators. An overwhelming majority want to receive information regarding the TUSD FMP via digital delivery with email being the top delivery mechanism and website following. There is overwhelming initial favorability support for developing the 10-year FMP. The majority of respondents want the FMP to provide maintenance and facilities improvements, including technology upgrades, air conditioning, updated buildings and classrooms and improved science labs.

Additionally, most believe to encourage public support there must be improved communication and education toward the public with PR and positive advertising, followed in the distance by public meetings, events, and forums. Parents will be most supportive of the FMP by an overwhelming 71%, followed by TUSD Teachers and Administrators at 21%, while it is felt that retirees and others will be less supportive.

Overwhelmingly respondents feel that the most important options for the public include facility improvements to support an improved curriculum with high academic standards, project-based learning, and technology matched to the workplace, and college and career learning opportunities at 59%.

#### **Demographical Data**

Responses: 34

Employment Background:

TUSD: 29%

Other Academic: 24%

Private Organization: 24%

Retired: 12%

Other: 12%

#### **Information delivery method regarding the TUSD Facility Master Plan?**

- A. Email – 85%
- B. Website – 18%

- C. Mail – 0%
- D. Phone – 6%
- E. In-person/public meetings – 12%

**Favorability of developing a 10-year facility plan and funding program for TUSD.**

- A. True – 97%
- B. False – 3%

**What would you like to see the TUSD facility plan and funding program accomplish?**

**Best answer:** “Green audits, efficiency, cost savings, student technology space, innovative & collaborative learning space, capital improvements, shared community facilities such as YMCA, park or college/university space, and urban agriculture and ecology/green space.”

44% said maintenance and facilities improvements—technology upgrades, air conditioning, updated buildings and classrooms, improved science labs

24% said providing more support for students, parents and teachers—higher graduations rates, special needs programs, give more resources to students, family support programs

6% said making schools safer and more welcoming

6% said better allocation of resources—stable funding plan, reasonable use of resources

6% need more information

15% other

**How can we encourage public support for funding TUSD facility improvements?**

**Best answers:** “More community forums, transparency, listening and including internal & external stakeholders in regard to district decision such as superintendent salary package, school changes. More positive media and social media PR for TUSD and students. Do more than at the Board meeting and get successful alumni stories, community partners and businesses involved.”

**Best answers:** “We can encourage more public support by making the citizens in Pima county more aware of this issue.”

**Best answers:** “Building positive relationship with public, strong online presence.”

**Best answers:** “Have tours, highlighting problems that need to be fixed- how not fixing impacts kids' education.”

**Best answers:** “Let them know this is where the money will go and not be diverted.”

**Best answers:** “Talk about property value [increasing] once building[s are] updated.”

27% said improving communication and education toward the public with PR and positive advertising

12% said public meetings, events, and forums

9% said face-to-face communication and education

9% mentioned impact on property values and rental rates

6% said more involvement and communication with stakeholders

38% other

**Which group do you feel will be most supportive of funding TUSD facility improvements?**

- A. Parents of TUSD students – 71%
- B. TUSD Teachers and Administrators – 21%
- C. Former TUSD students – 6%
- D. Retirees – 0%

- E. Other residents inside the TUSD area – 6%

**Which group do you feel will be least supportive of funding TUSD facility improvements?**

- A. Parents of TUSD students – 9%
- B. TUSD Teachers and Administrators – 9%
- C. Former TUSD students – 0%
- D. Retirees – 56%
- E. Other residents inside the TUSD area – 26%

**Which of these options do you feel is most important to the public?**

- A. Facilities improvements to enhance learning environments and reduce costs through green building, energy efficiency, maintenance, safety and security. – 15%
- B. Facility improvements to support an improved curriculum with high academic standards, project-based learning, and technology matched to the workplace, and college and career learning opportunities. – 59%
- C. Improved financial planning and management that maximizes dollars/resources. – 15%
- D. Other: – 12%

## **Tucson Unified School District**

### **Facilities Master Plan Meeting Survey Results (1-06-2016)**

**Jan 11<sup>th</sup>, 2016**

### **Executive Summary**

#### **Methodology**

The following results are based on a facilities survey directed towards parents, teachers, administrators and others interested in sharing their voice about the TUSD facilities. The facilities survey was distributed during the TUSD January 6<sup>th</sup> Facilities Master Plan Meeting via digital survey link and hard copies of the survey.

A digital survey was created through an Advisory Panel collaboration consisting of TUSD, Geo & Associates and Swaim & Associates to gather suggestions and feedback about the current perceptions of TUSD facilities as well as desired improvements and future expectations.

An exit survey link was handed out via business card at the end of the meeting to determine if any answers had changed based on the presentation. The exit survey yielded a statistically valid representative sampling size of the primary survey, with an 85% certainty/confidence level and a +/- 10% margin of error. The results were tallied from 25 people that took the exit survey. Those results are also included in this summary.

#### **Synopsis**

The January 6<sup>th</sup> meeting results indicate a strong statistical sampling of 172 respondents from this broad group with 64% of responses coming from teachers and staff, 30% of responses coming from parents and 6% coming from other. It is important to note that when reviewing respondents answer percentages, the average should be reviewed as well as the top 2 or 3 most common answers. For example, if a majority of respondent's answers were an average of 3 and the second and third largest percentages were a 2 and 1 out of 5, then the overall perception would be "poor" on that answer, not "average".

An overwhelming majority want to receive information regarding the TUSD FMP via digital delivery with email being the top delivery mechanism and website following in second. There was 100% favorability support for developing the 10-year FMP and the audience felt a funding program is a positive for TUSD.

Respondents felt that current conditions of school buildings support education at an average of 3.06, while technology infrastructure averaged 2.76. TUSD school safety ranked slightly higher than both aforementioned with a 3.62 average for Elementary Schools and a 3.24 average for Middle and High school with 3 out of 5 being the most popular results, respectively.

When it comes to a 21<sup>st</sup> Century Education, all programs rated very high and were especially important to the majority of respondents. College Prep, STEM, and CTE were ranked the three highest, while global studies and physical education were the lowest rated.

In regards to what issues should be included in a Facilities Master Plan and potentially a bond, the majority of respondents said that Technology was the most important issue, averaging 4.60, followed closely by 21<sup>st</sup> Century Education and Basic Education at a 4.49 average for both. These were followed by Security at 4.40 and Facilities Maintenance at 4.34. Playgrounds/Fields/Athletics, Student pick-up/drop off, and Busses/Transportation held a much lower priority with respondents.

Overall, the January 6<sup>th</sup> survey results were extremely successful. The results offered some really great feedback that will be very beneficial as the messaging continues to evolve.

Out of the results conducted in the exit survey, there was a slight but noticeable change in people's views after the presentation that affected their answers in the previous survey. This post exit survey results yielded a need of prioritization ranking in order to determine what educational and facilities issues are most important. A separate follow-up survey is need asking these same respondents to make a choice and prioritize their initial perceptions from most important down to least important.

For example, High Academics/College Prep had a slight decrease in the post exit survey with 70% being the initial reaction and 64% being the results after the presentation post exit survey. STEM increased from 67% in initial survey to 76% after the presentation in the post exit survey. Also, 21<sup>st</sup> Century Education showed an increase in results jumping from 59% initially to 88% post exit survey. Finally, respondent's willingness to support a \$100 annual property tax increase rose from 42% to 68% in the post exit survey.

### **Demographical Data**

Responses:	172
Respondent Background:	
Teacher or Staff:	64%
Parent:	30%
Other:	6%

**1. How would you like to receive updates and information about the TUSD Facility Master Plan?**

a. Email=	90%
b. Website=	22%
c. Mail=	5%
d. Phone=	3%
e. In-person/public meetings=	15%
f. Other=	0%

**2. Do you feel that developing a 10-year facility plan and funding program is a positive for TUSD?**

a. Yes=	100%
b. No=	0%

**3. Do you feel the conditions of school buildings and building systems support education?**

"Excellent" (5) to "Poor" (1)

Elementary	1=5%	2=21%	3=45%	4=22%	5=7%	(Avg=3.06)
Middle	1=8%	2=22%	3=48%	4=17%	5=6%	(Avg=2.92)
High School	1=6%	2=12%	3=46%	4=27%	5=9%	(Avg=3.21)

**4. Do you feel schools have the technology infrastructure and devices needed?**

"Excellent" (5) to "Poor" (1)

Elementary	1=23%	2=42%	3=26%	4=7%	5=2%	(Avg=2.24)
Middle	1=19%	2=33%	3=39%	4=6%	5=3%	(Avg=2.42)
High School	1=11%	2=24%	3=45%	4=16%	5=3%	(Avg=2.76)

**5. Do you feel schools provide a safe & secure environment?**

“Excellent” (5) to “Poor” (1)

Elementary	1=2%	2=5%	3=37%	4=40%	5=16%	(Avg=3.62)
Middle	1=3%	2=15%	3=46%	4=28%	5=8%	(Avg=3.24)
High School	1=4%	2=11%	3=49%	4=27%	5=9%	(Avg=3.26)

**6. How important are the following in providing a 21<sup>st</sup> century education?**

“High” (5) to “Low” (1)

A. STEM (Science Technology Engineering & Math)	1=0%	2=0%	3=8%	4=25%	5=67%	(Avg=4.59)
B. Project-based Learning	1=0%	2=1%	3=10%	4=28%	5=62%	(Avg=4.51)
C. Physical Education / Interscholastic Activities	1=1%	2=1%	3=16%	4=36%	5=46%	(Avg=4.25)
D. Fine Arts	1=1%	2=1%	3=12%	4=27%	5=58%	(Avg=4.40)
E. CTE (Career & Technical Education)	1=1%	2=2%	3=4%	4=31%	5=63%	(Avg=4.53)
F. High Academics / College Prep	1=0%	2=1%	3=6%	4=23%	5=70%	(Avg=4.62)
G. Global Studies and Dual Language	1=1%	2=4%	3=17%	4=30%	5=48%	(Avg=4.19)

**7. What is the best part of TUSD schools?**

Top Comments

- TUSD has a lot of employees who are committed to do their best for children everyday. We have a plan to ensure that certified and classified employees are able to have success however we need additional funding for programs and facilities.
- Amazing diversity, talented youth, dedicated and skilled teachers, choices for families, excellence awards, dual language but not many as needed.
- Wide variety of magnet specialized schools to help support wide variety of options for students to learn and become high level learners
- Course options and offerings. Supplemental programs and supports. In most cases space and Internet access (wi-if)
- Dedicated staff, loyal families, smart, diverse students, variety of choices.

**8. What is the biggest challenge for TUSD schools?**

Top Comments

- Communication and collaboration with the community, but has improved significantly over last 2 years. TUSD must continue to work towards gaining the trust of the community.
- Size, unified effort amongst stakeholders, overcoming negative publicity and perception of low quality in Greater Tucson, state politics are negative.
- Keeping up with all expenses of education, considering political climate
- Persistent poverty and other social and historic challenges in Tucson. Income inequality between TUSD and neighboring districts. Political support for myriad approaches like charter schools.
- Capital funding for infrastructure, PD for teachers and support staff

**9. What issues that you feel are important to address for the Facilities Master Plan and possibly a bond?**

“High” (5) to “Low” (1)

A. Playgrounds/fields/athletics	1=1%	2=11%	3=34%	4=35%	5=19%	(Avg=3.59)
B. 21 <sup>st</sup> century education (as described in question 6)	1=0%	2=1%	3=9%	4=32%	5=59%	(Avg=4.49)
C. Student pick-up/drop off	1=2%	2=15%	3=40%	4=26%	5=18%	(Avg=3.44)

D. Energy efficiency and reduced operating cost	1=1%	2=5%	3=22%	4=40%	5=33%	(Avg=3.99)	
E. School facilities maintenance	1=1%	2=1%	3=7%	4=44%	5=47%	(Avg=4.34)	
F. Busses/Transportation	1=2%	2=8%	3=34%	4=40%	5=17%	(Avg=3.61)	
G. Security of students and staff	1=0%	2=3%	3=12%	4=27%	5=58%	(Avg=4.40)	
H. Basic education	1=0%	2=3%	3=10%	4=22%	5=65%	(Avg=4.49)	
I. Technology		1=1%	2=1%	3=5%	4=24%	5=69%	(Avg=4.60)
J. Other	0%						

**10. To what extent would you support a bond for school improvements through property taxes**

• \$100 annual increase	42%
• \$80 annual increase	7%
• \$60 annual increase	19%
• \$40 annual increase	16%
• \$20 annual increase	10%
• No Increase	5%

**POST EXIT SURVEY RESULTS:**

**1. How important are the following in providing a 21<sup>st</sup> century education?**

“High” (5) to “Low” (1)

A. STEM (Science Technology Engineering & Math)	1=0%	2=0%	3=4%	4=20%	5=76%	(Avg=4.72)
B. Project-based Learning	1=0%	2=0%	3=8%	4=40%	5=52%	(Avg=4.44)
C. Physical Education / Interscholastic Activities	1=1%	2=0%	3=8%	4=60%	5=24%	(Avg=4.08)
D. Fine Arts	1=1%	2=1%	3=12%	4=40%	5=52%	(Avg=4.44)
E. CTE (Career & Technical Education)	1=0%	2=0%	3=0%	4=40%	5=60%	(Avg=4.60)
F. High Academics / College Prep	1=0%	2=0%	3=0%	4=36%	5=64%	(Avg=4.64)
G. Global Studies and Dual Language	1=0%	2=0%	3=17%	4=40%	5=40%	(Avg=4.20)

**2. What issues that you feel are important to address for the Facilities Master Plan and possibly a bond?**

“High” (5) to “Low” (1)

A. Playgrounds/fields/athletics	1=0%	2=4%	3=28%	4=44%	5=24%	(Avg=3.88)	
B. 21 <sup>st</sup> century education (as described in question 6)	1=0%	2=0%	3=0%	4=12%	5=88%	(Avg=4.88)	
C. Student pick-up/drop off	1=0%	2=8%	3=56%	4=16%	5=20%	(Avg=3.48)	
D. Energy efficiency and reduced operating cost	1=0%	2=0%	3=2%	4=40%	5=56%	(Avg=4.52)	
E. School facilities maintenance	1=0%	2=0%	3=0%	4=36%	5=64%	(Avg=4.64)	
F. Busses/Transportation	1=0%	2=12%	3=44%	4=44%	5=0%	(Avg=3.32)	
G. Security of students and staff	1=0%	2=0%	3=16%	4=32%	5=52%	(Avg=4.36)	
H. Basic education	1=0%	2=0%	3=0%	4=32%	5=68%	(Avg=4.68)	
I. Technology		1=0%	2=0%	3=0%	4=32%	5=68%	(Avg=4.68)
J. Other	0%						

**3. Would you like to participate in a focus group to develop the plan?**

A. Elementary Schools	72%
B. Middle and K-8 Schools	32%
C. High Schools and Alternative Education	20%

**4. To what extent would you support a bond for school improvements through property taxes**

- |                         |     |
|-------------------------|-----|
| • \$100 annual increase | 68% |
| • \$80 annual increase  | 12% |
| • \$60 annual increase  | 8%  |
| • \$40 annual increase  | 12% |
| • \$20 annual increase  | 0%  |
| • No Increase           | 0%  |

# **Tucson Unified School District Facilities Master Plan Survey Results**

## **January 19, 2016 – Cholla Magnet High School**

### **Executive Summary**

#### **Methodology**

The following results are based on a facilities survey directed towards parents, teachers, administrators and others interested in sharing their voice about the TUSD facilities. The facilities survey was distributed during the TUSD January 19<sup>th</sup> Facilities Master Plan Meeting at Cholla Magnet High School via digital survey link and hard copies of the survey.

A digital survey was created through an Advisory Panel collaboration consisting of TUSD, Geo & Associates and Swaim & Associates to gather suggestions and feedback about the current perceptions of TUSD facilities as well as desired improvements and future expectations.

#### **Synopsis**

The January 19<sup>th</sup> meeting results provided a solid statistical sampling of respondents. The respondents at this group meeting were made up of 61% teachers, 22% parents and 17% of responses were other. An overwhelming majority want to receive information regarding the TUSD FMP via digital delivery with email being the top delivery mechanism and website following in second. There was 100% favorability support for developing the 10-year FMP and the audience felt a funding program is a positive for TUSD.

It is important to note that when reviewing respondents answer percentages, the average should be reviewed as well as the top 2 or 3 most common answers. For example, if a majority of respondent's answers were an average of 3 and the second and third largest percentages were a 2 and 1 out of 5, then the overall perception would be "poor" on that answer, not "average".

Respondents felt that current conditions of school buildings support education at a cumulative average of 3.24 at all levels of education, while technology infrastructure came out at a cumulative average of 2.63 at all levels. TUSD school safety ranked slightly higher than both aforementioned with a cumulative average of 3.30 for all levels of education.

When it comes to a 21<sup>st</sup> Century Education, all programs rated very high and were especially important to the majority of respondents. College Prep, STEM, and CTE were ranked the three highest, while global studies and physical education were the lowest rated.

In regards to what issues should be included in a Facilities Master Plan and potentially a bond, the majority of respondents said Technology was the most important issue, averaging 4.78, followed closely by School facilities maintenance at 4.67 and Basic Education and 21<sup>st</sup> Century Education at a 4.47 average for both. These were closely followed by Energy Efficiency at 4.33 and Buses and Transportation at 3.94. Playgrounds/Fields/Athletics and Student pick-up/drop off held a much lower priority with respondents.

Overall, the January 19<sup>th</sup> survey results were extremely valuable, offering some really great feedback that will be very beneficial as the messaging continues to evolve. In addition, 56% of respondents would you support a \$100 annual tax increase for school improvements through property taxes, followed by 22% at an \$60 annual increase. Noteworthy offerings came from the Question and Answer session following the presentation. Recommendations included keeping the overall bond messaging concise and keeping everyone involved.

**Demographical Data**

Responses: 18  
 Respondent Background:  
 Teacher or Staff: 61%  
 Parent: 22%  
 Other: 17%

**1. How would you like to receive updates and information about the TUSD Facility Master Plan?**

A. Email= 83%  
 B. Website= 28%  
 C. Mail= 6%  
 D. Phone= 0%  
 E. In-person/public meetings= 0%  
 F. Other= 0%

**2. Do you feel that developing a 10-year facility plan and funding program is a positive for TUSD?**

A. Yes= 100%  
 B. No= 0%

**3. Do you feel the conditions of school buildings and building systems support education?**

“Excellent” (5) to “Poor” (1)

Elementary 1= 0% 2=28% 3=39% 4=17% 5=17% (Avg=3.22)  
 Middle 1= 6% 2=28% 3=33% 4=17% 5=17% (Avg=3.11)  
 High School 1= 0% 2=33% 3=22% 4=17% 5=28% (Avg=3.39)

**4. Do you feel schools have the technology infrastructure and devices needed?**

“Excellent” (5) to “Poor” (1)

Elementary 1=17% 2=33% 3=33% 4=17% 5=0% (Avg=2.50)  
 Middle 1=11% 2=39% 3=33% 4=17% 5=0% (Avg=2.56)  
 High School 1=11% 2=22% 3=39% 4=28% 5=0% (Avg=2.83)

**5. Do you feel schools provide a safe & secure environment?**

“Excellent” (5) to “Poor” (1)

Elementary 1=6% 2=17% 3=44% 4=6% 5=28% (Avg=3.33)  
 Middle 1=11% 2=11% 3=44% 4=22% 5=17% (Avg=3.17)  
 High School 1=6% 2=6% 3=50% 4=22% 5=17% (Avg=3.39)

**6. How important are the following in providing a 21<sup>st</sup> century education?**

“High” (5) to “Low” (1)

A. STEM (Science Technology Engineering & Math) 1=0% 2=0% 3=11% 4=17% 5=72% (Avg=4.61)  
 B. Project-based Learning 1=0% 2=0% 3=11% 4=28% 5=61% (Avg=4.50)  
 C. Physical Education / Interscholastic Activities 1=0% 2=11% 3=22% 4=33% 5=33% (Avg=3.89)  
 D. Fine Arts 1=0% 2=0% 3=6% 4=56% 5=39% (Avg=4.33)  
 E. CTE (Career & Technical Education) 1=0% 2=0% 3=11% 4=28% 5=61% (Avg=4.50)

- |                                     |      |      |       |       |       |            |
|-------------------------------------|------|------|-------|-------|-------|------------|
| F. High Academics / College Prep    | 1=0% | 2=0% | 3=11% | 4=17% | 5=72% | (Avg=4.61) |
| G. Global Studies and Dual Language | 1=0% | 2=6% | 3=22% | 4=17% | 5=56% | (Avg=4.22) |

**7. What is the best part of TUSD schools?**

Top Comments

- There are many scholastic options, for students seeking specific areas of study, to choose from.
- We have a focus and common vision. We need that to reach our community, our faculties and our students.
- I can't decide what is the best part, if everything and everyone were on the same page then everything would be the best part!
- A sense of community for our students
- The commitment to making improvements that will help students excel in education

**8. What is the biggest challenge for TUSD schools?**

Top Comments

- Sometimes it's difficult providing all of the technology necessary to help students think/work outside of the box
- Continue to change the reputation that has hindered progress. We need a board that will stop fighting and start v of our students.
- Improving some of our old buildings and the lack of adequate funding from the state
- Out dated facility and slow institute to technology

**9. What issues that you feel are important to address for the Facilities Master Plan and possibly a bond?**

“High” (5) to “Low” (1)

- |  |      |      |       |       |       |            |            |
|--|------|------|-------|-------|-------|------------|------------|
| A. Playgrounds/fields/athletics                                    | 1=0% | 2=6% | 3=28% | 4=50% | 5=17% | (Avg=3.56) |            |
| B. 21 <sup>st</sup> century education (as described in question 6) | 1=0% | 2=0% | 3=17% | 4=17% | 5=67% | (Avg=4.50) |            |
| C. Student pick-up/drop off  | 1=0% | 2=6% | 3=50% | 4=33% | 5=11% | (Avg=3.50) |            |
| D. Energy efficiency and reduced operating cost                    | 1=0% | 2=0% | 3=17% | 4=33% | 5=50% | (Avg=4.33) |            |
| E. School facilities maintenance                                   | 1=0% | 2=0% | 3=11% | 4=11% | 5=78% | (Avg=4.67) |            |
| F. Buses/Transportation  | 1=0% | 2=0% | 3=33% | 4=39% | 5=28% | (Avg=3.94) |            |
| G. Security of students and staff                                  | 1=0% | 2=0% | 3=17% | 4=11% | 5=72% | (Avg=4.56) |            |
| H. Basic education   | 1=0% | 2=0% | 3=22% | 4=11% | 5=67% | (Avg=4.44) |            |
| I. Technology  |      | 1=0% | 2=0%  | 3=6%  | 4=11% | 5=83%      | (Avg=4.78) |
| J. Other   | 0%   |      |       |       |       |            |            |

**10. To what extent would you support a bond for school improvements through property taxes**

- |                         |     |
|-------------------------|-----|
| • \$100 annual increase | 56% |
| • \$80 annual increase  | 0%  |
| • \$60 annual increase  | 22% |
| • \$40 annual increase  | 6%  |
| • \$20 annual increase  | 6%  |
| • No Increase           | 11% |

# **Tucson Unified School District Facilities Master Plan Survey Results**

## **January 16, 2016 – Palo Verde Magnet High School**

### **Executive Summary**

#### **Methodology**

The following results are based on a facilities survey directed towards parents, teachers, administrators and others interested in sharing their voice about the TUSD facilities. The facilities survey was distributed during the TUSD January 16<sup>th</sup> Facilities Master Plan Meeting at Palo Verde Magnet High School via digital survey link and hard copies of the survey.

A digital survey was created through an Advisory Panel collaboration consisting of TUSD, Geo & Associates and Swaim & Associates to gather suggestions and feedback about the current perceptions of TUSD facilities as well as desired improvements and future expectations.

#### **Synopsis**

The January 16<sup>th</sup> meeting results provided a solid statistical sampling of respondents. The respondents at this group meeting were made up of 61% parents, 22% other and 17% teachers. An overwhelming majority want to receive information regarding the TUSD FMP via digital delivery with email being the top delivery mechanism and website following in second. There was 96% favorability support for developing the 10-year FMP and the audience felt a funding program is a positive for TUSD.

It is important to note that when reviewing respondents' answer percentages, the average should be reviewed as well as the top 2 or 3 most common answers. For example, if a majority of respondents' answers were an average of 3 out of 5 and the second and third largest percentages were a 2 and 1 out of 5, then the overall perception would be "poor" on that answer, not "average".

Respondents felt that current conditions of school buildings support education at a cumulative average of 2.77 at all levels of education, while technology infrastructure averaged 2.16 at all levels. TUSD school safety ranked slightly with a cumulative average of 3.05 for all levels of education.

When it comes to a 21<sup>st</sup> Century Education, all programs rated very high and were especially important to the majority of respondents. College Prep, STEM, and CTE were ranked the three highest, while global studies and physical education were the lowest rated.

In regards to what issues should be included in a Facilities Master Plan and paid for by a bond, the majority of respondents said that 21<sup>st</sup> Century Education was the most important issue, averaging 4.74, followed closely by Basic Education at 4.70 with Security and Technology both averaging 4.61. These were followed by Maintenance at 4.35 and Energy Efficiency at 4.22. Playgrounds/Fields/Athletics, Student pick-up/drop off, and Busses/Transportation held a much lower priority with respondents.

Overall, the January 16<sup>th</sup> survey results were extremely successful. The results offered some really great feedback that will be very beneficial as the messaging continues to evolve. In addition, 33% of respondents would support a \$100 annual tax increase for school improvements through property taxes, followed by 24% at an \$80 annual increase. Noteworthy offerings came from the Question and Answer session following the presentation. Recommendations included keeping the overall bond messaging concise and keeping everyone involved.

**Demographical Data**

Responses: 23  
Respondent Background:  
Teacher or Staff: 17%  
Parent: 61%  
Other: 22%

**1. How would you like to receive updates and information about the TUSD Facility Master Plan?**

- a. Email= 83%
- b. Website= 22%
- c. Mail= 22%
- d. Phone= 13%
- e. In-person/public meetings= 22%
- f. Other= 9%

**2. Do you feel that developing a 10-year facility plan and funding program is a positive for TUSD?**

- A. Yes= 96%
- B. No= 4%

**3. Do you feel the conditions of school buildings and building systems support education?**

“Excellent” (5) to “Poor” (1)

Elementary	1=26%	2=13%	3=30%	4=26%	5=4%	(Avg=2.70)
Middle	1=17%	2=26%	3=26%	4=26%	5=4%	(Avg=2.74)
High School	1=17%	2=13%	3=39%	4=26%	5=4%	(Avg=2.87)

**4. Do you feel schools have the technology infrastructure and devices needed?**

“Excellent” (5) to “Poor” (1)

Elementary	1=26%	2=43%	3=26%	4=4%	5=0%	(Avg=2.09)
Middle	1=17%	2=39%	3=43%	4=0%	5=0%	(Avg=2.13)
High School	1=17%	2=39%	3=43%	4=0%	5=0%	(Avg=2.26)

**5. Do you feel schools provide a safe & secure environment?**

“Excellent” (5) to “Poor” (1)

Elementary	1=9%	2=17%	3=35%	4=26%	5=13%	(Avg=3.17)
Middle	1=9%	2=26%	3=30%	4=26%	5=9%	(Avg=3.00)
High School	1=13%	2=13%	3=43%	4=22%	5=9%	(Avg=3.00)

**6. How important are the following in providing a 21<sup>st</sup> century education?**

“High” (5) to “Low” (1)

A. STEM (Science Technology Engineering & Math)	1=0%	2=4%	3=4%	4=9%	5=83%	(Avg=4.70)
B. Project-based Learning	1=0%	2=4%	3=4%	4=35%	5=57%	(Avg=4.43)
C. Physical Education / Interscholastic Activities	1=4%	2=0%	3=4%	4=48%	5=43%	(Avg=4.26)
D. Fine Arts	1=4%	2=0%	3=4%	4=39%	5=52%	(Avg=4.35)
E. CTE (Career & Technical Education)	1=0%	2=4%	3=4%	4=17%	5=74%	(Avg=4.61)

- |                                     |      |      |       |       |       |            |
|-------------------------------------|------|------|-------|-------|-------|------------|
| F. High Academics / College Prep    | 1=4% | 2=0% | 3=0%  | 4=22% | 5=74% | (Avg=4.61) |
| G. Global Studies and Dual Language | 1=4% | 2=4% | 3=17% | 4=17% | 5=57% | (Avg=4.17) |

**7. What is the best part of TUSD schools?**

Top Comments

- TUSD has a lot of employees who are committed to do their best for children everyday. We have a plan to ensure that certified and classified employees are able to have success however we need additional funding for programs and facilities.
- Amazing diversity, talented youth, dedicated and skilled teachers, choices for families, excellence awards, dual language but not many as needed.
- Wide variety of magnet specialized schools to help support wide variety of options for students to learn and become high level learners
- Course options and offerings. Supplemental programs and supports. In most cases space and Internet access (wi-fi)
- Dedicated staff, loyal families, smart, diverse students, variety of choice

**8. What is the biggest challenge for TUSD schools?**

Top Comments

- Communication and collaboration with the community, but has improved significantly over last 2 years. TUSD must continue to work towards gaining the trust of the community.
- Size, unified effort amongst stakeholders, overcoming negative publicity and perception of low quality in Greater Tucson, state politics are negative.
- Keeping up with all expenses of education, considering political climate
- Persistent poverty and other social and historic challenges in Tucson. Income inequality between TUSD and neighboring districts. Political support for myriad approaches like charter schools.
- Capital funding for infrastructure, PD for teachers and support staff

**9. What issues that you feel are important to address for the Facilities Master Plan and possibly a bond?**

“High” (5) to “Low” (1)

- |  |      |      |       |       |       |            |
|--|------|------|-------|-------|-------|------------|
| A. Playgrounds/fields/athletics                                    | 1=0% | 2=0% | 3=26% | 4=48% | 5=26% | (Avg=4.00) |
| B. 21 <sup>st</sup> century education (as described in question 6) | 1=0% | 2=0% | 3=4%  | 4=17% | 5=78% | (Avg=4.74) |
| C. Student pick-up/drop off  | 1=0% | 2=9% | 3=43% | 4=35% | 5=13% | (Avg=3.52) |
| D. Energy efficiency and reduced operating cost                    | 1=0% | 2=0% | 3=26% | 4=26% | 5=48% | (Avg=4.22) |
| E. School facilities maintenance                                   | 1=0% | 2=0% | 3=22% | 4=22% | 5=57% | (Avg=4.35) |
| F. Busses/Transportation   | 1=0% | 2=0% | 3=26% | 4=35% | 5=39% | (Avg=4.13) |
| G. Security of students and staff                                  | 1=0% | 2=0% | 3=4%  | 4=30% | 5=65% | (Avg=4.61) |
| H. Basic education   | 1=0% | 2=0% | 3=4%  | 4=22% | 5=74% | (Avg=4.70) |
| I. Technology  | 1=0% | 2=0% | 3=4%  | 4=30% | 5=65% | (Avg=4.61) |
| J. Other   | 0%   |      |       |       |       |            |

**10. To what extent would you support a bond for school improvements through property taxes**

- |                         |     |
|-------------------------|-----|
| • \$100 annual increase | 33% |
| • \$80 annual increase  | 24% |
| • \$60 annual increase  | 14% |

- \$40 annual increase 14%
- \$20 annual increase 10%
- No Increase 5%

**Tucson Unified School District**  
February 10, 2016 TUSD Advisory Board  
Focus Group Results  
Feb 15<sup>th</sup>, 2016

**Executive Summary**

**Methodology**

An Interactive Focus Group was conducted with members of the TUSD Advisory Board on February 10, 2016. Independent 3<sup>rd</sup> party moderators delivered the focus group, along with a technical expertise team who provided support for questions from the participants. This focus group is a part of TUSD exploring a Facility Master Plan to identify facility improvements and funding sources needed to support its long-term strategic plan. This is an integral part of the district's five-year, 25-point strategic plan and will set the stage for success in this district for years to come.

This focus group was Part 1 of 3 in a Series of Focus Groups. Each series will be held for each education level: Elementary, Middle School/K-8 and High School. The objectives of the Focus Groups by series is as follow:

- FG Series #1 = Objectives/Approaches
  - The focus of this focus group session.
- FG Series #2 = Develop Options
- FG Series #3 = Prioritize/Phase Options
  - Provide Costs and Community Survey Results. Fit Options to anticipated bond amount.

Participants were debriefed on the intent of each of the 3 series and what their task was for Focus Group Series #1; Objectives/Approaches. Participants were then selected at random to break into groups to discuss each question and given an introduction of expectations of why they were there and how their participation would assist. A total of 10 members participated in the focus group, and they were broken apart into 2 groups of 3 and one group of 4. Each group was assigned a team captain. That team captain annotated his/her group answers to each question on large Post-It notes.

Each question was presented, a synopsis of the question was presented and the group had 7-10 minutes to discuss and record each answer. At the end of the focus group all questions were reviewed one-by-one with the moderator and all teams for the sole purpose of enhancing the overall process and if each question was asked and presented.

**Synopsis**

There was focused interaction amongst the teams themselves and also with the moderators and the technical expertise team throughout the entire focus group by all participants in all 3 teams. The interaction was non-stop and led to lively debate among the participants themselves. Each team group utilized different tactics to arrive at their responses, with one team mathematically calculating averages on the ranking questions, while the other teams had broad group discussions.

The in-depth knowledge of all participants in this focus group yielded great results, including many improvements for all upcoming focus groups. Improvements lead to positive updates to the overall upcoming focus group presentations with items such as terminology in describing questions, explanation of and description of the questions asked, as well as an overall improvement to the questions themselves. Various questions are being moved into upcoming Series 2 or Series 3, based upon feedback from this group as to when to present said questions.

It was determined that all upcoming focus groups will receive a team handout sheet, which will free-up time with respondents not having to annotate both the questions and the answers, thus having more time to interact and have dialogue amongst their team, leading to more consistency amongst questions, an improvement in response time and will decrease deviations amongst respondents answers.

In regards to maintenance needs versus improvements priorities, there was no correlation amongst groups, one wanted them integrated, the second ranked improvements as the priority while the third group ranked maintenance needs as the top priority. HVAC, Roofs and Security ranked high among respondents as top maintenance priorities.

Technology, in one form or another, ranked highest amongst the respondents when asked for the top 5 building and/or site improvements that would best support the learning environment. Technology responses included answers such as technology & infrastructure including electrical power, media centers versus libraries, and infrastructure tech in classrooms to increasing bandwidth. All responses were in direct support of technology.

There were several similarities in groups ranking program initiatives, in order of priority, TUSD program initiatives in need of additional funding. Maintenance ranked the highest priority followed by Core Academics then Security.

When participants were asked which do you feel is most pressing at this time, either an improvements bond to improve buildings or a Maintenance & Operations override, all groups chose the bond, and the majority felt a bond only initiative, as asking for both could mean both fail, with the possibility of an override in 2017 or 2018.

When asked if bond dollars should be spread around the district so all schools benefit or should there be focused improvements in those that need it most, all groups' responses varied. One group recommended to bring all schools up to minimum standard, while a second group felt that it couldn't be equal as some schools do not need as much, and finally the third group recommend on a more student focused approach. There was no correlation among respondent groups.

There was a majority to right size schools, but most felt this should be kept separate from this bond or it would become a negative focal point when asked should the district size schools to provide effective and efficient learning environments, even if it meant closing selected schools. The minority response was to better utilize schools that are undersized.

Finally, there was no correlation between any of the respondents' answers when asked how to better encourage community partnerships and shared use of schools. Answers ranged from current process is sufficient given the economic environment to marketing what is already there and available.

### **Focus Group Questions Transcript**

#### **1. Which should take priority? Maintenance Needs or Improvements that would support Educational Programs?**

Group 1

- They are integrated. Can't have one without the other. Split funds between the two. Example: Technology requires infrastructure.

Group 2

- Improvements- support with structure
- Maintenance needs- no air= impact on education
- Lack of funding not marketable

Group 3

- Maintenance needs
- Safety and Security
- New Improvements to schools and Programs

**2. In regards to Maintenance, List what you think are the top 5 priorities**

Group 1

1. Roofs
2. HVAC
3. Security
4. Safety
5. Transportation

Group 2

1. HVAC
2. Signage/facade/image “curb appeal”, paint, bathrooms, Asbestos, outdated feel
3. Security
4. Roofs
5. Buses (age of fleet)

Group 3

1. Roofing
2. Mechanical Systems
3. Security
4. Interior Appearance
5. Grounds and Exteriors

**3. List 5 building and/or site improvements that would best support the learning environment.**

Group 1

1. Technology & Infrastructure (including electrical power)
2. Equitable learning opportunities- minimum standard
3. STEM Learning environments
4. Library technology centers
5. Modern environments including cyber cafes experience

Group 2

1. Media center versus libraries
2. Tech in classrooms infrastructure
3. 21<sup>st</sup> century open space, collaboration
4. Fine arts facilities
5. Science labs

Group 3

1. New Schools
2. Increase Bandwidth
3. Adaptable Space
4. Security
  1. Permitted, Access, Communication, Camera, Office/Entry
5. K-8 Level Programs

**4. Goals For This FMP in Order of Priority**

- Please list the following TUSD program initiatives in need of additional funding for the overall District in order of priority from
- MOST IMPORTANT (1) to LEAST IMPORTANT (10)
  - **STEM (Science, Technology Engineering & Mathematics)**
  - **Project-Based Learning**
  - **Physical Education/ Interscholastic Activities**
  - **Fine Arts**
  - **Core Academics**
  - **Security**
  - **CTE (Career and Technical Education)**
  - **High Academics/ College Prep**

- **Global Studies and Dual Language**
- **Maintenance (Roofing, heating and cooling, other)**

Group 1

1. Core Academics
2. Maintenance
3. Security
4. STEM
5. College Prep
6. Project Based
7. CTE
8. PE
9. Fine Arts
10. Dual Language

Group 2

1. Core Academics
2. Maintenance
3. High Academics
4. CTE
5. STEM focus
6. Fine Arts
7. PE/Interscholastic
8. Global/ Dual Language
9. Security
10. Project Based Learning

Group 3

1. Maintenance
2. Security
3. Innovative Programs
4. CTE
5. PE & Athletics
6. Fine Arts
7. Core
8. Global Studies as a Dual Language
9. Project Based
10. Jazzier Programs

**5. Which do you feel is most pressing at this time? And Why?**

A. Improvements Bond to improve Buildings

B. Maintenance & Operations Override?

- Would you support both an override and a bond? What information would improve your support?

Group 1

- Bond Only 3:1

Group 2

- Bond
- Maintenance improvements are a top priority. Asking for both could mean both fail? Really need it all. Possibly override in 2017 or 2018

Group 3

- Bond
- Override MEO
- Support
- Bond- Yes

- Community has no other option to address problems
- Decrease in capitol funding
- Override- No

**6. Should bond dollars be equally spread around the district so...**

- All schools see some benefit?
- Or should there be focused improvements in select areas of most need?
  - Discuss the Pros and Cons and indicate why you support one over the other.

Group 1

- We want to bring all schools up to minimum standard. Focus on needs

Group 2

- Cant be equal some don't need much. Use FCI priorities to evaluate evenly. Expanding growing schools
  - McCorkle
  - Dietz- Carson
  - Dodge
  - Tucson High

Group 3

- All students focus on their greatest needs.
  - Direct Improvements
  - Innovative Common Needs
  - New construction

**7. Should the District Size Schools to... provide effective & efficient learning environments?**

- Would you support this if it means closing selected schools? Why or Why Not?

Group 1

- Right sized schools. Keep this separate from the bond. This will become the focus.

Group 2

- Better utilize schools that are undersized
  - Make K-8's? or Middle/High
  - Secrist/Santa Rita Combine
  - Lawrence/ Johnson
  - UHS Move to Catalina or Santa Rita
  - Santa Rita- repurpose, reimagine

Group 3

- Yes- but discussion of alternate smaller schools

**8. How do we encourage better community partnerships and shared use of Schools?**

Group 1

- Current process is sufficient given the economic environment

Group 2

- Better common shared use of schools
- Marketing what's already there available
- Marquees
- Fix broken equipment in auditoriums
- CTE/ business partnerships \$ tied to it
- Reunions/Activities

Group 3

- Community partnership and shared use of principals need recruitment training.
- More prominent in the community.
- Outside partnerships -- Encourage

# **Tucson Unified School District**

## **Series 1 Focus Group Results**

### **February 16, 2016 TUSD Elementary**

## **Executive Summary**

### **Methodology**

An interactive focus group was conducted Elementary Schools on February 16, 2016. Independent third party moderators delivered the focus group, along with a technical expertise team who provided support for questions from the participants. This focus group is a part of TUSD exploring a Facility Master Plan to identify facility improvements and funding sources needed to support its long-term strategic plan. This is an integral part of the district's five-year, 25-point strategic plan and will set the stage for success in this district for years to come.

This focus group was Part 1 of 3 in a series of focus groups. Each series will be held for each education level: Elementary, Middle School/K-8 and High School. The objectives of the focus groups by series is as follow:

- FG Series #1 = Objectives/Approaches
  - The focus of this focus group session.
- FG Series #2 = Develop Options
- FG Series #3 = Prioritize/Phase Options
  - Provide Costs and Community Survey Results. Fit Options to anticipated bond amount.

Participants were debriefed on the intent of each of the 3 series and what their task was for Focus Group Series #1; Objectives/Approaches. Participants were then selected at random to break into groups to discuss each question and given an introduction of expectations of why they were there and how their participation would assist. A total of 10 members participated in the focus group, and they were broken apart into 2 groups of 3 and one group of 4. Each group was assigned a team captain. That team captain annotated his/her group answers to each question on simple handouts.

Each question was presented, along with a synopsis to each group and they had 5-8 minutes to discuss and record each answer. At the end of the focus group all questions were reviewed with the moderator for the sole purpose of enhancing the overall process.

### **Synopsis**

There was lively debate among the teams that kept the moderators and technical expertise team very active throughout the entire session. Teams had very few questions for the moderators and technical expertise team and kept most of their answers direct and to the point. Each group had unique ways of arriving at their final answers including one group that took a vote to determine their final answer.

With regards to maintenance needs, all groups felt that heating/cooling was a major priority. This was listed as the number one concern in every group. Parking lots were also considered to be a major maintenance need. There was some correlation amongst groups. Also important, all three groups agreed that security, as a site improvement, is something they would recommend.

Educational space, in one form or another, ranked highest between the respondents when asked for the top 5 building and/or site improvements that would best support the learning environment. Educational space responses included answers such as

science and art labs, a common area for education purposes and specialized classes for all schools. All responses were in direct support of better educational facilities. Also, it is important to note that all 3 groups indicated security as a site improvement is something they would recommend.

Participants had interesting responses when it came to the question of what improvements you would like to see if funding was limitless. All three felt technology was very important along with updates to current facilities. All agreed that more collaborative spaces would be very useful for educational purposes. Other high-ranking answers included accessible bathrooms, updated furniture, and modular spaces.

When asked what feels most important at this time, improvements bond or maintenance override, 2 out of the 3 groups agreed that a maintenance override is more important. Both group 1 and group 2 agreed that the cost to the taxpayer was an important part of this. Group 3 pushed for the improvements bond. They wanted to know how the bond would be spent and also felt that a maintenance override would only be short term. All three groups said they would support both operations override and a maintenance & improvements bond.

Finally, there was no consensus between any of the respondents' answers when asked how to better encourage community partnerships and shared use of schools other than variations on "outreach." The types of outreach varied from group to group. Other answers ranged from, current processes are sufficient given the economic environment to marketing what is already there and available.

### **Focus Group Questions Transcript**

#### **1. In regards to Maintenance, List what you think are the top 5 priorities**

##### Group 1

1. Heating/ Cooling
2. Parking Lot- Increased area and repave
3. Paint, Carpet, Flooring
4. Plumbing
5. Playgrounds

##### Group 2

1. Heating/ A/C
2. Making structures more modern
3. Bathroom repairs
4. Parking Lot
5. Fields/Playgrounds/Tarps
6. Security Repairs

##### Group 3

1. Heating/Cooling
2. Security
3. Plumbing
4. Electrical
5. Parking Lots

#### **2. List 5 building and/or site improvements that would best support the learning environment.**

##### Group 1

1. Science Lab

2. Art/Music Lab
3. MPR Improvements
4. Garden Improvements
5. Security- Fencing update/Improvement

Group 2

1. Increase Educational space
2. Security Improvements
3. Educational Resource Space
4. Aesthetics Promethean/SMARTBOARD effectiveness placed

Group 3

1. Specialized classes for all schools
2. Alarmed area
3. Covered outdoor recreation/cafeteria
4. MPR Updates
5. New tiles, carpet, ceiling panels

**3. If funding was limitless, what building improvements would you wish for to transform teaching & learning environments?**

Group 1

- Accessible bathrooms- Multiples
- The room from PowerPoint presentations
- Child and adult friendly furniture
- Library Updated
- Outside learning areas
- Musical Instruments
- Science Equipment
- Technology- new laptops, Promethean boards, doc cameras, projectors, Cow's
- Playground update -> new basketball courts/hoops, climbing equipment, compressed rubber protection under the equipment
- Adequate shade structures

Group 2

- More portables but really modular classrooms where classes have separate offices/space
- Room/ Classroom for Interventionists
- Extra computer space for laptops in classrooms as well as labs (2-3) 1 primary
- All schools OMA Gold
- All schools science labs/math labs

Group 3

- New furniture
- Collaborative space
- Technology units (projectors, tablets, computers)
- Party
- Modernize
- Field renovations
- Playground equipment/structure updates
- New Windows
- New Marquee
- Update front office

- Professional developers/ support for staff
- No combination class
- Teachers resource rom with limitless supply

**4. Which do you feel is most pressing at this time? And Why?**

- C. Maintenance & Improvements Bond
- D. Operations Override

- Would you support both an override and a bond?
- What information would improve your support?

Group 1

- Operations override is the most pressing
  - Would you support both? Yes
    - How much will this cost the taxpayer?
    - What will the money be used for?
    - Be precise in how/where the money will be spent

Group 2

- Operations override – push for improvements on pay
  - Would you support? Yes
    - Focus groups was meaningful
    - Surveys helped the selection of needs
    - Agreement with Group 1 on how bond will effect exactly what is the tax increase with the bond

Group 3

- Maintenance & Improvements Bond- Our schools need to be functional, maintained and upkeep
  - Would you support? Yes
    - Knowledge of how and where it will be spent.

**5. How do we encourage better community partnerships and shared use of Schools?**

Group 1

- Build relationships with community partnership
- Community Liaison for all schools
- Partner with non-profits
- Streamline the process to allow community partners to provide support

Group 2

- Vocal/visual advertisement
- Have a list of procedures on how to setup and use school facilities
- Have financial support for maintenance during events
- Actually know what's happening at the school so everyone knows.
- Make sure facilities are accessible to community. I.e. AC/Heat, access to internet, bathrooms
- Modernized equipment

Group 3

- Outreach
  - Symbiotic relationship
  - In-kind trade
- Little large space collaborate
- City recreation partnerships

# **Tucson Unified School District**

## **Series 1 Focus Group Results**

**February 18, 2016 TUSD Middle/K8**

### **Executive Summary**

#### **Methodology**

An interactive focus group was conducted on February 18, 2016. Independent third party moderators delivered the focus group, along with a technical expertise team who provided support for questions from the participants. This focus group is part of TUSD exploring a Facility Master Plan to identify facility improvements and funding sources needed to support its long-term strategic plan. This is an integral part of the district's five-year, 25-point strategic plan and will set the stage for success in this district for years to come.

This focus group was Part 1 of 3 in a Series of Focus Groups. Each series will be held for each education level: Elementary, Middle School/K-8 and High School. The objectives of the Focus Groups by series is as follow:

- FG Series #1 = Objectives/Approaches
  - The focus of this focus group session.
- FG Series #2 = Develop Options
- FG Series #3 = Prioritize/Phase Options
  - Provide Costs and Community Survey Results. Fit Options to anticipated bond amount.

Participants were debriefed on the intent of each of the 3 series and what their task was for Focus Group Series #1; Objectives/Approaches. Participants were then selected at random to break into groups to discuss each question and given an introduction of expectations of why they were there and how their participation would assist. A total of 6 members participated in the focus group, and they were broken apart into 2 groups of 3. Each group was assigned a team captain. That team captain annotated his/her group answers to each question on handouts with the questions.

Each question was presented, along with a synopsis to each group that had 5-8 minutes to discuss and record each answer. At the end of the focus group all questions were reviewed one-by-one with the moderator and all teams for the sole purpose of enhancing the overall process and if each question was asked and presented.

#### **Synopsis**

The teams asked very engaging questions to the moderators and the technical expertise team when it came to each question that was presented to them. The groups' communications were very interactive. The moderators made sure to make sure that the teams kept their questions and debate within their individual focus groups. We noticed that each team had their own way of arriving at each answer, including one team taking notes and providing more answers. Each of the focus groups had their own opinions to each question, which led to lively debate throughout.

In regards to maintenance needs, all groups felt that heating/cooling, health/safety, parking lots and building finishes were major priorities. Heating/cooling was listed as the number one in both groups. Health and safety were also a major part of their needs in regards to future maintenance. Both groups listed more answers and took notes to determine their answers.

Wireless technology and STEM, in one form or another, ranked highest amongst the respondents when asked for the top 5 building and/or site improvements that would best support the learning environment. Educational space responses included

answers such as a better capacity for digital libraries and other databases. All responses were in direct support of better educational facilities.

Participants had interesting responses when it came to the question of what improvements would you like to see if funding was limitless. Most felt that modern and renovated buildings were very important. A lot of the answers revolved around better space and aesthetics such as lights, outlets, fixtures, walls, painting etc. Both groups asked moderators and technical experts many follow-up questions in regards to this question.

When asked what feels more important at this time, improvements bond or maintenance override, both groups felt that a maintenance and improvements bond was more important. Group 2 explained that they would like to see more committee oversight and also have a checklist of priorities in order to determine what was important. They wanted to know how the bond would be spent and also felt that a maintenance override was not a good decision based on the district's past and a lack of trust. Both groups were split on the decision to support both.

Finally, there was minimal consensus between the respondents' answers when asked how to better encourage community partnerships and shared use of schools. However, both groups did agree that community outreach would play a big role in getting more community involvement.

### **Focus Group Questions Transcript**

#### **1. In regards to Maintenance, List what you think are the top 5 priorities**

##### Group 1

1. HVAC
2. SRPS/Sidewalls/Walkways- functionality and safety
3. Power supply- adequate and safe
4. Safety of grounds including playgrounds, athletic fields and common area
5. Plumbing
6. Upgrade and renovate both rooms
7. Floors
8. Busses

##### Group 2

1. Building Structures- HVAC Systems, Plumbing, Electrical Systems
2. Health and safety
3. Building finishing, stucco, paint, ceiling, water fountains, restrooms, hallways
4. IT Systems updated
5. The sites in general, parking lots, gate, lighting in the parking lots, pot holes

#### **2. List 5 building and/or site improvements that would best support the learning environment.**

##### Group 1

1. Capacity for digital libraries and other databases
2. Wireless w/ security necessities
3. STEM learning spaces in all schools
4. Enhance fine arts areas, make consistent for all schools
5. Collaborative learning spaces
6. Physical space that reflects pride in learning

##### Group 2

1. Science, Technology, Fine arts, Music rooms, Math labs or classrooms need upgrades
2. More fiber optics, more wireless, more power outlets throughout, fire marshal compliance
3. Libraries. Bring up to code the labs, playgrounds are infested with pests, no lines on fields
4. Window covers, curtains on stages and stages in cafeteria.
5. Fencing, lighting, power outlets, paint in the hallways, outside

**3. If funding was limitless, what building improvements would you wish for to transform teaching & learning environments?**

Group 1

- New and renovated buildings
- Murphy- Wilmot library-spaces, furniture, group learning spaces, quiet areas, glass
- Scenery to look at
- LEED Certified-eco-friendly buildings
- Community gardens → u food in cafeteria
- Digital libraries w/equipment at all schools
- More security- people and security features
- Welcoming environment that reflects pride in school
- State of the art technology

Group 2

- Secure modern building
- Better technical equipment
- Proper lighting, outlets, air condition, ventilation
- Proper space size room
- Better tables, chairs
- Carpeting, ceiling tiles
- Painting, wireless
- Functional aesthetically looking playgrounds
- Ochoa, Carrillo

**4. Which do you feel is most pressing at this time? And Why?**

- A. Maintenance & Improvements Bond  
B. Operations Override

- Would you support both an override and a bond?
- What information would improve your support?

Group 1

- Maintenance and Improvements Bond?
  - Would you support both? 2 out of 3 say both- Yes
  - 1 says bond

Group 2

- Maintenance and Improvements bond – push for improvements on pay
  - Would you support both? No
    - There needs to be committee, more details with specific oversight. Oversight committee have everything on a checklist, of priorities and much and when

**5. How do we encourage better community partnerships and shared use of Schools?**

Group 1

- Better communication that is two- way
- Better partnerships w/community groups
- Organizing of resources as in Homer Davis Project
- Create and communication vision
- Engagement beyond the bake sale as in assessing talents of families and making use of them
- Conscious effort to reach out to community groups- as in rotary clubs
- Parenting classes- as in the brent connection
- Literacy classes for parents
- Schools open later for students to stay, have a meal, meet w/

Group 2

- Improve, playing fields, \lighting, more community outreach
- User friendly phone service
- Update and fix empty building
- Charge a fee if not left the way it was to be used when entering for use
- It all needs renovations people that rent get disappointed when they see run down buildings
- Partnership with City Of Tucson to help with maintenance of the playgrounds

# **Tucson Unified School District**

## **Series 1 Focus Group Results**

### **February 20, 2016 TUSD High/Alt. School**

## **Executive Summary**

### **Methodology**

An Interactive Focus Group was conducted with parent and staff representatives of the TUSD High Schools on February 20, 2016. Independent 3<sup>rd</sup> party moderators delivered the focus group, along with a technical expertise team who provided support for questions from the participants. This focus group is a part of TUSD exploring a Facility Master Plan to identify facility improvements and funding sources needed to support its long-term strategic plan. This is an integral part of the district's five-year, 25-point strategic plan and will set the stage for success in this district for years to come.

This focus group was Part 1 of 3 in a Series of Focus Groups. Each series will be held for each education level: Elementary, Middle School/K-8 and High School. The objectives of the Focus Groups by series is as follow:

- FG Series #1 = Objectives/Approaches
  - The focus of this focus group session.
- FG Series #2 = Develop Options
- FG Series #3 = Prioritize/Phase Options
  - Provide Costs and Community Survey Results. Fit Options to anticipated bond amount.

Participants were debriefed on the intent of each of the 3 series and what their task was for Focus Group Series #1; Objectives/Approaches. Participants were selected at random to break into groups, discuss each question and give an introduction of expectations as to why they were there and how their participation would assist. A total of 16 members participated in the focus group, and they were broken apart into 4 groups (1 group of 3, 2 groups of 4 and 1 group of 5). Each group was assigned a team captain. The team captain annotated his/her group answers to each question on simple handouts.

Each question was presented, a synopsis of the question was presented and the group had 8-10 minutes to discuss and record each answer. At the end of the focus group, all questions were reviewed one-by-one with the moderator and all teams for the sole purpose of enhancing the overall process and to learn more about the responses.

### **Synopsis**

There was constant and varied interaction between participants of each of the 4 teams and the moderators and technical expertise team throughout the entire focus group. The interaction led to beneficial questions and unique discussions among the participants. Each group utilized different tactics to arrive at their responses, with two groups engaging in thorough discussions before writing down their answers; while the other two groups annotated their answers during their discussion.

The in-depth knowledge of high schools by all participants in this focus group yielded great results, including many improvements for high schools in TUSD. In regards to maintenance needs versus improvements priorities, there was significant answer correlation between groups. Most groups' felt that HVAC and roof maintenance needed to be made high priorities. There were 2 groups that felt window and door maintenance were needed and two groups that felt exterior environments, like landscaping and signage, were a priority.

Technology, in one form or another, was a highly ranked theme across multiple answers when asked for the top 5 building and/or site improvements that would best support the learning environment. Technology responses included answers such as computer labs and cyber cafes, Ethernet infrastructure, Wi-Fi and distance learning capabilities. All groups were supportive of technology. Security was also a high priority and groups specifically mentioned security cameras and electronic locks.

In regards to building improvements that could transform teaching and learning environments if funding was limitless, the answers varied significantly across all 4 groups. The only similar answers across the 4 groups were providing better support for extracurricular activities, improved exercise facilities, creating a better environment for group learning and improving fine arts buildings. Other answers included developing maker spaces for hands-on learning, more hands-on activities, creating first class basic classrooms and partnering with Pima Community College and business partnerships. Overall, this question invoked the liveliest discussion within groups and provided many unique answers and opportunities for TUSD.

When participants were asked which do you feel is most pressing at this time, either an improvements bond to improve buildings or a Maintenance & Operations override, 3 groups chose the bond and 1 group chose the operations override. However, all groups supported both a bond and an override, only varying the order in which they should be completed. There was thorough discussion during the results phase of this question. Two groups felt that community outreach or grass roots communication plans would be needed, regardless of which option was selected. All groups agreed that there needed to be a transparent process to show what each school will get and how previous bonds were executed.

There was little correlation between groups' answers when asked how to better encourage community partnerships and shared use of schools. 2 groups thought it would be beneficial to have a coordinator in charge of community use and 2 groups felt outside spaces should be utilized more for family and community activities. Other answers included more youth involvement, additional staff for after hours, active marketing for facilities usage and partnering with businesses/alum for speaking engagements and mentor programs.

Overall this focus group continually concentrated on technology and it was a common theme mentioned in all answers. This group felt technology was important in the high school environment so that students could be prepared for post-high school options. In the answer discussion phase, all groups discussed community and public outreach efforts in regards to facility sage as well as bond/override promotion. There was lively discussion and participation from all respondents.

## **Focus Group Questions Transcript**

### **1. In regards to Maintenance, List what you think are the top 5 priorities**

#### Group 1

1. Efficiency of doors/windows to save money
2. Thermostat Issues- too hot/ cold in many classrooms
3. Roofing Systems- Upgrades due to leaks
4. Parking lots/ Re-surface/ Grounds
5. Locker Maintenance

#### Group 2

1. Basic Maintenance of existing facilities poor maintenance of classrooms
2. Outstanding Impressions- landscaping, attractive first impressions, signage, weeding
3. AC/Roofing
4. Well maintained venue where outsiders attend such as sporting events and concerts
5. Significantly improved staffing for maintenance/landscaping

#### Group 3

1. Roofs
2. Doors
3. Exterior Environments
4. HVAC
5. Windows

Group 4

1. Parking accessibility
2. Plumbing not leaking- possibly flooding
3. Roof leaks and can cause damage to the rest of buildings
4. Functioning furniture
5. Focus on conservation

**2. List 5 building and/or site improvements that would best support the learning environment.**

Group 1

1. More computer labs needed for online testing
2. Security cameras- not enough staff to physically monitor all areas
3. More cyber cafe's
4. Electrical upgrades/Ethernet Infrastructure for technology
5. Solar panel/alternate energy source

Group 2

1. Enhanced distance learning capacity
2. First class connectivity
3. Much more outdoor learning spaces
4. Security focused on access- Not enough oversight

Group 3

1. Locks
2. Wi-Fi
3. Cameras
4. Cafeteria
5. Library

Group 4

1. Repurposing space
2. Updating sports facilities- availability before to after school
3. Although some schools have infrastructure for Wi-Fi. Poor reception to connect to internet
4. 1985 computers
5. Update flooring, bathrooms, etc.
6. Security-cameras- not necessarily

**3. If funding was limitless, what building improvements would you wish for to transform teaching & learning environments?**

Group 1

- Maker spaces- collaborative process
- more hands on activities

- Sustainability gardens
- Activity specific spaces-rooms for music that are acoustically appropriate
- Limitless funding- teachers getting paid more appropriately and working proper hours for their
- Extra curricular activities
- Comfort

Group 2

- Basic classrooms need to be first class
- More conference rooms and team meeting spaces including a board room type space

Group 3

- Transform US campus into multi model, community grounded centers
- Public libraries
- Senior center
- Exercise facilities
- Pima community college
- Training centers
- Business partnerships
- Public transportation to encourage/facilitate mass meetings

Group 4

- Working Wi-Fi for all students with tablets
- Excite students
- Open spaces for group learning with areas for separate groups
- Fine art buildings with performance venues and digital media for arts
- Sports support with weight rooms and no participation fees uniforms

**4. Which do you feel is most pressing at this time? And Why?**

- A. Maintenance & Improvements Bond
- B. Operations Override

- Would you support both an override and a bond?
- What information would improve your support?

Group 1

- Maintenance & Improvements Bond is the most pressing
  - Would you support both? Yes
    - Very specific info regarding the vision of the future of education to get bond passed
    - Specifics to pass bond
    - Pictures and info of past projects

Group 2

- Operations Override is the most pressing
  - Would you support both? Yes – if only one, override first
    - Grassroots movement

Group 3

- Maintenance & Improvements Bond is the most pressing
  - Would you support both? Yes – but priority is bond first, then override
    - What is each school going to get.
    - Every school has to get something

Group 4

- Maintenance & Improvements Bond is the most pressing – should do bond now to start getting benefits then operations override for teacher salaries and support personnel quicker.
  - Would you support both? Yes, bond first
    - Full information on needs for funds and where they will be used. Educating the public-targeted media
    - Open house at schools with a list of what will help that school
    - Majority speak out

**5. How do we encourage better community partnerships and shared use of Schools?**

Group 1

- More youth involvement
- More articulation of needs for community members- need a community coordinator who has time to support these efforts
- Use of buildings
- Use facilities to train parents in technology

Group 2

- Create culture of community sharing sports events, cultural events and facilities availability to neighborhood schools as community center
- Staffed for non hours/usage

Group 3

- Change facilities to make the most attractive to community @ large
- Active marketing
- Why should they come? Different audiences, business, seniors
- How do we engage senior community
- Reutilize outside spaces for family and community activity
- Make the spaces for something the community would miss- e.g. Reid park- picnic and play and community gathering areas

Group 3

- Pairing with Businesses and keeping in touch with recruiters, speakers, alumni pride, mentors
- Classes/ Programs available for homework, family interactions, open library
- Campus coordinators to keep in touch

**Tucson Unified School District**  
March 5<sup>th</sup>, 2016 TUSD Elementary Schools  
Series 2 Focus Group Results  
March 7<sup>th</sup>, 2016

**Executive Summary**

**Methodology**

An Interactive Focus Group was conducted with parents, teachers and staff of TUSD Elementary Schools on March 5<sup>th</sup>, 2016. Independent 3<sup>rd</sup> party moderators delivered the focus group, along with a technical expertise team who provided support for questions from the participants. This focus group is a part of TUSD exploring a Facility Master Plan to identify facility improvements and funding sources needed to support its long-term strategic plan. This is an integral part of the district's five-year, 25-point strategic plan and will set the stage for success in this district for years to come.

This focus group was Part 2 of 3 in a Series of Focus Groups. Each series will be held for each education level: Elementary, Middle School/K-8 and High School. The objectives of the Focus Groups by series are as follow:

- FG Series #1 = Objectives/Approaches
- FG Series #2 = Develop Options
  - The focus of this focus group session.
- FG Series #3 = Prioritize/Phase Options
  - Fit Options to anticipated bond amount.

Participants were debriefed on the intent of each of the 3 series and what their task was for Focus Group Series #2; Develop Options. Participants were then selected at random to break into groups to discuss each question and given an introduction of expectations of why they were there and how their participation would assist. They were divided into 2 groups of 4 and one group of 5 (of which one member of this group left early before voting could begin). Each group was assigned a team captain. That team captain annotated his/her group answers to each question on sheets that were provided by the moderators.

Each question was presented, a synopsis of the question was presented and the group had 10-15 minutes to discuss and record each answer. At the end of the focus group all questions were reviewed one-by-one with the moderator and all teams for the sole purpose of enhancing the overall process and if each question was asked and presented. Then respondents were asked to choose between the different facility funding scenarios.

**Synopsis**

This particular focus group was very well informed and understood what was being asked of them. Their discussions were precise and to the point. Focus group members were very engaged with the moderators and their individual groups. They had few overall questions about what was needed of them, which led to quick and direct answers,

In regards the overall group's view about how all bond dollars should be spread around the district, all 3 groups felt that all schools should see some benefit. There was much discussion that followed their reasoning behind this, which led to focused and lively debate.

When asked about the pros and cons of this question regarding how bond dollars should be spread, this particular focus group displayed interesting results. All 3 groups pros focused on making sure all schools saw some improvement to overall safety and maintenance needs get addressed. This particular group liked having more of an overall benefit than specific benefits to a few schools. The cons were more focused on determining which schools would need help first. Most said that without allocating the schools then it would be hard to understand which schools were in dire need. The overall pros of this question far outweighed the cons and the focus group was more determined on spreading bond dollars equally, making it an equitable situation based on need.

The focus group was then asked how they would determine the schools to receive focused improvements. This question yielded interesting results as well. Out of the three focus groups 2 groups answered. Their overall conclusion was that it was determining a formula and the highest needs necessary to prioritize how all schools received benefits.

The focus group was then asked three separate questions that included scenarios about how bond dollars would be used and which needs were the highest priorities. The scenarios were as follows:

1. Priority Facility Maintenance Repairs and some key Facility Improvements. (80%-20%)
2. Focus on top Facility Maintenance Repairs with as many Improvements/ Other Options as possible (50%-50%)
3. Focus on the top Facility Maintenance Repairs with Significant Improvements to some schools?

Scenario number 1 received the most first and second place votes thereby making it the top choice selected by the groups as their preferred spending scenario based on the fact that the money would significantly improve facilities and maintenance across all levels of schools. They believed the bond dollars should go to Elementary, Middle, and High Schools to improve student's space improvements and community space improvements. The focus group felt that by improving the spaces that it would bring about more community involvement and overall great benefits to student learning environments.

As for scenario number 2 the members of the focus group felt this was their 2<sup>nd</sup> favorite option because of the way the scenario had a 50/50 split for the spending budget. Most groups put the highest needs on Roofing, HVAC, and Tech. The groups also put a lot of emphasis on every grade level and all schools to make sure that everyone saw some benefit besides just maintenance.

When it came to scenario number 3, only one group's member all voted for this option and liked number 3's spending scenario based on the fact it still focused on top facility maintenance repairs. Much of their spending was still focused on overall repairs and school improvements. During the answer discussion phase, we found that all 3 groups faced the same challenge, determining which cuts should be made in facility maintenance and repairs.

The Elementary Focus Group proved to have very direct and heartfelt answers. They were passionate about their discussions and overall asked very few questions. It was clear that by discussion and gathering data from each member, all 3 groups wanted to spread bond dollars equally to all different grade levels for overall enhancement to the district of TUSD for many years to come.

## **Focus Group Questions Transcript**

### **Should all bond dollars be spread equally around the district so....**

#### **Group 1**

##### **A. All schools see some benefit?**

This one

**B. Or should there be focused improvements? (Significant Improvements to some Schools)**

- **Discuss the Pros & Cons and indicate why you support one over the other.**

**Pros**

- All schools have needs regardless of area.

**Cons**

- There are many schools in disrepair

- **How would you determine the schools to receive focused improvements?**
  - A collaborative effort between the sites and district facilities department would determine priorities

Group 2

**A. All schools see some benefit?**

This one

**B. Or should there be focused improvements? (Significant Improvements to some Schools)**

- **Discuss the Pros & Cons and indicate why you support one over the other.**

**Pros**

- All schools get some benefit
- Equitable situations determine need
- Safety concerns can be addressed across the board
- Upgrades- on technology- need to address security
- Hopefully can address transportation

**Cons**

- Newer schools receiving more than they need- dependent on allocation formula
- Choosing B- How would you determine who would get money

- **How would you determine the schools to receive focused improvements?**
  - Need formula based on highest need
  - Setup a criteria of who and when
  - Equitable principal interviews for input

Group 3

**A. All schools see some benefit?**

This one

**B. Or should there be focused improvements? (Significant Improvements to some Schools)**

- **Discuss the Pros & Cons and indicate why you support one over the other.**

**Pros**

- Address the absolute needs in schools
- Lose enrollment in schools
- Don't care if not your neighborhood school

**Cons**

- Condition of would determine amount of funding yet they will all be addressed
- Learning conditions first

**SPENDING PRIORITIES**

Group 1

**1. Priority Facility Maintenance Repairs and some key Facility Improvements. (80%-20%)**

Elementary (Same \$ Per School \$510,00 Per)	\$25M
Middle School	\$11M
High School	\$5M

**2. Focus on top Facility Maintenance Repairs with as many Improvements/ Other Options as possible (50%-50%)**      **3 green dots**

High School	
• Roofing	\$70M
• HVAC	\$55M
• Security	\$5M
• Special Systems	\$3M
• Plumbing	\$3M
• Doors & Hardware	\$6M
• ESS	\$3M
• Playground	\$2M
• Tech	\$8M
• Transportation	\$3M
• Elementaries	\$50M
• MS	\$22M
• HS	\$10M

**3. Focus on the top Facility Maintenance Repairs with Significant Improvements to some schools?**

1. Roofing
  2. HVAC
  3. Plumbing
- Total:\$110M

- Improvements/21<sup>st</sup> Century

• Elementary	\$50M
• MS	\$26M
• HS	\$10M
• Other	
• Reopening	\$17M
• Grade Realignment	\$7M

Group 2

**1. Priority Facility Maintenance Repairs and some key Facility Improvements. (80%-20%)**

Student Space Improvements All Schools  
Community Space Improvements

**83 schools get \$493,975**

**2. Focus on top Facility Maintenance Repairs with as many Improvements/ Other Options as possible (50%-50%)**

Roofing	\$65M
HVAC	\$40M
Security	\$10M
Special Systems	\$2M
Plumbing	\$3M
Student Space	\$60M
Community Space	\$40M

**3. Focus on the top Facility Maintenance Repairs with Significant Improvements to some schools?**

Roofing	\$65M
HVAC	\$40M
Security	\$10M
Special Systems	\$2M
Plumbing	\$3M
Grade Realignment	\$22M
Elementary	\$49M
Middle K/8	\$23M
High School	\$11M

Group 3

**1. Priority Facility Maintenance Repairs and some key Facility Improvements. (80%-20%)**

Student Space Improvements- Elementary	\$18.9M
Student Space Improvements- Middle School	\$11.7M
Student Space Improvements- High School	\$8.1M

Outdoor Pavilion- Elementary \$2.3M

**2. Focus on top Facility Maintenance Repairs with as many Improvements/ Other Options as possible (50%-50%) 3 green dots**

Maintenance Repairs Elementary 70%	\$125.3M
Facilities Improvement Adjustment	
Outdoor Space- Elementary and Middle	\$13M
Community Space (E) 3 (M) 2 (H) 2	\$7M

**3. Focus on the top Facility Maintenance Repairs with Significant Improvements to some schools?**

Maintenance Repairs Elementary	\$125.3M
Grade Realignment	\$5M
Elementary School x4	\$20M
Middle School x3	\$24M
High School x3	\$45M

**Tucson Unified School District**  
February 29th, 2016 TUSD Middle Schools  
Series 2 Focus Group Results  
March 4th, 2016

**Executive Summary**

**Methodology**

An Interactive Focus Group was conducted with parents, teachers and staff of TUSD Middle Schools on February 29<sup>th</sup>, 2016. Independent 3<sup>rd</sup> party moderators delivered the focus group, along with a technical expertise team who provided support for questions from the participants. This focus group is a part of TUSD exploring a Facility Master Plan to identify facility improvements and funding sources needed to support its long-term strategic plan. This is an integral part of the district's five-year, 25-point strategic plan and will set the stage for success in this district for years to come.

This focus group was Part 2 of 3 in a Series of Focus Groups. Each series will be held for each education level: Elementary, Middle School/K-8 and High School. The objectives of the Focus Groups by series are as follow:

- FG Series #1 = Objectives/Approaches
- FG Series #2 = Develop Options
  - The focus of this focus group session.
- FG Series #3 = Prioritize/Phase Options
  - Provide Costs and Community Survey Results. Fit Options to anticipated bond amount.

Participants were debriefed on the intent of each of the 3 series and what their task was for Focus Group Series #2; Develop Options. Participants were then selected at random to break into groups to discuss each question and given an introduction of expectations of why they were there and how their participation would assist. This group was assigned a team captain. That team captain annotated his/her group answers to each question on sheets that were provided by the moderators.

Each question was presented, a synopsis of the question was presented and the group had 10-15 minutes to discuss and record each answer. At the end of the focus group all questions were reviewed one-by-one with the moderator and all teams for the sole purpose of enhancing the overall process and if each question was asked and presented. Then respondents were asked to choose between the different facility funding scenarios.

**Synopsis**

There was in depth discussion and questions amongst this particular focus group. The moderators and technical experts were engaged with participants throughout the focus group to make sure the participants understood what was being asked. This led to lively debate between team members and their overall answers created a vision of what is necessary for the future of TUSD. This group took their time processing each answer amongst themselves to make sure that their final decision was unanimous.

The in-depth knowledge of all participants in this focus group provided significant results, including many improvements for all upcoming focus groups. This group's discussions and approach to questions led to future updates to upcoming phase 2 focus groups based on organization of questions and layout. Providing worksheets for each individual question instead of combining questions into one worksheet was a better overall decision that will be used in upcoming focus groups.

In regards the overall group's view about how all bond dollars should be spread around the district, this particular group felt that all schools should see some benefit. This would mean dividing the benefits to all sites so that every site sees some overall improvement. The group chose this option because of how the overall priorities were listed.

When asked about the pros and cons of this question regarding how bond dollars should be spread, this particular focus group displayed interesting results. Their pros were that it would bring up the overall facilities to retain enrollment. This would allow each facility to keep up with current times and also help invest in low-income families. However, the group was concerned with where in the district the students were coming or going. How TUSD would keep up with charters. They mentioned certain people do not have the funds to travel and they wanted more information on the current priorities in facilities we have right now.

The group was asked how they would determine the schools to receive focused improvements? This question yielded interesting results. The group came up with the idea of having a rubric committee to determine how much money and they also stated it would be wise to invest in low deficient schools first as a priority.

The focus group was then asked three separate questions that included scenarios about how bond dollars would be used and which needs were the highest priorities. The scenarios were as follows:

1. Priority Facility Maintenance Repairs and some key Facility Improvements. (80%-20%)
2. Focus on top Facility Maintenance Repairs with as many Improvements/ Other Options as possible (50%-50%)
3. Focus on the top Facility Maintenance Repairs with Significant Improvements to some schools?

For scenario number 1 this group selected this as their preferred choice based on the possibility for more voter buy in. They believed the bond dollars should go to Facilities Priority's Maintenance Repairs, Transportation, Refurbishment, and Technology Hubs. This group believed that these upgrade choices helped more overall deficient schools.

As for scenario number 2 the members felt this was their 2<sup>nd</sup> favorite option because of the way they set up their 50/50 split. They decided that they would put the money into Maintenance Repairs, Student Space Improvements, Technology Hubs, CTE Infrastructure and Community Space Improvement

Scenario number 3 was this group's least favorite choice. They said they would use the money to go to Maintenance Repair and Middle and High School refurbishments. This focus group was more interested in having facility improvements to all schools and not just particular ones that needed focused improvements

Overall, this particular group's interaction was lively and had positive discussion. They spent time on each question so they could determine the best overall scenario for TUSD and the future.

### **Focus Group Questions Transcript**

#### **Should all bond dollars be spread equally around the district so....**

- A. All schools see some benefit?

Yes divide benefits to all sites. Tie in all equipment

Because priorities are being listed  
Bring to light the deseg. Insist to defuse it!

B. Or should there be focused improvements? (Significant Improvements to some Schools)

- Discuss the Pros & Cons and indicate why you support one over the other.

**Pros**

- Brought up to retain enrollment
- Keep up with the times
- Look up low income families- invest into these

**Cons**

- Where are students going or coming
- Charter more up to date
- People that do not have funds to travel
- Bonding capacity? How much?
- What are the priorities in Facilities we have now

- How would you determine the schools to receive focused improvements?
  - Rubric Committee for how money is being spent
  - Investing in low deficient schools first

**SPENDING PRIORITIES**

1. Priority Facility Maintenance Repairs and some key Facility Improvements. (80%-20%)  
3 orange dots

*2 of 5 liked this option because of more possibility for voter buy in*

Facilities Priority Maintenance Repairs	176M
Transportation	5M
Refurbishment (deficient schools)	28M
Technology Hubs (deficient schools)	11M

2. Focus on top Facility Maintenance Repairs with as many Improvements/ Other Options as possible (50%-50%)  
3 green dots

*2<sup>nd</sup> favorite option*

Maintenance Repairs	110M
Student Space Improvements (All levels E,M,H)	43M
Technology Hub	26M
CTE Infrastructure	6M
Community Space Improvement	43M

3. Focus on the top Facility Maintenance Repairs with Significant Improvements to some schools?

Maintenance Repair	110M
--------------------	------



4251 E. 5th St. Tucson, AZ 85711  
520-323-3221  
866-50-media

Middle	<b>5/23</b>	Refurbishment	40M
High	<b>5/11</b>	Refurbishment	75M

## **Tucson Unified School District**

March 2nd, 2016 TUSD High Schools

Series 2 Focus Group Results

March 4th, 2016

### **Executive Summary**

#### **Methodology**

An Interactive Focus Group was conducted with parents, teachers and staff of TUSD High Schools on March 2<sup>nd</sup>, 2016. Independent 3<sup>rd</sup> party moderators delivered the focus group, along with a technical expertise team who provided support for questions from the participants. This focus group is a part of TUSD exploring a Facility Master Plan to identify facility improvements and funding sources needed to support its long-term strategic plan. This is an integral part of the district's five-year, 25-point strategic plan and will set the stage for success in this district for years to come.

This focus group was Part 2 of 3 in a Series of Focus Groups. Each series will be held for each education level: Elementary, Middle School/K-8 and High School. The objectives of the Focus Groups by series is as follow:

- FG Series #1 = Objectives/Approaches
- FG Series #2 = Develop Options
  - The focus of this focus group session.
- FG Series #3 = Prioritize/Phase Options
  - Provide Costs and Community Survey Results. Fit Options to anticipated bond amount.

Participants were debriefed on the intent of each of the 3 series and what their task was for Focus Group Series #2; Develop Options. Participants were then selected at random to break into groups to discuss each question and given an introduction of expectations of why they were there and how their participation would assist. They were divided into 3 groups of 3 and one group of 4. Each group was assigned a team captain. That team captain annotated his/her group answers to each question on sheets that were provided by the moderators.

Each question was presented, a synopsis of the question was presented and the group had 10-15 minutes to discuss and record each answer. At the end of the focus group all questions were reviewed one-by-one with the moderator and all teams for the sole purpose of enhancing the overall process and if each question was asked and presented. Then respondents were asked to choose between the different facility funding scenarios.

#### **Synopsis**

Each focus group displayed lively interaction amongst individuals and there was good debate. The moderators and technical experts were engaged with participants throughout the focus group to make sure the participants understood what was being asked. This particular group spent time on each question to make sure they were getting a clear message across of what they wanted for the future of TUSD. Each group utilized different methods of approach when coming to an agreement on each answer and some groups went into very thorough detail.

The particular group's overall understanding of each question led to them needing some help with each question based on current facts or examples. Moderators made sure to stay engaged and responded with good information on each subject. This helped each group understand what was being asked of them.

In regards to the overall group's view about how all bond dollars should be spread around the district there was a 50/50 split on the groups answers. 2 of the groups felt that there should be focused improvements to some schools while the other 2 groups were more concerned with all schools seeing some benefit from the bond.

When asked about the pros and cons of this question regarding how bond dollars should be spread, there were many reasons provided for each. Some groups talked about the benefits to the schools based on refurbishment and encouraging new enrollment while others put more stress on the funding behind it and satisfying the taxpayers. Most groups did not have to many cons based on the question. The groups that chose to give all schools some benefit mostly believed that no one particular school should receive an overall refurbishment. The groups that chose to do focused improvements said that the cons are the majority of under enrolled schools won't get much refurbishment and only get the bare minimum.

Each group was then asked how they would determine the schools to receive focused improvements? This question yielded interesting results. A majority of the groups said to look at growth and which schools were at capacity as being the most in need of focused improvements. Some however were curious about the possibility of somehow combining the options of all schools seeing some benefits or focused improvements to some schools. The overall main theme was focused on growth and expansion.

The focus group was then asked three separate questions that included scenarios about how bond dollars would be used and which needs were the highest priorities. The scenarios were as follows:

1. Priority Facility Maintenance Repairs and some key Facility Improvements. (80%-20%)
2. Focus on top Facility Maintenance Repairs with as many Improvements as possible (a few other options ok) (50%-50%)
3. Emphasis on the top Facility Maintenance Repairs with Other Options/ Focused Improvements. (50%-50%) (a few Facility Improvements are ok)

For scenario number 1, overall the focus groups were not overly concerned with this one due to limited flexibility however it was still considered a priority. Many of the groups made detailed lists that annotated their answers and their spending capacity. The top results were Student Space Improvements and Technology Hubs.

As for scenario number 2 this had the most overall total votes and was considered to be most important by the different focus groups. Many of the groups made detailed lists that annotated their answers and their spending capacity. Members felt this was their 1<sup>st</sup> pick because of the 50/50 split. They decided that they would put the money into Maintenance Repairs, HVAC, Roofs, and Security as some of their top choices and there was a strong diversity of selected facility improvements.

Scenario number 3 had good overall votes and was the focus group's overall second option. Most of the money in this particular scenario was spent on overall maintenance and refurbishments, which most groups agreed was necessary. Most would go to maintenance repair, like roofs and HVAC, and High School refurbishments. Many of the participants put emphasis on High School and Elementary schools for maintenance repairs and refurbishments as well. They liked this option again because of the 50/50 split which allowed the equal distribution of money.

Many groups went over their funding limits and then had to go back and decide which options were lower priorities and should be cut. This focus group was interesting because there was an even split of first place votes across all 3 scenarios. Scenario 2 was the most popular option when first and second place votes were combined, followed by scenario 3.

Overall, this focus group had good discussion and was very engaged throughout the entire session. They made sure that all their data and answers were the best they could give based on their interaction amongst each other and the questions they had from moderators. Determining what was best for TUSD was their number 1 priority.

### Focus Group Questions Transcript

## **Should all bond dollars be spread equally around the district so....**

### Group 1

A. All schools see some benefit?

B. Or should there be focused improvements? (Significant Improvements to some Schools)

This one.

- Discuss the Pros & Cons and indicate why you support one over the other.

#### **Pros**

- Complete refurb of one school benefiting the whole student body and encouraging public access.
- Campus becomes show piece
- Community most enrolled go first, then analyze leftovers

#### **Cons**

- Majority of under enrolled don't get any refurb or bare minimum
- How would you determine the schools to receive focused improvements?
  - At capacity or performing schools

### Group 2

A. All schools see some benefit?

Yes

B. Or should there be focused improvements? (Significant Improvements to some Schools)

- Discuss the Pros & Cons and indicate why you support one over the other.

**Pros**

- All schools should receive funding for top health and safety issues
- If reopening schools
- All schools need additional electrical & Ethernet connectors
- All schools should have 21<sup>st</sup> century classrooms learning environment

**Cons**

- Majority of under enrolled don't get any refurb or bare minimum
- How would you determine the schools to receive focused improvements?
  - Those most in need of health and safety
  - Looking at district strategic plan
  - Where is growth occurring
  - What schools are overcrowding

### Group 3

A. All schools see some benefit?

B. Or should there be focused improvements? (Significant Improvements to some Schools)

Yes, this one

- Discuss the Pros & Cons and indicate why you support one over the other.

**Pros**

- Some schools have other funding sources that could be used
- More bang for buck if you approve certain schools
- Focus on programs that excel to attract students

**Cons**

- Why should I vote for it
- Deseg other factors would make appropriation difficulties
- How would you determine the schools to receive focused improvements?
  - Why can't it be a combo of A/B
  - Where are kids leaving- want to attract
  - Track records academically/ How you compare to neighboring competitive schools- facilities

- Demographics- Where is growth in 5 years?

## Group 4

A. All schools see some benefit?

Yes, this one

B. Or should there be focused improvements? (Significant Improvements to some Schools)

- Discuss the Pros & Cons and indicate why you support one over the other.

### Pros

- It would be as needed
- Satisfy all taxpayers

### Cons

- No one school gets a total redo

- How would you determine the schools to receive focused improvements?
  - Assessment of school to needs & significant
  - Baseline most defined to be significant improvements that will sustain in the long run

## SPENDING PRIORITIES

### Group 1

1. Priority Facility Maintenance Repairs and some key Facility Improvements. (80%-20%)

Student Space Improvement	8M
Technology Hub	12M
CTE Infrastructure	5M
Community Space	10M
Technology Hub- Middle School	6M

2. Focus on top Facility Maintenance Repairs with as many Improvements/ Other Options as possible (50%-50%)

High School

- Roofing 70M
- HVAC 55M
- Security 7M
- Special Systems 3M
- Plumbing 3M
- Doors & Hardware 12M
- ESS 3M

Elementary and Middle

- Playground equipment 1M
- Technology 8M
- Buses 3M
- Athletic Fields 2M
- Student Space Improvements 9M
- Technology Hub 13M
- CTE Infrastructure 6M
- Community Space 11M
- Grade Realignment 7M

Middle School

- Outdoor Pavilion 7M

3. Emphasis on the top Facility Maintenance Repairs with Other Options/ Focused Improvements. (50%-50%) (a few Facility Improvements are ok)

Using FIS and ESS= ☺

This determines how much of the pie for 21<sup>st</sup> Century across all schools

Grade realignments- yes but question \$ amount

Wait to reopen Carson, etc

Possibly take 78 from Dietz and make Santa Rita 7-12

**Priority Main.**

- Roofing 80M
- HVAC 55M
- Security 10M

Group 2

1. Priority Facility Maintenance Repairs and some key Facility Improvements. (80%-20%)

Student Space Improvements All Schools	25M
1 to 1 Computing vs Tech Hubs	
STEM Learning Centers	15M
CTR Infrastructure	10M
Space improvements Only In Schools	
We Are Will Not Be Closed	

2. Focus on top Facility Maintenance Repairs with as many Improvements/ Other Options as possible (50%-50%)

Energy Consumption	
Technology Infrastructure Upgrades Electrical Ethernet	
All Maintenance Repairs	179M
Tech Hubs	

3. Emphasis on the top Facility Maintenance Repairs with Other Options/ Focused Improvements. (50%-50%) (a few Facility Improvements are ok)

Questions about realignment and reopening schools

All Maintenance Improvements	179M
STEM Learning Centers	15M
CTA Infrastructure	10M
Student Space Improvements	25M

### Group 3

1. Priority Facility Maintenance Repairs and some key Facility Improvements. (80%-20%)

MS- Community Space Improv	15M
HS- Tech Hub	13M
HS- CTE Infrastructure	6M
HS- Community Space	11M

2. Focus on top Facility Maintenance Repairs with as many Improvements/ Other Options as possible (50%-50%)

Roofing	80M
HVAC	55M
Security	10M
Own budget we need to change district	

to use business practices to opt 10% discount

**Facilities Improvements 21<sup>st</sup> Century**

Elementary

- Student Space Improvement 21M

Middle School

- Community Space Improvements 15M
- Student Space Improvements 13M
- Technology Hubs 13M

High School

- Technology Hub 13M
- CTE Infrastructure 6M
- Community Space 11M

Other

- Santa Rita Grade Realignments 7M
- High School Refurbishment 21<sup>st</sup> Century Improvement 15M

3. Emphasis on the top Facility Maintenance Repairs with Other Options/ Focused Improvements. (50%-50%) (a few Facility Improvements are ok)

Roof	50M
HVAC	30M
Sec	6M
Special Systems	3M
Plumbing	3M
Doors	4M
ESS	3M
Playground	.5M
Tech	8M
Bus	1M
Elementary (4)	20M
Middle (2)	16M
High School (4)	60M
Grade Realignment	7M

**Group 4**

1. Priority Facility Maintenance Repairs and some key Facility Improvements. (80%-20%)

Elementary Student Space Improvement	10.5M
MS SSI	10M
HS All to 1/2	19.5M

2. Focus on top Facility Maintenance Repairs with as many Improvements/ Other Options as possible (50%-50%)

Maintenance

• Roofing	60M
• HVAC	40M
• Security	6M
• Special Systems	3M
• Plumbing	3M
• Doors	6M
• ESS	3M
• Playground	.5M
• Tech	8M
• Buses	1M

Improvements

• E-SSI	11M
• E-Community Space	15M
• MS-SSI	10M
• MS-Community Space	10M
• MS-Multi-use Pavilion	6.5M
• HS-SSI	9M
• HS-Tech HUB	13M
• HS-CTE	6M
• HS-Community Space	11M

3. Emphasis on the top Facility Maintenance Repairs with Other Options/ Focused Improvements. (50%-50%) (a few Facility Improvements are ok)

6 High School Refurbs	90M
Grade Realignments	7M
Reopen 2 Schools	10M
1 Elementary School Refurb	3M
Roofing	50M
HVAC	50M
Plumbing	3M
Doors and Hardware	7M

**Tucson Unified School District**  
March 9th, 2016 TUSD Advisory Board  
Series 3 Focus Group Results  
March 9th, 2016

**Executive Summary**

**Methodology**

An Interactive Focus Group was conducted with the TUSD Advisory Board on March 9th, 2016. Independent 3<sup>rd</sup> party moderators delivered the focus group, along with a technical expertise team who provided support for questions from the participants. This focus group is a part of TUSD exploring a Facility Master Plan to identify facility improvements and funding sources needed to support its long-term strategic plan. This is an integral part of the district's five-year, 25-point strategic plan and will set the stage for success in this district for years to come.

This focus group was Part 3 of 3 in a Series of Focus Groups. Each series will be held for each education level: Elementary, Middle School/K-8 and High School. The objectives of the Focus Groups by series is as follow:

- FG Series #1 = Objectives/Approaches
- FG Series #2 = Develop Options
- FG Series #3 = Prioritize/Phase Options
  - » The focus of this focus group session.

Participants were debriefed on the intent of each of the 3 series and what their task was for Focus Group Series #3; Prioritize/Phase Options. Participants were then selected at random to break into groups to discuss each question and given an introduction of expectations of why they were there and how their participation would assist. They were divided into 3 groups of 3. Each group was assigned a team captain. That team captain annotated his/her group answers to each question on sheets that were provided by the moderators.

The question was presented, a synopsis of the question was presented and the group had 10-15 minutes to discuss and record their answers. At the end of the focus group all questions were reviewed one-by-one with the moderator and all teams for the sole purpose of enhancing the overall process and if each question was asked and presented. Then there was lively discussion about bonds and how to market it to the community.

**Synopsis**

Overall, the advisory focus group offered great insight into future proceedings and the future of TUSD. Throughout the presentation there was many questions that were presented to the moderators. There was lively debate amongst the members about current approaches and many had input. Some members spoke about wording to future focus groups that would help develop new ideas and ways to get voters in the right mindset.

When asked the question about bonding capacity the groups all had similar responses. 2 out of the 3 groups choose to go with the option of spending \$300 million. They based this on the fact that voters may only get one opportunity. They also said voters need to know where each part of the bond is going. They felt that they could afford that amount because it is a very worthwhile cause. The other group chose \$240 million because they felt voters would support that amount. They said \$300

million was too much while \$180 million was too little to have any impact. Some groups said they would like to go even high than 300 million if possible

This group provided great insight and good feedback that will help in the upcoming focus groups to come. More questions will be developed for upcoming focus groups based on the discussions of this focus group. Their insightful thoughts were noted and discussed so that precise targeting and wording can be implemented, ensuring a good future for TUSD.

### **Focus Group Questions Transcript**

#### **Group 1**

- **\$180 Million**
  - \$49 per year for the average home (\$130,000)
  - \$4.09 per month
- **\$240 Million**
  - \$65 per year for the average home (\$130,000)
  - \$5.45 per month
- **\$300 Million**
  - \$82 per year for the average home (\$130,000)
  - \$6.82 per month

Which one do you support?

\$300 Million

Explain why.

- We could all afford it
- Bang for the buck
- Benefit outweighs cost

#### **Group 2**

- **\$180 Million**
  - \$49 per year for the average home (\$130,000)
  - \$4.09 per month
- **\$240 Million**
  - \$65 per year for the average home (\$130,000)

- \$5.45 per month
- **\$300 Million**
  - \$82 per year for the average home (\$130,000)
  - \$6.82 per month

Which one do you support?

\$240 Million

Explain why.

- We believe 240M could be supported and have impact
- \$300 Million too much money
- \$180 Million not enough to make the difference the community would expect

### Group 3

- **\$180 Million**
  - \$49 per year for the average home (\$130,000)
  - \$4.09 per month
- **\$240 Million**
  - \$65 per year for the average home (\$130,000)
  - \$5.45 per month
- **\$300 Million**
  - \$82 per year for the average home (\$130,000)
  - \$6.82 per month

Which one do you support?

\$300 Million, but we all agree we would take what we can get. Have all three options ever been offered?

Explain why.

- We feel we only have one opportunity
- The voters need to know where each level is going to get them
- Override at same time may effect this
- Have the elements every been separated out- like other governments have done

**Tucson Unified School District**  
March 16th, 2016 TUSD Elementary Schools  
Series 3 Focus Group Results  
March 17th, 2016

**Executive Summary**

**Methodology**

An Interactive Focus Group was conducted with parents and staff of TUSD on March 16th, 2016. Independent, 3<sup>rd</sup> party moderators delivered the focus group, along with a technical expertise team who provided support for questions from the participants. This focus group is a part of TUSD exploring a Facility Master Plan to identify facility improvements and funding sources needed to support its long-term strategic plan. This is an integral part of the district's five-year, 25-point strategic plan and will set the stage for success in this district for years to come.

This focus group was Part 3 of 3 in a Series of Focus Groups. Each series will be held for each education level: Elementary, Middle School/K-8 and High School. The objectives of the Focus Groups by series is as follow:

- FG Series #1 = Objectives/Approaches
- FG Series #2 = Develop Options
- FG Series #3 = Prioritize/Phase Options
  - » The focus of this focus group session.

Participants were briefed on the intent of each of the 3 series and what their task was for Focus Group Series #3; Prioritize/Phase Options. Participants were then selected at random to break into groups to discuss each question and given an introduction of expectations of why they were there and how their participation would assist. The groups were divided up into 2 groups of 4 and one group of 3. Each group was assigned a team captain. That team captain annotated his/her group answers to each question on sheets that were provided by the moderators.

The question was presented, a synopsis of the question was presented and the group had 10-15 minutes to discuss and record their answers. At the end of the focus group all questions were reviewed one-by-one with the moderator and all teams for the sole purpose of enhancing the overall process and if each question was asked and presented. The group had focused debate and collected answers to the questions that were provided.

**Synopsis**

The Elementary School focus group was very involved and had great insight to offer about the bond scenario. The group was given a bond scenario where they had to choose a good plan between \$180 million, \$240 million, and \$300 million. They had to choose the one that they believed the voters would approve. There was mixed answers and also creative discussion that led groups to their decisions. 2 groups said they wanted to go with \$240 million, however one of those groups was creative and wanted to go for something more around \$270 million. Both groups agreed this would cover maintenance needs and allow schools to improve on certain areas. The group that chose \$300 million said that the facilities maintenance repairs are a priority and that they would want to distribute the rest to 21<sup>st</sup> century education and upgrades. All 3 groups had lively discussion and debate and all groups preferred the 21<sup>st</sup> Century Improvements to the Other Options.

When asked about their perception of bonds and how we can encourage community involvement this group had similar answers. The group did not ask many questions with moderators and kept their debate amongst themselves. Members of this focus group felt that there was a lack of trust within the district about how funds would be allocated. All three groups agreed that showing how the money would be allocated throughout the district would be a key point to emphasize in the bond campaign. They all felt that not being direct and understanding the wants versus needs in a campaign is something to be avoided overall.

Altogether, the breakdown of the specific dollar amounts helped the groups have a better understanding of what improved their opinions throughout each series of the focus groups. Having the continued transparency about the bond program as it develops, is something the group felt would help with future developments and community involvement with TUSD.

### **Focus Group Questions Transcript**

## **Group 1**

- **\$180 Million**
  - \$49 per year for the average home (\$130,000)
  - \$4.09 per month
- **\$240 Million**
  - \$65 per year for the average home (\$130,000)
  - \$5.45 per month
- **\$300 Million**
  - \$82 per year for the average home (\$130,000)
  - \$6.82 per month

#### **Which one do you support?**

\$240M-300M

\$270 Happy Median

Group is torn in half

#### **Explain why and what options you want included**

Only purchase/ improve what's needed

Ensure maintenance repairs completed first

Allow for each school to get what's absolutely needed

Capacity to go back for another bond if needed

Improve trust level- still lacking confidence in district from community

## **Group 2**

- **\$180 Million**
  - \$49 per year for the average home (\$130,000)
  - \$4.09 per month
- **\$240 Million**

- \$65 per year for the average home (\$130,000)
- \$5.45 per month
- **\$300 Million**
  - \$82 per year for the average home (\$130,000)
  - \$6.82 per month

**Which one do you support?**

\$240 million @ \$5.45 per month

**Explain why and what options you want included**

Voter perception is not willing to vote for \$300 million

Everyone agrees on needing the \$198M for maintenance repairs to cover inflation plus whatever 21<sup>st</sup> Century Improvements we could fit in.

What's the district population/demographics going to look like in 10 years?

## Group 3

- **\$180 Million**
  - \$49 per year for the average home (\$130,000)
  - \$4.09 per month
- **\$240 Million**
  - \$65 per year for the average home (\$130,000)
  - \$5.45 per month
- **\$300 Million**
  - \$82 per year for the average home (\$130,000)
  - \$6.82 per month

**Which one do you support?**

\$300 million pack

**Explain why and what options you want included**

Difference between the three packages are negligible- only a 2.73 from 1<sup>st</sup> package.

Facilities Maintenance Repairs is a priority- Use the top priorities and max funding to improve all needs and then distribute the rest of funds equitable to 21<sup>st</sup> century.

## Group Discussion

### Group 1

**What do you feel is the community's perception of a bond?**

Not sure- not from the area

Poor

Individual- education supporter's vs. property tax

Hesitant- lack trust, use funds adequately

How to gain trust- spend money to gain confidence- only see money spent

**Does that differ from your perception?**

All pro education, anything to help

There's a social problem

**What should be emphasized in a bond campaign?**

Shortfall in state funding

Current conduction of TUSD facilities

Breakdown of where the money is going

Provide repairs slide

Specific in what will be repaired

Measureable benchmarks

Accountability of previous bond

**What should be avoided in a bond campaign?**

Generalities

Vagueness

No opportunity to shelf money

Nothing that can give a feeling/opportunity for manipulation

**What key information provided during the focus groups improved your opinion of a bond?**

Funding out how money will be used

Breakdown

People- neutral party

Actually hearing different opinions from TUSD stakeholders- feeling as though voices are heard

**Group 2**

**What do you feel is the community's perception of a bond?**

Confusion

Lack of knowledge

Fear of taxes. Impact vs Benefit

What is in it for me?

Personal Impact

Short- sightedness

**Does that differ from your perception?**

We are informed  
We have to buy in  
Realize bonds are the financial vehicle of capitol improvements

**What should be emphasized in a bond campaign?**

Smaller #  
Transparency of what bond will pay for  
Balance (delicate)  
Show the benefits  
Show context of the monetary value of saving the \$

**What should be avoided in a bond campaign?**

Don't be too grim about state of TUSD schools  
Be realistic and hopeful  
Don't Involve charter schools  
Admin stay away from the campaign  
Use teachers and students

**What key information provided during the focus groups improved your opinion of a bond?**

Having the specifics \$ amounts w/ inflation built in.  
Cost impact on different amounts of bonds and the impact on taxes  
Shown what a 21<sup>st</sup> century learning environment can be

**Group 3**

**What do you feel is the community's perception of a bond?**

Lack of trust  
Where is the follow thru  
Changing sites without much information

**Does that differ from your perception?**

More transparency this year w/ facilities

**What should be emphasized in a bond campaign?**

The cost per month vs overall picture  
Purpose to promote academic achievement for all students  
Safety

**What should be avoided in a bond campaign?**

Wants vs Needs

**What key information provided during the focus groups improved your opinion of a bond?**

Break down cost per month

Understanding what a capital bond was (separate pots of \$)

Continued transparency

Voices being heard

**Tucson Unified School District**  
March 12th, 2016 TUSD Middle Schools  
Series 3 Focus Group Results  
March 15th, 2016

**Executive Summary**

**Methodology**

An Interactive Focus Group was conducted with parents and staff of TUSD on March 12th, 2016. Independent 3<sup>rd</sup> party moderators delivered the focus group, along with a technical expertise team who provided support for questions from the participants. This focus group is a part of TUSD exploring a Facility Master Plan to identify facility improvements and funding sources needed to support its long-term strategic plan. This is an integral part of the district's five-year, 25-point strategic plan and will set the stage for success in this district for years to come.

This focus group was Part 3 of 3 in a Series of Focus Groups. Each series was held for each education level: Elementary, Middle School/K-8 and High School. The objectives of the Focus Groups by series are as follow:

- FG Series #1 = Objectives/Approaches
- FG Series #2 = Develop Options
- FG Series #3 = Prioritize/Phase Options
  - » The focus of this focus group session.

Participants were briefed on the intent of each of the 3 series and what their task was for Focus Group Series #3; Prioritize/Phase Options. Participants were then selected at random to break into groups to discuss each question and given an introduction of expectations of why they were there and how their participation would assist. Each group was assigned a team captain. That team captain annotated his/her group answers to each question on sheets that were provided by the moderators.

The question was presented, a synopsis of the question was presented and the group had 10-15 minutes to discuss and record their answers. At the end of the focus group all questions were reviewed one-by-one with the moderator and all teams for the sole purpose of enhancing the overall process and ensuring each question was asked and presented. The group had lively debate about bond options and their overall perception of a bond program for the community.

**Synopsis**

The Middle School focus group was very engaged and had a great amount of insight to offer. The group was given a bond scenario where they had to choose a plan between \$180 million, \$240 million, and \$300 million. They had to choose the one that they believed the voters would approve. Overall, members had a hard time deciding between the three scenarios. Some felt it was too much while others felt it was too little money being spent to fix the overall needs of the district. This particular group was very creative and had engaging debate that led them to a compromised answer. They decided on \$250 Million because they believed it would be enough to cover needs and would not cause tension in the district when it came to the community vote.

When asked about their perception of bonds and how we can encourage community involvement this group was very proactive in their answers. They spent time discussing and deciding which factors would play a key role in the overall

decision. The members felt that the overall perception of a bond was negative because too many voters are already skeptical about how the money is being spent. The group felt that moving forward and upgrading the districts schools should be the main focus of the bond campaign. Overall, they agreed that making sure people were aware of what was going to be in the bond campaign was a key factor in helping their perception. The group felt that having no transparency and not being overly greedy would be very important.

Overall, the focus group felt that a lot of the information provided throughout the various focus groups helped them understand more about the bond campaign. Making sure the district and residents of TUSD understood just how much needed to be done is going to play an important part in the final decision. The group offered great feedback on the future of TUSD and many generations to come.

### **Focus Group Questions Transcript**

- **\$180 Million**
  - \$49 per year for the average home (\$130,000)
  - \$4.09 per month
- **\$240 Million**
  - \$65 per year for the average home (\$130,000)
  - \$5.45 per month
- **\$300 Million**
  - \$82 per year for the average home (\$130,000)
  - \$6.82 per month

#### **Which one do you support?**

(2) \$300M

(1) \$240M

#### **Explain why and what options you want included**

We would like \$250M if possible. This is because of not having deseg funding. We see if we spend on the right needs for the district (schools). Improvements need to be made. \$240M covers all facility and maintenance needs it can also cover the improvements to schools themselves

## **Group Discussion**

### **Group 1**

#### **What do you feel is the community's perception of a bond?**

That bonds now have become the way of schools raising funding for capitol Improvements and Facilities and Maintenance. Look at bottom line of property tax increase and its effects

#### **Does that differ from your perception?**

No

**What should be emphasized in a bond campaign?**

On moving toward the next generation of teaching and upgrading the district to meet those needs. Accountability and proper due diligence with bond oversight

**What should be avoided in a bond campaign?**

Avoid the perception of no transparency, placing too much blame on outside factors; economic or political

**What key information provided during the focus groups improved your opinion of a bond?**

The numbers and state of the district buildings are programming ideals.

## **Group 2**

**What do you feel is the community's perception of a bond?**

Outrageous increases. What does the schools spend the money on. Why don't they close some school? Why do they need more money if the government gives them money?

**Does that differ from your perception?**

From a parent of a child in school I see the need for the schools to be repaired. I see that things need repairs.

As an employee we need lots of repairs I drive through the parking and lights are out. The asphalt is full of potholes. Paint is a need. Power outages.

**What should be emphasized in a bond campaign?**

A clear plan of what is going to be entailed. Explain a lot of the who, what, where, when, why the people of the community have. Show results send out notices to people in the community aware of what their tax dollars have been doing. Advertise the accomplishments

**What should be avoided in a bond campaign?**

Asking for more than allocated. Not being clear on what they are spending on. Not answering the 5 W's to the people. Not showing what the money is being spent on as something that should be avoided.

**What key information provided during the focus groups improved your opinion of a bond?**

What the purpose of it is and how it's going to be spent.

## **Group 3**

### **What do you feel is the community's perception of a bond?**

They would have to pay more money in taxes for their homes.

### **Does that differ from your perception?**

Yes, because I know that it will help fix up and keep cost down for buildings.

### **What should be emphasized in a bond campaign?**

Pictures of schools or more details of what exactly needs to be done to the schools of choice

### **What should be avoided in a bond campaign?**

High priced contractors but not the low. One. Not ask for so much money at one time.

### **What key information provided during the focus groups improved your opinion of a bond?**

High priced contractors but not the low one. Not ask for so much money at one time.

## **Tucson Unified School District**

March 14th, 2016 TUSD High Schools

Series 3 Focus Group Results

March 16th, 2016

### **Executive Summary**

#### **Methodology**

An Interactive Focus Group was conducted with parents and staff of TUSD on March 14th, 2016. Independent 3<sup>rd</sup> party moderators delivered the focus group, along with a technical expertise team who provided support for questions from the participants. This focus group is a part of TUSD exploring a Facility Master Plan to identify facility improvements and funding sources needed to support its long-term strategic plan. This is an integral part of the district's five-year, 25-point strategic plan and will set the stage for success in this district for years to come.

This focus group was Part 3 of 3 in a Series of Focus Groups. Each series was held for each education level: Elementary, Middle School/K-8 and High School. The objectives of the Focus Groups by series are as follow:

- FG Series #1 = Objectives/Approaches
- FG Series #2 = Develop Options
- FG Series #3 = Prioritize/Phase Options
  - » The focus of this focus group session.

Participants were briefed on the intent of each of the 3 series and what their task was for Focus Group Series #3; Prioritize/Phase Options. Participants were then selected at random to break into groups to discuss each question and given an introduction of expectations of why they were there and how their participation would assist. The groups were divided into 4 groups of 3. Each group was assigned a team captain. That team captain annotated his/her group answers to each question on sheets that were provided by the moderators.

The question was presented, a synopsis of the question was presented and the group had 10-15 minutes to discuss and record their answers. At the end of the focus group all questions were reviewed one-by-one with the moderator and all teams for the sole purpose of enhancing the overall process and if each question was asked and presented. The group had lively debate about bond options and their overall perception of a bond program for the community.

#### **Synopsis**

The High School focus group was involved and had engaging feedback throughout the discussion. Each group was given a bond scenario where they had to choose a good plan between \$180 million, \$240 million, and \$300 million. The groups were asked to discuss which options they felt would be the best spending scenario for the voters. 3 out of the 4 groups chose \$300 million and 1 group chose 240 million. They came to this decision based on the fact that there is much to be done in the district and the groups felt it would take the maximum amount to fix and improve current conditions. Although most of the groups agreed on a higher amount they still agreed that they would take whatever they could get in order to restore facilities at TUSD.

When asked about their perception of bonds and how we can encourage community involvement this focus group had much to say and took their time coming up with detailed answers. Each group felt that overall perception of the bond was not

favorable. Many talked about transparency and overall community skepticism of the bond. All 4 groups however, did state that they understood the need for the bond and that their views differed from the community's perception. Members felt that community involvement was a key factor that needed to be emphasized throughout the campaign. There was great debate and many suggestions about how to utilize different forms of media to spread the word. The only way to get everyone involved was to relate it to the community and the working people in positive, understandable ways.

Overall, this group believed they had positive change throughout each series of focus groups based on the information that was presented to them. It helped them determine where TUSD's greatest needs were and how to handle each individual aspect. There was positive interaction throughout and great feedback was provided.

### **Focus Group Questions Transcript**

## **Group 1**

- **\$180 Million**
  - \$49 per year for the average home (\$130,000)
  - \$4.09 per month
- **\$240 Million**
  - \$65 per year for the average home (\$130,000)
  - \$5.45 per month
- **\$300 Million**
  - \$82 per year for the average home (\$130,000)
  - \$6.82 per month

#### **Which one do you support?**

\$300M

#### **Explain why and what options you want included**

Facilities Maintenance & Fields Improvements

No on other options

21<sup>st</sup>- Yes but questions and teaching CTE

Student space improvements could also serve as a community space.

## **Group 2**

- **\$180 Million**
  - \$49 per year for the average home (\$130,000)
  - \$4.09 per month
- **\$240 Million**
  - \$65 per year for the average home (\$130,000)
  - \$5.45 per month
- **\$300 Million**
  - \$82 per year for the average home (\$130,000)

- \$6.82 per month

**Which one do you support?**

\$300M

**Explain why and what options you want included**

The decision to fix/improve each school needs to fit a vision (strategic plan)  
Not just changing a space. The decision needs to be based on need  
All of facilities Maintenance  
\$60M Facility Improvements  
\$40M Focused Improvement

### Group 3

- **\$180 Million**
  - \$49 per year for the average home (\$130,000)
  - \$4.09 per month
- **\$240 Million**
  - \$65 per year for the average home (\$130,000)
  - \$5.45 per month
- **\$300 Million**
  - \$82 per year for the average home (\$130,000)
  - \$6.82 per month

**Which one do you support?**

\$300M

**Explain why and what options you want included**

Facilities Maintenance Repairs  
21<sup>st</sup> Century Facilities Improvements

### Group 4

- **\$180 Million**
  - \$49 per year for the average home (\$130,000)
  - \$4.09 per month
- **\$240 Million**
  - \$65 per year for the average home (\$130,000)
  - \$5.45 per month
- **\$300 Million**

- \$82 per year for the average home (\$130,000)
- \$6.82 per month

**Which one do you support?**

\$240M

Most of the facility maintenance & improvements  
Security, technology focus and community space improvements (middle schools)

**Explain why and what options you want included**

\$180- we would have to request money again in approx. 3-4 years

\$300- tough to swallow- \$82 is nothing but 300M is what people will focus on

- Newspaper headline will say "300 million" not \$82 per year
- Presidential election turnout could adversely affect
- Thoughts about outsourcing Buses/Transportation- buses used a few hours in AM/PM, not for months in summer. Could be privatized?

## Group Discussion

### Group 1

**What do you feel is the community's perception of a bond?**

Skeptical, don't see the need, distrust the district, bonds can be misunderstood, confusing, people don't understand the specific needs such as HVAC, people don't understand the 21<sup>st</sup> century school vs "my school in 1955 was good enough for me"

**Does that differ from your perception?**

We agree that improvements are very necessary to the future growth of district

TUSD needs to continue to educate the public on the needs and benefits, and be one voice for this improvement

**What should be emphasized in a bond campaign?**

Importance of 21<sup>st</sup> century ed. To students and community

Specifics of facilities improvements that affect education and the community

**What should be avoided in a bond campaign?**

Careful to not paint an extremely grim picture- celebrate the accomplishments of the schools -> but how far could students go if....?

Board needs to unanimous about this- no dissenting voice

**What key information provided during the focus groups improved your opinion of a bond?**

Board should be coupled with override to support the tech improvements

Extent of the need for health and safety improvement  
Recognizing need for improved student space

**Group 2**

**What do you feel is the community's perception of a bond?**

Not positive  
What have they done for me lately  
How will we advertise this? -Future, Future, Future!

**Does that differ from your perception?**

Yes- were educators

**What should be emphasized in a bond campaign?**

What (Ownership)  
Life span & how each age group will benefit -> very visual ->

Hope- how will improvements translate into my positive vision for my children, for the people of Tucson  
Visual! Specific ads targeting various communities Rising up, K-12- how will improving buildings translate to hope for the future

**What should be avoided in a bond campaign?**

Infighting -> needs to start @ the grassroots

**What key information provided during the focus groups improved your opinion of a bond?**

Sharing ideas  
Narrowing needs  
Understanding how will \$ be spent  
Strategic Plan  
What could be possible!- Dreams

**Group 3**

**What do you feel is the community's perception of a bond?**

Will worry specify Tax increase -> benefit  
Lack of personal exposure (may not have kids currently @ TUSD)

**Does that differ from your perception?**

Yes  
We are invested and more aware of the need

**What should be emphasized in a bond campaign?**

Positive marketing  
Need the fluff  
There is community benefit  
Positive correlation between the impact of the bond and how it actually improves our overall community

**What should be avoided in a bond campaign?**

Negative marketing  
Finger pointing

**What key information provided during the focus groups improved your opinion of a bond?**

How detailed impact cost was  
Info detailing need in \$ amounts

**Group 4**

**What do you feel is the community's perception of a bond?**

\$300 M is too high- skeptical  
Transparency of previous & current bond protects is difficult to find accessible  
Are these focus groups representative of district population  
TUSD wastes money- fat cats

**Does that differ from your perception?**

We value education- Need to expand to other people- So want higher bonds

**What should be emphasized in a bond campaign?**

Promote Pat bond accomplishments

Learn from recent Pima county Bond Failures

- Minimize hearings- People are too busy to attend
- Advertise on TV, etc
- Make is specific & exciting
- Specific project descriptions
- Stream on youtube
- Encourage/ Working parents
- Cost Of Business

**What should be avoided in a bond campaign?**

Impersonal Impact – Too much technical stuff

Make it personal – Your kid will be helped

**What key information provided during the focus groups improved your opinion of a bond?**

Project cost information

Didn't appreciate full costs across the district

**Tucson Unified School District**  
March 14th, 2016 TUSD Superintendents Student Advisory Council  
Series 3 Focus Group Results  
March 28th, 2016

**Executive Summary**

**Methodology**

An Interactive Focus Group was conducted with the Superintendent's Student Advisory Council of TUSD on March 14th, 2016. Independent 3<sup>rd</sup> party moderators delivered the focus group, along with a technical expertise team who provided support for questions from the participants. This focus group is a part of TUSD exploring a Facility Master Plan to identify facility improvements and funding sources needed to support its long-term strategic plan. This is an integral part of the district's five-year, 25-point strategic plan and will set the stage for success in this district for years to come.

Participants were briefed on the intent of the focus group. Participants were grouped by high school to discuss each question and were given an introduction of expectations of why they were there and how their participation would assist. There were 9 groups out of the 11 schools represented at the focus group which equated to 81%. Each group was assigned a team captain. That team captain annotated his/her group answers to each question on sheets that were provided by the moderators.

The survey and question were presented, a synopsis of the question was presented and the group had 10-15 minutes to discuss and record their answers. At the end of the focus group the surveys were collected and all questions were reviewed one-by-one with the moderator and all teams for the sole purpose of enhancing the overall process and ensuring each question was asked and presented. This particular focus group had very interesting perspectives coming from students who understand and go to school day in and day out.

**Synopsis**

The Superintendent's Student Advisory Council provided very good insight on current conditions of school's and what improvements they would like to see implemented. Each individual member was presented with a survey that asked questions on current conditions and whether or not they supported the current infrastructure, safety and technology. They also were asked about priorities of specific parts of education and what is necessary for a school district to function. The group overall had very similar priorities and answers to the survey.

In the survey, the majority of students felt that the conditions of schools do not support technology, infrastructure and safety. They felt that many improvements were needed. Most members of the group felt that STEM, High Academics/College Prep, and CTE were their highest priorities when it came to student learning. Lower ranking priorities included Physical Education, Fine Arts and Project Based learning. Students were asked to address which parts of education were important in supporting a facilities master plan. In this question students felt that Basic Education, School Facilities Maintenance and Security were of high importance while Playgrounds, Student pick-up/drop off, and Energy Efficiency were not as important at this time. A commonality amongst all students when asked about what facility improvements were they most familiar with, were the need for better HVAC and bathrooms. The groups were very diligent in their answers and took time to come to their results.

The 9 groups of the Superintendent's Student Advisory Council were given a question that asked if funding were limitless what would they spend the money on. The groups really enjoyed this question. It gave them a chance to be creative and decide what they would do for schools across the district. Results from this question proved to be interesting. Every single

group mentioned the need for better HVAC, cafeterias, collaborative and student spaces, cyber café style areas, and especially bathrooms. They all spoke about the needs of each of these key points and how it would improve their learning overall.

The students took the focus group very seriously and provided great feedback. There was great discussion and they were very engaged throughout the presentation. Overall, the focus group provided useful results that will be used for the future of TUSD.

### **Focus Group Transcription**

#### **Group 1**

If funding was limitless, what building improvements would you wish for to transform teaching & learning environments?

*Please keep in mind all of the schools you went to (E, M/K-8, H)*

Better food, more varied kitchen utilities.  
Cybercafé/student lounge.  
A study room for students with no 1<sup>st</sup> or 6<sup>th</sup> periods.  
A weight room in the north gym (Catalina). Better water fountains.  
Better heating/cooling, better windows.  
Improvements of the outside eating areas.  
Improvement of JV basketball field/tennis courts.  
Better culinary utilities, bigger kitchen.  
More appealing/inviting wall décor. More accessible Wi-Fi

#### **Group 2**

If funding was limitless, what building improvements would you wish for to transform teaching & learning environments?

*Please keep in mind all of the schools you went to (E, M/K-8, H)*

Better Bathrooms and everything that goes with it  
Nap rooms  
Slides  
Actual grass, not weeds  
Pools, Way better swim teams  
Better desks tables and chairs  
Paint, walls, just redo all of the schools to make sure everyone feels safe and comfortable  
A very home environment  
New lockers, New storage, New everything  
Airports, planes, big thing big wheels  
Metal statues of me Tanner with a bear pelt  
Discussions area for yelling at each other in a controlled area  
Wifi  
Puppy center for relaxing. Maybe cats for those strange people

### **Group 3**

If funding was limitless, what building improvements would you wish for to transform teaching & learning environments?

*Please keep in mind all of the schools you went to (E, M/K-8, H*

Create a student union  
More seating during lunch  
Create a cyber café  
A bigger cafeteria  
Bridges from building to building  
Common areas for all levels of school  
Shade outside  
Teachers being able to self control room temperature  
Microsoft enhanced school district  
Water fountains  
Better bathrooms  
Wi-fi for students like USD, they have it on the bus!!  
Parking lots!!  
Private study room like the U of A

### **Group 4**

If funding was limitless, what building improvements would you wish for to transform teaching & learning environments?

*Please keep in mind all of the schools you went to (E, M/K-8, H*

It is essential for all schools to provide:

- A eco friendly/efficient environment
- More artistic outlook
- More furniture
- Modern decoration
- Unlimited computer access
- A study room w/computers and desks
- Swimming floors
- Dryers and washing machine
- Life skills class
- Student aid program
- Field trips
- Disciplinary officer
- Study abroad programs
- Bilingual Teachings
- Farming: Agriculture learning

### **Group 5**

If funding was limitless, what building improvements would you wish for to transform teaching & learning environments?

*Please keep in mind all of the schools you went to (E, M/K-8, H*

If funding was limitless, we would transform the technology for ex: free accessible wifi:  
General maintenance of the schools: paint, stair wells, better desk, school environment, upgrade bathrooms!  
Plumbing, roof, supplies.  
Windows, create schools to be more modern.  
Improve bells

### **Group 6**

If funding was limitless, what building improvements would you wish for to transform teaching & learning environments?

*Please keep in mind all of the schools you went to (E, M/K-8, H*

Large gym to fit both Rincon and UHS  
Improved library w/ two stories, private study rooms and improved technology  
Improved parking lots  
Mpr  
Heating and cooling  
More places to display student art

### **Group 7**

If funding was limitless, what building improvements would you wish for to transform teaching & learning environments?

*Please keep in mind all of the schools you went to (E, M/K-8, H*

New roofs, Heating and cooling  
New cafeteria as well as new gym  
New technology  
New bathrooms  
Better PE Equipment such as a pod  
Locker- rooms  
Transportation

### **Group 8**

If funding was limitless, what building improvements would you wish for to transform teaching & learning environments?

*Please keep in mind all of the schools you went to (E, M/K-8, H*

Better chairs and desks in classrooms and libraries, more comfort  
Everyone gets a laptop or provide better computers in schools  
Better PA systems and sound systems for pep assemblies  
Fixed heating a cooling  
Better plumbing  
Free wifi  
More and better maintenance and security  
More supplies for student council and other art classes  
Better CTE Funding  
Smell better in classes/Bathrooms  
Better gardening (Wetlands)

### **Group 9**

If funding was limitless, what building improvements would you wish for to transform teaching & learning environments?

*Please keep in mind all of the schools you went to (E, M/K-8, H*

Study session rooms (Write on the whiteboards)  
Better bathrooms/more bathrooms  
Air conditioning  
Not waiting heating and cooling  
Research like at U of A  
Better vans for transportation  
Better managed, Bigger parking Lots  
Signage/ Hallways

### **Focus Group In-Meeting Survey Results**

- 1. Do you feel the conditions of school buildings and building systems support education? “Excellent” (5) to “Poor” (1)**

1=9% 2=24% 3=39% 4=24% 5=3% (Avg= 2.88)

- 2. Do you feel schools have the technology infrastructure and devices needed? “Excellent” (5) to “Poor” (1)**

1=12% 2=30% 3=33% 4=18% 5=6% (Avg= 2.76)

- 3. Do you feel schools provide a safe & secure environment? “Excellent” (5) to “Poor” (1)**

1=12% 2=15% 3=12% 4=33% 5=9% (Avg= 3.12)

- 4. How important are the following in providing a 21<sup>st</sup> century education?**

Rank by priority – “Highest Priority” (9) to Lowest Priority (1)

A. STEM (Science Technology Engineering & Math)

- 1=12% 2=6% 3=3% 4=3% 5=3% 6=6% 7=18% 8=18% 9=30% (Avg=6.42)
- B. Project-based Learning  
1=3% 2=3% 3=15% 4=18% 5=21% 6=15% 7=12% 8=12% 9=0% (Avg=5.15)
- C. Physical Education / Interscholastic Activities  
1=12% 2=9% 3=24% 4=21% 5=18% 6=6% 7=6% 8=0% 9=3% (Avg=3.85)
- D. Fine Arts  
1=0% 2=3% 3=18% 4=24% 5=24% 6=21% 7=6% 8=0% 9=3% (Avg=4.64)
- E. CTE (Career & Technical Education)  
1=0% 2=9% 3=6% 4=12% 5=9% 6=18% 7=27% 8=6% 9=12% (Avg=5.88)
- F. High Academics / College Prep  
1=6% 2=3% 3=6% 4=0% 5=3% 6=12% 7=21% 8=24% 9=24% (Avg=6.79)
- G. Global Studies and Dual Language  
1=3% 2=6% 3=18% 4=9% 5=12% 6=18% 7=18% 8=9% 9=6% (Avg=5.30)

5. What is the best part of TUSD schools?



6. What is the biggest challenge for TUSD schools?



**7. Please rank the following issues that you feel are important to address for the Facilities Master Plan and possibly a bond.**

Rank by priority – “Highest Priority” (10) to Lowest Priority (1)

- A. Playgrounds/fields/athletics  
1=15% 2=15% 3=15% 4=15% 5=6% 6=3% 7=9% 8=12% 9=0% 10=6% (Avg=4.21)
- B. 21<sup>st</sup> century education (as described in question 6)  
1=9% 2=6% 3=3% 4=15% 5=9% 6=6% 7=12% 8=9% 9=15% 10=12% (Avg=5.88)
- C. Student pick-up/drop off  
1=9% 2=12% 3=21% 4=9% 5=9% 6=12% 7=6% 8=9% 9=6% 10=3% (Avg=4.52)
- D. Energy efficiency and reduced operating cost  
1=3% 2=9% 3=12% 4=15% 5=12% 6=6% 7=21% 8=6% 9=12% 10=0% (Avg=5.21)
- E. School facilities maintenance  
1=6% 2=6% 3=3% 4=12% 5=3% 6=12% 7=12% 8=15% 9=15% 10=12% (Avg=6.27)
- F. Busses/Transportation  
1=0% 2=12% 3=12% 4=6% 5=21% 6=15% 7=3% 8=18% 9=9% 10=0% (Avg=5.30)
- G. Security of students and staff  
1=0% 2=3% 3=12% 4=6% 5=21% 6=15% 7=3% 8=18% 9=9% 10=0% (Avg=6.00)
- H. Basic education  
1=0% 2=9% 3=6% 4=3% 5=6% 6=9% 7=15% 8=6% 9=21% 10= 24% (Avg=6.94)
- I. Technology  
1=3% 2=12% 3=15% 4=6% 5=12% 6=3% 7=3% 8=12% 9=18% 10= 12% (Avg=5.79)
- J. Other  
1=15% 2=0% 3=0% 4=3% 5=0% 6=3% 7=3% 8=0% 9=0% 10= 0% (Avg=4.10)

**8. What facility improvements are most needed at the schools you are familiar with?**

*Please indicate which school(s) need the improvement(s)*

High School  
Tucson  
Vehicles  
Restrooms  
Technology  
Doorsclassrooms  
Maintenance Stalls Roofs  
ACBlinds SecurityGym

**Tucson Unified School District**  
March 29th, 2016 TUSD Leadership Open House  
ILT/BLT Presentation  
April 6th, 2016

**Executive Summary**

**Methodology**

An open house presentation was conducted with the TUSD Leadership Teams on March 29th, 2016. Independent 3<sup>rd</sup> party moderators delivered the presentation, along with a technical expertise team who also provided support for questions from the participants. This open house is a part of TUSD exploring a Facility Master Plan to identify facility improvements and funding sources needed to support its long-term strategic plan. This is an integral part of the district's five-year, 25-point strategic plan and will set the stage for success in this district for years to come.

Participants were briefed on the intent of the presentation and what their task was for questions and scenarios that followed. Participants were then asked to go around to different stations that displayed scenarios to rank them based on their views. Each participant was asked to annotate their answers on handouts that were given to them for each scenario. They were asked to rank each scenario from best to worst and also give the pros and cons of each of them. There were 32 members of the TUSD Leadership Team that participated in the open house.

The scenarios were presented, a synopsis of the scenarios was presented and the participants had 25 minutes to record their answers. At the end of the open house all scenarios were collected and were annotated in a database. There was very lively interaction with each of the scenarios and participants asked many questions throughout.

**Synopsis**

Overall, the TUSD Leadership Teams offered great insight into future proceedings and the future of TUSD. Throughout the presentation the participants were focused and engaged on the information that was presented to them. When it came time to the live scenario questionnaire the members were urged to spread out amongst the 6 different spending scenarios and rank each by priority accordingly. The averages were ranked on a 1-6 scale with lower averages being better than higher ones. The members took their time and carefully answered each question.

Each of the 6 scenarios of the Facility Master Plan presented to the members all had different possible spending options and outcomes. For scenario number 1, the groups were presented with the option of \$180 million dollar bond with all of it going to facilities repairs. Some common pros were that it hits the immediate needs and it is less expensive for the community. The cons were mostly centered on how it would not cover the maintenance needs that were needed for all schools and that it was too little money. Scenario number 1 averaged at a 5.13 out of 6.

As for scenario number 2, the participants were presented with \$180 million bond of which allocated \$135 million for facilities repairs and \$45 million for facilities improvements. The pros were mostly about it offering the majority of the facility improvements and as for the cons, members felt that it did not address all of the facility needs in the long term. The average for scenario number 2 was a 4.14 out of 6.

When it came to scenario number 3, participants had the option of a \$240 million bond of which allocated \$195 million for facilities repairs and \$45 million for facilities improvements. A lot of the pros were centered on meeting technology, HVAC,

and immediate needs. The major con for a lot of members was how little it offered in improvements like playgrounds and also still needing more facility improvements. Scenario number 3 averaged a 3.38 out of 6.

As for scenario number 4, the participants were presented with a \$240 million bond of which allocated \$160 million for facilities repairs and \$80 million for facilities improvements. The groups felt that this was good overall for taxpayers and met the needs for facilities. Participants again felt playground funding was low and also that not everything would be covered. This scenario averaged a 2.96 out of 6.

Scenario number 5 was the participant's number 2 choice. This option was for a \$300 million bond of which allocated \$200 for facilities repairs and \$100 million for facilities improvements. Their pros had a lot to do with maintenance needs, technology upgrades, and overall improvements. The average for this scenario was 2.46 out of 6. In this scenario the cons were more concerned with money and how the district would select the schools to receive upgrades.

Finally, scenario number 6 was the group's number 1 choice. The scenario was for a \$300 million bond of which allocated \$160 for facilities repairs and \$140 million for facilities improvements. The participants felt that this scenario addressed all the needs of the district and provided significant funding for all areas. However, their main concern was getting the voters to approve it because of the higher cost. Scenario number 6 averaged at a 2.28 out of 6.

This group of participants provided great insight and good feedback on understanding which scenarios voters would be more likely to approve. More questions will be developed for upcoming meetings and open houses. Scenario number 6 was this groups overall main choice because it provided enough money to cover all the maintenance needs and improve all schools across the district. Their insightful thoughts were noted and discussed so that precise targeting and wording can be implemented, ensuring a good future for TUSD.

**Focus Group Questions Transcript**

**Scenario Number 1**

**Average: 5.13**

<b>Scenario 1- \$180 Million Bond</b>		
<b>\$180 Million for Facilities Repairs</b>		
<b>Pros</b>	<b>Cons</b>	<b>Priority Rank</b>
	No long term improvements	
Might be more acceptable for community	Doesn't take care of need	6
	Not enough total no school 21st century	6
Takes care of maintenance needs	Will not address improvements to school facilities	4
Public may support if sold along with knowledge of lack of regularly state funding for maintenance	Would only be enough to fix what we have but not much that the public would notice	6
Hits the immediate needs	Technology needs to be explained what infrastructure. Confusing - Public may think about computers	2
\$ And for tax payer	Bear Minimum - Nothing for community space - No enhancements for future innovative space	1
Much needed improvements	Doesn't cover all that is needed	6
Safe move - voters might go for it	Just not meeting 21st century learning	6
Facilities repairs will take priority	No money is allocated to facilities improvements	6
Could meet facilities needs	No facilities improvemtns would have a harder time getting public support	6

Emphasize that this just fixes immediate repairs, etc.	Be more descriptive for "Security" & "Technology"	5
Small amount. More likely to pass. Nice focus on \$4.09 per month	Does not accurately explain how the tax amount increases for properties valued in excel of \$200,000. Provide more info about how would be used - public hesitant to give \$ w/o great detail about what will be done. Explain technology is not an upgrade.	5
Cost	No site improvements	1
	Explain what will cover in specific areas - security technology	6
	Does not include facility improvements. Need technology equipment	5
Less expensive = easier for public to agree	Doesn't do enough	4
Higher playground amount	No improvements	6
Addresses some of the immediate needs. May be easy sell to taxpayer due to cost.	Does not address any improvements.	6
\$4.09 per month. Facilities repairs only	Facilities repairs only	6
	Does not do enough to improve facilities	6
\$	No tech or educe improvements	6
Enough to cover facilities repairs	No facility Money	5
Small amount of \$ per month	No "what's in it for me"	6
49 yr. 4.09 mo. 180 mil repairs	No improvements	6
Best possibility of passing election. Transportation allocation ok	Four dollars	5
4.09 per mo.	No facility improvement	6
No sticker shock for community. Signal to the community that we are only focusing on greatest deficiency	No consideration for facility's improvements. Only a band-aid.	3
Nice roof over unimproved learning space. Little public appeal	Nothing for education	6
Takes care of base needs as far as infrastructure. Might be easy sell to Tucson community.	Does not address infrastructure needs	6
\$2million on playgrounds. Boohoos! We need it!	Too low funding	5
	No academic support	6

**Scenario Number 2**

**Average: 4.14**

<b>Scenario 2- \$180 Million Bond</b>		
\$135 for Facilities Repairs, \$45 Million for Facilities Improvements		
<b>Pros</b>	<b>Cons</b>	<b>Priority Rank</b>
	Small \$ on improvement. No technology \$ on repairs. Lowest \$ amount for both areas	
Meets some of the immediate needs. Offers some facilities improvements. Lowest cost to taxpayer.	Doesn't come close to solving problems. Will require another bond very soon	5
Best possibility of passing election.	Fewer dollars. Short on playgrounds. Short on transportation.	5

Adds at least some moneys to school space	Short of what the district needs	5
		3
May be most acceptable to public because asks for least amount of money	Doesn't cover the needs of the schools not enough \$ in the facilities repair for all the effort to roll out the bond.	6
This lesser amount may be something public would be willing to support	Is this enough to make significant difference in facility conditions?	5
Facilities repairs are covered but include only immediate needs	Facilities improvements money may not be enough	5
More base need. Starting to focus on both repairs and improvements.	Not enough funding to bring out facilities to where they need to be.	4
Address immediate needs and school improvements	No technology support	3
Much more reasonable for taxpayer. Have facilities improvements. We need to include this. Will help all schools.		2
	Not all will be covered. Not all improvements will be covered. Less money for both repairs and improvements	5
49yr 4.09 mo. 135rep 45 imp. Better than #1 with no improvements	Minimal repairs	5
	No playground. Too focused on repair. Does not improve district	6
	Does not meet school needs	6
Facilities repair with facilities improvements. 4.09 per month for family	The \$ will be spread thinly. Bare minimum. Will the improvements even be seen/recognized?	5
		2
	Vague on student details. Not enough \$. Feels like we wouldn't get much bang for the buck.	5
4.09 per mo.	Minimal repairs. No technology	5
Cost to homeowners manageable	Compared to #1 - why is technology no longer listed? Is it now included in the facilities improvements?	4
Less cost to taxpayer	No technology. Minimal improvements to sites.	1
	What does HVAC mean? How many schools have roofing issues?	5
Offers facility improvements	Does not include technology. Not enough facility improvements.	3
Lower dollar amount probably more likely to pass general public. Includes improvements	Lower dollars	2
Improvements. Monthly \$ fund	Not enough \$ for repairs - in 5 years we will be looking for more money. No community enhancements	2

The combination of repairs and improvement. May be suitable to the taxpayers	Does not cover what the district needs. Will force district to go to another bond sooner than later.	5
Balanced	Short for buses	2
Meets basic needs	Leave out facility improvements	3
Some improvements	1 million in playgrounds	6
	Does not allow for enough to address academic support.	5

**Scenario Number 3**

**Average: 3.38**

<b>Scenario 3- \$240 Million Bond</b> \$195 for Facilities Repairs, \$45 Million for Facilities Improvements		
<b>Pros</b>	<b>Cons</b>	<b>Priority Rank</b>
Roofing	Kitchen equipment is not included. Plumbing 1m. Lease buses?	
Meets immediate district needs	Very small investments in improvements	4
Good total - Community good combo		1
Best overall to address needs but keeps cost down		3
		1
Enough to cover repairs	Lower funds for facilities improvements	4
	Again HVAC - Plumbing?	4
\$5.45 per mo. Focus on repairs	Minimal facility improvements	4
School facilities improvements. Roofing. HVAC.	Playground low. Plumbing Low. Technology low.	4
More repairs can be made. Additional student space	Does not address the improvements needs of district.	4
		3
More for HVAC. More on security	Still low playground equipment	3
Addresses facilities needs. Improve schools - look & Feel		2
	Clearly define "student space"	4
Is this sufficient to cover facilities repairs? If so, seems ok. Hard to know what to prioritize for critical (absolutely necessary repairs)	Worse on repairs & doesn't project forward with student and educational learning needs	4
	Limited \$ for education focus.	5
\$5.45 month. Focus more on repairs. Facilities improvements	\$5.45 Spread thin	2
Really addresses immediate needs. Easy monthly \$ (not too high)	Vague on what improvements are for students (need some examples on the board)	4
More reasonable in terms of cost per month for taxpayer. Would help us get crucial facilities repairs done (HVAC etc.)	Half less on facilities impartments than scenario 4	5
Better than options 1 & 2	Does not include computer equipment	4
	Not enough in improvements for schools to see a real difference	4
A little less cost to the taxpayer.		
65 yr. 5.45 mo. 145 rep 45-imp tech 4m. More HVAC & roofing	Less improvements than #4	2
Funding more in line with last bond that was successful. Dollar figure appropriate to what is needed	Facility improvement is not enough to address our needs	5
\$195M on facilities repairs will be enough	Will need more money for facilities improvements	3

\$ For facilities is good. Monthly money and on taxes	Facilities improvement doesn't include community space. Not enough \$ for improvements to bringing classes to 21st century.	3
Good compromise on tax rate	Short on playgrounds	3
Would be enough to make a noticeable difference.	May be enough (but not sure) for public support.	5
Balanced	Not enough for schools	3
Incorporates technology	Weak on facility improvements, to instructional space.	4
HVAC & Roofing. Technology. 45m improvements not just repairs	Playground only 1mil. - Need to increase	1

**Scenario Number 4**

**Average: 2.96**

<b>Scenario 4- \$240 Million Bond</b>		
\$160 for Facilities Repairs, \$80 Million for Facilities Improvements		
<b>Pros</b>	<b>Cons</b>	<b>Priority Rank</b>
This provides the best scenario of all the options - a happy medium	Needs more information about how the money will be spent. The public is hesitant to give carte blanche to money acquired through taxes on bonds.	
More money will be spent on improvements	Repairs will need additional funding sooner	
Provides for most immediate needs	Small investment in facilities improvements	3
Good compromise on tax rate	Short on playground	4
Good total	May be too much in bottom half	2
Enables TUSD to offer minimal expansion at sites for specialty space. Would give \$ to upkeep the HVAC that were given to us by state but no dollars given to maintain.	Not enough to address playground equipment. Also need to consider grounds needs.	3
Enough to cover repairs	Not covers all repairs. Less money for improvements. Not all improvements covered	2
Elec. Syst IM tech 5.45/mo 65 yr Good Balance		1
	Same issues with presentation	3
Lower monthly cost. Doesn't feel "too big"	Feels vague on what the students will get. Might be good to show more pictures here with this one.	3
	For all: different immediate needs. Fact: some for all?	4
Monthly \$ amount good	No community space improvements. Limited amount for improvements. Bear minimum to voter facilities improvements.	3
School improvements	Compare to #3. Is there enough to cover repairs for facilities? No technology support	4
HVAC is a huge plus (65mil). Security needs (seem high) are great. Student space improvements.	Playground equipment seems low	4
Covers a wide range of repairs. Increased funding for improvements. Brings district closer to per school districts as fast as facilities.	Tough sell for voters. (But worth the try!)	2
	Not enough improvement \$	5
\$5.45 per month. Focus more on improvements. Facilities repairs	\$5.45 month spread thin	1
This scenario provides the best balance for our needs and our efforts to stay ahead. I think we can sell this to our community	A bit of sticker shock for community	6
\$5.45 per monk learning space	0 technology listed in. 0 CTE infrastructure	3
\$80 mill improvements HVAC Roofing	Playgrounds low Electrical low	2
Good balance between repairs and improvements	Not able to do all repairs	2
Like that improvements are more heavily weighted -	Unclear if the facilities dollar amount is efficient to cover the	3

seems to be more balanced with both needs	needs of the district.	
Comprehensive. What would this look like at my school?	"Technology" is not listed - on some scenarios and not on others. Why?	3
Balanced - school and facilities. Mid range in cost	Higher than minimum (180 mil)	1
Affordable tax increase. Takes care of facility repair	Weak on facility improvements. Nether to do with instructional space. Technology updates.	5
Facilities improvements. 80 million improvements	Playground only \$1 mil. Want more \$ to playground equipment's	2

**Scenario Number 5**

**Average: 2.46**

<b>Scenario 5- \$300 Million Bond</b>		
\$200 for Facilities Repairs, \$100 Million for Facilities Improvements		
<b>Pros</b>	<b>Cons</b>	<b>Priority Rank</b>
Immediate Repairs (\$200m). More money for immediate needs.	Less \$ for facilities improvement (\$100m). Less for long term	
Resolves most immediate needs	Cost will be hard to sell	1
Balanced	Not as much for schools	5
More facility repair	Less facility improvement. 40 million difference	2
Perfect combo. Covers everything	300 m maybe asking for too much	3
Able to do most of the repairs		1
Technology support needed. Fixes facilitation with need repair. Track and field. Technology hub		1
I assume the increase in the dollar amount the increase in the number of schools and issues can be repaired and improved	What would public support be for this amount? Unclear what the breaking point is for voters.	2
Lots of repair capacity.	Getting voters to agree. May not need all the repair funds	6
More flexibility. Would cover what we don't know for years to come.	Less on 21st century. I think public would like to see more spent on security regardless of the situation. Parents care about their kids - not so much about roofs (although we do). Perhaps this - security - could be a major focus when presenting to parents. It's our best way to get them on our side for the bond.	2
Covers the needs for 10 years. Only enough money for facilities repairs	Does not include enough money for 21st century facilities improvements.	2
Facility needs met	No outdoor relief for MS. Actual cost for taxpayer?	2
As a taxpayer the \$82 per year is very doable. Enhancement ideas are attractive.	How will schools be selected? Unclear. Need an emphasis on how these improvements impact the skills that our students leave school with that will impact and enhance a better / more productive Tucson politically, socially, economically, culturally (make connections clear) because many people don't have children in TUSD schools but need to understand they are impacted.	1
More items that would be noticeable improvements	Challenge to get public to approve this large amount	1

Provides a cushion for facility, security & areas for academic. Brings schools closer to 21st century.		2
Appropriate list of improvements. Unfortunately due to past budget shortfalls we need this kind of funding to keep our facilities current.	Cost is too high. Concern that voters will not approve bond due to sticker shock. Focus on the lessons of the recent county bond failure.	3
All tech maintenance done \$ for improvements. Elementary schools include improvements to community space.	Lack of community improvements for high school and middle school	6
Added track and field repairs facilities with most needs		1
Mechanical issues addressed fully	Might be too high for tax payers and people without kids	1
More funds. Addresses all areas	Least likely to pass election	1
Comprehensive	Does not address under enrolled sites.	2
Highest funds. Facilities repairs and improvements. Multiple repairs at 100%	Concerned general public would not pass due to dollar amount. Playground low	4
Covers needs for most repairs	Not enough for facilities improvements. Less affordable for taxpayers. Hard to pass.	2
100 million improvements security & technology	\$1million for playground too low	3
Much repairs. Improvement	Tough sell for voters. Sues not provide shaded area for students.	5
Facility repairs expanded list. Facilities improvement	\$6.82 per month	4
300m 82yr 6.82 mo. 200m rep 100m improve. Most repairs	Highest cost.	3
HVAC & security	Playground seems low. Track and field repair is 10x playground?	2
\$6.82 per mo. All facility repair covers us for 10 years of repairs	No all facility improvements	1

**Scenario Number 6**

**Average: 2.28**

<b>Scenario 6- \$300 Million Bond</b>		
\$160 for Facilities Repairs, \$140 Million for Facilities Improvements		
<b>Pros</b>	<b>Cons</b>	<b>Priority Rank</b>
	No technology \$	
Meets minimum immediate district needs	Allows for significant improvements but will be hard sell due to cost	2
Great if public will support	Cost	4
Addresses both structural and instructional needs	Might be hard to get by Tucson community	1
160 facilities. 140 improvements	1 million for playgrounds	4
6.82 per mo. Tech hub. Meet - use outdoor pavilion. Common space. Immediate needs - roofing HVAC security. All facilities	Not all on facility repairs (40 mil less). Covers only needed repairs for now.	2
Costs	Again _ "technology" is missing. Define how this will be covered under the facilities improvement area.	1
Every school will get something. Key repairs will be addressed	Cost to tax payers.	1
MA gets no down space. All get shared space	Concern about which schools don't get needs met. Trade off? Paying for old bond step.	1
Would give district the most \$ (300 million). Everyone would get something.	Less proportion on facility repairs. Expensive on top of paying last bond.	2
Like the emphasis on facilities improvement. This is the scenario that most meets our need.	Cost too high. Sticker shock for community,	3
Covers all. More facilities improvements	Hard to pass	4

\$ For improvements. To attract students we need to upgrade our facilities to the 22 century	Only enough \$ for basic facilities repairs. No track & field repairs	5 2
Provides the district much need improvements and repairs. Offset cuts from the state.	May be a hard sell to the public (but worth the try!)	1
Facilities repairs may need additional money	Enough money to cover 21st century school & facility improvements	1
We need the improvements provided in this scenario	Getting voters to agree	1
Eye appeal since high amount of facilities improvements	Concerned general public would not pass due to dollar amount	3
Significant funding available for both facilities repairs and facilities improvements. HVAC & security. Increase student space capacity!	Playground seems low	1
Best option for district. Like the breakdown of \$6.82 per month - would emphasize that	Least likely to be approved. Provide more information about how money will be spent - such as roofing should change from ("immediate needs)" to "recounting for _ schools and reroofing for _ schools)"	3
Includes everything needed	This is the best scenario but not sure public will	1
Best proposal. Addresses facilities & academics		1
Lots of \$ in the student spaces	Not every mechanical need will be addressed	2
Facilities Repairs. Facilities Improvements. Expanded List	\$6.82 per month	3
Cost is reasonable. Enhancements are great. Love the CTE infrastructure	Doesn't address all of the existing facilities to keep up - so some things are sacrificed such as track & field. No clarity / specifics on how schools are selected or what schools are selected.	2
300m. 82yr. 6.82 mo. Most improvements. 160 rep. 140 imp. Most improvements	No tech	4
Great support to school & technology.	Compared to #5. Need more money for facilities. No field & sport	3
Best balance of funds to repair & improved - in all the scenarios, seems to be middle road w/ \$	Unclear	1
More funds. Addresses all areas	Least likely to pass election	2
Would provide funding that would make a difference in children's lives.	Will the public support?	2
		5
Covers everything	Too many in non-needs for schools. 300m maybe asking for too much	4
Take care of what needs to be done	Price	1

## **Tucson Unified School District**

TUSD Open Houses  
April 16<sup>th</sup> and April 20<sup>th</sup> 2016  
April 25<sup>th</sup>, 2016

### **Executive Summary**

#### **Methodology**

Two open houses were conducted for the Tucson Community on April 16th and April 20th at Pueblo High School and Catalina High School. Independent 3<sup>rd</sup> party moderators answered questions from participants and provided scenarios for each individual to complete, along with a technical expertise team who also provided support for questions from the participants. These open houses are part of TUSD exploring a Facility Master Plan to identify facility improvements and funding sources needed to support its long-term strategic plan. This is an integral part of the district's five-year, 25-point strategic plan and will set the stage for success in this district for years to come.

Participants were briefed on the intent and were told what their task was for questions and 6 scenarios that followed. They were then asked to listen to a presentation explaining TUSD's intent and were presented with specific funding scenarios. They were asked to rank each scenario from best to worst and also give the pros and cons of each of them. There were 16 participants total between the 2 open houses that completed response documents. There were other visitors who did not fully participate.

The participants had to record their answers to each scenario from the presentation. At the end of the open house all scenarios were collected and were annotated in a database. There was very lively interaction with each of the scenarios and participants asked many questions throughout.

#### **Synopsis**

The participants of the open houses offered very valuable feedback and great responses to help determine the Future of TUSD. There was great discussion and the group asked many questions so they could get a better understanding of how to help with the future children of TUSD. Moderators were engaged with the participants and found great insight on many of the different scenarios that were presented.

Overall, members ranked Scenario #6 as their overall favorite choice. This scenario was for a \$300 million dollar bond with \$160 million for facilities repairs and \$140 million for facilities improvements. Most participants felt this was the best scenario because it provided the most for every aspect of TUSD improvements. They also felt that it would have the hardest time getting approved by voters because of the higher cost.

Scenario number 5 was the participant's number 2 choice. This option was for a \$300 million bond of which allocated \$200 for facilities repairs and \$100 million for facilities improvements. Their pros were mostly about how this scenario addressed the facilities needs and repairs. It allotted a good split for what was needed. Cons were that it was too costly to voters and that some areas where the money was being allocated were unnecessary.

As for scenario number 4, the participants were presented with a \$240 million bond of which allocated \$160 million for facilities repairs and \$80 million for facilities improvements. They ranked this as their number 3 choice. The participants felt that this was good overall for taxpayers and would more than likely pass amongst voters. They highlighted the facilities improvements in this scenario. For the cons they felt that the way the money was divided up was again not the best for certain areas and there was less for technology funds.

When it came to scenario number 3, participants had the option of a \$240 million bond of which allocated \$195 million for facilities repairs and \$45 million for facilities improvements. The participants ranked this as their number 4 choice. A lot of the pros were centered on the break down between facilities repairs and facilities improvements. Members also felt that this would likely pass with voters. However, the major con for a lot of members was how little it offered in improvements and not enough description on exactly what would happen with improvements at each site.

As for scenario number 2, the participants were presented with \$180 million bond of which allocated \$135 million for facilities repairs and \$45 million for facilities improvements. They ranked this as number 5 for their overall choice. The participant's pros were mostly about how little it would cost to the taxpayers. They felt it did cover the repairs for the schools. The cons were how little it met improvement needs and that down the line it might come back to voters for more money.

For scenario number 1, which was the group's least important priority at number 6, the groups were presented with the option of \$180 million dollar bond with all of it going to facilities repairs. The groups ranked this as their lowest priority. The common pros were that it hits the immediate needs and it is less expensive for the community. For the member's cons, they felt that having nothing for improvements was not very desirable and it would not sufficiently meet the needs for the district.

These open houses provided great insight into TUSD's future by having participants express how they felt the community would respond to each potential scenario and what would pass amongst community voters. Scenario number 6 was this group's overall main choice because it provided enough money to cover all the maintenance needs and improve all schools across the district.

### Open House Questions Transcript

Name	Email Address	Child in tusd?	Affiliated school(s)	Job Title	Place of Employment	1st Choice Scenario	2nd Choice Scenario	3rd Choice Scenario	4th Choice Scenario	5th Choice Scenario	6th Choice Scenario
Kathy Sisler	Katherine.sisler@tusd1.org	No	Borman	Principal	TUSD	6	5	4	3	2	1
Ryan Robinson	RyanJamesrobinson@gmail.com	No	N/A	Teacher	TUSD	4	3	2	7	6	5
Kristy Esquerra	kristy.esquerra@tusd1.org	No	Hallinger K-8, Tucson	Teacher Mentor	TUSD/ CIPIDA	6	5	4	3	2	1
Rani Olson	rani.olson@tusd1.org	No		TUSD Project Specialist	TUSD Food Sources	6					1
Emily Kittle Morrison	ekmorrison2@msn.com	No	Dooler	Retired	Retired						
Ronni Kotwica	paloverdena@gmail.com	No	Catalina	President Palo Verde	Retired						
Susie D Teller	coldsdt@yahoo.com	Yes	Holladay	Parent	volunteer at Holladay				3	2	1
Laura Grijalva	slgrijalva@msn.com	Yes	Rincon HS/Roberts/N	Maintenance Supervisor	Grijalva Realty					1	2
Jennifer Sue Bond	jbonds@cox.net	No	Catalina High School Foundation		Retired	6	4	5	3	2	1
Russell Doty	russelldoty@cox.net	Yes	Gridley & Sabino	Asst Principal	TUSD-Sabino						
Marylka Pattison	marylkamp@yahoo.com	No									
Alice Roe	alicer@dakotacom.net	No		Not Employed	N/A	6	5	4	3	2	1
Jorge Leyua	tucsonazusa@msn.com	Yes	Sabino	Retired		5	6	2	1	3	4
Pete Querrero	pete.querrero@pascuayaqui-nsn.gov	Yes	Dodge, Van Buskirk	Education Director Pyt	Pascua	6					1
Fred Upbind	alfred.urbina@pascuayaqui-nsn.gov	No	Walw/Relo/Pueblo/Lav	Attorney General	Pascua Yaqui Tribe						1
Teyaka Booker	mz-teyaka@yahoo.com	Yes	Kellard/Borman Elem	Parent	N/A	5	6	3	1	2	4

<b>Scenario 1</b>	<b>Pros</b>		<b>Cons</b>
Kathy Sisler			
Ryan Robinson	Lowest cost with clear immediate needs		Lacks ways for students would immediately benefit from improvements
Kristy Esquerro			Depends on particular sites w/ most needs. No focus on Facilities Improvements
Rani Olson			
Emily Kittle Morrison			
Ronni Kotwica			
Susie D Teller	Tech Hubs. Facilities Improvements		Technology Hubs
Laura Grijalva	Least Expensive. Would this address most repairs needed?		No Improvement Funds
Jennifer Sue Bond	Low enough \$ level to pass		Only repairs nothing w/in school
Russell Doty	A good start		Does not appear to be enough
Marylka Pattison	Lowest tax increase 4 m. All repairs and no improvements		\$49 + tax. 2million playground equipment. 7 " buses
Alice Roe			
Jorge Leyua	Lowest cost. Could go back to voters in a few years after district has demonstrated performance. Focus on Facility Repairs good		Sufficient to meet needs? Min Improvements will Minimally impact education. Will force new bond in the future?
Pete Querrero	low cost \$49/ year \$4.09/ mon		Minimum repair work. No facilities improvements
Fred Upbind			
Teyaka Booker			
<b>Scenario 2</b>	<b>Pros</b>		<b>Cons</b>
Kathy Sisler			
Ryan Robinson	Low cost Impact on students at a larger level		Lacks clear differentiation from #1 on what student space options are here but not in 1
Kristy Esquerro	Breaks up Facilities Repairs and Facilities Improvements. All schools need both for improvements		

Rani Olson			
Emily Kittle Morrison	Fewer Repairs		More Improvements
Ronni Kotwica			
Susie D Teller	Facilities Improvement		Less for Facilities
Laura Grijalva	Low level \$ amount for bond. Good mix of repair and classroom improvement		What happened to doors & hardware?
Jennifer Sue Bond	Low level \$ amount for bond. Good mix of repair and classroom improvement		no door repair but this was one of the main repair needs
Russell Doty	"		"
Marylka Pattison	Lowest tax increase. 2 m buses. 1 m playground Equipment		\$49 45 M improvements
Alice Roe			
Jorge Leyua	Lowest Cost. Could go back to voters.		Sufficient to meet needs? Min Improvements will minimally impact education. Will force new bond in future. Insufficient facilities repairs funds compared to scenario 1. Prob Insufficient facilities improvement funds to make an impact district w/out equal improvements to all schools
Pete Querrero			
Fred Upbind			
Teyaka Booker			
<b>Scenario 3</b>	<b>Pros</b>		<b>Cons</b>
Kathy Sisler			
Ryan Robinson			
Kristy Esquerra	Like the break down between Facilities Repairs and Facilities Improvement. People will be able to see results in classrooms unlike roofing. Classrooms need to have better lighting		
Rani Olson			
Emily Kittle			

Morrison			
Ronni Kotwica			
Susie D Teller	Repairs		
Laura Grijalva			
Jennifer Sue Bond	\$240 Inexpensive		Not
Russell Doty	Appears to be the most likely to pass		Facilities Improvements need to list specific Improvements at each site.
Marylka Pattison	1 M Playground		8 M busses. 45 M Improvements
Alice Roe			
Jorge Leyua			
Pete Querrero			
Fred Upbind			
Teyaka Booker			
<b>Scenario 4</b>	<b>Pros</b>		<b>Cons</b>
Kathy Sisler			
Ryan Robinson			
Kristy Esquerra	Important- better lighting means a more welcoming environment. Less headaches in students & teachers from those fluorescent lights		
Rani Olson			
Emily Kittle Morrison			
Ronni Kotwica			
Susie D Teller	Doors/Hardware. Facilities Improv. Elem to receive less \$ than Middle/High School.		35m more for Facilities Improvements. Plumbing only 2 million
Laura Grijalva			
Jennifer Sue Bond	\$240 almost same as passed before. \$545 per month!. Good blend		
Russell Doty	Appears to be most likely to pass		
Marylka Pattison			80 m improvements. 8 m busses
Alice Roe			

	Best balance between Facilities & Improvements. Space Improvement funds should be sufficient to make meaningful impact		Need technology funds?
Jorge Leyua			
Pete Querrero			
Fred Upbind			
Teyaka Booker			
<b>Scenario 5</b>	<b>Pros</b>		<b>Cons</b>
Kathy Sisler			
Ryan Robinson			
Kristy Esquerra	Like the split up of Facilities/Schools Repairs Imp. Individuals are able to see the results right away (classrooms, pavilions technology)		
Rani Olson			
Emily Kittle Morrison			
Ronni Kotwica			
Susie D Teller	Fac Improvements school fairly allotted \$		Too much \$ for space 1
Laura Grijalva	This addresses the most toward existing facilities that need repair and still address improvements realistically		
Jennifer Sue Bond	\$300 good repair coverage		
Russell Doty	This plan appear to be most inclusive of all needs		
Marylka Pattison			10 m busses. 100 m improvements
Alice Roe			
Jorge Leyua	Most extensive improvements good for education		Highest cost to voters. "Padded", unnecessary projects?
Pete Querrero			
Fred Upbind			
Teyaka Booker			

Scenario 6	Pros		Cons
Kathy Sisler			
Ryan Robinson			
Kristy Esquerra			
Rani Olson	We don't value education, as a state, the way we need to for guiding students into forward thinking leads to tackle as current and future challengers, as a nation & community. We need improvements and repairs and I would argue that the spaces we lean in speaks volumes to how we place value. Clearly repairs are high priority. Improvements will set the stage for		This plan needs to be marketed and celebrated to gain buy-in early an. The largest con I can see is not marketing this well & early enough as & clearly with a public who reacts only to stricken-shock
Emily Kittle Morrison	Only 2 lattes a month. 1 pk of cigarettes. 1 6 pk of beer. 60 where the Pro Voters Are. 60 where the Pro Voters Are. NPR, PBS, AZ Illustrated, Letters to the editor		
Ronni Kotwica			
Susie D Teller	Facilities Improvements. Larger bond, more \$ to allot to buildings		I feel the building should be up to par before we upgrade space/tech
Laura Grijalva			
Jennifer Sue Bond	\$300		
Russell Doty			I would like to see a comparison of what is or is not included in each plan. 1 comparative sheet
Marylka Pattison			8 m busses. 140 m improvements
Alice Roe			
Jorge Leyua	Most extensive Improvements. Good for education		Highest cost to voters. "Padded", unnecessary projects? Track and field repairs sounds super famous. Multi-use outdoor Pavilion sounds superfluous at this time. No technology funds

Pete Querrero	Best Scenario! Go far as much as we can get. We need to sell this idea. Education is important. It is to the Tribe!		Don't sell TUSD Short!
Fred Upbind			
Teyaka Booker			

# TUCSON UNIFIED SCHOOL DISTRICT

May 11<sup>th</sup>, 2016 TUSD Community Leadership Meeting  
May 24<sup>th</sup>, 2016

## Executive Summary

### Methodology

TUSD, Geo & Associates and Swaim & Associates hosted a meeting with prominent community leaders and media representatives from throughout the City of Tucson on May 11<sup>th</sup> at Mary belle McCorkle Academy of Excellence K-8 School. This school was chosen to host the event because it is a prime example of the potential that can be achieved with successful bond campaign.

This meeting was part of TUSD exploring a Facility Master Plan to identify facility improvements and funding sources needed to support its long-term strategic plan. This is an integral part of the district's five-year, 25-point strategic plan and will set the stage for success in this district for years to come.

The goal of the meeting was to share information with the attendees about the ongoing Facilities Master Plan efforts and the accompanying community outreach. Geo & Associates initiated the meeting and invited all attendees while TUSD and Swaim provided expertise and background about the FMP. After the moderators provided a brief background and shared the different bond scenarios, there was a lively group discussion with participation from the entire group. This was a useful interactive and educational meeting and focus group with interaction from all parties involved

There were 18 that confirmed attendance and 16 community leaders that participated in this meeting. Only 2 people did not show up, which proved to be a great showing for this event and they all had interest in participating in the future. Participants provided their own unique views and perspectives on the information that was provided and the comments were enlightening.

### Meeting Participation

89% Attended

11% Absent



## Synopsis

Overall, the community leaders offered great insight into future proceedings and the future of TUSD. Throughout the presentation the participants were focused and engaged on the information that was presented to them. When it came time to begin the discussion, members were urged to voice their opinion and respond to 4 discussion topics. It was difficult to get participants to answer the discussion topics in the order they were presented but we did gather valuable feedback on all areas of discussion.



### **Emphasis on repairs, improvements or both?**

When asked if the bond scenarios should emphasize repairs, improvements or both, the majority of participants said that immediate needs should be addressed first and foremost. Their opinion of emphasizing on repairs with fewer improvements shows that they understand the dire conditions of TUSD schools and facilities. There were some participants who felt both should be emphasized but no participant mentioned that improvements be emphasized. That being said, many participants commented on the outstanding quality and aesthetics of the McCorkle school which led us to believe that improvements would be an interest if funding was more readily available.

### **What amount will the community support?**

When asked what bond amount the community would support, participants gave wide-ranging answers. By show of hands 14 of 16 felt that there would be support for a larger bond amount of 300 million. They felt it would take significant time and effort convincing the community to support any bond. The others felt that in the current political climate, the community wouldn't support any bond amount. Overall the participants felt a bond was a necessity for the district but the majority did not think it would be a good idea to attempt a bond during this election cycle.

***“Overall the participants felt a bond was a necessity for the district but the majority did not think it would be a good idea to attempt a bond during this election cycle”***

### **How best to inform about the benefits of a bond?**

When asked how best to inform about the benefits of a bond, participants mentioned 1-on-1 and small meetings as the best methods of communication, similar to the meeting that they were participating in. Others mentioned that honesty and straightforwardness about where the money was going, as well as highlighting the successful oversight of past bond campaigns. Other ideas that were mentioned were positive media, open communication and clear language on the ballot. All participants made it clear that a 3<sup>rd</sup> party full-scale marketing campaign would be beneficial and necessary to the passing of a bond campaign due to the negatively perceived PR image.

### **Recommendations on how a bond can succeed.**

When asked for recommendations on how a bond can succeed, many participants said the ultimate route to success would be waiting until next year or hosting a special election similar to Prop 123 (Although a special election is not permissible for a bond election). They thought a presidential election would cast a negative light on a bond and it would be easier to pass in a non-presidential year due to a smaller turnout and vastly more informed voters. They also mentioned the significance of Prop 123 and its effect on a potential bond. They stated that sharing the impact of a good education system on property values would be beneficial to its success while avoiding much talk about tax increases. Overall, participants believed the community needs this bond but they just need to be convinced.

## Funding Scenarios and Response Charts



### Facilities Master Plan

TUCSON UNIFIED  
SCHOOL DISTRICT

#### Financing Scenario #1

##### \$180 Million Bond

- \$49 per year for the average home (\$130,000)
- \$4.09 per month

##### \$180 Million - Facilities Repairs

• Roofing - Recoating & Select Replacements	\$52 Million
• Heating & Cooling - Replace Poorly Functioning Equipment	\$72 Million
• Security - Fencing, Burglar Alarm, Secure Front Entry	\$18 Million
• Special Systems - Fire Alarm, Public Address & Repairs	\$8 Million
• Plumbing - Replace Old Fixtures	\$2 Million
• Doors / Hardware - Replace Worn Hardware & Damaged Doors	\$12 Million
• Playground Equipment / Fields	\$5 Million
• Technology - Power & Access	\$4 Million
• Transportation - Replace Buses	\$7 Million
<b>Total</b>	<b>\$180 Million</b>



### Facilities Master Plan

TUCSON UNIFIED  
SCHOOL DISTRICT

#### Financing Scenario #2

##### \$180 Million Bond

- \$49 per year for the average home (\$130,000)
- \$4.09 per month

##### \$135 Million - Facilities Repairs

• Roofing - Recoating & Select Replacements	\$46 Million
• Heating & Cooling - Replace Poorly Functioning Equipment	\$64 Million
• Security - Fencing, Burglar Alarm, Secure Front Entry	\$16 Million
• Special Systems - Fire Alarm, Public Address & Repairs	\$3 Million
• Playground Equipment / Fields	\$4 Million
• Transportation - Replace Buses	\$2 Million
<b>Total</b>	<b>\$135 Million</b>

##### \$45 Million - Facilities Improvements

• Elementary Schools (49)	
- Student Spaces	\$21 Million
Music Rooms, Science Labs, Project Classrooms	
• Middle Schools / K - 8 Schools (23)	
- Student Spaces	\$14 Million
Music Rooms, Science Labs, Project Classrooms	
• High Schools / Alternative Programs (15)	
- Student Spaces	\$10 Million
Music Rooms, Science Labs, Project Classrooms	
<b>Total</b>	<b>\$45 Million</b>



### Facilities Master Plan

TUCSON UNIFIED  
SCHOOL DISTRICT

#### Financing Scenario #3

##### \$240 Million Bond

- \$65 per year for the average home (\$130,000)
- \$5.45 per month

##### \$195 Million - Facilities Repairs

• Roofing - Recoating & Select Replacements	\$55 Million
• Heating & Cooling - Replace Poorly Functioning Equipment	\$71 Million
• Security - Fencing, Burglar Alarm, Secure Front Entry	\$23 Million
• Special Systems - Fire Alarm, Public Address & Repairs	\$8 Million
• Plumbing - Replace Old Fixtures	\$2 Million
• Doors / Hardware - Replace Worn Hardware & Damaged Doors	\$12 Million
• Playground Equipment	\$5 Million
• Technology - Power & Access	\$4 Million
• Transportation - Replace Buses & Improve Facilities	\$8 Million
• Electrical - Replace Electrical Service Gear & Panels	\$2 Million
• Track & Field Repairs	\$5 Million
<b>Total</b>	<b>\$195 Million</b>



### Facilities Master Plan

TUCSON UNIFIED  
SCHOOL DISTRICT

#### Financing Scenario #4

##### \$240 Million Bond

- \$65 per year for the average home (\$130,000)
- \$5.45 per month

##### \$160 Million - Facilities Repairs

• Roofing - Recoating & Select Replacements	\$46 Million
• Heating & Cooling - Replace Poorly Functioning Equipment	\$63 Million
• Security - Fencing, Burglar Alarm, Secure Front Entry	\$18 Million
• Special Systems - Fire Alarm, Public Address & Repairs	\$8 Million
• Plumbing - Replace Old Fixtures	\$2 Million
• Doors / Hardware - Replace Worn Hardware & Damaged Doors	\$9 Million
• Playground Equipment	\$5 Million
• Transportation - Replace Buses & Improve Facilities	\$8 Million
• Electrical - Replace Electrical Service Gear & Panels	\$1 Million
<b>Total</b>	<b>\$160 Million</b>

##### \$80 Million - Facilities Improvements

• Elementary Schools (49)	
- Student Spaces - Music Rooms, Science Labs, Project Classrooms	\$21 Million
Community Spaces - Dining & Library	\$12 Million
• Middle Schools / K - 8 Schools (23)	
- Student Spaces - Music Rooms, Science Labs, Project Classrooms	\$13 Million
Community Spaces - Dining & Library	\$12 Million
• High Schools / Alternative Programs (15)	
- Student Spaces - Music Rooms, Science Labs, Project Classrooms	\$9 Million
Community Spaces - Dining & Library	\$10 Million
Career & Technical Education - Building Systems Corrections	\$3 Million
<b>Total</b>	<b>\$80 Million</b>



## Facilities Master Plan

TUCSON UNIFIED SCHOOL DISTRICT

### Financing Scenario #5

#### \$300 Million Bond

- \$82 per year for the average home (\$130,000)
- \$6.82 per month

#### \$200 Million - Facilities Repairs

• Roofing - Recoating & Select Replacements	\$51 Million
• Heating & Cooling - Replace Poorly Functioning Equipment	\$70 Million
• Security - Fencing, Burglar Alarm, Secure Front Entry	\$23 Million
• Special Systems - Fire Alarm, Public Address & Repairs	\$8 Million
• Plumbing - Replace Old Fixtures	\$2 Million
• Doors / Hardware - Replace Worn Hardware & Damaged Doors	\$12 Million
• Playground Equipment	\$5 Million
• Technology - Power & Access	\$7 Million
• Transportation - Replace Buses & Improve Facilities	\$10 Million
• Electrical - Replace Electrical Service Gear & Panels	\$2 Million
• Track & Field Repairs	\$10 Million
<b>Total</b>	<b>\$200 Million</b>

#### \$100 Million - Facilities Improvements

• Elementary Schools (49)	
- Student Spaces - Music Rooms, Science Labs, Project Classrooms	\$21 Million
- Community Spaces - Dining & Library	\$25 Million
• Middle Schools / K - 8 Schools (23)	
- Student Spaces - Music Rooms, Science Labs, Project Classrooms	\$13 Million
- Community Spaces - Dining & Library	\$13 Million
• High Schools / Alternative Programs (15)	
- Student Spaces - Music Rooms, Science Labs, Project Classrooms	\$9 Million
- Community Spaces - Dining & Library	\$13 Million
- Career & Technical Education - Building Systems Corrections	\$6 Million
<b>Total</b>	<b>\$100 Million</b>



## Facilities Master Plan

TUCSON UNIFIED SCHOOL DISTRICT

### Financing Scenario #6

#### \$300 Million Bond

- \$82 per year for the average home (\$130,000)
- \$6.82 per month

#### \$160 Million - Facilities Repairs

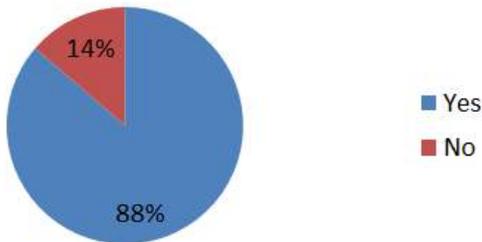
• Roofing - Recoating & Select Replacements	\$46 Million
• Heating & Cooling - Replace Poorly Functioning Equipment	\$63 Million
• Security - Fencing, Burglar Alarm, Secure Front Entry	\$18 Million
• Special Systems - Fire Alarm, Public Address & Repairs	\$8 Million
• Plumbing - Replace Old Fixtures	\$2 Million
• Doors / Hardware - Replace Worn Hardware & Damaged Doors	\$9 Million
• Playground Equipment	\$5 Million
• Transportation - Replace Buses & Improve Facilities	\$8 Million
• Electrical - Replace Electrical Service Gear & Panels	\$1 Million
<b>Total</b>	<b>\$160 Million</b>

#### \$140 Million - Facilities Improvements

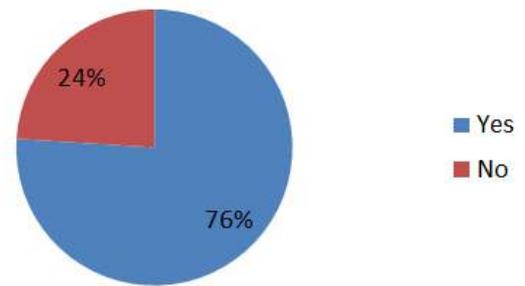
• Elementary Schools (49)	
- Student Spaces - Music Rooms, Science Labs, Project Classrooms	\$21 Million
- Community Spaces - Dining & Library	\$31 Million
• Middle Schools / K - 8 Schools (23)	
- Student Spaces - Music Rooms, Science Labs, Project Classrooms	\$13 Million
- Community Spaces - Dining & Library	\$13 Million
- Technology Hub - Collaboration Student Area w/Access to Computers	\$13 Million
- Multi-Use Outdoor Pavilion - Covered Court & Classroom	\$13 Million
• High Schools / Alternative Programs (15)	
- Student Spaces - Music Rooms, Science Labs, Project Classrooms	\$9 Million
- Community Spaces - Dining & Library	\$10 Million
- Career & Technical Education - Building Systems Corrections	\$5 Million
- Technology Hub - Collaboration Student Area w/Access to Computers	\$12 Million
<b>Total</b>	<b>\$140 Million</b>



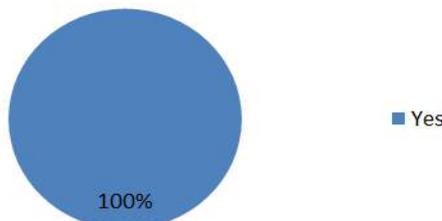
### Overall Support for 300 Million Dollar Bond



### In Favor Of Waiting for Next Year



### Interest In Full Scale Marketing Campaign



## Community Wide Online Digital Survey 2

May 2, 2016 to June 1, 2016

### Final Executive Summary of Results

#### Methodology

The following results are based on a community survey directed towards members of the Tucson community interested in sharing their voice about the TUSD Facilities Master Plan and potential bond. This survey was used to gain insight on feedback that could lead the District to a bond program. The facilities survey was distributed through a radio PSA campaign, an online digital advertising campaign and hosted at the TUSD Future website. The survey first went live on May 2, 2016 and initially ran through May 26, 2016. It was decided that the survey would be extended through June 1, 2016.

The digital survey was created through collaboration between TUSD, Geo & Associates and Swaim & Associates to gather suggestions and feedback. During the initial phases of the survey, many people were visiting the survey page but not completing the survey due to length and language. The survey was adjusted early on to make it more user-friendly by removing questions about ethnicity and income. These adjustments decreased response time by over 3 minutes and caused a massive increase in completion percentage

#### Participant Metrics to Date

Impressions: 2,073,414  
 Survey visits: 1471  
 Completed surveys: 541  
 Completion Percentage: 36.8%

#### Completion

- PCs & Laptops: 447      Completion: 60%      Avg. Time to Complete: 5:41
- Tablets: 9              Completion: 14%      Avg. Time to Complete: 6:04
- Smartphones: 85      Completion: 13%      Avg. Time to Complete: 5:50

#### Zip Code Breakdown

Undisclosed: 105	85711: 40	85718: 18	85746: 20
85701: 7	85712: 28	85719: 40	85747: 12
85705: 23	85713: 26	85730: 14	85748: 14
85706: 14	85714: 8	85735: 3	85750: 11
85708: 4	85715: 12	85743: 15	85756: 6
85710: 31	85716: 45	85745: 36	85757: 9

#### TUSD Parent Data

Children in TUSD: 132 (24%)  
 No children in TUSD: 409 (76%)

#### Synopsis

The community survey results to date indicate a strong statistical sampling of 541 community respondents. It is important to note that when reviewing respondents answer percentages, the average should be reviewed as well as the top 2 or 3

most common answers. For example, if the respondent's answers were an average of 3 and the second and third largest percentages were a 2 and 1 out of 5, then the overall perception would be "poor" on that answer, not "average".

The most important statistics gathered from this survey are support for bond, preferred bond amounts and whether or not the participant has a child in TUSD. The support for bonds and proposed bond amount questions are important because they give the district an idea of the best path to getting a bond passed. The question about whether or not the participant has a child in TUSD schools is important because we are trying to gather data on the standard Tucson voters who may not have a reason to support TUSD.

Out of 541 total respondents, 76% do not have a child in TUSD. This shows a relatively broad sampling of participants from all areas of the Tucson community. Getting perspectives from non-TUSD affiliated community members was one of the main objectives of this survey and it is a huge positive that 76% was achieved with 409 respondents. To know that there was still 84% support for a bond with such a large number of respondents outside of TUSD is a positive sign for a future bond initiative. However, approximately 63% of survey visitors chose not to take or not to finish the survey and it is possible that many of these may not support a bond. We have no way of knowing how many of these participants are registered voters. It is for this reason that we recommend, if the bond goes forward, conducting further digital research of registered Tucson voters.

As we discovered in our previous surveys and meetings, many of the participants in this survey either supported the highest bond amount available or a middle-of-the-road amount.

### **20% of participants supported the largest bond amount of \$360 million**

These are the parents and community members who strongly support education.

### **28% supported \$180 million and 22% supported \$240 million**

The participants who voted for these bond amounts are the community members who want to see improvements in education but don't want to overextend themselves with tax increases.

### **16% of participants would support no bond amount**

This is by far the largest opposition TUSD has faced, to-date, on the bond measure and it is made up of community members who will not support any tax increase regardless of the current state of education.

### **13% supported the \$300 million bond amount**

These participants were parents and community members who support education but were hesitant to support the highest level of tax increases.

### **84% of participants at least supported one of the bond amounts**

### **82% support districts like TUSD using bonds to make up for state funding cuts**

The rest of the survey questions provided enlightening results and overall, achieved positive responses:

### **93% of respondents said it was very important (5 out of 5) with an average rating of 4.91**

When asked if the success of public K-12 education is important to our community.

**73% said there is a large benefit (5 out of 5) with an average rating of 4.66**

When asked how much improvement to school facilities would benefit the overall community.

**70% said there is a large affect (5 out of 5) with an average rating of 4.57**

When asked how the quality of schools affects property values:

**26% said it was somewhat important (3 out of 5) and 26% said it was very important (5 out of 5) with an average rating of 3.33**

When asked if it was important to be able to use TUSD for private or community functions. This is not an important issue to these respondents.

**66% said it was very important (5 out of 5) with an average rating of 4.55**

When asked how important it is to repair school buildings and systems to reduce operating and maintenance costs for TUSD.

**79% said it was very important (5 out of 5) with an average of 4.73**

When asked how important it is to have quality technology in TUSD schools.

**92% said it was very important (5 out of 5) with and average of 4.91**

When asked about the importance of a safe and secure environment at TUSD schools.

**59% said it was very important (5 out of 5) with and average of 4.42**

When asked about the importance of improving student spaces to support collaborative project based learning.

**60% said the funding should be balanced (3 out of 5) with an average rating of 3.03. With the remaining 40% of participants, a slight majority preferred spending more on repairs than improvements**

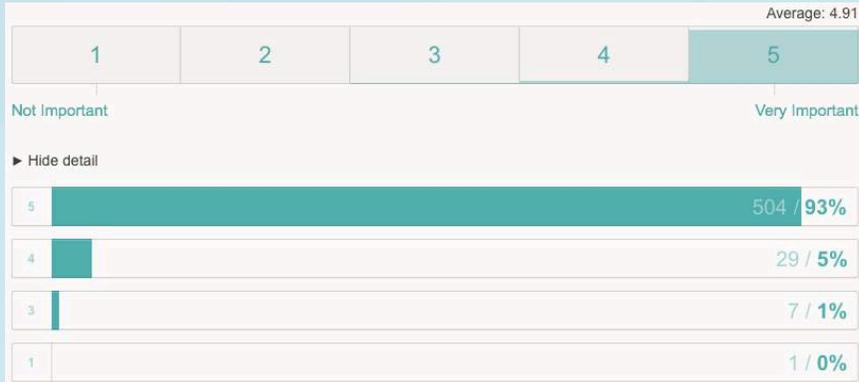
When asked how TUSD should use the money if voters approved a bond, the majority of participants supported balancing the funding between repairs and improvements.

**69% of respondents who answered this question said Proposition 123 would not handle the education funding issues facing Arizona schools**

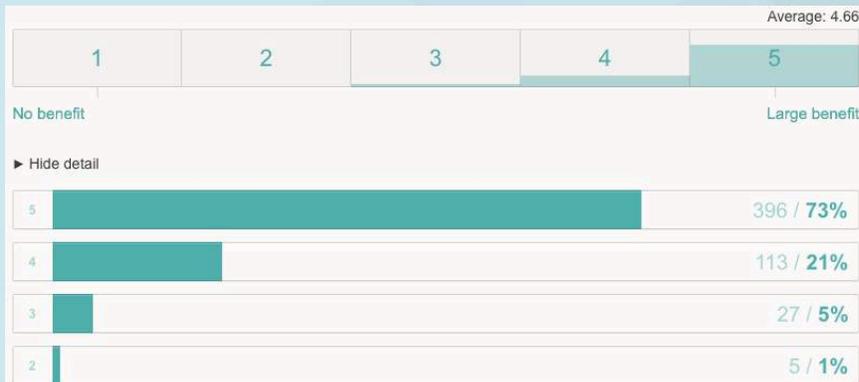
During the survey, Arizona Proposition 123 was passed and this question was added to address Prop. 123; was answered by 502 out of 541 respondents.

## Results Charts

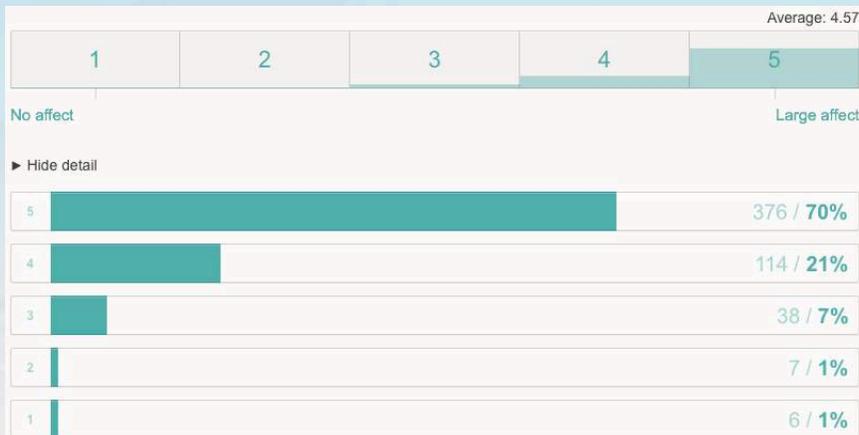
### 1. To what degree is the success of public K-12 education important to our community?



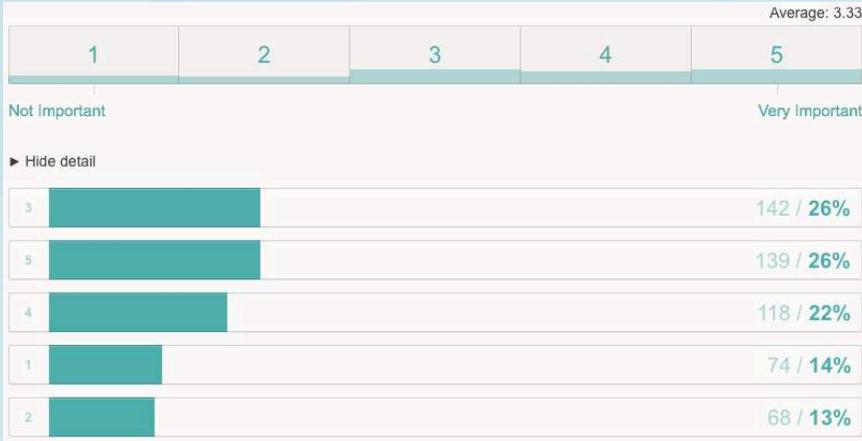
### 2. How much do you think improvements to school facilities benefit the overall community?



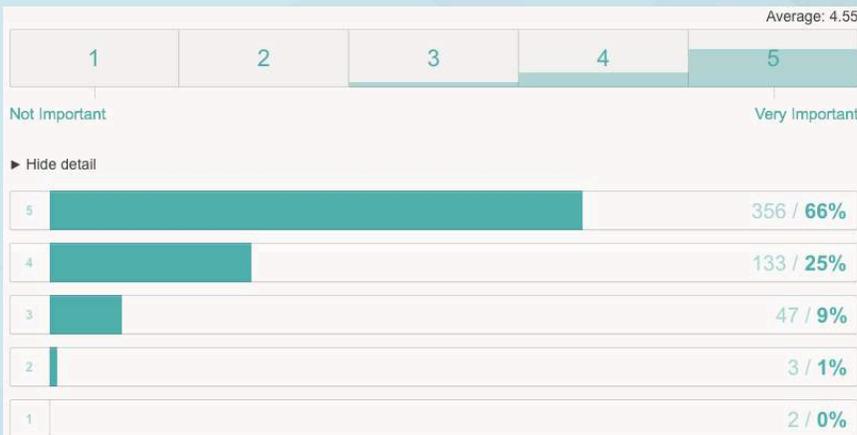
### 3. How much do you think the quality of schools affects property values in your neighborhood?



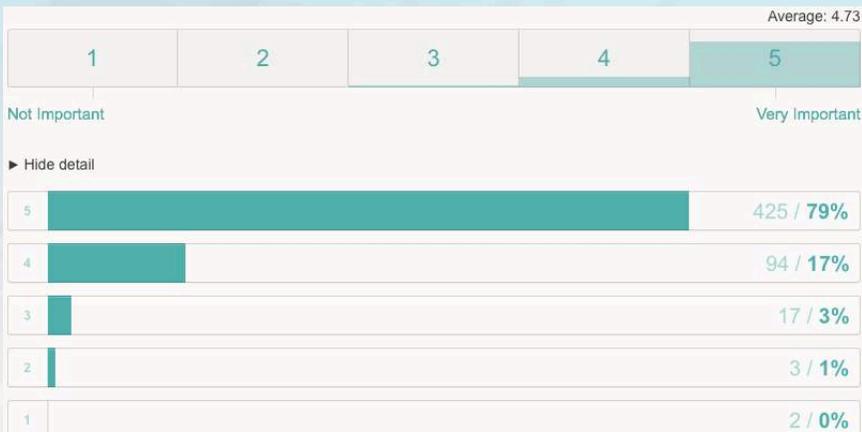
**4. How important is it for you to be able to use TUSD schools for private or community functions?**



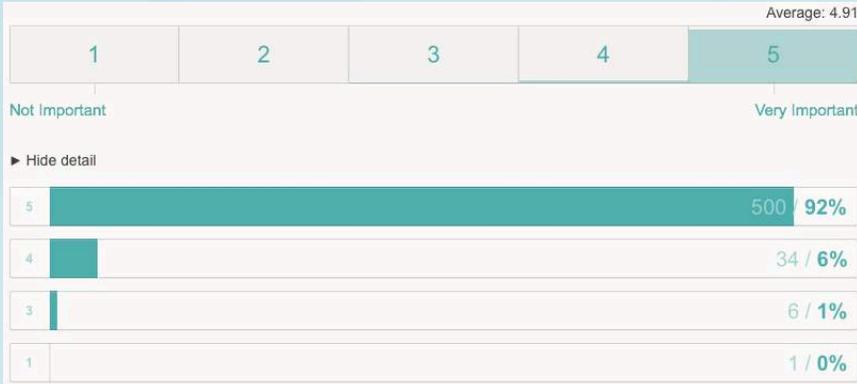
**5. How important is repairing school buildings and systems to reduce operating and maintenance costs for TUSD?**



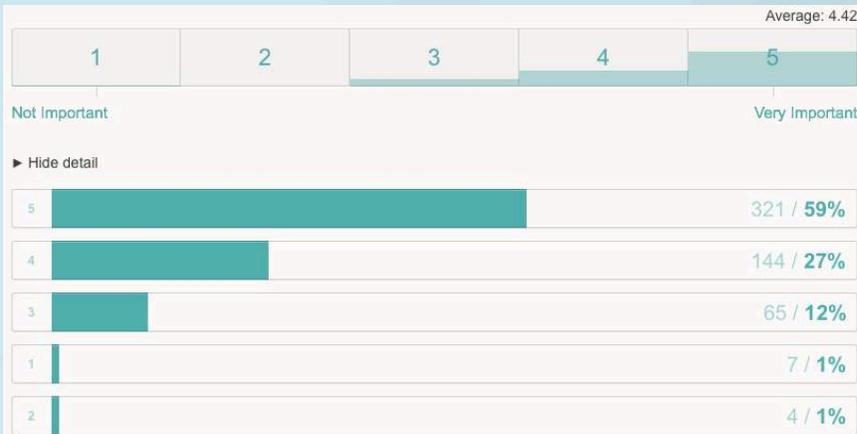
**6. How important is having quality technology in TUSD schools?**



**7. How important is having a safe and secure environment in Tucson Unified schools?**



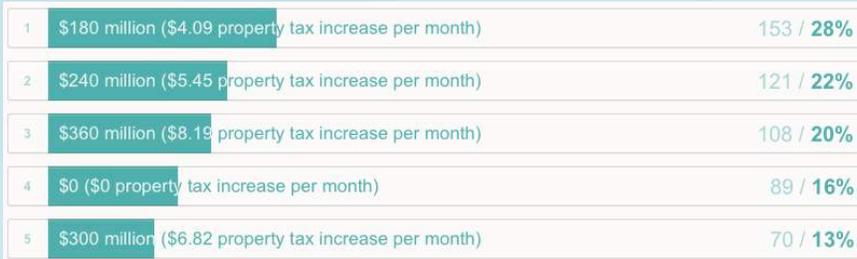
**8. How important is improving student spaces to support collaborative project based learning in TUSD?**



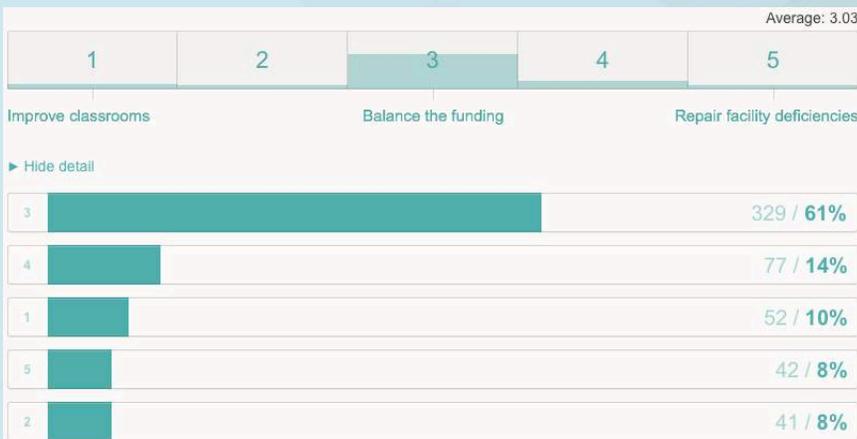
**9. With 98 million in state funding cuts since 2008, do you support districts like TUSD using bonds to make up for cuts?**



**10. If TUSD were to begin a bond initiative, how much would you support to improve TUSD schools?**  
*All property tax values are based on Tucson’s average home value of \$130,000*

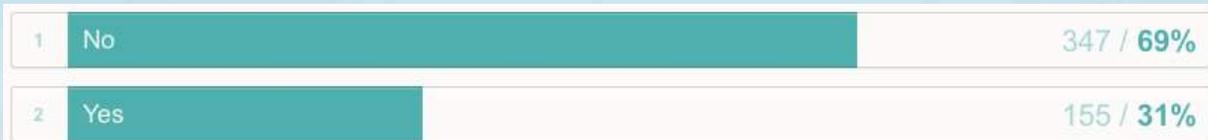


**11. If voters approve a bond, how should TUSD use the funds?** (1 indicates all funds be used for “Improving classrooms” and 5 indicates all funds be used to “Repair facility deficiencies.” Choosing 2,3,4 would indicate a balance)



**Additional Question**

**12. Will the passage of Proposition 123 handle the education funding issues facing Arizona schools?**



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## Swaim Associates Architects

[www.swaimaia.com](http://www.swaimaia.com)

*Tucson, AZ*

## thinkSMART planning, inc.

[www.thinksmartplan.com](http://www.thinksmartplan.com)

*Chandler, AZ*

## Facilities Management Group

[www.fmgroupaz.com](http://www.fmgroupaz.com)

*Phoenix, AZ*

Tucson Unified is where  
Students love to Learn  
Teachers love to Teach  
and People love to Work  
We are Team TUSD

