

FACILITIES

Strategic Planning Sub-Committee Facilities					
Strategic Priority 1: Green Planning – TUSD will consider and integrate green planning concepts into capital improvements, resource management and community involvement.					
Specific	Measurable	Attainable	Realistic “do-able”	Time-bound and Tracked	Describe Possible Evidence
Year 1 Goal: Develop green energy audits					
Develop a green energy matrix and initiative audit.	Matrix developed in first year and annual audit completed in second year.	Assign responsibilities to staff specific to matrix. Create an Advisory Committee to oversee process.	Matrix and committee membership.	Fiscal Year 1 and 2 and following annual audits Year 1 matrix Year 2 and subsequent Annual Audit	Completed Matrix Year 1 and audit for Year 2.
Year 2 Goal: Reduce utility consumption					
Reduce utility usage by 3% with continual improvement to 5% by Year 3.	3% reduction based on 2013 baseline.	Measure and compare utility usage.	Use software package that tracks kilowatt usage and energy cost savings.	Goal to be obtained by end of 2015-16 FY.	Usage reduction.
Year 3 Goal: Certify facilities for energy efficiency					
Certify schools and facilities for energy and resource efficiency. (Energy Star, LEED, Water Smart, Green Ribbon, etc.)	Obtain certified acknowledgement for ten schools for one or more certification.	Energy Manager and staff shall develop training and support for organizational culture aimed at certification.	Certifications for ten schools will be evidence of this goal’s attainment.	Goal to be obtained by end of 2016-17 FY.	Certifications and Awards.
Year 4 Goal: Implement energy management and control system					
Implement an Energy Management and Control System (EMCS).	All schools managed under EMCS.	With the use of Energy Performance Contract Savings, District Funding and available Utility	Will need to obtain external funding for this to come to fruition. Once implemented, said implementation can be	Goal to be obtained by the end of 2018-19 FY.	Installed EMCS’s.

		Company rebates and incentives.	evaluated for its percent of completeness.		
Year 5 Goal: Green and sustainable programs					
Implement Green Environmental Sustainable Institutionalized Programs and Practices.	75% of school implementation.	Use of Internet-based stored and real-time systems data.	Document practices that should pervade the district and their level of implementation and follow-through evidenced by audits.	Goal to be obtained by the end of 2018-19 FY.	Continued reduced utility usage. Certifications and awards. Acknowledge, integrated curriculum. School-to-work programs.
Strategic Priority 2: Long-Range Facilities Plan – TUSD will develop and implement a long-range Master Facilities Plan that supports and enhances student learning and achievement and community partnerships.					
Specific	Measurable	Attainable	Realistic “do-able”	Time-bound and Tracked	Describe Possible Evidence
Year 1 Goal: Facilities Audit					
Conduct a facilities audit to assess current facilities.	Required components: hours open, space inventory, utilization (educational and community), condition (per current FCI), capacity.	Fund outside provider to provide outside expertise and assistance managed by TUSD.	Reports citing the state of physical plants, HVAC, electrical, and other key systems as well as their state of repair.	Completed by June 30, 2015.	Completed audit to use as benchmark-to start a needs assessment relative to the fifth-year goal.
Communication plan to outline the Master Facility Plan approach and to develop community support and partnerships and to prepare for a successful bond election.	Plan done by June 30, 2015. Public communication and outreach completed in subsequent years per implementation plan.	Determine if this is to be done in-house or external. Create an advisory group of stakeholders and experts to guide a coalition to assist with the bond.	Community-informed plan that will cite needs and costs based on curricular-instructional (including technology) objectives.	Plan June 30, 2015 and Phase 1 (bond) June 30, 2016 Establish a group to write a one-page white paper. Encourage adopt-a-school.	Completed report with implementation program. Successful bond election in November 2016.

Year 2 Goal: Plan for the strategic use of facilities					
Develop a Facilities Master Plan for the strategic use of facilities.	Done by June 30, 2016. Includes educational specifications, a suitability assessment, costs (facility improvements) and benefits (savings and external funding—leasing such as reciprocal trade).	Fund outside provider to facilitate public outreach and provide outside expertise (national perspective) and assistance.	A successful Bond in November 2016 will determine the rate and extent of implementation.	June 30, 2016: <ul style="list-style-type: none"> ▪ Include sources of funding. ▪ Assess ways to move each school to optimum size. ▪ Assess partnerships and community utilization to increase funding and support learning. 	Report showing the plan with clear components to be completed in future years to reach fifth-year goal.
Year 3 Goal: 10% completion of the plan					
Based on the first-year assessment and the second-year master plan, implement 10% of the plan by June 30, 2017.	10% completion.	10% completion of the plan as determined by the bond oversight committee.	Based on bond outcome, the plan will move forward with a bond oversight committee. A refocus will occur if TUSD doesn't get the bond, and years 3-5 will focus on implementing the plan within district means.	Done by June 30, 2017.	Publish report.
Year 4 Goal: 25% completion of the Master Facility Plan					
Based on the first-year assessment and the second-year master plan, implement 25% of the plan by June 30, 2018.	25% completion.	25% completion of the plan as determined by the bond oversight committee.		Done by June 30, 2018.	Publish report.
Year 5 Goal: Optimize the district's facilities to support student learning					
Optimize the district's facilities to support student learning and provide for multi-use of facilities to foster	40% completion of the plan to optimally size schools, utilize them at 80% and provide facilities that	40% completion of the plan as determined by the bond oversight committee.	Gauge community use of facilities based on lease and rental agreements. Consider a proactive leasing agent to improve	By the end of the bond, all schools should be at 80% student and/or community	Publish report.

community participation and partnerships.	meet TUSD educational specifications.		community utilization.	utilization and should be optimally sized to support student learning thus minimizing the costs of facilities and maximizing funds into classrooms.	
Strategic Priority 3: Preventative Maintenance – TUSD will provide facilities that are clean, safe and energy efficient for students and employees through routine and preventive maintenance and repair.					
Specific	Measurable	Attainable	Realistic “do-able”	Time-bound and Tracked	Describe Possible Evidence
Year 1 Goal: Improve customer service					
Help Facilities provide improved customer service by creating a Scorecard system to track maintenance for improvement.	Creation of scorecard to assess and measure improvement. This scorecard needs to evaluate the customer service at sites and departments with regard to routine and emergency resolution as well as Zone Team work.	A scorecard system has been used by others with great success. Department collaboration will encourage the development and create positive marketing of what is accomplished and of good habits.	This will put us in front of the sites and departments that will need to evaluate our performance. Small changes in the organizational structure will provide teams to share in the process.	There will be many evaluation periods of this SMART Goal with 20% improvement in 3 years. Develop, assess or re-evaluate the card and the use of the card. Ending with survey results that show improved communication, responsiveness and work quality.	Customer service report.
Year 2 Goal: Effective automated work order system					
Put an effective automated work order system in place.	Percentage of work is validated through reporting.	Antiquated current system will be replaced by new automated system.	System is affordable with current climate and budget.	Validated reporting goals which will show evidence the system is an improved system. Year 2: 10%	Publish report.

				Year 3: 20% Year 4: 30%	
Year 3 Goal: Facility's organization structure					
Change the facilities organization to accommodate Preventive Maintenance and Customer Service needs.	Create Model for success. Evidence of Org Chart change will be in the development of specific areas that address High Level Preventive Maintenance, Low level PM, Asset Management, Customer Service, Emergency Services, Project Services and Centralized Coordination.	Outcome of the new zone organizational system for maintenance.	TUSD Operations will move to re-organization with aged facilities, reduced available revenues, retirements and attrition of staffs, and allocation of resources.	Evaluation period, Model trial, and changes to adjust to problem recognition will provide the challenges for this SMART Goal.	Publish the new organization chart.
Year 4 Goal: Modeling solutions					
Evaluation period, model trial and changes to adjust to problem recognition will provide the challenges for this SMART Goal.	Reduction in equipment and building failures. Audit and review by contractors and by the Arizona SFB will provide indications the program is on the right track.	Developing a program that will be cost-effective in achieving: 1. Extend the life of building components. 2. Keep equipment functioning as designed. 3. Prevent minor problems from becoming major problems.	The challenges here are the resources and capital on long-term preventive maintenance issues. Bonds, SFB dollars, and grants will be needed to achieve big projects.	Utilize the Facility Condition Index (FCI) and a Life Cycle Index to determine percentage of properties that are meeting goals. Annual Survey of these indexes will be required.	Audit report.
Year 5 Goal: Improve preventive maintenance					
Help Facilities provide	The objective is to	Cost Replacement	The idea is to separate	There will be many	Audit report.

improved Preventive Maintenance by developing an audit and evaluation process that will create a Life Cycle index associated with property condition and use.	establish what budget will be needed in the future; reducing capital expenses by 10%.	Value (CRV) or Capital Replacement Value for equipment and buildings (long-term). This will be a physical form—a live document.	upcoming expenses into a revolving and renewing process so that not all expenses are due and payable in the same year or proximity, giving TUSD room for adjustment if needed.	evaluation periods of this SMART Goal. Develop the index, assess or reevaluate the index; ending with a reduction of capital expenses by 10% in five years.	
Strategic Priority 4: Technology Plan – TUSD will create a purposeful, technology plan that provides instructional support, curriculum alignment, and baseline resources including physical resources and professional development.					
Specific	Measurable	Attainable	Realistic “do-able”	Time-bound and Tracked	Describe Possible Evidence
Year 1 Goal: Training for technological equipment					
Teachers will have training opportunities for each component of standard technology (equipment, applications, etc.)	Teachers will have training opportunities for each component of standard technology (equipment, applications, etc.)	Teachers will have training opportunities for each component of standard technology (equipment, applications, etc.)	Resources and training for standard equipment and applications will be developed. Completion of online or on-site training will be tracked in the True North Logic PD system.	Training for teachers will be a continual process, but training can be available and conducted in the 2014-15 SY.	Review of courses completed by teachers will be conducted four times throughout the school year.
Year 2 Goal: Curriculum Management System					
Create a Curriculum Management system that aligns and maps to the district curriculum.	Teachers can successfully access standardized coursework in their content area.	TUSD will partner with ADE in its process to offer a Content Management System.	The Content Management system is being evaluated and will be ready for access after 2014-15 SY.	The Content Management system will be available for the 2015-16 SY.	Multiple resources will be available through the Content Management system.
Year 3 Goal: Student Information System					
Implement a new Student Information System (SIS), Learning Management System (LMS), Database Warehouse, and Evidence Based	Students and staff can access the resources and data they need in each of the systems.	Conduct the appropriate process to assess and procure and, if necessary, develop the systems necessary to support building the core	These systems can be implemented within a three-year period.	The systems will be implemented and in use by the end of the 2016-17 SY.	Systems are implemented and in operation. Students, staff and stakeholders will be utilizing the core systems for teaching

Accountability (EBAS) system.		systems and data structure needed.			and learning, analysis or operations.
Year 4 Goal: Technology Condition Index					
Every campus will meet or exceed the minimum technology standards measured by the Technology Conditions Index (TCI), scoring a 4 out of 5 or better.	Every campus will meet or exceed the minimum technology standards measured by the Technology Conditions Index (TCI), scoring a 4 out of 5 or better.	Inventory campus technology, determine equipment needed and then develop a four-year plan to purchase and deploy the equipment.	Provided appropriate funding for equipment and labor, the goal can be accomplished.	Equipment will be purchased and deployed for each campus by the end of the 2017-18 SY.	Students and staff have access to standard technology in each campus and classroom.
Year 5 Goal: Mi-Fi for students					
Secondary students will have mi-fi hotspots and computing devices available for checkout.	Devices and access will be available to students based on school population and need.	Secure funding to purchase devices, Mi-Fi hotspots, and prepaid access time.	Provided funding, devices and access can be available to students.	Provided funding, resources can be available by the end of the 2018-19 SY.	Students can access courses in the Learning Management System and online resources anytime, anywhere.
Strategic Priority 5: Safety and Security – TUSD will ensure every school in the district offers a physically inviting and nurturing environment that optimizes teaching and learning and actively protects its members from physical and emotional harm.					
Specific	Measurable	Attainable	Realistic “do-able”	Time-bound and Tracked	Describe Possible Evidence
Year 1 Goal: Address vandalism and other forms of damage					
Reduce costs due to damage, vandalism, theft and lawsuits.	Compare the property damage & loss costs at the end of year 2018-19 to the previous five years to demonstrate a 15% savings.	Establish a standard for physical security at each school by December 2015, and use the standard to assess and prioritize our risks while providing training to staff 2014-15 SY. Institute a 21 st Century playground	Use the assessment to identify the top 20% of schools showing the most critical needs.	Priorities will be identified by 2016 with full implementation and measurement by 2017.	Publish a report.

		system in place of older playground setups (replace wood chips and sand with foam matting minimum).			
Year 2 Goal: Provide training to staff for emergency planning					
Develop and provide training to 75% of teachers and administrators on school preparedness and emergency planning by December 2018-19 and include annual training for school monitors and site security guards as recommended in audit.	Conduct a needs assessment. Train two schools a month. Use data collected from training rosters to determine training effectiveness by utilizing evaluation instruments of practice drill and table top exercise assessments.	The development will need to include a multidisciplinary team approach. Development of training syllabus and lesson plans will occur at start of 2014-15. Identification of methods training will follow.	The district has in place policy, procedures, plans and individuals responsible for emergency procedures, the goal will build on these strengths for improvement in our responses to these incidents	Development of training will take place 2014-15 SY. This will be done by prioritizing emergency functions that are highest frequency and risk to be able to deliver the first tier of training. Implementation and the delivery of training in the first tier of training will take place in 2014-15 SY. In 2015-16 and subsequent years, the additional training modules will be developed based on the evaluation of the process that will identify new and ongoing needs.	Publish a report.
Year 3 Goal: Improve the badging system					
Meet TUSD efficiency audit recommendations in the area of badging for	100% of our employees will be transitioned into our	With capital budget availability, establish a new badging	Transition existing system, duties, and responsibilities from human resources to	July 1, 2014 take over current responsibility from	Publish a report.

<p>June 2015 and fingerprinting by June 2016.</p>	<p>new badging and fingerprinting system. 1. Move badging to school safety department. 2. Purchase module for transitioning to photos and electronic fingerprinting and relocate all fingerprinting to the school safety department.</p>	<p>system that ties into the new district personnel software that includes digital fingerprinting. Use personnel photos that are taken from processing yearbooks or class photos. Establish board policy for mandatory badging. Establish or use existing system to ensure all employees are badged and fingerprinted.</p>	<p>School Safety.</p>	<p>human resources department. Purchase of New Module for system compatible for new ERP established by June 2015. Rollout new system immediately following for 2015-16 SY.</p>	
<p>Year 4 Goal: Safety and security guidelines</p>					
<p>Develop and implement District Safety and Security Standards and Guidelines to actively protect all members from harm and property from loss by June 2018.</p>	<p>Establish a baseline of standard and guidelines that is developed to safeguard members and property to actively protect its members from harm and loss of property. Year one, create standards and guidelines. Year 2-5, roll out trainings and utilize products to measure effectiveness and tweak as needed.</p>	<p>Requires buy-in for the need of the minimum standards and the guidelines from district leadership.</p>	<p>Optimizes teaching and learning and actively protects its members from physical and emotional harm.</p>	<p>June 2018.</p>	<p>Publish a report.</p>

Year 5 Goal: Prevent criminal activities					
Prevent crime and reduce its impact by participating in the early planning and environmental design stages of new construction/building upgrades with an aim at optimizing teaching and learning.	Enhance the teaching and learning environment by use of current design.	Facility plans for updated buildings will include security measures as recommended for student, staff and community safety.	Updated facilities will incorporate in construction the recommendations for safety and teaching optimization.	By 2019.	Publish a report.