



REPORT ON COMMUNITY FEEDBACK:

2020–2021 Budget Redesign Effort

**September 2019 – October 2019
Community Meetings and Web-Based Survey**

TulsaSchools.org/BudgetRedesign



October 2019

Dear community members,

In September 2019, we launched an ambitious community engagement effort to gather feedback from our teachers, students, staff, school leaders, parents, and community partners to help inform our work to redesign our district budget for the 2020-2021 school year and beyond.

While we initiated our budget redesign work to help prevent a potential \$20 million structural deficit in the 2020-2021 school year, our district's fiscal challenges have been a decade in the making. From 2008 to 2018, the State of Oklahoma cut more per pupil to education than any state in the country. While our expenses continue to increase, those funds have not come close to being restored: for the 2019-2020 school year, when adjusted for inflation, the state is still about \$100 million short from 2007-2008.

We started making significant budget reductions beginning in the 2015-2016 school year and to date, we have made \$22 million in cuts including district office reorganizations, school closures and consolidations, and changes to transportation services. We have been able to manage our budgets through cost-saving measures like these, vacancy savings, and slight under-spending of budgets across the district. However, in 2018-2019, for the first time in a decade, we had to use money from our fund balance to close the budget gap. During the 2019-2020 school year, we expect to use between \$13 and \$17 million from our fund balance, and by 2021-2022, we will reach a deficit of \$20 million.

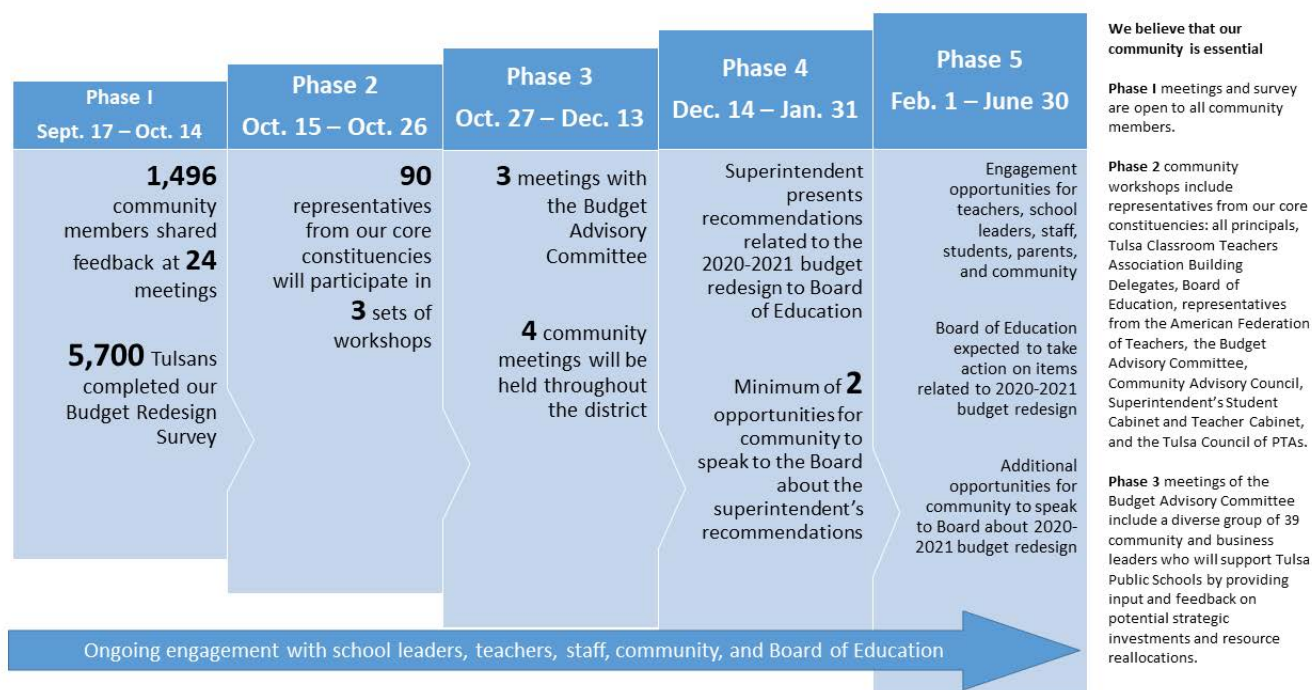
As we plan for the 2020-2021 school year and beyond, we must design a budget that provides exceptional experiences for our students, teachers, staff, and families within the continued fiscal constraints we face. Redesigning our budget means that we will need to identify budget reductions, resource reallocations, and strategic investments that we know will best serve our children and our team. It also means that our Board of Education, with our support, will have to make some extraordinarily difficult decisions to ensure that the future we shape is viable, sustainable, and equitable.

We believe that our community is essential, and community voices will be integral as we work to narrow in on a core set of priorities to improve student experiences while re-growing student enrollment. The attached report provides an analysis of the feedback we received during the first phase of our community engagement plan that included a series of community meetings that we hosted from Sept. 17, 2019 through Oct. 10, 2019 and a web-based survey that was open from Sept. 27, 2019 through Oct. 14, 2019. In addition to the community-wide meetings included in this report, we also held 13 meetings with small groups of our core constituencies, including team members, parents, teachers, and students. The graphic below provides an overview of our budget redesign community engagement plan for the full school year.

DESTINATION EXCELLENCE

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Shaping Our Future – Tulsa Public Schools Budget Redesign Community Engagement Overview



Moving forward, the feedback in this report - along with a lot of information about what we know is working to improve academic outcomes for our students - will help us to develop a set of recommendations to bring to the Tulsa Board of Education in the winter of 2019-2020. Along the way, we will have additional opportunities for community engagement and feedback, including a second series of community-wide meetings in early December.

For more information about the budget redesign effort, future community meetings, and frequently asked questions, please visit www.tulsaschools.org/budgetredesign.

Thank you for your continued support of Tulsa Public Schools.

Best,



Deborah A. Gist
Superintendent

Overview of Report on Community Feedback: 2020-2021 Budget Redesign Effort

The full report will be available at www.tulsaschools.org/budgetredesign on Oct. 21, 2019.

Summary of Web-Based Survey Responses

- The report reflects responses from the 5,773 individuals who completed the online survey, and the three largest groups that responded were parents (32%), teachers (21%) and students (17%). It is worth noting that nearly 1,000 students responded to the survey.
- Based on the question about the five most valued programs and services, the top choices were teacher compensation (46%), class sizes (41%), support staff compensation (29%), social emotional learning and supports (24%), and early childhood education (20%).
- Based on the question about creating a \$20 savings plan, the top choices for budget reductions were changing bell-times (46%), reducing teacher leadership roles (44%), reducing building utilization (44%), reducing central office services (43%), and reducing teacher professional development (43%).
- Based on the question about creating a \$20 savings plan, the reductions that were selected **least often** were increasing class sizes by 5 students (7%), 4 students (9%), and 6 students (15%), reducing teacher compensation (18%) and changing the school staffing plan (20%).
- The themes that emerged most often from the 1,741 survey respondents who provided additional thoughts and comments were perceived administrative inefficiencies or strategic shortcomings (30%), a desire to preserve or reduce class sizes (26%), and criticism of state and federal funding sources (18%).

Summary of Feedback from Community Meetings

- This report reflects feedback from 847 people who attended one of the community meetings at Booker T. Washington, Central, East Central, Edison, Hale, McLain, Memorial, Rogers, or Webster high schools, Disney Elementary School, or St. Francis Xavier Church.
- Based on the question about the five most valued programs and services, the top choices were maintaining behavioral and emotional supports for students (31%), ensuring that all students have high-quality academic materials and assessments (26%),

maintaining class sizes (24%), increasing teacher pay (23%), and maintaining the school staffing plan (22%).

- Based on the question about creating a \$20 savings plan, the top choices for budget reductions were reducing the number of teacher coaches (31%), reducing central office services (29%), changing bell schedules to reduce transportation costs (29%), building utilization (25%), and reducing teacher leadership opportunities (24%).
- Based on the question about creating a \$20 savings plan, the reductions that were selected **least** often were increasing class sizes by 6 students (3%), 4 students (4%) and 5 students (4%), changing the school staffing plan (5%), and maintaining or increasing behavioral and emotional supports for students (8%).
- The themes that emerged most often from table conversations about community concerns about the budget challenges at Tulsa Public School were around loss of services for students (22%), increased class sizes (20%), declining enrollment (19%), negative impacts on teacher retention and morale (18%), and academic success for students (18%).
- The themes that emerged most often from table conversations about community hopes for Tulsa Public Schools were around having student-focused schools with high academic standards (25%), improved services for students and families (17%), supports for teachers (14%), and special programs, enrichments, and extracurricular activities (14%).

Budget survey results

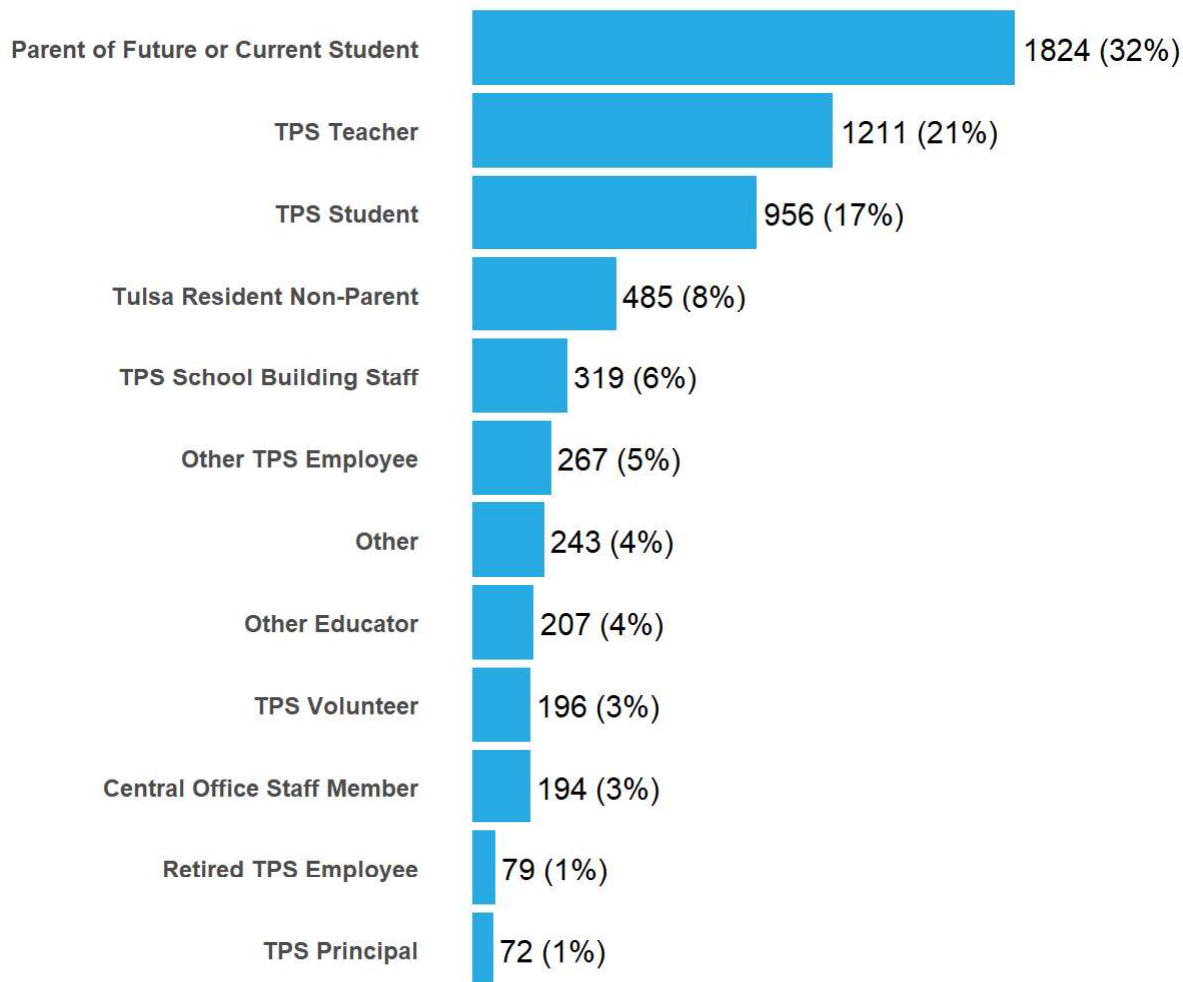
The data below represents the feedback provided by community members through the web-based budget survey that was open from Sept. 27, 2019 through Oct. 14, 2019.

Response Rates

The chart below shows what percentage of the responses are coming from each community group. Respondents were able to identify with multiple categories.

The majority of responses are from parents and teachers.
5,773 individuals responded.

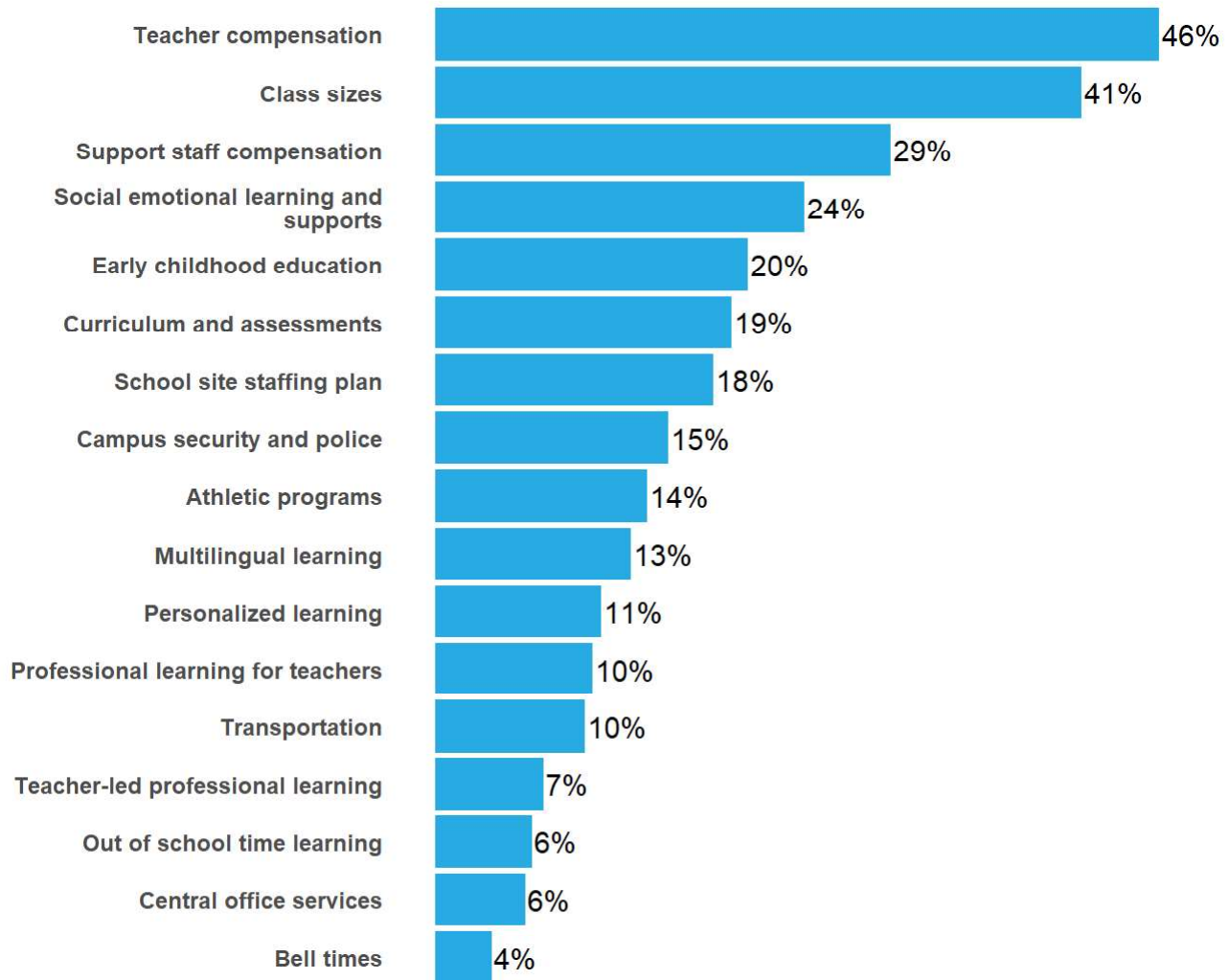
*Some individuals identified with multiple categories



What are the 5 programs and services you value most?

In this question, respondents were asked to pick no more than 5 programs and services that they valued the most.

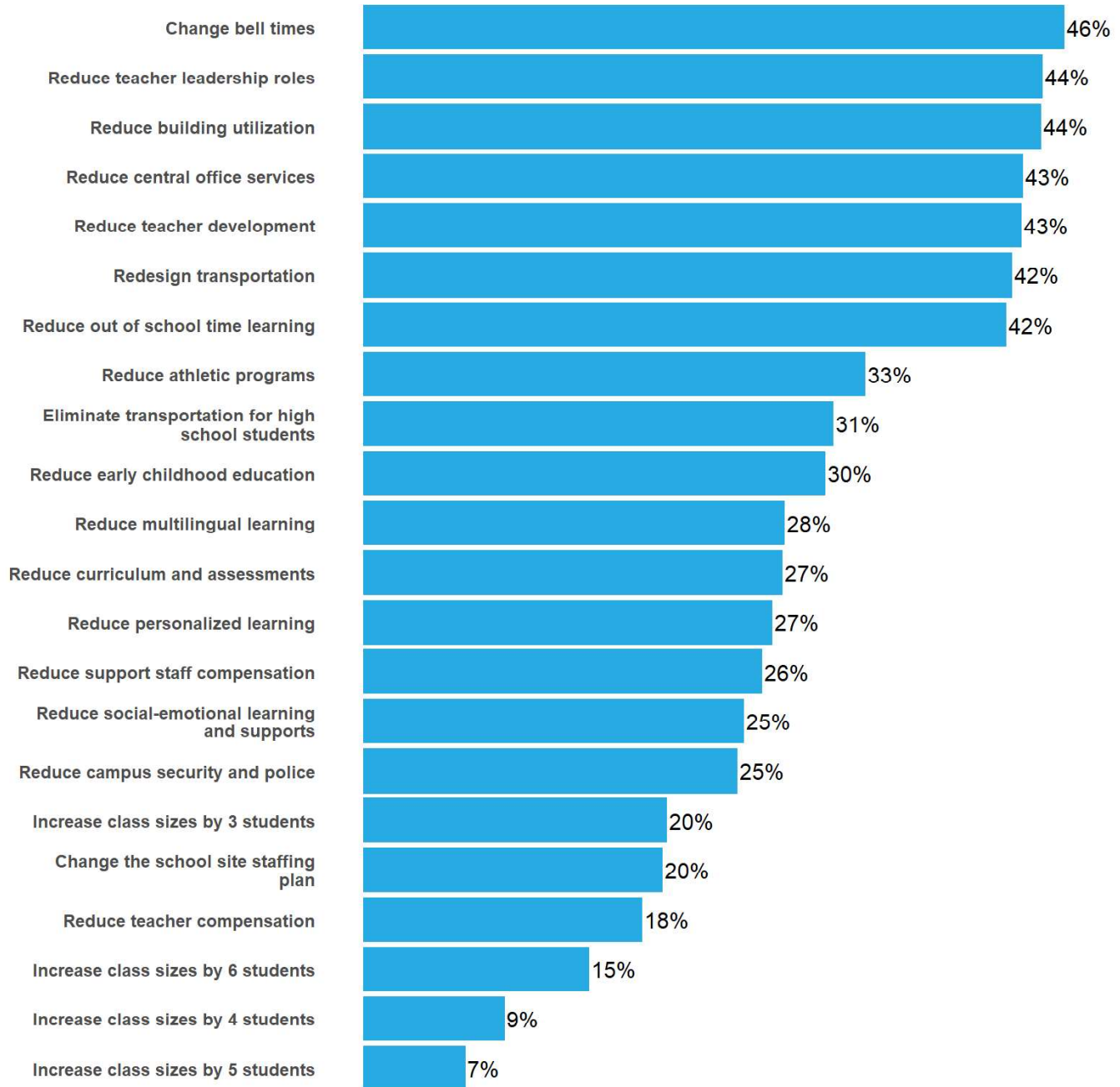
Respondents value preserving teacher compensation over the other options.



No single combination of the choices above was chosen more than two percent of the time, meaning there was not a combination of 5 items that a large percentage of picked together.

Please select items below to create a total of \$20 in savings.

Changing bell times and reducing teacher leadership roles were the most popular to reduce



Themes emerging from the open ended survey responses

The survey provided the option for respondents to leave open-ended comments in addition to their selections. The data team coded each response thematically; the table below represents the top 10 themes.

Additional thoughts and comments from the survey (n = 1,741)

Theme	Count	%
Administration		
Perceived administrative inefficiency or strategic shortcomings.	514	30%
Class sizes		
Expressed opinion that class sizes should be preserved or reduced.	373	26%
Funding from state and federal sources		
Expressed criticism of funding for education at the state or federal level, elected government officials, funding formula, or tax allocations for public education.	254	18%
Academics		
Expressed desire for preserving and improving the focus on academic achievement.	156	11%
Prioritize school-based supports for students, teachers, and staff		
Expressed desire for preserving and improving the focus on direct support for schools.	151	10%
School network model		
Expressed disapproval of the perceived overhead required to operate distributed leadership model for school networks (ILDs, instructional mentors, etc.).	147	10%
Difficult choices		
Expressed opinion that none of these choices are things that should be reduced and that the choices ahead of Tulsa Public Schools' leadership will be hard to make.	120	8%
Teacher salaries		
Expressed opinion that teacher salaries should be preserved or increased.	119	8%
Athletics		
Expressed concern about athletic expenditures (mixed sentiments across respondents on whether to increase or cut).	117	8%
School consolidations		
Expressed opinion that schools can be reduced and/or combined to maximize efficiency.	115	8%
Skepticism about the process		
Expressed mistrust that community feedback matters.	102	7%
Transportation		
Expressed opinions about transportation's high cost and lack of efficiency.	102	7%
Language programs		
Expressed desire to continue funding and/or to expand dual language, immersion, and international programs in our schools.	85	6%
Child nutrition		
Identified aspects of the child nutrition program to be considered for reduction or optimization.	75	5%
Declining Enrollment		
Discussed the implications, causes, and impact of declining enrollment or strategies for counteracting the issue.	74	5%

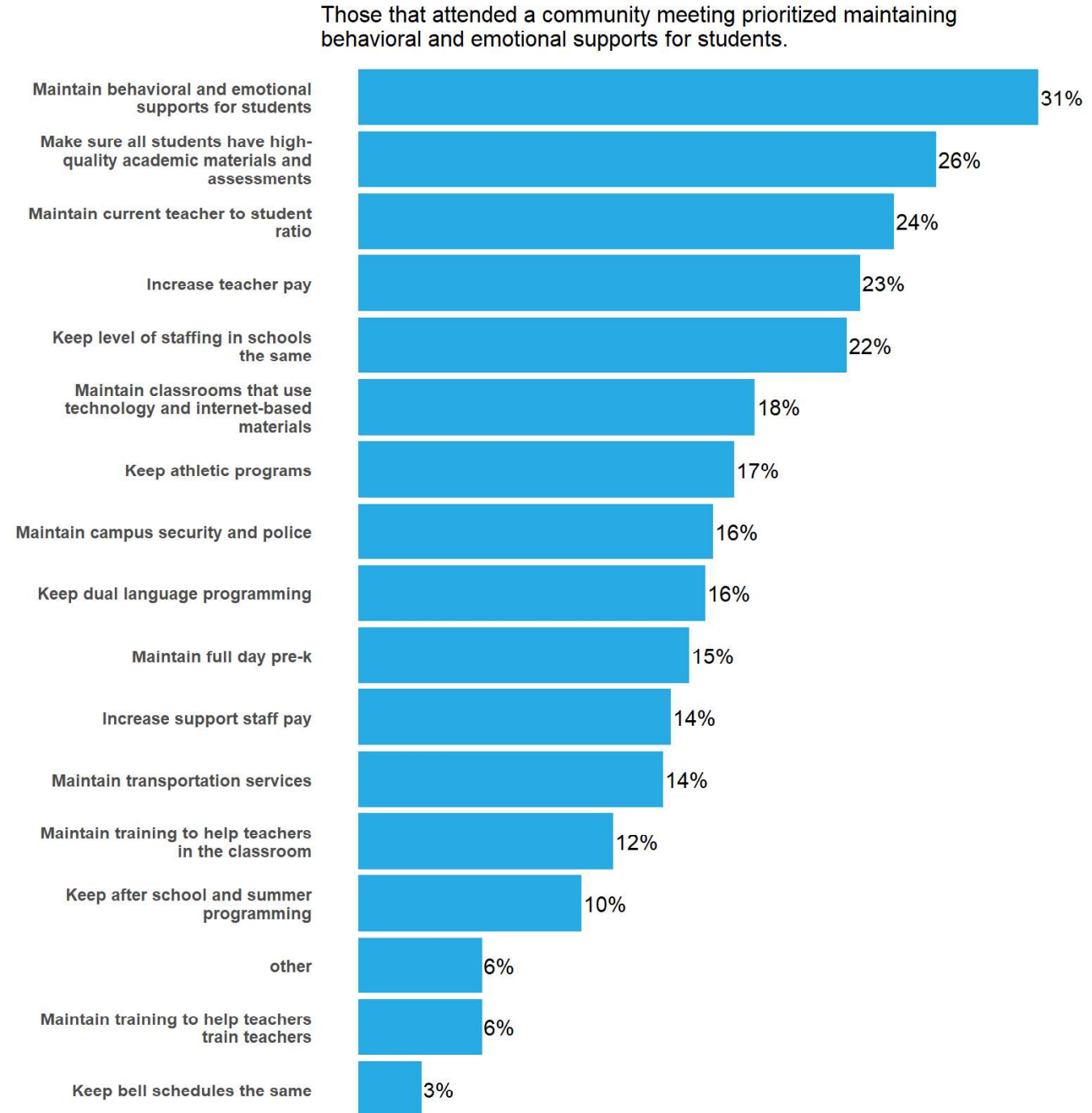
Note: Responses could contain more than one theme, so categories add up to greater than 100%

Community feedback meetings

The information below is representative of the information collected in the community meetings.

What are the 5 programs and services you value most?

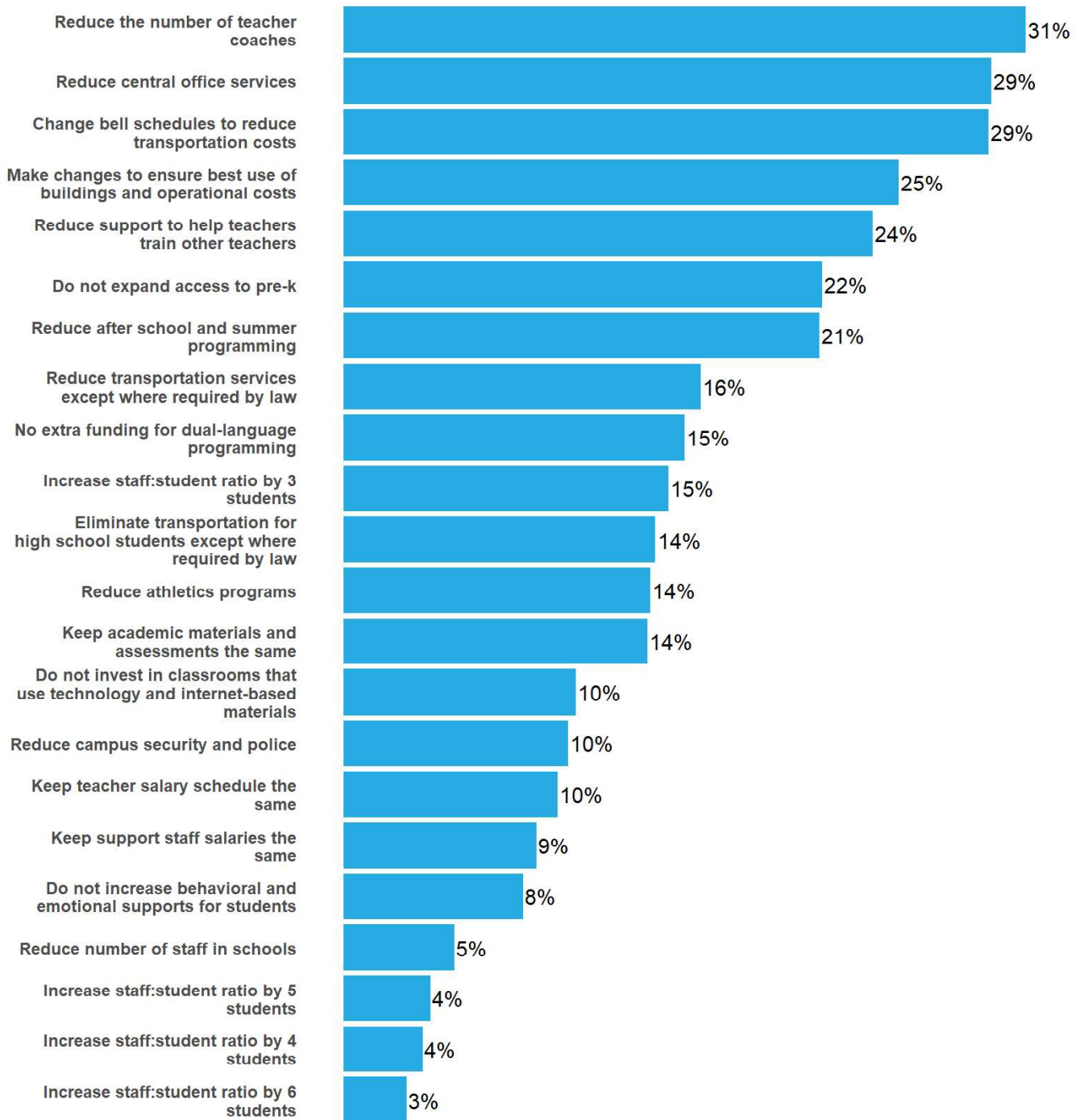
The rates below are based on the number of table handouts turned in at the community meetings.



Please select items below to create a total of \$20 in savings.

The rates below are based on the number of table handouts turned in at the community meetings.

Those that attended a community meeting prioritized reducing the number of teacher coaches and the central office.



Why did you choose this budget investment? (n = 432)

Themes	Count	%
Student support Students deserve the best quality education and to be prepared for post-secondary opportunities.	199	46%
Teacher and staff support Attract and retain quality educators and support staff. Provide the support - monetarily and otherwise - that they need.	150	35%
Need for services Students and families need supports provided by the district, including behavioral supports, transportation, and child nutrition.	89	21%
Special programs, enrichment courses, and extracurriculars Enrichment courses, special programs, and extracurricular activities help students broaden their interests and provide a sense of belonging.	57	13%
Class size concerns Larger class sizes have an impact on learning.	35	8%
Safety Learning environments should be safe for all students.	26	6%
Community impact School decisions impact the larger community.	20	5%
Personal experience Respondent had personal experience with the chosen investment.	19	4%
Unique Responses involving infrequently mentioned motivations.	18	4%
Technology Using and understanding technology will help students.	15	3%
Equity All students deserve equitable environments and outcomes.	7	2%

Note: Responses were coded into multiple categories, which may lead the total count to be greater than n.

Themes emerging from the community meetings

What is the biggest hope you have for TPS? (n = 490)

Themes	Count	%
Student-focused schools with high academic standards Ensure students have the best quality education and are prepared for post-secondary opportunities. Focus energy and resources specifically on the students.	121	25%
Improved services for students and families Support all needs of students (behavioral, emotional, physical, etc). Improve transportation and building maintenance. Increase pay for and retain support staff. Increase access to technology.	84	17%
Teacher support Attract and retain quality educators. Provide the support - monetarily and otherwise - that they need.	71	14%
Special programs, enrichment courses, and extracurriculars Keep and add enrichment courses and special programs to help students broaden their interests, such as fine arts, home economics, and technology courses. Expand dual language programs. Keep athletics.	68	14%
Community impact and involvement Continue to work together as a community to improve schools. Keep parents involved. Find ways to involve community organizations and create partnerships.	60	12%
Improved district reputation and increased enrollment Create a strong reputation for the district to attract and retain families and employees.	57	12%
Equity Ensure equitable environments and outcomes for all students.	49	10%
District responsibility Responsibly manage current and future resources. Sustain any changes made and start to focus on continual improvement.	47	10%
Unique Responses involving infrequently mentioned hopes.	31	6%
Class sizes Maintain or decrease class sizes.	30	6%
Government responsibility The state will prioritize education through legislation and funding.	22	4%
Safety Ensure safe learning environments for all students.	12	2%

Note: Responses were coded into multiple categories, which may lead the total count to be greater than n.

What concerns do you have about these budget challenges? (n = 501)

Themes	Count	%
Loss of services Students and families won't receive support for all needs (behavioral, emotional, physical, etc.) Transportation will be decreased. Support staff at schools will be cut. Gifted and Talented programs will be cut.	110	22%
Increased class sizes Class sizes will be increased to levels that will inhibit student learning.	81	20%
Declining enrollment Too many students will leave the district for charter schools or other school districts, which will negatively impact the district. The district's reputation across the state and nation will weaken.	77	19%
Teacher concerns Issues like large class sizes and low pay will lower teacher morale, negatively impact retention, and cause more teacher shortages.	70	18%
Student success/academic standards Students won't get a quality education and won't be prepared for post-secondary opportunities.	70	18%
Skepticism about process Express mistrust that community feedback matters.	43	11%
Special programs, enrichment courses, and extracurriculars Opportunities for learning, exploration, and growth outside core subjects won't be available. Extracurricular programs like summer school and athletics will be cut. Dual language programs will be discontinued.	43	11%
Community impact The greater Tulsa community will be negatively impacted.	30	8%
Unique Responses involving infrequently mentioned concerns.	29	7%
Equity Learning environments and outcomes won't be equitable for all students.	26	7%
Government and taxes The state is not doing enough to support our schools through legislation and funding.	20	5%
School consolidation Combining schools will result in teacher loss and impersonal education.	20	5%
Administration Changes and cuts should happen with administrative employees before schools are touched.	14	4%
Safety Schools will not be able to keep security staffed or provide safe learning environments.	13	3%
North Tulsa Specific concerns about supports for schools in North Tulsa.	5	1%

Note: Responses were coded into multiple categories, which may lead the total count to be greater than n.

Appendix

Survey Responses

The rates below represent the percentage of each group that picked an answer. For example, 48.45% of Central Office Staff Members value teacher compensation above other things.

Central Office Staff Member

What are the 5 programs and services you value most?

Item	Rate
Teacher compensation	48.45%
Support staff compensation	39.69%
Class sizes	37.11%
Central office services	31.44%
Social emotional learning and supports	29.9%

Please select items below to create a total of \$20 in savings.

Item	Rate
Change bell times	67.53%
Reduce building utilization	66.49%
Reduce teacher leadership roles	59.28%
Redesign transportation	58.76%
Reduce out of school time learning	57.73%

Other

What are the 5 programs and services you value most?

Item	Rate
Teacher compensation	44.86%
Class sizes	38.68%
Support staff compensation	26.75%
Early childhood education	24.69%
Social emotional learning and supports	21.4%

Please select items below to create a total of \$20 in savings.

Item	Rate
Change bell times	43.21%
Reduce building utilization	41.98%
Reduce teacher leadership roles	39.51%
Reduce central office services	39.51%
Redesign transportation	38.68%

Other Educator

What are the 5 programs and services you value most?

Item	Rate
Teacher compensation	58.45%
Class sizes	53.62%
Social emotional learning and supports	35.75%
Early childhood education	34.3%
Support staff compensation	32.85%

Please select items below to create a total of \$20 in savings.

Item	Rate
Change bell times	61.35%
Reduce central office services	57%
Reduce building utilization	56.52%
Redesign transportation	54.11%
Reduce teacher leadership roles	52.66%

Other TPS Employee

What are the 5 programs and services you value most?

Item	Rate
Support staff compensation	47.19%
Teacher compensation	38.95%
Class sizes	34.83%
Social emotional learning and supports	21.35%
Curriculum and assessments	19.48%

Please select items below to create a total of \$20 in savings.

Item	Rate
Change bell times	49.06%
Reduce teacher leadership roles	47.94%
Reduce building utilization	47.57%
Reduce teacher development	44.57%
Reduce out of school time learning	44.57%

Parent of Future or Current Student

What are the 5 programs and services you value most?

Item	Rate
Teacher compensation	59.59%
Class sizes	53.89%
Support staff compensation	30.1%
Curriculum and assessments	30.04%
Social emotional learning and supports	29.17%

Please select items below to create a total of \$20 in savings.

Item	Rate
Change bell times	56.63%
Reduce building utilization	55.76%
Reduce central office services	54.5%
Reduce out of school time learning	53.4%
Reduce teacher leadership roles	53.23%
Redesign transportation	53.23%

Retired TPS Employee

What are the 5 programs and services you value most?

Item	Rate
Teacher compensation	44.3%
Class sizes	39.24%
Support staff compensation	32.91%
Early childhood education	25.32%
Social emotional learning and supports	20.25%

Please select items below to create a total of \$20 in savings.

Item	Rate
Reduce teacher leadership roles	44.3%
Reduce teacher development	40.51%
Reduce central office services	40.51%
Redesign transportation	39.24%
Reduce out of school time learning	37.97%
Reduce building utilization	37.97%
Change bell times	37.97%

TPS Principal

What are the 5 programs and services you value most?

Item	Rate
Class sizes	38.89%
Social emotional learning and supports	30.56%
Teacher compensation	29.17%
School site staffing plan	26.39%
Support staff compensation	18.06%

Please select items below to create a total of \$20 in savings.

Item	Rate
Reduce out of school time learning	52.78%
Reduce building utilization	52.78%
Change bell times	50%
Reduce teacher development	47.22%
Redesign transportation	47.22%

TPS School Building Staff

What are the 5 programs and services you value most?

Item	Rate
Support staff compensation	52.98%
Teacher compensation	42.95%
Class sizes	40.13%
Social emotional learning and supports	25.71%
School site staffing plan	25.71%

Please select items below to create a total of \$20 in savings.

Item	Rate
Reduce teacher leadership roles	48.28%
Reduce teacher development	47.96%
Reduce central office services	46.71%
Reduce building utilization	46.39%
Change bell times	43.57%

TPS Student

What are the 5 programs and services you value most?

Item	Rate
Teacher compensation	20.82%
Class sizes	18.83%
Athletic programs	15.27%
Transportation	14.75%
Curriculum and assessments	12.13%
Campus security and police	12.13%

Please select items below to create a total of \$20 in savings.

Item	Rate
Change bell times	32.85%
Reduce out of school time learning	29.5%
Reduce teacher leadership roles	29.08%
Reduce building utilization	29.08%
Reduce teacher development	28.77%

TPS Teacher

What are the 5 programs and services you value most?

Item	Rate
Teacher compensation	67.96%
Class sizes	62.01%
Support staff compensation	46.33%
School site staffing plan	32.62%
Social emotional learning and supports	30.88%

Please select items below to create a total of \$20 in savings.

Item	Rate
Reduce teacher development	62.35%
Reduce teacher leadership roles	61.6%
Reduce central office services	59.7%
Redesign transportation	56.73%
Change bell times	56.07%

TPS Volunteer

What are the 5 programs and services you value most?

Item	Rate
Teacher compensation	59.69%
Class sizes	55.1%
Social emotional learning and supports	33.16%
Support staff compensation	30.61%
Early childhood education	25%
School site staffing plan	25%

Please select items below to create a total of \$20 in savings.

Item	Rate
Change bell times	59.69%
Reduce central office services	58.16%
Reduce teacher leadership roles	57.65%
Reduce building utilization	56.63%
Redesign transportation	54.59%

Tulsa Resident Non-Parent

What are the 5 programs and services you value most?

Item	Rate
Teacher compensation	56.29%
Class sizes	47.63%
Support staff compensation	35.05%
Social emotional learning and supports	33.81%
Early childhood education	30.31%

Please select items below to create a total of \$20 in savings.

Item	Rate
Change bell times	58.14%
Reduce building utilization	52.99%
Reduce teacher leadership roles	51.96%
Reduce central office services	50.93%
Reduce teacher development	49.69%
Redesign transportation	49.69%

Community Feedback Meetings - Table Handouts

Booker T. Washington High School Community Engagement Meeting

What are the 5 programs and services you value most?

Item	Rate
Make sure all students have high-quality academic materials and assessments	34.51%
Maintain behavioral and emotional supports for students	31.86%
Increase teacher pay	26.55%
Keep athletic programs	25.66%
Maintain current teacher to student ratio	25.66%

Please select items below to create a total of \$20 in savings.

Item	Rate
Change bell schedules to reduce transportation costs	28.32%
Reduce the number of teacher coaches	25.66%
Reduce central office services	23.01%
Reduce after school and summer programming	22.12%
Reduce support to help teachers train other teachers	20.35%
Do not expand access to pre-k	20.35%

Central High School Community Engagement Meeting

What are the 5 programs and services you value most?

Item	Rate
Make sure all students have high-quality academic materials and assessments	25.49%
Maintain behavioral and emotional supports for students	25.49%
Maintain current teacher to student ratio	21.57%
Maintain classrooms that use technology and internet-based materials	19.61%
Keep level of staffing in schools the same	17.65%

Please select items below to create a total of \$20 in savings.

Item	Rate
Reduce the number of teacher coaches	41.18%
Change bell schedules to reduce transportation costs	37.25%
Make changes to ensure best use of buildings and operational costs	35.29%
Reduce central office services	33.33%
Reduce after school and summer programming	21.57%

Disney Elementary School Community Engagement Meeting

What are the 5 programs and services you value most?

Item	Rate
Keep dual language programming	54.84%
Keep level of staffing in schools the same	41.94%
Maintain behavioral and emotional supports for students	38.71%
Maintain current teacher to student ratio	38.71%
Make sure all students have high-quality academic materials and assessments	35.48%

Please select items below to create a total of \$20 in savings.

Item	Rate
Reduce the number of teacher coaches	16.13%
Keep teacher salary schedule the same	12.9%
Keep academic materials and assessments the same	12.9%
Reduce transportation services except where required by law	12.9%
Do not invest in classrooms that use technology and internet-based materials	9.68%

East Central High School Community Engagement Meeting

What are the 5 programs and services you value most?

Item	Rate
Make sure all students have high-quality academic materials and assessments	31.37%
Maintain behavioral and emotional supports for students	29.41%
Increase teacher pay	19.61%
Keep dual language programming	19.61%
Maintain classrooms that use technology and internet-based materials	17.65%
Keep level of staffing in schools the same	17.65%

Please select items below to create a total of \$20 in savings.

Item	Rate
Change bell schedules to reduce transportation costs	29.41%
Make changes to ensure best use of buildings and operational costs	25.49%
Reduce the number of teacher coaches	23.53%
Do not expand access to pre-k	23.53%
Reduce athletics programs	19.61%
Reduce central office services	19.61%

Edison Preparatory High School Community Engagement Meeting

What are the 5 programs and services you value most?

Item	Rate
Maintain current teacher to student ratio	26.8%
Keep level of staffing in schools the same	24.74%
Make sure all students have high-quality academic materials and assessments	21.65%
Maintain behavioral and emotional supports for students	19.59%
Increase teacher pay	18.56%

Please select items below to create a total of \$20 in savings.

Item	Rate
Reduce the number of teacher coaches	44.33%
Reduce central office services	40.21%
Change bell schedules to reduce transportation costs	36.08%
Do not expand access to pre-k	26.8%
Reduce after school and summer programming	26.8%

McLain High School Community Engagement Meeting

What are the 5 programs and services you value most?

Item	Rate
Maintain behavioral and emotional supports for students	39.74%
Make sure all students have high-quality academic materials and assessments	33.33%
Increase teacher pay	29.49%
Keep athletic programs	24.36%
Increase support staff pay	21.79%

Please select items below to create a total of \$20 in savings.

Item	Rate
Change bell schedules to reduce transportation costs	29.49%
Increase staff:student ratio by 3 students	26.92%
Reduce central office services	25.64%
Make changes to ensure best use of buildings and operational costs	25.64%
Reduce support to help teachers train other teachers	23.08%
Reduce the number of teacher coaches	23.08%

Memorial High School Community Engagement Meeting

What are the 5 programs and services you value most?

Item	Rate
Maintain behavioral and emotional supports for students	25.38%
Maintain current teacher to student ratio	23.08%
Keep level of staffing in schools the same	21.54%
Make sure all students have high-quality academic materials and assessments	16.92%
Maintain classrooms that use technology and internet-based materials	16.92%

Please select items below to create a total of \$20 in savings.

Item	Rate
Reduce the number of teacher coaches	38.46%
Reduce central office services	36.92%
Change bell schedules to reduce transportation costs	33.85%
Make changes to ensure best use of buildings and operational costs	33.85%
Reduce support to help teachers train other teachers	30%

Rogers College High School Community Engagement Meeting

What are the 5 programs and services you value most?

Item	Rate
Maintain behavioral and emotional supports for students	47.92%
Maintain current teacher to student ratio	39.58%
Make sure all students have high-quality academic materials and assessments	31.25%
Maintain full day pre-k	29.17%
Increase teacher pay	29.17%

Please select items below to create a total of \$20 in savings.

Item	Rate
Reduce central office services	27.08%
Reduce the number of teacher coaches	22.92%
Change bell schedules to reduce transportation costs	20.83%
Make changes to ensure best use of buildings and operational costs	18.75%
Reduce support to help teachers train other teachers	14.58%
Keep academic materials and assessments the same	14.58%

St. Francis Xavier Church Community Engagement Meeting

What are the 5 programs and services you value most?

Item	Rate
Increase teacher pay	7.5%
Make sure all students have high-quality academic materials and assessments	7.5%
Maintain behavioral and emotional supports for students	7.5%
Keep dual language programming	7.5%
Keep athletic programs	7.5%
Maintain campus security and police	7.5%
Maintain current teacher to student ratio	7.5%

There was no data collected for the 'Please select items below to create a total of \$20 in savings.' table activity at this meeting.

Webster High School Community Engagement Meeting

What are the 5 programs and services you value most?

Item	Rate
Maintain current teacher to student ratio	27.27%
Keep level of staffing in schools the same	25.25%
Keep athletic programs	23.23%
Make sure all students have high-quality academic materials and assessments	21.21%
Maintain behavioral and emotional supports for students	21.21%

Please select items below to create a total of \$20 in savings.

Item	Rate
Reduce central office services	35.35%
Reduce the number of teacher coaches	34.34%
Reduce support to help teachers train other teachers	32.32%
Make changes to ensure best use of buildings and operational costs	26.26%
Change bell schedules to reduce transportation costs	25.25%

Community Feedback Meetings - Group Discussions

Booker T. Washington High School Community Engagement Meeting

What are the 5 programs and services you value most?

Item	Rate
Maintain behavioral and emotional supports for students	21.74%
Make sure all students have high-quality academic materials and assessments	16.15%
Maintain campus security and police	14.29%
Maintain current teacher to student ratio in schools	14.29%
Increase teacher pay	13.04%

Please select items below to create a total of \$20 in savings.

Item	Rate
Make changes to ensure best use of buildings and operational costs.	7.45%
Reduce the number of teacher coaches	6.21%
Reduce after school and summer programming	5.59%
Change bell schedules to reduce transportation costs	5.59%
Reduce support to help teachers	3.73%

Central High School Community Engagement Meeting

What are the 5 programs and services you value most?

Item	Rate
Maintain behavioral and emotional supports for students	50%
Make sure all students have high-quality academic materials and assessments	48.21%
Increase teacher pay	32.14%
Maintain classrooms that use technology and internet-based materials	32.14%
Maintain full day pre-k	30.36%
Keep level of staffing in schools the same (teachers and support staff)	30.36%

Please select items below to create a total of \$20 in savings.

Item	Rate
Reduce support to help teachers	5.36%
Change bell schedules to reduce transportation costs	5.36%
Do not expand access to pre-k	3.57%
No extra funding for dual-language programming	3.57%
Reduce athletics programs	3.57%
Reduce central office services	3.57%

East Central High School Community Engagement Meeting

What are the 5 programs and services you value most?

Item	Rate
Make sure all students have high-quality academic materials and assessments	50%
Maintain behavioral and emotional supports for students	47.73%
Increase teacher pay	45.45%
Increase support staff pay	25%
Keep dual-language programming	25%

There was no data collected for the 'Please select items below to create a total of \$20 in savings.' group activity at this meeting.

Edison Preparatory High School Community Engagement Meeting

What are the 5 programs and services you value most?

Item	Rate
Maintain current teacher to student ratio in schools	40.96%
Maintain behavioral and emotional supports for students	33.73%
Keep level of staffing in schools the same (teachers and support staff)	33.73%
Increase teacher pay	32.53%
Make sure all students have high-quality academic materials and assessments	27.71%

Please select items below to create a total of \$20 in savings.

Item	Rate
Reduce support to help teachers	4.82%
Reduce the number of teacher coaches	4.82%
Change bell schedules to reduce transportation costs	3.61%
Do not expand access to pre-k	2.41%
Do not increase behavioral and emotional supports for students	2.41%
No extra funding for dual-language programming	2.41%
Reduce athletics programs	2.41%
Reduce central office services	2.41%

Hale High School Community Engagement Meeting

What are the 5 programs and services you value most?

Item	Rate
Maintain behavioral and emotional supports for students	53.62%
Maintain full day pre-k	32.61%
Keep athletics programs	30.43%
Make sure all students have high-quality academic materials and assessments	28.99%
Keep level of staffing in schools the same (teachers and support staff)	28.99%
Maintain current teacher to student ratio in schools	28.99%

Please select items below to create a total of \$20 in savings.

Item	Rate
Change bell schedules to reduce transportation costs	27.54%
Reduce the number of teacher coaches	21.74%
Make changes to ensure best use of buildings and operational costs.	21.74%
Reduce central office services	20.29%
Reduce support to help teachers	11.59%

McLain High School Community Engagement Meeting

What are the 5 programs and services you value most?

Item	Rate
Maintain behavioral and emotional supports for students	40%
Increase teacher pay	32.86%
Make sure all students have high-quality academic materials and assessments	28.57%
Maintain full day pre-k	22.86%
Maintain transportation services	21.43%
Keep athletics programs	21.43%

Please select items below to create a total of \$20 in savings.

Item	Rate
Reduce the number of teacher coaches	7.14%
Reduce support to help teachers	4.29%
Reduce after school and summer programming	2.86%
No extra funding for dual-language programming	2.86%
Keep teacher salary schedule the same (unless funding provided by the state)	1.43%
Keep support staff salaries the same (unless funding provided by the state)	1.43%
Do no expand access to pre-k	1.43%
Reduce central office services	1.43%
Change bell schedules to reduce transportation costs	1.43%
Increase staff:student ratio by 3 students	1.43%
Reduce campus security and police	1.43%
Reduce transportation services except where required by law	1.43%
Make changes to ensure best use of buildings and operational costs.	1.43%
Increase staff:student ratio by 4 students	1.43%

Memorial High School Community Engagement Meeting

What are the 5 programs and services you value most?

Item	Rate
Maintain current teacher to student ratio in schools	46.23%
Keep level of staffing in schools the same (teachers and support staff)	40.57%
Maintain behavioral and emotional supports for students	37.74%
Increase teacher pay	33.96%
Maintain campus security and police	31.13%

Please select items below to create a total of \$20 in savings.

Item	Rate
Reduce central office services	7.55%
Reduce support to help teachers	3.77%
Change bell schedules to reduce transportation costs	2.83%
Reduce the number of teacher coaches	1.89%
Do no expand access to pre-k	1.89%

Rogers College High School Community Engagement Meeting

What are the 5 programs and services you value most?

Item	Rate
Maintain behavioral and emotional supports for students	53.33%
Maintain current teacher to student ratio in schools	38.33%
Increase teacher pay	31.67%
Make sure all students have high-quality academic materials and assessments	30%
Maintain full day pre-k	26.67%
Maintain campus security and police	26.67%

Please select items below to create a total of \$20 in savings.

Item	Rate
Reduce the number of teacher coaches	34.17%
Reduce central office services	31.67%
Change bell schedules to reduce transportation costs	31.67%
Make changes to ensure best use of buildings and operational costs.	30%
Reduce support to help teachers	27.5%

Webster High School Community Engagement Meeting

What are the 5 programs and services you value most?

Item	Rate
Maintain behavioral and emotional supports for students	51.18%
Keep level of staffing in schools the same (teachers and support staff)	34.65%
Increase teacher pay	33.07%
Maintain current teacher to student ratio in schools	32.28%
Make sure all students have high-quality academic materials and assessments	29.13%

There was no data collected for the 'Please select items below to create a total of \$20 in savings.' group activity at this meeting.

Dear Tulsans,

After a decade of state funding reductions, declining student enrollment, increasing operating expenses, and three years of district-level budget cuts, we made the strategic decision last year to stabilize the district by using our fund balance – but this is not a sustainable source of funding. Without making significant structural changes to our budget, we project that we will reach a \$20 million budget deficit by the 2020-2021 school year – to prevent this, we are undertaking an urgent community-centered effort to completely redesign our budget.

Over the fall semester, we will work together with our team, community, and families to understand what they value most about teaching and learning in our district and use that feedback to make both strategic investments and resource reallocations that will have the greatest positive impact on students within our continued fiscal constraints. **In the coming months, we will work to narrow in on our core set of priorities to improve student experiences while re-growing our student enrollment.** This means that as a district, we must identify and implement the most effective resource allocations to support those priority investments, and it means that our Board of Education, with our support, will have to make some extraordinarily difficult decisions to ensure that the future we shape is viable, sustainable, and equitable.

Our community is essential, and community feedback will be integral to helping us understand the core initiatives, services, and supports they value most. We are holding a series of community meetings during September and October to help us learn about what our team, students, families, and community members value most. In those community meetings, attendees participate in three conversations:

- Reflecting about our future by sharing their hopes for and worries about our district;
- Identifying the five investments they value most from a list of 17 programs, services, and supports; and
- Developing a \$20 savings plan by identifying expenses reductions from a list of 22 programs, services, and supports.

With the support of a facilitator, these conversations are an opportunity for us to learn more about what our community values most and why those things matter.

We are also asking our community to take about 15 minutes to complete this survey to share your feedback. While the survey exercises mirror the community conversations – identifying the five investments you value most and developing a savings plan – the descriptions of the programs, services, and supports include more details and links to additional information. While facilitators are available to answer questions at the community meetings, we hope that the expanded descriptions in the survey will help you make an informed decision about each item. Whether you have already

attended a meeting, plan to attend a meeting, or will not be able to attend any of the meetings, we hope you will take some time to participate in this survey. **The survey will be open through 9 a.m. on Monday, October 14.**

We will hold additional community meetings in December to gather your feedback on potential budget plans for 2020-2021, and we also invite you to visit www.tulsaschools.org/budgetredesign for meeting dates, more information, and to share your ideas. Thank you for sharing your insights to help us redesign our budget for a sustainable and equitable future.

Team Tulsa

1. Please tell us who you are. (Pick all that apply)

- TPS teacher
- TPS principal
- TPS school building staff member
- TPS central office staff member
- Other TPS employee
- Other educator
- Retired TPS employee
- Parent of current or future TPS student
- TPS student
- Tulsa resident (non-parent)
- Volunteer for Tulsa Public Schools
- Other

2. What is your zip code?

3. Over the fall semester, we will together with our team, community, and families to understand what they value most about teaching and learning in our district. Your feedback will help to inform our planning for the 2020-2021 budget to ensure that our students have the best learning experiences possible within our continued fiscal constraints. **From the list below, please select the 5 programs and services that you value most.**

- **Teacher-led professional learning**

Provide training for teachers to serve as instructional leaders for other teachers in their school, including regular opportunities for teacher-led professional learning. One example of teacher-led professional learning at Tulsa Public Schools is our Empower Cohort. Learn more at www.tulsaschools.org/careers/teach/empower.

- **Professional learning for teachers**

Support teachers with high-quality instruction by creating opportunities for one-on-one instructional coaching, mentoring, and ongoing professional learning. For more information about professional learning at Tulsa Public Schools, visit www.tulsaschools.org/about/teams/educator-effectiveness.

- **Teacher compensation**

Attract and retain great teachers by increasing salaries for certified personnel (teachers, psychologists, speech pathologists, school counselors, etc.) to a level that is regionally competitive. For more information about compensation at Tulsa Public Schools, visit www.tulsaschools.org/careers/comp-benefits.

- **Support staff compensation**

Provide competitive market rate compensation for non-certified personnel such as teaching assistants, bus drivers, cafeteria workers, school clerks, analysts, and IT clerks. For more information about compensation at Tulsa Public Schools, visit www.tulsaschools.org/careers/comp-benefits.

- **Early childhood education**

Provide access to free, full-day high-quality pre-kindergarten for all students in Tulsa, ensuring a strong start for long-term academic success. For more information about early childhood education, visit www.tulsaschools.org/about/teams/academics/early-childhood.

- **Out of school time learning**

Provide high-quality after-school and summer programming to help prevent summer learning loss and keep students on track to achieve grade-level learning milestones.

- **Curriculum and assessments**

Ensure that every student works with high-quality, relevant, and rigorous instructional materials with assessments designed to help teachers measure academic growth and meet each student's unique learning needs. For more information about academics at Tulsa Public Schools, visit www.tulsaschools.org/about/teams/academics.

- **Personalized learning**

Provide individualized supports for students through web-based tools and programs that help teachers tailor instruction. For more information about personalized learning at Tulsa Public Schools, visit www.tulsaschools.org/about/teams/design-innovation.

- **Social-emotional learning and supports**

Support the development of the whole child by helping students develop the strong social and emotional skills they need to engage positively with their peers and adults, navigate challenging situations, make good decisions, and solve problems productively. For more information about social emotional learning at Tulsa Public Schools, visit www.tulsaschools.org/parents-students/student-and-family-support/restorative-practices.

- **Multilingual learning**

Prepare students to succeed in a global economy by expanding dual language programs in languages such as Spanish, French, and Mandarin that meet the language learning and academic needs of the workforce. For more information about multilingual learning at Tulsa Public Schools, visit www.tulsaschools.org/about/teams/language-cultural-services/dual-language-immersion.

- **Athletics programs**

Support access to athletic programming by maintaining or increasing program offerings. For more information about athletics at Tulsa Public Schools, visit www.tulsaschools.org/about/teams/athletics.

- **Central office services**

Keep central office services that support school teams and keep buildings clean, safe, and comfortable including academic services, facilities management and maintenance, legal services, data and analytics services, transportation, child nutrition, special education support services, information technology management and support, payroll and benefits, and school safety and security.

- **Bell times**

Maintain current bell schedules in all schools. For information about current bell schedules at Tulsa Public Schools, visit www.tulsaschools.org/belltimes.

- **Class sizes**

Maintain or decrease class sizes. Our student:teacher ratio at Tulsa Public Schools is 16:1, with an average class size of 20 at kindergarten, 21 at elementary, and 24 at secondary.

- **School site staffing plan**

Maintain or increase the level of staffing at school sites, including roles such as teachers, counselors, librarians, teacher assistants, and school clerks.

- **Campus security and police**

Maintain or increase campus security and police. For more information about student and school safety at Tulsa Public Schools, visit www.tulsaschools.org/parents-students/school-safety.

- **Transportation**

Maintain or increase transportation services for students. For more information about transportation services at Tulsa Public Schools, visit www.tulsaschools.org/about/teams/transportation.

4. We will need to make incredibly difficult decisions to reduce our 2020-2021 budget by \$20 million – and these decisions will impact programs, services, and supports that matter deeply to the Tulsa Public Schools family and to the communities we serve. There will be no easy options to manage these reductions, and there is no one area that we can reduce enough to fill the entire funding gap.

This exercise is designed to highlight some of the difficult choices ahead by asking you to create a plan to save \$20 by selecting options to cut from the list below. **Assuming that the district has already saved \$2.50 through reductions in all contract services, please select items below to create a total of \$20 in savings.**

- **Early childhood education- \$1.00**
Maintain or reduce access to high-quality Pre-K for all students. For more information about early childhood education, visit www.tulsaschools.org/about/teams/academics/early-childhood.
- **Support staff compensation - \$1.00**
Freeze support staff (e.g. non-certified personnel such as teaching assistants, IT techs, bus drivers, cafeteria workers, school clerks, analysts, etc.) pay at current school year (2019-2020) levels until new funding is provided. For more information about compensation at Tulsa Public Schools, visit www.tulsaschools.org/careers/comp-benefits.
- **Teacher development - \$2.00**
Reduce Instructional coaches who support teachers in implementing high-quality instruction throughout the year, particularly for new teachers. For more information about professional learning at Tulsa Public Schools, visit www.tulsaschools.org/about/teams/educator-effectiveness.
- **Out of school time learning - \$1.00**
Reallocate funding away from educational and enriching after-school and summer programming, which helps prevent summer learning loss; including before and aftercare.
- **Teacher leadership roles - \$2.00**
Reduce training for highly effective teachers to become instructional leaders of other teachers in their school, including time during the school day for teams of teachers to collaborate on professional learning. One example of teacher-led professional learning at Tulsa Public Schools is our Empower Cohort. Learn more at www.tulsaschools.org/careers/teach/empower.
- **Teacher compensation - \$1.00**
Reduce pay difference between bachelors and other post-graduate degrees but support teacher compensation as mandated by statute and/or collective bargaining agreement. For more information about compensation at Tulsa Public Schools, visit www.tulsaschools.org/careers/comp-benefits.
- **Building utilization - \$1.00**
Ensure that district facilities and operational expenses are being put to best use based on building capacity, conditions, and programmatic needs. This could potentially include consolidating or closing underutilized district buildings and school space.
- **Curriculum and assessments - \$0.50**
Do not invest in high-quality instructional materials (curriculum, textbooks) and frequent, non-evaluative assessments to measure student progress and adjust instruction to their individual needs. For more information about academics at Tulsa Public Schools, visit www.tulsaschools.org/about/teams/academics.
- **Personalized learning - \$0.25**
Do not invest in classrooms that use technology and internet-based materials. For more information about personalized learning at Tulsa Public Schools, visit www.tulsaschools.org/about/teams/design-innovation.

- **Social-emotional learning and supports - \$0.50**
Do not invest in incorporating social-emotional learning into instruction and providing additional behavioral and academic supports to students who need them. For more information about social emotional learning at Tulsa Public Schools, visit www.tulsaschools.org/parents-students/student-and-family-support/restorative-practices.
- **Multilingual learning - \$0.25**
Eliminate dual language programs in languages such as Spanish, French, and Mandarin but maintain the minimum required services to meet the academic needs of the workforce. For more information about multilingual learning at Tulsa Public Schools, visit www.tulsaschools.org/about/teams/language-cultural-services/dual-language-immersion.
- **Athletics programs - \$1.00**
Decrease access to athletics programs for students. For more information about athletics at Tulsa Public Schools, visit www.tulsaschools.org/about/teams/athletics.
- **Central office services - \$2.00**
Reduce central office services that support school teams and keep buildings clean, safe, and comfortable including academic services, facilities management and maintenance, legal services, data and analytics services, transportation, child nutrition, special education support services, information technology management and support, payroll and benefits, and school safety and security.
- **Bell times - \$1.00**
Modify bell times such that elementary schools start and end slightly earlier and secondary schools start and end slightly later. For information about current bell schedules at Tulsa Public Schools, visit www.tulsaschools.org/belltimes.
- **School site staffing plan - \$1.00**
Reduce the level of staffing at school sites, including roles such as teachers, counselors, librarians, teacher assistants, and school clerks.
- **Campus security and police - \$0.50**
Reduce campus security expenditures. For more information about student and school safety at Tulsa Public Schools, visit www.tulsaschools.org/parents-students/school-safety.
- **Redesign transportation - \$1.00**
Extend student walk-zones and remove buses from routes but maintain transportation to students as required by law. For more information about transportation services at Tulsa Public Schools, visit www.tulsaschools.org/about/teams/transportation.
- **Eliminate transportation for high school students - \$1.00**
High School students use public transportation or other transportation; therefore, eliminate busing for High School Students but maintain transportation to students as required by law.
- **Class sizes - \$5.00**
Increase class sizes across K-12 by 3 students. Our student:teacher ratio at Tulsa Public Schools is 16:1, with an average class size of 20 at kindergarten, 21 at elementary, and 24 at secondary.

- **Class sizes - \$6.50**

Increase class sizes across K-12 by 4 students. Our student:teacher ratio at Tulsa Public Schools is 16:1, with an average class size of 20 at kindergarten, 21 at elementary, and 24 at secondary.

- **Class sizes - \$8.00**

Increase class sizes across K-12 by 5 students. Our student:teacher ratio at Tulsa Public Schools is 16:1, with an average class size of 20 at kindergarten, 21 at elementary, and 24 at secondary.

- **Class sizes - \$9.50**

Increase class sizes across K-12 by 6 students. Our student:teacher ratio at Tulsa Public Schools is 16:1, with an average class size of 20 at kindergarten, 21 at elementary, and 24 at secondary.

5. After answering the last two questions, do you have any additional thoughts or comments you would like to share to help Tulsa Public Schools with our budget redesign effort?

6. Given the need for our state leaders to continue to re-invest in public education, will you consider calling your legislators to thank them for their support and let them know that you value public education?

Find your legislator at www.oklegislature.gov and visit www.facebook.com/TulsaPLAC to connect with Tulsa Parent Legislative Action Committee.