

Efficiency and Effectiveness Collaborative
Meeting Notes from Wednesday, February 13, 2019
MCOE | 7:30 a.m. - 8:30 a.m.

Present: Jim Hogeboom, Linda Jackson, David Hellman, Marilyn Nemzer, Barbara Owens, Nancy Lynch, Tara Taupier, Samantha Hunt, Heather McPhail Sridharan, Jill Sellers, A.J. Brady, Mary Jane Burke, Ken Lippi and Sally Chacon

Social Media Resources

Staff provided an overview of Common Sense Media. Common Sense is the leading independent nonprofit organization dedicated to helping kids thrive in a world of media and technology offering accessible resources for parents, kids and districts.

Below is a list of resources shared with the Collaborative. These same resources will be shared with all school districts, Parent Teacher Association, and other interested groups. These resources are available on the Marin COE website under [Safe Schools and Prevention Services-Social Media Resources](#).

- ◆ What New Research on Teens and Social Media Means for Teachers
 - <https://www.commonsense.org/education/blog/what-new-research-on-teens-and-social-media-means-for-teachers>
- ◆ Infographic, Social Media, Social Life 2018
 - <https://www.commonsensemedia.org/social-media-social-life-infographic>
- ◆ Video Link: Social Media, Social Life: Teens Reveal Their Experiences (2018)
 - <https://www.commonsensemedia.org/research/social-media-social-life-2018>
- ◆ Teacher Resource: K-12 Digital Citizenship Curriculum (includes lessons, family engagement resources, classroom posters, resources in Spanish, etc.)
 - <https://www.commonsense.org/education/digital-citizenship>
- ◆ Explore Questions by Age (Q&A's)
 - <https://www.commonsensemedia.org/social-media/age/teens>
- ◆ Digital Well-Being Initiative
 - Initiative Overview: <https://www.commonsensemedia.org/digital-well-being>
 - Control Your Phone. Don't Let It Control You:
<https://www.commonsensemedia.org/blog/control-your-phone-dont-let-it-control-you>
- ◆ Link to Common Sense Media resources in Spanish
 - <https://www.commonsensemedia.org/latino>

Update: Consolidation/Reorganization Feasibility Study

Marin County Superintendent of Schools, Mary Jane Burke, shared the different steps involved in pursuing a consolidation/reorganization and the importance of committing to doing everything possible to operate as one when it is good for children.

The following information was shared and is attached:

- ◆ A Position Paper: School Governance And Consolidation Issues, August 2009 by Mary Jane Burke, Marin County Superintendent of Schools
- ◆ Marin County Schools Service Consolidation Quiz
- ◆ Marin COE Request for Proposals: District Consolidation/Reorganization Feasibility Study
- ◆ Presentation: Overview of Reorganization Study Feasibility Data for the Possible Consolidation of Mill Valley and Sausalito Marin City School Districts

Announcements

- ◆ **Save the Date: Marin Community United Meeting**
The Marin Community United is a coalition of mayors, councilmembers, school board trustees, school superintendents and county supervisors
Thursday, April 24, 2019 | More details to follow
- ◆ **Free Junior Accessory Dwelling Unit (JADU) Expo**
Everything you need to know to add a junior accessory dwelling unit (JADU) to your home! This event is cosponsored by the Novato Chamber of Commerce. [Click Here to Register](#)
Saturday, March 30, 2019 | Novato City Hall, 901 Sherman Avenue, Novato | 10:00 a.m. to 1:00 p.m.

Next Meeting

- ◆ Next Meeting: Wednesday, March 13, 2019

DRAFT

DRAFT

DRAFT

MARIN COUNTY OFFICE OF EDUCATION

**SCHOOL GOVERNANCE
And
CONSOLIDATION ISSUES**

A Position Paper

**Mary Jane Burke
Marin County Superintendent of Schools
August, 2009**

SCHOOL GOVERNANCE/CONSOLIDATION

Consolidation of school districts is an important option that must constantly be reviewed and remain as a local community prerogative. While forced consolidation takes away the local decision-making process that is essential to the health of our public schools, Marin County school districts must continue to be open to considering all approaches to providing the best possible education for students while making the best use of limited resources.

The issues surrounding school governance and the consolidation of school districts continue to be a discussion in Marin County as they are at the national and state levels. Inherent in the suggestion of consolidation is the assumption that combination of school districts would maximize the available limited resources. On the surface, consolidation seems to be the easy solution to escalating costs. Conventional wisdom would dictate that larger, consolidated school districts could offer a greater variety of programs and more extra-curricular activities and provide more resources to students. Avoidance of duplication in functions and services would appear to the casual observer an obvious result of combining school districts, especially in a county like Marin where, by California standards, the number of students is smaller than many single school districts in the state. The facts do not all support the conventional wisdom. In some counties where consolidations have taken place (San Diego, Madera, Santa Cruz, and Monterey, for examples), experience has shown the consolidation did not save significant money. Indeed, some expenses increased due to the "averaging up" of salaries. Most unifications were of Kindergarten through 12th grade districts, not elementary districts, and were motivated by program and local control issues—not economics.

The Master Plan for General Education in California (reflected in Senate Bill 6 by Senator Alpert) appears to have incentives for school districts to unify into Kindergarten through twelfth (12th) grade districts (K-12). Marin County currently has only two such districts—Novato Unified School District and Shoreline Unified School District. San Rafael has the San Rafael Elementary

District and the San Rafael High School District, which are governed by a common Board of Education and served by a common administrative structure.

In challenging economic times, school governance and consolidation have taken on new energy. In states like Pennsylvania, there is a strong movement to examine the efficacy of school district consolidation. In California, Sonoma and Tuolumne counties have been the focus of such recommendations from Grand Juries and studies conducted at the behest of the County Committee on School District Organization.

SCHOOL CONSOLIDATION

A principal issue in any consideration of school consolidation is the question of "local control." In the mid to late 1800's, Marin County had as many as 48 school districts (many of them one-room school districts). Over the years, schools were closed and/or consolidated with neighboring districts. In more modern times, as the number of school districts in the state of California has decreased from a high in the 1930's of 3,500 to 973 in 2008, Marin County has continued to be a part of that decrease. Bolinas-Stinson, Novato Unified, Reed Union, Ross Valley, Shoreline Unified, and the Tamalpais Union High School District represent districts that have consolidated in some fashion. In 2009, Marin County has 19 school districts (including the Marin Community College District) where 48 once existed. These consolidations have been successful in large measure because they were the result of local level decisions.

In Marin County, local school districts are closely identified with their community. The result has been a commitment by the citizens of the district to their public schools. Marin County citizens have approved over 1/3 of the parcel taxes passed in California. Bond measures to refurbish old and crumbling buildings as well as build new, modern facilities and infrastructure have passed. Both of these additional funding sources generally require approval by 66 2/3% of those voting. Schools are community centers in Marin County. Our smaller

districts have resulted in student performance that, by any measure, leads all districts in the state. Attention to local needs and the importance of diversity have been a trademark for Marin County schools.

The "Marin Approach" does not mean that our educational agencies are not interested in the economy of scale and regionalized services. Marin has long practiced cooperation and combination when there is a benefit and remaining small when there is a benefit. In February 2003, the Marin County School Boards Association (MCSBA) and the Marin Association of Superintendents (MAS) with the support of Mary Jane Burke, Marin County Superintendent of Schools, formed the "Cost Effective Opportunities for Sharing Resources Task Force." In that same year, the Marin County Council of Mayors and Councilmembers (MCCMC) sponsored a joint meeting with school board members and superintendents entitled "Working Smarter by Working Together." These groups and contacts have been ongoing for the last six years. The result has been an intensifying and expanding of the long-standing approach of using regionalized services and economy of scale when appropriate.

Consolidation of Services

The Marin County Office of Education and the Marin County school districts have historically held the common goal to provide services in a student-centered, cost-effective, accountable manner. Achieving that goal has resulted in the following examples of areas of cooperation and "consolidation:"

- Provision of superintendent/business services by the Marin County Office of Education to small rural districts.
- Sharing of superintendent services between the Bolinas-Stinson and Lagunitas School Districts and the Shoreline Unified and Nicasio School Districts
- Curriculum and staff development, including sharing of a Director of Educational Services between the Dixie School District and the Marin County Office of Education

SERVICE CONSOLIDATION QUIZ

✓ Please check areas where Marin County public schools are currently working together to be cost effective on behalf of all students.

- | | |
|---|---|
| <input type="checkbox"/> Health Insurance | <input type="checkbox"/> Audit Firm Selection |
| <input type="checkbox"/> Dental Insurance | <input type="checkbox"/> Trustee Workshops |
| <input type="checkbox"/> Vision Insurance | <input type="checkbox"/> Psychologist Services |
| <input type="checkbox"/> Workers Compensation | <input type="checkbox"/> Nursing Services |
| <input type="checkbox"/> Liability Insurance | <input type="checkbox"/> Staff Sharing |
| <input type="checkbox"/> Bulk Purchasing | <input type="checkbox"/> School Volunteers |
| <input type="checkbox"/> Custodial Training | <input type="checkbox"/> Job Faires |
| <input type="checkbox"/> Emergency Preparedness | <input type="checkbox"/> Student/Staff Recognition |
| <input type="checkbox"/> Business Services | <input type="checkbox"/> Programs |
| <input type="checkbox"/> Special Education Services | <input type="checkbox"/> Services for Homeless Children |
| <input type="checkbox"/> Public Information Services | <input type="checkbox"/> Substitute Teacher Training |
| <input type="checkbox"/> Student Programs | <input type="checkbox"/> Regional Occupational Programs |
| <input type="checkbox"/> Vehicle & Bus Maintenance | <input type="checkbox"/> Curriculum and Staff Development |
| <input type="checkbox"/> Landscape Services | <input type="checkbox"/> Implementation/Training (NCLB) |
| <input type="checkbox"/> Fair Labor Compliance Services | <input type="checkbox"/> Group Purchasing |
| <input type="checkbox"/> Legal Services | <input type="checkbox"/> Ride and Roll Program for Student |
| <input type="checkbox"/> Printing Services | <input type="checkbox"/> Transportation |
| <input type="checkbox"/> Food Services | <input type="checkbox"/> Fingerprinting |
| <input type="checkbox"/> Transportation Services | <input type="checkbox"/> Information Services |
| <input type="checkbox"/> Countywide Grant Writing | <input type="checkbox"/> Fiscal & Business Bulletins |
| <input type="checkbox"/> Staff Development | <input type="checkbox"/> Telecommunications Services |
| <input type="checkbox"/> Library Software/Materials | <input type="checkbox"/> Water District Agreements to |
| <input type="checkbox"/> Facilities Reports | <input type="checkbox"/> School Districts |
| <input type="checkbox"/> School to Career Internships | <input type="checkbox"/> Secretarial Professional Development |
| <input type="checkbox"/> Job Hotline and Web Site | <input type="checkbox"/> Student Events & Competitions |
| <input type="checkbox"/> Credential Monitoring | <input type="checkbox"/> Special Education Local Plan |
| <input type="checkbox"/> New Teacher Support & Training | <input type="checkbox"/> Area (SELPA) |
| <input type="checkbox"/> Implementation of New Mandates | <input type="checkbox"/> Collaborations |

Law Enforcement
Cities
County Government

- Coordination of legislative efforts to support educational funding with cities, towns and the County of Marin under the banner of “Marin Community United”
- Provision of countywide services to assist employees facing layoff utilizing the expertise of the Marin Employment Connection Rapid Response and the Employment Development Department

Responsive Local Control

In working together in a consolidated fashion when such an approach is efficacious, Marin school districts can remain small and offer many benefits to students, parents, and community members that only smaller districts can provide:

- Access to elected officials and staff
- Board members that reflect the needs, goals, and vision of their local community
- Attention to the unique needs to the local student population
- Class sizes that allow all students to excel academically, socially, athletically, and physically

SUMMARY AND RECOMMENDATIONS

The school districts of Marin County must continue to find ways to maximize resources and minimize any duplication. Shared superintendents, business managers, principals, specialists, grounds and maintenance personnel, regionalized services, consortia, Joint Power Authorities, group purchasing, and distance learning are all examples of “economy of size” benefits that are offered through the Marin County Office of Education and emulate the operations of larger districts in our state.

In the final analysis, the responsibility of local education officials is to provide the education that our children deserve and parents rightfully demand in

a way that maximizes the resources provided. With the wisdom of our local parents and elected boards of trustees, the best decisions for children will continue to be made. The education of our children must be the business of every resident in our county. It is our future. It is the most important work in the world.

- Employment of specialists such as nurses, psychologists, speech therapists, occupational and physical therapists, and other specialists
- Countywide Job Fairs to recruit new employees
- Fingerprinting consortium
- Emergency preparedness
- Information services including payroll and vendor warrant audits
- Group purchasing
- Group insurance and risk management
- Audit Firm Selection
- Grants for countywide service of homeless youth, foster youth and youth-at-risk
- Anti-bullying, anti-sexual harassment and tolerance training
- School to Career training
- Personnel services including credential monitoring
- Regional Occupational training programs
- Secretarial professional development
- Substitute Teacher Training
- Trustee Workshops
- Student events and competitions
- Special Education Local Plan Area (SELPA)
- Legal services
- Countywide grant writing
- Fiscal and business bulletins and assistance
- Public information services
- Technology education including planning, training, and implementation of telecommunications services
- Alternative education including community school, independent study, and Phoenix Academy
- Education services including an Instructional Media Center
- Water District Agreement to share allocations between districts

Marin County Schools
SERVICE CONSOLIDATION QUIZ

Please check the areas where you think school districts and the Marin COE are currently working together.

<input type="checkbox"/> Health Insurance	<input type="checkbox"/> Student Data Gathering & Analysis
<input type="checkbox"/> Dental Insurance	<input type="checkbox"/> Audit Firm Selection
<input type="checkbox"/> Vision Insurance	<input type="checkbox"/> Trustee Workshops
<input type="checkbox"/> Workers Compensation	<input type="checkbox"/> Psychologist Services
<input type="checkbox"/> Liability Insurance	<input type="checkbox"/> Shared Administrators
<input type="checkbox"/> Group Purchasing	<input type="checkbox"/> Shared Staff
<input type="checkbox"/> Custodial Training	<input type="checkbox"/> Nursing Services/Health Programs
<input type="checkbox"/> Disaster Planning/Emergency Preparedness	<input type="checkbox"/> School Volunteers
<input type="checkbox"/> Business Services	<input type="checkbox"/> Job Fairs
<input type="checkbox"/> Special Education Services	<input type="checkbox"/> Student/Staff Recognition Programs
<input type="checkbox"/> Public Information Services	<input type="checkbox"/> Services for Homeless Children
<input type="checkbox"/> Student Programs	<input type="checkbox"/> Substitute Teacher Training
<input type="checkbox"/> Vehicle & Bus Maintenance/Training	<input type="checkbox"/> School to Career Programs
<input type="checkbox"/> Landscape Services	<input type="checkbox"/> Curriculum & Staff Development
<input type="checkbox"/> Fair Labor Compliance Services	<input type="checkbox"/> Implementation/Training on Federal & State Mandates
<input type="checkbox"/> Legal Services	<input type="checkbox"/> Safe Routes to School
<input type="checkbox"/> Printing Services	<input type="checkbox"/> Fingerprinting
<input type="checkbox"/> Food Services	<input type="checkbox"/> Information Services
<input type="checkbox"/> Transportation Services	<input type="checkbox"/> Fiscal & Business Bulletins
<input type="checkbox"/> Countywide Grant Writing	<input type="checkbox"/> Telecommunications Services
<input type="checkbox"/> Staff Development	<input type="checkbox"/> Water District Agreements to School Districts
<input type="checkbox"/> Library Software/Materials	<input type="checkbox"/> Secretarial Professional Development
<input type="checkbox"/> Facilities Reports	<input type="checkbox"/> Student Events & Competitions
<input type="checkbox"/> School to Career Internships	<input type="checkbox"/> Special Education Local Plan (SELPA)
<input type="checkbox"/> Job Hotline & Web Site	<input type="checkbox"/> Collaborations with:
<input type="checkbox"/> Credential Monitoring	<input type="checkbox"/> Law Enforcement
<input type="checkbox"/> New Teacher Support & Training	<input type="checkbox"/> Cities/Towns
<input type="checkbox"/> Parent Education	<input type="checkbox"/> County Government
<input type="checkbox"/> Shared Superintendent Services	<input type="checkbox"/> Community Agencies
<input type="checkbox"/> Technology Training	<input type="checkbox"/> Business Community
<input type="checkbox"/> Technology Plan Development	<input type="checkbox"/> Textbook and Curriculum Training



MARIN COUNTY

OFFICE OF EDUCATION

1111 LAS GALLINAS AVENUE/P.O. BOX 4925
SAN RAFAEL, CA 94913-4925
marincoe@marinschools.org

MARY JANE BURKE
MARIN COUNTY
SUPERINTENDENT OF SCHOOLS

(415) 472-4110
FAX (415) 491-6625

REQUEST FOR PROPOSALS:

MARIN DISTRICT CONSOLIDATION/REORGANIZATION FEASIBILITY STUDY

I. INTRODUCTION

A. GENERAL INFORMATION

The Marin County Office of Education (“Marin COE”) is requesting proposals from qualified firms to perform a feasibility study for the consolidation/reorganization of two Marin County school districts. The scope of the study will be to determine the financial and operational feasibility of consolidating the Sausalito Marin City School District (“SMCSD”) and the Mill Valley School District (“MVSD”).

To be considered, one (1) signed original and two (2) copies of a proposal must actually be received by 5:00 p.m. on April 12, 2017 to the attention of Terena Mares, Deputy Superintendent at the following address:

Terena Mares, Deputy Superintendent
Marin County Office of Education
1111 Las Gallinas Avenue
San Rafael, CA 94913

Each copy of a proposal must be clearly marked “Marin District Consolidation/Reorganization Feasibility Study Proposal.” Any proposal received after the deadline will not be considered. Following the notification to the selected firm, a contract will be executed between the parties as soon as possible thereafter.

B. TERM OF ENGAGEMENT

It is anticipated that the time required to complete the study and report described herein shall be approximately six to nine months after the commencement of work, subject to modification or extension as the scope and nature of the study and report may reasonably require.

II. TIMETABLE FOR REQUEST FOR PROPOSAL (RFP) PROCESS

A. PROPOSAL CALENDAR

The required information for a full proposal is described in Section VI. The following is a list of key dates, up to and including the date when the proposals are due to be submitted:

Request for Proposal:	March 15, 2017
Due date for proposals:	April 12, 2017 by 5:00 p.m.
Marin COE/RFP Committee review of proposals:	April 13, 2017 – May 17, 2017

B. NOTIFICATION AND CONTRACT DATES

Firm Selection: May 19, 2017

C. DATE FEASIBILITY STUDY SHALL COMMENCE

Promptly following the selected firm’s selection notice, and in any event not later than May 22, 2017.

D. PERIODIC UPDATES

Selected firm will provide monthly updates to Marin COE during the period of study.

III. BACKGROUND

In 2013, a few members of the Mill Valley School District (MVSD) and the Sausalito Marin City School Districts (SMCSD) engaged in discussions with the Marin County Office of Education (Marin COE) to explore the possibility of conducting a feasibility study for the consolidating of their two school districts. The study was to explore all potential benefits and drawbacks to such a consolidation/reorganization.

The Marin COE is interested in revisiting the possibility of consolidating or reorganizing the identified Marin County school districts above.

IV. SCOPE OF WORK

Marin COE is soliciting the services of qualified firms to conduct a detailed study of the impact of a consolidation/reorganization of two Marin County school districts, MVSD and SMCSD that includes financial analysis, organizational structure, facilities and operations, ethnic and cultural impact, and transportation.

The firm will generate a report recommending steps by the two Districts to minimize short-term and long-term operational costs, which steps may include, but need not be limited to, consolidation/reorganization of each District’s activities and operations and the modification of the use of existing District facilities.

The firm selected by Marin COE shall conduct a detailed study of the following key elements:

- Analysis of revenue impact of proposed consolidation/reorganization
- Analysis of potential cost increases or decreases resulting from consolidation/reorganization
- A review of each district’s bonding capacity and the capacity that will result from consolidation/reorganization

- Analysis of existing bonded indebtedness and the impact, if any, of such indebtedness on property owners within each district
- Analysis of existing parcel taxes in each district and the impact, if any, of existing parcel taxes on property owners within each district
- Analysis of existing facilities, including all school sites and other district owned facilities
- Analysis of the nature, use and capacity of all district school facilities
- Analysis of classified and certificated personnel staffing including collective bargaining contracts and seniority lists and the impact on existing collective bargaining contracts and existing salary schedules resulting from consolidation/reorganization
- Analysis of the organizational structure of each District’s various instructional and non-instructional activities
- Analysis of potential areas of administrative savings, if any, and potential cost increases or decreases related to supervision or workload changes
- Analysis of the impact related to transportation, including costs and logistics, and the potential impact from the California Environmental Quality Act (CEQA) requirements
- Consideration and analysis of the impact of consolidation/reorganization to existing charter schools
- Consideration and analysis of each District’s ethnic/racial and demographic makeup, including the ethnic/racial and demographic makeup of existing charter schools, and the impact resulting from consolidation/reorganization
- Analysis of the State Board of Education’s nine conditions, per Education Code Section 35753, with respect to a consolidation/reorganization of the Mill Valley School District and the Sausalito Marin City School District

Upon completion of its study, the selected firm shall prepare and deliver a report describing its findings to the Marin COE and the RFP Committee. The RFP Committee will include representatives from each district, charter school and the Marin County Office of Education.

V. ASSISTANCE PROVIDED BY MARIN COE

The Marin COE staff will be available during the study to assist the awarded firm.

All correspondence and inquiries concerning this Request for Proposals must be addressed to:

Terena Mares, Deputy Superintendent
 Marin County Office of Education
 1111 Las Gallinas Avenue
 San Rafael, CA 94913
 Phone: (415) 499-5805 | Email: tmares@marinschools.org | Fax: (415) 491-6620

VI. PROPOSAL REQUIREMENTS

A. GENERAL REQUIREMENTS

1. Inquiries concerning this Request for Proposal must be made to:

Terena Mares, Deputy Superintendent
Marin County Office of Education
1111 Las Gallinas Avenue
San Rafael, CA 94913
Phone: (415) 499-5805 | Email: tmares@marinschools.org | Fax: (415) 491-6620

2. Submission of Proposals

The following material must actually be received by April 12, 2017 for a firm to be considered.

The respondents shall submit one (1) signed original and two (2) copies of its proposal ("Proposal") which must include the following:

- Respondent Contact Information: The respondent's name, address, telephone number, and name of contact person and the date of the proposal.
- Transmittal Letter: A signed letter briefly stating the respondents' understanding of the work to be done, the commitment to perform the work within the time period, a statement why the responder believes itself to be best qualified to perform the engagement, and a statement that the proposal is a firm and irrevocable offer for services to be rendered.
- Identification of Request for Proposal: A respondent's proposal and all copies shall be clearly labeled "Marin District Consolidation/Reorganization Feasibility Study Proposal" and shall be addressed to Marin COE at the address set forth above (VI-A.1).
- Detailed Proposal: The detailed proposal should follow the order and format set forth in this Request for Proposals.
- A list of prices for its services or the manner in which such prices shall be determined.

B. PROPOSAL CONTENTS

The proposals shall contain, at a minimum, the following information:

1. General Requirements: The purpose of the Proposal is to demonstrate the qualifications, competence, and capacity of a firm seeking to undertake a feasibility study described in this Request for Proposals.
2. Identification of the Prospective Firm: Name of firm submitting the proposal, including mailing address, telephone number, and the individual to contact for further information.
3. Personnel: A description of the qualifications of all key professional individuals anticipated to perform all or a material portion of the services required by Marin COE, including a brief resume for each person and a statement indicating what tasks each individual will be assigned to perform.
4. Organization: A brief description of the firm or organization.
5. Scope of Services: A description that the firm understands the scope of services provided, indicating the proposed approach used to complete the engagement.
6. Work Plan: A description of the work plan to accomplish the services as specified in this Request for Proposals. The work plan shall include time estimates for each significant segment of the work; the number of staff assigned, including supervisors where appropriate; the level of each of the staff members assigned; and any specialists or outside consultants, if any, assigned.

7. Term of Engagement: Provide a statement of assurance to meet the Term of Engagement, Section I-B.
8. Conflict of Interest: Disclose any past or current business or other relationship with Marin COE or the identified districts or charter school that may have an impact on the outcome of the study.
9. Hold Harmless: Provide a statement of assurance that the firm shall hold harmless, defend at its own expense and indemnify Marin COE against any and all liability, claims, losses, damages or expenses arising from acts or failures to act of the firm or its officers, agents or employees.
10. Cost: The total contract bid fee for the services described. The fee must be a “not-to exceed” basis. Any other costs including travel and other expenses must also be included, and clearly identified as to whether they are included with or in addition to the price shown for the services.
11. References: A list of clients (including name; address and phone number of contact person; description of work performed; and date of performed work) for whom the key personnel identified in item 3 above have performed similar services.

VII. EVALUATION PROCEDURES

A. EVALUATIONS

Marin COE reserves the right to review each firm’s proposal and at its discretion, may interview one or more firms to further assist in the selection process. Marin COE reserves the right to negotiate with any or all firms regarding the proposals.

B. ORAL PRESENTATIONS

During the evaluation process, Marin COE may, at its discretion, request any or all responders to make oral presentations to the RFP Committee. Such presentations will provide respondents with an opportunity to answer any questions the RFP Committee may have on their Proposals. Not all respondents may be asked to make such oral presentations.

C. RIGHT TO REJECT PROPOSALS

Marin COE reserves the right to reject any or all proposals submitted and to re-solicit for proposals. During the evaluation process, Marin COE reserves the right, where it may serve the Marin COE’s best interest, to request additional information or clarifications from firms, or to allow corrections of errors or omissions.

Marin COE reserves the right to retain all of the proposals and to use any ideas in a proposal regardless of whether the proposal is selected. Submission of a proposal indicates acceptance by the firm of the conditions contained in this Request for Proposals, unless clearly stated and specifically noted in the proposal submitted and confirmed in the contract between Marin COE and the firm(s) selected.



Capitol | PFG

**Overview of Reorganization
Study Feasibility Data
for the Possible Consolidation of
Mill Valley and
Sausalito Marin City School Districts**

September 4, 2018

Agenda



Overview of Requirements for Reorganization and Analysis

Review of Feasibility Analysis Criteria

Discussion/Next Steps



Overview

Overview of Requirements for Reorganization

Nine criteria set forth by
Department of Education

- Must either meet the criteria or provide reason for waiver consideration

Criteria evaluates student demographics, funding, assets, community factors, educational program of the affected school districts

- Although charter school data is important for the decision to reorganize a district, it is not directly evaluated as part of the State's criteria



Approach to Analysis

Completed

Phase 1: Evaluate readily available data on objective reorganization feasibility criteria

Consider whether compelling reasons exist to consider further analysis

Not Completed

Phase 2: Research, discussion and analysis with stakeholders to further evaluate State criteria

Some findings require significant research, input and discussions with stakeholders

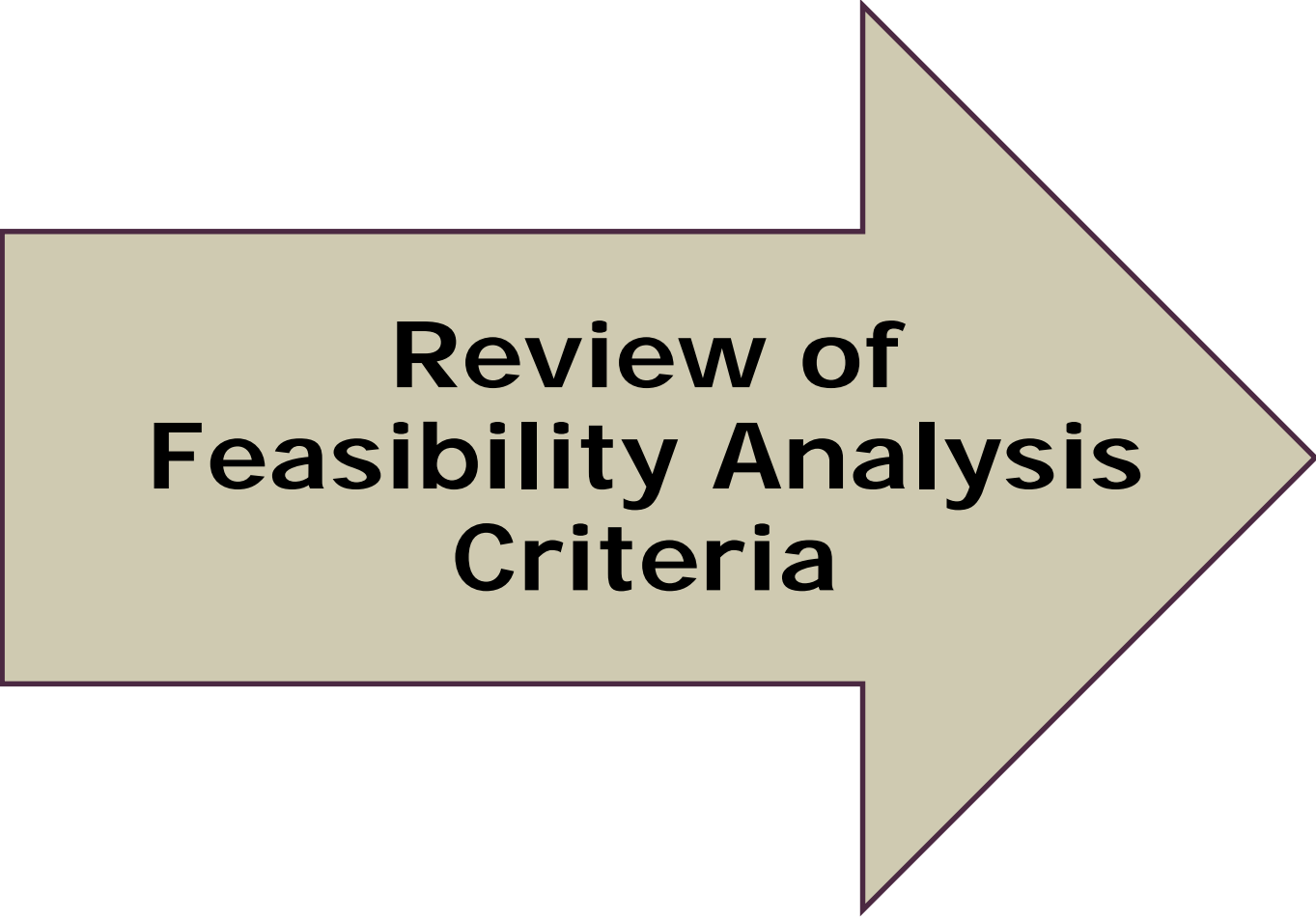
Determine whether reorganization is feasible

Not Completed

Phase 3: Formalize findings into Feasibility Report and begin reorganization process

Includes legal reorganization process and community education and outreach





Review of Feasibility Analysis Criteria

Review of Feasibility Analysis Criteria

- Not all criteria explored in-depth during Phase 1
 - Stakeholder input needed to make findings for some criteria

Evaluated In-Depth

- Criteria #1: Adequate Number of Pupils
- Criteria #3: Equitable Division of Property and Assets
- Criteria #5: Substantial Increase in State Costs
- Criteria #7: School Housing Costs
- Criteria #8: Property Values

Partially Evaluated

- Criteria #4: Discrimination/ Segregation
- Criteria #9: Sound Fiscal Management

Not Evaluated

- Criteria #2: Community Identity
- Criteria #6: Promoting Educational Performance



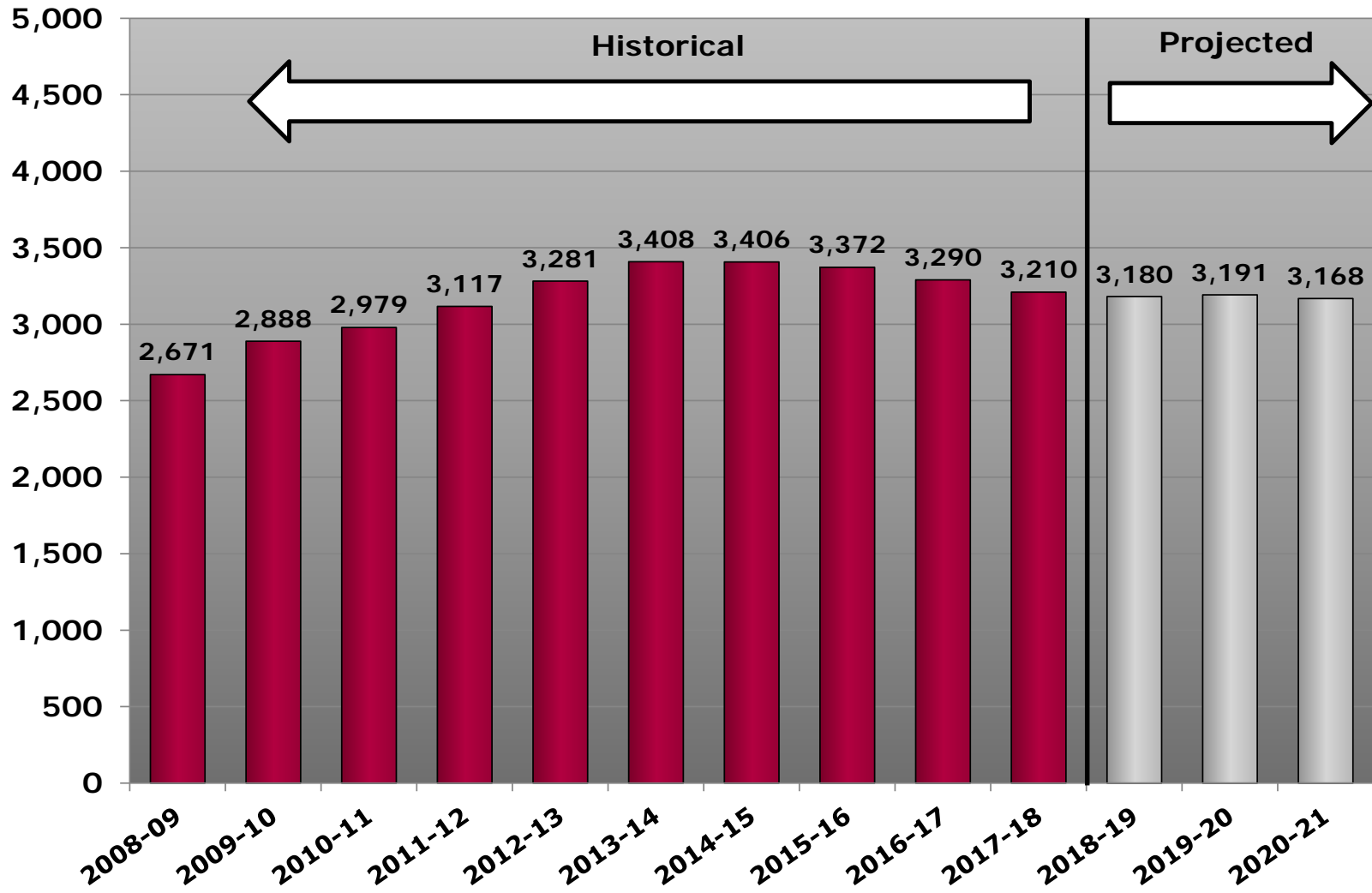
Criteria #1: Adequate Number of Pupils

The reorganized districts will be adequate in terms of number of pupils enrolled.

- At least 901 students for elementary district and projection of whether enrollment will increase or decline



Historical and Projected Enrollment of Merged Mill Valley and Sausalito Marin City School Districts



Criteria #2: Community Identity

The districts are each organized on the basis of a substantial community identity

- Community identity can be determined by evaluating the following:
 - Usage patterns for parks and school facilities for recreation
 - Traffic patterns
 - Public transportation routes
 - Shopping patterns (local and regional)
 - Architecture style and size of homes
 - Sports activities
 - Electoral boundaries
- Determine whether merger would result in any proposed changes to school attendance boundaries

Not
Evaluated



Criteria #3: Equitable Division of Property and Facilities

The proposal will result in an equitable division of property and facilities of the original district or districts



Criteria #3 Findings

- With proposed merger, all property and facilities will be transferred to the new merged district
 - Completed an inventory of sites to identify property to be transferred

Criteria #4: Discrimination/Segregation

The reorganization of the districts will preserve each affected district's ability to educate students in an integrated environment and will not promote racial or ethnic discrimination or segregation

Partially
Evaluated



Student Ethnicity 2016-17

Ethnicity	Mill Valley	% of Total	SMCSD	% of Total	Combined	% of Total
African American	22	0.7%	82	50.9%	104	3.2%
American Indian or Alaska Native	7	0.2%	0	0.0%	7	0.2%
Asian	137	4.4%	14	8.7%	151	4.6%
Filipino	10	0.3%	4	2.5%	14	0.4%
Hispanic or Latino	238	7.6%	47	29.2%	285	8.7%
Pacific Islander	5	0.2%	0	0.0%	5	0.2%
White, not Hispanic	2,415	77.2%	8	5.0%	2,423	73.7%
Multiple or No Response	294	9.4%	6	3.7%	300	9.1%
Total	3,128		161		3,289	

Criteria #5: Substantial Increase in State Costs

Any increase in costs to the state as a result of the proposed reorganization will be insignificant and otherwise incidental to the reorganization



Criteria #5 Findings

- Both Districts are currently Community Funded
 - Are anticipated to continue to be Community Funded if merged
 - Will not require additional State aid
- Merger will not require additional classroom capacity
 - Will not require State New Construction Funding



Criteria #6: Promoting Educational Performance

The proposed reorganization will continue to promote sound education performance and will not significantly disrupt the educational programs in the districts affected by the proposed reorganization

Not
Evaluated



Criteria #7: School Housing Costs

Any increase in school facilities costs as a result of the proposed reorganization will be insignificant and otherwise incidental to the reorganization

- To evaluate school housing costs, consider:
 - Inventory of school facilities
 - Enrollment and capacity of school sites
 - School site condition assessment
 - Capital funding
 - General Obligation bonding capacity
 - State funding eligibility



School Site Capacity

Site	# of Traditional Classrooms	Estimated School Capacity	2017-18 Enrollment	Estimated Available Capacity
Edna Maguire Elementary (Mill Valley SD)	35	910	588	322
Old Mill Elementary (Mill Valley SD)	13	338	298	40
Park School (Mill Valley SD)	15	390	310	80
Strawberry Point Elementary (Mill Valley SD)	22	572	355	217
Tamalpais Valley Elementary (Mill Valley SD)	26	676	482	194
Mill Valley Middle (Mill Valley SD)	56	1568	1050	518
Bayside MLK (SMCSD)	9	225	127	98



Criteria #7 Findings

- School Site Condition Assessment
 - All sites were in good condition, even older sites
 - Reflected good maintenance and regular upkeep
- Capital Funding
 - Both Districts have obtained voter approval for General Obligation Bonds
 - Have issued all authorized bonds
 - SMCSD issued \$3.67 million of Certificates of Participation in 2013
 - To fund a classroom construction project at Bayside/MLK
- Available bonding capacity of approx. 60% with merged district



Criteria #8: Property Values

The proposed reorganization is primarily designed for purposes other than to significantly increase property values



Criteria #8 Findings

- Assessed values for both districts have followed a similar growth trend
 - Mill Valley SD – 4% average annual growth
 - SMCSD – 4.7% average annual growth
- Median home values in both districts are relatively high and have been steadily increasing at a similar rate
- Available bonding capacity of approx. 60% with merged district
- Parcels in a merged district would be predominantly single-family residential (approx. 85%)





Criteria #9: Sound Fiscal Management

The proposed reorganization will continue to promote sound fiscal management and not cause a substantial negative effect on the fiscal status of the proposed district or any existing district affected by the proposed reorganization.

Partially
Evaluated



Projected Merged Budget

	2017-18 Merged Budget	2018-19 Projection	2019-20 Projection
Revenues	\$49,476,609	\$49,907,225	\$51,524,734
Expenditures	\$49,517,016	\$49,694,296	\$51,213,105
Net Increase/ (Decrease)	(\$40,407)	\$212,929	\$311,629
Ending Balance	\$16,171,996	\$16,384,925	\$16,696,554

Does not
assume
administrative
cost savings
through
merger

In March 2018, data from Phase 1 of the analysis was presented to the Consolidation Committee

- Initial data did not provide a compelling reason to move forward with the feasibility analysis at this time
- Committee discussed the potential for collaboration between the two districts prior to pursuing a reorganization



Next Steps

The Board of each District can consider directing staff to pursue opportunities for collaboration

Both non-instructional and instructional collaboration (e.g., sharing of administrative staff or joint educational programs)



After efforts on collaboration, revisit the feasibility of a merger

Update data gathered in Phase 1 and begin Phase 2 (research, discussion and analysis with stakeholders from each District)

