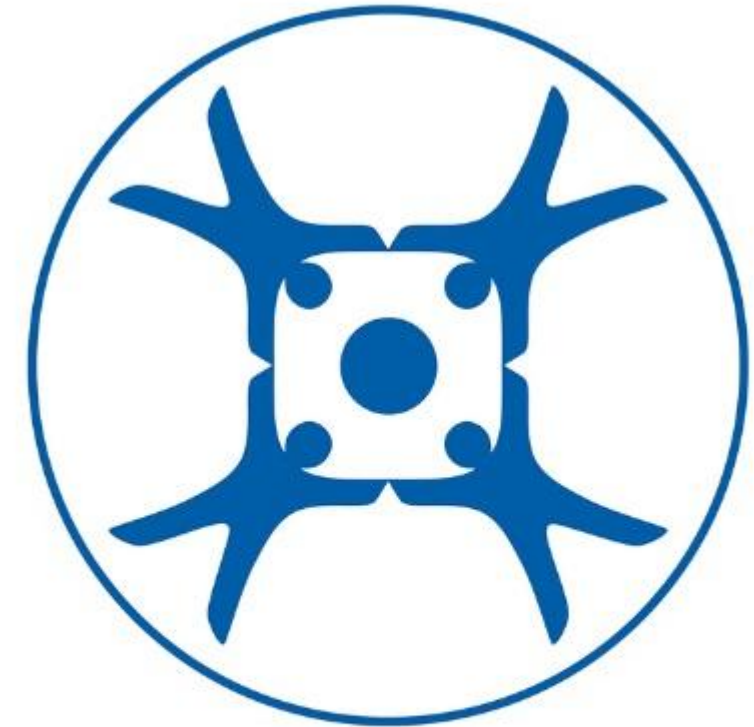


Leadership Team Presentation: Consolidation Engagement Timeline

Prepared for Ashland School District Board by Dr. Joseph Hattrick, Superintendent

December 11, 2025



Ashland School District

Inspiring learning for life

Why Consolidation? Addressing Core Challenges



Declining Enrollment

A multi-year trend in student enrollment necessitates a review of our current operational scale and resource allocation.



Facilities Mismatch

Our existing infrastructure may not optimally serve current or future student distribution needs, impacting learning environments.



Optimizing for Quality Learning

Exploring new configurations to ensure the most effective and efficient models deliver high-quality education for all students.



Rising Operational Costs

Increasing expenses put pressure on district resources, requiring more efficient financial management strategies to maintain services.



Ensuring Long-Term Viability

We must safeguard essential programs, dedicated staffing, and overall district sustainability for future generations of students.



Comprehensive Stakeholder Engagement

This recommendation is built on extensive community input gathered through multiple channels to ensure all voices are heard in this critical decision-making process.

515

Family & Community

Survey responses from families and community members

171

Staff Input

Survey responses from district staff members

360

Narrative Comments

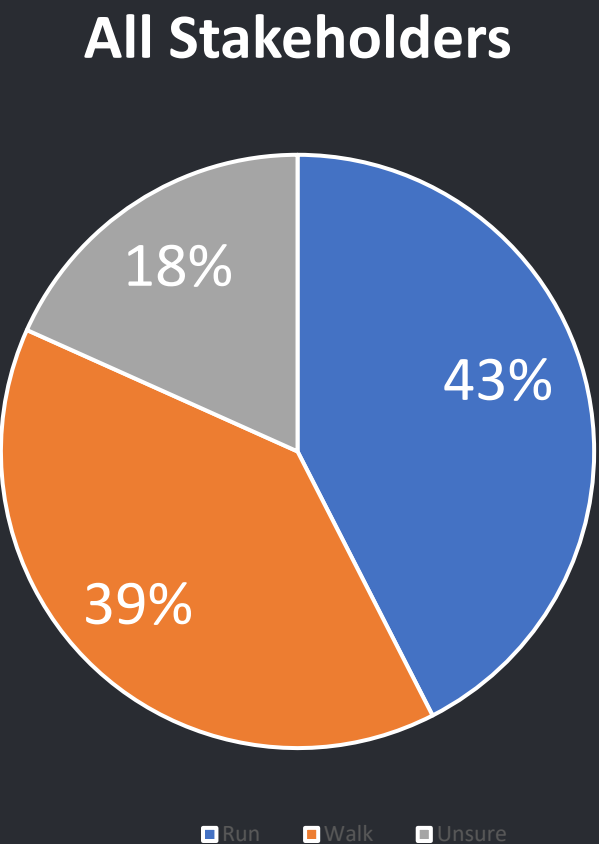
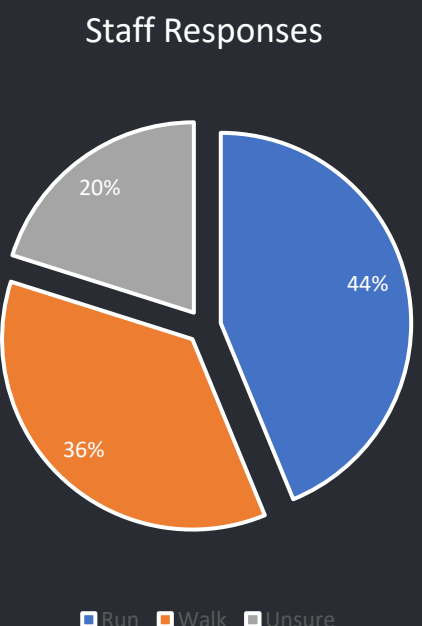
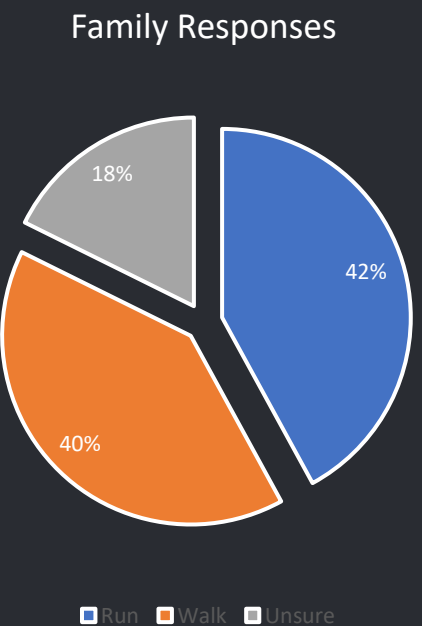
Open-ended feedback providing detailed perspectives

The analysis incorporates detailed analysis to understand emotional tone and readiness for change, providing a foundation for the district's next steps.

Survey Insights: Community Readiness

Our comprehensive engagement process revealed a nuanced perspective on the pacing for consolidation. No single option garnered a strong majority, highlighting the need for a balanced approach.

The data indicates a near-even split between those favoring a faster "Run" approach and those preferring a slower "Walk." A significant portion also remained "Unsure," further emphasizing the lack of a definitive consensus.



Six Core Priorities Emerged



Stability for All

Stakeholders fear abrupt or poorly implemented change that disrupts learning environments, relationships, and routines.



Protect Programs

Academic, arts, music, CTE, and electives are core to Ashland's identity and critical for enrollment attraction.



Transparency & Data

Community wants to understand why decisions are being considered and how they fit within a sustainable long-term plan.

Additional Key Priorities

Staffing & Support

Staff emphasized the need for sustainable class sizes, caseloads, and student supports. Families share concerns about how staffing changes impact students. Continued clarity is needed as consolidation will actually decrease some workloads.

Emotional Impact

Both groups expressed apprehension about school closure and long-term effects on neighborhood cohesion, student belonging, and district identity. Important to explain potential benefits of innovative K-12 strategic planning as more opportunities can be provided to all students/community in a long-term plan.

Moderate Pace Preferred

Neither group wants decisions rushed, nor prolonged uncertainty. Stakeholders favor a timeline that ensures thoughtful planning, honors community input, allows successful implementation, and minimizes repeated disruption.

Three Pacing Options Considered



Walk

Begin fall 2026, implement fall 2027. Extended timeline with prolonged uncertainty.



Jog

Begin January 2026 with data review, implement no earlier than 2027-28. Balanced approach.



Run

Begin immediately, implement fall 2026. Rushed timeline with implementation risks.



The Jog Approach

Recommended Timeline



This approach allows the district to reinvest any ending fund balance from 2025-26 in excess of budgeted EFB into schools for staffing support during the planning year (26-27).

Why the Jog Approach Aligns Best

What Stakeholders Discouraged

- Rushing a decision for next year (implementation and emotional risks)
- Extending uncertainty over multiple years (anxiety, trust erosion, decision fatigue)

What the Jog Model Allows

- Adequate time for data-driven exploration
- Engagement to explore revenue options and innovative programs
- Robust engagement with families and staff
- Thorough implementation planning
- A stable timeline that reduces uncertainty



Five Key Benefits of This Approach

01

Protects Students & Programs

Ensures program continuity, staff involvement in solutions, and preservation of ASD's identity as a district with rich offerings.

02

Addresses Facilities & Staffing Needs

Allows time to finalize enrollment projections, detailed facilities analyses, identify staffing implications, explore facility reuse, and develop transition supports.

03

Supports Fiscal Stabilization

Positions district to make long-term decisions, avoid reactionary changes, communicate unified direction, and strengthen trust through transparency.

04

Enables Emotional Processing

Acknowledges human impact, avoids abrupt decisions, and offers genuine opportunities to shape outcomes through community partnership.

05

Creates Innovation Opportunity

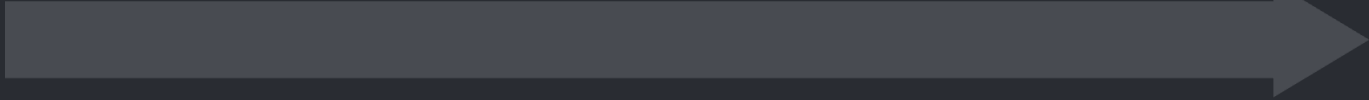
All levels K-12 will explore best practices and innovative solutions, ensuring cutting-edge, developmentally appropriate educational opportunities to ensure excellence in education and become a model district for Oregon.

Detailed Action Steps



Winter–Spring 2025 (Now–June)

- Finalize refined enrollment, staffing, and facility analyses
- Develop initial configuration scenarios
- Conduct targeted staff and family engagement through surveys and town halls
- Present preliminary scenarios to Board for discussion (not decision) - June



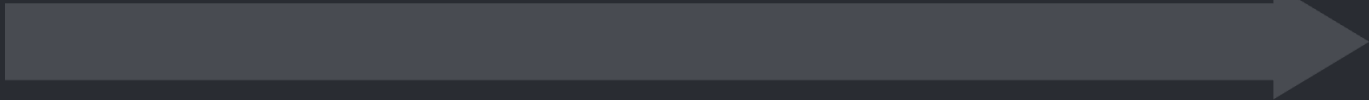
Fall 2026

- Gather community feedback on refined scenarios
- Conduct impact analyses (programmatic, financial, enrollment, staffing)
- Draft full implementation plan options



Winter–Spring 2026-27

- Present final scenario(s) to the Board
- Board approval
- Begin transition planning with staff and families



2027–28 School Year

Earliest feasible implementation, assuming Board direction

Moving Forward Together

Based on comprehensive feedback from families, community members, and staff, it is the superintendent's recommendation that the Board support the "Jog" timeline. While there was not one strong consensus amongst stakeholder groups, this approach provides the best path forward.

"While we could see this process as a challenge, it is my belief that this is a huge opportunity for the Ashland School District where we can realize our full potential through thoughtful engagement and responsible stewardship."

This approach honors the care our community is asking for, ensures operational feasibility, and positions Ashland School District to move forward with clarity, strength, and sustainability.

 **Important Note:** While this does not require board action, I do want the board's support in this decision.