

School Closure and Consolidation Scenarios

April 27, 2026



PASADENA
Unified School District
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Pasadena Unified School District

Total School Solutions

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ES Scenario #1	1
Merge Don Benito ES to Willard ES.....	1
Enrollment and Capacity	1
Academic Benefit:	1
Financial Benefit:.....	1
Benefit to the Bond Program:	2
Challenges	2
Comparison to Board Desired Outcomes	3
Scenario #2A	5
Merge Webster ES to Longfellow ES and Norma Coombs ES	5
Enrollment and Capacity	5
Academic Benefit:	5
Financial Benefit:.....	6
Benefit to the Bond Program:	6
Challenges	6
Comparison to Board Desired Outcomes	7
Merge Norma Coombs ES to Webster ES.....	9
Enrollment and Capacity	9
Academic Benefit:	9
Financial Benefit:.....	9
Benefit to the Bond Program:	10
Challenges	10
Comparison to Board Desired Outcomes	10
Scenario # 3 Part I	12
Merge Eliot MS and McKinley MS.....	12
Academic Benefit:	12
Financial Benefit:.....	12
Benefit to the Bond Program:	13
Challenges	13

Comparison to Board Desired Outcomes	14
ES Scenario #3 Part 2.....	16
Close McKinley ES (TK-5).....	16
Academic Benefit:	16
Financial Benefit:.....	16
Benefit to the Bond Program:	16
Challenges	16
Comparison to Board Desired Outcomes	17
Secondary Scenario #1.....	21
Merge Thurgood Marshall 9 th -12 th with Pasadena HS and Marshall 6 th -8 th Students Stay at Marshall	21
Enrollment and Capacity.....	21
Programmatic Benefit:	21
Academic.....	21
Athletic	22
Financial Benefit:.....	22
Benefit to the Bond Program:	23
Summary of Benefits to the Bond Program	24
Challenges	24
Scatter Plot Map.....	25
Comparison to Board Desired Outcomes	25
Merge Blair 9 th -12 th with Pasadena HS and Blair 6 th -8 th with Marshall MS.....	27
Enrollment and Capacity.....	27
Programmatic Benefit	27
High School Academic Benefit	27
High School Athletic Benefit:	28
Middle School for Academics.....	28
Financial Benefit:.....	28
Benefit to the Bond Program:	29
Challenges	29

Comparison to Board Desired Outcomes	31
OR Secondary Scenario #2B.....	33
Merge Blair 9 th -12th with Muir HS and Blair 6 th -8 th with Octavia E Butler MS.....	33
Enrollment and Capacity.....	33
Programmatic Benefit:	33
Academic – Blair and John Muir	33
Athletics – Blair and John Muir	34
Academic - Blair MS and Octavia Butler MS	34
Financial Benefit:.....	35
Benefit to the Bond Program:	35
Challenges	36
Scatter Plot Maps	36
Comparison to Board Desired Outcomes	37
OR Secondary Scenario #2C.....	39
Merge Blair 9 th -12th with John Muir HS and Blair 6 th -8 th with Marshall MS.....	39
Benefits	39
Comparison to Board Desired Outcomes	39
Appendices.....	41
School Historical Enrollment and Projections.....	41
Facilities Five-Year Bond Program Plan	42



TK-8 Scenarios

ES Scenario #1

Merge Don Benito ES to Willard ES

Enrollment and Capacity

Closing and Receiving Schools, Projected Enrollment, and Capacity

Potential Closed School	2027-28 Projected Enrollment	Potential Receiving School	2027-28 Projected Enrollment	Projected Combined Enrollment	Receiving School Capacity
Don Benito ES	343	Willard ES	367	710	760

Academic Benefit:

Don Benito Elementary students would benefit from access to Willard Elementary’s International Baccalaureate (IB) framework, which promotes inquiry-based learning, global awareness, and a clearly defined academic experience aligned with future readiness.

Willard’s existing programs would be strengthened by Don Benito’s focus on leadership development and character education. The merged school would have the opportunity to provide a more robust, well-rounded educational environment that integrates rigorous academics with enrichment, intervention, and whole-child development while also improving class-size ratios and teacher collaboration. Ultimately, this alignment of programs and resources would create a more cohesive, future-focused learning experience that better prepares students academically, socially, and globally.

Financial Benefit:

- The estimated annual operating savings are approximately \$708,456.

Estimated Operating Savings

Description	Amount	Note
Instructional Media and Library	\$62,964	Duplicated at receiving school
Site Administration	\$367,608	Principal and Office Staff
Operations (Custodial)	\$191,149	40% savings (more possible)
Custodial Supplies	\$10,235	Assumes 50% savings
Utilities	\$30,000	Electricity, Water, Sewer, partial, estimated
Refuse Service	\$11,500	Duplicated at receiving school (50% savings)
Other Classified Salaries	\$35,000	Est. for Food Service, Child Dev., Gardening
Total Estimated Operational Savings	\$708,456	

Closure & Consolidation Options

The utility savings are dependent upon the future use of the building, and if the District uses the building for internal uses, the utilities may decrease, but not by the full amount estimated. Utility savings could also be greater.

A one-time cost would be incurred to train Don Benito teachers to teach in the IB program. The cost would be between approximately \$20,000 and \$40,000.

Benefit to the Bond Program:

- The District would avoid a large expenditure of bond money.
 - \$6,800,000 for 2026 work (minus approximately \$350,000 in design cost already incurred, but possibly less).
 - \$24,170,478 savings for major renovations allocated for 2028.
 - Since the school is used for District programs and offices, although the total bond allocation is approximately \$30,970,478, it is estimated that at least half, or approximately \$15.3M could be saved if Don Benito TK-5 students were not on the campus.

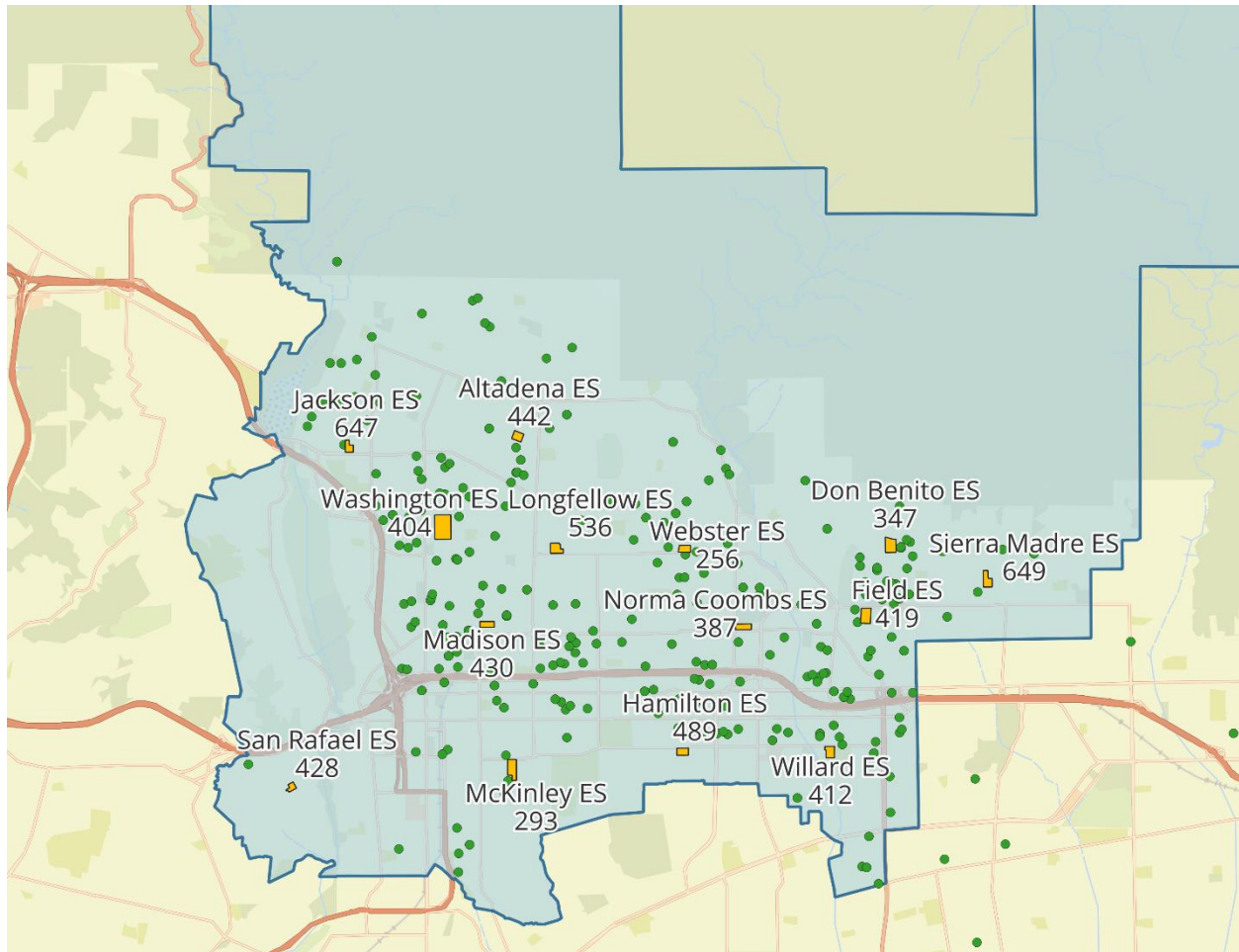
In 2024, Willard received \$4,779,215 for restroom renovations and utility upgrades. These upgrades would now also be appreciated by Don Benito ES students.

These estimated allocations and expenses are based on the District's Facilities Five-Year Bond Program Plan.

Challenges

- Don Benito ES students would need to transfer from their current school campus. A large portion of Don Benito ES's enrollment is not from the area and may not be greatly affected by the school merging to another campus, but the students living near the school would have a longer distance to travel to another campus.
- The campus is currently home to Rosebud Charter School, and the District will support ongoing operations as appropriate. Long term purposes for the campus, as with any PUSD campus, will be decided by the Board.
- Many of Don Benito's students are dispersed throughout the District and may not decide to attend Willard when closer choices are available.
- Some design costs for Don Benito have been incurred. The District estimates the loss to be approximately no more than \$350,000 if it does not proceed with the work scheduled for this summer.

Don Benito ES Scatter Plot Map



Comparison to Board Desired Outcomes

1. The process utilized by the committee will review information, programs, etc., and identify assets and areas of duplication to streamline efficiencies; consolidation may or may not be the end product.

Duplication of administrative and other site costs would be eliminated with this closure. Increased enrollment at Willard would grow grade level sizes and provide more opportunities for teacher collaboration. The future bond money allocated for Willard ES would now also benefit the Don Benito ES students and avoid duplicating this type of work at the Don Benito ES campus.

2. PUSD is a fiscally responsible school system that shows clear cost savings to the District.

The merger would result in an estimated annual savings of approximately \$708,456 in operational costs, dependent on future use of the building and possibly \$15.3M in bond savings.

Closure & Consolidation Options

3. The committee works in a future-facing manner, and by the end of the process, it will be clear what students will be getting/what the student experience will be.

Student benefit: This merger would give Don Benito students access to the District IB program, increase grade-level enrollment at Willard ES to better avoid combination classes, and improve teacher collaboration. District students would also have access to modernized facilities since bond funds budgeted for Don Benito ES can be spent elsewhere. The operational cost savings could help preserve district programs, and the saved bond dollars could support more targeted facility upgrades.

4. The PUSD community is informed and included throughout the Superintendent's School Consolidation Advisory Committee (SCAC) work.

The SCAC process has been transparent and will continue to be transparent throughout this process.

Scenario #2A

Merge Webster ES to Longfellow ES and Norma Coombs ES

Enrollment and Capacity

Closing and Receiving Schools, Projected Enrollment, and Capacity

Potential Closed School	2027-28 Projected Enrollment	Potential Receiving School	2027-28 Projected Enrollment	Projected Combined Enrollment	Receiving School Capacity
Webster ES	138 (partial)	Longfellow	484	622	760
Webster ES	90 (partial)	Norma Coombs	403	493	500

Academic Benefit:

The merger supports the goal of creating future-facing students by combining Longfellow’s Spanish dual-language immersion and rigorous, real-world learning approach with Webster’s Armenian dual-language immersion program, with a focus on creativity, innovation, and cultural awareness. Together, these programs would better prepare students with critical thinking, collaboration, and global competencies needed for long-term success.

Overall, the merger would provide students with greater access to high-quality magnet opportunities, expanded academic opportunities, and a more clearly defined, future-ready educational experience. Longfellow ES students would benefit from access to the Armenian Language Program. This merger would complement Longfellow ES’s Cross-Cultural Magnet Learning Theme.

Some Webster students may prefer to attend Norma Coombs ES. Webster students would benefit from access to Norma Coombs ES’s established, high-performing academic environment that emphasizes inquiry-based learning, critical thinking, and creative problem-solving in a nurturing, community-focused setting. At the same time, Webster’s strengths—such as its STEAM lab, performing arts programs, world language opportunities, and strong focus on cultural responsiveness and inclusion—could be transferred to either receiving school and would enhance and expand the educational offerings available to all students.

Financial Benefit:

- The estimated annual operating savings are approximately \$635,321.

Estimated Operating Savings

Description	Amount	Note
Instructional Media and Library	\$29,600	Duplicated at the Receiving School
Site Administration	\$408,986	Principal and Office Staff
Operations (Custodial)	\$132,000	40% savings of Total Custodial Costs
Custodial Supplies	\$10,235	Assumes 50% savings
Utilities – (other programs in building)	\$25,000	Electricity, Water, Sewer, Waste Mgmt.
Refuse Service	\$4,500	50% Reduction
Other Classified Salaries	\$25,000	Est. for Food Service, Child Dev., Gardening
Total Operational Savings	\$635,321	

Benefit to the Bond Program:

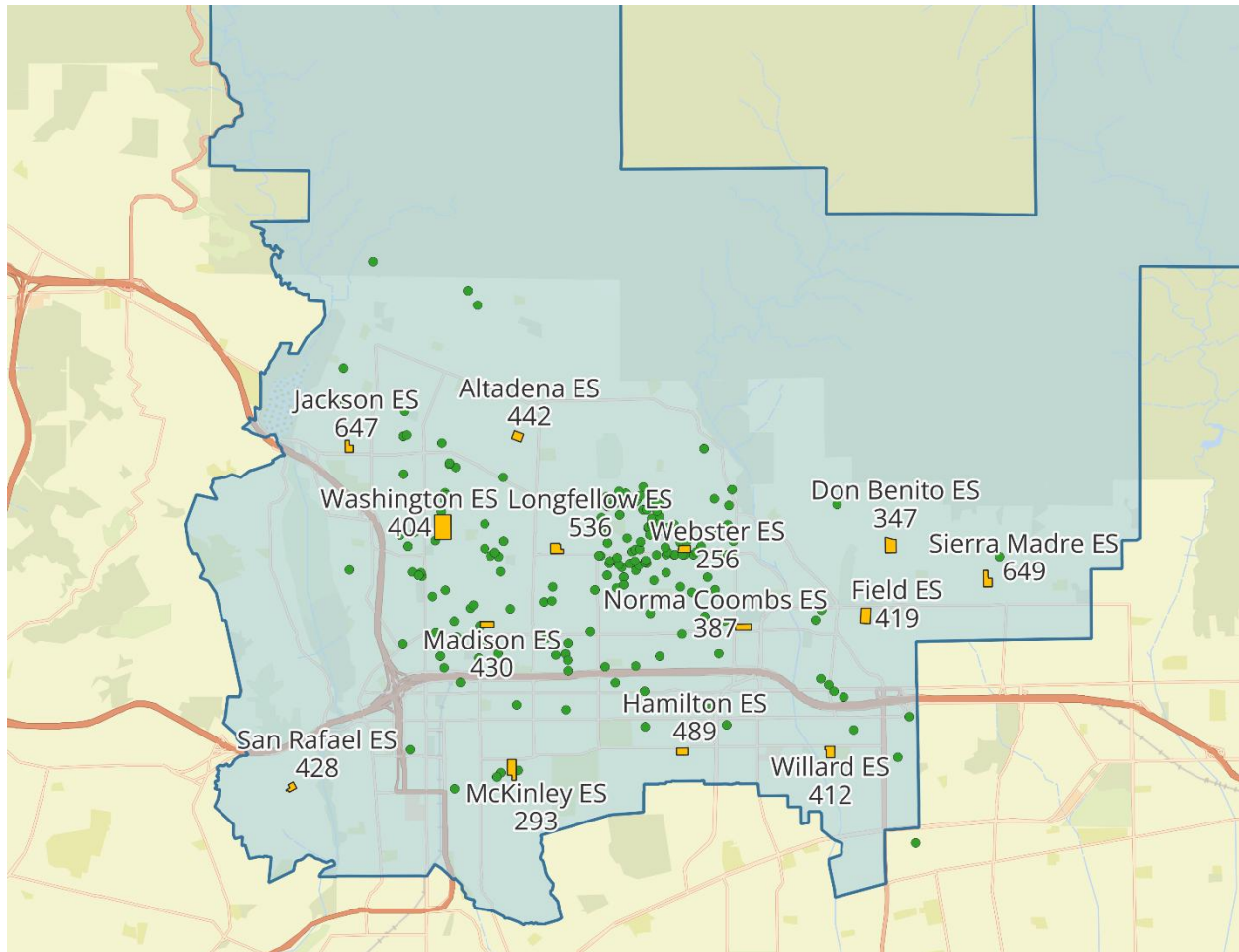
- The District would avoid a large expenditure of bond money at Webster ES.
 - Total current allocation for this campus is approximately \$29.94M. Since Webster ES students would no longer be on the campus, it is estimated that the bond budget could be reduced by at least 25%, saving an estimated approximate \$7.5M in bond funds.

Webster students would also benefit from the completed and planned modernization of Longfellow ES and Norma Coombs ES. Modernization work at Longfellow ES is scheduled for the summer of 2026 and has an estimated cost of \$46,542,873. In the summer of 2025, Norma Coombs ES received \$2,887,223 in renovation and utility work (source: Facilities 5-Year Bond Program Plan).

Challenges

- The Webster ES students would need to transfer from their current school.
- Many Webster ES students are dispersed throughout the District and may decide not to attend Longfellow ES or Norma Coombs ES when closer choices are available.
- Some students who reside near Webster will have a longer distance to attend school.

Webster ES Scatter Plot Map



Comparison to Board Desired Outcomes

1. The process utilized by the committee will review information, programs, etc., and identify assets and areas of duplication to streamline efficiencies; consolidation may or may not be the end product.

Duplication of administrative and other site costs would be eliminated with this closure. Webster ES students would benefit from the modernization planned or already completed at Longfellow ES or Norma Coombs ES. Also, the duplication of modernization at Webster ES would be avoided.

2. PUSD is a fiscally responsible school system that shows clear cost savings to the District.

The merger would result in annual estimated savings of approximately \$635,321 in operational costs and possible savings of approximately \$7.5M in bond expenditures.

Closure & Consolidation Options

More students would benefit from modernizing Longfellow ES and Norma Coombs ES, and by keeping Longfellow open, the District is making wise use of its bond dollars already committed.

3. The committee works in a future-facing manner, and by the end of the process, it will be clear what students will be getting/what the student experience will be.

Student benefit: Webster ES would benefit from being part of the cross-cultural program that Longfellow offers, which could increase enrollment across grade levels, avoid combination classes, and support more grade-level teacher collaboration. It would also provide Webster students access to Longfellow's resources and services that are aligned with the Community School pillars. Students who attend Norma Coombs ES would benefit from their well-established, high-performing academic environment that emphasizes inquiry-based learning, critical thinking, and creative problem-solving in a nurturing, community-focused setting. The operational cost savings could help preserve district programs, and the saved bond dollars could support more targeted facility upgrades.

4. The PUSD community is informed and included throughout the Superintendent's School Consolidation Advisory Committee (SCAC) work.

This process has been transparent.

OR Scenario #2B

Merge Norma Coombs ES to Webster ES

Enrollment and Capacity

Closing and Receiving Schools, Projected Enrollment, and Capacity

Potential Closed School	2027-28 Projected Enrollment	Potential Receiving School	2027-28 Projected Enrollment	Projected Combined Enrollment	Receiving School Capacity
Norma Coombs ES	403	Webster	228	631	600

The capacity listed in the Facility Master Plan does not count three classrooms that were installed after the plan was published, so Webster would have room for all projected Norma Coombs students.

Academic Benefit:

During the previous consolidation effort, the recommendation was made to create a one-level building to better accommodate the District’s pre-school program. Since Norma Coombs is a one level school, this school is a logical option for the program.

Merging Webster Elementary and Norma Coombs Elementary would give students access to more opportunities in one strong, unified school. Webster’s hands-on STEAM programs, arts, music, and language offerings would combine with Norma Coombs’ focus on creativity, critical thinking, and student voice. This means students would experience both engaging, project-based learning and strong academic foundations, while benefiting from a wider range of enrichment programs that support the whole child.

Bringing the two schools together would also strengthen teaching and support for students. Teachers would be able to collaborate, share best practices, and provide more consistent, high-quality instruction across classrooms. With combined resources and enrollment, the school could offer more academic support, enrichment, and stable class sizes. Just as importantly, the strong sense of community and family involvement from both schools would come together to create a supportive environment where all students can thrive and be well-prepared for middle school and beyond.

Financial Benefit:

- The estimated annual operating savings are approximately \$530,872.

Closure & Consolidation Options

- **Estimated Operating Savings**

Description	Amount	Note
Site Administration	\$392,005	Principal and Office Staff
Operations (Custodial)	\$103,632	40% savings of Total Custodial Costs
Custodial Supplies	\$10,235	Assumes 50% savings
Other Classified Salaries	\$25,000	Est. for Food Service, Child Dev., Gardening
Total Operational Savings	\$530,872	

Benefit to the Bond Program:

- Webster ES has been allocated almost \$30M for work that is scheduled to commence in the next few years. With this merger, the work would be utilized by more students.
- Norma Coombs received \$2.9M in renovation work in 2025. If the building were used as an early childhood education center, this work would be utilized by the early childhood students and staff.

Challenges

- Norma Coombs' students would need to move to a new campus.
- Webster's modernization may not happen until 2028, and all students on the Webster campus would need to move for a year to a temporary facility

Comparison to Board Desired Outcomes

1. The process utilized by the committee will review information, programs, etc., and identify assets and areas of duplication to streamline efficiencies; consolidation may or may not be the end product.

Duplication of administrative and other site costs would be eliminated with this closure. Norma Coombs ES students would benefit from the modernization planned at Webster ES.

2. PUSD is a fiscally responsible school system that shows clear cost savings to the District.

The merger would result in annual estimated savings of approximately \$530,872 in operational costs. More students would benefit from the modernization of Webster ES.

3. The committee works in a future-facing manner, and by the end of the process, it will be clear what students will be getting/what the student experience will be.

The merger would allow students access to more opportunities in one strong, unified school. Webster's hands-on STEAM programs, arts, music, and language offerings would

Closure & Consolidation Options

combine with Norma Coombs' focus on creativity, critical thinking, and student voice. Other academic benefits are documented above.

4. The PUSD community is informed and included throughout the Superintendent's School Consolidation Advisory Committee (SCAC) work.

This process has been transparent.

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Scenario # 3 Part I

Merge Eliot MS and McKinley MS

Enrollment and Capacity

Merging Schools, Projected Enrollment, and Capacity

Potential Closed School	2027-28 Projected Enrollment	Potential Other Merged School	2027-28 Projected Enrollment	Projected Combined Enrollment	Receiving School Capacity
McKinley	190 (MS only)	Eliot	361	551	NA

Academic Benefit:

Merging McKinley Middle School into Eliot Arts Magnet School aligns with Board Goals by maximizing district resources, improving operational efficiency, and enhancing educational opportunities. McKinley students would gain access to Eliot’s established arts-integrated conservatory model, including specialized facilities, artist-in-residence instruction, and a wider selection of electives and after-school programs. Enhanced academic supports, such as Response to Intervention (RTI) and structured enrichment, would address diverse student needs and help close achievement gaps. Eliot students would be enriched by access to McKinley’s Youth Cinema Project sponsored by the Latino Film Institute as well as the McKinley Immersive Storytelling Academy which blends students’ voice and cultural heritage with technology and the visual arts. This consolidation provides students at both schools with a clearer, more engaging academic pathway that strengthens college and career readiness and ensures a high-quality art focused middle school experience.

Financial Benefit:

The estimated savings in annual operating expenses for Eliot ES are shown below. There would be greater savings by removing the McKinley expenses, but since the McKinley costs include both grades TK-5th and 6th -8th, it was reasonable to assume the savings would apply only to the less expensive staffing until a decision is made regarding the TK-5 portion of the school.

The estimated operational savings of this merger are approximately: \$727,901

Estimated Operating Savings

Description	Amount	Note
Instructional Media and Library	\$165,436	Duplicated at receiving school
Site Administration	\$552,465	Principal and Office Staff
Operations (Custodial)	\$0	Services may already be combined
Custodial Supplies	\$0	
Utilities	NA	Electricity, Water, Sewer, Waste Mgmt.
Other Classified Salaries	\$10,000	Food Service, Child Dev., Gardening, Security
Total Operational Savings	\$727,901	

Benefit to the Bond Program:

- If the McKinley TK-8 School was closed, the District would avoid a large expenditure of bond money.
 - The current allocation for the campus is approximately \$6.08M
 - The building is an older two-story structure, and the Division of State Architects would require significant upgrades when the building is modernized, very likely including the installation of elevators

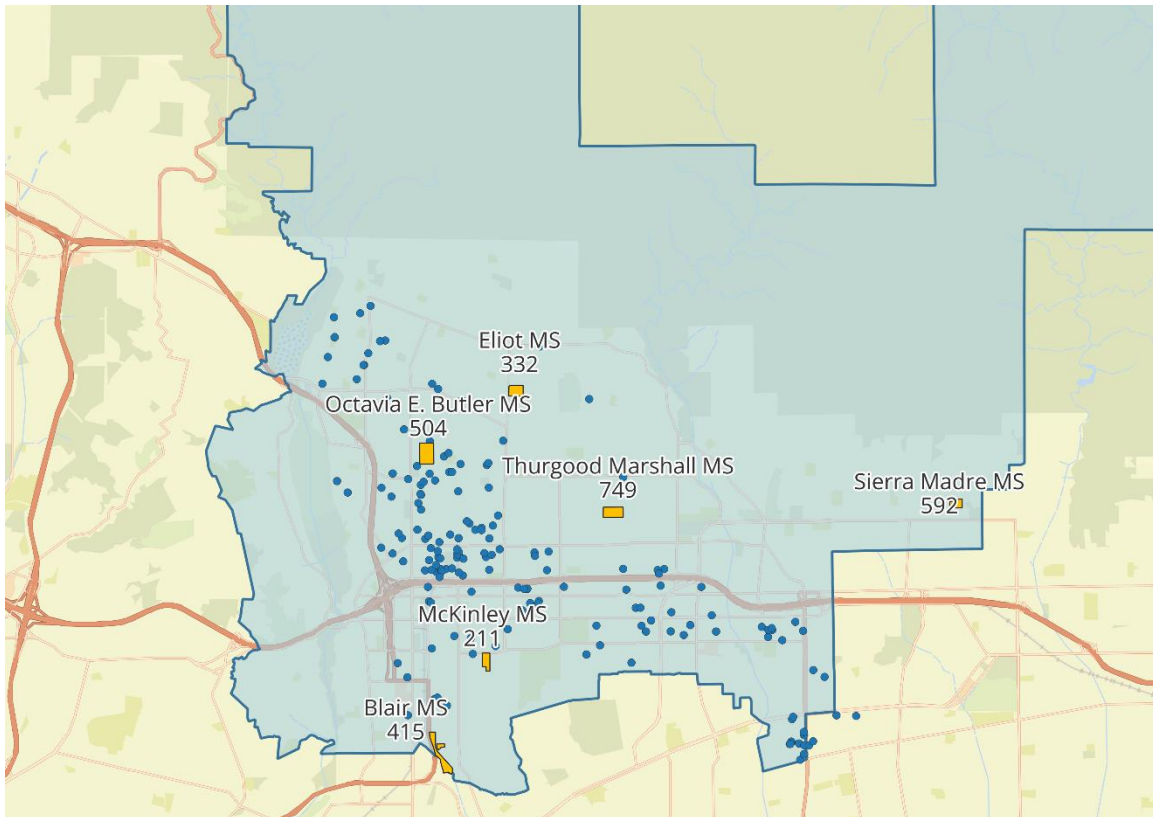
When Eliot MS is rebuilt, all 6th-8th grade students would transfer to Eliot MS. The bond money savings are contingent upon the closure of McKinley ES.

Challenges

- McKinley students would need to transfer from their school when Eliot is rebuilt. However, since both schools are now on the same campus, the impact will be much less than if McKinley students had to choose to attend another campus. Also, since construction of Eliot is likely years away, potentially, none of the current McKinley 6th-8th middle school students would be affected.
- The few 6th-8th grade students who reside near McKinley TK-8 would have a longer distance to get to the new Eliot MS school once it is built. However, the students who live closer to the Eliot MS campus would be closer to the new school.

Note: There are several current McKinley students who reside closer to the Eliot campus.

McKinley MS Scatter Plot Map



Comparison to Board Desired Outcomes

1. The process utilized by the committee will review information, programs, etc., and identify assets and areas of duplication to streamline efficiencies; consolidation may or may not be the end product.

Duplication of administrative and other site costs would be eliminated with this closure. Both McKinley 6th-8th students and Eliot MS students will benefit from the new Eliot facility. The combined schools would be able to offer a more robust curricular experience.

2. PUSD is a fiscally responsible school system that shows clear cost savings to the District.

The merger would result in annual savings of \$727,901 in operational costs and almost \$6M in bond savings if the McKinley campus were eventually closed. Additional bond savings have not been defined but would be significant. A greater number of students would benefit from the rebuilding of Eliot.

3. The committee works in a future-facing manner, and by the end of the process, it will be clear what students will be getting/what the student experience will be.

Closure & Consolidation Options

Student benefit: McKinley 6th-8th grade students with Eliot Arts MS students would have access to a more comprehensive, fully integrated arts program that includes dedicated artist-in-residence support, expanded electives, combined community school resources, and eventually specialized facilities.

4. The PUSD community is informed and included throughout the Superintendent's School Consolidation Advisory Committee (SCAC) work.

This process has been transparent.

ES Scenario #3 Part 2

Close McKinley ES (TK-5)

Merging Schools, Projected Enrollment, and Capacity

Potential Closed School	2027-28 Projected Enrollment	Receiving Schools	Receiving Schools 2027-28 Projected Enrollment	Projected Combined Enrollment	Receiving Schools Capacity
McKinley	268	Hamilton, Madison, Washington	1,255	1,523	2,140

Academic Benefit:

Closing McKinley TK-5 and reassigning students to Hamilton, Madison, and Washington Elementary Schools would provide increased resources for integrated student supports, expanded learning opportunities and programmatic benefits aligned with the Board Goals of efficiency, cost savings, and future readiness. Students would gain access to a broader range of high-quality programs, including STEM-focused, arts-integrated, and enrichment opportunities that promote critical thinking, creativity, and collaboration. Consolidating resources would strengthen instruction by enabling better alignment among staff, materials, and support services, while also expanding access to counseling, enrichment, and family engagement programs. In addition, the receiving schools’ emphasis on leadership, real-world learning, and college and career readiness ensures students would be better prepared for future success.

Financial Benefit:

See Scenario 3 Part I for estimated cost savings.

Benefit to the Bond Program:

See Scenario #3 Part 1 for estimated cost savings. This amount is conservative.

The Facility Master Plan cost for McKinley ES can be found at:

<https://www.pusdplan.org/schools/recokdnay0h1jrvds>

Challenges

- McKinley Elementary School students would move to a new campus. They could transfer

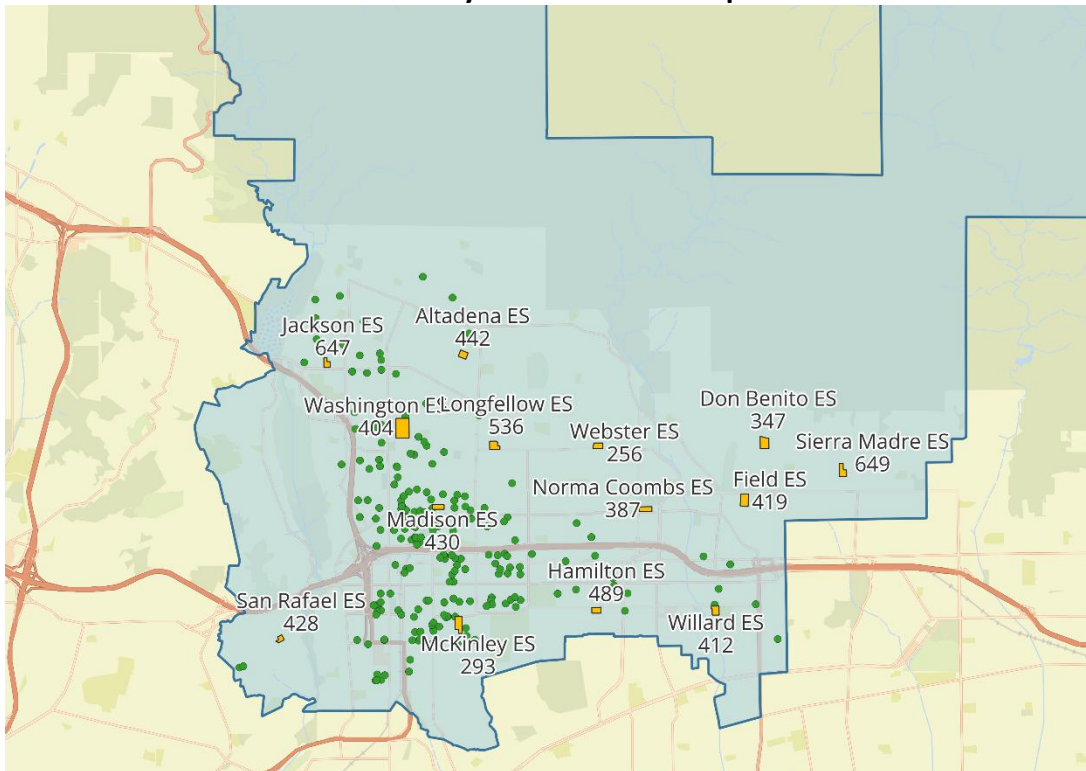
Closure & Consolidation Options

to their neighborhood school or apply through the District's open enrollment process for another school.

Note: Many of the McKinley ES students do not live near the McKinley TK-8 School.

- The bond savings are contingent upon the eventual full closure of McKinley ES when Eliot MS is rebuilt, and all current 6-8 students on the McKinley campus transfer to the new Eliot MS campus.
- TK-5 students who want an arts focused curriculum would need to apply to the Altadena Arts Magnet.

McKinley ES Scatter Plot Map



Comparison to Board Desired Outcomes

1. The process utilized by the committee will review information, programs, etc., and identify assets and areas of duplication to streamline efficiencies; consolidation may or may not be the end product.

Duplication of administrative and other site costs would be eliminated with this closure. The McKinley TK-5 students would benefit from attending schools with larger enrollments that offer a variety of high-quality programs, including STEM-focused, arts-integrated, and enrichment opportunities that promote critical thinking, creativity, and collaboration.

2. PUSD is a fiscally responsible school system that shows clear cost savings to the District.

Closure & Consolidation Options

The merger could result in annual estimated savings of approximately \$727,901 in operational costs and an estimated approximate \$6M in bond expenditures.

3. The committee works in a future-facing manner, and by the end of the process, it will be clear what students will be getting/what the student experience will be.

Students would benefit from access to more high-quality programs, schools with greater enrollment, operational savings that could be used to preserve or expand programs, and significant bond savings that could be redirected to the remaining schools.

4. The PUSD community is informed and included throughout the Superintendent's School Consolidation Advisory Committee (SCAC) work.

This process has been transparent.



6-12 Scenarios

Secondary Scenario #1

Merge Thurgood Marshall 9th-12th with Pasadena HS and Marshall 6th-8th Students Remain at Marshall

Enrollment and Capacity

Closing and Receiving Schools, Projected Enrollment, and Capacity

Potential Merged (9-12) School	2027-28 Projected Enrollment	Potential Receiving School	2027-28 Projected Enrollment	Projected Combined Enrollment	Receiving School Capacity
Marshall	780	Pasadena HS	1,034	1,814	2,330

There is sufficient capacity at Pasadena High School to absorb all of Marshall’s 9th-12th grade students. No additional classrooms would need to be added to the site.

Programmatic Benefit:

Academic

At Marshall, the AP Capstone program serves 50.7% of students or 433 students in 42 sections of AP classes. At Pasadena, there are 56 sections of AP classes and 562 students participating. By combining the schools, there would be nearly 1,000 students in AP classes, allowing more sections to be offered and potentially more course options. AP courses which are often underenrolled could become viable single sections. For example, if AP Studio Art enrolls only 8 students at each school and is thus combined with an Adv Art class, combining the two schools could double the numbers enrolled and therefore allow for a stand alone class focused on the AP Studio Art curriculum. This could also apply to AP Music Theory, AP Calculus AB/BC and AP Computer Science as these are typically very small classes.

Students would have access to French and Mandarin which are not available at Marshall thus expanding language options. It would include access to AP Spanish Literature which is also not offered at Marshall.

Students would benefit from Pasadena High School’s extensive Advanced Placement and dual-enrollment opportunities, and established college and career academies which provide clear and structured pathways to postsecondary success. At the same time, Marshall’s strengths—

Closure & Consolidation Options

including its Academy for Creative Industries (ACI), strong arts focus, robust AP offerings, and extensive partnerships with higher education and industry—would further enrich and expand these opportunities for all students.

Instrumental music programs would benefit from the merger by combining recently reduced resources, thus allowing for the continuation of beginning and intermediate band programs.

The merger would result in a more cohesive and clearly defined high school experience, where students have access to a wider range of rigorous coursework, career pathways, arts programs, and extracurricular activities within a single campus. Ultimately, this unified approach would better prepare students to graduate as academically prepared, socially aware, and future-focused individuals ready for college, career, and civic life.

Athletic

Combining the athletic programs at Marshall and Pasadena would significantly expand access to a full range of CIF sports by addressing gaps in current offerings at each campus; specifically, flag football, la crosse, water polo and wrestling. Where one school may not field a team due to low participation or limited resources, a combined program would allow students to participate in sports that are currently unavailable to them. This would also mitigate proposed cuts to lower levels of sports, thus allowing for the continued growth of programs at multiple levels of competition.

A unified program would also strengthen team viability by creating more stable roster sizes, reducing the likelihood of canceled seasons or limited competition schedules. Shared coaching expertise, facilities, and funding could improve program quality and provide more equitable student-athlete experiences.

From an equity perspective, the merger would enhance access to both girls' and boys' sports. Girls' programs—often more vulnerable to under-enrollment—would benefit from combined rosters that sustain teams in sports like golf, water polo, or wrestling. At the same time, boys' programs would see expanded participation opportunities by reducing cuts in high-demand sports and increasing the number of competitive levels (e.g., JV and varsity). Overall, the consolidation supports more balanced and equitable access aligned with Title IX expectations.

Financial Benefit:

- The estimated annual operating savings are approximately **\$873,573**. These estimates are based on provided staffing rations.

Cost Saving from Staffing Changes

Position	Current PHS/M FTE	FTE with Merger	Difference	Estimated Savings
Asst. Principals	6.0	4	2	\$335,706
Counselors	8.7	6.5	1.2	\$165,121
Athletic Dir.	.2	.2		\$29,103
ASB Bookkeeper	2.0	1	1	\$92,403
Sr. Clerk Typist	5.0	4	1	\$102,600
Security Officer	11	9	2	\$148,640
Total Operational Savings				\$873,573

This estimate is conservative, as there may be more efficiencies that staff can discover when the combined school staffing is reviewed, if a decision is made to move ahead with this merger. Staffing would be reduced only to the extent necessary to maintain sufficient staffing for Marshall’s 6th and 8th grade program. For instance, a principal position as well as two assistant principal positions, Et. al., would remain at the site so there would be no reduction in services provided to the 6th-8th grade program

Benefit to the Bond Program:

If Marshall’s 9th to 12th-grade students were transferred to Pasadena High School, the District would very likely avoid a large expenditure of bond money, and the planned work at Pasadena High School could be appreciated by both schools’ high school students. According to the 5-year Facility Bond Plan, the District has allocated approximately \$24M to Thurgood Marshall for athletic field, restrooms, water, sewer, storm drain, and electrical service. The restroom project is scheduled to start this summer at approximately \$3M, and the required utility upgrades (water, sewer, storm drain, and electrical) will involve significant site work through the central courtyard. This work is estimated at \$8M. Since under all scenarios, the school will remain open, all of this work is needed. The remaining balance is approximately \$15.8M and is currently being evaluated for field and related scope by the internal steering committee and architectural team

If Thurgood Marshall became a middle school serving grades 6th-8th, *the campus would likely not need all of the remaining \$15.8M to renovate the field for use by middle school students.* Although some field renovation would be needed, it is likely the District would save several million dollars in bond funds.

Also, in the next few years, Pasadena High School is scheduled to proceed with Pool Replacement and Restroom/Utility Upgrade projects totaling approximately \$21.7M. Pool Project details would include pool equipment and ticket/concession buildings; swimming pool and equipment; shade structures; light poles; scoreboard; timing and competition equipment; and site improvements.

Closure & Consolidation Options

The District is also seeking bids for Pasadena High School's Restrooms and Utility Upgrade Project, which will include water, sewer, storm drain, and electrical service. Restrooms will be renovated as well.

Summary of Benefits to the Bond Program

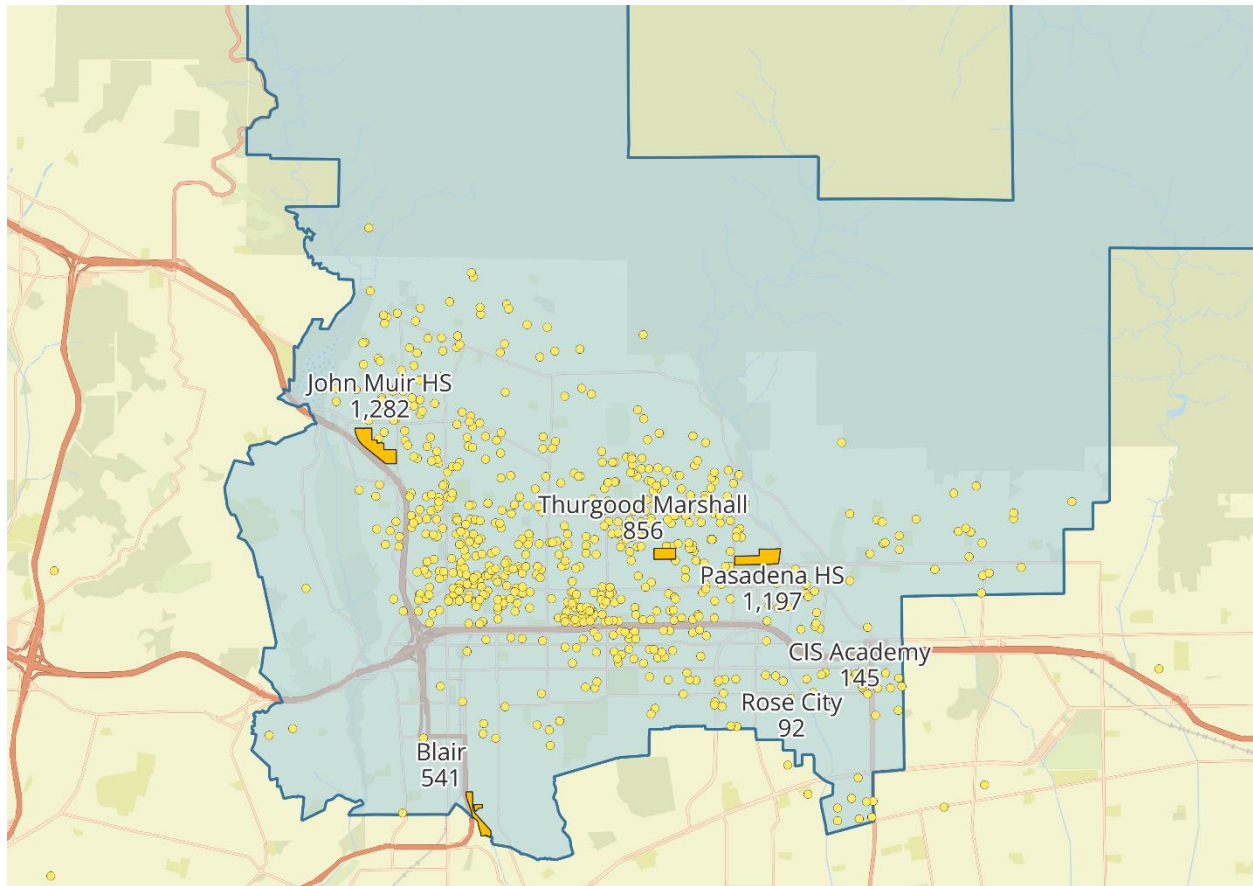
- District would likely save millions in bond dollars by reducing the athletic field work currently scheduled at Marshall
- Current construction scheduled for this summer would be appreciated by the 6th-8th grade students who would remain on the campus
- The \$21.7M of work scheduled for Pasadena High School (estimated to start in 2027) would be appreciated by both the Pasadena High School students and the Marshall 9th-12th grade students.
- Marshall students would have access to water sports, a football field, and a track.

Challenges

- Thurgood Marshall has served PUSD high school students since 1973, and the moving of the high school students to Pasadena High School would be difficult for the students and community
- The 9th-12th grade students would need to relocate to PHS and change schools.
- A 6th-12th grade school would not be available to families in this section of the District and possibly the entire District, depending on if the board decides to make any changes at Blair.
- If no additional middle school students were transferred to Marshall, there would be significant excess capacity available at this site.

Scatter Plot Map

Thurgood Marshall 9th-12th Grade Scatter Plot Map



Comparison to Board Desired Outcomes

1. The process utilized by the committee will review information, programs, etc., and identify assets and areas of duplication to streamline efficiencies; consolidation may or may not be the end product.

Duplication of administrative and other site costs would be eliminated with this closure, and all students at both schools would benefit from the investment in Pasadena High School.

2. PUSD is a fiscally responsible school system that shows clear cost savings to the District.

The merger would result in annual estimated savings of approximately \$873,573 in annual operational costs and would also use bond dollars more efficiently

3. The committee works in a future-facing manner, and by the end of the process, it will be clear what students will be getting/what the student experience will be.

Closure & Consolidation Options

The merger would benefit both high school's academic and athletic programs as noted above.

4. The PUSD community is informed and included throughout the Superintendent's School Consolidation Advisory Committee (SCAC) work.

This process has been transparent.

Secondary Scenario #2A

Merge Blair 9th-12th with Pasadena HS and Blair 6th-8th with Marshall MS

Enrollment and Capacity

This scenario is an option only if Marshall High School students are moved to Pasadena High School, and room is made available at Marshall for the Blair Middle School students. This scenario assumes that the Marshall High School students will be attending Pasadena High School.

Closing and Receiving Schools, Projected Enrollment, and Capacity

Potential Closed School	2027-28 Projected Enrollment	Potential Receiving School	2027-28 Projected Enrollment	Projected Combined Enrollment	Receiving School Capacity
Blair MS	418	Marshall MS	729	1,147	1,605
Blair HS	473	Pasadena HS	1,814	2,287	2,330

There is sufficient room at Thurgood Marshall to accept Blair Middle School Students if Marshall High School students transfer to Pasadena High School. There is also sufficient capacity at Pasadena High School to accept both Marshall High School students and Blair High School students.

Programmatic Benefit

High School Academic Benefit

This consolidation would offer a full spectrum of rigorous coursework, including 53 Advanced Placement sections, CTE pathways, and the IB program currently at Blair. With a larger student body, more classes would meet enrollment thresholds, allowing students greater choice in electives, world languages, STEM pathways, and arts programs. These expanded opportunities support both college-bound students and those pursuing career pathways. It would also improve access to tutoring and credit recovery. Students would thus benefit from greater scheduling flexibility, more academic choices, and more support resources.

Closure & Consolidation Options

A larger and more diverse student population would foster stronger collaboration and access to varied perspectives. It would also allow for more flexible grouping, including honors, accelerated, and intervention sections, better meeting student's needs.

High School Athletic Benefit

A merged student body would increase participation, making it easier to field full teams at all levels (freshman, JV, varsity) across a wider range of sports. It would also allow for a more balanced offering of boys' and girls' teams, helping ensure compliance with equity goals.

The consolidation would also allow for more efficient use of athletic funding which has been reduced district wide. This would also mitigate the potential cuts to lower levels of sports, thus allowing for the continued growth of programs at multiple levels of competition.

Merging Blair High School with Pasadena High School would create a more robust high school experience. Academically, students would benefit from expanded course offerings, stronger supports, and clearer pathways. Athletically, the merger would enhance team viability, increase participation opportunities, and improve overall program quality—resulting in a more comprehensive and engaging high school experience for all students.

Middle School Academic Benefit

Merging Blair and Marshall middle school programs would strengthen academics by expanding rigorous course offerings (especially IB access), improving student supports, enhancing course availability, and concentrating resources. It would also consolidate the funding for instructional materials and needed facility improvements. An added benefit is that Marshall students would benefit from the instructional practices of the IB trained teachers regardless of their participation in the IB program.

Students would also have access to expanded elective opportunities. Students would thus benefit from greater scheduling flexibility and more academic choice. The overall effect is a more comprehensive and equitable academic program which better prepares students for high school and beyond.

Financial Benefit:

- The estimated annual operating savings for this merger are approximately \$2,046,741.

Estimated Operating Savings

Position	Current FTE	Needed FTE	Difference	Estimated Savings
Principal	3	2	1	\$255,842
Asst. Principals	8	6	2	\$335,706
Counselors	12.7	10	2.7	\$371,522
Athletic Dir.	2	1	1	\$29,103
ASB Bookkeeper	3	2	1	\$92,403
Secretary II	3	2	1	\$98,347
Registrar	3	2	1	\$92,422
Data Control Clerk	4	3	1	\$79,293
Sr. Clerk Typist	8	7	1	\$102,600
Security	15	12	3	\$148,640
Head Custodians	3	2	1	\$125,261
Custodians	27	25	2	\$145,602
Utilities (50%)	NA	NA	NA	\$170,000
Total Operational Savings				\$2,046,741

Benefit to the Bond Program:

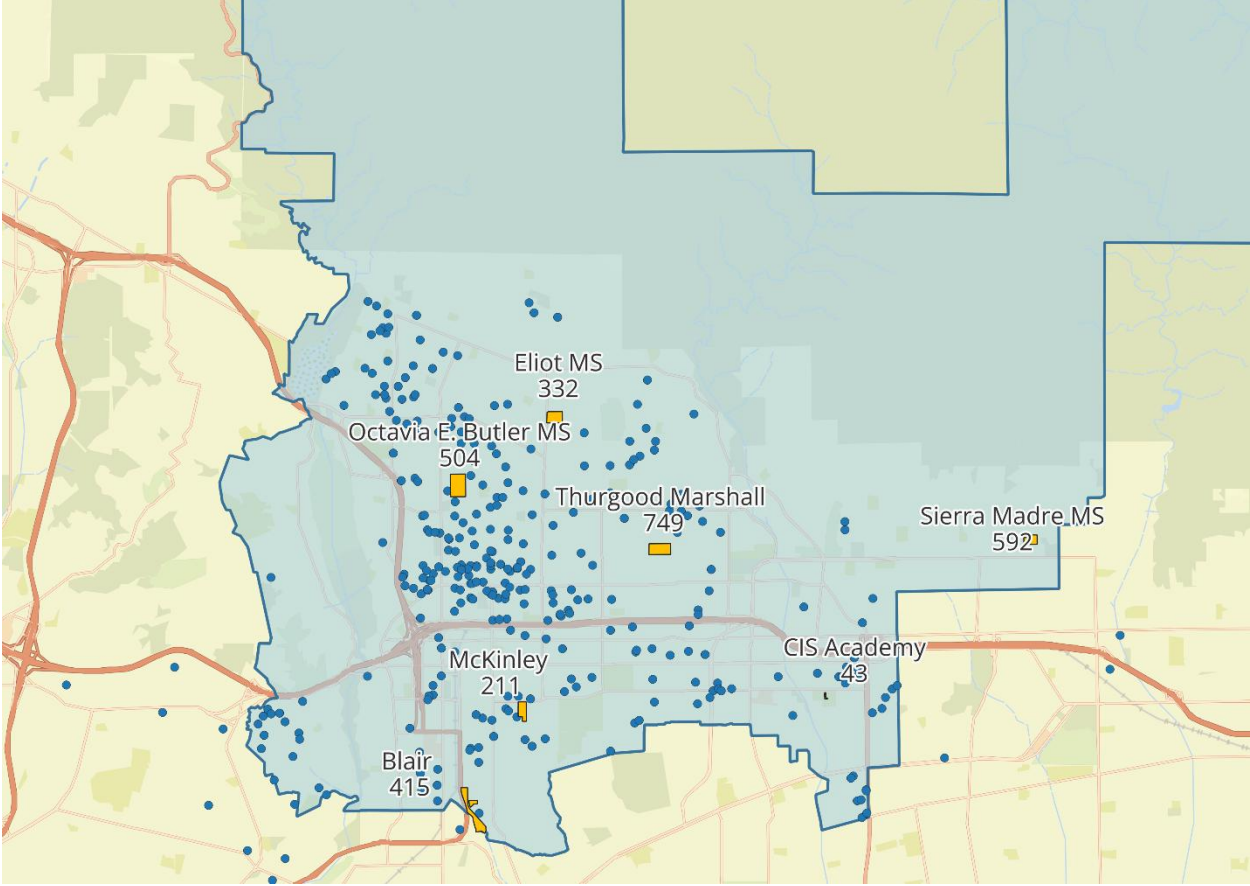
- The renovation scheduled for 2029 at Blair HS would be reduced or avoided. The amount of this work is allocated at approximately \$35.5M
- District would likely save millions in bond dollars by reducing the athletic field work currently scheduled at Marshall
- The \$21.7M of work scheduled for Pasadena High School would be enjoyed by both the Pasadena High School students, and the Marshall and Blair 9th-12th grade students

Challenges

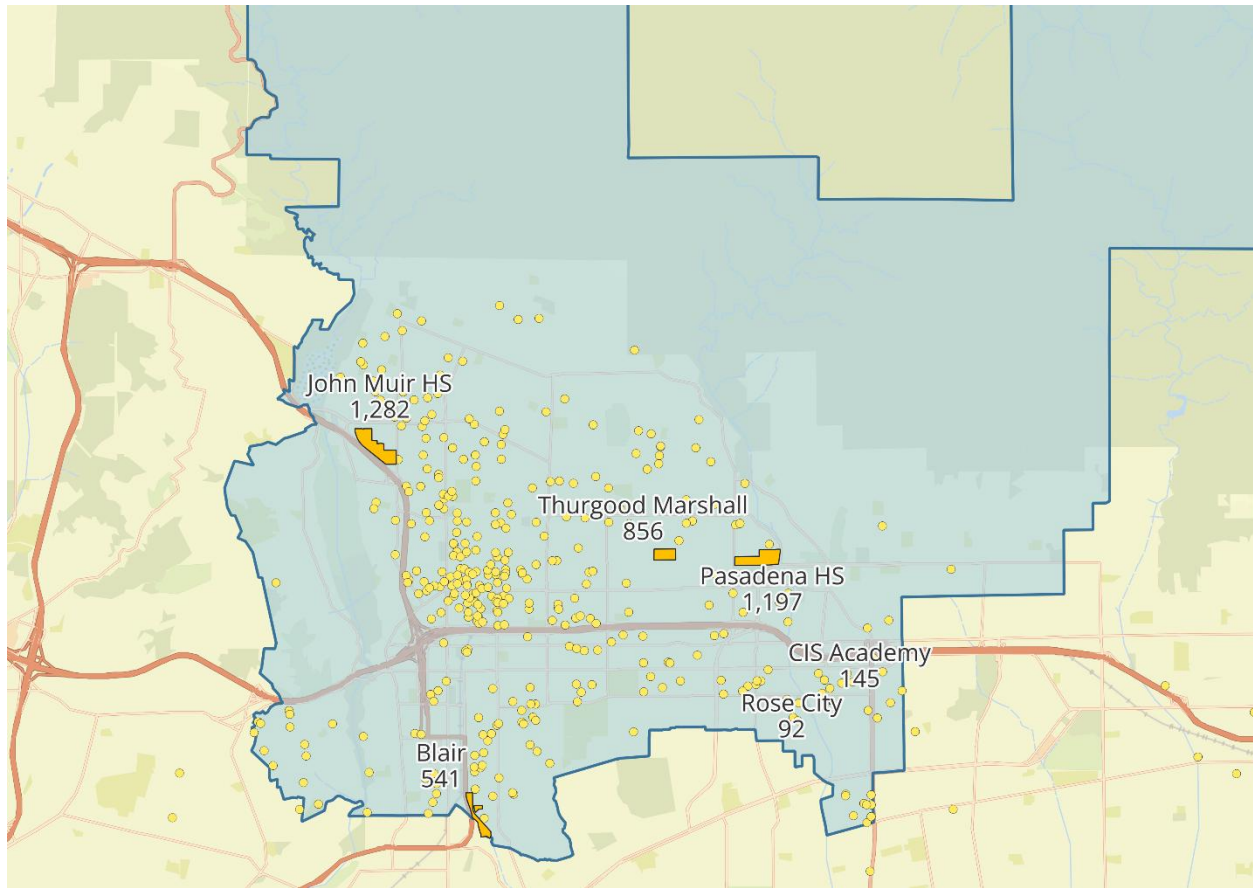
- Blair High School has a long and storied history with the district, and its closure would be difficult for both the students and much of the community.
- Blair has the approximately 140 interdistrict transfer students which may or may not travel a further distance to another campus

Blair 6th-8th Scatter Plot Map

Closure & Consolidation Options



Blair 9th-12th Scatter Plot Map



Comparison to Board Desired Outcomes

1. The process utilized by the committee will review information, programs, etc., and identify assets and areas of duplication to streamline efficiencies; consolidation may or may not be the end product.

Duplication of administrative and other site costs would be eliminated with this closure, and all students from the three schools would benefit from the investment in Pasadena High School.

2. PUSD is a fiscally responsible school system that shows clear cost savings to the District.

The merger would result in annual estimated savings of approximately \$2.M in annual operational costs and would also use bond dollars more efficiently

3. The committee works in a future-facing manner, and by the end of the process, it will be clear what students will be getting/what the student experience will be.

Closure & Consolidation Options

The merger would benefit all high school's academic and athletic programs as noted above.

4. The PUSD community is informed and included throughout the Superintendent's School Consolidation Advisory Committee (SCAC) work.

This process has been transparent.

OR Secondary Scenario #2B

Merge Blair 9th-12th with Muir HS and Blair 6th-8th with Octavia E Butler MS

Enrollment and Capacity

Closing and Receiving Schools, Projected Enrollment, and Capacity

Potential Closed School	2027-28 Projected Enrollment	Potential Receiving School	2027-28 Projected Enrollment	Projected Combined Enrollment	Receiving School Capacity
Blair MS	418	Octavia Butler MS	515	938	1,123
Blair HS	473	John Muir HS	1,305	1,778	1,698

Using projected enrollment numbers and capacity numbers from the District’s Facility Master Plan, there would be sufficient room at Octavia Butler Middle School for Blair MS students. The stated capacity in the Facility Master Plan for John Muir HS is less than the projected enrollment for the combined schools; however, there would likely be capacity for the combined enrollment at John Muir HS for several reasons. Construction is planned for John Muir to add capacity. There are also several schools in PUSD that, according to the Facility Master Plan, are “over capacity, which means the actual capacity has been underestimated, which is probably true at John Muir HS. Also, with the campus move, not all students may choose to attend John Muir HS, which is farther away for some families than Pasadena High School.

Programmatic Benefit:

Academic – Blair and John Muir

Merging Blair HS with Muir HS preserves and expands rigorous academic programs. While Blair offers IB programs, a health careers academy, and dual language programs, Muir offers an Early College program, career academies in engineering, media and business, and internship and career-based learning. Through consolidation, students would gain access to both IB and Early College programs (a very rare opportunity in California).

Closure & Consolidation Options

Students would also have access to expanded course opportunities. Larger enrollments would support more advanced classes, and more electives would become viable. Advanced STEM classes could be offered, and the world language course options would expand. Students would thus benefit from greater scheduling flexibility and more academic choice.

Extra-curricular opportunities would also expand. Academic clubs like robotics, debate, Model United Nations, and Academic Decathlon would be available to all. Career-related organizations like the engineering club, media production, and the entrepreneurship club would benefit and enrich more students' academic experience.

Students would ultimately be provided with strengthened and expanded academic opportunities, increased college readiness, expanded career exploration opportunities, and improved resource allocation.

Athletics – Blair and John Muir

Combining Blair and Muir athletic programs would create a more comprehensive and sustainable athletics system by unifying partial sport offerings across both schools. Students would gain access to a broader selection of CIF sports, particularly in cases where one campus currently lacks the numbers or resources to field a team. This would ensure that student interest—rather than site limitations— would drive participation opportunities.

The combined program would improve roster stability and competitiveness, enabling more consistent scheduling and stronger league participation. It would also allow for more efficient use of coaching staff and facilities, potentially enhancing the overall quality of the athletic experience. This would also mitigate the projected financial cuts to lower levels of sports, thus allowing for the continued growth of programs at multiple levels of competition.

In terms of equity, this merger would increase access for both girls and boys. For girls, combining programs would help ensure viable team sizes in sports that may otherwise be unavailable or inconsistent, expanding participation in areas like lacrosse, tennis, or wrestling. For boys, it could alleviate overcrowding in high-demand sports by increasing roster capacity and would offer more levels of play. The result would be a more inclusive athletics system where all students would have fair access to participate, develop, and compete.

Academic - Blair MS and Octavia Butler MS

Merging Blair Middle School with Octavia E. Butler Magnet School would create a more comprehensive and rigorous academic program by combining complementary instructional

Closure & Consolidation Options

models. Blair’s International Baccalaureate (IB) Middle Years Program pathway and Butler’s strengths in STEAM, dual-language immersion, and project-based learning would provide students with expanded access to high-quality, interdisciplinary coursework. The Middle Years Program could operate as an IB cohort, thus allowing other students to join the cohort and expand IB participation. A unified campus would allow for a broader range of honors and advanced classes, more robust elective offerings, and improved master scheduling, ensuring that all students could fully participate in enriched academic opportunities.

The merger would also strengthen academic outcomes through the strategic consolidation of resources, including highly qualified staff, targeted intervention systems, and expanded student supports. It would also foster stronger professional collaboration among educators. This integrated approach would also support access to academic supports, ultimately improving student achievement across diverse learner groups.

Financial Benefit:

- The estimated annual operating savings for this merger are approximately \$1,9M.

Estimated Operating Savings

Position	Current FTE	Required FTE	Difference	Estimated Savings
Principal	3	2	1	\$255,842
Asst. Principals	9	7	2	\$335,706
Counselors	14.5	12.5	2	\$275,202
Athletic Dir.	.4	.2	.2	\$29,103
ASB Bookkeeper	2	1	2	\$92,403
Secretary II	3	2	1	\$98,347
Registrar	3	2	1	\$92,422
Data Control Clerk	4	3	1	\$79,293
Senior Clerk Typist	7	6	1	\$102,200
Security	10	8	2	\$148,640
Head Custodian	4	3	1	\$125,261
Custodian	28	26	2	\$145,602
Utilities (50%)	NA	NA	NA	\$170,000
Total Operational Savings				\$1,950,021

Benefit to the Bond Program:

There would be a benefit to the bond program with this merger

Closure & Consolidation Options

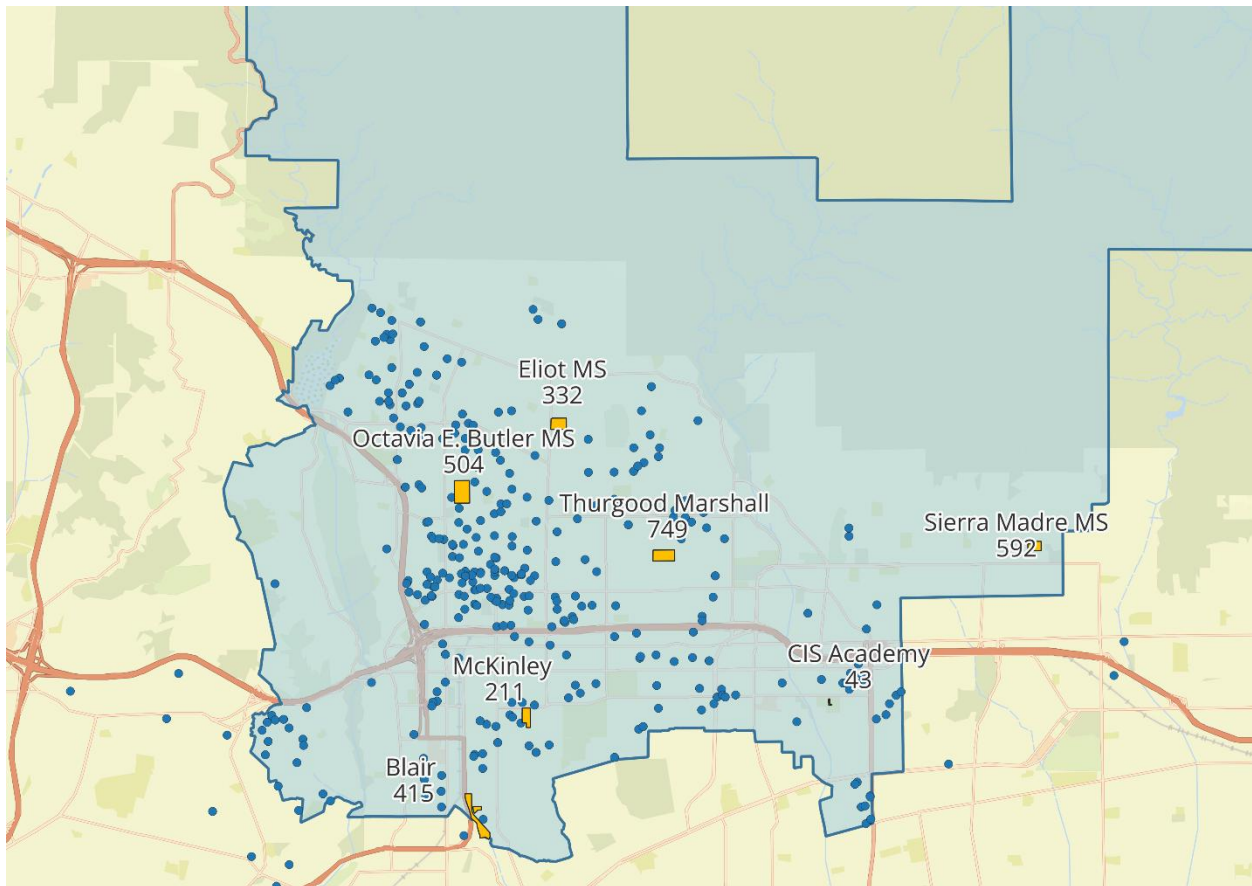
- In 2025 John Muir HS began receiving over \$64M in major renovation work. This work could be utilized by more students.
- The renovation scheduled for 2029 at Blair HS would be reduced or avoided. The amount of this work is allocated at approximately \$35.5M
- Octavia E. Butler Middle School is scheduled for \$59.6M in renovations in 2029. These upgrades would be appreciated by more students

Challenges

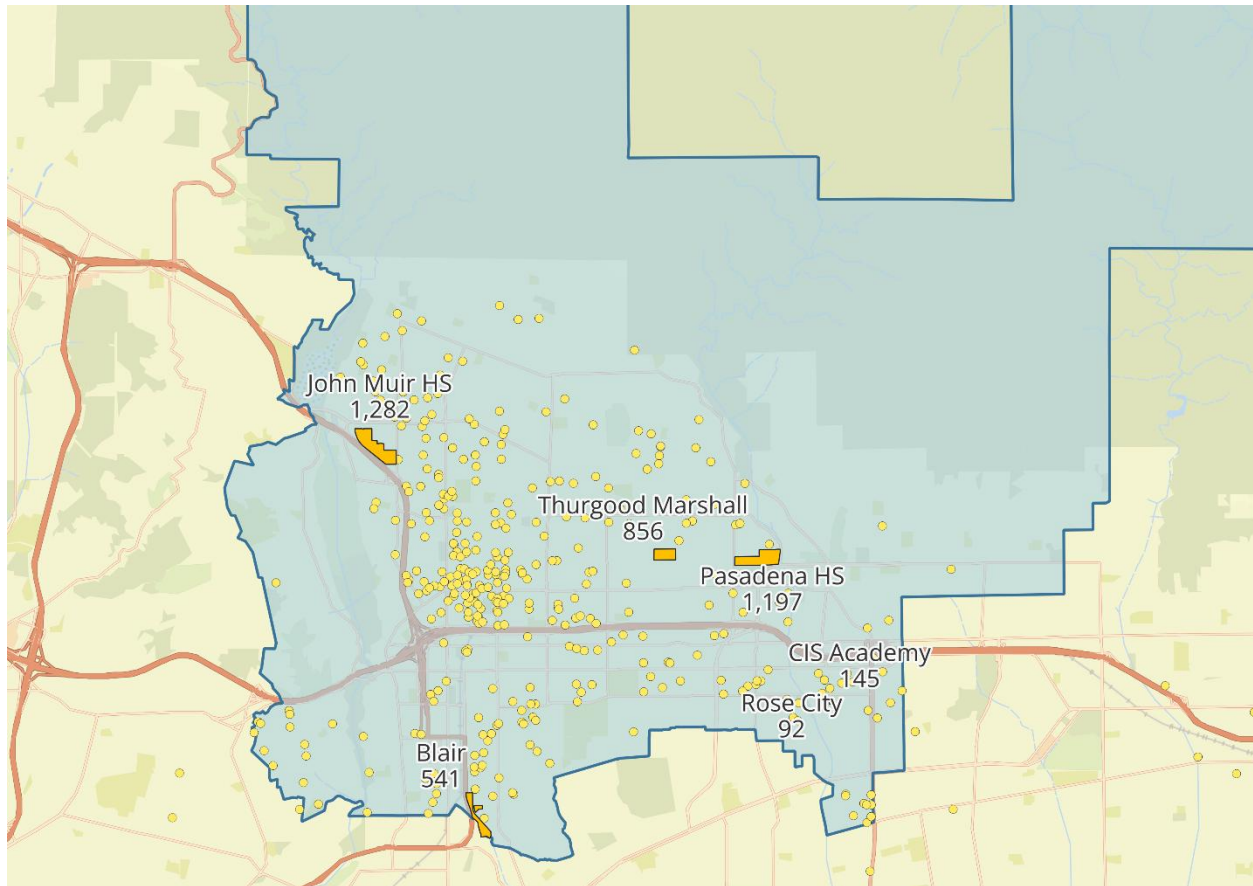
- Blair High School has a long and storied history with the district, and its closure would be difficult for both the students and much of the community.

Scatter Plot Maps

Blair Secondary School 6th-8th Scatter Plot Map



Blair Secondary School 9th-12th Scatter Plot Map



Comparison to Board Desired Outcomes

1. The process utilized by the committee will review information, programs, etc., and identify assets and areas of duplication to streamline efficiencies; consolidation may or may not be the end product.

Duplication of administrative and other site costs would be eliminated with this closure, and all students would benefit from the investment in John Muir High School.

2. PUSD is a fiscally responsible school system that shows clear cost savings to the District.

The merger would result in annual estimated savings of approximately \$1.9M in annual operational costs and would also use bond dollars more efficiently

3. The committee works in a future-facing manner, and by the end of the process, it will be clear what students will be getting/what the student experience will be.

Closure & Consolidation Options

The merger would benefit both the high schools' and middle schools' combined academic and athletic programs.

4. The PUSD community is informed and included throughout the Superintendent's School Consolidation Advisory Committee (SCAC) work.

This process has been transparent.

OR Secondary Scenario #2C

Merge Blair 9th-12th with John Muir HS and Blair 6th-8th with Marshall MS

Benefits

The benefits of merging Blair 9th-12th with John Muir are listed in secondary scenario #2B.

The benefits of merging Blair MS with Marshall MS are outlined in secondary scenario #2A.

Comparison to Board Desired Outcomes

1. The process utilized by the committee will review information, programs, etc., and identify assets and areas of duplication to streamline efficiencies; consolidation may or may not be the end product.

Duplication of administrative and other site costs would be eliminated with this closure, and all students would benefit from the bond investments in John Muir HS and Marshall MS.

2. PUSD is a fiscally responsible school system that shows clear cost savings to the District.

The merger would result in annual estimated savings of approximately \$2M in annual operational costs and would also use bond dollars more efficiently

3. The committee works in a future-facing manner, and by the end of the process, it will be clear what students will be getting/what the student experience will be.

The merger would benefit both high schools' and middle schools' academic and athletic programs.

4. The PUSD community is informed and included throughout the Superintendent's School Consolidation Advisory Committee (SCAC) work.

Closure & Consolidation Options

This process has been transparent.


Appendices

School Historical Enrollment and Projections

Schools	Grade Level	20-21	21-22	22-23	23-24	24-25	25-26	26-27	27-28	28-29	29-30	30-31
Elementary (TK-5)												
Altadena Arts Magnet	TK-5	469	435	457	488	527	442	434	423	417	402	401
Don Benito	TK-5	471	387	386	398	384	347	337	343	346	345	344
Field	TK-5	450	395	430	471	449	419	413	406	398	393	386
Alexander Hamilton	TK-5	535	507	482	504	510	489	495	467	463	459	447
Longfellow Magnet	TK-5	634	573	533	547	546	536	505	484	474	459	443
James Madison	TK-5	488	453	424	409	411	430	424	416	415	428	448
Mary W. Jackson	TK-5	662	608	628	634	658	647	629	609	593	581	577
Norma Coombs	TK-5	346	303	294	334	370	387	394	403	410	420	404
San Rafael	TK-5	400	386	385	393	412	428	438	439	435	436	435
Sierra Madre	TK-5	627	585	630	618	652	649	646	642	632	625	599
Washington	TK-5	445	427	406	433	428	404	396	372	363	336	329
Daniel Webster	TK-5	339	297	303	294	277	256	246	228	228	210	203
Willard	TK-5	577	475	476	417	394	412	376	367	357	350	333
TK-8												
McKinley	TK-5	473	377	348	337	314	293	269	268	258	245	239
McKinley	6-8	462	379	300	279	224	211	204	190	180	167	167
McKinley	TK-8	935	756	648	616	538	504	473	458	438	412	406
6-8												
Eliot Arts Magnet	6-8	514	485	423	395	407	332	371	361	364	347	338
Octavia E. Butler Magnet	6-8	-	-	513	519	481	504	523	515	472	456	448
Sierra Madre Middle School	6-8	588	582	574	593	597	592	604	593	578	557	548
6-12												
Blair School	6-8	525	486	501	463	470	415	421	418	404	390	383
Blair School	9-12	577	582	616	592	583	536	491	473	477	475	474
Blair School	6-12	1,102	1,068	1,117	1,055	1,053	951	912	891	881	865	857
Thurgood Marshall Secondary	6-8	932	896	801	829	763	749	723	729	718	692	680
Thurgood Marshall Secondary	9-12	1,080	1,083	1,048	1,019	926	856	829	780	748	766	740
Thurgood Marshall Secondary	6-12	2,012	1,979	1,849	1,848	1,689	1,605	1,552	1,509	1,466	1,458	1,420
9-12												
John Muir High School	9-12	927	936	1,012	1,133	1,206	1,282	1,291	1,305	1,286	1,235	1,231
Pasadena High School	9-12	1,842	1,671	1,609	1,355	1,303	1,197	1,038	1,034	968	983	978

Closure & Consolidation Options

Facilities Five-Year Bond Program Plan

 FACILITIES FIVE YEAR BOND PROGRAM PLAN										
BR1685-F										
BR#	Summer Projects To Start June 2024		Budget	Architect	BR#	Contractor	BR#	Construction Start Date	Countdown in Months	Status
BR-1666-F	San Rafael	Electrical Service Upgrade	\$662,311.00	N/A	N/A	Waisman Construction, Inc	BR-1793-F	6/3/2024	0	Construction Completion Phase
BR-1665-F	Eliot Arts Magnet Academy	Restroom Renovation and Utility Upgrades	\$6,494,491.00	Flewelling & Moody	BR-1722-F	First California Construction	BR-1761-F	6/3/2024	0	On Hold
BR-1665-F	Willard Elementary School	Restroom Renovation and Utility Upgrades	\$4,779,215.00	Flewelling & Moody	BR-1722-F	California Construction P2-KYA Services LLC	BR-1810-F	6/3/2024	0	Construction Completion Phase
BR-1665-F	Sierra Madre Elementary	Restroom Renovation and Utility Upgrades	\$4,890,617.00	Flewelling & Moody	BR-1722-F	KYA Services LLC	BR-1810-F	6/3/2025	0	Construction in Progress
BR#	Major Renovations June 2025		Budget	Architect	BR#	Contractor	BR#	Construction Start Date	Countdown in Months	Status
BR-1662-F	John Muir High School	Modernization of the Gym Complex, Pool and Restrooms	\$64,485,852.00	Huckabee/TSK	BR-1690-F	Kaon Hall Construction Co. KG Axis, Inc (RR Upgrade)	BR-1817-F BR-1837-F	6/2/2025	0	Pre Construction
BR-1707-F	Madison	Interim Swing Space Franklin ES	\$2,000,000.00	Flewelling & Moody	BR-1772-F	Omega Construction	BR-1784-F	9/30/2024	0	Construction in Progress
BR-1719-F	Longfellow	Interim Swing Space Allendale ES	\$2,000,000.00	Flewelling & Moody	BR-1772-F	Omega Construction	BR-1784-F	9/30/2024	0	Construction in Progress
BR#	Summer Projects To Start June 2025		Budget	Architect	BR#	Contractor	BR#	Construction Start Date	Countdown in Months	Status
BR-1701-F	Thurgood Marshall Secondary School	Athletic Field, Restrooms, Water, Sewer, Storm Drain, Electrical Service,	\$23,785,842.00	Flewelling & Moody	BR-1800-F			6/2/2025	0	DSA plan review and approval
BR-1780-F	Norma Coombs ES	Restroom Renovation and Utility Upgrades	\$2,887,223.00	Flewelling & Moody	BR-1801-F	The Nazerian Group	BR-1846-F	6/2/2025	0	Construction in Progress
BR-1780-F	Jackson STEM	Restroom Renovation and Utility Upgrades	\$4,627,837.00	Flewelling & Moody	BR-1801-F	The Nazerian Group	BR-1846-F	6/2/2025	0	Construction in Progress
BR-1780-F	Hamilton Elementary School	Restroom Renovation and Utility Upgrades	\$4,921,488.00	Flewelling & Moody	BR-1801-F	The Nazerian Group	BR-1846-F	6/2/2025	0	Construction in Progress
BR#	Major Renovations June 2026		Budget	Architect	BR#	Contractor	BR#	Construction Start Date	Countdown in Months	Status
BR-1662-F	Madison Elementary School	Modernization - Possible Delay to June 2027	\$43,016,230.00	PHM	BR-1680-F	Blach Construction	BR-1869-F	6/1/2026	2	Pre Construction
BR-1664-F	Longfellow Elementary School	Modernization	\$46,542,873.00	LPA	BR-1680-F	C.W Driver, LLC	BR-1845-F	6/1/2026	2	Pre Construction
BR-1697-F	Pasadena High School	Aquatics and Restroom Modernization	\$21,746,338.00	PHM	BR-1780-F			6/1/2026	2	Design Development
BR-1699-F	Don Benito	MPR and Kitchen Renovation	\$6,800,000.00	PBWS	BR-1770-F			6/2/2026	2	Design Development
		Interim Swing Space Franklin ES	\$1,000,000.00					6/1/2026	2	In Waiting
		Interim Swing Space Allendale ES	\$1,000,000.00					6/1/2026	2	In Waiting
BR#	Summer Projects To Start June 2026		Budget	Architect	BR#	Contractor	BR#	Construction Start Date	Countdown in Months	Status
	Altadena Arts Magnet	Restroom Renovation and Utility Upgrades	\$4,931,092.00					6/1/2026	2	In Waiting
	Washington Elementary School	Restroom Renovation and Utility Upgrades	\$4,499,255.00 \$9,430,347.00					6/1/2026	2	In Waiting
BR#	Major Renovations June 2027		Budget	Architect	BR#	Contractor	BR#	Construction Start Date	Countdown in Months	Status
BR-1700-F	San Rafael Elementary School	Modernization	\$35,247,850.00					6/1/2027	14	Scope Development
BR-1692-F	Webster Elementary School	Modernization - Possible Delay to June 2028	\$29,941,071.00					6/1/2027	14	Scope Development
		Interim Swing Space Franklin ES	\$1,000,000.00					6/1/2027	14	In Waiting
		Interim Swing Space Allendale ES	\$1,000,000.00					6/1/2027	14	In Waiting
BR#	Summer Projects To Start June 2027		Budget	Architect	BR#	Contractor	BR#	Construction Start Date	Countdown in Months	Status
	McKinley K-8	Restroom Renovation and Utility Upgrades	\$6,087,415.00					6/1/2027	14	In Waiting
BR#	Major Renovations June 2028		Budget	Architect	BR#	Contractor	BR#	Construction Start Date	Countdown in Months	Status
	Dun Benito Elementary School	Modernization	\$24,170,478.00					6/1/2028	26	In Waiting
	Field Elementary School	Modernization	\$25,158,722.00					6/1/2028	26	In Waiting
		Interim Swing Space Franklin ES	\$1,000,000.00					6/1/2028	26	In Waiting
		Interim Swing Space Allendale ES	\$1,000,000.00					6/1/2028	26	In Waiting
BR#	Major Renovations June 2029		Budget	Architect	BR#	Contractor	BR#	Construction Start Date	Countdown in Months	Status
	Octavia E. Butler Magnet	Modernization	\$59,611,243.00					6/1/2029	38	In Waiting
	Blair High School	Restrooms, Pool and Track/Field Modernization	\$37,484,509.00					6/1/2029	38	In Waiting
		Interim Swing Space Franklin ES	\$1,000,000.00					6/1/2029	38	In Waiting
		Interim Swing Space Allendale ES	\$1,000,000.00					6/1/2029	38	In Waiting
		Sum	\$484,202,299.00							