



GOVERNMENT OF BERMUDA  
**Ministry of Education**

A Consultation on Whether or Not to Close  
**T.N. Tatem Middle School**

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**November 2019**

**This consultation extends from November 8<sup>th</sup> to December 20<sup>th</sup>, 2019**

## **Acknowledgement**

The Ministry of Education and the Department of Education would like to thank all critical stakeholders and other individuals and organizations who helped support the temporary transition of T.N. Tatem Middle School students and staff during the 2018-19 and the 2019-20 school years.

In April 2019, one hundred and eighty four students and 49 members of staff from T.N. Tatem Middle School were moved to other middle schools and locations during the 2018-19 school year. In the 2019-20 school year, middle schools collectively took in 325 M1 students, including those who would have attended T.N. Tatem Middle School. There were also a number of staffing changes as T.N. Tatem Middle School staff were redeployed to other middle schools and assignments within the Bermuda Public School System.

The transition process was significant, and it also included a number of challenges. The Ministry of Education and the Department of Education worked with principals and other middle school staff, boards of trustees of aided schools, the Department of Public Transportation, parents and others to plan and implement the transition of T.N. Tatem Middle School students. This effort involved a lot of listening, discussion, planning, collaboration and problem-solving. This strong and ongoing commitment helped to ensure that students were kept within the center of this change process.

## **Glossary**

*The Ministry of Education* is headed by the Minister of Education, who is supported by the Permanent Secretary. The Ministry of Education is responsible for strategy, policy and legislation. It encompasses the Ministry of Education Headquarters, the Department of Education, the Department of Libraries and Archives, and Bermuda College, which is a quango.

*The Department of Education* is headed by the Commissioner of Education and is responsible for implementing the strategic direction of the Bermuda Public School System. The Department of Education has responsibility for the supervision and support of schools and educational and developmental programmes, including the Child Development Programme.

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## 1.0 EXECUTIVE SUMMARY

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The Ministry of Education is consulting on whether or not to close T.N. Tatem Middle School permanently because:

- i. The temporary closure of the school has shown that public middle school students can be accommodated in the other 4 middle schools, and
- ii. Enrolment at the time of temporary closure, as well as the continued system-wide decrease in enrolment indicate that T.N. Tatem Middle School is no longer required to serve as a middle school.

### **Pre-Consultation Engagement**

Technical Officers in the Ministry of Education and the Department of Education reached out to a number of critical stakeholders to obtain feedback on the consultation issue. Valuable themes emerged from this process including: accommodating students; the maximum enrolment; transition and integration of staff and students; the importance of reinvesting resources in other middle schools, including funds and information technology; transportation planning; staff involvement in the consultation process; the emotional nature of the issue; future use of the building and site; and the importance of valuing the Warwick Parish community and its history.

### **Consultation**

The consultation period will extend for 6 weeks from November 8<sup>th</sup> to December 20<sup>th</sup>, 2019.

You can share your views by submitting the [online consultation response form](#).

Responses can also be submitted via email to [educationconsultation@moed.bm](mailto:educationconsultation@moed.bm) or by hand to the Ministry of Education.

A decision on whether or not to close T.N. Tatem Middle School will be made after the consultation period has concluded and after the consultation responses have been considered. It is anticipated that critical stakeholders will be informed of a decision by the end of January 2020, followed by an announcement to the broader community.

### **The Temporary Closure of T.N. Tatem Middle School**

T.N. Tatem Middle School was temporarily closed in April 2019 in response to safety and health concerns raised by staff and parents. The school is closed for the 2019-20 school year.

### **Accommodating Students in Middle Schools**

All of the Island's public middle school students can be accommodated in 4 middle schools for the following reasons:

- The decrease in enrolment
- There is an adequate staffing complement
- Class sizes are within the maximum enrolment
- There is adequate physical space

- Additional and redistributed resources have been provided to middle schools
- The availability of educational programmes, and
- The provision of transportation.

### **Alternative Option to the Closure of T.N. Tatem Middle School**

An alternative to closing T.N. Tatem Middle School would be to reopen the school.

### **The Effects of Closure of T.N. Tatem Middle School**

If a decision is made to close T.N. Tatem Middle School:

- T.N. Tatem Middle School would close permanently.
- Current M1 and M2 students from T.N. Tatem Middle School would remain at their current schools.
- Current P6 students would be enrolled in middle schools according to newly assigned feeder primary schools.
- Following consultation, T.N. Tatem Middle School staff who were temporarily redeployed to other schools would be transferred to other maintained schools or assignments permanently, according to student, school and system need. Staff would also be able to apply for other posts within the Bermuda Public School System.
- As the T.N. Tatem Middle School building and site are the property of the Ministry of Public Works, the Ministry of Public Works would take over responsibility for the building, site and its future use.

### **Current and Future Commitments**

Regarding, T.N. Tatem Middle School:

- Communication and Collaboration: The Ministry of Education and the Department of Education are committed to communication and collaboration with critical stakeholders, including students, parents, staff members, boards of trustees of aided middle schools, unions and community members.
- Reinvestment of Resources: If a decision is made to close T.N. Tatem Middle School permanently, the Department of Education will ensure that a significant proportion of T.N. Tatem Middle School budget is reinvested in other middle schools commensurate with student need.
- Update the Maximum Enrolment for Middle Schools: The Department of Education will engage and consult middle school principals in order to update the maximum enrolment of students for each middle school.
- Transition and Integration Plan: The Department of Education is also committed to professional development and team-building for staff and students.
- Transportation Plan: Valuable feedback on the need for improved transportation has been shared and the Department of Education is working with the Department of Public Transportation to resolve existing challenges with transportation.

## 2.0 ABOUT THE CONSULTATION

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This document provides information to support the consultation on whether or not T.N. Tatem Middle School should be closed permanently.

Through *Plan 2022: Bermuda's Strategic Plan for Public School Education*, the Government of Bermuda and the Ministry of Education have made a commitment to the students, parents, families and broader community of Bermuda to improve public education.

### **Vision and Mission of the Bermuda Public School System**

This consultation was developed with the vision and mission of the Bermuda Public School System especially in mind:

*Vision: All students are educated to lead personally and professionally, compete locally, and contribute globally.*

*Mission: To provide all students with equitable access to holistic, varied, and high quality instruction that is culturally relevant and empowers students to reach their full potential.*

### **Consultation Issue**

The Ministry of Education is consulting on whether or not to close T.N. Tatem Middle School permanently because:

- i. The temporary closure of the school has shown that public middle school students can be accommodated in the other 4 middle schools, and
- ii. Enrolment at the time of temporary closure, as well as the continued system-wide decrease in enrolment indicate that T.N. Tatem Middle School is no longer required to serve as a middle school.

The 4 other middle schools are:

- Clearwater Middle School
- Whitney Institute Middle School
- Dellwood Middle School, and
- Sandys Secondary Middle School

### **About the Consultation Process**

The Ministry of Education is consulting critical stakeholders, including students, parents, staff members, unions, alumni, community members, and others before the Minister of Education makes a decision on whether or not to close T.N. Tatem Middle School permanently.

A decision has not yet been made, and will only be made following consultation with stakeholders, and after all of the consultation responses have been considered.

### **Consultation Commitment**

The Ministry of Education is fulfilling its commitment to consult with persons and groups that would be affected by the possible closure before a decision can be made on whether or not to close T.N. Tatem Middle School permanently.

The Ministry will:

- Consult and engage widely, including with students
- Proactively solicit feedback directly from stakeholders
- Give opportunities for stakeholders to share their views and give responses to the consultation
- Be responsive to stakeholders
- Carefully consider and analyze the consultation responses
- Reflect the results of the consultation to stakeholders and the broader community by publishing the results of the consultation, and
- Review the consultation process as part of an effort towards continuous improvement.

### **Consultation Timeline**

The consultation period will extend for 6 weeks, from November 8<sup>th</sup>, 2019 to December 20<sup>th</sup>, 2019.

The consultation timeline is:

<b>Consultation Phase</b>	<b>Date</b>
Acceptance of Consultation Responses	Until December 20 <sup>th</sup> , 2019
Review of and Consideration of Consultation Responses	By January 10 <sup>th</sup> , 2020
Decision-Making	By January 17 <sup>th</sup> , 2020
Decision Announcement	By January 29 <sup>th</sup> , 2020

*Consultation responses must be submitted by the deadline of December 20<sup>th</sup>, 2019.*

## **3.0 PRE-CONSULTATION ENGAGEMENT**

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### **Pre-Consultation Engagement Process**

Before beginning the formal consultation, the Ministry of Education and Department of Education involved a number of critical stakeholders in a pre-consultation engagement process. This gave critical stakeholders the opportunity to share issues of priority and/or concern, and what really matters to them. The feedback has been carefully considered and used to help inform the consultation.

Meetings were held with the following persons and/or groups:

- Parents
- Staff, including all middle school principals and primary school principals (of schools that feed into T.N. Tatem Middle School)

- Union executive members and representatives
- Chairpersons of boards of governors of aided middle schools
- Ministry of Public Works
- Department of Public Transportation
- Warwick Parish Area Members of Parliament

### **Feedback from Pre-Consultation Engagement**

A number of themes emerged from critical stakeholders during the pre-consultation engagement process. They include:

- i. Understanding of the Issue  
There was a general understanding of the issue and the reasons supporting the proposed consultation on whether or not to close T.N. Tatem Middle School.
- ii. Accommodating Students  
Questions and concerns were raised about whether T.N. Tatem Middle School students were being adequately accommodated in the other middle schools, not only in terms of enrolment, but also considering their academic, social and physical needs. It was also remarked that in general, students are doing well socially.
- iii. Maximum Enrolment  
It was requested that careful consideration be given to how many students are enrolled in each middle school. It was stated that this should include the use of the school plant and how many students can fit in each school.
- iv. Budget and Resources  
It was suggested that the Department of Education needs to look closely at resources to ensure that they are allocated based on school and student need, and that schools require additional funds for materials of instruction and supplies for additional students.
- v. Information Technology  
It was stated that there needs to be adequate information technology for staff and students.
- vi. Transportation and Proximity to Other Middle Schools  
Transportation was raised as a key issue. It was proposed that there be additional buses for students travelling from Dellwood Middle School and Whitney Institute that bypass the City of Hamilton so that students do not have to go into Town after school. It was noted that additional bus capacity is required for students at Sandys Secondary Middle School. Regarding the issue of proximity to other middle schools, it was noted that if T.N. Tatem Middle School is closed, there will no longer be a middle school in Warwick and will mean that some students will have to travel farther to get to and from school.



vii. Staff Involvement

A number of staff stated that they would like to be included in the decision-making process, and any transition process. It was remarked that there should be some consideration about whether the schools can accommodate not only the students, but the staff.

viii. Transition and Integration

Some concerns were expressed about the transition process, with some saying that it wasn't done well, and others stating that the challenges that occurred have been worked out. It was observed that each middle school has its own culture and that the transfer of staff to different schools is resulting in a mix of different cultures.

ix. Equity

It was remarked that the reduction of a middle school can assist with equity between middle schools and the sharing of resources between middle schools.

x. Communication

Some appreciation was expressed for the effort made by the Department of Education to engage and communicate with the T.N. Tatem Middle School parents and staff when the school temporarily closed. A request was made for increased engagement and communication with the other affected middle schools.

xi. Emotionality

In some cases, sadness and other emotions were expressed that school closure was being considered.

xii. Future Building and Site Use

There was significant interest in the possible future use of the T.N. Tatem Middle School building and site.

xiii. Warwick Community and History

The importance of respecting and honouring the Warwick Parish community was emphasized. It was remarked that consideration needed to be given to artifacts from the school, such as plaques and trophies, in the event that the school did not reopen.

## **Results of Pre-Consultation Engagement**

The information, views and feedback gathered during the pre-consultation engagement process have informed the consultation in the following ways:

- i. Critical stakeholders engaged in the process and showed a good understanding of the consultation issue and the reasons for the consultation process.
- ii. A number of the key issues of concern that were raised during the pre-consultation engagement indicated that existing commitments to support the accommodation of students in middle schools needed to be clarified so that there could be a better

understanding of the efforts and investments that have been undertaken to support students and staff thus far.

- iii. Recommendations have also been taken on regarding the need to strengthen existing commitments and make future commitments to ensure that students are suitably accommodated if T.N. Tatem Middle School is closed permanently. These recommendations are embedded in section 8 of the consultation document and specifically refer to accommodating students; the maximum enrolment; transition and integration of staff and students; the importance of reinvesting resources in other middle schools, including funds and information technology; transportation planning; and staff involvement in the consultation process. These are outlined in section 8 of the consultation document.
- iv. Emphasis on the emotional nature of the issue for some stakeholders reinforced the need to handle this process with care and sensitivity, and the need to continue to engage the Warwick Parish community.
- v. Critical stakeholders also reinforced the need to continue to communicate and involve stakeholders in the consultation process. Accordingly, the Ministry of Education has outlined consultation commitments, which include consulting widely, reaching out directly to stakeholders, being responsive, reflecting the results of the consultation by publishing the results of the consultation, and reviewing the consultation process as part of continuous improvement efforts.

## **4.0 THE TEMPORARY CLOSURE OF T.N. TATEM MIDDLE SCHOOL**

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### **Current Position**

T.N. Tatem Middle School is temporarily closed for the 2019/20 school year.

### **About T.N. Tatem Middle School**

Previously named Spice Valley Middle School, T.N. Tatem Middle School was opened on September 8<sup>th</sup>, 1997 as a middle school with approximately 250 students.<sup>1</sup>

Its precursor was Warwick Secondary School, which opened in 1967 with 120 students. It was originally located at Warwick Camp<sup>2</sup>. The school holds significant value to the Warwick Parish community due to its history and the ongoing use of the school field and site by a number of organizations and community members.

### **Background to the Temporary Closure of T.N. Tatem Middle School**

The Minister of Education temporarily closed T.N. Tatem Middle School on April 12<sup>th</sup>, 2019, after a number of safety and health concerns were raised by parents and staff. On April 15<sup>th</sup>, 2019, the students and staff of T.N. Tatem Middle School were temporarily moved to other middle schools and locations. On May 30<sup>th</sup>, 2019 the Minister of Education announced that T.N. Tatem Middle School would be closed for the 2019/20 school year.

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<sup>1</sup> T.N. Tatem Middle School. (2017, December 18) Our Story. <https://www.facebook.com/TNTatem/> [Facebook]

<sup>2</sup> T.N. Tatem Middle School. (2017, December 18) Our Story. <https://www.facebook.com/TNTatem/> [Facebook]

The school was also closed in December 2016 due to similar concerns, and at that time, staff and students were temporarily moved to Clearwater Middle School. In late 2016 and early 2017, work was undertaken to address these immediate safety and health concerns, and T.N. Tatem Middle School was reopened in February 2017.

### **Transition of T.N. Tatem Students and Staff to Other Middle Schools for the 2019-20 School Year**

In May and June 2019, the Department of Education consulted with staff and parents regarding placements for the 2019-20 school year. Most students and staff from T.N. Tatem Middle School were temporarily transferred to other middle schools for the 2019-20 school year. However, some parents requested permanent transfers for their children to other middle schools. Incoming M1 students who would have attended T.N. Tatem Middle School were also enrolled in other middle schools.

Additionally, there were staff from T.N. Tatem Middle School who retired, resigned or took up other permanent positions in the Bermuda Public School System.

### **Transition Issues at the Beginning of the 2019-20 School Year**

Despite advance planning and support, the Department of Education acknowledges that there were issues at the beginning of the 2019-20 school year as a result of the transition of T.N. Tatem Middle School. Some of these included:

#### Scheduling and Classroom Space

Dellwood Middle School experienced challenges with the number of additional students and staff. Some adjustments were required to ensure that each class could be physically accommodated within the school's 2019-20 schedule. As a result of the additional students and the number of class sections within the schedule, there are a small number of teachers who have to share classrooms with other teachers. In October 2019, the Department of Education provided laptops to teachers who did not have their own classrooms so that they would have mobile access to technology to assist them to teach in different classrooms.

#### Resources

##### *i. Supplies*

Some of the resources required by schools were not in place at the beginning of the 2019-20 school year. However, Sandys Secondary Middle School and Dellwood Middle School have received \$10,000 and \$15,000 respectively for additional supplies to support the increased number of students. Resources such as photocopiers, chairs, tables and desks were moved from T.N. Tatem Middle School to other middle schools as needed.

##### *ii. Information Technology*

At Dellwood Middle School, there were some information technology challenges due to the additional number of staff. Internet bandwidth was increased to support additional users. Four teachers at Dellwood Middle School who do not have their own

classrooms required laptops, which have been provided. Workstations were also set up in the staff room for use by teachers whose classrooms are occupied by other classes.

iii. Transportation

The Department of Education and middle schools worked with the Department of Public Transportation to adjust the previous transportation plan in order to provide buses for T.N. Tatem Middle School students who were transferred to other middle schools. However, there has been a challenge with bus capacity and requests have been made for buses that bypass Town so that students are not in Hamilton after school. Data is being collected on specific student needs for the 2019-20 school year in order to develop a plan to implement targeted improvements.

## **5.0 ACCOMMODATING PUBLIC MIDDLE SCHOOL STUDENTS IN OTHER MIDDLE SCHOOLS**

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The temporary closure of T.N. Tatem Middle School has shown that the Island's public middle school students can be accommodated in the other 4 middle schools.

Enrolment at the time of temporary closure, as well as the continued system-wide decrease in enrolment indicate that T. N. Tatem Middle School is no longer required to serve as a middle school.

Public middle school students can be accommodated in 4 middle schools for the following reasons:

### **Decrease in Enrolment**

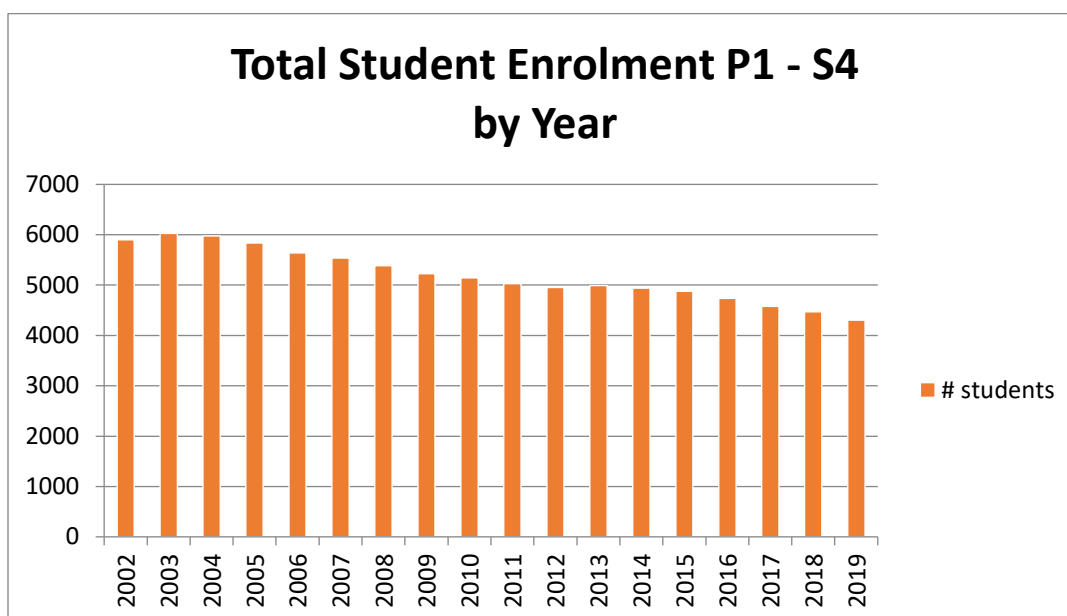
Enrolment for the Bermuda Public School System, including middle schools is continuing to decline. The current and declining student population can be accommodated within 4 middle schools.

### Historical Enrolment – Primary School to Senior School<sup>3</sup>

The following charts show the continuous decline in enrolment from P1 through to S4 for the Bermuda Public School System from 2002 to 2019.

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<sup>3</sup> Data for total enrolment for 2000 and 2001 is incomplete for the S4 year level; therefore, total enrolment is not available for 2000 and 2001 which would have provided a 20-year period or 2 decades of shifts in enrolment.



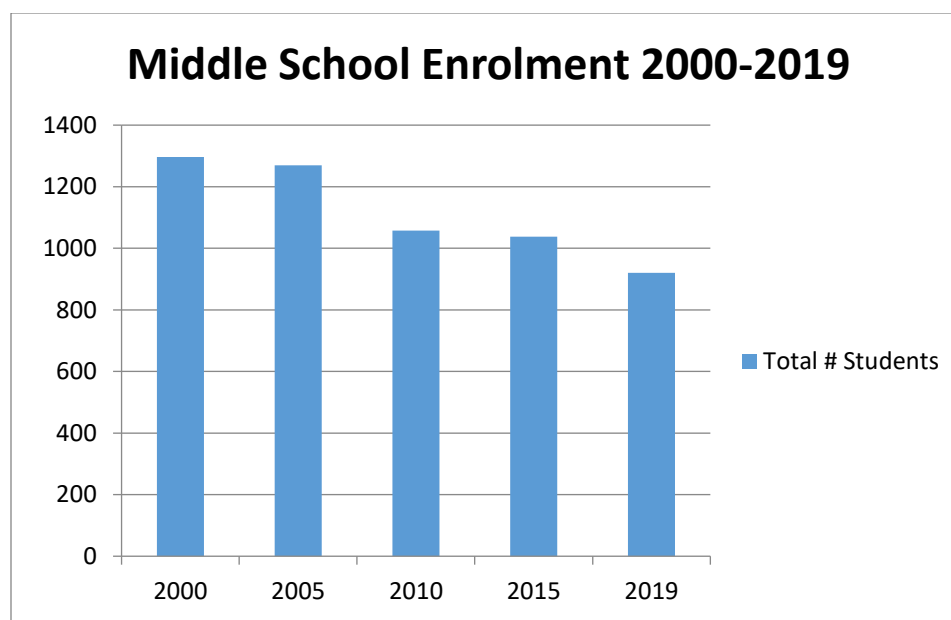
Year	2002	2003	2004	2005	2006	2007	2008	2009	2010
Enrolment	5,902	6,023	5,973	5,834	5,640	5,536	5,387	5,223	5,145

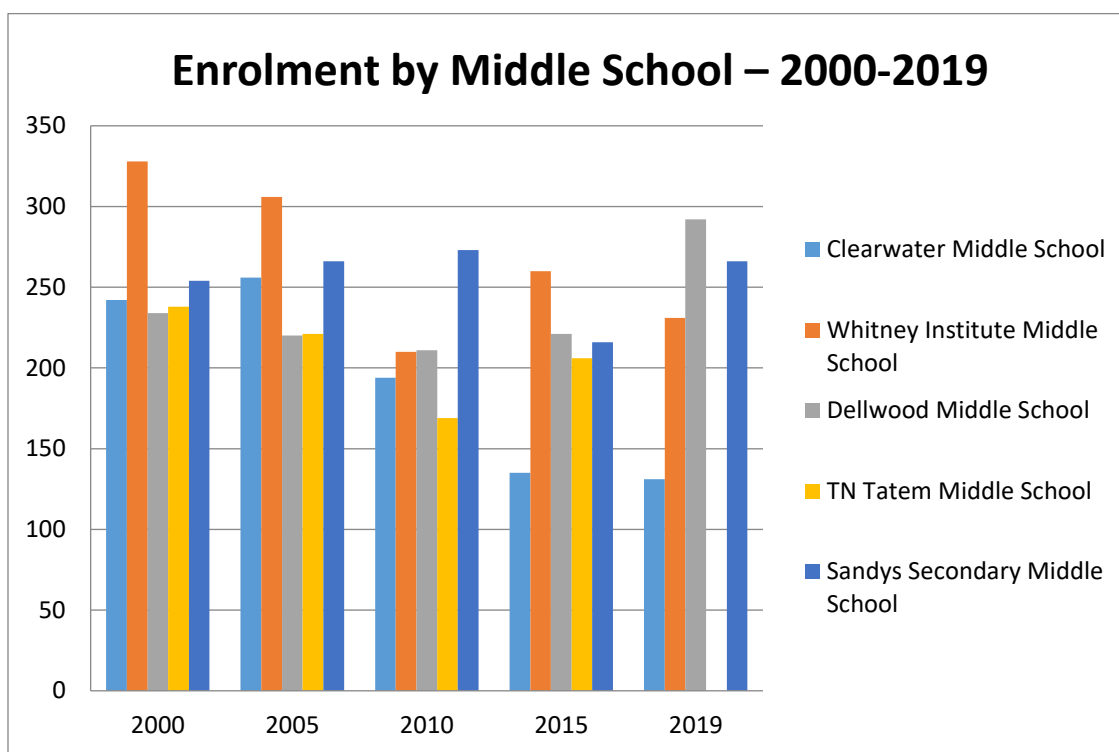
Year	2011	2012	2013	2014	2015	2016	2017	2018	2019
Enrolment	5,029	4,949	4,988	4,937	4,873	4,737	4,574	4,466	4,301

Within this period, enrolment has decreased by 1601 students.

#### Historical and Current Enrolment by Middle School

The following charts show the trend of middle school enrolment from 2000 to the present.





The following chart shows:

- Enrolment by middle school before T.N. Tatem Middle School was temporarily closed in April 2019
- Middle school enrolment at the end of the 2018-19 school year, and
- The most recent middle school enrolment captured in October 2019.

Middle School	2000	2005	2010	2015	April 2019 <sup>4</sup>	June 2019	Oct. 2019 <sup>5</sup>
Clearwater Middle School	242	256	194	142	109	110	131
Whitney Institute Middle School	328	306	210	258	223	280	231
Dellwood Middle School	324	220	211	258	241	265	292
T.N. Tatem Middle School	282	221	169	223	184	5 <sup>6</sup>	0
Sandys Sec. Middle School	254	266	273	209	157	252	266
Totals by Year	1,430	1,269	1,057	1,090	913	912	920

Middle school enrolment has decreased by 510 students since 2000.

<sup>4</sup> Enrolment as of April 12<sup>th</sup>, 2019 before T.N. Tatem Middle School was temporarily closed.

<sup>5</sup> Enrolment as of October 22<sup>nd</sup>, 2019.

<sup>6</sup> A special programme serving T.N. Tatem Middle School students was located at a separate site from April to June 2019.

### Estimated Enrolment for T.N. Tatem Middle School – 2019-20 School Year

Enrolment into T.N. Tatem Middle School is determined by the primary school attended at the time of registration. These primary schools are referred to as feeder schools. Students who have moved, can also enroll in the middle school closest to their residence. The feeder schools into T.N. Tatem Middle School are:

- Gilbert Institute
- Paget Primary School
- Purvis Primary School
- Heron Bay Primary School

It is estimated that the enrolment for T.N. Tatem Middle School for the 2019-20 school year would have been 184 students. This figure is based on the number of applicants to enter M1 at T.N. Tatem Middle School for the 2019-20 school year, in addition to the number of M2 and M3 students that would have already been enrolled at T.N. Tatem for the 2019-20 school year.

### Current Enrolment by Middle School and Year Level

The following chart shows middle school enrolment by year level for the 2019-20 school year.

Middle School	M1	M2	M3	Total
Clearwater Middle School	52	47	32	131
Whitney Institute Middle School	74	84	73	231
Dellwood Middle School	101	104	87	292
T.N. Tatem Middle School	0	0	0	0
Sandys Secondary Middle School	98	85	83	266
Total	325	320	275	920

The following chart shows primary school enrolment by year level for the 2019-20 school year.

Feeder Primary School	P1	P2	P3	P4	P5	P6	Total
Gilbert Institute	18	17	19	15	25	12	106
Paget Primary School	19	23	28	20	22	27	139
Purvis Primary School	27	26	32	29	25	26	165
Heron Bay Primary School	14	10	6	14	9	16	69
Total Feeder School Population	78	76	85	78	81	81	479

The following chart shows the eligible feeder school population by school year for the years 2020 to 2025.

<b>Feeder Primary School</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>	<b>2023-24</b>	<b>2024-25</b>	<b>2025-26</b>
Gilbert Institute	12	25	15	19	17	18
Paget Primary School	27	22	20	28	23	19
Purvis Primary School	26	25	29	32	26	27
Heron Bay Primary School	16	9	14	6	10	14
<b>Total Feeder School Population</b>	<b>81</b>	<b>81</b>	<b>78</b>	<b>85</b>	<b>76</b>	<b>78</b>

Typically the M1 enrolment for T.N. Tatem Middle School does not exceed 80% of the eligible feeder school population. Therefore, the projected enrolment for T.N. Tatem Middle School is expected to range between 60 and 68 students per year for the next 5 years.

### **Adequate Staffing Complement**

The majority of the staff at T.N. Tatem Middle School were transferred to other schools for the 2019-20 school year. Each middle school has a staffing complement that meets or exceeds the requirements to educate and support the number of students per middle school.

The following chart shows the staffing for T.N. Tatem Middle School for the 2018-19 school year:

<b>T.N. Tatem Middle School</b>	
<b>2018-19</b>	
Principal	1
Deputy Principal	1
Administrative Assistant	1
Teachers	26
Counsellors	2
Educational Therapists	1
Educational Therapist Assistants	1
Paraprofessionals	12
Custodians	4
<b>Total</b>	<b>49</b>



The following charts show the comparison in the staffing complement of the 4 other middle schools for the 2018-19 and the 2019-20 school years.

	<b>Clearwater Middle School</b>		<b>Whitney Institute</b>	
	2018-19	2019-20	2018-19	2019-20
Principal	1	1	1	1
Deputy Principal	1	1	1	1
Administrative Assistant	2	2	1	1
Teachers	24	25	29	30
Counsellors	2	2	2	2
Librarian	1	1	1	1
Educational Therapists	1	1	1	1
Educational Therapist Assistants	1	0	2	1
Paraprofessionals	3	2	4	5
Custodians	3	2	2	2
Total	39	37	44	45

	<b>Dellwood Middle School</b>		<b>Sandys Secondary Middle School</b>	
	2018-19	2019-20	2018-19	2019-20
Principal	1	1	1	1
Deputy Principal	1	1	1	1
Administrative Assistant <sup>7</sup>	1	2	1	1
Teachers	33	40	25	38
Counsellors	2	3	2	3
Librarian	1	1	0	0
Educational Therapists	1	1	1	2
Educational Therapist Assistants	2	3	2	2
Paraprofessionals	17	18	5	13
Custodians <sup>8</sup>	3	3	3	3
Total	62	73	41	64

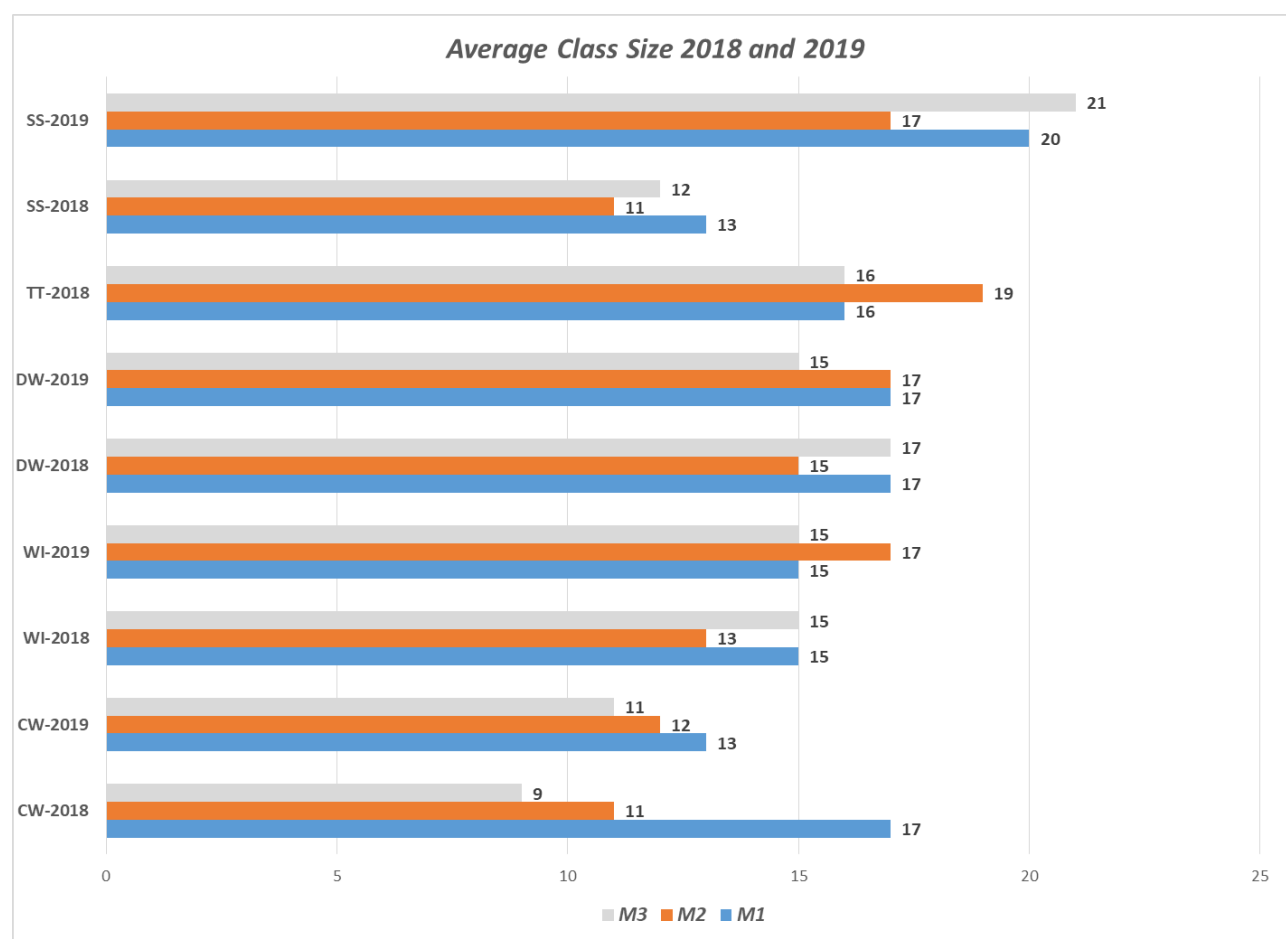
### **Class Sizes are Within the Maximum Enrolment**

The maximum enrolment for middle school is 25 students per class. The current sizes of middle school classes both for core (e.g. English, math, science, social studies) and encore subjects (e.g. family studies, design and technology, French) is at or below the maximum class size.

<sup>7</sup> Sandys Secondary Middle School also has a receptionist.

<sup>8</sup> Dellwood Middle School also has 2 part-time cleaners. One of the custodians of Sandys Secondary Middle School is also responsible for maintenance.

The following chart shows the average class sizes by year level (M1, M2 and M3) per middle school for the 2018-19 and the 2019-2020 school years.



SS Sandys Secondary Middle School  
 TT T.N. Tatem Middle School  
 DW Dellwood Middle School  
 WI Whitney Institute Middle School  
 CW Clearwater Middle School

The maximum enrolment for middle school classes will remain at 25 students.

### Adequate Physical Space

In support of the introduction of middle schools in 1997, renovations were undertaken so that middle schools could accommodate 300 students per middle school. In 2000, middle school enrolment was 1,430. Current enrolment for middle school is 920 students.

Each middle school has been able to physically accommodate every middle school student by ensuring that each student is educated in classes that do not exceed 25 students. At Dellwood Middle School, there are 4 teachers who do not have their own classrooms; however, students are physically accommodated for every class.

Additionally, renovations were completed for the Sandys Secondary Middle School Trustees' building to ensure that the school could accommodate additional students.

### **Additional and Redistributed Resources**

The Department of Education has redistributed resources from T.N. Tatem Middle School to other middle schools. In addition to staffing, which make up over 90% of the T.N. Tatem Middle School budget, the other middle schools have received increased information technology, funds for supplies for additional students, as well as photocopiers, chairs, tables and desks.

Specific investment in information technology for middle schools includes:

<b>Year(s)</b>	<b>Type of IT Investment</b>	<b>Total Cost Across Middle Schools</b>
2017-2019	Telephone Systems	\$115,395
2018	Wireless Access Points	\$ 80,000
2019	Structured Cabling	\$ 11,970
2019	Multi-function Devices	\$ 80,000
2019-20	Servers	\$ 80,000
Future	School Bell Systems	\$120,000

Dellwood Middle School received an additional \$10,000 and Sandys Secondary Middle School received an additional \$15,000 for supplies to support additional students.

### **Available Educational Programmes**

The educational programmes offered at T.N. Tatem Middle School are available at the other middle schools. Sandys Secondary Middle School, Dellwood Middle School and Whitney Institute Middle School provide programmes in addition to what was available at T.N. Tatem Middle School.

#### Educational Programmes by Middle School

<b>Middle School</b>	<b>IGCSE</b>	<b>City &amp; Guilds</b>	<b>Functional Skills</b>	<b>Functional Academics</b>	<b>Autism Spectrum Classroom</b>
Clearwater Middle School	✓	X	✓	✓	X
Whitney Institute Middle School	✓	✓	✓	✓	X
T.N. Tatem Middle School	✓	X	✓	✓	X
Dellwood Middle School	✓	✓	✓	✓	✓
Sandys Secondary Middle School	✓	✓	✓	✓	X

### **Transportation**

The Department of Public Transportation has worked with the Department of Education to provide transportation for T.N. Tatem Middle School students to and from the other middle schools. The Department of Education is working with the Department of Public Transportation to respond to challenges regarding the need for additional capacity.

## **6.0 ALTERNATIVE OPTION TO CLOSURE**

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### **Alternative Option to the Closure of T.N. Tatem Middle School**

An alternative to closing T.N. Tatem Middle School would be to reopen the school. Major works are required to the building. In April 2019, the Ministry of Public Works estimated that it would take up to 10 months and cost \$3,000,000 to carry out the necessary works to address safety and health concerns.

If T.N. Tatem Middle School reopens, parents of children who have been transferred to other middle schools would be given the option of their children staying at their current middle schools or transferring back to T.N. Tatem Middle School. Students from the designated primary feeder schools would be enrolled in M1 at T.N. Tatem Middle School.

Staffing decisions for T.N. Tatem Middle School would be based on student, school and system need.

As this option would require the transfer of students, staff and resources back to T.N. Tatem Middle School, a transition plan to support the reopening of the school would be developed collaboratively with staff and parents.

## **7.0 EFFECTS OF CLOSURE**

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### **The Effects of Closure of T.N. Tatem Middle School**

If a decision is taken to close T.N. Tatem Middle School, then:

#### Permanent Closure

- T.N. Tatem Middle School would be closed permanently. The remaining middle schools in order of proximity to T.N. Tatem Middle School would be Dellwood Middle School, Whitney Institute Middle School, Sandys Secondary Middle School and Clearwater Middle School.

#### Enrolment of Current M1 and M2 Students

- Current M1 and M2 students (who attended or would have attended T.N. Tatem Middle School) would remain at their current schools for the 2019/20 school year; however, parents would have the opportunity to transfer their children to other schools, pending the availability of enrolment places in other middle schools. Current M3 students would enter senior school for the 2019/20 school year.

#### Enrolment of Current P6 Students

- Prospective T.N. Tatem Middle School students would be enrolled in newly assigned feeder middle schools. It is proposed that students from Gilbert Institute and Paget Primary School be assigned to Dellwood Middle School or Whitney Institute. It is proposed that Purvis Primary School and Heron Bay Primary School students would be assigned to Sandys Secondary Middle School. Parents would have the option of requesting non-feeder middle schools. The Department of Education and middle schools would work with parents to accommodate requests

for different middle schools, pending the availability of enrolment places at other middle schools.

#### T.N. Tatem Middle School Staff

- Following consultation, T.N. Tatem Middle School staff who were temporarily redeployed to other schools for the 2019-20 school year would be transferred to other maintained schools or assignments permanently, according to student, school and system need. Staff would be consulted and any transfers would be made according to the respective collective bargaining agreements. Staff would also be able to apply for other posts within the Bermuda Public School System.

#### Future Building Use

- As the T.N. Tatem Middle School building and site are the property of the Ministry of Public Works, the Ministry of Public Works would take over responsibility for the building, site and its future use.

## **8.0 COMMITMENTS**

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### **Current and Future Commitments**

#### Communication and Collaboration

- The Ministry of Education and the Department of Education are committed to communication and collaboration with critical stakeholders, including students, parents, staff members, boards of trustees of aided middle schools, unions and community members.
- The Department of Education has already involved critical stakeholders through the pre-consultation engagement process and will continue to engage critical stakeholders throughout the consultation process.
- If a decision is made to close T.N. Tatem Middle School, the Ministry of Education and the Department of Education will continue to strengthen collaboration and ensure that collaboration is more transparent to persons who would be affected by the decision.

#### Reinvestment of Resources

- If a decision is made to close T.N. Tatem Middle School permanently, the Department of Education will ensure that a significant proportion of the T.N. Tatem Middle School budget is reinvested in other middle schools commensurate with student need. This would include staff salaries, information technology and new computers for students.
- Middle school principals will review their budgets and submit budget requests based on enrolment, student and specific school needs.
- The Department of Education is responsible for budgeting for information technology and facilities management. The Department of Education will submit budget requests in these areas based on school and student needs.

### Update the Maximum Enrolment for Middle Schools

- The Department of Education will engage and consult middle school principals in order to update the maximum enrolment of students for each middle school.

### Transition and Integration Plan

- The Department of Education is also committed to professional development and team-building for staff and students. The Department of Education will provide support for principals and middle school communities for the ongoing transition and integration of students from T.N. Tatem Middle School into other middle schools.

### Transportation Plan

- The Department of Public Transportation has worked with the Department of Education to provide transportation for T.N. Tatem Middle School students to and from the other middle schools. Valuable feedback on the need for improved transportation has been shared and both departments are working together to resolve existing challenges with transportation.

## **9.0 OTHER INFORMATION**

### **Financial Implications**

The issue of whether or not to close T.N. Tatem Middle School permanently is not being considered for financial reasons. However, there will be financial implications if T.N. Tatem Middle School closes permanently.

### **Budget Information**

The following are budgets for middle schools for the years 2017-18 and 2018-19 and 2019-20:

EXPENDITURE PROG BUSINESS UNIT	DESCRIPTION	2017/18 ACTUAL (\$000)	2018/19 ORIGINAL (\$000)	2018/19 REVISED (\$000)	2019/20 ESTIMATE (\$000)	DIFFERENCE 2018/19 vs 2019/20 (\$000) %	
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
<b>1707 MIDDLE SCHOOLS</b>							
27530 CLEARWATER		2,962	3,218	3,218	3,179	(39)	(1)
27540 WHITNEY INSTITUTE		4,146	3,994	3,994	3,903	(91)	(2)
27560 DELLWOOD MIDDLE SCHOOL		3,253	3,344	3,344	3,347	3	0
27590 T. N. TATEM		2,994	3,050	3,050	3,029	(21)	(1)
27600 SANDYS SECONDARY		3,520	3,694	3,694	3,677	(17)	(0)
		<b>16,875</b>	<b>17,300</b>	<b>17,300</b>	<b>17,135</b>	<b>(165)</b>	<b>(1)</b>

### **Salaries**

Cost savings will primarily be in salaries as fewer posts would be needed. The estimated savings is \$889,453.

Savings would come from the reduction in the total number of posts caused by permanent transfers to vacant posts within the Bermuda Public School System, retirements,

resignations and the elimination of unneeded posts. For example, the principal post would no longer be needed if T.N. Tatem Middle School is closed permanently.

No current T.N. Tatem Middle School staff member would be made redundant if a decision is made to close T.N. Tatem Middle School permanently.

### **Electricity**

It is estimated that the Department of Education would save \$140,000 per year in electricity if a decision is made to close T.N. Tatem Middle School permanently.

### **Major Building Repairs**

There are no financial implications for the Ministry of Education for major building repairs, as they fall under the Ministry of Public Works. However, the estimated cost of major building repairs to the school as of April 2019 is shown in the following Project Cost Summary table:

**T N TATEM MIDDLE SCHOOL**  
**Project Cost Summary**  
**60 Middle Road Warwick**

**Info Used: Site Visit & Reports**

Dated: April 23, 2019

Construction Time: 8-10 months

**Total Project Cost:**

**2,822,869.50**

SECTION	QUANTITY	UNIT	RATE	TOTAL	ELEMENT TOTAL
<b>Roof Works (Exterior Works)</b>					<b>\$ 753,700.00</b>
New TPO Roof Covering	40000	SF	\$ 17.50	\$ 700,000.00	
Landscaping	1	Item	\$ 53,700.00	\$ 53,700.00	
<b>Interior Works</b>					<b>\$ 363,800.00</b>
Concrete to Music Room floor	1	Item	\$ 37,200.00	\$ 37,200.00	
Install New windows (Main School)	170	Nr	\$ 880.00	\$ 149,600.00	
New Drywall Partitions Allowance	6000	SF	\$ 17.00	\$ 102,000.00	
Acoustical Ceiling Allowance	1	Item	\$ 75,000.00	\$ 75,000.00	
<b>Finishes</b>					<b>\$ 238,000.00</b>
Flooring Allowance	8000	SF	\$ 9.75	\$ 78,000.00	
Painting	1	Item	\$ 160,000.00	\$ 160,000.00	
<b>Mechanical &amp; Electrical</b>					<b>\$ 901,750.00</b>
Electrical Allowance	1	Item	\$ 38,250.00	\$ 38,250.00	
Plumbing Allowance	1	Item	\$ 27,500.00	\$ 27,500.00	
AC (New Ducted System) Allowance	1	Item	\$ 836,000.00	\$ 836,000.00	
<b>Services</b>					<b>\$ 75,700.00</b>
Mold Abatement Allowance	1	Item	\$ 30,000.00	\$ 30,000.00	
Professional Clean	1	Item	\$ 43,200.00	\$ 43,200.00	
Pest Control & fumigation	1	Item	\$ 2,500.00	\$ 2,500.00	
<b>Construction Cost</b>					<b>\$ 2,332,950.00</b>
Preliminaries (General Conditions)	6%				\$ 139,977.00
<b>Project Construction Cost</b>					<b>\$ 2,472,927.00</b>
Contingence	15%				\$ 349,942.50
<b>TOTAL PROJECT COST</b>					<b>\$ 2,822,869.50</b>

SF: Refers to square footage  
NR: Refers to number.



## **10.0 FREQUENTLY ASKED QUESTIONS**

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**1. Why is the Ministry consulting on whether or not to close T.N. Tatem Middle School and not another middle school?**

The Ministry of Education is consulting on T.N. Tatem Middle School because students have already been transferred to other schools as a result of the temporary closure of the school in April 2019.

**2. There have been safety and health concerns about T.N. Tatem Middle School for a number of years. How are those concerns factored into the possible closure of the school?**

Safety and health issues are a concern; however, closure is being considered because it has been shown that all public middle school students can be accommodated in the other schools and enrolment continues to decline.

**3. The Minister of Education stated that it would take 10 months to make the required repairs. If a decision is not going to be made until the end of January 2020, and if the school doesn't close, how will the repairs be ready for the beginning of school in September 2020?**

The Ministry of Education undertakes to work with the Ministry of Public Works and both Ministries will use reasonable endeavours to ensure that the maintenance and repair work will be completed for the re-opening of the school once the required safety and health requirements are met.

**4. If T.N. Tatem Middle School closes, what support will be provided to the other middle schools?**

The Department of Education has temporarily transferred staff to other middle schools commensurate with student, school and system need. In addition to more staff, middle schools have received increased information technology, funds for supplies for additional students, as well as photocopiers, chairs, tables and desks from T.N. Tatem Middle School.

**5. Will there be additional transportation?**

Valuable feedback on the need for improved transportation has been shared and the Department of Public Transportation is working with the Department of Education to resolve existing challenges with transportation.

**6. What's going to happen to the building and the site?**

The Ministry of Public Works is the landlord and has overall responsibility for the building and the site. If a decision is made to close the school, the Ministry of Public Works would determine the future of the building and site.

**7. How does this consultation relate to the Government's commitment to phase out middle schools and introduce signature schools?**

The possible closure of T.N. Tatem Middle School is a separate process from the Government's commitment to phase out middle schools.

**8. If the school closes, will parents have some choice of where their children can be enrolled? What if the Minister of Education decides not to close the school?**

Yes. Parents will have some choice of where their children can be enrolled if T.N. Tatem Middle School closes, but this will be subject to the availability of spaces at other middle schools. If T.N. Tatem Middle School does not close, students currently in feeder schools for T.N. Tatem Middle School would be enrolled in the school and students already in middle school would have the option of transferring back to T.N. Tatem Middle School.

## **11.0 HOW TO PARTICIPATE IN THE CONSULTATION**

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The Ministry of Education is inviting stakeholders and other community members to participate in the consultation period, which extends from November 8<sup>th</sup> to December 20<sup>th</sup>, 2019.

### **How to Share Your Views**

To share your views, please submit:

- i. The [online consultation response form](#), or
- ii. The enclosed consultation response form to [educationconsultation@moed.bm](mailto:educationconsultation@moed.bm), or
- iii. A hard copy of the consultation response form by hand to:

T.N. Tatem Middle School Consultation  
Ministry of Education  
44 Church Street (West Building)  
Hamilton, HM 12

*Consultation responses must be received by December 20<sup>th</sup>, 2019.*

Consultation meetings will also be held for:

**Staff Members of the Bermuda Public School System**  
Tuesday November 19<sup>th</sup>, 2019  
4:15 p.m. to 6:15 p.m.  
CedarBridge Cafetorium

***The T.N. Tatem Middle School Community***

Wednesday November 20<sup>th</sup>, 2019

6:00 p.m. to 8:00 p.m.

CedarBridge Cafetorium

***Other School Communities and Members of the Public***

Thursday November 21<sup>st</sup>, 2019

6:00 p.m. to 8:00 p.m.

CedarBridge Cafetorium

All of the comments and responses to the consultation, whether given verbally at meetings or in writing will be considered by the Minister of Education and used to inform the Minister's decision on whether or not to close T.N. Tatem Middle School.

It is anticipated that critical stakeholders will be informed of a decision by the end of January 2020, which will be followed by an announcement to the broader community.

## 12.0 T.N. TATEM MIDDLE SCHOOL CONSULTATION RESPONSE FORM

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The questions below are the same as those included in the online consultation response form. Please submit only one response form.

1. What is your first and last name? \_\_\_\_\_

2. Are you a (please only select one):

- ☐ Student from T.N. Tatem Middle School?
- ☐ Student at a primary school that feeds into T.N. Tatem Middle School (Gilbert Institute, Paget Primary, Purvis Primary or Heron Bay Primary School)?
- ☐ Student from another school?
- ☐ Parent/Guardian of a student from T.N. Tatem Middle School?
- ☐ Parent/Guardian of a student at another middle school?
- ☐ Parent/Guardian of a student at another school that is not a middle school?
- ☐ Staff member of T.N. Tatem Middle School?
- ☐ Staff member at another public middle school?
- ☐ Staff member at another public school that is not a middle school?
- ☐ Staff member of the Department of Education?
- ☐ Warwick Parish area community member?
- ☐ Other community member?

3. If T.N. Tatem Middle School is closed permanently, how would this directly affect you, and if applicable, your family?

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- Do you agree or disagree with the reasons stated above? Please state your reasons.

[illegible]

- If T.N. Tatem Middle School does not close, would you prefer for your child to stay at his or her current middle school or return to T.N. Tatem Middle School?

RETURN  $\square$



