

**AUSD Draft Master Plan:  
Staff Recommendations to the Board  
of Education**

*December 8, 2009*

**EXECUTIVE SUMMARY**

# **History and Context**

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- State funding is not enough to offer the education AUSD students need & deserve
- Alameda citizens passed parcel taxes with Measures A and H to fund quality schools
- In 2009, California's legislature cut approximately \$10.4M from AUSD's budget
- Current state funding and the current Alameda parcel taxes do not cover the loss caused by the state budget cuts

# **AUSD Decided to Take Bold Action**

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- In March 2009 the Board of Education directed Superintendent Vital to develop a multi-year Master Plan
- Accordingly, Superintendent Vital brought together expert teams from inside and external to AUSD to guide the work

# **AUSD Asked for Help**

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- The Master Plan project team reached out to the community to inform the plan
- Alameda citizens responded by volunteering to help develop goals, priorities and strategies
- Alameda community voices helped inform and then reform both the Master Plan process and subsequently, the Master Plan itself

# **The Master Plan Proposal**

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## ***Purpose of tonight:***

- Outline the broad concepts of the Master Plan
- January 26<sup>th</sup> – specific cost/benefit analysis of strategies
- Awaiting results of Facilities Master Plan, final Demographic Study, Efficiency Expert report, fiscal analysis of strategies

# **The Master Plan Proposal**

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- Requires a new larger parcel tax replacing Measures A and H
- Adopts an integrated set of strategies as an alternative to “across the board cuts”
- Responds to changing conditions through active monitoring and revising
- Launches AUSD on the path to become **a model 21st century district by 2015**

# Challenges and Goals

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## ***Challenge***

Raise the bar for all students

## ***Goal***

**Build a “state of the art” public education system** that will prepare all students for graduation, college and successful careers in the 21<sup>st</sup> century by 2015

## ***Challenge***

Select the strategies we need to accelerate achievement

## ***Goal***

Significantly reduce the achievement gap over the next three years by personalizing teaching & learning for each student, holding high expectations, and providing additional supports for students who require them

# Strategies

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- Redirect centrally held funds to the school sites
- Redesign central office services and create standards for performance, core business practices
- Develop a tiered intervention system for schools
- Develop individual school-site *instructional* initiatives to personalize learning, raise achievement for all and close achievement gaps
- Apply best practices shown to accelerate the learning and achievement for students not on track to graduate ready for college, employment, or adult life
- Ensure that school principals are instructional and community leaders
- Invest in teacher and classified staff professional development
- City linkages to reduce redundancy and create partnerships



# Challenges and Goals

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## ***Challenge***

AUSD offers few educational options at the secondary level. Many students are less engaged and invested in learning as they move upward through grade levels.

## ***Goal***

Increase youth motivation to learn and family engagement by creating new programs and incorporating charter schools into a system of program choices open to all students and families.

# Strategies

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- Monitor performance of charter and non-charter schools to ensure quality; ensure a successful launch of Academy of Alameda (“Chipman Charter”) if Board approves
- Develop a mutually beneficial working relationship with district charter schools
- Identify specialized programs for unique learning experiences at our high schools
- Plan and find a elementary/middle site for K-8 dual language or performing arts magnet program
- Cultivate the capacity of all school-sites identified for small learning community/magnet incubation

# **Strategies**

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- Align A-G curriculum at the secondary level between two secondary sites
- Market specialized programs/magnet for enrollment for 2011-2012
- Create enrollment policies and enroll students in specialized programs for 2011-2012
- Determine target enrollment distribution based on demographic reports

# Challenges and Goals

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## ***Challenge***

Over the past 7 years AUSD has cut central office staff and spending without significant improvement in work tools and operational systems, undermining its capacity to perform key functions and to meet reporting requirements to state and county officials.

## ***Goal***

To achieve greater efficiency, continue to decentralize and redirect more money to school-sites. The central office structure and functions must be redesigned to reflect 21st century management practices, tools and work processes.

# Strategies

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- Redesign central office to determine which functions (and therefore, which resources) would be best directed to school sites
- Redirect funds to school-sites to support shift in functions
- Assess how to perform remaining central office functions more effectively and reduce fixed costs
- Utilize Internet-based tools and services to reduce fixed costs and significantly upgrade access to data & information
- Upgrade tools for financial management, reporting & cost modeling
- Monitor school-site spending to ensure effectiveness & efficiency
- Redesign work processes to 21st century standards

# Challenges and Goals

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## ***Challenge***

Finding the resources to support core initiatives

## ***Goal***

Raise \$1.2M over the next three years to support district initiatives by securing our nonprofit partner — Alameda Education Foundation — to raise money and manage projects.

- Need the capacity to seek grants from regional, state and national sources.

# Strategies

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- AUSD continues its valued partnership with the Alameda Education Foundation
- Seek and form additional partnerships with organizations strategically positioned to raise money to support Master Plan core strategies that are more likely to attract regional, state and national donors
- Seek partnerships with philanthropic organizations (both locally and globally) that will support the need to build a “state of the art” education, beyond the funds needed to support basic education
- Outsource project management (for specific initiatives) to trusted partner organizations

# Challenges and Goals

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## *Challenge*

Neighborhood elementary schools are a **high priority** for both the district and the community. Families value the culture that they help support, allowing staff to best serve the needs of students and allowing students and parents to be more involved.

## *Goal*

An excellent neighborhood elementary school for every family in Alameda with appropriate enrollment, preserving space and investment for specialized programs and resources.



# **Strategies**

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- The Board of Education upheld the policy & vision of neighborhood schools
- Surveys and a continued listening campaign
- Cultivate community support for strategies needed to maintain neighborhood elementary schools
- Sponsor continuous dialogue and involvement of bargaining units so that they can be involved in setting priorities

# Challenges and Goals

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## **Challenge**

**We are in a competitive environment with fewer resources.** Preserving existing secondary sites is a **priority** for the community and reaching a sustainable economy of scale is critical for maintaining excellent education in Alameda schools and capacity at the central office. This means we need to set an optimum enrollment target for all schools and fill gaps with transfer students who want to come here.

## **Goal**

**Optimize facilities and make education more sustainable** in AUSD with better economies of scale by increasing total enrollment in order to make best use of facilities.

# Strategies

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- Analyze the demographics, current enrollment, attendance, and facilities use of all schools
- Use criteria for preserving flexible use space
- Use the information from the demographic, enrollment and attendance, facility-use and inter-district transfer analysis to determine inter-district transfer targets for each year

# Strategies

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- Ensure that the population of inter-district transfer students extends across multiple school sites
- Determine how to market the available spaces to inter-district transfer students to ensure that AUSD receives a higher number of quality applications in the inter-district transfer in order to fill the new target
- After three years the BOE will review and evaluate the *optimum enrollment* policy

# **Challenges and Goals**

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## ***Challenge***

### **Establishing program priorities**

AUSD understands that co-curricular and extracurricular programs give students necessary, additional enrichment that would not be possible within the limits of the core curriculum.

## ***Goal***

### **Preserve valued programs showing results**

Currently, our goal is to preserve all programs valued by the community that are showing results. The parcel tax should be crafted to continue supporting these programs and add any programs to continue this innovation/choice.

# Strategies

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- To make this plan viable, Alameda must pass a new, larger parcel tax that would replace Measures A and H in June 2010
- AUSD would be able to avoid eliminating valued school or district-based programs
- Certain cost reduction strategies would be “off the table”

# **Plan B – If No Parcel Tax**

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## ***Challenge***

AUSD must prepare for a worst case scenario: no parcel tax after 2011-12. It would be impossible to avoid painful cuts in the “no parcel tax” scenario.

## ***Goal***

**Be prepared for a worst case scenario and make hard decisions.**

# Strategies for Plan B

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- Make the cuts and changes necessary to keep the district solvent and functioning which could include some or all of the following:
  - Staff layoffs, furlough days\*, loss of instructional days\*, salary roll backs\*
  - Increase class size\*
  - Eliminating programs
  - Fewer electives at the secondary level
  - Reduce by cutting current expenditures in Measures A/H
- Sponsor continuous dialogue and involvement of bargaining units so that they can be involved in setting priorities in both best-case and worst-case scenarios.

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\* Negotiated item with AEA



# **Strategies for The Plan B**

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- Close and consolidate schools (i.e., 1 high school, 1 middle school, 3 elementary schools)\*\*
- Change grade configurations (i.e., K-6, 7-9, 10-12)\*\*
- Change elementary/middle/high school enrollment boundaries

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\*\* May require facilities investment

# **Immediate Next Steps**

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- Analysis of district survey (December 15<sup>th</sup> feedback to Board)
- Analysis of Facilities Master Plan and Demographic Study (final December 15<sup>th</sup>)
- The Listening Campaign will continue through December 17<sup>th</sup> to ensure that AUSD receives feedback from the community about the rough draft of the Master Plan
- Analysis of Efficiency Expert work (January 12<sup>th</sup>)
- Analysis of possible Parcel Tax (January 12<sup>th</sup> recommendation to Board)
- AUSD intends to further revise and edit the rough draft of the Master Plan for the January 26<sup>th</sup> Board meeting with feedback from the final listening campaign meetings; feedback from tonight's Board meeting; and final information from data reports run at the district office

# **Immediate Next Steps**

- AUSD will then produce the final draft for approval at the February 9<sup>th</sup> Board meeting, based on direction given by the Board of Education's assessment of the revised rough draft of the Master Plan from January 26<sup>th</sup> including cost/benefit analysis
- Assuming the Board of Education approves the Master Plan and a parcel tax campaign, the listening campaign will convert into a parcel tax campaign, sharing the details of the Master Plan with the community to build support for the parcel tax
- The district will aim to pass a replacement parcel tax in June to support the strategies proposed in the Master Plan