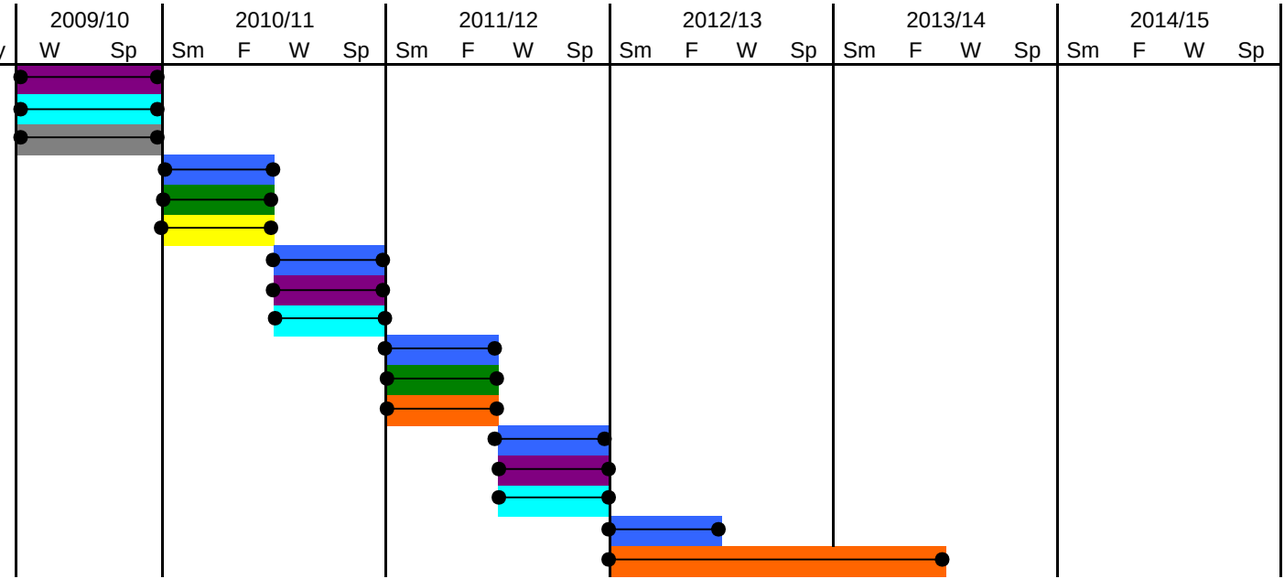
Appendix B

Strategy #1: Redesign Central Office for Efficiency and Quality Service

No.	Task	Strategy
1	Research potential partners and resource requirements for projects	1
2	Identify areas of opportunity for reduction and upgrades 1	1
3	Identify policies that need revision	1
4	Identify first set of Central Office redesign projects and sources of funding	1
5	Identify sources of funding and support for redesign projects 1	1
6	Secure technical support	1
7	Initiate first set of Central Office redesign projects	1
8	Research second set of potential partners and resource requirements for projects	1
9	Identify areas of opportunity for reduction and upgrades 2	1
10	Identify second set of redesign projects	1
11	Identify sources of funding and technical support for redesign projects 2	1
12	Adjust first set of projects	1
13	Initiate second set of Central Office redesign projects	1
14	Research third set of potential partners and resource requirements for projects	1
15	Identify areas of opportunity for reduction and upgrades 3	1
16	Initiate third set of Central Office redesign projects	1
17	Evaluate and adjust first and second set of redesign projects	1



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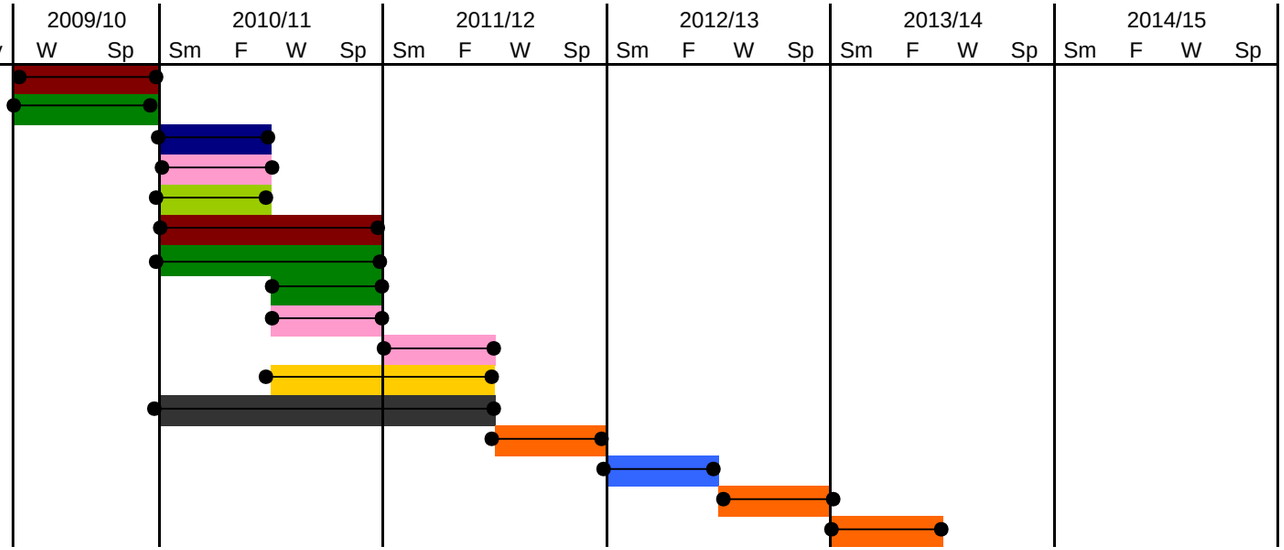
Strategy #2: Raise the Bar for Academic Achievement and Equity

No.	Task	Strategy
1	Maintain current academic calendar	2
2	Schools develop plans and budgets	2
3	Pilot school-based intitiatives	2
4	Develop school data systems	2
5	Begin data inquiry collaborating with Central Office	2
6	Maintain full academic calendar including instructional days and prep time	2
7	Plan and budget expanded initiatives funding permits	2
8	Plan and budget school data system sustainability	2
9	Expand data inquiry and application to teaching practices and teacher preparation	2
10	Provide professional development and go to scale on data, systems and analysis	2
11	Initiate site-based best practices study	2
12	Align teacher professional development at all school sites	2
13	Review and revise site plans, systems and processes	2
14	Implement revision of plans	2
15	Monitor and adjust plans based on results	2
16	Evaluate school-based initiatives	2



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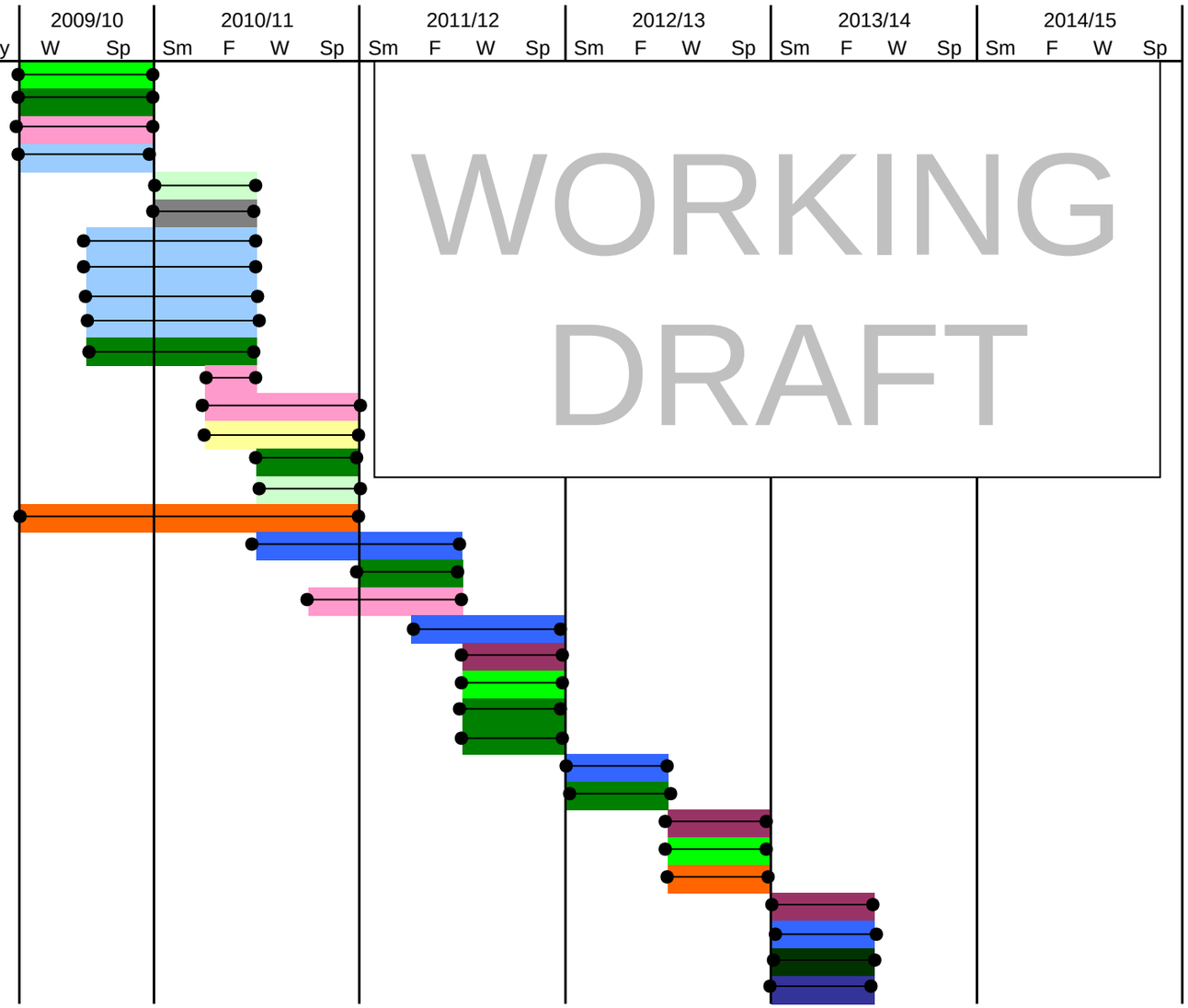
Strategy #3: Create a System of Attractive School Options

No.	Task	Strategy
1	Research high-draw school option programs	1
2	Identify sources of funding	2
3	Identify effective choice systems and processes for enrollment and placement	3
4	Continue to collaborate with charter schools especially Academy of Alameda	4
5	Propose choice options and survey community priorities	5
6	Design choice policies and processes	6
7	Assist with the launch of the Academy of Alameda	7
8	Develop RFP Process and Proposal	8
9	Release RFP to schools	9
10	Provide RFP orientation and guidance	10
11	Design teams meet and write proposals for school options	11
12	Read RFPs and select school choice programs for development	12
13	Begin enrollment process for special program/magnets	13
14	Recruit and select program leaders	14
15	Collect and review funding proposals submitted by prospective programs	15
16	Vet choice system with all district stakeholders and adjust systems accordingly	16
17	Collaborate with charter schools and continue to monitor performance	17
18	Phase 1 - incubation period for growing special programs: design teams, initial plans	18
19	Funding proposals due for review	19
20	Finalize choice system	20
21	Review and approve additional proposals for option programs	21
22	Recruit, assign and/or hire teachers for 2012-13	22
23	Launch secondary choice system enrolling self-selected students and families	23
24	Release, collect and review additional funding proposals	24
25	Allocate funding to programs that complete all funding requirements	25
26	Phase 2 incubation period for new magnet programs: design teams, initial plans	26
27	Implement well designed magnets and review necessary funding proposals	27
28	Recruit, assign and/or hire teachers 2013-14	28
29	Launch new magnet programs enrolling self-selected students and families	29
30	Refine choice system for effeciency and effectiveness	30
31	Modify plans, leadership teams and Human Resource needs as necessary	31
32	Phase 3 design new magnet programs	32
33	Contiously monitor and refine school choice system	33
34	Provide to the Board of Education and the community a three year progress report	34



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Strategy #4: Maintain a Policy of Neighborhood Elementary Schools and Keep Two Comprehensive High Schools Open to House New Options

No.	Task	Strategy	2009/10 W	2009/10 Sp	2010/11 Sm	2010/11 F	2010/11 W	2010/11 Sp	2011/12 Sm	2011/12 F	2011/12 W	2011/12 Sp	2012/13 Sm	2012/13 F	2012/13 W	2012/13 Sp	2013/14 Sm	2013/14 F	2013/14 W	2013/14 Sp	2014/15 Sm	2014/15 F	2014/15 W	2014/15 Sp
1	Complete Master Facilities Plan with site capacities	4																						
2	Propose, vet and set enrollment policies with target enrollments	4																						
3	Continue to assess community priorities and outcomes for elementary/secondary	4																						
4	Pass a parcel tax	4																						
5	Re-evalauate recruitment policies to attract and enroll students for 2010-11	4																						
6	Re-evaluate Facilities Plan and revise enrollment targets as needed 2010-11	4																						
7	Check enrollments and recruit/enroll students as needed	4																						
8	Re-evaluate Facilities Plan and revise enrollment targets as needed 2011-212	4																						
9	Recalculate enrollment targets	4																						
10	Recruit to targets for 2011-12	4																						
12	Review and report on parcel tax spending and outcomes achieved	4																						

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Strategy #5: Strengthen Effective Enrichment Programs

No.	Task	Strategy	2009/10 W	2009/10 Sp	2010/11 Sm	2010/11 F	2010/11 W	2010/11 Sp	2011/12 Sm	2011/12 F	2011/12 W	2011/12 Sp	2012/13 Sm	2012/13 F	2012/13 W	2012/13 Sp	2013/14 Sm	2013/14 F	2013/14 W	2013/14 Sp	2014/15 Sm	2014/15 F	2014/15 W	2014/15 Sp
1	Establish priorities for district programs based on effectiveness, efficiency and value	5																						
2	Complete Master Facilities Plan with site capacities with flex space	5																						
3	Identify programs to cut in best or worst case scenario	5																						
4	Use parcel tax funds as agreed to maintain programs	5																						
5	Identify other required resouces like flex as needed	5																						
6	Continue to evaluate programs based on effectiveness	5																						
7	Continue to evaluate community and district program priorities	5																						
8	Decentralize most program decisions to school sites as program initiatives solidify	5																						
9	Review facilities plan	5																						

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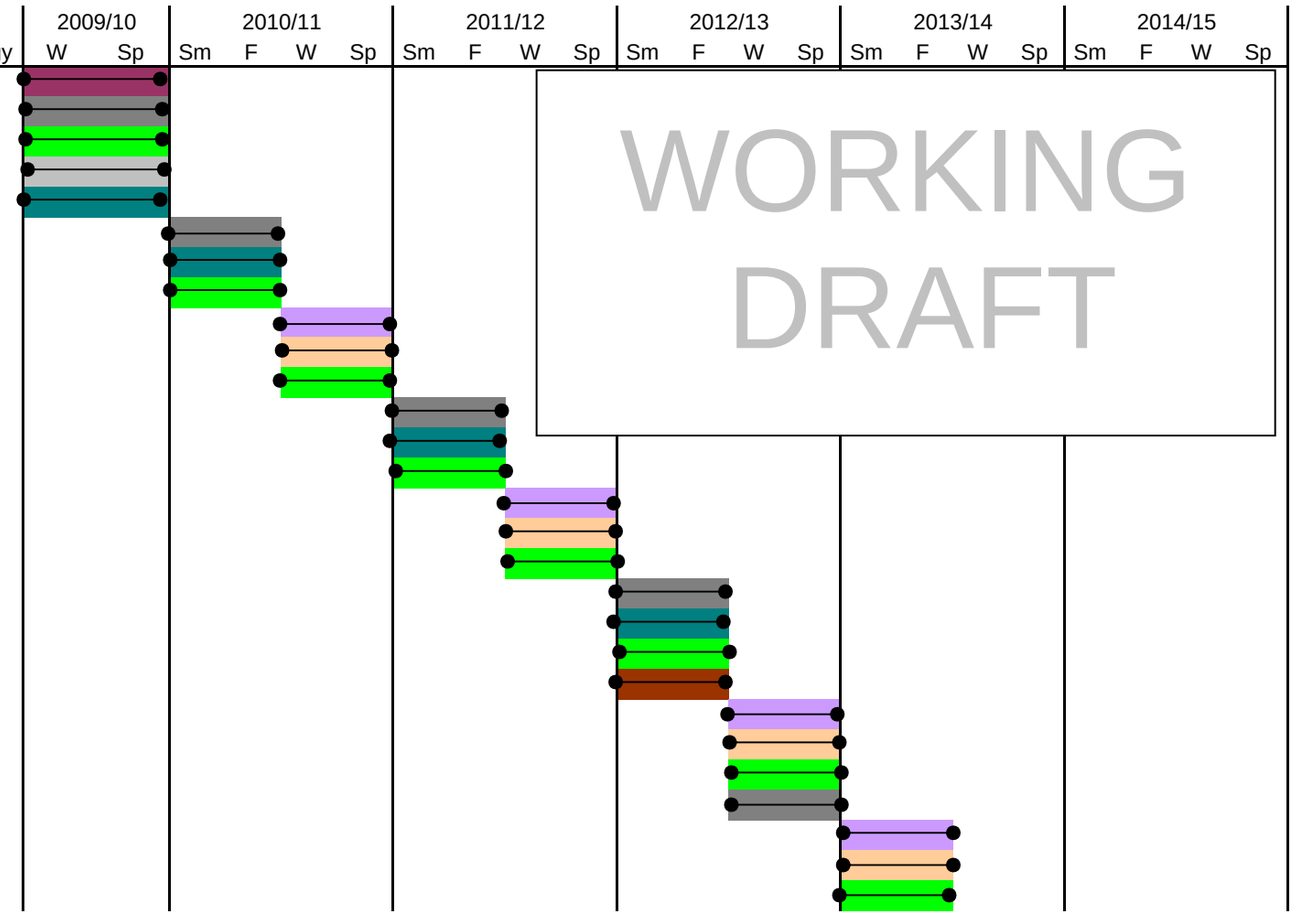
Strategy #6: Optimize Enrollment

No.	Task	Strategy
1	Negotiate with AEA until an agreement is reached	6
2	Plan increases in class size for 2010-11 school year if necessary	6
3	Review and revise enrollment projections and set targerts for 2010-11 by school	6
4	Revise inter-district transfer policy for the 2010-11 school year	6
5	Develop a new marking strategy and selection process to recruit inter-district trans	6
6	Provide schools support for increased class size if necessary	6
7	Implement new inter-district transfer plan, amrketing and selection strategy	6
8	Monitor enrollment patterns and develop strategies for under enrolled schools	6
9	Make enrollment projections based on polls of continuing transfer students	6
10	Revise targets for 2011-12	6
11	Modify recruitment efforts based on new targets	6
12	Provide schools support for increased class size if necessary	6
13	Implement new inter-district transfer plan, amrketing and selection strategy	6
14	Monitor enrollment patterns and develop strategies for under enrolled schools	6
15	Make enrollment projections based on polls of continuing transfer students	6
16	Revise targets for 2012-13	6
17	Modify recruitment efforts based on new targets	6
18	Provide schools support for increased class size if necessary	6
19	Implement new inter-district transfer plan, amrketing and selection strategy	6
20	Monitor enrollment patterns and develop strategies for under enrolled schools	6
21	Adjust if state and district fiscal circumstances change	6
22	Make enrollment projections based on polls of continuing transfer students	6
23	Revise targets for 2013-14	6
24	Modify recruitment efforts based on new targets	6
25	Revisit class size agreements based on state funding outlook	6
26	Make enrollment projections based on polls of continuing transfer students	6
27	Revise targets for 2013-14	6
28	Modify recruitment efforts based on new targets	6



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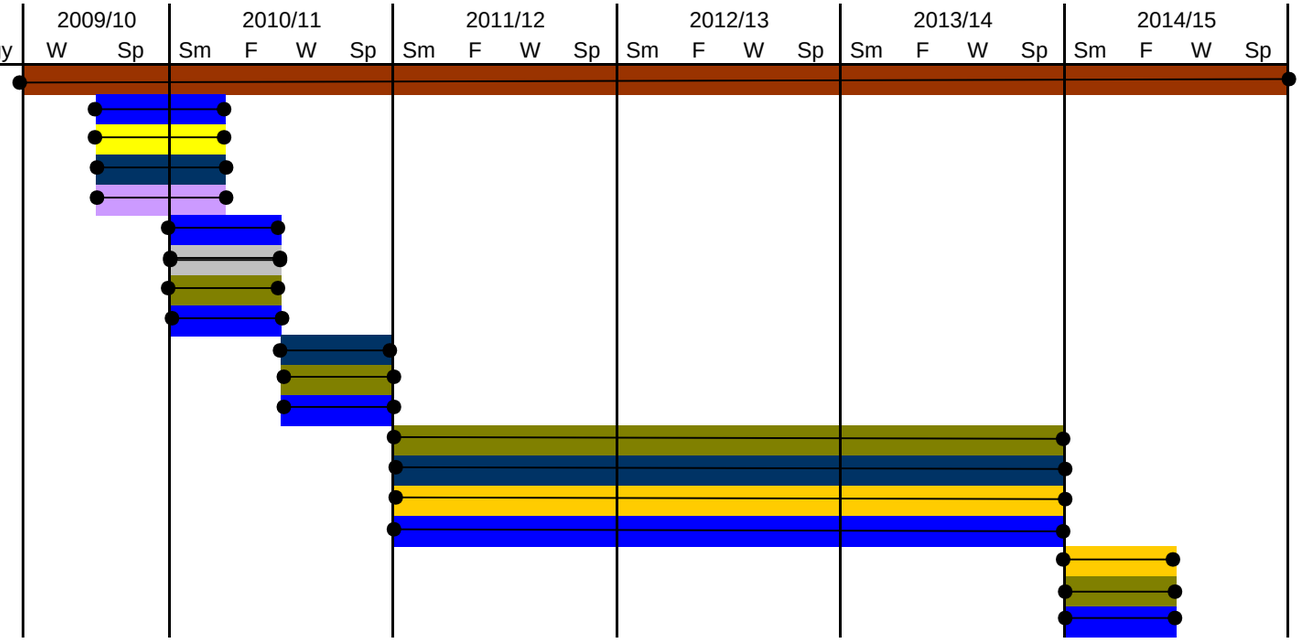
Strategy #7: Build Nonprofit, Business and Philanthropic Partnerships

No.	Task	Strategy
1	Build relationships with Alameda City staff and collaborate on common issues	7
2	Research potential partners	7
3	Approach Alameda Education Fund (AEF) with offer	7
4	Establish fund development partnership	7
5	Search and contract Development Director	7
6	Research donors	7
7	Start writing proposals to fund both district-wide and site initiatives	7
8	Establish project /fund management structures as funds are secured	7
9	Continue to sustain and build relationships with funders	7
10	Continue fund development	7
11	Continue to establish project/funds for various/previously continiously funded proj.	7
12	Build credibility and relationships with funders	7
13	Continue to establish project/funds for various/previously continiously funded proj.	7
14	Launch additional fund development for remaining initiatives on already funded	7
15	Manage project/fund as new funds are secured	7
16	Build relationships with funders and donors	7
17	Manage projects and funds	7
18	Continue to establish project/fund management structures as funds are secured	7
19	Continue to sustain and build relationships with funders	7



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Strategy #8: Pass a Parcel Tax

No.	Task	Strategy	2009/10 W	2009/10 Sp	2010/11 Sm	2010/11 F	2010/11 W	2010/11 Sp	2011/12 Sm	2011/12 F	2011/12 W	2011/12 Sp	2012/13 Sm	2012/13 F	2012/13 W	2012/13 Sp	2013/14 Sm	2013/14 F	2013/14 W	2013/14 Sp	2014/15 Sm	2014/15 F	2014/15 W	2014/15 Sp
1	Report to the Board of Education the Parcel Tax Committee Recommendations	8																						
2	Determine preference of Board for structure and term of any replacement tax	8																						
3	Complete fiscal analysis to determine total revenue need for tax	8																						
4	Craft language for parcel tax measurewith Independent Political Action Comm.	8																						
5	Finalize Measure for Board of Educaton meeting	8																						
6	Eliminate all further District work on Parcel Tax	8																						
7	Independent the District Non-Profit Group takes resposibility of campaign	8																						

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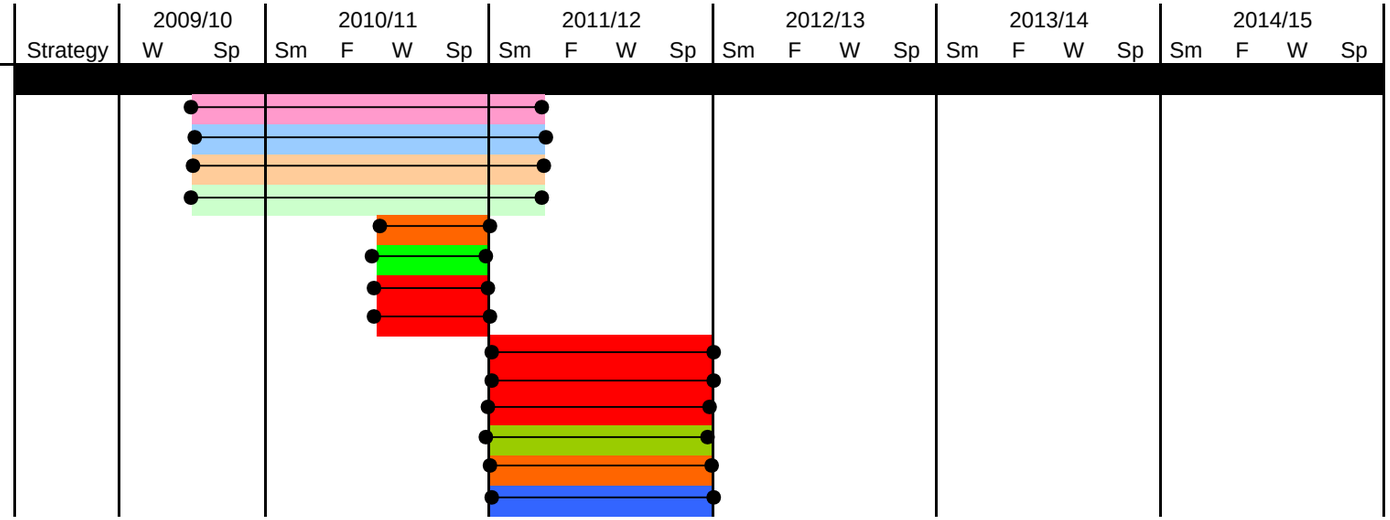
Appendix B

No Parcel Tax

No.	Task
1	"No Parcel Tax Scenario"
2	Research to inform strategies to cut programs
3	Prepare for class size, grade configuration changes
4	Prepare of furloughs
5	Prepare for school closings
6	Study enrollment and academic successes of Academy of Alameda as a charter
7	Implement class size and grade configuration changes
8	Implement furloughs
9	Cut programs
10	Close one high school
11	Close one middle school
12	Close three elementary schools
13	Redistribute students to remaining high school campus
14	Continue to evaluate successes/needs of district
15	Determine future district strategy with insufficient funds to support current system



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