

***Master Plan Scenario B:
Closures and Consolidations***

**Community Engagement and
Special Board Meeting**

**Lincoln Middle School
September 30, 2010**

Master Plan Scenario B (Phase I and II)

With failure of the 2010 Measure E Parcel Tax, the Board directed that AUSD plan consolidation/closure of schools.

Phase I

“The Superintendent’s implementation plan shall recommend restructuring and/or closure of one or more of the District’s secondary schools (middle and high schools). The plan shall also recommend the closure of one or more elementary schools for implementation at the commencement of the 2011-2012 school year.”

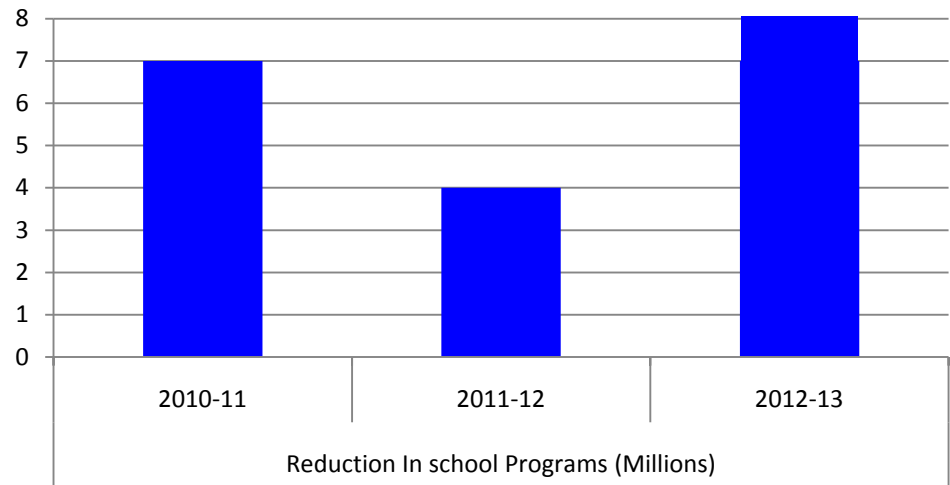
Phase II

“Phase 2 of the Superintendent’s implementation plan shall recommend restructuring and/or closure of additional elementary schools to realize the maximum cost savings for implementation at the commencement of the 2012-2013 school year.”

The Board of Education will decide on a final option on December 14.

Summary of AUSD Budget Deficit*

- **AUSD is experiencing a structural deficit.**
- **AUSD is surviving on one-time monies.**
 - Parcel taxes from Measure A and H expire in 2012-2013.
 - Temporary categorical funding flexibility from the California Department of Education is set to end in 2012-2013.
- **Failure of parcel tax in June of 2010**
- **AUSD multi-year budget**



***with no state budget yet passed**

AUSD Budget Cuts Ahead

- AUSD must still cut \$4 to 5 million in 2011-2012.
- AUSD must cut another \$7 to 8 million in 2012-2013.
- Failure of the Parcel Tax in June 2010 along with sunset of Measure A and Measure H now force AUSD to fully implement Master Plan Scenario B, wherein AUSD schools may be closed/consolidated in a Phase I/II approach in 2011-12 and 2012-13.

Review of Closure/Consolidation Options

- Tonight we provide ongoing facility impact analyses including boundary changes and other necessary enrollment/facility considerations. New information and emerging concerns are reviewed.
- Facility analyses are ongoing and required in order to include current enrollment data and class sizes; AUSD will continue to validate and check against existing facilities plans in order to present most viable options.
- Further details on various programmatic concerns and educational impacts will continue to be considered.

Key Criteria for Closure/Consolidation

- The following criteria list “factors that must be considered for Phase I of the implementation plan” according to the Board Resolution 10-0083 adopted on June 29, 2010.
 - **Costs savings and economic benefits**
 - **Quality of instructional program**
 - **Facility needs and requirements**
 - **Maintaining neighborhood schools where possible**
- According to Board Resolution 10-0083, “Phase II will recommend closure/consolidation of additional elementary schools to realize additional cost savings.”

Key Criteria for Closure/Consolidation

Quality of instructional program: Academic benefits

- Review of the literature in various educational research studies reveals that the United States is currently the only nation where elementary students spend time in a middle or junior high school before entering high school.
- Gregg: multiple grade spans and increasing number of students per grade increase students' transitions from school to school, thereby negatively impacting student achievement.
- Moffitt: various studies show more time spent at the same school increases students' sense of community and connection.
- Alspaugh: significant achievement loss results in each additional transition year. Students with fewer transitions need fewer years to make up for achievement losses caused by transitions.

Key Criteria for Closure/Consolidation

Quality of instructional program (continued)

- All things being equal, dropout rate is lower in 7-12 configurations and higher in 10-12 configurations (Alspaugh).
- Research indicates that numerous school transitions over time may have a negative effect on academic achievement, resulting in increased high school drop-outs and lower attendance rates once children reach high school (Alspaugh; Alspaugh & Harting).
- Multiple transitions cause other negative psychosocial outcomes. Transitions impose stress on students and negatively influence both school identity and sense of community (Renchler).
- Bottom line: educational research shows benefits of 7-12 over both junior high and middle school configurations.

Economic Benefits: Cost Saving Assumptions*

- Closing an elementary school saves approx. \$304,000
 - Administrator, office manager and support, custodial service, benefits (certificated/classified)
- Closing a middle school saves approx. \$574,000
 - Administrators, office managers and support, custodial service, campus supervisor, benefits
- Closing a high school saves approx. \$1,095,000
 - Administrators, office managers and support, custodial service, grounds, campus supervisor, miscellaneous classified staff, benefits
- 32:1 class size (grades K-3) saves approx. \$1.1 million

*from 2009-10 AUSD Master Plan analysis

Facilities: Current configuration

AHS 9-12

1,873

LMS 6-8

925

Elementary K-5

WMS 6-8

577

EHS 9-12

1,033

594

Earhart

484

Bay Farm

478

Otis

417

Edison

476

Lum

420

Haight

308

Franklin

278

Washington

364

Paden

616

Ruby Bridges

Based on projected enrollment numbers for 2011-12.
Special Education enrollment included.

Facilities: Option 1 Phase I

AHS 7-12

2550

LMS 6-8
close



Elementary K-6

WMS 6-8
Close



EHS 7-12

1440

690

Earhart

580

Bay Farm

542

Otis

480

Edison

560

**Lum
(AHS & EHS)**

513

**Haight
(AHS & EHS)**

367

Franklin

310

Washington

427

Paden

721

Ruby Bridges

7- 12 Boundary change to Willow Ave

Based on projected enrollment numbers for 2011-12.
Special Education enrollment included.

Option 1 Phase II

Mega-elementary K-6 Schools

AHS 7-12
2550



1270

**Earhart
(Bay Farm Island)**

1022

**Lincoln
(Edison & Otis)**

Elementary Boundary lines will change

1060

**Wood/Lum
(AHS & EHS)**

690

**Haight
(AHS & EHS)**

EHS 7-12
1440



1148

**Ruby Bridges
(Paden)**

7-12 Boundary change to Willow Ave.

Based on projected enrollment numbers for 2011-12.
Special Education enrollment included.



Option 1

Phase I 2011-2012

- Alameda High School opens as a 7-12 high school
- 2550 students means 9 portables and 1 restroom(approx. \$500K)
- Attendance boundary changes from Union to Willow Avenue
- Encinal High School opens as a 7-12 high school
- 1440 students means adequate classroom space exists currently
- Lincoln Middle & Wood Middle Schools close (\$1M cost savings)
- All elementary schools open as K-6 grade schools
- Elementary class size increases 32:1 (\$1.1 million cost savings)
- Attendance boundaries change at both K-6 and 7-12 schools
- Sites then prepare to close/open as mega-elementary schools during Phase II in 2012-2013



Option 1

Phase II 2012-2013

- Six (6) elementary school closures to maximize savings: Edison, Otis, Washington, Paden, Franklin and Bay Farm
- Five (5) mega-elementary K-6 schools opened (with extra costs): Earhart, Lincoln, Wood/Lum, Haight, and Ruby Bridges

<\$1.8 million cost savings

Option 2A Phase I

AHS 10-12

2200



EHS 7-9

1700

LMS 6-8
close

WMS 6-8
close

Elementary K-6
32:1



Boundary changes

690

Earhart

580

Bay Farm

542

Otis

480

Edison

660

Lum

700

Haight

367

Franklin

Washington
close

447

Paden

721

Ruby Bridges

Based on projected enrollment numbers for 2011-12.
Special Education enrollment included.

Option 2A Phase II

AHS 10-12



EHS 7-9



Elementary K-6
32:1



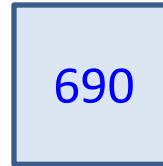
Earhart



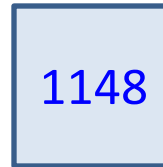
Lincoln



Wood/Lum



Haight



Ruby Bridges

Based on projected enrollment numbers for 2011-12.
Special Education enrollment included.

Option 2A

Phase I 2011-2012

- Encinal High School re-opens as a 7-9 junior high school
- 1700 students
- Alameda High School re-opens as a 10-12 high school
- 2200 students
- Increased traffic due to student movement across the island
- Increased transitions from K-6 to junior high to senior high
- Wood & Lincoln Middle Schools close (\$1M cost savings)
- Washington Elementary School closes (\$300K cost savings)
- All elementary schools open as K-6 schools
- Elementary class size increases 32:1 (\$1.1 million cost savings)

Approx. \$2.4 million cost savings

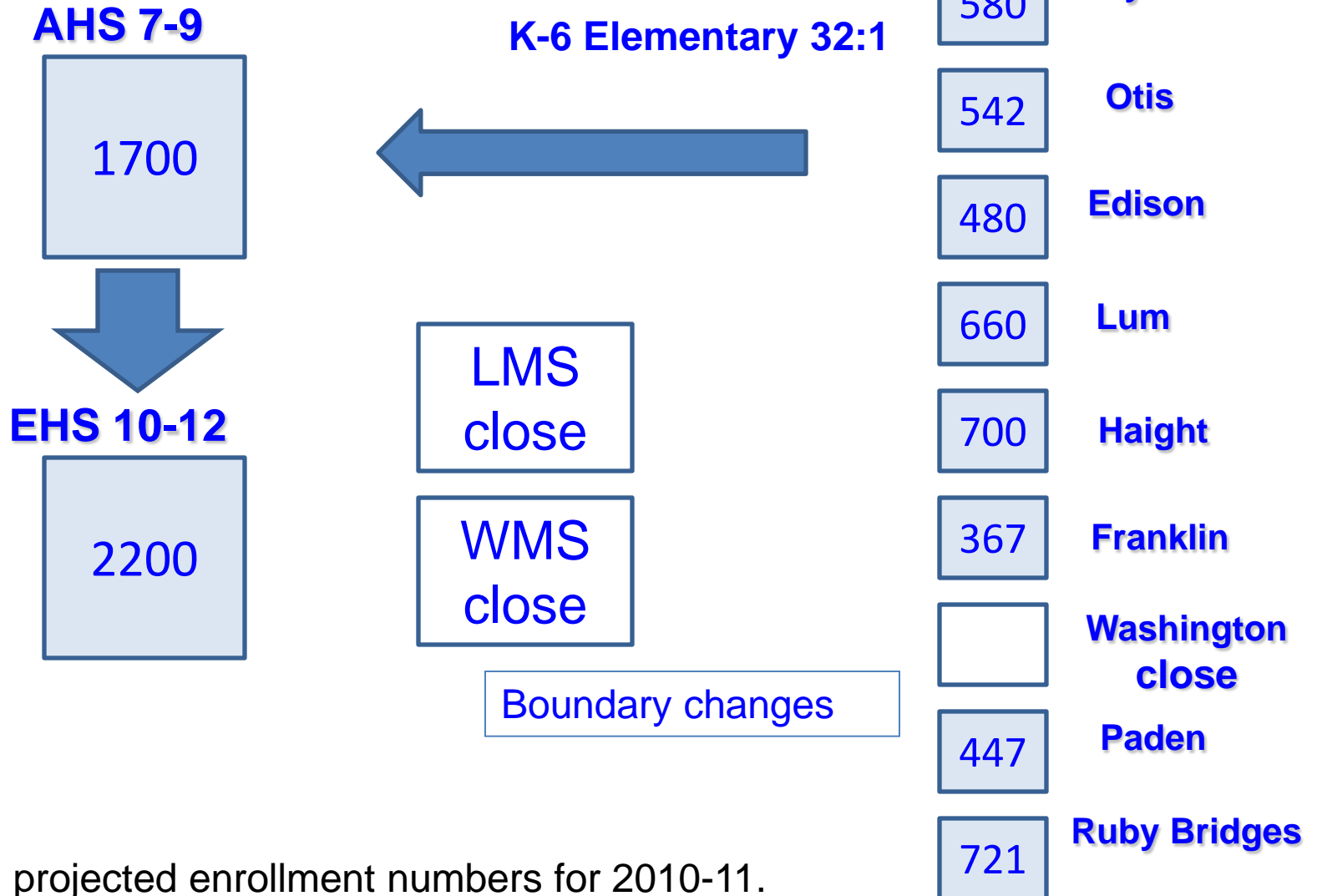
Option 2A

Phase II 2012-13

- Six (6) elementary school closures (\$300K savings at each site)
 - Edison, Otis, Paden, Lum, Franklin and Bay Farm
- Five (5) mega-elementary K-6 schools (with additional costs)
Earhart, Lincoln, Wood/Lum, Haight, and Ruby Bridges

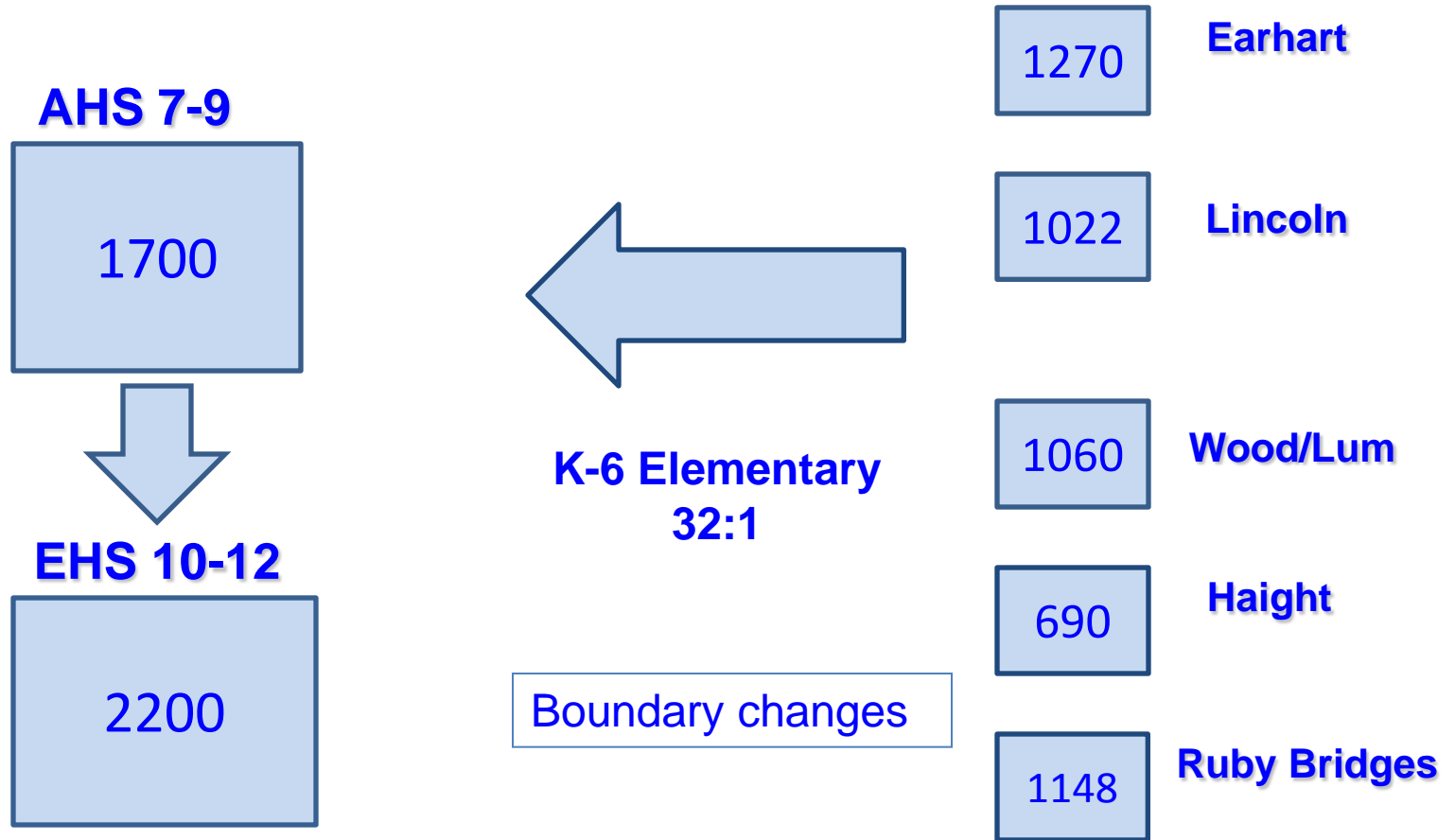
<\$1.8 million cost savings

Option 2B Phase I



Based on projected enrollment numbers for 2010-11.
Special Education enrollment included.

Option 2B Phase II



Based on projected enrollment numbers 2011-12.
Special Education enrollment included.

Option 2B

Phase I 2011-2012

- Alameda High School opens as a 7-9 junior high school
- 1700 students there requires no additional portables for operation
- Encinal High School opens as 10-12 high school
- 2200 students requires 7 additional portables (\$600K approx.)
- Added costs to increase capacity at EHS (1 restroom and paving)
- Increased traffic due to student movement across the island
- Increased transitions for students from junior high to senior high
- Wood and Lincoln Middle Schools close (\$1M cost savings)
- Washington Elementary School closes (\$300K cost savings)
- All elementary schools open as K-6
- Elementary class size increase to 32:1 (\$1.1. million cost savings)

<\$1.8 million cost savings

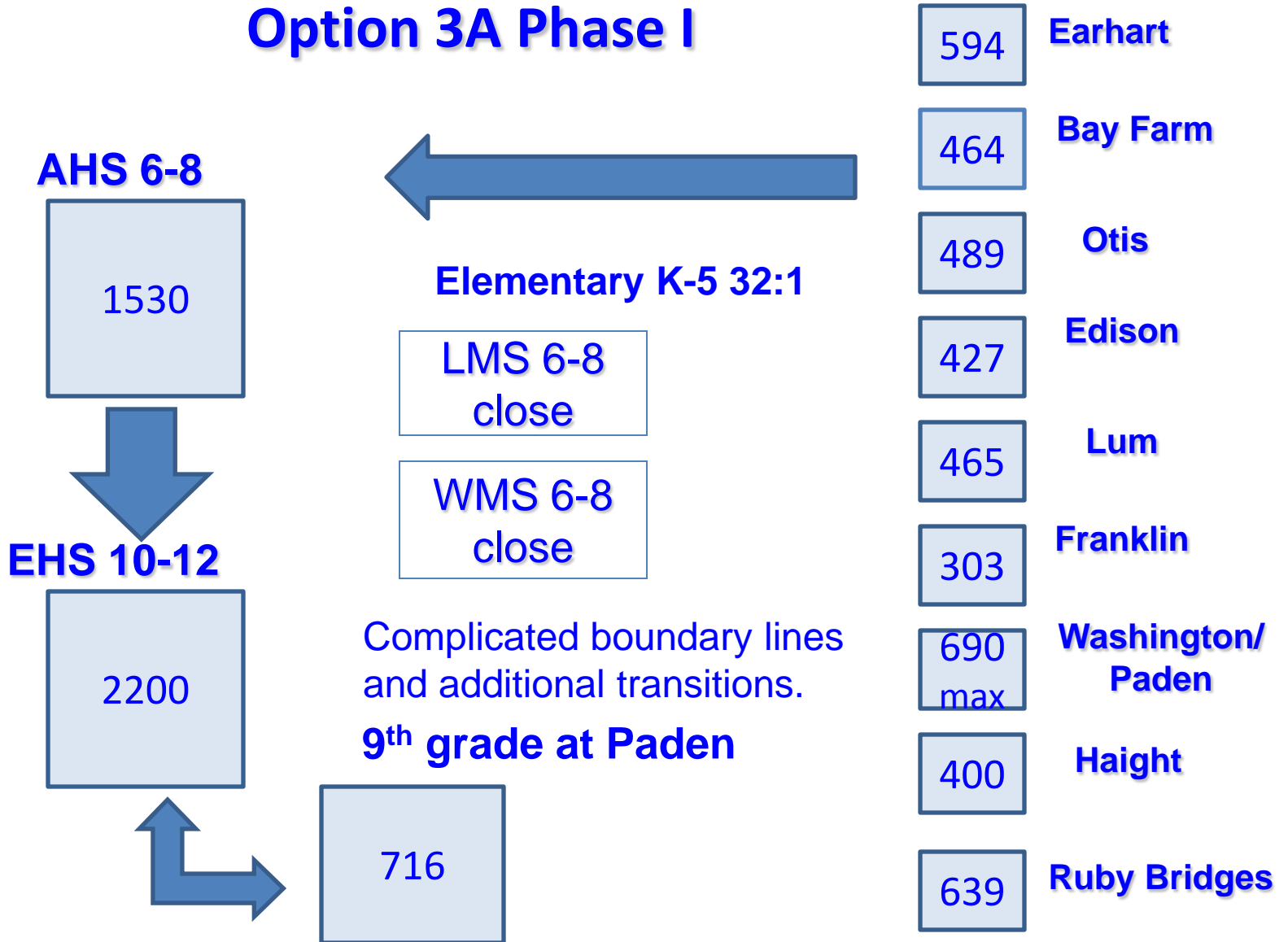
Option 2B

Phase II 2012-2013

- Six (6) elementary school closures (\$300K savings each)
 - Edison, Otis, Paden, Lum, Franklin and Bay Farm
- Open five (5) mega-elementary K-6 schools (with additional costs)
Earhart, Lincoln, Wood/Lum, Haight, and Ruby Bridges

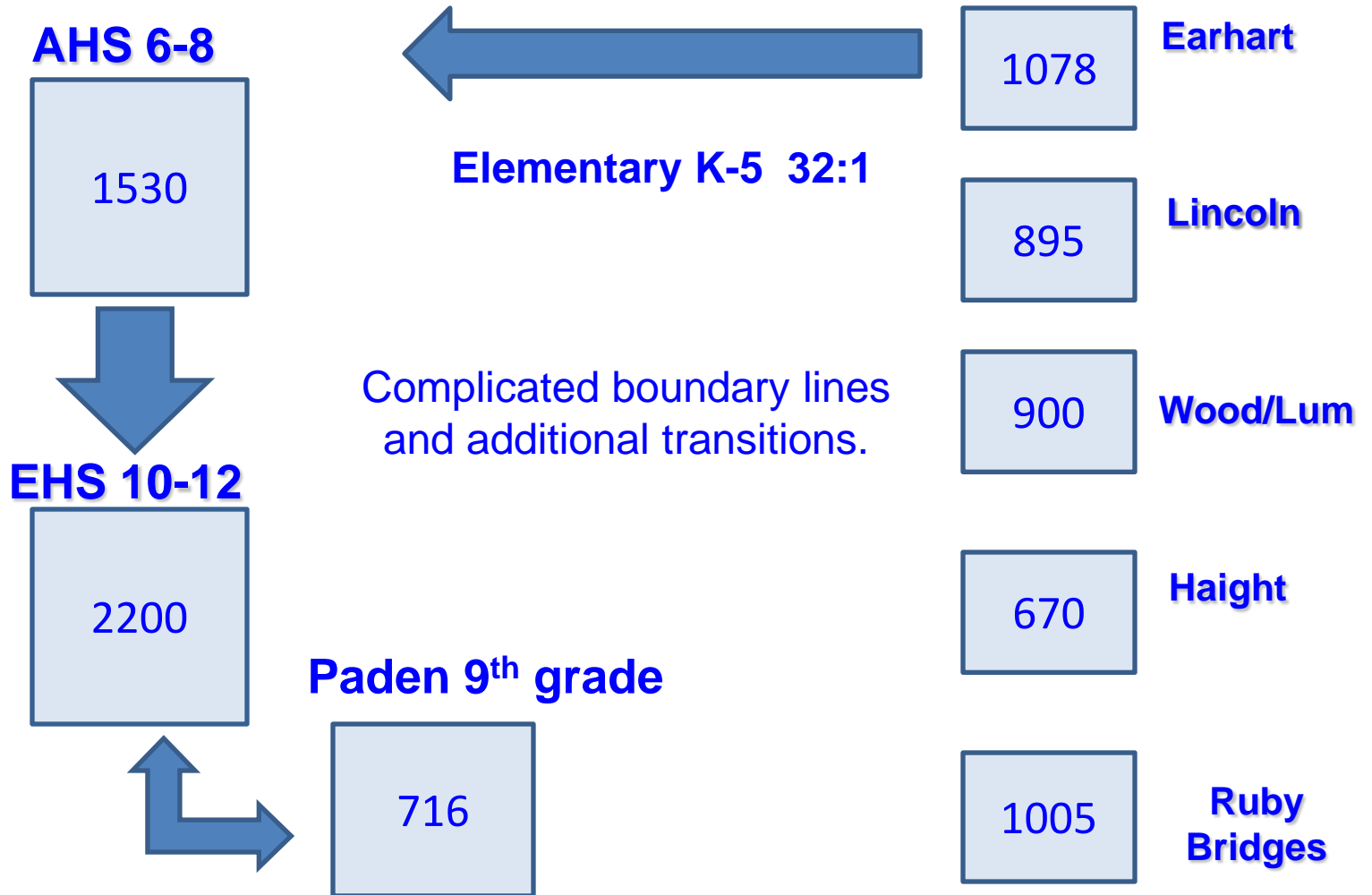
<\$1.8 million cost savings

Option 3A Phase I



Based on projected enrollment numbers for 2011-12.
Special Education enrollment included.

Option 3A Phase II



Based on projected enrollment numbers for 2011-12.
Special Education enrollment included.



Option 3A

Phase I 2011-2012

- Encinal High School opens as 10-12 with 9th grade at Paden site
- 2200 students at EHS (add 7 classrooms and 1 restroom for \$600K)
- Paden 9th at 716 students (add 2 classrooms at a cost of \$100K)
- Alameda High School opens as a 6-8 middle school (1530 students)
- Increased traffic due to student movement across island
- Increased transitions: middle school to 9th academy to senior high
- Wood and Lincoln Middle Schools close (\$1 M cost savings)
- Washington Elementary School consolidated with Paden students
- Elementary schools remain K-5 during Phase I
- Elementary class size increases to 32:1 (\$1.1 million cost savings)
- Complicated boundary changes required

<\$1.4 million savings



Option 3A

Phase II 2012-2013

- Elementary school closures (5 schools)
 - Edison, Otis, Washington, Franklin and Bay Farm
- Open 5 mega-elementary K-5 schools (extra costs)
Earhart, Lincoln, Wood/Lum, Haight, and Ruby Bridges

<\$1.5 million savings

Option 3B Phase I

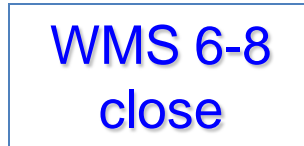
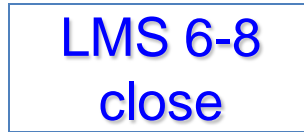
AHS 9-12



EHS 6-8



Elementary K-5 32:1



Complicated boundary lines
and increased crosstown traffic.



Earhart



Bay Farm



Otis



Edison



Lum



Haight



Franklin



**Washington
close**



**Paden
close**



Ruby Bridges

Based on projected enrollment numbers for 2011-12.
Special Education enrollment included.

Option 3B Phase II

AHS 9-12



EHS 6-8



**K-5 Elementary
32:1**

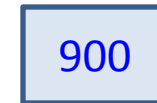
New boundary lines and
increased crosstown traffic.



Earhart



Lincoln



Wood/Lum



Haight



Ruby Bridges

Based on current enrollment numbers.
Special Education enrollment included.

Option 3B

Phase I 2011-2012

- Alameda High School stays open as a 9-12 high school
- 2949 students (requires 18 portables/restrooms at cost of \$900K)
- Eliminate high school inter-districts (loss of ADA to district)
- Encinal High School opens as a 6-8 middle school (1530 Students)
- Increased traffic due to student movement across island
- Close Wood and Lincoln Middle Schools (\$1 million cost savings)
- Close Washington and Paden Elementary Schools (\$600K savings)
- Elementary schools remain K-5
- Elementary class size increases to 32:1 (\$1.1 million cost savings)

<\$2.2 million savings

Option 3B

Phase II 2012-2013

- Four (4) elementary school closures (\$300K savings each)
 - Edison, Otis, Franklin and Bay Farm
- Open 5 mega-elementary K-6 schools (extra costs)
Earhart, Wood/Lum, Haight, Lincoln and Ruby Bridges

<\$1.2 million savings

Option 4 Phase I

AHS 9-12



1873

LMS 6-8



914



Elementary K-5

Very complicated boundary changes required *

EHS 7-12



1440

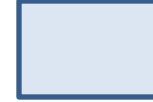
Elementary K-6



WMS 6-8
Close



Earhart



Bay Farm



Otis



Edison



*

Lum

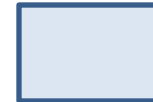


*

Haight



Franklin



Washington



Paden



Ruby Bridges

Based on projected enrollment numbers for 2011-12.
Special Education enrollment included.

Option 4 Phase II

Mega-elementary K-6 Schools

AHS 7-12



2550



Boundary change to Willow Ave.

EHS 7-12



1440



1270

**Earhart
(Bayfarm Island)**



1022

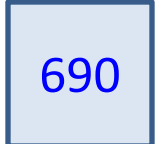
**Lincoln
(Edison & Otis)**



1060

**Wood/Lum
(AHS & EHS)**

Elementary boundaries will change



690

**Haight
(AHS & EHS)**



1148

**Ruby Bridges
(Paden)**

Based on projected enrollment numbers for 2011-12.
Special Education enrollment included.

Option 4

Phase II 2011-12

- Alameda High School remains a 9-12 high school
- 1873 students means no real facilities work is required in Phase I
- Lincoln Middle School remains a 6-8 middle school
- Feeder elementary schools stay open as K-5 schools (Bay Farm, Earhart, Otis and Edison)
- Encinal High School opens as a 7-12 secondary school
- 1440 students means school capacity is reached
- Wood Middle School closes (\$500K cost savings)
- Wood feeder schools open as K-6 elementary schools (Lum, Franklin, Haight, Paden and Ruby Bridges)
- Washington Elementary School closes (\$300K cost savings)
- Elementary class size increases to 32:1 (\$1.1M cost savings)

Approx. \$1.9 million potential cost savings

Option 4

Phase I 2012-13

- Alameda High School reconfigured to 7-12 (extra costs)
- 2550 students requires adding 8 portables at a cost of \$400K
- Lincoln Middle School closed (no net savings when reconfigured)
- Lincoln reconfigured to K-6 mega-elementary school (extra costs)
- Closure of Edison, Otis, Paden, Lum, Franklin and Bay Farm
- Open 5 mega-elementary K-6 schools (extra costs)
 - Earhart, Haight, Wood/Lum, Lincoln and Ruby Bridges
- Assumes new attendance boundaries must be established

<\$1.4 million in savings



Options: ASTI and Island High School

Option A

- Increase enrollment at ASTI to 400 as option
 - Grades 9-10 at Woodstock Education Center
 - Grades 11-12 at College of Alameda
- Island High School
 - Moves to comprehensive high school as a strand
 - AUSD students only allowed to enroll

Option B

- Island High School moves to Woodstock Ed. Center
- ASTI remains housed at College of Alameda



Considerations for Options 1 & 4

Option 1

Fewer transitions (K-6 to 7-12)

More coherent instructionally

Less crosstown traffic impact

Less expensive start-up costs

Provides transition to K-6 schools

Provides reduced costs ongoing

Option 4

Fewer transitions (K-6 to 7-12)

More coherent instructionally

Less crosstown traffic impact

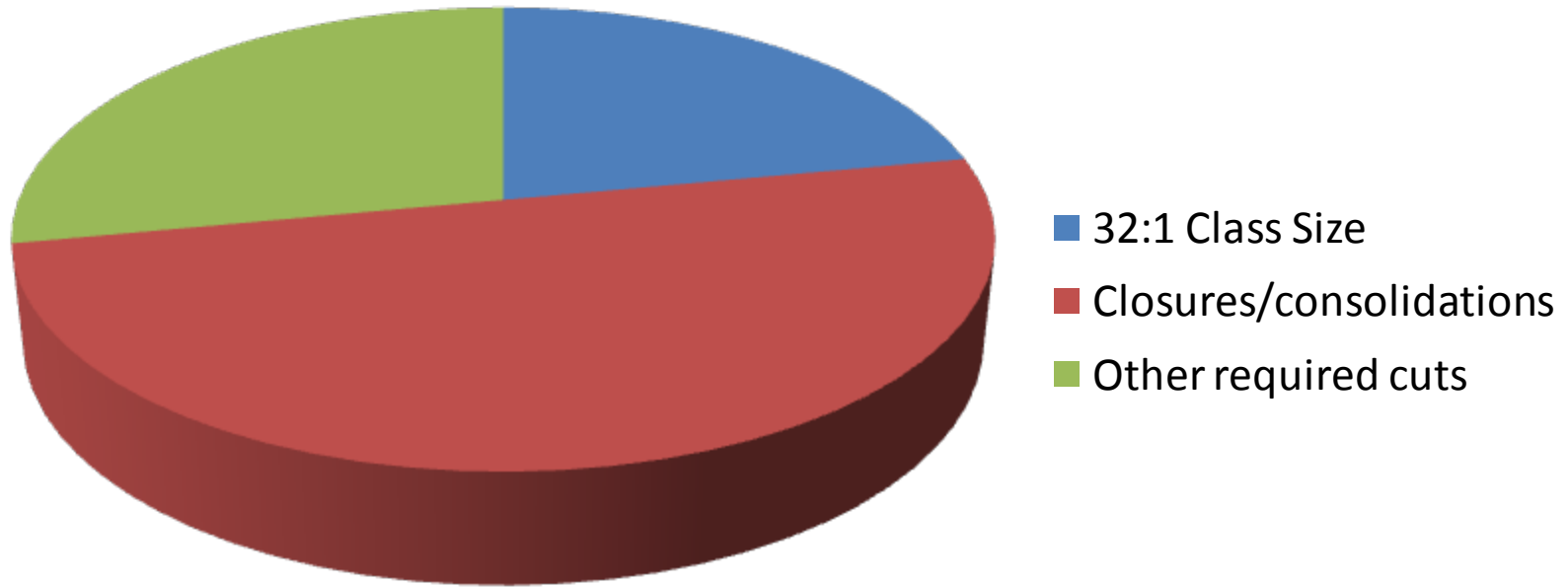
Less expensive start-up costs

Phased reconfiguration difficult

Provides reduced costs ongoing

Budget Realities: Limited Economic Benefits

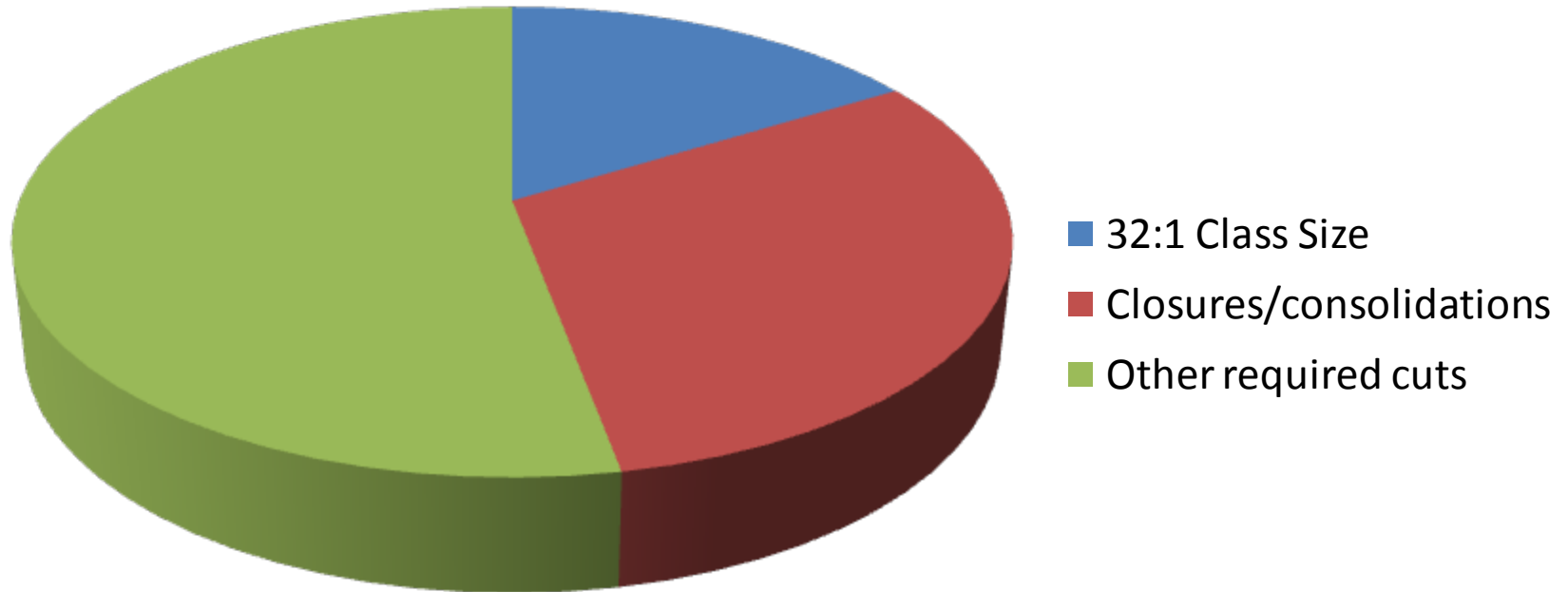
2011-12 Potential Savings (in Millions)



Bottom line: Even with Scenario B closures/consolidations and increased class sizes, AUSD will still need drastic cuts.

Budget Realities: Limited Economic Benefits

2011-13 Potential Savings (in Millions)



Bottom line: Even with Scenario B closures/consolidations and increased class sizes, AUSD will still need drastic cuts.

Next Steps: Input and Direction

- As the Board of Education has directed AUSD staff to analyze, plan and recommend options for Master Plan Scenario B (Phase I and II), it will be instrumental to the success of the work ahead to hear more from the Board.
- AUSD staff have collaborated to brainstorm and prepare preliminary recommendations based on past efforts and ongoing planning toward meeting the Board's mandate.
- Ultimately it will be the Board of Education and the Alameda community itself who must decide next steps AUSD will take toward closure/consolidation of schools.
- Our intent tonight was to clarify impacts of options for the Board and public to help direct staff to limiting the options.

Questions Asked by the Board and Public

- Members of the Board of Education and the public have asked questions about various topics (such as distances from schools, boundaries that will need to be calculated and redrawn, transportation issues resulting from closures and consolidations, facility constraints, et cetera).
- AUSD staff will continue to analyze and prepare answers, hopefully with direction on a narrowed scope of options.
- Meanwhile, an addendum to this presentation will be provided at the meeting to answer additional questions by the Board of Education on Academic Performance Index (API) scores as requested by Board members to assist them with decision-making on these difficult decisions.