

In Community We Trust

Creating Consensus in a Crisis

Presented by

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Pivot Learning Partners

For the

California School Boards Association

San Francisco, December 3, 2010

Agenda

- Theory of Action
- AUSD Story
- Lessons Learned
- Questions and Answers

The evolution of school districts: getting from version 1.0 to 3.0



- 19th century industrial infrastructure
- 20th century aspirations for equity & democracy
- 21st century outcome goals and competencies



Education struggles to evolve in the response to new and complex challenges



1. Dynamic

- Parts don't make a whole; solutions require a whole system perspective

2. Social

- Authority and expertise are not enough; all actors must be engaged

3. Generative

- Best practices aren't enough; we also need "next practices"

AUSD needs both “best” and “next” practices to meet it’s challenges

- We rely on **continuous improvement and “best” practices** to refine *existing* systems
- We rely on **innovation and “next” practices** to create *new* systems when old ones no longer work effectively



“Clean” coal energy



Solar energy

A Tale of Two Plans

Previous *Strategic* Plan

- Process oriented
- “Blue sky”
- Consensus driven
- Linear planning
- Weak commitment to implement the plan

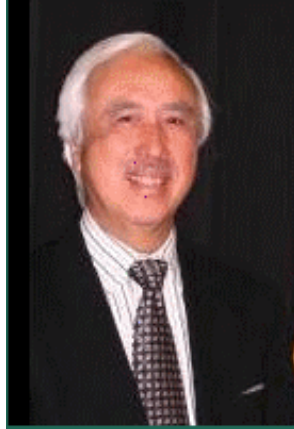
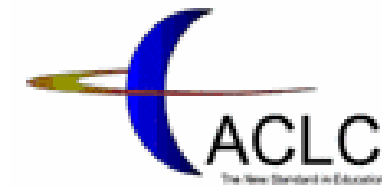


Current *Master* Plan

- Solution oriented
- Grounded in reality
- Ideas & innovation driven
- Emerges through iteration
- Goal-oriented networks increase public will



In the beginning: January, 2009



Bay Area
School of
Enterprise

New Faces

Charter Schools

First 90 Days - Listening



Putting pieces together



Communication Effort

Creating an inspirational yet practical plan required a different approach

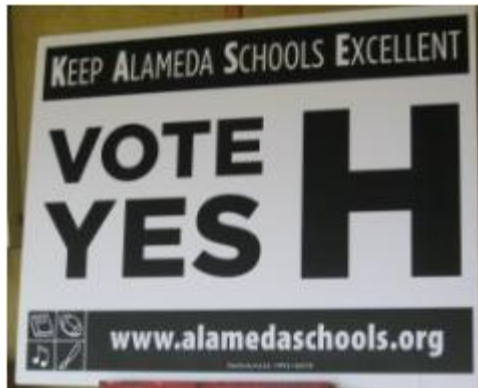
AUSD Context

- Divided city
- No faith in district capacity
- Fiscal crisis = conflict over who & what to cut
- Stereotypes of “others;” myths and rumors
- Avoid conflict

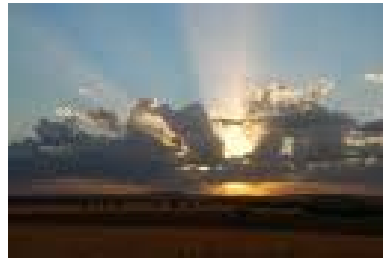
Building Networks

- Connect people
- Credibility through listening and acting
- Address concerns with new parcel tax
- Offer scenarios with detailed tradeoff's
- Engage with data, information & analysis
- Surface and engage

Clouds on the Horizon



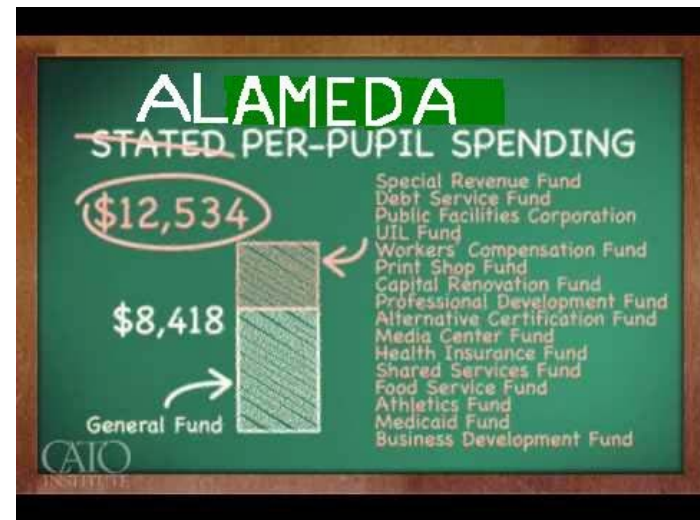
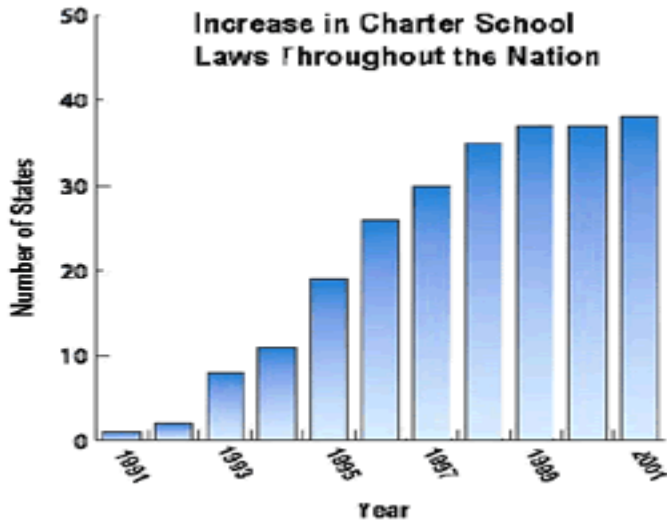
Split Roll Controversy



2012/13 Sunset

Master Plan – Three Paths

*Live Within
 Our Means*



Path One – May 09

Multiyear Forecast

24

	2008-09	*2009-10	*2010-11
REVENUES			
Revenue Limit	\$ 54,884,267.00	\$ 52,369,675.00	\$ 52,354,330.00
Federal	6,323,290.00	6,323,290.00	6,323,290.00
State	12,931,111.00	11,914,787.00	11,914,808.00
Local	14,125,767.00	12,843,116.00	12,843,116.00
Total	88,264,435.00	83,450,868.00	83,435,544.00
EXPENDITURES			
Salaries & Benefits	68,753,433.00	69,410,212.00	70,223,712.00
Books/Supplies & Capital Outlay	7,495,701.00	1,577,262.00	3,368,690.00
Services & Operating Expenses	13,529,996.00	10,450,835.00	10,755,541.00
Other Outgo & Transfers	2,231,563.00	1,901,056.00	1,901,056.00
Total	92,010,693.00	83,339,365.00	86,248,999.00
Other Sources & Uses	(28,820.00)	(828,820.00)	(828,820.00)
Increase/Decrease In Fund Balance	(3,775,078.00)	(717,317.00)	(3,642,275.00)
Beginning Fund Balance	9,089,764.00	5,314,686.00	4,597,369.00
Ending Fund Balance	\$ 5,314,686.00	\$ 4,597,369.00	\$ 955,094.00
Less: Parcel Tax	(7,327,647.00)	(7,327,647.00)	(7,327,647.00)
TOTALS	\$ (2,012,961.00)	\$ (4,743,239.00)	\$ (11,115,792.00)

Multi Year Forecast by SSC

Path Two – June 09

Alameda Unified School District

Scenario #2
Exploring charter school options
June 2, 2009



Path Three – Aug 09

Alameda school communities want:

1. Neighborhood schools
2. Small class sizes
3. Transparency and accountability
4. Enrichment and specialized programs
5. Flexible spaces for different learning activities
6. Priority consideration for Alameda students' educational needs

Path Three – Aug 09

- 1. Create Magnet and/or Charter Programs.**
 - Develop magnet, charter and new, specialized programs
- 2. Restructure District Office.**
 - Redesign administration, increase efficiency, and effectiveness using technology, and innovation.
- 3. Reduce Costs in response to State budget cuts.**
 - Make cuts in areas that aren't directly supporting teaching and learning.
- 4. Define & Prioritize Essential Programs.**
 - Determine costs of essential programs and support services and seek a parcel tax to make up the difference.

Community Engagement – Aug 09

1. **Board Workshops** to share information and receive public feedback
2. **A Listening Campaign** conducted by volunteers so that every voice gets heard
3. **A Public Education Campaign** to make complex issues easier to understand so people can be better involved and act

Meetings and More Meetings

AUSD Master Plan

What we've heard
and our plans to keep listening

Master Plan Strategies Update

BOE Meeting
September 8, 2009

**Master Plan Strategies Update:
Review of Board Direction from
September 8, 2009 Board Meeting
and Topic 1 – Magnet Schools**

**Community Workshop
September 15, 2009**

Master Plan Workshop

Fiscal update:

Chipman Middle School Charter Options

Alameda High School Cafeteria
September 29, 2009
6:30 – 9:00 p.m.

The Rest of 2009

**Master Plan Strategies Update:
Streamlining District Office &
Other Traditional Cost-Savings
Strategies**

**Community Workshop
10/06/09**

***Master Plan Strategies Updates*
Secondary Restructuring for Discussion**

**Listening Campaign Report #1,
Inter-District Transfer Data,
Chipman Charter Fiscal Analysis**

**Community Workshop
10/20/09**

Master Plan Strategies Update:

**Listening Campaign Update,
Parcel Tax,
Maximizing Fundraising Efforts,
Inventory of Programs**

Community Workshop #8

11/17/09

Feedback Recap

- 1) Eight Community Workshops hosted by AUSD Board of Education and the superintendent.
- 2) A *Listening Campaign* carried out by independent, community-based Public Education Volunteers (PEV) that reached an estimated 400 people through 29 meetings.
- 3) More than 30 school-site meetings led by principals and other site leaders.
- 4) Two community surveys on the AUSD website with a total of 676 respondents.

Master Plan: Scenario A

Section 2: Master Plan Challenges, Goals, and Core Strategies

In this section:

Introduction

- 1) Redesign Central Office
- 2) Raise the Bar
- 3) Create a system of attractive school options
- 4) Maintain a policy of neighborhood elementary schools
- 5) Strengthen effective enrichment programs
- 6) Optimize enrollment
- 7) Build nonprofit, business and philanthropic partnerships
- 8) Pass a parcel tax

Master Plan: Scenario B

Section 3: Scenario B: The "No Parcel Tax Scenario"

In this section:

- 1) Introduction
- 2) The Challenge and Goal
- 3) The Strategies to Overcome the Challenge
- 4) Implementation of the Strategies
 - 1) Continue the redesign work in section 1, cutting central office to the bare minimum in necessary for legal compliance;
 - 2) Change elementary configuration to K-6.
 - 3) Change middle school configuration to 7-9.
 - 4) Change high school configuration to 10-12.
 - 5) Increase class size to 32:1 or higher for all grades.
 - 6) Reduce the inter-district transfer student program to the most minimal level and to only "even out" enrollment anomalies.
 - 7) Close three or more elementary schools across the island.
 - 8) Close one high school and consolidate all 10th - 12th grade students to a suitable campus.
 - 9) Close one middle school and consolidate 7th – 9th grade students to a suitable campus.
 - 10) Change enrollment boundaries to ensure that all existing schools (7 elementary schools; 1 traditional public middle school and 1 high school) are filled to capacity at the increased class size of 32:1 K-6 and 35:1 for grades 7-12.

Close but No Cigar



APLUS

Alamedans Protecting Learning at Underfunded Schools, Yes on Measure E

Measure E - Alameda Unified School District

Completed Precincts: 59 of 59

YES	14,415	65.62%
NO	7,551	34.38%

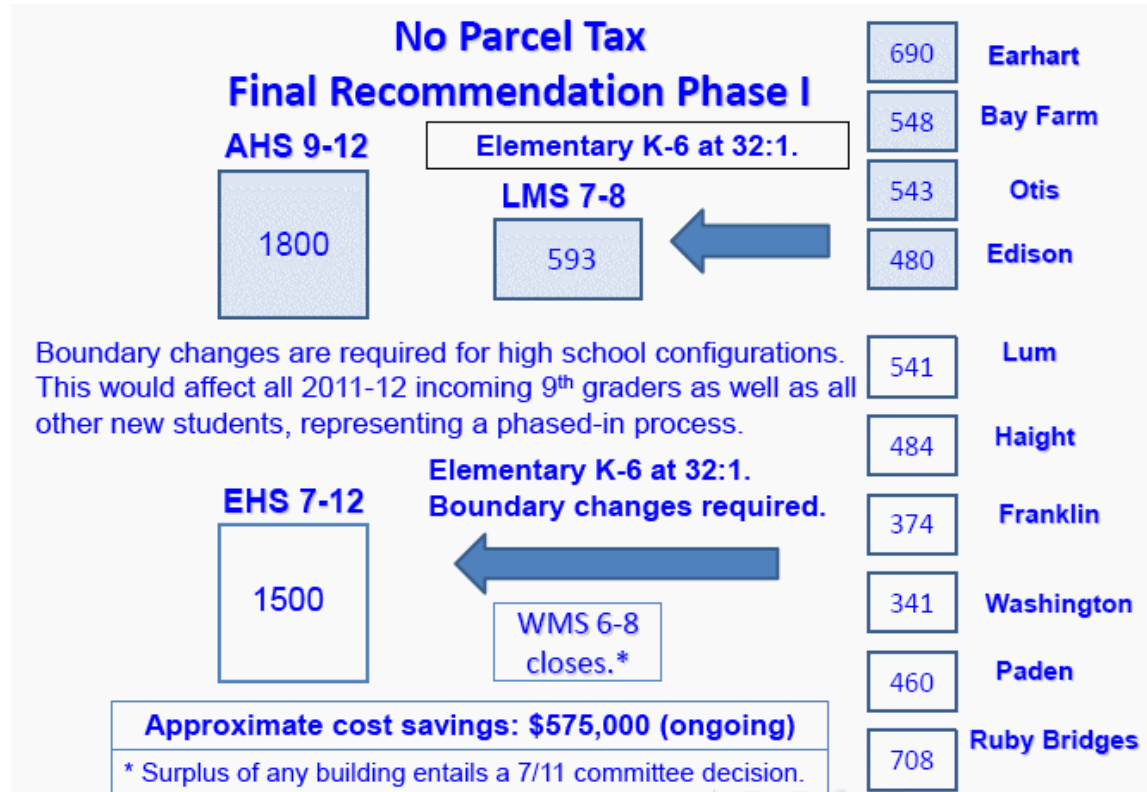
Post Election Direction

NOW, THEREFORE, BE IT RESOLVED that the Superintendent is hereby directed to begin planning the implementation of Scenario B;

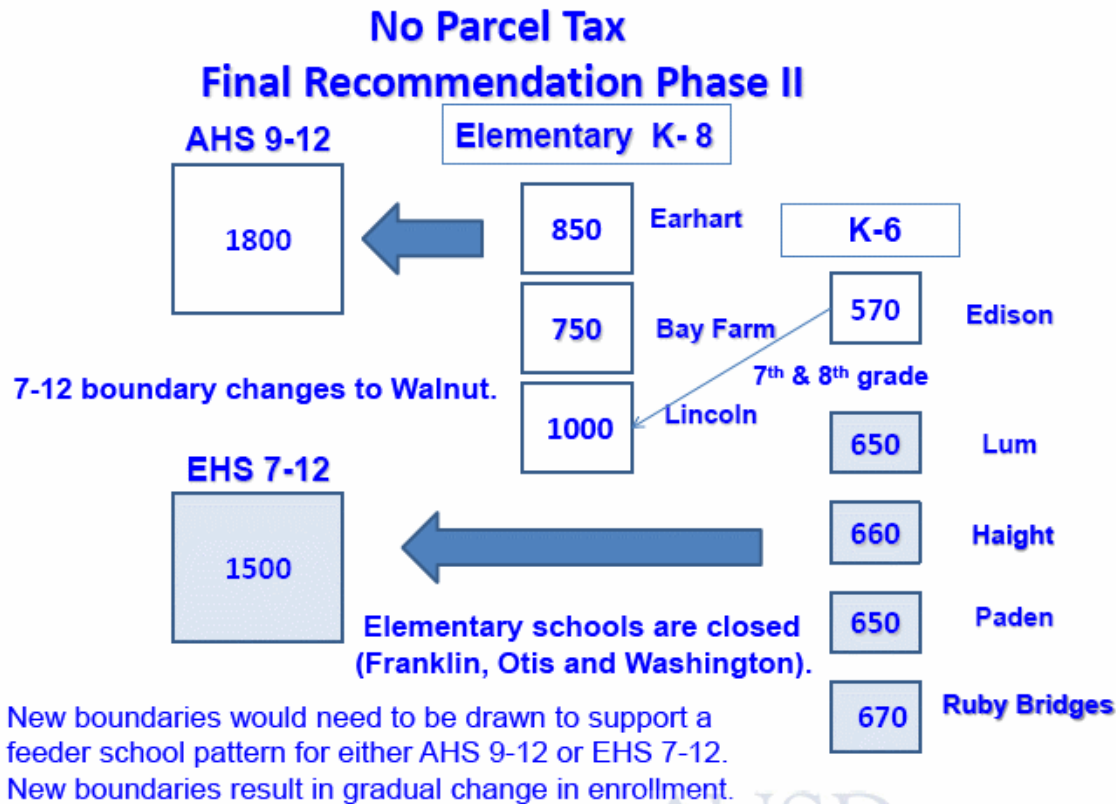
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BE IT FURTHER RESOLVED, that the Superintendent shall report to the Board of Education as to the feasibility of placing a new parcel tax on the ballot for an election in or before March 2011.

School Closures Phase 1: 2011/12



School Closure Phase 2: 2012/13



2010/11 Proposed Reductions

AUSD Reduction	Savings	Description
Adult Education Elimination	\$750,000	Total Elimination of the Adult Education Program (Soft)
2 Additional Furlough Days for AEA Teachers	\$442,681	Negotiated in 2010 MOU with AEA will be a total of 10 days
Equivalent 10 Days Lay-Off (CSEA 860-27 and Admin)	\$892,241	*Effects must be negotiated but can be imposed. 10 days to equal AEA agreement
Secondary School Closure	\$574,065	Close 1 Middle School
Elimination of Seven Period Day Middle School	\$780,000	Eliminates one elective period from the middle school schedule at both schools necessary. 10 days to equal AEA agreement
32:1 Elementary Class Size Increase Elementary	\$1,108,062	Increase all K-3 Classrooms in the district to 32:1
Athletics- coaching, transportation, operations (-25%)	\$106,889	Eliminates all Freshman and JV Athletics. One coach per sport.
Grand Total	\$4,653,938	

2012/13 Proposed Reductions

AUSD Reduction	Savings	Description
8% Salary Reduction All Employees	\$4,876,306	**Must be Negotiated
Eliminate all of <u>Elementary</u> (Music, PE & Media)	\$795,735	Eliminates all electives at the elementary school sites **Must be Negotiated
3 Elementary School Closures	\$913,146	Three sites to be identified
Eliminate JROTC	\$81,294	Eliminates the JROTC Program
Reduction High School Graduation Requirements	\$1,299,990	Would lower the graduation requirements eliminating 15 FTE
Eliminate Athletics/Pool, coaching, transportation, operations	\$443,111	Complete elimination of all athletics, pool maintenance, operations
Staffing reduction 11 FTE maintaining 35 to at high schools	\$770,000	Will staff as a true base of 35:1 in all high school classes 50:1
Reduce 3.5 Technology classified Staff	\$254,561	Eliminates Tech support to school sites
Reduce and additional 5 FTE counseling staff	\$455,960	Reduces counseling to 2.5 FTE
Grand Total	\$9,890,103	

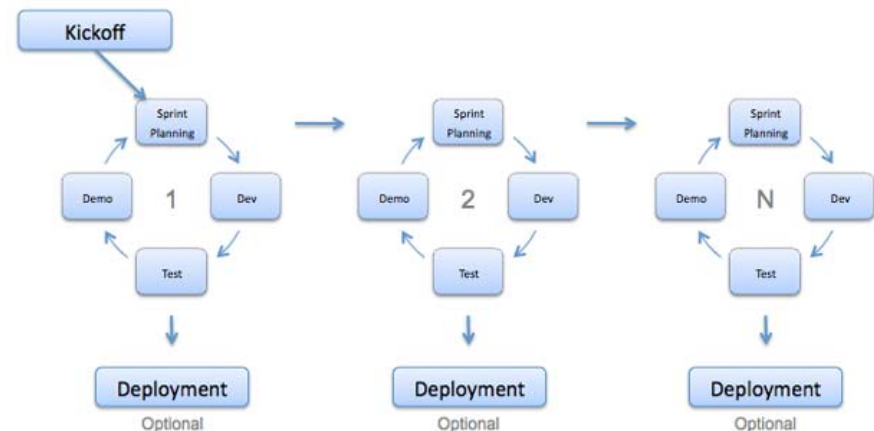
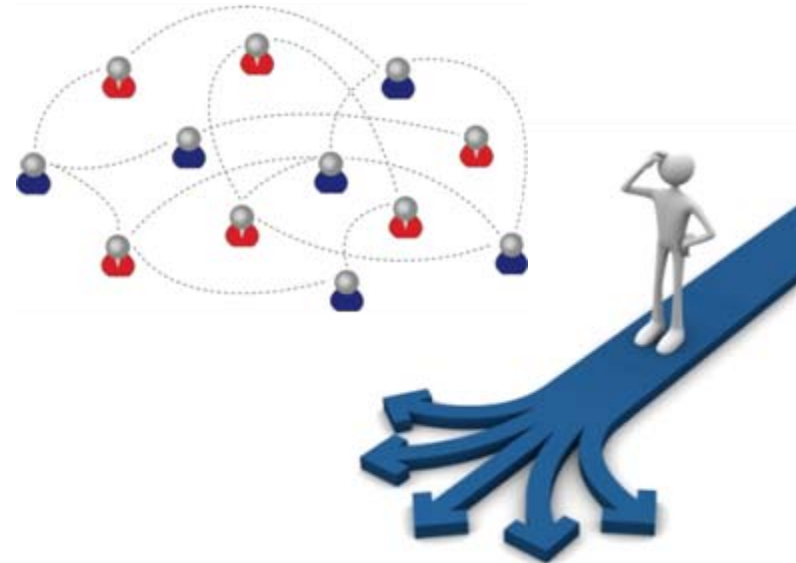
2011 Parcel Tax

- To meet the statutory deadlines for placement of a parcel tax on the March 8, 2011 ballot, the Superintendent and staff are seeking the Board's direction on the following specific points:
 - The tax rate for real property with buildings
 - Maximum amount of tax per parcel
 - % allocation of funds for stated purposes

AlamedaSOS SAVE
OUR
SCHOOLS

3 Lessons Learned - SJ

- “Building capacity” includes building a social context for the desired changes
- Use data and information to build scenarios and move the conversation towards consensus
- Conflict tells you where the “wins” are — so be fearless and patient with conflict



3 Lessons Learned -KV

- First year optimism
- Making the complex simple
- Board members: public vs. private

3 Lessons Learned - MM

- Information Sharing/Board Direction
- Parcel tax lessons
- Self Interest and Dialogue

Addendum

<http://www.alameda.k12.ca.us/index.php/district-information/school-closures/master-plan-archive>

Master Plan Archive

On February 23, 2010 the five year Master Plan was approved by the Board of Education. Below you will find all the background documents, community meetings, and board meetings that led to the Final Draft of the Master Plan.

[| Board Meetings |](#) [Community Feedback |](#) [Community Workshops |](#) [Master Plan Documents |](#)

Pivot Learning Partners

<http://www.pivotlearningpartners.org/howwework/districtredesign.html>