

# **AUSD Master Plan and New Replacement Parcel Tax**

Alameda Democratic Club, February 10, 2010  
Kirsten Vital, AUSD Superintendent

# Master Plan Overview

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- Outline our path to becoming a model 21st century district by 2015
- Provide detail about the goals and strategies identified in the working draft of the Master Plan

# Goal 1 Redesign Central Office

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- Redesign Central Office and establish core functions to 21st century standards
- Staff Central Office for maximum efficiency
- Improve customer service
- Utilize technology enhancements for efficiency
- Redirect more of the District budget to school sites along with greater flexibility and accountability

# Goal 2 Raise the Bar

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- Build a “state of the art education system that will prepare all students for graduation, college and successful careers in the 21<sup>st</sup> century by 2015
- Reduce the achievement gap over the next three years by personalizing teaching and learning for each student, holding high expectations, and providing additional supports for student who require them

# Goal 2 Raise the Bar

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- Develop individual school-site *instructional* initiatives
- Accelerate learning and eliminating the achievement gap for students not on track to graduate ready for college, employment, or adult life
  - SIMI-2, CSU East Bay Partnership- Early College Program, Math Academy, SIM, Inquiry by Design, 21<sup>st</sup> century technology standards, Teacher Incentive Plan, School Calendar and Collaboration Time

# Goal 2 Raise the Bar

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- Ensure that school principals are instructional and community leaders
- Develop a tiered intervention system for schools
- Redirect funds to schools for release time to develop individualized education plans for all struggling students
- Provide professional development for teachers, staff and administrators to implement intervention strategies

# Goal 3 Attractive School Options

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- Design and fund educational programs designed to increase youth motivation to learn and family engagement
- Engage students in rigorous academic study while motivating them to prepare for careers, college and/or post secondary studies

# Goal 3 Attractive School Options

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- Expand secondary options such as magnet programs, academies and small learning communities at first Encinal, then at Alameda HS
- Expand elementary and middle school options such as magnet programs, academies and small learning based on community interests
- Continue to collaborate and learn from our charter partners



# Goal 4 Neighborhood Schools

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- Excellent neighborhood schools for every family in Alameda
- Maintain 10 elementary schools, 2 Alameda middle schools and 2 comprehensive high schools
- Preserve space for specialized programs and resources
- Optimize for enrollment and economies of scale (Goal 6)

# Goal 5 Effective Enrichment

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- Maintain all programs valued by the community and showing results
- Expand technology for 21<sup>st</sup> century skills
- Align music and art programs throughout the District
- Align ROP, Career Technical Education and Adult School

# Goal 6 Optimize Enrollment

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- Optimize enrollment targets for all schools and fill gaps with inter-district students who want to come here.
- 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 the inter-district transfers to fill the new targets

# Goal 6 Optimize Enrollment

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- After three years the BOE will review and evaluate the *optimum enrollment* policy

# Goal 7 Build Partnerships

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- Find the resources to support core initiatives
- Work with AEF as a strategic development partner to raise \$1.2 M over the next three years to support district initiatives

# Goal 7 Build Partnerships

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- Seek the partnerships with philanthropic organizations (both locally and nationally) that will support the need to build a “state of the art” education, beyond the funds needed to support basic education.
- Continue to build strategic partnerships with the City of Alameda

# Goal 8 Pass a Parcel Tax

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- Pass a new larger replacement parcel tax.

# The Plan B - No Parcel Tax

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- Continuing the redesign work in section 1, cutting Central Office to the bare minimum necessary for legal compliance
- Changing elementary configuration to K-6.
- Changing middle school configuration to 7-9.
- Changing high school configuration to 10-12.

\*The District will need to negotiate these strategies with all bargaining units.



# The Plan B - No Parcel Tax

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- Increasing class size to 32:1 or higher for all grades.
- Reducing the inter-district transfer student program to the most minimal level and to only “even out” enrollment anomalies.
- Closing three or more elementary schools across the island.
- Closing one high school and consolidate all 10th - 12th grade to students to the remaining campus.

\*The District will need to negotiate these strategies with all bargaining units.

# The Plan B - No Parcel Tax

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- Closing one middle school and redistributing students to other campuses.
- Changing 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.
- Eliminating or reducing most/all programs funded by Measures A and H.

\*The District will need to negotiate these strategies with all bargaining units.

# The Plan B - No Parcel Tax

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- Providing only the most absolute minimum of classroom/instructional supplies.
- Reducing salaries and benefits for teachers, administrators, and classified staff.
- Cutting up to five (5) instructional days.
- Reducing or eliminating teacher work days.

\*The District will need to negotiate these strategies with all bargaining units.

# The Plan B - No Parcel Tax

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- Cutting professional development/resources.
- Reducing the work year and corresponding salary for classified and administrative staff

\*The District will need to negotiate these strategies with all bargaining units.

# Immediate Next Steps

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- Currently, AUSD has completed the first working draft of the Master Plan.
- Staff will revise and edit the first draft of the Master Plan
- Present a final Master Plan for adoption at the February 23rd Board meeting
- Make a recommendation to put a new replacement parcel tax on the ballot this year to support the strategies proposed in the Master Plan.

# New Parcel Tax Background

## *Parcel Tax Advisory Group (“PTAG”)*

- In order to protect the programs our schools and students depend on and to find a resolution of litigation over Measure H that would work for our community, in 2009 AUSD and John Beery convened a Parcel Tax Advisory Group (“PTAG”).
- The PTAG’s purpose was to recommend to the Board of Education a proposed structure for a new parcel tax which, if successful, would supersede the current parcel taxes.

# New Parcel Tax Background

## *Parcel Tax Advisory Group (“PTAG”)*

- The PTAG held public meetings on October 29, November 19, December 10, and January 7.
- At the January 12, 2010 Board meeting, staff presented for information the PTAG’s recommendations.

# New Parcel Tax Background

## *PTAG Considerations*

- Collective Responsibility -- Good schools are good for all of Alameda. We have to take care of our own.
- “Fairness” – All agree with the principle, but there are difficult tradeoffs with any structure
- Clarity – Voters should be able to understand the structure generally and to know the answer to “What will I pay?”
- Legal Issues



# New Parcel Tax Background

## *PTAG Considerations*

- Overall Structure (flat, per parcel square foot – uncapped or capped, per building square foot, split roll)
- “Fair” Allocation among Residential, Nonresidential, Vacant/Unimproved
- “Fair” Allocation within Residential, Nonresidential
- Discussed (but no Recommendation from PTAG for) Total Revenue Generated.

# New Parcel Tax Background

## *PTAG Deliberations on Possible Structures*

- Structure #1: A flat tax per parcel
- Structure #2: A tax based on lot square footage, uncapped or capped
- Structure #3: A tax based on building square footage
- Structure #4: A “split roll” under which parcels are taxed differently based on their use code or on other characteristics

# New Parcel Tax Background

## *PTAG Recommendations*

- 1) The new parcel tax should replace the existing AUSD parcel taxes, Measure A and Measure H.
- 2) The new parcel tax should be a “split roll.”
- 3) The new parcel tax should treat unimproved property on a per-lot-square-foot basis.
- 4) The new parcel tax should include a “per dwelling unit” tax on multi-family and multi-unit properties.

# New Parcel Tax Background

## *PTAG Recommendations*

- 5) The “per dwelling unit” tax rate on multi-family and multi-unit properties in the new parcel tax should be lower than the rate for a single family home or a condominium.
  
- 6) The new parcel tax should balance the tax burden/responsibility between residential and nonresidential so that the taxes levied on nonresidential property account for not more than 25% of the total revenue raised by the new tax

# New Parcel Tax Background

## *PTAG Recommendations*

- 7) The new parcel tax should include a minimum tax for each parcel
- 8) The new parcel tax should include a maximum tax or cap for each parcel
- 9) The new parcel tax should be for a term of no less than 10 years.

# New Parcel Tax Background

## *PTAG Recommendations*

- 10) The new parcel tax should include an “escalator.”
- 11) The new parcel tax should include a mechanism to address any surplus funds.
- 12) The new parcel tax should include an option for seniors to exercise an exemption from the tax

# Moving Ahead

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## *Next steps for School Board*

Decide on structure, amount, length/term of new replacement parcel tax

Decide on timing of election

Public Hearing on proposed Measure

Action on proposed Measure at least 88 days before election date

# Moving Ahead

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*Questions?*

*Comments?*

*Discussion.*



# ADDENDUM

# **Additional Background Information**

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*Following Slides Include Possible Rates for Different Structures and Possible Rates for Different Total Revenue Levels*

# New Parcel Tax Background

## *PTAG Deliberations on Possible Structures*

- Structure #1: A flat tax per parcel. Every taxable parcel pays exactly the same dollar amount regardless of size or use
- Example: AUSD's Measure A: a flat tax per parcel; passed in 2001, increased and passed in 2005
- Advantages and Disadvantages (e.g. "allocation")

# Projected Revenue and Possible Rates

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*For \$12M, by Structure #1 “flat tax per parcel”*

All non-exempt parcels	\$695/per parcel
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Residential/Nonresidential allocation	95%/5%
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# Projected Revenue and Possible Rates

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*For \$14M, by Structure #1 “flat tax per parcel”*

All non-exempt parcels \$809/per parcel

Residential/Nonresidential allocation 95%/5%

# Projected Revenue and Possible Rates

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*For \$16M, by Structure #1 “flat tax per parcel”*

All non-exempt parcels \$924/per  
parcel

Residential/Nonresidential allocation 95%/5%

# New Parcel Tax Background

## *PTAG Deliberations on Possible Structures*

- Structure #2: A tax based on lot square footage (“per parcel square foot”).
- Examples: None that have the same rate “across the board,” but this method is used for the commercial/industrial portion of Albany’s Measures I and J and of Alameda’s Measure H.
- Advantages and Disadvantages

# Projected Revenue and Possible Rates

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*For \$12M, by Structure #2 “per parcel square foot”*

All non-exempt parcels	13.8 cents/ lot sq. foot (if a \$9500 cap)
Residential/Nonresidential allocation	80%/20%



# Projected Revenue and Possible Rates

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*For \$14M, by Structure #2 “per parcel square foot”*

All non-exempt parcels	16.1 cents/ lot sq. foot (if a \$9500 cap)
Residential/Nonresidential allocation	80%/20%

# Projected Revenue and Possible Rates

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*For \$16M, by Structure #2 “per parcel square foot”*

All non-exempt parcels	18.4 cents/ lot sq. foot (if a \$9500 cap)
Residential/Nonresidential allocation	80%/20%

# New Parcel Tax Background

## *PTAG Deliberations on Possible Structures*

- Structure #3: A tax based on building square footage (“per building square foot”).
- West Contra Costa’s Measure D: a tax based on total building area square footage on each parcel; passed in 2008; Emery’s Measure A: a tax assessed “per square foot of improved property” foot; passed in 2007; Berkeley’s Measure A: a tax based on “the Square Footage of all Improvements, including all Buildings and Structures,” with different rates for residential and for nonresidential; a flat tax per parcel for unimproved parcels
- Advantages and Disadvantages

# Projected Revenue and Possible Rates

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*For \$12M, by Structure #3 “per building square foot”*

All non-exempt parcels

24.5 cents/  
bldg sq. foot  
(no cap)

Residential/Nonresidential allocation

83%/17%

# Projected Revenue and Possible Rates

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*For \$14M, by Structure #3 “per building square foot”*

All non-exempt parcels

28.6 cents/  
bldg sq. foot  
(no cap)

Residential/Nonresidential allocation

83%/17%

# Projected Revenue and Possible Rates

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*For \$16M, by Structure #3 “per building square foot”*

All non-exempt parcels	32.8 cents/ bldg sq. foot (no cap)
Residential/Nonresidential allocation	83%/17%

# New Parcel Tax Background

## *PTAG Deliberations on Possible Structures*

- Structure #4: A “split roll.” Parcels are taxed differently based on their use code or on other characteristics (“PTAG Structure”)
- Examples: AUSD’s Measure H; Albany’s Measure A (a flat tax per parcel for residential; a tax based on lot square footage for nonresidential; an inflation escalator; passed in 2005); Piedmont’s Measure B and Measure E.
- Advantages and Disadvantages

# Projected Revenue and Possible Rates

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*For \$12M, by Structure #4 “PTAG Structure”*

Single-family homes and condos	\$575
2-3-4plex and multi-family 5+ units	\$149/unit
Nonresidential and vacant	12 cents/lot square foot (if a \$9500 cap)
Residential/Nonresidential allocation	82%/18%



# Projected Revenue/Possible Rates

*For \$14M, by Structure #4 “PTAG Structure”*

Single-family homes and condos	\$669
2-3-4plex and multi-family 5+ units	\$189/unit
Nonresidential and vacant	13 cents/lot square foot (if a \$9500 cap)
Residential/Nonresidential allocation	84%/16%

*\*Variables\**

# Projected Revenue and Possible Rates

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*For \$16M, by Structure #4 “PTAG Structure”*

Single-family homes and condos	\$765
2-3-4plex and multi-family 5+ units	\$219/unit
Nonresidential and vacant	15 cents/lot square foot (if a \$9500 cap)
Residential/Nonresidential allocation	83%/17%