

Alameda Unified School District
FY2007/08 Preliminary Spending Reductions and Resource Allocation Plan
Presented at February 5, 2007 Community Budget Meeting

(All enrollment figures are as of FY06/07 CBEDS)

Item	Impact on Maintaining Core Values	Leverage toward Accomplishing Goals	Feasibility	Amount		FTE
1 CONSOLIDATE MIDDLE SCHOOLS (MS)				585,000		
a Consolidate 3 Middle Schools (MS) into 2	High	High	Moderate	585,000	cut	9.0
<p>Current: Enrollment (as of 1-25-07) at the three middle schools: Lincoln-953, Wood-711, and Chipman-603</p> <p>Proposal: Consolidate the three middle schools into two comprehensive middle schools by closing Wood Middle School. Each school would have approximately 1200 students. Lincoln has the capacity to add portable classrooms. Chipman will also use the adjacent former Woodstock School. Program ideas proposed are either to house a 6th or 8th grade academy model with a focus, such as a college/career preparatory program where students can have the option of enrolling in the Alameda Science & Technology Institute (ASTI), or place grades 7/8 at Lincoln & Chipman and grade 6 at the Woodstock site. As larger schools, there is the opportunity to concentrate resources to provide expanded course offerings and student activities at both middle schools. Impact: Eliminates a principal, vice principal, office manager, custodian, and 5 teachers (9 FTE). Aggressive timeline to prepare the facilities, determine enrollment, and design the programs at both schools.</p> <p>* Items 1d and 5a are mutually exclusive. In other words, only one of the two is recommended as a reduction.</p>						
2 MODIFY CLASSROOM STAFFING (maintaining contractual obligations)				632,834		
a Reduce Class Size Reduction (CSR) - Grade 9	Moderate	Moderate	High	88,000	cut	4.8
<p>Current: 9th grade courses for English and Math are capped at 20 to comply with Class Size Reduction (CSR) requirements. The expenditures incurred by participating in CSR for grade 9 exceed the revenue generated for participating in CSR, resulting in an encroachment of \$110K. Proposal: Eliminate CSR for Grade 9 English and Math classes, except for intervention classes. Impact: Neediest 9th graders will have access to small classrooms. All other 9th graders will take English and Math in classrooms with an average Student to Teacher Ratio of 29:1.</p>						
b Consolidate High School (HS) Sections at Semester	Moderate	Moderate	Moderate	43,125	cut	0.7
<p>Current: Annually, enrollment decreases in the second semester. Staffing is not realigned to match the drop in enrollment. Proposal: Adjust staffing at the second semester to correspond with change in enrollment by condensing classes with low enrollment. Annual timeline will be developed for Master Schedulers to ensure sufficient time to adjust student and teacher schedules. Impact: Tightens staffing with a reduction of 0.7 FTE of classroom teachers.</p>						

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c Consolidate Middle School (MS) Sections at Trimester	Moderate	Moderate	Moderate	22,500	cut	0.4
<p>Current: Annually, enrollment decreases in the second semester. Staffing is not realigned to match the drop in enrollment. Proposal: Adjust staffing at the second semester to correspond with change in enrollment by condensing classes with low enrollment. Annual timeline will be developed for Master Schedulers to ensure sufficient time to adjust student and teacher schedules. Impact: Tightens staffing with a reduction of 0.4 FTE of classroom teachers.</p>						
d Consolidate Elementary School (ES) Classrooms	Minimal	Minimal	High	180,000	cut	3.0
<p>Current: Students are placed in schools within their zone of residence; if space is unavailable, students are placed within the next zone. To ensure space will be available within every zone, seats are intentionally left vacant. This practice provides convenience to families. This practice does not maximize personnel, facility, or financial resources. Proposal: Revise practice - students are placed within their zone of resident; if space is unavailable, students are placed within the next zone; if space is unavailable, students are placed within the next zone. Impact: Improved use of personnel, facility, and financial resources resulting in a reduction of 3 FTE classroom teachers.</p>						
e Eliminate Junior Reserve Officers Training Corp (JROTC)	Minimal	Minimal	High	95,209	cut	2.0
<p>Current: 2 FTE Instructors implement JROTC program at Encinal HS for 206 students. Students take JROTC in lieu of Physical Education (PE). CDE discourages districts from providing PE credit for JROTC enrollment. The Army reimburses the district for 41% of total compensation, resulting in an encroachment of \$95K. Proposal: Eliminate JROTC program, and require all students to comply with CDE requirements. Impact: All students will comply with CDE requirements for PE. Reduction of 2 FTE and elimination of encroachment of the ROTC program.</p>						
f Shift English Language Development (ELD) Newcomer/Beginning sections to categorical funds	Minimal	Minimal	High	102,000	shift	1.7
<p>Current: Secondary schools offer 9 Beginner ELD sections, which are eligible for categorical funding. These sections are currently funded with unrestricted funds. Proposal: Shift funding for 9 Beginner ELD sections from unrestricted funds to categorical funds. Impact: Reduces categorical funds available for other spending priorities (e.g., professional development).</p>						
g Shift intervention support sections to categorical funds	Minimal	Minimal	High	102,000	shift	1.7
<p>Current: Secondary schools offer several intervention support sections, which are eligible for categorical funding. These sections are currently funded with unrestricted funds. Proposal: Shift funding for 9 intervention support sections from unrestricted funds to categorical funds. Impact: Reduces categorical funds available for other spending priorities (e.g., professional development).</p>						

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Item	Impact on Maintaining Core Values	Leverage toward Accomplishing Goals	Feasibility	Amount	FTE
3 RESTRUCTURE HIGH SCHOOL ADMINISTRATIVE COUNSELING SERVICES				180,000	
a Restructure High School (HS) Counseling at Island High School (IHS)	Moderate	Moderate	Moderate	40,000	cut 0.5
Current: Island HS enrolls 200 students, and is assigned 1 FTE. Counselor. County and State ratios for counseling services average 960:1. Proposal: Apply Student to Counselor ratio of 400:1. Impact: Reduces available counseling services by reducing counselor position from 1 FTE to 0.5 FTE. Counseling services are still above County and State averages, and services for at-risk students will be supplemented with 0.5 FTE Counselors funded by new state funds.					
b Restructure High School Administrative Counseling at Encinal High School (EHS) and Alameda High School (AHS)	Moderate	Moderate	Moderate	140,000	cut 1.5
Current: EHS and AHS enroll 3073 students, and are assigned 2 FTE Head Counselors and 5.5 FTE Counselors. Our current Student to Counselor ratio varies at each site. County and State ratios for counseling services average 960:1. Proposal: Eliminate 2 FTE Head Counselor positions, and apply Student to Counselor ratio of 500:1. Impact: Eliminates 2 FTE Head Counselor positions, and increases Counselor positions by 0.5 FTE. Counseling services are still above County and State averages, and services for at-risk students will be supplemented with 1.5 FTE Counselors funded by new state funds.					
* Items 3b and 4c are mutually exclusive. In other words, only one of the two is recommended as a reduction.					
4 REDUCE SECONDARY COUNSELING SERVICES				365,000	
a Reduce Middle School (MS) Counselors	High	Moderate	High	56,000	cut 1
Current: Each MS has 1 FTE Counselor with Student to Counselor ratios of 961:1, 605:1, and 696:1 for Lincoln MS, Chipman MS, and Wood MS, respectively. Proposal: Reduce Counselors by 1 FTE, and assign to MS based on enrollment. Impact: Reduction in counseling services. Services for at-risk students will be supplemented with 1.5 FTE Counselors funded by new state funds.					
b Eliminate College and Career Technicians	High	High	High	85,000	cut 2.5
Current: A total of 2.5 FTE College and Career Technicians are assigned across all HS sites. Proposal: Eliminate 2.5 FTE College and Career Technicians. Impact: Reduction in counseling support services.					
c Reduce High School Counseling Services	High	High	High	224,000	cut 3.5
Current: EHS and AHS enroll 3073 students, and are assigned 2 FTE Head Counselors and 5.5 FTE Counselors. County and State ratios for counseling services average 960:1. Proposal: Eliminate 3.5 FTE Counselor positions, and apply Student to Counselor ratio of 880:1. Impact: Eliminates 3.5 FTE Counselor positions, reduces counseling services to Student to Counselor ratio of 878:1. Counseling services are still above County and State averages, and services for at-risk students will be supplemented with 1.5 FTE Counselors funded by new state funds.					
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5 ADJUST SECONDARY SCHOOL MANAGEMENT STAFF				175,000		
a Eliminate Chipman Middle School (CMS) Vice Principal (VP)	Moderate	High	High	85,000	cut	1
<p>Current: Each MS is assigned 1 FTE Vice Principal. Proposal: Establish a minimum enrollment of 700 students for MS Vice Principal. Impact: CMS Principal remains as site administrator for 605 students.</p> <p>* Items 1d and 5a are mutually exclusive. In other words, only one of the two is recommended as a reduction.</p>						
b Eliminate 1 Vice Principal at Encinal High School (EHS)	Minimal	Minimal	High	90,000	cut	1.0
<p>Current: Each HS is assigned 2 FTE Vice Principals. AHS has 1927 students and a ratio of 642:1. EHS has 1146 students and a ratio of 382:1. Proposal: Eliminate 1 FTE Vice Principal at EHS. Impact: 1 FTE Principal and 1 FTE Vice Principal remain as site administrators for 1146 EHS students at a ratio of 573:1.</p>						
6 ADJUST SCHOOL SITE SUPPORT STAFF				230,400		
a Adjust Staffing Formula for Elementary and Middle School Clerical	Moderate	Moderate	High	154,000	cut	5.2
<p>Current: A staffing formula is used to determine ES and MS clerical staff. Proposal: Adjust the staffing formula based on enrollment, resulting in reduction of School Office Assistants by 4.1 FTE and Health Clerks by 1.2 FTE. Impact: Reduces and aligns clerical staffing with enrollment.</p>						
b Reduce Textbook Technicians	Moderate	Moderate	High	31,400	cut	1.0
<p>Current: Each comprehensive HS is assigned 1 FTE Textbook Technician. Proposal: Reduce 2 FTE Textbook Technician 1 FTE, and assign to each HS based on enrollment. Impact: Limits student and teacher access to textbooks to pre-scheduled hours.</p>						
c Shift Middle School Campus Supervisor to School Safety funds	Moderate	Moderate	High	45,000	shift	1.9
<p>Current: Each MS is assigned a 0.63 FTE Campus Supervisors; the positions are eligible and appropriate for categorical funding. These positions are currently funded with unrestricted funds. Proposal: Correct funding source for 1.9 FTE Campus Supervisors from unrestricted funds to categorical funds. Impact: Reduces categorical funds available for other spending priorities (e.g., anti-violence curriculum).</p>						

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Item		Impact on Maintaining Core Values	Leverage toward Accomplishing Goals	Feasibility	Amount		FTE
7	RESTRUCTURE AND INCREASE TECHNOLOGY SERVICES				(97,775)		
a	Eliminate Media Teacher periods for technology services	None	None	High	42,225	cut	0.7
	Current: Media Teachers are provided 3 periods per week to provide technology support to teachers. This practice was established to provide technology services to support school sites. Proposal: Eliminate the technology support periods, and reduce Media Teachers by 0.7 FTE. Impact: Improves use of staff. The proposed restructure and increase in Technology Services will expand the technology support services available to sites.						
b	Restructure and increase technology services	High	High	High	(140,000)	add	3.0
	Current: Technology Support is provided by 4 FTE. Proposal: Increase Technology Support Staffing by 3 FTE to expand services to an adequate level. Impact: Increases direct support services for technology users. Increases cost of Technology Support.						
8	ADJUST SUPPORT FOR ATHLETIC PROGRAMS				100,000		
a	Athletic Stipends	Moderate	Moderate	High	94,000	cut	-
	Current: Athletic stipends total \$308K per year. Proposal: Reduce financial support for athletic stipends by \$94K. Impact: Reduces support for athletic programs, and will decrease athletic opportunities for students.						
b	Custodial overtime for athletics	Minimal	Minimal	High	6,000	cut	-
	Current: Athletic events result in \$6K of custodial overtime annually. Proposal: Eliminate this support to athletic programs. Impact: Reduces support for athletic programs, and may decrease athletic opportunities for students.						
9	ENHANCE REVENUE				98,910		
a	Revenue - Fingerprinting and Background Checks	None	Minimal	High	8,910	cut	-
	Current: AUSD pays \$54 per volunteer for fingerprinting and background checks. Proposal: Enhance revenue by eliminating subsidy and requiring volunteers to pay their own fees, and/or suggest school sites subsidize volunteers, and/or raise funds for this purpose. Impact: Eliminates a subsidy to non-employees, decreases spending, and may create a disincentive to volunteer.						
b	Revenue - Leases	None	Minimal	Moderate	20,000	cut	-
	Current: Some organizations occupy AUSD space free of charge. Good business practice requires tenants to sign annual lease stipulating payment for space. Proposal: Require all organizations occupying space to sign annual lease stipulating payment for space. Impact: Revenue will be enhanced, while ensuring all tenant organizations are treated equally.						

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Item	Impact on Maintaining Core Values	Leverage toward Accomplishing Goals	Feasibility	Amount		FTE
c Increase Rate - Facility Use Permits Current: Fees for facility use permits do not cover corresponding expenditures. Proposal: Increase permit fees to eliminate subsidy. Impact: Reduces expenditures by eliminating subsidy to organizations.	None	Minimal	Moderate	20,000	cut	-
d Medical Administrative Activities (MAA) Current: Reimbursement for compliance with requirements on record-keeping related to medical activities is generated annually. This is new revenue for the AUSD, and helps offset the costs of providing those services. Proposal: Continue to comply with requirements necessary to generate the reimbursement. Impact: Increase in revenue offsets cost of medical record-keeping.	None	None	Moderate	50,000	cut	-
10 ADJUST BUSINESS SERVICES				108,136		
a Transfer Fiscal Services to Regional Occupational Program (ROP) Current: Fiscal Services provides numerous accounting functions for the ROP fund, including mandatory State reports (i.e., adopted budget, interim reports, unaudited actuals, and audited financial statements). These functions and costs are above and beyond the costs recovered through the indirect cost rate. Proposal: Correct funding source for 0.2 FTE Accounting/Purchasing Manager position. Impact: Improves accuracy of budget, and reduces funds available for ROP.	None	None	High	19,129	shift	0.2
b Mandatory Re-enrollment for Health & Welfare Current: Costs for health and welfare benefits total \$2.9M per year. Employees enroll for benefits when they are hired or when they change their plan. Good business practice requires an annual or bi-annual audit to ensure benefits are limited to eligible employees and dependents. On average, Districts implementing mandatory re-enrollment experience savings ranging from 1 to 5%. Proposal: Mandate re-enrollment of all employees on a bi-annual basis beginning in FY07/08. Impact: Requires employees to verify dependent coverage, and reduces health and welfare expenditures.	None	None	High	37,007	cut	-
c Utilities - Electricity Current: Electricity costs are generated by sites and paid by Central Services staff. This disconnect limits the ownership of staff over their workplace. Proposal: Transfer budgets for electricity costs to school sites. Implement incentive program for reduction in electricity usage. Impact: Reduces the cost of electricity, and improves accountability of staff for their workplace.	None	None	Moderate	37,500	cut	-
d Restructure Maintenance, Operations, and Facilities (MOF) Management Current: The MOF management structure consists of an Administrative Director and a Maintenance and Custodial Operations Manager. Proposal: Eliminate Custodial Operations Manager and design a Supervisor position that addresses the current needs at school sites. Impact: Improves facilities support to school sites, and reduces administration costs.	Moderate	Moderate	Moderate	7,500	cut	-

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Item	Impact on Maintaining Core Values	Leverage toward Accomplishing Goals	Feasibility	Amount		FTE
e Reduce Fiscal Services Overtime Current: Fiscal Services allows overtime to the payroll team to ensure all sign-in sheets, timecards, and leave records are processed in the appropriate month. Proposal: Reduce overtime for payroll by improving payroll processing procedures. Impact: Improves staff efficiency; may reduce some services to employees.	Moderate	Moderate	Moderate	7,000	cut	-
11 RESTRUCTURE EDUCATIONAL SERVICES				121,021		
a Shift Assistant Superintendent of Ed Services Current: Assistant Superintendent of Educational Services provides direct oversight of various categorical funds. This portion of this position is eligible for categorical funding. Proposal: Correct funding source for 0.2 FTE Assistant Superintendent of Educational Services position. Impact: Reduces categorical funds available for other spending priorities (e.g., Administrative support).	None	None	High	31,741	shift	0.2
b Shift Assessment Coordinator Current: Coordinator of Assessment provides direct services to categorical programs. This corresponding portion of this position is eligible for categorical funding. Proposal: Correct funding source for 0.2 FTE Coordinator of Assessment position. Impact: Reduces categorical funds available for other spending priorities (e.g., professional development, committee support).	None	None	High	21,280	shift	0.2
c Restructure Director of Curriculum PreK-8 and Director of Curriculum 9-12 Current: Curriculum and instruction is overseen by 1.2 FTE Directors. Grades PreK through 8 are assigned 1 FTE Director, and grades 9 through 12 are assigned a 0.2 FTE Director. Proposal: Consolidate the Director positions into a 1 FTE Director position. Impact: Eliminates 0.2 FTE Director positions, and reduces services to school sites.	None	None	High	20,000	cut	0.2
d Shift Director of Curriculum to categorical funds Current: Director of Curriculum oversees curriculum, instruction, and professional development. This portion of this position is eligible for categorical funding. Proposal: Correct funding source for 0.2 FTE Director of Curriculum. Impact: Reduces categorical funds available for other spending priorities (e.g., teacher training).	None	None	High	28,000	shift	0.2

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Item	Impact on Maintaining Core Values	Leverage toward Accomplishing Goals	Feasibility	Amount		FTE
e Restructure Coordinator of English Language Development and Coordinator of Categorical Programs Current: Categorical programs are overseen by 2 FTE Coordinators. Proposal: Consolidate the 2 FTE Coordinator positions into a 1 FTE Director position. Impact: Eliminates 2 FTE Coordinator positions, and creates 1 FTE Director position for categorical programs for a net reduction of 1 FTE. This restructuring frees up categorical funds for other spending priorities, such as the items in this list marked "shift."	Minimal	Moderate	High	-	cut	1.0
f Restructure Franklin Principal Current: Franklin Elementary School enrolls 285 students and is assigned 1 FTE Principal. Proposal: Restructure Franklin Principal position to serve as Principal for 0.6 FTE and to oversee/implement categorical functions for 0.4 FTE. Impact: Principals remains on-site administrator, and absorbs functions for categorical programs. Reduces categorical funds available for other spending priorities (e.g. instructional materials)	Moderate	Moderate	High	40,000	cut	0.4
g Add Administrator Position for Alameda Science and Technology Institute Current: ASTI is assigned a 0.2 FTE Administrator, which is grant-funded. The grant will expire at the end of the fiscal year. Proposal: Fund a 0.2 site administrator for ASTI. Impact: Increase costs of site administration.	Moderate	Moderate	High	(20,000)	add	0.2
12 REDUCE DISTRICT-WIDE DISCRETIONARY BUDGETS				170,000		
a Reduce District Office Discretionary Budgets Current: Departments are allocated funds for discretionary purposes (e.g., copying, supplies, committee work). Proposal: Reduce discretionary budgets by \$60K. Impact: Reduces services to sites.	Moderate	Minimal	High	60,000	cut	-
b Categorical Block Grant Transfer Current: AB 825 allows school districts to transfer funds between specified grants. Up to 15% can be transferred out of a block grant, and up to 20% transferred into a block or stand-alone grant. This transfer requires annual Board approval. Proposal: Implement the maximum transfer allowed on an ongoing basis with annual Board approval. Impact: Decrease in funds available to school sites under the School and Library Improvement Block Grant; decrease in the general fund contribution to Special Education.	Minimal	Minimal	High	110,000	cut	-

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13	RESTRUCTURE SUPERINTENDENT SERVICES				25,000		
a	Restructure public information services	High	Moderate	Moderate	25,000	cut	0.05
<p>Current: Superintendent services includes a 0.8 FTE Public Information Officer (PIO) with diversified public information, media relations, and program support duties. Proposal: Eliminate 0.8 FTE PIO position, and create a 0.75 FTE Communications and Community Outreach Specialist to focus on implementation of a comprehensive district communications plan, marketing of AUSD schools, community outreach, and development of the AUSD website. Impact: Improved communications with community.</p>							
14	RESTRUCTURE AND INCREASE SPECIAL EDUCATION SERVICES				(180,000)		
a	Restructure and increase special education services	High	High	High	(180,000)	add	3.0
<p>Current: There are 2 FTE Program Specialists; these position do not hold administrative credentials. We have a growing population of students with autism at the K-2 level. Proposal: Eliminate 2 FTE Program Specialist and create 2 FTE Coordinators who will have administrative credentials, and be able to complete all administrative functions (e.g., staff evaluations). Add a K-2 autism class. Impact: Increases the cost of Special Education Services.</p>							
15	SHIFT STIPENDS				62,255		
a	Shift Teacher Stipends: Band and Art	Moderate	Moderate	High	62,255		-
<p>Current: 11 Drama and Music teachers receive a stipend for completing additional work related to planning, rehearsing, and delivering school performances outside of the school day. Proposal: Eliminate stipends. Redesign program based on the 5 year Visual and Performing Arts Plan. Impact: Reduces categorical funds available for other spending priorities.</p>							
					2,575,781		