Los Altos School District - 2012

Superintendent's Enrollment Growth Task Force
"This task force of stakeholders shall come together
to understand the student capacity challenges of the
Los Altos School District and the impacts on the
current and future education of the Community's
children¹.

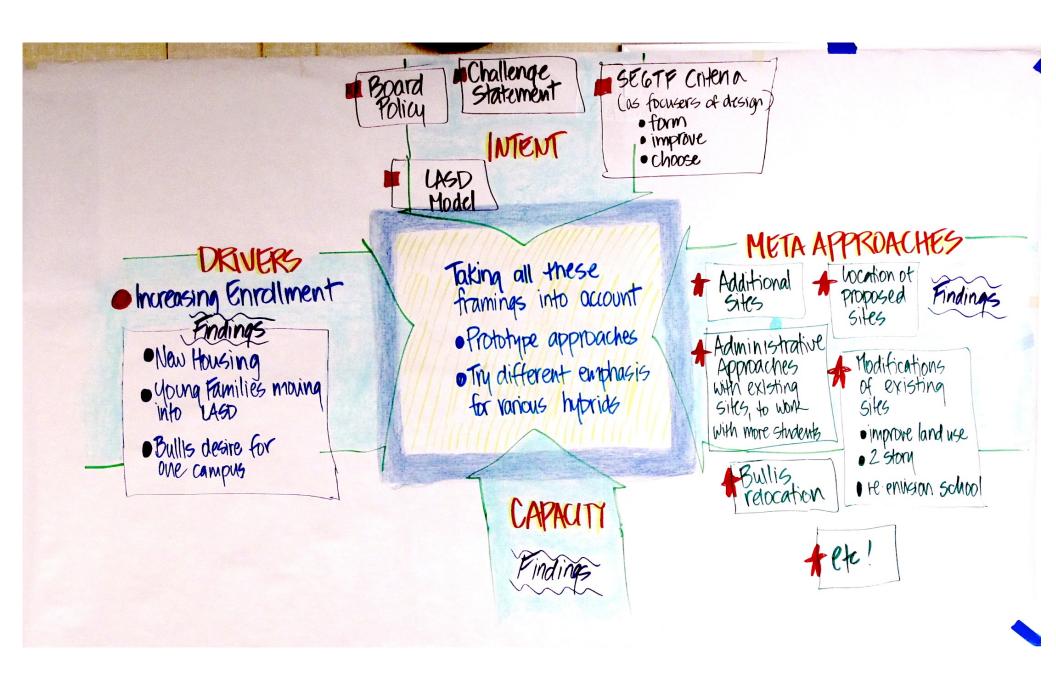
Additionally, the stakeholders shall discuss the challenges of a long-term plan to house Bullis Charter School students and staff using current and / or future facilities."

¹ Public School Children attending our schools, including Bullis Charter Schoool.

TASK FORCE AGREEMENTS RE HOW WE WORK TOGETHER – Finalized 1/15/13

AGREED WITH BY CONSENSUS

- Being open-minded: Not preconceived notions / agendas / long standing assumptions
- 2. Ensuring all TF voices heard
- 3. Voicing the perspective(s) of group(s) you represent, who selected you, who you belong to so that these perspectives are included in our conversation; AND at the same time maintain your own open mindedness. Some possible phrasings to let SEGTF know what 'hat you are wearing:'
 - a. "Speaking from the perspective of ..."
 - b. "Speaking on behalf of"
 - c. "I think my group would say ..."
- 4. **Collaborating** based on: respect, openness and honesty in communication
- 5. **Clarifying ideas** using different methods of expression:
 - a. Paint a picture using words or graphics so all see the same picture and can say "I see what you mean."
 - b. Give examples for clarification
- 6. **Distinguishing fact and opinion** as best we can
- 7. **Supporting the work of the Task Force** outside the TF (while we continue our work) and after the TF meetings are completed: (Some of the things this implies are:
 - Trust the process
 - Trust the wisdom of the group
 - Write it down when we reach consensus
 - Develop talking points to put out to the media and the public; Supt. Jeff Baier as spokesperson.
- 8. Keeping students in mind as we are doing our work



SEGTF - Smooth Draft Agenda for 3/19/13 Meetings – timing is approximate

Topic	Topic	Outcomes for this topic in this meeting	Time	Clock Time
1	Opening: Agenda Review & Detailed Process Map Read agreements for working together	Everyone back in the room Fuller understanding of our process going forward.	5	6:30
2	Extending work of SEGTF by 1-2 meetings Continue meeting every other Tuesday 4/30, 5/14	Enough time allotted to do the work to a high standard	5	
3	Develop Approaches: use Criteria and the approach template? Use information from the Findings as it helps Why continue developing approaches? Geoff's Take Briefly Review current set of approaches Work in threes; Improving Approaches using Criteria 1. Use Criteria to assess draft approaches. 2. To what extent are criteria met; 3. What is missing? 4. How might this approach be improved and still stay with its essence? 5. Any additional approaches come to mind that are significantly different from our current set? Jot them down onto the Approaches Template Present back to the full group	Improved and consolidated varied set of approaches	70	6:40
4	Community Input: Review proposed process and timing of a 4/2/13 workshop (tentative date)	Agreement on when, specific content focus and general outline of process, and how will be advertised		7:50
5	Findings – Quick Review of Draft of Finding Summary; OK its use in the Community Meeting not as a final draft but as a working draft Writing process for the next few weeks	Complete rough draft on summary of findings (smooth draft to be created between meetings) Next steps to getting a smoother draft of the findings / summary and supporting document by Community Meeting on April 2 nd .		8:15
6	Work between Meetings – meetings next week?	Further developed draft of Findings – both Brief Summary and Supporting document – a 'good enough' version for 4/2.		8:45

Challenge Statement SEGTF, LASD

Our goal is to maintain school sizes of less than 600 students as per board policy. Schools should be "neighborhood" schools as much as possible—i.e., be within walking/biking distance for a large proportion of students.

Our school facilities should act as a resource for the community, including as parks, playing fields, playgrounds, gyms, etc.

We want to be able to maintain class sizes of no more than 25 students per class (K–3) and 30 students per class (4–8) in the short term and, in the long term, no more than 20 students per class (K–3) and 25 students per class (4–8).

We need to ensure that we have flexibility with our facilities— that we are able to change with the times and with changing needs.

We embrace sustainability and wish to continue investing in "high performing" (energy efficient) facilities—a hallmark of Phase 1 of our modernization program.

Comment

A long-term solution for schools' conflict

Other Voices

By Rob Fagen

I'm a parent of two Bullis Charter School students this year and will have a third starting in the fall. This is our seventh year being a part of the Los Altos School District community. My family is very happy with the choice we made regarding the education of our children. I've attended several meetings over the past few months regarding how to move forward as a community on the issue of a

long-term solution for the charter school.

I'm very happy that I took the time to engage with the district board of trustees, charter school representatives and the rest of the

district parent community (whether they are parents of children attending Bullis Charter School or other district schools). I've learned a lot about the concerns of my peers, the other district parents, whose children attend district schools.

The most common pleas I've heard are:

- 1. Don't close another neighborhood elementary school.
- 2. Don't bring a commuter school into our neighborhood.
- 3. Don't break up a community that's been together for seven years.

Through the discussion of these concerns, face to face with other parents, I can very clearly see why moving Bullis Charter School to a district elementary campus and reallocating the students to other elementary schools would be very disruptive on these three dimensions.

After reflecting on this for a while, I believe I have a solution that could create a long-term solution for a Bullis Charter School facility without being disruptive on these three important dimensions. Specifically:

- Move Bullis Charter School from the Egan Junior High School campsite to the Blach Intermediate School campus.
- Consolidate district middle school attendance at the Egan campus, taking advantage of the campsite.

 Extend an invitation to current Blach seventhgraders to attend Bullis Charter School for eighth grade.

I see a number of benefits:

1. Blach is a commuter school, as it draws from half of the Los Altos School District, so there's no net detriment to the surrounding community, and Bullis Charter School's current practice of staggered class starts may actually help traffic.

2. The Egan campsite is already set up with two parking/drop-off locations to help mitigate traffic congestion.

3. Blach seventh-graders could complete their middle school expe-

rience in the same facility they started in.

- 4. The district could realize efficiencies in merging the two middle school programs on one campus.
 - 5. The lawsuits would go away.
- 6. Bullis Charter School could plan for reasonable growth within a stable and known capacity.

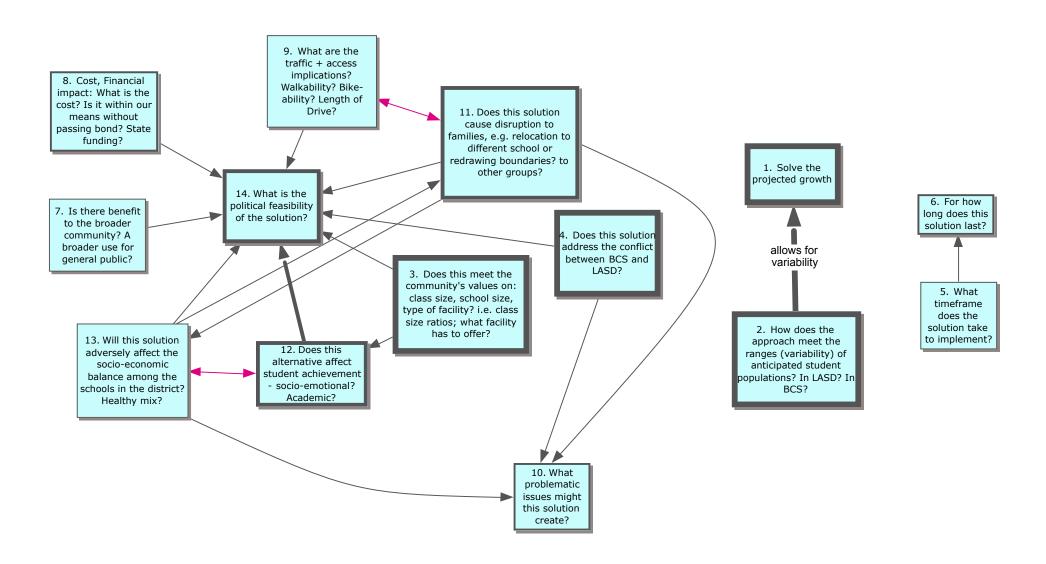
Granted, there are some downsides:

- 1. There would be a longer commute for middle school students from the southern and eastern parts of the district. (Note: That's where we commute from to the charter school, and it's not horrifying).
- 2. Egan would be a large school, but no larger than it already is, hosting both Egan and Bullis Charter School.
- 3. There would be disruption for the Blach teaching team during the transition year if the eighthgrade teachers stay behind.
- 4. There would be a very challenging human resources problem to solve when dealing with Blach/ Egan redundancies.

The benefits far outweigh the challenges of this proposal. I understand time is short, but with a clear vision toward a long-term solution, we could make a very positive change with minimum disruption.

Rob Fagen is a Los Altos resident.

CRITERIA	METRICS	AVERAGE VALUE
3. Does this meet the community's values on: class size, school size, type of facility? i.e. class size ratios; what facility has to offer?	Re school size: flexibility for future expansion / contraction (C)	2.64
4. Does this solution address the conflict between BCS and LASD?	Long term solutionst hat will eliminate lawsuits and uncertainty among all populations (A)	2.55
How Does the approach meet the ranges (variability) of anticipated student populations? In LASD? In BCS?		2.50
Solve the projected growth	Distance of sites for growth is reasonable distance from students served. (A)	2.45
12. Does this alternative affect student achievement – socio-emotional? Academic?	evidence from other communities (B)	2.36
14. What is the political feasibility of the solution?	Survey, polls (B)	2.18
11. Does this solution cause disruption to families, e.g. relocation to different school or redrawing boundaries? to other groups?	Number of families impacted – time & distance to school (B) (C)	2.09
6. For how long does this solution last?	Number of years until the solution no longer meets enrollment needs. (B)	2.09
10. What problematic issues might this solution create?	Flexibility for future expansion or contraction (B)	2.00
13. Will this solution adversely affect the socio- economic balance among the schools in the district? Healthy mix?	Socio-economic / education levels of parents (A)	2.00
8. Cost, Financial impact: What is the cost? Is it within our means without passing bond? State funding?	Total cost of the solution (B)	1.91
9. What are the traffic + access implications? Walkability? Bike-ability? Length of Drive?	How many residences are farther than the threshold distance for walking or biking – including (B)	1.82
5. What timeframe does the solution take to implement?	Number of years from LASD Boad vote to implementation (ready for occupancy & operation (B)	1.64
7. Is there benefit to the broader community? A broader use for general public?	Enumeration of the number of facilities available to the broader community (B)	1.45



Approaches Rework of 3-5-13 presentations - reordering and grouping- the text is more complete than the flip chart text.

Note: I went back to my recording and these approach descriptions are nearly verbatim. Remember – the way the task was stated allowed members to suggest as an approach ways they might not support or might consider less beneficial than other approaches. I also added two more at the end. One being the approach suggested in the newspaper article that

Aggregation of approaches with new site for North of El Camino Real N-ECR, and new site for BCS -

- #1 two sites
 - o requires 2 additional school sites
 - one that's up to around 10 acres for the charter school within the school district or in close proximity to the school district
 - smaller size in the district in the north of El Camino Area.
 would serve a smaller population than normal schools do
 - o could be a magnet school could be a K-3 school,
- #2 two sites
 - purchase or <u>lease</u> parcels of land that are geographically desirable
 - 2 campuses / sites
 - 10 acre site from noting that the charter school has projected 900 students
 - smaller side could be lease or purchase to accommodate the north of El Camino corridor
- #3 two sites
 - driving findings -
 - considering total population size, class size and size of school
 - location of school re neighborhood
 - potential to handle future growth

one for north of ECR, near there

N-ECR NOW split among three schools - Covington,
 santa rita, almond - pressure of school growth in Santa

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Rita and Almond in addition to the N-ECR; need new school north of el camino

- Alleviate Pressure of growth in santa rita, almond
- smaller, 2 story, not ten acres, smaller; creative use of the land
- Need cooperation LASD with MV CC and developers there

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second site for charter school

- handle k-8, one site
- handle BCS growth, not just up to 900, what they see in the long run
- able to be configured to their needs
- Find possibilities for site
 - work with city councils within LASD
 - work with BCS and with county, to find possibilities not just in district but immediately near, such as within Mountain View
- #4 two new sites
 - id new site near N-ECR.
 - Second site to locate the charter school

0

- #5 two sites
 - o two sites
 - san Antonio area where most growth will be occurring
 - near my home (Springer) people will want to be in district but are priced out by home costs, will seek apartments in order to be in district
 - buy a building

•

- #6 two new sites
 - Principles to follow
 - continue our model,
 - do not close an existing schools
 - leave the junior hs alone accommodate the growth
 - find a site for bcs
 - new elementary site

 \circ

#7- two new sites

- two new sites
- if not the land or money
- · partnership with public entity
 - o senior center & school combo
 - o park & school = two story
- offer an alternative program language immersion; parents who value specific curriculum

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#8 - two new sites

- bcs deserves own campus
 - o central location hillview?
- N-ECR
 - Build north
 - Community school of arts
 - Look and feel of school unique
 - Two story school
 - o Magnet school for unique programs motivate parents
 - o Existing teachers ported over there
 - o State of art equipment
 - Showcase

0

- Failing those
 - Build school up for higher density shifting density

#9 - Two new sites

- additional new school site = bcs
- create a new lasd as junior hi; three 6-8 and reconfigure the boundaries [redistribute students]

#10 one site solution:

- N-ECR buy this site
- two schools on the Covington site -- divide up on this site {now has Covington, LASD offices, pre-school +
 - \circ BCS on 12 acres of the Covington site
 - o Build a two story elementary on Covington site

- School district move
- Traffic model will work
- Or use Covington as the N-ECR neighborhood school

#11 - three new sites

- three new sites
 - o jt ventures
 - bcs -
 - lasd hillview site , be creative in use of site, help revitalize downtown
 - mv n ecr
- new design like apple be very creative in way use

#12 - one site

- look for a new site away from ECR for charter school; to accomplish
 this will have to show that LASD and BCS can work together closely
 otherwise to way to raise the money; significant community
 hurdle
 - This would be a significant common goal for both (and could create the opportunity build working relationships between BCS and LASD.)
- Re-develop current site of charter school so can server the N-ECR area - egan (two story permanent) and possibly bloch. Not build school across El Camino

#13 – one new site plus shared use for BCS

- new site north of ECR neighborhood school for there and relieve pressure on Almond, Santa Rita and Covington
- BCS negotiate lease/purchase with city for shared use on hillview site – feasible?

#14 No new site and restructuring classes; BCS on one of the 6-8 sites

 create two 6-8 schools with seven K-5 schools – including charter school as one of the K-5 schools; (close a school - able to give a site to bcs by shifting students to other schools –[now that the 6th grade is at a 6-8 school], move sixth graders to junior highs

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#15 – increase density / no additional land purchase / capital to improve existing sites

- no additional land purchase
- increase the density
- 2 k-6 schools are below 560 improve those sites
- additional capital to improve density on blach and egan
 - o two story buildings, improve utilization

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#16 – from newspaper article

- #17 continue with current approach [Null alternative]
 - Same number of sites
 - o BCS split on the two 7-8 sites

#17 - Current Approach - the no changes in current approach. What happens if we only do what we've been doing.

SEGTF MEETING MARCH 19, 2013
SEGTF – APPROACHES TO ENROLLMENT GROWTH – TEMPLATE Ver.1.0

ESSENCE OF APPROACH	
FINDINGS EMPHASIZED	
NUMBER OF ADDITIONAL SITES TO BE OBTAINED	LOCATION OF NEW SITE: LASD
	LOCATION OF NEW SITE: BCS
MODIFICATION OF EXISTING SITE	
	ADMINISTRATIVE SYSTEM CHANGES
DDITIONAL COMMENTS AND HARACTERISTICS	ASPECTS NEEDING IMPROVEMENT

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LASD Superintendent's Enrollment Growth Task Force Findings: Summary [Version for 3-19, some jm edits] for Community Meeting??

Introduction to our Findings

Our schools – both LASD and BCS – have reached a "tipping point". Student enrollment is at its highest level in 40 years. Further growth is likely, driven by multiple factors such as the state-leading API scores of our schools which make the district attendance area highly desirable for families with children¹. Continuing the current strategy of incremental expansion at existing school sites will not accommodate a growing student population in a manner consistent with LASD's historical operating model^C. Our student population will be best served by a bold new strategy.

Investment in our schools to meet the current and future demand will have beneficial impacts beyond the families they serve. The entire community benefits in many ways, including increasing the values of our homes¹ and creating open space to play. Our schools function as a cornerstone of the community^C, and are intimately tied to the long-term growth of our cities.

Historical Growth

Enrollment is growing and individual schools are near their 'capacity.' The student population in Los Altos public schools has grown by 23%, from 4,032 to 4,972 students over the past decade⁹. Enrollment is now equal to that in the 1970s, when we had 11 campuses, not 9¹⁰. LASD K-6 schools and BCS are all near or at their peak enrollments of the past 40 years¹¹. Enrollment in our schools has grown each year since 1985¹². Although growth has occurred throughout the district¹³, a disproportionate amount (a quarter of all growth over the last decade) has occurred in the area north of El Camino⁵.

Projected Growth

We find compelling evidence that enrollment within our schools will continue to grow for the foreseeable future. Desirability of our schools is likely to continue to drive increases in the student population, even in the face of falling birthrates⁸. High property values, resulting in part from high performing schools, will maintain an incentive for residential development⁴. Current and future housing construction indicate that enrollment growth will

SEGTF MEETING MARCH 19, 2013 SEGTF FINDINGS

be particularly significant North of El Camino⁵.

Factors providing upward pressure on enrollment include:

Desirability of the school district attracts families¹.

Housing turnover is resulting in more families with school-age children in the district^{2,14}.

For 20 years yields (numbers of students per unit of housing) from existing apartment and condominiums within the district have increased³.

The district is experiencing increased growth in the construction of new apartments and condominiums⁴, concentrated in the El Camino corridor which is experiencing accelerated growth with respect to the rest of the district⁵.

Enrollment in our schools has grown every year since 1985⁷.

Kindergarten enrollment grew substantially in school years 2005-7 -- by fall of 2007, kindergarten enrollment was 24% higher than the previous 10-year average (522 vs. 422). This will affect district enrollment through 2015/16⁶. Birthrate is the only significant factor we have found providing downward pressures on enrollment. Births dropped by 18% from 375 (in 2008) to 309 (in 2011)⁸. A lower birth rate could result in cohorts entering kindergarten that are smaller than the recent past.

LASD's Successful School [Characteristics]

LASD's very successful elementary and junior high schools combine several features that are supported as beneficial by published studies, and that reflect the values of the community. Although some of these features arose organically, they are now deliberately promoted by the LASD Board and Administration as a way to maintain excellence in our schools. Important elements of this model are:

- a) Maximum school size targets are for fewer than 560 students. Smaller schools benefit students' emotional and behavioral well-being⁹, increase teacher connections with parents³⁰ and enhanced job satisfaction²⁹. Behavior problems that are more common in larger schools are less likely to occur in smaller schools ^{27,28,33}.
- c) Every school is a high-performing school regardless of where one lives in the District. Important factors contributing to this include the strong sense of community at each school and socio-economic balance across the schools. [Into supporting document: Measurements of performance include API

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scores, PTA/LAEF fundraising, parent volunteerism,

c) Neighborhood Schools: Any new strategy that addresses enrollment growth must consider the topic of neighborhood schools, including the following specifics:

Strong school communities serve the purpose of creating a sense of identity and social focus for families. In turn, these communities increase parental volunteer involvement, offering vital support to LASD's high-performing schools

The location and distance of a school site to neighborhoods with a concentration of students is an important factor. "Walk or Wheels" Program at each school affirms community support for walking or biking to school Even when driving to these sites, people said that distance to schools influences parental participation in the life of the school. [Question for Survey]

Core, but localized, communities that are not adjacent a school site are still important participants in their designated school³. The Crossings community, for example, highly consider Covington Elementary as their neighborhood school.

When families live in proximity with each other and their children attend the same school, they are more likely to feel connected to the school and thus participate in supporting school activities.

Continuity of the attendance areas assigned to individual schools is desirable as it

Bullis Charter School

Bullis Charter School continues to grow and requires a long-term facilities plan. The Los Altos School District is required to provide facilities for indistrict students attending the Bullis Charter School¹¹. Poor communication between the Charter School and the District makes planning challenging. A recently articulated strategy envisioned growth to 900 students, would place a challenging burden on all three schools.

Facilities Needs for the Future

Our findings lead us to believe that we need a bold new strategy to retain the characteristics of our successful schools while accommodating continued

SEGTF MEETING MARCH 19, 2013 SEGTF FINDINGS

enrollment growth. Closing a school will be unacceptable to the community³⁶, and would require abandoning the district's successful small neighborhood school model^{9,10,27,28,29,30,33,37}.

Blach and Egan Junior High Schools could accommodate 750 students and remain within state guidelines²¹; however, both schools are forecast to grow significantly in the next few years. Locating sixth graders or BCS students on these campuses might adversely affect the two schools and their students. Existing high student density at the Egan Campus has led to student safety issues.[Ref. Student safety issues related to sharing of Egan School campus.]

Los Altos schools are already serving close to or greater than the numbers of students for which they were intended^{15,16}. Growing student populations will require increased school capacity⁶. The demographer's forecasts, including the lowest projection, predict increases in junior high school enrollment until at least 2017⁵³. Bullis Charter School also anticipates further growth¹¹. Los Altos currently has ten public elementary and junior high schools on nine sites, two fewer sites than housed an equivalent student population in 1971⁵. Because there are fewer sites than schools, both junior high schools are now sharing their campuses with Bullis Charter School.

A new site will require financial resources beyond the normal operating budget of the District. Broad community support is needed to pass a bond measure. This is not likely without cooperation between BCS and LASD. Coordination between LASD, the City of Los Altos and/ or the City of Mountain View will be required and could also lead to shared use agreements of benefit to the entire community.

segte tonight

3/19/13

630 OPENING Agenda Extention of Mtgs

140 APPROACHES Improve Ponsocidate

810 COMMUNITY INPUT

FINDINGS

WORK BETWEEN MT65

MBUB re: Additional 14th

What is the possibility of mtg with the site selection committee? Best tinning?

* a passing of the baton * Forms of sites

SEGTF Recommendation

Upcoming process

CULVATED CHAMENESS STATEMENT

- * Well done
- * fewer"
- * In thinking about bringing this to the community nothing In it about resolving the conflict He: School District to Charter school
- * This may be more criteria statement Challenges we need to overcome
- * More afformatur "We win" in language

7-8 grade = may be some flexibility on this

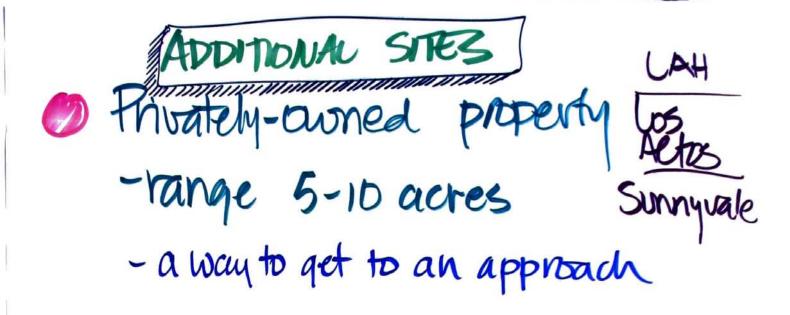
* Purpose of statement?
Depending on use, how to include aspect te

For public - what is the "charater"

Statement — is this the

Statement

Nefn in after the public mtg



Privately owned property - Robbs
Palo
Alto



Land bank a 3rd school for 15.20 years out
- partnership w City - open space, recreation



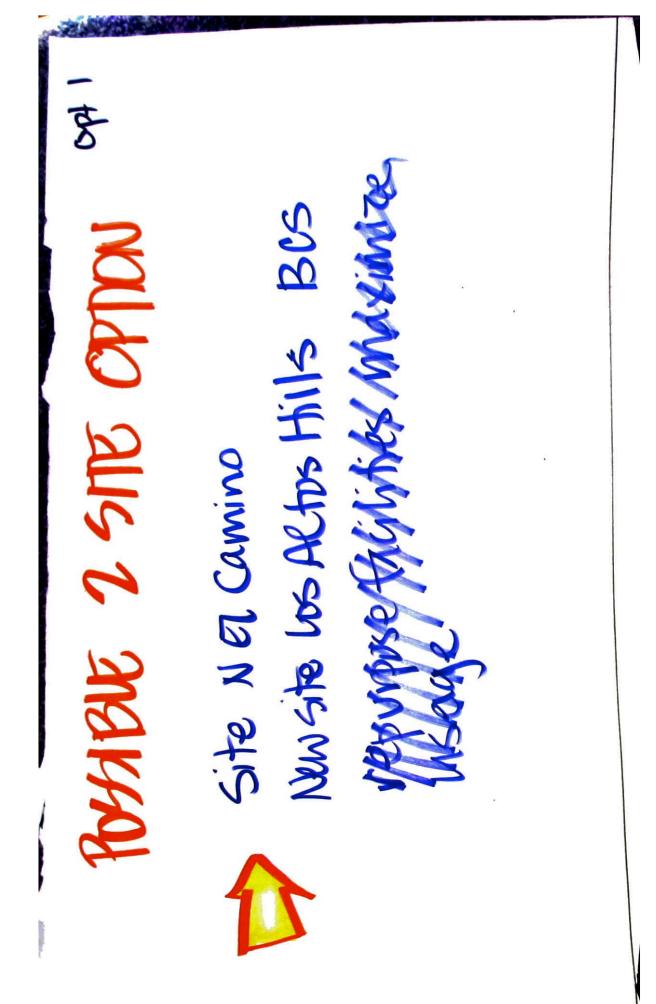
Lease property for BCS - won't need to go to voters

Context: Concern re: NEC school w/ different



K-2 English immersion program

- attract funding
- Specialized program
- Hend Kids into heighborhood schools after 3rd grade





Site NET Camino desired But fallback Rosita/Covington

- arrange w/ City for Rosita PK

- Site new LASD on Coington/ Rosita site

Site BUS LOS Altos Hills

ophurs vithin Rosita Coungton site

- School trus for NET Camino Kids
- mag. campus = multiculturalism theme / tocus



Size - 10 acres approx 2 sit

joint development on LASD site

Collaborate w/ Bcs on Bcs site - perhaps private \$\$ as well

10cation - BCS - 5 mile vadius

LASD-Within district



New BCS site - Los Altos Hills 4

K-3 N & Camino w/ focus

flexible use for adult ed, recreation

provide summer facility as well

integrate after 3th grade

THOUGHTS to add to 2 SITE OPHOLE

- + repurpose other public props
 Hilliam Grant Park
 Rosita Park Mck/Msc
- * LASD on private prop in Los Actos
 W/ BCS on leased prop from
 Stanford (out of abstrict but nearby)
 - * Repurpose Egan/Bullis site for a small moral El Camino population
 - McKenzie Park

 Utility/LASD



NOTE

* Observation: With 2 sites will be a sequence 155 me as to which school happens first

* For	public	mtg;	
No	Site	2 site	3 site
Sile ABC	A	A	4
	BC	C	B
Meeting	Agenda		
- Fin	Agenda dings		

- Range of Approaches
 - Small group/table input

BCG, Milliew etc. Call physics)

LASD SEGTF Meeting 3-19-13

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Pifficulty n of el Cam is that
only 1 site is possible

full
site
10 acre

malos a
difference

* Can we provide the same Program on a smaller (<10 acre) site?

1 SITE OPTION





Find site for BCS

Reconfigure LASD schools to accomplate growth in LASD Schools

- many ways to accomplish this

1 SITE OPPION

option 1 site-2

Split Covington/Rosita into 2 schools

- repurpose existing land

Find Site for BCS

SITE OPPION

option 1 site - 3

New site for UASD

Place BCS on existing UASD

site(s)

1 SITE



New 1840 Site for LASD Site - 3rd in high

Make noom for Bes by moving/reconfiguring ir high with selections to 6-7-8

identify 3 sites for future (20-25 yr) growth

- sell as open space use
 - Joint venture w/ BCS+ CASD
 - " " w) Intriew (aty)
 - MANA TE Obsolete shopping center

3 SITE

of 3 site



I large site for BCS

2 Smaller sites start near term

> El Camino Central (Hilliam) or S los Altos Hills

Small = 400 or less

Atdress El Cam w/ site
Work w/ Bcs on 2 smaller sites-

Variation:

BCS use existing in high faulities = | element |
(shored use) due to close proximity

how site LASD elementary

NO NOW SITE

options no site 1 (41)

Reconfigure LASD schools to accompodate growth in LASD./ BCS

PUBLIC MTG

TF members PRESENT FINDINGS

Le Fred

Procan

Context Setting - Overview of process Geoff Ball

