

**COMMITTEE TO CONSIDER
HIGH SCHOOL
CONSOLIDATION AND
ALTERNATIVE SCENARIOS**

ALTERNATIVES FOR SECONDARY SCHOOL PROGRAMMING

TK, 2019

REPORT TO BOARD OF EDUCATION

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Executive Summary

The idea of merging Alameda High School (HS) and Encinal Jr. & Sr. HS (Encinal HS) has been raised several times in previous decades. It came up most recently in the spring of 2018, when the Board of Education engaged the community in a review of the Alameda Unified School District's (District) budget priorities. The goal of the budget reprioritization process was to find ways to save money, so as to increase employee salaries.

During those discussions, community members and district staff asked for a new review of the idea of consolidating high schools for two reasons. First, they wanted to see if combining schools could provide cost savings that could go towards improving District employee salaries. This would help employees and also help retain and attract excellent teachers, which, in turn, is good for students. Second, the requesters wanted to see if a consolidation might allow the District to provide a more comprehensive education to District high school students as one large school may be able to provide more course offerings and equitably to more students.

In May 2018, the Board of Education (Board) directed staff to create a committee to study the issue and provide a report on what a combined high school could look like. After a three-week application period, the Board approved 15 members to the committee and asked that staff re-open the applications to students in August, so as to have more students on the committee. On August 28, the Board approved the appointment of four more students, plus a representative of CSEA 860, to the committee. On September 13, 2018, the Board broadened the committee's scope to allow for the consideration of other alternatives in addition to high school consolidation.

The Committee to Consider High School Consolidation and Alternative Scenarios (Committee) held eight public meetings to study the viability and desirability of a potential consolidation and other alternatives. It received and discussed information from architects, demographers, transit and city planners, and staff from various District departments. All meetings were open to the public, noticed at least 72 hours in advance, and held in accordance with the Brown Act.

This report is a summary of the process engaged upon by the Committee, the alternatives investigated by the Committee, and a summary of its findings.

Background

The idea of merging Alameda HS and Encinal HS has been raised several times in previous decades. It came up most recently in the spring of 2018, when the Board of Education engaged the community in a review of the Alameda Unified School District's (District) budget priorities. The goal of the budget reprioritization process was to find ways to save money, so as to increase employee salaries. During these budget presentations, staff highlighted that student enrollment per classroom teacher is much lower in the District than comparison districts, with the most dramatic variance at middle and high schools.

During public comment, community members and District staff asked for a new review of the idea of consolidating high schools for two reasons. First, they wanted to see if combining schools could provide cost savings that could go towards improving District employee salaries. This would help employees and also help retain and attract excellent teachers, which, in turn, is good for students. Second, the requesters wanted to see if a consolidation might allow the District to provide a more comprehensive education to District high school students as one large school may be able to provide more course offerings and equitably to more students.

Both Alameda HS and Encinal HS are in various states of planning, design, modernization, and construction. Alameda HS is being renovated using Measure I Bond funds, which will result in 45 new classrooms and 10 new science labs being added. Once completed, Alameda HS will have a net increase of approximately 38 new classrooms. The addition of these classrooms results in excess capacity at the secondary level and operating inequities between the two schools.

In May 2018, the Board directed staff to continue design work at Encinal HS, but delay demolition and construction of the new classroom building. It also directed staff to create a committee to study the issue and provide a report on what a combined high school could look like.

After a three-week application period, the Board approved 15 members to the committee and asked that staff re-open the application to students in August, so as to have more students on the Committee. On August 28, the Board approved the appointment of four more students, plus a representative of CSEA 860, to the Committee. On September 13, 2018, the Board broadened the Committee's scope to allow for the consideration of other alternatives in addition to high school consolidation.

Summary of Committee Meetings

The District's Board appointed 20 members to the Committee and tasked it with studying the feasibility of combining Alameda HS and Encinal HS, as well as other alternatives as identified by the Committee. The Committee held eight public meetings to study the viability and desirability of a potential merger and other alternatives. It received and discussed information from architects,

demographers, transit and city planners, and staff from various District departments. All Committee meetings were open to the public, noticed at least 72 hours in advance, held in accordance with the Brown Act, and held at Island High School, located at 500 Pacific Avenue, Alameda, CA 94501 from 6:30 p.m. to 8:30 p.m.

Meeting agendas, minutes, and materials are included in Appendix A and are available on the District's website at www.alamedaunified.org/HSAlternatives.

Meeting 1: September 4, 2018

This meeting was predominantly organizational and introductory in nature. The Committee members were introduced and provided with an overview of the Brown Act and conflict of interest laws by the District's General Counsel, Chad Pimental. The role of the Committee and the Committee members was discussed by Brianna García of School Services of California, Inc. (SSC), and the Chair and Vice Chair, Mialisa Bonta and Liza Gabato Morse, respectively, were selected.

Greg Davis of Davis Demographics, the District's demographer, provided a presentation on the current and projected demographics and enrollment of both the District's high schools and middle schools. For the 2017-18 school year, the District had a total of 2,914 resident students (3,059 students counting non-resident students and those in special day classes) in grades 9-12. The projections estimate that resident enrollment would increase through 2022-23 when it would peak at 3,375 resident students (3,520 total enrollment) with much of this increase as a result of new development being constructed on the island. As such, if Alameda HS and Encinal HS were to consolidate, the resulting high school campus would need to accommodate a total student enrollment of 3,262.

In addition, Mr. Davis provided information on the impacts to students' ability to walk to school under a consolidated scenario. Currently, there are approximately 757 combined Alameda HS and Encinal HS students that are beyond their respective school's walk zone (a 1.5 mile radius). Were the schools to be consolidated onto the Alameda HS campus, the number of students beyond the walk zone would increase by 600 students for a total of 1,357. This increase is disproportionately experienced by students residing within the existing Encinal HS boundaries.

Meeting 2: September 17, 2018

Mark Quattrocchi of Quattrocchi Kwok Architects provided a presentation on the capacity of the facilities at both Alameda HS and Encinal HS. The presentation covered not only the existing capacity of both school sites, but also the projected capacity based on current and proposed modernization projects, as well as the potential capacity should the two high schools be combined.

Currently, Alameda HS is utilizing 75 classrooms. An additional 46 classrooms are being built in Historic Alameda High School and are expected to be available in December, 2019. That will bring the total number of classrooms available across the Alameda HS campus to 121 classrooms. In

order to accommodate additional high school students, however, classrooms in the Academic Building on Encinal Avenue (also called the “Main Building”) would need to be modernized to provide larger spaces for science, art, music, and career technical education (CTE). This would result in the creation of seven new science/CTE labs and three new art/music classrooms, but would reduce the total number of classrooms available in the Academic Building by eight—resulting in a total of 113 classrooms.

Mr. Quattrocchi considered two methods for calculating capacity—student loading and classroom count. The student loading methodology multiplied the number of classrooms by student capacity/classroom and resulted in a total capacity of 2,826. This total capacity is 436 short of the expected peak enrollment of 3,262 in 2022-23.

The classroom count methodology looked at the existing number of classrooms at each high school and compared that to the number that will be available on the Alameda HS campus at the completion of the modernization work, including the renovation of the Academic Building. This methodology showed that combined, the two high schools are currently utilizing 128 classrooms. As noted above, however, after completion of the Historic Alameda High School and Academic Building modernization work, there will only be 113 classrooms available, for a shortfall of 15 classrooms.

Mr. Quattrocchi also provided an overview of the work currently being completed on both campuses. Alameda HS is undergoing a seismic upgrade along with the renovation of the Historic Alameda High School. Drawings illustrating potential locations for an additional classroom building to accommodate future growth were also presented. The work at Encinal HS, which has been temporarily placed on hold while this Committee completes its analysis, includes landscape upgrades and the construction of a new classroom building. The estimated cost for the work occurring at both sites is approximately \$87.5 million (i.e., \$48 million at Alameda HS and \$39.5 million at Encinal HS.)

Lastly, Mr. Quattrocchi noted the effects of consolidation on support facilities on the Alameda HS campus. There is adequate room for administration and counseling, though splitting the administration between its existing location and the academic building might be necessary. The library would be appropriately sized with expansion into the existing administration space. There is sufficient gym space, though locker rooms would need reconfiguration and new lockers would need to be added. The cafeteria is adequate to seat more than 25% of the student population and the health center, plus the additional health space in the historic academic building, would provide adequate space for the total student population, although it is not clear if splitting the health center into two locations would be the best way to deliver services to students.

In addition to the presentation by Quattrocchi Kwok Architects, the Committee discussed its scope in light of the discussion held by the Board on September 13, 2018. It was agreed that while the Committee would continue to investigate the pros and cons of combining the two high schools, it would also explore alternative options related to secondary school programming.

A list of questions raised by the Committee and the public at the previous meeting and submitted by email since the meeting were addressed in a Responses to Questions and Requests document (see Appendix B for a comprehensive list that was updated as additional questions were received throughout the process).

Meeting 3: October 2, 2018

Brianna García of SSC provided a review of a methodology for the analysis of the various alternatives developed by the Committee and the Committee discussed renaming itself to more accurately reflect its expanded scope beyond high school consolidation.

The District’s Chief Academic Officer, Steven Fong, with assistance from Dan Hurst, Principal, Encinal HS, and Robert Ithurburn, Principal, Alameda HS, provided a presentation on the current enrollment, demographics, staffing, and course offerings at Alameda HS and Encinal HS, as well as projections on what the enrollment, demographics, staffing, and course offerings could be if the schools were consolidated. Projections of potential cost savings were also presented.

Mr. Fong began the presentation by providing a demographic snapshot of the two high schools as shown in Figure TK below. Each school has some common student support features, while also offering unique student support programs. Encinal HS is a 6-12 program with an advisory period and a restorative justice center, while Alameda HS offers Bridge, Practical, and Adult Transition programs, as well as a SMART Period and special education services for students classified as moderate/severe.

Figure TK – 2017-17 Enrollment and Demographic Information

	Alameda HS	Encinal HS	Combined
Enrollment	1,776	1,034	2,810
Teacher to Student Ratio (6-12)	22.6:1	20.4:1	-
English Learner	10%	14%	11%
Socioeconomically Disadvantaged	23%	46%	32%
Students with Disabilities	12%	11%	11%
Asian	40%	24%	34%
Black/African American	5%	14%	8%
Filipino	6%	14%	9%
Hispanic/Latino	12%	15%	13%
Pacific Islander	1%	1%	1%
Two or More Races	5%	7%	6%
White	30%	24%	28%

Source: 2017-18 CBEDS data

Data was provided comparing District enrollment by grade and by schools to other geographically proximate unified school districts. When compared to other districts of similar size, the District is

the only unified district with two comprehensive high schools. This holds true even when comparing the District to several other unified districts of larger size.

Mr. Fong provided a staffing summary for a consolidated scenario for the Committee's information based on an analysis of the number of sections that would be needed for a combined school (taking into consideration the number of sections currently offered at both school sites and applying a standard student to section ratio for the combined school), though he noted that actual staffing allocations/reductions would vary and would require more detailed analysis of the student population and needs. In summary, there is a potential savings of 34 sections across various courses for a total staff savings of 6.8 full-time equivalent (FTE). This, however, would result in a shortfall in 2022-23, the year of peak enrollment. Based on 2017-18 enrollment, a total of 105.8 FTE/classrooms would be needed to staff the number of sections proposed for a consolidated school. At peak enrollment, however, a total of 123.8 FTE/classrooms would be needed.

Meeting 4: October 16, 2018

The Committee continued its discussion regarding its renaming and agreed to change the name from the Committee to Consider High School Consolidation to the Committee to Consider High School Consolidation and Alternative Scenarios. The Committee then discussed the previous presentations and the implications of the data provided on the high school consolidation alternative. Lastly, the Committee broke up into four small working groups to brainstorm alternative scenarios. When the Committee reconvened, a representative from each group provided a brief oral report on the alternative scenarios it developed. (The alternative scenarios not analyzed by the Committee have been listed at the end of the Alternative Scenarios section of this report.)

Meeting 5: October 30, 2018

Brianna García of SSC presented a consolidated list of the alternative scenarios developed at the October 16, 2018 meeting. The Committee discussed the alternative scenarios and addressed clarifying questions before voting on the scenarios. The Committee voted to explore two of the alternative scenarios developed—separate high schools with open enrollment and dual enrollment with the Peralta College school system. The remaining scenarios have been included later in this report for the Board's information.

Kirsten Zazo, Chief Student Support Officer, presented an overview of the Student Support Services programs currently offered at Alameda HS and Encinal HS, along with data for the Committee to evaluate the feasibility of a combined high school program. Her focus was to provide an overview of the programs to support a broader assessment of the District's secondary program options, including the equity of program offerings across the high schools.

Ms. Zazo reviewed the student demographic and enrollment information provided by Mr. Fong at the October 2, 2018 meeting, and provided additional data on suspension and graduation rates, and

chronic absenteeism. In general, Alameda HS has lower suspension rates and chronic absenteeism and higher graduation rates than Encinal HS.

A comparison to three other districts that contain a single high school was also completed, and it showed that, in many cases, a combined District high school scenario would be more richly staffed than the single high schools in the comparison districts.

Lastly, Ms. Zazo provided data and findings on the mental health needs of the students and other systems of support, including a survey of students at both Alameda HS and Encinal HS. This culminated with several slides titled “Questions to Consider” should the Board decide to move forward with consolidation, including how a consolidation could impact absenteeism rates, students’ abilities to get to school, mental health, and the ability to find small spaces for small group interventions and large spaces for staff meetings.

Meeting 6: November 8, 2018

Shariq Khan, the District’s Chief Business Officer, Kevin Gorham, Encinal HS Athletic Director, and Bradley Thomas, Alameda HS Athletic Director, presented information on the current athletic programs offered at the two schools as well as the opportunities and challenges that could arise should the two schools be consolidated—either physically or programmatically.

There are three seasons for sports: fall—September to November, winter—November to February, and spring—February to May. All but two sports, golf and diving which are only available at Alameda HS, are offered at both schools. Of the 17 sports offered, seven are offered in the fall, three in the winter, and the remaining eight in the spring (cheerleading is offered in the fall and winter). There are currently 735 students (340 women and 395 men) participating in the various sports programs at Alameda HS and **613 students (298 women and 315 men)** at Encinal HS.

Messrs. Gorham and Thomas provided details by sport regarding the current program at each school, what a combined program could look like—including opportunities for new program offerings (e.g., adding a freshman level to an existing sport that currently offers only varsity), and the impact—whether more or less students would be able to participate—of a combined sports program under the consolidation scenario. They also shared their desire to increase offerings by adding two new sports—lacrosse and wrestling. Figure TK shows the current and proposed combined program offerings and illustrates the impact/availability of sports offerings under a consolidation scenario. As noted, while both men and women sports opportunities would be lost, not including introduction of new programs, 67% of the losses are experienced by women sports. With the inclusion of the newly proposed lacrosse and wrestling programs, there is a net gain in opportunity for participation for students. However, total opportunity for women participation is still less than that for men.

Figure TK – Sports Programs

	Current Program			Combined Program	Impact
	Alameda HS	Encinal HS	Total		
Fall					
Cheerleading (Women)	13	30	43	58	15
Cross Country (Women & Men)	70	35	105	105	0
Football (Men)	64	52	116	116	0
Golf (Women)	9	0	9	14	5
Tennis (Women)	37	45	82	60	-22
Volleyball (Women)	41	30	71	45	-26
Water Polo (Women)	35	30	65	60	-5
Water Polo (Men)	38	30	68	60	-8
Spring					
Badminton (Women & Men)	39	50	89	60	-29
Baseball (Men)	29	30	59	45	-14
Diving (Women & Men)	3	0	3	8	5
Golf (Men)	9	0	9	15	6
Softball (Women)	25	34	59	45	-14
Swimming (Women & Men)	59	40	99	100	1
Tennis (Men)	14	15	29	60	31
Track & Field (Women & Men)	76	60	136	150	14
Volleyball (Men)	27	24	51	45	-6
Winter					
Basketball (Men)	41	28	69	45	-24
Basketball (Women)	25	28	53	45	-8
Soccer (Men)	42	36	78	75	-3
Soccer (Women)	39	36	75	75	0
Totals - Existing Programs					
Total	735	633	1,368	1,286	-82
<i>Women</i>	<i>224</i>	<i>233</i>	<i>457</i>	<i>402</i>	<i>-55</i>
<i>Men</i>	<i>247</i>	<i>215</i>	<i>479</i>	<i>461</i>	<i>-18</i>
<i>Women & Men</i>	<i>264</i>	<i>185</i>	<i>432</i>	<i>423</i>	<i>-9</i>
New Programs					
Total				164	164
Lacrosse (Women)				60	60
Lacrosse (Men)				60	60
Wrestling (Women)				22	22
Wrestling (Men)				22	22
Totals - Including New Programs					
Total	735	633	1,368	1,450	82
<i>Women</i>	<i>224</i>	<i>233</i>	<i>457</i>	<i>484</i>	<i>27</i>
<i>Men</i>	<i>247</i>	<i>215</i>	<i>479</i>	<i>543</i>	<i>64</i>
<i>Women & Men</i>	<i>264</i>	<i>185</i>	<i>432</i>	<i>423</i>	<i>-9</i>

The Committee then discussed the athletic presentation and the implications of the data provided on the high school consolidation alternative. It also briefly discussed the draft report prepared by Brianna García and provided suggested edits to be incorporated in the next revision. Lastly, the Committee briefly discussed its expectations for the presentation to be provided at the December 4, 2018 meeting.

Meeting 7: December 4, 2018

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Meeting 8: January 15, 2019

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Alternatives

The following is a description of the alternatives analyzed by the Committee. This information is based on presentations provided and consensus reached by the Committee for each of the alternatives. Some Committee members wished to express their personal opinions regarding the various scenarios analyzed as well as other alternatives that the Committee was unable to address due to time constraints. These personal statements are included in Appendix C.

Consolidation of Alameda HS and Encinal HS

Description: Consolidate the District’s two comprehensive high schools—Alameda HS and Encinal HS—into one high school on the existing Alameda HS campus. Upon completion of modernization projects in process, Alameda HS will have a total of 113 classrooms and a capacity to accommodate 2,826 students. Current projections show that a combined high school would result in 3,262 students in 2022-23.

Pros: Consolidation would result in increased accessibility to courses and programs for students with the availability of classes for all students that are currently provided only at one existing high school or the other. Consolidation would also result in program and administrative efficiencies that would result in some cost savings to the District.

Cons: Consolidation would result in one large campus on the east end of Alameda necessitating longer commutes for students and families residing on the west end. In addition, insufficient space is available on the campus to accommodate future growth, which would require additional construction on a land locked campus.

Savings/Costs: The District could achieve a savings of \$1.66 million in education services (e.g., administrators, department level staff, teachers, counselors, etc.) by consolidating the two high schools with the largest savings being attributed to reduction in department level staffing (\$607,416).

In terms of sports, consolidation could result in a potential savings of \$99,317 in staffing costs, which would be reduced to \$14,609 should the two new sports programs be added. In addition, \$69,972 in facilities maintenance costs could also be saved for a total of \$169,289. (Note that this is not the full existing cost of maintaining the facilities as it is assumed the facilities would be utilized for other purposes.) The total amount of cost savings would be reduced to \$84,581 if the two new sports programs were to be added.

While there are potential savings associated with consolidation, Committee members have noted that there would also be cost increases. For example, the new school would need to be “branded” with new colors, mascot, letterhead, etc. New uniforms would need to be acquired for the sports teams and transportation would need to be considered. The cost of moving teachers, equipment, supplies, etc. from one campus to the other would also need to be considered. These expenses have

not been quantified. However, all of these expenses are one-time expenses, and while they would impact the District's budget, they would do so in one fiscal year, while potential savings through the reduction of staff and programs would be ongoing.

There will also be potential \$9 million savings from the currently designed new classroom building at Encinal HS. Under a consolidation scenario, this new building is not needed. These funds could be used at Alameda HS to build a new classroom building to accommodate the future anticipated growth.

Findings: Based on the information provided by Davis Demographics and Quattrocchi Kwok Architects, future growth would not be possible without construction of additional classrooms. As noted above, the current estimate for a new building on Encinal HS is \$9 million and it would cost substantially more to build new classrooms on a consolidated campus in the future.

Transportation for students and their ability to walk to campus would be impacted by consolidation. There are approximately 700 students who cannot walk to school currently due to the distance from home to school and this number would increase to approximately 1,300 with consolidation. This would disproportionately affect students on the west end due to the location of Alameda HS—the school site that is proposed to remain in operation after consolidation. While a traffic study has not been completed, it is assumed that a consolidation would impact parking and traffic.

While it appears, based on the presentation provided by Education Services, that there might be savings at the administrative level due to efficiencies experienced by a consolidation, savings at the student support level are questionable given the increased number of students that would be sharing one campus (e.g., reduction in counselors).

Other intangible impacts would also be experienced. Currently, the District has two individual high schools deeply rooted in their history and traditions. Consolidation would necessitate a name change for the Alameda HS, as well as new colors, mascot, new uniforms, etc. In addition, the mental well-being of students might be affected due to the larger size of the consolidated campus.

The consolidation of the two school sites will provide opportunities for Encinal HS students to play sports that are not currently available on that campus. While combining existing programs only would reduce the total number of spots available to students, the Athletic Directors would like to provide new opportunities for freshman level sports programs as well as adding two new sports programs. If these programs are added, then the total number of spots available for students increases under consolidation.

Messrs. Gorham and Thomas made it clear that regardless of whether consolidation were to proceed, the sports facilities within the District are in need of upgrades due to their current condition and, in some cases, limited size. They provided renderings which illustrate examples of what new facilities could look like on the Lum/Wood site—making it clear that they were not

advocating for the repurposes of this site, but simply illustrating the amount of space needed to accommodate new facilities.

Items Requiring Further Investigation:

- Traffic Study – determine the impacts of consolidation on the neighborhoods and thoroughfares that would be impacted by students commuting from the west end to Alameda HS.
- Staffing – determine actual staffing needs for a consolidated high school program.
- Expenses – determine total one-time costs of consolidation.

Separate High Schools With Open Enrollment

Description: Both the Alameda HS and Encinal HS campuses would remain open. Students would be allowed to attend classes on both or either campuses depending on the course offerings and student course needs and interests regardless of school boundaries. Selected courses would be offered online via webinars, live streaming, facetime, Skype, and other such media to further provide access to courses by students on the other campus. The bell schedules at both schools would be aligned to better facilitate access to these expanded course options.

Pros: *Lorem ipsum dolor sit amet, consectetur adipiscing elit. Donec vel enim ultrices risus volutpat luctus sit amet vel quam. Pellentesque euismod, sem vel dapibus placerat, nulla justo pellentesque dui, eget placerat dui ipsum id tellus. Duis euismod imperdiet feugiat. Quisque fermentum lacus ligula, sit amet porttitor magna vulputate in. Aenean id lacinia dolor. Integer interdum efficitur justo, quis congue lorem dapibus in. Aliquam tincidunt urna vel ligula dapibus faucibus. In hac habitasse platea dictumst.*

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Savings/Costs: *Lorem ipsum dolor sit amet, consectetur adipiscing elit. Donec vel enim ultrices risus volutpat luctus sit amet vel quam. Pellentesque euismod, sem vel dapibus placerat, nulla justo pellentesque dui, eget placerat dui ipsum id tellus. Duis euismod imperdiet feugiat. Quisque fermentum lacus ligula, sit amet porttitor magna vulputate in. Aenean id lacinia dolor. Integer interdum efficitur justo, quis congue lorem dapibus in. Aliquam tincidunt urna vel ligula dapibus faucibus. In hac habitasse platea dictumst.*

Findings: The North Coast Section, of which the District sports programs belong, requires that students become part of sports teams at the school in which they are enrolled. In an open enrollment

scenario, students cannot chose to play sports on one campus if officially enrolled in another. If two separate schools officially remain, then each school would need to have its own sports teams.

Items Requiring Further Investigation: *Lorem ipsum dolor sit amet, consectetur adipiscing elit. Donec vel enim ultrices risus volutpat luctus sit amet vel quam. Pellentesque euismod, sem vel dapibus placerat, nulla justo pellentesque dui, eget placerat dui ipsum id tellus. Duis euismod imperdiet feugiat. Quisque fermentum lacus ligula, sit amet porttitor magna vulputate in. Aenean id lacinia dolor. Integer interdum efficitur justo, quis congue lorem dapibus in. Aliquam tincidunt urna vel ligula dapibus faucibus. In hac habitasse platea dictumst.*

Dual Enrollment With The Peralta College School System

Description: Students would be provided the option of enrolling in both high school and college courses simultaneously through an arrangement with the Peralta College school system. Students would attend classes at the participating colleges as well as be provided classes at both school sites. A wheel for post-secondary courses and other specialized programs (e.g., CTE, trades, etc.) would be created at both Alameda HS and Encinal HS as well as at ASTI.

Pros: *Lorem ipsum dolor sit amet, consectetur adipiscing elit. Donec vel enim ultrices risus volutpat luctus sit amet vel quam. Pellentesque euismod, sem vel dapibus placerat, nulla justo pellentesque dui, eget placerat dui ipsum id tellus. Duis euismod imperdiet feugiat. Quisque fermentum lacus ligula, sit amet porttitor magna vulputate in. Aenean id lacinia dolor. Integer interdum efficitur justo, quis congue lorem dapibus in. Aliquam tincidunt urna vel ligula dapibus faucibus. In hac habitasse platea dictumst.*

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Savings/Costs: *Lorem ipsum dolor sit amet, consectetur adipiscing elit. Donec vel enim ultrices risus volutpat luctus sit amet vel quam. Pellentesque euismod, sem vel dapibus placerat, nulla justo pellentesque dui, eget placerat dui ipsum id tellus. Duis euismod imperdiet feugiat. Quisque fermentum lacus ligula, sit amet porttitor magna vulputate in. Aenean id lacinia dolor. Integer interdum efficitur justo, quis congue lorem dapibus in. Aliquam tincidunt urna vel ligula dapibus faucibus. In hac habitasse platea dictumst.*

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Items Requiring Further Investigation: *Lorem ipsum dolor sit amet, consectetur adipiscing elit. Donec vel enim ultrices risus volutpat luctus sit amet vel quam. Pellentesque euismod, sem vel dapibus placerat, nulla justo pellentesque dui, eget placerat dui ipsum id tellus. Duis euismod imperdiet feugiat. Quisque fermentum lacus ligula, sit amet porttitor magna vulputate in. Aenean id lacinia dolor. Integer interdum efficitur justo, quis congue lorem dapibus in. Aliquam tincidunt urna vel ligula dapibus faucibus. In hac habitasse platea dictumst.*

Additional Alternative Scenarios

The following alternative scenarios were developed by the Committee. Due to limited time, the Committee was unable to further explore these scenarios. However, the Committee believes that many of these scenarios could be beneficial to the students of the District and has provided them for the Board's consideration. (The list is provided in order of preference per the vote ranking completed by the Committee members.)

1. Make elementary schools K-6 and high schools 7-12 (e.g., combine Lincoln MS and Alameda HS). This would free up the Lincoln MS campus to combine elementary schools or provide other specialized programs.
2. Expand ASTI to include more students.
3. Create one high school across two campuses by removing geographic boundaries. This would allow each school to focus on specific programming (e.g., Liberal Arts and STEM) and students can chose their desired focus.
4. Close Junior Jets and Academy of Alameda to reinstate Chipman MS.
5. Combine elementary schools.
6. Create one 10-12 site and two 7-9 junior high school sites. Elementary schools would all be K-6.
7. Create middle and high school charter schools.