



**Office of the Mayor
City of Los Angeles**

ANTONIO R. VILLARAIGOSA

**FOR IMMEDIATE RELEASE
August 29, 2007**

**Contact: Janelle Erickson
(213) 978-0741**

MAYOR VILLARAIGOSA, LAUSD SUPERINTENDENT, BOARD PRESIDENT ANNOUNCE HISTORIC PARTNERSHIP

Partnership for LA Schools will work with the District's Innovation Division to replicate best practices in schools across LAUSD, while supporting and managing two families of schools

LOS ANGELES – Mayor Antonio Villaraigosa – along with LAUSD Superintendent David L. Brewer III, Board President Monica García and board members Marlene Canter, Yolie Aguilar and Richard Vladovic – today announced an historic partnership between the City and District that will accelerate the pace of school reform in the District.

“Today we are pouring the foundations for a historic partnership between LAUSD and the City that will transform LA schools and fundamentally reconfigure what education means for students, teachers and parents in Los Angeles,” Mayor Villaraigosa said.

“This is the first time that the communities of Los Angeles and the School District are committing – as partners – to changing the culture and conditions and at our lowest-performing schools.”

“Today marks a historic day for all of Los Angeles students, teachers and families,” said Board President García. “Change is essential at LAUSD. I applaud the Superintendent and the Mayor for the work to begin the dialogue around better serving our kids. Only through partnerships with key stakeholders like the city, county and higher education institutions will we make the changes necessary for the ultimate goal of 100 percent graduation.”

“This creates a framework for a partnership that will foster innovation and student achievement in our schools,” said Superintendent Brewer. “Our commitment is to work together to propose specific partnerships to families of schools, with approval of partnership contracts by the Board of Education in the coming

— MORE —

months. Our mutual goal is to work collaboratively to ensure that children in these schools graduate from high school college prepared and career ready.”

Working alongside LAUSD’s Innovation Division for Educational Achievement (IDEA), the Partnership will directly support and manage two families of schools, composed of a high school in Los Angeles and the elementary and middle schools that feed it.

These schools will serve as models of reforms whose best practices will be shared with IDEA and replicated throughout the District.

“The Partnership will go well beyond just the two families of schools,” Mayor Villaraigosa said. “Our Partnership schools will blaze a trail for all schools across the District.”

Mirroring the pillars of the Mayor’s “Schoolhouse Framework,” the overall foundation for the Partnership schools will center on core values of empowering teachers and principals; engaging parents and the community; and providing students with clean, safe and small schools.

Under the Partnership, each school will draw up comprehensive plans outlining the vision and goals for improving student achievement and the specific benchmarks for measuring that achievement. These plans will be made public and parents will receive an annual “report card” measuring the school’s progress.

“We are flipping the way we think of schools on its head and creating a model in which teachers, principals and parents are the ones holding the reins at their schools,” Mayor Villaraigosa said.

“This is real local control. This is autonomy with accountability.”

The Mayor and the School District outlined their agreement in a Statement of Intent that will be followed by a contract to be approved by the School Board.

The Statement of Intent broadly sets the goals and parameters for the new Partnership for LA Schools, while detailing the District’s involvement and the support from the Mayor’s Office.

A summary of the Statement follows. A complete copy is attached.

STATEMENT OF INTENT

(Summary)

MAYOR OF THE CITY OF LOS ANGELES AND LOS ANGELES UNIFIED SCHOOL DISTRICT

- The Mayor and LAUSD have agreed to an initial five-year collaboration with an extension of the agreement depending on the Partnership meeting goals for student achievement – graduation and drop-out rates, test scores, etc. – student discipline, parent satisfaction and financial management.

The number of Partnership schools or families of schools may be increased, based on support from school communities and the success of Partnership schools.

- **The Partnership schools will be guaranteed:**

Increased Autonomy: Partnership schools will control their budgets, have responsibility for recruiting, selecting and retaining their own staff and will have significantly increased autonomy over professional development and curriculum.

Governing School Councils: Each Partnership school will have a governing school council with responsibility for setting the school's vision and approving the annual budget. Each governing school council will include the principal, teachers, classified staff members, students and parents.

Responsibility for Developing Strategic Plans: Every school community will be responsible for developing its own comprehensive plans for improving student achievement and these plans will be made public.

Increased Accountability: Student achievement, student safety and parent satisfaction goals will be created for each Partnership school. If a school does not meet performance targets within a mutually agreed-upon timeframe, the school will lose the flexibilities it has been granted.

- **The process for identifying the two families of schools will entail:**

Determining Eligibility: A family of schools will ideally include all the elementary and middle schools that feed into a high school. Schools will be eligible based on need – determined in part by API and other test scores – and if the high school is located in the City of Los Angeles.

Identifying Partner schools: Eligible schools interested in joining the partnership will submit petitions of support from teachers, administrators, staff, parents, students or community members.

The Superintendent – working with the Mayor and School Board – will narrow the list of eligible schools.

The two families selected will be those with the greatest percentage of schools petitioning and choosing to work with the Partnership and with the greatest level of synergy with City and District initiatives.

###

STATEMENT OF INTENT
MAYOR OF THE CITY OF LOS ANGELES
AND
LOS ANGELES UNIFIED SCHOOL DISTRICT

This Statement of Intent is an agreement on principles of partnership between the Los Angeles Unified School District (“LAUSD” or “District”) and the Mayor of the City of Los Angeles (“Mayor”) to collaborate with one another and with teachers, administrators, classified employees, parents, students, community members and other elected officials to increase student achievement at two families of schools and to improve conditions for children and families around those families of schools. This document shall be followed by a contract which shall set forth the legal obligations of each party for the proposed partnership outlined below.

Objectives:

1. LAUSD intends to contract with The Partnership for Los Angeles Schools (“The Partnership”), a new 501(c)(3) non-profit organization being created by the Mayor of Los Angeles to service, support and manage two families of LAUSD schools. For purposes of this statement of intent, the two families of schools will be known as Partnership families of schools and the LAUSD schools involved in this collaboration will be known as Partnership schools.
2. LAUSD Board of Education and Superintendent will maintain ultimate authority and oversight over all Partnership schools but will delegate service, support and managerial responsibility for Partnership schools to The Partnership, as permitted by applicable laws and regulations.
3. Partnership schools will report to The Partnership rather than to LAUSD Local District administrators.
4. The families of schools that will be served by The Partnership will be identified by the Superintendent, in collaboration with Board members and the Mayor, based on need, geography, synergies with city and district initiatives and demand from teachers, administrators, classified staff, parents, students and the community. Schools within the identified families of schools will get to choose whether or not they want to become Partnership schools.
5. The Partnership will work with the City of Los Angeles to improve and better connect city services and programs to schools. A focused effort around expanding joint-use opportunities, integrating services from Parks & Recreation and Libraries, connecting Gang Reduction Zone efforts to schools and improving other city services will deliver enhanced services to students within the two families of schools before, during and after school.

6. The Partnership and LAUSD will enhance the communities in the areas around The Partnership families of schools by developing Community Collaboratives which will improve collaboration between LAUSD, the City of Los Angeles, the County of Los Angeles, other educational entities, businesses, labor unions, and community-based and faith-based organizations, and will improve the delivery of community, social, economic and health services provided in these areas.
7. The goal of this collaboration is to best leverage the assets of the community and its array of institutions to dramatically improve student achievement in two families of schools and to create a model for collaboration, school reform and community advancement that can be replicated throughout LAUSD.

Reforms Provided to Partnership Schools:

8. All Partnerships schools in The Partnership families of schools will receive increased flexibility in exchange for increased accountability. Each Partnership school will have the following:
 - *Increased Autonomy:* Partnership schools will control their budgets, have responsibility for recruiting, selecting and retaining their own staff (within the parameters of labor agreements) and will have significantly increased autonomy over professional development and curriculum to the extent permitted by applicable laws and regulations.
 - *Per Pupil Funding:* Partnership schools will be funded by the District through a lump sum per-pupil allocation for each student in attendance. LAUSD and The Partnership will determine the amount of this lump-sum and it will likely be equal to the total funds per student received from Federal and State sources less reasonable oversight and service fees retained by the District.
 - *Flexibility from LAUSD Policy:* Partnership schools will have freedom from LAUSD policy, except insofar as those LAUSD policies are mandated by state or federal law, are required by collective bargaining agreements and have not been modified as described below, or are policies that LAUSD and The Partnership mutually agree should remain in place.
 - *Flexibility on Using Certain LAUSD Services:* Partnership schools will have the option not to use LAUSD services in certain areas, such as professional development, curriculum development, and certain back-office operations, to the extent permitted by applicable laws and regulations and conditions of any applicable grant. When legally permissible, Partnership schools will have the flexibility to purchase these services from LAUSD, The Partnership, or third-party providers.

- Potentially Modified Collective Bargaining Agreements: To provide school sites with more freedom to carry out their reforms, LAUSD, in collaboration with The Partnership, will seek agreements with collective bargaining units to make existing collective bargaining agreements more flexible for schools supported by The Partnership.
- Governing School Councils: Each Partnership school will have a governing school council with responsibility for setting the school's vision, approving the annual budget, approving school-based election-to-work agreements, and recommending to The Partnership the selection of the school leader. Each governing school council will include the principal, teachers, classified staff members, students and parents.
- Responsibility for Developing Strategic Plans for Their Schools and Families of Schools: Every school community will be responsible for developing its own comprehensive plans for improving its schools. The Schoolhouse framework, which was developed by the Mayor's office, will be the foundation for each Partnership school's plan. However, it will be the schools themselves that will develop their own unique missions, visions and comprehensive plans. Many schools will likely leverage plans that they have already developed as part of other initiatives.
- Increased Accountability: All Partnership schools will be held accountable for results. Student achievement, student safety and parent satisfaction goals will be created for each Partnership school and the schools will be expected to achieve those goals. If a Partnership school does not meet agreed-upon performance targets within a mutually agreed-upon timeframe, the school will lose the flexibilities it has been granted and its reporting relationship will be moved out of The Partnership and back to the Local District.

Mayor's Office Intentions:

9. The Mayor's Office, through its participation in The Partnership, will:
 - Employ a team focused on serving and supporting The Partnership families of schools and on coordinating and improving services provided in communities surrounding those schools;
 - Assist Partnership schools and their surrounding communities in developing comprehensive plans for each Partnership family of schools;
 - Assist each Partnership school in further developing its own unique vision, mission and plans for its school;
 - Leverage the Schoolhouse framework as the foundation for the comprehensive plans that will be developed by Partnership schools and their surrounding communities;

- Assist Partnership schools in identifying and developing professional development and skills training for teachers, administrators, classified staff, parents, and community members as required to support the reform initiative;
- Serve all students in the attendance area of any school that becomes a Partnership school unless otherwise agreed upon by LAUSD and The Partnership;
- Develop Community Collaboratives around each Partnership family of schools that coordinate the efforts of LAUSD, the City of Los Angeles, the County of Los Angeles, faith-based organizations, community-based organizations, businesses, and labor unions to improve the delivery of social, health, economic and other community services in the areas around Partnership families of schools;
- Identify, assist in, and integrate various community initiatives in support of each Partnership family of schools as permitted by applicable laws and regulations;
- Identify and develop external funding and partnership opportunities for Partnership families of schools;
- Facilitate, develop and convene community-wide opportunities for shared learning within Partnership families of schools;
- Collaborate with District’s Innovation Division for Educational Achievement (“IDEA”) and the Local Districts to share experiences and best practices so that quality practices can be shared throughout the District;
- Collaborate with charter schools operating within the area served by Partnership families of schools;
- Agree to a compact of full cooperation and accountability on all subjects for which the District remains responsible to local, state, and federal agencies for compliance issues;
- Act as the agent of, and take direction from, the District when necessary to ensure Partnership school compliance with laws, regulations, court orders and legally binding directives from regulatory agencies, including but not limited to federal/state categorical program review, accreditation review, Uniform Complaint Procedure responses, compliance with the Chanda Smith Modified Consent Decree, compliance with the Crawford court-ordered desegregation program, compliance with Title IX, compliance with the mandates of the Williams settlement legislation, cooperation with investigations and reviews by the Office of Civil Rights and cooperation in State monitoring/intervention programs;
- Honor the District’s obligations under Proposition 39, any existing joint use agreements, leases or use agreements, as well as the District’s duties under the Civic Center Act as respects the facilities of any Partnership school;
- Provide due process for students subject to transfer, suspension or expulsion in accordance with applicable laws and regulations;

- Provide due process for employees subject to discipline or termination as required by applicable laws, regulations, and/or collective bargaining agreements; and
- Other specific support services as needed to effectively service and support Partnership schools.

LAUSD Intentions:

10. LAUSD will:

- Be represented on The Partnership Board of Directors;
- Make the resources of IDEA available to the schools within The Partnership;
- Hold regular forums and meetings that will enable collaboration and information sharing between The Partnership, the Local Districts and other organizations partnering with IDEA;
- Allocate resources to work with The Partnership to develop the funding formula and the fee-for-service model that will be used for Partnership schools;
- Create assessment teams that will visit Partnership schools to provide ongoing oversight on behalf of the Board and Superintendent and to document and share effective practices from Partnership schools with the District;
- Provide services in areas such as professional development, IT support, and maintenance and operations on a mutually agreed-upon fee-for-service basis to Partnership Schools;
- Participate in Community Collaboratives with faith-based organizations, community organizations, businesses, labor unions, The Partnership, the City of Los Angeles, and the County of Los Angeles to improve the delivery of social, health, economic and other community services in the areas around the Partnership families of schools;
- Maintain ownership of all facilities that house Partnership schools and maintain responsibility for the deferred maintenance and long-term capital improvements of those facilities;
- Assist in obtaining commitments for external funding and partnership opportunities on behalf of Partnership families of schools and replicate these opportunities for other District schools;
- Coordinate District research efforts to support academic achievement efforts within Partnership families of schools;
- Maintain responsibility for all compliance functions with local, state, federal and accrediting agencies;
- Maintain student data for Partnership schools in a manner that is consistent with student record keeping at all District schools;
- Work with Partnership schools to ensure compliance with state-mandated testing protocols and procedures;

- Provide due process for students subject to transfer, suspension or expulsion whenever the law requires due process be provided beyond that extended by the site administration;
- Provide due process for employees subject to discipline or termination whenever the law or a collective bargaining agreement requires due process be provided beyond that extended by the site administration;
- Determine eligibility for employment of all newly hired employees, while allowing Partnership schools flexibility, to the extent permitted by applicable laws, regulations, and collective bargaining agreements, to recruit and make hiring decisions over new employees assigned to Partnership schools; and
- Other specific support services as might be necessary.

Process for Identifying Two Families of Schools:

11. *Family of Schools:* A family of schools will ideally include all of the schools in a particular feeder pattern. A feeder pattern consists of a high school, its feeder middle and elementary schools and may include related pre-K schools, continuation schools and adult schools where legally permissible. Because schools must choose to be a part of The Partnership, however, it is possible that a family of schools will not include all of the schools in a particular feeder pattern.

12. *Eligible Families of Schools:* Families of schools will be eligible to collaborate with The Partnership based on need and geography.

- *Need:* Families of schools must include a high school that is designated an NCLB Program Improvement 4 or 5 school and that has an API score in the 1st or 2nd deciles compared to all other schools in the state of California.
- *Geography:* Families of schools must include a high school that is physically located in the City of Los Angeles.

13. *Identifying the Two Partnership Families of Schools:*

- Schools within eligible Partnership families of schools will express their interest in collaborating with The Partnership through the submission of petitions of support from teachers, administrators, classified staff, parents, students or community members to IDEA and to The Partnership.
- By the middle of October, the Superintendent, in collaboration with Board members and the Mayor, will create a narrower list of target Partnership families of schools to work with The Partnership based on demand from schools, synergies with city and district initiatives, and school performance metrics.
- Signatures of support from teachers, administrators, classified staff, parents, students and community members from schools within the targeted list of Partnership families of schools will continue to be collected beyond the middle of October. The two Partnership families of schools that will ultimately be identified by the Superintendent (in collaboration with Board members and the Mayor) to work with The Partnership will be those that

have the greatest percentage of schools within them that choose to work with The Partnership and have the greatest level of synergy with city and district initiatives. Priority will be given to the families of schools in which the high schools and the feeder middle schools have all chosen to work with The Partnership.

14. *Schools Choose to Work with The Partnership:* Within each family of schools, only those schools that choose to work with The Partnership will be served and supported by The Partnership. Schools will choose to work with The Partnership based on a significant number of informed teachers, parents, classified staff members, students and community members committing to work with The Partnership. The Partnership will work with LAUSD, and other partners to determine the specific process by which each school will decide whether or not they want to work with The Partnership.
15. *Outreach Activities Conducted by The Partnership and LAUSD:* The Partnership and LAUSD will hold meetings with teachers, parents, classified staff, students, parents, community organizations, faith-based organizations, and community members within eligible families of schools in order to educate the different groups about The Partnership and to enable schools and families of schools to determine whether or not they want to work with The Partnership.

Accountability:

16. The Partnership and all Partnership schools will be held accountable for results. The proposed length of the agreement between LAUSD and The Partnership will initially be five years. During the first five years, The Partnership and Partnership schools must perform well against mutually agreed-upon goals for student achievement (graduation rates, drop-out rates, CST scores, etc.), student discipline, parent satisfaction and financial management. If The Partnership meets or exceeds the mutually agreed-upon goals, then its contract to serve, support, and manage Partnership schools can be renewed at the discretion of the District and The Partnership for an additional five years. If The Partnership fails to reach the mutually agreed-upon goals, then the contract between The Partnership and LAUSD will end, and the responsibility for serving, supporting and managing Partnership schools will return to the District.
17. LAUSD and The Partnership will mutually agree on a process by which the District will carry out systemic reviews of The Partnership and Partnership schools in order to ensure that The Partnership is carrying out its agreed-upon responsibilities related to serving, supporting and managing Partnership schools.
18. In the future, LAUSD and The Partnership may mutually agree to increase the number of schools or families of schools serviced and supported by The Partnership based on support from school communities and the success of Partnership families of schools.