

SBDM

Contract Language

HUSD and HEA

**Collective Bargaining
Agreement**

ARTICLE 28 SITE BASED DECISION MAKING

A. Philosophy

1. The District and the Association agree that shared decision making should be fostered, promoted, and supported in accordance with the following provisions contained herein.

The District and the Association believe and herein recognize that site based decision making in which unit members, other employees, parents, community members, and students (where age appropriate), at individual sites are given increased responsibility for making decisions, will improve effective educational practice and process. This process would better provide opportunities for the exchange of ideas, data, and information that is necessary for restructuring to improve educational opportunities for students and to increase employee job performance, satisfaction, and morale.

2. The District and the Association agree that better decisions will be made and should be fostered through the shared decision making process at all sites in the District. To this end, the District and the Association will promote and assist employees in the development of shared decision making processes and procedures District-wide.

B. Accordingly, the parties agree as follows:

1. In support of these goals and to facilitate implementation of HUSD's Board Goals and Objectives, which will include safe schools, the parties agree that the Superintendent, Association President and any additional representatives designated by the District and the Association respectively, shall regularly meet. Any changes to the core composition mentioned herein will be the Central Team's responsibility. The core composition shall include: the Superintendent, an Associate Superintendent, and three (3) site administrators all to be appointed by the Superintendent; three (3) regular classroom teachers and two (2) representatives of HEA appointed by the HEA President. AEOTE and SEIU will each appoint their representative. The Board will have two (2) representatives, one (1) of which could be a parent. Alternates may be appointed as needed by circumstances. Any changes made to the composition of SBDM teams by other units or bodies shall result in reopening this language for the HEA bargaining unit. The Central Team shall be jointly chaired by one (1) person appointed by the Association and one (1) person appointed by the District for the following purposes:
 - a. Facilitate the implementation of the HUSD Site-Based Decision Making (SBDM) model through this and any subsequent agreements between the District and the Association regarding shared decision making. This would include seeking waivers where deemed appropriate by the parties through processes established

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by the parties. In addition the Central Team is prohibited from hiring, firing, evaluating or directing the work of employees or establishing merit pay.

- b. Provide necessary resources and ensure that reasonable financial resources are made available to each site as the staff prepares for and implements SBDM procedures and plans.
- c. Advise and assist, as needed, District area teams and schools in the development of their procedures, processes and structures for shared decision making.
- d. Study SBDM and related issues and receive training.
- e. Develop training programs for SBDM at both the District and site level and share information internally and externally.
- f. Review, approve, and evaluate site level SBDM programs at least once each year. Develop and implement guidelines and criteria for a uniform system of evaluation of the site program.
- g. Develop a system to provide site level assistance as needed. Develop a process to terminate or suspend a project for cause.
- h. Meetings shall be held at a time convenient for members. Unit members serving on the district level SBDM team shall receive release time. Decisions attained by consensus of the members will be a primary goal. The first major task of the team will be to decide the process for reaching consensus. If consensus cannot be met, decisions made by the majority will stand. The majority shall be based on the number present. Robert's Rules shall be applicable to issues not herein addressed as a last resort. An agenda shall be jointly prepared by the co-chairs three working days in advance of each meeting. Agendas will be shared with all unit members. All unit members shall be provided an opportunity for submission of items and supporting documents twenty-four (24) hours prior to its preparations.

C. Local Site Based Decision Making Team

1. If two-thirds (2/3) of the unit members at a school site, voting by secret ballot, wish to participate in SBDM, a local SBDM Team shall be established to receive Central District Team training. Local Site-based Decision Making Teams will have a structure with representation such that the professional staff (site administration and instructional staff) together make-up a simple majority.

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2. The core composition of the elementary sites and child development centers site based decision making team will be: A site administrator, a FRA rep, a curriculum council person, classroom teachers, a certificated support staff person and a classified support staff, and a parent. Any changes made to the composition of SBDM teams by other units or bodies shall result in reopening this language for the HEA bargaining unit.
3. The core composition for the intermediate, high schools and adult school shall be: A site administrator, a FRA rep, a site or district Curriculum Council person, classroom teachers, a certificated support staff person, classified support staff, a parent and a student. Any changes made to the composition of SBDM teams by other units or bodies shall result in reopening this language for the HEA bargaining unit.
4. The parents/community members who are selected may be District employees.
 - a. Representatives shall be elected for a two year term specifically to serve on the local SBDM Team and shall be eligible for reelection. Alternate team members may be elected and may attend and vote in the absence of the regular representative.
 - b. Local SBDM Teams shall have joint chairpersons: the site principal and the FRA Rep.
 - c. Local SBDM Teams shall consider all points of view expressed at the session and shall solicit the advice and council of parent organizations, employee groups, and all other interested parties. Meetings should be open and time given for reasonable input. Local Teams have the following functions and responsibilities:
 - (1) Participation in SBDM training.
 - (2) Developing a School Site Project Agreement. Such agreement shall not include the Local SBDM Team hiring, firing, or evaluating bargaining unit members. Neither shall such a Project Agreement include a merit pay system for certificated bargaining unit members. The School Site Project Agreement shall include goals and objectives and may have a plan for including parents in school activities, staff development, and shall include an evaluation of the Project Agreement on an annual basis.
 - (3) Making decisions about school issues such as budget, implementation of standards based instruction, and safety.
 - (4) Tailoring and coordinating curriculum and instruction across grade levels and between and within departments at the school site level.

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- (5) Establishing/revising site pupil discipline plans and practices.
- (6) Designing and conducting site staff development programs and policies.
- (7) Solving school-wide problems and developing programs.
- (8) Developing procedures and communications which encourage teacher involvement in decision making.
- (9) Making recommendations on staffing and the day-to-day operation of the school.
- (10) Selecting two (2) unit member representatives from the site for the final site interview panel for a site administrator(s) vacancy. This does not apply to internal reassignments or transfers.

D. Site Budgets and Purchasing Deadlines

1. A SBDM Team may make decisions regarding the use of unrestricted general fund monies flowing to the site.
2. The District will provide information to Principals as to the amount of the site discretionary budget, as described in D.1. above, as such information becomes known. The Principal will communicate this information to the SBDM Team in a timely manner following receipt thereof.
3. A SBDM Team may recommend to the appropriate body/ person the use of other site funds, i.e., those not described in D.1. above.
4. The District will provide information to Principals as to purchasing deadlines regarding the expenditure of all site funds (D.1. and D.3. above), as such information becomes known. The Principal will communicate this information to the SBDM Team in a timely manner following receipt thereof.

E. The focus of the SBDM Team activity shall be upon establishment of local site plans and practices and planning direction (including but not limited to Community Schools, School Site Council, etc.) rather than day-to-day administration or execution of policy and plans.

F. The District and the Association recognize that the site based decision making may be an innovative process and that proposals may be considered that are in conflict with collective bargaining Agreements, Board Policy, regulation, or law.

Upon request of the SBDM Team and approval of the District level SBDM Council, the District and the Association may pursue the waiver. Until such waiver is granted by

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the proper body, no action should be taken by the site.

- G. SBDM Team meetings shall be held at a time convenient for a majority of the team members.
- H. Decisions attained by consensus of the members will be a primary goal. The first major task of the team will be to decide the process for reaching consensus. If consensus cannot be met, decisions made by the majority will stand. The majority shall be based on the number present. Robert's Rules shall be applicable to issues not herein addressed as a last resort. An agenda shall be jointly prepared by the co-chairs three working days in advance of each meeting. Agendas will be shared with all unit members. All unit members shall be provided an opportunity for submission of items and supporting documents twenty-four hours (24) prior to its preparation.
- I. Site budgets for SBDM site meetings will be funded by the District based on the following formulae:
1. For elementary sites the budgeted amount equal to the number of teachers on the SBDM site team (up to ten 10) times the substitute teacher daily rate times nine meetings per year.
 2. For middle school sites the budgeted amount equal to the number of teachers on the SBDM site team (up to twelve 12) times the substitute teacher daily rate times nine meetings per year.
 3. For high school sites the budgeted amount equal to the number of teachers on the SBDM site team (up to fourteen 14) times the substitute teacher daily rate times nine meetings per year.
- Distribution of these budgeted monies to members of the site teams shall be determined and approved by the SBDM site team. Unit members shall be paid a stipend in the January and June pay warrants.
- J. Membership on a site team will be voluntary. Site team members shall be elected by members of their respective bargaining unit.
- K. Unresolved SBDM site level issues will be submitted to the Central Team before implementation at the site.

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Contract Language

HUSD & AEOTE

**Collective Bargaining
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A. Philosophy

1. The District and the Association agree that shared decision making should be fostered, promoted and supported in accordance with the following provisions contained herein.

The District and the Association believe and herein recognize that site based decision making in which unit members, other employees, parents, community members, and students (where age appropriate), at individual sites are given increased responsibility for making decisions, will improve effective educational practice and process. This process would better provide opportunities for the exchange of ideas, data, and information that is necessary for restructuring to improve educational opportunities for students and to increase employee job performance, satisfaction, and morale.

2. The District and the Association agree that better decisions will be made and should be fostered through the shared decision making process at all sites, including the District Office, in the District. To this end, the District and the Association will promote and assist employees in the development of shared decision making processes and procedures District-wide.

B. Accordingly, the parties agree as follows:

1. In support of these goals and to facilitate implementation of the District's Blueprint for the Future, which will include safe schools, the parties agree that the Central Team shall meet regularly. Any changes to the core composition mentioned herein will be the Central Team's responsibility. The core composition of the Central Team shall include: the Superintendent, the Deputy Superintendent, and three (3) site administrators all to be appointed by the Superintendent; three (3) regular classroom teachers and two (2) representatives of HEA appointed by the HEA President. AEOTE and Service Employees International Union, Local 790 (SEIU) will each appoint a representative. Should the number of SEIU representatives increase, AEOTE's representation will increase by the same number. The School Board will have two (2) representatives, one (1) of which could be a parent. Alternates may be appointed as needed by circumstances. The Central Team shall be jointly chaired by a representative selected by the District and a member selected by the eligible Associations. The Central Team shall:
 - a. Facilitate the implementation of the HUSD Site-Based Decision Making (SBDM) model through this and any subsequent agreements between the District and AEOTE regarding shared decision making. This would include seeking waivers where deemed appropriate by the parties through processes

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established by the parties. In addition the Central Team is prohibited from hiring, firing, evaluating or directing the work of employees or establishing merit pay.

- b. Assess the impact of SBDM activities on the use of time and its impact on job responsibilities.
- c. Provide necessary resources and ensure that reasonable financial resources are made available to each site as the staff prepares for and implements SBDM procedures and plans.
- d. Advise and assist, as needed, District area teams and schools in the development of their procedures, processes and structures for shared decision making.
- e. Study SBDM and related issues and receive training.
- f. Develop training programs for SBDM at both the District and site level and share information internally and externally.
- g. Review, approve, and evaluate site level SBDM programs at least once each year. Develop and implement guidelines and criteria for a uniform system of evaluation of the site program.
- h. Develop a system to provide site level assistance as needed.
- i. Develop a process to terminate or suspend a project for cause.
- j. Meetings shall be held at a time convenient for members. Unit members serving on the District level SBDM team shall receive release time or pay as appropriate. Subs will be provided if necessary. Decisions attained by consensus of the members will be a primary goal. The first major task of the team will be to decide the process for reaching consensus. If consensus cannot be met, decisions made by the majority will stand. The majority shall be based on the number present. Robert's Rules shall be applicable to issues not herein addressed. An agenda shall be jointly prepared by the co-chairs seventy-two (72) hours in advance of each meeting with committee members being provided an opportunity for submission of items and supporting documents twenty-four (24) hours prior to its preparation and sent to committee members.

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C. Local Site Based Decision Making Team

1. If two-thirds (2/3) of the Bargaining unit members at a school site, or the District Office, voting by secret ballot, wish to participate in SBDM, a local SBDM Team shall be established to receive Central District Team training. Local SBDM Teams will have a structure with representation such that the professional staff (site administration and instructional staff) together make up a simple majority.
2. The core composition of the elementary and child development centers site based decision making team will be: The site administrator, a FRA representative, a curriculum council person, classroom teachers, a certificated support staff person, no less than one (1) AEOTE unit member, a parent or parents.
3. The core composition for the intermediate, high schools and adult school shall be: A site administrator, a FRA representative, a site or District Curriculum Council person, classroom teachers, certificated support staff, not less than one (1) AEOTE unit member, parent(s) and student(s).
4. The parents/community members who are selected should not be District employees.
 - a. Representatives shall be elected for a two (2) year term specifically to serve on the local SBDM Team and shall be eligible for reelection. Alternate team members may be elected and may attend and vote in the absence of the regular representative.
 - b. SBDM Teams shall have joint chairpersons.
 - c. Local SBDM Teams shall consider all points of view expressed at the session and shall solicit the advice and counsel of parent organizations, employee groups, and all other interested parties. Meetings should be open and time given for reasonable input. Local Teams have the following functions and responsibilities:
 - (1) Participation in SBDM training.
 - (2) Developing a School Site Project Agreement. Such agreement shall not include the Local SBDM Team hiring, firing, or evaluating bargaining unit members. Neither shall such a Project Agreement include a merit pay system for bargaining unit members. The School Site Project Agreement shall include goals and objectives and may have a plan for including parents in school activities, staff

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development, and shall include an evaluation of the Project Agreement on an annual basis.

- (3) Making decisions about school issues such as budget, curriculum, safety.
 - (4) Tailoring and coordinating curriculum and instruction issues across grade levels and between and within departments at the school site level.
 - (5) Establishing/revising site pupil discipline plans and practices.
 - (6) Designing and conducting site staff development programs and policies.
 - (7) Solving school-wide problems and developing programs.
 - (8) Developing procedures and communications which encourage unit member involvement in decision making
 - (9) Developing grant proposals and other proposals for additional compensation for additional responsibilities.
 - (10) Recommendations on staffing and the day-to-day operations of the school.
- D. A SBDM Team may make decisions regarding the use of unrestricted general fund monies flowing to the site. It may recommend to the appropriate body/person the use of other site funds.
- E. The focus of the SBDM Team activity shall be upon establishment of local site plans and practices and planning direction rather than day-to-day administration or execution of policy and plans.
- F. The District and AEOTE recognize that the site based decision making may be an innovative process and that proposals may be considered that are in conflict with collective bargaining agreement, Board Policy, regulation, or law. Upon request of the SBDM Team and approval of the District level Central Team, the District and AEOTE may pursue the

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waiver. Until such waiver is granted by the proper body, no action should be taken by the site.

- G. SBDM Team meetings shall be held at a time convenient for a majority of the team members.
- H. Decisions attained by consensus of the members will be a primary goal. The first (1st) major task of the team will be to decide the process for reaching consensus. If consensus cannot be met, decisions made by the majority will stand. The majority shall be based on the number present. Robert's Rules shall be applicable to issues not herein addressed. An agenda shall be jointly prepared by the co-chairs seventy-two (72) hours in advance of each meeting with committee members being provided an opportunity for submission of items and supporting documents twenty-four (24) hours prior to its preparation and sent to committee members.

In order to be resolved by vote at a meeting in the event consensus fails, the meeting agenda must have identified the proposed action with sufficient particularity that the team members could have, prior to the meeting, meaningfully consulted with all interested parties with respect to the specific action under consideration. The vote shall be a majority of those team members present at the meeting. Decisions of the SBDM Team with respect to functions and responsibilities are subject to review and approval of the central team.

- I. The District will fund site budgets for SBDM site meetings.
 - 1. The budgeted amount will be equal to the required number of representatives on the SBDM site team times the required nine (9) meetings per year, times the daily teacher's substitute rate.

Distribution of these budgeted monies to members of the SBDM Site teams shall be determined and approved by each site team. The rate for each unit member shall be no less than the highest rate paid to any SBDM site team member.
 - 2. In the event, that funding is not provided or allocated by the district for SBDM site team's budget, and if any other unit members are provided compensation for its SBDM site team meetings, AEOTE SBDM site team members at that site may then submit a timecard for the actual hours worked their regular work day up to a maximum of 12 hours per site per year.

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- J. Membership on a site team will be voluntary. Selection will be made by one's peers.
- K. Unresolved SBDM site level issues will be submitted to the Central Team before implementation at the site.
- L. If implementation of SBDM at the District Office shall be jointly agreed upon by AEOTE and the District, any committee that is formed shall have the same number of AEOTE representatives as the number of District members.

SBDM

Contract Language

HUSD & SEIU

**Collective Bargaining
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ARTICLE 22
SITE BASED DECISION MAKING (SBDM)

A. Philosophy

1. The District and the SEIU Coalition agree that Shared Decision Making should be fostered, promoted and supported in accordance with the following provisions.

The District and the SEIU Coalition herein recognize that SDM in which unit members at designated sites are given increased responsibility for making decisions will improve effective operations practice and process. This process would better provide opportunities for the exchange of ideas, data and information that is necessary to improve overall operations of maintenance, operations, transportation, warehouse, and security. The District and the SEIU Coalition agree that better decisions should be made and fostered through the SDM process within the above mentioned departments.

B. Structure

1. Two thirds of the effected bargaining unit members voting shall initiate SDM at the designated sites:
 - a. Amador Yard-SDM Team shall be composed of:
Two (2) representatives of the Administration
Two (2) representatives of the Supervisors
One (1) representative of each of the following cohorts:
 paint/carpentry,
 electronics/electric
 maintenance (building #5)
 grounds/utility
 transportation
 SAFECO
 - b. Warehouse/Purchasing
 - c. Child Nutrition Center - Production
 Two (2) CNA
 One (1) FPO
 One (1) B-C-D
 One (1) Machinery
 One (1) Back Kitchen
 One (1) Warehouse
 One (1) Custodian
 One (1) FP Suprv.
 One (1) Manager (NSC)
 One (1) Director

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- d. Child Nutrition - Service
 - Two (2) HS
 - One (1) IS
 - Two (2) SKO
 - One (1) B-C-D
 - One (1) Back
 - One (1) Packaging FPC
 - One (1) Warehouse
 - One (1) Mrgr or Suprv
 - One (1) Asst. Director

- 2. Representatives shall be elected for a two year term and may stand for reelection.
- 3. Alternates may be elected and shall attend and vote in the absence of the regular representatives.
- 4. There shall be joint chairs selected at-large and rotated at designated intervals.
- 5. SDM Teams shall consider all points of view expressed at the sessions.
- 6. Meetings shall be held at a time convenient for all participants. Participants shall receive adequate release time or pay as appropriate. Subs will be provided if necessary. Decisions attained by consensus shall be the primary goal. The first major task of the team will be deciding on the process for reaching consensus. Decisions not susceptible to the consensus process shall in a timely fashion be determined by majority vote. The majority shall be based on members present.
- 7. An agenda shall be prepared by the co-chairs 72 hours in advance of each meeting with committee members provided an opportunity for submission of items and supporting documents 24 hours prior to its preparation and sent to committee members. Robert's Rules shall govern procedures not outlined in this agreement.

C. Functions

- 1. The Amador Yard SDM Team shall have the following functions and responsibilities:
 - a. Participation in training.
 - b. Developing an Amador Yard Project Agreement (PA). Such agreement shall not extend to hiring, firing, staffing or evaluating bargaining unit members. Neither shall such a project agreement

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include a merit pay system, or any other provisions contrary to the collective bargaining agreement. The PA shall include goals and objectives, staff development and shall include an evaluation of the PA on an annual basis.

- c. Designing and conducting staff development programs and policies.
- d. Yard-wide problem solving.
- e. Coordination among departments.
- f. Developing procedures and communications which encourage unit members involvement in SDM.

D. Implementation

- 1. In support of these goals and to facilitate the implementation of HUSD's Blueprint for the Future, the parties agree that these Teams shall meet regularly and in concert with HUSD:
 - a. To facilitate the implementation of the HUSD SDM model through this and any subsequent agreements between the District and SEIU.
 - b. Periodically review and assess SDM and where appropriate make changes.
 - c. Make sure that necessary financial resources are made available to the Amador Yard SDM as the staff prepares for and implements relevant processes and structures. The District shall assist in the application for relevant grants.
 - d. Provide guidance and relevant training to all SDM participants.

E. The District agrees to allow one member of the unit to serve on the Central Team for District SBDM.

F. One member from Maintenance and Operations on each site where SBDM is in operation.

The Maintenance and Operations unit at any site, with the exception of the Amador Yard or the Central Kitchen which is involved in SBDM, may designate at least one of its members to serve on that site's SBDM Team.

SBDM

Information Packet

Site Based Decision Making Information Packet

Site Based Decision Making in Hayward

The Hayward Unified School District's employee groups, parents, community members, and students believe that giving people increased responsibility for making decisions at individual school sites will have a positive impact on the educational program at each school. By sharing in the decision-making process, site staff has the opportunity to exchange ideas, data, and other information necessary to improve educational opportunities for students. Site Based Decision Making (SBDM) was introduced into the Hayward Unified School District in the Spring of 1996. The staff at each school site was given the opportunity to adopt SBDM as a formal process for their site. After approving the process, they selected members for their SBDM team, which consists of an administrator, teachers, certificated support staff, classified support staff, parents, and students, when appropriate.

CENTRAL TEAM:

The team that will oversee all site teams in the district is the Central Team. The core composition shall include: the Superintendent, a deputy Superintendent and **three site** administrators all to be appointed by the Superintendent, three classroom teachers and two representatives of HEA appointed by the HEA President. AEOTE and SEIU will each appoint a representative. The Board will have two representatives, one of which could be a parent. Alternatives may be appointed as needed by circumstances. The Central Team shall be jointly chaired by one person appointed by the Association and one person appointed by the District.

Meeting Times/Date/Frequency

The Central Team meets once a month from September through June. At the beginning of each year, a calendar will be established. The team currently meets on the first Tuesday of each month from 9:00 - 11:00 although times and meeting dates may change with the agreement of the majority of the members of the Central Team. Additional meetings may be called as needed.

Work of the Central Team

The main work of the Central Team focuses on ensuring that site teams function well and that they make decisions based on their scope. When a site team is having a difficult time making decisions, the Central Team will offer guidance and/or suggestions for ways to help the team function better as a team.

Responsibilities of Central Team

It is the responsibility of the Central Team to:

1. Monitor SBDM Site Elections

When a site decides they wish to participate in the SBDM process, the Central Team oversees the election process to see that peers vote for peers and that at least two-thirds of each group votes to become a SBDM site. Once a team votes to become a site team, they will be entitled to training and stipends.

2. Review Site Surveys

Each year each site will complete a survey identifying who is on the site team, when meetings are to be held, and the focus for the year. The Central Team will review these surveys.

3. Review Site SBDM Budgets and Stipend Payment Schedule

At the beginning of each year, the site budgets will be reviewed by the Central Team. A stipend survey will be sent out asking each site whether members wish to be paid once or twice a year. Procedures for payment or procedures for using substitutes will be established.

4. Establish Site Training Schedule

At the end of each school year, the Central Team will identify possible training dates for the fall. Substitutes will be held for those days. At the first meeting in the fall, these dates will **be** re-evaluated and changes will be made based on need.

5. Establish Central Team Training Schedule

At the end of each school year, the Central Team will decide about training needed for the Central Team itself. A schedule will be established and trainers will be secured.

6. Provide System for Concerns/Assistance

A concern/assistance form will be given to each of the site Co-Chairs. „This form is to be used when a question or concern arises. Once completed, it will be forwarded to the Superintendent or the President of the Association.

7. Provide for Site Assistance

It is the responsibility of the Central Team to make available to sites the resources to help their team better function as a site team. This assistance may include but is not limited to: additional visits of Central Team Members, additional training on the SBDM process, consultants or facilitators.

Communication

The primary means of communication between the site team and the Central Team will be through minutes of meetings. In addition, each site team will be visited by two Central Team members at least once a year. Central Team members will serve as observers during the meeting and will serve as liaison between the sites and the Central Team. Central Team will also communicate through periodic newsletters that will be sent to all SBDM sites.

SCHOOL SITE TEAMS:

Setting Up A Site Team

If two-thirds of the unit members at a school site, voting by secret ballot, wish to participate in SBDM, a local SBDM Team shall be established to receive Central District Team training. Local SBDM Team will have a structure with representation such that the professional staff (site administration and-instructional staff) together make up a simple majority.

Composition of the Team

The core composition of the site team is listed below. Each team may choose to add members in order to better meet the needs of the site team. Any additional members shall be elected by peers. The core composition of the elementary sites and child development centers site based decision making team will be: a site administrator, a FRA Rep, the Curriculum Council representative, classroom teachers, a certificated support staff person, a classified support staff person, and a parent. The core composition for the intermediate, high schools, English Language Center and adult school shall be: a site administrator, a FRA Rep, a site or district Curriculum Council representative, classroom teachers, a certificated support staff person, a classified support staff person, a parent and a student.

Elections

Representatives shall be elected for a two-year term and are eligible for reelection. Certificated members shall vote for the certificated members on the team and classified members shall vote for the classified members on the team. The principal and the FRA Rep shall serve as Co-Chairs.

Filling A Vacancy On The Site Team

The term of members on an SBDM team is two years. However, should your team have an unexpected vacancy prior to the normal selection/election period, due to an employee transferring or leaving the district, etc., the vacancy should be filled using a democratic process with those people who are represented by that vacancy.

One employee category may not be filled with a representative from another category. For example, a classified employee position may not be filled with a certificated employee. In order to be eligible to serve on an SBDM team, an employee must be represented by a bargaining unit or ACSA.

Meetings

SBDM team meeting dates and times shall be determined by consensus of team members. Certificated and classified team members on the SBDM Team will be given a stipend for attending meetings held after the duty day. Classified team members meeting during their duty day may be eligible for a stipend if they take on extra duties, related to SBDM, such as taking or typing minutes or typing agendas, etc. Since ongoing communication is an important part of the success of the site SBDM Team, it is expected that each team will meet monthly with a minimum of nine meetings per year. The Co-Chairs of the site team should send minutes of each meeting to the Superintendent after each meeting. Each year the Central Team will ask you to complete a survey regarding the composition of your team and your scheduled meeting dates for the school year. You will need to complete this survey by the end of October each year.

Budgets:

Training Needs

Each year the Central Team will survey the site team as to its needs for training in the decision making process. The cost of the substitutes will be taken out of the site SBDM budget. If a site feels they have additional needs throughout the year, they can complete one of the Site Concerns Forms in the Appendix to request additional training or intervention.

Stipends

As mentioned above, stipends will be paid for attending meetings after the duty day ends. Stipends will be paid one of the following ways:

Option 1: Membership. Evenly divisible by the number of eligible team members, or

Option 2: Attendance. Divisible by attendance of eligible team members,

Option 3: Should the team wish to meet on full days, stipend money can instead be used to pay for substitutes. The team will also need to meet a minimum of nine times (monthly) during the year.

The SBDM stipend is to be paid twice a year as referenced in Article 28 (HEA). The first payment is on the January 31 pay warrant, and the second payment is on the June 30 pay warrant. The due dates for submitting the stipend forms are December and May.

Agendas and Minutes:

The two Co-Chairs of the site team shall meet together prior to the meeting to develop an agenda. An agenda will be published at least 72 hours in advance of the meeting. The entire SBDM Team will receive a copy of the agenda and the agenda will be posted for other staff members to see. Prior to the meeting, one of the members of the team will agree to take minutes of the meeting. These minutes will be turned in monthly to the Superintendent using the form signed by both Co-Chairs. These minutes will also be available to the entire staff at the site.

Communication Between Site Team and Central Team

The main communication between the site team and the Central Team will be through minutes of meetings. If a site team has a question or concern, either Co-Chair may complete the following site concern forms and send that concern form to the Central Team care of the Superintendent.

Working As A Team

Coming To Consensus,

The major goal of Site Based Decision Making is a joint planning and problem solving process that seeks to improve the quality of working conditions for staff and the educational experience for students. Training will help each team find ways of working together that help create decisions that work for the entire school. Each decision should be consistent with the Comprehensive Site Plan and the School Site Project Agreement

Functions and Responsibilities

Local Teams have the following functions and responsibilities:

1. Participation in SBDM training.
2. Developing a School Site Project Agreement Such agreement shall not include Local SBDM Team hiring, firing, or evaluating bargaining unit members. Neither shall such a Project Agreement include a merit pay system for certificated bargaining unit members. The School Site Project Agreement shall include goals and objectives and may have a plan for including parents in school activities, staff development, and shall include an evaluation of the Project Agreement on an annual basis.
3. Making decisions about school issues such as budget, curriculum, and safety.
4. Tailoring and coordinating curriculum and instruction across grade levels and between and within departments at the school site level.
5. Establishing/revising site pupil discipline plans and practices.
6. Designing and conducting site staff development programs and policies.
7. Solving school-wide problems and developing programs.
8. Developing procedures and communications, which encourage teacher involvement in decision-making
9. Developing grant proposals and other proposals for additional compensation for additional responsibilities:
10. Making recommendations on staffing and the day-to-day operation of the school.
11. Selecting two unit member representatives from the site for the final site interview panel for a site administrator (s) vacancy. This does not apply to internal reassignments or transfers.

Scope of Decisions

The SBDM Team at the school site may make decisions related to any or all of the following responsibilities:

- **Discipline**
Annually review the Site Discipline Plan, making revisions as necessary.
- **Budget**
Oversee the regular school site budget. If the SBDM and SSC teams are the same, all monies fall under the jurisdiction of the SBDM/SSC. Categorical funds are restricted and governed by the appropriate councils; the SBDM Team may make recommendations to those councils.
- **Safety**
Annually review the Site Safety Plan, making revisions as necessary.
- **Curriculum**
Review the Comprehensive School Site Plan, making revisions as necessary. Make recommendations related to instructional materials.
- **Instruction**
Define teams' role in coordinating and facilitating instructional-based issues.
- **Involvement**
Develop procedures and communications that encourage staff involvement in SBDM.
- **Professional Development**
Determine the staff's need in relation to school plan or focus, then coordinate/facilitate professional development opportunities.
- **Grant Opportunities**
Pursue grant opportunities to further the school-wide focus.

The SBDM Team may *make recommendations* in the following areas:

- **Facilities**
Review plans regarding any changes to be made to site facilities, including the addition of portable classrooms, before they are sent to district staff for review of fiscal and physical feasibility. Review any revisions made to the plans.
- **Staffing**
- **Day-to-day operations of the school.**

SBDM REMINDERS

Membership—two year term, except principal; all voted by peer groups

- Principal, Co-Chair
- FRA Rep, Co-Chair
- Curriculum Council Rep
- AEOTE Rep
- Classified
- Certificated Support Staff (prep, PRT, EL Specialist, Speech Therapist)
- Classroom Teachers (Number of teachers is determined by staff)
- Parent
- Student (Secondary Level)

Meetings

- Minimum of nine meetings per school year, recommended that these occur monthly
- Agenda published 72 hours prior to the meeting (supporting documents 24 hrs prior)
- Approved Minutes—recorded and turned in monthly to Superintendent’s Office with approved minutes signed off by both Co-Chairs. Approved minutes must reflect attendees or have a sign-in sheet attached.

Stipend/Payment

- Stipend to be divided between all members (except parent, student, principal)
- Decision as to how to divide stipend will be site decision
- Payment Plan also to be decided by site. Options are:
 - Option 1—one time payment in June (stipend form in by May)
 - Option 2—two times a year, January and June (form in by Dec. and May)
 - Option 3—all day subs in lieu of stipend; team still needs at least 9 meetings

Purpose of Team/Decisions

The SBDM Team has the opportunity to exchange ideas, data, and other information, and to make decisions and/or recommendations necessary to improve educational opportunities/experiences for students. The site team will decide the process for reaching consensus (i.e. Fist of Five, discussion and agreement). The best decisions are those everyone can support because they are those reached by consensus. However, in rare instances, when consensus cannot be reached, team may choose to vote or go back to staff for more input.

Responsibilities

- Participate in SBDM Training when offered
- Complete School Site Project Agreement
- Attend monthly meetings
- Communicate with staff and community

Scope

The scope of SBDM is related to the decisions/recommendations listed below:

SBDM makes Decisions related to: Budget—School Site, MAA, any other non-restricted Safety Implementation of Standards Based Instruction Tailoring and Coordinating Curriculum and Instruction Professional Development Grant Opportunities Discipline Plans School Wide Practices	SBDM may make Recommendations related to: Facilities Staffing Day-to-Day Operations
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SBDM STAMP

Approved by SBDM Team Date: _____
Site SBDM Co-Chair
Site SBDM Co-Chair

All SBDM approved Purchase Requests must contain this stamp before processing. Please contact Business Services with any questions.

SBDM

Central Team



CENTRAL TEAM VISIT

SITE	DATE	CENTRAL TEAM MEMBERS
------	------	----------------------

Pre Meeting Questions	Notes
<p>Focus Are there any changes to the focus areas listed at the beginning of the year?</p>	
<p>Participation</p> <ul style="list-style-type: none"> • Are there any changes to participants? • Who is participating in the decision-making? Is there full participation? • Are all voices being heard? • What decision-making model does your team use? • What is the history of the team? • What continuity is there? 	
<p>Agenda</p> <ul style="list-style-type: none"> • How are the agendas developed? • How will it include all participants? • What did you learn from the training and what are you using from the training? 	

Guiding Questions for Site Team Visit	Notes
Are all groups represented? If not, who's missing?	
How are/were decisions made?	
Were all voices being heard?	
How can Central Team support this site team?	

Remind SBDM team to send in their minutes to kwatts@husd.us

HAYWARD UNIFIED SCHOOL DISTRICT

SCHOOL YEAR _____

SBDM SITE CONCERNS/ASSISTANCE FORM

SITE _____

DATE _____

PERSON SUBMITTING FORM _____

CONCERN _____

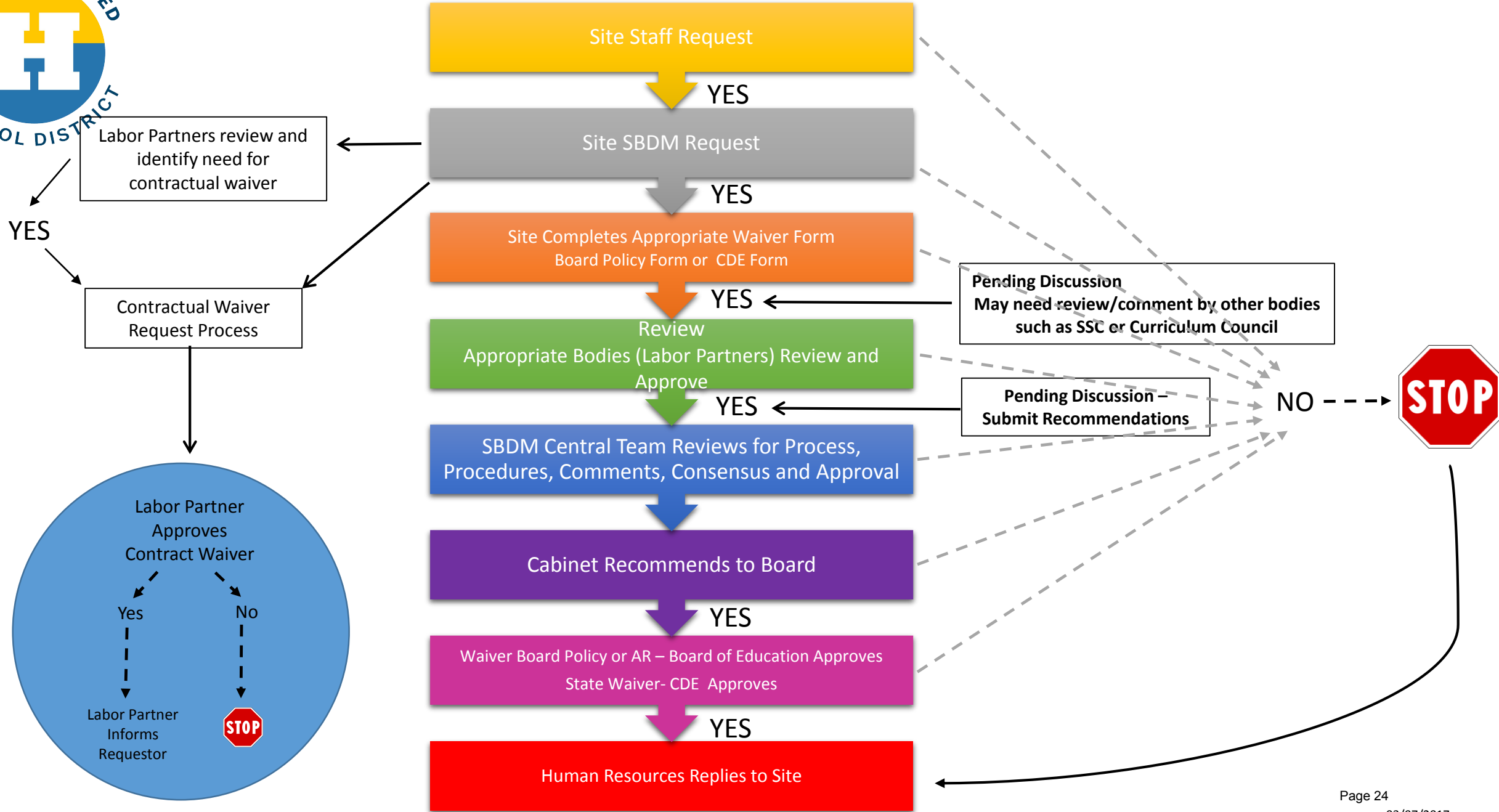
REQUEST FOR ASSISTANCE _____

Please explain your concern/request for assistance in the space below:

Waivers



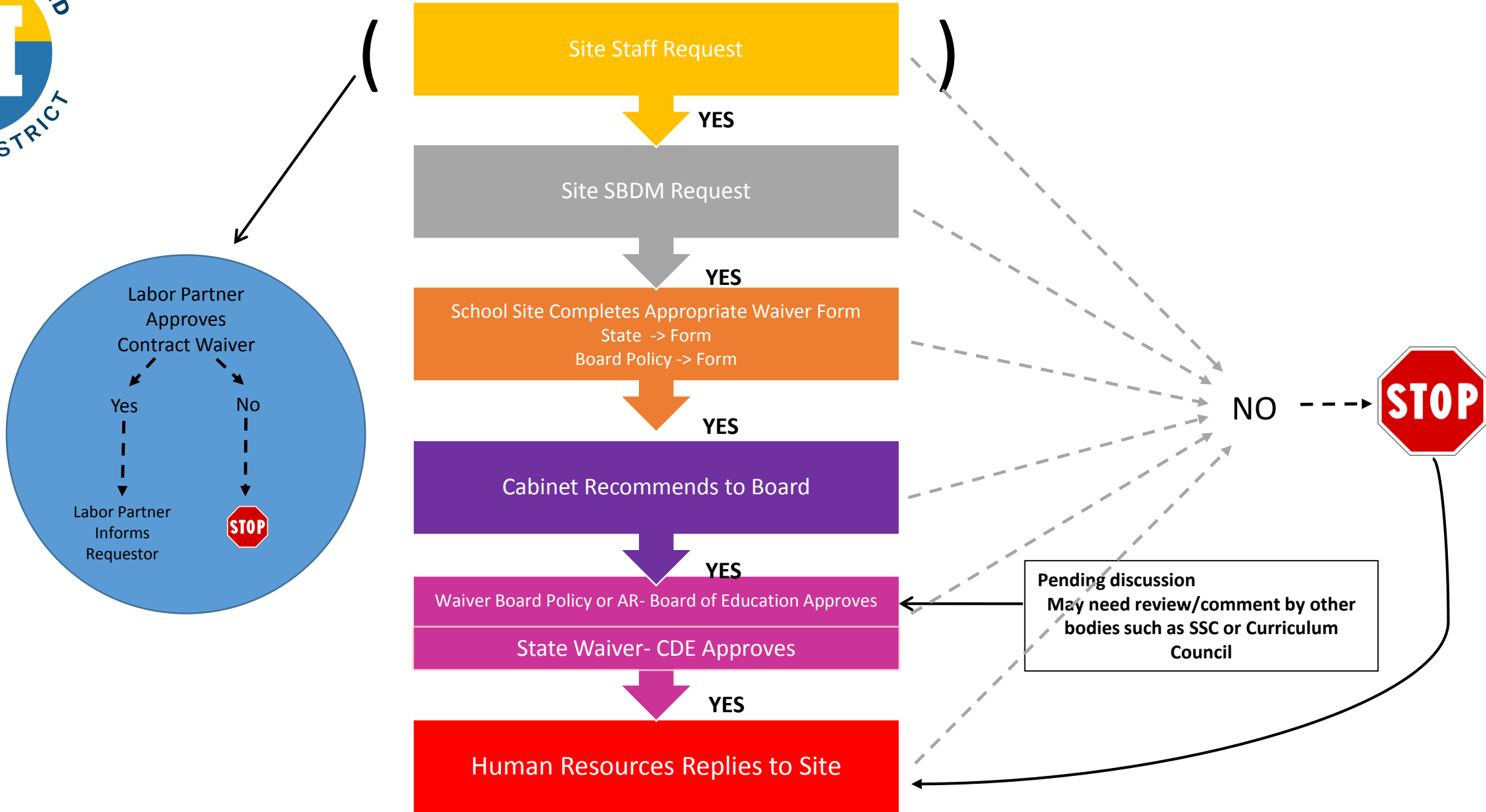
Process for SBDM Waiver





Process for SBDM Waiver Renewal

January Notification



HUSD BOARD OF EDUCATION

SPECIFIC WAIVER REQUEST

SW-1 (3-08-11)

Send Original plus one copy to:
HUSD Board of Education

First Time Waiver:
Renewal Waiver:

Send Electronic copy in Word and
back-up material to:
Superintendent's Office

School Site:		Contact name and Title:		Contact person's e-mail address:
Address: (City) (State) (ZIP)		Phone (and extension, if necessary):		
		Fax number:		
Period of request: (month/day/year) <i>Note: Not for more than one year.</i>		Local SBDM Site approval date: (Required)		
From: To:				
1. Authority for the waiver: HEA Article 28.F <i>"The District and the Association recognize that the site based decision making may be an innovative process and that proposals may be considered that are in conflict with collective bargaining Agreements, Board Policy, regulation or law. Upon request of the SBDM Team and approval of the District level SBDM Council, the District and the Association may pursue the waiver. Until such waiver is granted by the proper body, no action should be taken by the site."</i>				
2. Board Policy or Administrative Regulation or portion to be waived. (Note: BP/AR 0420a, 1240, 1312.3a, 5113a, 5144a, 6020, 6120x, 6159a, and 6174 were revised as a result of DAIT requirements. State how your proposal would be consistent with the DAIT requirements and adhere to the overall DAIT plan.) Section to be waived: (number) Circle One: BP or AR Brief Description of the topic of the waiver:				
3. If this is a renewal of a previously approved waiver, please list Waiver No: _____ and date of HUSD Board of Education approval _____				
4. Board Policy or Administrative Regulations section to be waived. If the request is to waive a portion of a section, type the text of the pertinent sentence of the law, or those exact phrases requested to be waived (or use a strike out key if only portions of sections are to be waived). (Attach additional pages if necessary.)				
5. Desired outcome/rationale. State what you hope to accomplish with the waiver. Describe briefly the circumstances that brought about the request and why the waiver is necessary to achieve improved student performance and/or streamline or facilitate local agency operations. (Attach additional pages if necessary.)				

SPECIFIC WAIVER REQUEST

SW-1 (3-08-11)

6. Collective bargaining unit information (This portion is to be completed by Superintendent/Designee)				
Unit	Date Consulted	Name of Person Consulted	Position of Unit? Neutral, Support, Oppose	Signature
<input type="checkbox"/> AEOTE				
<input type="checkbox"/> HEA				
<input type="checkbox"/> SEIU				
If not supported explain why not in the space below:				
7. If the waiver affects a program under School Site Council or ELAC funding, that council must be consulted regarding the request for a waiver.				
Unit	Date Consulted	Name of Person Consulted	Position of Unit? Neutral, Support, Oppose	Signature
<input type="checkbox"/> SSC				
<input type="checkbox"/> ELAC				
<input type="checkbox"/> Other				
If not supported explain why not in the space below:				
8. Demographic Information: <i>(School/program)</i> _____ has a student population				
Is this waiver associated with an apportionment related audit penalty? (per EC 41344) No Yes (If yes, please attach explanation or copy of audit finding)				
Has there been a Categorical Program Monitoring (CPM) finding on this issue? No Yes (If yes, please attach explanation or copy of CPM finding)				
School Certification — <i>I hereby certify that the information provided on this application is correct and complete.</i>				
Signature of Principal or Designee		Title:		Date:
Signature of Director of Special Education (only if a Special Education Waiver)				Date:
FOR BOARD OF EDUCATION USE ONLY				
<input type="checkbox"/> The Board of Education has voted to accept this waiver <input type="checkbox"/> Decline this waiver For the following reason:				
Board President <i>(type or print)</i> :		Board President Signature:		Date:
Superintendent <i>(type or print)</i> :		Superintendent Signature:		Date:

Conducting a Meeting

Conducting a Meeting Using Robert's Rules of Order

Members express themselves in a meeting by making motions. A motion is a proposal that the entire membership take action or a stand on an issue. Individual members can:

- Call to order
- Second motions
- Debate motions
- Vote on motions

There are four basic types of motions:

- **Main motions:** The purpose of a main motion is to introduce items to the membership for their consideration. They cannot be made when any other motion is on the floor, and they yield to subsidiary, privileged and incidental motions.
- **Subsidiary motions:** Their purpose is to change or affect how a main motion is handled, and is voted on before a main motion.
- **Privileged motions:** Their purpose is to bring up items that are urgent or important matters unrelated to pending business.
- **Incidental motions:** Their purpose is to provide a means of questioning procedure concerning other motions and must be considered before the other motion.

How motions are presented:

Obtain the floor

- Wait until the last speaker has finished.
- Rise and address the chairperson by saying, "Mr./Ms. Chairperson" or "Mr./Ms. President."
- Wait until the chairperson recognizes you.

Make your motion

- Speak in a clear and concise manner.
- Always state a motion affirmatively. Say, "I move that we..." rather than "I move that we do not..."
- Avoid personalities and stay on your subject.

Wait for someone to second your motion

- Another member will second your motion or the chairperson will call for a second.
- If there is no second to your motion, it is lost.

The chairperson states your motion

- The chairperson will say, "It has been moved and seconded that we..." thus placing your motion before the membership for consideration and action.
- The membership either debates your motion, or may move directly to a vote.
- Once your motion is presented to the membership by the chairperson, it becomes "assembly property" and cannot be changed by you without the consent of the members.

Expanding on your motion

- The time for you to speak in favor of your motion is at this point in time, rather than at the time you present it.
- The mover is always allowed to speak first.
- All comments and debate must be directed to the chairperson.
- Keep to the time limit for speaking that has been established.
- The mover may speak again only after other speakers are finished unless called upon by the chairperson.

Putting the question to the membership

The chairperson asks, "Are you ready to vote on the question?"

- If there is no more discussion, a vote is taken.
- On a motion to move the previous question may be adapted.

Voting on a motion

The method of vote on any motion depends on the situation and the bylaws of your organization. There are five methods used to vote by most organizations, they are:

- By voice--The chairperson asks those in favor to say "aye," those opposed to say "no." Any member may move for an exact count.
- By roll call--Each member answers "yes" or "no" as his name is called. This method is used when a record of each person's vote is required.
- By general consent--When a motion is not likely to be opposed, the chairperson says, "If there is no objection..." The membership shows agreement by their silence; however, if one member says, "I object," the item must be put to a vote.
- By division--This is a slight verification of a voice vote. It does not require a count unless the chairman so desires. Members raise their hands or stand.
- By ballot--Members write their vote on a slip of paper; this method is used when secrecy is desired.

Reference Materials

Building Consensus

Designing the Agenda

Communication Protocols & Models

Verbal & Non-verbal Communication

Fist to Five Consensus

Fist to Five.

It has the elements of consensus built in and can prepare groups to transition into consensus if they wish. Most people are accustomed to the simplicity of "yes" and "no" voting rather than the complex and more community-oriented consensus method of decision making. Fist to Five introduces the element of the quality of the "yes." A fist is a "no" and any number of fingers is a "yes," with an indication of how good a "yes" it is. Fist to Five can also be used during consensus decision making as a way to check the "sense of the group," or to check the quality of the consensus.

Fist to Five is accomplished by raising hands as in voting, with the number of fingers raised that indicates level of agreement.

- **A fist** means, "NO." or in consensus it means, "I object and will block consensus (usually on moral grounds)."
- **1 finger** means, "I'll just barely go along." or, "I don't like this but it's not quite a no." or, "I think there is lots more work to do on this proposal." In consensus this indicates standing aside, or not being in agreement but not blocking the consensus.
- **2 fingers** means "I don't much like this but I'll go along."
- **3 fingers** means, "I'm in the middle somewhere. Like some of it, but not all."
- **4 fingers** means, "This is fine."
- **5 fingers** means, "I like this a lot, I think it's the best possible decision."

Fist to Five Process:

1. When a proposal has been brought before a group, it has been well discussed and refined as needed, a process to determine if there is consensus is used.
2. People raise their hands with the number of fingers that indicate their degree of agreement with the proposal. Hands are held VERY high and the room is scanned by all. That way everyone is checking the sense of the room and not individual opinions.
3. Typically, people with fists and one finger can be asked to speak to their objections and offer possible solutions to overcome their objections. This is attempted, and poll is taken.
4. It is often wise to check early in the proposal dialogue, as sometimes a group is actually ready for consensus earlier than expected and a lot of time can be saved. An early check might find all 4 and 5 fingers except for two 1's, meaning no one would block consensus and only two people have needs to be met. Only those people then speak and their objections addressed which saves a lot of time.
5. A low quality vote (lots of 1s, 2s and 3s) tells you the decision is probably a stop gap measure and will need to be watched closely or revisited soon. It is generally wise to attach a date for review to a decision that is low in quality. Some groups find it saves time in the end to not accept a vote that is affirmative but primarily 1s and 2s as the proposal is generally troublesome and comes up again anyway.
6. If it is obvious that the vote is wildly split, with no real majority, despite a winning "yes," the group knows it has more work to do, and that the decision may not endure. They can expect more controversy and know a plan must be made to address the polarized views.

Agendas

- Jointly prepared by the Co-Chairs 72 hours in advance.
- Members may submit items and supporting documents 24 hours prior to agenda preparation.

Community Agreements/Norms 13-14

1. Stay focused, engaged, listen respectfully
2. Share the mic/speak your truth
3. Assume Positive Intent
4. Offer solution oriented suggestions.

Cherryland Elementary School SBDM

September 25th 2013 3:00 pm- 4:00 pm

Meeting Roles
Facilitator: Mr. Clark
Timekeeper:
Note Taker:
Process Observer:

Attendees:

Time and Length	Topic	Presenter(s)	Action Required	Outcomes
3:00 pm 5 minutes	Introduction/ Review Agenda	Mr. Clark Y.I.S	Discussion Informational	● SBDM will review the agenda and roles for meetings
3:05 5 minutes	MAA budget	Mr. Tsuie	Discussion Informational	Mr. Tsuie will review the MAA budget for 2013-14
3:10 pm 10 minutes	Conflict Manager T-shirts	Jill Meier/ Heather Burns	Proposal Vote needed	● Proposal to purchase 50 new conflict manager T-shirts using MAA money.
3:20 pm 5 minutes	Copy machine recommendation	Jill Meier	Recommendation/ proposal Vote needed	● Proposal to make recommendation to Principal to move one copy machine to staff lounge
3:25 pm 10 minutes	Kindergarten Pick up system	Penny Igarashi	Proposal Vote needed	● Proposal to adopt a system/schedule to locking the gate on pick up for kindergarten.
3:35 pm 5 minutes	Painting the portable buildings room 41-45	Jacqueline Lafitte	Proposal Vote Needed	● Proposal to make a recommendation to the School Principal to paint the portable buildings the same color as the school.
3:40 pm 10 minutes	Recommendation for Intervention	Monique Leary	Discussion	● Discussion of interventions on campus.
3:50 pm 5 minutes	Open Items for discussion	Whole Group	Discussion	● Discuss any open items.

**SBDM Agenda
(Lorin Eden)
November 4, 2013**

**Safety Updates
Nov. Staff Meeting
SBDM Training
Notes from the Box
Monthly Feedback Forms
Other:
 Parent Conference Scheduling**

**SBDM Agenda
(Lorin Eden)
November 4, 2013**

**Safety Updates
Nov. Staff Meeting
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Notes from the Box
Monthly Feedback Forms
Other:
 Parent Conference Scheduling**

SITE BASED DECISION MAKING TRAINING

6. Timeline for your project:

Date	Activity	Person(s) Responsible

7. What support can Central Team provide your team?

8. Additional comments/questions?

SBDM PROJECT LIST 2016-2017

Site	SBDM Project Description
BOWMAN *	SCHOOL CLIMATE
BURBANK	ART INTEGRATION
ELDRIDGE *	SITE MAINTENANCE ISSUES
FAIRVIEW	SBDM COMMUNICATION
GLASSBROOK	SBDM COMMUNICATION
HARDER	MULTI-CULTURAL AWARENESS
LONGWOOD	SAFE PLAYGROUND CLIMATE
LORIN EDEN	TECHNOLOGY/SCHOOL CLIMATE
PALMA CEIA	SBDM COMMUNICATION
PARK *	SCHOOL CLIMATE
RUUS	AFTER-SCHOOL INTERVENTION
SCHAFFER PARK	SHARED DECISION-MAKING/SBDM COMMUNICATION/MAA \$ SPENDING
SOUTHGATE	ASSESSMENT DATA
STONEBRAE	STEAM ACTIVITIES/MAKER SPACE
TREEVIEW/BIDWELL	MATH: PROBLEM SOLVING
TYRRELL	SCHOOL COMMITTEES
CHILD DEV CTR*	PSE & EVENT COLLABORATION
BRET HARTE	INTERNATIONAL DINNER
CESAR CHAVEZ	STUDENT ATTENDANCE
OCHOA	TECHNOLOGY & MASTER SCHEDULING OFFERINGS
WINTON	ACADEMIC PERFORMANCE, SCHOOL CLIMATE, STUDENT ATTENDANCE
BRENKOWITZ	STUDENT ATTENDANCE
MT. EDEN	HOMEWORK POLICY