

# Rep Council Meeting

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May 17, 2011

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- 1) Call to Order
  - 2) Agenda
  - 3) Minutes
  - 4) Key Issues
    - a) CTA State of Emergency Plan
    - b) Bargaining Update
      - a. Initial Proposal
      - b. PLAS MOU
    - c) Health Benefits Authority
    - d) Summer School
      - a. Open Enrollment ends May 23<sup>rd</sup>
      - b. Enrollment of children under age 25
    - e) 2011-12 Calendar
    - f) Chapter Elections Results
  - 5) Old Business
  - 6) New Business
    - a) 2011-12 SAEA Budget
    - b) June Rep Council Meeting
  - 7) Reports
    - a) President
    - b) Treasurer
    - c) Outreach Committee
    - d) Safety Committee
    - e) CTA Executive Director
  - 8) Adjournment
- Next meeting: June 14 at 4:00 pm

5:00 PM SAEA Leadership Awards Dinner



## Santa Ana Educators' Association Inc. CTA-NEA

2107 North Broadway, Suite #305, Santa Ana, CA 92706  
Phone (714) 542-6758 • Fax (714) 558-7333

### REGULAR MEETING OF REP COUNCIL

Minutes

April 19, 2011

1. **Call to Order** - The regular meeting of the SAEA Rep Council was called to order by President Mercer at 4:00pm.
2. **Approval of Agenda** - Motion made by Debbie Price-Flores & seconded to approve the agenda. The agenda was unanimously approved.
3. **Minutes** - Motion made by Debbie Price-Flores & seconded to approve the Minutes of the Regular Rep Council Meeting of Motion carried unanimously.
4. **Key Issues**
  - a. **State Budget Update**- Everything that happens in CA is going to depend on the budget and we don't have one now. Initiatives will not be on a June ballot. Cuts to education will equate to \$380 less per student, which means \$20.8 million less in ongoing revenue. With that, there does not need to be salary increases, but increasing benefit costs must be addressed. The HBA did that.
  - b. **Health Benefits Authority**- Total increase in premiums for SAEA members is \$1.5 million. This increase equates to \$600 per member. To address this we looked at the two areas of increases that were shown through plan usage data: name brand prescription drugs and hospitalization. Prescription changes will save \$500,000. Mental health provider moved from Optum Health to Blue Shield, which is a savings of \$300,000 for the same level of care. HMO and PPO will have to pay \$150 per person deductible per year for brand name drugs for a savings of \$300,000. HMO and Kaiser will have to pay a \$250 copay for admittance to a hospital. Electronic Open Enrollment will launch in May and members will be able to add dependents to age 26. Question and answer time followed.
  - c. **CTA State of Emergency Plan**- Peter Boyd discussed what brought about the statewide week of action. SAEA Week of Action (May 9-13) plans were reviewed: *Monday*- call your Legislature or rally at Norby's office, with two SAEA members flying to Sacramento for a sit-in, *Tuesday*- distribute flyers to parents, *Wednesday/Thursday*- appreciate educators and *Friday*- attend rally in Los Angeles.
  - d. **Rep Recognition Dinner**- Our next rep council meeting will be May 17<sup>th</sup> at 4:00pm at The Villa in Orange. Invitations have been sent out and RSVPs need to come back to the office. First hour will be our regular rep council meeting and second hour (or so) will be rep awards.
  - e. **Equity Day**- Equity Day will be May 21<sup>st</sup> from 8:00am-3:00pm. Two, four or six hours of buyback are available if you attend this day. Topics for the day were discussed.

- f. **Displacements and Transfers-** Displacements and transfer procedures have been set and most have already been determined. The District is compiling a list of open positions. During the month of May, there will be two rounds of EdJoin postings where people can apply for open positions. After openings are filled, displacement process will be taking place in June. The goal is for all teachers to have their placements for next year by the end of the school year.
- g. **Chapter Elections-** Open positions were announced and nominations from the floor were taken. Candidate speeches were given.

5. **Old Business** – none

6. **New Business**

- a. **2011-12 SAEA Budget First Reading-** Scott Miller moved that the SAEA rep council send the 2011-2012 budget to the membership for a first read. Question period was opened. Seeing none, President Susan Mercer took a vote. Motion passed unanimously.

7. **Reports**

- a. **President** – Susan Mercer: Summer school has funding concerns, so the district and union are working on that. The Superintendent search is continuing.
- b. **Treasurer** – Financial statements will be included in next month's packet for review.
- c. **Outreach-** none
- c. **Safety Committee** – Meg Robinson discussed pest/rodent control. Campus security and entry ways, particularly on the elementary sites, were reviewed. Text blasts are being considered for quick dissemination of emergency information to those teachers who sign up.
- d. **CTA Executive Director** – Norma Ortiz discussed CTA imposters who are calling homes for sales purposes. They are not CTA endorsed.

10. **Adjournment:** Meeting was adjourned at 5:32 p.m. by President Susan Mercer.

Next meeting: **May 17, 2011 at 4:00 pm**

Respectfully submitted by:

Barbara Pearson  
Secretary, SAEA

ATTENDEES:

Van De Merghel – Adams  
Marcelo, Sonta – Board Member  
Lawson, Christa – Davis  
Riley, Claudia – Diamond  
Clary, Olga – Edison  
Segura, Gabriela – Esqueda  
Diagle, Linda – Greenville  
Meneghini, Julie – Board Member  
Weiss, Debra – Jefferson  
Dougherty, Maureen – Jefferson  
Waters, Lori – Lincoln  
Price-Flores, Debbie – Mitchell  
Barrios, Veronica – Mitchell  
Wise, Elena – Mitchell  
Colombo, Anna – Monroe  
Kato, Terri – Monroe  
Meade, Donna – Roosevelt  
Horowitz, Eve – Sepulveda  
O'Brien, Lisa – Walker  
Miller, C. Scott – Walker  
Vose, Renee – Wilson  
De la Torre, Hector – Lathrop  
Bahner, Bryce – Lathrop  
Andres, Tina – MacArthur  
Czaja, Greg – McFadden  
Wells, Anna – Mendez  
McGuinness, John – Spurgeon  
Martinez, Barney – Spurgeon  
Sanchez, Stephanie – Villa  
Tieu, Ngoc – Willard  
Dettviler, Tammra – Santa Ana HS  
Robison, Jim – Santa Ana HS  
Stotelmeyer, Stephanie – Segerstrom

Ytuarte, Laurie – Health  
Rey, Diane – Health  
Mercer, Susan - Board Member  
Shepherd, Ron – Board Member  
Boyd, Peter – Board Member  
Pearson, Barbara – Board Member  
Scott, Robin – Board Member  
Garner-Marcelo, Sonta – Board Member  
Blue, Karen – Board Member  
Castanha, William – Board Member  
Robinson, Meg – Board Member  
Morales, Pat – Board Member  
Montelongo, Hank – Board Member  
Meade, Donna – State Council

VISITORS:

Barringer Van Hoak, Amanda – Edison  
Ponce, Maria – Esqueda  
Maceranka, Mike - Segerstrom

Santa Ana Educators' Association

Initial Proposal To

Santa Ana Unified School District

2011 – 2012

SAEA proposes the following:

1. Article VII: Wages and Wage Provisions

- A. Fair and reasonable salary increase based upon budget analysis.
- B. Adjust and modify language regarding factors, stipends and extra service assignments.

2. Article XII: Safety Conditions

- A. Adjust and modify language regarding assaults, threats and pupil discipline.
- B. Adjust and modify language regarding safe workplace and personal property reimbursement.

3. Article XXVI: Special Services

- A. Define and clarify special education case loads.
- B. Define and clarify placement of special education and general education (RTI model) students.
- C. Provide equitable collaboration, testing and IEP writing time for special education teachers.
- D. Changes in work roles (workload) shall be negotiated.
- E. Scheduling and payment of special education, IEP, RTI, SST (et. al.) meetings outside the school day.
- F. SAEA representation on SELPA.
- G. Implement other recommendations of the Special Services committee.

# SAEA Board of Directors and Rep Council Meetings

## 2011-2012 School Year

### Board of Directors

First Tuesday

July 12 (\*\*)

August 23 (\*)

September 6

October 4

November 1

December 6

January 10 (\*\*)

February 7

March 6

April 10 (\*\*)

May 1

June 5

### Rep Council

Third Tuesday

July 19

(non business meeting)

August 30 (\*\*\*)

September 20

October 18

November 15

December 13 (\*\*)

January 17

February 21

March 20

April 17

May 15

June 12 (\*\*)

(\*\*) Second Tuesday

(\*) Fourth Tuesday

(\*\*\*) Fifth Tuesday

## 2011-2012 SAEA Budget

			2010-11		2011-12		Difference
<b>Income</b>							
4010	Member Dues	\$	429,600	\$	420,650	\$	(8,950)
	based on 2400 members						
4040	NEA Uniserv Overage	\$	140,000	\$	140,000	\$	-
4100	Dividend Income	\$	3,000	\$	500	\$	(2,500)
	CTA organizing reimbursement	\$	-	\$	-	\$	-
	<b>Total Income</b>	\$	<b>572,600</b>	\$	<b>561,150</b>	\$	<b>(11,450)</b>
<b>Expense</b>							
<b>Office Expenses</b>							
6211	Mortgage	\$	73,419	\$	73,350	\$	(69)
6212	Property Taxes	\$	18,500	\$	14,000	\$	(4,500)
6214	Condo Fees	\$	47,000	\$	47,000	\$	-
6216	Utilities	\$	10,000	\$	7,500	\$	(2,500)
6220	Taxes and Insurance	\$	5,000	\$	5,000	\$	-
6230	Telephone Service	\$	7,500	\$	7,500	\$	-
6240	Professional Library	\$	500	\$	500	\$	-
6250	Postage	\$	3,000	\$	1,500	\$	(1,500)
6260	Paper and Supplies	\$	16,000	\$	16,000	\$	-
6225	Computers	\$	4,000	\$	2,500	\$	(1,500)
6280	Maintenance and Repairs	\$	10,000	\$	5,000	\$	(5,000)
	Airconditioning	\$	5,000	\$	5,000	\$	-
6290	Accountant	\$	3,500	\$	4,000	\$	500
6295	Bookkeeping	\$	4,000	\$	3,000	\$	(1,000)
	<b>Total</b>	\$	<b>207,419</b>	\$	<b>191,850</b>	\$	<b>(15,569)</b>
<b>Assn. &amp; Officer Expenses</b>							
6420	Pres. Half Salary	\$	50,000	\$	50,000	\$	-
6430	President's Expenses	\$	2,700	\$	2,700	\$	-
6420	President's Extended Yr.	\$	16,000	\$	16,000	\$	-
6470	President's Sub.	\$	4,000	\$	4,000	\$	-
6490	Officer Release	\$	-	\$	-	\$	-
6440	1st VP Expenses	\$	200	\$	200	\$	-
6450	2nd VP Expenses	\$	200	\$	200	\$	-
6410	Release Time	\$	18,000	\$	18,000	\$	-
	<b>Total</b>	\$	<b>91,100</b>	\$	<b>91,100</b>	\$	-

6510	Negotiations	\$	5,000	\$	5,000	\$	-
6513	Organizing	\$	6,500	\$	5,000	\$	(1,500)
6515	Contract Printing	\$	5,000	\$	5,000	\$	-
6520	Communications	\$	3,000	\$	3,000	\$	-
6525	Web Site	\$	600	\$	600	\$	-
6530	Grievance/Arbitration	\$	13,000	\$	10,000	\$	(3,000)
6535	Grievance Training	\$	300	\$	300	\$	-
6540	BOD & Rep Council	\$	5,000	\$	9,500	\$	4,500
6553	Elections Committee	\$	500	\$	500	\$	-
6554	Pol. Action Committee	\$	-	\$	-	\$	-
6556	Community Outreach	\$	-	\$	1,500	\$	1,500
6560	Other Committees	\$	1,000	\$	1,000	\$	-
6570	Recognition and Sunshine	\$	2,000	\$	2,000	\$	-
6580	Day of the Teacher	\$	1,500	\$	1,500	\$	-
6592	Read Across America	\$	2,000	\$	2,000	\$	-
6590	Membership/Training	\$	600	\$	600	\$	-
	<b>Total</b>	<b>\$</b>	<b>46,000</b>	<b>\$</b>	<b>47,500</b>	<b>\$</b>	<b>1,500</b>

**Staff Expenses**

6620	Secretary Salary (P)	\$	42,336	\$	42,336	\$	-
6625	Secretary Ben. & Exp (P)	\$	42,316	\$	42,316	\$	-
6645	Secretary Salary (R)	\$	51,332	\$	51,332	\$	-
6650	Secretary Ben. & Exp (R)	\$	46,313	\$	46,313	\$	-
	<b>Total</b>	<b>\$</b>	<b>182,297</b>	<b>\$</b>	<b>182,297</b>	<b>\$</b>	<b>-</b>

**Leadership Training**

6710	NEA Rep Assembly	\$	24,000	\$	24,000	\$	-
6720	Fall Leadership	\$	2,500	\$	2,500	\$	-
6740	Summer Institute	\$	8,400	\$	8,400	\$	-
6745	OSCC	\$	500	\$	500	\$	-
6770	Affiliate Membership	\$	500	\$	500	\$	-
6775	President's Conf.	\$	-	\$	3,000	\$	3,000
6780	Leadership Training Exp.	\$	1,000	\$	1,000	\$	-
6790	Board Leadership	\$	1,800	\$	1,500	\$	(300)
6795	Conferences	\$	5,000	\$	5,000	\$	-
	<b>Total</b>	<b>\$</b>	<b>43,700</b>	<b>\$</b>	<b>46,400</b>	<b>\$</b>	<b>2,700</b>

**Miscellaneous**

6830	Contingency	\$	1,000	\$	1,000	\$	-
6838	Scholarship	\$	1,000	\$	1,000	\$	-
6840	Capital Outlay						
6850	Depreciation						
	<b>Total</b>	<b>\$</b>	<b>2,000</b>	<b>\$</b>	<b>2,000</b>	<b>\$</b>	<b>-</b>

**Total Expenses** \$ 572,516 \$ 561,147 \$ (11,369)

**Income – Expenses** \$ 84 \$ 3 \$ (81)

Santa Ana Educators' Association, Inc.

Profit & Loss

September 2010 through March 2011

Sep '10 - Mar 11

Income	
4010 · Member Dues	303,984.17
4020 · Uniserv Reimbursement	60,400.00
4025 - DSL Reimbursement	275.00
4100 · Dividend Income	205.09
4110 · Misc. Income	6,138.43
<b>Total Income</b>	<b>371,002.69</b>
Expense	
Office Expenses	
6211 · Mortgage Interest	16,008.81
6212 · Property Taxes	13,612.32
6213 · Building Assessments	27,198.71
6214 · Utilities	2,572.50
6216 · Security	249.90
6220 · Insurance	20.00
6225 · Other Taxes	39.00
6230 · Telephone Service	4,695.41
6235 · Wireless Telephone	1,468.72
6236 · Email Communication	204.85
6239 · Online Telephone #5	32.00
6240 · Professional Library	370.31
6250 · Postage	440.00
6260 · Paper & Supplies	11,699.79
6265 · Other Office Expenses	5,301.67
6270 · Office Equipment	10,329.18
6280 · Maintenance & Repairs	20,747.06
6282 · Janitorial	1,800.00
6285 · Bank Fees	163.44
6290 · Accountant	4,750.00
6295 · Bookkeeping	1,610.00
<b>Total Office Expenses</b>	<b>123,313.67</b>
Association & Officer Expenses	
6410 · Release Time	15,600.00
6430 · President's Expenses	854.26
6450 · 2nd VP Expenses	416.82
6460 · President's Addtn'l Exp	38.57
<b>Total Association &amp; Officer Expenses</b>	<b>16,909.65</b>
Representation Service Expenses	
6510 · Negotiations	3,194.19
6511 · Organizing	2,109.84
6520 · Communications	69.90
6525 · Website	190.00
6530 · Grievance & Arbitration	1,636.00
6535 · Grievance Training	152.84
6540 · BOD and Rep Council	5,261.70
6550 · Help / CLB	59.59
6552 · Special Ed Committee	601.15
6553 · Elections	1,178.52
6554 · Community Outreach	1,879.11
6557 · QEIA Committee	1,080.88
6558 · Budget Committee	58.14
6559 · PLAS Committee	299.09
6560 · Other Committees	1,763.28
6570 · Recognition and Sunshine	2,936.64
6590 · Membership	182.24
6592 · Read Across America	1,878.34
6593 · State Council	2,180.92
<b>Total Representation Service Expenses</b>	<b>26,712.37</b>

Santa Ana Educators' Association, Inc.  
**Profit & Loss**  
September 2010 through March 2011

Sep '10 - Mar 11

<b>Staff Expenses</b>	
6620 · Secretary Salary (P)	44,046.11
6625 · Secretary Benefits & Exp.(P)	12,889.66
6645 · Secretary Salary (R)	44,046.10
6650 · Secretary Benefits & Exp.(R)	12,189.24
<b>Total Staff Expenses</b>	<b>113,171.11</b>
<b>Leadership Training Expenses</b>	
6720 · Fall Leadership	3,568.04
6745 · OSCC	235.00
6760 · GLBT Conference	1,411.61
6762 · Good Teaching Conference	1,160.00
6770 · Affiliate Membership	374.00
6780 · Leadership Training	360.40
6795 · CTA President's Conference	102.67
6799 · Other Conferences	251.67
<b>Total Leadership Training Expenses</b>	<b>7,463.39</b>
<b>Miscellaneous Expenses</b>	
6855 · CSO Representation	266.49
<b>Total Miscellaneous Expenses</b>	<b>266.49</b>
6900 · Miscellaneous	1,075.64
<b>Total Expense</b>	<b>288,912.32</b>
<b>Net Income</b>	<b>82,090.37</b>



May 12, 2011

TO: Chapter Presidents  
FROM: David A. Sanchez *DAS*  
SUBJECT: 403(b) Plan Third-Party Administrators

- President**  
David A. Sanchez
- Vice President**  
Dean E. Vogel
- Secretary-Treasurer**  
Gail M. Mendes
- Board of Directors**  
Larry Allen  
E. Toby Boyd  
Donald L. Bridge  
Tyrone V. Cabell  
Mikki Cichocki  
Elana Davidson  
Don Dawson  
Dana Dillon  
David B. Goldberg  
Jim Groh  
Eric Heins  
Marty G. Meeden  
George D. Melendez  
Theresa Montaña  
Mary Rose Orlega  
Cynthia Peña  
Jim Rogers  
Bonnie Shatun  
Marc R. Sternberger  
Michael Stone  
Curtis L. Washington
- Executive Director**  
Carolyn Doggett

You are probably aware that new regulations went into effect January 1, 2009 refining how 403(b) accounts would be handled by school districts. To meet these new requirements, most districts contracted with a third-party administrator (TPA) to handle record keeping and compliance for their 403(b) plans. We have found that the services provided by these TPAs vary widely and can have a direct impact on our members' abilities to effectively save for retirement. This year many TPA contracts are being renewed that harm members.

The most basic function performed by a TPA is record keeping. Members who participate in 403(b) plans should check their pay stubs to ensure deductions are being made. Further, these should be compared to investment statements to make sure funds are being transferred timely. It is important that participants monitor their accounts to identify specific errors or general weaknesses in record keeping.

The services provided by TPAs require an infrastructure and their responsibilities are labor intensive. Consequently, these services will never be "free". How the TPA is being compensated should be transparent and the cost should be reasonable. The most straightforward arrangement is a flat fee for services that is charged to participants or to the districts. If the fees are not evident, they are hidden somewhere – often where participants' monies are invested.

Good TPAs offer many and varied investment options and operate independently of any investment products. However, some TPAs create opportunities to drive participants to specific investment products in which their company has a financial interest. Not surprisingly, these funds often have high fees or other characteristics that are not beneficial to those who invest in them. Poor investment choices can cost participants thousands of dollars over the years through underperformance and/or unnecessary fees.

Many districts entered into multi-year agreements for TPA services in 2008 and 2009, often for three years. At that time, district administrators may not have had the expertise or time to do a proper search and analysis and may not have been aware of the scope of their fiduciary responsibilities. Over the next few months, these TPAs will be pressuring administrators to take the easy path and renew with them.

This is the time to assess whether the 403(b) plan participants/members in your chapter are getting the services they need and to initiate change if warranted. Selection of a good TPA can be achieved through a competitive bidding process or installation of the CTA-endorsed CALSTRS 403bComply program. Attached for your convenience is a checklist to help you consider a plan of action. We understand that CalSTRS is sending a similar notice this week to School Districts encouraging them to evaluate their current TPA. If you need help talking to your district about this important issue, contact your UniServ Staff or Diane Morte in the Member Benefits Department for more information and assistance.

DAS/WRE/dtm

c: Dean E. Vogel	Gail M. Mendes	CTA Board of Directors	Jim Clark
Eric C. Heins	Mikki Cichocki	Carolyn Doggett	CTA Staff

## ASSESSING AND EVALUATING 403(b) PLAN ADMINISTRATION

### Step 1 - Assess Participant/Member Opinions

1. Are many members participating in 403(b)'s?
2. Are they checking their pay stubs to verify deductions are being made accurately?
3. Are they comparing deductions on pay stubs to 403(b) plan account statements to verify contributions are being made timely (within two weeks of deduction)?
4. Are your members satisfied with the amount of investment options – including the variety and the quality?
5. Did they lose any investment options in the January 1, 2009 transition?
6. Are they aware of the fees being charged for participation and do they have any concerns about these fees?

### Step 2 – Obtain Information from District

1. Who is the 403(b) Plan third-party administrator (TPA)?
2. How was the TPA selected?
3. How is the TPA compensated for their services?
4. How does the district feel they are doing? What is their assessment process?
5. Request the following documents:
  - a. 403(b) Plan document
  - b. Listing of approved investment vendors/products
  - c. District's TPA contract
  - d. Their TPA disclosure statement required by the California Education Code

### Step 3 – Assess Information

1. Consider forming committee to assist in this analysis and ongoing oversight of plan.
2. Document and review feedback from members/participants.
3. Analyze district plan documents.
4. Itemize concerns from your review and analysis.

### Step 4 – If Warranted, Initiate Change to Current TPA

1. Share your concerns with the district.
2. Advise district of their responsibility and your expectations.
3. Work toward recommended changes to the current TPA.
4. Engage assistance from CTA UniServ and/or Member Benefits staff (see below).

### Step 5 – Work to Replace TPA

1. Review TPA contract to determine end date. Recommend replacement of current TPA at end of contract.
2. Advocate for thorough evaluation and due diligence process in the selection of new TPA, including development of a Request for Proposals (RFP) and competitive bidding process.
3. Ensure the selection process is transparent to the chapter, and include CTA members on the selection committee in an oversight capacity only.
4. Ensure that the CTA-endorsed TPA, CalSTRS 403bComply program, is given an opportunity to bid or selected through the inter-local agreement process.

CTA Member Benefits Department  
Diane Morte, CEBS, Member Benefits Consultant  
[dmorte@cta.org](mailto:dmorte@cta.org)  
650-552-5430

CalSTRS 403(b)Comply  
John Schiffler  
[jschiffler@calstrs.com](mailto:jschiffler@calstrs.com)  
916-414-1007

**Santa Ana Unified School District**  
**Leadership Profile Report**  
**March, 2011**

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**Participation**

This report presents the findings of the Leadership Profile Assessment conducted by Hazard, Young, Attea & Associates (HYA) on March 16 & 17, 2011 for the new superintendent of the District. The data contained herein were obtained from input that HYA consultants received when they met with the individuals and groups in interview or focus group settings and the data from the online survey completed by stakeholders. The surveys, interviews and focus group meetings were structured to gather data to assist the Board in determining the primary characteristics desired in the new superintendent. Additionally the stakeholder interviews and focus groups collected information regarding the strengths of the District and the challenges that it will be facing in the coming years. The number of participants, by stakeholder group, is listed below:

<b>Stakeholder Group</b>	<b>Focus Group</b>	<b>Online Survey</b>
<b>Administrators</b>	15	58
<b>Board</b>	5	1
<b>Community/Parents</b>	46	40
<b>Faculty</b>	3	372
<b>Support Staff</b>	6	
<b>Total</b>	75	471

The responses provided by the individuals and focus groups during the interviews are listed in Appendix A. Responses are listed alphabetically with no attempt to prioritize them. It should be emphasized that the data are not a scientific sampling, nor should they necessarily be viewed as representing the majority opinion of the respective groups to which they are attributed. Items are included, if in the consultants' judgment, they warranted the Board's attention.

**Strengths**

Many stakeholders view the community's dedication to its youth as a significant strength. Santa Ana has one of the youngest populations in the nation and their commitment to providing a high quality education which meets the needs of their students is commendable. The work that has been done to implement best practices and understand the learning styles of the students has resulted in improved student performance, especially in the elementary grades.

The Superintendent's leadership team is also seen as a strength. There is receptivity to new ideas and sites are able to try promising programs and initiatives. Parents are highly motivated to be involved in the education of their children. They seek ways to play a larger role in assisting the District in meeting their educational goals.

Elementary schools have experienced success in raising the academic achievement level of their students. Principal training programs, teamwork and best practices embedded in the elementary programs have proven effective.

Community organizations play a large role in providing resources for the students. The District enjoys the availability of a myriad of programs provided by community groups, each attempting to provide services needed by students and their families. Partnerships with area colleges and universities is a major resource to secondary students. Noteworthy is the Santa Ana College, the gateway to higher education for many students. Middle College High, too, offers an opportunity for students to gain college credits while attending high school.

The unprecedented State financial situation has caused hardship and uncertainty regarding school funding, however the District management of its budget has helped reduce some of the impact of loss of revenue.

## **Challenges**

There is considerable concern regarding the achievement levels of the secondary schools. The drop-out rate, graduation rates, offering algebra at eighth grade, class sizes, and students unprepared to enter the work force are part of a problem which must be addressed by the new leader.

Communication with parents and community organizations is seen as strained. Protocols and procedures may be hindrances to gaining access to information needed by parents as they seek help for their students. Information disseminated at the sites is often not received in a timely manner, if at all. The development of better ways to efficiently communicate necessary information should be explored. Some staff members, too, express concern about their ability to be heard and receive a response.

The reputation of the District and the community at large is not always seen as positive despite some of the very fine work going on in the District. A method to

communicate about the positive aspects of the District is needed. Marketing the schools and the District is important not only to the school community but to the business community as well. An educated work force is essential to a strong community.

### **Consistent Superintendent Characteristics**

A large urban District such as Santa Ana needs a superintendent with a proven track record of leading a successful District with similar characteristics. Understanding the complex issues that face secondary schools with large numbers of English language learners would be an asset. A superintendent who is bilingual and can engage the predominantly Spanish speaking community would be an asset. An understanding of the many cultures that make up the District would also be important.

An individual with excellent communication skills is desired. Listening and responding to all constituents, following up on issues raised, serving on Boards and being accessible for dialogue regarding issues affecting the school District and the community are essential. Employee groups want regular interface with the superintendent.

The District has experienced considerable change in the past few years and there is concern that the new leader give serious consideration to what is in place and what is working before implementing new initiatives. Santa Ana Unified School District does not need fixing; it needs continued emphasis on those things that are resulting in academic gains for students. Recognizing that students face many challenges in their lives, the new superintendent should be cognizant of social and emotional needs of students and address them when possible.

The new leader should be able to manage a large, complex District, providing supervision and accountability. S/he should embrace diversity, advocate for students, build trust and establish positive relationships with all stakeholder groups and the community. Finally, this individual should be ethical, honest, fair, and transparent.

The challenge that the Board and HYA have is to find that uniquely qualified individual who can build upon the District's outstanding reputation and successfully address the challenges that the Santa Ana School District currently faces and those it will face in the future. HYA would like to express our sincere appreciation to Ms. Cynthia Gastelo for all the help that she has provided to this process. Superintendent Russo has been more than welcoming during our two day stay.

Respectfully submitted,

Rudy Castruita, Ed.D  
Carolyn McKennan, Ed.D.

## Executive Director

CTA Executive Director Carolyn Doggett is a veteran classroom teacher and passionate advocate for public education, educators, and union rights. She leads CTA's team of more than 500 employees statewide and has won numerous outstanding victories for students and educators during her long tenure.

Since becoming executive director in 1995, Doggett cites two major accomplishments that stand out among many. One is the passage of the CTA-sponsored Quality Education Investment Act (SB 1133) to help our public schools of greatest need. The law, passed by the Legislature in 2006, will provide lower-performing schools with \$2.9 billion over seven years for proven reforms such as smaller class sizes, more counselors and quality training for educators. It also provides money to community colleges to enhance vocational education programs.

She is also proud of the historic CTA campaign in 2005 to defeat several initiatives that would have hurt our public schools, the education profession and the rights of union members. With unprecedented coalition building and organizing, CTA proved the importance of a united labor movement. The coalition defeated the governor's special election attacks on working families that would have destroyed teachers' due process rights, silenced the political voices of CTA members, and dismantled the state's minimum school funding law.

During Doggett's 12 years on the job, CTA has had many other legislative and political victories. California voters have approved more than \$75 billion in local and state bonds and parcel taxes, defeated a well-financed school voucher initiative in 2000, secured a new state program to reduce class sizes in the kindergarten through third-grade, helped increase state education funding, and greatly improved teachers' pensions.

Today, CTA membership includes more than 340,000 public school teachers, counselors, psychologists, librarians, and education support professionals. They work in the more than 1,000 local chapters to comprise what is the largest professional public employee organization in California.

Doggett also maintains CTA's strategic alliance with the powerful National Education Association, which represents 3.2 million educators in the country. CTA is the NEA's largest affiliate.

She is a fourth-generation Californian and a fourth-generation teacher, having begun her career by teaching first grade at Brookside Elementary School in Willits, California.

She taught high school English from 1969 to 1981 in Anchorage, Alaska, was twice elected as president of the Anchorage Education Association and twice president of NEA-Alaska, the state association affiliate of the National Education Association. She lobbied the Alaska Legislature and sharpened her organizing skills in that state, going on to work on California school board and legislative campaigns.

In 1994 she was promoted to CTA deputy executive director, and took her current post a year later, bringing with her the core union values that include her belief that an injury to one is an injury to all.

Doggett holds a bachelor of arts degree from the University of California at Santa Barbara. She has taken advanced course work at the University of Alaska, Anchorage; at California State University campuses in Sonoma and Hayward, and at the six-week Harvard Trade Union Program for union activists, where she lectures annually.

Doggett and her husband, Roger Severin, live in Belmont.



Carolyn Doggett  
Executive Director

### Contacting Carolyn Doggett

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