OAKLAND UNIFIED SCHOOL DISTRICT

*Community Schools, Thriving Students*

# Regional Neighborhood Zone Approach

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DRAFT

October 15, 2010

# Alignment with District Vision

**OUSD MISSION/VISION**

**All students will graduate. As a result, they are caring, competent, and critical thinkers, fully-informed, engaged, and contributing citizens, and prepared to succeed in college and career.**

**OUSD GOAL**

**To create a FULL SERVICE COMMUNITY DISTRICT that serves the whole child, eliminates inequity, and provides each child with an excellent teacher every day.**

**Regional Neighborhood Zone Approach Goals**

**I. To create three (3) Regional Zones where we use and manage all resources and assets in service of children, youth and their families.**

**II. To review, analyze and research the potential revenues associated with OUSD properties across the city and within each Regional Zone.**

# Regional Neighborhood Zone Approach: Scope

- **Establish Regional Governance Teams**
  - **P-8 Network Officers**
  - **SEAN Officers**
- **Create Regional Vision for Best Use for Excess Facility Capacity**
  - **Schools**
  - **Service Providers**
  - **City Agencies**
  - **Business Community**
  - **Faith Community**
  - **Residents**
  - **Others**
- **Review Facility Asset Portfolio and Develop Economic Forecast for Each Site**
- **Assess Trends and Needs At a Regional and Neighborhood Level**
- **Determine Number and Size of Schools Required to Fully Prepare Children of Each Region to Succeed Academically and Socially**

# Regional Neighborhood Zone Approach: Outcomes and Deliverables

**TASK FORCE OUTCOMES**

- **Develop Planning Process to Address Issues (Complete)**
- **Define Terms: Regional Zones and Neighborhood Zones**
- **Define Role and Responsibilities Related to Other Task Force Initiative Activities and Outcomes**
- **Expand Asset Database to Include Facilities, Resources and Assets in each Zone and Neighborhood**
- **Create 3 Regional Zones--Refine and Map Regional and Neighborhood Zone Boundaries**
- **Review, analyze and research Revenue associated with OUSD properties with in each Regional Zone--Cost Reduction, Consolidation and Create Strategy**
- **Align OUSD Facilities and with the Regional and Neighborhood Zones Needs**

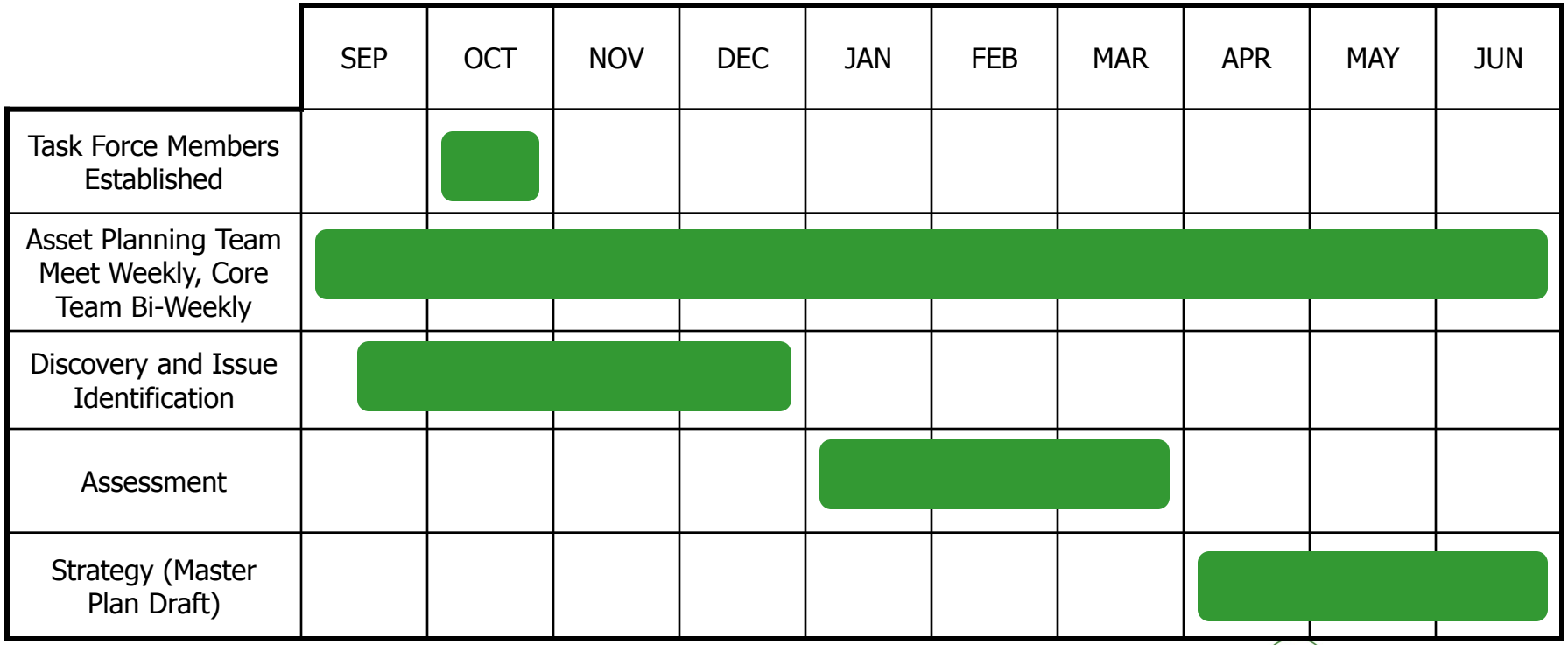
**TASK FORCE DELIVERABLES**

- **Establish Governance Structure for each Region**
- **Identify Community Needs**
- **Preliminary work on right number and size of schools for each region (May 2011)**
- **Facilitate Services**
  - **Public Resources of City and County Services**
  - **Private and Public Philanthropic Resources**
  - **Service Providers e.g CBO, NPO, Faith-Based, Private For-Profit Entities**
- **Matrix of services linked to schools is Developed**
- **Manage OUSD assets and properties with in the Zones (500 acres)**
- **Lead the support of network of Full Service Community Schools**

# Key Dates & Project Plan Overview

**KEY DATES**

- **Discovery and Issue Identification** - Measure current conditions, refine assignment and establish baseline **Deliverable:** Task Force composed, data assembled, assets and resources mapped (Dec 2010)
- **Assessment** – Identify opportunities and associated benefits based on Analytical Planning Framework (Page 6) **Deliverable:** Matrix identifying under and over utilization of facilities, programs and services. Hierarchy of service needs and opportunities for individual zones (March 2011)
- **Strategy** – Define programmatic and spatial initiatives required to achieve goals **Deliverable:** OUSD Facility Alignment Strategy and Planning Scenarios, Strategic Master Plan Draft (June 2011).
- Regional Plan and Pilot Project Selection (Spring 2012)
- Prototype and Testing Initiated (Fall 2012)
- Full Plan Implementation (Spring 2013)




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# Analytical Planning Framework

MKTHINK STRATEGY



# INITIATIVE 10: REGIONAL NEIGHBORHOOD ZONE APPROACH

**Working Draft**

MKTHINK STRATEGY

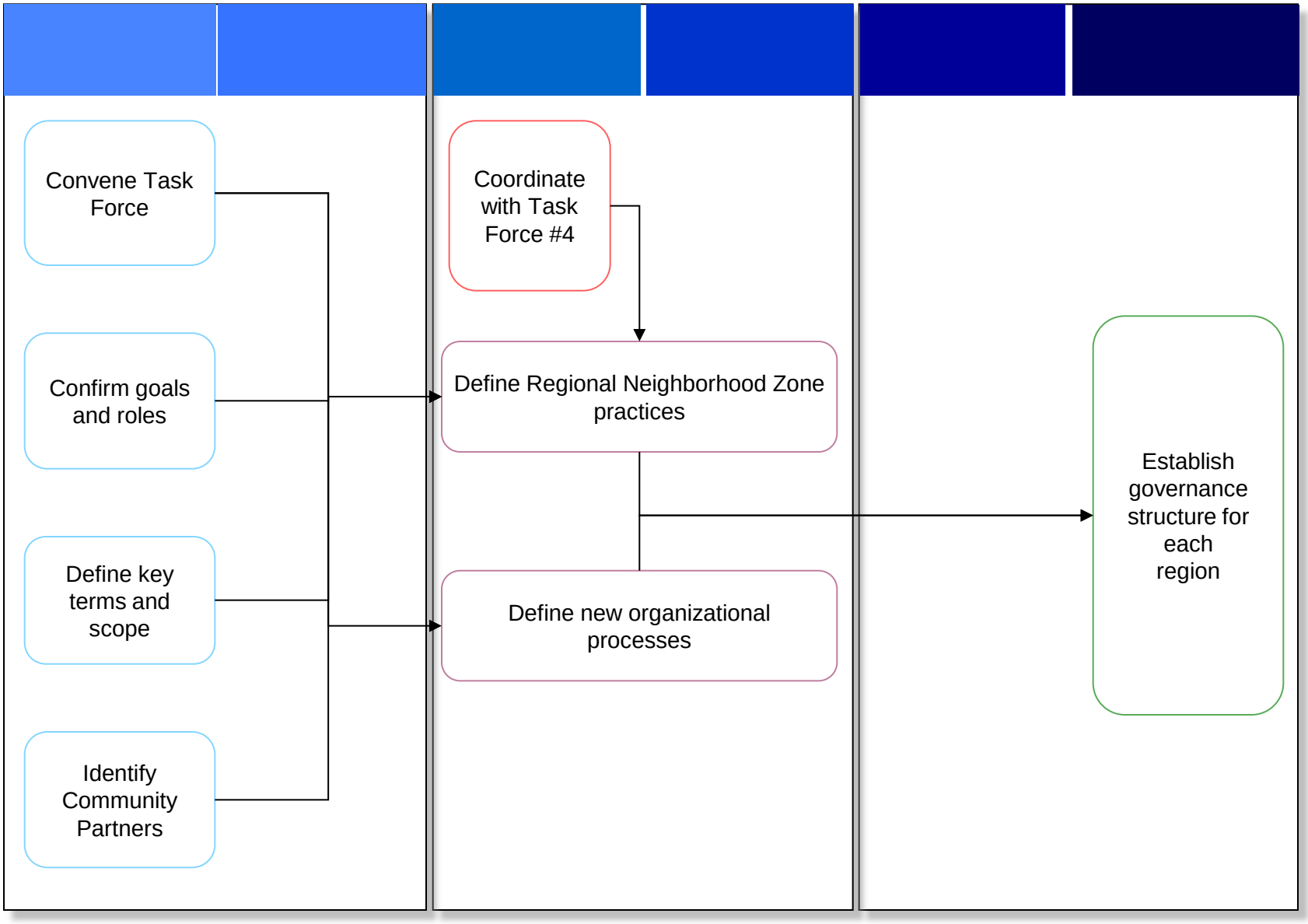
| | DISCOVERY & ISSUES | ASSESSMENT | STRATEGY | PLANNING & DESIGN | PROTOTYPE & TESTING | IMPLEMENTATION |
|---|---|---|---|---|---|---|
| Completion Target: | October 2010 | December 2010 | January 2011 | Spring 2012 | Fall 2012 | Summer 2013 |
| | **Establish Roles**<br>• Identify representatives from task force partner groups.<br>• Review and confirm project definitions and goals.<br>• Define scope and boundaries in relation to other initiatives: "What is the project at hand?"<br>• Identify other community stakeholders to engage.<br><br>**Collect Data**<br>• Audit existing programs and services in each regional zone. (capacity/target pop)<br>• Collect OUSD facility information<br>• Review programs that operate in or use school facilities.<br>• Identify demographics of populations served and types of services offered in each zone.<br>• Identify missing or incomplete data that must be collected.<br>• Identify partnerships that could be leveraged acquire missing data.<br>• Map assets and facilities in each region. | **Program Capacity**<br>• Evaluate whether programs and services provided are appropriate to meet demand.<br>• Assess overutilization or underutilization of programs and services within each zone.<br>• Evaluate whether space and facility conditions meet the needs of service delivery.<br>• Determine if programs and services are adequately staffed to meet demand.<br><br>**Opportunities & Challenges**<br>• Assess location and schedule of program and service delivery. Are locations and times aligned with neighborhood needs?<br>• Identify places where existing programs and services can be maximized through consolidation within or across zones.<br>• Identify geographic, economic, and political challenges to changes.<br>• Review best practices where services and program distribution systems best meet community needs. | **Gap Identification**<br>• Identify gaps in community assets as they relate to need.<br>• Identify gaps in regional programs and services.<br><br>**Governance Process**<br>• Define new organizational processes.<br>• Align regional vision with neighborhood cultural identities.<br><br>**Planning Strategy**<br>• Rightsize community assets and spaces.<br>• Develop planning alternatives to address gaps in program and service provision.<br>• Align facility strategies with planning alternatives.<br>• Document standards and develop prototypes for programs and services at the regional scale.<br>• Model Planning Scenarios | **Specific Content**<br>• Develop processes and procedures for neighborhood zone activities.<br>• Develop planning and design concepts.<br>• Establish what equipment, supplies, and materials are required to execute planning alternatives.<br>• Align technology to meet new procedures of regional structure and distribution of programs and services.<br><br>**Access and Communication**<br>• Utilize existing communication methods to disseminate information. Adjust where needed.<br>• Ensure access and security for community users in new programs and services.<br>• Share information with community and solicit feedback. | **Partnerships**<br>• Meet with community to verify that prototype plans meet the needs of the users.<br>• Ensure that partnerships within and across zones function effectively to meet the program and service needs of each neighborhood zone.<br>• Verify changes in spaces meet the needs of users and adjust where necessary.<br>• Evaluate critical adjacencies and their impact on program and service delivery.<br><br>**Measurement**<br>• Assess costs and benefits of revenue generating program ideas and cost-cutting consolidations.<br>• Evaluate the effectiveness of zone-based activities based on established performance metrics. | **Execute Plan**<br>• Refine and document organizational practices.<br>• Initiate any remodeling or building projects.<br>• Evaluate performance metrics for each neighborhood zone. |
| Outcome/ Deliverables | Task force composed, data assembled. | Additional research completed, community engagement begun. | Strategic Master Plan Draft | Specific plans for each region, pilot projects selected. | Pilot projects initiated. | Full plan roll-out. |

September 22, 2010

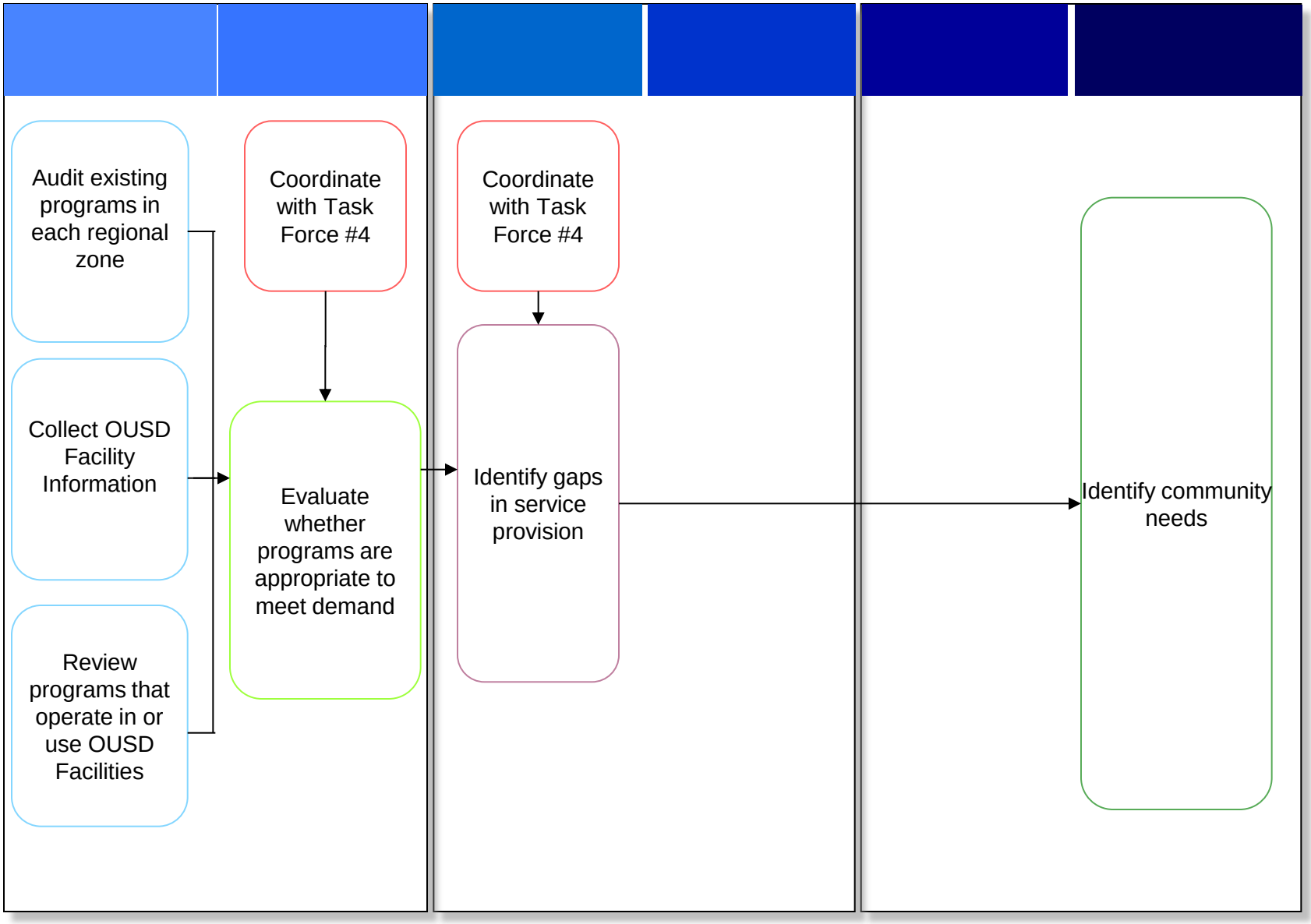
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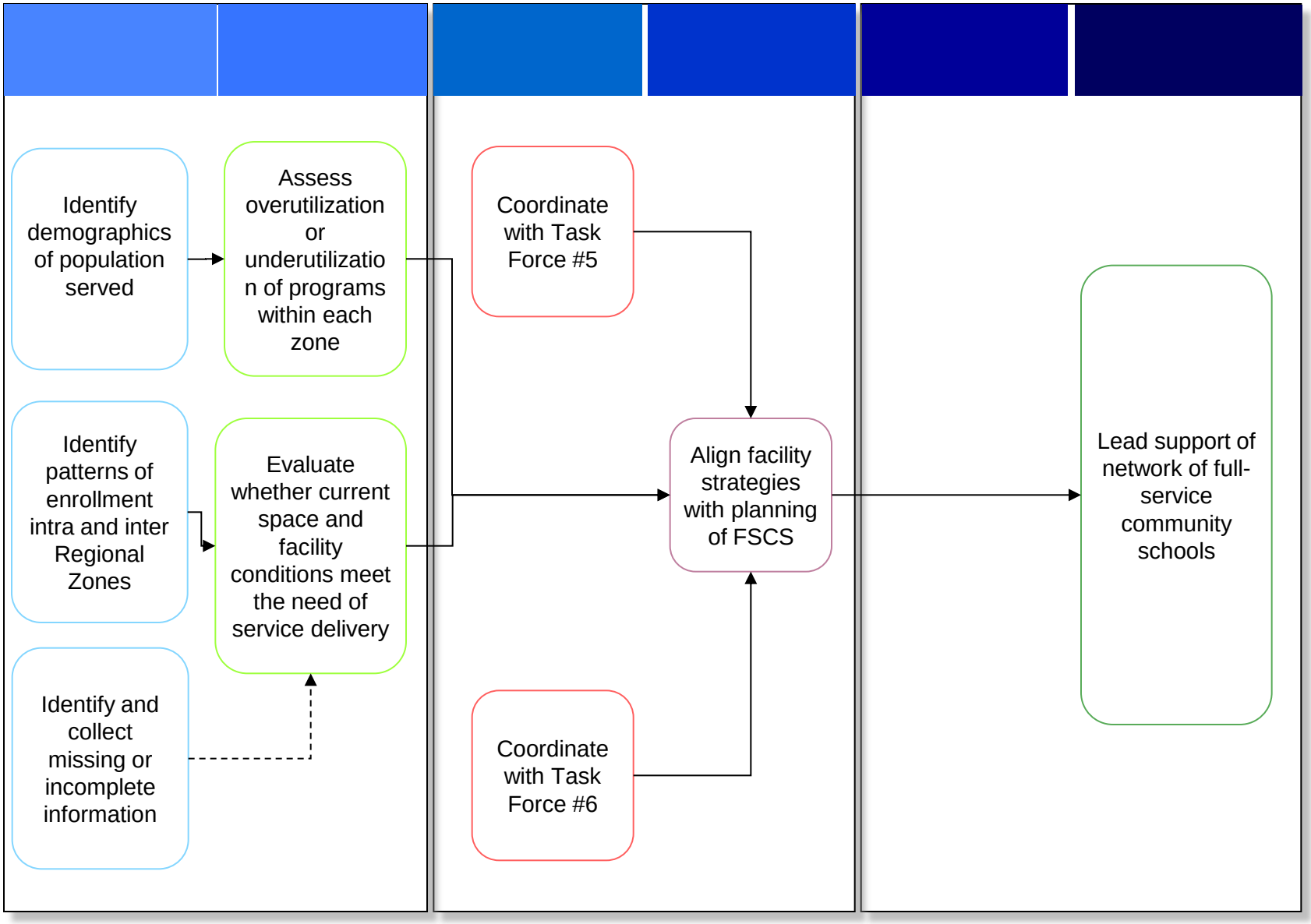
# Establish Governance Structure



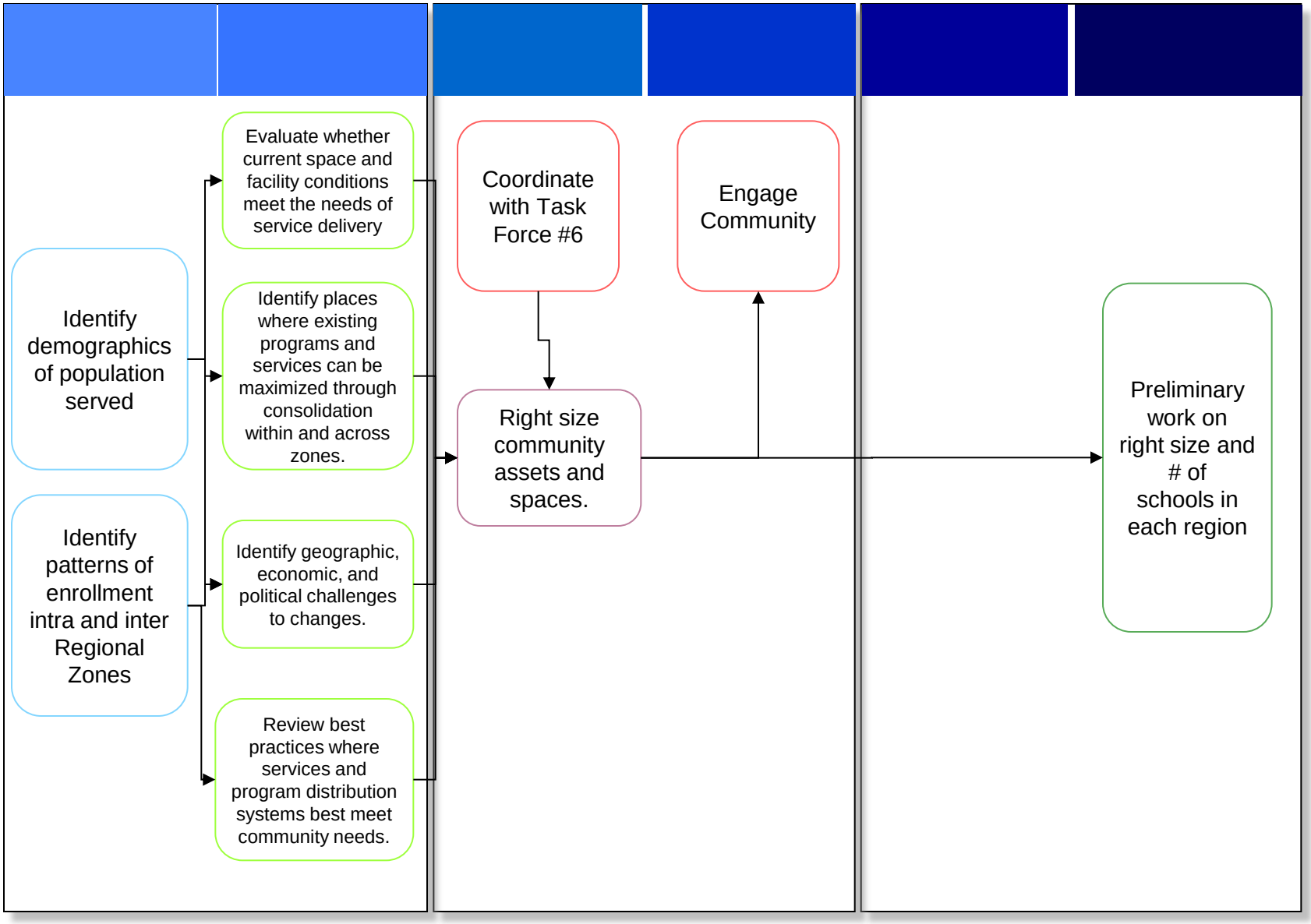
# Identify Community Needs



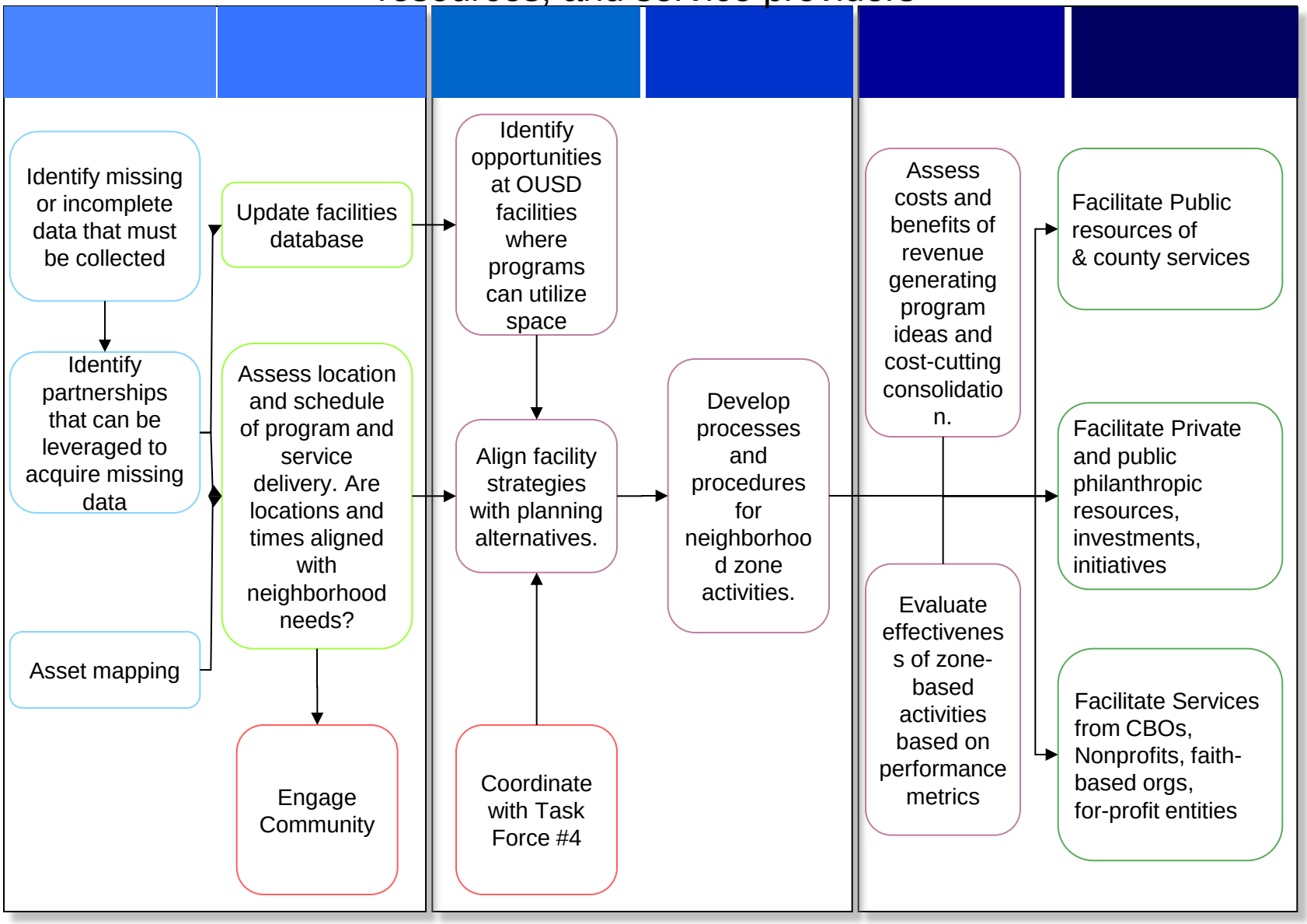
# Lead Support Network of Full-Service Community Schools



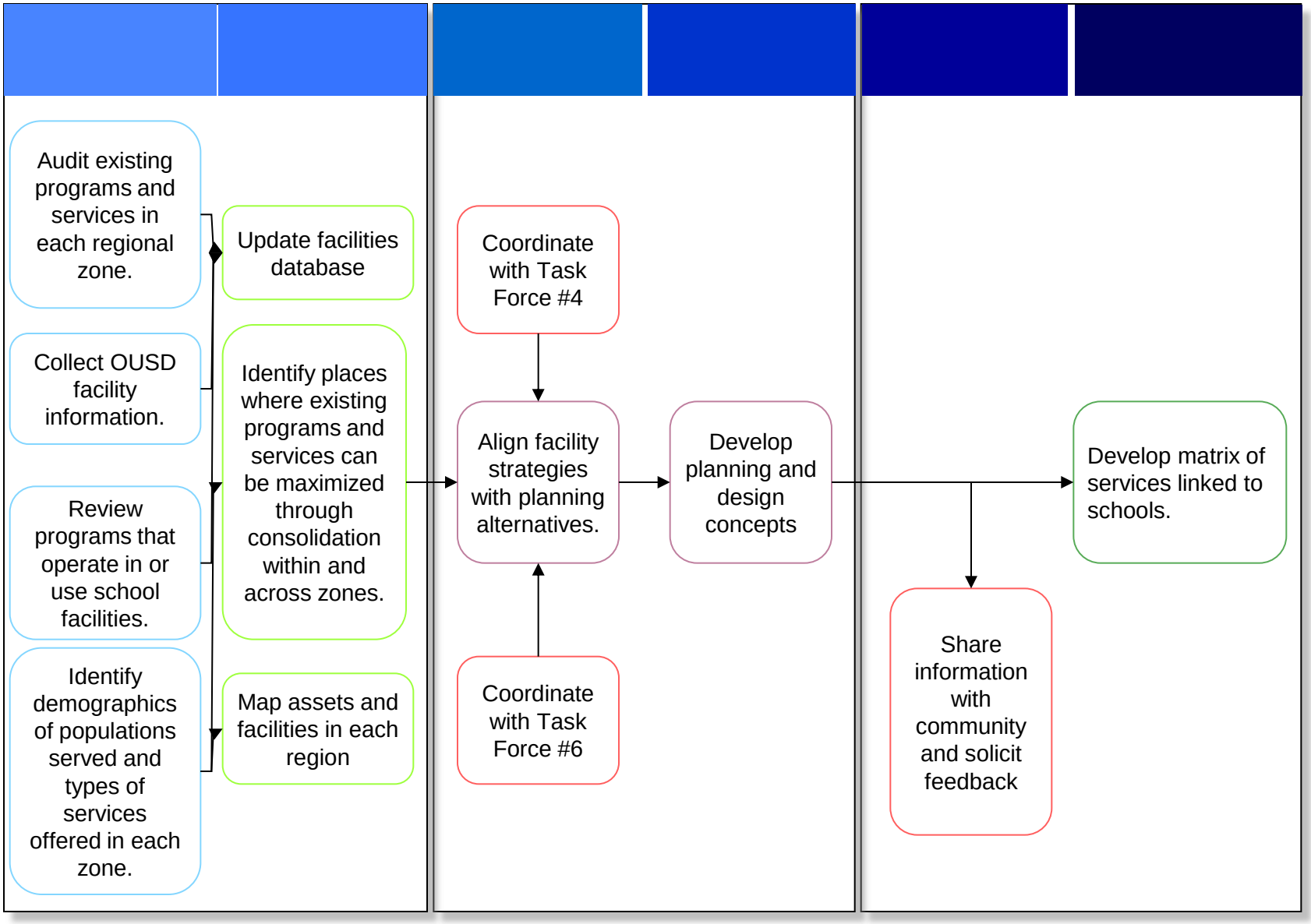
# Right Size and Number of Schools



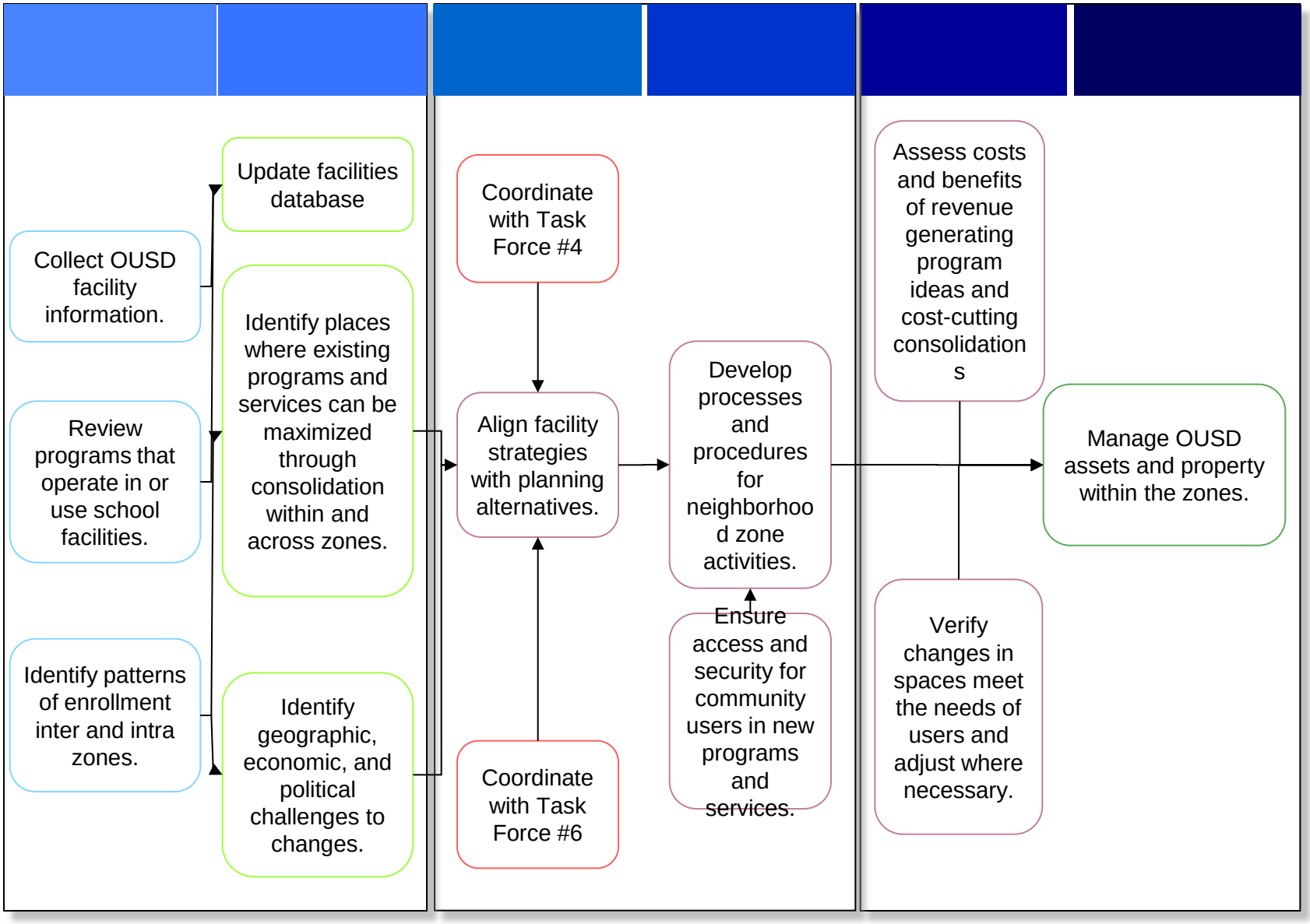
# Facilitate public resources, private and public philanthropic resources, and service providers



# Develop Matrix of Services Linked to Schools



# Manage OUSD Assets and Property Within Zones



# Interdependencies with Other Task Forces

| | DISCOVERY & ISSUES IDENTIFICATION | ASSESSMENT | STRATEGY | PLANNING & DESIGN | PROTOTYPE & TESTING | IMPLEMENTATION |
|---|---|---|---|---|---|---|
| Completion Target: | October 2010 | December 2010 | January 2011 | Spring 2012 | Fall 2012 | Summer 2013 |
| Initiative 1 Teachers | -- | Support with classroom data as needed | -- | Support changes in classrooms if needed | Have inventory of rooms available for testing new programs | Support classroom changes as needed |
| Initiative 2 Principals | -- | Facility data support if needed | -- | -- | -- | -- |
| Initiative 3 AAMA | Support identification of locations of target population | Data sharing | -- | Support facility adjustments as needed | Have inventory of facilities available for testing new programs | Support facility changes as needed |
| Initiative 4 Regional Networks | Clearly define boundaries/synergies between #4 and #10 | Data sharing | Data sharing | Support facility adjustments as needed | Support new partnerships | Support facility changes as needed |
| Initiative 5 Community Schools | Data sharing | Identify and share available venues for new programs | -- | Support facility adjustments as needed | Have inventory of facilities available for testing new programs | Support facility changes as needed |
| Initiative 6 Quality Schools | Data sharing | Data sharing | -- | Support facility adjustments as needed | Have inventory of facilities available for testing new programs | Support facility changes as needed |
| Initiative 7 Data Warehouse | Data sharing | Evaluate options for synchronization of databases | -- | Coordinate with central database managers | Test synchronization systems | Ongoing data updating |
| Initiative 8 Systems Equity | Live/Go Data Sharing | -- | -- | Support facility adjustments as needed | Review choice model to anticipate changes in facility demand | Support facility changes as needed |
| Initiative 9 Operations & Finance | Data sharing | Review facility costs | -- | Support facility adjustments as needed | Have inventory of facilities available for testing new programs | Support facility changes as needed |
| Initiative 10 Regional Zone | Lead | Lead | Lead | Lead | Lead | Lead |