



OAKLAND UNIFIED
SCHOOL DISTRICT

expect **Success**

Special Committee on School Admissions, Attendance and Boundaries Recommendation

December 17, 2008



Special Committee on School Admissions, Attendance and Boundaries

- 2/08: Committee established with the specific charge to investigate, review and make policy recommendations to the Governing Board related to admissions, attendance and boundaries issues currently faced by the District.
- 11/21/08: Staff presented recommendations regarding North Oakland overcrowding to the Special Committee
- 12/10/08: Special Committee to take staff recommendations to Board for first reading
- 12/17/08: Decision by the Board regarding staff recommendations



Overview and Agenda

The Context

- School Portfolio Management December 2009
- Asset Management Plan

District Recommendations:

1. Improve Claremont Middle School as a top choice for families
2. Expand capacity at Montclair to address overcrowding
3. Examine feasibility of increasing facility capacity at Hillcrest
4. Amend AR 5116.1 for redirection of Hillcrest students to Kaiser until facilities become available at Hillcrest

Previous Scenarios (See Appendix):

- Scenario A: Maintain Hillcrest at a K-8th Grade Configuration; Cap Hillcrest incoming Kindergarteners at 40; Conduct lottery for each 5th grade class to cap middle school at 1 classroom
- Scenario B: Phase Hillcrest into a K-5th configuration by 2011: leave boundary intact; Accept more Kindergarten students to Hillcrest by 2011: redirect Kindergarten overflow to Montclair in the interim
- Scenario C: Shrink Hillcrest boundary to include 50 Kindergarten students; Phase Hillcrest to K-5th grade configuration by 2011
- Scenario D: Examine impact of shifting the Hillcrest boundary and maintaining it as a K-8

Appendix: Redirect Data

Appendix: School Portfolio Framework, Focus School Overview and Focus School Intervention Alternatives



Asset Management Plan Update

Plan will include:

- Compilation of a comprehensive inventory including estimated market value of all District owned real property / identification of each site's current uses
- Development of a practical "Space Utilization" formula for each site
- Coordination with District staff using enrollment projections to determine unused and underutilized facilities
- Analyze and evaluate findings and make recommendations to the District regarding the "highest and best" use scenarios that achieve the following objectives:
 - Insure the programmatic and financial success of individual schools; Resolve short and long-term enrollment growth impacts;
 - Provide safe and adequate facilities for central administration;
 - Provide new and on-going revenues for the District in ways that are consistent with the operational expectations of the Board of Education (i.e. teacher housing; mid-term leases with ACOE, charter schools, Alameda County, City of Oakland; etc.).
 - Realistic "Market Value" assessment of all OUSD real property.



Asset Management Plan Update

- Requests for Proposals has been posted
- Proposal submissions: due by 2:00 p.m., December 5, 2008
- Finalists notified: December 10, 2008
- Finalists to Submit detailed confidential fee proposal: December 12th, 2008.
- Interviews: December 16, 2008, 8:30 a.m. - 5:30 p.m
- Final determination/award: December 18, 2008



District Recommendations

1. Improve Claremont Middle School as a top choice for families
2. Expand capacity at Montclair to address overcrowding
3. Examine feasibility of increasing facility capacity at Hillcrest
4. Amend AR 5116.1 for redirection of Hillcrest students to Kaiser until facilities become available at Hillcrest



Recommendation 2: Additional facilities at Montclair

| YEAR | SITE CLASSROOMS | STUDENTS | CLASSROOMS |
|---------|---|----------|------------|
| CURRENT | SIXTEEN CLASSROOMS | 369 | 16 |
| 2009 | (4) ADDITIONAL PORTABLES and Boys and Girls Restroom | 413 | 20 |
| 2010 | (2) ADDITIONAL PORTABLES | 440 | 22 |
| 2011 | (2) ADDITIONAL CLASSROOMS in 2 STORY BLDG., (10 Classroom total), containing new Cafeteria and additional Restroom facilities | 480 | 24 |

Additional issues that would have to be resolved:

- Funding/Costs
- Traffic
- Parking
- Egress/exit
- Construction impact
- Community/staff engagement process
- Planning/design/construction



Recommendation 3: Examine Feasibility of Expanding Facilities Capacity at Hillcrest

Issues that would need to be examined:

- Space capacity
- Timeline for construction
- Funding analysis
 - Costs to add facility capacity
 - Funding sources



Recommendation 4: Amend AR 5116.1 regarding Hillcrest redirected students

Additional clause to AR 5116.1:

“All families within the Hillcrest attendance area not placed at their home school will be redirected through the District Open Enrollment process to Kaiser until facilities become available at the Hillcrest site.”



District Recommendations Summary

1. Improve Claremont Middle School as a top choice for families
2. Expand capacity at Montclair to address overcrowding
3. Examine feasibility of increasing facility capacity at Hillcrest
4. Amend AR 5116.1 for redirection of Hillcrest students to Kaiser until facilities become available at Hillcrest



Appendix: Scenario A

- Maintain Hillcrest at a K-8th Grade Configuration
- Cap Hillcrest incoming Kindergarteners at 40
- Conduct lottery for each 5th grade class to cap middle school at 1 classroom

Advantages:

- Preserves a K-8th grade option for families

Challenges:

- Fewer neighborhood seats for incoming Hillcrest Kindergarteners
- Lottery necessary beginning in 2009. No Hillcrest middle school for 50% of 5th graders

Scenario A: Hillcrest Projections: 2009-2015

| GRADE | 1999 | 2000 | 2001 | 2002 | 2003 | 2004 | 2005 | 2006 | 2007 | 2008 | 2009 | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 |
|--------------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|
| K | 36 | 37 | 45 | 45 | 42 | 38 | 48 | 51 | 52 | 44 | 40 | 40 | 40 | 40 | 40 | 40 | 40 |
| 1 | 34 | 39 | 34 | 42 | 44 | 39 | 32 | 47 | 49 | 51 | 43 | 39 | 39 | 39 | 39 | 39 | 39 |
| 2 | 34 | 34 | 38 | 32 | 39 | 41 | 38 | 31 | 48 | 47 | 51 | 42 | 38 | 38 | 38 | 38 | 38 |
| 3 | 35 | 32 | 31 | 31 | 32 | 37 | 40 | 36 | 32 | 47 | 47 | 51 | 43 | 39 | 39 | 39 | 39 |
| 4 | 35 | 34 | 29 | 31 | 31 | 31 | 29 | 37 | 36 | 30 | 46 | 46 | 49 | 41 | 37 | 37 | 37 |
| 5 | 32 | 31 | 33 | 28 | 32 | 29 | 29 | 29 | 34 | 36 | 29 | 44 | 44 | 47 | 40 | 36 | 36 |
| 6 | 27 | 22 | 22 | 24 | 21 | 28 | 24 | 18 | 27 | 24 | 20 | 20 | 20 | 20 | 20 | 20 | 20 |
| 7 | 17 | 23 | 19 | 21 | 20 | 19 | 26 | 23 | 18 | 26 | 24 | 20 | 20 | 20 | 20 | 20 | 20 |
| 8 | 15 | 17 | 22 | 19 | 21 | 17 | 16 | 27 | 22 | 18 | 26 | 24 | 20 | 20 | 20 | 20 | 20 |
| Total | 265 | 269 | 273 | 273 | 282 | 279 | 282 | 299 | 318 | 323 | 324 | 325 | 313 | 304 | 293 | 289 | 289 |



Appendix: Scenario B

- Phase Hillcrest into a K-5th configuration by 2011: leave boundary intact
- Accept more Kindergarten students to Hillcrest by 2011: redirect Kindergarten overflow to Montclair in the interim

Advantages:

- Accepts greater number of incoming neighborhood Hillcrest Kindergarten students by 2011
- Leaves the Hillcrest boundary intact

Challenges:

- Facilities cost of two story classroom building at Montclair; use portables in the short term

Scenario B: Montclair Projections

| GRADE | 1999 | 2000 | 2001 | 2002 | 2003 | 2004 | 2005 | 2006 | 2007 | 2008 | 2009 | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 |
|--------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|
| K | 68 | 66 | 59 | 61 | 51 | 64 | 64 | 60 | 57 | 70 | 90 | 80 | 80 | 80 | 80 | 80 | 80 |
| 1 | 58 | 73 | 58 | 57 | 66 | 51 | 63 | 65 | 64 | 59 | 74 | 95 | 84 | 84 | 84 | 84 | 84 |
| 2 | 59 | 55 | 67 | 62 | 58 | 60 | 45 | 60 | 67 | 60 | 58 | 72 | 93 | 83 | 83 | 83 | 83 |
| 3 | 63 | 57 | 56 | 62 | 61 | 54 | 53 | 48 | 58 | 70 | 60 | 58 | 73 | 94 | 83 | 83 | 83 |
| 4 | 57 | 52 | 54 | 53 | 52 | 62 | 45 | 55 | 48 | 61 | 72 | 62 | 60 | 75 | 96 | 85 | 85 |
| 5 | 46 | 51 | 48 | 54 | 52 | 54 | 53 | 51 | 54 | 49 | 61 | 72 | 62 | 60 | 75 | 96 | 85 |
| Total | 351 | 354 | 342 | 349 | 340 | 345 | 323 | 339 | 348 | 369 | 415 | 439 | 452 | 475 | 501 | 512 | 501 |

Montclair's incoming Kindergarten class will increase by 10



Appendix: Scenario C

- Shrink Hillcrest boundary to include 50 Kindergarten students
- Phase Hillcrest to K-5th grade configuration by 2011

Advantages:

- Certainty of future neighborhood school
- Allows for higher number of incoming Hillcrest Kindergarteners

Challenges:

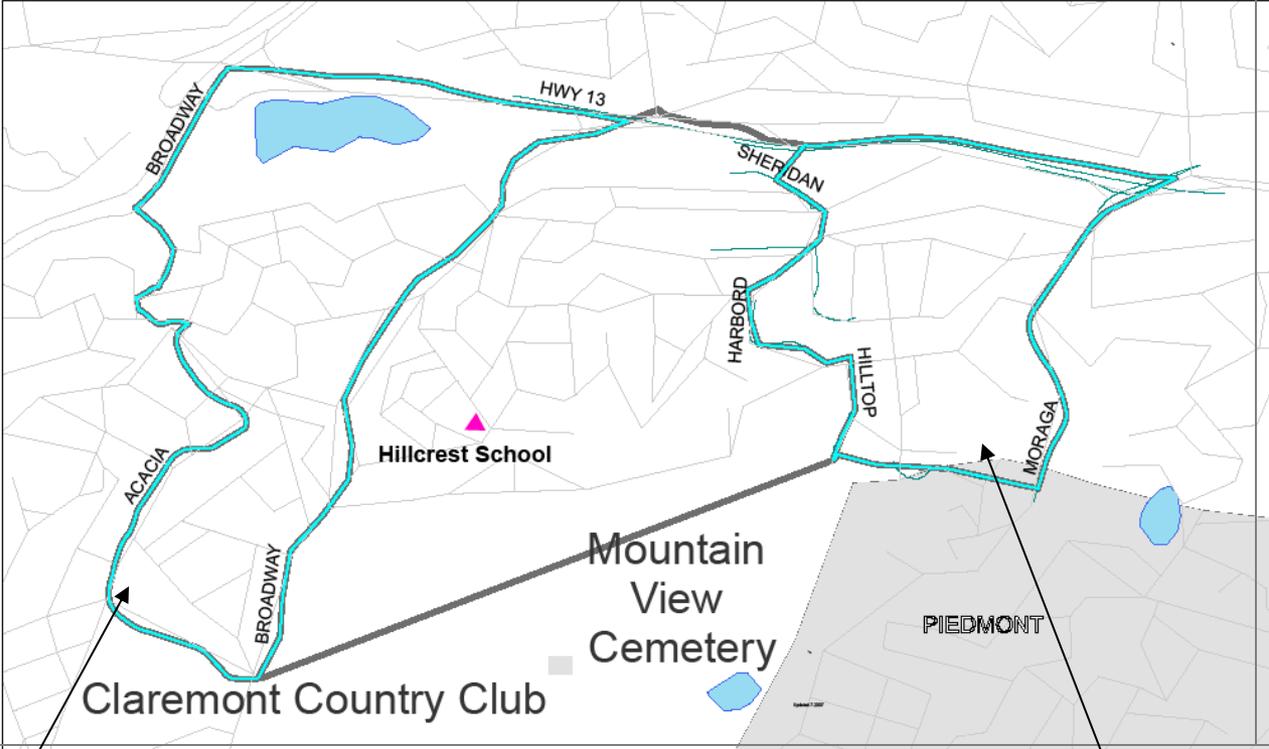
- Modify Hillcrest boundary to accommodate 50 incoming Kindergarten students

Scenario B: Hillcrest Projections: 2009-2015

| GRADE | 1999 | 2000 | 2001 | 2002 | 2003 | 2004 | 2005 | 2006 | 2007 | 2008 | 2009 | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 |
|--------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|
| K | 36 | 37 | 45 | 45 | 42 | 38 | 48 | 51 | 52 | 44 | 40 | 50 | 50 | 50 | 50 | 50 | 50 |
| 1 | 34 | 39 | 34 | 42 | 44 | 39 | 32 | 47 | 49 | 51 | 43 | 39 | 49 | 49 | 49 | 49 | 49 |
| 2 | 34 | 34 | 38 | 32 | 39 | 41 | 38 | 31 | 48 | 47 | 51 | 42 | 38 | 48 | 48 | 48 | 48 |
| 3 | 35 | 32 | 31 | 31 | 32 | 37 | 40 | 36 | 32 | 47 | 47 | 51 | 43 | 39 | 48 | 48 | 48 |
| 4 | 35 | 34 | 29 | 31 | 31 | 31 | 29 | 37 | 36 | 30 | 46 | 46 | 49 | 41 | 37 | 47 | 47 |
| 5 | 32 | 31 | 33 | 28 | 32 | 29 | 29 | 29 | 34 | 36 | 29 | 44 | 44 | 47 | 40 | 36 | 45 |
| 6 | 27 | 22 | 22 | 24 | 21 | 28 | 24 | 18 | 27 | 24 | | | | | | | |
| 7 | 17 | 23 | 19 | 21 | 20 | 19 | 26 | 23 | 18 | 26 | 24 | | | | | | |
| 8 | 15 | 17 | 22 | 19 | 21 | 17 | 16 | 27 | 22 | 18 | 25 | 24 | | | | | |
| Total | 265 | 269 | 273 | 273 | 282 | 279 | 282 | 299 | 318 | 323 | 304 | 295 | 273 | 274 | 272 | 278 | 287 |



Scenario C: Phase Hillcrest into a K-5th Grade Configuration by 2011 and Shrink Boundary



Portion re-districted to **CHABOT** recommended to be drawn along:

- **Broadway Terrace**

Estimated number of Kindergarten students impacted: **5-15**

Portion re-districted to **MONTCLAIR** recommended to be drawn along:

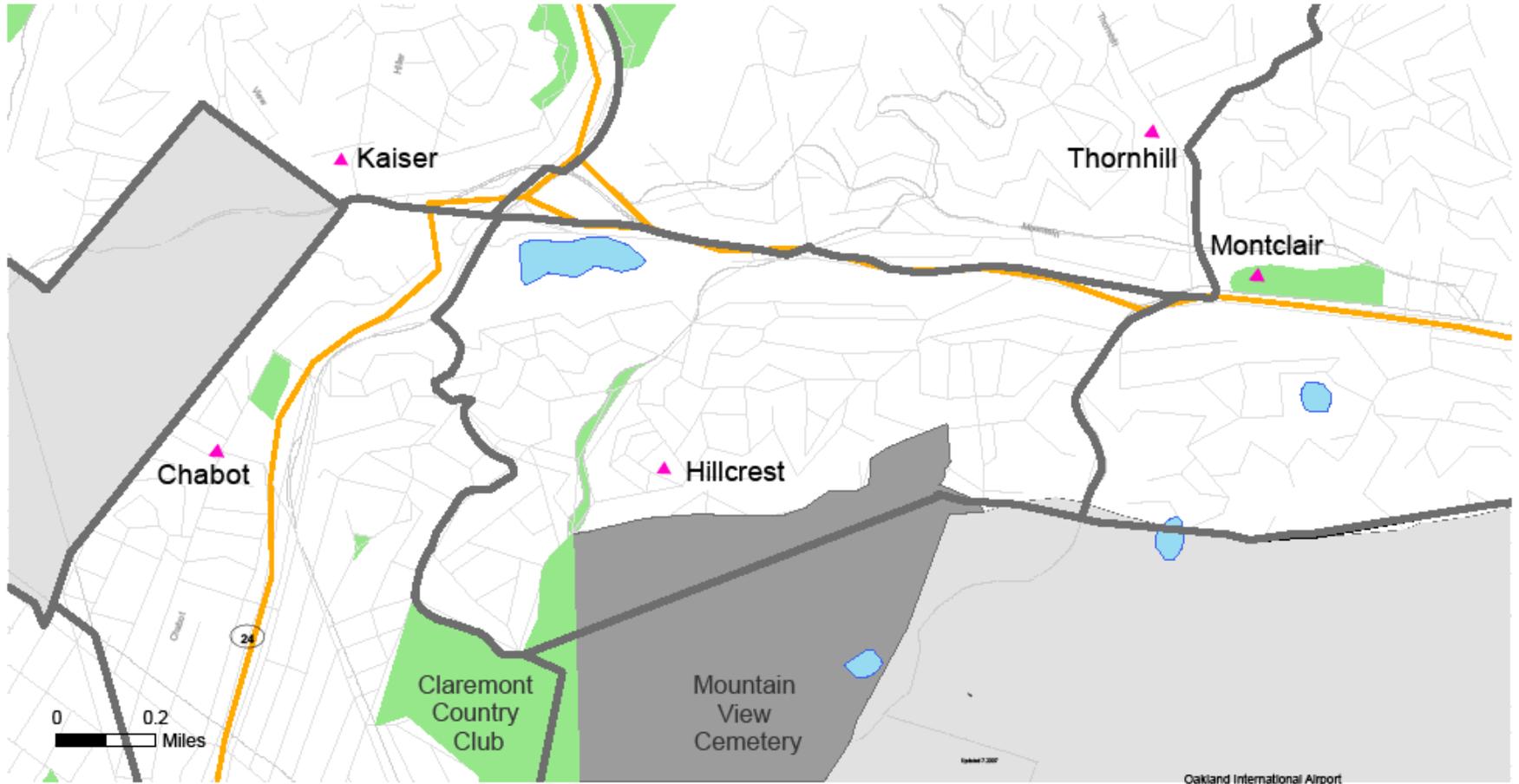
- **Hilltop, Harbord, Sheridan**

Estimated number of Kindergarten students impacted: **5-15**



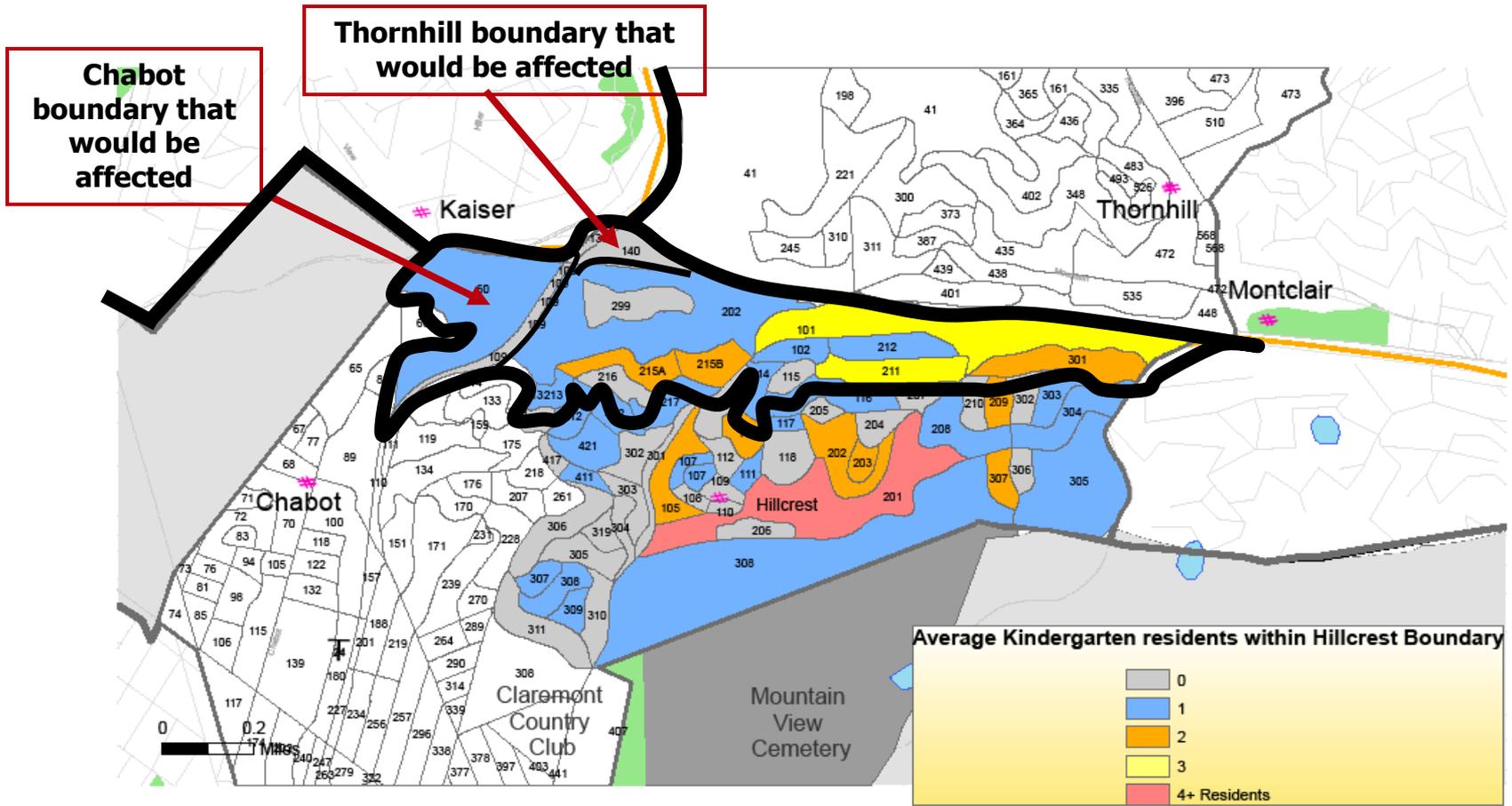
Appendix: Scenario D Impact of Shifting Hillcrest Boundary

Map of Kaiser, Montclair and Hillcrest boundaries



Appendix: Scenario D Impact of Shifting Hillcrest Boundary

- Below shows 06-07 Resident data with shift of boundary to Kaiser
- 17 Hillcrest and 1 Chabot Kindergarten students would have been affected within this area in 06-07

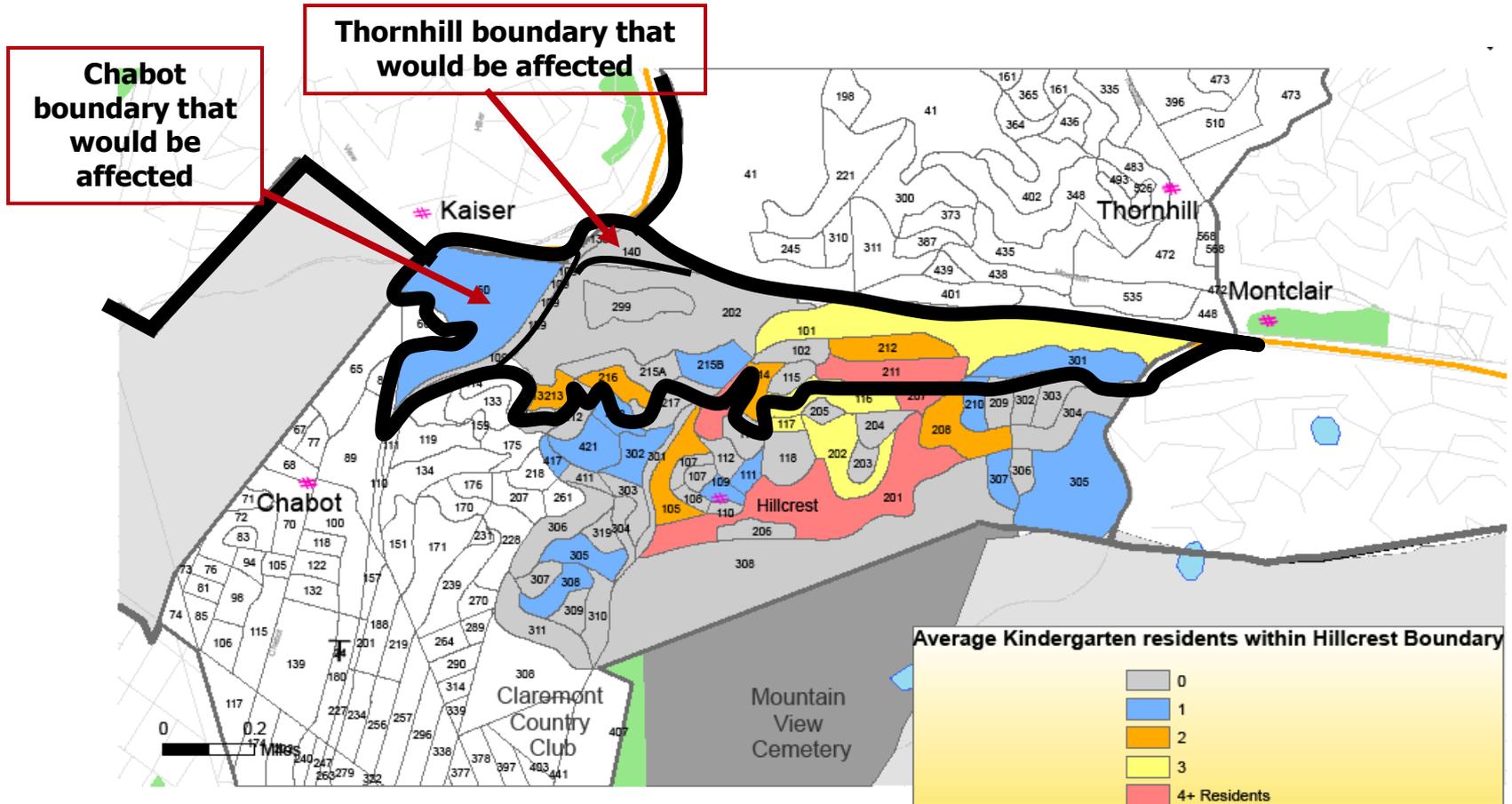


*** A shift in Hillcrest's boundaries would affect neighboring communities**



Appendix: Scenario D Impact of Shifting Hillcrest Boundary

- Below shows 07-08 Resident data
- 17 Hillcrest and 1 Chabot Kindergarten students would have been affected within this area in 07-08

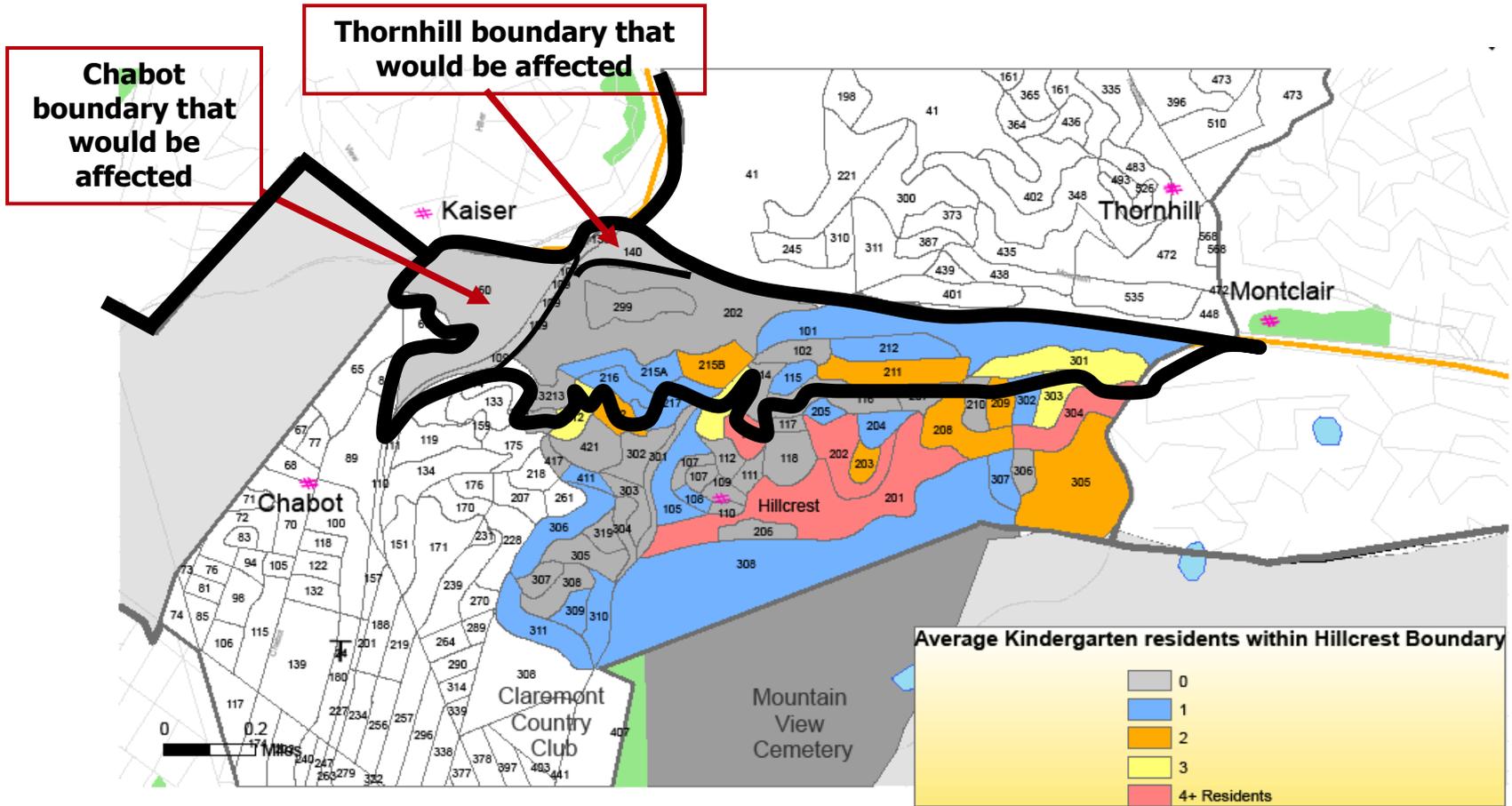


* A shift in Hillcrest's boundaries would affect neighboring communities



Appendix: Scenario D Impact of Shifting Hillcrest Boundary

- Below shows 08-09 Resident data with shift of boundary to Kaiser
- 12 Hillcrest Kindergarten students would have been affected within this area in 08-09



* A shift in Hillcrest's boundaries would affect neighboring communities



Appendix: Scenario D District Conclusion

As directed by Board, staff has completed analysis of shift of Hillcrest boundary. The results from the analysis show:

- An awkward and unnatural configuration of the boundary if shifted
- The number of Kindergarten students affected within this boundary shift will still vary from year to year
- Chabot and Thornhill boundaries would be impacted by the shift of the Hillcrest boundary

Therefore, staff does not recommend the shift of the Hillcrest boundary as a viable solution to the overcrowding.



Appendix: What is a Focus School?

- Each school is annually evaluated against academic and enrollment criteria to determine whether any interventions are necessary.
- A Focus School is identified based on academic performance (Red/Orange/Yellow schools), enrollment trends, or a combination of both. Financial viability and equity also considerations.
- From now until Fall 2009, NExOs will lead **regional engagements** across elementary and secondary levels to identify and discuss **regional solutions** for these Focus schools.
- District then evaluates appropriate solutions for each Focus School based on input from the community and close review of quantitative and qualitative data in the fall.
- Staff will present recommendations and ask the Board to make a decision about intervention alternatives in December 2009.



Appendix: Intervention Alternatives

There are several possible intervention alternatives identified for Focus Schools

| | |
|---------------------------|---|
| Restructuring | <ul style="list-style-type: none">• District and school staff develop a plan that has the capacity to accelerate student achievement• PI 4 and 5 schools are required to do restructuring plans under NCLB |
| Redesign | <ul style="list-style-type: none">• A new school is created through a school incubation process |
| Reduce | <ul style="list-style-type: none">• Reduce school configurations in order to increase focus and support of school |
| Phase Out | <ul style="list-style-type: none">• Reduce grade levels each year to phase out the school |
| Closure | <ul style="list-style-type: none">• School is closed and the facility will be used for another purpose |
| Charter conversion | <ul style="list-style-type: none">• A school applies and converts into a public charter school |



Appendix: 2007-2008 Redirect Data

OPTIONS 2007 vs. 2007-2008 Kindergarten Enrollment

| Name | Total admitted during lottery | Still there in January 2008 | Transferred to another OUSD school | Didn't attend | Hillcrest Re-directs | + approximate Net additions after the lottery | Approximate count |
|-----------|-------------------------------|-----------------------------|------------------------------------|---------------|-------------------------|---|-------------------|
| Chabot | 88 | 54 | 8 | 26 | 13 | 26 | 80 |
| Hillcrest | 40 | 33 | 0 | 7 | Was 24 out, got 19 back | 19 | 52 |
| Montclair | 60 | 42 | 0 | 18 | none | 18 | 60 |
| Peralta | 40 | 27 | 1 | 12 | none | 12 | 53 |
| Thornhill | 67 | 53 | 0 | 14 | none | 16 | 60 |
| Kaiser | 40 | 21 | 10 | 9 | 9 | 19 | 40 |
| Lincoln | 96 | 79 | 6 | 11 | none | 21 | 100 |
| Redwood | 42 | 32 | 0 | 10 | none | 6 | 70 |
| Franklin | 77 | 60 | 11 | 6 | None | 60 | 120 |
| Horace Ma | 26 | 18 | 4 | 4 | None | 54 | 72 |



Appendix: School Portfolio Management Framework

School Portfolio Management: Managing the Success and Quality of Schools

The District will provide a diverse portfolio of high quality schools for students and families both within neighborhoods and district-wide

Quality

Enrollment / Capacity

**Programmatic
Diversity**

OUSD is continually managing its dynamic portfolio of schools across these three dimensions

SUPPLY

**High quality and
diverse educational
options**

DEMAND

