



OAKLAND UNIFIED
SCHOOL DISTRICT

expect **Success**

Special Committee on School Admissions, Attendance and Boundaries

November 21, 2008



Overview and Discussion

The Context

- School Portfolio Management December 2009
- Asset Management Plan

District Recommendations:

1. Make Claremont Middle School a school of choice (from 11/7)
2. Expand capacity at Montclair to address overcrowding (from 11/7)
3. Examine feasibility of increasing facility capacity at Hillcrest (new)
4. Amend AR 5116.1 for redirection of Hillcrest students to Kaiser until facilities become available at Hillcrest (new)

Scenarios from 11/7 (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

Additional Scenario

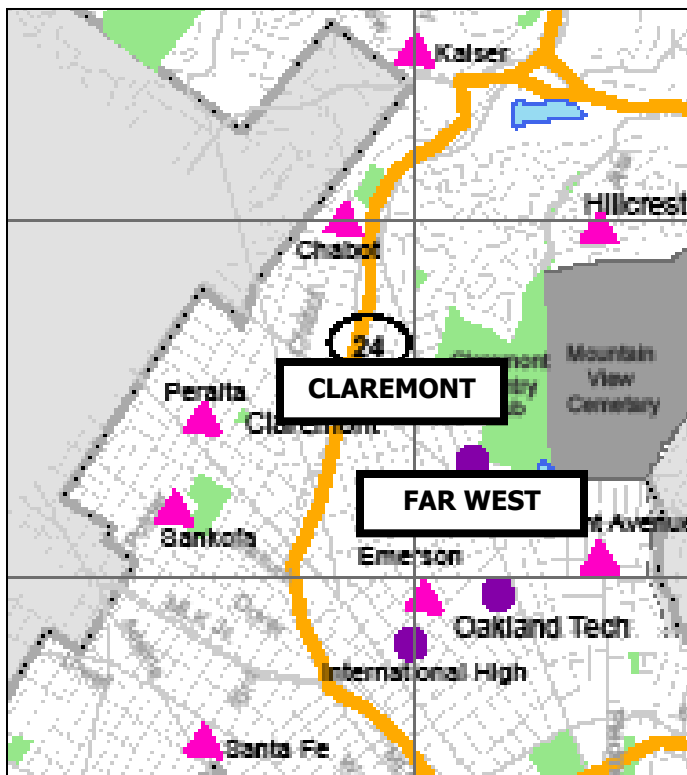
- Scenario D: Examine impact of shifting the Hillcrest boundary and maintaining it as a K-8

Appendix: Redirect Data

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



School Portfolio Management: N. Oakland Regional Conversation



CLAREMONT

- **Academic Performance:** 28% ELA, 17% Math proficiency; 619 API; PI 5 school; Overall Tier - Red; Growth - Red; Gap – Red
- Only MS currently in N. Oakland – Need to consider how to keep N. Oakland MS students
- Space in North Oakland ES over capacity except Sankofa & Santa Fe

School	Facilities Capacity	21 st Day Count
CHABOT	469	477
PERALTA	213	275
SANTA FE	362	286
KAISER	192	253
SANKOFA	286	110

FAR WEST

- **Academic Performance:** 20% CST ELA, 3% CST Math proficiency; 548 API; PI 0 school; Overall Tier - Orange; Growth - Red; Gap – Red);
- Facilities capacity at 236, enrollment at 174

- **Community Conversation from Jan. 09 – Nov. 09 for possible solutions**



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

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3. Examine feasibility of increasing facility capacity at Hillcrest (new)
4. Amend AR 5116.1 for redirection of Hillcrest students to Kaiser until facilities become available at Hillcrest (new)



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
- Communtiy/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

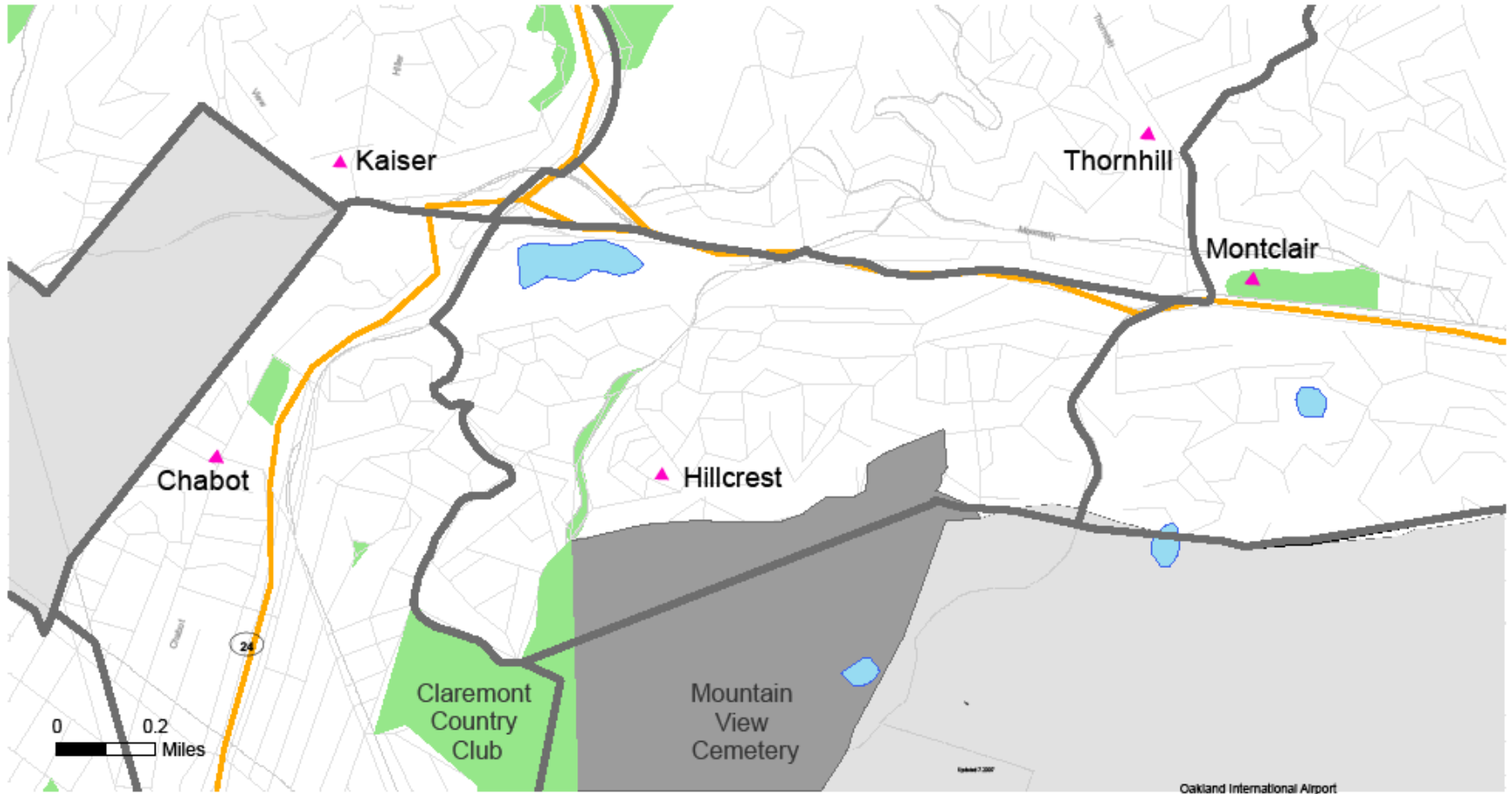
Additional clause to AR 5116.1:

“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.”



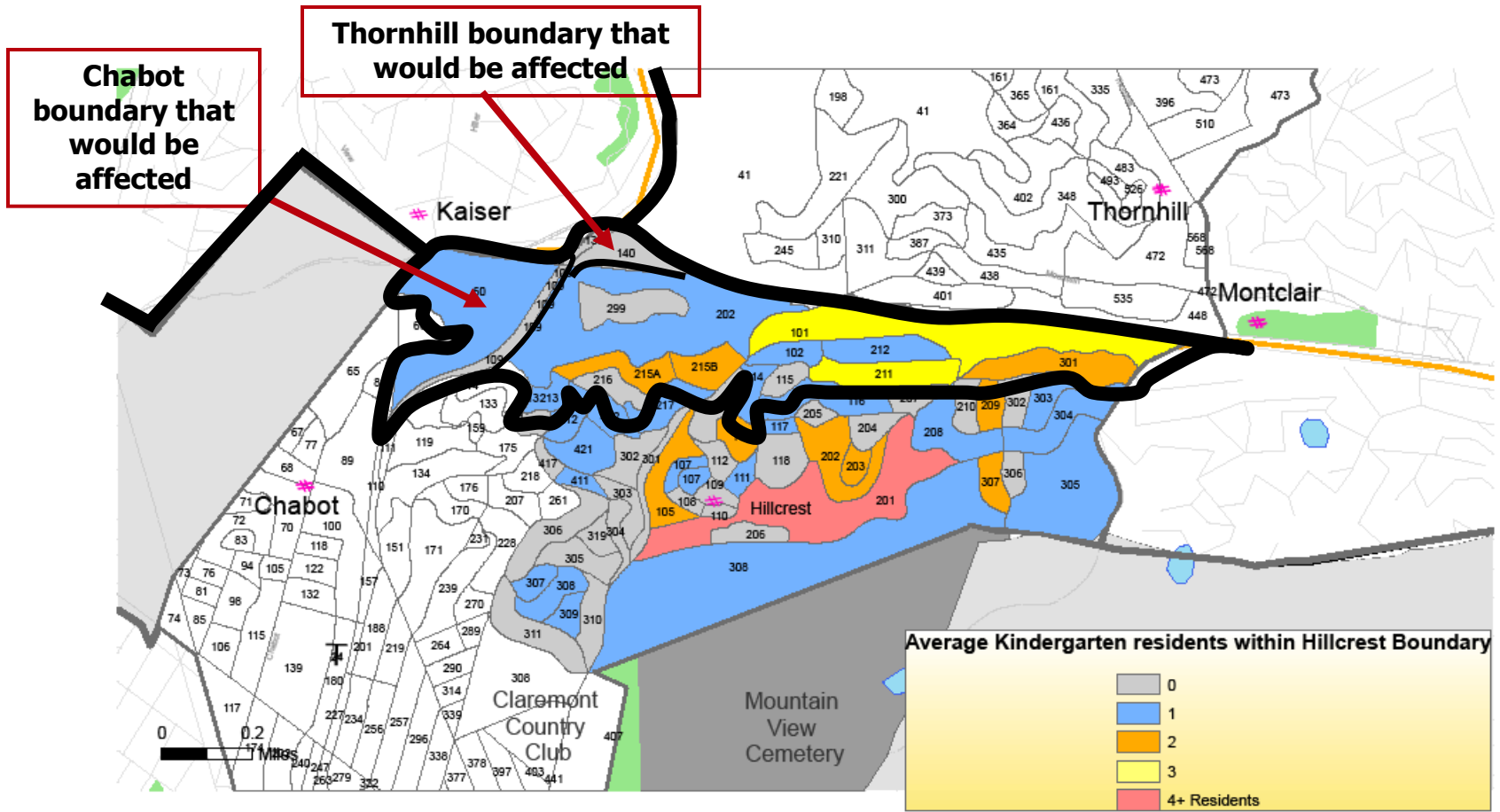
Scenario D: Impact of Shifting Hillcrest Boundary

- Map of Kaiser, Montclair and Hillcrest boundaries



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

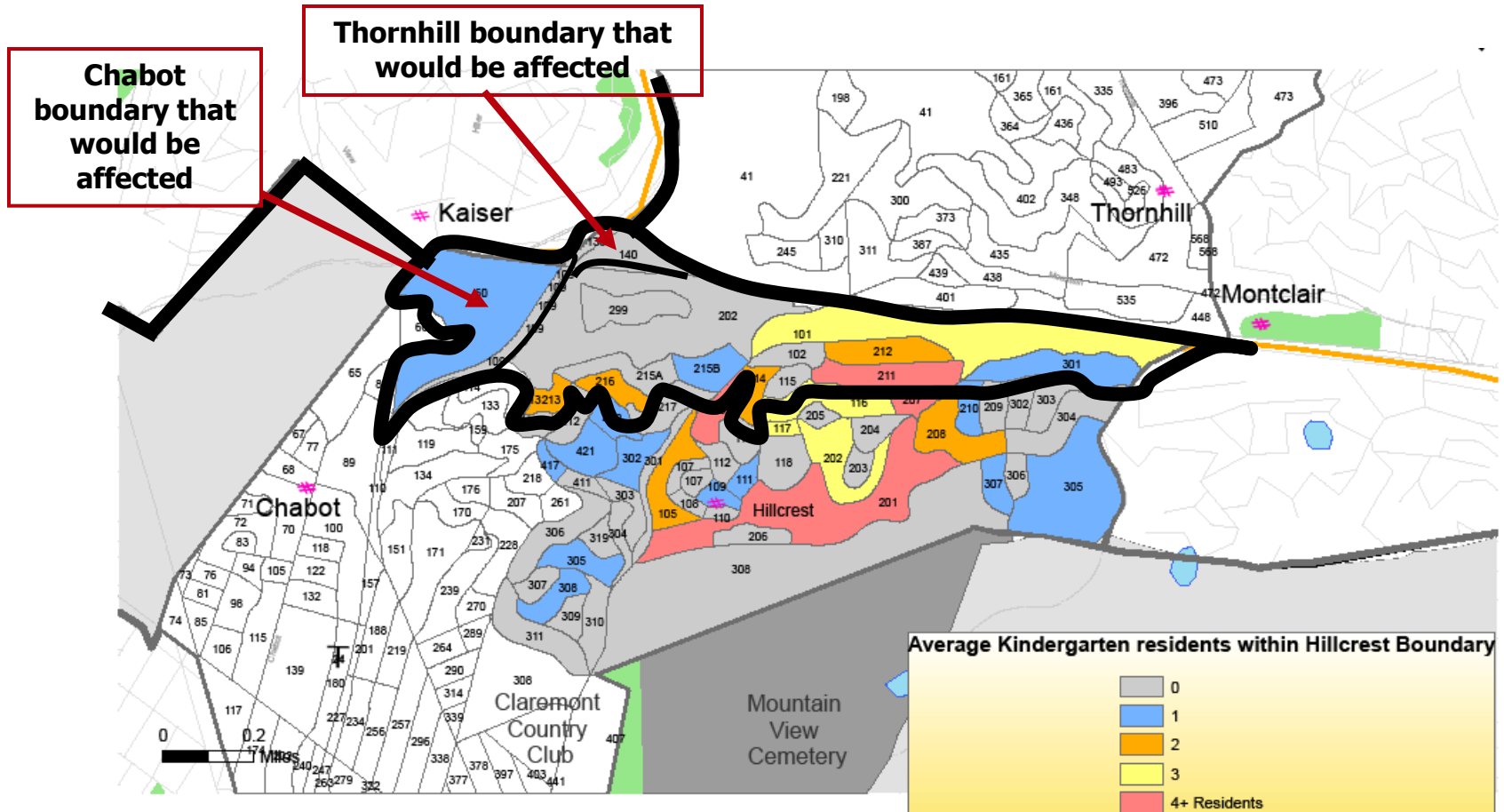


*** A shift in Hillcrest's boundaries would affect neighboring communities**



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

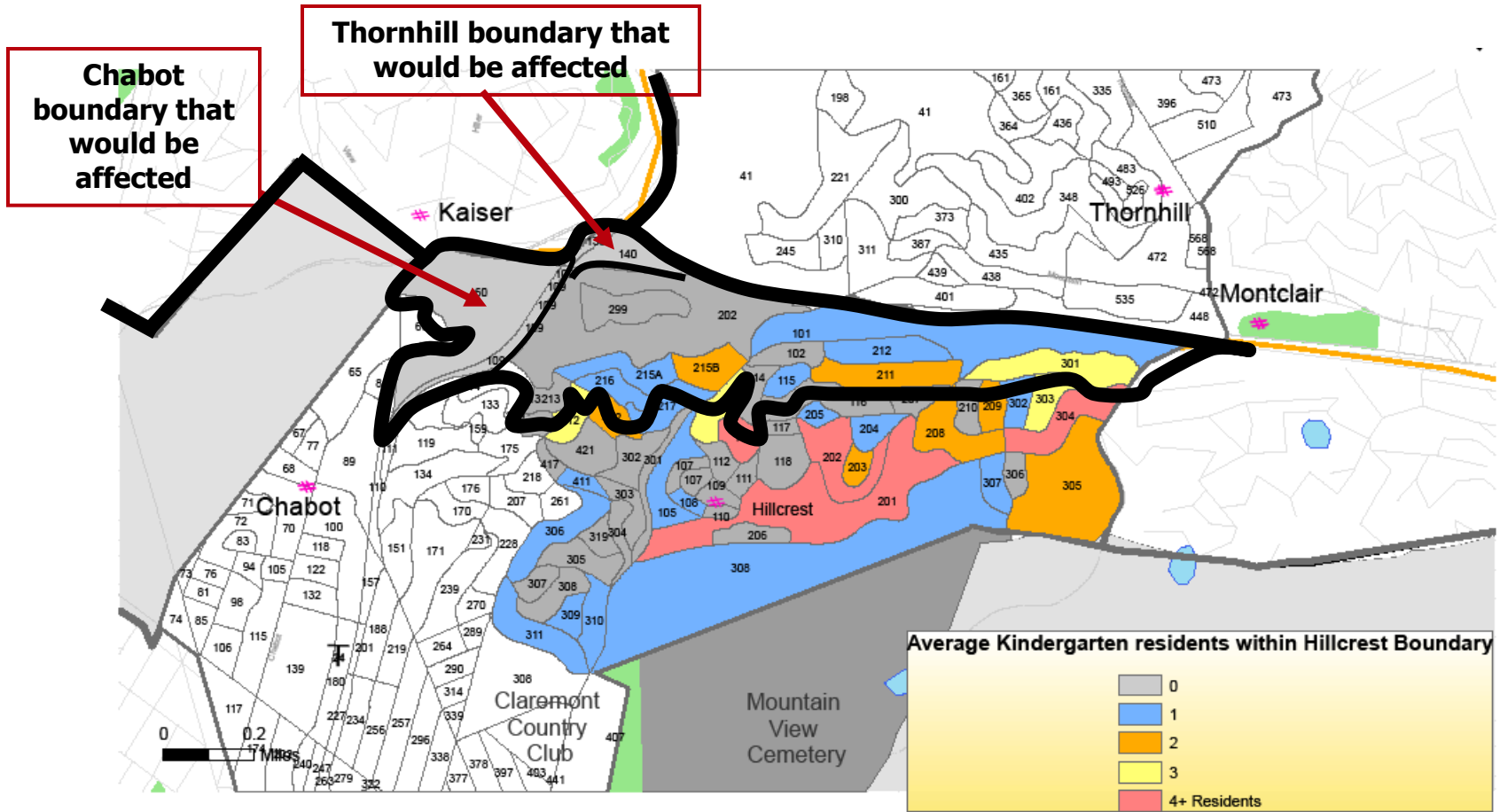


* A shift in Hillcrest's boundaries would affect neighboring communities



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



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: 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:

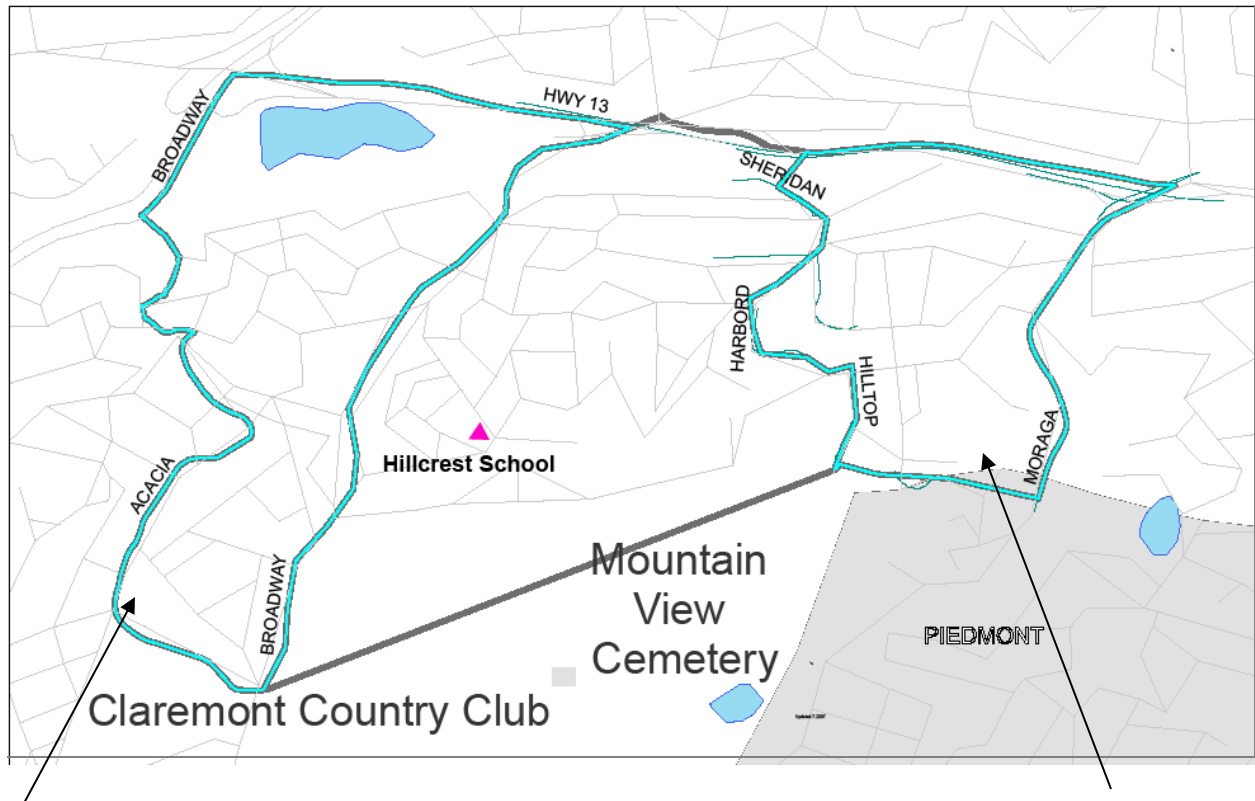
- Modify Hillcrest boundary to accommodate 50 incoming Kindergarten students

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: 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



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

