OAKLAND UNIFIED SCHOOL DISTRICT

Community Schools, Thriving Students

District Restructuring Board of Education: Study Session

September 7, 2011

Restructuring OUSD to Expand Quality and Release Resources v15.0

OUR GOAL:

- To **maximize the quality use of our assets** in service of creating equitable opportunities for learning, and to support the health and well-being of all children, families and communities.

Foundation: District Strategic Plan

Vision

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

Goal

To create a full service community district that serves the whole child, eliminates inequity, and provides each child with an excellent teacher for every day.

Priorities

1. Safe, Healthy and Supportive Schools
2. High Quality Effective Instruction
3. College and Career Readiness Literacy

Framework

Three (3) Regions of needs-based networks that host safe and high quality full service community schools.

OAKLAND UNIFIED SCHOOL DISTRICT | *Community Schools, Thriving Students*

Foundation: Restructuring

Goals

Maximize the quality use of our assets in service of creating equitable opportunities for learning and to support the health and well-being of all children, families and their communities
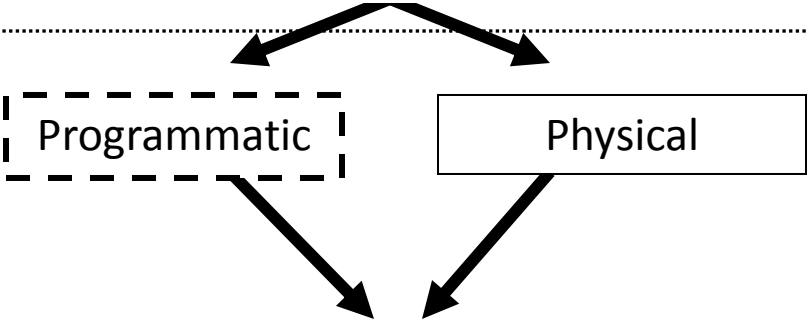
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Strategies

Think critically about how we:
- Increase / Decrease # of sites / schools
- Purpose/repurpose space we have
- Increase / Decrease amount of usable space per site
- Change the quality of the space we ultimately operate

Factors

Programmatic   Physical

Filter

Strategic Plan

Approach

Establish policies to support the implementation of the Strategic Plan

3

GOALS:

• Provide more children with quality school options

• Encourage more families to choose Oakland Public Schools

• Create a sustainable school district that provides better oversight and support to fewer schools that produce results for all children

• Deploy staff and money more efficiently and use the savings to invest more resources in Oakland schools

PROBLEM STATEMENT:

• The district operates too many schools for too few students.

• The district operates too many under-enrolled schools and very small schools not otherwise designed to be small.

• The district does not provide a quality program with adequate services to meet student and family needs in every neighborhood.

Academic and Fiscal Challenges

OAKLAND UNIFIED SCHOOL DISTRICT
Community Schools, Thriving Students

- **CAHSEE 10th Grd NO-PASS Rate** (10-11)

	ELA	Math
• **State**	**17%**	**17%**
• **OUSD**	**36%**	**36%**
• **OUSD African-American**	**41%**	**51%**

- **School Enrollment 2011-12**

  - **19** schools with **under 200** students
  - **24** schools with **btwn 200-299** students
  - **33** schools with **btwn 300-399** students
  - **9** schools with **btwn 400-499** students
  - 16 school with over 500 students
  - *Some schools may be small by design.*

- Currently (2010-11) **35** schools received additional **$$$** fiscal assistance totaling **$3,100,000**. **10** schools required additional assistance of over **$100,000** each.

DISTRICT	# SCHOOLS	ENROLLMENT**	Compared to OUSD # Schools/# Students	API***
Long Beach Unified:	*89 schools serving 86,000 students*		*-12/+48K*	*759*
Sacramento Unified:	*85 schools serving 48,000 students*		*-16 /+10K*	*753*
San Bernardino Unified:	*74 schools serving 53,000 students*		*-27/+15K*	*699*
Garden Grove Unified:	*67 schools serving 47,000 students*		*-34/+9K*	*802*
Santa Ana Unified:	*60 schools serving 57,000 students*		*-41/+17K*	*724*
Stockton Unified:	*59 schools serving 38,000 students*		*-42/+0K*	*671*
Mount Diablo Unified:	*55 schools serving 34,000 students*		*-46/-4K*	*784*
San Jose Unified:	*52 schools serving 32,000 students*		*-49/-6K*	*792*
Riverside Unified:	*49 schools serving 42,000 students*		*-52/+4K*	*781*
Fontana Unified:	*45 schools serving 41,000 students*		*-56/+3K*	*731*
Moreno Valley Unified:	*38 schools serving 36,000 students*		*-63/-2K*	*716*
Clovis Unified:	*36 schools serving 38,000 students*		*-65/+0K*	*866*
OUSD in 2011-12	**101 schools serving 38,440 students***			**719**

Oakland Unified School District: **RESTRUCTURING CRITERIA**

GUIDING PRINCIPLES:

• **Consider a variety of factors in decision-making** by taking into account multiple district priorities.

• **Reinforce quality neighborhood schools** by focusing decision-making on where children live, attend school, and where facilities are designed to sustain quality programs long-term.

• **Integrate school closure among multiple strategies to achieve goals** by transforming low performing schools in high density areas and consolidating multiple schools into high quality single-school options in some cases.

• **Increase student and family access to quality alternatives** by expanding capacity and investing in existing quality schools.

• **Increase quality options** by considering innovative program designs, the possible relocation of some school programs intact, and the unique needs of the special education program continuum of service.

The focus in selecting schools for closure was**:**
Equity and a Thoughtful, Multi-Step Process

We begin by asking: WHERE DO WE NEED TO OPERATE SCHOOLS?

WE ANALYZED:

1. POPULATION DENSITY : ENROLLMENT : FACILITY CAPACITY

2. OTHER RESTRUCTURING STRATEGY

3. LOWEST RANKING : GREATEST DISTANCE FROM OTHERS

4. ADDITIONAL FACTORS IF SCHOOLS SHARE BOUNDARIES
   FISCAL HEALTH : SCHOOL CHOICE : PERFORMANCE

5. RECEIVING SCHOOL CONSIDERATION

6. FINAL RECOMMENDATIONS

OAKLAND UNIFIED SCHOOL DISTRICT | *Community Schools, Thriving Students*

STEP 1: Rank order all schools from where **least** needed to where **most** needed based on *population density, enrollment, and facilities*.

Least

Most

ALT

Alternative Education Schools
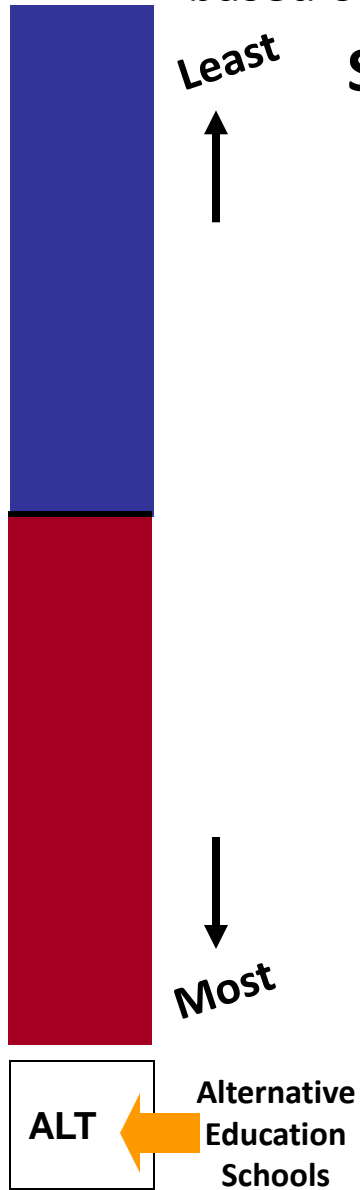
STEP 2: Exclude schools based on *other restructuring*.

Least

Most

ALT

Other Restructuring Schools
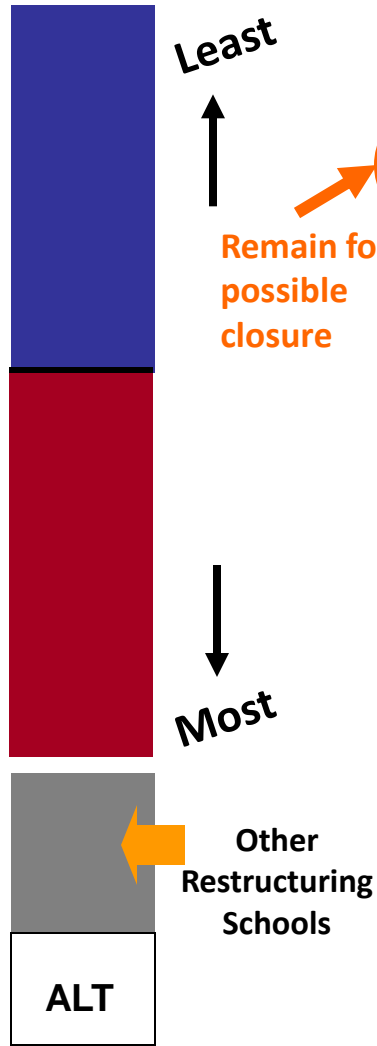
STEP 3: Separate schools where **least** needed that **do not share** an attendance boundary for possible closure consideration.

Remain for possible closure

Least

Most

ALT
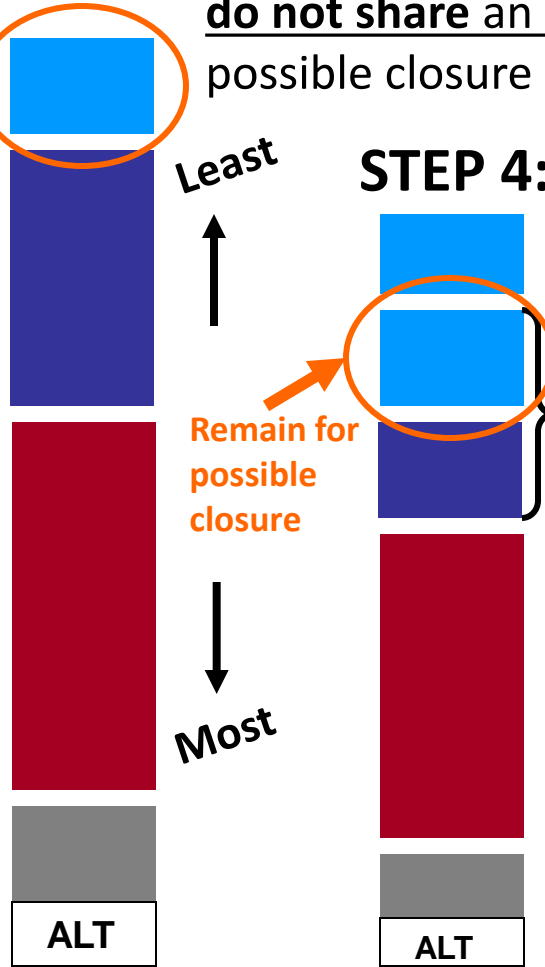
STEP 4: Among schools where **least** needed that **share** an attendance boundary, use **other factors for comparison**, to identify additional schools for possible closure consideration.

Remain for possible closure

ALT
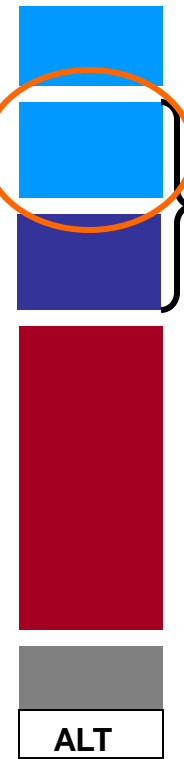
SUMMARY OF RESULTS: *NOTE: THIS IS NOT A RECOMMENDATION AT THIS TIME.*

ELEMENTARY School Name	STEP 1	STEP 2	STEP 3	STEP 4
Marshall	3		LEAST =>>>	
Burckhalter	4			
Lakeview	5			
Santa Fe	7			
Kaiser Elementary	8			
Lazear Elementary	14			
Maxwell Park	16			
Sobrante Park	20			
EnCompass Academy	26			
Howard	2			
Parker	6			
Emerson	9			
Grass Valley	11			
Carl Munck	12			
Piedmont Avenue	18			
ACORN Woodland	19			
Peralta	22			
Redwood Heights	25			
REACH Academy	26			
Cleveland	28			
Horace Mann	30			
Hillcrest (K-8)	31			
Think College Now	32		MOST <<<=	
Joaquin Miller	33			
Sequoia	34			
Brookfield	35			
Thornhill	36			
Crocker Highlands	37			
Esperanza	38			
International Community School	39			
Glenview	40			
Markham	40			
Fruitvale	42			
Allendale	43			
New Highland Academy	43			
Fred T. Korematsu	45			
Montclair	46			

	MIDDLE School Name	STEP 1	STEP 2	STEP 3	STEP 4
COMPARISON	Frick	1		LEAST =>>>	
COMPARISON	Claremont	2			
COMPARISON	Bret Harte	5			
COMPARISON	Westlake	6			
NO BOUNDARY	Urban Promise Academy	7			
NO BOUNDARY	Roots International Academy	8			
COMPARISON	Alliance Academy	8			
NO BOUNDARY	Elmhurst Community Prep	10		MOST =>>>	
SHARED CAMPUS	Montera	11			
	Edna Brewer Middle School	12			
	Roosevelt	13			
	United For Success	14			
	West Oakland Middle *(STEM)*	2			
	James Madison *(6-12)*	4			

	HIGH School Name	STEP 1	STEP 2	STEP 3
COMPARISON	Skyline	7		MOST =>>>
COMPARISON	Oakland HS	8		
	Oakland Technical High School	10		
	Coliseum College Prep Academy	12		
	Life Academy *(6-12 expansion)*	5		
	McClymonds *(STEM)*	2		
	East Oakland School of the Arts	1		
	Media College Prep	3		
	Leadership Preparatory	4		
	Business & Information	5		
	Mandela HS	9		
	College Prep & Architecture	11		
	Youth Empowerment School	n/a		

HIGH School Name	STEP 1
Barack Obama Academy *	n/a
Community Day HS	n/a
Community Day MS	n/a
Dewey Academy	n/a
Far West	n/a
Gateway To College	n/a
Hillside Academy *	n/a
MetWest	n/a
Oakland International	n/a
Ralph J. Bunche High	n/a
Rudsdale Continuation	n/a
Sojourner Truth Indep	n/a
Street Academy	n/a
Recommending alternative evaluation process.	

* Restructuring already in place.

Schools identified for possible closure consideration based on Board of Education approved criteria.
NOTE: THIS IS NOT A RECOMMENDATION AT THIS TIME.

High School Transformation:
7 high schools undergoing school re-design process will result in **5** fewer schools and **2** single, high quality, high school options at the **Castlemont** and **Fremont** campuses.

SUMMARY OF RESULTS: cont'd…

Elementary continued…

ELEMENTARY School Name	STEP 1	STEP 2	STEP 3	STEP 4
Chabot	47			
Bridges Academy	48			
Laurel	49			
ASCEND	49		K-8	
Bella Vista	51			
RISE	52			
Garfield	53			
Futures Academy	54		MOST =>>>	
East Oakland Pride Elementary	57			
Learning Without Limits	58			
Community United	59			
Global Family School	60			
Franklin	61			
Sankofa Academy	1			
La Escuelita	10			
PLACE at Prescott	13			
Melrose Leadership Academy	15			
Martin Luther King Jr	16			
Manzanita SEED	21			
Hoover	23			
Lafayette	23			
Manzanita Community	29			
Lincoln	55			
Greenleaf Elementary	56			

Financial Analysis

Financial Analysis – Unrestricted Release of Resources

	Elem	Middle	High	Alt Ed	Total
Total Schools	61	14	13	13	101
Possibly Closing*	8	0	5	0	13
Remaining Schools	53	14	8	13	88

Financial Analysis - Unrestricted Release of Resources

- With too many schools, most of our schools don't have enough resources to address the basic needs of our students.

- Reduce cost and release resources to remaining schools.

*Current projection - number could increase.

Financial Analysis – Unrestricted Financial Methodology / Assumptions

Elementary:

> **(Total unrestricted school budget*)**   **-**   **(Teacher costs**)**   **= (Total unrestricted resources available to reinvest in remaining schools)**

 * Unrestricted school budgets include custodial cost, utilities, administrator costs, clerical cost, supplies, etc.

 ** Unrestricted Full Time Equivalents (FTE) x Average Teacher Cost-$77,500

High Schools:

Fremont Campus - The three schools on Fremont's campus were budgeted as one single school for this year (2011-12). The resources have already been invested.

Castlemont/ Y.E.S Campuses - There was an additional investment made of approximately $226K this year (2011-12). Thus, the release of resources is expected to be $226K to spend in support of quality program.

13

Financial Analysis – Unrestricted Financial Results

Elementary	$3,392,047
Fremont Campus	$0
Castlemont/Y.E.S. Campuses	$226,310
Total Unrestricted Available Resources	$3,618,356

Note 1 - It is possible that 20% of the students from closed schools (based on national examples) may choose school options other than OUSD. It is anticipated that the loss of revenue generated from these students will be more than offset by the reduction in teacher costs associated with the reduction and reallocation of remaining students.

Note 2 - OUSD will invest in receiving schools to ensure as many OUSD students as possible are supported in their transition to quality school options.

Note 3 - The restricted resources related to these elementary schools are approx. $1.9M. These resources will also be made available to the remaining schools.

Board Discussion

Appendix

A School's Hierarchy of Needs when restructuring:

Supporting Students

Supporting Families

Supporting Principals & Staff

Full Service *Community District*

Self Actualize

Self-Esteem

Love & Belonging

Safety

Physiological needs
(Food, Water, Shelter, Clothing)
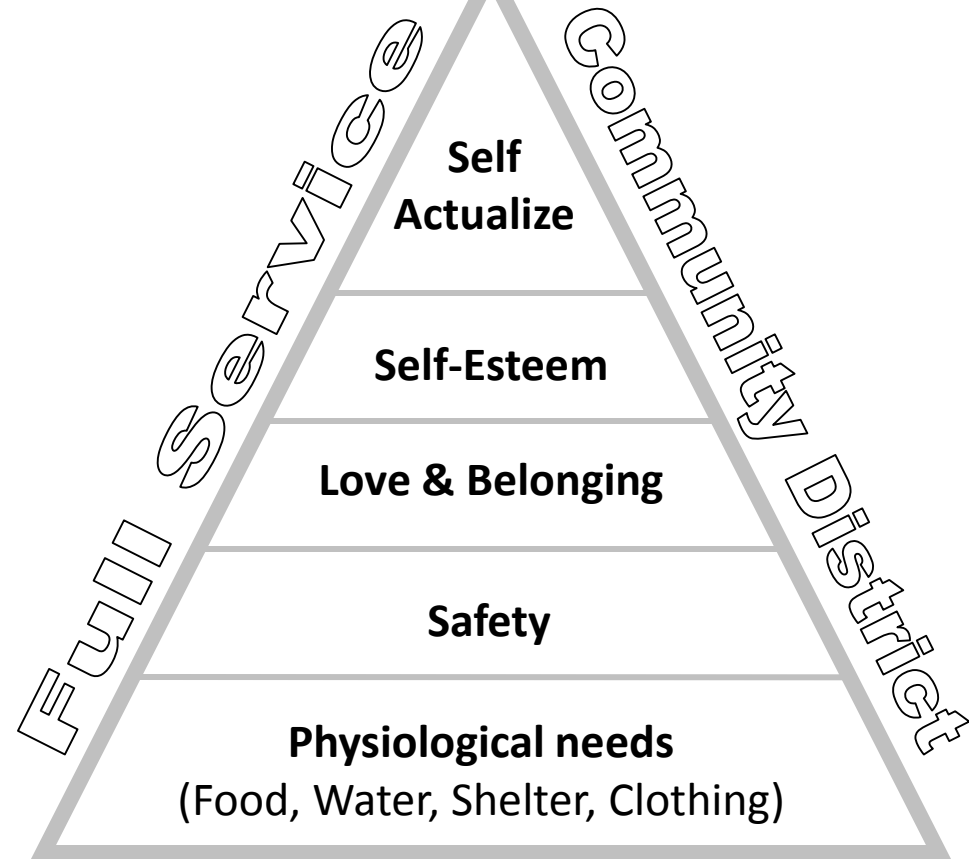
Supporting Students looks like:

- Celebrating transition year as "legacy class"
- Opportunities to transfer w/ friends
- **Priority placement in Options process**
- New School Site Visits
- **New Student Welcome BBQ's**
- New School Orientations
- **Summer Transition Programs**
- Peer Buddy Programs

OAKLAND UNIFIED SCHOOL DISTRICT

Community Schools, Thriving Students

Supporting Principals & Staff looks like:

- Frequent and accurate communication
- **Principal Advisory Committee support**
- Facilitation of stakeholder engagements
- **Priority consideration in future leadership**
- Hand-holding through closure procedures
- **Support for closing year evaluations**
- School Options tours & event coordination
- Written communication for stakeholders

Supporting Families looks like:

- Being well informed of all school options
- Consideration of parent rationale for choice
- **Priority placement in Options process**
- Ensuring translation for all families
- Scheduled bus tours during Options process
- **Options Fairs on-site**
- New school site visits
- New school welcome social or BBQ's
- **Family mentors at new school**

What else?

Support Teams

Oakland Unified School District — Community Schools, Thriving Students

Research, Assessment & Data

Human Resources Labor

Facilities B&G

Fiscal

Student Assignment

Legal

Regional Officers, Office of Transformation, Principals

Programs for Exceptional Children

Family & Community Office

Communications

19
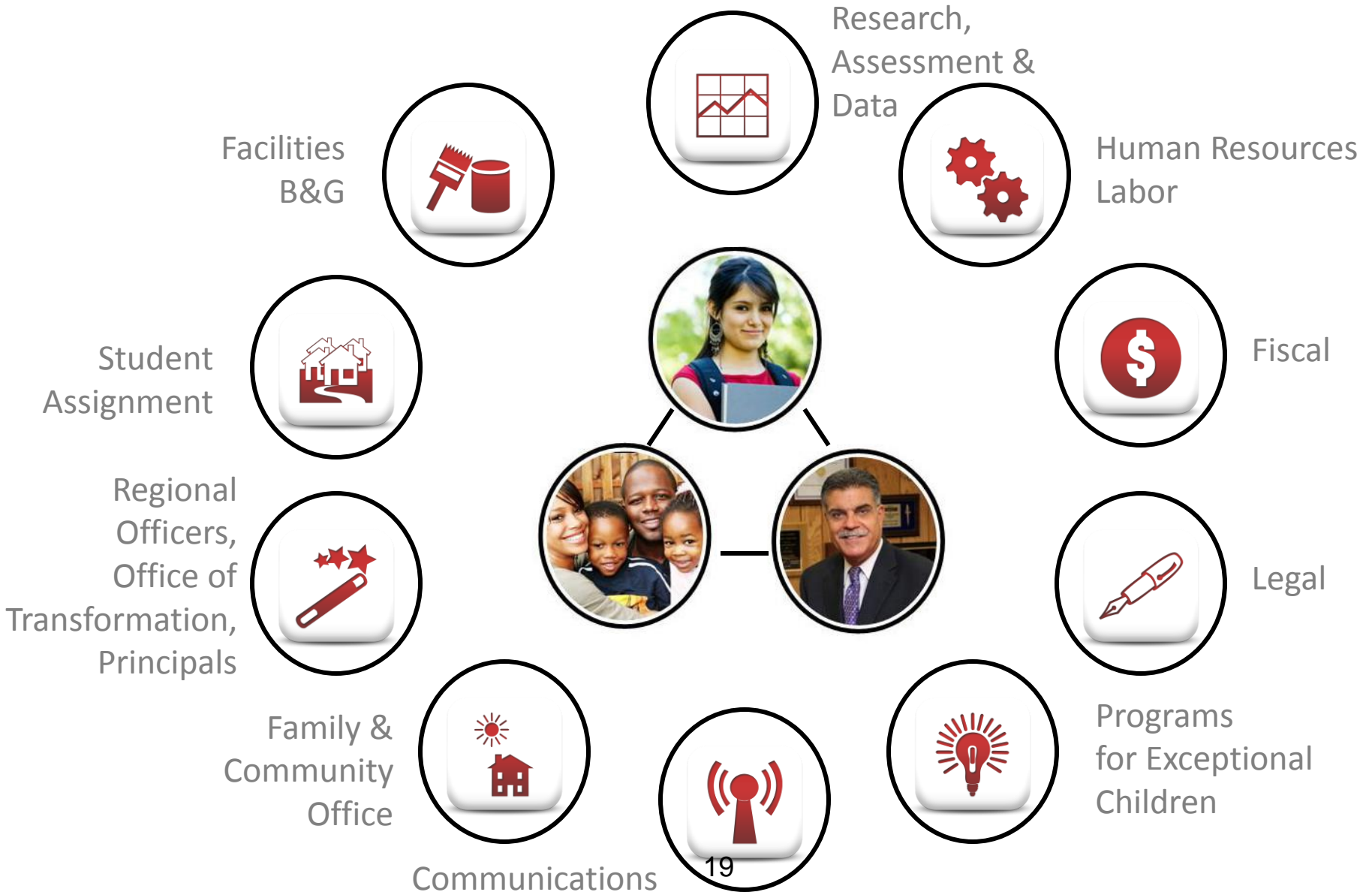
Overview of Criteria Steps

STEP 1: Rank order all schools from where **least** needed to where **most** needed based on *population density, enrollment, and facilities*.

Least

FACTORS: Where do we need to operate schools?

- **Number of students within .25 miles of the school**
- **Number of students within .5 miles of the school**
- **Number of students within one mile of the school**
- **Number of students who live in the school's attendance area**
- **Percent of students who live in the attendance area and go to the school**
- **Percent of students who live in the attendance area and do not go to the school**
- **Percent of students who do not live in attendance area and attend the school**
- **Total prior year enrollment**
- **Comparison of three-year enrollment change**
- **Number of students projected for coming year**
- **Number of class-sized rooms (site total)**
- **Percent of the facility's capacity that is utilized**

Most

ALT ← **Alternative Education Schools**
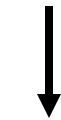
STEP 1: *Where do we need to operate schools?*

School Name	GRADE	STEP 1		School Name	GRADE	STEP 1		School Name	GRADE	STEP 1
Sankofa Academy	Elem	1	LEAST =>	Frick	Middle	1	LEAST =>	East Oakland School of the Arts	High	1
Howard	Elem	2		Claremont	Middle	2		McClymonds	High	2
Marshall	Elem	3		West Oakland Middle School	Middle	2		Media College Prep	High	3
Burckhalter	Elem	4		James Madison	Middle	4		Leadership Preparatory High School	High	4
Lakeview	Elem	5		Bret Harte	Middle	5		Life Academy	High	5
Parker	Elem	6		Westlake	Middle	6		Business & Information Technology	High	5
Santa Fe	Elem	7		Urban Promise Academy	Middle	7		Skyline	High	7
Kaiser Elementary	Elem	8		Roots International Academy	Middle	8		Oakland HS	High	8
Emerson	Elem	9		Alliance Academy	Middle	8		Mandela HS	High	9
La Escuelita	Elem	10		Elmhurst Community Prep	Middle	10	MOST =>>>	Oakland Technical High School	High	10
Grass Valley	Elem	11		Montera	Middle	11		College Prep & Architecture Academy	High	11
Carl Munck	Elem	12		Edna Brewer Middle School	Middle	12		Coliseum College Prep Academy	High	12
PLACE at Prescott	Elem	13		Roosevelt	Middle	13		Youth Empowerment School	High	n/a
Lazear Elementary	Elem	14		United For Success	Middle	14				
Melrose Leadership Academy	Elem	15								
Maxwell Park	Elem	16								
Martin Luther King Jr	Elem	16								
Piedmont Avenue	Elem	18								
ACORN Woodland	Elem	19								
Sobrante Park	Elem	20								
Manzanita SEED	Elem	21								
Peralta	Elem	22								
Hoover	Elem	23								
Lafayette	Elem	23								
Redwood Heights	Elem	25								
EnCompass Academy	Elem	26								
REACH Academy	Elem	26								
Cleveland	Elem	28								
Manzanita Community	Elem	29								
Horace Mann	Elem	30								
Hillcrest	Elem	31								
Think College Now	Elem	32								
Joaquin Miller	Elem	33								
Sequoia	Elem	34								
Brookfield	Elem	35								
Thornhill	Elem	36								
Crocker Highlands	Elem	37								

School Name	GRADE	STEP 1
Barack Obama Academy	ALT	1
Community Day HS	ALT	1
Community Day MS	ALT	1
Dewey Academy	ALT	1
Far West	ALT	1
Gateway To College at Laney College	ALT	1
Hillside Academy	ALT	1
MetWest	ALT	1
Oakland International High School	ALT	1
Ralph J. Bunche High	ALT	1
Rudsdale Continuation	ALT	1
Sojourner Truth Independent Study	ALT	1
Street Academy	ALT	1

Recommend alternate evaluation for Alternative Education Schools

STEP 1: *Continued...*

School Name	GRADE	STEP 1	
Esperanza	Elem	38	
International Community School	Elem	39	
Glenview	Elem	40	
Markham	Elem	40	
Fruitvale	Elem	42	
Allendale	Elem	43	
New Highland Academy	Elem	43	
Fred T. Korematsu	Elem	45	
Montclair	Elem	46	
Chabot	Elem	47	
Bridges Academy	Elem	49	
Laurel	Elem	49	
ASCEND	Elem	50	
Bella Vista	Elem	51	
RISE	Elem	52	
Garfield	Elem	53	
Futures Academy	Elem	54	
Lincoln	Elem	55	
Greenleaf Elementary	Elem	56	
East Oakland Pride Elementary	Elem	57	MOST =>>>
Learning Without Limits	Elem	58	
Community United	Elem	59	
Global Family School	Elem	60	
Franklin	Elem	61	

STEP 2: Exclude schools based on other *other restructuring*.

Least
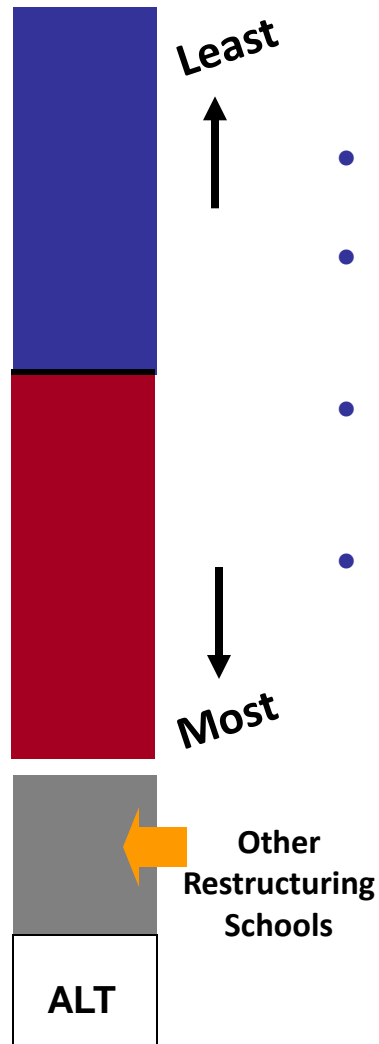
- **expanding** grade configurations,

- undergoing **transformation** or whole school redesign,

- **consolidating** into a single-school option as part of expansion or transformation,

- *participating as a STEM Corridor school (Science, Technology, Engineering, and Math)*

Most

Other Restructuring Schools

ALT

STEP 2: OTHER RESTRUCTURING

The following schools are proposed to be excluded from closure consideration in support of a year of planning associated with **other restructuring.**

SCHOOL NAME	GRADE	PLANNING FOCUS	START
Elementary Schools			
Sankofa Academy	Elem	**EXPANSION**	**2012**
La Escuelita	Elem	**EXPANSION**	*2013*
Melrose Leadership	Elem	**EXPANSION**	*Ongoing*
Manzanita SEED/ Manzanita Community	Elem	**EXPANSION**	**2012**
Lincoln	Elem	**EXPANSION**	*2013*
Greenleaf Elementary	Elem	**EXPANSION**	**2012**
PLACE at Prescott	Elem	**STEM**	**2012**
Martin Luther King Jr	Elem	**STEM**	**2012**
Hoover	Elem	**STEM**	**2012**
Lafayette	Elem	**STEM**	**2012**

SCHOOL NAME	GRADE	PLANNING FOCUS	START
Middle Schools			
James Madison	Middle	**EXPANSION**	*2013*
West Oakland Middle	Middle	**STEM**	**2012**

SCHOOL NAME	GRADE	PLANNING FOCUS	START
High Schools			
Life Academy	High	**EXPANSION**	**2012**
McClymonds	High	**STEM**	**2012**
East Oakland School of Arts	High	**TRANSFORMATION**	**2012**
Media College Prep	High	**TRANSFORMATION**	**2012**
Leadership Preparatory	High	**TRANSFORMATION**	**2012**
Business & Information	High	**TRANSFORMATION**	**2012**
Mandela HS	High	**TRANSFORMATION**	**2012**
College Prep & Architecture	High	**TRANSFORMATION**	**2012**
Youth Empowerment	High	**TRANSFORMATION**	**2012**

STEP 2: Continued…

Expansion: Proposals to expand grade configuration of school to grades **K-8** or **6-12**. Current proposed sites demonstrate capacity and are to begin stakeholder engagement and planning; leading to preliminary plans and a final decision-making to occur not later than **December 14, 2011**. *Annual portfolio review will provide opportunities for future consideration of other possible school expansions.*

Readiness Factors:
- Compelling rationale for change
- Demonstrated Family and Staff Interest
- Leadership and Staff Capacity
- Facility Capacity and Needs Analysis
- Demographics and Enrollment Analysis

Transformation: School re-design process begun in 2010-11, will support development of a single high quality, high school option at the **Castlemont** and **Fremont** campuses, beginning **2012-13**. *Office of School Transformation* will facilitate design process and completion of plans by **spring, 2012**; to be inclusive of school and community stakeholders.

STEM Corridor: Planning has begun with elementary, middle, and high schools in **West Oakland** to implement a rigorous *Science, Technology, Engineering, and Math (STEM)* curriculum. These district and school communities will complete plans by **winter, 2012**.

STEP 3: Identify schools where **least** needed that **do not share** an attendance boundary for possible closure consideration.

Remain for possible closure

Least

Most

ALT

STEP 3: Among the half of all schools where **least** needed identify schools for possible closure consideration.

School Name	GRADE	STEP 1	STEP 2	STEP 3.1	STEP 3.2
Kaiser Elementary	Elem	8			
Lazear Elementary	Elem	14			
Sobrante Park	Elem	20		LEAST =>;	
Howard	Elem	2			
Marshall	Elem	3			
Grass Valley	Elem	11			
REACH Academy	Elem	26			
Burckhalter	Elem	4			
Parker	Elem	6			
Carl Munck	Elem	12			
Redwood Heights	Elem	25			
Lakeview	Elem	5			
Piedmont Avenue	Elem	18			
Cleveland	Elem	28			
Santa Fe	Elem	7			
Emerson	Elem	9			
Peralta	Elem	22			
Maxwell Park	Elem	16			
Horace Mann	Elem	30			
ACORN Woodland	Elem	19			
EnCompass Academy	Elem	26			
Hillcrest	Elem	31			
Think College Now	Elem	32			
Joaquin Miller	Elem	33			
Sequoia	Elem	34			
Brookfield	Elem	35			
Thornhill	Elem	36			
Crocker Highlands	Elem	37			
Esperanza	Elem	38			
International Community School	Elem	39			
Glenview	Elem	40			
Markham	Elem	40			
Fruitvale	Elem	42			
Allendale	Elem	43			
New Highland Academy	Elem	43			
Fred T. Korematsu	Elem	45			
Montclair	Elem	46			
Chabot	Elem	47			
Bridges Academy	Elem	48			

School Name	GRADE	STEP 1	STEP 2	STEP 3.1	STEP 3.2
Frick	Middle	1			
Bret Harte	Middle	5		LEAST =>	
Urban Promise Academy	Middle	7			
Claremont	Middle	2			
Westlake	Middle	6			
Roots International Academy	Middle	8			
Alliance Academy	Middle	8			
Elmhurst Community Prep	Middle	10			
Montera	Middle	11			
Edna Brewer Middle School	Middle	12	MOST =>>		
Roosevelt	Middle	13			
United For Success	Middle	14			
West Oakland Middle School	Middle	2			
James Madison	Middle	4			

School Name	GRADE	STEP 1	STEP 2	STEP 3.1
Skyline	High	7		
Oakland HS	High	8		
Oakland Technical High School	High	10		MOST =>>>
Coliseum College Prep Academy	High	12		
East Oakland School of the Arts	High	1		
McClymonds	High	2		
Media College Prep	High	3		
Leadership Preparatory	High	4		
Life Academy	High	5		
Business & Information	High	5		
Mandela HS	High	9		
College Prep & Architecture	High	11		
Youth Empowerment School	High	n/a		

Schools that **DO NOT SHARE** an attendance boundary with other schools among those where **least** needed, remain on the list for closure consideration.

NOTE: High schools, following STEP 2, no longer have schools that are among those where least needed.

STEP 3: *Continued…*

School Name	GRADE	STEP 1	STEP 2	STEP 3.1	STEP 3.2
Laurel	Elem	49			
ASCEND	Elem	49			
Bella Vista	Elem	51			
RISE	Elem	52			
Garfield	Elem	53		MOST =>>>	
Futures Academy	Elem	54			
East Oakland Pride Elementary	Elem	57			
Learning Without Limits	Elem	58			
Community United	Elem	59			
Global Family School	Elem	60			
Franklin	Elem	61			
Sankofa Academy	Elem	1			
La Escuelita	Elem	10			
PLACE at Prescott	Elem	13			
Melrose Leadership Academy	Elem	15			
Martin Luther King Jr	Elem	16			
Manzanita SEED	Elem	21			
Hoover	Elem	23			
Lafayette	Elem	23			
Manzanita Community	Elem	29			
Lincoln	Elem	55			
Greenleaf Elementary	Elem	56			

STEP 4:

Among schools where **least** needed that **share** an attendance boundary, use **additional factors for comparison**, to identify schools for possible closure consideration.

Remain for possible closure

ALT

STEP 3: Among the half of all schools where **least** needed identify schools for possible closure consideration.

School Name	GRADE	STEP 1	STEP 2	STEP 3.1	STEP 3.2
Kaiser Elementary	Elem	8			
Lazear Elementary	Elem	14			
Sobrante Park	Elem	20			
Howard	Elem	2		LEAST =>	
Marshall	Elem	3			
Grass Valley	Elem	11			
REACH Academy	Elem	26			
Burckhalter	Elem	4			
Parker	Elem	6			
Carl Munck	Elem	12			
Redwood Heights	Elem	25			
Lakeview	Elem	5			
Piedmont Avenue	Elem	18			
Cleveland	Elem	28			
Santa Fe	Elem	7			
Emerson	Elem	9			
Peralta	Elem	22			
Maxwell Park	Elem	16			
Horace Mann	Elem	30			
ACORN Woodland	Elem	19			
EnCompass Academy	Elem	26			
Hillcrest	Elem	31			
Think College Now	Elem	32			
Joaquin Miller	Elem	33			
Sequoia	Elem	34			
Brookfield	Elem	35			
Thornhill	Elem	36			
Crocker Highlands	Elem	37			
Esperanza	Elem	38			
International Community School	Elem	39			
Glenview	Elem	40			
Markham	Elem	40			
Fruitvale	Elem	42			
Allendale	Elem	43			
New Highland Academy	Elem	43			
Fred T. Korematsu	Elem	45			
Montclair	Elem	46			
Chabot	Elem	47			
Bridges Academy	Elem	48			

School Name	GRADE	STEP 1	STEP 2	STEP 3.1	STEP 3.2
Frick	Middle	1			
Bret Harte	Middle	5			
Urban Promise Academy	Middle	7		LEAST =>;	
Claremont	Middle	2			
Westlake	Middle	6			
Roots International Academy	Middle	8			
Alliance Academy	Middle	8			
Elmhurst Community Prep	Middle	10			
Montera	Middle	11			
Edna Brewer Middle School	Middle	12			
Roosevelt	Middle	13		MOST =>>	
United For Success	Middle	14			
West Oakland Middle School	Middle	2			
James Madison	Middle	4			

School Name	GRADE	STEP 1	STEP 2	STEP 3.1
Skyline	High	7		
Oakland HS	High	8		MOST =>>>
Oakland Technical High School	High	10		
Coliseum College Prep Academy	High	12		
East Oakland School of the Arts	High	1		
McClymonds	High	2		
Media College Prep	High	3		
Leadership Preparatory	High	4		
Life Academy	High	5		
Business & Information	High	5		
Mandela HS	High	9		
College Prep & Architecture	High	11		
Youth Empowerment School	High	n/a		

Schools that **SHARE** an attendance boundary are compared using additional factors to identify which schools will remain on the list for closure consideration and which would be removed from further consideration this year.

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STEP 3: *Continued…*

School Name	GRADE	STEP 1	STEP 2	STEP 3.1	STEP 3.2
Laurel	Elem	49			
ASCEND	Elem	49			
Bella Vista	Elem	51			
RISE	Elem	52			
Garfield	Elem	53	MOST =>>>		
Futures Academy	Elem	54			
East Oakland Pride Elementary	Elem	57			
Learning Without Limits	Elem	58			
Community United	Elem	59			
Global Family School	Elem	60			
Franklin	Elem	61			
Sankofa Academy	Elem	1			
La Escuelita	Elem	10			
PLACE at Prescott	Elem	13			
Melrose Leadership Academy	Elem	15			
Martin Luther King Jr	Elem	16			
Manzanita SEED	Elem	21			
Hoover	Elem	23			
Lafayette	Elem	23			
Manzanita Community	Elem	29			
Lincoln	Elem	55			
Greenleaf Elementary	Elem	56			

STEP 4: Compare schools using **additional factors** among those where **least** needed, that **SHARE** an attendance boundary.

School Name	GRADE	STEP 1	STEP 2	STEP 3	STEP 4	PERFORMANCE	SCHOOL CHOICE	FISCAL HEALTH
Kaiser Elementary	Elem	8			117	15	49	53
Lazear Elementary	Elem	14			67	24	28	15
Sobrante Park	Elem	20			30	12	10	8
Howard	Elem	2		LEAST =>>	68	53	8	7
Marshall	Elem	3			36	11	5	20
Grass Valley	Elem	11			58	2	24	32
REACH Academy	Elem	26			30	4	25	1
Burckhalter	Elem	4			71	58	2	11
Parker	Elem	6			76	60	10	6
Carl Munck	Elem	12			98	37	36	25
Redwood Heights	Elem	25			116	9	57	50
Lakeview	Elem	5			70	16	30	24
Piedmont Avenue	Elem	18			94	25	40	29
Cleveland	Elem	28			131	41	45	45
Santa Fe	Elem	7			40	28	8	4
Emerson	Elem	9			54	8	16	30
Peralta	Elem	22			151	48	52	51
Maxwell Park	Elem	16			68	57	6	5
Horace Mann	Elem	30			71	39	13	19
ACORN Woodland	Elem	19			123	40	44	39
EnCompass Academy	Elem	26			101	49	31	21
Hillcrest	Elem	31		K-8	116	13	59	44
Think College Now	Elem	32			117	18	51	48
Joaquin Miller	Elem	33			132	30	53	49
Sequoia	Elem	34			87	3	47	37
Brookfield	Elem	35			101	46	20	35
Thornhill	Elem	36			131	21	56	54
Crocker Highlands	Elem	37			159	44	55	60
Esperanza	Elem	38			138	51	41	46
International Community School	Elem	39			88	6	46	36
Glenview	Elem	40			162	56	50	56
Markham	Elem	40			77	50	17	10
Fruitvale	Elem	42			71	31	27	13
Allendale	Elem	43			50	5	23	22

School Name	GRADE	STEP 1	STEP 2	STEP 3	STEP 4	PERFORMANCE	SCHOOL CHOICE	FISCAL HEALTH
Frick	Middle	1		LEAST =>;	20	14	3	3
Bret Harte	Middle	5			24	4	10	10
Urban Promise Academy	Middle	7			36	13	11	12
Claremont	Middle	2			27	12	9	6
Westlake	Middle	6			28	8	12	8
Roots International Academy	Middle	8			23	9	5	9
Alliance Academy	Middle	8			15	7	4	4
Elmhurst Community Prep	Middle	10		MOST =>>>	18	10	6	2
Montera	Middle	11			31	3	14	14
Edna Brewer Middle School	Middle	12			32	6	13	13
Roosevelt	Middle	13			16	1	8	7
United For Success	Middle	14			17	5	7	5
West Oakland Middle School	Middle	2			3	1	1	1
James Madison	Middle	4			28	15	2	11

Comparison is based on the rank order of ALL schools using Board criteria :

- **PERFORMANCE** *(Growth emphasis)*
- **SCHOOL CHOICE** *(Options preferences)*
- **FISCAL HEALTH** *(Revenue Loss/Deficit)*

Schools are compared in **descending order** from **those** where **least** needed to where **most** needed.

Results of first comparison **eliminates all remaining schools** sharing an attendance boundary from further consideration.

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STEP 4: *Continued…*

Elementary continued…

School Name	GRADE	STEP 1	STEP 2	STEP 3	STEP 4	PERFORMANCE	SCHOOL CHOICE	FISCAL HEALTH
New Highland Academy	Elem	43			115	43	39	33
Fred T. Korematsu	Elem	45			115	59	14	42
Montclair	Elem	46			152	35	58	59
Chabot	Elem	47			126	19	60	47
Bridges Academy	Elem	48			103	29	33	41
Laurel	Elem	49			120	38	42	40
ASCEND	Elem	49		K-8	165	46	61	58
Bella Vista	Elem	51			104	23	38	43
RISE	Elem	52			88	54	17	17
Garfield	Elem	53		MOST =>>>	89	34	32	23
Futures Academy	Elem	54			62	22	22	18
East Oakland Pride Elementary	Elem	57			94	33	35	26
Learning Without Limits	Elem	58			89	26	25	38
Community United	Elem	59			99	51	21	27
Global Family School	Elem	60			131	42	37	52
Franklin	Elem	61			105	7	43	55
Sankofa Academy	Elem	1			47	32	1	14
La Escuelita	Elem	10			75	14	33	28
PLACE at Prescott	Elem	13			22	17	3	2
Melrose Leadership Academy	Elem	15		K-8	90	11	48	31
Martin Luther King Jr	Elem	16			20	10	7	3
Manzanita SEED	Elem	21			108	55	19	34
Hoover	Elem	23			58	27	15	16
Lafayette	Elem	23			14	1	4	9
Manzanita Community	Elem	29			43	19	12	12
Lincoln	Elem	55			151	36	54	61
Greenleaf Elementary	Elem	56			130	44	29	57

High Schools

School Name	GRADE	STEP 1	STEP 2	STEP 3	STEP 4	PERFORMANCE	SCHOOL CHOICE	FISCAL HEALTH
Skyline	High	7			24	5	11	8
Oakland HS	High	8		<<<= MOST	25	4	10	11
Oakland Technical High School	High	10			32	11	11	10
Coliseum College Prep Academy	High	12			26	9	8	9
East Oakland School of the Arts	High	1			17	12	2	3
McClymonds	High	2			4	1	1	2
Media College Prep	High	3			18	10	4	4
Leadership Preparatory	High	4			14	8	5	1
Life Academy	High	5			27	6	9	12
Business & Information	High	5			16	7	2	7
Mandela HS	High	9			15	3	7	5
College Prep & Architecture	High	11			14	2	6	6
Youth Empowerment School	High	n/a			n/a	0	0	0

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SUMMARY OF RESULTS:

ELEMENTARY

ELEMENTARY School Name	STEP 1	STEP 2	STEP 3	STEP 4
Marshall	3		LEAST =>>>	
Burckhalter	4			
Lakeview	5			
Santa Fe	7			
Kaiser Elementary	8			
Lazear Elementary	14			
Maxwell Park	16			
Sobrante Park	20			
EnCompass Academy	26			
Howard	2			
Parker	6			
Emerson	9			
Grass Valley	11			
Carl Munck	12			
Piedmont Avenue	18			
ACORN Woodland	19			
Peralta	22			
Redwood Heights	25			
REACH Academy	26			
Cleveland	28			
Horace Mann	30			
Hillcrest (K-8)	31			
Think College Now	32			
Joaquin Miller	33			
Sequoia	34			
Brookfield	35			
Thornhill	36			
Crocker Highlands	37			
Esperanza	38			
International Community School	39			
Glenview	40			
Markham	40			
Fruitvale	42			
Allendale	43			
New Highland Academy	43			
Fred T. Korematsu	45		MOST =>>>	
Montclair	46			

MIDDLE

	MIDDLE School Name	STEP 1	STEP 2	STEP 3	STEP 4
COMPARISON	Frick	1		LEAST =>>>	
COMPARISON	Claremont	2			
COMPARISON	Bret Harte	5			
COMPARISON	Westlake	6			
NO BOUNDARY	Urban Promise Academy	7			
NO BOUNDARY	Roots International Academy	8			
COMPARISON	Alliance Academy	8			
NO BOUNDARY	Elmhurst Community Prep	10		MOST =>>>	
SHARED CAMPUS	Montera	11			
	Edna Brewer Middle School	12			
	Roosevelt	13			
	United For Success	14			
	West Oakland Middle (STEM)	2			
	James Madison (6-12)	4			

HIGH

	HIGH School Name	STEP 1	STEP 2	STEP 3
COMPARISON	Skyline	7		MOST =>>>
COMPARISON	Oakland HS	8		
	Oakland Technical High School	10		
	Coliseum College Prep Academy	12		
	Life Academy (6-12 expansion)	5		
	McClymonds (STEM)	2		
	East Oakland School of the Arts	1		
	Media College Prep	3		
	Leadership Preparatory	4		
	Business & Information	5		
	Mandela HS	9		
	College Prep & Architecture	11		
	Youth Empowerment School	n/a		

HIGH School Name	
Barack Obama Academy *	n/a
Community Day HS	n/a
Community Day MS	n/a
Dewey Academy	n/a
Far West	n/a
Gateway To College	n/a
Hillside Academy *	n/a
MetWest	n/a
Oakland International	n/a
Ralph J. Bunche High	n/a
Rudsdale Continuation	n/a
Sojourner Truth Indep	n/a
Street Academy	n/a
Recommending alternative evaluation process.	

Restructuring already in place.

Schools identified for possible closure consideration based on Board of Education approved criteria.
NOTE: THIS IS NOT A RECOMMENDATION AT THIS TIME.

STEP 5: Consider impact on **Special Education Program** and analyze *possible receiving schools* consideration.

STEP 6: Superintendent makes final recommendations for school closures for 2012-13, by applying adopted Guiding Principles.

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SUMMARY OF RESULTS: cont'd…

Elementary continued…

ELEMENTARY School Name	STEP 1	STEP 2	STEP 3	STEP 4
Chabot	47			
Bridges Academy	48			
Laurel	49			
ASCEND	49		K-8	
Bella Vista	51			
RISE	52			
Garfield	53		MOST =>v>	
Futures Academy	54			
East Oakland Pride Elementary	57			
Learning Without Limits	58			
Community United	59			
Global Family School	60			
Franklin	61			
Sankofa Academy	1			
La Escuelita	10			
PLACE at Prescott	13			
Melrose Leadership Academy	15			
Martin Luther King Jr	16			
Manzanita SEED	21			
Hoover	23			
Lafayette	23			
Manzanita Community	29			
Lincoln	55			
Greenleaf Elementary	56			

Criteria Ranking Results