

**EXPANDING QUALITY**  
**OCTOBER 26, 2011**  
**RESTRUCTURING UPDATE**  
***RE: BURCKHALTER & KAISER***  
***ELEMENTARY EXPANSION***

Board of Education Presentation  
June 26, 2013

v4

RESULTS  
TO DATE  
LESSON  
LEARNED

# PURPOSE

*The district, in its efforts to establish a more sustainable set of schools, developed criteria to assess ALL schools in an attempt to identify schools for possible closure. The restructuring criteria identified Burckhalter Elementary and Kaiser Elementary for closure consideration due to relatively low enrollment, small facility capacity, low density of school-age students in neighborhood.*

*After reviewing the high academic outcomes of students, the rich diversity of the school communities and considering alternatives; the Superintendent and District Leadership Team recommended expanding Burckhalter Elementary and Kaiser Elementary at their current location or an alternate location in order to serve a larger student population. This effort is to both ensure each school's long-term sustainability, as well as expand quality seats within the District, based on each school's outstanding performance to date.*

# BOARD RESOLUTION OCT 26, 2011

Establishment by August 2013 of **Kaiser Elementary** and **Burckhalter Elementary** schools within facilities located either at their current location or an alternate suitable location that will allow for the continued growth of each school's enrollment up to at least 380 students.

- *District staff will facilitate a process to evaluate the viability of options to achieve the aforementioned goal; which shall include the engagement each school's staff and parent community as well as notice and engagement of local community in which each school is situated.*

# BURCKHALTER ELEMENTARY EXPANSION

BURCKHALTER AND LAKEVIEW MERGER



RESULTS  
TO DATE  
LESSON  
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# MERGER OBJECTIVES

- **Formalize the existing partnership between Burckhalter and Lakeview**

Exemplified by:

- On-going joint professional development between the staffs (*which included afterschool staff to integrate content and climate*)
- Shared after school program
- Mentorship between principals

- **Address Parent Desire to Continue key Lakeview Elementary Program elements**

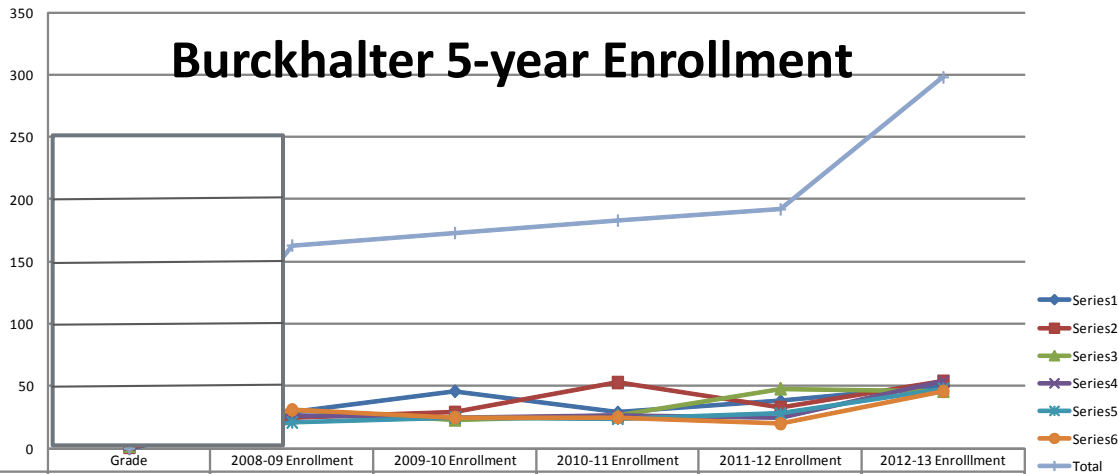
Priorities included maintenance of:

- The academic and high quality After- School Program
- Lakeview students living in East Oakland
- Lakeview neighborhood students who requested Burckhalter as their first choice

- **Increase Burckhalter enrollment**

# RESULTS: ENROLLMENT

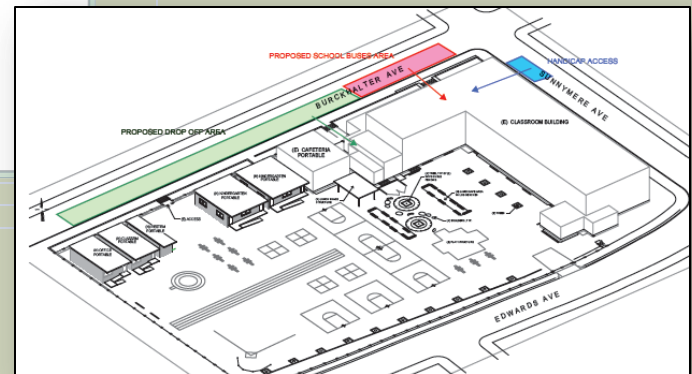
## Burckhalter 5-year Enrollment



Grade	2008-09 Enrollment	2009-10 Enrollment	2010-11 Enrollment	2011-12 Enrollment	2012-13 Enrollment
Series1	29	46	29	38	50
Series2	25	29	53	33	54
Series3	31	23	26	48	46
Series4	26	25	26	25	54
Series5	21	25	24	28	48
Series6	31	25	25	20	46
Total	163	173	183	192	298

- 58 former Lakeview students enrolled in Burckhalter in 2012-13

- Facility capacity expanded in summer, 2012 to accommodate up to approx. 375 students.



# LESSONS LEARNED

## SUPPORTING CONDITIONS:

- Initial transition and reflection retreats/workshops for all merging staff prior to the opening of school
- Human Resources interaction and provision of individual meetings with merging staffs
- Continued transition check-ins with staff, families and students
- Student data provided by RAD integral in planning for student and staff success towards academic achievement
- Community facilitation re: safety, traffic and benefits of increased enrollment
- Establishment of a parent transition team between merging schools
- Articulation of special education program needs to ensure coherence

# HIGHLIGHT

## TRANSPORTATION SERVICES

- Transportation Services provided for 2 years.
- 15 - 30 students received service from Lakeview to Burckhalter
- Attendance of former Lakeview students mirrored attendance rate of ongoing Burckhalter students (96% vs. 95%)
- Relationship building, vigilant oversight of students en route and on-site points of contact provided safety and structure
- Participation by services in student study teams and other interventions throughout the year

## HIGHLIGHT - Ujimaa Foundation

- each child greeted by staff
- show homework
- Children receive academic support in an instructor-to-student or student-to-student structure.
- children are facilitated to engage in the enrichment activity of the day - Yoga, Strategic Games, Freestyle Sessions, or Life Skills
- in-route conversations to discuss current events as they relate to youth conduct, or local and global events.





# KAISER ELEMENTARY EXPANSION

RESULTS  
TO DATE  
LESSON  
LEARNED



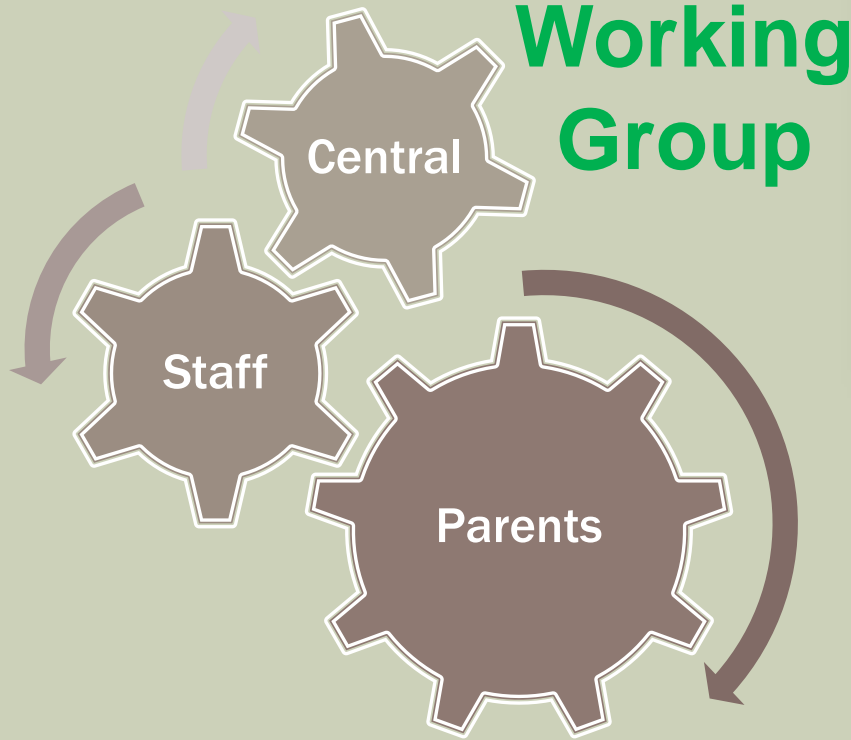
welcome to the home of

## **HENRY J. KAISER, JR. ELEMENTARY SCHOOL**

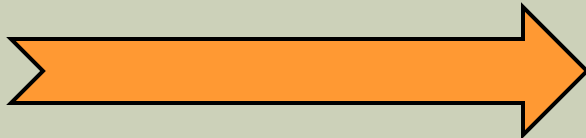
25 South Hill Court, Oakland, California 94618 (510)549-4900

A Community of Leaders

# PROCESS



Moving Towards



**TRUST**

serve a larger population. This effort is to both ensure the school's long-term sustainability, as well as expand quality seats within the District based on Kaiser's outstanding performance to date.

CA Distinguished School 2012: Kaiser Elementary

**Kaiser Expansion Working Group Meetings**

**AGENDAS & KEY DOCUMENTS:**

**February 1, 2012 Agenda**  
(Site Leadership Pre-Meeting)

- Board Resolution

**February 15, 2012 Agenda**

- Planning Timeline v2
- Expansion Meeting Notes
- Board Resolution

**March 15, 2012 Agenda**

- Key Expansion Factors
- Supl. Progress Report

**June 5, 2012 Agenda**

- Program Facilities Notes
- Expansion Meeting Notes
- Kaiser School Site Plan

**July 17, 2012 Agenda**

- Action Plan Worksheet
- Facilities 7's Researched

**August 15, 2012 Agenda**

- Action Plan Worksheet
- Program Facilities Notes
- Expansion Rationale Summary

Superintendent's Update Report Re: Kaiser Expansion

Kaiser Expansion Decision-making Process and Timeline v6

Activity/Document	Responsible	Estimated Start Date	Actual Start	Actual End
1. Site Leadership Pre-Meeting	Site Leadership	1/25/12		
2. Board Resolution	Board	2/1/12		
3. Planning Timeline v2	Working Group	2/15/12		
4. Expansion Meeting Notes	Working Group	2/15/12		
5. Board Resolution	Board	2/15/12		
6. Key Expansion Factors	Working Group	3/15/12		
7. Supl. Progress Report	Working Group	3/15/12		
8. Program Facilities Notes	Working Group	6/5/12		
9. Expansion Meeting Notes	Working Group	6/5/12		
10. Kaiser School Site Plan	Working Group	6/5/12		
11. Action Plan Worksheet	Working Group	7/17/12		
12. Facilities 7's Researched	Working Group	7/17/12		
13. Action Plan Worksheet	Working Group	8/15/12		
14. Program Facilities Notes	Working Group	8/15/12		
15. Expansion Rationale Summary	Working Group	8/15/12		

Kaiser Expansion Action Plan Worksheet (updated 7.18.12)

**IMPORTANT LINKS:**

- OUSD 2012 Facilities Master Plan
- Kaiser Elementary Facility Report

- Working Group Meetings
- Community Meetings
- Staff Meetings
- Emails and Website Information

# HIGH QUALITY, UNIQUE OPTION

## Education and Curriculum

**Integrated Arts  
Enrichment Curriculum**

**Social-emotional  
Development: A  
Proactive and Aggressive  
Stance**

**Educational  
Achievement**

## Engaged Community

**Diverse and dispersed  
community**

**Active PTA**

**Financial support/  
fundraising**

**Working together**

# OFF-SITE EXPANSION (RELOCATION)

Oakland Unified School District Facilities Asset Management

**Foster Elementary School**  
2850 West Street  
Site ID 184 Region 1 Grades

Oakland Unified School District Facilities Asset Management

**Burbank Elementary School**  
3550 64th Avenue  
Site ID 104 Region 3 Grades 6-8

Oakland Unified School District Facilities Asset Management

**Rudsdale Academy**  
1180 70th Avenue  
Site 222 Region S1 Grades 9-12

Oakland Unified School District Facilities Asset Management

**Edward Shands Adult Ed. Center**  
2455 Church Street  
Site ID 404 Region A Grades 18+

Oakland Unified School District Facilities Asset Management

**John Swett Elementary School**  
4551 Steele Street  
Site ID 158 Region 2 Grades K-8

PROGRAMMING (2011-2012)

Schools / Enrollment

SCC, N, SD, T, H, AP

- Evaluation of District Facility Inventory based on minimum facility demand
- Review of Kaiser Elementary School Community Report; developed by parents, outlining concerns associated with school relocation.

## Notable Considerations:

- Safety
- Fiscal Implications
- Enrollment Implications
- School Diversity

**Henry J. Kaiser Elementary School**  
Report on the Community Impact of Relocation of the School Site

Prepared by the Kaiser Parent Committee to Explore Relocation

April 2, 2012

Committee Members: Monica Yu, Thomas Levy, Jess Farber, Stephanie Montgomery, Sony Hwang, Lisa Lynn, and Jacqueline Dubois

**Executive Summary**

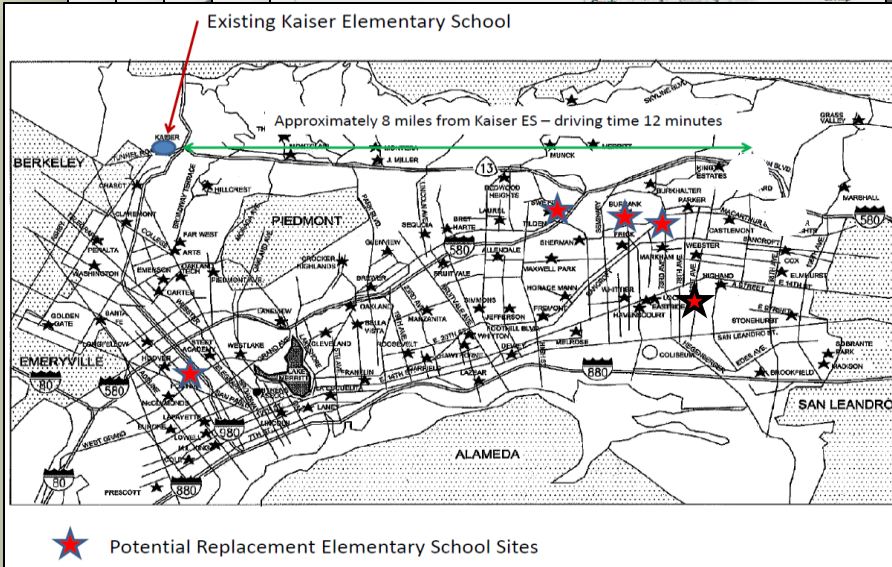
OUSD's inclusion of Henry J. Kaiser Elementary on the list of schools under consideration for closure in the fall of 2013 gave our community the opportunity to raise a great deal of concern. Kaiser is special, and why this school is worth saving in the suburban district of Alameda makes Kaiser so special. We have asked our staff just what it is that makes Kaiser the place we want to raise our children in. Is it the bricks and mortar that staff the kids? The gardens? The athletic program? The truth is, it's all of those things. So, when we were asked to explore relocating the school to another Oakland site, the community decided to give words the right to conduct a feasibility study-an exploratory analysis of the likely community impact of relocating the school. This analysis works to assess whether or not it is possible to relocate the school to Alameda Hills, while maintaining all the factors that contribute to Kaiser's success.

We analyzed how relocating the school would likely affect the impacted neighborhoods, student enrollment, school culture, teaching staff, and the available programming offered. Additionally, we evaluated the potential financial impact of the proposed relocation of Kaiser, and whether relocation would advance the goals of the OUSD Strategic Plan.

Summary of Conclusions: Relocation is not a viable solution. Relocating the school would put the program and staff at risk, and the solution could be the destruction of one of the Oakland's top-performing schools. Safely, as is hoped.

1. An "inlet moon" is impossible. A relocation would by definition cause dramatic changes to the Kaiser community, in light of that we can require relocating with school closure.
2. Depending on the new site, a large number of current Kaiser families could leave Kaiser and perhaps OUSD. A relocation is likely to cause a net loss of OUSD students.
3. A relocation would almost certainly result in an overall drop in student academic performance.
4. The Hiller Highlands neighborhood supports the school remaining at its current location, and a suitable expansion is feasible.
5. No alternative site that we are aware of offers significant advantages over the current site, in terms of safety, accessibility, and program quality.

USE LIMITED TO DAVID MONTEZ DE OCA AND KAISER PARENT WORKING GROUP - RELOCATION AND DETERMINATION NOT AUTHORIZED.



## DETERMINATION:

Viability **Not Supported** at this time:

- No comparable alternative options currently available
- No comparable alternative options foreseeable in the near future

# ON-SITE EXPANSION

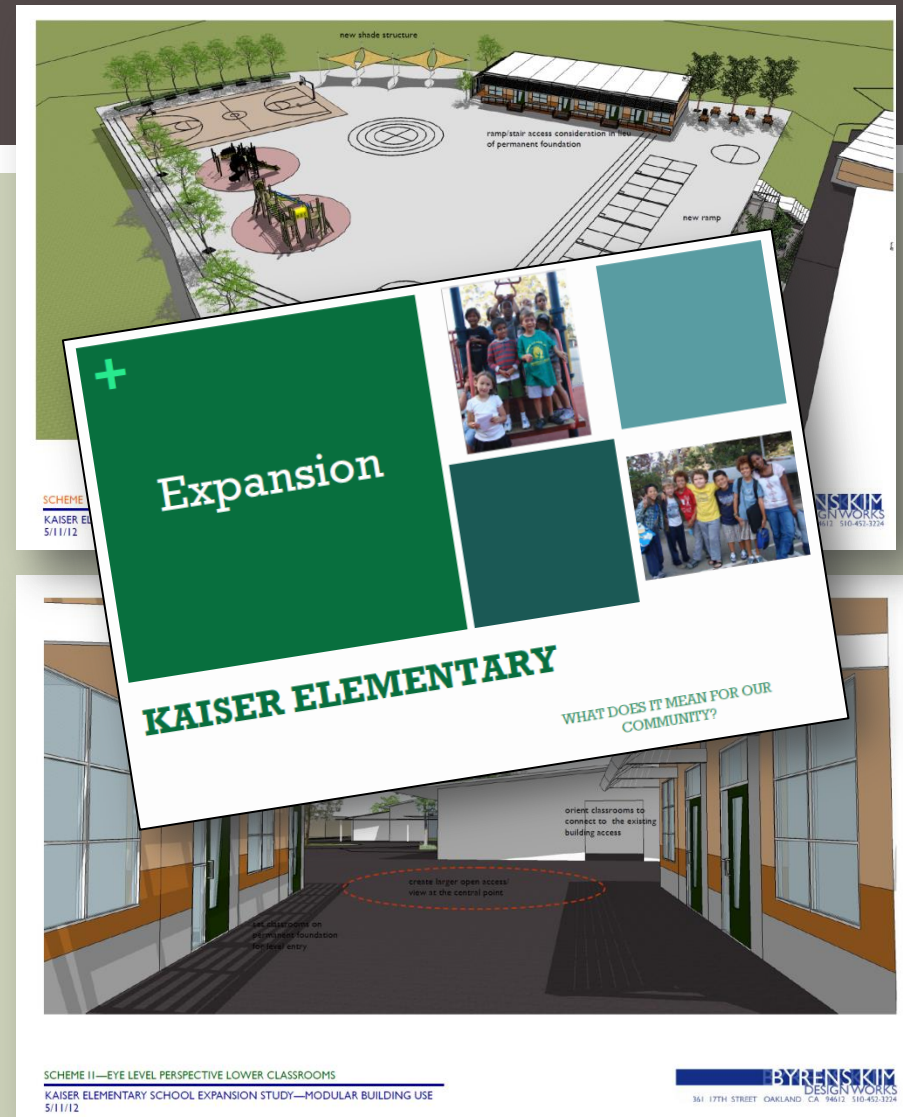
## **DETERMINATION:**

Physical Viability **Supported:**

- Two expansion scenarios developed providing classroom capacity for growth (*including addressing ADA issues*)
- Amenities upgrades – playground development, additional meeting space and storage, gardening enhancements
- Existing facility improvements
- Facility Master Plan Budget contemplates expansion costs

## ***On Site Advantages:***

- ***Increased Space dedicated to Arts / Music***
- ***Increased Space for Counseling / Small Group Meeting***
- ***Play Space Upgrades and Improvements***
- ***Campus-wide beautification***



# OUTSTANDING FACTORS

## Outstanding Factor #1

### *Evidence of increased enrollment demand*

**STATUS:** *Kaiser has...*

- *Met 2013-14 projections based on assignments*
- *Numerous appeals requests for 2013-14*
- *Increased visibility through PTA efforts*
- *Participating actively in enrollment verification for 2013-14*

### NEXT STEPS:

- **Monitor 2013-14 enrollment results thru Fall 2013**
- **Assess enrollment appeals outcomes**
- **Review results of enrollment confirmations**
- **Review data and other sources to identify trends in demand in fall 2013**

## Outstanding Factor #2

### *Teaching staff concerns re: impact of expansion*

**CONCERNS** *(to date):*

- *Impact on collaborative planning at same time*
- *Impact on multi-purpose room for assemblies*
- *Impact on PTA fundraising*
- *Loss of single lunch period for students and staff*
- *Likelihood of not sustaining enrollment*

### NEXT STEPS:

**Aug, 2013 – Dec, 2013:**

**Research, Problem Solve, Plan**

- **Network principals / staff of similar schools**
- **Follow-up staff engagement**
- **Strategic site planning support**
- **Promote school's unique attributes to families**



# DRAFT TIMELINE

JUNE

- *Board Presentation*
- *BOE Asset Management Policy (1<sup>st</sup> Reading)*

AUG

- *BOE Asset Management Policy (2<sup>nd</sup> Reading)*

SEPT

- *Monitor Enrollment Trend-Demand*
- *Staff Considerations Strategies*

OCT

- *Evaluate Enrollment Trend-Demand*
- *Establish Proposal for Staff Considerations*

DEC

- *Propose Expansion Timeline **OR***
- *Await Further Evidence of Enrollment Demand Over-Time*