

**... School
Consolidations -
Financial Analysis
(Revised) - In Part
Community Day,
Hillcrest, LaEscuelita
Schools (2/8/2022)**

Financial Analysis-Community Day School (CDS)

Recommendation:

| PHASE 1 Implementation: 2022-2023 | | | | | |
|-----------------------------------|---|---------|--|-----|-----|
| 2022-2023 | Community Day School 9 students District 6 | Closure | Refer students to Alameda County Program | N/A | N/A |

Background:

The Community Day School serves students that have been expelled from Oakland Unified School District and charter schools within the OUSD. While students are enrolled in CDS, the District receives ADA for the students based on the number of days the students are enrolled in the District schools. Students attend CDS during the length of the expulsion. The District has a standing and ongoing relationship with Alameda County sponsored program Quest and students would be referred to the Alameda County program.

Methodology:

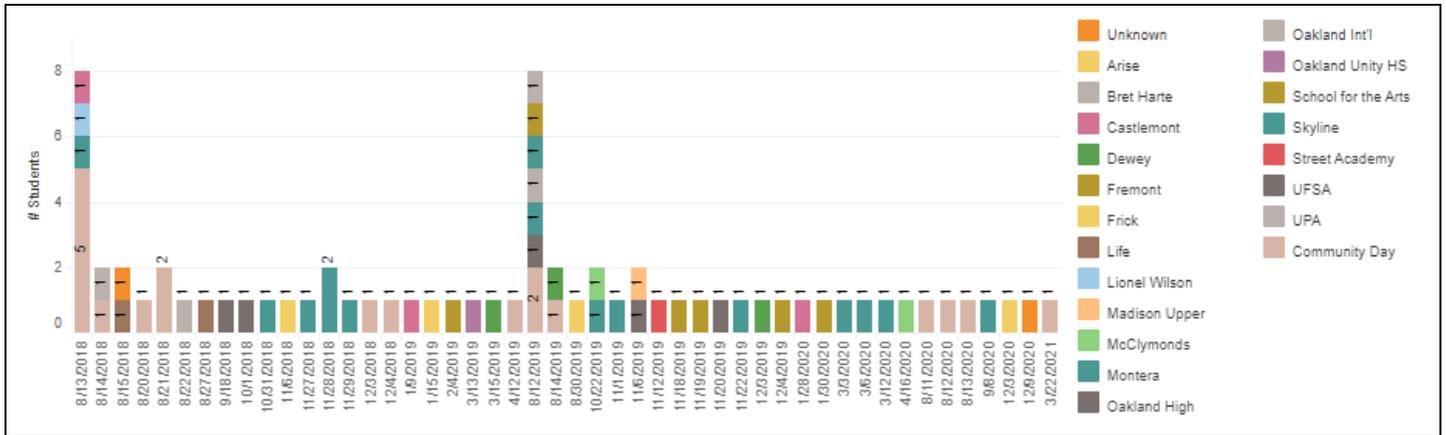
Throughout the school year, Community Day School has natural fluctuations in enrollment as students are enrolled through the expulsion process. Student enrollment over the past three years has been interrupted by the pandemic. In the past two years, the district went into distance learning in the 2019-20 school year in March, followed by distance learning in (2020-21) and then lower attendance during the 2021-22 school year.

In order to identify the net savings for district reinvestment, projected enrollment is based on the 3 year averages for the school to determine the potential ADA loss to the district. If the school was closed in the 2022-23 school year, the ADA for the students would be transferred to Alameda County Office of Education and revenue for the district would decline.

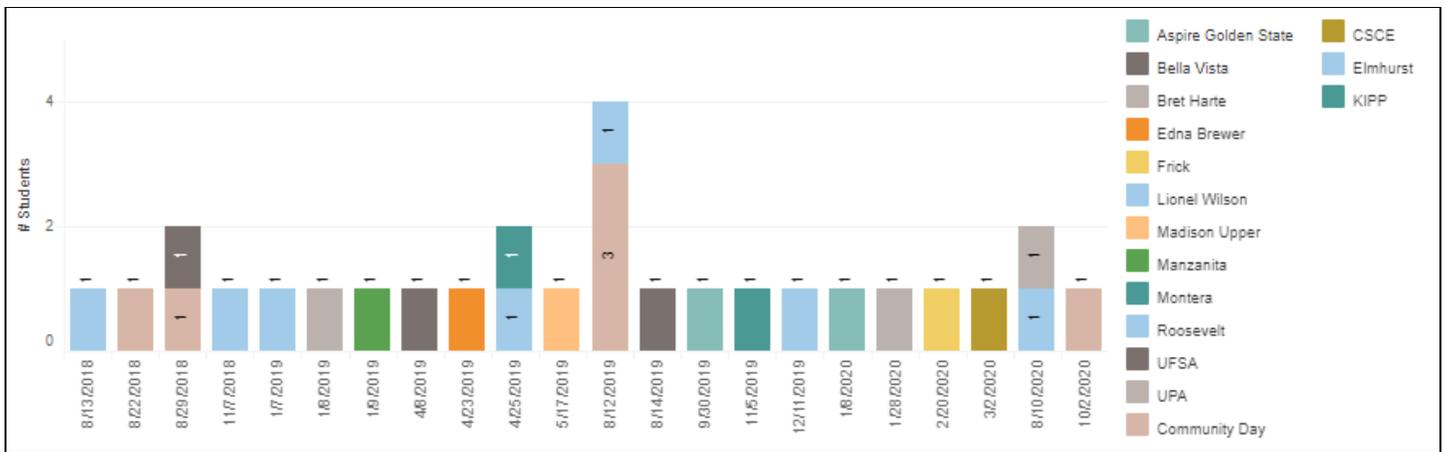
District Expenses Saved - ADA Revenue Loss to County = Net Savings

| | | | | | | |
|----------------------|---|--------------------|---|----------------------------------|---|------------------------------|
| Unrestricted Savings | + | Restricted Savings | - | ADA Revenue Loss to ACOE Program | = | Net Savings for Reinvestment |
| \$811,400 | | \$92,507 | | \$163,471 | | \$740,436 |

Enrollment in Community Day School 2018-21 Enrollment by Sending School (Grades 9-12)



2018-21 Expulsion Events by Sending School (Grades 6-8)



Revenue Driven by Enrollment:

| | 20-21 | 20-21 | 21-22 | 3- Year Average |
|-------------------|-----------|-----------|-----------|-----------------|
| Enrollment | 23 | 19 | 15 | 19 |

*Enrollment based on enrollment projects provided by the Enrollment Office for 22-23. Actual Projected Enrollment was 9 students

LCFF Revenue for CDS that would go to ACOE

| School | Enrollment | School UPP | Attendance Rate 19-20 | Total ADA | Base \$10,592 x ADA | Supplemental \$2,119 x ADA x UPP | Concentration \$6,885 x ADA x (UPP-.55) | Total |
|------------|------------|---------------|-----------------------|-----------|------------------------|-------------------------------------|---|------------------|
| CDS | 19 | 89.47% | 61.00% | 11 | \$116,512 | \$20,854 | \$26,105 | \$163,471 |

*Projected amounts for 22-23 based on data from School Services of California and are bound to change during the governor's budget development.

| Total Expenses 2021-22 (1st Interim): | Staffing Configuration |
|---|---|
| Unrestricted: \$811,400 Total Restricted: \$92,507 <ul style="list-style-type: none"> Federal Funds: \$8,058 Local Funds: \$84,449 | 1 Principal Alt Ed (Certificated) 1 Admin Assistant 1 (Classified) 1 Case Manager (Classified) 4 Teachers (Certificated) |

Financial Analysis-Hillcrest (K-8 to a TK-5)

Recommendation:

| Phase 2: Implementation 2023-2024 | | | | | |
|-----------------------------------|--|------------------------|----------------------|------------------------------------|--|
| 2023-2024 | Hillcrest 6-8 only 93 students District 1 | Truncate grades 6-8 | Claremont Montera | Claremont 1.8 mi Montera 2.8 mi | Add K-5 Special Education Programming Add TK |

Background:

The rationale for the 6-8th grade truncation is to address the inability to serve Special Education students on the Hillcrest campus and the inability to provide TK programs to students and families. There are no special education programs on the Hillcrest campus although there are students that qualify for special education services. This means that when students qualify for special education at Hillcrest, students often are moved to another school to receive services. By providing students with special day classes on their home campuses, this allows for students to remain part of their community. Currently, Hillcrest does not serve special day class students and therefore, lacks diversity as the school community has low rates of serving students with disabilities.

Additionally, there is no space for TK programs on the Hillcrest campus. We are currently expanding the TK programming across our District to accommodate the eligibility of students entering TK if their 5th birthday is between September 2 and February 2. The Hillcrest program begins at Kindergarten which means that students may attend TK at another school for a year, then transition to Hillcrest for their elementary school years.

District Costing Model:

The range of district savings from the grade configuration changes is between: **\$278,260-\$603,658**

| Scenario | Student Attrition | Restricted Savings | District Revenue Loss Associated to Student Attrition | District Revenue Increase of TK Program | District Net Savings/Loss from Proposed Change |
|------------|--------------------|--------------------|---|---|--|
| Scenario 1 | 50% Attrition Loss | \$106,180 | -\$406,748 | \$578,828 | \$278,260 |
| Scenario 2 | 20% Attrition Loss | \$106,180 | -\$162,699 | \$578,828 | \$522,309 |
| Scenario 3 | 10% Attrition Loss | \$106,180 | -\$81,350 | \$578,828 | \$603,658 |

*Restricted savings in the form of Measure G and Salesforce funding that would move to support other middle school programs in the district.

* TK includes all revenue less the projected 4 FTE less projected staff costs for 48 enrolled TK students in 22-23

Projected Risk of Revenue Decline from Attrition:

Based on capacity limitations at the school site, only 50% of the 5th grade students can transition into the 6-8 program offered by Hillcrest. In a review of the attrition from 5th graders over the past 4 enrollment cycles, students that do not find a 6th grade assignment at Hillcrest have a much higher rate of leaving the district or attending charter schools than the district average with past closures.

| Projected 6-8 Student Attrition for Hillcrest Students | | | | | |
|--|-------|-------|-------|-------|----------------|
| | 18-19 | 19-20 | 20-21 | 21-22 | 4-Year Average |
| Leave OUSD | 100% | 73.3% | 78.8% | 100% | 88% |

**Projected enrollment and attrition based on data available at the OUSD Feeder/Attrition Dashboard at OUSDdata.org*

Currently Hillcrest has 41 students enrolled in the 5th grade. Of those 41 students, only 31 are slated to get into the school through the lottery. There are 93 students projected to be in Hillcrest for the 22-23 school year; the school is projected to have the following students in each grade level.

- 6th Grade: 31 students
- 7th Grade: 31 students
- 8th Grade: 31 students

Based on this historical trend with students not enrolling in the 6th grade, , using a projection of 10% attrition in this example would not fit this school profile. We will use 50% as a midpoint between 88% and 10% for our projections for the maximum revenue loss for the district.

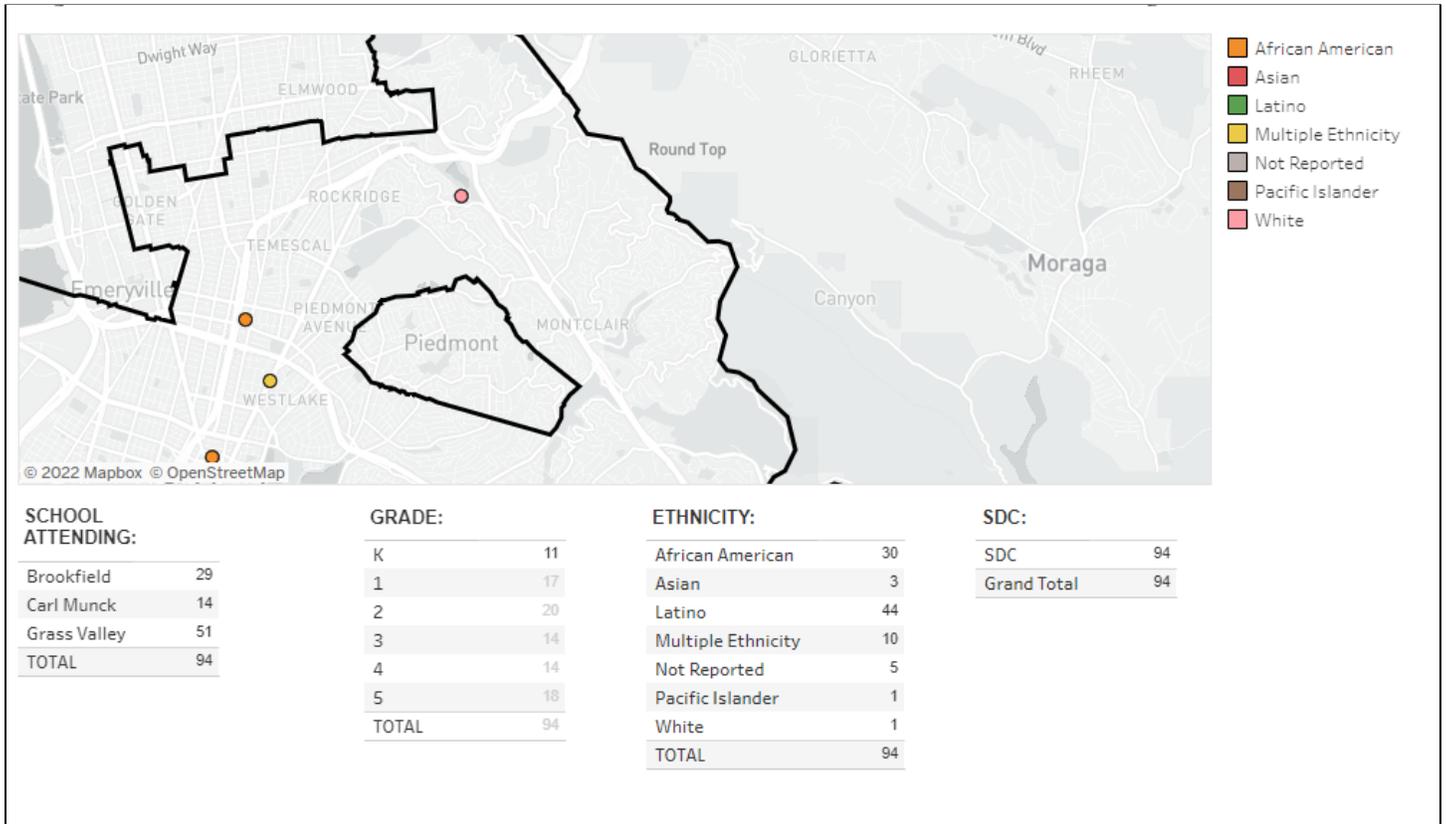
| School | Projected Enrollment Loss | School UPP | Attendance Rate 19-20 | Total ADA | Base \$8,653 x ADA | Supplemental \$1,731 x ADA xUPP | Concentration \$5,624 x ADA x (UPP-.55) | Total |
|-------------------------------------|---------------------------|------------|-----------------------|-----------|--------------------|---------------------------------|--|-------------------|
| 6th | -15.5 | 10.66% | 97.06% | -15.0 | -\$130,184 | -\$2,776 | \$0.00 | -\$132,960 |
| 7th/8th | -31 | 10.66% | 97.06% | -30.1 | -\$268,071 | -\$5,716 | \$0.00 | -\$273,787 |
| Total Potential Revenue Loss | | | | | | | | -\$406,748 |

**Projected amounts for 22-23 based on data from School Services of California and are bound to change during the governor's budget development.*

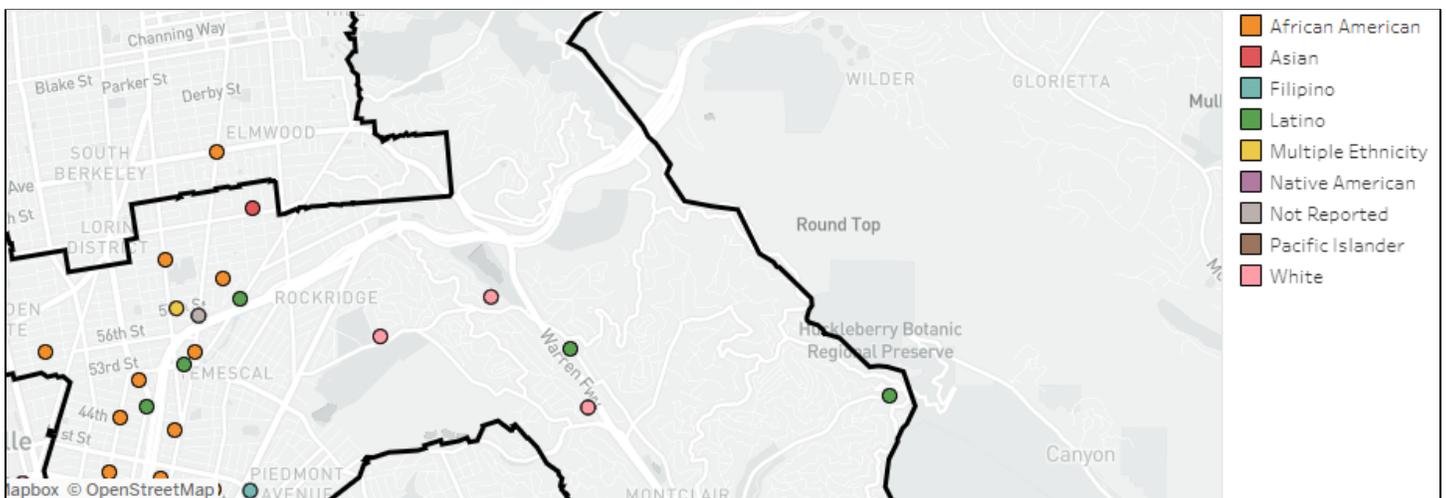
Transportation Savings for SDC Placement at the Site:

At this time, there are no anticipated savings from transportation and SDC and may be an increased cost. Of the proposed school closures, there is only one student that lives in the Hillcrest neighborhood and attends a school on the district closure and consolidation list. Once specific placements are identified and student lists generated, a cost analysis can be completed to determine if the placement of SDC programming will yield a savings to the District.

Students that attend SDC programs at Grass Valley, Brookfield and Carl Munck.



All K-5 Total SDC students that may qualify for transportation in the area.



T-K Programming Revenue Generation:

The Governor’s proposed budget expanded the window of TK by two months to include birthdays up to February 2 for Universal TK. The proposed budget also includes an increase to the Prop 98 formula to cover the additional costs. This will manifest itself as ~ \$2,813 to pay off the additional staffing to get the cost down to 12 to 1. When all of these factors are included, if Hillcrest adds additional 2 sections of TK, it will yield the following increase in district revenue. There will be additional facilities costs and moving classrooms to facilitate development of the TK program.

Yield Additional Fun Revenue to the District:

| School | Projected Enrollment | School UPP | Attendance Rate 19-20 | Total ADA | Base \$9,410 x ADA x TK Staffing (\$2813) | Supplemental \$1,882 x ADA x UPP | Concentration \$6,117 x ADA x (UPP-.55) | Total |
|--------|----------------------|------------|-----------------------|-----------|---|----------------------------------|---|------------------|
| TK | 48 | 10.66% | 97.06% | 46.6 | \$569,481 | \$9,347 | \$0.00 | \$578,828 |

New TK Staffing:

- 2 FTE for Teachers: \$202,000
- 2 FTE for Early Literacy Tutor: \$100,000

Total Staffing

| Total Expenses 2021-22 (1st Interim): | Current Staffing Configuration |
|--|---|
| Total Restricted Resources: \$106,180 Additional Staffing for TK that comes directly from new funding the district will receive. <ul style="list-style-type: none"> • 2 FTE for Teachers: 202,000 • 2 FTE for Early Literacy Tutor: \$100,000 | Not Impacted: <ul style="list-style-type: none"> • Administrative Structure • Elementary Teacher Staffing would remain • Custodial Staffing Middle School Certificated Teaching FTE: <ul style="list-style-type: none"> • Move to new Site: 1.9 FTE follow students to welcoming school for the 6-8 students • .2 FTE Counselor will follow students to a welcoming site. • Eliminate: 1.6 FTE because of potential attrition |

| | K-8 Model | K-5 Staffing | Change in FTE @ Site |
|--|-----------|--------------|----------------------|
| Staffing Model (Does not include additional TK) | | | |
| Teacher, Prep (EEIP) | 0.55 | 0.65 | 0.1 |
| Base Teacher | 14.6 | 11 | -3.6 |
| Principal | 1 | 1 | 0 |
| Attendance Specialist | 0.8 | 0.5 | -0.3 |
| General Classified Clerical | 1 | 1 | 0 |
| Noon Supervisor | 0.4 | 0.4 | 0 |
| School Funding | | | |
| Salesforce | \$100,000 | \$0 | \$100,000 |
| Measure G1 | \$6,180 | \$0 | \$6,180 |

Financial Analysis-La Escuelita (K-8 to a TK-5)

Recommendation:

| Phase 1: Implementation 2023-2024 | | | | | |
|-----------------------------------|---|--|--|--|------------------|
| 1 2022-2023 | La Escuelita 6-8 grades only 92 students +13 SDC District 2 | Truncate La Escuelita 6-8 grades | 6-8: Roosevelt West Oakland Middle | Roosevelt 1.5 mi West Oakland Middle 1.7 mi | Roosevelt 6-8 |

Background:

As La Escuelita closes out its 6-8 programming, the resources identified would follow students to welcoming sites. The primary locations for welcoming sites are Roosevelt and West Oakland Middle School. The school does not have a sustainable model of K-8 schools that would have enough 5th grade students to transition to two full cohorts of 6th grade students.

District Saving for Grade Configuration Change: (-\$10,368-\$76,430)

| Scenario | Attrition | Restricted Savings for Reinvestment | District Revenue Loss Associated to Student Attrition | District Net Savings/Loss from Proposed Change |
|------------|--------------------|--|--|---|
| Scenario 1 | 20% Attrition Loss | \$163,227 | -\$173,595 | -\$10,368 |
| Scenario 2 | 15% Attrition Loss | \$163,227 | -\$130,196 | \$33,031 |
| Scenario 3 | 10% Attrition Loss | \$163,227 | -\$86,797.31 | \$76,430 |

**Restricted savings in the form of Measure G1 and Salesforce funding that would move to support other middle school programs in the district*

Projected Risk of Revenue Decline from Attrition:

La Escuelita has only 1 class at each grade level in the 6-8 grades and cannot support the entire 5th grade class to naturally attend the middle school. In a review of the attrition from 5th graders over the past 4 enrollment cycles, students that do not find a 6th grade assignment at La Escuelita have a higher average of leaving the district average with past closures. The Opportunity Ticket may support better placement for students from La Escuelita as many students have historically selected: Edna Brewer, Roosevelt, Westlake, Life Academy, Claremont and WOMS.

| Historical Student Attrition for La Escuelita 5th Grade Students | | | | | |
|--|------------|---------------|--------------|------------|----------------|
| | 18-19 | 19-20 | 20-21 | 21-22 | 4-Year Average |
| Leave OUSD | 35% | 27.70% | 3.30% | 26% | 23% |

**Projected enrollment and attrition based on data available at the OUSD Feeder/Attrition Dashboard at OUSDdata.org*

Currently La Escuelita has 41 students enrolled in the 5th grade. Of those 41 students, only 30 are slated to get into the school through the District’s options process. There are 90 students projected to be in La Escuelita 6-8 grades for the 22-23 school year; the school is projected to have the following students in each grade level.

- 6th Grade: 30 students
- 7th Grade: 30 students
- 8th Grade: 30 students

| School | Projected Enrollment Loss (20%) | School UPP | Attendance Rate 19-20 | Total ADA | Base \$8,653 x ADA | Supplemental \$1,731 x ADA xUPP | Total Projected Loss 6th Grade |
|--|---------------------------------|------------|-----------------------|-----------|--------------------|---------------------------------|--------------------------------|
| 6th | -6 | 94.00% | 92.00% | 5.5 | -\$47,765 | -\$8,982 | -\$56,746.37 |
| Total Projected Revenue Decline | | | | | | | -\$173,594.62 |

| School | Projected Enrollment Loss (20%) | School UPP | Attendance Rate 19-20 | Total ADA | Base \$8,909 x ADA | Supplemental \$1,782 x ADA xUPP | Total Projected Loss 7th/8th |
|---------|---------------------------------|------------|-----------------------|-----------|--------------------|---------------------------------|------------------------------|
| 7th/8th | -12 | 94.00% | 92.00% | 11.0 | -\$98,355 | -\$18,493 | -\$116,848.24 |

**Projected amounts for 22-23 based on data from School Services of California and are bound to change during the governor's budget development.*

Sustainable Small School Risk:

Based on the costing at the school site at the 1st Interim, as the K-5 enrollment decreases to 310 students in the elementary program. The school is within several students of the sustainable school size. If the school's total enrollment drops below a breakeven point previously calculated at 304 for elementary schools, the school will require an increased contribution from the general fund in order to cover the fixed costs in 2022-23 school.

Staffing

| Total Expenses 2021-22 (1st Interim): | Staffing Configuration |
|---|---|
| <p>Unrestricted Savings:</p> <p>Total Restricted for Reinvestment in other 6-8 Programs at Welcoming Schools: \$163,227</p> <ul style="list-style-type: none"> ● Federal Funds: \$26,568 ● Local Funds: \$ 136,659 | <p>Not Impacted:</p> <ul style="list-style-type: none"> ● Administrative Structure ● Elementary Teacher Staffing ● Custodial Staffing <p>Middle School Certificated Teaching FTE:</p> <ul style="list-style-type: none"> ● Move to new Site 2.9 FTE follows students to welcoming school. ● .2 FTE Counselor will follow students to a welcoming site. ● FTE would be eliminated based on <p>Net Reductions:</p> <ul style="list-style-type: none"> ● Teacher Consolidation (0.7FTE) ● Classified Consolidation (.3 FTE) |

| | K-8 Model | K-5 Staffing | Change in FTE at Site |
|--------------------------------|-----------|--------------|-----------------------|
| Staffing Model | | | |
| Teacher, Prep (EEIP) | 0.65 | 0.75 | 0.1 |
| Teacher Least Restrictive | 0.1 | 0 | -0.1 |
| Base Teacher | 15.6 | 12 | -3.6 |
| Principal | 1 | 1 | 0 |
| Attendance Specialist | 0.8 | 0.5 | -0.3 |
| General Classified Clerical | 1 | 1 | 0 |
| Noon Supervisor | 0.4 | 0.4 | 0 |
| Case Manager of Similar | 0.4 | 0.4 | 0 |