Board Study Session
Restructuring our Footprint

October 24, 2024

Our Vision

All OUSD students will find joy in their academic experience while graduating with the skills to ensure they are caring, competent, fully-informed, critical thinkers who are prepared for college, career, and community success.

Our Mission

Oakland Unified School District (OUSD) will build a Full Service Community District focused on high academic achievement while serving the whole child, eliminating inequity, and providing each child with excellent teachers, every day.

Goal: During this session, the OUSD Board will learn about the optimal location analysis of our district including the inputs used to build the model.

Budget Balancing Overview

SECTION 01
District Rooted in Joy

How do we achieve educational equity in OUSD?

SECTION 02
Challenges and Seizing Opportunities

Financial Outlook

Declining Enrollment

Deferred Maintenance

Facilities and Infrastructure

District-Run & Charter Schools

Employee Salary Increases

Community Schools

SECTION 03
Re-Envision, Redesign, and Restructure
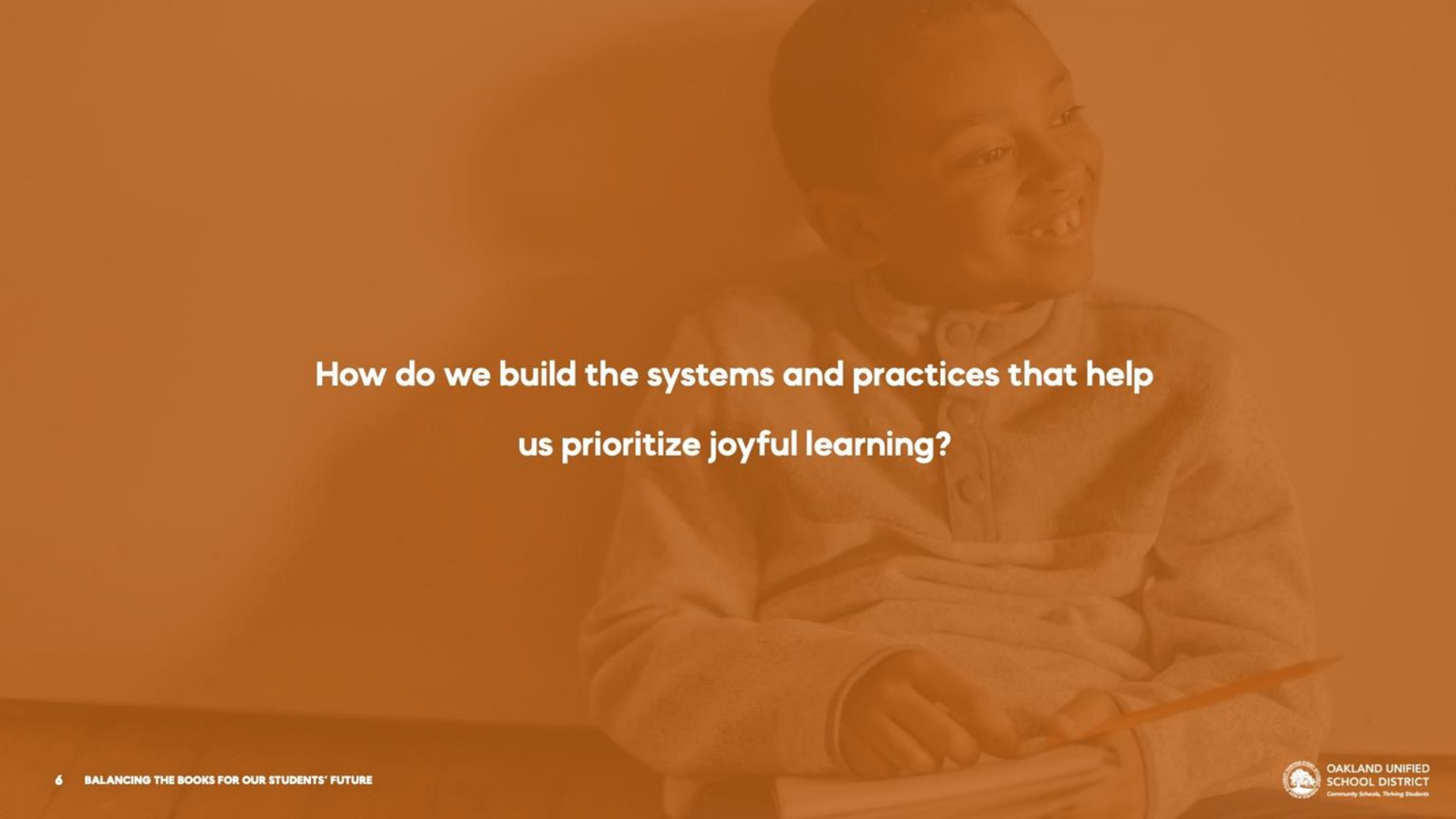
SECTION 04
Discussion

Re-Envisioning starts with you. Where are the gaps in our thinking? What solutions have we not considered?

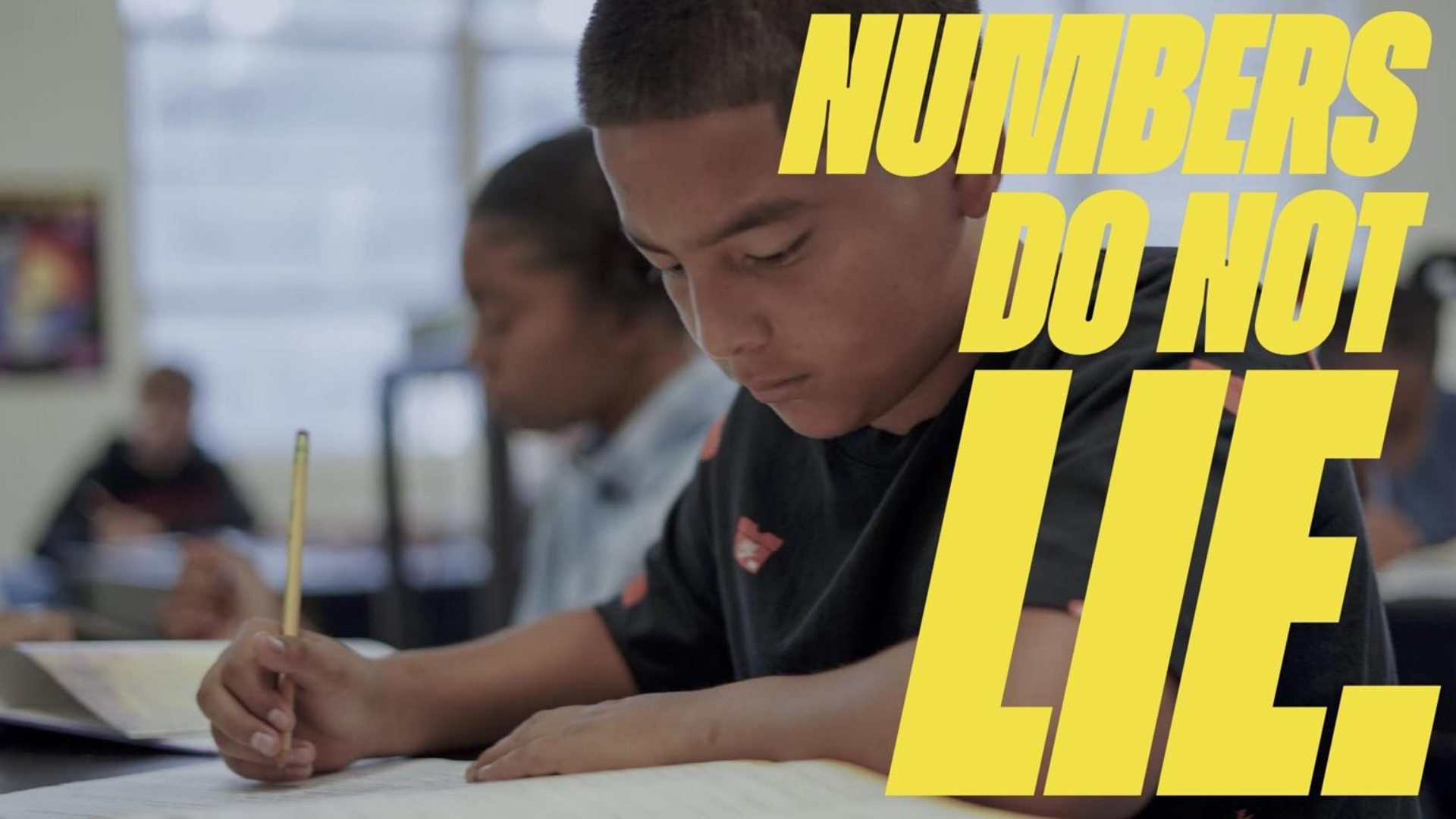HOW DOES OUSD GET TO A SUSTAINABLE DISTRICT...

OUSD VISION

All OUSD students will find joy in their academic experience while graduating with the skills to ensure they are caring, competent, fully-informed, critical thinkers who are prepared for college, career, and community success.
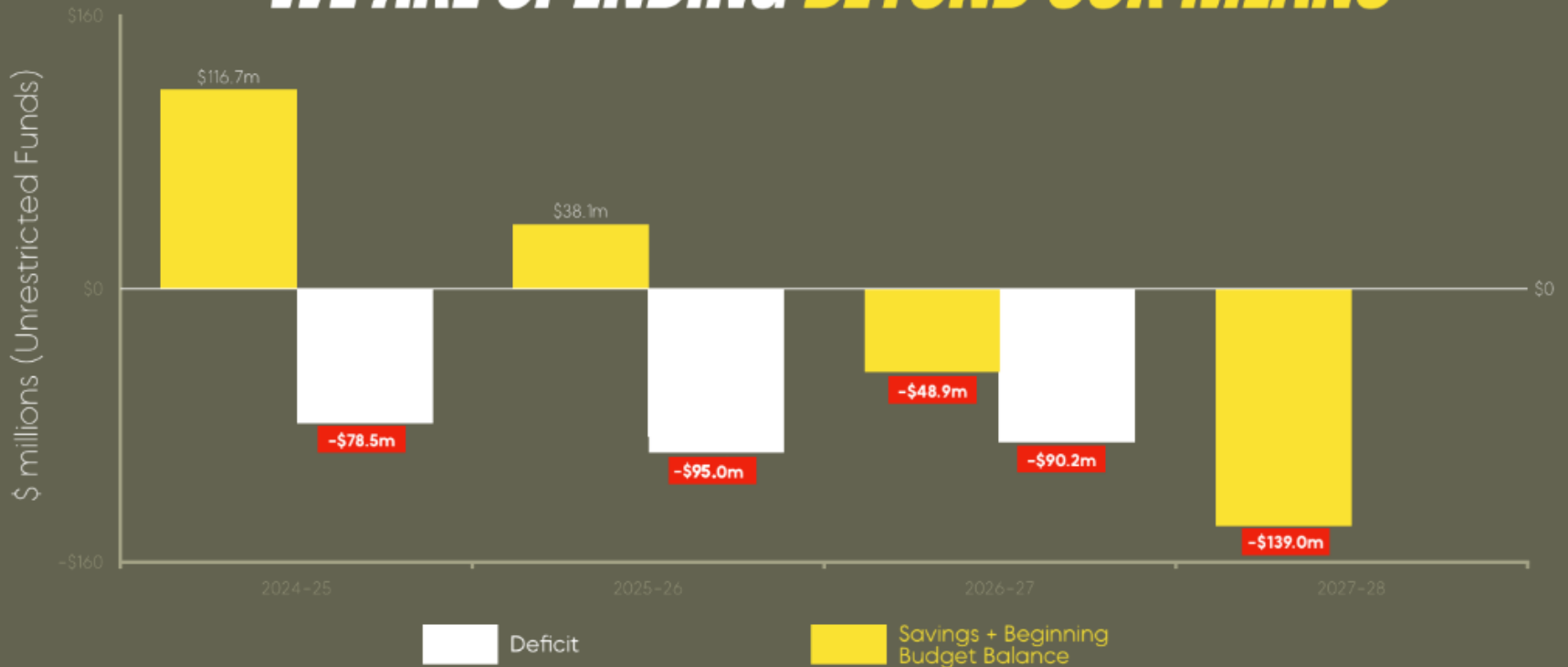
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How do we build the systems and practices that help

us prioritize joyful learning?

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NUMBERS DO NOT LIE.

WE ARE SPENDING BEYOND OUR MEANS

$ millions (Unrestricted Funds)

$160

$116.7m

$38.1m

$0

−$48.9m

−$78.5m

−$90.2m

−$95.0m

−$139.0m

−$160

2024−25   2025−26   2026−27   2027−28

Deficit

Savings + Beginning Budget Balance

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INCREASE IN SALARY

We made strategic investments in Oakland people and talent because we believe they are best equipped to connect with our students and provide positive and joyful experiences for all Oakland students. These Salary Increases have added significant cost to the overall budget and insufficient spending reductions have been put in place to account for those increases.

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FEWER STUDENTS. FEWER DOLLARS. SAME FOOTPRINT.

DECLINING CALIFORNIA
STUDENT ENROLLMENT

SCHOOL DISTRICT	STATE PROJECTED CHANGE 2023 - 2033
FONTANA	–14%
FRESNO	–8%
MORENO VALLEY	–9%
OAKLAND	**–20%**
RIVERSIDE	–8%
SANTA ANA	–24%
SAN FRANCISCO	–16%
STOCKTON	–2%

OUSD HISTORICAL, CURRENT, AND PROJECTED ENROLLMENT

50.2K
STUDENTS

34.1K
STUDENTS

27.3K
STUDENTS

2002-03
PAST

2023-24
PRESENT

2032-33
FUTURE

31

FACILITIES *AND INFRASTRUCTURE*

School District	Number of Students	Number of Schools	Students Per School
Los Angeles	435,958	778	560
Fresno	73,381	98	749
Long Beach	69,708	81	861
San Francisco	58,705	104	564
Stockton	40,627	45	903
Riverside	40,083	48	835
Fontana	35,461	45	788
Fremont	34,782	41	848
Oakland	34,428	80	430
Twin Rivers	33,008	43	768
Anaheim	28,404	21	1353
San Jose	25,677	42	611
Hayward	21,638	31	698

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RE-ENVISION

Recently, the school board unanimously passed the 3Rs Resolution. It outlines three main components of work for OUSD – led by the school board and superintendent: transformational school redesign using the sustainable community schools model, a citywide re-envisioning process to determine OUSD's future footprint, and the development of a restructuring plan for the District's services and staff.

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REDESIGN & RESTRUCTURE

1. **Decreasing expenditures.**

2. **Reducing the size of our footprint.**

3. **Generating revenue from our real assets.**

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Optimal School Location Analysis

Grounding for Location Allocation Analysis

WHAT THIS IS

- **Presentation of a mapping tool** used by planners to find the best location for facilities with a set of criteria
- **Detailed information on data inputs** used for the location allocation analysis which include:
  - Projected number of school aged children
  - Projected number of OUSD students
  - Travel Distance
- **Information** to inform future decision making

WHAT THIS IS NOT

- **NOT** a recommendation for timeline to achieve optimal number of schools
- **NOT** staff analysis for recommendations on changes to existing school footprint
- **NOT** a complete analysis of all factors that would go into a recommendation

What is <u>Location Allocation Analysis</u>?

- Geographic analysis that finds the best location for facilities to serve a given set of points (students).

- Used in the public sector to identify the most effective location for public services such as schools, hospitals, and fire stations, where an optimal location ensures the greatest and most equitable access to services.

- Used in the private sector to identify optimal locations for new facilities, such as retail outlets, to maximize market share and return on investment

- Used here to determine the ***<u>optimal location of school sites</u>***, based on the ***<u>location of students</u>***.

- Decisions about school consolidations and closures can be made more effectively if they are are based on where students live. This will enable quality school options ***<u>closer to home</u>***.

What inputs are needed to build the model?

1. **How many school age children will live in Oakland in 2028?**

2. **How many of them will attend OUSD district-run schools?**

3. **How many school locations to optimize?**

4. **Where will students live in Oakland in 2028?**

5. **How far should students travel to school?**

INPUT 1: How many school age children live in Oakland in 2028?

Legend: TK_12_28
- 11 - 118
- 119 - 198
- 199 - 280
- 281 - 377
- 378 - 607
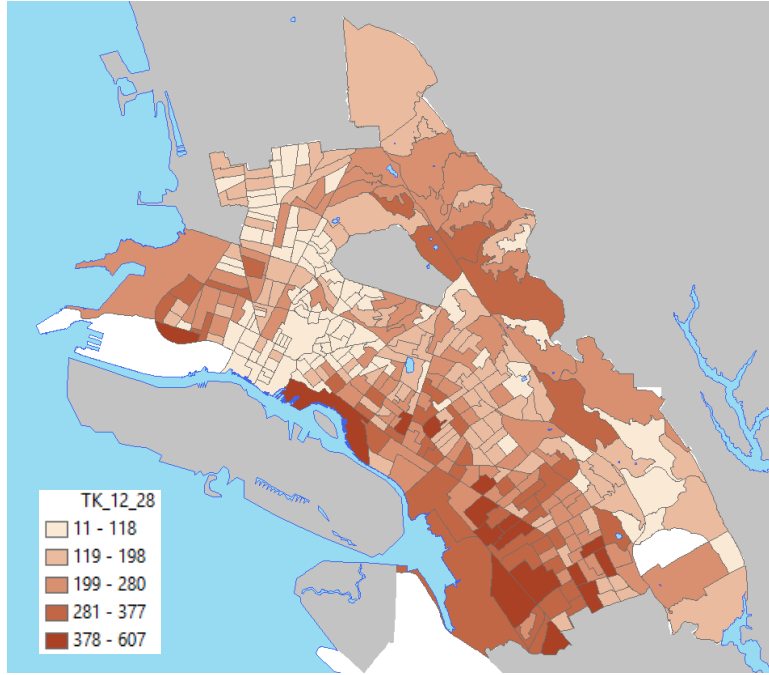
This analysis uses projected population 5-year estimates of school age children in Oakland's 351 census block groups (CBG)* to determine how many students will be living in Oakland in 2028.

- **33,248 Elementary** *(5-11 yrs olds)*
- **14,092 Middle** *(12-14 yr olds)*
- **18,571 High** *(15-18 yr olds)*
- **66,091 Total TK-12th grade aged children**

*5-year population estimates derived from Esri US Updated Demographics 2023/2028 based on US Census Bureau American Community Survey 5-year estimates. Detailed data located here.

INPUT 2: How many Oakland school age children will attend OUSD district-run schools in 2028?

Projected 2028 OUSD Capture Rate is derived from current capture of Oakland school age children attending OUSD district-run schools.

	Elementary	Middle	High	TOTAL
# School age children living in Oakland in 2023	35,385	14,834	19,478	69,697
2023-24 OUSD Oakland Enrollment	17,622	6,509	9,054	33,185
2023-24 OUSD District Run Oakland Capture Rate	49.8%	43.9%	46.5%	47.6%
Projected # of school aged children living in Oakland in 2028	33,428	14,092	18,571	66,091 (-5.2%)
Projected # school age children living in Oakland expected to attend OUSD district-run schools	**16,647**	**6,183**	**8,632**	**31,468**

INPUT 3: How many district-run school locations to optimize?

The number of district-run schools to optimize is a function of the number of students expected to attend OUSD schools in 2028, and the projected facility capacity and/or cohort configurations across gradespans.

	Elementary School Capacity	Middle School Capacity	High School Capacity	TOTAL
Projected # school age children living in Oakland expected to attend OUSD district-run schools	16,647	6,183	8,632	31,468
CDE School Size Recommendations	500 34 schools	1000 7 schools	2000 5 schools	46 schools
Current 2024-25 OUSD District-Run Schools	46 TK-5 3 TK-8, 1 TK (45 Sites)	11 Middle 3 6-12 (14 sites)	7 High 6 AltEd, 1 K-12 (8 sites)	78 TK-12 schools (67 sites)

INPUT 4: Where will OUSD TK-5 students live in Oakland in 2028

Actual student locations of projected 2028 students <u>WITHIN</u> each CBG are unknown because these are future students.

A *random point generator* plots possible student locations within each CBG.

CBGs cover continuous areas throughout Oakland…over land, water, parks, etc.

Best to plot student locations only in residential areas.

INPUT 5: Distance - How far should students travel to school?

How far students are expected to travel to school impacts where schools are optimally located.

The maximum recommended distances used are:
- Elementary: 2 miles
- Middle: 2.5 miles
- High: 3 miles

The location/allocation model selects optimal school locations by measuring student distances from home to school to capture those within the maximum recommended distances along the local street network up to the school capacity.

OUTPUTS: Optimal Elementary School Locations
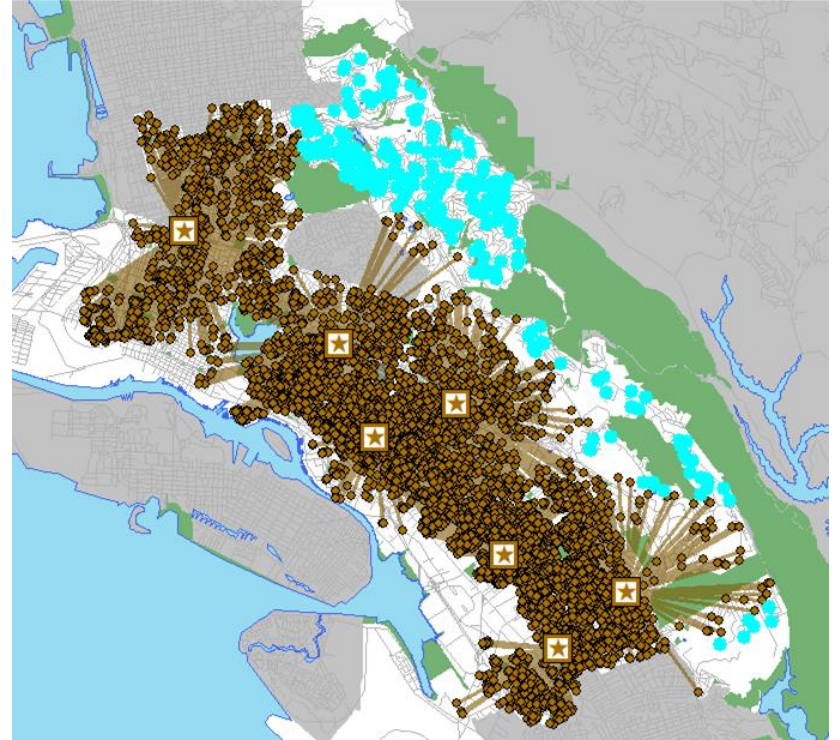
CDE Elementary School Size Recommendations:

- ***16,647*** district-run elementary students expected in 2028
- ***500*** elementary students per school
- ***2*** mile maximum travel distance
- ***34*** elementary schools *(16,647/500)* optimized
- ***227*** students beyond 2 mile travel distance
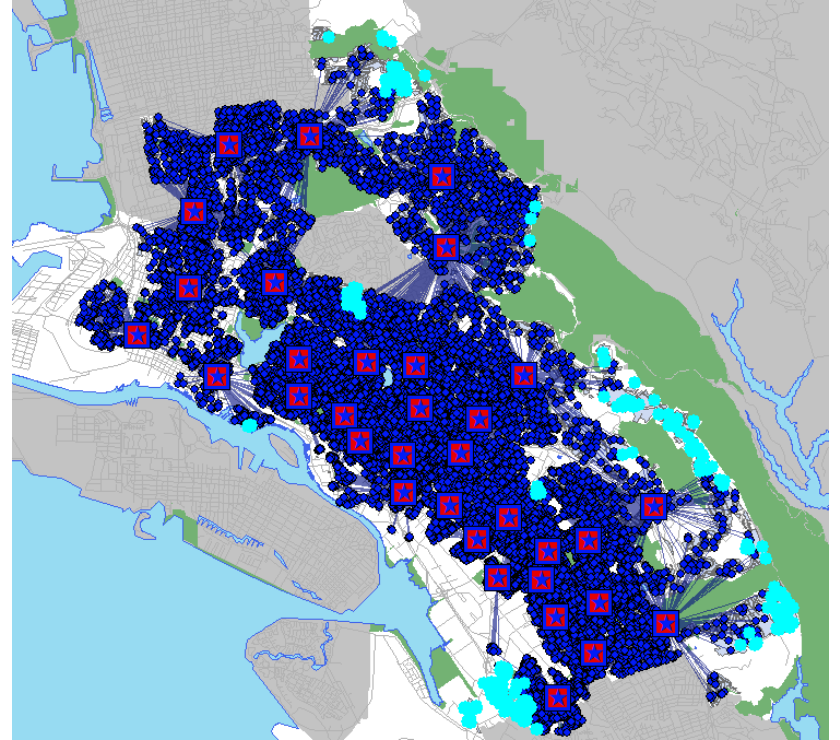
OUTPUTS: Optimal Middle School Locations

CDE Middle School Size Recommendations:

- ***6,183*** district-run middle school students expected in 2028
- ***1,000*** middle school students per school
- ***2.5*** mile maximum travels distance
- ***7*** middle schools *(6,183/1,000)* optimized
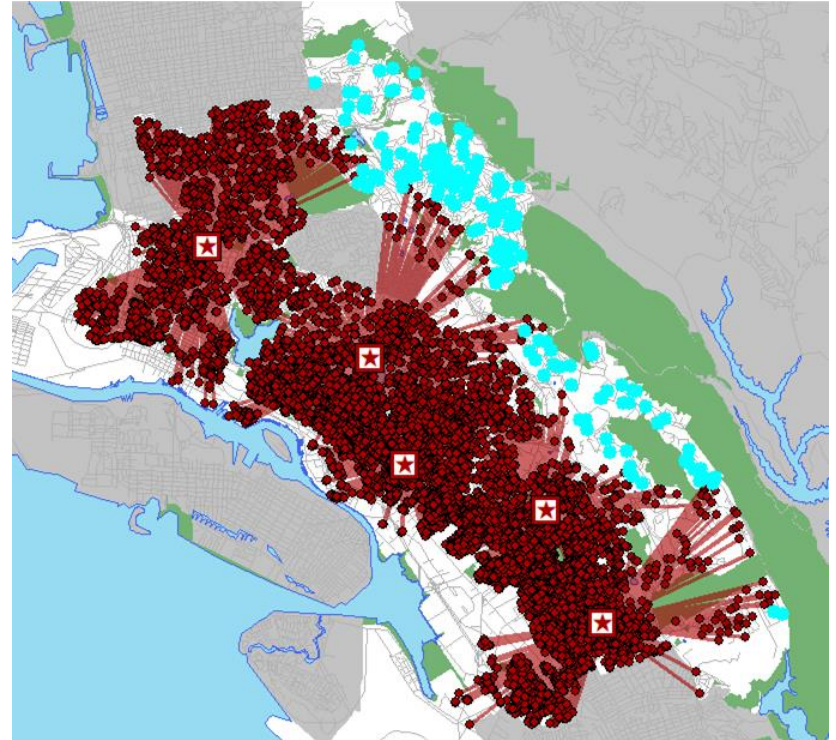- ***226*** students beyond 2.5 mile travel distance

OUTPUTS: Optimal High School Locations

CDE High School Size Recommendations:

- **_8,632_** district-run high school students expected in 2028
- **_2,000_** high school students per school
- **_3_** mile maximum travel distance
- **_5_** high schools *(8,632/2,000)* optimized
- **_166_** students beyond 3 mile travel distance

Optimal Elementary School Locations

CDE Recommended School Size =

34 schools

*Map does not reflect staff recommendations for school changes

Optimal elementary school location

- 0.13 - 0.25
- 0.26 - 0.41
- 0.42 - 0.59
- 0.60 - 0.87
- 0.88 - 1.45

District run school distance from optimal location (miles)

Optimal Middle School Locations

CDE Recommended School Size = 7 schools

*Map does not reflect staff recommendations for school changes

Optimal middle school location

District run school distance from optimal location (miles)
- 0.14 - 0.24
- 0.25 - 0.43
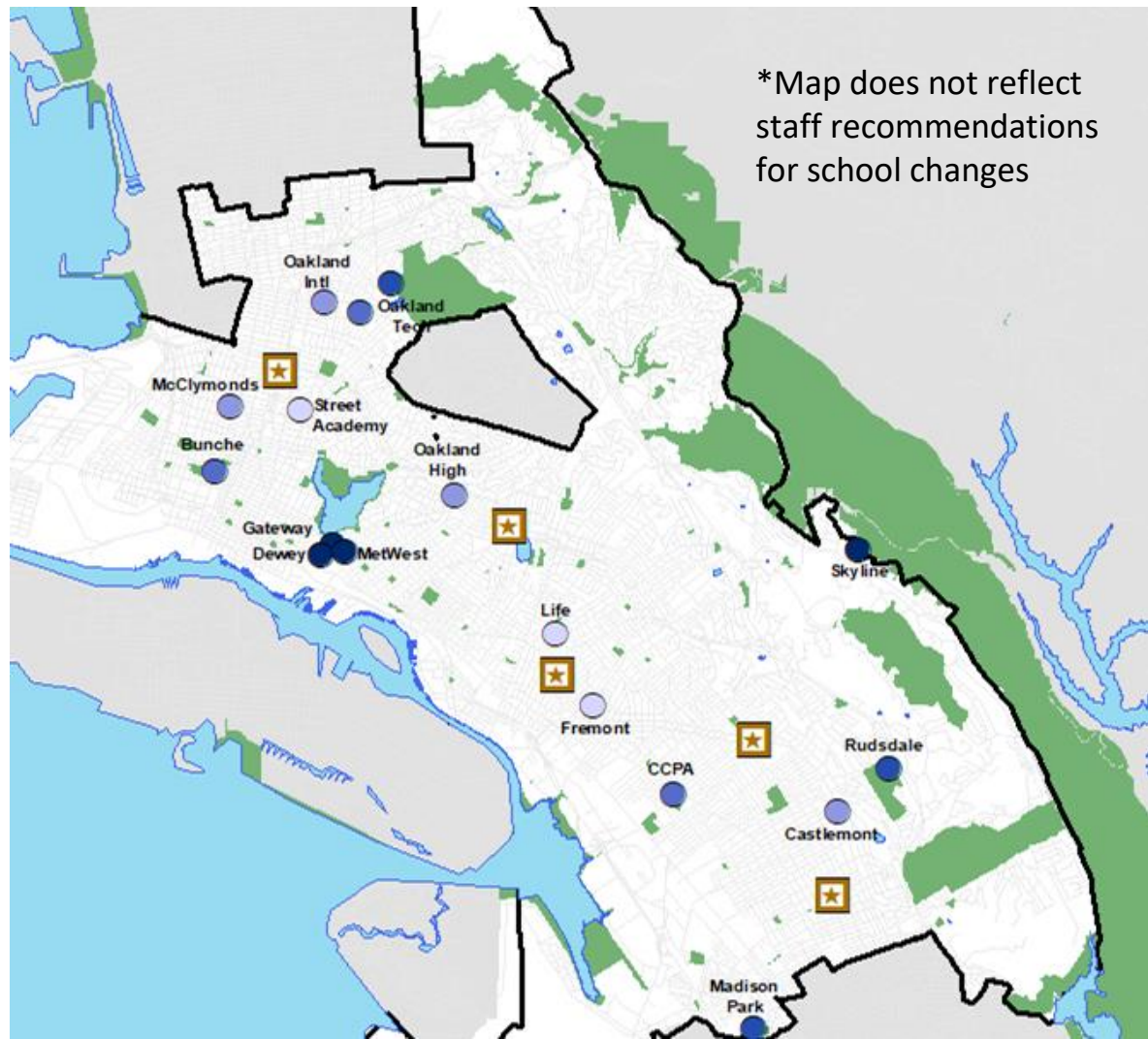- 0.44 - 0.84
- 0.85 - 1.21
- 1.22 - 2.45

Optimal High School Locations

CDE Recommended School Size = 5 schools

Optimal high school location

0.40 - 0.50
0.51 - 0.83
0.84 - 1.21
1.22 - 1.54
1.55 - 2.17

District run school distance from optimal location (miles)

*Map does not reflect staff recommendations for school changes

Oakland Intl
Oakland Tech
McClymonds
Street Academy
Bunche
Oakland High
Gateway
Dewey
MetWest
Life
Skyline
Fremont
Rudsdale
CCPA
Castlemont
Madison Park

Questions & Discussion

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NEXT STEPS

1. November Board Meeting - present fiscal scenarios for balancing deficit in alignment with the 3Rs: Re-Envision, Redesign & Restructure:
    A. *Restructuring of Schools Aligned to AB1912 Process*
    B. *Restructuring of Staff Formula to Schools*
    C. *Restructuring of Continuous School Improvement (CSI) Division*
    D. *Restructuring of Business/Operations to Centralize Services and Asset Management*
    E. *Restructuring of School Site Allocations to Centralize Key School Investments and Revising Accompanying Board Policies to Move from Results-Based Budgeting to a More Centralized Approach with Clear Criteria for Earned Autonomies*

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APPENDIX

Current Average Distance Traveled by Grade Span

	Average distance traveled to school (May 2024)
OUSD Elementary Students	1.6 miles
OUSD Middle School Students	1.8 miles
OUSD High School Students	2.7 miles