



## CONTINUOUS SCHOOL IMPROVEMENT

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To: OUSD Board of Education  
From: David Montes de Oca, Deputy Chief Continuous School Improvement  
Subject: **Martin Luther King, Jr Elementary, Lafayette Elementary Merge Proposal**  
Date: February 22, 2017

### OVERVIEW & OBJECTIVE

- **Goal:** Creating Quality Schools in Every Neighborhood
- Aligned to our vision, the goal of this initiative is to ensure that every effort is made to prepare students at Martin Luther King, Jr. Elementary (MLK) and Lafayette Elementary with the greatest likelihood of graduating college, career and community ready. Aligned to our mission, the goal of this initiative is to focus District resources on building out an exceptional PK-8 program across the MLK and the Lowell campuses in order to serve the whole child, eliminate inequity, and ensure students have an excellent teacher every day.
- In service of the strategic plan, the District is implementing its Quality School Development policy by having reviewed the quality of the school programs at MLK, Lafayette and West Oakland Middle School by looking at multiple years of performance information contained in the School Performance Framework, as well as by conducting a review of enrollment, facilities utilization and use of resources. This information informs a plan to merge MLK and Lafayette in order to collaboratively develop a high quality PreK-3 literacy-focused program on the MLK campus, and a STEAM-focused grades 4-5 program on the Lowell Campus. We have an eventual vision of merging the PreK-5 program with West Oakland Middle School, **ultimately creating a PreK-8 program that feeds into McClymonds High School**. This initiative is aligned to goals to develop strong feeder patterns where students entering our schools are retained and graduate from the Oakland Unified School District.

### SUMMARY

The following overview provides information regarding a School Portfolio Recommendation for the **Martin Luther King, Jr. Elementary and Lafayette Elementary** school communities introduced in Fall 2016. Since that time, additional engagements with staff and families have taken place and will continue to occur throughout the year.

**Process:** OUSD annually reviews school performance and provides supports, interventions and accelerations to help schools improve. This includes the School Performance Framework (SPF), which measure school performance and growth every year, as well as analysis of enrollment, staffing, and facilities utilization.

In some cases, intensive supports are deemed necessary. Schools, however, cannot improve solely from the outside. School communities must work together with outside supports to successfully improve and sustain those improvements.



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### Background:

### SCHOOL PERFORMANCE REVIEW

Most recently from 2013-14, 2014-15, and 2015-16 the District has been reviewing school performance. Schools demonstrating very low performance and limited growth receive increased support, funding, and guidance to improve. Based on performance and low enrollment, MLK Jr. Elementary, Lafayette Elementary, and West Oakland Middle School joined Hoover Elementary and PLACE @ Prescott Elementary in the West Oakland Call for Quality Schools process beginning Fall 2015.

### INTENSIVE SUPPORTS

During the 2015-16 school year, the West Oakland Call school leaders participated in monthly professional development to understand the school design process and held site planning meetings at the same time that the full West Oakland community participated in a series of community engagements to discuss the academic programs and school configurations that would best support the needs of students in West Oakland. In May 2016, each school submitted a comprehensive needs assessment that included aspirations for future school designs. In the 2016-17 school year, all West Oakland Call schools entered into the Elevation network. Also in the 2016-17 school year, Lafayette Elementary School moved onto the Lowell Campus, sharing it with West Oakland Middle School.

Combined with the School Performance Framework, the District reviewed enrollment patterns and use of resources to consider recommendations regarding how best to support dramatic improvements in school quality in West Oakland. Due to Lafayette's new proximity to Martin Luther King, Jr., (they are now across the street), the District began analyzing configurations that included MLK Jr. Elementary, Lafayette Elementary, and West Oakland Middle School.

### SCHOOL PORTFOLIO RECOMMENDATIONS

Following an in-depth review of school quality review and multiple years of performance, staff has determined that it is critical to **invest over multiple years** in a high quality elementary school program by:

1) merging Lafayette and MLK into one school. This merger would begin by **consolidating** the TK-3 general education program at Lafayette in 2017-18, the 4<sup>th</sup> grade program in 2018-19, and ultimately phasing in the full Lafayette program in the 2019-20 school year.

The PreK-3 grades would be on the MLK campus with a specific focus on Early Literacy, while the 4-5 grades would be on the Lafayette side of the Lowell campus, with a focus on STEAM Intensive and preparation for middle grades program. For 2017-18, this means that the 4<sup>th</sup> and 5<sup>th</sup> grade classes at MLK would relocate to the Lowell campus while the TK-3 grade students from Lafayette would relocate to the MLK campus. The development of a green or blue elementary school will require disciplined focus, involvement of all stakeholders, and people, time, money & programs.

Additionally, the District will conduct annual reviews of progress towards improved performance across the MLK-Lafayette configuration, as well as at West Oakland Middle School. The District's ultimate vision is to merge West Oakland Middle School with the PreK-5 program, creating a consistent, high quality PreK-8 program in the heart of West Oakland that feeds McClymonds High School.



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The following data points reinforce this recommendation:

### 1) SPF Results:

- a. The overall SPF tiers in 2016 for Lafayette and MLK were 1.63 and 2.59 (red and orange), respectively. In 2015, their overall SPF tiers were 2.13 and 2.20 (both orange), respectively.
- b. The SPF academic status tiers were red for both years for both schools. Thus, neither has shown a significant improvement in the academic performance of their students.
- c. The SPF academic growth tier for Lafayette was orange in 2015 and red in 2016. That for MLK was green in 2015 and yellow in 2016. This indicates the academic growth of both schools is actually declining rather than improving.

### 2) Academics:

- a. In 2016, only 1% and 15% of students met or exceeded standards on SBAC ELA, for Lafayette and MLK, respectively. Lafayette had the lowest % of students meeting or exceeding standards in the district.
- b. Only 4% and 9% of students at Lafayette and MLK met or exceeded standards on SBAC Math, respectively.
- c. At Lafayette, only 9.8% of students in grades 3-5 were reading at or above grade level as of Spring 2015-16. In contrast, 32.1% of MLK students in grades 3-5 were reading at or above grade level as of Spring 2015-16.
- d. As of the midyear SRI this year, only 4.2% of Lafayette 3-5<sup>th</sup> graders were reading at or above grade level. That's only 4 students. In contrast, 35 or 26.3% of MLK 3-5<sup>th</sup> graders were reading at or above grade level on this administration.

### 3) School Choice:

- a. Lafayette received the smallest number of on time 1<sup>st</sup> choice grade TK/K applications in the district (3 applications). Their CBEDS enrollment for this grade was only 19 students.
- b. MLK received seventeen 1<sup>st</sup> choice on time applications for incoming grade TK/K students for this school year. Their enrollment for this grade was 57 students.
- c. The average number of 1<sup>st</sup> choice on time applications for the 2016-17 school year across district-run schools for students entering grades TK/K was 42. Thus, fewer families are choosing Lafayette and MLK than other district-run schools for their students entering elementary school.

### 4) Enrollment:

- a. Enrollment at Lafayette is dropping, whereas that at MLK is remaining relatively stable.
- b. Across grades TK-5, Lafayette had a CBEDS enrollment count of 214 students last year, and their enrollment as of February 7, 2017 was 171 students. That's a decrease of 43 students.
- c. MLK had a CBEDS enrollment count of 307 students last year, with enrollment as of February 7, 2017 at 308 students.
- d. The average number of students enrolled in grades TK-5 at district-run schools as of CBEDS day this year was 370. Thus, both sites show below average enrollment.



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### 5) Attendance:

- a. Lafayette's average daily attendance rate in 2015-16 was 93.5% and that for MLK was only 92.5%.
- b. The chronic absence rates of MLK and Lafayette in 2015-16 were 25.3% and 19.7%, respectively. MLK had the 3<sup>rd</sup> highest rate and Lafayette had the 14<sup>th</sup> highest rate of all district-run elementary schools.
- c. 31.1% and 22.3% of African American students at MLK and Lafayette, respectively, were chronically absent in 2015-16.

### 6) Primary Grades – Developmentally Appropriate Practices (DAP):

- d. Research reinforces the value of establishing learning environments tailored to the needs of children from birth to 8 <http://www.naeyc.org/files/naeyc/file/positions/PSDAP.pdf>

A comprehensive set of supports have been organized to address the merger of the two elementary school programs and support the successful transition of the approx. 60 TK-3 grades Lafayette students to MLK in 2017-18.

Additional information is included in the attached documents.

- Call for Quality Schools investments will be made to support the elementary grades program for 2017-18 - amount to be determined through budget development process.
- Call for Quality Schools investments will be made to support the smooth merger of schools, students and families into new program options for 2017-18 - amount to be determined through budget development process.

### Budget Implications:

- Lafayette Elementary, MLK Jr. Elementary, West Oakland Middle School will continue to receive priority investments for Quality School Development Innovation Fund dollars to build school staff capacity. Allocations will be a per pupil allocation for 1-2 additional years.
- Facility investments in security, access, and classroom relocation expenses are being assessed and finalized with an estimated cost of approximately \$35,000-\$48,000.
- Staffing supports to ensure effective program oversight and improved performance include 1-2 years of an assistant principal above the current staffing allocation at West Oakland Middle School. Resources are being researched to determine the feasibility of this recommendation.



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**Primary Factors Considered**

<p><b>Improving</b> student performance <i>(Green/Blue SPF)</i></p>	<p><b>Increasing</b> 1st choice enrollment &amp; retention <i>(preferred program / feeder patterns)</i></p>	<p><b>Maximizing</b> resources to program <i>(maximizing efficiencies of people, time, money)</i></p>
<p><b>FOCUS:</b></p> <ul style="list-style-type: none"> <li>● Building <u>Developmentally Appropriate</u> programs             <ul style="list-style-type: none"> <li>○ <b>Early Learning PK-3</b></li> <li>○ <b>Ease adolescent transition 4-8</b></li> </ul> </li> <li>● Replicate strengths in <b>MLK Academic</b> program</li> <li>● Expand <u>Student Engagement</u> work led by <b>Lafayette</b></li> </ul>	<p><b>FOCUS:</b></p> <ul style="list-style-type: none"> <li>● Eliminate <b>competing</b> grades             <ul style="list-style-type: none"> <li>○ <b>Combine PK-3</b> - sustaining enrollment</li> <li>○ <b>Combine 4-5</b> - sustaining enrollment</li> </ul> </li> <li>● Build <b>direct feeder</b> to middle grades as single school</li> <li>● Build upon <b>MLK 1st Choice Enrollment (34%</b> attendance area vs. 13% Lafayette)</li> <li>● Create <b>strong feeder</b> to McClymonds High School</li> </ul>	<p><b>FOCUS:</b></p> <ul style="list-style-type: none"> <li>● Modernized Lowell Campus             <ul style="list-style-type: none"> <li>○ <b>Gymnasium, Auditorium</b></li> <li>○ <b>Classrooms, Playground</b></li> </ul> </li> <li>● Professional Learning <b>Collaboration</b> Expanded</li> <li>● <b>Health Center &amp; Parent Resource</b> Center</li> <li>● Apply benefits of <b>quality programming</b> to all students</li> </ul>



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### Scenarios Considered

Scenario A	Scenario B	Scenario C	Scenario D
 <b>Status Quo</b> 3 schools 2 campuses	 <b>Lowell Re-Configuration</b> 2 schools 2 campuses	 <b>Cross Campus Developmental</b> 2 → 1 school 2 campuses	 <b>Cross Campus Developmental</b> 1 school 2 campuses
<ul style="list-style-type: none"> <li>TK-5 School</li> <li>6-8 School</li> <li>PK-5 School</li> </ul>	<ul style="list-style-type: none"> <li>TK-8 School</li> <li>PK-5 School</li> </ul>	<b>PHASE I: 2017</b> <ul style="list-style-type: none"> <li>PK-3 Primary</li> <li>4-5 Upper</li> </ul> <b>PHASE II: 2019</b> <ul style="list-style-type: none"> <li>PK-3 Primary</li> <li>4-8 Upper</li> </ul>	<b>SINGLE PHASE</b> <ul style="list-style-type: none"> <li>PK-3 Primary</li> <li>4-8 Upper</li> </ul>
 	 	 	 

**School Portfolio Recommendation:**

**PHASE I: Beginning 2017-18**

Merge Martin Luther King Jr., Lafayette Elementary into **single PK-5 program** across two campuses:

- PreK-3rd Primary on the MLK Campus (*early learning focus*)
- Grades 4-5th Upper on the Lowell Campus (*STEAM intensive*)

**PHASE II: Beginning 2019-20**

Merge West Oakland Middle School with MLK/Lafayette thru single continuum of programming and administration

**Performance Management Oversight:**

School must (*required*)

- Demonstrate adequate performance improvement
- Increase 1st choice enrollment & retention
- Operate without structural deficits (*no appeals*)



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### District Progress Review

- Schools undergo annual SPF review in October
- School will undergo a School Quality Review in January, 2018
- Progress made on required improvements will inform phasing process

### Implications for Students:

- TK-3 Students at Lafayette would be placed at MLK
- 4-5 Students at Lafayette would remain at Lafayette
- 4-5 Students from MLK would move to the Lafayette part of the Lowell Campus
- Special Education programs at both schools are expected to be maintained, any changes will be communicated as soon as possible



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### Engagement Calendars:

Engagement Type	Details
<b>School Tours</b>	Tours of the Martin Luther King, Jr., Lafayette, and West Oakland Middle campuses
<b>Parent Information Sessions</b>	Drop in sessions during the day for parents to review data, gain information about merger proposal, and to ask questions. <ul style="list-style-type: none"> <li>• MLK: Parent Center, 11-11:30am</li> <li>• Lowell: Family Resource Center, 9-10am</li> </ul>
<b>Staff Information Sessions</b>	Drop in sessions during the day for staff to review data, gain information about merger proposal, and to ask questions <ul style="list-style-type: none"> <li>• MLK: Staff Lounge, 11:30-1pm</li> <li>• Lowell: Library, 11:20-1pm</li> </ul>
<b>Community Engagement Events</b>	Evening events for school communities to gain information, provide feedback and discuss the merger plan with district officials
<b>Community Healing Circles</b>	Opportunities for students and families to share their feelings and reflections <ul style="list-style-type: none"> <li>• Lowell: Family Resource Center, 9:30-11</li> </ul>

### Detailed Calendar: **January 2017**

Monday	Tuesday	Wednesday	Thursday	Friday
<b>2</b>	<b>3</b> Community Healing Circle	<b>4</b>	<b>5</b>	<b>6</b> Parent Info Session: Lowell School Tour: Principals
<b>9</b> Parent Info Session: MLK School Tour: Teachers	<b>10</b> Community Healing Circle Staff Info Session: MLK	<b>11</b> Staff Info Session: Lowell	<b>12</b> Community Engagement: MLK, 5:30-7:30pm	<b>13</b> Parent Info Session: Lowell School Tour: Teachers
<b>16</b>	<b>17</b> Community Healing Circle Staff Info Session: MLK	<b>18</b> Staff Info Session: Lowell	<b>19</b> School Tour: Parents	<b>20</b> Parent Info Session: Lowell School Tour: Parents
<b>23</b>	<b>24</b> Community Healing Circle	<b>25</b> Parent Info Session: MLK	<b>26</b>	<b>27</b> Parent Info Session: Lowell





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<b>30</b> Parent Info Session: MLK	<b>31</b> Community Healing Circle			
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**Detailed Calendar: February 2017**

<b>Monday</b>	<b>Tuesday</b>	<b>Wednesday</b>	<b>Thursday</b>	<b>Friday</b>
<b>30</b> Parent Info Session: MLK	<b>31</b> Healing Event  Staff Info Session: MLK	<b>1</b> School Tour of Lafayette: MLK Tchr	<b>2</b>	<b>3</b> Parent Info Session: Lowell School Tour of MLK: Lafayette Teachers
<b>6</b> Parent Info Session: MLK	<b>7</b>	<b>8</b>	<b>9</b>	<b>10</b> Parent Info Session: Lowell
<b>13</b> Kinder Parent Breakfast: MLK, Lafayette welcome  Parent Info Session: MLK Faculty Meeting: MLK	<b>14</b> Staff Info Session: MLK	<b>15</b> Staff Info Session: Lowell Faculty Meeting: Lafayette Oakland Promise Event, MLK: 4-6:30	<b>16</b> Community Engagement: Family Resource Center, Lowell, 5:00- 7:30pm	<b>17</b> Parent Info Session: Lowell
<b>20</b> Parent Info Session: MLK	<b>21</b>	<b>22</b> School Board Meeting: MLK-Lafayette Merger	<b>23</b> Staff Meeting: Lafayette	<b>24</b>
<b>27</b> Parent Info Session: MLK Staff Meeting: MLK	<b>28</b>			



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### Frequently Asked Questions:

QUESTION	ANSWER
<p><b>What scenarios are projected for 2017-18 and 2018-19?</b></p>	<p>The scenario the district is recommending is for the consolidation of the TK-3 grades at Lafayette for the 2017-18 school year, leaving only grades 4 and 5 on Lafayette’s CDS code, located at Lowell campus.</p> <p>This would result in merging the TK-3 Lafayette program with MLK program on the MLK campus.</p> <p>The MLK 4-5 program would relocate to the Lowell campus to merge with the Lafayette 4-5 program in 2017-18.</p> <p>All PK-5 programming would be overseen by LMK principal Roma Groves Waters</p> <p>Establish single PK-8 program with West Oakland Middle School in 2019-20</p> <p>There would not be an independently operated Lafayette program beginning 2017-18</p> <p>-----</p> <p>There are three additional scenarios that will be presented to the board.</p> <p><b>Scenario A:</b> Maintain Lafayette as a TK-5 program separate from MLK</p> <p><b>Scenario B:</b> Merge Lafayette and West Oakland Middle School into one TK-8 program</p> <p><b>Scenario C:</b> Recommended above</p> <p><b>Scenario D:</b> Merge Lafayette, MLK, and West Oakland Middle School into one TK-8 program in 2017-18.</p>
<p><b>Will the budgets be separate MLK - Pre K - 3rd MLKs school code?</b></p> <p><b>Will the Lafayette have a separate budget for 4th &amp; 5th only?</b></p>	<p>MLK will remain a Pre K-5 program and will be funded as such. While the 4-5 classes would be located on the Lowell campus, MLK would remain a Pre K-5 program.</p> <p>Yes, Lafayette would have a separate budget for Lafayette 4th and 5th only. This budget would be managed by the Executive Principal, Roma Groves-Waters.</p>
<p><b>Is Lafayette’s enrollment</b></p>	<p>Lafayette’s enrollment has been steadily declining for several years.</p>



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<p><b>projected to continue declining?</b></p>	<ul style="list-style-type: none"> <li>● In 2011, Lafayette’s Day 20 enrollment was 285 general education students</li> <li>● Lafayette’s Day 20 Enrollment for the 2016-17 school year was 121 general education students</li> <li>● For 2017-18, the school is projected to have 98 general education students</li> </ul>
<p><b>Is there any amount of protection that can be written into the proposal that will ensure an adequate window of time to work for the merger’s success and school improvement efforts to continue working before any additional reconfigurations are proposed?</b></p>	<p>The District’s overall approach to school performance management will have built-in periods of time. Adequate progress must be made annually, or increased intervention will occur.</p> <p>Nonetheless for 3 to 5 years, the school will be able to focus on the implementation of its plan towards achieving long term goals. Within the 3rd year, if adequate progress has not been made, significant restructuring planning may begin should the 4th year fall short.</p> <ul style="list-style-type: none"> <li>● 2017-18 is Year One of that process.</li> <li>● 2018-19 is Year Two of that process.</li> <li>● 2019-20 is Year Three of that process.</li> <li>● 2020-21 is Year Four of that process.</li> </ul> <p>Changes to grade configuration will follow a phased plan outlined at the time of approval, adjusted based on compelling evidence.</p>
<p><b>Will the AP be responsible for both Lafayette 4-5’s and MLK 4-5’s, or will Lafayette’s current principal continue to administer the 4-5’s?</b></p>	<p>Lafayette’s principal position will be consolidated. A new Assistant Principal position will be opened to support the MLK Executive Principal (Roma Groves-Waters) with supervision and program administration across two campuses. The distribution of leadership and responsibilities will be determined by Principal Groves-Waters in collaboration with the newly hired Assistant Principal.</p>
<p><b>How will services/staff working with all grade levels be distributed across the two sites?</b></p>	<p>Distribution of services and staff between the two campuses is still to be determined and will be influenced by feedback and suggestions made by the affected staff, in partnership with Principal Groves-Waters and the district.</p>
<p><b>Will MLK 4-5 teachers be able to opt to stay on location if it means switching grade level?</b></p>	<p>Grade level assignments are made by the principal, Mrs. Groves-Waters.</p>
<p><b>Are there any projected Special Education relocations?</b></p>	<p>The Programs for Exceptional Children department is aware of the proposal and is evaluating program locations as a part of its annual process. At this time, there are no plans to move any Special Education programs from either MLK or Lafayette.</p>
<p><b>Is it possible to have (view-</b></p>	<p>We can make view-only access available for a Staff FAQ and provide staff with</p>



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<p><b>only, or comment-only) access to the district's central/formal documentation of the proposal in real time?</b></p>	<p>presentation materials as they are being developed. The FAQ document will be updated as new information and questions are received.</p>
<p><b>Will any additional programs, budgetary resources, or community resources be available to help integrate the two student and faculty populations?</b></p>	<p>ECE Department intends to partner with grades PK-3 to develop an aligned program - this has the potential to greatly benefit the integration process. The Math CCTL's will be collaborating with Achievement Network to develop alignment and integration of PD and PLC's with the site's planning priorities. Support will be provided by the district to assist the principals, staffs and parents from both sites to plan for the merger of both programs.</p>
<p><b>How will MLK be physically set up to accommodate new classes?</b></p>	<p>Room and program assignments at MLK will be made by Principal Groves-Waters in collaboration with the staff and parents at MLK. Proposed revisions or modifications to the physical plant at MLK will be evaluated by the district for feasibility, cost, and time required to make the modification.</p>
<p><b>Where would savings from consolidated positions (Lafayette PK-3 Teachers and Lafayette administrator) be ultimately directed?</b></p>	<p>Currently the District is undergoing Budget Prioritization. Unrestricted funds that are released based on consolidated positions may be re-allocated to other investment priorities based on decision-making by the Board of Education in January and again in June of this year.  It will be the recommendation of staff that as much funding released by any consolidated positions remain as close to the schools as possible.</p>
<p><b>How will teachers be compensated to pack up and move classrooms?</b></p>	<p>Teachers would be provided with one full day of compensation from the district to pack up classrooms. All staff that are asked to move as a result of the merger will be provided with support to move all materials. The district is looking into additional support that can be provided to affected Lafayette staff who will be asked to pack up for a second year in a row. Additional time and support for the move can be discussed and proposed in collaboration with the current-year site principal: Mrs. Groves-Waters and Ms. Williams.</p>
<p><b>How are we engaging with CDC's?</b></p>	<p>Our Deputy Chief in charge of Early Childhood education, Ray Mondragon, is aware of the proposed merger. The district will work with Mr. Mondragon to engage with the local CDCs about this proposal.</p>
<p><b>Can we engage families who</b></p>	<p>Yes, the district is hosting a series of engagements within the community and</p>



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<b>left Lafayette to understand why they changed schools?</b>	are actively seeking opportunities to engage with families to understand what informs their school choices.
<b>Can we use a survey or some other format to poll MLK and Lafayette parents about how they feel about the proposal?</b>	Yes, the district will look into the possibility of gathering feedback through a computer-based survey format.