

# Blueprint for Quality Schools Update



February 14, 2018  
Presentation to the Board of Education

# Our Vision and Mission Ground Us

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**Vision:** All OUSD students will find joy in their academic learning 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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**Mission:** To become 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.



# What are the Barriers to our Vision?

We are unable to adequately provide the needed programs, services and support for *all* schools to be quality community schools where *all* Oakland children can thrive.



## We have to address our:

- historical financial structural imbalance
- rising costs
- slowing revenue



# We Need to Think Differently



**In the Past**



**Our Future**

We **provided schools with more resources**, services and support, expecting schools to become quality community schools with thriving students without long term support.

We need to **address root financial structural problems** by redesigning central office, helping more schools to reach a sustainable size and leveraging our facilities assets. This will lead to a fiscally stable & vital district where all schools have what they need for student success.

# Opportunity to Think and Do Different Now









We need to **address root structural problems** by:

- redesigning central office
- helping more schools to reach a sustainable size
- leveraging our facilities assets, we can create a fiscally stable & vital district
- adopting a set of policies and practices to consistently and transparently increase the quality of the culture and academics across our schools

**Create a School District that can support quality community schools for the long term**

# What We've Done so Far

<p>Shared Information Online</p> 	<p>Studied OUSD Data</p> 	<p>Assessed Facilities</p> 
<p>Hosted Information Retreats</p> 	<p>Gathered Community Input</p> 	<p>Conducted Surveys</p> 

# What We've Learned

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## We need to:

- Reaffirm the community's commitment to being a District of quality community schools
- Prioritize investments to keep our schools safe and clean
- Strategize new, integrated ways to plan for programs that serve students with disabilities, early childhood and newcomer populations
- Aim to have a majority of our schools at a sustainable size
- Plan ahead utilizing long-term enrollment projections and impact analysis

# Where We're Going

## Quality Community Schools



Quality  
Community  
Schools  
Action Plan

**March 14\***



Facilities  
Master Plan

**April 11\***

### Near Term

- School Community Engagement Plan & Decision Making Framework for expanding, merging, or closing schools

### Long Term

- Ongoing systems & structures to support this work for multiple years
- Charter Management & Partnership Plan

### Near Term

- Facility Condition (Prioritize Safety)
- Facility Utilization
- Educational Adequacy

### Long Term

- Attendance Boundaries, Feeder Patterns & Enrollment
- Facility Asset Management Plan: Revenue generation-leasing, selling property

*\*Dates listed are tentative*

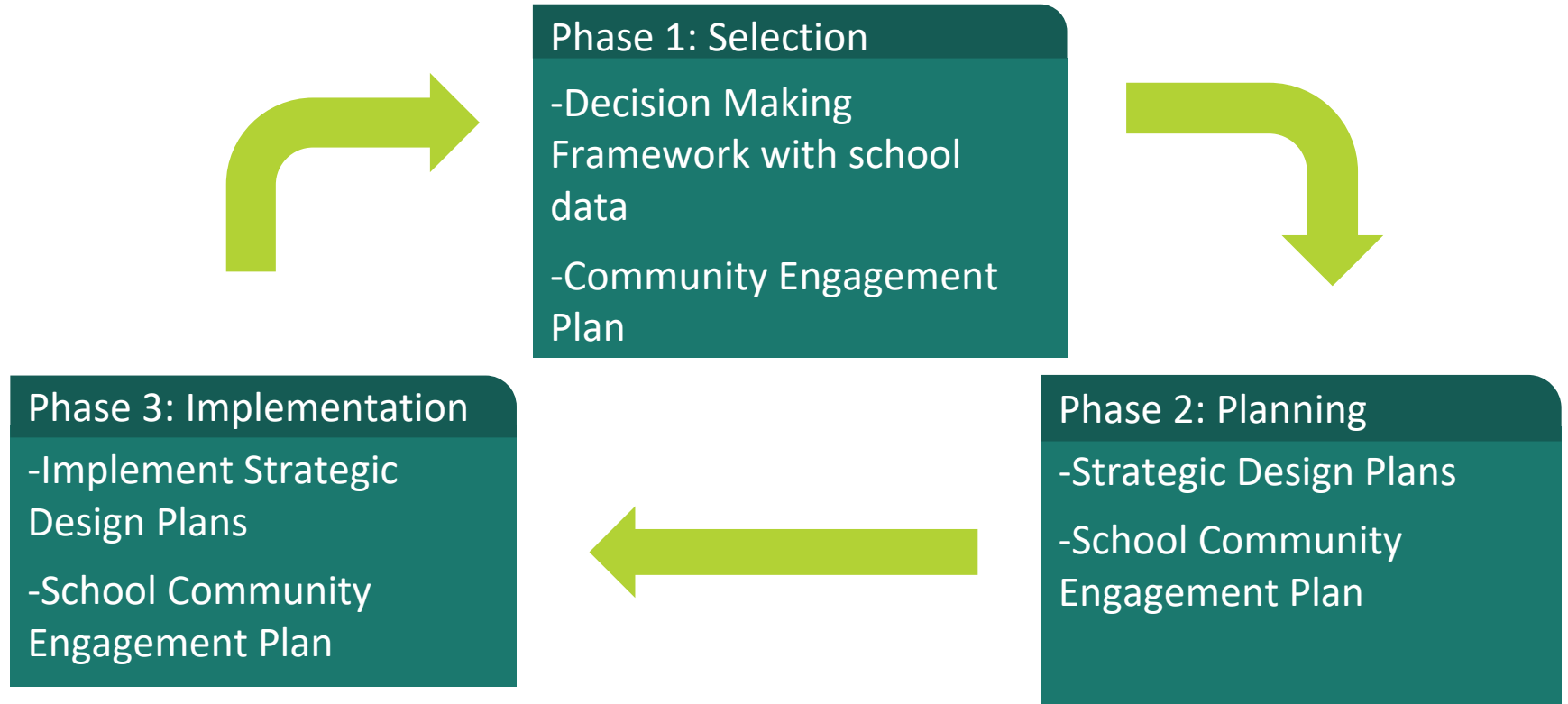




# Quality Community Schools Action Plan

# Quality Community Schools Action Plan: Multi-Year Cycle

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# Facilities Master Plan

# Comprehensive Facility Assessment

- All OUSD-owned schools and admin sites included, except pre-K centers, which will be incorporated in report as appendix.

## Facility Portfolio Assessed

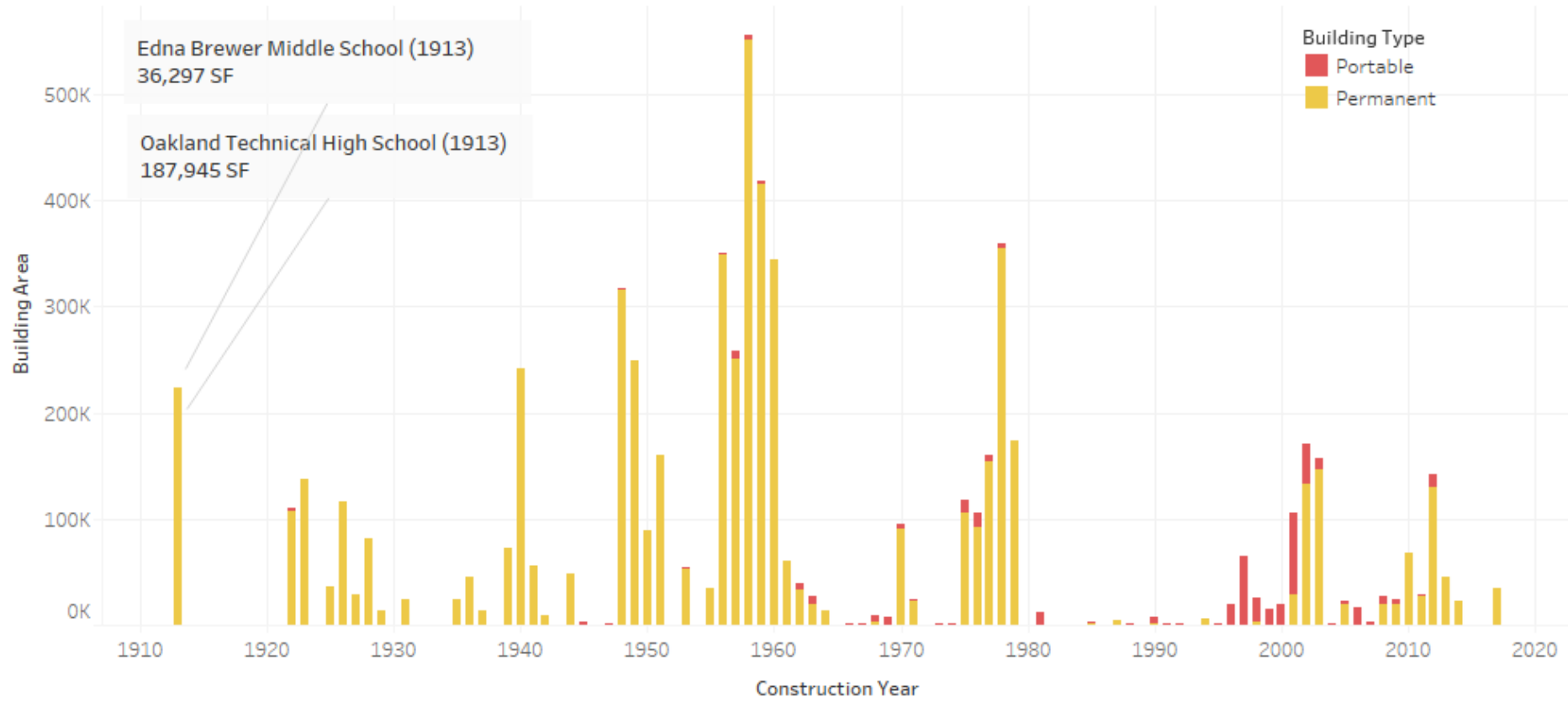
Facility Type	Campuses*	School Orgs	Permanent Buildings		Temporary Buildings		All Buildings		
			Count	Total Sq Ft	Count	Total Sq Ft	Count	Total Sq Ft	Ave Age
Elementary Schools	50	61	134	2,347,289	264	217,911	398	2,565,200	53
K-8 Schools	1	1	7	101,567	-	-	7	101,567	62
Middle Schools	12	15	53	1,073,405	69	63,370	122	1,136,775	62
High Schools	12	13	63	1,343,134	104	104,754	167	1,447,888	54
Charter Schools (in OUSD bldgs)	12	12	16	399,963	70	73,331	86	473,294	64
Adult School	1		1	10,650	-	-	1	10,650	47
Alternative Education School	1		7	33,420	-	-	7	33,420	49
Administration/Support Facilities	4		14	340,215	8	950	22	341,165	76
<b>Total</b>	<b>93</b>	<b>102</b>	<b>295</b>	<b>5,649,643</b>	<b>515</b>	<b>460,316</b>	<b>810</b>	<b>6,109,959</b>	<b>57</b>

\* Includes La Escuelita, Met West HS, Foster ES, for which only capacity was assessed.



# OUSD's Aging Facility Inventory

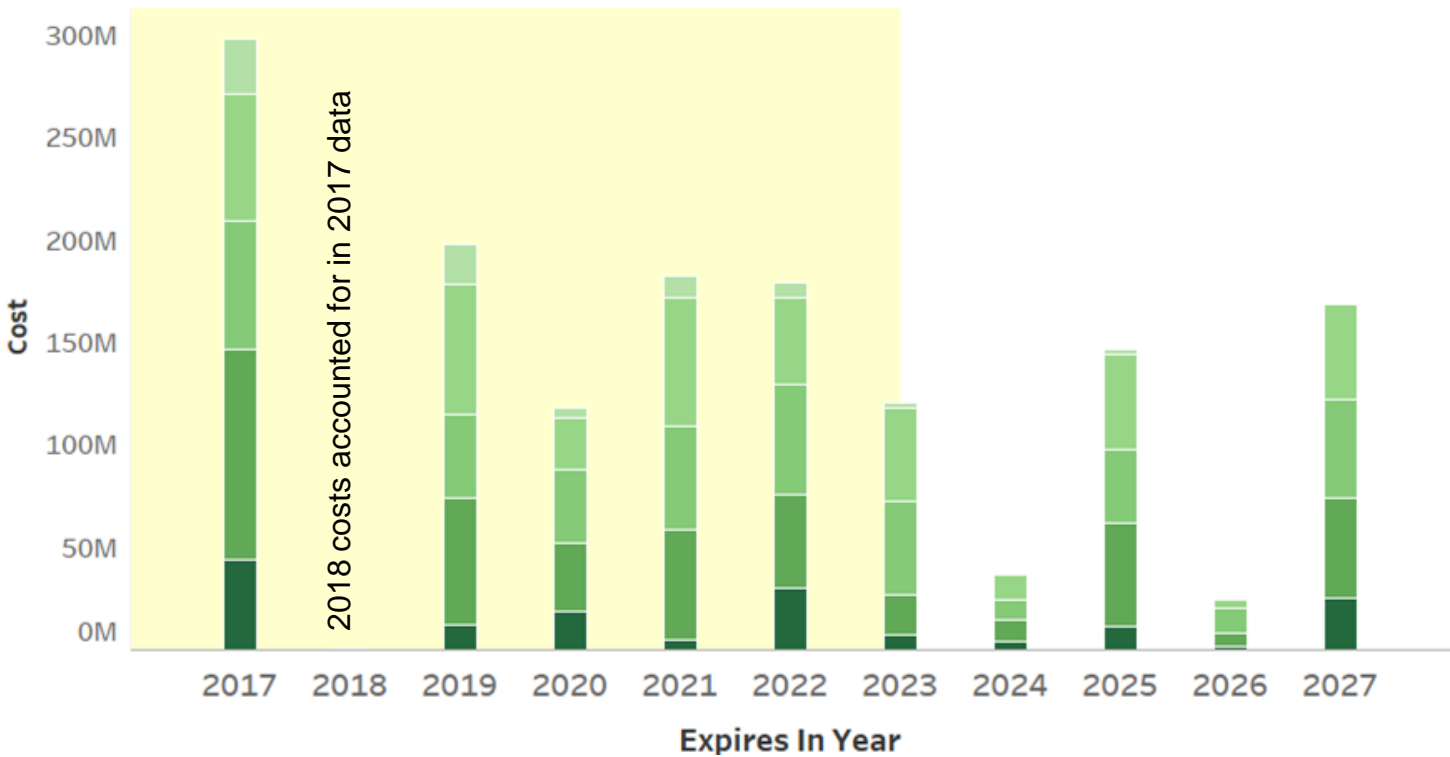
Building Original Construction, Permanent and Portable



# Deferred Maintenance Backlog – \$300 Million and Growing Each Year

- Average building age is over 57 years old
- Many systems near or beyond expected useful life

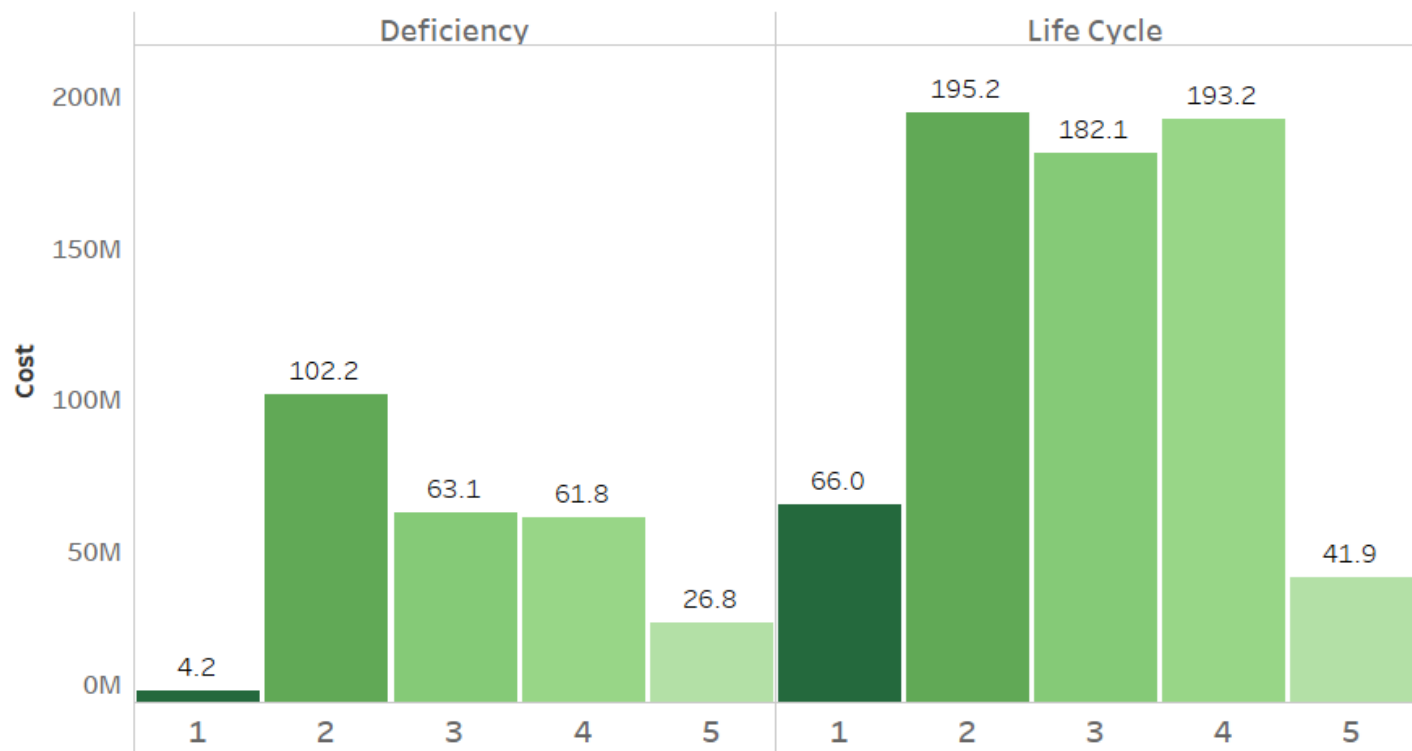
Current and Life Cycle Repairs  
(Excludes Seismic, ADA, and Adequacy Deficiencies)



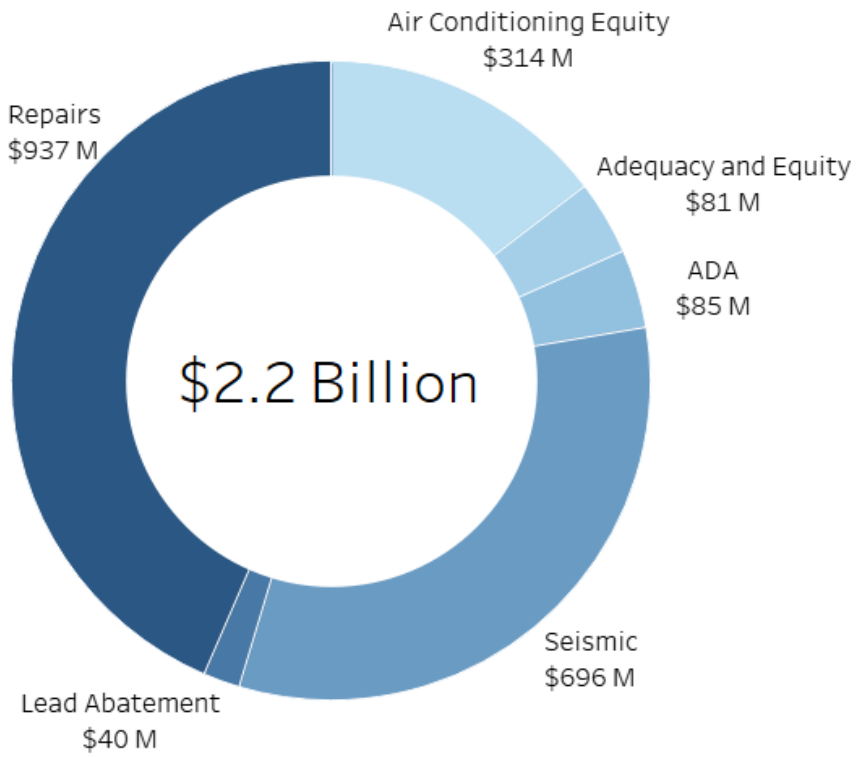
# Maintenance Department is in Fire-Chasing Mode

- OUSD has responsibly focused on high priority needs
- Facilities generally well-maintained *given age and low level of O&M funding*

Current and 5-Year Life Cycle Repairs, by Priority  
(Excludes Lead, Seismic, ADA, and Adequacy Deficiencies)



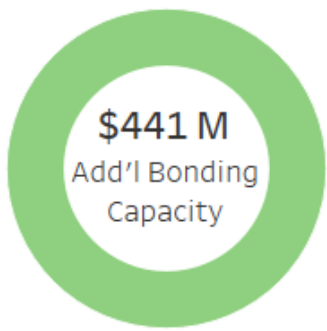
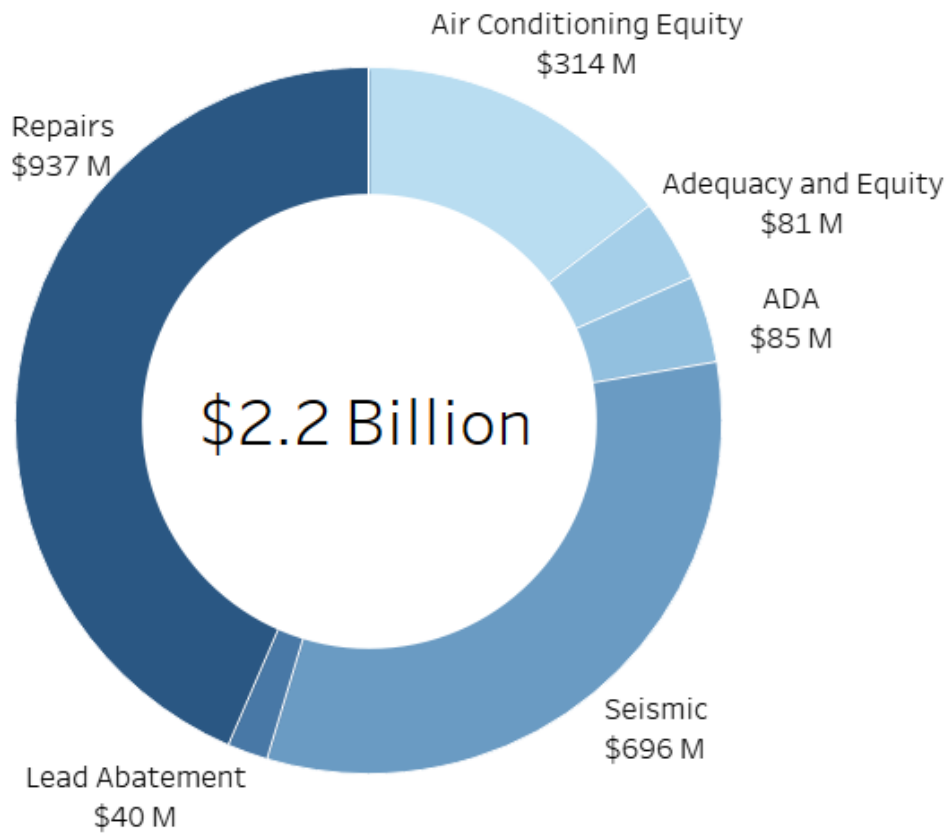
# OUSD Capital Needs top \$2 Billion



- Facility Need Categories:
  - **Repairs** (what's broken/will break in 5 years)
  - **Lead Abatement** (allowance for abatement)
  - **Seismic** (OUSD 3<sup>rd</sup> party consultant allowance for structural retrofits)
  - **ADA** (accessibility code deficiencies)
  - **Adequacy and Equity** (what's missing)
  - **Air Conditioning Equity** (Districtwide AC)



# OUSD's Facility Investment Challenge

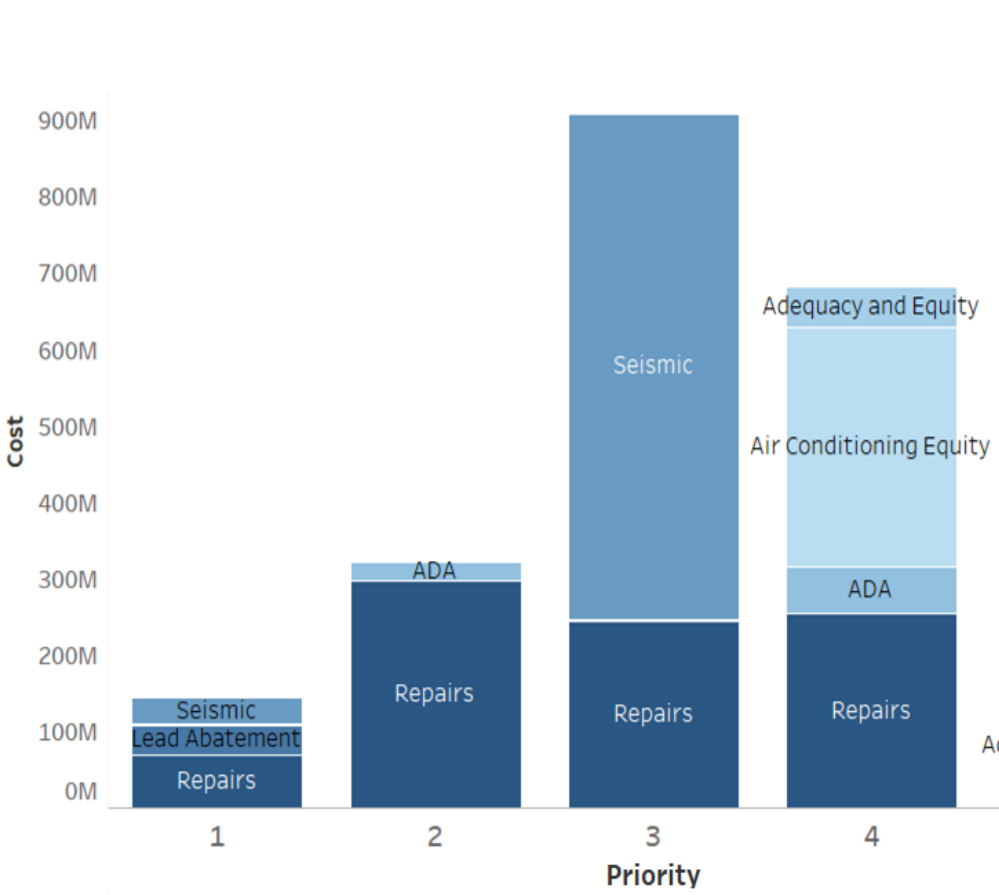


**\$68M**  
Commercial  
Standard  
Annual Deferred  
Maintenance Budget



**\$0**  
OUSD Annual  
Deferred  
Maintenance Budget

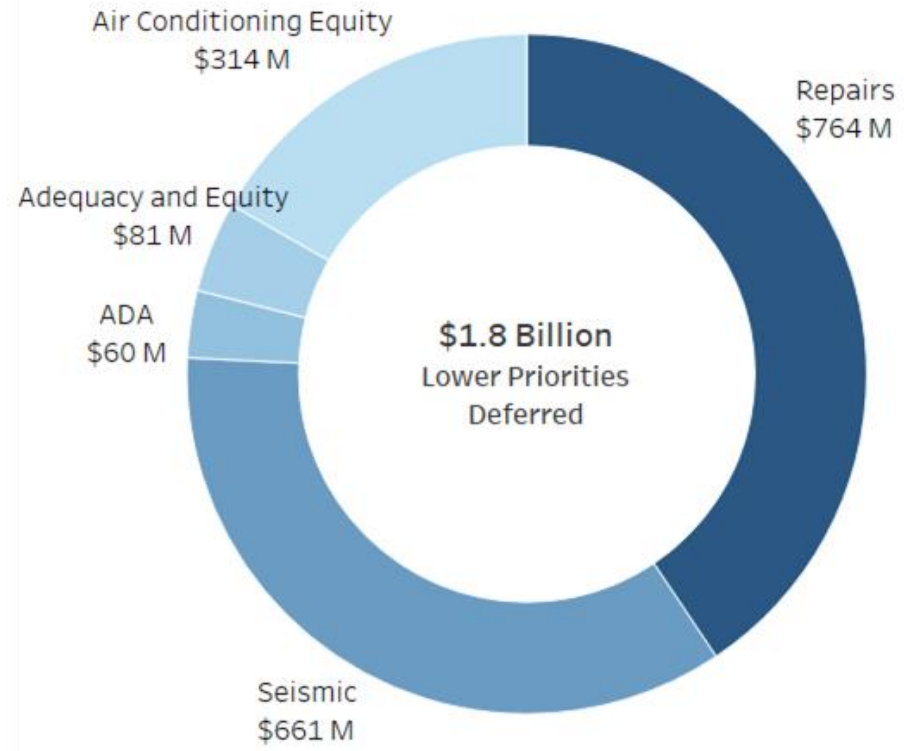
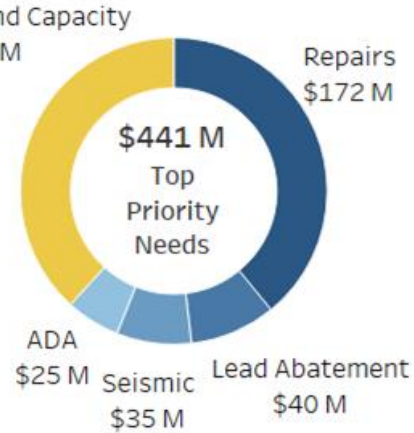
# Prioritize Basic Needs and Cost Avoidance



- Facility Need Priorities (examples):
  - Priority 1 (life safety, critical roofs)
  - Priority 2 (code, building envelope)
  - Priority 3 (electrical, plumbing)
  - Priority 4 (adequacy)
  - Priority 5 (paint, aesthetics)
- Priorities based on national best practices and OUSD input

# What the Next OUSD Bond Could Look Like

- Prioritized over 21,000 deficiency line items based on industry best practices and OUSD facilities input.
- Defined capital program budget to address highest order needs.
- Cost avoidance from facility inventory reduction should be applied to next tier of priorities.



# How We Compare Facility Condition from Building to Building



\$2.1 Billion  
Total Deficiency Cost

\$3.4 Billion  
Replacement Cost

**63%**  
**FCI, 5-Year**

\$1.3 Billion  
Repair Cost (w/o  
seismic and adequacy)

\$3.4 Billion  
Replacement Cost

**31%**  
**FCI, 5-Year**

# Facility Adequacy and Equity Assessment Categories

<b>Educational Program</b>	SPED, STEM, Art, Music, CTE, PE/fields/courts	25%
<b>Healthy Environment</b>	Accessibility, SPED equity, Dining, Restrooms, Thermal comfort, Daylight, Noise, Bike racks, Gardens	15%
<b>Relationships and Collaboration</b>	21st Century, Project-Based Learning, Outdoor learning, Community access	10%
<b>Safety and Security</b>	Seismic, Pedestrian, Hazards, Campus Security	15%
<b>Instructional Technology</b>	Electrical, Network Infrastructure, Wifi, Classroom AV	10%
<b>Furnishings and Equipment</b>	Flexible furniture, Classroom F&E, SpEd Life Skills, Plumbing	5%
<b>Location</b>	Proximity to students, site acreage, parking, OUSD Climate Survey Index	5%
<b>Operational Efficiency</b>	School size, classroom size, core spaces, portables, design, utility cost/sf	15%



# Capacity Utilization Summary

- Assumes OUSD's current classroom loading factors, 28+ students per classroom, 12 per special day room
- 76% Avg Capacity Utilization (>13,000 surplus capacity)
- Ideal range is 80-120% capacity utilization
- Utilization low at ES and MS
- Current capacity utilization ranges from <30% up to >130%
- 20% of capacity is in portables (>11,000)


Type	Campuses	2021 Enr	Perm	Portable	Capacity	% Port	Set aside	Surplus	Utilization
ES	47	20,935	22,134	5,571	27,705	20%	675	6,770	76%
MS	13	7,100	9,043	1,613	10,656	15%	451	3,556	67%
HS	10	8,218	8,211	1,765	9,976	18%	254	1,758	82%
Charter	11	4,575	3,717	1,806	5,523	33%	181	948	83%
<b>TOTAL</b>	<b>81</b>	<b>40,828</b>	<b>43,105</b>	<b>10,755</b>	<b>53,860</b>	<b>20%</b>	<b>1,561</b>	<b>13,032</b>	<b>76%</b>


Capacity Utilization	ES	MS	HS	Charter
less than 50%	6	4	1	1
50%-65%	10	1	3	1
65%-80%	10	4	2	2
80%-100%	15	2	1	5
100%-120%	3	1	2	1
more than 120%	3	1	1	1
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

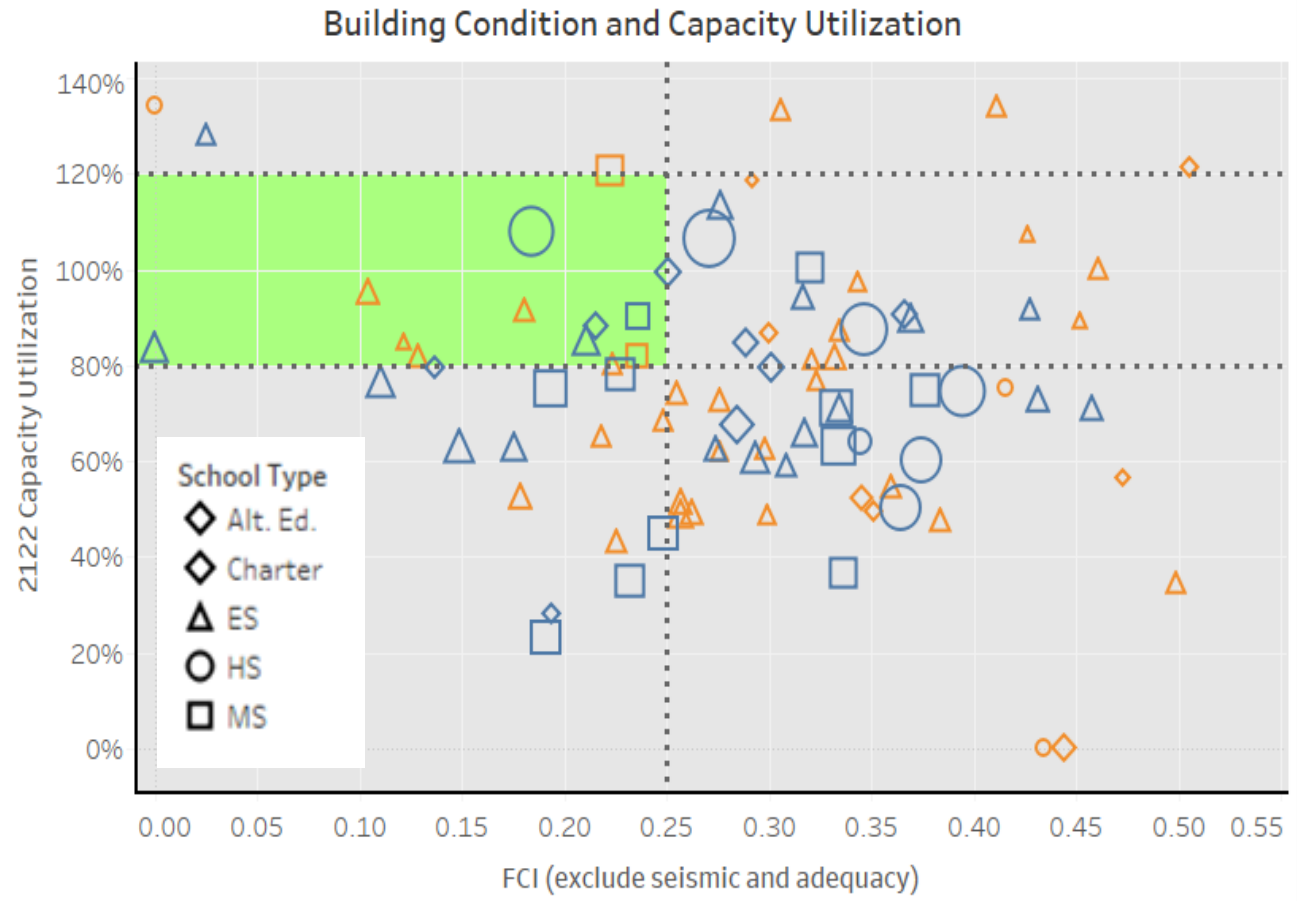
# Capacity Utilization Summary

When making portfolio decisions, it is helpful to think of facilities as **homes** for the current program and as long-term **investments** for the District.

## Facility questions...

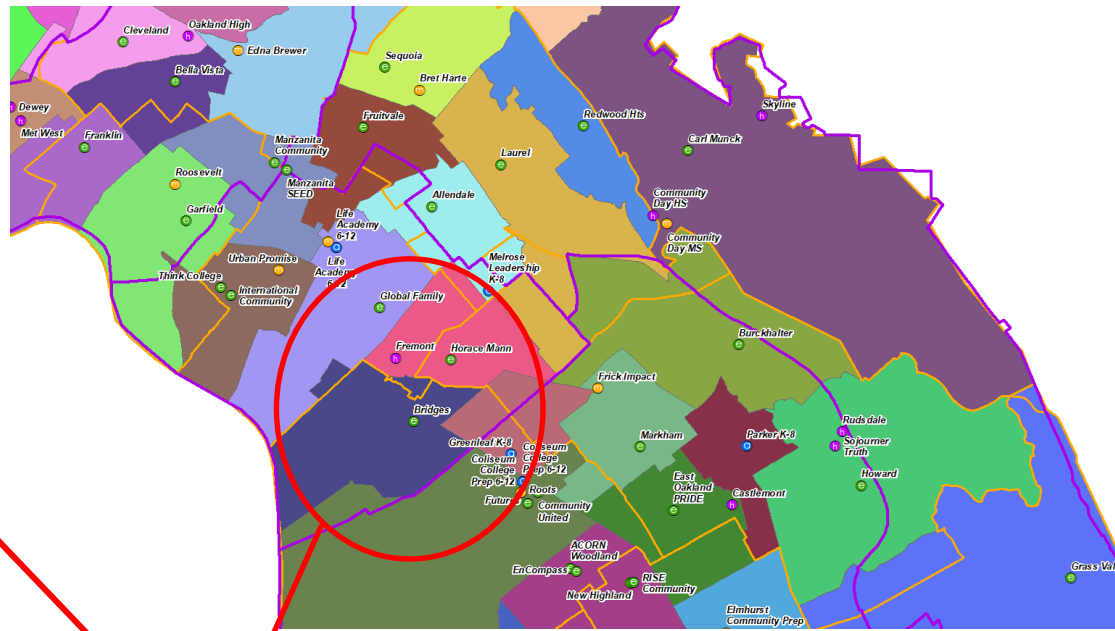
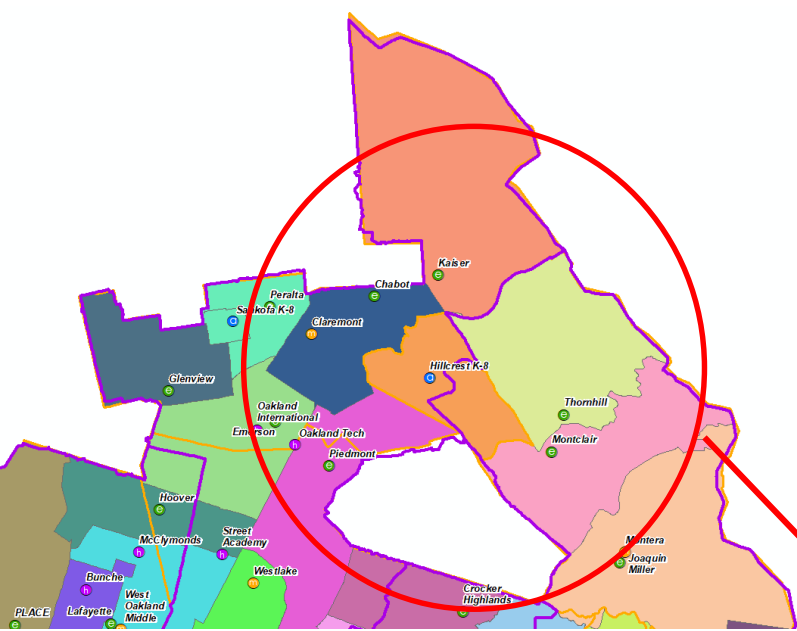
 Is the facility the best available home for its current program given all other available options?

 What are wise long-term investment options for this facility given it's condition and utilization and those of other District facilities?



# School Boundaries & Feeder Patterns | Challenge

## Compare “clean” feeders to splits



**Key**  
ES boundaries = shaded regions  
MS boundaries = orange boundary lines  
HS boundaries = purple boundary lines

note difference in overlap (indicating splits” between ES, MS and HS boundaries



# Considerations for School Changes & Prioritizing Investments

## Facility Condition

Invest capital and operating funds into the safety and upkeep of facilities.

## Quality Community Schools & Financial Sustainability

Transition to a financially sustainable portfolio of schools, with balance of viable school sizes and facility capacity utilization.

## Human Capital and Asset Management

Optimize district office and leverage facility assets to benefit students and OUSD mission, as portfolio decisions are made.

## School Boundaries & Feeder Patterns

Realign school boundaries and feeder patterns & reform enrollment policies to improve access to quality and diversity.

## Enrollment Projections

Perform annual long-term enrollment projections due to dynamic enrollment environment in Oakland.

## Special Programs

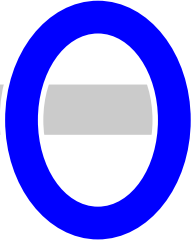
Proactively plan the locations of programs that serve students with disabilities, early childhood and newcomer populations.

# What's Next?

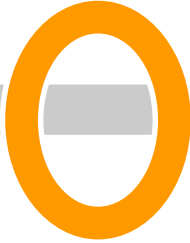
**February 14, 2018**  
Blueprint for Quality  
Schools Update



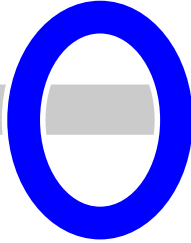
**March 14, 2018**  
Quality Community Schools  
Action Plan



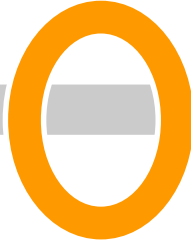
**March 2018**  
School Community  
engagements



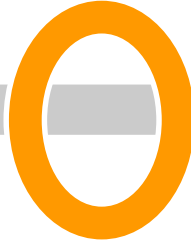
**April 11, 2018**  
Facilities Master Plan  
Approval



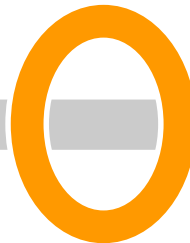
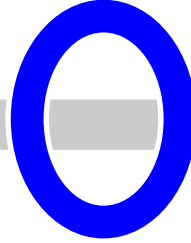
**April 2018**  
School Community  
engagements



**May 2018**  
School Community  
engagements



**June 27, 2018**  
Board votes on changes to  
schools



## Color Key:

School Community

Board of Education

**2018-19 Planning Year  
for School Changes**

# Blueprint Advisory Group: Reflections



# Concerns and Areas of Future Study

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Gaps in the engagement process

Feedback on the recommendations

Areas for further study

# Blueprint Advisory Group: Final Thoughts

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## **OUSD needs to:**

- Get clear regarding school closures
- Have a resource plan to support hard conversations and reach creative solutions
- Take charters into account when planning
- Re-do the survey

# Thank you Blueprint Advisory Group

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## How to Stay or Get Involved:

- Community Advisory Committee (CAC): Proactive planning for students with disabilities
- District English Language Learner Committee (DELL): newcomers
- Early Childhood Study Group
- District Budget Advisory Committee & Parent Student Advisory Committee: Budget Models



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OUSD



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

1000 Broadway, Suite 680, Oakland, CA 94607

[www.ousd.org](http://www.ousd.org)



@OUSDnews

# Appendix



# Blueprint for Quality Schools Prior Engagements



- Participants:**
- Community
  - Blueprint Advisory Group
  - Blueprint Leadership
  - Team Board



# Facility Condition by Grade-Level and SRA Region

Region	Facility Condition (including adequacy and seismic)				Facility Condition (excluding seismic and adequacy)			
	ES	MS	HS	TOTAL	ES	MS	HS	TOTAL
East	0.46	0.62	0.90	0.59	0.22	0.24	0.39	0.26
Northwest	0.48	0.65	0.79	0.63	0.29	0.32	0.28	0.29
Northeast	0.66	0.72	0.87	0.74	0.30	0.25	0.35	0.31
Central	0.56	0.86	0.49	0.58	0.29	0.33	0.19	0.27
West	0.69	0.63	0.85	0.73	0.36	0.26	0.36	0.33
OUSD	0.50	0.64	0.86	0.63	0.25	0.27	0.34	0.28



# Facility Adequacy and Equity Findings by SRA Region (draft)

Location	01 - Educational Program	02 - Healthy Environment	03 - Relationships and Collaboration	04 - Safety and Security	05 - Instructional Technology	06 - Furnishings and Equipment	07 - Location	08 - Operational Efficiency	Weighted Adequacy Score
East	25.8	77.1	17.9	67.4	51.3	54.1	65.5	76.3	49.6
West	19.5	75.4	20.3	63.7	51.6	52.9	53.3	75.8	46.8
Northeast	22.2	73.3	16.6	60.7	48.8	55.5	58.8	70.1	45.7
Northwest	28.2	79.4	24.0	61.6	50.2	52.1	49.3	68.3	48.7
Central	25.0	76.0	18.0	62.4	49.7	50.4	55.3	76.7	47.6
OUSD	24.1	76.4	19.2	63.6	50.5	53.2	58.1	73.5	47.9