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Board Cover Memorandum

To Board of Education

From Kyla Johnson-Trammell, Superintendent
Sondra Aguilera, Chief Academic Officer
Monica Thomas, Deputy Chief of Continuous School Improvement

Meeting Date June 7, 2023

Subject Sustainable Community Schools Redesign Process

Ask of the Board The purpose of this presentation is to discuss and provide feedback on the recommended process for building Sustainable Community Schools through redesign.

Background On January 11, 2023 the Board of Education adopted Resolution No. 2223-0036 - Rescission of School Consolidations for 2022-23. In this Resolution, the Board directed the Superintendent to present options for a new sustainable community schools redesign process by May 31, 2023, with the Impacted Schools being included in the first cohort of schools to be redesigned.

This presentation launches the District-wide discussion regarding redesigning schools for quality. The content within this recommended process is not final and warrants engagement with staff, students and families to ensure this process represents building quality schools in OUSD. This recommendation will return to the Board in September 2023.

Discussion The recommended approach to creating a Sustainable Community Schools Redesign Process is to build a District-wide approach to school improvement. This approach allows the District to evaluate how *all* schools are doing against a defined standard rather than narrowing in on only a few schools identified for improvement. The school improvement framework proposed includes the following steps, 1) Identification; 2) Process; and 3) Content.

Identification allows for schools to be evaluated against a set of metrics within three focus areas, 1) Sustainability; 2) Quality; and 3) Equity. The metrics within each area are the following:

1) Sustainability

Enrollment

- School Enrollment
- Attendance area enrollment (# of students in the attendance area enrolled in Oakland public schools, including charter schools)
- # and % of school enrollment from its attendance area
- # and % of students from the attendance area who attend the neighborhood school
- First choice applications
- Demand Rate (# of 1st choice app/recommended entry grade enrollment)

Staffing/Budget

- Recommended number of classes per grade based on short-term projection
- Entry grade sustainability (recommended entry grad enrollment/actual entry grade enrollment)
- Staffing Costs
 - Cost for Admin/Services Per Pupil
 - Total Base Cost per Pupil
 - Total non-SpEd per Pupil Cost

Facility

- Facility Condition Index (FCI)
- # of classrooms above 600 sqft
- Facility RRMA allocation per student
- Facility Deficiency Cost per classroom
- Optimum number of classes per grade based on facility

Additional

- Average distance traveled to school
- Teacher Retention Rate

2) Quality

Engagement Indicators

- Chronic Absence (TK-8)
- Suspension
- School Connectedness (Student, Parent, Staff)

Academic Indicators

- SBAC ELA
- SBAC Math
- English Learner Progress
- iReady ELA Status and Growth (K-2)
- iReady Math Status and Growth (K-2)
- Reading Inventory Status and Growth (Gr6-11)

High School Only

- Graduation
- A-G readiness of Gr12 graduates
- On-track to graduation
- On-track to A-G readiness
- Pathway Enrollment

3) Equity

- Selected Sustainability Metrics by Focus Student Groups
- Quality Metrics by Focus Student Groups

Focus Student Groups

- African American
- English Learner
- Latino
- Low Income
- Special Education
- Unhoused

Schools that are identified by the proposed metrics would participate in either two paths of improvement 1) Targeted Improvements or 2) Transformation. Most OUSD schools would be identified for Targeted Improvements, or needing to improve upon a *few* specific identified areas. A smaller portion of schools would be identified for Transformation, or needing to redesign to improve in *all* areas.

When a school is identified for Targeted Improvements, the Process for improvement would be to implement cycles of improvement as they are normally expected to through the course of the year, however, focused on the targeted areas for improvement. Schools that are identified for Transformation would create an improvement plan through a community based design team. This design process would take place over the course of a year then move towards implementation of the plan after the design year. Implementation would include

progress monitoring of the elements of the new design. Schools participating in Transformation would receive support from a set of dedicated staff within the Continuous School Improvement Department, most centrally by a Director of Continuous School Improvement.

The last aspect of the School Improvement Framework is the content in which schools would refine or redesign. These areas include three improvement domains 1) Vision and Mission; 2) Quality Program Implementation; and 3) Collective Leadership and Professional Learning.

Fiscal Impact

N/A

Attachment(s)

- Presentation
- Resolution No. 2223-0036 - Rescission of School Consolidations for 2022-23, Enactment No. 23-0048, approved on 1/11/23

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Board Cover Memorandum

To Board of Education

From Mike Hutchinson, Board Member

Meeting Date January 11, 2023

Subject Resolution No. 2223-0036 - Rescission of School Consolidations for 2022-23

Ask of the Board Approval by the Board of Education of Resolution No. 2223-0036 - Rescission of School Consolidations for 2022-23

Background Since OUSD was taken over by the State in 2003, a large number of District schools have been consolidated (i.e., merged or closed) in various phases and cohorts.

The most recent consolidation decision was initiated on January 12, 2022, when the Board approved Resolution No. 2122-0026 - Quality Instruction and Student Supports, Adequate Staffing, Competitive Compensation, and Long-Term Fiscal Stability, which directed the Superintendent to immediately present a list of schools to be closed, merged, or relocated at the end of the 2021-22 and 2022-23 school years.

On January 31, 2022, the Superintendent presented the list pursuant to Resolution No. 2122-0026 as Resolution No 2122-0030 - School Consolidations for 2022-23 and 2023-24. Then, on February 8, 2022, the Board adopted an amended version of Resolution No. 2122-0030, which ultimately approved the following consolidations:

At the End of 2021-22

- Close Community Day School
- Close Parker Elementary
- Merge RISE Community Elementary into New Highland Academy Elementary
- Truncate grades 6-8 at La Escuelita

At the End of 2022-23

- Close Brookfield Elementary
- Close Carl B. Munck Elementary
- Close Grass Valley Elementary
- Close Fred T. Korematsu Discovery Academy Elementary
- Close Horace Mann Elementary
- Truncate grades 6-8 at Hillcrest

At the end of the 2021-22 school year, Parker and Community Day School were closed and grades 6-8 at La Escuelita were truncated as directed by Resolution No. 2122-0030. Additionally, the process to close Brookfield Elementary, Grass Valley Elementary, Carl B. Munck Elementary, Korematsu Elementary, and Horace Mann Elementary (“Impacted Schools”) and truncate grades 6-8 at Hillcrest (“Impacted Grades”) at the end of the 2022-23 school year as directed by Resolution No. 2122-0030 has already begun. This includes, among other things, redrawing attendance zone boundaries, programming the enrollment system, developing enrollment projections, and preparing school sites budgets – all without the Impacted Schools and Impacted Grades. Additionally, staff members at the Impacted Schools and serving the Impacted Grades will also be reassigned consistent with the applicable collective bargaining agreement.

Resolution No. 2122-0030, as later amended by Resolution No. 2122-0092 - Updating the List of Welcoming Schools, Presenting the Proposed Budget for Welcoming Schools, California Environmental Quality Act Exemption, and Other Matters Related to School Consolidations, identified the following schools as Welcoming Schools:

- Burckhalter Elementary
- East Oakland Pride Elementary
- Edna Brewer Middle
- Elmhurst Middle
- Frick Middle
- Markham Elementary
- Oakland Academy of Knowledge
- Roosevelt Middle
- Westlake Middle

Resolution No. 2122-0030, as later amended by Resolution No. 2122-0092 also directed that \$7 million be invested in the Welcoming Schools over three years and that another \$1 million be spent on supports for the Impacted Schools and Impacted Grades. Some of the combined \$8 million, which the State provided to the District under AB 1840 as a result of approving the school consolidations, has already been expended or encumbered.

Discussion

The proposed Resolution would void and rescind the planned school consolidations approved in Resolution No. 2122-0030 at the Impacted Schools and Impacted Grades for the end of the 2022-23 school year. Under the proposed Resolution, the Board would also direct, among other things, the following:

- Any applicant who already submitted their application for enrollment in OUSD in 2023-24 would have the opportunity to update their choices,
- Any enrollment projections for 2023-24 for schools would be updated,
- Any school site budget projections or allocations for 2023-24 would be updated, and
- Any unspent funding from the \$8 million allocated from AB 1840 to support Welcoming Schools pursuant to Resolution No. 2122-0030 and Resolution No. 2122-0092 - Updating the List of Welcoming Schools, Presenting the Proposed

Budget for Welcoming Schools, California Environmental Quality Act Exemption, and Other Matters Related to School Consolidations would be redirected to support the Impacted Schools (but not the Impacted Grades) and offset any financial impacts of this Resolution.

Additionally, the proposed Resolution has been updated since its introduction to (i) add the direction to reset the attendance boundaries, (ii) to automatically add the student's neighborhood school to their enrollment application for students who reside in the neighborhood boundary of one of the Impacted Schools and have already submitted an enrollment application for 2023-24, and (iii) to automatically assign TK students who applied for Hillcrest to the nearest possible TK site.

Under the proposed Resolution, the Board would also direct the Superintendent to present options for a new sustainable community schools redesign process by May 31, 2023, with the Impacted Schools being included in the first cohort of schools to be redesigned.

If the Board were to adopt the proposed Resolution, there would be impacts on the following areas: School Quality, Enrollment, Budget, Facilities and Maintenance, and Asset Management. Staff initially understood that the proposed Resolution would be brought to a vote on January 25, 2023 and has been preparing its analysis of these impacts for that meeting. It is not possible to finalize the analysis on such short notice (less than a day) and so staff will publish its analysis on January 25, 2023.

Fiscal Impact Available on January 25, 2023

Attachment ● Resolution No. 2223-0036 - Rescission of School Consolidations for 2022-23

**RESOLUTION OF THE
BOARD OF EDUCATION OF THE
OAKLAND UNIFIED SCHOOL DISTRICT**

Resolution No. 2223-0036

Rescission of School Consolidations for 2022-23

WHEREAS, since the State takeover in 2003, the District has pursued policies that have led to a large number of traditional neighborhood schools being closed, relocated, or privatized;

WHEREAS, most of these decisions have been met with large community opposition and have led to an adversarial relationship between the Board of Education (“Board”) and the constituents they serve.

WHEREAS, the Board is responsible for ensuring that all OUSD students have access to high quality neighborhood schools;

WHEREAS, the Board has the sole authority to set policy for the District, including whether and how to make school changes (e.g., relocation, closure);

WHEREAS, the Board unanimously approved a new 3-year strategic plan on June 30 2021, which (unlikely prior plans) does not include any reference to school closures, the Blueprint for Quality Schools, or the Citywide Plan;

WHEREAS, on October 27, 2021, the School Board approved Resolution No. 2021-0128D - Budget Reductions In Lieu of Cohort 3 School Consolidations, which held that “by approving these reductions, the Board satisfies the conditions set forth in the Citywide Plan Resolution such that the Superintendent shall no longer—and the Board need no longer—move forward with consideration of school consolidations under Cohort 3”;

WHEREAS, in other words, the passage of Resolution No. 2021-0128D effectively ended the school closure process connected to the Blueprint and the Citywide Plan;

WHEREAS, OUSD is not in financial crisis - there is a healthy fund balance and the District is projecting budget surpluses on all years of the multiyear plan;

WHEREAS, on January 12 2022, the Board approved Resolution No. 2122-0026 - Quality Instruction and Student Supports, Adequate Staffing, Competitive Compensation, and Long-Term Fiscal Stability, which directed the Superintendent to immediately present a list of schools to be closed, merged, or relocated at the end of the 2021-22 and 2022-23 school years.

WHEREAS, on January 31, 2022 the Superintendent presented the list pursuant to Resolution No. 2122-0026 as Resolution No 2122-0030 - School Consolidations for 2022-23 and 2023-24, which proposed the following school changes:

For closure:

- Close Brookfield Elementary at the end of the 2021-22 year.
- Close Carl B. Munck at the end of the 2021-22 year.
- Close Community Day School at the end of the 2021-22 year.
- Close Grass Valley Elementary at the end of the 2021-22 year.
- Close Parker at the end of the 2021-22 year.
- Close Prescott Elementary at the end of the 2021-22 year.
- Close Fred T. Korematsu Discovery Academy Elementary at the end of the 2022-23 year.
- Close Horace Mann Elementary at the end of the 2022-23 year.

Mergers:

- Merge RISE Community Elementary into New Highland Academy Elementary for the start of the 2022-23 year.
- Merge Manzanita Community Elementary into Fruitvale Elementary for the start of the 2023-24 year.

Relocations/Mergers:

- Relocate Westlake Middle to 991 14th Street, Oakland, CA 96704 for the 2022-23 year, and then merge it into West Oakland Middle for the start of the 2023-24 year.
- Relocate both Dewey Academy High and Ralph J. Bunche Continuation High to 2629 Harrison St., Oakland, CA 94612 to be co-located for the 2022-23 year, and then merge Dewey into Bunche for the start of the 2023-24 year.

Truncations:

- Reduce the grades offered at La Escuelita such that grades 6 through 8 will no longer be offered for the start of the 2022-23 year.
- Reduce the grades offered at Hillcrest such that grades 6 through 8 will no longer be offered for the start of the 2023-24 year.

WHEREAS, on February 8, 2022, by a vote of 4-2-1, the Board approved an amended version of Resolution No. 2122-0030, which directed the following closures, merger and reconfigurations:

For closure:

- Close Community Day School at the end of the 2021-22 year.
- Close Parker at the end of the 2021-22 year.
- Close Brookfield Elementary at the end of the 2022-23 year.
- Close Carl B. Munck Elementary at the end of the 2022-23 year.
- Close Grass Valley Elementary at the end of the 2022-23 year.
- Close Fred T. Korematsu Discovery Academy Elementary at the end of the 2022-23 year.
- Close Horace Mann Elementary at the end of the 2022-23 year.

Mergers:

- Merge RISE Community Elementary into New Highland Academy Elementary for the start of the 2022-23 year.

Truncations:

- Reduce the grades offered at La Escuelita such that grades 6 through 8 will no longer be offered for the start of the 2023-24 year.
- Reduce the grades offered at Hillcrest such that grades 6 through 8 will no longer be offered for the start of the 2023-24 year.

WHEREAS, at the end of the 2021-22 school year, Parker and Community Day School were closed and La Escuelita was reconfigured as directed by Resolution No. 2122-0030; and

WHEREAS, if the Board takes no action, Brookfield Elementary, Grass Valley Elementary, Carl B. Munck Elementary, Korematsu Elementary, and Horace Mann Elementary will be closed (“Impacted Schools”), and Hillcrest will be reconfigured (“Impacted Grades”) at the end of the 2022-23 school year as directed by Resolution No. 2122-0030 .

NOW, THEREFORE, BE IT RESOLVED, the Board hereby directs that the planned school closures and grade truncations approved in Resolution No. 2122-0030 at the Impacted Schools and Impacted Grades, respectively, for the end of the 2022-23 school year are void and rescinded in their entirety;

BE IT FURTHER RESOLVED, the Board further directs as follows:

- Any applications that have already been submitted for enrollment in OUSD in 2023-24 shall have the opportunity to update their choices,
- Any enrollment projections for 2023-24 for schools shall be updated,
- Any school site budget projections or allocations for 2023-24 shall be updated,
- Any unspent funding from the \$8 million allocated from AB 1840 to support Welcoming Schools pursuant to Resolution No. 2122-0030 and Resolution No. 2122-0092 - Updating the List of Welcoming Schools, Presenting the Proposed Budget for Welcoming Schools, California Environmental Quality Act Exemption, and Other Matters Related to School Consolidations shall be redirected to support the Impacted Schools and offset any financial impacts of this Resolution,
- The Superintendent or designee shall reset the attendance boundaries back to where they would be without the planned school closures and grade truncations approved in Resolution No. 2122-0030 at the Impacted Schools and Impacted Grades, respectively,
- For students attending the Impacted Schools or Impacted Grades, staff shall not complete enrollment applications for 2023-24 for those students as originally required under Resolution No. 2122-0030 except as noted in the next bullet, and
- For those students who (i) will be new to OUSD in 2023-24, (ii) reside in the neighborhood boundary of one of the Impacted Schools, (iii) have already submitted an enrollment application for 2023-24 (that did not include their neighborhood school), and (iv) do not

resubmit or update their enrollment application and school rankings for 2023-24, the Superintendent or designee shall add the student's neighborhood school as a preference as follows:

- if the student has ranked seven schools in their enrollment application, then the seventh-ranked school shall be replaced with the student's new neighborhood school,
- if the student has ranked less than seven schools in their enrollment application, then the student's neighborhood school shall be added as the lowest empty rank (e.g., seventh, if there is no seventh ranked school);
- For those students who (i) have submitted an employment application for 2023-24 to attend Transitional Kindergarten at Hillcrest and (ii) do not resubmit or update their Transitional Kindergarten enrollment application and school rankings for 2023-24, the Superintendent or designee shall place the students at a Transitional Kindergarten site as close as possible to the Hillcrest attendance boundary; and

BE IT FURTHER RESOLVED, the Board further directs the Superintendent to present options for a new sustainable community schools redesign process by May 31, 2023, with the Impacted Schools being included in the first cohort of schools to be redesigned.

PASSED AND ADOPTED by the Board of Education of the Oakland Unified School District this 11th day of January, 2023, by the following vote:

PREFERENTIAL AYE: Linh Lee, Natalie Gallegos Chavez

PREFERENTIAL NOE: None

PREFERENTIAL ABSTENTION: None

PREFERENTIAL RECUSE: None

AYES: Jennifer Brouhard, VanCedric Williams, Valarie Bachelor, President Mike Hutchinson

NOES: Benjamin "Sam" Davis, Vice President Clifford Thompson

ABSTAINED: Nick Resnick

RECUSED: None

ABSENT: None

CERTIFICATION

We hereby certify that the foregoing is a full, true and correct copy of a Resolution passed at the Special Meeting of the Board of Education of the Oakland Unified School District held on January 11, 2023.

Legislative File	
File ID Number:	22-2731
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Enactment Number:	23-0048
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By:	er

OAKLAND UNIFIED SCHOOL DISTRICT



Mike Hutchinson
President, Board of Education



Kyla Johnson-Trammell
Superintendent and Secretary, Board of Education