



OAKLAND UNIFIED
SCHOOL DISTRICT

Community Schools, Thriving Students



District Restructuring Board of Education: Study Session

September 7, 2011

Restructuring OUSD to Expand Quality and Release Resources v15.0

OUR GOAL:

- To **maximize the quality use of our assets** in service of creating equitable opportunities for learning, and to support the health and well-being of all children, families and communities.

Foundation: District Strategic Plan

Vision

All students will graduate. As a result, they will be caring, competent, and critical thinkers, fully informed, engaged, and contributing citizens, and prepared to succeed in college and career.



Goal

To create a full service community district that serves the whole child, eliminates inequity, and provides each child with an excellent teacher for every day.



Priorities

- 1. Safe, Healthy and Supportive Schools**
- 2. High Quality Effective Instruction**
- 3. College and Career Readiness Literacy**



Framework

Three (3) Regions of needs-based networks that host safe and high quality full service community schools.



Foundation: Restructuring

Goals

Maximize the quality use of our assets in service of creating equitable opportunities for learning and to support the health and well-being of all children, families and their communities

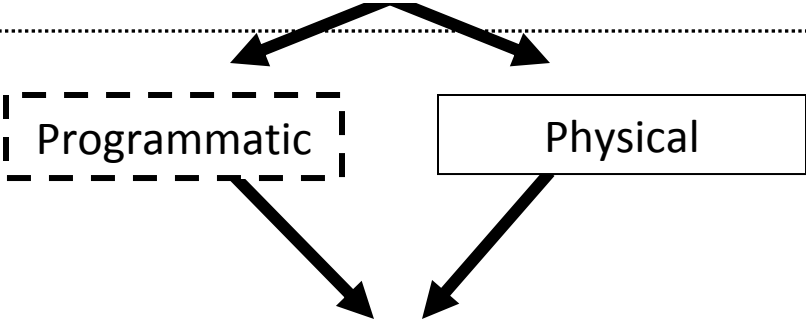
Strategies

- Think critically about how we:
- Increase / Decrease # of sites / schools
 - Purpose/repurpose space we have
 - Increase / Decrease amount of usable space per site
 - Change the quality of the space we ultimately operate

Factors

Filter

Approach



Strategic Plan

Establish policies to support the implementation
3 of the Strategic Plan

Oakland Unified School District: **RESTRUCTURING CRITERIA**

GOALS:

- Provide more children with quality school options
- Encourage more families to choose Oakland Public Schools
- Create a sustainable school district that provides better oversight and support to fewer schools that produce results for all children
- Deploy staff and money more efficiently and use the savings to invest more resources in Oakland schools

PROBLEM STATEMENT:

- The district operates too many schools for too few students.
- The district operates too many under-enrolled schools and very small schools not otherwise designed to be small.
- The district does not provide a quality program with adequate services to meet student and family needs in every neighborhood.

Academic and Fiscal Challenges



- CAHSEE 10th Grd **NO-PASS** Rate (10-11)

ELA	Math
• State 17%	17%
• OUSD 36%	36%
• OUSD African-American 41%	51%

● School Enrollment 2011-12

- 19 schools with under 200 students
- 24 schools with btwn 200-299 students
- 33 schools with btwn 300-399 students
- 9 schools with btwn 400-499 students
- 16 school with over 500 students

* Some schools may be small by design.

- Currently (2010-11) **35** schools received additional **\$\$\$** fiscal assistance totaling **\$3,100,000**. **10** schools required additional assistance of over **\$100,000** each.

● DISTRICT	# SCHOOLS	ENROLLMENT**	Compared to OUSD	
			# Schools/# Students	API***
<i>Long Beach Unified:</i>	<i>89 schools serving 86,000 students</i>		<i>-12/+48K</i>	<i>759</i>
<i>Sacramento Unified:</i>	<i>85 schools serving 48,000 students</i>		<i>-16 /+10K</i>	<i>753</i>
<i>San Bernardino Unified:</i>	<i>74 schools serving 53,000 students</i>		<i>-27/+15K</i>	<i>699</i>
<i>Garden Grove Unified:</i>	<i>67 schools serving 47,000 students</i>		<i>-34/+9K</i>	<i>802</i>
<i>Santa Ana Unified:</i>	<i>60 schools serving 57,000 students</i>		<i>-41/+17K</i>	<i>724</i>
<i>Stockton Unified:</i>	<i>59 schools serving 38,000 students</i>		<i>-42/+0K</i>	<i>671</i>
<i>Mount Diablo Unified:</i>	<i>55 schools serving 34,000 students</i>		<i>-46/-4K</i>	<i>784</i>
<i>San Jose Unified:</i>	<i>52 schools serving 32,000 students</i>		<i>-49/-6K</i>	<i>792</i>
<i>Riverside Unified:</i>	<i>49 schools serving 42,000 students</i>		<i>-52/+4K</i>	<i>781</i>
<i>Fontana Unified:</i>	<i>45 schools serving 41,000 students</i>		<i>-56/+3K</i>	<i>731</i>
<i>Moreno Valley Unified:</i>	<i>38 schools serving 36,000 students</i>		<i>-63/-2K</i>	<i>716</i>
<i>Clovis Unified:</i>	<i>36 schools serving 38,000 students</i>		<i>-65/+0K</i>	<i>866</i>
OUSD in 2011-12	101 schools serving 38,440 students*			719

** SOURCE: 2009-10 Ed-Data, *** Dataquest 2010-11, *OUSD 2011-12 Projections

GUIDING PRINCIPLES:

- **Consider a variety of factors in decision-making** by taking into account multiple district priorities.
- **Reinforce quality neighborhood schools** by focusing decision-making on where children live, attend school, and where facilities are designed to sustain quality programs long-term.
- **Integrate school closure among multiple strategies to achieve goals** by transforming low performing schools in high density areas and consolidating multiple schools into high quality single-school options in some cases.
- **Increase student and family access to quality alternatives** by expanding capacity and investing in existing quality schools.
- **Increase quality options** by considering innovative program designs, the possible relocation of some school programs intact, and the unique needs of the special education program continuum of service.

The focus in selecting schools for closure was:
Equity and a Thoughtful, Multi-Step Process

We begin by asking: WHERE DO WE NEED TO OPERATE SCHOOLS?

WE ANALYZED:

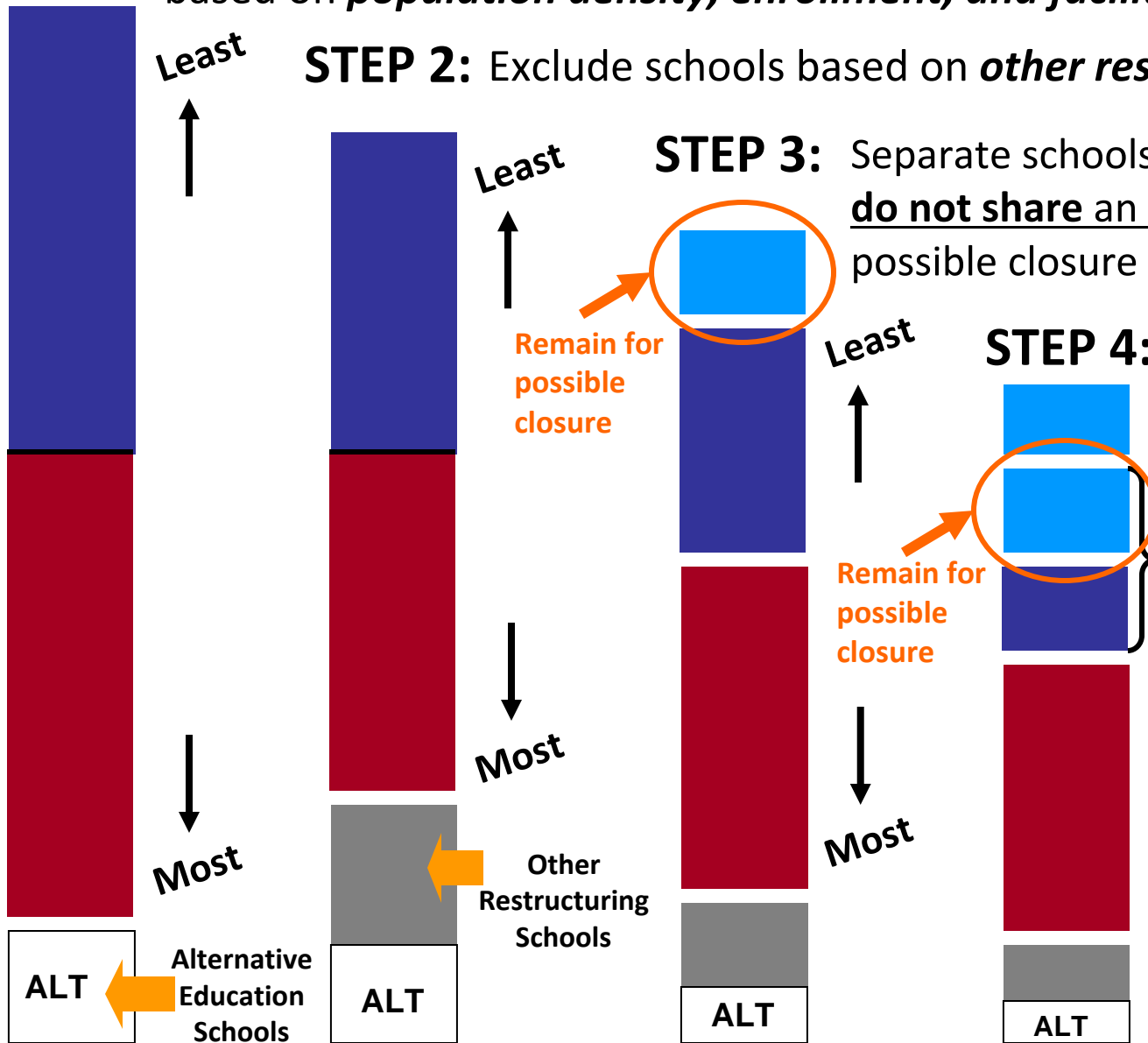
- 1. POPULATION DENSITY : ENROLLMENT : FACILITY CAPACITY**
- 2. OTHER RESTRUCTURING STRATEGY**
- 3. LOWEST RANKING : GREATEST DISTANCE FROM OTHERS**
- 4. ADDITIONAL FACTORS IF SCHOOLS SHARE BOUNDARIES
*FISCAL HEALTH : SCHOOL CHOICE : PERFORMANCE***
- 5. RECEIVING SCHOOL CONSIDERATION**
- 6. FINAL RECOMMENDATIONS**

STEP 1: Rank order all schools from where **least** needed to where **most** needed based on *population density, enrollment, and facilities*.

STEP 2: Exclude schools based on *other restructuring*.

STEP 3: Separate schools where **least** needed that do not share an attendance boundary for possible closure consideration.

STEP 4: Among schools where **least** needed that share an attendance boundary, use **other factors for comparison**, to identify additional schools for possible closure consideration.



SUMMARY OF RESULTS: NOTE: THIS IS NOT A RECOMMENDATION AT THIS TIME.

ELEMENTARY School Name				MIDDLE School Name				HIGH School Name				
STEP 1	STEP 2	STEP 3	STEP 4	STEP 1	STEP 2	STEP 3	STEP 4	STEP 1	STEP 2	STEP 3	STEP 4	
Marshall				COMPARISON	Frick	COMPARISON		COMPARISON	Skyline			7
Burckhalter				COMPARISON	Claremont	COMPARISON		COMPARISON	Oakland HS			8
Lakeview		LEAST =>>>		COMPARISON	Bret Harte				Oakland Technical High School			10
Santa Fe				COMPARISON	Westlake				Coliseum College Prep Academy			12
Kaiser Elementary				NO BOUNDARY	Urban Promise Academy				Life Academy (6-12 expansion)			5
Lazear Elementary				NO BOUNDARY	Roots International Academy				McClymonds (STEM)			2
Maxwell Park				COMPARISON	Alliance Academy				East Oakland School of the Arts			1
Sobrante Park				NO BOUNDARY	Elmhurst Community Prep				Media College Prep			3
EnCompass Academy				SHARED CAMPUS	Montera				Leadership Preparatory			4
Howard					Edna Brewer Middle School				Business & Information			5
Parker					Roosevelt				Mandela HS			9
Emerson					United For Success				College Prep & Architecture			11
Grass Valley					West Oakland Middle (STEM)				Youth Empowerment School			n/a
Carl Munck					James Madison (6-12)							
Piedmont Avenue												
ACORN Woodland									Barack Obama Academy *			n/a
Peralta									Community Day HS			n/a
Redwood Heights									Community Day MS			n/a
REACH Academy									Dewey Academy			n/a
Cleveland									Far West			n/a
Horace Mann									Gateway To College			n/a
Hillcrest (K-8)									Hillside Academy *			n/a
Think College Now									MetWest			n/a
Joaquin Miller									Oakland International			n/a
Sequoia									Ralph J. Bunche High			n/a
Brookfield									Rudsdale Continuation			n/a
Thornhill									Sojourner Truth Indep			n/a
Crocker Highlands									Street Academy			n/a
Esperanza									Recommending alternative evaluation process.			n/a
International Community School												
Glenview												
Markham												
Fruitvale												
Allendale												
New Highland Academy												
Fred T. Korematsu												
Montclair												

Schools identified for possible closure consideration based on Board of Education approved criteria.
NOTE: THIS IS NOT A RECOMMENDATION AT THIS TIME.

High School Transformation:
7 high schools undergoing school re-design process will result in 5 fewer schools and 2 single, high quality, high school options at the Castlemont and Fremont campuses.

* Restructuring already in place.

SUMMARY OF RESULTS: cont'd...

Elementary continued...

ELEMENTARY School Name	STEP 1	STEP 2	STEP 3	STEP 4
Chabot	47			
Bridges Academy	48			
Laurel	49			
ASCEND	49		K-8	
Bella Vista	51			
RISE	52			
Garfield	53			
Futures Academy	54			
East Oakland Pride Elementary	57			
Learning Without Limits	58			
Community United	59			
Global Family School	60			
Franklin	61			
Sankofa Academy	1			
La Escuelita	10			
PLACE at Prescott	13			
Melrose Leadership Academy	15			
Martin Luther King Jr	16			
Manzanita SEED	21			
Hoover	23			
Lafayette	23			
Manzanita Community	29			
Lincoln	55			
Greenleaf Elementary	56			

Financial Analysis

Financial Analysis – Unrestricted Release of Resources

	Elem	Middle	High	Alt Ed	Total
Total Schools	61	14	13	13	101
Possibly Closing*	<u>8</u>	<u>0</u>	<u>5</u>	<u>0</u>	<u>13</u>
Remaining Schools	<u>53</u>	<u>14</u>	<u>8</u>	<u>13</u>	<u>88</u>

Financial Analysis - Unrestricted Release of Resources

- With too many schools, most of our schools don't have enough resources to address the basic needs of our students.
- Reduce cost and release resources to remaining schools.

*Current projection - number could increase.

Financial Analysis – Unrestricted Financial Methodology / Assumptions

Elementary:

$$\text{(Total unrestricted school budget*)} - \text{(Teacher costs**)} = \text{(Total unrestricted resources available to reinvest in remaining schools)}$$

* Unrestricted school budgets include custodial cost, utilities, administrator costs, clerical cost, supplies, etc.

** Unrestricted Full Time Equivalents (FTE) x Average Teacher Cost-\$77,500

High Schools:

Fremont Campus - The three schools on Fremont's campus were budgeted as one single school for this year (2011-12). The resources have already been invested.

Castlemont/ Y.E.S Campuses - There was an additional investment made of approximately \$226K this year (2011-12). Thus, the release of resources is expected to be \$226K to spend in support of quality program.

Financial Analysis – Unrestricted Financial Results

Elementary	\$3,392,047
Fremont Campus	\$0
Castlemont/Y.E.S. Campuses	\$226,310
Total Unrestricted Available Resources	<u>\$3,618,356</u>

Note 1 - It is possible that 20% of the students from closed schools (based on national examples) may choose school options other than OUSD. It is anticipated that the loss of revenue generated from these students will be more than offset by the reduction in teacher costs associated with the reduction and reallocation of remaining students.

Note 2 - OUSD will invest in receiving schools to ensure as many OUSD students as possible are supported in their transition to quality school options.

Note 3 - The restricted resources related to these elementary schools are approx. \$1.9M. These resources will also be made available to the remaining schools.

Board Discussion

Appendix

A School's Hierarchy of Needs when restructuring:

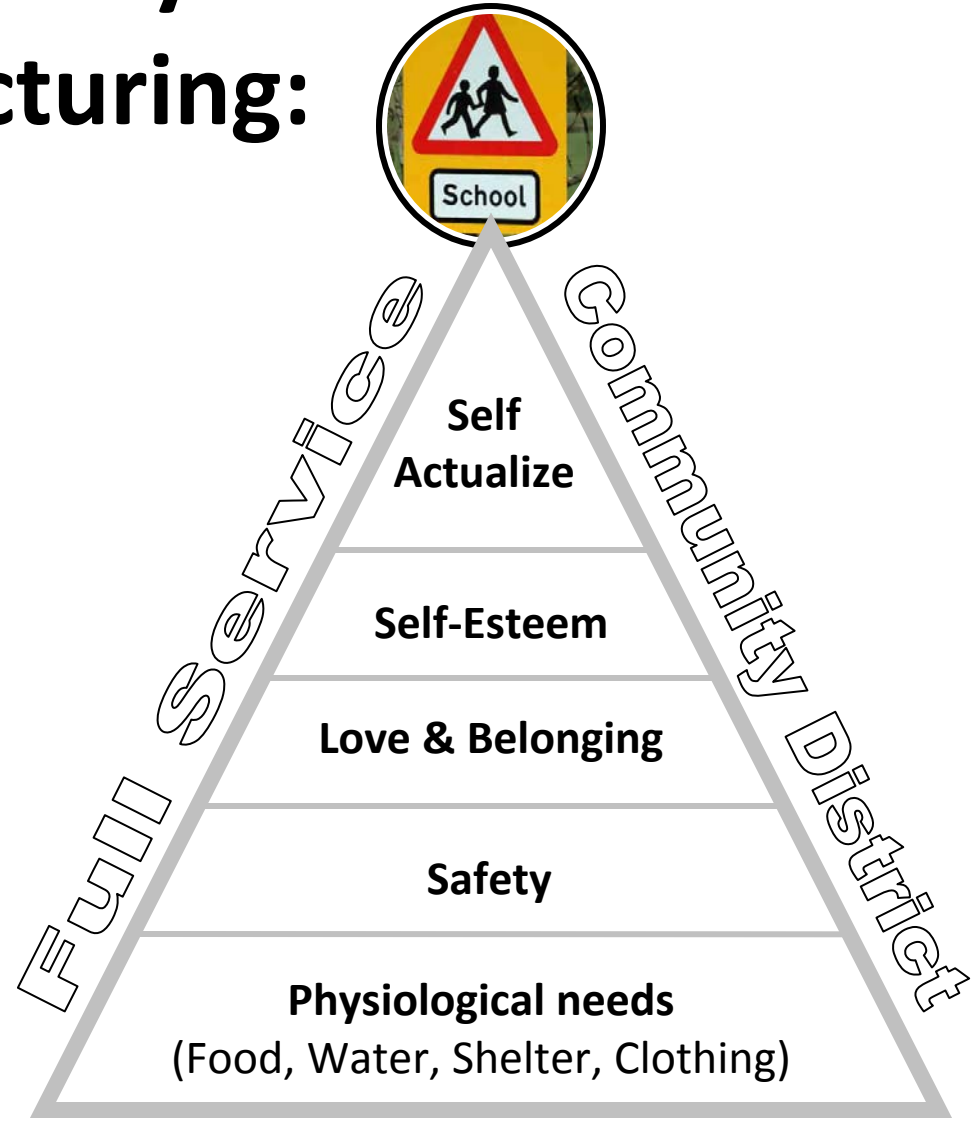
Supporting
Students



Supporting
Families



Supporting
Principals
& Staff



Supporting Students looks like:



- Celebrating transition year as “legacy class”
- Opportunities to transfer w/ friends
- **Priority placement in Options process**
- New School Site Visits
- **New Student Welcome BBQ’s**
- New School Orientations
- **Summer Transition Programs**
- Peer Buddy Programs

Supporting Families looks like:



- Being well informed of all school options
- Consideration of parent rationale for choice
- **Priority placement in Options process**
- Ensuring translation for all families
- Scheduled bus tours during Options process
- **Options Fairs on-site**
- New school site visits
- New school welcome social or BBQ’s
- **Family mentors at new school**

Supporting Principals & Staff looks like:



- Frequent and accurate communication
- **Principal Advisory Committee support**
- Facilitation of stakeholder engagements
- **Priority consideration in future leadership**
- Hand-holding through closure procedures
 - **Support for closing year evaluations**
- School Options tours & event coordination
- Written communication for stakeholders

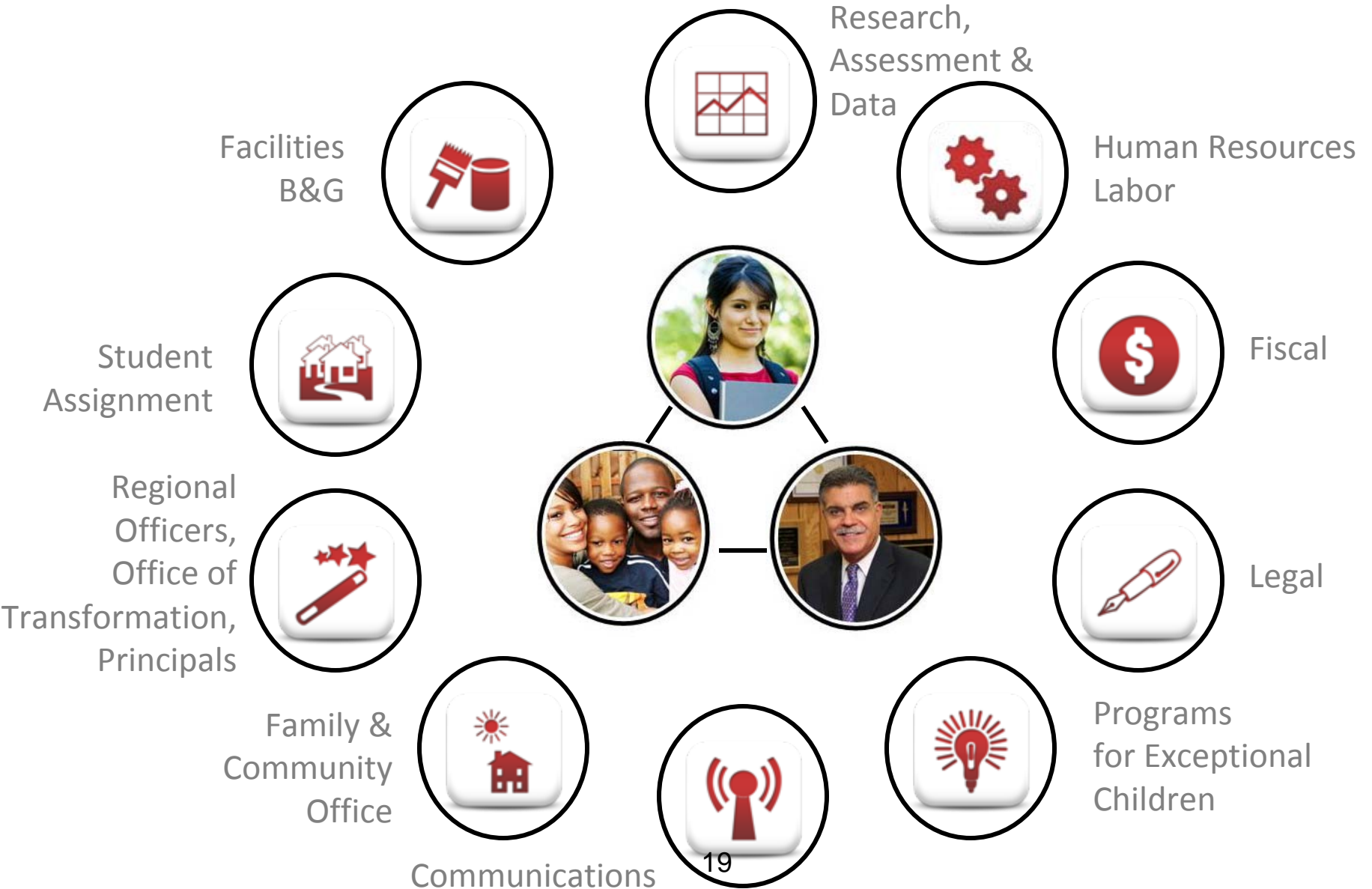
What else?

Support Teams



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Overview of Criteria Steps

STEP 1: Rank order all schools from where **least** needed to where **most** needed based on *population density, enrollment, and facilities*.

Least



FACTORS: Where do we need to operate schools?

- Number of students within .25 miles of the school
- Number of students within .5 miles of the school
- Number of students within one mile of the school
- Number of students who live in the school's attendance area
- Percent of students who live in the attendance area and go to the school
- Percent of students who live in the attendance area and do not go to the school
- Percent of students who do not live in attendance area and attend the school
- Total prior year enrollment
- Comparison of three-year enrollment change
- Number of students projected for coming year
- Number of class-sized rooms (site total)
- Percent of the facility's capacity that is utilized


Most



STEP 1: Where do we need to operate schools?

School Name	GRADE	STEP 1	School Name	GRADE	STEP 1	School Name	GRADE	STEP 1
Sankofa Academy	Elem	1	Frick	Middle	1	East Oakland School of the Arts	High	1
Howard	Elem	2	Claremont	Middle	2	McClymonds	High	2
Marshall	Elem	3	West Oakland Middle School	Middle	2	Media College Prep	High	3
Burckhalter	Elem	4	James Madison	Middle	4	Leadership Preparatory High School	High	4
Lakeview	Elem	5	Bret Harte	Middle	5	Life Academy	High	5
Parker	Elem	6	Westlake	Middle	6	Business & Information Technology	High	5
Santa Fe	Elem	7	Urban Promise Academy	Middle	7	Skyline	High	7
Kaiser Elementary	Elem	8	Roots International Academy	Middle	8	Oakland HS	High	8
Emerson	Elem	9	Alliance Academy	Middle	8	Mandela HS	High	9
La Escuelita	Elem	10	Elmhurst Community Prep	Middle	10	Oakland Technical High School	High	10
Grass Valley	Elem	11	Montera	Middle	11	College Prep & Architecture Academy	High	11
Carl Munck	Elem	12	Edna Brewer Middle School	Middle	12	Coliseum College Prep Academy	High	12
PLACE at Prescott	Elem	13	Roosevelt	Middle	13	Youth Empowerment School	High	n/a
Lazear Elementary	Elem	14	United For Success	Middle	14			
Melrose Leadership Academy	Elem	15						
Maxwell Park	Elem	16						
Martin Luther King Jr	Elem	16						
Piedmont Avenue	Elem	18						
ACORN Woodland	Elem	19						
Sobrante Park	Elem	20						
Manzanita SEED	Elem	21						
Peralta	Elem	22						
Hoover	Elem	23						
Lafayette	Elem	23						
Redwood Heights	Elem	25						
EnCompass Academy	Elem	26						
REACH Academy	Elem	26						
Cleveland	Elem	28						
Manzanita Community	Elem	29						
Horace Mann	Elem	30						
Hillcrest	Elem	31						
Think College Now	Elem	32						
Joaquin Miller	Elem	33						
Sequoia	Elem	34						
Brookfield	Elem	35						
Thornhill	Elem	36						
Crocker Highlands	Elem	37						

Barack Obama Academy	ALT	1
Community Day HS	ALT	1
Community Day MS	ALT	1
Dewey Academy	ALT	1
Far West	ALT	1
Gateway To College at Laney College	ALT	1
Hillside Academy	ALT	1
MetWest	ALT	1
Oakland International High School	ALT	1
Ralph J. Bunche High	ALT	1
Rudsdale Continuation	ALT	1
Sojourner Truth Independent Study	ALT	1
Street Academy	ALT	1

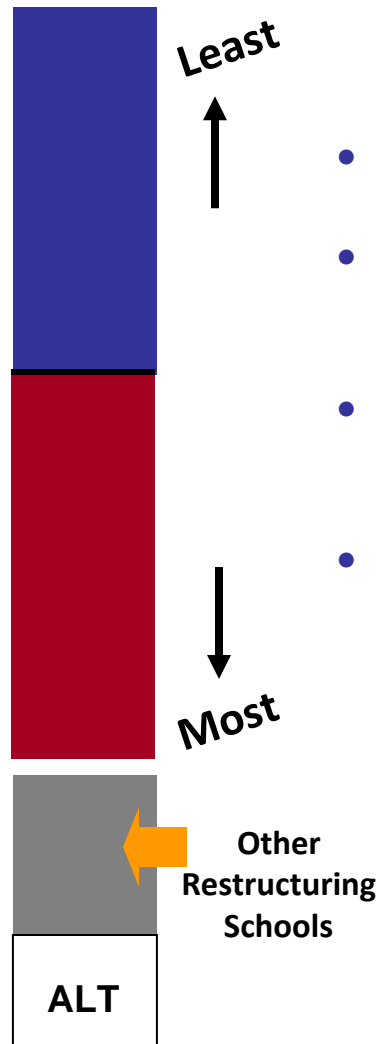

Recommend alternate evaluation for Alternative Education Schools

STEP 1: Continued...

School Name	GRADE	STEP 1
Esperanza	Elem	38
International Community School	Elem	39
Glenview	Elem	40
Markham	Elem	40
Fruitvale	Elem	42
Allendale	Elem	43
New Highland Academy	Elem	43
Fred T. Korematsu	Elem	45
Montclair	Elem	46
Chabot	Elem	47
Bridges Academy	Elem	49
Laurel	Elem	49
ASCEND	Elem	50
Bella Vista	Elem	51
RISE	Elem	52
Garfield	Elem	53
Futures Academy	Elem	54
Lincoln	Elem	55
Greenleaf Elementary	Elem	56
East Oakland Pride Elementary	Elem	57
Learning Without Limits	Elem	58
Community United	Elem	59
Global Family School	Elem	60
Franklin	Elem	61

MOST =>>>

STEP 2: Exclude schools based on other *other restructuring*.



- **expanding** grade configurations,
- undergoing **transformation** or whole school redesign,
- **consolidating** into a single-school option as part of expansion or transformation,
- *participating as a **STEM Corridor school** (Science, Technology, Engineering, and Math)*

STEP 2: OTHER RESTRUCTURING

The following schools are proposed to be excluded from closure consideration in support of a year of planning associated with **other restructuring**.

SCHOOL NAME	GRADE	PLANNING FOCUS	START
Elementary Schools			
Sankofa Academy	Elem	EXPANSION	2012
La Escuelita	Elem	EXPANSION	2013
Melrose Leadership	Elem	EXPANSION	Ongoing
Manzanita SEED/ Manzanita Community	Elem	EXPANSION	2012
Lincoln	Elem	EXPANSION	2013
Greenleaf Elementary	Elem	EXPANSION	2012
PLACE at Prescott	Elem	STEM	2012
Martin Luther King Jr	Elem	STEM	2012
Hoover	Elem	STEM	2012
Lafayette	Elem	STEM	2012

SCHOOL NAME	GRADE	PLANNING FOCUS	START
Middle Schools			
James Madison	Middle	EXPANSION	2013
West Oakland Middle	Middle	STEM	2012

SCHOOL NAME	GRADE	PLANNING FOCUS	START
High Schools			
Life Academy	High	EXPANSION	2012
McClymonds	High	STEM	2012
East Oakland School of Arts	High	TRANSFORMATION	2012
Media College Prep	High	TRANSFORMATION	2012
Leadership Preparatory	High	TRANSFORMATION	2012
Business & Information	High	TRANSFORMATION	2012
Mandela HS	High	TRANSFORMATION	2012
College Prep & Architecture	High	TRANSFORMATION	2012
Youth Empowerment	High	TRANSFORMATION	2012

STEP 2: Continued...

Expansion: Proposals to expand grade configuration of school to grades **K-8** or **6-12**. Current proposed sites demonstrate capacity and are to begin stakeholder engagement and planning; leading to preliminary plans and a final decision-making to occur not later than **December 14, 2011**. *Annual portfolio review will provide opportunities for future consideration of other possible school expansions.*

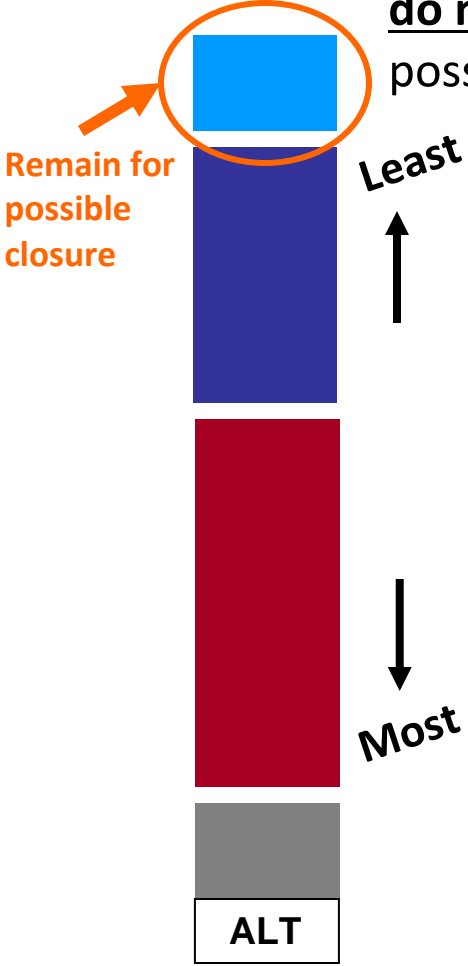
Readiness Factors:

- Compelling rationale for change
- Demonstrated Family and Staff Interest
- Leadership and Staff Capacity
- Facility Capacity and Needs Analysis
- Demographics and Enrollment Analysis

Transformation: School re-design process begun in 2010-11, will support development of a single high quality, high school option at the **Castlemont** and **Fremont** campuses, beginning **2012-13**. ***Office of School Transformation*** will facilitate design process and completion of plans by **spring, 2012**; to be inclusive of school and community stakeholders.

STEM Corridor: Planning has begun with elementary, middle, and high schools in **West Oakland** to implement a rigorous *Science, Technology, Engineering, and Math (STEM)* curriculum. These district and school communities will complete plans by **winter, 2012**.

STEP 3: Identify schools where **least** needed that do not share an attendance boundary for possible closure consideration.



STEP 3: Among the half of all schools where **least** needed identify schools for possible closure consideration.

School Name	GRADE	STEP 1	STEP 2	STEP 3.1	STEP 3.2	School Name	GRADE	STEP 1	STEP 2	STEP 3.1	STEP 3.2	School Name	GRADE	STEP 1	STEP 2	STEP 3.1	
Kaiser Elementary	Elem	8				Frick	Middle	1				Skyline	High	7			
Lazear Elementary	Elem	14				Bret Harte	Middle	5				Oakland HS	High	8			
Sobrante Park	Elem	20				Urban Promise Academy	Middle	7		LEAST =>		Oakland Technical High School	High	10			
Howard	Elem	2				Claremont	Middle	2				Coliseum College Prep Academy	High	12			
Marshall	Elem	3				Westlake	Middle	6				East Oakland School of the Arts	High	1			
Grass Valley	Elem	11				Roots International Academy	Middle	8				McClymonds	High	2			
REACH Academy	Elem	26				Alliance Academy	Middle	8				Media College Prep	High	3			
Burckhalter	Elem	4				Elmhurst Community Prep	Middle	10				Leadership Preparatory	High	4			
Parker	Elem	6				Montera	Middle	11				Life Academy	High	5			
Carl Munck	Elem	12				Edna Brewer Middle School	Middle	12				Business & Information	High	5			
Redwood Heights	Elem	25				Roosevelt	Middle	13				Mandela HS	High	9			
Lakeview	Elem	5				United For Success	Middle	14				College Prep & Architecture	High	11			
Piedmont Avenue	Elem	18				West Oakland Middle School	Middle	2				Youth Empowerment School	High	n/a			
Cleveland	Elem	28				James Madison	Middle	4									
Santa Fe	Elem	7															
Emerson	Elem	9															
Peralta	Elem	22															
Maxwell Park	Elem	16															
Horace Mann	Elem	30															
ACORN Woodland	Elem	19															
EnCompass Academy	Elem	26															
Hillcrest	Elem	31															
Think College Now	Elem	32															
Joaquin Miller	Elem	33															
Sequoia	Elem	34															
Brookfield	Elem	35															
Thornhill	Elem	36															
Crocker Highlands	Elem	37															
Esperanza	Elem	38															
International Community School	Elem	39															
Glenview	Elem	40															
Markham	Elem	40															
Fruitvale	Elem	42															
Allendale	Elem	43															
New Highland Academy	Elem	43															
Fred T. Korematsu	Elem	45															
Montclair	Elem	46															
Chabot	Elem	47															
Bridges Academy	Elem	48															

Schools that **DO NOT SHARE** an attendance boundary with other schools among those where **least** needed, remain on the list for closure consideration.

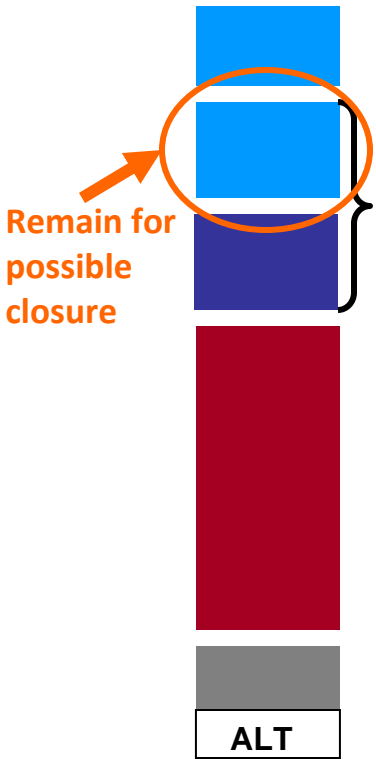
NOTE: High schools, following STEP 2, no longer have schools that are among those where least needed.

STEP 3: Continued...

School Name	GRADE	STEP 1	STEP 2	STEP 3.1	STEP 3.2
Laurel	Elem	49			
ASCEND	Elem	49			
Bella Vista	Elem	51			
RISE	Elem	52			
Garfield	Elem	53			
Futures Academy	Elem	54			
East Oakland Pride Elementary	Elem	57			
Learning Without Limits	Elem	58			
Community United	Elem	59			
Global Family School	Elem	60			
Franklin	Elem	61			
Sankofa Academy	Elem	1			
La Escuelita	Elem	10			
PLACE at Prescott	Elem	13			
Melrose Leadership Academy	Elem	15			
Martin Luther King Jr	Elem	16			
Manzanita SEED	Elem	21			
Hoover	Elem	23			
Lafayette	Elem	23			
Manzanita Community	Elem	29			
Lincoln	Elem	55			
Greenleaf Elementary	Elem	56			

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STEP 4:



Among schools where **least** needed that **share an attendance boundary**, use **additional factors for comparison**, to identify schools for possible closure consideration.

STEP 3: Among the half of all schools where **least** needed identify schools for possible closure consideration.

School Name	GRADE	STEP 1	STEP 2	STEP 3.1	STEP 3.2	School Name	GRADE	STEP 1	STEP 2	STEP 3.1	STEP 3.2	School Name	GRADE	STEP 1	STEP 2	STEP 3.1	
Kaiser Elementary	Elem	8				Frick	Middle	1				Skyline	High	7			
Lazear Elementary	Elem	14				Bret Harte	Middle	5				Oakland HS	High	8			
Sobrante Park	Elem	20				Urban Promise Academy	Middle	7				Oakland Technical High School	High	10			
Howard	Elem	2				Claremont	Middle	2				Coliseum College Prep Academy	High	12			
Marshall	Elem	3				Westlake	Middle	6				East Oakland School of the Arts	High	1			
Grass Valley	Elem	11				Roots International Academy	Middle	8				McClymonds	High	2			
REACH Academy	Elem	26				Alliance Academy	Middle	8				Media College Prep	High	3			
Burckhalter	Elem	4				Elmhurst Community Prep	Middle	10				Leadership Preparatory	High	4			
Parker	Elem	6				Montera	Middle	11				Life Academy	High	5			
Carl Munck	Elem	12				Edna Brewer Middle School	Middle	12				Business & Information	High	5			
Redwood Heights	Elem	25				Roosevelt	Middle	13				Mandela HS	High	9			
Lakeview	Elem	5				United For Success	Middle	14				College Prep & Architecture	High	11			
Piedmont Avenue	Elem	18				West Oakland Middle School	Middle	2				Youth Empowerment School	High	n/a			
Cleveland	Elem	28				James Madison	Middle	4									
Santa Fe	Elem	7															
Emerson	Elem	9															
Peralta	Elem	22															
Maxwell Park	Elem	16															
Horace Mann	Elem	30															
ACORN Woodland	Elem	19															
EnCompass Academy	Elem	26															
Hillcrest	Elem	31															
Think College Now	Elem	32															
Joaquin Miller	Elem	33															
Sequoia	Elem	34															
Brookfield	Elem	35															
Thornhill	Elem	36															
Crocker Highlands	Elem	37															
Esperanza	Elem	38															
International Community School	Elem	39															
Glenview	Elem	40															
Markham	Elem	40															
Fruitvale	Elem	42															
Allendale	Elem	43															
New Highland Academy	Elem	43															
Fred T. Korematsu	Elem	45															
Montclair	Elem	46															
Chabot	Elem	47															
Bridges Academy	Elem	48															

Schools that **SHARE** an attendance boundary are compared using additional factors to identify which schools will remain on the list for closure consideration and which would be removed from further consideration this year.

STEP 3: Continued...

School Name	GRADE	STEP 1	STEP 2	STEP 3.1	STEP 3.2
Laurel	Elem	49			
ASCEND	Elem	49			
Bella Vista	Elem	51			
RISE	Elem	52			
Garfield	Elem	53			
Futures Academy	Elem	54			
East Oakland Pride Elementary	Elem	57			
Learning Without Limits	Elem	58			
Community United	Elem	59			
Global Family School	Elem	60			
Franklin	Elem	61			
Sankofa Academy	Elem	1			
La Escuelita	Elem	10			
PLACE at Prescott	Elem	13			
Melrose Leadership Academy	Elem	15			
Martin Luther King Jr	Elem	16			
Manzanita SEED	Elem	21			
Hoover	Elem	23			
Lafayette	Elem	23			
Manzanita Community	Elem	29			
Lincoln	Elem	55			
Greenleaf Elementary	Elem	56			

<<<= LSOW

STEP 4: Compare schools using **additional factors** among those where **least needed**, that **SHARE** an attendance boundary.

School Name	GRADE	STEP 1	STEP 2	STEP 3	STEP 4	PERFORMANCE	SCHOOL CHOICE	FISCAL HEALTH
Kaiser Elementary	Elem	8			117	15	49	53
Lazear Elementary	Elem	14			67	24	28	15
Sobrante Park	Elem	20			30	12	10	8
Howard	Elem	2			68	53	8	7
Marshall	Elem	3			36	11	5	20
Grass Valley	Elem	11			58	2	24	32
REACH Academy	Elem	26			30	4	25	1
Burckhalter	Elem	4			71	58	2	11
Parker	Elem	6			76	60	10	6
Carl Munck	Elem	12			98	37	36	25
Redwood Heights	Elem	25			116	9	57	50
Lakeview	Elem	5			70	16	30	24
Piedmont Avenue	Elem	18			94	25	40	29
Cleveland	Elem	28			131	41	45	45
Santa Fe	Elem	7			40	28	8	4
Emerson	Elem	9			54	8	16	30
Peralta	Elem	22			151	48	52	51
Maxwell Park	Elem	16			68	57	6	5
Horace Mann	Elem	30			71	39	13	19
ACORN Woodland	Elem	19			123	40	44	39
EnCompass Academy	Elem	26			101	49	31	21
Hillcrest	Elem	31			116	13	59	44
Think College Now	Elem	32			117	18	51	48
Joaquin Miller	Elem	33			132	30	53	49
Sequoia	Elem	34			87	3	47	37
Brookfield	Elem	35			101	46	20	35
Thornhill	Elem	36			131	21	56	54
Crocker Highlands	Elem	37			159	44	55	60
Esperanza	Elem	38			138	51	41	46
International Community School	Elem	39			88	6	46	36
Glenview	Elem	40			162	56	50	56
Markham	Elem	40			77	50	17	10
Fruitvale	Elem	42			71	31	27	13
Allendale	Elem	43			50	5	23	22

School Name	GRADE	STEP 1	STEP 2	STEP 3	STEP 4	PERFORMANCE	SCHOOL CHOICE	FISCAL HEALTH
Frick	Middle	1			20	14	3	3
Bret Harte	Middle	5			24	4	10	10
Urban Promise Academy	Middle	7			36	13	11	12
Claremont	Middle	2			27	12	9	6
Westlake	Middle	6			28	8	12	8
Roots International Academy	Middle	8			23	9	5	9
Alliance Academy	Middle	8			15	7	4	4
Elmhurst Community Prep	Middle	10			18	10	6	2
Montera	Middle	11			31	3	14	14
Edna Brewer Middle School	Middle	12			32	6	13	13
Roosevelt	Middle	13			16	1	8	7
United For Success	Middle	14			17	5	7	5
West Oakland Middle School	Middle	2			3	1	1	1
James Madison	Middle	4			28	15	2	11

Comparison is based on the rank order of ALL schools using Board criteria :

- **PERFORMANCE** (*Growth emphasis*)
- **SCHOOL CHOICE** (*Options preferences*)
- **FISCAL HEALTH** (*Revenue Loss/Deficit*)

Schools are compared in **descending order** from **those where least needed** to where **most needed**.

Results of **first comparison eliminates all remaining schools** sharing an attendance **boundary** from further consideration.

STEP 4: Continued...

Elementary continued...

School Name	GRADE	STEP 1	STEP 2	STEP 3	STEP 4	PERFORMANCE	SCHOOL CHOICE	FISCAL HEALTH
New Highland Academy	Elem	43			115	43	39	33
Fred T. Korematsu	Elem	45			115	59	14	42
Montclair	Elem	46			152	35	58	59
Chabot	Elem	47			126	19	60	47
Bridges Academy	Elem	48			103	29	33	41
Laurel	Elem	49			120	38	42	40
ASCEND	Elem	49		K-8	165	46	61	58
Bella Vista	Elem	51			104	23	38	43
RISE	Elem	52			88	54	17	17
Garfield	Elem	53			89	34	32	23
Futures Academy	Elem	54			62	22	22	18
East Oakland Pride Elementary	Elem	57			94	33	35	26
Learning Without Limits	Elem	58			89	26	25	38
Community United	Elem	59			99	51	21	27
Global Family School	Elem	60			131	42	37	52
Franklin	Elem	61			105	7	43	55
Sankofa Academy	Elem	1			47	32	1	14
La Escuelita	Elem	10			75	14	33	28
PLACE at Prescott	Elem	13			22	17	3	2
Melrose Leadership Academy	Elem	15		K-8	90	11	48	31
Martin Luther King Jr	Elem	16			20	10	7	3
Manzanita SEED	Elem	21			108	55	19	34
Hoover	Elem	23			58	27	15	16
Lafayette	Elem	23			14	1	4	9
Manzanita Community	Elem	29			43	19	12	12
Lincoln	Elem	55			151	36	54	61
Greenleaf Elementary	Elem	56			130	44	29	57

High Schools

School Name	GRADE	STEP 1	STEP 2	STEP 3	STEP 4	PERFORMANCE	SCHOOL CHOICE	FISCAL HEALTH
Skyline	High	7			24	5	11	8
Oakland HS	High	8			25	4	10	11
Oakland Technical High School	High	10			32	11	11	10
Coliseum College Prep Academy	High	12			26	9	8	9
East Oakland School of the Arts	High	1			17	12	2	3
McClymonds	High	2			4	1	1	2
Media College Prep	High	3			18	10	4	4
Leadership Preparatory	High	4			14	8	5	1
Life Academy	High	5			27	6	9	12
Business & Information	High	5			16	7	2	7
Mandela HS	High	9			15	3	7	5
College Prep & Architecture	High	11			14	2	6	6
Youth Empowerment School	High	n/a			n/a	0	0	0

SUMMARY OF RESULTS:

ELEMENTARY School Name				MIDDLE School Name				HIGH School Name			
STEP 1	STEP 2	STEP 3	STEP 4	STEP 1	STEP 2	STEP 3	STEP 4	STEP 1	STEP 2	STEP 3	STEP 4
3				COMPARISON	Frick	1		COMPARISON	Skyline	7	
4				COMPARISON	Claremont	2		COMPARISON	Oakland HS	8	
5				COMPARISON	Bret Harte	5			Oakland Technical High School	10	
7				COMPARISON	Westlake	6			Coliseum College Prep Academy	12	
8				NO BOUNDARY	Urban Promise Academy	7			Life Academy (6-12 expansion)	5	
14				NO BOUNDARY	Roots International Academy	8			McClymonds (STEM)	2	
16				COMPARISON	Alliance Academy	8			East Oakland School of the Arts	1	
20				NO BOUNDARY	Elmhurst Community Prep	10			Media College Prep	3	
26				SHARED CAMPUS	Montera	11			Leadership Preparatory	4	
2					Edna Brewer Middle School	12			Business & Information	5	
6					Roosevelt	13			Mandela HS	9	
9					United For Success	14			College Prep & Architecture	11	
11					West Oakland Middle (STEM)	2			Youth Empowerment School	n/a	
12					James Madison (6-12)	4					
18											
19											
22											
25											
26											
28											
30											
31											
32											
33											
34											
35											
36											
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42											
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45											
46											

Schools identified for possible closure consideration based on Board of Education approved criteria.
NOTE: THIS IS NOT A RECOMMENDATION AT THIS TIME.

STEP 5: Consider impact on **Special Education Program** and analyze *possible receiving schools* consideration.

STEP 6: Superintendent makes final recommendations for school closures for 2012-13, by applying adopted Guiding Principles.

Barack Obama Academy *	n/a
Community Day HS	n/a
Community Day MS	n/a
Dewey Academy	n/a
Far West	n/a
Gateway To College	n/a
Hillside Academy *	n/a
MetWest	n/a
Oakland International	n/a
Ralph J. Bunche High	n/a
Rudsdale Continuation	n/a
Sojourner Truth Indep	n/a
Street Academy	n/a
Recommending alternative evaluation process.	

* Restructuring already in place.

SUMMARY OF RESULTS: cont'd...

Elementary continued...

ELEMENTARY School Name	STEP 1	STEP 2	STEP 3	STEP 4
Chabot	47			
Bridges Academy	48			
Laurel	49			
ASCEND	49		K-8	
Bella Vista	51			
RISE	52			
Garfield	53			
Futures Academy	54			
East Oakland Pride Elementary	57			
Learning Without Limits	58			
Community United	59			
Global Family School	60			
Franklin	61			
Sankofa Academy	1			
La Escuelita	10			
PLACE at Prescott	13			
Melrose Leadership Academy	15			
Martin Luther King Jr	16			
Manzanita SEED	21			
Hoover	23			
Lafayette	23			
Manzanita Community	29			
Lincoln	55			
Greenleaf Elementary	56			

Criteria Ranking Results