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California National Guard

OPERATION PLAN

OAKLAND-ALAMEDA MILITARY INSTITUTE (OAMI)

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Oakland-Alameda Military Institute Operations Plan

1. SITUATION.

In 1997, former Governor Jerry Brown approached the Military Department regarding his desire to establish a school, based on a military educational concept in Oakland. Mr. Brown requested that the school be operated by the California National Guard. On 10 January 2000, Governor Gray Davis concurred with the concept and authorized further coordination and planning. The Governor's 2000/01 Budget was introduced with the inclusion of baseline funding for the Military Department to establish, in partnership with the Cities of Oakland and Alameda, the Oakland-Alameda Military Institute.

2. MISSION.

The Cities of Oakland and Alameda in cooperation with the California National Guard establishes the Oakland Alameda Military Institute (OAMI) at the former Alameda Naval Air Station effective 1 September 2000. The purpose of OAMI is to provide a college preparatory military school for the youth of Oakland and Alameda in grades seven through twelve. The OAMI will be patterned after the Franklin Military School in Richmond, Virginia and the New Mexico Military Institute (NMMI) in Roswell, New Mexico (see attachments A&B respectively)

1) PARTICIPATING ORGANIZATIONS

a. Active Participants:

- California National Guard
- City of Alameda
- City of Oakland
- Oakland Unified School District
- OAMI Advisory Board (9 members representing the National Guard and civic leadership)

b. Potential Participants

- Statewide corporations
- Community based organizations
- California colleges and universities
- United States Military Academies
- Others

2) EXECUTION.

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INTENT: In cooperation with the Cities of Oakland and Alameda, establish a Military Institute that will provide the youth of Oakland and Alameda with a college preparatory curriculum in a military setting similar to the Franklin Military School and NMML. I envision starting the first class in September of 2000 with 162 students in one grade. Each year thereafter a new class will be added. The original and successive classes will move to the next higher grade until the first class graduates from OAMI. I envision that students will be mentored in advanced education potential and careers of all types from technology to the arts. The college preparatory curriculum will be taught by the highest caliber of certified teachers and military cadre. The curricula will be fashioned on the following five core curricular components. It will be designed to achieve the specified goals of the academy:

- **Academic Excellence:** Cadets will meet and exceed the educational standards required for completion of their grade level as outlined in the California Education Code. The curriculum will be devoted to intensive college preparation emphasizing math, literature, science, social studies, and foreign languages. Elective classes in areas such as computer science will also be offered routinely. All instruction will be geared towards preparing cadets for advanced placement exams in their junior and senior years and to achieving a score of 1200 or better on the SAT.
- **Leadership and Followership:** Cadets will be schooled in Leadership, Drill and Ceremonies, and a Code of Honor. Cadets will routinely be placed in student leadership positions. As part of the leadership training, OAMI will conduct concurrent annual new cadet orientations and summer encampments for returning cadets.
- **Responsible Citizenship:** The cadets will establish an elected student government, through a Council, to provide representation and education on the democratic process.
- **Physical Fitness:** Cadets will excel in physical fitness with maximum scores on the President's Council on Physical Fitness Test. Cadets will receive first aid and CPR training and develop a personal wellness plan.
- **Community Service:** Each cadet will perform a minimum of 60 hours of community service annually.

The military training will be provided by a professional California National Guard Cadre. The cadre will place special emphasis on team building, leadership and physical fitness. The cadets will wear distinctive uniforms to enhance esprit de corps and camaraderie. Establishment of a disciplined and highly charged academic classroom environment is key to our success. A lunch meal will be served to all cadets at OAMI to insure a better and more consistent learning atmosphere. Cadets will be transported to and from school. Established pickup points will be identified. Meals and transportation will be provided

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by contract serves to insure quality, consistency and timeliness. OAMI Cadets will become members of the California Cadet Corps and attend a two-week summer camp at one of the major training sites of the California National Guard. Aspects of other successful military institutions will be incorporated into the OAMI operation. Success of OAMI will be measured against the following expected outcomes:

- 85% graduation of Seniors
- SAT Scores of 1200 plus
- Acceptance in College/University or Military Academy of choice
- Employable
- Drug free
- Citizens in good standing
- Role model for other youth

a. Concept of Operations: The pre-operational stage of the Oakland Military Institute will be accomplished in three phases beginning 11 January 2000.

Phase I: 11 January - 31 March 2000

The Initial Phase of operations is focused on identifying and obtaining the resources required to operate OMI in September 2000. Major tasks and responsibilities of this phase include;

City of Oakland will accomplish the following:

- 1) *Site Selection, Acquisition & Identifying required Facility renovations*
- 2) *Develop Marketing Materials*
- 3) *Implement Community Information*
- 4) *Establishment of an Advisory Board*
- 5) *Identify additional funding sources*

Oakland Unified School District will accomplish the following:

- 1) *Develop Draft Curriculum*
- 2) *Identify Potential Participants*

Military Department will accomplish the following:

- 1) *Recruit & hire OMI Task Force Personnel*
- 2) *Establish Charter*
- 3) *Visit military institutes nationwide*
- 4) *Identify additional funding sources (i.e. Rangel Bonds)*
- 5) *Select Uniforms*
- 6) *Develop Operating Procedures Manual*

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Phase II: 1 April - 30 June 2000

This Intermediate Phase of the pre-operational stage focuses on meeting the recruitment and logistical activities required to establish the first OAMI class of 162 students in September 2000. Major tasks and responsibilities of this phase include;

City of Oakland will accomplish the following:

- 1) *Establish Staff Housing*
- 2) *Technology Installation*
- 3) *Facility Renovations as required*
- 4) *Furnish Facility*
- 5) *Obtain Corporate Sponsors*

Oakland Unified School District will accomplish the following:

- 1) *Recruit and hire teaching staff*
- 2) *Accept Applications & Select students*
- 3) *Finalize Curriculum*
- 4) *Order textbooks and training aids*

Military Department will accomplish the following:

- 1) *Recruit and hire military cadre*
- 2) *Order Uniforms*
- 3) *Contract Food Service and Transportation*
- 4) *Develop Staff Manual*
- 5) *Develop Parent & Student Handbooks.*

Phase III: 1 July - 31 August 2000

The final phase of the pre-operational stage is focused on completing personnel actions, conducting student and parent orientations, and completing final facility preparation. Major tasks and responsibilities of this phase include;

City of Oakland will accomplish the following:

- 1) *Set up Classrooms*
- 2) *Final Fire & Safety Inspections*

Military Department will accomplish the following:

- 1) *Background checks complete*
- 2) *Cadre & Staff Orientation and Training*
- 3) *Student and Parent Orientations*

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Phase IV: Initial Academic Year Commences 5 September 2000

Phase IV commences the Operational Phase of the Oakland-Alameda Military Institute. The Institute will continue to rely on the active support of the principle partners including the City of Oakland, Oakland Unified School District and the Military Department. The major objectives of this phase include;

Providing a learning environment designed to minimize the impact of negative outside influences and permitting participants to focus on the critical issues of education, leadership and citizenship.

Permit participants to succeed during the critical middle school and high school years.

Permit participants to prepare to attend any college or university of choice.

The program will achieve excellence through the following objectives:

- 85% graduation of Seniors
- SAT Scores of 1200 plus
- Acceptance in College/University or Military Academy of choice
- Employable
- Drug free
- Citizens in good standing
- Role model for other youth

The multi-phased program begins during the 2000-01 academic year with 162 cadets in a non-residential environment. In each subsequent year for the next five years, a new class of 162 enters the academy. By the sixth year the student body will be as large as 972 students in grades 7 through 12, with the goal of at least 100 students graduating annually.

3) SERVICE SUPPORT

The OAMI Task Force will be supported by the elements of the Military Department as follows:

- a. Director of Administration: Upon request, provide administrative support as required.
- b. Comptroller: Provide funding for Phases I and II. Upon request, provide purchasing and contracting support as needed.
- c. Director of Facilities: Upon request, provide assistance regarding facility requirements and real estate transactions.
- d. Director of Maintenance: Upon request, provide state vehicle support and maintenance.

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- e. Director of Personnel: Upon request, provide personnel support services.
- f. Staff Judge Advocate: Upon request, provide legal support services.

4) COMMAND AND SIGNAL.

a. Command.

- (1) The California National Guard, in cooperation with the Cities of Oakland and Alameda, will have stewardship for OAMI.
- (2) The OAMI Advisory Board will provide advice and recommendations on curriculum, acquisition of resources, OAMI operation, and college/university scholarships.

b. Signal

To be published

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Oakland-Alameda Military Institute

City of Oakland Requirements

	1999-2000	2000-2001	2001-2002	2002-2003	2003-2004	2004-2005	2005-2006
FACILITY RENOVATION	\$2,000,000	\$8,000,000					
OPERATING EXPENSES							
Computers,		\$43,000	\$46,000	\$46,000	\$46,000	\$46,000	\$46,000
Miscellaneous Office Equipment		\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000
Furniture		\$200,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000
Communications		\$65,000	\$76,000	\$78,000	\$96,000	\$106,000	\$116,000
Facilities Maintenance & Repair		\$350,000	\$350,000	\$350,000	\$350,000	\$350,000	\$350,000
Utilities		\$50,000	\$65,000	\$80,000	\$90,000	\$100,000	\$105,000
Baseline Operating Expense Total		\$718,000	\$647,000	\$664,000	\$692,000	\$712,000	\$727,000
RESIDENTIAL COSTS							
ADDITIONAL STAFF - RESIDENTIAL			\$648,000	\$972,000	\$1,296,000	\$1,620,000	\$1,944,000
Food (Residential- Breakfast/Dinner)			\$1,635,000	\$2,450,000	\$3,270,000	\$4,088,000	\$4,905,000
Furniture		\$125,000	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000
Total Additional Residential Costs		\$125,000	\$2,408,000	\$3,547,000	\$4,691,000	\$5,833,000	\$6,974,000
GRAND TOTAL	\$2,000,000	\$8,843,000	\$3,055,000	\$4,211,000	\$5,383,000	\$6,545,000	\$7,701,000