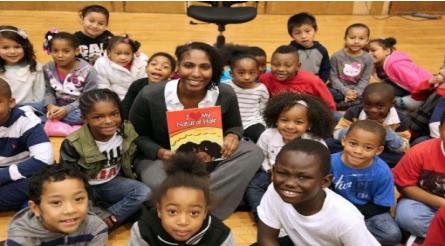




**OAKLAND UNIFIED  
SCHOOL DISTRICT**  
*Community Schools, Thriving Students*

# Education Partnership Committee



Presented by: Dr. Kyla Johnson-Trammell, Superintendent  
February 28, 2018



# OUR NORTH STAR

## Quality & Sustainable Community Schools in every Neighborhood:

- Safe, engaging and clean learning environments
- Staff that feel supported and continually improve their practice
- Resources to support the whole child

**Vision:** Thriving Students who are prepared for college, career and community success.

**Mission:** Full Service Community Schools focused on academic achievement while serving the whole child.



# District Priorities

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## Quality Community Schools

**Key Areas of Work:** Citywide Plan, LCAP Goals & Student Learning Outcomes, Special Education



## Fiscal Vitality

**Key Areas of Work:** Budget Development Process, Internal Controls & Budget Management, Facilities Capital Projects, Increasing Revenue



## Organizational Resilience

**Key Areas of Work:** Central Office Redesign, Employee Retention, Leadership Development, Equity Practices, Teacher Compensation

# Re-imagining OUSD

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- What is our goal for re-imagining our district?
- How does the Community of Schools Citywide Plan set the course for the future?
- What is the work happening now as we begin to rightsize?
- How is our current budget development related to long-term fiscal vitality?





# NECESSARY SHIFTS TO REACH OUR NORTH STAR

**Shift from limited resources spread across too many schools to ...**

→ **Fewer schools that receive more resources and are supported by a smaller central office**

**Shift from high turnover rates at every level of the organization to...**

→ **High retention rates, particularly of our teachers**

**Shift from providing many under-resourced programs and services to sites to...**

→ **Fewer and more focused programs and services that we can do well**

**Shift from reliance on inadequate funds from the state to...**

→ **Seeking new ways to generate revenue for our district**

# COMMUNITY OF SCHOOLS POLICY (BP 6006)

**A Citywide Plan** grounded in policy: Asset Management, Charter Authorization, Enrollment, Equity, Results Based Budgeting, School Governance, and Quality School Development

A Facilities

Best leverage vacant, underutilized, and **surplus properties** and utilize **facility use agreements** to strategically engage all Oakland public schools-district or charter; identify **high quality options for academic programs**

B Enrollment & Transportation

Work with all Oakland public schools district or charter - to better articulate **feeder patterns** across Oakland to ensure more predictability for families.

C Charter Authorization

Strengthen our role in **oversight and accountability** to ensure that all charter schools operating in Oakland are providing a high quality education and working to address inequities.

D Access to Equitable & Quality Education for all

Share **best practices across all Oakland publics schools**, (e.g., professional development, recruitment and retention of educators) that improve equitable educational access for all Oakland students.

E Defined Autonomies

Best support **continued innovation** within OUSD schools and accelerate the number of high-quality school options within OUSD

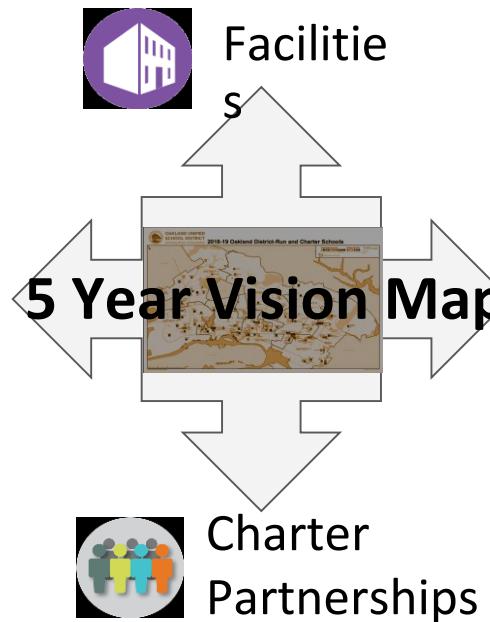
# Community of Schools Citywide Plan



Blueprint for  
Quality Schools



Quality  
Instruction



## An Interconnected, Comprehensive Strategy

# Our Process: Blueprint for Quality Schools

## City Wide Map

- Enrollment Projections to Seat Capacity
- Optimal Location
- Facility Condition Index (FCI)
- Charter Renewals and Lease Agreements

## Data Considerations

**Part 1:** Quantitative Data  
(Dashboard, Facilities, Demand, etc.)

**Part 2:** Qualitative Data  
(leadership capacity, demographics, etc.)

## OUSD Decision Making Principles

1. Concentrate OUSD's resources in fewer schools.
2. Develop high quality and sustainable school programs in all neighborhoods.
3. Every school change decision is informed by the needs of the school community.
4. Protect successful programs, especially those that serve our historically underserved students.
5. Create feeder patterns with high quality programs across the city to increase neighborhood access to quality programs.
6. Any school change that results in a reduction is met with an investment in the school community.
7. Prioritize optimal facilities location and condition for student learning environments.

**Implementation Requirement:** Central departments are responsible for providing quality conditions to support schools in becoming a quality program..

## Facility Considerations

## Program Strategy

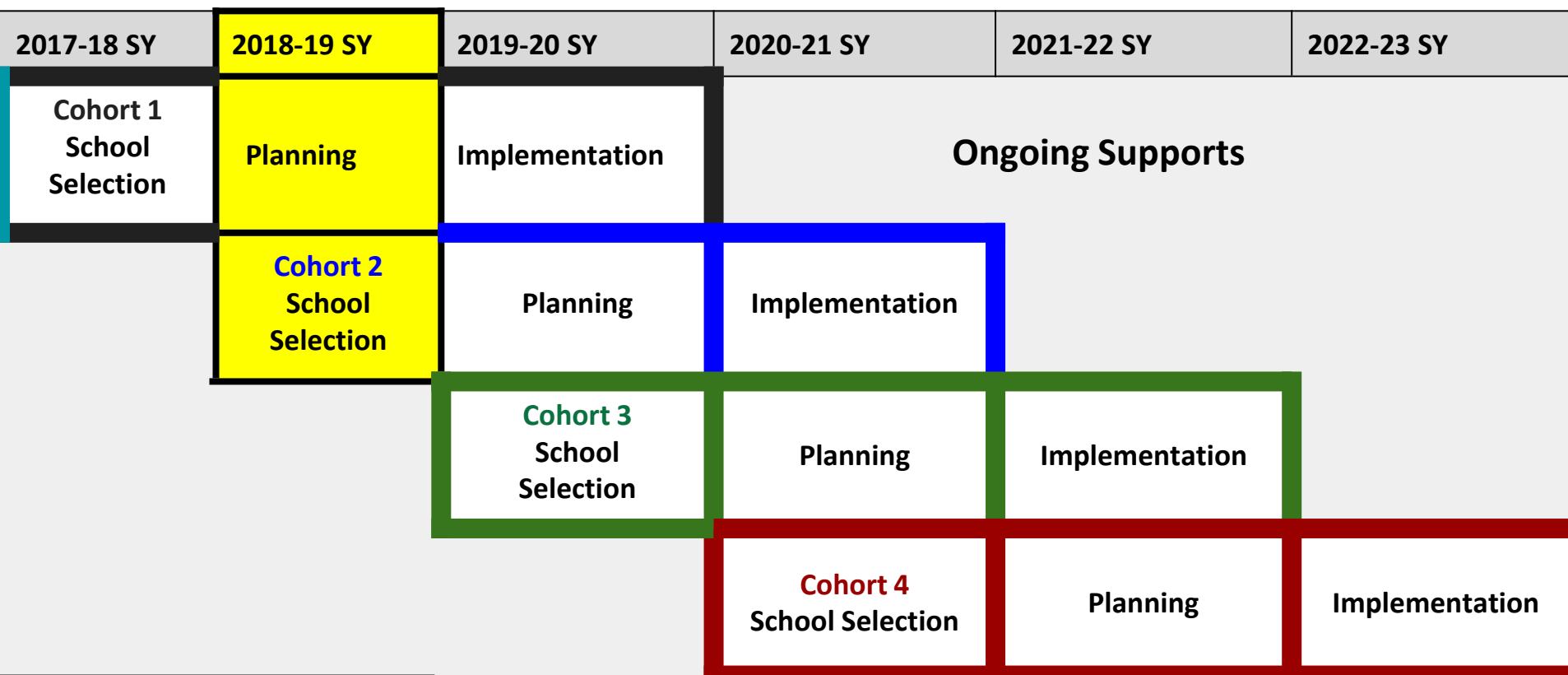
## Positive Assessment

COHORT  
SELECTION

When a school enters a Cohort, so do the surrounding schools. All schools in the region will experience a change and enter into a supported change process when appropriate.



# Timeline for Blueprint for Quality Schools Cohorts



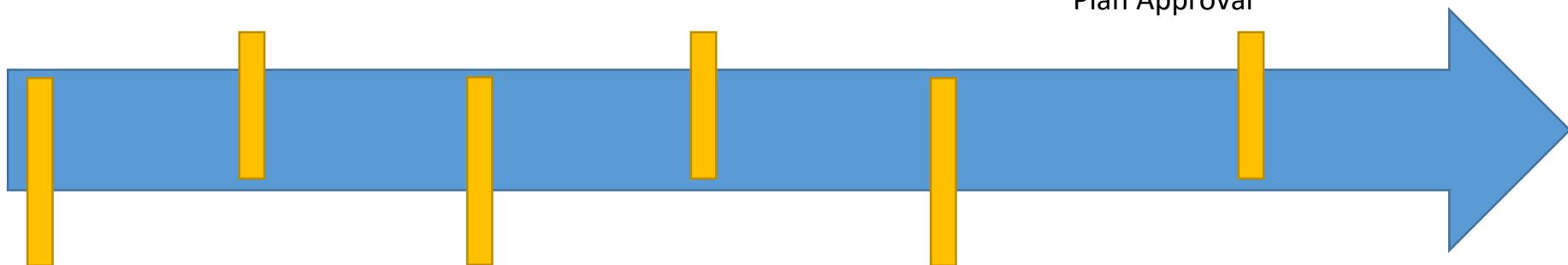
# Citywide Plan Proposed Timeline Going Forward

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**March 6, 2019**  
Blueprint for Quality  
Schools Update

**April 24, 2019**  
Facilities Master Plan and  
7-11 Committee Update

**May 22, 2019**  
Citywide Map, Blueprint  
Cohort 2, Facilities Master  
Plan Approval



**February 27, 2019**  
Approval of Citywide  
Plan

**April 17, 2019**  
Study Session on the  
Citywide Map and  
Blueprint for Quality  
Schools

**May 8, 2019**  
Defined Autonomies  
Framework



# **2019-20 Budget Development**

# Reasons for Reductions in 2019-20

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## **(1) Invest in Employee Retention**

67% of teachers say that their salary makes them want to leave the district (OUSD Retention Survey).

Students, Principals and Community Surveys all list Teacher Quality and Teacher Retention as top priorities.

## **(2) Eliminate the Projected Deficit & (3) Build Up Our Financial Reserves**

Our expenses (rising costs of pensions, costs of special education) are outgrowing our revenue (flat enrollment, 46th in per pupil funding from the state) means if we don't make reductions now, we will not have enough money in our reserves by 2020-21.



# Board Fiscal Directives

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1. **Implement Board Policy 3150:** Use Board Guidelines for Spending Unrestricted Funds.
1. **Redesign the District:** Focus on services that lead to rapid acceleration of students' academic outcomes and improved social emotional well-being and redesign central office departments to provide high priority services.
1. **Provide Competitive Employee Compensation:** Prioritize funds to enable the District to remain competitive in teacher compensation.
1. **Commit to Shared Decision Making and Multi-Stakeholder Teams:** Seek input from multiple stakeholders on the Budget Reduction Development Process.
1. **Prioritize a Minimize 3% Reserve and Continue to Increase the Reserves Overtime**

# Proposed Reductions to Unrestricted Funds

Category	Reduction
1. Central Administration	\$11.93M (20% reduction) Reduce or reallocate funding 90.23 FTE
2. Central Services to School Sites	\$3.75M (4% reduction) Reduce or reallocate funding 57.8 FTE
3. School Sites (Discretionary Funds)	\$3M (1.3% reduction) Reductions were based on a per pupil ratio
4. Contracts & Max. Restricted Funds	\$1.47M \$.4M in contracts, \$.07M in maximizing restricted funds
5. Operational Savings	\$1.6M
Total	<b>\$21.75M</b>

# Budget Timeline

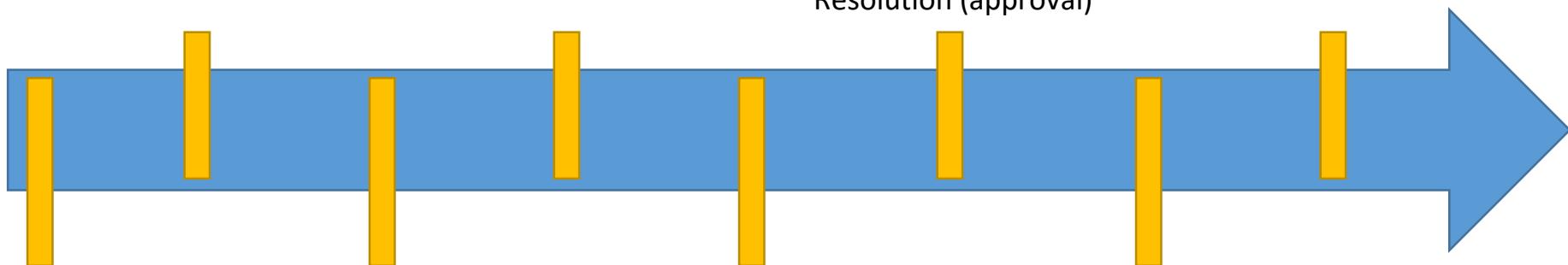
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**February 11, 2019**  
Budget Reduction  
Plan (2nd Read))

**February 25, 2019**  
Budget Reduction  
Plan (approval)

**March 13, 2019**  
2nd Interim Report  
Classified Layoff  
Resolution (approval)

**June 26, 2019**  
Approve LCAP &  
2019-20 Budget



**February 6, 2019**  
Budget Reduction  
Plan (1st Read)

**February 13, 2019**  
Budget Revision #2

**March 1, 2019**  
AB 1840 Report to the  
State

**June 12, 2019**  
LCAP & 2019-20 Budget  
Public Hearing (with May  
Revisions)



# Partnership with the City

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- We have proposed to the Sugar Sweetened Beverage Community Advisory Board a 20% allocation to OUSD to support **nutrition services, active lifestyle and health/wellness programming**.
- Through sponsorship of Councilmember Kalb, the city has invested in addressing chronic absence which we hope to continue, with a focus on our populations with highest rates of **chronic absenteeism** (e.g. foster and homeless youth).
- Oakland is a ***restorative city***, and over the years through city, district and community efforts we have become *the* national model. Given necessary budget reductions within OUSD, critical time to come together to sustain this investment in our schools and community.
- Support for highest needs LCAP populations, particularly our **foster youth**.
- Renew City-OUSD **Joint Use Agreement**.



# Appendix - Community of Schools

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The following slides provide additional detail about the  
Community of Schools City Wide Plan



# COMMUNITY ENGAGEMENT & COMMUNICATION PLAN

- **Share:** Become the go-to place for accurate, publicly available information regarding citywide plan
- **Build:** Engage community along a timeline so they have a sense of start/middle/end and can weigh in and share feedback
- **Partner:** Work with community and media to help keep information flowing
- **Reflect:** Evaluate progress and course correct when needed.

**COMMUNITY OF SCHOOLS:  
QUALITY SCHOOLS IN EVERY  
NEIGHBORHOOD**

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

**OUR VISION FOR A  
BRIGHTER FUTURE**

We believe quality community schools are the foundation for a successful future for Oakland's students. The future we envision has all OUSD students finding joy on the path to graduation, and emerging as lifelong learners prepared for college and career.

Thank you for being part of the journey toward a brighter future.

**THE CHALLENGE  
BEFORE US**

Dozens of OUSD schools are under-enrolled. In our District-run schools there are nearly 11,000 empty seats. The current cost of maintaining buildings, utilities and staff is not sustainable.

As a result, we don't have enough resources to serve our students and we have spent far more money than we've brought in.

**WE WANT  
TO HEAR  
FROM YOU**

We invite you to participate in planning the future of OUSD, and help us reimagine and improve the school your child attends. To get involved:

Attend a Board Meeting for a schedule of upcoming meetings, visit <https://tinyurl.com/legislativecalendar>

Contact Us for more information about what the Community of Schools plan means for your school and family, please email [BlueprintforChange@ousd.org](mailto:BlueprintforChange@ousd.org)

Visit Our Website for the latest information and opportunities for engagement [www.ousd.org/getinvolved](http://www.ousd.org/getinvolved)

**"I SEE MYSELF  
IN OUR STUDENTS  
AND WANT THEM  
TO HAVE THE  
VERY BEST  
OPPORTUNITIES  
IN LIFE."**

— Superintendent Dr. Kyla Johnson-Trammell

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

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

# CITYWIDE PLAN GOALS AND STRATEGIES

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## A. FACILITIES

**Goal 1:** Provide a quality school in every neighborhood.

**Goal 2:** Identify a fiscally sound number of schools.

**Goal 3:** Generate revenue from surplus property.

**Key Strategy 1:** Implement the **Blueprint for Quality Schools Action Plan** which identifies 4 Cohorts of School Changes focused on increasing quality and sustainability across in all OUSD schools. (2018-2023)

**Key Strategy 2:** Create a **Citywide Map** that identifies a fiscally sound number of schools given OUSD's projected student population for 2023 and show optimal locations for schools and where high quality options are needed. (2019)

**Key Strategy 3:** Finalize an updated **Facilities Master Plan** and initiate a **7-11 Committee** that will identify how to best leverage vacant, underutilized, and surplus properties and utilize facility use agreements to strategically engage all Oakland public schools-district or charter. (2018-2019)

**Key Strategy 4:** Identify **Criteria for Long-Term Leases for Quality Charter Schools** to support a more stable footprint of schools in our city. (2018-2019)



# CITYWIDE PLAN GOALS AND STRATEGIES

## B. ENROLLMENT & TRANSPORTATION (Access and Equity)

**Goal 1:** Create high quality and predictable feeder patterns across the city

**Goal 2:** Create partnerships with Charter schools to increase equity of enrollment.

**Goal 3:** Increase Charter Participation in the OUSD SELPA.

**Key Strategy 1:** Create a **Citywide Map** that articulates high quality neighborhood feeder patterns that include district and charter schools that includes a focus on programming for students with special needs and newcomer students; both of which need specific programming. (2018-19)

**Key Strategy 2:** Update the existing Board Policy on Enrollment to (1) **Opportunity Ticket:** prioritize access to quality for students coming from closing schools, and to (2) revisit the priority ranking to ensure more equity in access to quality schools. (2018-19)

**Key Strategy 3:** Develop **Charter Partnerships** to commit to how district and charter schools will serve the same diverse populations of students, including students with special needs, Newcomers, unsheltered, low-income, foster, and English Language Learner students, as OUSD schools so that the highest needs students are not concentrated only in OUSD schools. (2019-2021)

**Key Strategy 4:** Examine a **SELPA Expansion Process** by which charter schools may rejoin the OUSD SELPA to increase state funding and increase coordination of services to our students with special needs. (2019-2023)



# CITYWIDE PLAN GOALS AND STRATEGIES

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## C. CHARTER AUTHORIZATION

**Goal 1:** OUSD will strengthen its role in oversight and accountability of district authorized charter schools.

**Key Strategy 1:** Adopt a **Board Policy on Charter Authorization** that articulates how OUSD can strengthen its role in oversight and accountability to ensure that all charter schools operating in Oakland are providing a high quality education and working to address inequities at their schools. (2019)

**Key Strategy 2:** Create and adopt **Quality School Standards** in order to have a common understanding of quality across all public schools in the city and to support continuous improvement. (2019)

**Key Strategy 3:** **Expand the role of the Charter School Office** beyond compliance to establishing a vision for how charter public schools can contribute to a citywide vision of educational quality and how charter public schools will increase their responsibility for serving all students. (2018-2020)



# CITYWIDE PLAN GOALS AND STRATEGIES

## D. SHARING BEST PRACTICES

**Goal 1:** Identify a definition of quality for all public schools; district and charter.

**Goal 2:** Share best practices and innovation across all public schools to improve equitable educational access for all Oakland students.

**Key Strategy 1:** Create and adopt **Quality School Standards** in order to have a common understanding of quality across all public schools in the city and to support continuous improvement. (2019)

**Key Strategy 2:** Create a clear, transparent, and robust **Accountability System** for both district-run and charter public schools. And use data to drive decisions and to inform the **Continuous Improvement** of schools. (2019-2023)

**Key Strategy 3:** Develop **Collaborative Opportunities** for educators across the city to sharing best practices that improve equitable educational access for all Oakland students (e.g., professional development, recruitment and retention). (2020-2023)

**Key Strategy 4:** Develop a **Formal Structure for OUSD leadership and Charter leadership** to meet regularly to discuss how to share responsibility and opportunities for Oakland students. (2019)

# CITYWIDE PLAN GOALS AND STRATEGIES

## E. DEFINED AUTONOMIES

**Goal 1:** Support continued innovation within OUSD schools to accelerate the number of high quality school options.

**Goal 2:** Increase the opportunities of those closest to the school site to make decisions about improving outcomes for students.

**Key Strategy 1:** Partner with a **Multiple Stakeholder Group** in learning from other cities and district models who have empowered their school sites. (2018-2019)

**Key Strategy 2:** Develop and implement a **Defined Autonomy Framework** that identifies how OUSD can best support continued innovation within OUSD schools and accelerate the number of high-quality school options within OUSD (i.e., by providing district schools similar autonomies to charter schools). (2019-2020)

**Key Strategy 3:** Create a clear, transparent, and robust **Accountability System** for both district-run and charter public schools. And use data to drive decisions and to inform the **Continuous Improvement** of schools. (2019-2023)

**Key Strategy 4:** Reorganize **Central Office** in ways that allow for more resources and decision making to be held at the school site and is grounded in practices of **Continuous Improvement** of central services to sites. (2018-23)



# Appendix - Budget

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The following slides provide additional detail about the 2019-20 Budget Development Process and Reductions



# Stakeholder Input

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## Input Highlights

**Students (All-City Council):** Four priority areas: 1) Student Leadership Programs; 2) College Support Programs; 3) Teacher Quality: Recruitment, Retention and Relationships; and 4) Mental Health, Nutrition & Wellness.

**Principals (PAC Survey):** Critical Departments are Buildings and Grounds, Custodians, Special Education, Talent and Linked Learning; reduce other depts that are less critical

**Other Staff & Community (Community Survey):** Prioritize staff retention, equity and class size. Rate top central function as maintaining clean and safe school facilities. Encourage maximizing percentage of funds directed to school budgets

# Board Policy 3150

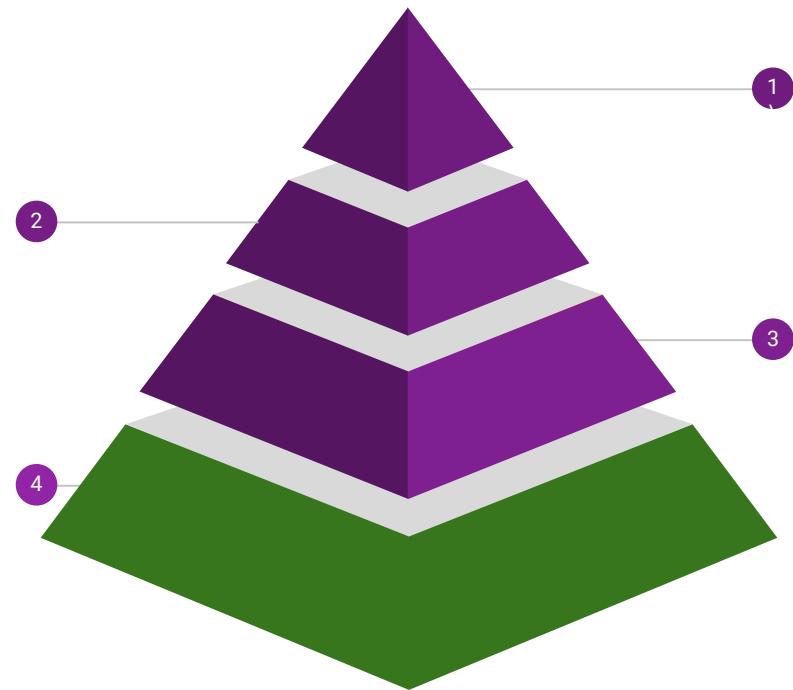
## 12% for District-Wide Administrative Services

12% = For example: Indirect admin costs, both mandatory expenses and commitments

## All Remaining Unrestricted Revenue to School Sites

Based on the projected student enrollment and the following:

1. Gradespan
2. Free & Reduced Lunch
3. English Learners
4. Foster Care
5. high-stress neighborhoods



## Legally Required District-Wide Obligations

For example: State Loan Audit Findings, etc.

## Specific Central Services to Schools

Named Services:

1. Special Education
2. Custodial and Buildings & Grounds
3. School Police & School Security Officers
4. School Nurses
5. School Counselors
6. Specified Enrichment Resources (i.e. summer school, music, art)



# Quality Schools in Every Neighborhood!



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