

Board Office Use: <b>Legislative File Info.</b>	
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Enactment Date	4-13-2022 CJH



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

# Board Cover Memorandum

**To** Board of Education

**From** Kyla Johnson-Trammell, Superintendent  
Sondra Aguilera, Chief Academic Officer

**Meeting Date** April 13, 2022

**Subject** Grant Agreement – Kaiser Foundation Hospitals – OUSD Central Kitchen, Educational Center and Instructional Farm – Community Schools and Student Services Department

**Ask of the Board** Approval by the Board of Education of Grant Agreement by and between the District and the Kaiser Foundation Hospitals for programming at the Center.

**Background** In Oakland, where 3 of 4 students are low income, and many have low access to fresh food in their neighborhoods, providing children with high-quality nutritious meals is critical to their health and overall success. Far too many of Oakland’s students live in neighborhoods with extremely low access to fresh food. Seven out of 10 individuals living in poverty in Oakland are people of color and we know severe food insecurity has increased. When asked in our California Healthy Kids Survey, almost 20% of OUSD high school students reported being “hungry but not eating because their family didn’t have enough food sometimes or a lot.” Today, nearly 1 in 10 adults in Oakland are unemployed, with rates for Latino and Black workers significantly higher.

As the first full-service Community Schools district in the country, OUSD has worked to improve educational, health, and life outcomes for all children. A decade ago, the Rethinking School Lunch Oakland initiative was launched to address poor health outcomes and help transform the food system in OUSD. After a decade of working towards this goal, OUSD’s Central Kitchen, Instructional Farm, and Education Center (The Center) is opening this year as a national model - ultimately designed to improve health and education outcomes for all Oakland students and serve as a hub of food security for the City of Oakland.

With endless potential, The Center will provide students with a long-term, holistic framework for wellness. The farm and greenhouse will serve as a living laboratory, where students will experience urban agriculture firsthand. At the central kitchen and commissary, students will observe professionally trained chefs and cooks at work and see how their food is prepared. The teaching culinary

classroom will provide classes for students, nutrition services staff, and the community. The Center will help develop innovative College and Career Pathways, allow for student field trips and tours, contribute to groundbreaking STEM education, and support many other facets of learning including Expanded Learning/Adult Education and Professional Development for OUSD staff.

**Discussion**

Designed to connect food, education, health, and sustainability while providing fresh, locally sourced food for school meals, will ultimately result in improved nutrition for all of Oakland's students. The Center will enhance environment, food and garden education and provide innovative outdoor learning experiences and environments, in addition to nearly 7 million student meals annually. This powerful combination of establishing a first-in-class 21st Century learning and resource center coupled with a state-of-the-art central kitchen tackles both the need for enhanced STEM learning experiences and environments and quality nutritious meals for Oakland students, which will support their ability to fully avail themselves of rich learning opportunities.

This is a complex effort with many parts that need coordination and excellent execution to realize the full vision of this facility for OUSD students and families, which includes: 1) cooking kitchen and fresh food delivery to all OUSD schools; 2) education programming for K-12 as both a destination and a resource hub for all schools in the areas of STEM, ecology, sustainability, food justice, etc.; 3) planning for full use of the teaching kitchen as part of the education program and community benefit; 4) branding and marketing the new fresh food and menu as well as the vision of The Center; 5) galvanizing layers of community support (e.g.: advisory council, community partners table, etc.); and 6) fundraising and resource development.

**Fiscal Impact**

Grant in the amount of \$1,000,000.00

**Attachment(s)**

- Grant Management Face Sheet
- Grant Award Letter
- Grant Agreement
- Grant Application
- Grant Budget


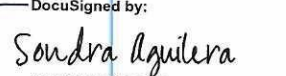
## OUSD Grants Management Face Sheet

<b>Title of Grant:</b> <b>Support for The Central Kitchen, Instructional Farm and Education Center</b>	<b>Funding Cycle Dates:</b> 11/1/21 to 10/31/23
<b>Grant's Fiscal Agent:</b> (contact's name, address, phone number, email address) Kaiser Permanente External and Community Affairs 1950 Franklin Street, 4th Floor Oakland, CA 94612 Attn: Kathryn Boyle 510-987-4817 <a href="mailto:kathryn.f.boyle@kp.org">kathryn.f.boyle@kp.org</a>	<b>Grant Amount for Full Funding Cycle:</b>  \$1,000,000.00
<b>Funding Agency:</b> <b>Kaiser Permanente</b>	<b>Grant Focus:</b> Support for The Center--access to healthy food, nutrition and garden education, student leadership
<b>List all School(s) or Department(s) to be Served:</b> All	


Information Needed	School or Department Response
How will this grant contribute to sustained student achievement or academic standards?	This grant is supporting funding gaps identified to build the environment, food and garden programming at the new Central Kitchen, Education Center and Instructional Farm and District wide for our school sites. It is integral to building these programs for our students long term.
How will this grant be evaluated for impact upon student achievement?  (Customized data design and technical support are provided at 1% of the grant award or at a negotiated fee for a community-based fiscal agent who is not including OUSD's indirect rate of 3.25% in the budget. The 1% or negotiated data fee will be charged according to an Agreement for Grant Administration Related Services payment schedule. This fee should be included in the grant's budget for evaluation.)	Part of this funding goes to the build out of a multi-year evaluation plan. Some identified areas for initial evaluation include use of the California Healthy Kids Survey; surveying students with a pre/post EATS survey tool; creating a dashboard to demonstrate meal participation, food sourcing, Harvest of the Month participation, etc.
Does the grant require any resources from the school(s) or district? If so, describe.	No
Are services being supported by an OUSD funded grant or by a contractor paid through an OUSD contract or MOU?  (If yes, include the district's indirect rate of 3.25% for all OUSD site services in the grant's budget for administrative support, evaluation data, or indirect services.)	There will likely be contractors paid through this grant.
Will the proposed program take students out of the classroom for any portion of the school day? (OUSD reserves the right to limit service access to students during the school day to ensure academic attendance continuity.)	No

<p>Who is the contact managing and assuring grant compliance? (Include contact's name, address, phone number, email address.)</p>	<p>Michelle Oppen Community Schools and Student Services Department Oakland Unified School District The Center Community and Education Program Team 2850 West Street 415-823-4315 Michelle.oppen@ousd.org</p>
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**Applicant Obtained Approval Signatures:**

Entity	Name/s	Signature/s	Date
Principal/Administrator	Andrea Bustamante	<small>DocuSigned by:</small>  <small>806EC2B9F1FE4AB...</small>	3/7/2022
Chief Academic Officer	Sondra Aguilera	<small>DocuSigned by:</small>  <small>B072CB8033AD406...</small>	3/9/2022

**Grant Office Obtained Approval Signatures:**

Entity	Name/s	Signature/s	Date
Fiscal Officer	N/A		
Superintendent	Kyla Johnson-Trammell		4-14-2022



Kaiser Foundation Hospitals  
Northern California Region

12/28/2021

Kyla Johnson-Trammell  
Superintendent  
Oakland Unified School District  
1000 Broadway, Suite 680  
Oakland, California 94607

Re: Grant Award Letter for Grant Number 129357

Dear Kyla Johnson-Trammell:

On behalf of Kaiser Permanente's Northern California Community Benefit Programs, we are pleased to inform you that a grant in the amount of \$1,000,000.00 has been awarded to Oakland Unified School District ("Grantee"). The purpose of these funds is to support the The Central Kitchen, Instructional Farm and Education Center (the "Grant").

Kaiser Permanente has a 70-year history and our mission includes improving the health of the communities we serve. As a nonprofit integrated healthcare delivery organization, we make investments in our communities. We believe in supporting organizations like yours that make a difference in people's lives.

**Grant Period**

**Start Date:** 11/1/2021

**End Date:** 10/31/2023

**Grant Reporting**

Instructions for submitting reports will be provided 30 days prior to the due dates.

**Progress Report Due Dates:** 11/1/2022

**Final Report Due Date:** 12/1/2023

Please review the enclosed Grant Agreement (pages 1-4) and Communications Guidelines (page 5) which describe the terms and conditions of your grant.

If you have questions or require additional information, please contact your grant manager, **Kathryn Boyle** at [kathryn.f.boyle@kp.org](mailto:kathryn.f.boyle@kp.org).

Sincerely,

DocuSigned by:

*Carrie Owen Plietz*

C3D3D56D82B544C  
Carrie Owen Plietz

President, Northern California Region

12/30/2021

Date

**ACCEPTED AND AGREED**

DocuSigned by:

  
D4D06FB841AE4F3  
Kyla Johnson-Trammell  
Superintendent

12/30/2021  
Date

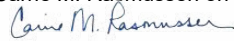


4-14-2022

\_\_\_\_\_  
Gary Yee  
President, Board of Education

\_\_\_\_\_  
Date

Approved as to form by OUSD Attorney Carrie M. Rasmussen on 3/6/2022



**Kaiser Foundation Hospitals, Northern California Region  
- Grant Agreement -**

In addition to the specific terms of the Grant Award Letter for Grant Number 129357, Kaiser Foundation Hospital's ("KFH") award of this Grant, managed by the KFH Northern California Community Benefit Programs Division, is contingent upon Grantee's compliance with the following terms and conditions, and Grantee agrees to all these terms and conditions. Together, the Grant Award Letter and these terms and conditions are "the Agreement."

**1. Tax-Exempt Status**

Grantee is a (i) tax-exempt organization currently recognized by the Internal Revenue Service ("IRS") as a public charity described in section 501(c)(3), (8), (10) or (19) or 501(k) or 509(a)(1), (2), or (3) of the Internal Revenue Code of 1986, as amended (the "Code") or (ii) a local, state or federal government agency. If Grantee is a public charity as described in (i), then Grantee represents and warrants that

- Grantee's tax-exempt status under the Code has not been revoked or modified since the issuance of the IRS determination letter provided to KFH and shall not be revoked or modified during the term of this Grant; and
- there is no issue presently pending before any office of the IRS that could result in any proposed changes to Grantees' tax-exempt status under the Code; and
- Grantee shall immediately notify KFH if Grantee's tax-exempt status is revoked, suspended or modified during the term of this Grant.

**2. Expenditure of Funds**

This Grant must be used for the project identified in the Grant Award Letter, as described in the Grantee's proposal and related correspondence, and may not be expended for any other purposes without KFH's prior written approval. If the Grant is intended to support a specific project or to provide general support for a specific period, any portion of the Grant unexpended at the completion of the project at the end of the period shall be returned immediately to KFH, unless otherwise agreed by KFH in writing. Grantee may not expend any Grant funds for any purpose that is not charitable or educational, for any political or lobbying activity, or for any purpose other than one specified in Section 170(c)(2)(b) of the Code. Grantee must obtain prior written approval from KFH for changes to budgetary allocations that amount to 10% or more of the total budget of the Grant award or for changes to the Grant period.

Grantee may not use any portion of this grant in connection with the enrollment of individuals in any Qualified Health Plan or non-Qualified Health Plan. If Grantee serves as a Certified Enrollment Entity or Navigator funded by the California Health Benefit Exchange (Covered California), Grantee will fully comply with any applicable state and federal statutes, regulations, and sub-regulatory guidance requiring disclosure of receipt of this funding to Covered California and consumers receiving application assistance from Grantee's personnel.

**3. No Assignment or Delegation**

Grantee may not assign, or otherwise transfer, its rights or delegate any of its obligations under this Grant without prior written approval from KFH.

**4. Records and Reports**

Grantee is required to keep a record of all receipts and expenditures relating to this Grant and to provide KFH with written reports summarizing the progress made, as detailed on KFH's reporting requirements outline. KFH may also require additional interim reports. Grantee's reports should describe its progress in achieving the purposes of the Grant and include a detailed accounting of the uses or expenditure of all Grant funds. Grantee also agrees to provide any other information reasonably requested by KFH. If Grantee

**Kaiser Foundation Hospitals, Northern California Region  
- Grant Agreement -**

obtains any audited financial statements covering any part of the Grant period, Grantee shall provide a copy to KFH as well. Grantee is required to keep the financial records with respect to this Grant, along with copies of any reports submitted to KFH, for at least four years following the year in which all Grant funds are fully expended.

**5. Required Notification**

Grantee is required to provide KFH with immediate written notification of: (1) any changes in its tax-exempt status; (2) its inability to expend the Grant for the purposes described in the Grant Award Letter; (3) any expenditure from this Grant made for any purpose other than those for which the Grant was intended; (4) any modification of the budget, Scope of Work of timeline; and (5) any significant changes in Grantee's leadership or staffing.

**6. Reasonable Access for Evaluation**

Grantee is expected to actively participate in the evaluation of Kaiser Permanente's Community Benefit Program, including KFH's evaluation of Grantee's project within that program. At KFH's request, Grantee will permit KFH and its representatives to conduct site visits and have reasonable access during regular business hours to Grantee's files, records, accounts, personnel and clients or other beneficiaries for the purpose of making financial audits, verifications or program evaluations as KFH deems necessary or appropriate concerning this Grant award.

**7. Publicity**

Whenever possible, Grantee shall obtain KFH's prior written or oral consent of any proposed publicity concerning this Grant prior to the release of such publicity. When acknowledging this Grant, Grantee will incorporate the following text: "*The project is supported by Kaiser Permanente Northern California Community Benefit Programs.*"

KFH may include information regarding this Grant, including the amount and purpose, photographs provided by Grantee, Grantee's logo or trademark, or other information or materials about Grantee's organization and activities, in KFH's periodic public reports, newsletters, online channels, and news releases.

**8. Right to Modify or Revoke Payments**

Payments made under this Grant are contingent upon Grantee's compliance with the terms of this Agreement. KFH reserves the right to discontinue, modify or withhold any payments to be made under this Grant award or to require a total or partial refund of any Grant funds if, in KFH's sole discretion, such action is necessary: (i) because Grantee has not fully complied with the terms and conditions of this Grant, including without limitation, Grantee's loss of tax-exempt status or Grantee's use of Grant funds for purposes other than those designated; (ii) to protect the purpose and objectives of the Grant or any other charitable activities of KFH or the Kaiser Permanente Medical Care Program; or (iii) to comply with the requirement of any law, regulation, or regulatory agency policy applicable to Grantee, KFH or this Grant.

**9. Termination**

KFH may terminate this Grant for convenience upon 30 days' written notice to Grantee and may terminate this Grant immediately for the reasons specified in Section 8 or for Grantee's engagement in willful misconduct or negligence.

**10. Independent Contractors**



**Kaiser Foundation Hospitals, Northern California Region  
- Grant Agreement -**

With respect to administration of this Grant, the parties understand and agree that each is at all times acting and performing as an independent contractor with respect to the other. Except as expressly set forth in this Agreement, neither party, nor any of its employees, shall be construed to be the agent, employee or representative of the other for any purpose, or liable for any acts or omissions of the other.

**11. Compliance**

Grantee shall (i) maintain, in full force and effect, all required governmental or professional licenses and credentials for itself, its facilities and its employees and all other persons engaged in work in conjunction with this Grant, and (ii) perform its duties and obligations under this Agreement according to industry standards and in compliance with all applicable laws. As an organization with numerous contracts with the federal government, KFH and its affiliates are subject to various federal laws, executive orders and regulations regarding equal opportunity and affirmative action. This Section constitutes notice that Grantee may be required to comply with the following Federal Acquisition Regulations (each a "FAR") at 48 CFR Part 52, which are incorporated herein by reference: (a) Equal Opportunity (April 2002) at FAR 52.222-26; (b) Equal Opportunity for Special Disabled Veterans, Veterans of the Vietnam Era, and Other Eligible Veterans (Sept. 2006) at FAR 52.222-35; (c) Affirmative Action for Workers with Disabilities (June 1998) at FAR 52.222-36, and (d) Utilization of Small Business Concerns (May 2004) at FAR 52.219-8. In addition, Executive Order 13495 concerning the obligations of federal contractors and subcontractors to provide notice to employees about their rights under Federal labor laws, or its successor, shall be incorporated herein by reference.

**12. Miscellaneous**

This Agreement shall be governed by the laws of the State of California. This Agreement may be executed in one or more counterparts, each of which shall be deemed to be one and the same instrument. Grantee may not assign any right, duty or obligation under this Agreement without prior written approval from KFH. Any change of ownership or control of Grantee shall be deemed an assignment. This Agreement shall be binding upon and inure to the benefit of the parties and their respective, permitted successors and assigns. This Agreement, including any exhibits and attachments (all of which are incorporated into this Agreement by this reference), is the entire agreement of the parties with respect to the subject matter herein, and supersedes any and all other agreements, promises, negotiations or representations, whether oral or written. This Agreement, including exhibits and attachments, may not be amended except in a writing signed by each party.

**ACCEPTED AND AGREED by duly authorized officers of KFH and Grantee:**

4-14-2022



**KFH:**

**Grantee:**

Gary Yee  
President, Board of Education

Kaiser Foundation Hospitals, Northern California

Oakland Unified School District

**By:**

DocuSigned by:  
*Carrie Owen Plietz*  
C3D3D56D82B544C  
Carrie Owen Plietz

**By:**

DocuSigned by:  
*Kyla Johnson-Trammell*  
D4D08EB841AE41F7  
Kyla Johnson-Trammell

Approved as to form by OUSD attorney  
Carrie M. Rasmussen on 3/6/22



**Title:** President, Northern California Region

**Title:** Superintendent

**Kaiser Foundation Hospitals, Northern California Region  
- Grant Agreement -**

**Date:** 12/30/2021

**Date:** 12/30/2021

**Kaiser Foundation Hospitals, Northern California Region  
– Communications Guidelines –**

Congratulations on your Kaiser Permanente Northern California Region grant. We appreciate the opportunity to partner with you and to help others learn about your important work. Please review the information below concerning communications and publicity and contact your grant manager if you have any questions.

**How to acknowledge your grant.** To make it easy to communicate about your grant, we have prepared language describing our partnership. This language can be used for newsletters, websites, or other communications. ***Please use this description when acknowledging your Kaiser Permanente grant.***

**Short credit:**

*The project is supported by Kaiser Permanente Northern California Community Benefit Programs.*

**Longer credit:**

***About the Kaiser Permanente Northern California Community Benefit Grants Program***

*Kaiser Permanente's community involvement uniquely pairs grant funding with 70 years of clinical expertise, medical research, and volunteerism to support prevention-focused, evidence-based programs that are expanding access to care and creating healthy environments. Kaiser Permanente recently awarded Oakland Unified School District a \$1,000,000.00 grant that will help more people in this community get access to the resources they need to lead a healthy life. For more information about Kaiser Permanente's work in the community, visit [about.kaiserpermanente.org/community-health](http://about.kaiserpermanente.org/community-health).*

**Logo.** If you would like to use a Kaiser Permanente logo, please contact your grant manager. Tell them your preferred file type (JPEG or EPS) and color (blue or black). As a nonprofit organization, the Kaiser Permanente logo cannot be used on materials that imply endorsement of legislation or a candidate.

**Promoting your Kaiser Permanente grant.** Your new grant is an excellent time to tell the story of your important work—to your partners, the community, and the media. There are many ways to communicate, including via a press release, newsletter, Web site, social media, and donor communications. If you are interested in doing outreach or promotion, our communications team may be available to help. Please contact your grant manager to discuss this further.

**Collecting stories about your work.** Personal stories and testimonials are particularly effective ways to illustrate the value of your work—for fundraising, donor and board communications, and grant reports. The reporting requirements for this grant include capturing and relaying at least one story about your work, but we also appreciate your sharing stories with us at any point.

# Kaiser Proposal: The Center

Proposal ID is 129357

Submitted electronically

NOTES:

This is an online application--so the formatting will not look like this.

We need these attachments:

-[Project Budget](#)

-Board list including affiliations

-Executive Officers or Key leadership list

-Supplementary doc with other info -- up to us -- [1 upload we will do with additional information](#)--This is the old list of links to documents, articles, etc. let me know how we should change this old doc and what should be in here.

- Exec Summary The Center Strategic Plan
  - District Strategic Plan
  - [Oakland Food Lab Internship Overview](#)
  - [Student Advisory Council Overview](#)
  - [Overview of Education and Programming at The Center](#)
  - Articles I sent regarding successful meal program during covid and food lab challenge
- 

**TITLE: Oakland Unified School District: The Center**

## Organization Information

Organization Legal Name Oakland Unified School District

Federal Tax ID or Employer Identification Number 94-6000385

Tax Status Schools or universities

Upload Your Organization's W9 Form

Organization Website <http://www.ousd.org>

What year was your organization founded? 1865

What is your organization's mission statement?

OUSD will build 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.

**Please provide a brief overview of your organization's history. (500 characters)**

In 2010, OUSD launched a community informed Strategic Plan to achieve our goal that all students graduate college & career ready, and with Kaiser's support, became the first district nationwide to adopt a districtwide vision for Full-Service Community Schools. Today, OUSD is integrating a strong academic program with social, health, and other services addressing student and family needs and moving closer to our goal to disrupt the predictive power of race and demographics on student achievement.

Does your organization have a Board of Directors? yes

Upload a listing of your Board of Directors, including their affiliations

Upload a listing of your Executive Officers or Leadership Team

#### **OUSD Board of Education**

District 1 – Benjamin “Sam” Davis, Vice President

District 2 - Aimee Eng  
California Children's Trust, Director Strategy and Education Partnerships

District 3 - VanCedric Williams  
SFUSD, UESF Treasurer

District 4 – Gary Yee  
Retired educator and former OUSD Interim Superintendent

District 5 - Mike Hutchinson

District 6 - Shanthi Gonzales, President  
Freelance leadership coach and political strategist

District 7 - Clifford Thompson  
Educational Consultant and 5th grade teacher in the West Contra Costa Unified School District

#### **Oakland Unified School District Leadership Team**

***Dr. Kyla Johnson-Trammell, Superintendent***

*Dr. Sondra Aguilera, Chief Academic Officer*

*Susan Beltz, Deputy Chief Technology Officer*

*Josh Daniels, General Counsel*

*Tara Gard, Deputy Chief Talent Officer*

*Lisa Grant-Dawson, Chief Business Officer*

*Jenine Lindsey, Director, Labor Relations*

*Curtiss Sarikey, Chief of Staff*

*Preston Thomas, Chief Services & Systems Officer*

Organization Primary Address (line 1) 1000 Broadway Organization Primary Address

(line 2) Suite 300

Organization City Oakland

Organization State California

Organization Zip Code 94607

Is your Primary Address the same as your Mailing Address? Yes

Is the person submitting the application also the CEO/Executive Director of the organization?

No

Organization CEO/Executive Director Contact Name Superintendent Kyla Johnson-Trammell

Organization CEO/Executive Director Contact Phone Number 510-879-8200

Organization CEO/Executive Director Contact Email kyla.johnson@ousd.org

Does your application include a fiscal sponsor? No

Is your organization engaged in one or more active contractual agreements for supplier/vendor or member services with Kaiser Permanente? Yes

**Gfv**

Provide a description of your organization's contract(s) with Kaiser Permanente, including start and end dates. (NO WORD COUNT)

OUSD is grateful for the partnership and investment from Kaiser Permanente over the last decade making possible the critical programs, many now of national acclaim, that continue to impact 37,000 Oakland children and families each year. OUSD is entering Year 3 of a three-year, \$13.5 Million grant through a fund established at East Bay Community Foundation. This grant provides core funding to support health and wellness, community schools, African-American Male Achievement, Social and Emotional Learning, School Based Health Clinics, and strategic planning.

Additionally, 4,277 of our employees and 4,171 dependents are currently enrolled in Kaiser Permanente's health plan as part of their OUSD employee benefits. The current contract began on 7/1/2021 to 6/30/2022 and is renewed annually.

Does Kaiser Permanente currently provide a significant amount of technical assistance, supplies, equipment, or other resources to support this organization and/or project? (400 characters) **395 now**

Kaiser's investment to date has provided key leverage for OUSD's Strategic Plan, including groundbreaking work in African-American Male Achievement, community schools, health & wellness, Social & Emotional Learning, and strategic planning/Org. Effectiveness & Culture. As our top health plan, Kaiser supports employee wellness programming (screenings, benefits fair, wellness challenges/events).

Do any Kaiser Permanente employees or physicians serve as a Board member or employee of the organization? No

### **Request Overview**

Is the person submitting the application also the contact for questions about the proposed project? No

Project Contact Name Curtiss Sarikey

Project Contact Title Chief of Staff

Project Contact Phone 415-806-5287

Project Contact Email curtiss.sarikey@ousd.org

Please select the Kaiser Permanente Region in which your request will take place.  
Northern Ca.

Please select the Kaiser Permanente Service Area where the activity to be funded will occur.  
East Bay

Please select the Community Health Need which your project will address.  
N/A (Confirmed by Kaiser to use this)

Enter the exact grant amount requested from Kaiser Permanente. 1,000,000.00

Grant Term 10/1/21 to 9/30/23

Duration of grant term in months 24

Grant Range Tier 3 (above \$100K)

Please select the city or cities within the Kaiser Permanente service area where your project activities will take place. Oakland

What is the total cost of the project for which you are requesting support? \$1M

Please attach the [Project Budget](#)

## Program Information

Project Title: The Central Kitchen, Instructional Farm and Education Center

How many people will be directly served by this funding?

(37000 + 4866 staff + 2000 parents/guardians/family members)

So the total that will be entered into the numerical field is:

**43866**

Please describe how you engage community constituents in your organization's planning, goal-setting, or other activities that help determine the organization's overall direction.  
(400 characters)--**NOTE: THIS IS VERY RESTRICTIVE. MORE TO SAY HERE**

The Center Student Advisory Council (started in January 2020) will continue to gather a diverse group of students' feedback on the menu, programming and branding/marketing. The Center Advisory Board, chaired by Ayesha Curry and Kat Taylor, will include community councils with community partners and families. This group will start meeting in September 2021.

Please provide a 1-2 sentence executive summary of your project, including your organization's



full name, the project title, goal(s), and target population and communities. If your request is not related to a specific project, please refer to your organization's overall work.

With this investment from Kaiser for Oakland Unified School District's **Central Kitchen, Instructional Farm and Education Center (The Center)**, we will leverage infrastructure that has been developed, build on our partnerships, and help fulfill our overall mission as a Full Service Community School District, bringing a centralized program that will improve food quality; better align school-based nutrition and wellness partner programming to District objectives; provide efficiencies in food service operations; and create a world class outdoor learning environment for all students. Ultimately, this grant will accelerate our progress in creating a sustainable and innovative model that supports whole child health -- impacting thousands of children, families, teachers, and schools across our city, while also helping advance equitable health and education policy at a state and national level.

Please provide a high-level overview of the project activities and explain how the project will address the identified Community Health Need. Please note any evidence-based strategies utilized in the project design. If your request is not related to a specific project, please refer to your organization's overall work. (NO WORD COUNT)

In Oakland, where 3 of 4 students are low income, and many have low access to fresh food in their neighborhoods, providing children with high-quality nutritious meals is critical to their health and overall success. Far too many of Oakland's students live in neighborhoods with extremely low access to fresh food. Seven out of 10 individuals living in poverty in Oakland are people of color and we know severe food insecurity has increased. When asked in our California Healthy Kids Survey, almost 20% of OUSD high school students reported being "hungry but not eating because their family didn't have enough food sometimes or a lot." Today, nearly 1 in 10 adults in Oakland are unemployed, with rates for Latino and Black workers significantly higher.

As the first full service Community Schools district in the country, OUSD has worked to improve educational, health, and life outcomes for all children. A decade ago, the Rethinking School Lunch Oakland initiative was launched to address poor health outcomes and help transform the food system in OUSD. After a decade of working towards this goal, OUSD's **Central Kitchen, Instructional Farm, and Education Center (The Center)** is opening this year as a national model - ultimately designed to improve health and education outcomes for all Oakland students and serve as a hub of food security for the City of Oakland.

With endless potential, **The Center** will provide students with a long-term, holistic framework for wellness. The farm and greenhouse will serve as a living laboratory, where students will experience urban agriculture first hand. At the central kitchen and commissary, students will observe professionally trained chefs and cooks at work and see how their food is prepared. The teaching culinary classroom will provide classes for students, nutrition services staff, and the community. The Center, as a whole, will help develop innovative College and Career Pathways, allow for student field trips and tours, contribute to

groundbreaking STEM education, and support many other facets of learning including Expanded Learning/Adult Education and Professional Development for OUSD staff.

Designed to connect food, education, health, and sustainability while providing fresh, locally sourced food for school meals, will ultimately result in improved nutrition for all of Oakland's students. The Center will enhance environment, food and garden education and provide innovative outdoor learning experiences and environments, in addition to nearly 7 million student meals annually. This powerful combination of establishing a first-in-class 21st Century learning and resource center coupled with a state-of-the-art central kitchen tackles both the need for enhanced STEM learning experiences and environments and quality nutritious meals for Oakland students, which will support their ability to fully avail themselves of rich learning opportunities.

The OUSD Nutrition Services Department is housed at the new facility, and the classrooms, teaching kitchen, and farm will be outfitted to begin programming in 2021. The Nutrition Service Department is ramping up with staffing, training, pilot sites, menu testing, etc. to prepare for scaled operation of the central kitchen. The education design team has already piloted the Oakland Food Lab Summer internship program and is finalizing the education program plan and engaging principals, and teachers across the district to ready the first phase of programming in the 2021-22 school year as we welcome students back to school campuses.

This is a complex effort with many parts that need coordination and excellent execution to realize the full vision of this facility for OUSD students and families, which includes: 1) cooking kitchen and fresh food delivery to all OUSD schools; 2) education programming for K-12 as both a destination and a resource hub for all schools in the areas of STEM, ecology, sustainability, food justice, etc.; 3) planning for full use of the teaching kitchen as part of the education program and community benefit; 4) branding and marketing the new fresh food and menu as well as the vision of The Center; 5) galvanizing layers of community support (e.g.: advisory council, community partners table, etc.); and 6) fundraising and resource development.

As we expand services and programming, students will be invited to visit The Center and immerse themselves in learning stations that explore the biological inter-relationships in a farm ecosystem; the various jobs involved in cultivating, harvesting, and preparing fresh food year round; the heritage and ethnic diversity of California's population as reflected in our varied cuisine; the health benefits of eating fresh, local, and tasty foods; and the connection between sustainable building design and sustainable food systems. Field trips for students will be designed for different grade level clusters, based on their curriculum standards, instructional themes, and the developmental levels of students, starting with third graders in the 2021-22 school year. Teachers will receive support and curriculum to prepare students and integrate academic concepts and skills into classroom learning.

COVID-19 severely impacted Oakland's students and families over the last year and a half. In Oakland, more than 70 percent of students qualify for free and reduced meals, and many of these families depend heavily on school meals as a primary source of daily nutrition. Fortunately, OUSD was not only able to immediately pivot meal distribution to a safe meal pick up model to ensure that students and their

families continued to be fed, but they were also able to secure partnerships to increase meal distribution threefold.

During the last year, together with our partners, OUSD was able to provide:

- 12,000 students with weekly home delivery including student meals and a fresh produce box for families. All drivers have been OUSD parents.
- 3,500 children are participating in Monday and Thursday Grab & Go programs, which includes student meals and shelf stable groceries.
- Total of 8.1 million meals have been delivered to students (3 times that of a normal year)
- 1 million adult meals have been delivered through World Central Kitchen
- Expanded Supper and Breakfast Programs
- Opened in-person learning hubs for at risk youth

As we are prepare to welcome students back to schools, we are eager to scale an integrated model of delivering quality, hands-on experiential learning including nutrition education, garden education, culinary skills, the science and social studies of California food systems, and climate literacy to help spark interest, engagement, and improve educational and health outcomes for all students across Oakland.

In alignment with Kaiser's Food for Life program and with common interests in the improved health outcomes and opportunities for all of Oakland's young people, The City of Oakland and the Oakland Unified School District are grateful for the continued partnership and generous investment from the Kaiser Community Foundation. Our collective response to serve Oakland's children, families, and communities during the COVID19 pandemic exemplifies what can be done when we come together with aligned actions toward a vision of food security and health.

While we intend to transform food as well as nutrition and sustainability education for OUSD students and be a hub of food security for city of Oakland, that we also intend to continue our leadership role at the state level with partners like Center for EcoLiteracy, other school districts, legislators, and other stakeholders to advance equitable health and education policy. We also intend to share our learning at the national level in the years to come.

OUSD is grateful for our dedicated partners in this groundbreaking work, including nationally recognized Food Corps and No Kid Hungry as well as founding partners, The Center for EcoLiteracy and the TomKat Ranch Educational Foundation. Together with Kaiser and other important partners, we can ensure that the vision for The Center is fully realized and that Oakland is seen as the national model of food justice and security and innovates the integration of nutrition, health, education, and sustainability. This is within our reach.

Please list key partners who have a significant role in this project, and indicate whether an MOU (Memorandum of Understanding) or a Letter of Agreement is in place. If your project does not involve key partners, please enter N/A. (NO WORD COUNT HERE)

Center for EcoLiteracy- MOU

Eat.Learn.Play. Foundation--pending contract

Hellman Foundation- pending contract

TomKat Ranch Educational Foundation- pending contract

City of Oakland Sugar Sweetened Beverage Tax Fund- pending contract

Alameda County Public Health Department- contract

No Kid Hungry--contract

Growing Together/Common Vision--MOU

FoodCorps- MOU

ClimateCorps- MOU

UC Berkeley--Berkeley Food Institute- pending MOU

All In- Alameda County- No MOU

Alameda County Community Food Bank- pending MOU

Briefly describe the population(s) and location(s) who will be impacted by this project. Include overview of the characteristics of the population. (income-level, housing status, health status, sexual orientation, educational attainment, citizenship status, etc).

OUSD is a high-need urban district with 37,000 K-12 students in 87 schools. 75% of students are low income and most would be the first in their families to go to college. 90% are students of color (Latinos 44% & African-Americans 27%), 50% speak a second language, 45% live in single parent homes, kinship care, or foster care, 40% receive government aid, and 25% of students live in public housing. The Center and the aligned school site programming will focus on all students but there will be a commitment to ensuring the West Oakland neighborhood and schools have high access with specific days dedicated to this community.

Is your project intended to benefit a particular racial or ethnic group?

No

Is your project intended to benefit a particular age group? Please select the age group(s) which this project will specifically benefit.

<u>Option</u>	<u>Percentage</u>
6-12 Children	49
13-18 Teens	41
0-5 Children	10

Measurable Objectives: List up to 5 concise "SMART" objectives for the proposed request. If you are responding to a request for proposals that does not require you to determine measurable objectives at this time, please enter N/A. SMART = Specific, Measurable, Action-Oriented, Realistic, and Time-defined

**Objectives** = Specific, verifiable, attainable, fact-based results that the grantee aims to achieve within the grant period; Must be aligned to the project description, Reach, and identified Community Health Need described elsewhere in the application; Must be achievable within the requested grant timeline.

**(Sample Answer \* Build the capacity of 30 social enterprises to operate a business while providing supportive employment to people overcoming barriers**

**\* Organize a network of 30 social enterprises to exchange learnings and gather information and resources pertinent to their businesses and employees to cultivate a pipeline into The Rainier Council's investment program**

**\* Bring together a community of approximately 30 or more social enterprises by hosting eight regional convenings that offer trainings, resources, and in-person technical assistance)**

**Activities:** For each objective, list the activities, programs and services you will provide. **(Sample Answer: Complete case management screenings to assess opportunities to identify and respond to acute needs.)**

**Timeline:** When will these activities take place? Please list start and end dates (dates must be within the proposed grant period).

**Outcomes:** For each objective, describe the outcome(s) you expect achieve as a result of your work **(Sample Answer: 75% of participants will complete needs assessment within two weeks of enrolling in the program.)**

**Measurement:** Describe how you plan to evaluate your project's results as they relate to each outcome. List any applicable benchmarks. **(Sample Answer: YU needs assessment, GSI survey)**

**Objective 1:** Students, staff, and families engage in relevant, hands-on, standards-aligned environment, food, and garden education in the classroom, the living schoolyard, the school garden, the cafeteria, The Center, the community, and at home.

Activities	Timeline	Outcomes	Measurement
<p>1) Develop and implement comprehensive program for Title I Elementary Schools (39 schools) including the following:</p> <ul style="list-style-type: none"> <li>- Harvest of the Month (HOM) items on the cafeteria menu, grown in the garden, seeds supplied to families, served as snack/taste test (3x week) and featured in lessons.</li> <li>- California Thursdays (featuring HOM items) promoted on school menus and featured in lessons.</li> <li>- Breakfast in the Classroom at all schools.</li> <li>- Stipended Staff Food Champions at all schools</li> <li>- Stipended Garden Steward at all schools</li> <li>- FoodCorps Service Member at 16 schools.</li> </ul>	<p>10/21-6/23; Ongoing</p>	<ul style="list-style-type: none"> <li>- Students knowledge, attitudes and beliefs about Environment, Food and Gardens improves</li> <li>- Students taste the Harvest of the Month, CA Thursdays and BIC items and like them.</li> <li>- Meal participation increases</li> <li>- Food Champions are engaged in promoting programs</li> </ul>	<ul style="list-style-type: none"> <li>- California Healthy Kids Survey</li> <li>- Pre/Post EATS survey</li> <li>- “Like It” Tracking Tool</li> <li>- Meal participation data</li> <li>- Food Champion Activity Logs</li> </ul>
<p>2) Develop 3rd grade and 6th grade EFG Education Framework</p> <ul style="list-style-type: none"> <li>- Collaborate around teacher professional learning communities to identify core-aligned (e.g. Science and History) lessons, curriculum and implementation strategies.</li> <li>- Third grade field trips to The Center are piloted.</li> <li>- 6th grade field trips to The Center are piloted.</li> </ul>	<ul style="list-style-type: none"> <li>- Third Grade: 10/21-6/22</li> <li>- Sixth Grade: 7/22- 6/23</li> </ul>	<ul style="list-style-type: none"> <li>- Teachers feel engaged and collaborated with.</li> <li>- Third grade field trips successfully take place</li> <li>- Sixth grade field trips successfully take place</li> </ul>	<ul style="list-style-type: none"> <li>- Teacher participation in the PLC</li> <li>- Teacher feedback in the PLC</li> <li>- Number of students who visit the Center</li> <li>- Number of students who had positive experience at The Center</li> </ul>
<p>3) Enhance Oakland Food Lab High School Internship</p> <ul style="list-style-type: none"> <li>- Take lessons learned from the inaugural summer 2021 internship and plan for expansion summer 2022.</li> <li>- Establish 3 strands of internship: Environment, Food (Nutrition Ed and Culinary Arts) and Garden/Farm with local Oakland partners.</li> <li>- Further develop and implement the “Challenge”--student competition to produce a recipe and meal that follows USDA guidelines and could go on school menu.</li> <li>- Explore year round Oakland Food Lab Internship for 2022-23 school year.</li> </ul>	<p>- 10/21-9/23</p>	<ul style="list-style-type: none"> <li>- Students knowledge, attitudes and behavior change around environmental literacy, food education and behavior; garden experience and knowledge</li> <li>- Students participate in the “Challenge” and all targeted competencies</li> <li>- Students professionally show up on time, meet deliverables, earn stipend</li> </ul>	<ul style="list-style-type: none"> <li>- Pre and Post Surveys</li> <li>- Results of the Challenge</li> <li>- Attendance records, student observations and reviews</li> </ul>

**Objective 2** The Center and partners support schools in addressing food/nutrition insecurity by providing access to healthy food for students, families, and community members through the school meal program, the school garden, food recovery programs, food pantries, produce distribution, and other events.

Activities	Timeline	Outcomes	Measurement
<p>1) Implement systems for developing, maintaining and improving school site gardens and The Center instructional garden to increase hands on learning opportunities and access to healthy, locally grown food.</p> <ul style="list-style-type: none"> <li>- Establish the food champion, garden steward and Foodcorps program to support garden and food distribution programs at school sites.</li> <li>- Establish the on site instructional garden and farm at The Center.</li> <li>- Engage and implement systems through the OUSD Garden Toolkit, connected to our Greenhouse Seed and Start program, soil and compost pick up and garden upgrades.</li> <li>- Harvest of the Month and other produce harvested and distributed to students, families and staff on a regular basis.</li> </ul> <p>2) Establish on site and school site produce stands for families and community members</p> <ul style="list-style-type: none"> <li>- Develop garden to community protocols.</li> <li>- Develop partnerships to supply additional produce for selling at cost or for free distribution at The Center and school sites.</li> </ul>	<p>10/21-9/23</p>	<ul style="list-style-type: none"> <li>- Thriving gardens at every school, aligned with Center instructional garden</li> <li>- Center instructions; garden thriving as hands on learning experience for students and as model garden for school site staff and community.</li> <li>- Farm development in process by Spring 2022.</li> <li>- Thriving produce stand at The Center and at school sites, featuring Harvest of the Month items.</li> </ul>	<ul style="list-style-type: none"> <li>- Garden Impact Photo Slideshows (by school site)</li> <li>- Weight of produce harvested at the Center and at school sites, documentation of distribution plans</li> <li>- Farm RFP in place</li> </ul>

**Objective 3** The Center serves as a hub for partners with aligned interests, supporting collaborative relationships and generating needed and innovative programs and services to students and the community. The Center has an established and active Advisory Board, Community Advisory Council and aligned workgroups which offers support for and accountability to outcomes.

Activities	Timeline	Outcomes	Measurement
1) Establish Advisory Board to support the implementation of the strategic plan for The Center by: <ul style="list-style-type: none"> <li>- identifying fundraising, technical assistance and other resources</li> <li>- advising on accountability of impact of programs</li> <li>- serving as advocate of programs (Knowledge, Network, Resources)</li> </ul>	- 10/21-9/23	<ul style="list-style-type: none"> <li>- Engaged Board of advisors</li> <li>- Implementation of Strategic Plan</li> <li>- Support for sustained funding and programming</li> </ul>	<ul style="list-style-type: none"> <li>- Participation in meetings</li> <li>- Shared values, commitments, agreements</li> </ul>
2) Establish Community Advisory Council and accompanying committees for staff, community partner, family engagement and accountability. The following initial working committees are slated to start in fall 2021: <ul style="list-style-type: none"> <li>- Menu Committee</li> <li>- West Oakland Community Committee</li> <li>- Curriculum, Programming and Internships Committee</li> <li>- Farm, Living Schoolyards and Garden Committee</li> <li>- Community Programs and Food/Nutrition Security Committee</li> </ul>	10/21-9/23	<ul style="list-style-type: none"> <li>- Diverse stakeholders for each committee</li> <li>- Community-driven input into the plans</li> <li>- Clear communication documents and website for tracking</li> </ul>	<ul style="list-style-type: none"> <li>- Participation in meetings</li> <li>- Shared values, commitments, agreements</li> </ul>
3) Continue and further develop Student Advisory Council <ul style="list-style-type: none"> <li>- Recruit students representative of age, school site, neighborhood, ethnicity, gender</li> <li>- Meet at least quarterly throughout the school year</li> <li>- Recruit former interns as youth leaders for Student Advisory Council</li> <li>- Provide input and feedback into school menus (food critics)</li> <li>- Provide critical feedback into school and Center-based programs by using data, experience and voice.</li> </ul>	10/21-9/23	<ul style="list-style-type: none"> <li>- Diverse student representatives engaged in meetings</li> <li>- A school food menu and program plan that reflects Oakland youth voice</li> </ul>	<ul style="list-style-type: none"> <li>- Meeting Participation and minutes</li> <li>- Surveys</li> <li>- Revised menus</li> </ul>

Describe how you will evaluate the success of the program, including the methods that will be used to collect and analyze the data measurements listed in your workplan. Please identify the internal or external evaluator and be clear on how we will know that the project is successful. If your application does not require an evaluation plan at this time, enter N/A.  
(125 words)

Together with UC Berkeley researchers, OUSD will undertake a program evaluation relying initially on descriptive statistics and interviews (given Covid-19 impacts on school meal



programming). Descriptive statistics will include counts to determine (1) reach of a standards-aligned program (number of sites, number and range of participants with access to programming); (2) access (number of sites offering meals; number of sites offering produce distribution to families; number of sites offering access to food pantry programs; number and reach of food recovery programs); and operations improvements (number of freshly prepared meals; changes to presentation/delivery to increase unpackaged meals). Interviews with members of Advisory Board, Community Advisory Council, and aligned workgroups will determine levels of community voice in programmatic design and operations.

**Provide a brief overview of your organization's goals for the next three years. How does this project fit in with those goals? (NO WORD COUNT HERE)**

### **OUSD Organizational Goals**

The Oakland Unified School District's primary goal is to ensure quality community schools in every neighborhood. And for us to reach our vision, our mission must be to forcibly eliminate inequities by ensuring those who we have historically most marginalized are provided expanded and enhanced real-world learning opportunities, addressing barriers to learning by creating safe, healthy and welcoming schools, and partnering with families and communities to create the education our students deserve. The future of our city depends on our schools and the future of our schools depends on our city.

On June 30, 2021 the OUSD School Board adopted a new strategic plan: Thriving Students, Thriving Communities, 2021-24. This new strategic plan maintains our same, relevant and powerful vision and mission. It brings focus to four essential student-centered key initiatives, not necessarily new areas of work, but areas supported by data that we are targeting to ensure that we truly live up to our vision and mission of graduating all students college, career, and community ready. It's unapologetically about Black and Brown excellence. It's also centered in reinvigorating community-wide support for all of our students and our schools.

This plan represents a continuation of our work as a model of Full Service Community Schools, still the only full service community district in the country. The community schools approach will continue to be our theory of change for how we address equity, whole child education, and preparing powerful graduates for college, career, and community success. It drives how we engage in collective continuous improvement to improve student outcomes. It is a model in which students, families, staff, and community partners work together toward our vision and mission with the entire community as a part of the education system for our students. Community schools are about operationalizing equity, not just talking about it.

# **OUSD's 2021-24 Strategic Plan: Thriving Students, Thriving Communities**

## **INITIATIVE #1**

### **Ensuring Strong Readers by the Third Grade**

Oakland's vision is that its youngest students develop a joyful curiosity and a love of reading, writing, and self-expression. Over time, they will grow the literacy skills they need to become lifelong readers, critical thinkers and effective communicators. All students will have a command of the power of literacy as a means of personal expression, economic opportunity, and community leadership. This must include 21st century skills like digital literacy, collaboration, and creativity.

We will build a vibrant city-wide reading community, with community-based organizations aligning to accelerate student literacy, and families and communities reading together. The district will invest in the leadership of parents, catalyzing their ability to become literacy ambassadors. Families will understand the curriculum, key literacy milestones, and ways to support their child and to partner with their teacher. Families, educators, and community leaders will move arm-in-arm in service of our children's literacy.

Focus Area 1: **Get aligned**

Focus Area 2: **Put families in the driver's seat**

Focus Area 3: **Invest in our educators**

Focus Area 4: **Use data to make the best decisions**

## **INITIATIVE #2**

### **Supporting Empowered Graduates**

Oakland's vision of powerful graduates is one in which students are empowered with skills, knowledge, and opportunities, along with a clear vision for themselves after high school to transition successfully and thrive in a post-secondary opportunity. Parents and guardians are empowered with the skills and knowledge to support and advocate for their students to graduate with what they need to pursue their post secondary journey.

Students will engage in integrated, interdisciplinary, authentic, and relevant work with peers and industry partners as well as develop, practice, and deepen career technical, academic and applied skills and knowledge and will thus graduate with employable technical skills and college eligibility. They will practice being resilient learners, collaborative teammates, community leaders, critical thinkers, and creative problem solvers in workplaces, civic spaces, and other venues where they can tackle real-world problems.

Focus Area 1: **Prepare students for post-secondary success**

Focus Area 2: **Personalized supports**

Focus Area 3: **Integrated real world learning**

### **INITIATIVE #3**

#### **Creating Joyful Schools**

In Oakland's vision, students feel safe, welcomed, and liberated in their daily environments — at home, in school, and in the community — and are active participants in their academic and social emotional success. Students and their families will understand the power and the choices that they have in their school and in their community. Families, educators, community members, and partners will collectively ensure students have the opportunities and resources to build on their unique identities and to define their own visions for a beautiful, joyful, and inclusive learning experience in our multicultural, multiracial, multilingual society.

Schools will center inclusive programs and environments based on the experiences and voices of students and families, prioritizing deliberate investment in Black and Brown students who have historically been most marginalized and continue to face disparities. They will share accountability for student progress and co-design community feedback sessions to adjust program implementation and assess allocation of resources.

Educators will build relationships with students of color, the community, partners, parents, and families and design learning experiences together that affirm the cultures, languages, ethnicities, and racial identities of their students. They will partner to infuse joy and beauty into all learning environments, and students will be excited to learn.

Focus Area 1: **Centering and listening to youth and families**

Focus Area 2: **Culturally responsive and linguistically sustaining practices**

Focus Area 3: **Restorative practices**

Focus Area 4: **Ensuring inspiring learning environments**

### **INITIATIVE #4**

#### **Growing a Diverse and Stable Staff**

Oakland's vision is that our students' diverse and rich backgrounds are reflected by Black, Brown, and multilingual educators. We envision building and maintaining accessible pathways into teaching and leading Oakland schools grounded in the core belief that the future educators of Oakland Unified are the children and young adults in our communities. We will strengthen a continuum of supports that encourages sustainable growth and development for teachers and removes barriers to living and working in Oakland. We will work at the intersection of educator stages of development and four critical focus areas: partnerships, pathways, affinity-based support structures, and conditions for educator learning and growth.

Focus Area 1: **Partnerships**

Focus Area 2: **Pathways**

Focus Area 3: **Affinity-Based Support Structures**

Focus Area 4: **Conditions for Educator Learning & Professional Growth**

Over the past eight years, OUSD has successfully managed, implemented, and demonstrated success with Kaiser’s investments. We have also leveraged Kaiser’s investment to expand and improve quality across all components of the grant through periods of significant budget reductions and uncertainty. From the beginning, the strength of this work resides with the ownership and commitment to community schools, health and wellness, and equity from our students, families, community partners and a host of other local, state, and national partners in the work. Our school communities continue to name Community Schools as their top priority in our LCAP and budget engagement processes. This level of active support for the components of the Kaiser project are key in achieving our district wide vision and mission.

The launch of The Center is an extension and embodiment of our work as a full service community schools district that we've built with Kaiser’s long-term partnership. Together, we are addressing the social determinants of health on multiple fronts, and building this innovative model to not only improve nutrition, health, conditions for learning, increase internships and youth workforce development in related health and STEM fields, but we also together can build a model that will have state and national policy implications over the years to come.

If there are any significant challenges or risks which could affect the success of the project, please describe and explain how you will mitigate those risks. What organizational or community assets will help you ensure success for the project?

(400 characters) 2-3 sentences

Schools are scheduled to re-open in-person August 9. The Delta variant and uncertainty about vaccinations for children may cause shifts in this timeline for schools and The Center. Since our community has learned to be flexible over the last year and a half, we will continue to do so, and continue to offer the best programming and services possible to our students, staff, and families.

### **Financial Information**

Indicate the start and end of your organization's fiscal year

July 1 to June 30

Did your organization have an operating surplus or an operating deficit on your income statement for the previous fiscal year?

Surplus (confirming this is true?)

Yes

Enter the dollar amount of the operating surplus for the previous fiscal year

<u>Operating Amount</u>	<u>Surplus Amount</u>	<u>Percentage of operating expenses</u>
-------------------------	-----------------------	-----------------------------------------

\$831,183,648	\$112,230,973	14%
---------------	---------------	-----

3 What is the amount of your organization's total operating expenses for the current and previous fiscal year?

Current	Previous
\$811,094,008	\$831,183,648

4 From your balance sheet, what are your organization's current assets?

\$390,034,927
---------------

5 From your balance sheet, what are your organization's current liabilities?

\$88,186,926
--------------

6 From your balance sheet, what was your org total cash at end of previous fiscal year?

\$332,736,087
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**Attestation**

Non-Discrimination Policy - Applicant: Does the applicant organization have a documented policy which prohibits discrimination in its programs, services, policies, hiring practices and administration on the basis of race, color, ethnicity, ancestry, national origin, age, gender, gender identity or expression, sexual orientation, marital status, or physical or mental disability?

Yes

Non-Proselytizing Policy - Applicant: If the applicant organization is a religious or faith-based organization, will any portion of the grant be used to support general operations, services and programs of the congregation/membership/students, or to advance religious doctrine or philosophy?

N/A - not a religious or faith-based organization

Non-political activity policy: Will any portion of the grant be used for political advocacy, partisan

activities, gifts to or on behalf of state and federal government officials, lobbying, election campaigns, or participation in fundraising events for the purpose of supporting a political action committee (PAC) or committee on political education (COPE)?

No

Upload any additional information that you would like Kaiser Permanente to consider (annual report, strategic plan, relevant media coverage, success stories, etc.)

**END**

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**Budget Template**

Organization Name: OUSD

Project Title: Central Kitchen, Education Center and Instructional Farm  
 Budget Contact Name & Phone: Curtiss Sarikey, 415-806-5287

PROJECT BUDGET	TOTAL BUDGET	Other Revenue Sources	In-Kind (if applicable)	Request from Kaiser Permanente over 2 years	Budget Justification (Narrative)
<b>PERSONNEL/STAFFING EXPENSES</b> (List title and % FTE on project)					
1 FoodCorps and Intern Supervisor/Student Engagement Specialist	\$ 146,000.00	\$ 96,000.00		\$ 50,000.00	Supports the full-time FoodCorps Service Members (10) we have both on site at The Center and at the school sites. Supports the Student Advisory Council and other student engagement processes. Supports student leadership opportunities for our students around environment, food, garden and other aligned opportunities, key member of core staff.
2 Garden and Landscape Specialist	\$ 140,000.00	\$ 35,000.00		\$ 105,000.00	New position needed to maintain the native plants and trees planted on site at The Center. Position needed to support irrigation system, garden beds, greenhouse and farm space. Internships, apprenticeships and volunteer systems will be set up by 2023-2024 so that we no longer need this position.
<b>Subtotal, Personnel/Staffing Expenses</b>	<b>\$ 286,000.00</b>	<b>\$ 131,000.00</b>		<b>\$ 155,000.00</b>	
<b>Benefits (40% of Personnel)</b>	<b>\$ 114,400.00</b>	<b>\$ 52,400.00</b>		<b>\$ 62,000.00</b>	
<b>NON-PERSONNEL EXPENSES</b>					
Rent					
Office Supplies					
Equipment Supplies	\$ 350,000.00	\$ 250,000.00		\$ 100,000.00	School Site and The Center Curriculum; Garden Seeds, Starts, Soil and Tools; Food for Taste Tests; Cooking Equipment and Supplies
Communications (Telephone, Internet, etc.)					
Travel					
Training/Conferences					
Other:					
1 Harvest of The Month Fruits and Vegetables	\$ 300,000.00	\$ 150,000.00		\$ 150,000.00	These are fruit and vegetable snacks for the Title 1 elementary schools featuring Harvest of the Month items, grown in the garden when possible but supplied for entire student population.
2					
3					
<b>INDIRECT/OVERHEAD EXPENSE</b> % of Direct Expenses* (Direct Expenses = Personnel + Non-Personnel)					
<b>OTHER COSTS</b>					
<b>Subcontracts/Consultants</b>					
FoodCorps and ClimateCorps Service Members	\$ 300,000.00	\$ 197,500.00		\$ 102,500.00	FoodCorps Service Members provide hands on learning (environment, food and garden), influence healthy meals and create a healthy school environment. In 21-22, 8 FoodCorps/Climate Corps Service Members are assigned to 18 schools sites and 2 will be based out of The Center. This will likely continue in 22-23 and 23-24.
Oakland Food Lab High School Internship	\$ 200,000.00	\$ 100,000.00		\$ 100,000.00	The Summer High School internship program provides hands-on experience in food systems, gardening, culinary arts and environmental justice. The 2021 internship hosted the first students (16) at The Center for in person programming. We see this internship as an annual experience and are exploring year round experiences offered to students across high schools in Oakland.
Evaluation and Engagement Consultants	\$ 200,000.00	\$ 119,500.00		\$ 80,500.00	UC Berkeley and possibly other consultant partnership to support evaluation and engagement activities listed in the narrative.
<b>Stipends</b>					
Food Champions and Garden Stewards	\$ 400,000.00	\$ 150,000.00		\$ 250,000.00	Teacher and school staff leadership positions will enable point people on site to promote the school meal changes, featured menu items, Harvest of the Month, CA Thursdays, etc. These will be stipended Food Champions. Stipended Garden Stewards manage, maintain and promote school site gardens. We will also be targeted grade level professional development with teachers each year.
<b>TOTAL EXPENSES</b> (Personnel + Non-Personnel + Other Costs)	<b>\$ 2,150,400.00</b>	<b>\$ 1,150,400.00</b>		<b>\$ 1,000,000.00</b>	

\*Maximum of 15% of project's total direct costs

Note: Total Expenses for "Request from Kaiser Permanente" should match the request amount.