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# Memo

**To** Board of Education

**From** Aimee Eng, President

**Board Meeting Date** August 14, 2019

**Subject** 2019-20 Board Work Plan (First Reading)

**Action** Frist reading by the Board of Education on the 2019-20 Work Plan. This item will be for discussion only at the August 14 meeting and will come back for adoption on August 28 after further review and revisions based on the discussion.

**Background** The Board of Education develops and adopts work plan annually to identify priorities for the school year. This year, efforts were made to increase alignment between the Superintendent and Board Work Plans in order to build greater coherence in the district and focus our attention on fewer priorities. The attached draft work plan includes goals for the Board corresponding to the Superintendent’s work plan with the exception of “Organizational Wellness” which outlines areas of work pertaining to Board governance rather than management priorities. Further discussion on the governance section is recommended at the August 20, 2019 Special Meeting on the Grand Jury report to determine next steps.

**Discussion/Fiscal Impact** In order to implement some of the training(s) and/or retreats outlined in the governance section, outside facilitators might be considered. If desired, this expenses should come from one or more Board members’ budgets as an investment in Board development.

**Attachment** 2019-20 Board Work Plan (First Reading)



# OUR MISSION, VISION, AND CORE VALUES

## Mission

Oakland Unified School District (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.

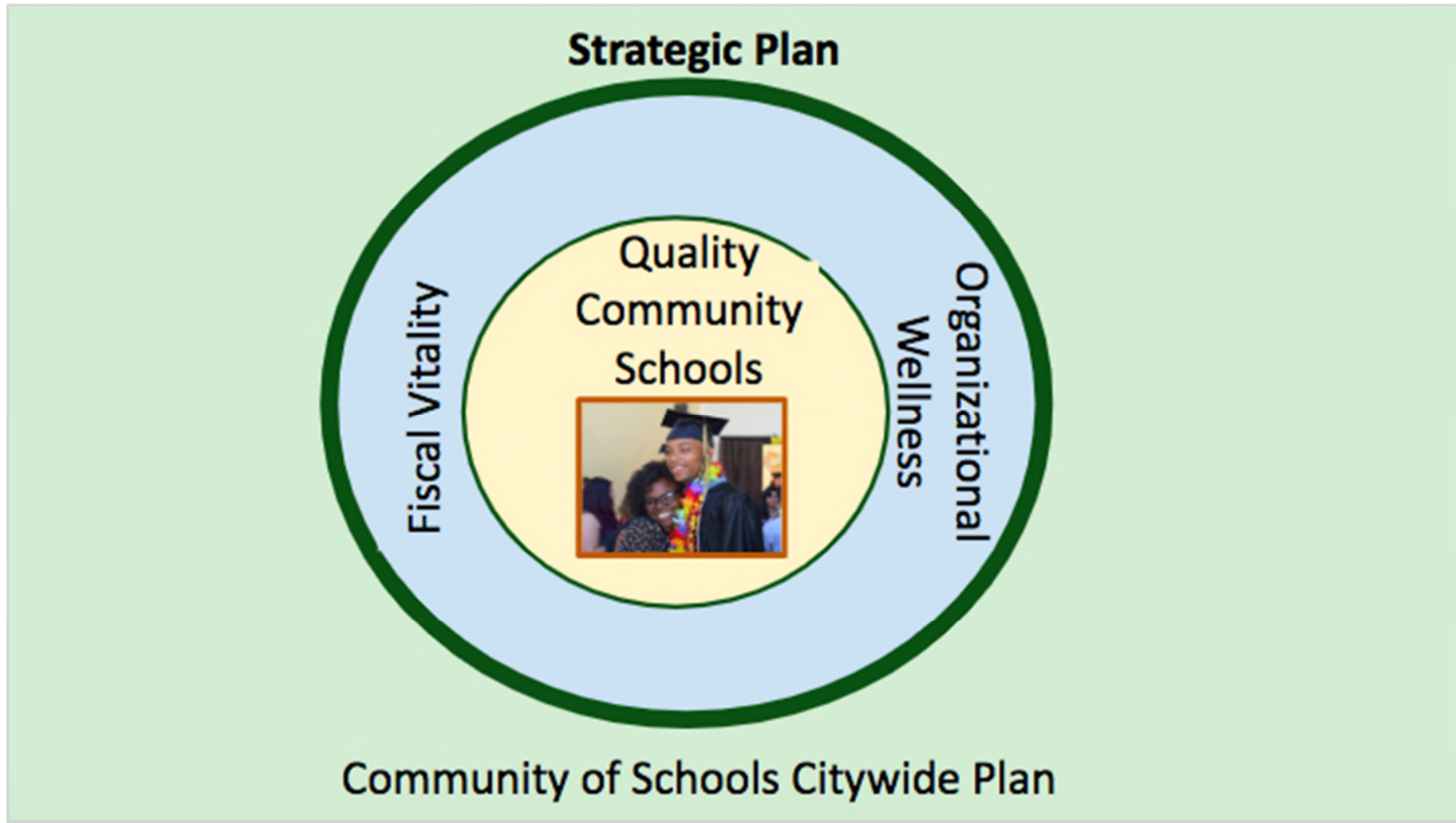
## Vision

All OUSD students will find joy in their academic experience while graduating with the skills to ensure they are caring, competent, fully-informed, critical thinkers who are prepared for college, career, and community success.



## Core Values

- ❖ Students First
- ❖ Equity
- ❖ Excellence
- ❖ Integrity
- ❖ Joy
- ❖ Cultural Responsiveness



<b>Board 2019-20 Work Plan</b>		
<b>1. Quality Community Schools</b>		
Ensure all students graduate college, career and community success. We are committed to learning, growth and success for every student, regardless of their background or ‘circumstance.’		
<b>Board Policies:</b> BP 5032 (Equity), BP 6005 (Quality School Development), BP 5031 (SEL), BP 5137 (Positive School Climate), BP 6174 (Education for English Learners), BP 3625 (School Governance), BP 3541.2 (Transportation for Students with Disabilities)		
<b>Major Goals</b>	<b>Key Actions &amp; Strategies</b>	<b>Metrics/Deliverables</b>
<p><b>1a. STUDENT ACHIEVEMENT:</b></p> <p>Increase student academic and social emotional outcomes, especially for students furthest from success in social emotional and academic measures.</p>	<ul style="list-style-type: none"> <li>A. Approve updated Quality School Standards referenced in BP 6006 (and included in AR 6005) to have a common understanding and definition of school quality</li> <li>B. Increase monitoring of student achievement data by regular updates and holding 2 study sessions to review student achievement data</li> <li>C. Improved engagement with PSAC to incorporate their feedback on their recommendations for program investments earlier in school year</li> <li>D. Adopt a new 3-year LCAP with student achievement goals based on data</li> <li>E. Adopt a legislative platform that meet the goals established by the BOE to further accelerate academic progress in district</li> <li>F. Ad hoc Legislative Committee provides regular updates to Board</li> </ul>	<ul style="list-style-type: none"> <li>-Approved standards</li> <li>-Study sessions</li> <li>-Joint budget engagement meeting with PSAC (Dec.)</li> <li>-PSAC Board liaison?</li> <li>-Adopted LCAP</li> <li>-Updated legislative platform and support/oppose letters</li> </ul>
<p><b>1b. SPECIAL EDUCATION:</b></p> <p>Improve outcomes for students with disabilities.</p>	<ul style="list-style-type: none"> <li>A. Board liaison(s) attend monthly Community Advisory Committee meetings and provide regular updates to the Board</li> <li>B. Receive updates from the Superintendent on the progress of this goal area</li> </ul> <p>Related Committees: PSAC; CAC; ad hoc Legislative Committee (BOE)</p>	<ul style="list-style-type: none"> <li>-Regular updates about CAC from board liaison (at least 4x a year)</li> <li>-Regular updates from Supt. (at least 2x a year)</li> <li>-Approved SELPA for 2020-2021</li> </ul>

<b>2. Fiscal Vitality</b>		
Ensure the necessary resources and services benefit students with the greatest need and the core services to support quality schools		
<b>Board Policies:</b> BP 3150 (Results Based Budgeting), BP 3100.1 (Fiscal Reserve Policy), BP 3100.2 (Structurally Balanced Budget Policy), Long-Term Planning Policy, Resolution 18-19-1499 (Commitment to Fiscal Vitality Resolution), Fiscal Vitality Plan		
<b>Major Goals</b>	<b>Key Actions &amp; Strategies</b>	<b>Metrics/Deliverables</b>
<p><b>2a. &amp; 2b. BUDGET DEVELOPMENT &amp; MONITORING:</b></p> <p>Establish a budget development process that is aligned to the <a href="#">Government Finance Officers Association</a> and LCAP Goals and solicits input.</p>	<p>A. Update Resolution 1819-1499 Confirming the District’s Commitment to Fiscal Solvency in 2020-21 and 2021-22</p> <p>B. Adopt plan to address any anticipated shortfall for 2020-21 by identifying expenditure reductions and/or revenue enhancements by March 2020</p> <p>C. Improve budget development process which solicits input from key stakeholders such as PSAC earlier in school year</p> <p>D. Revisit procurement policy to include sustainability goals and determine whether additional changes need to occur to ensure prudent use of fiscal resources</p> <p>Related Committees: Budget and Finance Committee (BOE); PSAC; Audit Committee</p>	<p>-Revised Resolution</p> <p>-2 study sessions on budget development, joint meeting with PSAC, and regular Budget and Finance Committee meetings</p> <p>-Adopted plan to address any shortfall for 20-21</p> <p>-Adopted balanced budget and LCAP which is approved by the Alameda County Office of Education.</p> <p>-Timely and accurate reporting to the state</p>
<p><b>2c. FACILITIES BOND MANAGEMENT:</b></p> <p>Restore public trust in district’s bond program through improved monitoring and</p>	<p>A. Monitor Measure J Spending Plan and projects</p> <p>B. Approve a new 2019-2023 Facilities Master Plan that indicates the needs for future facilities and improvements</p> <p>C. Approve a Resolution to put a bond on the ballot in 2020 including an Expenditure Plan for a new bond based on the updated Facilities Master Plan</p>	<p>-Regular updates on facility projects</p> <p>-Joint meeting with Facilities Committee and CBOC</p> <p>-Adopted Facilities Master Plan</p>

oversight of bond projects and engagement with diverse stakeholders in preparation for new bond	Related Committees: Facilities Committee (BOE); Measure ABJ Committee (CBOC); Bond Committee	-A completed scope of work and timeline for 2020 bond -Resolution and Expenditure plan for new bond
<b>3. Organizational Wellness</b>		
<b>Board Policies:</b> BB 9000 (Role of the Board), BB 9005 (Governance Standards), BB 9400 (Self-Evaluation), BB 9130 (Committees), BP 2111, BP 2140		
Major Goals	Key Actions & Strategies	Metrics/Deliverables
<p><b>3a. BOARD GOVERNANCE</b></p> <p>Update processes and documents in preparation for board transition in 2020 and provide additional training for board to adhere to best practices in governance</p> <p>*This goal area differs from Superintendent Work Plan</p>	<p>Form an ad hoc Board governance team to work on the following tasks:</p> <ul style="list-style-type: none"> <li>● Update revised Board/Superintendent communications protocol for 2019-20.</li> <li>● On-board new board leadership and prepare trainings for new board members and ensure appropriate training and support.</li> <li>● Revamp Board self-evaluation process and administer and review the survey.</li> <li>● Review and revise the Governance Handbook to include new member agreements and new communications protocol.</li> <li>● Develop a board training calendar with support from the General Counsel</li> <li>● Work with General Counsel, Board staff, and Superintendent team to revisit board meeting structure and recommend additional opportunities identified to streamline format in order to focus more time on strategic discussions</li> <li>● Hold 3 governance retreats with Superintendent staff and continue work to build coherence in district and align goals</li> </ul>	<ul style="list-style-type: none"> <li>-Updated communications protocol</li> <li>-Updated Governance Handbook</li> <li>-Revised Board Evaluation tool administered end of year</li> <li>-Governance training calendar</li> <li>-Altered Meeting format (if adopted)</li> <li>-3 Governance retreats</li> </ul>

<p><b>3b. LABOR MATTERS</b></p> <p>Ratify multi-year agreements with all remaining bargaining units</p>	<p>Provide direction to staff and ensure we are on track to approve contracts for all remaining bargaining units</p> <p>Receive regular bargaining updates in Closed sessions on the progress of negotiations</p>	<p>-Approved contracts</p> <p>-Regular updates</p>
<p><b>3c. STAFF EVALUATION</b></p> <p>Evaluate the Superintendent and General Counsel’s performance mid-year and at the end of the year.</p>	<p>Update 2019-20 Superintendent Evaluation Tool and General Counsel Tool</p> <p>Conduct timely mid-year and end of the year</p>	<p>-Superintendent Evaluation tool</p> <p>-General Counsel Evaluation tool</p> <p>-Mid-year assessment completed</p> <p>-End of year assessment completed</p>
<p><b>4. Community Schools Citywide Plan for Quality, Sustainability and Organizational Wellness</b></p> <p>Ensure that there is high quality, sustainable school options with the types of programs our families want in every neighborhood.</p>		
<p><b>Board Policies:</b> BP 3650(Enrollment Impact Analysis), BP 5116 (School Attendance Boundaries), BP 5116.1 (Open Enrollment), BP 3280 (Sale, Lease, Rental of District-Owned Real Property), BP 1330 (Use of School Facilities), BP 7350 (Physical Assets Management)</p>		
<p><b>Major Goals</b></p>	<p><b>Key Actions &amp; Strategies</b></p>	<p><b>Metrics/Deliverables</b></p>
<p><b>4a. BLUEPRINT FOR QUALITY SCHOOLS PLAN:</b></p> <p>Provide quality and fiscally sustainable school options in every neighborhood.</p>	<p>Receive regular updates and staff recommendations on all three phases of the Blueprint for Quality Schools</p> <ul style="list-style-type: none"> <li>A. Monitor Cohort 1 School Changes</li> <li>B. Approve Cohort 2 School Changes and monitor implementation</li> <li>C. Approve Cohort 3 School Changes</li> </ul> <p>Collaborate with staff to host 7 Regional Engagements (one in each district) to engage families in regional data and to collect feedback on desired programs for kids</p>	<p>-Adopt Cohort 2 school changes</p> <p>-Study session on Cohort 3</p> <p>-Adopt Cohort 3 (June 2020)</p> <p>-Regional Engagement meeting</p>

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<p><b>4b. ENROLLMENT:</b> Update Enrollment Policy to support equitable access to quality schools in neighborhood feeder patterns.</p>	<p>Adopt changes to enrollment preferences for 2020-21 school year (and beyond) based on the Opportunity Ticket pilot year and enrollment working group recommendations</p> <p>Take action based on the Superintendent’s recommendations to update Enrollment policy and/or procedures to ensure more equity in access to quality schools</p>	<p>-Revised enrollment policy</p>
<p><b>4c. DEFINED AUTONOMIES:</b> Foster continued innovation within OUSD schools to increase the opportunities for school sites to make decisions about improving outcomes for students.</p>	<p>Monitor the progress of implementing a defined autonomies framework in OUSD by receiving updates from the Superintendent and working group</p>	<p>-Regular updates provided</p>
<p><b>4d. ASSET MANAGEMENT:</b> Plan the best use of our properties to serve students and families and to increase quality and fiscal sustainability.</p> <p>*Also in Fiscal Vitality Goal Area</p>	<p>Monitor 7-11 Committee process</p> <p>Approve leases for surplus properties identified to generate additional revenue for 2020-21 and beyond</p> <p>Identify additional underutilized properties for 7-11 Committee to consider as surplus based on Facilities Master Plan and other data</p> <p>Related Committees: Facilities Committee, 7-11 Committee</p>	<p>-Action taken on Phase One of properties based on input from 7-11 Committee on identified potential surplus properties</p> <p>-Approved leases for surplus properties</p> <p>-Resolution</p>



<p><b>4e. CHARTER AUTHORIZATIONS AND PARTNERSHIPS:</b></p> <p>Strengthen the district's role in oversight and accountability of district authorized charter schools</p>	<p>Recruit and appoint new board members to serve on identified charter school boards</p> <p>Related Committees: Charter Committee (BOE)</p>	<p>-Board appointments for first cohort of schools</p>
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