



2024-25 BOARD WORK PLAN

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.

Our Graduate Profile

Resilient Learners | Collaborative Teammates | Community Leaders | Critical Thinkers | Creative Problem Solvers

Our Values

- ▶ **Students First:** We support students by providing multiple learning opportunities to ensure students feel respected and heard.
- ▶ **Equity:** We provide everyone access to what they need to be successful.
- ▶ **Excellence:** We hold ourselves to uncompromising standards to achieve extraordinary outcomes.
- ▶ **Integrity:** We are honest, trustworthy and accountable.
- ▶ **Cultural Responsiveness:** We resist assumptions and biases and see the gift of every student and adult.
- ▶ **Joy:** We seek and celebrate moments of laughter and wonder.

Our Local Control & Accountability Plan (LCAP) Goals

Goal 1: All students graduate college, career, and community ready.

Goal 2: Within three years, focal student groups will demonstrate accelerated growth to close our equity gap.

Goal 3: Students, families, and staff are welcomed, safe, healthy, and engaged in joyful schools.

Goal 4: Our staff are high quality, stable, and reflective of Oakland's rich diversity.

Goal 5 (Equity Multiplier): Over three years, student academic outcomes will improve at Korematsu Discovery Academy, Markham Elementary, and Prescott Elementary.

Goal 6 (Equity Multiplier): Over three years, student academic outcomes and graduation rates will improve at Castlemont High, McClymonds High, and Oakland International High.

Goal 7 (Equity Multiplier): Over three years, student academic outcomes and graduation rates will improve at Dewey Academy, Ralph J. Bunche Academy, and Rudsdale Continuation.

Goal 8: Over three years, student academic outcomes will improve at Gateway to College, the Home and Hospital Program, Sojourner Truth Independent Study, and Street Academy.



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Strategic Plan Initiative #1: Ensuring Strong Readers by the Third Grade: Accelerating Citywide Efforts to Guarantee Literacy for all.			
Strategic Plan Initiative #2: Supporting Empowered Graduates: Developing Essential Skills to Secure Post-Secondary Success			
Deliverable #1: Adopt a shared vision and definition for the District's Quality Community Schools model		Deliverable #2: Initiate an impact evaluation of board adopted reading programs from early to middle grades.	
Why Does this Align to our Vision and How Does it Allow Us to Implement our Vision for Students? Our District's academic goals are intrinsically tied to the Quality Community Schools model that we are implementing, and now in the third year of the California Community Schools Partnership Program first cohort, it is time to articulate a definition of that model that is useful to the schools and communities that are using it.		Why Does this Align to our Vision and How Does it Allow Us to Implement our Vision for Students? We have several board adopted reading programs in use across the District, and it is the Board's goal to establish how the District will evaluate these programs for the purpose of renewing and expanding the use of those that are successful according to those metrics.	
Milestone	What will be true at the district level? How will we know?	Milestone	What will be true at the district level? How will we know?
S1 Milestone (Jan. 2025)	Receive a report on the development of self-assessment rubrics for schools to use as they evaluate their progress to becoming a Quality Community School	S1 Milestone (Jan. 2025)	Approve metrics recommended by staff for the evaluation of literacy programs
S2 Milestone (End of June 2025)	Adopt a District definition for Quality Community Schools and Graduate Profile. Discuss long-term sustainability options post-CCSPP.	S2 Milestone (End of June 2025)	Approve a plan for the evaluation of literacy programs from early to middle grades



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Strategic Plan Initiatives #s 1 & 2, continued:	
Deliverable #3: Improve the board's process for the adoption of the SELPA Plan	
Why Does this Align to our Vision and How Does it Allow Us to Implement our Vision for Students? The adoption of the annual SELPA Plan by the Board requires not only significant preparation time by staff, but also time for community input and transparency. In the past two cycles, the timeline raised some concerns with the Board, resulting in delays, concerns from the community, and additional work for staff.	
Key Strategies & Investments: • Ensure consistent attendance from a Board Member at monthly Community Advisory Committee (CAC) convenings; • Convene a board study session to understand the continuum of services, fiscal resources, incidence rates, and eligibility projections for the SELPA in early Winter; • Engage in '2x2' meetings with the Executive Director and counsel annually to review legal costs, trends, and learnings; • Engage in '2x2' meetings with the SELPA Director and Executive Director in late Winter to review anticipated expenditures for labor, nonpublic services and programs, and nonlabor investments; • Calendar the public hearing for an early date in May to ensure ample time for county review and timely submission to the state. • Monitor the completion of all necessary antecedents to public hearing closely, including document translation and public posting.	
Milestone	What will be true at the district level? How will we know?
S1 Milestone (Jan. 2025)	Board leadership establishes a timeline and process for adoption that allows for increased community input and transparency
S2 Milestone (End of June 2025)	SELPA Plan is adopted according to the improved timeline



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Strategic Plan Initiative #3: <i>Creating Joyful Schools: Reimagining schools to be places of joy, inclusion, and beauty</i>			
<i>Deliverable #4:</i> Adopt a shared vision for the District’s asset management strategy and footprint across all facilities.		<i>Deliverable #5:</i> Develop and adopt an Environmental Sustainability Policy that addresses the long-term needs of District facilities.	
Why Does this Align to our Vision and How Does it Allow Us to Implement our Vision for Students? The Board is responsible for ensuring that District-owned facilities are put to their highest and best use in the service of our students and families while still holding true to the Board’s fiduciary responsibilities. The District expends resources which could be better used supporting students in maintenance and safety services for vacant and underutilized properties across Oakland, while there are significant needs based on District priorities that are not being served due to lack of dedicated space for those needs. If effectively developed, a portfolio of options including but not limited to workforce housing, affordable housing, revenue generation, community services and one time funds will better support the District’s vision and goals.		Why Does this Align to our Vision and How Does it Allow Us to Implement our Vision for Students? In 2020, the Board adopted a Climate Emergency Resolution that committed the District to achieving sustainability goals, including development of this policy, which will prepare the District for the long-term economic and social impacts of severe climate change in Oakland. The Facilities Department will identify a suite of strategies that support the management of our energy portfolio to maximize cost avoidance to the general fund.	
<i>Milestone</i>	<i>What will be true at the district level? How will we know?</i>	<i>Milestone</i>	<i>What will be true at the district level? How will we know?</i>
<i>S1 Milestone (Jan. 2025)</i>	Review facilities needs based on District priorities for possible repurposing of vacant or underutilized properties owned by the District with the support of expert financial advisors.	<i>S1 Milestone (Jan. 2025)</i>	Receive reports on short-term and long-term fiscal impacts of climate change and of sustainability investments
<i>S2 Milestone (End of June 2025)</i>	Approve next steps for vacant properties owned by the District	<i>S2 Milestone (End of June 2025)</i>	Review for possible amendment or adoption a proposed Sustainability Policy from staff



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Strategic Plan Initiative #3: *Creating Joyful Schools: Reimagining schools to be places of joy, inclusion, and beauty (continued)*

Deliverable #6: Adopt a plan for development of a District Facilities Master Plan in 2025 and a robust deferred maintenance plan for key systems such as drinking water systems, electrical systems, heating and cooling systems, safety systems, and other critical infrastructure.

Why Does this Align to our Vision and How Does it Allow Us to Implement our Vision for Students?

The Facilities Master Plan is a necessary document for assessing and planning deferred maintenance needs as well as large-scale renovations and improvements across Oakland Unified..

Milestone	What will be true at the district level? How will we know?
S1 Milestone (Jan. 2025)	Approve a short-term plan for drinking water systems and immediate boiler systems and a plan for handling facilities emergencies within the District
S2 Milestone (End of June 2025)	Approve a timeline and process for development of the 2025 Facilities Master Plan

Strategic Plan Initiative #4: *Growing a Diverse and Stable Staff: Attracting and retaining staff reflective of Oakland's rich diversity*

Deliverable #7: Reach Collective Bargaining Agreements that provide sustainable increases in compensation to our employees

Why Does this Align to our Vision and How Does it Allow Us to Implement our Vision for Students?

Prioritizing investments in our certificated and classified employees supports recruitment and retention of a qualified and dedicated workforce.

Milestone	What will be true at the district level? How will we know?
S1 Milestone (Jan. 2025)	Provide direction to staff for negotiations with classified bargaining units.
S2 Milestone (End of June 2025)	Review data, discuss and provide direction to bargaining team about key priorities to pursue in successor negotiations in order to achieve student outcome and staff retention goals



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Strategic Plan Initiative #5: Creating a Sustainable and Thriving District			
Deliverable #8: Adopt modified Board Policies and approve modified budgeting practices as part of Resolution No. 2324-0212: Re-envision, Redesign, and Restructure (3Rs).		Deliverable #9: Complete fiscal systems audit to demonstrate continued progress towards exiting receivership by 2026.	
Why Does this Align to our Vision and How Does it Allow Us to Implement our Vision for Students? The District has adopted a budget allocation model that has created new levels of fiscal challenges and impacted the desired maximization of resources where annual reductions have coincided with annual increases in staffing and other investments. The District's policies to fund and provide resources to other areas of responsibility to include managing its facilities and deferred maintenance cost have not been achieved and are imperative to provide joyful, modernized, and safe school campuses.		Why Does this Align to our Vision and How Does it Allow Us to Implement our Vision for Students? The District has been in various degrees of fiscal distress and oversight over the last 21 years. We are excited to move forward the Fiscal Systems Audit as part of a great grand step to exit receivership. This will allow the District to move forward in local control AND accountability over all financial and operational models.	
Milestone	What will be true at the district level? How will we know?	Milestone	What will be true at the district level? How will we know?
S1 Milestone (Jan. 2025)	Adopt amendments to Board Policy 3150, Results-Based Budgeting.	S1 Milestone (Jan. 2025)	District initiates fiscal systems audit, via issued RFP.
S2 Milestone (End of June 2025)	1. Review and update all Board policies and develop a nexus between Board fiduciary expectations and commitments with available funding and specific strategies in support of a sustainable District, as expected per the Fiscal Sustainability Plan. 2. Adopt a balanced budget for 2025-26.	S2 Milestone (End of June 2025)	1. Selected auditor completes fiscal systems audit 2. Adopt a balanced budget for 2025-26 including multi-year projections for 2026-27 and 2027-28.



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Strategic Plan Initiative #5: <i>Creating a Sustainable and Thriving District</i>	
<i>Deliverable #10:</i> Approve renewals for those charter schools that have submitted them which are sustainable over their terms, are helping students achieve high academic outcomes, and are serving all students who wish to attend.	
Why Does this Align to our Vision and How Does it Allow Us to Implement our Vision for Students? As a responsible authorizer of charter schools, the District is not only obligated to follow all applicable laws and procedures regarding its oversight of those schools via the renewal process, but also takes very seriously the obligation to ensure that all Oakland students, not just the ones enrolled in its own public schools, are able to enjoy stable and welcoming school environments that serve all learners with excellence.	
<i>Milestone</i>	<i>What will be true at the district level? How will we know?</i>
<i>S1 Milestone (Jan 2025)</i>	Complete all initial and decision hearings for those charter schools that apply for renewals according to the applicable timelines, and approve the renewals as set forth in state charter law in compliance with the vision and board policies of the District
<i>S2 Milestone (End of June 2025)</i>	Designate welcoming public schools for students from any charter schools in Oakland whose renewals are denied (whether they were previously authorized by the District or by Alameda County).