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

# Board Cover Memorandum

**To** Board of Education

**From** Benjamin “Sam” Davis, Board President  
Kyla Johnson-Trammell, Superintendent  
Dexter Moore, Jr., Chief of Staff  
Curtiss Sarikey, Chief Partnerships Officer

**Meeting Date** August 14, 2024

**Subject** Fall Board Study Session/“Unfinished and/or New Business Items”

**Ask of the Board** For the Board to continue planning and preparing for the 2024-25 academic year.

**Background** The fall board study session items, taken up as unfinished and/or new business during the August 14 board meeting, are as follows:

- 2024-25 Board Work Plan
- BB 9322 Agenda Meeting Materials (Proposed Revisions)
- Board Protocols
- 2024-25 Superintendent Work Plan

The Board Work Plan serves as our strategic roadmap, guiding our collective efforts and reflecting our commitment to the district's overarching goals. This session will continue the work we began during the June retreat, where we identified key goals and priorities.

Following our review of the Board Work Plan, we will revisit the board protocols and Board Bylaw 9322, building on the conversations started during our June retreat. This includes revisiting and reinforcing the protocols we have previously adopted to ensure they are effectively guiding our operations. Strengthening our governance practices will enable us to function more cohesively and effectively as a board. Revisiting these protocols and bylaws will allow us to identify areas for improvement and ensure our governance structures are robust and aligned with our district's evolving needs. This step is essential for fostering effective decision-making and maintaining the integrity of our board's operations.

An integral part of our discussion will also include a first review of the key initiative deliverables for the Superintendent Work Plan, which will cascade from the Board Work Plan. This alignment is vital for fostering a cohesive and

collaborative environment where every stakeholder is working towards common objectives.

By prioritizing the Board Work Plan and subsequently addressing our protocols, bylaw, and Superintendent goals, we will ensure that we are well-prepared to collectively meet the challenges and opportunities of the new academic year.

**Discussion** None.

**Fiscal Impact** There are no fiscal impacts for this discussion.

**Attachment(s)** [2024-25 Board Work Plan \(Draft\)](#)  
[BB 9322 Agenda Meeting Materials \(Proposed Revision\)](#)  
[Board Protocols Presentation](#)  
[BOE Feedback\\_Superintendent WorkPlan 2024-2025 \(Draft\)](#)



## 2024-25 BOARD WORK PLAN (DRAFT)

### **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: Focal student groups demonstrate accelerated growth to close our equity gap.

Goal 3: Students and families are welcomed, safe, healthy, and engaged.

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

Goal 5: Students, families, and staff have the resources and supports necessary to address the impacts of the COVID-19 pandemic.



**2024-25 BOARD WORK PLAN (DRAFT)**

<b>Strategic Plan Initiative #1: Ensuring Strong Readers by the Third Grade: Accelerating Citywide Efforts to Guarantee Literacy for all.</b>			
<b>Strategic Plan Initiative #2: Supporting Empowered Graduates: Developing Essential Skills to Secure Post-Secondary Success</b>			
<i>Deliverable #1:</i> Adopt a shared vision and definition for the Quality Community Schools model in OUSD.		<i>Deliverable #2:</i> Initiate an impact evaluation of literacy programs from early to middle grades.	
<b>Why Does this Align to our Vision and How Does it Allow Us to Implement our Vision for Students?</b>  Our academic goals in OUSD 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.		<b>Why Does this Align to our Vision and How Does it Allow Us to Implement our Vision for Students?</b>  We have several 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, and sunseting those that are not effective in the Oakland context.	
<b>Key Strategies &amp; Investments:</b> [TBD based on staff feedback]		<b>Key Strategies &amp; Investments:</b> [TBD based on staff feedback]	
<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>	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	<i>S1 Milestone (Jan 2024)</i>	Approve metrics recommended by staff for the evaluation of literacy programs
<i>S2 Milestone (End of June 2025)</i>	Adopt a definition for Quality Community Schools in OUSD,. Discuss long-term sustainability options post-CCSPP.	<i>S2 Milestone (End of June 2025)</i>	Approve a plan for the evaluation of literacy programs from early to middle grades



**2024-25 BOARD WORK PLAN (DRAFT)**

**Strategic Plan Initiatives #s 1 & 2, continued:**

<i>Deliverable #3: Improve the board’s process for the adoption of the SELPA Plan</i>	
<b>Why Does this Align to our Vision and How Does it Allow Us to Implement our Vision for Students?</b>	
<p>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.</p>	
<b>Key Strategies &amp; Investments:</b>	
<ul style="list-style-type: none"> <li>• Ensure consistent attendance from a Board Member at monthly Community Advisory Committee (CAC) convenings;</li> <li>• Convene a board study session to understand the continuum of services, fiscal resources, incidence rates, and eligibility projections for the SELPA in early Winter;</li> <li>• Engage in ‘2x2’ meetings with the Executive Director and counsel annually to review legal costs, trends, and learnings;</li> <li>• 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;</li> <li>• Calendar the public hearing for an early date in May to ensure ample time for county review and timely submission to the state.</li> <li>• Monitor the completion of all necessary antecedents to public hearing closely, including document translation and public posting.</li> </ul>	
<i>Milestone</i>	<i>What will be true at the district level? How will we know?</i>
<i>S1 Milestone (Jan 2025)</i>	Board leadership establishes a timeline and process for adoption that allows for increased community input and transparency
<i>S2 Milestone (June 2025)</i>	SELPA Plan is adopted according to the improved timeline



**2024-25 BOARD WORK PLAN (DRAFT)**

<b>Strategic Plan Initiative #3: <i>Creating Joyful Schools: Reimagining schools to be places of joy, inclusion, and beauty</i></b>			
<i>Deliverable #4: Adopt a shared vision for OUSD’s asset management strategy and footprint across all facilities.</i>		<i>Deliverable #5: Develop and adopt an Environmental Sustainability Policy that addresses the long term needs of District facilities.</i>	
<b>Why Does this Align to our Vision and How Does it Allow Us to Implement our Vision for Students?</b>		<b>Why Does this Align to our Vision and How Does it Allow Us to Implement our Vision for Students?</b>	
It is the Board’s responsibility to ensure that District-owned facilities are put to their highest and best use in the service of our students and families. 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.		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.	
<b>Key Strategies &amp; Investments:</b> [TBD based on staff feedback]		<b>Key Strategies &amp; Investments:</b> [TBD based on staff feedback]	
<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	<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
<b>Strategic Plan Initiative #3: <i>Creating Joyful Schools: Reimagining schools to be places of joy, inclusion, and beauty (continued)</i></b>			



## 2024-25 BOARD WORK PLAN (DRAFT)

<i>Deliverable #6:</i> Adopt a plan for development of a District Facilities Master Plan in 2025		
<b>Why Does this Align to our Vision and How Does it Allow Us to Implement our Vision for Students?</b>  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..		
<b>Key Strategies &amp; Investments:</b> [TBD based on staff feedback]		
<i>Milestone</i>	<i>What will be true at the district level? How will we know?</i>	
<i>S1 Milestone (Jan 2025)</i>	Approve a short-term deferred maintenance plan, and a plan for handling facilities emergencies within OUSD	
<i>S2 Milestone (End of June 2025)</i>	Approve a timeline and process for development of the 2025 Facilities Master Plan	



**2024-25 BOARD WORK PLAN (DRAFT)**

<b>Strategic Plan Initiative #4: Growing a Diverse and Stable Staff: Attracting and retaining staff reflective of Oakland's rich diversity</b>	
Deliverable #8: Reach Collective Bargaining Agreements that provide sustainable increases in compensation to our employees	
<b>Why Does this Align to our Vision and How Does it Allow Us to Implement our Vision for Students?</b>	
[insert text]	
<b>Key Strategies &amp; Investments:</b> [TBD based on staff feedback]	
<i>Milestone</i>	<i>What will be true at the district level? How will we know?</i>
<i>S1 Milestone (Jan 2025)</i>	[insert text]
<i>S2 Milestone (End of June 2025)</i>	[insert text]





**2024-25 BOARD WORK PLAN (DRAFT)**

<b>Strategic Plan Initiative #5: <i>Creating a Sustainable and Thriving District</i></b>			
<b>Deliverable #9:</b> Adopt modified Board Policies and approve modified budgeting practices as part of the District restructuring process.		<b>Deliverable #10:</b> Complete fiscal systems audit to demonstrate continued progress towards leaving receivership in 2026.	
<b>Why Does this Align to our Vision and How Does it Allow Us to Implement our Vision for Students?</b>  [insert text]		<b>Why Does this Align to our Vision and How Does it Allow Us to Implement our Vision for Students?</b>  [insert text]	
<b>Key Strategies &amp; Investments:</b> [TBD based on staff feedback]		<b>Key Strategies &amp; Investments:</b> [TBD based on staff feedback]	
<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>	Adopt amendments to Board Policy 3150, Results-Based Budgeting.	<i>S1 Milestone (Jan 2025)</i>	[insert text]
<i>S2 Milestone (End of June 2025)</i>	[insert text]	<i>S2 Milestone (End of June 2025)</i>	[insert text]



**2024-25 BOARD WORK PLAN (DRAFT)**

<b>Strategic Plan Initiative #5: <i>Creating a Sustainable and Thriving District</i></b>			
<i>Deliverable #11: 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.</i>		<i>Deliverable #12: Review and amend board policies that are out of date, no longer serve the priorities and vision of the Board and District, or that are found to be draining resources that would be better used elsewhere in service of the needs of students and families.</i>	
<b>Why Does this Align to our Vision and How Does it Allow Us to Implement our Vision for Students?</b>  [insert text]		<b>Why Does this Align to our Vision and How Does it Allow Us to Implement our Vision for Students?</b>  [insert text]	
<b>Key Strategies &amp; Investments:</b> [TBD based on staff feedback]		<b>Key Strategies &amp; Investments:</b> [TBD based on staff feedback]	
<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>	Complete all initial and decision hearings for those charter schools that apply for renewals according to the timeline, and approve the renewals which align with the vision and goals of OUSD.	<i>S1 Milestone (Jan 2025)</i>	[insert text]
<i>S2 Milestone (End of June 2025)</i>	Designate welcoming public schools for students from any charter schools whose renewals are denied in Oakland (whether authorized by OUSD or by Alameda County).	<i>S2 Milestone (End of June 2025)</i>	[insert text]