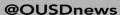# Outcomes

Measure G Program

- Share the Measure G Allocation and Program Details;
- Provide details about budget development for 2020-2021; and
- Collect feedback from the Measure G Committee.

Measure G: $20,665,202.00

Class Size Reduction
- Allocation: $5,610,580
- Combined with LCFF Base Funding to create lower class sizes.

Early Elementary Intervention Program (EEIP)
- Allocation: $4,527,253
- Preparation for Elementary Teachers

Basic School Support
- Allocation: $5,649,144
- Teacher Salaries

Talent Department
- Allocation: $718,686
- Recruitment and Operations

Measure G Library

Allocation: $1,583,815

- 21.681 FTE Library Staff from Measure G
- 14.65 FTE from other funds
- 36.331 Library Staff altogether
- 40 libraries operating in OUSD
- Oversight on spending is done in collaboration with Strategic Resource Planning and English Language Arts Department.

Music and Art Program

Music

- Allocation: $1,054,181

- 19.05 Music Teachers:
    - 4-5 Elementary;
    - Middle Schools and High Schools fund through electives and other funding

Art

- Allocation: $847,696 + $65,855= $913,551
- Schools submit an Art Proposal and are awarded funding based on their proposal
- Oakland School of the Arts Summer Program: $65,855

Path Forward

- Government Finance Officers Association(GFOA): Smarter School Spending

Overview of the Superintendent Priorities

Priority Area #1: Quality Community Schools

We must ensure every school is a thriving community of learning and every student is on track to graduate college, career, and community ready.

Priority Area #2: Fiscal Vitality

We must ensure the prioritization of resources and services to maximize the benefit and impact on students with the greatest needs.

Priority Area #3: Organizational Wellness

We must ensure a culture of support for all employees which includes creative problem-solving and mutual accountability between central office, schools, and community.

A Structured Process Toward Smarter School Spending

Plan and Prepare

- Establish a partnership between finance and instruction
- Develop principles and policies to guide the budget process
- Analyze current levels of student learning
- Identify communications strategy

Set Instructional Priorities

- Develop goals
- Identify root cause of gap between goal and current state
- Research & develop potential instructional priorities
- Evaluate choices amongst instructional priorities

Pay for Priorities

- Apply cost analysis to the budget process
- Evaluate & prioritize use of resources to enact the instructional priorities

Implement Plan

- Develop a strategic financial plan
- Develop a plan of action
- Allocate resources to individual school sites
- Develop a budget presentation

Ensure Stability

- Put the strategies into practice and evaluate results

GFOA Key Differences from Traditional Budgeting

What It Is	What It's Not
Budget items aligned to **strategic priorities**	Rollover budgets for historically funded programs and departments
Investments based on program effectiveness & return on investment	Investment is disconnected from program evaluation, investment effectiveness, or trade-off conversations
Budget is responsive to changing circumstances	Budget is static
Lead by Academic & Finance Departments	Created by Finance only
Budgets for central office and sites strategically co-constructed	Sites budgets and central budgets being disconnected investments

Survey of Board Priorities for Budget Development

Priorities to Improve Budget Process	Score
Completing a central administration staffing analysis to identify full time equivalents and salary discrepancies compared to similar districts, with the end goal of redesigning central office to be leaner while still being able to support core business and strategic initiatives.	5.3
Every department has an SPSA style plan that includes: services provided by the department, current data/KPIs for the department, performance goals (including metrics) for 2020-21, and proposed staffing and non-labor budget to achieve the goals. These documents are used by stakeholders to inform the prioritization process. We are able to invest in, eliminate, or downsize programs based upon this information.	4.5
Adjustments are made to the school site formula to increase equitable distribution of funds, eliminate appeals, and fund site based strategic initiatives. (for example - move to a weighted student formula, 8 period day etc.)	4.5
Goals in the Superintendent's Work Plan and Instructional Focus Plan reflect an alignment of goals between the Board and Superintendent. The documents also include current performance data and realistic performance goals to be achieved in 1-3 years (including metrics) to inform the prioritization process.	4.3
There is a high degree of cooperation and collaboration between academic and fiscal side of the house to implement GFOA best practices.	4.2
Timely completion of the prioritization and budget adoption process. Draft budgets for sites and central are provided with sufficient time for key stakeholders (PSAC, PAC, DBAC, Advisory, BOE, SSCs) to review and engage before budget adoption. Draft prioritization will be completed by early November; site and central will receive budgets in January; budget lock-in to inform Talent of staffing changes completed by the end of February.	4.0
Staff will fully investigate revenue generation through lease/development of surplus property and growth of district enrollment as well as cost savings through operational efficiencies and a reduction in contracts.	2.8

Key Activities in Framework - Summary Timeline

Plan and Prepare

Set Instructional Priorities

Pay for Priorities

Implement Plan

Ensure Stability

Jul - Sep	Oct - Dec	Jan - Apr	May - Jun
• Gather and analyzing data	• Internal and external Stakeholder Engagement **setting priorities**	• School & Depts **budget initial allocations** - Jan.	• Budget Adopted
• Convening work teams			• Process review and reflection
• Clarifying and Communicating the Process	• Costing options	• Updates on State financial information	
• Internal and External Engagement to **set goals**	• Budget allocation **decisions completed** (School & Depts)	• Budget Presentations prepared	

Measure G Recommendations

#	Recommendation	Response
1	Adopt a clear process for allocating Measure G Funds	The GFOA approach includes, "Set Instructional Priorities" within the process.
2	Publish that process so that the public is aware of it.	GFOA process timeline is to be completed by Dec. 2019.
3	Adjust the process over time with community input and program assessment to maximize transparency and impact.	GFOA Process: Set Instructional Priorities
4	During the budget development process, publish an allocating strategy for Measure G funds along with rationale and a way to assess that strategy. Present the plan to the Measure G Committee.	GFOA process timeline is to be completed by Dec. 2019. Presentation can be Dec. 16, 2019.

Measure G Recommendations

#	Recommendation	Response
5	Adjust the strategy over time to maximize impact and take schools' needs into account.	GFOA: Plan and Prepare, Develop principles and policies to guide budget process.
6	Consider Measure G in context with other Measures (G1, N) and consider pooling resources (within the scope of the law) to increase impact and process efficiency.	GFOA: Set Instructional Priorities: Evaluate choices amongst instructional priorities.
7	Develop a Measure G allocation and evaluation process which values the site leaders time and knowledge of their community's needs while also holding them accountable.	GFOA: Pay for Priorities: Evaluate & prioritize use of resources to enact the instructional priorities.

Measure G Recommendations

#	Recommendation	Response
8	Consider consolidating or reusing existing, well functioning processes for accessing funds rather than creating new ones which require more time from school leaders.	GFOA Complete process, not in pockets of our system. Do not yet have a well functioning process. Implementing GFOA is a step in a positive direction.
9	When acting on the findings and recommendations in this report, make consistency and predictability top priority.	GFOA: Ensure Stability: Put the strategies into practice and evaluate results.
10	Reclassify Measure G as a restricted resource as part of the transition to the Escape financial management system.	Completed

Next Steps

- Engagements within GFOA Process: Various structures (stakeholders meetings);
- Use committee meetings to provide updates; and
- Invite you to the sessions.

Feedback

- Government Finance Officers Association(GFOA): Smarter School Spending
- Engagement Processes