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Memo

To Board of Education

From Special Committee on Fiscal Vitality
Shanthi Gonzales, Chair
Aimee Eng
James Harris

Board Meeting Date November 14, 2018

Subject **Resolution No. 1819-0013 Recommendations For 19/20 Budget Development and Prioritization from Special Committee on Fiscal Vitality**

Action Requested and Recommendation Approval by the Board of Education of Resolution No. 1819-0013 Recommendations For 19/20 Budget Development and Prioritization from Special Committee on Fiscal Vitality

Background and Discussion The Special Committee on Fiscal Vitality has met over the fall to review key board policies and the Governance Theory of Action. The Committee created a set of recommendations for budget development and prioritization for the 19/20 school year and is asking the Board of Education to consider adopting the following key recommendations:

1. Implement BP 3150
2. Redesign the District
3. Competitive Employee Compensation
4. Commit to Shared Decision Making and Multi-Stakeholder Teams

Fiscal Impact Reductions of \$30 million

Attachments

- Resolution No. 1819-0013 Recommendations For 19/20 Budget Development and Prioritization from Special Committee on Fiscal Vitality

RESOLUTION
OF THE
BOARD OF EDUCATION
OF THE
OAKLAND UNIFIED SCHOOL DISTRICT
NO. 1819-0013

**RECOMMENDATIONS FOR 19/20 BUDGET DEVELOPMENT AND PRIORITIZATION FROM
SPECIAL COMMITTEE ON FISCAL VITALITY**

WHEREAS, the OUSD Board of Education is committed to the fiscal solvency of our School District; and

WHEREAS, the Special Committee on Fiscal Vitality has met over the fall to review our key board policies and ground ourselves in our Governance Theory of Action; and

WHEREAS, our learning and deliberations as a Committee have informed a set of recommendations for budget development and prioritization for the 19-20 school year for the consideration of the Board of Education.

NOW, THEREFORE, BE IT RESOLVED, by March 1, 2019, the Board will identify and make ongoing reductions of ~\$30 million (coupled with savings measures and efficiencies). These reductions should:

- align with the District’s Theory of Action; Board Policies (BP 3150, BP 3625, BP 6005, BP 6006); and Resolutions on Fiscal Vitality (Resolutions 1819-0041, 1718-0197A, and 1718-0087A).
- show evidence that staff have incorporated feedback from the Fiscal Vitality Committee as well as key stakeholders and engagements, and
- comply with the Board adopted “Guiding Principles Regarding Budget Development and Prioritization”(Dec. 2017)

BE IT FURTHER RESOLVED, In order to achieve our goals, the Committee is asking the Board to consider adopting the following key recommendations for implementation in 2019-20.

1. **Implement BP 3150.** In establishing budget priorities and reductions for school year 2019-20, apply BP 3150's allocation scheme, including restricting *Central District-wide Administrative* costs to 12% of general unrestricted revenues. Our expectation is that the number of school- and district-level administrators – particularly classified

administrators -- will be significantly reduced to be more in line with comparable districts and that resources to school sites will be maximized.

2. **Redesign the District.** Many centrally funded and managed initiatives are not aligned to existing Board Policies. The Committee recommends we use BP 3150, BP 3625, BP 6005, and BP 6006, and a zero-based budgeting approach to guide the restructuring of the District, and eliminate initiatives and programs that do not show evidence to support the rapid acceleration of students' academic outcomes and improved social emotional well-being. The District's Theory of Action states that the District will operate a "central office and the number and type of schools that we can sustain over time." The redesign process will include reimagining how the central office is currently organized and identifying strategies to reduce the total number of schools the District operates.

3. **Competitive Employee Compensation.** Prioritize funds to enable the District to remain competitive in teacher compensation. Pursue and invest in strategies that show evidence of increasing teacher and leader retention. In order to do this, we recognize the need to reprioritize current investments in order to reallocate dollars.

4. **Commit to Shared Decision Making and Multi-Stakeholder Teams.** Direct Superintendent to form a multi-stakeholder leadership team which includes site-based leaders (including students, families, teachers, classified staff, principals, and central staff) to provide input, accelerate the work and ensure quality and equity remain central pillars in the District's redesign process. This committee will meet between December 2018 and March 2019.

PASSED AND ADOPTED this 14th day of November, 2018, at a Regular Meeting of the Governing Board by the following vote:

PREFERENTIAL AYE:

PREFERENTIAL NOE:

PREFERENTIAL ABSTENTION:

PREFERENTIAL RECUSE:

AYES:

NOES:

ABSTAINED:

RECUSE:

ABSENT:

CERTIFICATION

We hereby certify that the foregoing is a full, true and correct copy of a Resolution passed at a Regular Meeting of the Board of Education of the Oakland Unified School District, held on November 14, 2018.

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OAKLAND UNIFIED SCHOOL DISTRICT

Aimee Eng
President, Board of Education

Kyla Johnson-Trammell
Superintendent and Secretary, Board of Education