

Oakland Unified School District

Board of Education
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Meeting Minutes Long - Final

Thursday, October 4, 2018

5:30 PM

**KDOL TV Studio, B-237, Met West High School Entrance, 314 East 10th Street,
Oakland, CA 94606-2291**

Special Committee on Fiscal Vitality

Shanthi Gonzales, Chairperson

Aimee Eng, Member

James Harris, Member

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A. Call to Order

Chairperson Shanthi Gonzales called the meeting to order at 5:33 P.M.

B. Roll Call

Present 3 - Shanthi Gonzales
Aimee Eng
James Harris

C. Speaker Request Cards/Modification(s) To Agenda

None

D. Adoption of Committee Minutes



[18-2112](#)

Minutes - Special Committee on Fiscal Vitality - September 18, 2018

Approval by Special Committee on Fiscal Vitality of its Meeting Minutes of September 18, 2018.

Attachments: [18-2112 Minutes - Special Committee on Fiscal Vitality - September 18, 2018](#)

A motion was made by Gonzales, seconded by Harris, that this Minutes, Committee be Adopted . The motion carried by the following vote.

Aye: 3 - Shanthi Gonzales
Aimee Eng
James Harris

Non-voting: 0

Enactment No: 18-1612

E. Adoption of the Committee General Consent Report

None

F. Unfinished Business

None

G. New Business



[18-2106](#)

Special Committee on Fiscal Vitality - Welcome - Review Agenda - Goals - Session

Special Committee on Fiscal Vitality to welcome, review Committee & session goals, and agenda for this session.

Attachments: [18-2106 Special Committee on Fiscal Vitality - Welcome - Review Agenda - Goals - Session](#)

Chairperson Shanthi Gonzales, shared the following:

- Norms
- Goals of the Special Committee
- OUSD's Governance Theory of Action
- Goals of Today's Session
- Commitment to Doing Better
- Expenses outgrowing Revenue – Director Eng shared her research regarding declining enrollment
- Additional Ways to District will Engage
- Today's Agenda
- In Review of the meetings

No speaker(s)

Discussed



[18-2107](#)

Special Committee on Fiscal Vitality - Key Learnings - Meetings to Date

Discussion by Special Committee on Fiscal Vitality of the key learnings from Committee meetings to date.

Attachments: [18-2107 Special Committee on Fiscal Vitality - Key Learnings - Meetings to Date](#)

Director James Harris, read the following:

“The statements below were gleaned from the first six sessions of the Special Committee on Fiscal Vitality. In drafting these statements, the intent is to provide a starting point from which the Committee members and public can make meaning. The discussions have been rich and complex and reducing them to writing is challenging. The issues identified ranged from broad policy issues to specific actionable items. The order and numbering does not represent or comment on the relative importance of each item. Thus, the list below is offered as a starting point from which the committee, district, and public can discuss.”

“Preamble:

- *Student learning outcomes are unacceptably low and equity gaps between student groups persist;*
- *Oakland is faced with a ~\$30 million structural deficit and improving*

student outcomes must be the guiding principle for any change to how the District achieves fiscal sustainability,

- *To achieve excellence, equity and sustainability, OUSD will need to be a more coherent organization, tightly aligned around the Board's theory of action, with fewer initiatives, with a greater focus in direct services to students.*

- *There are three distinct issues with which Oakland is faced: (1) balancing the books and eliminating the structural deficit; (2) providing a raise to Oakland educators and staff; and (3) improving education by changing how we use our current resources [e.g., consolidations, improving efficiencies, improving services].*

- *Oakland's challenges must be thought about in terms of a comprehensive three-year plan rather than a year-to-year piecemeal approach*

- *The intent of this committee is to provide guidance for the budget reductions and reallocations over the next three to five years in alignment with the Board's Theory of Action, core governance policies, and the requirements of AB 1840.*

Director Aimee Eng, read the following:

Overall:

- 1. The budget reductions and reallocations should reflect a three-five year vision for improving Oakland schools.*
- 2. OUSD should greatly and visibly reduce the number of initiatives so as to narrow and focus OUSD's scope of activities;*
- 3. In the coming three years, budget should reflect the centrality and integration of teacher and leader retention;*
- 4. In the coming three years, budget should reflect the centrality and integration of equity in a way that is both intersectional and deeply integrated into all initiatives and practices.*
- 5. In the coming three years, budget should use one-time funds consistent with Board policies 3100.2 (Structurally Balanced Budget) and 3100.1 (Fiscal Reserves).*
- 6. In the coming three years, the budget should reflect--in addition to those required to address the current structural deficit-- adequate funding for settling the current labor negotiations with a focus on serving students furthest away from opportunity.*
- 7. In the coming three years, budget should reflect a plan for repaying depleted reserve funds in order to improve the financial position of the district.*
- 8. With regard to surplus properties, the board has a preference for leasing property over property sales.*

Central Office

- 9. In the coming three years, budget should redirect resources to the school site budgets, absent a compelling justification in alignment with Board Policy 3150.*
- 10. In the coming three years, budget should move more restricted and supplemental and concentration funds into site budgets in order to better target student need and increase financial flexibility in alignment with Board Policy 3150.*
- 11. In the coming three years, budget should eliminate duplication of services and silos within central office*
- 12. In the coming three years, budget should increase transparency, accountability, measures of success, and program duration for central office initiatives. Relatedly, the district should build the capacity of staff to engage*

assess the academic return on investment of initiatives.

13. In the coming three years, budget should reflect a plan to increase the efficiency and quality of operational departments within the central office, and decreases the district's dependence on consultants and contractors. (such as Great City Schools)

14. In the coming three years, the budget should Increase focus on building the capacity of district staff and as a result, decrease the district's dependence on consultants and contractors.

Chairperson Shanthi Gonzales, read the following:

School Sites:

15. Reductions proposals should be vetted for equity impacts on specific sites or student groups such as students with special needs, understanding that perfect parity is not possible.

16. In the coming three years, budget should increase the site allocation formulas to (1) ensure alignment with Board Policies (BP A-G and BP 3150), (2) support our goal to have students graduate high school on time [e.g., eight period day], and (3) our desire to provide adequate administrative support to sites with high numbers of students with special needs. (e.g., eight period day, Z-score allocations,

17. In the coming three years, budget should cause no unintended or unavoidable impact on specific sites due to the overlapping impact initiatives

18. In the coming three years, budget should reflect necessary supports for fully implementing a defined autonomy structure to govern school site autonomies. A defined autonomies means clarifying and maximizing site based decision making for schools who have the capacity to operate more independently.

19. In the coming three years, budget should reflect necessary supports for fully support school sites participating in the Blue Print process Community Engagement

20. We recommend that the superintendent to create a public plan for vetting proposed reductions and reallocations over the course of the next three years and beyond, with the goal of building community trust via increased transparency into budgeting practices (alignment with GFOA)

Board Actions

21. The Board and District needs to commit to a process of continuous improvement with regard to its theory of action and core governance policies to ensure effective implementation. This process should reflect the perspectives of a variety of stakeholders.

The Special Committee on Fiscal Vitality discussed and shared:

- Reflections on the proper path forward
- Statements accurately capture the key learnings of the committee
- Major themes emerge from this list
- To explore near term goals
- Define autonomy framework
- Process need to be coherence
- Need stable staffing all around the District
- Building capacity
- Be more specific about Special Education

Public Speaker(s):
Carol Delton
Mike Hutchinson

Discussed



[18-2108](#)

**Special Committee on Fiscal Vitality - Budget Reduction Process -
Timelines**

Presentation to Special Committee on Fiscal Vitality by Chief Business
Officer, or designee, of recommended budget reduction process and
timelines.

Attachments: [18-2108 Special Committee on Fiscal Vitality - Budget
Reduction Process - Timelines](#)

Marcus Battle, Chief Business Officer, made the presentation and shared the
following:

- Key Drivers of the Deficit
- Key Drivers - Issues and Opportunities
- Framework - Education Trailer Bill (AB 1840)
- Education Trailer Bill (AB 1840)
- 2019-20 Budget Reduction Process Timeline (Key Activities)
- The Budget Reduction Process
- Our Mission, Vision, Core Values And Strategic Priorities Guide Our
Approach To Budget Reductions
- District Wide Priorities
- Our Core Values
- Guidelines for Reductions
- Budget Reduction Framework
- Our Options:
 - Increase Revenues (Category 1)
 - Increase Enrollment (Category 2)
 - Decrease Spending (Category 3)
 - Implement Costs Savings (Category 4)
- Districtwide Reduction in Force (RIF) (Proportional Distribution Approach)
- Districtwide Reduction in Force (RIF) (Targeted Distribution Approach)
- Districtwide Approach to Staffing Reductions
- The Process- Districtwide Drilldown Options
- Scoring Criteria Definitions
- Scoring Matrix Scorecard
- Sample Core Selection Prioritization List
- Decision Tool Matrix

Public Speaker(s):

Nima Tahai
Mike Hutchinson
Carol Delton

Discussed

[18-2109](#)

**Special Committee on Fiscal Vitality - Students and Parents Panel -
Key Learnings - Budget Reduction Process - Committee
Reflections**

Hosting by Special Committee on Fiscal Vitality of Panel Discussion with students and parents regarding key learnings and budget reduction process; reflections.

The panel introduced themselves:

Christin Zimmerman – Parent of a child that is attending Edna Brewer in Special Education – Co-Chair of Community Advisory Committee

Nilopher Asan – Have two kids attending Edna Brewer – Part of Parent Volunteer group called Equity Allied

Jai Win – Student at Oakland High

Yota Omosowho – Senior at Oakland High – Also Student Board Director, Board of Education

The panel discussed:

- *The impact with kids with color and that are with disabilities – Students with disabilities*
- *Increasing quality*
- *To have every department in the District to have a lens on kids with special needs*
- *What does parent look for in school?*
- *Assessing our current initiative*
- *Want teachers to be excited when they are in a classroom*
- *Like the idea of the 8 period day – give the students more time and opportunity to take more classes – Juniors are graduating early because it allowed them to take the classes that they need*
- *Printing cost consolidation*
- *Want more time for parents and students engagement*
- *Want more student voices on what and who is being cut from the budget*
- *Student with Special Needs - Any advocacy Equity at a State level?*
- *Reduced class size*
- *Is the listing of cut realistic?*
- *How do we bring people back to OUSD schools?*

Public Speaker(s):

Carol Delton

Discussed

H. Public Comments on All Non-Agenda Items Within the Subject Matter Jurisdiction of the Committee



[18-2111](#)

Public Comment on All Non-Agenda Items Within the Subject Matter Jurisdiction of the Special Committee on Fiscal Vitality – Up to 30 Minutes - October 4, 2018

Public Comment on All Non-Agenda Items Within the Subject Matter Jurisdiction of the Special Committee on Fiscal Vitality - Up to 30 Minutes - October 4, 2018.

Attachments: [18-2111 Public Comment on All Non-Agenda Items Within the Subject Matter Jurisdiction of the Special Committee on Fiscal Vitality – Up to 30 Minutes - October 4, 2018](#)

Public Speaker(s)

Carol Delton

Presentation/Acknowledgment Made

I. Introduction of New Legislative Matter

None

J. Adjournment

Chairperson Gonzales adjourned the meeting at 8:44 P.M.

Prepared By: _____

Approved By: _____