

File ID Number	16-0620
Introduction Date	4/13/16
Enactment Number	16-0532
Enactment Date	4/12/16
By	AW



OAKLAND UNIFIED SCHOOL DISTRICT
Community Schools, Thriving Students

OAKLAND UNIFIED SCHOOL DISTRICT
Office of the Board of Education

April 13, 2016

To: Board of Education
From: Antwan Wilson, Superintendent
Subject: District Grant Application - Every Student Thrives: Creating a Full Service Community School District

ACTION REQUESTED:

Approval and acceptance by the Board of Education of District's grant application for all OUSD schools from the Kaiser Foundation Hospital Fund for Community Benefits Program at the East Bay Community Foundation, Grant #2016449, to support the implementation of the Full Service Community Schools Initiative for fiscal years 2016-2019 to accept same, if granted, in whole or in part, pursuant to the terms and conditions thereof and to submit amendments thereto, for the grant year, if any.

BACKGROUND:

Grant application for OUSD schools for the 2016-2019 fiscal years was submitted for funding as indicated in the chart below. The Grant Face Sheet and grant application packets are attached.

File I.D #	Backup Document Included	Type	Recipient	Grant's Purpose	Time Period	Funding Source	Grant Amount
16-0620	Yes	Grant	Oakland Unified School District	To support OUSD's transformation into a Full Service Community School District, with a focus on African American Male Achievement; Health, Wellness, and Community Schools; Social and Emotional Learning; Strategic Plan Implementation and Organizational Effectiveness.	July 1, 2016 to June 30, 2019	Kaiser Foundation Hospital Fund for Community Benefits Program at the East Bay Community Foundation	\$12,000,000.00

DISCUSSION:

The district created a Grant Face sheet process to:

- Review proposed grant projects at OUSD sites and assess their contribution to sustained student achievement.
- Identify OUSD resources required for program success.

OUSD received a Grant Face Sheet and a completed grant application for the program listed in the chart by the school.

FISCAL IMPACT:

The total amount of grants will be provided to OUSD schools from the funders.

- Grants valued at: \$12,000,000.00

RECOMMENDATION:

Approval and acceptance by the Board of Education of District's grant applicant for all OUSD schools for fiscal years 2016-2019 to accept same, if granted, in whole or in part, pursuant to the terms and conditions thereof and to submit amendments thereto, for the grant year, if any.

ATTACHMENTS:

Grant Award Letter

Grant Agreement - Corporate-Advised Grant Program

Report Guidelines for Grant #2016449

Grant Narrative

Grant Application Project Budget

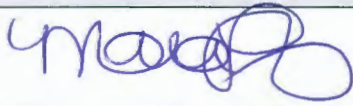
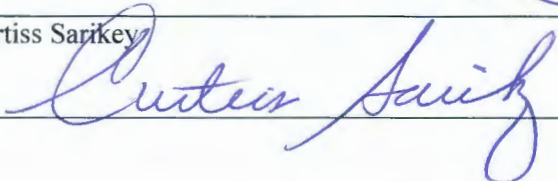
Grant Application Work Plan

OUSD Grants Management Face Sheet

Title of Grant: Every Student Thrives: Creating a Full Service Community District	Funding Cycle Dates: July 1, 2016 – June 30, 2019
Grant's Fiscal Agent: (contact's name, address, phone number, email address) Grant #20161449 Sue Bennett, Grants Manager East Bay Community Foundation 200 Frank H. Ogawa Plaza Oakland, CA 94612 510-836-3223	Grant Amount for Full Funding Cycle: \$12,000,000.00
Funding Agency: Kaiser Foundation Hospital Fund for Community Benefit Programs Kaiser Permanente Northern California Region	Grant Focus: African American Male Achievement; Health, Wellness, and Community Schools; Social and Emotional Learning; Strategic Plan Implementation and Organizational Effectiveness
List all School(s) or Department(s) to be Served: All Oakland Unified Schools	

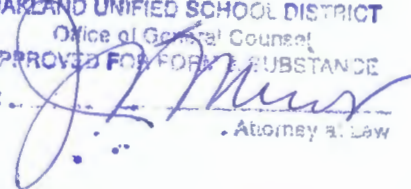
Information Needed	School or Department Response
How will this grant contribute to sustained student achievement or academic standards?	This grant contributes to OUSD's transformation into a Full Service Community School District, fully supporting the success of community schools so that every student thrives.
How will this grant be evaluated for impact upon student achievement? (Customized data design and technical support are provided at 1% of the grant award or at a negotiated fee for a community-based fiscal agent who is not including OUSD's indirect rate of 5.46% in the budget. The 1% or negotiated data fee will be charged according to an Agreement for Grant Administration Related Services payment schedule. This fee should be included in the grant's budget for evaluation.)	This grant provides funding for evaluation of the community schools, school-based health center, and school wellness initiatives. Additionally, all objectives in the workplan are tied to expected outcomes, building upon OUSD's existing comprehensive system of data collection and analysis to evaluate the overall impact as a Full Service Community School District.
Does the grant require any resources from the school(s) or district? If so, describe.	No
Are services being supported by an OUSD funded grant or by a contractor paid through an OUSD contract or MOU? (If yes, include the district's indirect rate of 5.46% for all OUSD site services in the grant's budget for administrative support, evaluation data, or indirect services.)	No
Will the proposed program take students out of the classroom for any portion of the school day? (OUSD reserves the right to limit service access to students during the school day to ensure academic attendance continuity.)	Yes. School-Based Health Centers provide some services during the school day and work with schools, students and families to limit loss of classtime. The overall goal of these health services is to reduce health-related barriers to learning and attendance so that students can participate fully in school.
Who is the contact managing and assuring grant compliance? (Include contact's name, address, phone number, email address.)	Curtiss Sarikey, Deputy Chief Community Schools and Student Services Department 1000 Broadway, Suite 150 Oakland, CA 94607 510-879-1797 curtiss.sarikey@ousd.org

Applicant Obtained Approval Signatures:

Entity	Name/s	Signature/s	Date
Principal	Mara Larsen-Fleming		3/15/16
Department Head (e.g. for school day programs or for extended day and student support activities)	Curtiss Sarrkey		3/15/16

Grant Office Obtained Approval Signatures:

Entity	Name/s	Signature/s	Date
Fiscal Officer	Vernon Hal		
Superintendent	Antwan Wilson		

OAKLAND UNIFIED SCHOOL DISTRICT
Office of General Counsel
APPROVED FOR FORMAL SUBSTANCE
By: 
Attorney at Law

*The Kaiser Foundation Hospital Fund for Community Benefit Programs
at the East Bay Community Foundation*

**PLEASE RETURN GRANT AGREEMENT TO THE ATTENTION OF GRANTS
MANAGER**

December 30, 2015

Mr. Antwan Wilson
Superintendent
Oakland Unified School District
1000 Broadway
Suite 398
Oakland, CA 94607
RE: Grant #20161449

Dear Mr. Wilson:

I am pleased to notify you that the Kaiser Foundation Hospital Fund for Community Benefit Programs at the East Bay Community Foundation has awarded a grant to Oakland Unified School District for \$12,000,000.00. This grant is for the Every Student Thrives: Creating a Full Service Community District. The first payment will be sent by wire transfer on the scheduled date and upon the receipt of the signed grant agreement and the wire transfer instructions.

The enclosed Grant Agreement forms the contract between Oakland Unified School District and the East Bay Community Foundation. Please read it carefully as it outlines the conditions of the grant as well as the payment and reporting schedule.

Please sign, retain a copy of this agreement for your files and return *all* pages of the Grant Agreement as soon as possible. ***Failure to return the signed Agreement to the Foundation within 30 days could result in cancellation of this grant offer.***

Also enclosed are the reporting guidelines. **Please keep these guidelines in your files to assist you in the preparation of report(s) as indicated.** The grant number for this grant is #20161449. Please refer to it in your correspondence with us.

Sincerely,



Sue Bennett
Grants Manager

Enclosure: Grant Agreement, Report Guidelines



De Domenico Building
200 Frank H. Ogawa Plaza
Oakland, CA 94612

Main 510/836.3223
Fax 510/836.3287
info@eastbaycf.org
www.eastbaycf.org



*The Kaiser Foundation Hospital Fund for Community Benefit Programs
at the East Bay Community Foundation*

**CORPORATE-ADVISED GRANT PROGRAM
GRANT AGREEMENT**

Between the Kaiser Foundation Hospital Fund for Community Benefit Programs at the East Bay Community Foundation and:

Grantee: Oakland Unified School District
Address: 1000 Broadway
Suite 398
Oakland, CA 94607
Contact Person: Mr. Antwan Wilson, Superintendent
Foundation Contact: grantsmanagement@eastbaycf.org
Grant Number: #20161449

Purpose and Conditions of the Grant

This grant from the Kaiser Foundation Hospital Fund for Community Benefit Programs at the East Bay Community Foundation is made to Oakland Unified School District for the purpose and with the conditions outlined below.

- 19. Grant Purpose:** Every Student Thrives: Creating a Full Service Community District
- 20. Grant Period:** 7/1/2016 - 7/1/2019
- 21. Grant Amount:** \$12,000,000.00
- 22. Payment Schedule:**
- | | |
|-----------|--|
| 7/8/2016 | \$4,000,000.00 |
| 9/29/2017 | \$4,000,000.00 contingent on progress report |
| 9/28/2018 | \$4,000,000.00 contingent on progress report |
- 23. Reporting Schedule:** Progress report must be provided bi-annually, but no later than: 2/15/2017, 8/15/2017, 2/15/2018, 8/15/2018, and 2/15/2019
- Final report must be provided at the end of the grant period, but no later than: August 15, 2019
- 24. Special Conditions:** Grant Classification (re: Financial Accounting Standard Board's SFAS 116-117):
- | | |
|--|--|
| I. Unconditional <input checked="" type="checkbox"/> | II. Unrestricted <input type="checkbox"/> |
| Conditional <input type="checkbox"/> | Restricted <input checked="" type="checkbox"/> |

De Domenico Building
200 Frank H. Ogawa Plaza
Oakland, CA 94612

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info@eastbaycf.org
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Restricted grants can be used only to fund the stated purpose of the grant. Conditional grants are paid only after a condition has been met.

In addition to the specific terms listed above for Grant #20161449, the Kaiser Foundation Hospital Fund for Community Benefit Programs at the East Bay Community Foundation awards this Grant contingent upon Oakland Unified School District's compliance with the following terms and conditions, and Oakland Unified School District agrees to all these terms and conditions. Together, the specific terms listed above and the following terms and conditions form "the Agreement."

1. Tax-Exempt Status

Oakland Unified School District is a (i) tax-exempt organization currently recognized by the Internal Revenue Service ("IRS") as a public charity described in section 501(c)(3) and 509(a)(1) or (2) of the Internal Revenue Code of 1986, as amended (the "Code") or (ii) a local, state or federal government agency. Oakland Unified School District represents and warrants to the East Bay Community Foundation that:

- Oakland Unified School District's tax-exempt status under the Code has not been revoked or modified since the issuance of the IRS determination letter, a copy of which Oakland Unified School District has provided to the East Bay Community Foundation and Oakland Unified School District shall not take any action or omission that would cause such status to be revoked or modified during the term of this Grant; and
- There is no issue, audit or other proceedings presently pending before any office of the IRS that could result in any proposed or actual changes to Oakland Unified School District's tax-exempt status under the Code, or before the Franchise Tax Board that could result in any proposed or actual changes to Oakland Unified School District's tax-exempt status under California Revenue and Taxation Code Section 23701; and
- Oakland Unified School District shall immediately notify the East Bay Community Foundation if Oakland Unified School District's tax-exempt status is revoked, suspended or modified (or any threatened or proposed revocation, suspension or modification of tax-exempt status) during the term of this Grant.

2. Expenditure of Funds

This Grant must be used for the project and purpose identified in this Agreement, and as described in Oakland Unified School District's proposal and approved by the East Bay Community Foundation ("Grant Purpose"), and may not be expended for any other purposes without East Bay Community Foundation's prior written approval. If the Grant is intended to support a specific project or to provide general support for a specific period, any portion of the Grant unexpended at the completion of the project at the end of the period or not used for the Grant Purpose shall be returned immediately to the East Bay Community Foundation, unless otherwise agreed by the East Bay Community Foundation in writing. Oakland Unified School District may not expend any Grant funds for any purpose that is not charitable or educational, for any political or lobbying activities, or for any purpose other than one specified in Section 170(c)(2)(B) of the Code. Oakland Unified School District must obtain prior written approval from the East Bay Community Foundation for changes to budgetary allocations that amount to 10% or more of the total budget of the Grant award or for changes to the Grant period.

3. No Assignment or Delegation

Oakland Unified School District may not assign, or otherwise transfer, its rights or delegate any of its obligations under this Grant without prior written approval from the East Bay Community Foundation.

4. Records and Reports

Oakland Unified School District is required to keep a record of all receipts and expenditures relating to this Grant and to provide the East Bay Community Foundation with written reports summarizing the progress made, as detailed on the East Bay Community Foundation's Progress Report Guidelines and Final Report Guidelines. The East Bay Community Foundation may also require additional interim reports. Oakland Unified School District's reports shall describe its progress in achieving the purposes of the Grant and include a detailed accounting of the uses or expenditure of all Grant funds. Oakland Unified School District also agrees to provide any other information reasonably requested by the East Bay Community Foundation. If Oakland Unified School District obtains any audited financial statements covering any part of the Grant period, Oakland Unified School District shall provide a copy to the East Bay Community Foundation as well. Oakland Unified School District is required to keep the financial records with respect to this Grant, along with copies of any reports submitted to the East Bay Community Foundation, for at least four years following the year in which all Grant funds are fully expended.

5. Required Notification

Oakland Unified School District is required to provide the East Bay Community Foundation with immediate written notification of: (1) any changes in its tax-exempt status; (2) its inability to expend the Grant for the Grant Purposes; (3) any expenditure from this Grant made for any purpose other than those for which the Grant was intended; (4) any modification of the budget, Scope of Work or timeline; and (5) any significant changes in Oakland Unified School District's leadership or staffing.

6. Reasonable Access for Evaluation

Oakland Unified School District is expected to actively participate in the evaluation of Kaiser Foundation Hospital Fund for Community Benefit Programs, including the East Bay Community Foundation's evaluation of Oakland Unified School District's project within that program. At the East Bay Community Foundation's request, Oakland Unified School District will permit the East Bay Community Foundation and its representatives to conduct site visits and have reasonable access during regular business hours to Oakland Unified School District's files, records, accounts, personnel and clients or other beneficiaries for the purpose of making financial audits, verifications or program evaluations as the East Bay Community Foundation deems necessary or appropriate concerning this Grant award.

7. Publicity

Oakland Unified School District shall obtain the East Bay Community Foundation's prior written consent of the text of any proposed publicity concerning this Grant prior to the release of such publicity. The East Bay Community Foundation may include information regarding this Grant, including the amount and purpose of the Grant, any photographs provided by Oakland Unified School District, Oakland Unified School District's logo or trademark, or other information or materials about Grantee's organization and activities, in Kaiser Foundation Hospital Fund for Community Benefit Programs at the East Bay Community Foundation's periodic public reports, newsletters, and news releases.

8. Right to Modify or Revoke Payments

Payments made under this Grant are contingent upon Oakland Unified School District's compliance with the terms of this Agreement. The East Bay Community Foundation reserves the right to discontinue, modify or withhold any payments of this Grant award or to require a total or partial refund of any Grant funds if, in the East Bay Community Foundation's sole discretion, such action is necessary: (i) because Oakland Unified School District has not fully complied with the terms and conditions of the Grant and of this Agreement, including without limitation, Oakland Unified

School District's loss of tax-exempt status or Oakland Unified School District's use of Grant funds for purposes other than the Grant Purpose; (ii) to protect the purpose and objectives of the Grant or any other charitable activities of Kaiser Foundation Hospital Fund for Community Benefit Programs at the East Bay Community Foundation; or (iii) to comply with the requirement of any law, regulation, or regulatory agency policy applicable to Oakland Unified School District, Kaiser Foundation Hospital Fund for Community Benefit Programs at the East Bay Community Foundation, the East Bay Community Foundation or this Grant.

9. Termination

The East Bay Community Foundation may terminate this Grant immediately for any of the reasons specified in Section 8 or for Oakland Unified School District's engagement in willful misconduct or negligence.

10. Independent Contractors

With respect to administration of this Grant, the parties understand and agree that each is at all times acting and performing as an independent contractor with respect to the other. Except as expressly set forth in this Agreement, neither party, nor any of its employees, shall be construed to be the agent, employee or representative of the other for any purpose, or liable for any acts or omissions of the other.

11. Compliance

Oakland Unified School District shall (i) maintain, in full force and effect, all required governmental or professional licenses and credentials for itself, its facilities and its employees and all other persons engaged in work in conjunction with this Grant, and (ii) perform its duties and obligations under this Agreement according to industry standards and in compliance with all applicable laws. As an organization with numerous contracts with the federal government, the East Bay Community Foundation and its affiliates are subject to various federal laws, executive orders and regulations regarding equal opportunity and affirmative action. This Section constitutes notice that Oakland Unified School District may be required to comply with the following Federal Acquisition Regulations (each a "FAR") at 48 CFR Part 52, which are incorporated herein by reference: (a) Equal Opportunity (April 2002) at FAR 52.222-26; (b) Equal Opportunity for Special Disabled Veterans, Veterans of the Vietnam Era, and Other Eligible Veterans (Sept. 2006) at FAR 52.222-35; (c) Affirmative Action for Workers with Disabilities (June 1998) at FAR 52.222-36, and (d) Utilization of Small Business Concerns (May 2004) at FAR 52.219-8. In addition, Executive Order 13495 concerning the obligations of federal contractors and subcontractors to provide notice to employees about their rights under Federal labor laws, or its successor, shall be incorporated herein by reference.

12. Miscellaneous

This Agreement shall be governed by the laws of the State of California, without regard to its conflict of law principles. This Agreement may be executed in one or more counterparts, each of which shall be deemed to be an original and all of which shall, together, constitute one and the same instrument. Oakland Unified School District may not assign or delegate any right, duty or obligation under this Agreement without prior written approval from the East Bay Community Foundation. Any change of ownership or control of Oakland Unified School District shall be deemed an assignment. This Agreement shall be binding upon and inure to the benefit of the parties and their respective, permitted successors and assigns. This Agreement, including any exhibits and attachments (all of which are incorporated into this Agreement by this reference), is the entire agreement of the parties with respect to the subject matter herein, and supersedes any and all other prior or contemporaneous agreements, promises, negotiations or representations, whether oral or

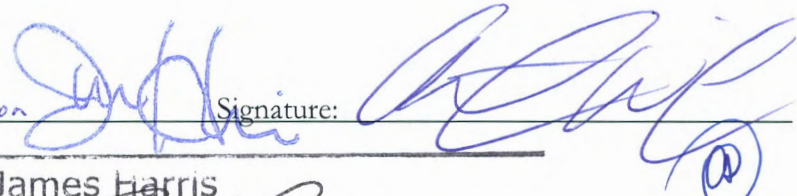
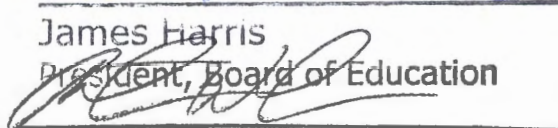
written. This Agreement, including exhibits and attachments, may not be amended except in a writing signed by each party.


By accepting this grant, Oakland Unified School District certifies to the East Bay Community Foundation that (i) no tangible benefit, goods, or services are received by any individuals or entities connected with the Kaiser Foundation Hospital Fund for Community Benefit Programs, and (ii) this grant will not be used or deemed by the Oakland Unified School District to satisfy the payment of any pledge or other personal financial obligation on behalf of the donors of the Kaiser Foundation Hospital Fund for Community Benefit Programs.

By signing this Agreement the Oakland Unified School District signatory acknowledges that he/she has read and understood the Agreement, he/she has the authority to sign this Agreement and bind the Oakland Unified School District thereto, and that the Oakland Unified School District hereby accepts and agrees to perform all of the terms and conditions of this Agreement.

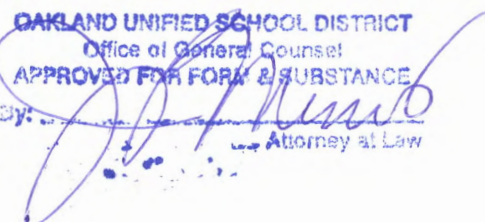
Grantee: Oakland Unified School District

By: Executive Director or Designee

Name: Antwan Wilson Signature: 
Date: 1-6-16
James Harris
President, Board of Education

Antwan Wilson
Secretary, Board of Education
The East Bay Community Foundation

By: 
Sue Bennett, Grants Manager
January 8, 2016

File ID Number: 16-0620
Introduction Date: 4/13/16
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Rv: 028

OAKLAND UNIFIED SCHOOL DISTRICT
Office of General Counsel
APPROVED FOR FORM & SUBSTANCE
By: 
Attorney at Law

OUSD or the District verifies that the Contractor does not appear on the Excluded Parties List at <https://www.sam.gov/>

*The Kaiser Foundation Hospital Fund for Community Benefit Programs
at the East Bay Community Foundation*

REPORT GUIDELINES

Please keep this form in your files. Return it completed to the East Bay Community Foundation on the Report Due Date(s) noted below. Please read these guidelines carefully at the start of your grant period to better address the points below at the grant's conclusion. Attach this sheet as the cover for your report.

Grant #: 20161449 **Amount:** \$12,000,000.00
Agency Name: Oakland Unified School District
Grant Contact: Mr. Antwan Wilson, Superintendent
Purpose of Grant: Every Student Thrives: Creating a Full Service Community District
Grant Period: 7/1/2016 - 7/1/2019
Report(s) Due By: 2/15/2017, 8/15/2017, 2/15/2018, 8/15/2018, 2/15/2019 and 8/15/2019
Foundation Contact: Sue Bennett, Grants Manager

Please submit a narrative report (approx. 2-4 pages) addressing the following questions for the project or activities. This grant report may be used to keep both Foundation staff and donors informed about your activities and the impact of our support. If you have any questions concerning these guidelines, please contact the Foundation Contact person indicated above.

13. Referring to the proposed number served in your original application, please list the final number of people directly served by this project (the number of individuals directly touched by the funded programs/activities, and generally referring to more intensive programs and services). Please list as 'Final Number served: ____.'

Optional If the project also had 'indirect' reach, please describe, and list the number of people reached indirectly. Indirect reach refers to individuals that benefit from the funded activities, but are not directly touched by the "program" or are touched very lightly (e.g. policy advocacy, media, public awareness campaigns).

14. Referring to your original proposed impact outcomes, please list 5-10 highlights demonstrating the impact of the project. Please list in bullet format.
15. In addition to measuring the outcomes of the funded project, we are interested in how grants directly improve the lives of the people in your community. Please share one or more stories or quotes that show how this project has made a difference in the lives of the people your program serves.
16. Include an updated copy of your grant budget with actual expenditures and all sources of revenue.

You are welcome to submit photos, news clippings or other media associated with the project.

Please submit this report electronically to grantsmanagement@eastbaycf.org. *The Kaiser Foundation
Hospital Fund for Community Benefit Programs
at the East Bay Community Foundation*

Oakland Unified School District Application

Organization Information

Organization Name

The Oakland Unified School District

Street Address

We require street addresses; however, you may use a P.O. Box in the mailing address field along with a physical street address.

1000 Broadway, Suite 680

City

Oakland

State

<Select One>CA

Postal Code

9-digit postal code if known (xxxxx-xxxx)

94607

Phone

(510) 434-7790

Fax

(xxx) xxx-xxxx

Organization's E-mail Address

curtiss.sarikey@ousd.org

Organization's Website Address

<http://www.ousd.org/>

Organization's Legal Name

This is the name that appears on your IRS Determination letter or other legal documentation, or Form 990.

Oakland Unified School District

Organization's Tax ID# (EIN or TIN)

94-6000385

Tax Status

If your tax status is not one of those listed, you can use a Fiscal Agent that has eligible status and complete the Fiscal Agent information requested later in this form.

<Select One>

Annual Total Organization Budget

\$649.9 million

Organizational funders**Grantor**

21st Century

After School ASES

Alameda County Central Family Resource Center

Alameda County Healthcare Services Agency, Public Health

Alameda County Public Health Department

Atlantic Philanthropies

California Department of Education to Programs for Exceptional Children

California Department of Education, California State Preschool Program

CDC
David and Lucile Packard Foundation
Donner Foundation
First Five of Alameda County
HRSA
Irene S. Scully
Kaiser Permanente
Kenneth Rainin Foundation
Marcus Foster Education Fund
Novo/CASEL
Oakland Fund for Children and Youth
Oakland S3 (Safe and Supportive Schools)
OFCY
Rogers Foundation
S.D. Bechtel, Jr. Foundation
San Francisco Foundation
Shoo the Flu, LLC, Palo Alto, CA
Stocker Foundation
Strategic Education Research Partnership Institute
Stuart Foundation
Target Foundation
Teen Pregnancy Prevention Program - TPPP
The California Endowment
Transitional Students and Families - Migrant/Homeless/Refugee/Immigrant/Foster Youth
TUPE
Walter & Elise Haas Sr. Fund
Y&H Soda
Zellerbach Foundation

Organization Executive Director, CEO, President

Please enter the following information for your agency's Executive Director, CEO or President

Prefix

<Select One>Mr.

First Name

Antwan

Last Name

Wilson

Title

Superintendent

Phone

(510) 879-8166

E-mail

antwan.wilson@ousd.org

Organization History

Year founded

1865

Location of Main Office

1000 Broadway, Oakland, CA 94607

Mission Statement

Limited to 50 words

Oakland Unified School District (OUSD) will build a Full Service Community School District focused on high academic achievement while serving the whole child, eliminating inequity, and providing each child with excellent teachers, every day.

Organization Background

Please describe:

1. Why your organization was founded
2. Key program/project areas
3. Any significant awards or distinctions

Limited to 300 words.

The Oakland Unified School District (OUSD) serves about 47,000 students in 86 public and 32 charter schools. OUSD is committed to becoming an equitable education system where every student receives a high quality education and graduates ready to succeed in college and careers.

As stated in the new OUSD strategic plan, Pathway to Excellence, the district's major Priorities that guide work over the next five years are as follows:

- Priority 1: Effective Talent Programs
- Priority 2: Accountable School District
- Priority 3: Quality Community Schools

Also outlined in the updated strategic plan, are the following Commitments:

1. Provide every student with access to a high-quality school
2. Ensure each student is prepared for college, career, and community success
3. Staff every school with talented individuals committed to working in service of children
4. Create a school district that holds itself and its partners accountable for superior outcomes
5. Guarantee rigorous instruction in every classroom, every day

Oakland Unified has been the most improved large urban public school district in California between 2005 and 2012. This dramatic progress has been made possible in large part by a coalition of funders that includes Kaiser Permanente. Oakland is proud of its accomplishments, but the work is not yet done. As detailed below, the District still faces the formidable challenge of ending the disparity in education, health, and life outcomes between White children from middle class families and African American, Asian, and Latino children who are living in poverty in the same city. OUSD has proven that it can accelerate academic achievement for urban students of color living in poverty, but this must be done much faster and for many more children to ensure that every student in Oakland thrives.

Project Contact Information

Please check this box if the primary contact for this proposal is the same as the contact previously provided for the CEO or Executive Director.

No

If the primary contact is not the same as the Executive Director, CEO or President, please complete the following information for the primary contact of this proposal.

Prefix

<Select One>Mr.

First Name

Curtiss

Last Name

Sarikey

Title

Deputy Chief | Community Schools & Student Services

Phone

(510) 273-1500

Fax

(510) 273-1501

E-mail

curtiss.sarikey@ousd.org

Project Information

Please provide the following information for the project or program you are proposing

Project Title

Every Student Thrives: Creating a Full Service Community District

Project Start Date

7/1/2016

Project End Date

6/30/2019

Project Summary

Please provide a summary of your proposed project as if you are speaking with a reporter or someone outside of your field. **Do not write in first person.** Limited to 50 words.

In alignment with the strategic plan, OUSD will build a full service community district, with a focus on organizational effectiveness/culture, social and emotional learning, support for African American Male students, and health, wellness, and community school infrastructure, to ensure that every student thrives and graduates college, career, and community ready.

Amount of funding you are requesting from Kaiser Permanente

\$12 million

Project Budget

\$24,916,788.08

Project funders

Please list other committed or solicited funders for this specific project

Strategic Plan Implementation: Organizational Effectiveness and Social Emotional Learning:

- NoVo Foundation

- S. D. Bechtel, Jr. Foundation

Health, Wellness, and Community Schools:

- Federal Full Service Community Schools Grant - US Department of Education
- Alameda County Health Care Services Agency & Social Services Agency
- Alameda County Public Health Department- Nutrition Services (Nutrition Education Obesity Prevention Contract/Grant; Safe Routes to School Contract/Grant)
- The San Francisco Foundation - Donor Fund
- Centers for Disease Control and Prevention

AAMA:

- Atlantic Philanthropies
- Open Society Foundations: Campaign for Black Male Achievement
- Waste Management of Alameda County
- W.K. Kellogg Foundation
- Zellerbach Foundation
- S. D. Bechtel, Jr. Foundation
- Walter & Elise Haas Fund
- Individual Donors
- The San Francisco Foundation
- Clorox
- Oakland Unified School District
- California Endowment
- The Next Fund
- Scully Foundation
- Grad Nation
- Leadership Institute for Black Achievement
- Warriors

Community Need

Number of People Expected to Reach or Serve with this Kaiser Permanente funding:

This grant will impact more than 37,000 OUSD students and their families. Additionally, more than 7,000 OUSD staff will also be supported by the new model OUSD is creating in Organizational Effectiveness and Culture.

Who does this project serve?

Demographics, including geography of the target population. Limited to 100 words.

OUSD serves a diverse, urban community of students and families. Students of color make up nearly 90% of the total student population, with Latinos (45%) and African Americans (27%) comprising the largest groups. More than 75% of OUSD students are eligible for free or reduced-price lunch, and most would be the first in their families to go to college. More than 25% of students live in public housing, and nearly half of students speak a language other than English at home. Only 33% of low-income K-5 students scored proficient in the most recent California Standardized Test's English Language Arts.

Kaiser Permanente NCAL has identified the following priority funding areas. Please select the one identified health need that best describes your project.

Access to Care

All community members have access to high quality health care services in coordinated delivery systems

- Increase coverage and access to health care for low income and uninsured populations
- Improve health care services and Safety Net delivery system for low income and uninsured populations
- Increase access to social non-medical services for vulnerable and low income populations

Violence Prevention

All community members live in safe neighborhoods and at risk youth have opportunities and support to be successful

- Improve safety in neighborhoods with high rates of violence
- Increase resilience among at-risk youth and their families
- Support healing among youth and families impacted by Adverse Childhood Experiences (ACES)
- Encourage public discourse that violence is preventable

Healthy Eating Active Living (HEAL)

All community members eat better and move more as part of daily life

- Improve healthy eating among residents in low income, under-resourced communities
- Increase physical activity among residents in low income, under-resourced communities

Workforce Development

All people receive quality care from a diverse, well-trained, skillfully equipped, and culturally sensitive health care workforce.

- Improve college and career readiness among underserved populations and youth from educationally disadvantaged backgrounds
- Increase access to employment and advanced training/education among diverse populations currently underrepresented in the health care workforce
- Increase diversity and cultural acuity among the current health care workforce.

Provide rationale for health need selected above.

Please substantiate the select health need with relevant data and citations. Limited to 200 words.

OUSD will implement strategies that impact all of Kaiser's four identified health needs. Data indicate that OUSD students need comprehensive support to access healthcare, make healthy choices, and address the long-term effects of community violence and poverty. We know that violence, poverty, and poor health impacts educational outcomes.

- In 2014-15, the chronic absence rate was 12.5% district-wide and 19% for African American Males.
- In 2013-14, the cohort graduation rate was 60.8% district-wide and 54.3% for African American Males.
- In 2014-15, only 42.8% of 3rd-grade students were reading proficient.
- 43% of all OUSD students are overweight.
- More than a quarter of OUSD middle and high school students have felt sad and hopeless for two or more weeks.
- Only 40% of middle school students and 69% of high school students report feeling confident that they could prevent pregnancy or STDs for themselves or their partners.
- In 2013, more than 50% of African-American students surveyed indicated that they knew someone who had been a victim of gun violence.
- 4.9% of children under 18 were uninsured in Alameda County in 2013 (Source: American Community Survey). Retention in low-income health coverage programs is a challenge for many families.

Project Description

Project Description

Please describe your proposed project and how it addresses the identified community need. Imagine you are explaining your project to a reporter or someone outside of your field. Do not write in first person. Limited to 200 words.

This request is a three-part effort in support of OUSD's Five Year Strategic Plan

1. Pathway to Excellence Strategic Plan Implementation

To successfully implement the strategic plan, Organizational Effectiveness/Culture and Social Emotional Learning are critical strategies for OUSD's change management over the next three years. OUSD is shifting the mindsets, behaviors, and systems from the classroom to the boardroom to create an organizational and

school culture and climate where staff and students will thrive.

2. African American Male Achievement (AAMA)

AAMA is focused on three primary goals: 1) Strengthen the position of AAMs and their families within their schools; 2) Increase AAM literacy; and 3) Reduce disproportionality in discipline and reduce suspensions. With support from Kaiser, AAMA has implemented programs, like Manhood Development, that impact more than 6,500 students annually, resulting in decreased suspensions, increased attendance, GPA, student school belonging, and self-efficacy.

3. Health, Wellness & Community Schools

Through strong community schools, OUSD and its partners will sustain and strengthen school-based health centers, health insurance enrollment, school wellness programs, and other key learning supports. OUSD will increase the coordination, staffing, and structures that integrate health, wellness, and other community school programs into the core work of Oakland schools.

Complete Work Plan

"This is a separate template that is required to be submitted with your application. You can find the template at:

info.kaiserpermanente.org/communitybenefit/html/grantmaking/northern-california/applications.html. You will attach this along with other required documents in the "Attachments" at the end of this application.

Goals & Objectives

Referring to your completed workplan template (available here), please copy and paste your goals and objectives here. List as bullets like the example below.

Goal 1: Implement Organizational and School Culture and Climate efforts under Pathway to Excellence: Five Year Strategic Plan (2015-2020) to ensure that all students graduate college, career, and community ready.

- Objective a: Recruit the best talent, create a system that cultivates their growth, and develop a culture that facilitates high retention of our most effective employees.
- Objective b: Provide exemplary service to all Oakland schools with an emphasis

on increasing achievement and engagement for our students.

- Objective c: Develop a set of district core values that will be used to guide how we recruit, develop and retain our employees, engage with our families and communities, and provide services to our students. These core values are intended to permeate our culture and will be used to drive us towards excellence as a school district.
- Objective d: Increase student engagement and learning for all students through direct Social Emotional Learning (SEL) instruction and integration of climate and culture-building strategies within academic pedagogy and practice.

Goal 2: Implement effective programs, systems, and policies to eliminate inequitable achievement and life outcomes for African American Male students.

- Objective a: Develop Manhood Development Program in at least 16 middle and high schools and sustain cohorts of students from 8th to 12th grade to provide continuous positive peer group.
- Objective b: Develop student leadership and motivational programs such as: African American Student Leadership Council, peer academic support, and expanded celebrations of African American male student achievement.
- Objective c: Continue to implement discipline matrix and universal referral
- Objective d: Implement Cascade mentorship with 15 high school match to 15 elementary schools
- Objective e: Develop Student Leadership Council: 25 middle school | high school Ambassadors
- Objective f: Strengthen ManUp Conferences
- Objective g: Implement Professional Learning Community for staff (Community of Practice)
- Objective h: Develop Manhood Development Program classes:
 - Mastering Our Cultural Identity (4th - 12 grade)
 - African American Power in the U.S. (9th, 11th grade)
 - The World's Great Men & Women of Color (10th grade)
 - Revolutionary Literature (9th, 10th, 11th grade)

Goal 3: Implement and expand full service community school model to increase access to health and social services, healthy school environments, and other learning supports.

- Objective a: Sustain and expand comprehensive health and wellness services
- Objective b: Sustain and expand health insurance enrollment and family support services through the Central Family Resource Center
- Objective c: Implement newly revised OUSD Wellness Policy
- Objective d: Increase coordination of health and other services at schools sites with Community School Managers

- Objective e: Develop central tools and systems to strengthen site-based community partnerships
- Objective f: Develop and implement community schools communications strategy to increase awareness and sustainability

Rationale

What distinguishes your organization's ability to serve the population and meet the need specified above (e.g. leadership, cultural competency, etc)?

150 word limit.

OUSD is the first school district in the country to identify as a Full Service Community School District. OUSD reaffirmed the commitment to Community Schools in the updated strategic plan: Pathway to Excellence.

OUSD's work in the areas of organizational and school culture, support for African American males, health policy, health access, health insurance enrollment, and school wellness has put Oakland on the map as an innovator. Through the community schools model, these programs are integrated into the core work of schools, which increases impact on students and families.

OUSD also undertook a process to revise the comprehensive wellness policy that guides programming in the areas of nutrition, school gardens, physical education/ activity, health education, school climate, physical school environment, access to and coordination of health services, and staff wellness. This is indicative of the District's intentional and holistic approach to increase access to healthcare and remove barriers to learning.

Why have you selected this strategy to address this problem?

Please describe the evidence supporting the proposed project. (e.g. Has this strategy shown success with similar populations? Is this strategy considered more effective than others?)

150 word limit.

National and local data supports the effectiveness of the community school model and increasing access to health through schools, as critical methods for improving health and educational outcomes for students. Health and wellness evaluations are demonstrating impact on health and education outcomes in Oakland.

AAMA and Manhood Development Program have shown decreases in suspensions, increased attendance, increased literacy, and increases in school belonging and self-efficacy for African American male students. OUSD is building on this progress through expanded policies and culturally responsive strategies that disrupt barriers to achievement for African-American males.

The research is also clear that Social Emotional Learning programs develop leadership, communication, cooperation, resilience, and other skills that are critical for success in college, the workplace, and life. In one study, the impact on academic performance translated to an 11-percentile gain in students' achievement test scores. Similar outcomes are documented in companies that develop values-based organizational effectiveness practices.

Why is this the best time to implement your project? (e.g. leveraging other funding opportunities or organizational partnerships, notable changes in health indicators, etc)

150 word limit.

While OUSD is proud of the progress to date, we are eager to deepen our collective efforts toward the goal of becoming a Full Service Community District, so that every student thrives and graduates college, career, and community ready. Since 2011, OUSD has undertaken significant efforts to improve the areas of organizational effectiveness, school culture and climate, supports for African American Male students, health, wellness, and community school infrastructure. With Kaiser's investment, OUSD and its partners are poised to take these efforts to scale by 2020. Additionally, as school budgets in California are stabilizing and growing, we hope to increase site investments in Community School Managers and other centrally and soft funded programs. This will enable us to seed funding at new sites and grow the cohort of community schools.

Other?

150 word limit.

Evaluation

Please list the specific outcomes as stated in your workplan

150 word limit.

- Increased cohort graduation rate and decreased cohort dropout rate
- Increased % 3rd, 6th, 9th-grade students reading at/above grade level (SRI)
- Decreased chronic absence rate
- Decreased discipline incidence and suspension rate
- Improved student classroom engagement and GPA
- Improved student behavioral health outcomes
- Increase number of children and families enrolled in health coverage
- Increased % of students who report positive health indicators
- Increased % of students who pass 5 out of 6 Physical Fitness Tests
- Increased # of students connected to support services through COST
- Improved and expanded partner infrastructure implemented
- Students, families, and partner agencies will have increased awareness and understanding of community school model and resources available to support student learning.
- Increased number of employees who report being "strongly engaged"
- Favorable rating of district departments will increase.

How will you measure the changes you aim to see (i.e. which data will you collect)?

150 word limit.

To ensure the continuous improvement and refinement of implementation, OUSD utilizes a variety of evaluations to assess our progress including the below:

- OUSD Data Dashboards/Balanced Scorecard
- OUSD Employee hiring and retention data; Orientation/Onboarding data; Exit interviews
- OUSD Employee Engagement Survey
- OUSD Departmental Performance Management (Customer Service) Survey findings
- Ombudsman District Formal Complaint Data filed by Schools
- Survey feedback for Pathway Programs
- Survey feedback from Values Day
- Employee Engagement survey
- School-Based Health Center Evaluation Conducted by UCSF
- California Healthy Kids Survey, CORE SEL Survey, and DESSA Pilot schools
- Countywide evaluation of health insurance enrollment initiative conducted by Bright Research Group
- Wellness Evaluation Conducted by Bright Research Group
- Community Schools Evaluation Conducted by the Gardner Center at Stanford

Who will oversee the evaluation? Please list name, title, and role in the organization.

45 words limit.

Curtiss Sarikey, Deputy Chief, Community Schools and Student Services
Yana Smith, Chief of Staff, Organizational Effectiveness & Culture
Kristina Tank-Crestetto, Director, SEL
Chris Chatmon, Executive Director, AAMA
Andrea Bustamante, Director, Community School Partnerships
Kimi Sakashita, Associate Director, Alameda County HCSA
Mara Larsen-Fleming, Director, Health and Wellness

Communication

Partners

Community partners involved in coordination and/or provision of this project (please list and describe briefly). Limited to 150 words.

A. Strategic Plan Implementation

Collaborative for Academic, Social, and Emotional Learning (CASEL), California Office to Reform Education (CORE), Panasonic Foundation

B. AAMA

NAACP, 100 Black Men of the Bay Area, Oakland Alliance of Black Educators, Qualified Athletes, Youth Speaks, Inside Track, Faith Network of East Bay, Urban Male Health Initiative, Campaign for Black Male Achievement, Alameda County Alliance for Men and Boys of Color, UC Berkeley Center for Educational Partnerships, Destination College Advising Corps

C. Health, Wellness & Community Schools

Coalition for Community Schools, Alameda County HCSA, La Clínica de La Raza, Children's Hospital Oakland, East Bay Asian Youth Center, Native American Health Center, Asian Health Services, LifeLong Medical Care, Youth Uprising, Safe Passages, Alternatives in Action, Bay Area Community Resources, Eagle Village, East Bay Agency for Children, The Unity Council, California School-Based Health Alliance, Project LEAN, American Heart Association, American Lung Association, American Cancer Society, TransForm, Big Smiles

What opportunities may be available for recognizing Kaiser Permanente's support?

100 word limit.

OUSD will schedule a press conference to announce the award of this grant. Kaiser Permanente's support will also be acknowledged in all communication and evaluation materials developed as part of this project. OUSD will highlight funded projects in newsletters, website, and through social media. OUSD welcomes the opportunity to provide sponsorship visibility for this work via logo use on folders, materials, presentations, and signage.

Briefly describe your plans for communicating to stakeholders about the award and progress of this grant

100 word limit

OUSD has an extensive network of collaborations and communications through which we share the progress, results, and impact of the work. Evaluation partners will produce and disseminate formal reports annually. All reports include quantitative and qualitative data. These reports provide a picture of the positive impact on the Oakland community.

We also share progress at convenings with partner organizations, School Board meetings, and other engagements with stakeholders. The OUSD Communications Office shares the impact of our work and features stories on the district TV station, website, internal and external newsletters, and through other media outlets.

Compliance

Do any Kaiser Permanente executives, managers, directors, physicians or other employees or their family members;

- Serve as a board member, director, officer, manager, employee or fiduciary agent of your organization; or
- Have a compensation arrangement or financial interest with your organization

No

If yes, please provide the person(s) name and describe the nature of the relationship

Budget Template

Organization Name: Oakland Unified School District
 Project Title: Every Student Thrives
 Budget Contact Name & Phone: Curtiss Sarikey, 415-806-5287

PROJECT BUDGET	Year 1 Request from Kaiser Permanente	Year 1 In-Kind/Other Revenue Sources	Year 2 Request from Kaiser Permanente	Year 2 In-Kind/Other Revenue Sources	Year 3 Request from Kaiser Permanente	Year 3 In-Kind/Other Revenue Sources	Total Budget
PERSONNEL/STAFFING EXPENSES (List title and % FTE on project)							
STRATEGY:							
Chief, Public Affairs & Communications (.5 FTE Y1, .25 FTE Y2)	\$ 71,428.57	\$ 71,428.57	\$ 35,714.29	\$ 106,602.86	\$ -	\$ 142,317.15	\$ 107,142.86
Substitute Teachers (Org Effectiveness Trainings)	\$ 7,142.86	\$ -	\$ 7,142.86	\$ -	\$ 7,142.85	\$ -	\$ 21,428.57
AAMA:							
AAMA Staff (5.5 FTE Y1/Y2/Y3)	\$ 285,714.29	\$ 400,000.00	\$ 285,714.29	\$ 400,000.00	\$ 285,714.28	\$ 400,000.00	\$ 857,142.86
HEALTH, WELLNESS & COMMUNITY SCHOOLS:							
Director, Health and Wellness (1.0 FTE Y1/Y2/Y3)	\$ 110,000.00	\$ -	\$ 110,000.00	\$ -	\$ 110,000.00	\$ -	\$ 330,000.00
Director, Community Partnerships (.5 FTE Y1)	\$ 57,142.86	\$ 57,142.86	\$ -	\$ 114,285.75	\$ -	\$ 114,285.72	\$ 57,142.86
Coordinator, Community School Leadership (.4 FTE Y1, 1.0 FTE Y2/Y3)	\$ 40,000.00	\$ 60,000.00	\$ 90,000.00	\$ 10,000.00	\$ 90,000.00	\$ 10,000.00	\$ 220,000.00
Manager, Partnerships (.5 FTE Y1, 1.0 FTE Y2/Y3)	\$ 45,000.00	\$ 45,000.00	\$ 90,000.00	\$ -	\$ 90,000.00	\$ -	\$ 225,000.00
Coordinator, Wellness (.9 FTE Y1, 1.0 FTE Y2/Y3)	\$ 90,000.00	\$ 15,000.00	\$ 105,000.00	\$ -	\$ 105,000.00	\$ -	\$ 300,000.00
Clinic Liaison (1.0 FTE Y1/Y2/Y3)	\$ 60,000.00	\$ -	\$ 60,000.00	\$ -	\$ 60,000.00	\$ -	\$ 180,000.00
Community School Managers (7.0 FTE Y1/Y2/Y3)	\$ 626,428.57	\$ 1,519,000.00	\$ 598,571.42	\$ 1,519,000.00	\$ 591,428.59	\$ 1,519,000.00	\$ 1,816,428.57
Wellness Champion Program Stipends (extended contracts)	\$ 71,428.57	\$ 55,714.29	\$ 71,428.57	\$ -	\$ 71,428.57	\$ -	\$ 214,285.71
Administrative Assistant (1.0 FTE Y1, .5 Y2/Y3)	\$ 50,000.00	\$ -	\$ 25,000.00	\$ 25,000.00	\$ 25,000.00	\$ 25,000.00	\$ 100,000.00
Subtotal, Personnel/Staffing Expenses	\$ 1,514,285.72	\$ 2,223,285.72	\$ 1,478,571.43	\$ 2,174,888.61	\$ 1,435,714.29	\$ 2,210,602.87	\$ 4,428,571.43
Benefits (40 % of Personnel)	\$ 605,714.29	\$ 889,314.29	\$ 591,428.57	\$ 869,955.44	\$ 574,285.71	\$ 884,241.15	\$ 1,771,428.57
NON-PERSONNEL EXPENSES							
Training/Conferences (Community School PD)	\$ 15,000.00	\$ -	\$ 15,000.00	\$ -	\$ 15,000.00	\$ -	\$ 45,000.00
Training (Organizational Effectiveness)	\$ 270,000.00	\$ -	\$ 355,000.00	\$ -	\$ 445,000.00	\$ -	\$ 1,070,000.00
Customer Service/Employee Engagement	\$ 35,000.00	\$ -	\$ 40,000.00	\$ -	\$ 40,000.00	\$ -	\$ 115,000.00
City-wide Values (Youth Leadership Initiative)	\$ 120,000.00	\$ -	\$ 120,000.00	\$ -	\$ 120,000.00	\$ -	\$ 360,000.00
Curriculum, Materials and Assessments (SEL)	\$ 130,000.00	\$ -	\$ 130,000.00	\$ -	\$ 130,000.00	\$ -	\$ 390,000.00
INDIRECT/OVERHEAD EXPENSE							
4.57% of Direct Expenses (Maximum 15% of total direct costs) (Direct Expenses = Personnel + Non-Personnel)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
OTHER COSTS							
Alameda County HCSA (Direct Health Services Base Allocation, Staff, and Evaluation)	\$ 1,000,000.00	\$ 1,171,500.00	\$ 1,000,000.00	\$ 1,171,500.00	\$ 1,000,000.00	\$ 1,171,500.00	\$ 3,000,000.00
Central Family Resource Center Coordination & Operations (East Bay Agency for Children)	\$ 50,000.00	\$ 50,000.00	\$ 50,000.00	\$ 50,000.00	\$ 50,000.00	\$ 50,000.00	\$ 150,000.00
Community Schools Evaluation	\$ 75,000.00	\$ -	\$ 75,000.00	\$ -	\$ 75,000.00	\$ -	\$ 225,000.00
Wellness Evaluation	\$ 20,000.00	\$ -	\$ 20,000.00	\$ -	\$ 20,000.00	\$ -	\$ 60,000.00
Training Consultants (Organizational Effectiveness)	\$ 80,000.00	\$ -	\$ 40,000.00	\$ -	\$ 10,000.00	\$ -	\$ 130,000.00
Grantwriting Consultants	\$ 50,000.00	\$ -	\$ 50,000.00	\$ -	\$ 50,000.00	\$ -	\$ 150,000.00
SEL Consultants	\$ 35,000.00	\$ -	\$ 35,000.00	\$ -	\$ 35,000.00	\$ -	\$ 105,000.00
TOTAL EXPENSES (Personnel + Non-Personnel + Other Costs)	\$ 4,000,000.00	\$ 4,334,100.01	\$ 4,000,000.00	\$ 4,266,344.05	\$ 4,000,000.00	\$ 4,316,344.02	\$ 12,000,000.00

Please provide a budget narrative describing each line item as a separate Word document
 Note: Total Expenses for "Request from Kaiser Permanente" columns should match the request amount.

Northern California Region GRANT APPLICATION



Workplan

Organization Name: Oakland Unified School District

Project Title: Every Student Thrives: Creating a Full Service Community School District

Contact Name: Curtiss Sarikey **Contact Phone:** 415-806-5287

Goal 1: Implement Organizational and School Culture and Climate efforts under Pathway to Excellence: Five Year Strategic Plan (2015-2020) to ensure that all students graduate college, career, and community ready.							
Target Population:	OUSD Staff, Students, and Families			Number of People Served with this KP funding:	20,000		
Objective	Activities	Timeline		Expected Outcome(s)	Responsible Staff	Evaluation Method(s)	Anticipated Challenges
		Start Date	Target End Date				
1. Recruit the best talent, create a system that cultivates their growth, and develop a culture that facilitates high retention of our most effective employees.	<p>1A. Design, brand and rollout annual employee engagement survey during the 2015-2016 school year.</p> <p>1B. Use results from this survey to inform modifications to existing Values-Based Leadership Development programming while providing meaningful feedback to Chiefs (Department and Division leaders) on perceptions of their employee's experiences. This feedback will be used as a coaching tool for these leaders.</p>	2016	2019	<p>Student Outcomes:</p> <ul style="list-style-type: none"> Increased cohort graduation rate Decreased cohort dropout rate Increased % 3rd, 6th and 9th grade students reading at or above grade level on SRI Decreased chronic absence rate Decrease suspension rate <p>Organizational Outcomes:</p> <ul style="list-style-type: none"> By 2020, the number of employees who are "strongly engaged" as indicated by our Employee Engagement survey results will increase to 85%. Currently, employee engagement is not measured at OUSD. Tangible and visible organizational shifts will occur that demonstrate OUSD's responsiveness to survey 	<p>Yana Smith, Chief of Staff: Organizational Effectiveness & Culture</p> <p>Dr. Rachelle Rogers-Ard, Director, Leadership Development and Employee Experience</p>	<p>OUSD Dashboards: Employee hiring and retention data; Orientation/Onboarding data; Exit interviews</p> <p>Employee Engagement Survey</p>	High costs of living/Low teacher salaries makes Oakland less desirable and therefore, unaffordable for educators

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				feedback to further support our efforts to transform organizational culture.			
2. Provide exemplary service to all Oakland schools with an emphasis on increasing achievement and engagement for our students.	<p>2A. Provide skill-based development and customer service training to employees, particularly those serving on the front lines of engagement with parents, students and community members.</p> <p>2B. Identify and prioritize those departments in most urgent need of process development and improvement in an effort to provide targeted support for the norming on systems, practices and protocols to maximize overall effectiveness.</p> <p>2C. Create standardized operating procedures for departments to ensure change management efforts are rooted in procedural guides in an effort to eliminate variation on the customer and employee experience.</p>	2016	2019	<p>See Student Outcomes Under Objective 1.</p> <p>Organizational Outcomes:</p> <ul style="list-style-type: none"> By 2020, at least 80% of respondents on OUSD' Departmental Performance Management survey (a survey currently used to provide feedback on customer service by department) will rate district departments "Favorably." 	<p>Yana Smith, Chief of Staff: Organizational Effectiveness & Culture</p> <p>Yuka Daniel Director, Organizational Effectiveness</p>	<p>Departmental Performance Management (Customer Service) Survey findings Ombudsman District Formal Complaint Data filed by Schools</p>	<p>"Old culture" resistance to buy-in to change based on current culture and larger Oakland context of fear, marginalization, absence of equity and unmet/unfulfilled promises.</p>
3. Develop a set of district core values that will be used to guide how we recruit, develop, and retain our employees, engage with our families and communities, and provide services to our students. These core values are intended to permeate our culture and will be used to drive us towards excellence as a school district.	<p>3A. Design, promote and pilot the initial set of Values-Based Leadership Development programs to create "buzz," energy and internal dialogue about our efforts to become a culture-based organization rooted in values.</p> <p>3B. Design and execute on a viable new employee orientation and induction experience at OUSD.</p> <p>3C. Lead the organization through the collaborative process of selecting its core values, including citywide values unification with youth leaders in West and East Oakland.</p> <p>3D. Refine our Values-Based Leadership Development programs to reflect the selected values and providing training to employees as to how they must begin to actualize, manifest and "show up" in these</p>	2016	2019	<p>See Student Outcomes Under Objective 1.</p> <p>Organizational Outcomes:</p> <ul style="list-style-type: none"> By August 2016, we will utilize our L.E.A.P. Week (Leadership & Educator Alignment and Planning) experience—This is when we bring together the 60 members of Cabinet (this is made up of all Chiefs, Deputy Chiefs, Network Superintendents, Department Heads, Project Leaders and Executive Assistants) and every district Principal and Assistant Principal for a week of culture reflection, exploration and annual planning—as the core group, alongside identified OUSD "Culture Champions" to 	<p>Yana Smith, Chief of Staff: Organizational Effectiveness & Culture</p> <p>Dr. Rachelle Rogers-Ard, Director, Leadership Development and Employee Experience</p> <p>Yuka Daniel Director, Organizational Effectiveness</p>	<p>Survey feedback for Pathway Programs</p> <p>Survey feedback from Values Day</p> <p>Employee Engagement survey</p>	<p>Obtaining the level of buy-in that informs new expectations—resistance to change.</p>

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	<p>values on a consistent and daily basis.</p> <p>3E. Define, promote and rollout Core Competencies that will inform our Employee Performance Management systems and processes that will now be aligned to our values.</p>			<p>select our organization's values.</p>			
<p>4. Increase student engagement and learning for all students through direct Social Emotional Learning (SEL) instruction and integration of climate and culture-building strategies within academic pedagogy and practice.</p>	<p>4A. Continue to expand the implementation and support for explicit evidence based SEL programmatic implementation throughout elementary schools.</p> <p>4B. Continue to expand the implementation and support for explicit evidence based SEL programmatic implementation throughout Middle School Advisory.</p> <p>4C. Continue to expand the implementation and support for explicit evidence based SEL programmatic implementation throughout High School Pathways</p>	2016	2019	<ul style="list-style-type: none"> • Reduce discipline incidence for participants by 25% • Reduce chronic absenteeism for participants by 75% • 80% of participants will show an improvement in their classroom engagement. 	Kristina Tank-Crestetto	<p>USD Data Dashboards/Balanced Scorecard</p> <p>California Healthy Kids Survey, CORE SEL Survey, and DESSA Pilot schools</p>	<p>- Shifting culture and practice to use SEL data to inform decisions and balance priorities regarding SEL at the class, school and district levels.</p> <p>- Difficult to make sense of and connections between Common Core, Next Generation Science Standards, Social and Emotional Learning, new teacher evaluation system, and new instructional materials.</p>