

RESOLUTION OF THE BOARD OF EDUCATION
OF THE OAKLAND UNIFIED SCHOOL DISTRICT
NO. 1920-0214

Final 2020-21 Budget Solutions for the General Fund

WHEREAS, the Governing Board (“Board”) recognizes that, in order to improve opportunities and outcomes for all students in the Oakland Unified School District (“District”) and close equity gaps for the District’s historically underserved and most vulnerable students, the District must ensure that it remains fiscally solvent in the next three (3) school years, as well as years to come; and

WHEREAS, the Board desires to minimize the impact of any budget reductions on the level of service, quality of staff, and education programs for District students; and

WHEREAS, the District’s first interim budget report projects that at least \$15.5 million in solutions (i.e., either reductions in General Fund expenditures and/or increases in General Fund revenues) for 2020-21 are needed in order to ensure that the District meets its required 3% reserve (including the state-required 2% reserve); and

WHEREAS, the District’s first interim budget report did not include any compensation increases for five (5) of the District’s seven (7) bargaining units nor the ongoing costs of operating the new Central Kitchen; and

WHEREAS, on December 11, 2019, the Board approved Resolution No. 1920-0180 which directed the Superintendent to identify sufficient solutions for 2020-21 to ensure that the District can maintain its 3% reserve for 2020-21 and stated the Board will approve the requisite amount of General Fund solutions for 2020-21 by March 2020 to maintain its 3% reserve for 2020-21; and

NOW, THEREFORE, BE IT RESOLVED THAT, the Board hereby adopts the ~~\$20.1~~18.8 million in General Fund solutions found in **Attachment A**; and

BE IT FURTHER RESOLVED, that the Board hereby directs the Superintendent to initiate all steps necessary to implement and consistent with the General Funds solutions found in **Attachment A**, including (without limitation) statutory notices relating to layoff or reassignment, and to incorporate the General Fund solutions in the proposed Fiscal Year 2020-2021 District Budget and its fiscal impact to the related multi-year budget projections for the subsequent two (2) fiscal years to be adopted by Board not later than June 30, 2020; and

BE IT FURTHER RESOLVED, that the Board reduces its Board-established 1% reserve by \$1.4 million and directs the Superintendent to then restore the Board-established 1% reserve at the closing of the books using any unassigned funds in the ending funding balance to the extent that sufficient funds are available to do so; and

BE IT FURTHER RESOLVED, that the Board directs the Superintendent to allocate the \$1.4 million identified in the prior paragraph strictly to middle and high schools, whose staffing will be reduced, on a one-time basis for staff positions at the discretion of the Superintendent; and

BE IT FURTHER RESOLVED, if new one-time funds are identified at or after the closing of the books, or at any other time prior to December 2020, the Board directs the Superintendent to first alert the Board and then to bring to the Board recommendations, that are feasible and consistent with Board Policies, regarding the use of such one-time funds; and

BE IT FURTHER RESOLVED, the Board directs the Superintendent to analyze the revenue generating strategies identified in **Attachment B** and to present the Board with an implementation plan for each strategy on each [JRD1] no later than November 2020 and to explore other ideas identified in **Attachment B**.

Passed by the following vote:

PREFERENTIAL AYE:

PREFERENTIAL NAY:

PREFERENTIAL ABSTENTION:

PREFERENTIAL RECUSED:

AYES:

NOES:

ABSTAINED:

RECUSED:

ABSENT:

CERTIFICATION

We hereby certify that the foregoing is a full, true and correct copy of a Resolution passed at a Special Meeting of the Board of Education of the Oakland Unified School District held on March 4, 2020.

Jody London
President, Board of Education

Kyla Johnson Trammell
Secretary, Board of Education

Attachment A (General Fund Solutions for 2020-21)

SITE SOLUTIONS

	<u>Solution</u>	<u>Current</u>	<u>Proposed</u>	<u>Estimated Savings</u>	<u>Estimated FTE</u>	<u>Type of Change</u>
1	Adjust Per Pupil Allocation rates from school type rates to grade level rates	School sites are allocated discretionary funding by school type (i.e., Elementary TK-5; TK-8; Middle 6-8; Grades K-8; Grades 6-12; HS 9-12; Continuation). The rates range from \$117 per student to \$900 per student	Pivot allocations for discretionary funding from rates based on school type to rates based on grade level.	(\$7,000)	-	Ongoing Reduction
2	Reduce Per Pupil Allocation rates by 50%	School sites are allocated discretionary funding by school type (i.e., Elementary TK-5; TK-8; Middle 6-8; Grades K-8; Grades 6-12; HS 9-12; Continuation). The rates range from \$117 per student to \$900 per student	Reduce school site discretionary funding by reducing Per Pupil Allocation Rates by 50%	(\$3,000,000)	TBD	Ongoing Reduction
3	Use cost savings from “Blueprint Schools” to supplement Per Pupil Allocation rates for “Blueprint Schools” (Fruitvale Elementary, Futures Elementary/ Community United Elementary, Frick Impact Academy/SOL Middle, Coliseum College Prep Academy, Elmhurst United Middle, MetWest (6-12), Melrose Leadership Academy, Sankofa/Kaiser)	Under the above reduction, the Per Pupil Allocation rates would be reduced by 50%.	Supplement the Per Pupil Allocation rates to 2019-20 levels on a one-time basis to address the needs of merging or expanding schools, which would have the effect of delaying for one year the ongoing reductions to Per Pupil Allocation Rates	\$0	TBD	One-time Investment
4	Adjust enrollment process for elementary grade students (TK-5)	Enrollment targets are set for each school. If a school reaches its enrollment target, the school continues to enroll students and additional classrooms are opened, regardless of the size of the new classrooms.	Revise our enrollment practice to establish enrollment caps by school. As new students enroll at the Welcome Center, if a school is at their classroom cap, students will be diverted to other schools to create sustainable cohorts of students at the elementary level with fewer combination classrooms.	(\$400,000)	(4.0)	Ongoing Reduction
5	Shift funding for additional classroom teachers allocated to school sites with more than 90% underserved student populations	Schools with more than 90% underserved student populations are allocated additional teacher staffing to allow for smaller class sizes. The additional positions are funded with unrestricted (general purpose) dollars.	Shift the funding source for the additional teacher staffing from unrestricted (general purpose) dollars to supplemental dollars.	(\$1,000,000)	-	Ongoing Reallocation to Supplemental

Attachment A (General Fund Solutions for 2020-21)

6	Shift funding for counselors	Counselors are assigned to sites serving 6th grade and above based upon a District-wide ratio of 550:1 in the current year and 500:1 effective FY20/21. Approximately 48.9 FTE Counselors serve OUSD, of which 28.5 FTE are funded with unrestricted (general purpose) dollars and 18.0 FTE are funded with supplemental/concentration dollars.	Shift the funding source for all counseling positions from unrestricted (general purpose) dollars to supplemental/concentration dollars.	(\$3,000,000)	-	Ongoing Reallocation to Supplemental
7	Shift school site leadership positions	School site leadership staffing allocations are based on school type and student numbers and funded with general purpose dollars	Shift portion of school site leadership staffing for Assistant Principals to supplemental funding	(\$2,000,000)	-	Ongoing Reallocation to Supplemental
8	Reduce school site leadership positions	School site leadership staffing allocations are based on school type and student numbers	Reduce school site leadership staffing allocations for Assistant Principals and pivot from allocations based on student numbers to student needs	(\$1,300,000)	(8.0)	Ongoing Reduction
9	Reduce school site clerical staffing	School site clerical staffing allocations are based on school type and student numbers	Reduce school site clerical staff by and pivot from allocations based on student numbers to student needs	(\$1,500,000)	(12.3)	Ongoing Reduction

SUBTOTAL FROM SITE SOLUTIONS (\$12,207,000) (24.3)

Attachment A (General Fund Solutions for 2020-21)

CENTRAL OFFICE SOLUTIONS

	<u>Solution</u>	<u>Current</u>	<u>Proposed</u>	<u>Estimated Savings</u>	<u>Estimated FTE</u>	<u>Type of Change</u>
11	Consolidate and streamline business services functions [Impacted Budgets: 936, 902, 951, 980, 905, 990, 948, 986]	Fiscal, analytical, and support services to school sites and departments are spread across multiple departments (CBO, CFO, budget, accounting, accounts payable, RAD, technology)	Consolidate fiscal services functions (budget and accounting) into a single department and streamline management throughout	(\$2,116,000)	(12.3)	Ongoing Reduction
12	Consolidate and reduce OUSD-wide communications, strategy, and support services [940, 958, 956, 946, 941, 994]	Support for OUSD-wide functions is held within the Superintendent and Board Offices (communications, strategy, police, legal)	Reduce and streamline available supports including communications, administrative, police, and discretionary funds	(\$1,277,400)	(9.4)	Ongoing Reduction
13	Reduce talent operations and supports [944]	Support for human resources operations is held within Talent along with targeted support in the recruitment and retention of hard to fill positions and support to teachers seeking peer assistance support	Reduce available supports including oversight of onboarding, credentialing processing, and support for classified and substitute recruitment and retention	(\$743,000)	(7.0)	Ongoing Reduction
14	Reduce management support for academic services [909]	Academics supports the improvement of instructional practice across the District, including support for subject content, instructional technology, and library services	Reduce management, administrative support, and scope of work for library services and instructional technology; pivot from subject management to grade span management of the instructional program	(\$561,400)	(4.2)	Ongoing Reduction
15	Reduce management of initiatives supporting focal populations [922, 954, 968, 964, 912, 929, 928, 975]	Supports to build Full Service Community schools are spread across multiple departments (community schools, English language learner and multilingual achievement, health services, school networks, linked learning, equity office, counseling, special education)	Reduce management support of various initiatives, namely, restorative justice, positive behavior intervention support, discipline and attendance, college and career, family supports, and targeted support strategies.	(\$3,282,515)	(26.0)	Ongoing Reduction
16	Streamline custodial support for facilities [989]	Custodial services are allocated based on square footage used on each campus	Streamline custodial services for unused square footage space	(\$203,000)	(3.5)	Ongoing Reduction
17	Shift custodial and buildings and grounds support to routine restricted maintenance account (RRMA)	Custodial and buildings & grounds services are funded with unrestricted general purpose dollars	Shift a portion of custodial and buildings and grounds crews to RRMA and reduce maintenance staff by 14.0 FTE (including 6 FTE that are vacant)	(\$3,082,000)	(14.0)	Ongoing Reallocation to RRMA

Attachment A (General Fund Solutions for 2020-21)

18	Reduce non-personnel expenditures in supplemental	Supplemental/Concentration dollars fund an array of services, materials, and positions aimed at improving and increasing services to our focal students, including professional development and instructional materials	Reduce allocations for professional development and textbook adoptions.	(\$3,200,000)	-	Ongoing Reduction
19	Reduce supplies budget in central office	Funds are allocated for supplies based on requests and prior experience	Standardize allocations for supplies across all central office departments	(\$350,000)	-	Ongoing Reduction

SUBTOTAL FROM CENTRAL OFFICE SOLUTIONS (\$14,815,315) (76.4)

TOTAL SOLUTIONS (\$27,022,315) (100.7)

Unrestricted: Fund shifts from General Purpose (resource 0000) to Supplemental/Concentration (Resource 0005) for Counselors, Assistant Principals, and Classroom Teachers \$6,000,000

Restricted: Provide relief to soften the impact of reductions to school sites \$851,250

NET RELIEF TO THE GENERAL FUND BALANCE (\$20,171,065)

Attachment B (Potential General Fund Solutions for 2021-22)

The Superintendent is directed to analyze the following [cost savings and](#) revenue generating strategies identified below and to present the Board with an implementation plan for each strategy no later than November 2020:

- Coordinated bell schedules across all schools
- Saturday School in all possible schools
- Increase Free & Reduced Lunch participation
- Lease sites that are currently or will soon become vacant
- Reduce energy costs

[The Superintendent is directed to analyze, in conjunction with the Alameda County Office of Education, the programmatic and net financial impact of closings the District's Community Day School and transiting to having OUSD students who are expelled attend Alameda County Office of Education-run programs and to presented to the Board her analysis no later than November 2020.](#)

The Superintendent is directed to develop an alternative Safety Plan that could be put in place if the Board elected to eliminate all non-school site staff sworn officers of the Oakland Schools Police Department. The alternative Safety Plan shall be presented to the Board no later than ~~November~~[September](#) 2020.

As part of the Cohort 3 recommendation for the Citywide Plan, the Superintendent is directed to present to the Board information on: [1\) the absolute minimum level of staffing a school could operate on to remain legally compliant; and 2\) a plan for](#) how the District could be restructured so that every school would have the staff to create a full service community school. This may require reducing the number of schools the District operates. The request is for information only.

RESOLUTION OF THE BOARD OF EDUCATION
OF THE OAKLAND UNIFIED SCHOOL DISTRICT
NO. 1920-0214

**Final 2020-21 Budget Solutions for the General Fund
(As Amended)**

WHEREAS, the Governing Board (“Board”) recognizes that, in order to improve opportunities and outcomes for all students in the Oakland Unified School District (“District”) and close equity gaps for the District’s historically underserved and most vulnerable students, the District must ensure that it remains fiscally solvent in the next three (3) school years, as well as years to come; and

WHEREAS, the Board desires to minimize the impact of any budget reductions on the level of service, quality of staff, and education programs for District students; and

WHEREAS, the District’s first interim budget report projects that at least \$15.5 million in solutions (i.e., either reductions in General Fund expenditures and/or increases in General Fund revenues) for 2020-21 are needed in order to ensure that the District meets its required 3% reserve (including the state-required 2% reserve); and

WHEREAS, the District’s first interim budget report did not include any compensation increases for five (5) of the District’s seven (7) bargaining units nor the ongoing costs of operating the new Central Kitchen; and

WHEREAS, on December 11, 2019, the Board approved Resolution No. 1920-0180 which directed the Superintendent to identify sufficient solutions for 2020-21 to ensure that the District can maintain its 3% reserve for 2020-21 and stated the Board will approve the requisite amount of General Fund solutions for 2020-21 by March 2020 to maintain its 3% reserve for 2020-21; and

NOW, THEREFORE, BE IT RESOLVED THAT, the Board hereby adopts the \$18.8 million in General Fund solutions found in **Attachment A**; and

BE IT FURTHER RESOLVED, that the Board hereby directs the Superintendent to initiate all steps necessary to implement and consistent with the General Funds solutions found in **Attachment A**, including (without limitation) statutory notices relating to layoff or reassignment, and to incorporate the General Fund solutions in the proposed Fiscal Year 2020-2021 District Budget and its fiscal impact to the related multi-year budget projections for the subsequent two (2) fiscal years to be adopted by Board not later than June 30, 2020; and

BE IT FURTHER RESOLVED, that the Board reduces its Board-established 1% reserve by \$1.4 million and directs the Superintendent to then restore the Board-established 1% reserve at the closing of the books using any unassigned funds in the ending funding balance to the extent that sufficient funds are available to do so; and

BE IT FURTHER RESOLVED, that the Board directs the Superintendent to allocate the \$1.4 million identified in the prior paragraph strictly to middle and high schools, whose staffing will be reduced, on a one-time basis for staff positions at the discretion of the Superintendent; and

BE IT FURTHER RESOLVED, if new one-time funds are identified at or after the closing of the books, or at any other time prior to December 2020, the Board directs the Superintendent to first alert the Board and then to bring to the Board recommendations, that are feasible and consistent with Board Policies, regarding the use of such one-time funds; and

BE IT FURTHER RESOLVED, the Board directs the Superintendent to analyze the revenue generating strategies identified in **Attachment B** and to present the Board with an implementation plan for each strategy on each no later than November 2020 and to explore other ideas identified in **Attachment B**.

Passed by the following vote:

PREFERENTIAL AYE: None

PREFERENTIAL NAY: None

PREFERENTIAL ABSTENTION: None

PREFERENTIAL RECUSED: None

AYES: Aimee Eng, Jumoke Hinton Hodge, Gary Yee, James Harris, Vice President Shanthi Gonzales,
President Jody London

NOES: None

ABSTAINED: None

RECUSED: None

ABSENT: Roseann Torres, Denilson Garibo (Student Director), Mica Smith-Dahl (Student Director)

CERTIFICATION

We hereby certify that the foregoing is a full, true and correct copy of a Resolution passed at a Special Meeting of the Board of Education of the Oakland Unified School District held on March 4, 2020.

Legislative File Id: 20-0180
Introduction Date: 2/12/2020
Enactment No. 20-0391
Enactment Date: 3/4/2020
By er



Jody London
President, Board of Education



Kyla Johnson Trammell
Secretary, Board of Education

Attachment A (General Fund Solutions for 2020-21)

SITE SOLUTIONS

	<u>Solution</u>	<u>Current</u>	<u>Proposed</u>	<u>Estimated Savings</u>	<u>Estimated FTE</u>	<u>Type of Change</u>
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3	Use cost savings from “Blueprint Schools” to supplement Per Pupil Allocation rates for “Blueprint Schools” (Fruitvale Elementary, Futures Elementary/ Community United Elementary, Frick Impact Academy/SOL Middle, Coliseum College Prep Academy, Elmhurst United Middle, MetWest (6-12), Melrose Leadership Academy, Sankofa/Kaiser)	Under the above reduction, the Per Pupil Allocation rates would be reduced by 50%.	Supplement the Per Pupil Allocation rates to 2019-20 levels on a one-time basis to address the needs of merging or expanding schools, which would have the effect of delaying for one year the ongoing reductions to Per Pupil Allocation Rates	\$0	TBD	One-time Investment
4	Adjust enrollment process for elementary grade students (TK-5)	Enrollment targets are set for each school. If a school reaches its enrollment target, the school continues to enroll students and additional classrooms are opened, regardless of the size of the new classrooms.	Revise our enrollment practice to establish enrollment caps by school. As new students enroll at the Welcome Center, if a school is at their classroom cap, students will be diverted to other schools to create sustainable cohorts of students at the elementary level with fewer combination classrooms.	(\$400,000)	(4.0)	Ongoing Reduction
5	Shift funding for additional classroom teachers allocated to school sites with more than 90% underserved student populations	Schools with more than 90% underserved student populations are allocated additional teacher staffing to allow for smaller class sizes. The additional positions are funded with unrestricted (general purpose) dollars.	Shift the funding source for the additional teacher staffing from unrestricted (general purpose) dollars to supplemental dollars.	(\$1,000,000)	-	Ongoing Reallocation to Supplemental

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