

File ID Number	18-1730
Introduction Date	8/22/18
Enactment Number	18-1437
Enactment Date	8/22/18
By	OS



OAKLAND UNIFIED SCHOOL DISTRICT
Office of the Board of Education

August 22, 2018

To: Board of Education

From: Kyla Johnson-Trammell, Superintendent
Curtiss Sarikey, Chief of Staff

Subject: Grant Agreement - East Bay Community Foundation - Kaiser Foundation Hospital Fund for Community Benefit Programs Grant

ACTION REQUESTED:

Approval by the Board of Education of a Grant Agreement between the District and East Bay Community Foundation for the Kaiser Foundation Hospital Fund for Community Benefit Programs Grant #20190210, in the amount of \$500,000.00, to support OUSD Systems and Organizational Improvement, for the period of July 1, 2018 through June 30, 2019, pursuant to the terms and conditions thereof, if any.

BACKGROUND:

Grant Agreement for OUSD Schools for the 2018-2019 fiscal year 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
18-1730	Yes	Grant	Oakland Unified School District Schools	To support OUSD Systems and Organizational Improvement.	July 1, 2018 - June 30, 2019	East Bay Community Foundation	\$500,000.00

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: \$500,000.00

RECOMMENDATION:

Approval by the Board of Education of Grant Agreement for the OUSD Schools for fiscal year 2018-2019, pursuant to the terms and conditions thereof, if any.

ATTACHMENTS:

Grant Agreement

Grant Award Letter, East Bay Community Foundation

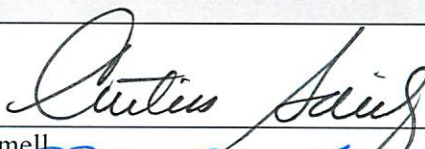

OUSD Grants Management Face Sheet

Title of Grant: Kaiser Foundation Hospital Fund for Community Benefit Programs Grant	Funding Cycle Dates: July 1, 2018 – June 30, 2019
Grant's Fiscal Agent: (contact's name, address, phone number, email address) Laura Choe, Grants & Scholarship Manager East Bay Community Foundation De Domenico Building 200 Frank H. Ogawa Plaza Oakland, CA 94612 51-836-3223	Grant Amount for Full Funding Cycle: \$500,000.00
Funding Agency: Kaiser Foundation Hospital Fund for Community Benefit Programs via East Bay Community Foundation De Domenico Building 200 Frank H. Ogawa Plaza Oakland, CA 94612	Grant Focus: To support OUSD Systems and Organizational Improvement.
List all School(s) or Department(s) to be Served: Oakland Unified School District	


Information Needed	School or Department Response
How will this grant contribute to sustained student achievement or academic standards?	<p>To support OUSD's continued efforts to improve teaching and learning, it is clear that achieving this mission also requires simultaneous focus on systems improvement. OUSD recognizes there is a direct through line from effective central office systems, processes, structures, and customer service to student achievement for all children.</p> <p>This grant is to support the Superintendent's three priorities: Fiscal Vitality, Organizational Resilience, and Quality Community Schools. All three of these priorities require significant restructuring and reform to OUSD's central office because stable finances and budgeting, effective systems, human capital capacity building, and leadership are all vital to a high functioning organization, and in the case of public schools, high quality classroom experiences for all students. Over the next three years, OUSD will move from stability, to recovery, and then to vitality in all key areas of central office operations. This grant will support several areas of related work that will address longstanding systems issues and help build an effective school district:</p> <p><u>Fiscal Vitality</u> - To ensure the District's fiscal solvency, support implementation of the Fiscal Vitality Plan based on recommendations from the state's Fiscal Crisis and Management Assistance Team. This plan includes new technologies to streamline operations and will create new transparent systems of budgeting, internal controls and reporting. This grant supports additional key analysis, staff training and systems development.</p> <p><u>Organizational Resilience</u> - This grant supports communications, engagement and leadership development related to central office redesign, internal and external communications, and planning.</p> <p><u>Quality Community Schools</u> – This grant supports OUSD's Blueprint for Quality Community Schools in terms of staffing support, communication/engagement and analysis.</p>

<p>How will this grant be evaluated for impact upon student achievement?</p> <p>(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 3.98% 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.)</p>	<p>Grant will be evaluated by web, social media, and other communications analytics on usage and impact, parent and student engagement surveys (CHKS), Blueprint for Quality Community Schools (year one implementation recommendations); hiring a consultant; and hiring of new position and implementation of team.</p>
<p>Does the grant require any resources from the school(s) or district? If so, describe.</p>	<p>No</p>
<p>Are services being supported by an OUSD funded grant or by a contractor paid through an OUSD contract or MOU?</p> <p>(If yes, include the district's indirect rate of 3.98% for all OUSD site services in the grant's budget for administrative support, evaluation data, or indirect services.)</p>	<p>No</p>
<p>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.)</p>	<p>No</p>
<p>Who is the contact managing and assuring grant compliance? (Include contact's name, address, phone number, email address.)</p>	<p>Curtiss Sarikey, Chief of Staff Oakland Unified School District 1000 Broadway, Suite 680, Oakland, CA 94607 510-879-4240 Curtiss.Sarikey@ousd.org</p>

Applicant Obtained Approval Signatures:

Entity	Name/s	Signature/s	Date
Principal	Curtiss Sarikey		
Department Head (e.g. for school day programs or for extended day and student support activities)	Kyla Johnson-Trammell		

Grant Office Obtained Approval Signatures:

Entity	Name/s	Signature/s	Date
Fiscal Officer	Marcus Battle		
Superintendent	Kyla Johnson-Trammell		



*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**

July 25, 2018

Mr. Curtiss Sarikey
Chief of Staff
Oakland Unified School District
1000 Broadway, Suite 680
Oakland, CA 94607

RE: Grant #20190210

Dear Mr. Sarikey:

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 \$500,000.00. This grant is for the OUSD Systems and Organizational Improvement. Payment will be made by wire transfer on July 27, 2018.

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 #20190210. Please refer to it in your correspondence with us.

Sincerely,

Laura Choe
Grants & Scholarship 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 680
Oakland, CA 94607
Contact Person: Mr. Curtiss Sarikey, Chief of Staff
Foundation Contact: grantsmanagement@eastbaycf.org
Grant Number: #20190210

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.

1. **Grant Purpose:** OUSD Systems and Organizational Improvement
2. **Grant Period:** 7/1/2018 - 6/30/2019
3. **Grant Amount:** \$500,000.00
4. **Payment Schedule:** Wire transfer on 7/27/18 for \$500,00.00
5. **Reporting Schedule:** Final report must be provided at the end of the grant period, but no later than: July 31, 2019
6. **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"/>

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.

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

Achieves national standards of
excellence for community
foundations

In addition to the specific terms listed above for Grant #20190210, 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

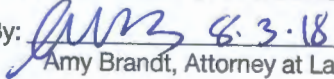
By: Executive Director or Designee

Name: curtiss sarikey


Signature: 
9D5FE592R75B4AF

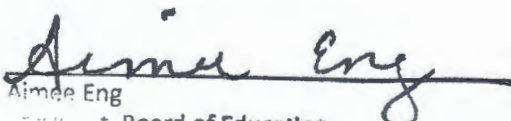
Date: 7/25/2018


OAKLAND UNIFIED SCHOOL DISTRICT
Office of the General Counsel
APPROVED FOR FORM & SUBSTANCE

By:  8.3.18
Amy Brandt, Attorney at Law

The East Bay Community Foundation:

By: 
7/25/18
Laura Choe, Grants & Scholarship Manager


Aimee Eng
Trustee, Board of Education


Kyla R. Johnson-Trammell
Secretary, Board of Education

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 #: 20190210 **Amount:** \$500,000.00
Agency Name: Oakland Unified School District
Grant Contact: Mr. Curtiss Sarikey, Chief of Staff
Purpose of Grant: OUSD Systems and Organizational Improvement
Grant Period: 7/1/2018 - 6/30/2019
Report(s) Due By: 7/31/2019
Foundation Contact: Laura Choe, Grants & Scholarship 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.

1. 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).
2. Referring to your original proposed impact outcomes, please list 5-10 highlights demonstrating the impact of the project. Please list in bullet format.
3. 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.

4. 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.



KAISER PERMANENTE

Community Benefit Northern California

GRANT APPLICATION – Workplan



Organization Name:	Oakland Unified School District		
Project Name:	OUSD Systems and Organizational Improvement		
Contact Name:	Curtiss Sarikey	Contact Title:	Chief of Staff
Contact Email:	curtiss.sarikey@ousd.org	Contact Phone:	510-879-4240
Grant Period:	July 2018 to June 2017		
Summary of Projected Impact (50 words or less):	The Oakland Unified School District is committed to ensuring quality community schools in every neighborhood so every child gets a great education and graduates college, career, and community ready. To fulfill this mission, OUSD will undertake a critical systems improvement effort targeting Fiscal Vitality, Organizational Resilience, and Quality Community Schools.		

Use this table to summarize your proposal. It will expand as you type. Copy this table to include additional goals, if necessary.

Goal 1:	Fiscal Solvency: To ensure the District's fiscal solvency, we are implementing a Fiscal Vitality Plan based on recommendations from the state's Fiscal Crisis and Management Assistance Team. This plan for OUSD's fiscal stability will include new technologies to streamline operations and will create new transparent systems of budgeting and reporting.		
Target Population:	OUSD teaching staff, central office staff, and other district employees, as well as student population		
Number of people to be reached in this goal during grant period:	Nearly 42,000		
Objective	Activities to Reach Goal	Expected Measurable Outcome(s)	Evaluation Method(s)

		<p>Be specific (i.e. # of participants, frequency and duration of intervention, target % behavior change on pre/post tests, pounds of produce, etc.)</p>	
<p><i>Successful implementation of the Fiscal Vitality Plan</i></p>	<ul style="list-style-type: none"> -Onboard new Chief Business Officer. -Continue services of interim CFO with forensic budget analysis expertise. -Employ consulting services from West Ed to assist with budget analyses and systems development. -Add a Position Control Analyst position. -Business system upgrade implementation. -Training for staff in new business system. -Implementation of improved internal controls for monitoring and accountability of expenditures. 	<ul style="list-style-type: none"> -<i>Full implementation of Fiscal Vitality Plan</i> -<i>Fiscal solvency/no state intervention</i> 	<ul style="list-style-type: none"> - Monthly, interim, and year close financial reports - Fiscal Vitality Plan action steps in Stability and Recovery stages of the plan - Audit reports (reduce/eliminate findings)

<p>Goal 2:</p>	<p>Organizational Resilience: Recruiting, retaining, and developing top talent is the heart of a school district – our people teach, support and inspire students.</p>		
<p>Target Population: OUSD teaching staff, central office staff, and other district employees, as well as student population.</p>			
<p>Number of people to be reached in this goal during grant period: Nearly 42,000</p>			
<p>Objective</p>	<p>Activities to Reach Goal</p>	<p>Expected Measurable Outcome(s)</p> <p>Be specific (i.e. # of participants, frequency and duration of intervention, target % behavior change on pre/post tests, pounds of produce, etc.).</p>	<p>Evaluation Method(s)</p>



KAISER PERMANENTE

Community Benefit Northern California

GRANT APPLICATION – Workplan



<p><i>Human Resources Department Audit and Redesign Plan</i></p>	<p>Engage the Alma Group for HR consulting, and to conduct a comprehensive audit, review, and analysis of our Human Resource Department. The Alma Group will also produce a redesign plan and support implementation.</p>	<p><i>HR redesign analysis and action plan developed</i></p>	<ul style="list-style-type: none"> - Employee retention survey - Human Resources improvement plan - HR data points
<p><i>Strategic Planning and Central Office Redesign</i></p>	<p>-Engage constituents starting in Fall 2018 to undertake an equity-focused design process to develop a new strategic plan that will guide the district through 2025. We will continue to deepen and execute on our Full Service Community School district mission and vision.</p> <p>-Update and fine-tune the central office redesign plan with a focus on horizontal/cross-departmental teams focused on implementation of key goals. This process will assess the tools and systems around communications, professional development, and program management that we currently</p>	<p><i>-New OUSD Strategic Plan will be drafted by Spring 2019</i></p> <p><i>-Updated Central Office Redesign Plan finalized by Spring 2019</i></p>	<ul style="list-style-type: none"> - Produce Strategic plan draft documents and online communications -Central office redesign documentation including revised organizational charts and cross-departmental team structures

	<p>have, and will need, to successfully reach our current vision.</p> <p>-Bring on a new Deputy Chief of Innovation and Quality.</p>		
<p><i>Increased Board, Staff, and Community Engagement</i></p>	<p>-Continue to gather input and full engagement from a broad constituency including students, families, teachers, staff, and community partners through community meetings and targeted convenings.</p> <p>-Internally, increase staff engagement through surveys and new, flatter leadership structures.</p> <p>-Conduct weekly advisory of 30-40 leadership staff and a principal advisory committee of 18 administrators elected by their peers.</p>	<p><i>Stronger stakeholder engagement and buy-in to central office redesign</i></p>	<p>-School site/principal satisfaction surveys of central office services</p> <p>-Community stakeholder feedback</p> <p>-Community stakeholder engagement numbers</p> <p>-Feedback from leadership staff</p>
<p><i>Improved Communications</i></p>	<p>-Bolster communications capacity through one or more contracts or consultants in the areas of communications planning, web design, and graphic design.</p> <p>-Develop more effective internal communications systems.</p>	<p><i>Increased information exchange between OUSD and internal and external stakeholders</i></p>	<p>-Communication materials developed</p> <p>-Online presence</p> <p>-Internal structures developed</p>

<p>Goal 3:</p>	<p>Quality Community Schools: OUSD's Blueprint for Quality Community Schools combines a facilities master plan with guidance for making significant progress in the next five years toward achieving the goal of a quality community school in every neighborhood.</p>
-----------------------	---



KAISER PERMANENTE

Community Benefit Northern California

GRANT APPLICATION – Workplan



Target Population: OUSD teaching staff, central office staff, and other district employees, as well as student population			
Number of people to be reached in this goal during grant period: Nearly 42,000			
Objective	Activities to Reach Goal	Expected Measurable Outcome(s)	Evaluation Method(s)
<p><i>Increased Community Engagement</i></p>	<ul style="list-style-type: none"> -Hire consultants to assist OUSD with community engagement in key areas of: school configurations and program; student enrollment/feeder patterns and integration; and strategies on the use of surplus properties. -Engage the community in a series of conversations about school quality, access, equity, and sustainable school size. -Continue Blueprint Advisory Group convenings. -Create online opportunities for stakeholder input. 	<p>Be specific (i.e. # of participants, frequency and duration of intervention, target % behavior change on pre/post tests, pounds of produce, etc.).</p> <ul style="list-style-type: none"> -Three regional and ongoing local community engagements completed. -Blueprint for Quality Community Schools phase one implementation completed. -Online feedback opportunities implemented. 	<ul style="list-style-type: none"> - Web, social media, and other communications analytics on usage and impact - Parent and student engagement surveys (CHKS) - Blueprint for Quality Community Schools (year one implementation recommendations)

<p><i>Develop Facilities Plan/Strategy</i></p>	<p>-Engage consultant with expertise in assessing how surplus properties could be used within current zoning regulations, determine what the options are for sale or long-term lease based on current state law or new pending legislation, and assist OUSD in generating maximum revenue for each property through sale or lease, and determine how to stabilize high quality charter schools through long-term leases.</p>	<p><i>Facilities/real estate expertise for surplus properties secured.</i></p>	<p>-Hiring of consultant</p>
<p><i>Develop Portfolio Management Team</i></p>	<p>-Hire Deputy Chief of Innovation and Quality directly reporting to the Superintendent.</p> <p>-Establish the Innovation and Quality team including: the Deputy Chief of Innovation and Quality, the Charter Office, Student Assignment Office/Family Welcome Center, Blueprint engagement staff, and a program manager of school improvement.</p> <p>-Develop plan that: adjusts student assignment policy and processes based on attendance boundaries, school and program feeder patterns, and with an eye to creating more equitable access to the highest performing schools; expands partnerships with charter schools for mutual sharing of successful practices; includes continual updating of our analysis to recommend changes to the portfolio based on community input, changing enrollment and school performance.</p>	<p><i>Deputy Chief, Innovation and Quality will be hired and portfolio management team in place by Fall 2019.</i></p>	<p>-Hiring of new position and implementation of team.</p>

Budget Template

Organization Name: Oakland Unified School District
 Project Title: Systems and Organizational Improvement
 Budget Contact Name & Phone: Curtiss Sarikey

PROJECT BUDGET	TOTAL BUDGET	Other Sources	In-Kind (if applicable)	Request from Kaiser Permanente	Budget Justification (Narrative)
PERSONNEL/STAFFING EXPENSES (List title and % FTE on project)					
Chief Business Officer	\$ 240,000.00	\$ -	\$ 185,000.00	\$ 55,000.00	
Deputy Chief, Innovation and Quality	\$ 185,000.00	\$ 30,000.00	\$ 100,000.00	\$ 55,000.00	
Position Control Analyst	\$ 100,000.00	\$ -	\$ 100,000.00		
Subtotal, Personnel/Staffing Expenses	\$ 525,000.00	\$ 30,000.00	\$ 385,000.00	\$ 110,000.00	
Benefits (.35 % of Personnel)	\$ 183,750.00	\$ 10,500.00	\$ 134,750.00	\$ 38,500.00	
NON-PERSONNEL EXPENSES					
Rent					
Office Supplies					
Equipment Supplies					
Communications (Telephone, Internet, etc.)					
Travel					
Training/Conferences					
INDIRECT/OVERHEAD EXPENSE _____% of Direct Expenses* (Direct Expenses = Personnel + Non-Personnel)					
OTHER COSTS					
Subcontracts/Consultants					
Interim Chief Finance Officer	\$ 300,000.00	\$ 90,000.00	\$ 30,000.00	\$ 180,000.00	
Communications Consultants (Design, Messaging, Strategy) (TBD)	\$ 190,000.00	\$ 48,500.00		\$ 141,500.00	
Community Engagement Consultant(s) (TBD)	\$ 100,000.00	\$ 50,000.00	\$ 20,000.00	\$ 30,000.00	
Strategic Plan Consultant	\$ 100,000.00	\$ 100,000.00			
Financial Consultant (WestEd)	\$ 60,000.00	\$ 40,000.00	\$ 20,000.00		
HR Consultant (Alma Group)	\$ 230,000.00	\$ 230,000.00			
Stipends					
TOTAL EXPENSES (Personnel + Non-Personnel + Other Costs)	\$ 1,688,750.00	\$ 599,000.00	\$ 589,750.00	\$ 500,000.00	

*Maximum of 15% of project's total direct costs

Note: Total Expenses for "Request from Kaiser Permanente" should match the request amount.

2018 Northern California Region Grant Application

Your Organization

intro

Welcome!

Kaiser Permanente is a non-profit, integrated health care delivery organization whose mission is to provide high-quality, affordable health care services and to improve the health of our members and the communities we serve. Through partnerships with community organizations, government entities, and public agencies, Kaiser Permanente works to address issues that affect overall community health.

In Northern California, our Community Benefit Programs Department provides grant support to organizations that address health disparities and pressing needs in low-income, underserved and at-risk communities. Organizations must meet the basic eligibility requirements, as well as fall within the grantmaking priority areas in order to apply. Please ensure your organization meets these criteria before proceeding with the application.

Organization Information

Please complete this section with your organization's information. If you are using a Fiscal Agent, please also complete the Fiscal Agent section of the application.

Organization Name

Oakland Unified School District

Street Address

We require street addresses.

1000 Broadway, Suite 680

City State

Oakland CA

Postal Code

94607

Phone

(xxx) xxx-xxxx
(510) 879-8200

Fax

(xxx) xxx-xxxx

Location of Main Office

City, State
Oakland, Ca

Organization's E-mail Address

curtiss.sarikey@ousd.org

Organization's Website Address

http://www.ousd.org

Organization CEO, Executive Director or President

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

Prefix First Name

Ms. Kyla

Last Name

Johnson-Trammell

Title

Superintendent

Phone

510-879-4240

E-mail

kyla.johnson@ousd.org

Organization Information**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

Year founded

MM/DD/YYYY

1/1/1865

Mission Statement

Please write in the third person. **Example:** *The mission of XXX organization. . .*

Limited to 50 words

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

Key Services Provided

List the key services, activities or key programs provided by your organization.

200 word limit

Our Vision

All OUSD students will find joy in their academic experience while graduating with the skills to ensure they are

caring, competent, fully-informed, critical thinkers who are prepared for college, career, and community success.

Our Priorities

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

Our Commitments

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

Organizational Funders

Please list 5 top public or private sources of funding and the percentage of your budget for which they provide funding. Write "None" if not applicable.

Kaiser .6%
 Salesforce .8%
 Intel .2 %
 Packard .08%
 Federal Full Service Community Schools Grant .08%

Organization's Tax ID# (EIN or TIN)

This should be you organization's Tax ID. If you are using a Fiscal Agent you will be asked later for their Tax ID.

Please enter in this format: xx-xxxxxxx

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.

Government or Public Agency

Proof of Tax Exemption

For tax exempt status verification, one of the following documents must be submitted:

- For nonprofit organizations
 One of the two supporting documents must be submitted:
 - Copy of current IRS determination letter indicating appropriate tax-exempt status with Tax ID number (preferable), or
 - Copy of the certification from the Office of the State Attorney General where the qualified organization is registered.
- For government/public entities
 One of the two supporting documents must be submitted:
 - Notarized letter from the organization's Chief Financial Officer or Certified Public Accounting Firm indicating the government/public agency has been granted tax exemption, or
 - Affirmation letter from the IRS with the Federal Identification Number.

[Tax Status Letter - Updated Fall 2013 \(1\).pdf](#)

Annual Total Organization Budget

689000000

Organization Operating Budget

[OUSD_Budget_numbers_2017_18.docx](#)

Form 990

FOR REQUESTS AT OR ABOVE \$25,000: most recent submitted IRS Form 990

Request on Organization's Letterhead

Letter should include the legal name of organization, organization's address, requested amount, project summary and project title.

[OUSD Kaiser Grant Letter 3_28_18.docx](#)

Audited Financial Report

FOR REQUESTS AT OR ABOVE \$25,000: Provide us with your most recent audited financial reports

[OUSD_2016-17 Audit Report.pdf](#)

Project Fiscal Agent

Only fill this section out if your project will be funded through a fiscal agent.

Fiscal Agent Organization Name

Fiscal Agent Tax ID# (EIN or TIN)

Fiscal Agent Mailing Address

Street Address, City, State, and Postal Code (9-digit code if known).

Fiscal Agent Contact

Prefix, First Name, Last Name.

Fiscal Agent Contact Title**Fiscal Agent Contact Phone**

Fiscal Agent Contact E-mail

Fiscal Agent MOU

Please attach a Memorandum of Understanding between the Fiscal Agent and the implementing organization that outlines the specific services provided by the Fiscal Agent. The document should be signed by both organizations.

Request on Fiscal Agent letterhead

Letter should include the legal name of your Fiscal Agent, Fiscal Agent's address, requested amount, project summary and project title

Compliance

Compliance Verification

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

Non Discrimination Policy

By selecting YES below, the organization attests that it does NOT discriminate on the basis of race, color, national origin, sex/gender, sexual orientation, age, physical or mental disability, in their programs, services, policies, hiring practices and administration.

Yes

Non Proselytizing (for religious or faith-based organizations)

- Your program or service must be open to the general public and aimed at addressing a community need, and
- Programs and services are provided regardless of an individual's religious affiliation or belief, and
- Individuals are not required to attend or participate in services, classes or sessions where the purpose is to promote, teach or advance a religious doctrine or philosophy

Will any portion of your contribution request be used to further religious doctrine, or for programs for the congregation, members or students or in the support of general operations?

For religious or faith-based organizations please review and respond yes or no. All other organizations should respond N/A.

No

Is your organization currently, or has it ever been, a vendor of Kaiser Permanente?

Please describe your interactions with Kaiser Permanente. (150 word limit)

OUSD is grateful for the partnership and investment from Kaiser Permanente making possible the critical programs that continue to impact 47,000 Oakland children and families over the last decade. Our employees are able to choose Kaiser Permanente as a health plan as part of their OUSD employee benefits.

Board of Directors

Please provide us with your current list of Board of Directors and their affiliations

[OUSD_2018_board_members.pdf](#)

Health Needs

Kaiser Permanente Northern California has identified the following priority funding areas. Please select one identified health need that best describes your project and review the list of strategies below.

Northern California-[2017 - 2019] Economic Security

Health Need	Strategy
<p>Economic Security</p>	<p>Support innovative solutions to develop affordable, sustainable housing to increase availability and decrease displacement for low and moderate income families.</p>
	<p>Increase availability of job training programs for high risk populations.</p>
	<p>Improve educational attainment and college readiness among youth from educationally disadvantaged backgrounds.</p>
	<p>Increase access to training and education for diverse populations currently underrepresented in the health care workforce.</p>
	<p>Support the recruitment, hiring and retention of a diverse, culturally competent health care workforce in the clinical and community based settings.</p>
	<p>Provide support to increase enrollment in public benefit programs (including federal food programs) among vulnerable and low income populations.</p>
	<p>Increase and systematize access to needed social non-medical services.</p>
	<p>Increase access to safe, affordable transportation to promote access to necessary services (Active transportation/HEAL).</p>
	<p>Provide support to improve economic outcomes for communities</p>
<p>Community and Family Safety</p>	<p>Increase availability of safe parks and public spaces.</p>
	<p>Build social cohesion in neighborhoods and community.</p>
	<p>Improve law enforcement and community relations.</p>
	<p>Promote public understanding of violence as a public health issue.</p>
	<p>Increase availability of education, job training and enrichment programs for youth.</p>

	Support programs that promote non-violent solutions to conflict and alternatives to punitive responses.
	Support programs that prevent and address family violence through reducing risk factors, enhancing protective (resilience) factors and linking to appropriate resources.
	Support targeted gang/offender outreach and case management.
	Increase the capacity to respond appropriately to individuals and/or communities that have experienced trauma and/or violence.
	Provide victims of violence with services needed for recovery and resilience.
	Support integration of health care with community based programs and services that address violence-related issues among patients and the community.
Mental and Behavioral Health	Provide screening and identification related to behavioral health needs among low income, vulnerable and uninsured populations and connect them with the appropriate services or support.
	Support opportunities to prevent and reduce the misuse of drugs and alcohol.
	Provide access to programs, services or environments that evidence suggests improves overall social/emotional wellness.
	Support opportunities to reduce stigma through education and outreach in school, community and workforce settings.
	Support the recruitment, hiring and retention of a diverse, culturally competent behavioral health care workforce in the clinical and community based settings.
	Increase access to training and education for diverse populations currently underrepresented in the behavioral health care workforce.
	Promote integration of care between primary and behavioral health care.
	Improve navigation to appropriate care within the health care system and support services in the community.
	Increase the capacity to respond appropriately to individuals and/or communities that have experienced trauma and/or violence.
Healthy Eating Active Living (HEAL)	Increase access to healthy, affordable foods, including fresh produce, and decrease access to unhealthy food.

	Reduce access to and appeal of sugar sweetened beverages.
	Increase enrollment in and use of federal food programs.
	Increase access to safe parks and public spaces.
	Increase access to physical activity opportunities in schools and in the community.
Access to Care and Coverage	Support outreach, enrollment, retention and appropriate utilization of health care coverage programs.
	Increase access to primary and specialty care.
	Increase capacity of systems and individuals to adopt population health management.
	Improve navigation to obtain access to appropriate care within the health care system.
	Promote integration of care between primary and specialty care, including behavioral health care.
	Increase and systematize access to needed social non-medical services.
	Provide support to increase enrollment in public benefit programs (including federal food programs) among vulnerable and low income populations.
	Increase access to training and education for diverse populations currently underrepresented in the health care workforce.
Support the recruitment, hiring and retention of a diverse, culturally competent health care workforce in the clinical and community based settings.	

Based on the need you selected, choose at least one strategy from the list above and explain how your organization will address it.

You may select more than one strategy if relevant.

200 word limit.

The Oakland Unified School District’s mission is build a Full Service Community District focused on high academic achievement while serving the whole child, eliminating inequity, and providing each child with excellent teachers, every day. Our vision and commitments, as outlined in our strategic plan, “to provide every student with access to a high-quality school and ensure each student is prepared for college, career, and community success” is in direct alignment with Kaiser’s Economic Security strategy to “improve educational attainment and college readiness among youth from educationally disadvantaged backgrounds.” With continued investment from Kaiser, we will implement the critical system improvements that will enable us to increase efficiencies and effectively meet our mission to provide excellent teaching and learning to all 37,000 children in Oakland public schools.

Demographics of People Served by the Project

Gender Population Served

If your program will serve all genders listed, please select "All".

All

Age Group Population Served

If your program will serve all ages listed, please only select "All Ages".

(0-12) Children

(13-17) Teens

(18-64) Adults

Target Population Served

Please select all that apply.

At-Risk Youth

Ethnic Minority

Low-Moderate Income

Race/Ethnicity of Population Served

Please select all that apply. Please select "Other" if your program serves an ethnicity not listed.

American Indian or Alaska Native

Asian - Chinese

Asian - Filipino

Asian - Japanese

Asian - Korean

Asian - Vietnamese

South Asian (Incl Indian, Pakistani, Afghani)

Asian - Other Southeast Asian

Black - African-American

Black - Other Black

Latino/Hispanic

Latino/Hispanic - Central American

Latino/Hispanic - Mexican, Chicano

Latino/Hispanic - South American

Middle Eastern

Native Hawaiian

Pacific Islander

White

Other

Select the Kaiser Permanente Hospital area(s) served by the project for which you are seeking funding. (see map below)

Northern California-Oakland



Project Overview

General Project Information

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

Project Title

OUSD Systems and Organizational Improvement

Project Summary

Please provide a brief summary of your proposed project including your organization's full name, the project title, target population, primary goals, and the communities your project will serve. Please spell out any acronyms. Do not write in the first person.

50 word limit.

The Oakland Unified School District is committed to ensuring quality community schools in every neighborhood so every child gets a great education and graduates college, career, and community ready. To fulfill this mission,

OUSD will undertake a critical systems improvement effort targeting Fiscal Vitality, Organizational Resilience, and Quality Community Schools.

Project Start Date Project End Date

7/1/2018

6/30/2019

Total Project Budget

1688750

Amount of funding you are requesting from Kaiser Permanente for this project

500000

Completed Project Budget Template

Please [download the required project budget template form](#) and save it to your computer. Once completed upload the project budget below.

[OUSD Kaiser Budget 2018.pdf](#)

Project Funders\Partners

Please list other committed or solicited funders or partners for this specific project.

150 word limit.

We are partnering with West Ed, The Alma Group, and Wayne Hilty, LLC to design the critical components of this redesign work and implement over the next year.

We have secured funding commitments from the Donner Foundation and the Kenneth Rainin Foundation, and look forward to continued partnership with Kaiser Permanente. We have also set up meetings with three additional foundations that have expressed willingness to discuss our needs further: the Hellman Foundation, the Rogers Family Foundations, and the Walter and Elise Haas Fund.

Kaiser Permanente involvement in this project or your organization

Please list any Kaiser Permanente staff or resources that are involved in your project.

PLEASE DO NOT LIST BOARD MEMBERS, OR OTHER PERSONS, DISCLOSED ON THE COMPLIANCE PAGE

Kaiser and OUSD are mutually engaged in city-wide work through the Oakland Thrives Leadership Council as well as the Youth Ventures Joint Powers Authority Health and Education Impact Tables. This is another phase in the Kaiser-OUSD partnership to build a healthy, well educated, and thriving community for all of Oakland's children and families. We are also in discussion about potential partnerships and joint efforts between our respective leadership staff in areas such as communications, project management, and performance improvement. Lastly, we've discussed with Kaiser our mutual interest in the need for affordable housing (both for families and school teachers) and services/supports for our homeless children and families, and identified this as an area for continued discussion.

Primary Project Contact

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 First Name
Mr. Curtiss

Last Name

Sarikey

Title

Chief of Staff

Phone

510-879-4240

Fax**E-mail**

curtiss.sarikey@ousd.org

Project Details

Project Description**Project Description**

Please provide a more detailed description of your project than the Project Summary previously provided. Include how the project addresses the selected health need, background and history of the project, and evidence of success. Please list any specific locations (schools, clinics, communities, parks, etc.) where your project will take place. Please do not write this response in the first person.

400 word limit.

The Oakland Unified School District (OUSD) is committed to ensuring quality community schools in every neighborhood so every child gets a great education and graduates college, career, and community ready. As OUSD continues to work to improve teaching and learning, it has become clear that achieving our mission also requires simultaneous focus on systems improvement. We know there is a direct through line from effective central office systems, processes, structures, and customer service to student achievement for all children.

Superintendent Kyla Johnson-Tramell took the helm of OUSD during a major leadership transition period and budget crisis. The budget crisis was precipitated by a combination of past administration overspending and lack of budget monitoring, significant financial cost increases impacting districts across California (increases in employer pension contributions and health benefits costs), and long-standing issues in OUSD's financial systems related to internal controls, position control, and budget monitoring. Superintendent Johnson-Tramell is addressing the crisis and brought in third party expertise to identify the issues and create a plan to stabilize the district. The result can be found in the public Financial Crisis & Management Assistance Team (FCMAT) reports and OUSD Fiscal Vitality Plan. Superintendent Johnson-Tramell is committed to addressing these issues and implementing the systems, training, technology supports, reorganization, and leadership changes with full transparency for all constituents to ensure OUSD is on a solid foundation for years to come. She is committed to realizing our vision of a Full Service Community Schools District and ensuring the full promise and outcomes of investments from our partners, parents, students, and community.

The Superintendent's goals are clear: Fiscal Vitality, Organizational Resilience, and Quality Community Schools. All three of these goals require significant restructuring and reform to OUSD's central office because stable finances and budgeting, effective systems, human capital capacity building, and leadership are all vital to a high functioning organization, and in the case of public schools, high quality classroom experiences for all students. Over the next three years, we will move from stability, to recovery, and then to vitality in all key areas of central office operations. We are driving towards greater efficiency but also towards a more school-facing system that provides better services and technical assistance to those who work most closely with our students. With this investment, we will undertake several areas of work that will address long-standing systems issues, sustain key investments, and build an effective system of great schools.

Project Workplan

Please [download the required project workplan template form](#) and save it to your computer. Once completed upload the project workplan below.

[OUSD Kaiser Grant_workplan 2018.docx](#)

Goals & Objectives

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

- Goal 1:
 - Objective a:
 - Objective b:
 - Objective c:

Goal 1: Fiscal Solvency

To ensure the District's fiscal solvency, we are implementing a Fiscal Vitality Plan based on recommendations from the state's Fiscal Crisis and Management Assistance Team. This plan for OUSD's fiscal stability will include new technologies to streamline operations and will create new transparent systems of budgeting and reporting.

Objective a: Successful implementation of the Fiscal Vitality Plan

Goal 2: Organizational Resilience

Recruiting, retaining, and developing top talent is the heart of a school district – our people teach, support and inspire students.

Objective a: Human Resources Department Audit and Redesign Plan

Objective b: Strategic Planning and Central Office Redesign

Objective c: Increased Board, Staff, and Community Engagement

Objective d: Improved Internal & External Communications

Goal 3: Quality Community Schools

OUSD's Blueprint for Quality Community Schools combines a facilities master plan with guidance for making significant progress in the next five years toward achieving the goal of a quality community school in every neighborhood.

Objective a: Increased Community Engagement

Objective b: Develop Facilities Plan/ Strategy

Objective c: Develop Portfolio Management Team

Project Outcomes

Provide the number of people you expect to impact directly with your grant activities (e.g., # of patients served, # of teachers trained, # of individuals who participated in a program). Any individuals that will be indirectly impacted by the project should be described in the next question about expected outcomes.

For example, the grant will train 30 physicians on BMI screening and counseling. The reach for the grant is 30 individuals, however, the ultimate impact, that can then be described in the outcome response, is that these 30 physicians are then expected to go on to provide nutrition and physical activity counseling for up to 3000 patients a year.

4800

Please briefly describe (3-4 sentences) the outcome(s) you hope to achieve with this grant that includes who you plan to reach, how many you plan to reach, what the individuals will do as a result, and the impact you plan to have on those individuals. Include a description of the numbers and individuals who will be indirectly impacted by the project.

150 word limit.

With this investment and the infrastructure we are developing, we will directly impact at least 4,800 staff and beyond that, we will impact nearly 37,000 students throughout OUSD schools. OUSD is a high-need urban district with 36,835 students in grades K-12 at 87 schools. Nearly 75% of OUSD students are low income, and most students will be the first generation in their families to go to college. More than 85% are students of color, the largest groups being Latinos (42%) and African Americans (25%). About 50% speak language other than English at home, 30% are English learners, and 12% of students receive Special Education services. We expect all students, families, and staff of the district to be affected indirectly by this critical investment in the systems that will shape the future of the district and our schools.

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

150 word limit

OUSD will evaluate the achievement of our goals, using the following measures:

Fiscal Vitality:

- Monthly, interim, and year close financial reports
- Fiscal Vitality Plan action steps in Stability and Recovery stages of the plan
- Audit reports (reduce/eliminate findings)

Organizational Resilience:

- Employee retention survey
- Human Resources improvement plan
- HR data points
- Produce Strategic plan draft documents and online communications
- Central office redesign documentation including revised organizational charts and cross-departmental team structures
- School site/principal satisfaction surveys of central office services
- Community stakeholder feedback
- Community stakeholder engagement numbers
- Feedback from leadership staff
- Communication materials developed
- Online presence
- Internal structures developed

Quality Community Schools:

- Web, social media, and other communications analytics on usage and impact
- Parent and student engagement surveys (CHKS)
- Blueprint for Quality Community Schools (year one implementation recommendations)
- Hiring of consultant
- Hiring of new position and implementation of team

Communication

Partners

List and describe briefly community partners involved with coordinating and/or implementing of your project.

150 word limit.

Our partners for this work include West ED, the Alma Group, and Wayne Hilty, LLC among others that have yet to be confirmed. We are looking forward to identifying other key partners in the areas of school innovation, communications and engagement as we further this work over the next year.

How do you plan to acknowledge Kaiser Permanente support for this project?

100 word limit.

OUSD will partner with Kaiser on desired level and type of acknowledgement as we have done throughout our partnership. Kaiser Permanente's support can be acknowledged in all communication and evaluation materials developed as part of this project. OUSD can continue to 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.