

Oakland Unified School District

**Independent Citizens Oversight Committee Report  
Measure G Parcel Tax**

For the Year Ended on June 30, 2017



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# I. Introduction & Purpose of Report

The Measure G Independent Citizens Oversight Committee (Committee), pursuant to a requirement of the 2008 Education Parcel Tax, commonly known as “Measure “G”, enacted by the voters of the District on February 5, 2008, presents to the Board of Education and to the public, its Annual Measure G Report, adopted  [ENTER ADOPTED DATE ], for the fiscal year ending June 30, 2018.

This report ~~aims not only~~~~is aimed not only~~ to fulfill our Measure G reporting requirements, but ~~also~~ to enhance ~~our~~ overall transparency on Measure G expenditures. The Committee Report covers the same fiscal year as the independent Audit Report, which was completed by Vavrinek, Trine, Day & Co (VTD).

~~The positive impact of Measure G is known and recognized throughout the District by staff and schools. We hope the same recognition will be realized following a review and discussion of this report with the Board and greater public.~~

# II. Committee History, Purpose & Oversight

## Legislative History & Authorized Purpose

The voters of the city of Oakland passed the Measure G Parcel Tax on February 5, 2008. The Registrar of Voters for the County of Alameda, State of California certified the results of the election on February 29, 2008. The purpose and proceeds of the Measure G Parcel Tax are stipulated in the election Ballot language which is as follows:

**Measure G:** *To attract and retain highly qualified teachers, maintain courses that help students qualify for college, maintain up-to-date textbooks and instructional materials, keep class sizes small, continue after-school academic programs, maintain school libraries, and provide programs, including arts and music, that enhance student achievement, shall Oakland Unified School District, without increasing the current rate, continue to levy its education special tax of \$195 per parcel, commencing July 1, 2009, exempting low-income taxpayers, and with all money benefiting Oakland schools.*

## Oversight Committee

The Measure G Oversight Committee (“Committee”) was created on August 27, 2008 with Resolution No. 0809-0043.

The purpose of the Committee is to inform the public concerning the expenditure of parcel tax revenues and to review and report on the proper expenditure of taxpayers’ money generated by the Measure G parcel tax.

Specifically, the Committee shall:

- (1) Receive and review a report from the Superintendent no later than **December 31<sup>st</sup>** of each year that details: (1) the amount of Education Parcel Tax revenues received and expended in the prior year, including District reports and independent annual audit reports pertaining hereto; and (2) the status of any projects or descriptions of any program funded from proceeds of the tax.

- (2) Produce an annual report on ~~expenditures during the the~~ preceding fiscal year ~~expenditures~~ for public distribution and distribution to the Board of Education not later than **February 28<sup>th</sup>** annually that communicates the Committee’s finding as to whether tax proceeds are being spent for the purposes permitted by the Measure and recommendations, if any.

The Committee shall have the option to tour sites where Parcel Tax revenues are being expended.

**In accordance with Oakland Unified School District Board Bylaw 9131:Advisory and Oversight Committees Section 2:** The Committee shall consist of seven (7) members, and shall possess expertise in or represent the following:

- One member shall be the parent or guardian of a child enrolled in the District;
- One member shall be both a parent or guardian of a child enrolled in the District and active in a parent-teacher organization, such as the School Site Council or Parent Teacher Association;
- One member shall be a community member who does not currently have a child enrolled in the District;
- One member shall be a representative of the business community;
- At least two members shall have demonstrated financial expertise; and
- At least four members of the Committee shall be property owners in the City of Oakland.

A single individual may be appointed as a representative of more than one of the above categories, if applicable. The District shall seek to ensure the Committee is representative of the diversity of the District. The Board decides who represents these criteria.

### III. Active Committee Members

The Board of Education, pursuant to a requirement of Measure G, adopted Resolution No. 0809-0043, on August 27, 2008, establish~~ing~~ the seven (7) members Measure G Independent Citizens Oversight Committee. The Committee operates pursuant to said Resolution and adopted Board Bylaw 9131.

The Measure G Committee had two vacancies for the time period of this report.<sup>1</sup>

The Committee members were:

1. **John Baldo:** A community member who does not currently have a child enrolled in the District. February 1, 2015 – January 31, 2017 (1<sup>st</sup> term)
2. **Daniel Bellino:** (*Vice Chairperson*): A community member who does not currently have a child enrolled in the District. February 1, 2015 – January 31, 2017 (1<sup>st</sup> term).
3. **Sandy Carpenter-Stevenson:** A community member who does not currently have a child enrolled in the District; a property owner in the District. February 1, 2014 - January 31, 2018 (2nd term).
4. **Bradley Mart** (*Chairperson*): Both a parent or guardian of child enrolled in the District and active in a parent teacher organization; a representative of the business community; a property owner in Oakland; demonstrated financial expertise. February 1, 2014 – January 31, 2018 (2nd term)
5. **Amber Childress:** A community member who does not have a child enrolled in the District; and a representative of the business community. February 1, 2016 – January 31, 2018. (1<sup>st</sup> term).

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<sup>1</sup> The Board called for applications in March 2016 and received at least one, and perhaps more qualified applications at that time, but repeatedly stated there were no qualified applications.

## IV. Chairman's Notes

### The Committee

The 2016-17 school year was a frustrating one for the Measure G Committee. Since its inception in its current form in 2014, the Committee persevered throughout the 2014-15 and 2015-16 school years to create sound processes and attain a “rhythm” for understanding, communicating, and achieving its goals and statutory responsibilities. Unfortunately, much of that unwound over the course of 2016-17 and into 2017-18.

As a result, the 2016-17 report has been significantly delayed in its completion and hindered in its depth and value due to two severely limiting factors: 1) The Committee has not been filled with all 7 Committee members since January 2016. With only five members (or even six members) the Committee is provided with a very thin margin for achieving quorum should a Committee member fall sick or be out of town for work or family commitments. A full Committee of seven members is vital to the sustainable productivity of the Committee 2) There was no Finance Department staff assigned or available to support the Committee for a period of nearly five months (April – September 2017). The effect of these two limiting factors was the cancellation of four Committee meetings over the course of the 2016-17 school year, a problem that has continued into the 2017-18 school year. Ultimately, this has greatly impacted the Committee's ability to fulfill its statutory responsibilities.

### The Budget

The committee strongly believes it is in the best interests for the compliant use of Measure G funds and in alignment with the Measure's legislative mandate that Measure G funds be designated as *restricted funds* in OUSD's budgeting policies and procedures. Measure G funds are supplementary funds designated to align with the *specific* voter-approved uses, not a substitute to fill gaps in unrestricted fund expenditures.

The allocation of Measure G resources must be transparent and strategic both for the Committee and the public. Right now the Committee, many district staff, nor the public understand how Measure G funds are allocated. **For example, the largest single category of allocation, “Basic School Support,” is so broad as to be nearly meaningless.** The strategy for this allocation is not clear. The Committee has the right and the responsibility to understand the decision-making behind the allocations.

The lack of a clear strategy for the funds has resulted in a lack of consistency and predictability for the use of the funds. Revenue from Measure G funds is relatively predictable (approximately \$20 million per year). Planning ahead 3-5 years in their use will make the funding of Measure G supported programs more reliable and therefore likely more effective. A set of recommendations regarding the improved strategic allocation of Measure G funds was presented to the Board at their March 28<sup>th</sup> meeting.

### The Impact

The impact of Measure G programs has not been clearly communicated to the Measure G Committee or stakeholders. As stated in prior year reports, the Committee continues to believe that the huge amount of Measure G funds used for Class Size Reduction is not money well-spent and is better used on areas of the Measure G mandate that have more of an impact on student outcomes. Additionally, the Committee continues to express concern and request answers regarding the significant allocation of Measure G funds to the Basic School Support program –a category not designated in Measure G's ballot language.

## V. Meeting Summaries for the Report Time Period

The Measure G Committee held 7 meetings during the time period covered in this Report (August 2016 – June 2017). Below is a brief summary of each meeting:

- August 2016:
  - Reviewed process for incorporating Measure G funds into the LCAP process (staff presentation)
  - Reviewed 2015-16 Estimated Actuals
  - Discussed potential incorporation of Measure G funds in OUSD Equity Pledge
- September 2016:
  - Meeting cancelled due to lack of quorum
- October 2016:
  - Reviewed 2015-16 Unaudited Actuals
  - Discussed potential incorporation of Measure G funds in OUSD Equity Pledge
- November 2016:
  - Discussed Draft 2015-16 Annual Report
- December 2016
  - No meeting due to OUSD holiday closure
- January 2017
  - Reviewed Measure G impact on Oakland Fine Arts Summer School (OFASS) program (staff presentation)
  - Reviewed Draft 2015-16 Annual Report
  - Discussed potential incorporation of Measure G funds in OUSD Equity Pledge
- February 2017
  - Approved 2015-16 Annual Report pending receipt and review of Audit Report
  - Discussed potential incorporation of Measure G funds in OUSD Equity Pledge
- March 2017
  - Received and reviewed 2015-16 Audit Report
  - Revised and re-approved 2015-16 Annual Report
  - Discussed potential oversight needs should Measure G funds be allocated to Oakland charter schools
- April 2017
  - Meeting cancelled due to lack of Finance Department staff
- May 2017

- Received Library Services update (staff presentation)
- Drafted 2016-17 Work Plan
  
- June 2017
  - Meeting cancelled due to lack of Finance Department staff

## **VI. Financial Summary**

Measure G expenditures for the fiscal year 2016-17 are reported in the next schedule. Expenses are reported and categorized by Programmatic and Non-Programmatic area as authorized in the Measure G ballot language (see previous section).


Measure G funds for 2016-17 were largely used to support broad efforts in: Basic School Support (\$5.7M), teacher prep time (\$4.2M), retention qualified teachers (\$1.8M), and school libraries (\$1.2M). Measure G funds were also expended at a high rate to reduce class size (\$5.3M). For detailed program descriptions and expense types, please refer to the Programmatic Summary section (VII) in this report. Measure G funds were completely expended for the 2016-17 year.



Measure G	2016-2017	2015-2016
Program Reconciliation	Actuals	Actuals
<b>REVENUES:</b>		
Beginning Balance	\$ (54,345)	\$ 10,829
Parcel Tax Revenues	\$ 20,224,961	\$ 20,458,246
<b>Total Revenues</b>	<b>\$ 20,170,616</b>	<b>\$ 20,469,075</b>
<b>EXPENDITURES:</b>		
Basic School Support - 1191	\$ 5,674,474	\$ 11,411,273
Staffing to allow for Teacher Prep Time - 1159	\$ 4,225,072	\$ 2,121,863
Teacher Growth & Development - 1442	\$ 1,789,408.70	
HR Recruitment - 9060	\$ 713,000	\$ 1,006,656
Subtotal	\$ 12,401,955	\$ 14,539,792
<b>REDUCE CLASS SIZE</b>		
Reduce class size in K-3 - 1112	\$ 5,327,994	\$ 4,781,526
Subtotal	\$ 5,327,994	\$ 4,781,526
<b>TO MAINTAIN LIBRARIES, MUSIC AND ART PROGRAMS</b>		
Art -1118	\$ 454,552	\$ 510,156
Music (Preliminary) - 1135	\$ 319,616	\$ 120,962
School Libraries - 1552	\$ 1,246,743	\$ 75,983
Oratorical Festival/Performances - 1564		\$ 73,453
OFASS - 1596	\$ 77,621	\$ 50,780
Subtotal	\$ 2,098,532	\$ 831,334
<b>COUNTY COLLECTION FEE</b>		
County Fee - 9000	\$ 341,813	\$ 346,934
Subtotal	\$ 341,813	\$ 346,934
<b>PARCEL TAX</b>		
Parcel Tax - 9055	\$ 322	\$ 23,834
Subtotal	\$ 322	\$ 23,834
<b>Total Expenditures</b>	<b>\$ 20,170,616</b>	<b>\$ 20,523,420</b>
<b>ENDING BALANCE Surplus/(Deficit)</b>	<b>\$ 0</b>	<b>\$ (54,345)</b>

## VII. Employee Funding Summary

There were 175 Full Time Equivalent (FTE) teaching positions funded by Measure G. An additional 7 positions were funded at the District’s central office. The following table provides the breakdown of employees across the program areas:

Oakland USD Measure G Oversight Committee							
				<b>OAKLAND UNIFIED SCHOOL DISTRICT</b> <i>Community Schools, Thriving Students!</i>			
2016-2017 Measure G Spending Full Time Equivalent (FTE) Employee Distribution							
PROGRAM DESCRIPTION	POSITION DESCRIPTION	Central	Elem	K-8	High	Grand Total	Total Salary & Benefits
BASIC SCHOOL SUPPORT - 1191	TEACHER		53.84	1.30	8.45	55.14	\$ 5,165,739
COVERED ELEM INTERVENTION PDS - 1159	TEACHER		38.60	1.93		40.53	\$ 3,843,299
CLASS SIZE REDUCTION - 1112	TEACHER		51.29	1.26		52.55	\$ 4,848,778
SCHOOL LIBRARIES - 1552	CHIEF ACADEMIC OFFICER	1.00	14.24	3.20	0.32	18.76	\$ 985,339
HR RECURITMENT - 9060	HR PROFESSIONAL	6.10				6.10	\$ 710,860
<b>Grand Total</b>		<b>7.10</b>	<b>157.97</b>	<b>7.69</b>	<b>8.77</b>	<b>181.53</b>	<b>\$ 15,554,015</b>
<i>(Many partially funded positions are included in FTE count)</i>							



Oakland USD																
Measure G Oversight Committee																
Comparison FY 16-17 vs 15-16 Measure G FTE																
Full Time Equivalent (FTE) Employee Distribution																
PROGRAM DESCRIPTION	POSITION DESCRIPTION	Central			Elementary			K-8		High		Grand Total				
		16-17	15-16	Chg	16-17	15-16	Chg	16-17	15-16	Chg	16-17	15-16	Chg			
BASIC SCHOOL SUPPORT - 1191	TEACHER	0.00	0.00	0.00	53.84	69.13	(15.29)	1.30	29.36	(28.06)	8.45	30.10	-21.65	63.59	128.59	(65.00)
COVERED ELEM INTERVENTION PDS - 1159	TEACHER	0.00	0.00	0.00	38.60	23.75	14.85	1.93	0.35	1.58	0.00	0.00	0.00	40.53	24.10	16.43
CLASS SIZE REDUCTION - 1112	TEACHER	0.00	0.00	0.00	51.29	53.09	(1.80)	1.26	0.69	0.57	0.00	0.00	0.00	52.55	53.78	(1.23)
SCHOOL LIBRARIES - 1552	PROG. MGR DIST. LIBRARY SERV.	1.00	1.00	0.00	14.24	0.00	14.24	3.20	0.00	3.20	0.32	0.00	0.32	18.76	1.00	17.76
HR RECRUITMENT - 9060	HR PROFESSIONAL	6.10	6.10	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	6.10	6.10	0.00
<b>Grand Total</b>		<b>7.10</b>	<b>7.10</b>	<b>0.00</b>	<b>157.97</b>	<b>145.97</b>	<b>12.00</b>	<b>7.69</b>	<b>30.40</b>	<b>(22.71)</b>	<b>8.77</b>	<b>30.10</b>	<b>-21.33</b>	<b>181.53</b>	<b>213.57</b>	<b>(32.04)</b>


(Many partially funded positions are included in FTE count)

## Measure G Employee FTE Comparison

There was an increase in support to elementary programs of 12 FTE, reduction of 23 FTE in K-8 programs and a reduction in high school programs of 21 FTE. There was no change in the amount of FTE fund in the central office of 7 FTE. The following table provides a comparison of employees across program areas:

## VIII. Programmatic Summary

### A. Basic School Support

Oakland USD		 <b>OAKLAND UNIFIED SCHOOL DISTRICT</b> Community Schools, Thriving Students														
Measure G Oversight Committee																
Comparison FY 16-17 vs 15-16 Measure G FTE																
Full Time Equivalent (FTE) Employee Distribution																
		Central			Elementary			K-8			High			Grand Total		
PROGRAM DESCRIPTION	POSITION DESCRIPTION	16-17	15-16	Chg	16-17	15-16	Chg	16-17	15-16	Chg	16-17	15-16	Chg	16-17	15-16	Chg
BASIC SCHOOL SUPPORT - 1191	TEACHER	0.00	0.00	0.00	33.84	69.13	(15.29)	1.30	29.36	(28.06)	8.45	30.10	(21.65)	63.59	128.59	(65.00)
COVERED ELEM INTERVENTION PDS - 1159	TEACHER	0.00	0.00	0.00	28.60	23.75	14.85	1.93	0.35	1.58	0.00	0.00	0.00	40.53	24.10	16.43
CLASS SIZE REDUCTION - 1112	TEACHER	0.00	0.00	0.00	51.29	53.09	(1.80)	1.26	0.69	0.57	0.00	0.00	0.00	52.55	53.78	(1.23)
SCHOOL LIBRARIES - 1552	PROG. MGR DIST. LIBRARY SERV.	1.00	1.00	0.00	14.24	0.00	14.24	3.20	0.00	3.20	0.32	0.00	0.32	18.76	1.00	17.76
HR RECURITMENT - 9060	HR PROFESSIONAL	6.10	6.10	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	6.10	6.10	0.00
<b>Grand Total</b>		<b>7.10</b>	<b>7.10</b>	<b>0.00</b>	<b>157.97</b>	<b>145.97</b>	<b>12.00</b>	<b>7.69</b>	<b>30.40</b>	<b>(22.71)</b>	<b>8.77</b>	<b>30.10</b>	<b>(21.33)</b>	<b>181.53</b>	<b>213.57</b>	<b>(32.04)</b>

(Many partially funded positions are included in FTE count)

~~Basic School Support funding is allocated directly to schools. It supports a few key Measure G ballot language initiatives.~~

~~The Audit Report noted the following in regards to Basic School Support:~~

~~¶~~

~~The largest category, Basic School Support, is essentially an allocation of parcel tax dollars to the individual school sites and the sites use that allocation to cover the cost of specific classroom teachers and their related employee benefits. While this is not a specific item mentioned in the ballot language, our conclusion is this program addresses the initiative to attract and retain qualified teachers by offering competitive salaries and benefits because the use of parcel tax monies in this manner saves other unrestricted resources. This, in turn, allows the District to offer a more competitive salary and benefits package. The same can be said for the other programs that directly deal with classroom services such as CSR and Covered Elementary Intervention (CEI). The point is if the District did not~~

~~have the parcel tax resources to cover these otherwise unrestricted expenses, they would either have to use reserves to cover the cost, or they would have to make cuts in services. Saving or preserving reserves directly impacts the District's ability to offer competitive salaries and benefits.~~

The Measure G Committee continues to seek information about Measure G's Basic School Support program since it consistently receives the largest Measure G allocation. The 2016-17 school year saw the lowest allocation to Basic School support in the last 4 years and a dramatic decrease from the previous year. Basic School Support funds are spent on teachers' salaries and benefits at school sites. ~~recommended in 2015-16 that OUSD reduce the amount of Measure G funds assigned to the Basic School Support category so that the designation of Measure G funds better aligned with the ballot language. The Committee and OUSD staff will be working to better designate these funds in the 2017-18~~2016-17 school year.

Program 1191 - Basic Support		
Type of Expense	FY 2017	FY 2016
<i>Labor Expenses</i>		
Teacher Salaries & Benefits	\$ 5,165,739	\$ 11,389,443
<i>Non-Labor Expenses</i>		
Supplies, Books, Services & Other	\$ -	\$ -
<b>Grand Total</b>	<b>\$ 5,165,739</b>	<b>\$ 11,389,443</b>

## Teachers¶¶

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~~By funding the employment of 174 teachers at a cost of nearly \$13.9 million from Measure G funds, OUSD is able to offer competitive salaries and benefits and therefore attract and retain highly qualified teachers.~~

## B. Maintain Up-To-Date Textbooks and Instructional Materials

### Maintain Up-To-Date Textbooks and Instructional Materials¶¶

~~In addition, the purchase of instructional materials that helped enhance and accelerate learning were enabled through this funding, at a cost of approximately \$134K was spent on instructional materials or textbooks across all Measure G Program areas.~~

## C. Maintain Courses that Help Students Qualify for College

### Maintain Courses that Help Students Qualify for College¶¶

There were no Measure G funds specifically designated in 2016-17 to maintain these courses. However, ~~the purchase of textbooks and instructional materials, as well as professional development for teachers, could be associated with the maintenance of courses. The Committee does not have a recommendation at this time, but will continue to keep an eye on all of the initiatives promised to~~

voters as outlined in the ballot language, while ensuring Measure G funds have the greatest impact for high quality education for every student in Oakland public schools.¶¶

Program 1191 - Basic Support		
Type of Expense	FY 2017	FY 2016
<i>Labor Expenses</i>		
Teacher Salaries & Benefits	\$ 5,165,739	\$ 11,389,443
<i>Non-Labor Expenses</i>		
Supplies, Books, Services & Other	\$ -	\$ -
<b>Grand Total</b>	<b>\$ 5,165,739</b>	<b>\$ 11,389,443</b>

#### D. Elementary Education Intervention Program (EEIP)

##### Elementary Education Intervention Program (EEIP)¶¶

At the October 21, 2015 Measure G Committee meeting, Elementary Network Superintendent Sondra Aguilera presented to the Committee the impact of Measure G funds to her schools.¶¶

¶¶

You may view a full copy of the presentation provided by Ms. Aguilera as a hyperlink in the minutes from the October 21, 2015 Committee meeting.

The Covered Elementary Intervention funding is allocated directly to school sites in order to give classroom teachers time to plan, assess student work, and collaborate with peer teachers and serves through the use of “Prep Periods”. In fiscal year 2016-17, Measure G funded approximately 39 full-time equivalents (FTE) Prep-teachers in elementary schools and 2 in K-8 schools at a cost of \$3.8 million in order to provide these prep periods.

Specifically, all elementary classroom teachers receive at least one 50 minute prep period per week. School sites receive an EEIP allocation based on the number of FTE teachers on staff. The EEIP allocation can result in a partial FTE, thus a school site can choose to supplement the funding for an EEIP teacher in order for him/her to be at the school site full time, or the EEIP teacher may work at multiple sites. EEIP teachers provide instruction in a range of subject matters, including physical education, science, math, reading, writing, and art.

Ms. Aguilera highlighted a few EEIPs across OUSD. For example, the West Oakland elementary schools (Hoover, Lafayette, MLK Jr., and Place) combined their EEIP resources to hire a teacher to implement a Science, Technology, Engineering, and Math (STEM) teacher to implement a curriculum called Project Lead the Way. Students from grades TK-5 experience a weekly science block to apply what they are learning from their classroom teachers. The EEIP teacher may also push into classrooms to support STEM instruction by classroom teachers.

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Additionally, Garfield’s Elementary EEIP teacher focuses on supplementing reading and math instruction and students’ use technology during their instructional time with him. And at La Escuelita, staff received a Next Generation Learning Challenge grant to build out a Makerspace and then used their EEIP funds to hire a teacher to support instruction in the Makerspace.

Throughout the district, for new teachers, these resources afforded them time to meet with their coaches and receive instructional support. Additionally, many school site professional learning communities met during teacher prep time to collaborate, look at student work, and get advice from each other when challenges arose.

Program 1159 - EEIP		
Type of Expense	FY 2017	FY 2016
<b>Labor Expenses</b>		
Teacher Salaries & Benefits	\$ 3,843,299	\$ 2,121,863
<b>Non-Labor Expenses</b>		
Supplies, Books, Services & Other	\$ 5,052	\$ -
<b>Grand Total</b>	<b>\$ 3,848,351</b>	<b>\$ 2,121,863</b>

## E. Talent Division: Teacher Recruitment and Retention

### Talent Division: Teacher Recruitment and Retention

At the December 17, 2015 Committee meeting, then Chief Talent Officer Brigitte Marshall provided a robust presentation to Committee members to outline the work of OUSD's Talent Division. Measure G funds support approximately \$1 million of the approximately \$6 million Talent Division budget.

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Specifically, Ms. Marshall informed the Committee that \$827,000 of Measure G revenue funded 8.2 FTE across 11 different positions in the Talent Division, which had a total of 49 FTE. The final 2015-16 amount for Talent Division staff from Measure G funds was \$964,000, though the final FTE was decreased to 6.10.

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The Measure G funded Talent Division positions focused on recruitment and retention activities. Across the District, there are approximately 2,200 teachers and each year there is an 18% to 19% turnover rate, resulting in 400 to 500 vacancies that the Talent Division needs to fill each year.

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As has been stated by many employee recruitment professionals, and re-iterated by Ms. Marshall, the best recruitment strategy is a great retention strategy. So, in addition to filling annual vacancies, Talent Division staff has conducted work on a number of strategies to improve retention rates of teachers. This includes improving onboarding and orientation of new hires and better ongoing supports for employees throughout their time at OUSD. The Teacher Growth and Development System (TGDS) and Leader Growth and Development System (LGDS) are key initiatives to support educator development and thereby improve employee retention rates.

¶  
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2015-16 Measure G revenue funded \$43,000 in Talent Division non-labor expenses, including needs such as online job postings and recruitment tools, advertising, local hiring fairs, etc. in order to find the best teachers possible for OUSD schools and students.

¶

Program 9060 - HR Recruitment		
Type of Expense	FY 2017	FY 2016
<b>Labor Expenses</b>		
Teacher Salaries & Benefits	\$ 710,860	\$ 963,722
<b>Non-Labor Expenses</b>		
Supplies, Books, Services & Other	\$ 2,140	\$ 42,934
<b>Grand Total</b>	<b>\$ 713,000</b>	<b>\$ 1,006,656</b>

## F. Class Size Reduction



## Keep Class Sizes Small (Class Size Reduction)

Class Size Reduction funding was allocated to school sites with Kindergarten – 3<sup>rd</sup> grade students so that the teacher:student ratios could be further reduced. The overall aim was improved learning environments, quality instruction and increased interaction between teacher and students. At her October 21, 2015 presentation to the Committee, Elementary Network Superintendent Sondra Aguilera discussed the value of smaller class sizes to allow for more differentiated instructional practices in the classroom.

These funds are additive to funds provided by the State for this purpose. For the fiscal year ending June 30, 2017, this funding covered the cost of 53 FTE elementary school teachers at a cost of over \$5.3 million approximately 25% of all Measure G funds. Furthermore, the Measure G funds for this program are only applied to instruction during the regular school day and year; not summer school or after-school programs

The following table provides detail on the number of positions funded by site and the impact on class sizes. Column “A” (“Non-SDC Count”) represents the enrollment at the school site, exclusive of Special Day Classes. Working from left to right, the table calculates the reduction in the number of students per class, on average, as a result of Measure G, which is the final number in Column “G” (“Diff/Impact”).

With Measure G funds, average class size across all K-3 classrooms was 13 students in 2016-17. Without Measure G funds, the average class size would have risen just slightly, by only .45 students per class, to an average of 13.5 students. An over\$5 million investment of Measure G funds reduced class sizes by less than one (1) student in 2015-16. This is NOT a good expenditure of Measure G funds and the Committee strongly recommends better leveraging this \$5 million to have a greater impact on student learning. This money could be used for re-opening more OUSD libraries, for teacher retention, and for elementary intervention to site but a few areas within the Measure G mandate.

Program 1112 - Class Size Reduction		
Type of Expense	FY 2017	FY 2016
<b>Labor Expenses</b>		
Teacher Salaries & Benefits	\$ 4,848,778	\$ 4,778,886
<b>Non-Labor Expenses</b>		
Supplies, Books, Services & Other	\$ 2,121	\$ 2,640
<b>Grand Total</b>	<b>\$ 4,850,899</b>	<b>\$ 4,781,526</b>



## F. Maintain School Libraries

Funding for school libraries was allocated in 2016-17 to support the salary and benefits for a District Library Manager. No funds were spent on school site libraries. The Committee heard from OUSD staff, OUSD librarians, Friends of Oakland Public School Libraries, and many concerned citizens. As a result of these and other hearings, the Committee, interacting with OUSD staff, recommended to changed funding significantly for OUSD libraries in the 2016/2017 school year. This important issue is being resolved with a clear and decisive step forward towards resolving school library funding. However, libraries are still hugely underfunded and many of our schools go without libraries and without librarians. Applying funds from Class Size Reduction (see above) would allow every student to have access to a library—a minimal bottom line for a public school in the opinion of this Committee.

Program 1552 - Libraries		
Type of Expense	FY 2017	FY 2016
<b>Labor Expenses</b>		
Teacher Salaries & Benefits	\$ 985,339	\$ 120,493
<b>Non-Labor Expenses</b>		
Supplies, Books, Services & Other	\$ 223,810	\$ 469
<b>Grand Total</b>	<b>\$ 1,209,149</b>	<b>\$ 120,962</b>

## G. Provide Art Programs

Measure G funding for Art assisted the District in providing arts instruction to an increasing greater number of students, to build school cultures that support quality arts learning and to prepare teachers to teach in and through the arts. This funding is allocated directly to schools and has a direct impact on students learning.

Arts education is a powerful medium through which students develop social skills, engage with their community and enhance their creative capital and skills for expression often relied on for successful careers. Over the 2016-17 school year, Measure G funds for the arts were spent primarily on consultants. Community artists are sometimes hired as consultants to support arts education in the district. The majority of Measure G funding for Art however was allocated directly to school sites in the amount of nearly \$500K.

**Art Program 1118 by School Allocation**

<b>Site Description</b>	<b>FY 2017</b>	<b>FY 2016</b>
107 - EAST OAKLAND PRIDE	15,000	13,125
112 - GREENLEAF ELEMENTARY	15,000	2,869
115 - EMERSON	15,000	3,637
121 - LA ESCUELITA	15,000	15,000
122 - GRASS VALLEY	15,000	15,000
125 - NEW HIGHLAND ACADEMY	15,000	15,000
145 - PERALTA	15,000	14,554
148 - REDWOOD HEIGHTS	15,000	18,513
149 - COMMUNITY UNITED ELEMENTARY	15,000	13,370
151 - SEQUOIA		12,712
168 - CARL MUNCK	15,000	11,554
170 - HOOVER	15,000	
171 - KAISER		8,277
175 - MANZANITA SEED		10,528
179 - MANZANITA COMMUNITY SCHOOL	15,000	
181 - Encompass Small School	15,000	10,602
183 - PREP LITERACY ACAD/CULTURAL EX		6,759
186 - INTERNATIONAL COMMUNITY SCHOOL	18,000	16,631
191 - SANKOFA ACADEMY	15,000	15,000
192 - RISE	15,000	35,508
203 - FRICK MIDDLE	15,000	8,506
204 - WEST OAKLAND MIDDLE	7,500	7,259
206 - BRET HARTE MIDDLE		15,600
210 - EDNA BREWER MIDDLE	15,000	14,848
212 - ROOSEVELT MIDDLE	15,000	
213 - WESTLAKE MIDDLE	12,000	17,801
221 - ELMHURST COMMUNITY PREP		11,316
226 - ROOTS INTERNATIONAL ACADEMY	15,000	
235 - MELROSE LEADERSHIP ACAD		22,657
236 - URBAN PROMISE ACADEMY	15,000	14,914
305 - OAKLAND TECH HIGH SCHOOL	15,000	10,880
309 - BUNCHE ACADEMY	-	11,082
998 - School Contingency Funds	144,558	136,654
<b>Total</b>	<b>\$ 497,058</b>	<b>\$ 510,156</b>

<b>Program 1118 - Art</b>	<b>FY 2017</b>	<b>FY 2016</b>
1120 - TEACHERS SALARIES STIPENDS	32,783	35,799
2900 -OTHER CLASSIFIED SALARIES		105
3000 - EMPLOYEE BENEFITS		6,812
4310 - SUPPLIES	47,030	26,457
4311 - MEETING REFRESHMENTS	1,000	605
4399 - SURPLUS	3,500	
4410 - EQUIPMENT < \$5,000	485	6,123
4420 - COMPUTER < \$5,000	1,824	5,013
4432 - FURNITURE < \$5,000	7,691	
4474 -AUDIO VISUAL EQUIP <\$5,000		6,069
5220 -CONFERENCE EXPENSES		3,125
5720 - INTERPGM - MAINT WORK ORDERS	2,500	
5825 - CONSULTANTS	390,070	406,277
5826 - EXTERNAL WORK ORDER SERVICES	5,350	12,712
5828 - ASSEMBLIES/CLASSRM PRESENTION	4,825	1,060
<b>Grand Total</b>	<b>\$ 497,058</b>	<b>\$ 510,157</b>

## H. Oakland Fine Arts Summer School (OFASS) ~~(OFASS)~~

OFASS is a collaborative program funded and operated through OUSD and community partners. Through Measure G's support, elementary school aged OUSD students can enroll in and attend this integrative arts summer program.

The summer program runs for full days for 4 weeks during the summer. Students are grouped by grade level and/or experience and are assigned classes in several areas of the arts. For example, class offerings include: art – set design, drama, music – voice, video production, and dance. The summer program culminates on a staged performance featuring all students' participants. Measure G funding covers the cost of stipends and salaries and benefits for teachers and consultants.

OFASS is an intensive program with strong emphasis on the performing arts. It is for beginners to advanced students who are open to exploration, willing to venture out and accept challenges, and be focused and disciplined.

### ~~Example of funds used at the various schools:~~

- ~~● Kaiser Elementary School: Measure G funds supported student appreciation for art, music, dance and theater.~~
- ~~● Garfield Elementary: Offers a full curriculum of the Arts including band, chorus, computer arts, dance, drawing and painting.~~

Program 1596 - OFASS		
Type of Expense	FY 2017	FY 2016
<b>Labor Expenses</b>		
Teacher Salaries & Benefits	\$ 44,684	\$ 52,247
<b>Non-Labor Expenses</b>		
Supplies, Books, Services & Other	\$ 32,937	\$ 23,736
<b>Grand Total</b>	<b>\$ 77,621</b>	<b>\$ 75,983</b>

## I. Oratorical Fest/Performances

Funding is provided to support numerous community events. Funding is allocated in part for staff salary and benefits to support after-hours work. The District also funded some consultants to provide expertise and support to staff surrounding the major events.

A large portion of this funding covers the costs of supplies required to plan and host large community events such as: rentals, refreshments and other general supplies. Events include the Oratorical Fest and our annual spelling bee contest.

These community-based events encouraged academic contest and engaged students in a meaningful way to think about social change and progress. These experiences and acquired skills are critical for college, community and career readiness and fundamentally linked to OUSD's overall mission. The Oratorical Fest competition helps build students' confidence, articulation, pronunciation, and stage presence.

Example of funds used at the various schools:

- Sequoia Elementary: During the school assembly Sequoia celebrates the gift of oratory and honors the immense contribution of Dr. Martin Luther King, Jr., and other leaders. Groups and individuals are invited to recite a poem or speech during the school assembly.
- Chabot Elementary: Will hold their site MLK Oratorical Contest for Grades 3-5 on January 20, 2017.

Program 1564 - Oratorical Fest/Performances		
Type of Expense	FY 2017	FY 2016
<b>Labor Expenses</b>		
Teacher Salaries & Benefits	\$ 1	\$ 40,109
<b>Non-Labor Expenses</b>		
Supplies, Books, Services & Other	\$ -	\$ 33,344
<b>Grand Total</b>	<b>\$ 1</b>	<b>\$ 73,453</b>

## J. Provide Music Programs

Funding in music allows the District to provide access to ~~quality~~ music instruction, to build school cultures that support learning through music and to prepare teachers to teach in and through music. This funding supports teachers on special assignments or consultants to provide the District's students ~~with benefit of having a creative expert. The Measure G Oversight Committee intends to review funding for music in its forthcoming fiscal year.~~

Program 1135 - Music		
Type of Expense	FY 2017	FY 2016
<i>Labor Expenses</i>		
Teacher Salaries & Benefits	\$ 319,616	\$ 50,780
<i>Non-Labor Expenses</i>		
Supplies, Books, Services & Other	\$ -	\$ -
<b>Grand Total</b>	<b>\$ 319,616</b>	<b>\$ 50,780</b>

## IX. Non Programmatic Costs

### A. County Administrative Fee

This funding reflects county-based fees incurred by OUSD to access, levy and collect the parcel tax. These fees are paid directly to the County of Alameda. A fee must be paid for each parcel tax the county collects.

Program 9000 - Other Programs/Local Goals		
Type of Expense	FY 2017	FY 2016
<i>Labor Expenses</i>		
Teacher Salaries & Benefits	\$ -	\$ -
<i>Non-Labor Expenses</i>		
Supplies, Books, Services & Other	\$ 341,813	\$ 346,934
<b>Grand Total</b>	<b>\$ 341,813</b>	<b>\$ 346,934</b>

### B. Exemption Processing Costs

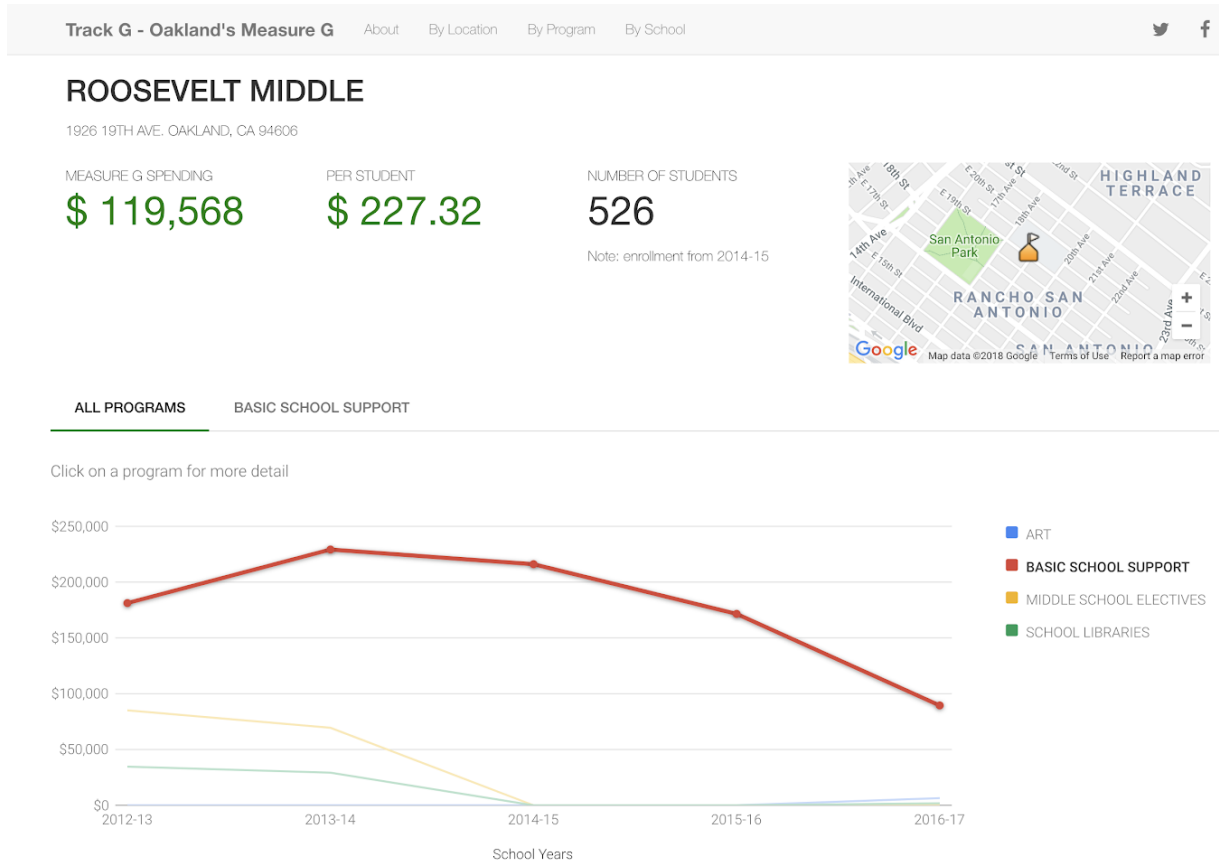
The table below reflects the administrative cost to process the Measure G applications and provide the City of Oakland exempt homeowners with procedural assistance and recommendations.

Program 9055 - Parcel Tax		
Type of Expense	FY 2017	FY 2016
<b>Labor Expenses</b>		
Teacher Salaries & Benefits	\$ 322	\$ 23,834
<b>Non-Labor Expenses</b>		
Supplies, Books, Services & Other	\$ -	\$ -
<b>Grand Total</b>	<b>\$ 322</b>	<b>\$ 23,834</b>

## X. TrackG.org Updates

TrackG.org helps the Oakland community explore Measure G spending data. This project is done in cooperation with Open Oakland, a volunteer organization. TrackG.org is not an official OUSD project although the OUSD budget office is the source of all data. The raw data is published at [data.openoakland.org](http://data.openoakland.org).

Spending from the previous school year (represented in this report) was added to the site and displayed by default. There are now 5 years of data on Measure G spending available to view.





## **2016-17 Spending Data Added**

Spending from the previous school year (represented in this report) was added to the site and displayed by default. There are now 5 years of data on Measure G spending available to view.

## II. Audit Report

### Auditor's Opinion

The auditor's charge was to verify OUSD's assertion that:

- 1) The Measure G Parcel Tax proceeds of the Measure were accounted separately in the accounting records of the District.
- 2) Expenditures charged against such proceeds were made in accordance with intended uses spelled out in Measure G and approved by the voters.
- 3) Ensure that low-income exemptions are complete, accurate, and supported by source documents.<sup>2</sup>

The auditor determined that OUSD's assertions for the year ending June 30, 2017 were fairly stated in all material respects.

The auditor mapped each of ten programs (Basic School Support, Class Size Reduction, Covered Elementary Intervention, Effective Education Systems Initiative (EEIP), School Library, HR Recruitment, Art, Music, Fine Arts Summer School, and Other Programs and Local Goals) and determined that each individual program was within the ballot language objective. As with the prior year's Audit Report (2015-16), the auditor noted that Basic School Support is one of the largest categories. Funds in that category are use for classroom teachers salaries and benefits. The audit acknowledges that neither the category, nor the payment of classroom salaries was contemplated in the ballot language, but concludes that it aligns with Measure G's purpose of "attracting and retaining qualified teachers." The auditor claims that the Basic School Support expenditure, as well as the EEIP and Class Size Reduction expenditures, prevent OUSD from using other unrestricted resources or reserves to cover these costs, thus allowing OUSD to offer a more competitive salary and benefits package. ~~made this determination through, among other procedures, selecting specific programs for detailed expenditure testing and reviewing OUSD's method of allocation of parcel tax proceeds to each school site for reasonableness and conformity with the language of the ballot measure. Programs selected for testing included:~~

- ~~1) Keeping class sizes small~~
- ~~2) Attracting and Retaining Highly Qualified Teachers~~
  - ~~a. Elementary Education Intervention Program (EEIP)~~

~~Basic School Support~~

~~County Administrative Fee~~

~~As with the prior year's Audit Report (2015-16), the auditor noted that, while Basic School Support is not a specific item mentioned in the ballot language, it aligns with the intent of the measure to attract and retain highly qualified teachers. The auditor claims that the Basic School Support expenditure, as well as the EEIP and Class Size Reduction expenditures, prevent OUSD from using other unrestricted resources or reserves to cover these costs, thus allowing OUSD to offer a more competitive salary and~~

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<sup>2</sup> The auditor decided to test this question because the Measure N-1 Citizens Oversight Committee had expressed interest in this issue. The auditor told the Measure G Committee that in most cases auditors meet with the committees prior to starting the audit, to determine what issues the Committee wishes to focus on. As stated elsewhere, this Committee did not have a dedicated person assigned from the financial office, so it was unable to meet with the auditor to pose questions unique to this ballot measure language. The Committee believes this should happen with respect to the 2017-18 Audit.

~~benefits package.~~

#### Record Keeping Concerns

To test transactions charged to Measure G the auditor requested a sample of original source documents related to 40 transactions. The auditor reported that after an extended period of time, none of the 40 samples were produced. The auditor claimed that the availability of alternative electronic documents enabled them to form reasonable conclusions, but nevertheless expressed concern at the district's inability to produce source documents. When questioned about this at the auditor's presentation to the Committee, District staff explained that the auditor had requested items that do not exist, such as job descriptions, but no explanation was given for why other original documentation was not then requested by the auditor to test transactions charged to Measure G. A list of the 40 transactional source documents requested, but not received is included as an Appendix to this report.



#### Finding



~~The Audit Report noted one Finding. It is explained under the County Administrative Fee section above.~~