



**OAKLAND UNIFIED  
SCHOOL DISTRICT**

*Community Schools, Thriving Students*

# Superintendent's Work Plan 3a

October 26, 2016 Update



Presented to Board of Education

October 26, 2016



# Superintendent Work Plan #3a

**Present a fiscally sound budget for the 2017-18 school year for approval to the Board of Education that aligns budget development and LCAP community engagement process (Board Policy 3100)**

# 3a: Theory of Action

**IF OUSD...**

is able to prepare a fiscally sound budget for 2017-18 through an aligned and transparent process,

**THEN ...**

the Board, staff, parents and community will understand the intentional investments and trade-offs to be made,

**AND AS A RESULT...**

students will benefit from targeted and thoughtful investments.



# Plan for Success

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## Strategies to Ensure Work Plan Goal is Achieved:

- **Calendar** - Board calendar and operational calendar ensure sufficient time to complete the work with integrity and meet all required timelines.
- **Priority Setting** – Pathways to Excellence and the Local Control Accountability Plan (LCAP) set the direction for all budget decisions
- **Numbers** – Keep all eyes on the moving target of 2016-17 funding and the impact on OUSD.
- **Collaboration** – Community voices are included through a meaningful and transparent process.
- **Tools** – Tools used by schools and central staff to develop the budget are improved and integrated.
- **Training & Communications** – Training materials & communications are easy to understand.

# Calendar For 2016-17 Budget Development

<b>Legend:</b>
Completed
Current
Board Meeting

	Board Item	Activity Type	Date
1	LCAP Parent & Student Advisory Committee (PSAC) "Retreat"	Engagement	August 13, 2016
2	<b>Review Calendar for 2017-18 LCAP and Budget Engagement</b>	<b>Supt's Rpt</b>	<b>September 14, 2016</b>
3	<b>Review Board Priorities for 2017-18 Budget</b>	<b>Discussion</b>	<b>October 13, 2016</b>
4	LCAP PSAC General Meeting	Engagement	October 19, 2016
5	LCAP Engagement with Labor representatives	Engagement	October 20, 2016
6	Executive Cabinet Prioritization Process	Staff Work	Oct. - Nov. 2016
7	<b>Progress report on 2017-18 LCAP and Budget Development</b>	<b>Supt's Rpt</b>	<b>October 26, 2016</b>
8	<b>Progress report on 2017-18 LCAP and Budget Development</b>	<b>Supt's Rpt</b>	<b>November 30, 2016</b>
9	LCAP PSAC General Meeting	Engagement	December 7, 2016
10	<b>Board review and approval of 1<sup>st</sup> Interim Financial Report for 2016-17 w/ multiyear projections</b>	<b>Action</b>	<b>December 14, 2016</b>
11	Budget Guidelines and "One-Pagers" provided to Schools	Schools	Early January 2017
12	Budget Tool available to Schools & Central Offices	Schools	Early January 2017
13	<b>Review Governor's Proposed 2017-18 State Budget</b>	<b>Staff Report</b>	<b>January 25, 2017</b>
14	School Site Councils Review Site Budgets	Engagement	Jan & Feb 2017
15	<b>Progress report on 2017-18 LCAP &amp; Budget Development</b>	<b>Supt's Rpt</b>	<b>February 8, 2017</b>
16	LCAP PSAC General Meeting	Engagement	February 15, 2017
17	Schools and Central Offices Lock-in 2017-18 Budgets	Schools	End of February 2017
18	<b>Board review and approval of 2nd Interim Financial Report for 2016-17 w/ multiyear projections</b>	<b>Action</b>	<b>March 8, 2017</b>
19	<b>Superintendent submits potential 2017-18 Employee Additions, Reductions, Eliminations, or Reclassifications</b>	<b>Action</b>	<b>March 8, 2017</b>
20	LCAP Engagement for Staff & Labor	Engagement	March 23, 2017
21	<b>Progress report on 2017-18 LCAP &amp; Budget Development</b>	<b>Supt's Rpt</b>	<b>April 12, 2017</b>
22	LCAP PSAC General Meeting	Engagement	April 19, 2017
23	<b>2017-18 LCAP and Budget Study Session</b>	<b>Discussion</b>	<b>May 10, 2017</b>
24	LCAP PSAC General Meeting	Engagement	May 17, 2017
25	<b>Review Governor's 2017-18 Revised State Budget</b>	<b>Staff Report</b>	<b>May 24, 2017</b>
26	<b>1<sup>st</sup> Reading of 2017-18 LCAP and Budget</b>	<b>Discussion</b>	<b>June 14, 2017</b>
27	LCAP PSAC General Meeting	Engagement	June 21, 2017
28	<b>Approve OUSD 2017-18 LCAP and Budget</b>	<b>Action</b>	<b>June 28, 2017</b>

# Milestones Driving Budget Prioritization

Activities & Milestones	School Year 2016-17 - Next 6 Months									
	Sep	Oct	Nov	Dec	Jan	Feb	Mar	April	May	June
Develop budget calendar for 2017-18	9/20									
Prepare and plan for First Week in October - share process and schedule with SLT, Executive Cabinet and Cabinet		10/3 10/7								
Board prioritization session		10/13								
Prioritization Sessions with SLT - November 8 & November 28			11/8 11/28							
SSCs meet with Principals to review data and determine priorities for 2017-18 budget			During Nov.							
School & central allocations are calculated & budget handbook is completed.				12/15						
Budget allocations provided to school sites and central departments.					1/6					
Budgets locked-in; technical work can begin.						2/28				
March 15 Notices (if required)							3/15			
Update LCAP based on budget to ACOE								4/21		
Board Workshop on 2017-18 Budget									5/10	
Public Hearing on LCAP and Budget										6/14
Board adopts LCAP and Budget										6/28

# Priority Setting

## Pathway to Excellence and Local Control Accountability Plan (LCAP)



### October:

- Confirm Board and Superintendent priorities for 2016-17.
- LCAP Parent-Student Advisory Council reviews priorities for 2016-17 and 2017-18.

### November:

- Develop recommendations with SLT for specific district-wide budget adjustments.
- Principals will meet with SSCs to develop school site priorities.

# Priorities Identified by Board

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- Academic Program
- Social Emotional Learning
- Innovation in Schools







# Numbers

## Situation:

Despite overall increased revenue, OUSD commitments, declining enrollment and reduced *incremental* revenue from LCFF have combined to create an estimated district-wide budget challenge for 2017-18.

## Complication:

The district must maintain and possibly increase the current *level* of S&C investment.



## Resolution:

To move the needle forward for our students, while maintaining fiscal solvency, we have to thoughtfully identify our priority areas and also where dollars can be reallocated and/or reduced.

# Collaboration



**The LCAP Engagement Calendar is designed to allow opportunities to engage, inform, and share.**

- ✓ **English Learners' Sub-Committee**
  - September 15
- ✓ **Parent Student Advisory Committee (PSAC)**
  - October 19
- ✓ **Superintendent Forums**
  - October 6, October 20 (All City Council)
- ✓ **Labor Partners**
  - October 20
- ✓ **Foster Youth Advisory Committee**
  - September 27, October 25

# Tools



**Tool for Central Offices:** A revised tool has been developed for Central sites to use to build budget suggestions for 2017-18.

**The Single Plan for Student Achievement (SPSA)** to be used by school sites is being updated to incorporate LCAP and budget information more seamlessly.





# Communication & Training

**Board:** Monthly updates to the Board on the LCAP and budget development process.

**Leadership:** Weekly communications, including discussions on priority setting.

**Schools:** Working through Network leaders and partners, will provide budget process information in October, & sample materials to use with SSCs in November.



# End Results

**MAY 10, 2017 – Board Budget Workshop**  
**JUNE 14, 2017 – LCAP and Budget First Reading**  
**JUNE 28, 2017 – LCAP and Budget Final Adoption**



# EVERY STUDENT THRIVES!



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1000 Broadway, Suite 680, Oakland, CA 94607

[www.ousd.org](http://www.ousd.org)



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# Appendix



# Sub Goal 3a

Present a fiscally sound budget for the 2017-18 school year for approval to the Board of Education that aligns budget development and LCAP community engagement process (Board Policy 3100).

Impact by June 2017	2018-2019	2019-2020
<ol style="list-style-type: none"> <li>1. <b>Executive Cabinet, Board, PAC, DBAC, and PSAC understand:</b> <ul style="list-style-type: none"> <li>● The process and reasons behind decisions made during the budget process.</li> <li>● The relationship between budgets and outcomes.</li> <li>● How LCAP and budget are aligned.</li> </ul> </li> <li>2. <b>Substantive decisions are made that will result in a balanced budget.</b></li> <li>3. <b>Budget needs that could and should have been known and included in the budget do not pop up late in the process. Discipline around decisions.</b></li> <li>4. <b>Ownership for results, especially fiscal solvency, is held by leadership across the District, not just fiscal.</b></li> <li>5. <b>LCAP and budget are completed in time for sufficient review and approval by ACOE.</b></li> </ol>	<ol style="list-style-type: none"> <li>1. <b>Improve process based on lessons learned.</b></li> <li>2. <b>Improve budget knowledge of program managers.</b></li> <li>3. <b>Position the District to be on sound financial ground: 3% reserve, on-going and one-time are appropriately aligned.</b></li> </ol>	<ol style="list-style-type: none"> <li>1. <b>Budget decisions are grounded in outcomes.</b></li> <li>2. <b>District-wide understanding of budget process.</b></li> </ol>
	<p><b>Indicators:</b></p> <ul style="list-style-type: none"> <li>● Positive LCAP review by County</li> <li>● Balanced and stable budget</li> <li>● District stakeholders understand process (will need to survey specific groups)</li> </ul>	



## Sub-Goal 3a:

INPUTS	ACTIONS (by when)	OUTCOMES	IMPACT by June 2017
<p><u>Working group:</u>            Lisa Spielman - LCAP manager            Cintya Molina - LCAP Comm. Engagement Partner            Jean Wing - Outcomes            Diana Sherman - SPSA coordinator            Troy Christmas – transparency tools            Katema Ballentine - Budget Director for Budget Development            Sandra Anderson-Knox - Budget Director for Operations and Reporting            Vernon Hal            Dr. Carey Hawkins Ash, Esq.            Megan Sweet – Network partner</p> <p>LCAP coded for central</p> <p>Tools:</p> <ul style="list-style-type: none"> <li>● SPSA</li> <li>● Budget allocation tool</li> <li>● Prioritization tool</li> <li>● BDT</li> <li>● Central LCAP workbook (COPS)</li> </ul> <p>Assumptions about site allocations:</p> <ul style="list-style-type: none"> <li>● 2016-17 SPF</li> <li>● LCFF %</li> <li>● Enrollment per school (need to know feeder patterns, programs at schools, consolidations)</li> <li>● Amount that will need to be cut</li> </ul>	<p>Working group prepares a Board calendar; Working group presents calendar to Board - SEPT</p> <p>Working group engages with stakeholders to gain input on operational calendar and process. - ONGOING</p> <p>Working group and ERS develop budget planning process that incorporates lessons learned from ERS study - OCT</p> <p>Working group develops basic assumptions and overall budget numbers that are transparent and easy to understand, aligned with LCAP S&amp;C</p> <p>Working group conducts a prioritization session with SLT resulting in cuts and trades. that align with priorities. - NOV</p> <p>Working group creates tools for prioritization, school allocations, budget development sessions, LCAP development, SPSAs - OCT</p> <p>Budget handbook - for schools, central – DEC/JAN</p> <p>Work with communications dept to develop a clear communications plan</p>	<p>Budget calendar(s) - for the Board, Operational, for Sites</p> <p>Budget planning process:</p> <ul style="list-style-type: none"> <li>● Overall process</li> <li>● Central Sites</li> <li>● School Sites</li> <li>● Restricted Resources</li> <li>● LCAP input</li> </ul> <p>Aligned budget tools:</p> <ul style="list-style-type: none"> <li>● SPSA</li> <li>● Site allocation workbook</li> <li>● Prioritization tool</li> <li>● BDT</li> <li>● Central LCAP workbook</li> </ul> <p>3% Reserve</p> <p>Budget aligned to resources - one-time versus on-going.</p> <p>Aligned budget process focused on priorities.</p> <p>Sites, central, PSAC Board all have input into the process.</p> <p>LCAP submissions meet deadlines set by County.</p> <p>60% of participants</p> <ul style="list-style-type: none"> <li>● feel it was a transparent process</li> <li>● understand decisions that were made</li> <li>● Can explain the budget process &amp; priorities.</li> <li>● Timely and accurate information</li> </ul>	<p>Working group feels all voices were brought to the table and the team carried the load together</p> <p>Board understands what budget decisions were made and why</p> <p>Executive cabinet understands what budget decisions were made and why.</p> <p>Decisions are aligned to priorities developed through collaborative effort.</p> <p>Stakeholders take ownership of recommendations.</p>