



**OAKLAND UNIFIED
SCHOOL DISTRICT**

Community Schools, Thriving Students

OUSD Budget Overview Presentation to LCAP PSAC

November 28, 2016



Presented to Parent Student Advisory Committee

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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

Strategies to Ensure that the Work Plan Goal is Achieved:

- **Calendar** - Board calendar and operational calendar allow enough time to complete the work with integrity and meet all required timelines.
- **Priority Setting** – Pathways to Success and the Local Control Accountability Plan (LCAP) set the direction for all budget decisions.
- **Numbers** – Keep all eyes on the moving target of 2017-18 funding and its 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. The tools are connected and support each other.
- **Training and Communications** – Training materials are easy to understand.

CALENDAR

Milestones Driving Budget Prioritization

Activities & Milestones	School Year 2016-17									
	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			11/8	12/5	Deadline for final decisions has been pushed out a week					
SSCs meet with Principals to review data and determine priorities for 2017-18 budget			Nov & Dec							
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

PRIORITIES

Priority Setting

Pathway to Excellence and Local Control Accountability Plan (LCAP)



December:

- Finalize recommendations for specific district-wide budget adjustments.
- PSAC prioritizes recommendations
- Principals meet with SSCs to develop school site priorities.

January:

- Allocations are provided to school sites and central departments for 2017-18 budget development.

Priorities Identified by Board

- Academic Program
 - Curricular component
 - Professional Learning
 - Extended Time
 - Recruitment and Retention
 - College and Career Readiness
- Social Emotional Learning
 - Restorative Practices
 - Mental Health - Support students and families
 - Parent Empowerment
 - Student Academic Support – Tutoring, Counseling
- Innovation in Schools
 - Elevation Network
 - Innovation Lab
 - School Quality Review
 - Strategic Partnerships



NUMBERS

Numbers



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Goal:

To **improve achievement** for all students, while **maintaining fiscal solvency**, we must thoughtfully identify and **invest in priority areas** and make trade-offs, reductions or realignments in other areas.

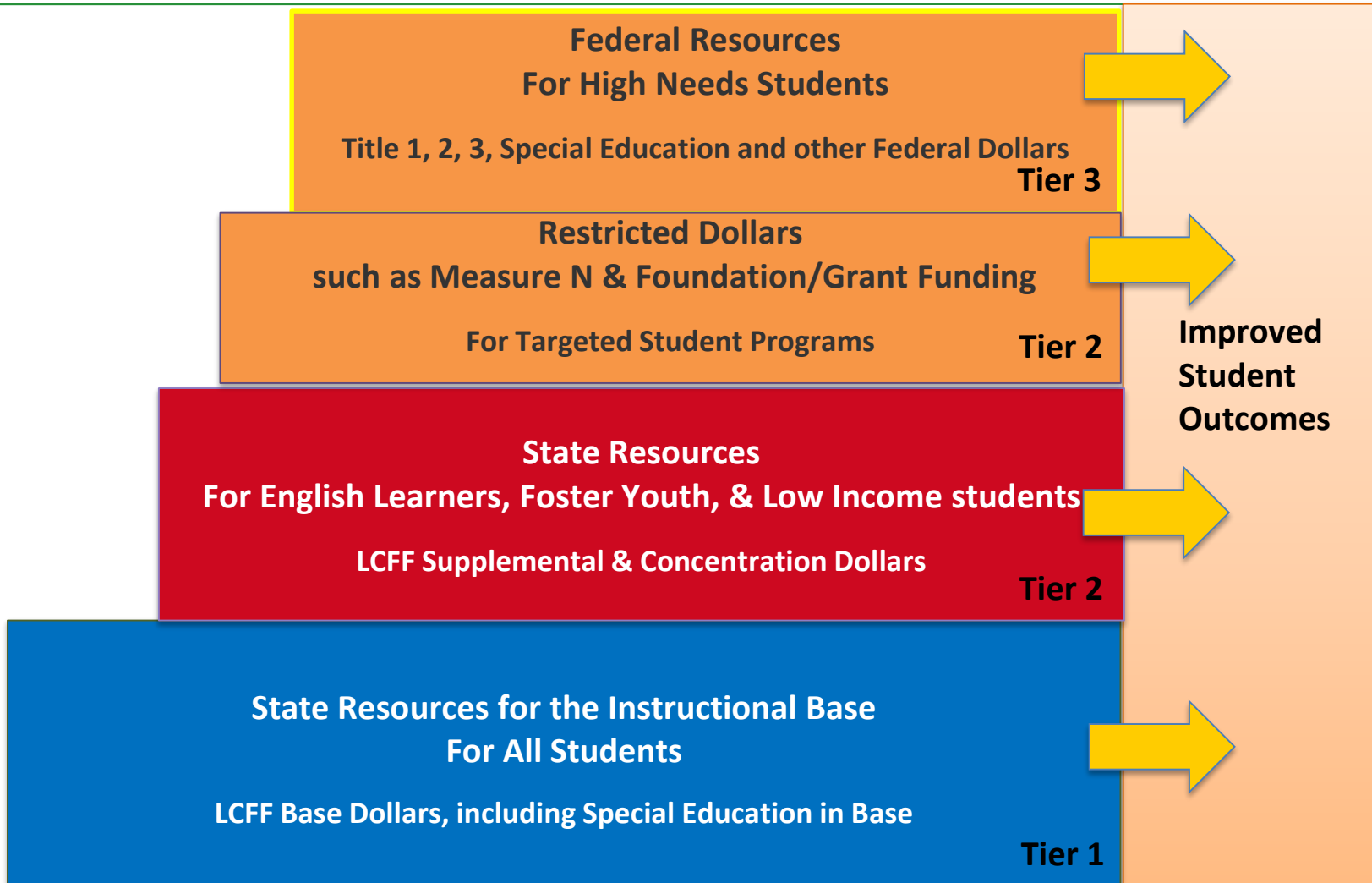
Budget Considerations:

The following factors must be considered in developing a budget for 2017-18:

- Existing commitments;
- Declining enrollment;
- Employee compensation agreements;
- Alignment of Supplemental and Concentration funds and related investments.



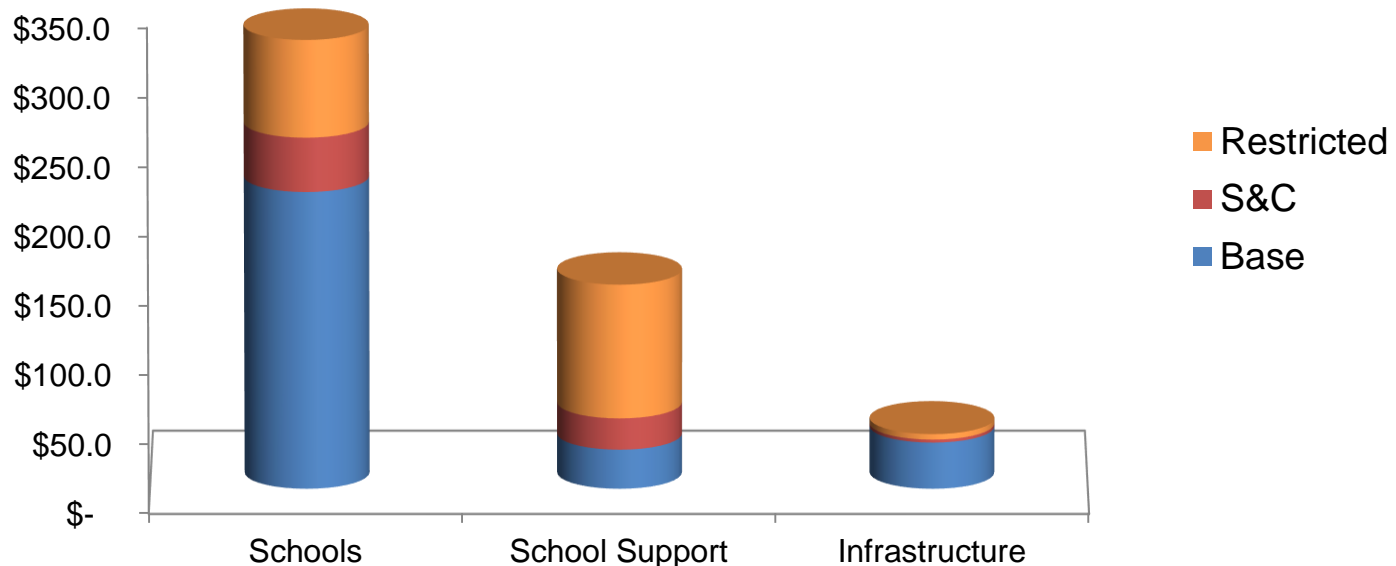
Allocating and Aligning Dollars to Student Needs



OUSD Total General Fund Expenditures

- General Fund expenditures are distributed to schools, to centrally managed services in direct support of schools, and to central costs that are considered infrastructure.
- The graph also breaks down the expenditures by revenue type: LCFF Base, LCFF Supplemental & Concentration, and Restricted (Federal, State & Local)

**OUSD Total General Fund
2016-17 Distribution of Expenditures
(\$ in Millions)**



Numbers



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Passage of Proposition 55 and Measure G1 are good news for OUSD!

- Prop 55 – projections for 2018-19 and future budgets is stable; no new revenues are projected at this.
- Measure G1 – Oakland voter approval will generate approx. \$9 million for OUSD.

Message from the State and County Office of Education is that 2017-18 funding is not expected to be as robust as in prior years.



Declining enrollment and need to prioritize spending will mean a reallocation of resources in 2017-18 to fund priorities.

COLLABORATION



Collaboration

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

- ✓ **English Learners' Sub-Committee**
 - 9/15, 11/17, **1/19**, 3/16
- ✓ **Parent Student Advisory Committee (PSAC)**
 - 10/19, **12/3**, 12/7, 2/5, 4/19, 5/17, 6/21
- ✓ **Superintendent Forums**
 - N10/6, 11/10, **1/12**, 2/7, 3/9, 5/2
- ✓ **Labor Partners**
 - 10/20, **3/23**
- ✓ **Foster Youth Advisory Committee**
 - 8/23, 9/27, 10/25, **11/29**, 1/24, 2/28, 3/28, 4/25, 5/23

TOOLS, COMMUNICATIONS & TRAINING

Tools



Tool for Central Offices:

- Budget prioritization tool was developed and used to “bundle” bodies of work and prioritize for 2017-18.
- LCAP goals and actions are being included in budget coding.



The Single Plan for Student Achievement

- SPSA to be used by school sites is being updated to incorporate LCAP and budget information more seamlessly.
- PowerPoint slides have been developed and provided to principals to better explain budget and LCAP process.



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, budget process information & sample PowerPoint materials have been provided to schools to explain budget and LCAP process with SSC's.





Roles & Responsibilities through Dec.

Roles	Responsibilities
SLT Members	<ul style="list-style-type: none"><input type="checkbox"/> Review district budget & priorities<input type="checkbox"/> Determine division priorities in alignment with district-strategy:<input type="checkbox"/> Match ongoing investments with priorities within department budgets and division.<input type="checkbox"/> Determine initial budget recommendations on 11/8 and finalize on <u>12/5</u>
Department Leaders	<ul style="list-style-type: none"><input type="checkbox"/> Provide input on 2017-18 budget priorities for consideration<input type="checkbox"/> Review current budget for accuracy and alignment with LCAP goals<input type="checkbox"/> Conduct a review of programmatic investments for alignment with SLT-provided priorities, impact, and ongoing level of investments<input type="checkbox"/> Propose modifications to current programs (expand, retain, reduce or discontinue) in rank order of alignment to strategy
School Sites	<ul style="list-style-type: none"><input type="checkbox"/> Review current year (2016-17) budgets and how discretionary funds are being used.<input type="checkbox"/> Review student needs and options for improving student achievement.<input type="checkbox"/> Meet with School Site Councils (SSCs) to identify budget priorities for 2017-18.
PSAC	<ul style="list-style-type: none"><input type="checkbox"/> Review actions and outcomes associated with LCAP goals.<input type="checkbox"/> Develop and prioritize recommendations for 2017-18.<input type="checkbox"/> Provide recommendations for 2017-18 budget to Superintendent in Dec.



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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Appendix



Calendar For 2016-17 Budget Development

Legend:

Completed
Current
Board Meeting

	Board Item	Activity Type	Date
1	LCAP Parent & Student Advisory Committee (PSAC) "Retreat"	Engagement	August 13, 2016
2	Review Calendar for 2017-18 LCAP and Budget Engagement	Supt's Rpt	September 14, 2016
3	Review Board Priorities for 2017-18 Budget	Discussion	October 13, 2016
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	Progress report on 2017-18 LCAP and Budget Development	Supt's Rpt	October 26, 2016
8	Progress report on 2017-18 LCAP and Budget Development	Supt's Rpt	November 30, 2016
9	LCAP PSAC General Meeting	Engagement	December 7, 2016
10	Board review and approval of 1st Interim Financial Report for 2016-17 w/ multiyear projections	Action	December 14, 2016
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	Review Governor's Proposed 2017-18 State Budget	Staff Report	January 25, 2017
14	School Site Councils Review Site Budgets	Engagement	Jan & Feb 2017
15	Progress report on 2017-18 LCAP & Budget Development	Supt's Rpt	February 8, 2017
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	Board review and approval of 2nd Interim Financial Report for 2016-17 w/ multiyear projections	Action	March 8, 2017
19	Superintendent submits potential 2017-18 Employee Additions, Reductions, Eliminations, or Reclassifications	Action	March 8, 2017
20	LCAP Engagement for Staff & Labor	Engagement	March 23, 2017
21	Progress report on 2017-18 LCAP & Budget Development	Supt's Rpt	April 12, 2017
22	LCAP PSAC General Meeting	Engagement	April 19, 2017
23	2017-18 LCAP and Budget Study Session	Discussion	May 10, 2017
24	LCAP PSAC General Meeting	Engagement	May 17, 2017
25	Review Governor's 2017-18 Revised State Budget	Staff Report	May 24, 2017
26	1st Reading of 2017-18 LCAP and Budget	Discussion	June 14, 2017
27	LCAP PSAC General Meeting	Engagement	June 21, 2017
28	Approve OUSD 2017-18 LCAP and Budget	Action	June 28, 2017



LCFF & LCAP





Why is this Important?

Link Dollars to Strategies



Monitor Dollars/Investments



Know & Understand How Investments
Improve Student Achievement



IT'S IMPORTANT THAT OUSD STAFF UNDERSTAND
THE ORGANIZATION'S INVESTMENTS.

LCFF Focuses on Equity

LCFF was designed to direct resources to those students who need them the most.

A “Base” level of funding is provided per pupil, with differentiation for grade.



Additional resources are provided for students who are low income, English learners, and foster youth.





LCFF S & C Dollars

LCFF Supplemental & Concentration funds should be directed to services that will directly impact the achievement of our English Learners, Foster Youth, and Low Income Students.



LCFF Supplemental & Concentration Funding

Guiding Question

What academic supports, programs, and services is the school site or central office department providing **over and beyond the academic base** for the English Learners, Foster Youth, and Low Income students?





LCFF & LCAP Married



Connecting the LCFF and the Local Control Accountability Plan (LCAP)

As part of the LCFF, every district is required to create the Local Control Accountability Plan (LCAP).

The LCAP reports in detail how LCFF funds (State) will be used to:

1. Improve student outcomes for all , and
2. Increase or improve services for English Learners, Foster Youth, and Low Income students.



OUSD' Local Control Accountability Plan (LCAP)

OUSD's LCAP is *more expansive* than state requirements:
it includes 65% of the full budget

Oakland Unified has **EXPANDED** the LCAP requirement from the California Department of Education.

OUSD's LCAP does not only include information about the LCFF Dollars. The OUSD LCAP provides information for **ALL** dollars that are spent on student achievement.

OUSD wants the LCAP to be a **meaningful, transparent** document that can drive decision-making.



Bicycle Wheel as a Metaphor for LCAP

**Each spoke
representing a LCAP
component**



Spokes

Single Plan for Student Achievement (SPSA)
Funding Source Information
 Local Control Funding Formula (LCFF)
 Title 1
 Title 2
 Title 3
 Measure N
 Grants
 Foundation dollars
 Special Education
 Lottery
LCAP PSAC recommendations
Student Achievement Data
Analysis of Student Achievement Data
S & C Narrative

**Moving us forward toward implementing our vision set
in the Pathways to Excellence**

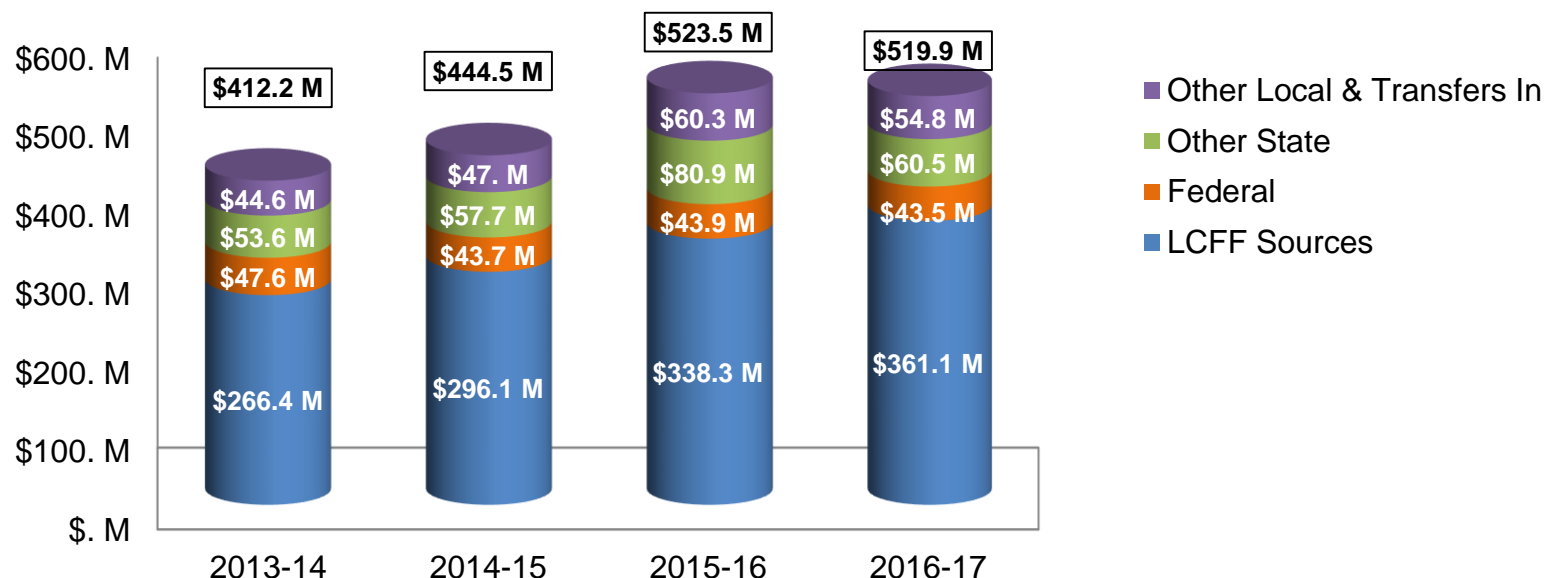




OUSD Total General Fund Revenues

- Growth in LCFF funding from State has driven overall growth in revenues.
- One-time funding from the State in 2015-16 was not repeated in 2016-17.

**OUSD Total General Fund
Four Year Comparison of Revenues
(\$ in Millions)**



Sources: 2013-14 Audit, 2014-15 Audit, 2015-16 Unaudited Actuals; 2016-17 Adopted Budget





Process Overview and Milestones



Budget Development Process Changes

Three important changes to highlight:

1) Alignment with Priorities:

- All departments will review current investments for alignment with LCAP and district goals
- The SLT will spend more time up front defining the division's budget priorities in alignment with district overall priorities

2) Within-Division Alignment & Decision Making:

- The SLT will be the recommendation-making body.
- Department leaders will provide input to their SLT member, who will also be engaging their full team on cross-departmental innovations to align to priorities.

3) Implications Reviews:

- We will have 3 weeks in between prioritization sessions to reflect, understand implications, and refine decisions (between November 8th and November 28th).
- Once recommendations are confirmed, decisions will be communicated and locked in.





Next Three Months

