



OAKLAND UNIFIED SCHOOL DISTRICT
Community Schools, Thriving Students

2018-19 Budget Development & Prioritization



Gloria Gamblin, Interim CFO

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AGENDA


- ❖ Budget Prioritization in the context of Budget Development
- ❖ Key opportunities and actions to improve
- ❖ Next Steps




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Budget Development is repeating cycle which includes reviewing priorities







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Budget Development & Prioritization

GOVERNING PRINCIPLES AND POLICIES

REFLECT	PLAN	IMPLEMENT						
Assess Return on Investments (ROI)	Determine & Allocate Available Resources (Revenue & Expense)	Clarify and Codify Projected Spending (Budget & Staffing Finalization)						
<table style="width: 100%; border: none;"> <tr> <td style="border: none; width: 50%;">Assess Data (Student Performance and Engagement, Enrollment, Site, Facilities, Central Office impact)</td> <td style="border: none; width: 50%;">Review & Assess Previous Expenditures</td> </tr> </table>	Assess Data (Student Performance and Engagement, Enrollment, Site, Facilities, Central Office impact)	Review & Assess Previous Expenditures	<table style="width: 100%; border: none;"> <tr> <td style="border: none; width: 50%;">Build Financial Assumptions (Enrollment, # of Schools, revenue & fixed costs)</td> <td style="border: none; width: 50%;">Complete Budget Prioritization & Decision Making (Allocations to Central Offices & School Sites)</td> </tr> </table>	Build Financial Assumptions (Enrollment, # of Schools, revenue & fixed costs)	Complete Budget Prioritization & Decision Making (Allocations to Central Offices & School Sites)	<table style="width: 100%; border: none;"> <tr> <td style="border: none; width: 50%;">Spending Decisions within Central & School allocations (Staffing, Programs)</td> <td style="border: none; width: 50%;">Input Financial & Program Information (LCAP, Financial & Talent systems)</td> </tr> </table>	Spending Decisions within Central & School allocations (Staffing, Programs)	Input Financial & Program Information (LCAP, Financial & Talent systems)
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Jul - Sep	Oct - Dec	Jan - Jun						
STAKEHOLDER COMMUNICATION								

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What is Budget Prioritization?

Budget Prioritization is the process through which OUSD reflects its priorities through allocating available resources to:

- Both school sites and departments through staffing allocations and money for both non-discretionary and discretionary use;
- New programs or initiatives; and
- Reserves to cover both known and unknown contingencies

After prioritization, schools and departments are in best position to align resources toward strategic goals






KEY AREAS TO IMPROVE BUDGET DEVELOPMENT PROCESS & PRIORITIZATION

- ❖ Strategy & Alignment
- ❖ Communications
- ❖ Timeline
- ❖ Accountability
- ❖ Process & Tools





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Key Opportunities to Improve Budget Development

STRATEGY & ALIGNMENT

Opportunities	2017-18 Actions to Address
<ul style="list-style-type: none"> • Better clarity of alignment between budget development & overall District Strategy (e.g. LCAP, SPSAs, Pathway to Excellence) • Clarity of entire process of “Prioritization” including inputs, outputs, roles & responsibilities • Challenge of large programmatic changes developed during/after process • Priorities not clearly or narrowly enough to be meaningful 	<ul style="list-style-type: none"> • Develop cross departmental lead team to structure, advise and review prioritization process • Identify a few key priorities that will allow us to make allocation tradeoffs • Better clarify “base program” allocations and how additional allocations reflect stated priorities • Document decision-making process used, including how stakeholder input is included

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Key Opportunities to Improve Budget Development


COMMUNICATIONS

<p>Opportunities</p> <ul style="list-style-type: none"> • Clearer expectations of entire process, including opportunities to give input and receive information • More opportunities to gain basic knowledge about District finances and budgeting • Access to information on timely basis 	<p>2017-18 Actions to Address</p> <ul style="list-style-type: none"> • Publish budget development timeline • Publish prioritization process steps including roles & responsibilities • Solicit formal input from stakeholder groups and publish results • Publish weekly updates on process
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Key Opportunities to Improve Budget Development

TIMELINE

<p>Opportunities</p> <ul style="list-style-type: none"> • Clear timeline with distinct buckets of work • Extend the timeline to begin reflection and planning earlier • More accurate enrollment and other inputs at time needed • Prevent new commitments being created after identified timeline 	<p>2017-18 Actions to Address</p> <ul style="list-style-type: none"> • Publish Budget Development Timeline • Develop early warning and escalation system for potential delays <div style="background-color: #FFDAB9; padding: 10px; margin-top: 10px;"> <p>Note: Due to challenges of prior and current year, we are more challenged by timeline and will need to make tradeoffs accordingly.</p> </div>
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Key Opportunities to Improve Budget Development

ACCOUNTABILITY

Opportunities

- Prevent reality or perception of staff going around formal process
- Better track progress of process
- Develop and document formal evaluation of process
- Identify method to assess outcomes of investments prioritized

2017-18 Actions to Address

- Publish allocation decisions by February and any changes
- Lead team to develop formal process evaluation to learn from this year
- Assess size of contingency funds to address potential changes based on new information



Key Opportunities to Improve Budget Development

PROCESS/TOOLS

Opportunities

- Develop reusable templates with key data needed
- Upgrade financial/staffing data system to support better planning
- Better incorporate & train broader array of staff to support process

2017-18 Actions to Address

- Incorporate Governors Finance Officers Association (GFOA) best practices where applicable
- Fundraise for key staff to attend GFOA training
- Use cross-departmental lead team for oversight and to ensure variety of voices
- Transition to new financial system that incorporates budget planning scheduled July 2018



Next steps

- Budget Development Design Team to finalize structure and process of prioritization (Next meeting – 10/10)
- Budget Transparency Weekly Updates begin (week of 10/9)
- Budget Development Progress Tracker internally shared for cross-department transparency (Week of 10/16)



EVERY STUDENT THRIVES!



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