



**Superintendent Report to the Board of Education  
October 10, 2018**

<b>Vision:</b> All OUSD students will find joy in their academic learning 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.	<b>Mission:</b> To become a <b>Full Service Community District</b> focused on high academic achievement while serving the whole child, eliminating inequity, and providing each child with excellent teachers, every day.
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**OPENING REMARKS**

The purpose of the Superintendent Report is to share progress and updates on our District Priorities: Fiscal Vitality, Quality Community Schools & Organizational Resilience and 12 major goals that are part of the [2018-19 Superintendent Work Plan](#).



**Superintendent Work Plan 2018-19**



**3** District Priorities **12** Major Goals

<b>Quality Community Schools</b>	<b>Fiscal Vitality</b>	<b>Organizational Resilience</b>
<ul style="list-style-type: none"> <li>1. Student Achievement</li> <li>2. Blueprint for Quality Schools</li> <li>3. Outcomes for Students with Disabilities</li> </ul>	<ul style="list-style-type: none"> <li>4. Budget Development</li> <li>5. Budget Management &amp; Monitoring</li> <li>6. Facilities Bond Management</li> <li>7. Revenue Generation</li> </ul>	<ul style="list-style-type: none"> <li>8. Central Office Redesign</li> <li>9. Employee Retention &amp; Improvement</li> <li>10. Leadership Management &amp; Development</li> <li>11. Equity/SEL Practices District-Wide</li> <li>12. Family &amp; Community Relationships</li> </ul>

Focusing on these priorities are in service of reaching our mission and vision of creating quality community schools where our students can thrive.



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### FISCAL VITALITY

Ensuring a healthy financial district is critical towards providing the necessary resources and services to provide Quality Community Schools in every neighborhood so that students with the greatest need receive the resources they deserve. To promote fiscal vitality we must design and launch a comprehensive approach to fiscal management that ensures OUSD garners and deploys financial resources in a manner that is strategic, transparent and aligned to key district priorities. Here are some highlights of progress we are making in this goal area:

- **Budget Reduction Process:** Although our budgetary practices are improving and we will not have to implement mid-year reductions this year to meet our goals, we are still faced with a significant financial challenges, as we know that the District's expected costs (staff retirement benefits, transportation, and Special Education to name a few) will continue to rise for the foreseeable future. OUSD must remain vigilant about our financial position, implement a comprehensive approach to addressing our long-term fiscal sustainability and make additional long-term reductions. Marcus Battle, our Chief Business Officer presented the process for the Budget Reduction Process that we will be engaged in over the next several months to the District Budget Advisory Committee on Sept 27 and at the Special Board Committee on Fiscal Vitality and the Principal Advisory Committee on Oct 4. See the full presentation [here](#).
- **Fiscal Vitality Plan Update: Improved Internal Controls:** We are continuing to improve internal controls as indicated in our Fiscal Vitality Plan.
  - We now have **position-controls** in place in our Escape Financial System. Position controls are now integrated with our HR, payroll, and budgeting systems. We are now able to track positions in real time which will improve our budgeting and financial decision making.
- **Fiscal Vitality Website:** Please visit our Fiscal Vitality website at [www.ousd.org/fiscalvitality](http://www.ousd.org/fiscalvitality) to stay up to date on all our budget presentations at the Special Committee on Fiscal Vitality where the board and the community are deepening their understanding of our budget in order to make recommendations for 2019-20 Budget Development. The [Fiscal Transparency Website](#), which contains all our budget date reports, can be accessed by visiting the Fiscal Vitality website.
- **Nutrition Services Update:** Nutrition Services staff will be providing OUSD leadership with their initial assessment and strategies required to implement the Supper Meal Program next week. The Nutrition Services staff have met with after-school program leaders, district food suppliers, equipment representatives, and evaluated our school kitchens, and distribution capacities to determine the feasibility to implement the program in as many schools as possible to serve to the most students possible. At the next board meeting I will provide another update related to our progress with this program.



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- **Facilities Projects Update:**

- **The Center (New Central Commissary):** The walls and a roof structure have been completed on the center and the full project is moving rapidly towards completion in Fall 2019.
- **Glenview:** All structural work is complete. Exterior finishes are proceeding with construction scheduled to be complete in 2019.
- **Madison** will be starting structural steel work this month with completion scheduled for 2019.
- **Fremont High School** is enjoying the completion of the new parking area and campus entry. Construction has started on the new two story classroom building with completion scheduled for Summer 2019. Phases 3 and 4 will extend into 2020.

## QUALITY COMMUNITY SCHOOLS

To ensure that students with the greatest need have access to PreK-12 schools that provide quality academic and social emotional programs, excellent teachers and a nurturing learning environment to ensure that every student is college, career and community ready. Here are some highlights of progress we are making in this goal area:

- **Water Quality Update:**

- In addition to all the testing at school sites that has already happened, OUSD and EBMUD are working together on expanded testing starting with the Child Development Centers.
- Grants from the Sugar Sweetened Beverage Tax from City of Oakland (\$371,000) and Measure A from the County (\$100,000 ) are being finalized and will support the installation of Flowater hydration stations at all school sites including charters located on District property and Child Development Centers. Installation is complete at Roosevelt, Sankofa, McClymonds, Westlake, and Skyline.
- Brita hydration stations (donated by Brita) have already been installed at Burkhalter, McClymonds, Brookfield, East Oakland Pride, Castlemont (x2), and Joaquin Miller. Brita hydration station installation is underway, with an expected completion end of October, at Hoover, Bret Harte, Thornhill and Fruitvale.

- **Oakland Athletic League (OAL) Update:** We are grateful for the outpouring of support from our community to support Oakland sports programs. We continue to be grateful that the Girl's Tennis, Golf, Lacrosse, and Girl's and Boy's Wrestling have been restored. We have heard from several additional community members interested in supporting OAL, and we are planning to bring supporters together to develop a long term strategy to address sustainability and quality of our sports programs. While we are still awaiting confirmation of a few pending donations, we plan to restore all athletic offerings this year.

- For more information, see the [OAL Frequently Asked Questions](#)



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- Additional questions can be sent to us at [ousdathletics@ousd.org](mailto:ousdathletics@ousd.org) or directly to [Sonjha.Phillips@ousd.org](mailto:Sonjha.Phillips@ousd.org) and [Andrea.Bustamante@ousd.org](mailto:Andrea.Bustamante@ousd.org)
  
- **School Network Update:** In each Superintendent Report going forward, I will be sharing successes in 1-2 of our School Networks. The successes I share will be related to the work happening in the Networks toward achieving our LCAP goals for all our students.
  - **Network Focus: Network 4:**
  - **GOAL 2: STUDENTS ARE PROFICIENT IN STATE ACADEMIC STANDARDS:**
    - The following schools increased the average scaled score of students in Distance from Standard (DF3) in English Language Arts in 17-18:
      - Futures +32.5
      - Lafayette +32.2
      - Piedmont +22.5
    - The following schools increased the average scaled score of students in Distance from Standard (DF3) in Math in 17-18:
      - Lafayette +42.7
      - Martin Luther King +30.9
      - Reach 19.4
      - Futures 14.6
  - **GOAL 3: STUDENTS ARE READING AT OR ABOVE GRADE LEVEL:**
    - The following schools decreased the percentage of students who were multiple years below based on the Fall 18-19 Scholastic Reading Inventory (SRI) Assessment:
      - Fruitvale 7.5%
      - Futures 8.3%
    - The following schools increased the percentage of students who are above grade level based on the Fall 18-19 Scholastic Reading Inventory (SRI) Assessment:
      - Sequoia 6%
      - Glenview 4%
      - Laurel 2%
      - Futures 2%
  - **GOAL 4: ENGLISH LEARNERS ARE REACHING ENGLISH FLUENCY:**
    - The following schools have the highest rate of reclassification for 17-18:
      - Sequoia 37.4%
      - Lincoln 33.9%
      - Laurel 31.3%
  - **GOAL 5: STUDENTS ARE ENGAGED IN SCHOOL EVERYDAY:**
    - 67.8% of students have an attendance rate of 95% or better; which is an increase of 2.4% from the start of 2017-18 school year.



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- **GOAL 6: PARENTS & FAMILIES ARE ENGAGED IN SCHOOL ACTIVITIES**
  - All schools have prioritized 3 family engagements in their SPSA directly related to increasing student achievement and parent engagement.
  - Through SIG, Futures/CUES have partnered with WestEd to form the Academic Parent Teacher Teams (APTT) which has supported increasing parent engagement in the school. Parents are partnering with teachers to learn specific strategies to support their children with essential standards at home. Parent participation in APTT has doubled since first introduced last year.
  - 100% of schools have placed a strategic focus on improving culture and climate through PBIS strategies. Schools are implementing Social-Emotional learning curriculum in support of a positive culture and climate.
  
- **Blueprint for Quality School Update:**
  - Cohort 1 Update:
    - Futures and CUES:
      - Parent and staff engagement continuing. We are finalizing an FAQ that will be translated and distributed to staff and families.
      - We are identifying a redesign leadership team that will comprise parents and staff that have been nominated by their peers. This team will act as the design team and will support communication and collaboration across sites.
    - Alliance and ECP:
      - The school has collaborated with staff, families and central office to determine the number of students that will be in the newly combined school.
      - During the first staff development day, ECP and Alliance staff met for the first time to review enrollment numbers, discuss ways to engage in the merger work, and to identify potential names for the merged school.
    - MetWest:
      - The staff and have identified their growth model: establish a satellite campus.
      - The board approved proposed location is Westlake.
      - Engagements will now begin to plan for the satellite school, as well as engagements between staff at MetWest and Westlake.
  - Cohort 2 Update:



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- The Strategic Schools Decision (SSD) team is reviewing data and is narrowing down a list of potential Cohort 2 schools. A full day is planned for October 11th to identify proposed Cohort 2 schools.

**ORGANIZATIONAL RESILIENCE**

The bedrock of an effective organization is people. To promote organizational resilience we must continuously invest in building the capacity of staff as we work towards creating a high quality school system. Here are some highlights of progress we are making in this goal area:

- **Labor Management Initiative Conference:** On September 27-28th, OUSD joined a second session with the California Labor Management Initiative (CA LMI). The CA LMI provides a venue to bring together teams of union representatives, school site staff, board members superintendents and administrators.
  - As a group, the participants spent quality time exploring ways to build trust and *The 6 Boundaries of a School System*; a framework developed by Dr. Patrick Dolan that provides useful data to assist labor and management build collaborative leadership structures system wide. The group ended the session by highlighting existing effective labor management partnerships district-wide (i.e. Health Benefits Governance Board, Districts Budget Advisory Committee, OEA-OUSD Joint Special Education Committee, AFSCME-OUSD Specialized Medical Procedure Committee) and co-constructing and action plan and goals for future monthly meetings to continue the work.
  - The focus of the Labor Management partnering process is to establish shared ownership of the following:
    - Finding at least one thing in common to work on together
    - Seeking ways to jointly accomplish that goal
    - Creating a vehicle for bringing together key workplace stakeholders

For more information on LMI visit the website for Californians Dedicated to Education Foundation (CDE Foundation) [http://cdefoundation.org/cde\\_programs/clmi/](http://cdefoundation.org/cde_programs/clmi/)

Participants of the OUSD Labor Management Initiative		
Union Representatives	Board Members	Superintendent and Administrators
Bettie Reed-Smith SEIU Local 1021  Chastity Garcia OEA  Donna Irby AFSCME Local 257	Aimee Eng Board of Education	Superintendent Kyla-Johnson Trammell  Curtiss Sarikey Office of the Superintendent  Jenine Lindsey Labor Relations  Marcus Battle



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<p>Donneva Reid SEIU Local 1021</p> <p>JoAnna Lougin UAOS</p> <p>Jo Bates AFSCME Local 257</p> <p>Lauran Cherry UAOS</p> <p>Melisha Linzie AFSCME Local 257</p> <p>Raul Rivas Teamsters Local 70</p> <p>Sayuri Sakamoto OEA</p>		<p>Business and Operations</p> <p>Sondra Aguilera Continuous School Improvement</p> <p>Sophia Warith Talent Division</p> <p>Tara Gard Talent Division</p>
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● **Retention & Recruitment Update:**

- The Capacity grant was successfully submitted to the California Commission on Teacher Credentialing to build an Oakland Teacher Residency focused on Mild - Moderate settings in Special Education.
- The Talent Department identified potential participating schools with a mixed need and support infrastructure for Special Education teacher residents, and including a high turnover rate, percentage of students receiving free/reduced lunch, and a high populations of teachers with pre-credential statuses.
- The Talent Department reached out to all potential mentors (nominated by Neena Bawa) and site leaders to spread awareness of the program and invite participation.

**Nurse Recruitment Update:** The Talent Department is collaborating with the Health Services Department to identify ways to recruit nurses to fill current and anticipated vacancies. The team has developed short term and long term strategies:

**Current status of vacancies:**

- 10 current RN vacancies
- End of last school year there were 5 LVNs (diabetes coverage and case management of students with chronic illnesses). There are now 6 LVNs. LVNs support have been critical and have helped alleviate the workload for RNs with high caseloads.

**Short Term Strategies (by December 31, 2018):**

- Hold on-going meetings with the Health Services Leaders
- Advertise widely throughout OUSD, universities, outlets geared towards nurses, and social media.



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- Hold a recruitment event focused on hiring nurses for current and anticipated vacancies.
- Email/call nurse candidates in Recruit & Hire and Edjoin (400+)
- Create employee profiles of current nurses to use for marketing/advertising.

### Long Term Strategies (by June 30, 2019):

- Hold meetings with current nurses to identify strategies to improve working conditions.
  - In partnership with Health Services, create short videos explaining how to become a nurse to ensure that information is accessible and easy to follow.
  - Research options for a potential stipend for nurses to offset the cost (\$1100+) to become a nurse in OUSD.
  - Work with Samuel Merritt Community College and CSUEB to create direct pipelines.
- **Equity Office Update: October is Latino Heritage Month**
    - 25 of our 33 Latino teacher candidates were hired and placed in classrooms. Our 2018-19 cohort is full, and we are looking for continued funding support from our philanthropic community to support these 33 candidates in the next phase of their credential process, and to support new candidates interested in our 2019-20 cohort.
  - **Leadership Development & Organizational Effectiveness Update:** The Organizational Effectiveness Office is continuing this year in providing two key strategies for employee leadership and culture building training:
    - **Leadership Towards Excellence:** a flagship program, now in its 3rd year, available to any OUSD employee but focused on classified staff. The training provides leadership development for navigating change, managing conflict, integrating OUSD Values, and Social-Emotional Learning competency building
    - **Values Ambassadors:** 12 employees across the organization are trained in developing Values-based projects in their departments as a way to support becoming a Values Based organization.

Additionally, the Organizational Effectiveness Office is supporting the following departments in leadership and culture development for our employees:

- Talent Department and Risk Management Department are working toward creating opportunities to reduce stress-related leaves.
- Facilities Department are building skills to increasing productivity, team development and improved culture.





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- State & Federal Department are building skills to improve culture and form as a new team to better support the management of our restricted fiscal resources.

### **CLOSING REMARKS**

We are collectively responsible for the narrative of OUSD. While we must hold each other accountable and address areas where we must transform the system, it is equally important that we take the time to share the good news--in public forums and in our day to day interactions-- about the incredible work happening in our schools and across our district on a daily basis.