

# Oakland Unified School District

*Board of Education*  
1000 Broadway, Suite 680  
Oakland, CA 94607-4099  
(510) 879-8199 Voice  
(510) 879-2299 eFax  
(510) 879-2300 eTTY/TDD  
[boe@ousd.org](mailto:boe@ousd.org) E-Mail



## ACCESSIBILITY OF AGENDA AND AGENDA MATERIALS

Agenda and agenda materials are accessible at <http://www.ousd.org> or from any computer terminal in the Offices of the Board of Education and Superintendent, 1000 Broadway, Suite 680, Oakland, CA 94607-4099

## AMERICANS WITH DISABILITIES ACT COMPLIANCE AND LANGUAGE SERVICES

Individuals requiring interpretation or translation services or a reasonable accommodation to participate in meetings should notify the Office of the Board of Education seventy-two (72) hours prior to the meeting at either (510)879-8199(VM); or [boe@ousd.org](mailto:boe@ousd.org) (E-Mail); or (510) 879-2300 (eTTY/TDD); or (510) 879-2299 (eFax).

## **Meeting Minutes Long - Final**

**Wednesday, August 29, 2018**

**5:00 PM**

**KDOL TV Studio, B-237, Met West High School Entrance, 314 East 10th Street,  
Oakland, CA 94606-2291**

## **Special Committee on Fiscal Vitality**

***Shanthi Gonzales, Chairperson***  
***Aimee Eng, Member***  
***James Harris, Member***

## LEY CUMPLIMIENTO PARA AMERICANOS CON DISCAPACIDADES Y SERVICIO DE IDIOMAS

Personas que requieran servicios de traducción o interpretación o facilidades razonables para participar en juntas deberán notificar a la Oficina de la Mesa Directiva de Educación setenta y dos (72) horas antes de la junta ya sea al [\(510\)879-8199](tel:5108798199)(VM); o [boe@ousd.org](mailto:boe@ousd.org) (E-Mail); o [\(510\) 879-2300](tel:5108792300) (eTTY/TDD); o [\(510\) 879-2299](tel:5108792299) (eFax).

### 美國殘障人士法案條例遵守及語言服務

個別人士需要傳譯及翻譯服務或有合理安排去參與會議的應該在舉行會議之前的七十二 (72) 小時通知教育委員會。請致電[\(510\)879-8199](tel:5108798199) (留言) ; 或 [boe@ousd.org](mailto:boe@ousd.org) (電郵) ; 或[\(510\) 879-2300](tel:5108792300) (電子文字電話/聽障專用電信設備 (eTTY/TDD)) ; 或[\(510\) 879-2299](tel:5108792299) (電子圖文傳真 (eFax)) 。

## TUẦN HÀNH ĐẠO LUẬT NGƯỜI MỸ KHUYẾT TẬT VÀ DỊCH THUẬT

Những người nào cần thông ngôn hay phiên dịch hay một sắp xếp hợp lý nào để tham gia các buổi họp phải thông báo Văn phòng của Hội đồng Giáo dục bảy mươi hai (72) tiếng đồng hồ trước buổi họp, số điện thoại [\(510\)879-8199](tel:5108798199) (VM); hay là [boe@ousd.org](mailto:boe@ousd.org) (E-Mail); hay là [\(510\) 879-2300](tel:5108792300) (eTTY/TDD); hay là số [\(510\) 879-2299](tel:5108792299) (eFax).

## សេវាបកប្រែភាសា និងការអនុលោមតាមច្បាប់ជនជាតិអាមេរិកាំងពិការ

អ្នកណាដែលត្រូវការសេវាបកប្រែភាសាដោយផ្ទាល់មាត់ ឬជាលាយលក្ខណ៍អក្សរ ឬត្រូវការការជួយសម្រួលសម្រាប់ការចូលរួមក្នុងកិច្ចប្រជុំណាមួយ ត្រូវផ្តល់ដំណឹងទៅកាន់ទីការិយាល័យនៃក្រុមប្រឹក្សាអប់រំ ឱ្យបានច្រើនជាង (72) ម៉ោងមុនកិច្ចប្រជុំ តាមរយៈទូរស័ព្ទលេខ [\(510\) 879-8199](tel:5108798199) ឬតាមរយៈអ៊ីម៉ែល [boe@ousd.org](mailto:boe@ousd.org) ឬទូរស័ព្ទ eTTY/TDD លេខ [\(510\) 879-2300](tel:5108792300) ឬទូរសារលេខ [\(510\) 879-2299](tel:5108792299)។

## الامتثال لقانون الأمريكيين ذوي الإعاقات (ADA) وتوفير الخدمات اللغوية

من يحتاج إلى خدمات الترجمة المكتوبة أو خدمات الترجمة الفورية أو الترتيبات التيسيرية المعقولة لكي يساهم في الاجتماعات فالمرجو منه إبلاغ مكتب إدارة التعليم إثنين وسبعين (72) ساعة قبل الاجتماع بوسيلة من الوسائل التالية:

الهاتف الصوتي:	الهاتف للصم والبكم:	الفاكس الإلكتروني:	البريد الإلكتروني:
510.879.8199	510.879.2300	510.879.2299	<a href="mailto:boe@ousd.org">boe@ousd.org</a>

## A. Call to Order

*Chairperson Shanthi Gonzales called the meeting to order at 5:15 P.M.*

## B. Roll Call

Present 3 - Shanthi Gonzales  
Aimee Eng  
James Harris

## C. Speaker Request Cards/Modification(s) To Agenda

*Public Speaker(s):*

*Mike Hutchinson*

## D. Adoption of Committee Minutes

*None*

## E. Unfinished Business

*None*

## F. New Business



18-1800

### **Special Committee on Fiscal Vitality - Welcome and Review - Goals - Overall**

Welcome and Review goals for Special Committee on Fiscal Vitality overall and for the relevant session by Chairperson:

Session Goals:

- Ensure common understanding of the scope of the financial deficit, drivers of the deficit and potential strategies for addressing it.
- Clarify: which strategies our committee is exploring and where other strategies are being explored, what the committee is going to do with the information we gather and what the next steps are (we are making recommendations to the full board, which will make recommendations to the Superintendent).
- Ensure common understanding of OUSD's academic and governance theories of action, academic return on investment and the importance of aligning budget adjustments to a coherent theory.

- Explore extent of implementation of the Theory of Action and barriers to implementation with Network Superintendents.

-

**Attachments:** 18-1800 District's Theory of Action  
18-1800 Special Committee on Fiscal Vitality - Welcome  
and Review - Goals - Overall

*Chairperson Shanthi Gonzales shared the following with the Committee and the Public:*

- Norms
- Goals of the Special Committee
- Commitment to Doing Better
- Additional Ways to District will Engage
- Today's Agenda
- Decision Making Process

*Public Speaker(s):  
Mike Hutchinson*

**Discussed**

**18-1801 Special Committee on Fiscal Vitality - Testimony - District's  
2019-2020 Projected Structural Deficit**

Testimony to the Special Committee on Fiscal Vitality regarding the  
pending structural deficit for Fiscal Year 2019-2020:

1. **Staff Presentation:** Ensure common understanding of the scope of the financial deficit, drivers of the deficit and potential strategies for addressing it.
  - a. Marcus Battle, Chief Business Officer
2. **Committee Reflections:** Committee will reflect on the presentation and clarify which strategies our committee is/not exploring
3. **Committee Presentation:** Ensure common understanding of OUSD's academic and governance theories of action and importance of aligning budget adjustments to a coherent theory.
  - a. President Aimee Eng, Superintendent Kyla Johnson Trammell
3. **Staff Presentation:** LCAP discussion, AROI and theory of action
  - a. Sondra Aguilar

*Director Aimee Eng went through the Theory of Action and shared:*  
- Governance Theory of Action  
*Superintendent Kyla Johnson-Trammell went over District Priorities and*

shared:

- Quality Community Schools
- Fiscal Vitality
- Organizational Resilience

Chief Business Officer, Marcus Battle shared the following:  
Exploring the Depth of the Budget Deficit:

Current Fiscal Realities and Budget Challenges for OUSD

- Local Control Funding Formula (LCFF) - Full-Funding Environment
- Expenses outgrowing Revenue
- Enrollment/ADA-Driven Revenue Expected Flat
- Charter School Enrollment Growth Continues
- 80%+ of Expenses are Salaries & Benefits
- Pension Cost Increases Outpace Health Cost Declines
- Pension Contributions as a % of Salaries Increased from 8.5% in FY 2013/14 to 13.8% by FY 2017-18
- Special Education Costs are Growing Moderately
  - Unrestricted Contributions to SPED has Grown Dramatically
  - Transportation Cost Continues to Grow
  - Workers' Compensation Costs Continue to Rise
  - Utilities May Present Opportunities for Savings
  - Without action, Communications costs expected to rise

Target Goal for FY 2019-20 and FY 2020-21 Budget Reductions

- Unrestricted Multi-Year Adopted Budget With No Planned Reductions
- Unrestricted Multi-Year Budget With \$30 Million in Reductions Beginning in FY 2019-20
  - OUSD Projected deficit target as of June budget adoption
  - OUSD Targeted Reduction Assumptions

Revenue Generation and Expenditure Reduction Opportunities

- Potential Opportunities (Revenue Increases)
- Potential Opportunities (Expense Reductions)
- Staff and Community Recommendations

The Committee asked and shared:

What happened if the cut is not enough money to have a pay increase for teachers?

Identifying major goals

What are the impact not having self-insurance funds and other?

Senior Deputy Chief of Continuous Improvement, Sondra Agulaera talked about and shared:

- Understanding OUSD's LCAP and Measures of Success
- Academic Theory of Action
- Summary of Academic Data
- Summary of Distance From 3 (Standards Met)
- Why our Instructional Focus?
- Why our Five Student Goals?
- How will we Monitor Progress?

*Chairperson Shanthi Gonzales spoke about the Academic Return on Investment and stated, "This concept is and will continue to be imperfect and contested when applied in our context as a public school district, however it is better than any other way to describe and to assess whether students are benefitting from OUSD's current and future investments. AROI does not trump our values around equity and educating the whole child, but it can help us to better focus our efforts and understand whether we are achieving our goals."*

*Chairperson also shared that you can read Levenson's Academic ROI: What Does the Most Good here:*

*<https://www2.ed.gov/programs/slcp/2012thematicmtg/academic-roi.pdf>*

*The study on AROI demonstrated that not only did the students attending double general education classes in reading or math achieve the best academic gains (the number of students with IEPs who reached 10th grade proficiency in math and English nearly tripled), this was also the most cost-effective intervention, by far, said Chairperson Gonzales.*

*Public Speaker(s):*

*Monalisa Trevino*

*Carol Delton*

*Mike Hutchinson*

*Kim Davis*

*Donneva Reid*

*Rapual Johnson*

**Discussed**

18-1844

### Special Committee on Fiscal Vitality - Testimony

Testimony to the Special Committee on Fiscal Vitality regarding the pending structural deficit for Fiscal Year 2019-2020 - District Staff:

1. **Staff Discussion:** Explore extent of implementation of the Theory of Action and barriers to implementation with Network Superintendents
  - a. Network Superintendents Questions:
    - To what extent is OUSD organized in support of the theory of action?
    - What are the strengths of the current system when it comes to maximizing site-based decision-making and resource allocation?
    - What are the opportunities for improvement?
    - What are the some of the key changes we should make to further implement the theory of action, short-term and long-term?
    - How do Network Superintendent support principals to evaluate AROI when they are making resource allocation decisions?

*District staff introduced themselves:*

*Paul Co, Executive Director of High School Network*

*Monica Thomas, Network 3 Elementary Superintendent*

*Sara Stone, Network 2 Superintendent*

*Laresha Martin, Network 4 Superintendent*

*Mark Tripplet, Middle School Network Superintendent*

*Vanessa Sefuenta, Executive Director of High School Network*

*Lucia Moritz, Alternative Education*

*Preston Thomas, High School Network Superintendent*

*Chairperson asked the group a few questions regarding the extent of implementation of Governance Theory of Action and barriers to implementation.*

*Questions such as:*

*To what extent is the District organized in support of the Governance Theory of action?*

*Monica Thomas, Network 3 Elementary Superintendent, stated, the decision that is used across the District and the data driven that identifying priorities at schools as the site plan is determined every year. Because of all the LCAP goals cascade from the graduate profile, trying to hon in on budgeting process in October on how well the progress is toward the goals that are set for the year, said Monica.*

*Preston Thomas, High School Network Superintendent, stated, data driven decision making maximizing school site, high quality instruction, diverse providers and engaging the community, and ensuring equity are key pillars that the schools are always holding.*

*Chairperson asked, what are the strengths of the current system when it comes to maximizing site-based decision making and resource allocation to school sites?*

*Vanessa Sefuenta, Executive Director of High School Network, stated that what the principals appreciate especially when it comes to budget development and planning for the subsequence year is the ability to allocate their flexible resources in ways that align to what their data is telling them.*

*Mark Tripplet, Middle School Network Superintendent, stated, there's two different ways that schools are able to access resources. One is through funding formula, which is not necessary equitable, its more equal because all sites are being allocated according to the number of teachers base on a funding formula based on enrollment.*

*The staff answered and discussed the following questions regarding the pending structural deficit for the fiscal year 2019-2020:*

*What are the opportunities for improvement?*

*What are the some of the key changes we should make to further implement the Theory of Action, short-term and long-term?*

*How do Network Superintendent support principals to evaluate Academic Return on Investment (AROI) when they are making resources allocation decisions?*

*Public Speaker(s):*

*Mike Hutchinson*

*Troy Christmas*

*Cintya Molina*

**Discussed**

**18-1802**

**Special Committee on Fiscal Vitality - Reflections - Testimony -  
District's 2019-2020 Projected Structural Deficit; Preview of  
Upcoming Meetings and Next Steps**

Special Committee on Fiscal Vitality members:

- Reflections on testimony offered for structural deficit reduction and the testimony prospective use to shape Board decision(s) regarding resolution of the issue;
- Recap committee dates and deliverables so community is clear on where we are in the process and what the next steps are; and
- Other ways to participate (DBAC, PAC, district-based meetings, PSAC, board meetings, etc.

*Director James Harris shared:*

- *Great discussion particular with the Network Superintendents – Got to do better with connecting it to the short-term objective – How does the discussion relate to the \$30 million reduction the District is seeking*
- *The math that adds up doesn't make sense how it is being explain to the community – need to be tight around the numbers and how people are perceiving it*
- *Scarce city impacts the way you think and the way you act – relate to time and resources*
- *Is the \$30 million cut be enough?*

*Kyla Johnson-Trammel, Superintendent shared:*

- *Appreciation to the community, parents, and staff for being present*
- *The word innovation is used a lot in terms of programs ideas, but not enough to actually solve problems - In term of operations this has been an issue in the District for decades*

*Chairperson Shanthi Gonzales shared:*

- *How do we stop the churn in Administrative Assistant – Doing to work to keep the school running in the operation side*
- *Principals need support in operational side – should that be reflected in the recommendation?*
- *Deeply value autonomy as a District – What does a define autonomy framework look like?*

*Director Aimee Eng shared:*

- *Is the \$30 million number the right number?*
- *Understating to what investment has been made like increasing salary*
- *Define autonomy framework – part of Quality School Development Policy*
- *Having quality Central Support*



*Director Aimee Eng shared:  
School Site Council Summit for this year are:  
September 6th  
November 15th  
One in December or January depending of the budget development calendar  
One is February 28th*

*Public Speaker(s):  
Mike Hutchinson  
Kim Davis*

**Discussed**

## **G. Introduction of New Legislative Matter**

*None*

## **H. Adjournment**

*Chairperson Gonzales adjourned the meeting at 8:50 P.M.*

Prepared By: \_\_\_\_\_

Approved By: \_\_\_\_\_