



**Board of Directors Meeting Agenda
Oakland School For The Arts**

**November 16, 2023
5:00 pm**

**Meeting Location
530 18th St. Rm. 302
Oakland, CA. 94612**



Board of Directors:

Safia Fasah, Chair	Sorell Raino-Tsui
Isaac Abid	Brightstar Ohlson
Amy Omand	Karol Suarez Student of Color Rep.

School Staff

Mike Oz, Executive Director	Beth Brenner-Josef, Finance Director
Rodolfo Ornelas, Principal	Susan Lefkowitz
Steve Borg, Advancement Director	
Juju Williams, Operations and Compliance Manager	

**Oakland School for the Arts
OSA Board of Directors Meeting Agenda**

TOPIC	WHO
Call to Order	Safia Fasah
Public Comment on Non Agenda Items <i>(not to exceed 5 minutes)</i>	Safia Fasah
Student Report <ul style="list-style-type: none"> ● Public Comment ● Board Discussion 	Karol Suarez
COSATS Report <ul style="list-style-type: none"> ● Public Comment ● Board Discussion 	COSATS Rep
Consent Agenda <ul style="list-style-type: none"> ● Approve 9/21/23, 10/12/23 Board Minutes 	Safia Fasah
First Interim Approval (Voting Item) <ul style="list-style-type: none"> ● Public Comment ● Board Discussion 	Beth Brenner-Josef

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<ul style="list-style-type: none"> • Board Vote 	
Approval of Strategic Plan (Voting Item) <ul style="list-style-type: none"> • Public Comment • Board Discussion • Board Vote 	Steve Borg
Discussion of Potential Nominees and Potential Vote to Appoint Student Board Representative <ul style="list-style-type: none"> • Public Comment • Board Discussion • Board Vote 	Safia Fasah
Vote to Appoint Board Secretary (Brightstar Ohlson) <ul style="list-style-type: none"> • Public Comment • Board Discussion • Board Vote 	Safia Fasah
Vote to Appoint Board Treasurer (Amy Omand) <ul style="list-style-type: none"> • Public Comment • Board Discussion • Board Vote 	Safia Fasah
Dismissal	Safia Fasah

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Meeting Norms

- The Board recognizes the importance of all stakeholder voices at OSA. Collaboration and community are essential to the viability of our school.
- The purpose of this meeting is for our board of directors to meet with each other and conduct school business, as well as to receive input from the school staff and the community via public comment.
- Public comment may be made on topics that relate to the school. After hearing a report, members of the public have the opportunity to offer comments in a designated time prior to the board discussion of that agenda item. Outside of public comment, members of the public are also welcome to observe the meeting.
- To protect student and employee privacy, please refrain from using the name or any information that could imply the identity of any student or employee.
- The Board Chair may institute a reasonable time limit for all speakers prior to the beginning of public comment. To be sure of hearing from a variety of people, minutes may not be transferred to other speakers.
- The board cannot respond to public comment on non-agenda items. This does not mean the board is not listening.
- We strive to be a learning community that learns from each other. We are also a community comprised of people who care very deeply about the school. We recognize that all voices are not treated equally in our society but aim to value and respect all voices equally in this forum. We may have different ideas of how to achieve goals, and we may feel passionately about our points of view. This needs to be a safe space for a variety of opinions. Finally, we address each other in a respectful manner to foster collaboration, build community, and to model good citizenship to our students.

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OSA Land Acknowledgement

OSA is situated on Huichin, the unceded territories of the Chochenyo-speaking Lisjan Ohlone peoples, who have lived upon this land since the beginning of time. Indigenous peoples-- in California, the Americas, and around the world--are still here.

OSA recognizes the historic genocide and ethnic cleansing inflicted upon Indigenous peoples in California and the Americas, including their forced removal from ancestral lands, and the deliberate and systematic destruction of their communities and culture. These conditions are ongoing and Indigenous people have been fighting against cultural erasure and for their sovereignty since the beginning of colonization.

To this end, we as a community strive to honor the Indigenous members of our community, uplift their voices and contributions to arts and culture, center Indigenous peoples' worldviews in our classrooms, and support Indigenous sovereignty everywhere.

This land acknowledgment is a small act in supporting Indigenous communities and centering the Justice, Equity, Diversity, and Inclusion work within the Oakland School for the Arts. Solidarity with Indigenous nations can include:

- 1) Donating time and money to Indigenous-led organizations;
- 2) Amplifying the voices of Indigenous people leading grassroots change movements; and
- 3) Returning land.

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Oakland School for the Arts

	CATEGORY	FY2223 Unaudited	FY 2324 YEAR	CURRENT YEAR 1st	FY 24-25	FY 25-26	
		ACTUALS	INITIAL	Interim			
REVENUE	TOTAL ENROLLMENT	756	786	781	800	800	
	AVERAGE DAILY ATTENDANCE	717.4	738.8	738.0	752	752	
	State LCFF Revenue	8,049,237	8,858,698	8,854,056	\$ 9,447,607	\$ 9,717,055	
	Federal Revenue	458,728	221,704	242,675	\$ 242,675	\$ 242,675	
	Other State Revenue	1,319,721	2,114,058	2,217,749	\$ 2,229,745	\$ 2,230,772	
	Local Revenue	2,492,924	2,584,631	2,092,131	\$ 2,392,131	\$ 2,692,131	
	TOTAL REVENUE	12,320,610	13,779,091	13,406,610	\$ 14,312,158	\$ 14,882,632	
	EXPENSES	Certificated Salaries	5,706,406	5,779,926	5,968,816	\$ 6,039,803	\$ 6,125,379
		Classified Salaries	1,425,128	1,947,595	1,893,682	\$ 1,993,682	\$ 2,124,182
		Benefits	2,134,102	2,285,032	2,312,574	\$ 2,325,867	\$ 2,356,138
TOTAL PERSONNEL EXPENSES		9,265,636	10,012,553	10,175,071	\$ 10,359,352	\$ 10,605,699	
Books and Supplies		552,846	410,898	410,898	\$ 415,007	\$ 418,932	
Services and Other Operating Expenses		3,653,474	3,462,097	3,632,051	\$ 3,536,583	\$ 3,573,699	
Capital Outlay		42,159	32,170	32,170	\$ -	\$ -	
Other Outgoing			-	-	\$ -	\$ -	
TOTAL OTHER EXPENSES		4,248,479	3,905,165	4,075,119	\$ 3,951,590	\$ 3,992,630	
TOTAL EXPENSES		13,514,115	13,917,718	14,250,190	\$ 14,310,942	\$ 14,598,329	
SUMMARY	SURPLUS\ (DEFICIT)	(1,193,505)	(138,627)	(843,579)	\$ 1,215	\$ 284,303	
	<i>% of LCFF Revenue</i>	<i>-14.8%</i>	<i>-1.6%</i>	<i>-9.5%</i>	<i>0%</i>	<i>3%</i>	
	BEGINNING FUND BALANCE	5,263,301	\$ 4,069,796	\$ 4,069,796	\$ 3,931,169	\$ 3,932,385	
	ENDING BALANCE	4,069,796	\$ 3,931,169	\$ 3,226,217	\$ 3,932,385	\$ 4,216,688	
<i>% of LCFF Revenue</i>	<i>51%</i>	<i>44.4%</i>	<i>36.4%</i>	<i>0.416230752</i>	<i>0.433947098</i>		



**Board of Directors Meeting Agenda
Oakland School For The Arts**

**September 21, 2023
5:00 pm**

**Meeting Location
530 18th St. Rm. 302
Oakland, CA. 94612**



Board of Directors:

Safia Fasah, Chair	Sorell Raino-Tsui
Isaac Abid	Brightstar Ohlson
Amy Omand	Karol Suarez Student of Color Rep.

School Staff

Mike Oz, Executive Director	Katy Zaugg, Enrollment Director
Rodolfo Ornelas, Principal	
Steve Borg, Advancement Director	
Juju Williams, Operations and Compliance Manager	

**Oakland School for the Arts
OSA Board of Directors Meeting Agenda**

TOPIC	WHO
<p>Call to Order 5:05 Roll Call <i>Amy, Safia, Brightstar</i></p>	Safia Fasah
<p>Public Comment on Non Agenda Items <i>(not to exceed 5 minutes)</i> <i>Members of the public may request to speak on items related to school business. The board is not able to respond to public comment on non-agenda items.</i></p> <p><i>Junge- read a statement per COSATS Team</i> <i>Mike Jung(Parent)- convocational awe, management exploits. Let us choose not to fail</i> <i>Wei-ling- Stand in support of the faculty, too many of my student's teachers have left, teachers are the most important asset, what are are key priorities, teachers are the priority</i> <i>Brook(Parent) support for faculty, outrageous that we are spending so much on litigation. I support COSATS all the way</i> <i>Morales(parent and teacher)reads a message, beginning with "to fund or not to fund"</i> <i>Kirstin Deets(parent) Elementary school teacher in another district because I can't afford to be in this district. Please value the faculty.</i> <i>Name Brown, Floored at the amount of legal fees. Funds could have been spent on teacher wages.</i></p>	Safia Fasah

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Zoe Jung(student) OSA has a problem with teacher retention, we can tell as the students when teachers are not doing well

Andy(new teacher) support for teachers

Kaitlyn(3rd year student) -Teachers can't give more when they do not have resources. Not right to not give teachers their needs too

Karol(this is so repetitive. teachers were fighting for the same thing during COVID. The teachers love us. We need to support our teachers.

Ameila Jusdosn(7th grader) I remember when OSA was shut down for the strike. This is supposed to be the School for the Arts and not its deathbed.

Veronica Sanches(Parent) is very invested in the school. How we do one thing is how we do everything. We should take care of our own.

Kristen Graff-Baker(mom and teacher) Current attorney, I love OSA, community, teacher, and students. What is killing me right now is the animosity between the two sides. We need a more communal conversation about the budget. Very few attorneys took mediation classes. This should not be a fight to the death. More transparency. Can we come together and find a solution?

Tavia Percia(teacher and alumni) I feel closer to teaching, I have been on food stamps working this job. It's hard to come to work because I'm not sure that I can provide for my needs. This is not a hostile thing for me. This is a lifestyle thing for me.

Joe(Weilings daughter) it breaks my heart to hear teachers so upset,

Sara Isaacs(Parent) - I love all theater teachers. It's shameful that you (Tavia) cannot support her family. Undisputed that our teachers are the most valuable.

Peterson(9th grader) Why do you want to risk losing these teachers? We can't keep going like this.

Tarolyn- I feel like a broken-hearted family member. We need a livable wage.

Ms. Plette- Hurts me that my staff struggling to get by. It's not a conversation that 3% came back.

Ms. Farmer:(mom) first as a mom. After the pandemic, with remote learning, My kids light up talking about their teachers. I back up COSATS 100% I want teachers to be here.

Nam Le - Lifer in the profession. I have always searched for a school that was like this. Figure out how to cut the budget to make it work.

Gilian (Parent)- My point of pride is real artists teaching. I support teachers

Elizabeth Judson - (parent) OSA strength comes from teachers. How are you gonna keep the enrollment? Why would I send my kids here if teachers drop out?

Rebecca Rosetta(10th) Why does a school need so many lawyers?

Bailey Hall - Brother is alumni, when I saw my brother was in his first production I knew this was where wanted to go. We have a college-level education. I'm afraid that I won't have the same experience because of what the teachers are talking about.

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<p><i>Ms. Winningham - thanking the supporters for attending. Here's your COLA, at a different school. But here it doesn't happen. I hope we can come together as a school and not have that be disrupted.</i></p> <p><i>Mairiann Hubbard- Students loves OSA. 3% is not a living wage. Guide the next generation, pay our teachers</i></p> <p><i>Ms. Farmer's daughter - I can't imagine a life without this school.</i></p> <p><i>Ms. Trieu - shared her experience at OSA. I have been asked many times why am I still at OSA.</i></p> <p><i>Ellis Farmer: I am completely heartbroken. If a 6th grader has to say something, something is seriously wrong.</i></p>	
<p>Student Report</p> <p>I am here because of the injustice.</p> <p>Afinity groups are up and running</p> <p>My parents wanted to come b/C we back COSATS 100%</p> <p>OSA is a school that wants to empower one another</p> <ul style="list-style-type: none"> Public Comment <p>Yan - so many students running at Student Council. Thanks, Karol</p> <p>Ms. Farmer - I am proud of the students and their clubs and groups</p> <p>-Congatulate Karol</p> <p>Ms.</p> <p>Brian - the new role is of Director of Communication</p> <ul style="list-style-type: none"> Board Discussion <p>Safia- growth from the first meeting to now is incredible to watch. On behalf of the board, we are excited to see what this year brings</p>	<p>Karol Suarez</p>
<p>COSATS Report - shared report (report added to minutes) Over the last two years OSA has lost over 25 teachers.</p> <ul style="list-style-type: none"> Public Comment <i>Weiling, Mike you can handle this contract. We don't need the barriers that other lawyers put up. But something is gonna fall. It has to be transparent.</i> <p><i>(student)I shouldn't have to be there. I'm 12 but I understand that teachers should be paid what they need.</i></p> <p><i>Mike Jung - is OSA a school or not, progressive or not</i></p> <p><i>Jill - My parent's salary schedule is higher than OSA' 15 years ago in Illinois</i></p> <p><i>Kristen Graff-Baker - When you don't ask you can't get it. If the problem is the deficit, why aren't talking about it in a way that supports everyone?</i></p>	<p>COSATS Rep</p>

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<p><i>Jung- Form 990 OSA tax ran at a loss at 1mil. Talked to OZ, 1 mil 700 was on lawyers and consultants</i></p> <p><i>Joe- that number is crazy, 25 teachers' loss is crazy. Important to have stability in teachers</i></p> <p><i>Teddy P - (87:10)</i></p> <p><i>Palette - COLA How can it legally be used for something else?</i></p> <p><i>Shavon Novel: I support teachers and COSATS. My daughter lost 3 teachers since she has been here.</i></p> <ul style="list-style-type: none"> Board Discussion; Safia - we hear you, we appreciate you being here. Thank you all for being here Brightstar- I am a former teacher. I left because I could not support my family. I'm with you all. 	
<p>Vote to Fill Vacancy on Board of Directors (Phil Green) (Action Item)</p> <p>OSA speaks to Phil. He is a great addition to the board.</p> <ul style="list-style-type: none"> Public Comment Karol - I didn't know board members left. How are board members nominated? <p>Junge -We should have teacher represented on the board</p> <p>Jung- is there anyone else who is being nominated?</p> <p>Oz- We have other vacant spots</p> <p>Winningham- offer the board vacancies to others</p> <ul style="list-style-type: none"> Board Discussion - <p>Phil - born and raised in Oakland. Interest in Oakland Cultural Legacy</p> <p>We stayed because we witness perseverance of hardship at the school</p> <p>Manager of Fantastic Negro</p> <p>Manage Satya</p> <ul style="list-style-type: none"> Board Vote <p>Motion: Amy 2nd Brightstar</p> <p>Unanimous</p>	Safia Fasah
<p>Consent Agenda</p> <ul style="list-style-type: none"> Approve 8/10/23 Board Minutes Approve 9/13/23 Board Minutes Con App EPA (Education Protection Account) <p>Motion- Brightstar 2nd - amy</p> <p>Unanimous</p>	Safia Fasah

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<p>Executive Director Report (Information Item) To COSATS- we can get this done. Permission to post reports for public.</p> <ul style="list-style-type: none"> ● Public Comment ● Board Discussion 	Mike Oz
<p>Enrollment Report (Information Item) (Moved to the website for review)</p> <ul style="list-style-type: none"> ● Public Comment ● Board Discussion 	Katy Zaugg
<p>Principal Report (Information Item)(Moved to the website for review)</p> <ul style="list-style-type: none"> ● Public Comment ● Board Discussion 	Rodolfo Ornelas
<p>Advancement/Marketing Report (Information Item)(Moved to website for review)</p> <ul style="list-style-type: none"> ● Public Comment ● Board Discussion 	Steve Borg
<p style="text-align: center;">CLOSED SESSION (6:54 pm)</p> <ol style="list-style-type: none"> 1. <i>CONFERENCE WITH LEGAL COUNSEL – ANTICIPATED LITIGATION (Gov. Code Section 54956.9(d)(2)): One Matter</i> 2. <i>CONFERENCE WITH LABOR NEGOTIATORS (Gov. Code section 54957.6): Agency designated representative: Justin Otto Sceva; Employee Organization: COSATS (Certificated Unit) Nothing to report</i> 	
Dismissal 7:55 pm	Safia Fasah

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**Special Board of Directors Meeting Agenda
Oakland School For The Arts**

**October 12, 2023
4:00 pm**

**Meeting Location
530 18th St.
Student Center
Oakland, CA. 94612**



Board of Directors:

Safia Fasah, Chair	Brightstar Ohlson
Isaac Abid	Sorell Raino-Tsui
Amy Omand	Phil Green
Karol Suarez Student of Color Rep.	

School Staff

Mike Oz, Executive Director
 Juju Williams, Ops, and Compliance Mgr

**Oakland School for the Arts
 Special Board of Directors Meeting Agenda**

TOPIC	WHO
<p align="center">Call to Order</p> <p><i>4:07 pm Phil, Brightstar, Amy, Sorrell, Safia</i></p>	Safia Fasah
<p align="center">Public Comment on Non Agenda Items <i>(not to exceed 5 minutes)</i></p> <p><i>Members of the public may request to speak on items related to school business. The board is not able to respond to public comment on non-agenda items.</i></p>	
<p align="center">23/24 Board Calendar (Voting item) Post to Board</p> <ul style="list-style-type: none"> ● Public Comment ● Board Discussion <p>Sorell Motion, Brightstar 2nd Unanimous-<i>Phil, Brightstar, Amy, Sorrell, Safia</i></p>	Safia Fasah
<p align="center">New Bank Approval, New signees, Line of Credit (Voting Item)</p> <ul style="list-style-type: none"> ● Public Comment- From Summit to SPS, New Signees: Mike Oz, Safia Fasah and Amy Omand ● Board Discussion- Sorrel is the referral a person in the bank, Yes. Amy - We have not previously had a line of credit, Phil - its a great fit. They work with artists. <p>Motion Brightstar, 2nd Sorrell? Unanimous <i>Phil, Brightstar, Amy, Sorrell, Safia</i></p>	Beth Brenner-Josef

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<p>Consent Agenda</p> <ul style="list-style-type: none"> ● Resolution for New Bank Approval, New signees, and Line of Credit 	
<p>1. Review and Vote on Tentative Agreement Resolving COSATS Certificated Unit Reopener Negotiations</p> <ul style="list-style-type: none"> ● Public Comment- Junge: I think we saved the school. We are fighting together for a common cause. I am really grateful. ● Board Discussion and Vote- Collaborative Agreement. I feel super optimistic. <p>Safia: thank you COSATS and MIKE, This is a creative agreement.</p> <p>Motion: Amy 2nd- Brightstar Unanimous <i>Phil, Brightstar, Amy, Sorrell, Safia</i></p>	Safia Fasah
<p>Closed Session - Consideration of Student Expulsion Recommendation (Education Code Section 48918)</p>	`
<p>Dismissal 4:46pm</p>	Safia Fasah

OSA is fully ADA accessible. Anyone requesting accommodation should contact Juju Williams, jwilliams@oakarts.org or 510-873-8815 at least 72 hours prior to the meeting. Members of the public may address the Board of Directors on any topic relevant to OSA. In order to hear from as many voices as possible, the Board Chair may institute a reasonable time limit for all speakers prior to the beginning of public comment. OSA reserves the right to limit the number of speakers. All listed times are approximate. Agendas and materials may be viewed at www.oakarts.org or in Room 232, 530 18th Street, Oakland, CA 94612 during normal school hours.



Meeting Norms

- The Board recognizes the importance of all stakeholder voices at OSA. Collaboration and community are essential to the viability of our school.
- The purpose of this meeting is for our board of directors to meet with each other and conduct school business, as well as to receive input from the school staff and the community via public comment.
- Public comment may be made on topics that relate to the school. After hearing a report, members of the public have the opportunity to offer comments in a designated time prior to the board discussion of that agenda item. Outside of public comment, members of the public are also welcome to observe the meeting.
- To protect student and employee privacy, please refrain from using the name or any information that could imply the identity of any student or employee.
- the Board Chair may institute a reasonable time limit for all speakers prior to the beginning of public comment. To be sure of hearing from a variety of people, minutes may not be transferred to other speakers.
- The board cannot respond to public comment on non-agenda items. This does not mean the board is not listening.
- We strive to be a learning community that learns from each other. We are also a community comprised of people who care very deeply about the school. We recognize that all voices are not treated equally in our society but aim to value and respect all voices equally in this forum. We may have different ideas of how to achieve goals, and we may feel passionately about our points of view. This needs to be a safe space for a variety of opinions. Finally, we address each other in a respectful manner to foster collaboration, build community, and to model good citizenship to our students.

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OSA Land Acknowledgement

OSA is situated on Huichin, the unceded territories of the Chochenyo-speaking Lisjan Ohlone peoples, who have lived upon this land since the beginning of time. Indigenous peoples-- in California, the Americas, and around the world--are still here.

OSA recognizes the historic genocide and ethnic cleansing inflicted upon Indigenous peoples in California and the Americas, including their forced removal from ancestral lands, and the deliberate and systematic destruction of their communities and culture. These conditions are ongoing and Indigenous people have been fighting against cultural erasure and for their sovereignty since the beginning of colonization.

To this end, we as a community strive to honor the Indigenous members of our community, uplift their voices and contributions to arts and culture, center Indigenous peoples' worldviews in our classrooms, and support Indigenous sovereignty everywhere.

This land acknowledgment is a small act in supporting Indigenous communities and centering the Justice, Equity, Diversity, and Inclusion work within the Oakland School for the Arts. Solidarity with Indigenous nations can include:

- 1) Donating time and money to Indigenous-led organizations;
- 2) Amplifying the voices of Indigenous people leading grassroots change movements; and
- 3) Returning land.

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Strategic Initiative One: Joyful School	Measureable Goals Dashboard			Milestone actions and/or results	
2023-24 Measureable Goals	Lead	Q323 Results	Q423 Result	Q124 Results	Q224 Results
4 to 5 school-wide cultural celebrations for OSAs students	JEDI Coordinator				
Establish annual theme	Executive Director				
Produce an all school show	Executive Director				
Support PTSA in growing membership to 50	Operations and Compliance				
PTSA will organize 2 annual events to bring joy to faculty/staff	Operations and Compliance				
Redesign and implement alumni engagement strategy	Executive Director				
Monthly student recognitions (Student of the month, raffle, attendance)	Assistant Principal/Dean of Students				
End-of-year award ceremony	Assistant Principal/Dean of Students				
4 new strategic partnerships with organizations in Uptown	Executive Director				
Students develop & monitor individual goals in advisory focused on what brings them joy	Assistant Principal				
Establish baseline for 'Joyful School' for staff on annual survey	Operations and Compliance				
90% employee retention	Executive Director				
85% of students can name one adult on campus they can go to for support. Result emulate JEDI goals	Principal				
Create OSA definition of 'Joyful' in alignment with JEDI goals	Operations and Compliance				
80% of students report on culture survey that OSA is a 'Joyful' environment. Results emulate JEDI goals.	Dean				
80% of families report on culture survey that OSA is a 'Joyful' community. Results emulate JEDI goals.	Principal				
70% of families report on culture survey that school is adequate & inclusive school communication. Results emulate JEDI goals	Principal				
80% of employees report on culture survey that OSA is a 'Joyful' working environment.	Executive Director				

Strategic Initiative One: Joyful School	Measureable Goals Dashboard			Milestone actions and/or results	
2024-25 Measureable Goals	Lead	Q324 Results	Q424 Results	Q125 Results	Q225 Results
4 to 5 school-wide cultural celebrations for OSAs students					
Theme					
All School Show					
PTSA will organize 4 annual events to bring joy to faculty/staff					
Quarterly PTSA/Arts pathway meetings w/ calendar shared at beginning of the school year. Participation goals (Q1 - 50 families, Q2 - 75 families, Q3 - 100 Q4 125 families)					
Support PTSA in growing membership to 100					
Launch OSA alumni/former student database & engagement calendar with at least 80 active participants by end of school year.					
Monthly student recognitions (Student of the month, raffle, attendance)					
End-of-year award ceremony					
Maintain new partnerships with organizations in Uptown and add 2 more					
Students develop & monitor individual goals in advisory focused on what brings them joy					
92% employee retention					
90% of students can name one adult on campus they can go to for support. Result emulate JEDI goals					
85% of students report on culture survey that OSA is a 'Joyful' environment. Results emulate JEDI goals.					
85% of families report on culture survey that OSA is a 'Joyful' community. Results emulate JEDI goals.					
80% of families report on culture survey that school is adequate & inclusive school communication. Results emulate JEDI goals					
88% of employees report on culture survey that OSA is a 'Joyful' working environment.					

Strategic Initiative One: Joyful School	Measureable Goals Dashboard			Milestone actions and/or results	
2025-26 Measureable Goals	Lead	Q325 Results	Q425 Results	Q126 Results	Q226Results
4 to 5 school-wide cultural celebrations for OSAs students					
Theme					
All School Show					
PTSA will organize 4 annual events to bring joy to faculty/staff					
Quarterly PTSA/Arts pathway meetings w/ calendar shared at beginning of the school year. Participation goals (Q1 - 100 families, Q2 - 125 families, Q3 - 150 Q4 175 families)					
Support PTSA in growing membership to 150					
Maintain OSA alumni/former student database & engagement calendar with at least 150 active participants.					
Monthly student recognitions					
End-of-year award ceremony					
Maintain new partnerships with organizations in Uptown and add 2 more					
Students develop & monitor individual goals in advisory focused on what brings them joy					
94% employee retention					
95% of students can name one adult on campus they can go to for support. Result emulate JEDI goals					
80% of students can name two adult on campus they can go to for support. Result emulate JEDI goals					
90% of students report on culture survey that OSA is a 'Joyful' environment. Results emulate JEDI goals.					
90% of families report on culture survey that OSA is a 'Joyful' community. Results emulate JEDI goals.					
90% of families report on culture survey that school is adequate & inclusive school communication. Results emulate JEDI goals					
97% of employees report on culture survey that OSA is a 'Joyful' working environment.					

Strategic Initiative 2: College and Career Readiness	Measureable Goals Dashboard				Milestone actions and/or results	
2023-24 Measureable Goals	Lead	Baseline	Q323 Results	Q423 Result	Q124 Results	Q224 Results
Graduate Success						
80% of seniors will be A-G Eligible	Principal/Assistant Principal					
97% of seniors will graduate	Principal/Assistant Principal					
100% of eligible courses are A-G approved	Head Counselor					
100% of Seniors have a post secondary plan (4 year, 2 Year, Conservatory, Career, etc)	Head Counselor					
80% of Seniors are accepted to a 4 year college	Head Counselor					
90% of students in need of credit recovery will have access to intervention courses and support before the start of senior year.	Principal/Assistant Principal					
Business of the Arts/Capstone and Advisory lessons designed to bring awareness to A-G eligibility. 90% of high school students demonstrate on culture survey an understanding of increased opportunities through A-G eligibility.	Head Counselor					
Academic counseling will present a series of push-in college and career lessons for the 11th grade.	Head Counselor					
Academic counseling will present 5 optional, online and in person family college support workshops.	Head Counselor					
90% of high school students and 70% of families are trained to analyze transcripts for A-G eligibility and tie it to their college and career goals.	Head Counselor					
90% of students self-register for all high school courses and receive guidance from AC that ties into their 4-year plan.	Head Counselor					
100% of academic and arts faculty receive PD on building surveys for course feedback	JEDI					
100% of faculty will use a student feedback survey	JEDI					
Revise the OSA Graduate Profile, incorporating stakeholder feedback and aligning it with the OSA Way.	Principal/Assistant Principal					
By the end of the first year, all students have been introduced to the Graduate Profile.						
85% of seniors will reflect on their academic and artistic growth and develop a presentation of learning that details at least 2 challenges they overcame in arts and academics, demonstrates their development of resilience and growth mindset, and demonstrates their readiness for college and/or career using artifacts from both their academic and arts classes.	Principal/Assistant Principal					
Establish baseline for College and Career readiness as measured by student survey data						
Attendance Goal: MS ADA 95% HS ADA 94%	Principal/Assistant Principal					
Pathway						
Semester 1 grade analysis to establish baseline for percentage of students with academic & artistic GPA within .5 of one another	Pathway Director					
Students write academic and artistic goals in the beginning of the year in advisory.	Pathway Director					
70% of students report meeting their established goals at the end of the year. Results emulate JEDI goals.	Pathway Director					
100% of arts teachers will be credentialed or in the process of earning their credential.	Pathway Director					
Develop an artist development course which will focus on developing communication skills, showmanship, image/persona, band, songwriting, etc.	Pathway Director					
Create peer to peer mentoring course (HS students assist in training 8th and 9th grade students)	Pathway Director					
90% of CTE eligible courses are approved as CTE	Pathway Director					
Create a clear plan to achieve Linked Learning Gold Certification	Pathway Director					

Create a student tracking system that includes: Overarching rubric design to be used by all arts pathways Student portfolios starting in 8th grade Student assessment via jury system	Pathway Director					
Curriculum and Instruction						
Vertical Alignment Goal: All departments and subpathways will have identified their essential content and documented the scope and sequence for grades 6-12 - Academic Departments identify 7 year sequence of key standards and skills students needs to reach mastery - Arts pathways identify 7 year sequence of key standards and skills students needs to reach mastery	Principal/Assistant Principal					
Benchmark assessment goal: All departments have a benchmark assessment given in the Fall and Spring semesters to measure growth on standards-aligned content.	Principal/Assistant Principal					
All departments will use a common grading scale aligned to the OSA Grading Guidelines	Principal/Assistant Principal					
100% of Teachers get 1 observation and Feedback Coaching session	Principal/Assistant Principal					
Implement an all school write and establish baseline Goal	Principal/Assistant Principal					

Strategic Initiative 2: College and Career Readiness	Measureable Goals Dashboard				Milestone actions and/or results	
2024-25 Measureable Goals	Lead	Baseline	Q323 Results	Q423 Result	Q124 Results	Q224 Results
Graduate Success						
85% of seniors will be A-G Eligible	Principal/Assistant Principal					
98% of seniors will graduate	Principal/Assistant Principal					
100% of eligible courses are A-G approved	Head Counselor					
100% of Seniors have a post secondary plan	Head Counselor					
80% of Seniors are accepted to a 4 year college	Head Counselor					
92% of students in need of credit recovery will have access to intervention courses and support before the start of senior year.	Principal/AP					
Business of the Arts/Capstone and Advisory lessons designed to bring awareness to A-G eligibility. 90% of high school students demonstrate on culture survey an understanding of increased opportunities through A-G eligibility.	Head Counselor					
Academic counseling will present a series of push-in college and career lessons for the 11th grade.	Head Counselor					
Academic counseling will present 8 optional, online and in person family college support workshops.	Head Counselor					
90% of high school students and 70% of families are trained to analyze transcripts for A-G eligibility and tie it to their college and career goals.	Head Counselor					
90% of students self-register for all high school courses and receive guidance from AC that ties into their 4-year plan.	Head Counselor					
100% of academic and arts faculty receive PD on building surveys for course feedback	JEDI					
100% of faculty will use a student feedback survey	JEDI					
Revise the OSA Graduate Profile, incorporating stakeholder feedback and aligning it with the OSA Way. By the end of the first year, all students have been introduced to the Graduate Profile.	Principal/AP					
85% of seniors will reflect on their academic and artistic growth and develop a presentation of learning that details at least 2 challenges they overcame in arts and academics, demonstrates their development of resilience and growth mindset, and demonstrates their readiness for college and/or career using artifacts from both their academic and arts classes.	Principal/AP					
Establish baseline for College and Career readiness as measured by student survey data						
Attendance Goal: MS ADA 95% HS ADA 94%	Principal/AP					
Pathway						
Semester 1 grade analysis to establish baseline for percentage of students with academic & artistic GPA within .5 of one another	Pathway Director					
Students write academic and artistic goals in the beginning of the year in advisory.	Pathway Director					
75% of students report meeting their established goals at the end of the year. Results emulate JEDI goals.	Pathway Director					

Strategic Initiative 2: College and Career Readiness	Measureable Goals Dashboard				Milestone actions and/or results	
2025-26 Measureable Goals	Lead	Baseline	Q323 Results	Q423 Result	Q124 Results	Q224 Results
Graduate Success						
90% of seniors will be A-G Eligible	Principal/Assistant Principal					
97% of seniors will graduate	Principal/Assistant Principal					
100% of eligible courses are A-G approved	Head Counselor					
100% of Seniors have a post secondary plan	Head Counselor					
80% of Seniors are accepted to a 4 year college	Head Counselor					
95% of students in need of credit recovery will have access to intervention courses and support before the start of senior year.	Principal/Assistant Principal					
Business of the Arts/Capstone and Advisory lessons designed to bring awareness to A-G eligibility. 90% of high school students demonstrate on culture survey an understanding of increased opportunities through A-G eligibilty.	Head Counselor					
Academic counseling will present a series of push-in college and career lessons for the 11th grade.	Head Counselor					
Academic counseling will present 10 optional, online and in person family college support workshops.	Head Counselor					
90% of high school students and 70% of families are trained to analyze transcripts for A-G elibility and tie it to their college and career goals.	Head Counselor					
90% of students self-register for all high school courses and receive guidance from AC that ties into their 4-year plan.	Head Counselor					
100% of academic and arts faculty receive PD on building surveys for course feedback	JEDI					
100% of faculty will use a student feedback survey	JEDI					
Revise the OSA Graduate Profile, incorporating stakeholder feedback and aligning it with the OSA Way. By the end of the first year, all students have been introduced to the Graduate Profile.	Principal/Assistant Principal					
85% of senoirs will reflect on their academic and artistic growth and develop a presentation of learning that details at least 2 challenges they overcame in arts and academics, demonstrates their development of resilience and growth midset, and demonstrates their readiness for college and/or career using artifacts from both their academic and arts classes.	Principal/Assistant Principal					
Establish baseline for College and Career readiness as measured by student survey data						
Attendance Goal: MS ADA 95% HS ADA 94%	Principal/Assistant Principal					
Pathway						
Semester 1 grade analysis to establish baseline for percentage of students with academic & artistic GPA within .5 of one another	Pathway Director					
Students write academic and artistic goals in the beginning of the year in advisory.	Pathway Director					
80% of students report meeting their established goals at the end of the year. Results emulate JEDI goals.	Pathway Director					

Strategic Initiative Four: The OSA-and Oakland-Way	Measurable Goals Dashboard			Milestone actions and/or results	
2023-24 Measurable Goals	Lead	Q323 Results	Q423 Result	Q124 Results	Q224 Results
BOARD					
Board composition of 6 to 8 board members with deep connections and relationships in the Oakland community.	Executive Director				
Establish Board composition rubric.	Executive Director				
Initiate a Board 'give and get commitment' of \$5,000 per board member w/ combined \$50,000 goal	Director of Advancement				
Implement a new meeting structure with a formal Finance and Governance committees.	Director of Operations				
Increase Board presence and visibility on campus, 1 visit per semester by each Board member.	Director of Operations				
FINANCIAL					
Complete FY24 with a deficit of less that \$500,000	Executive Director				
Rebuild the purchasing process with specific program codes to establish nuanced baseline budget by department.	Finance Director				
<i>Revenue Generation:</i>					
Build out the Summer Academy with a target net revenue of \$150,000	Director of Enrollment				
Restructure Aftercare with a target net revenue of \$50,000	Director of Enrollment				
Track all ticketing, merchandising, and revenue generation programming centrally and establish baseline.	Finance Director				
<i>Advancement</i>					
Fundraising stretch goal is \$1.2M is projected. Shortfall will need to come from other revenue sources or reserves.	Director of Advancement				
Develop Annual Fund giving matrix to get to \$800K	Executive Director				
Reach a minimum of 50% family participation in Annual Fund	Director of Advancement				
Add 10 major donors at the \$10,000+ level of giving and 5 major donors at the \$25,000+ level of giving	Director of Advancement				
Identify 5 new large institutional donors and develop ask strategies	Director of Advancement				
Identify and form relationships with 5 community, business, and City of Oakland leaders.	Executive Director				
Identify and form relationships with 5 well resourced arts organizations in the greater Bay Area	Director of Advancement				
Assess Advancement infrastructure/staffing/funding for year 2 and 3 of the strategic plan	Director of Advancement				
Initiate discovery and building of an alumni program	Director of Advancement				
Establish Government Grant Rubric, source grant database, form committee, and meet quarterly to identify grants to apply to	Director of Advancement				
OAKLAND RELATIONSHIP					
Identify and communicate with 10 district sites for direct partnership between site and Step it Up program	Director of Enrollment				
Communicate with OUSD district office on all important matters	Executive Director				
Continue connection with Mayor and all Council members to share OSA's mission/vision, needs and commitment to serving Oakland.	Executive Director				
Identify 3 community events for OSA to participate to bring joy to Oaklanders as well as awareness of OSA's programming.	Pathway Director				

Identify other charter schools up for renewal in FY24 or 25 and partner in their charter renewal process.	Principal/Assistant Principal				
Create a strategic timeline for 2028 charter renewal	Principal/Assistant Principal				
Identify OSA stakeholders who have influence over charter support and renewal.	Principal/Assistant Principal				
SPECIAL PROGRAMS					
Hire a Special Programs Director responsible for Summer and Afterschool Programming	Executive Director				
ENROLLMENT					
Hit enrollment target of 780 students	Director of Enrollment				
a. Enroll from Open Enrollment to reach 360 in Middle School	Director of Enrollment				
b. Open Enrollment for High School - offer auditions for under enrolled pathways	Director of Enrollment				
c. 25% of students on Free and Reduced Lunch	Director of Enrollment				
d. Retain 780 students	Director of Enrollment				
e. 65% of current 8th graders enroll in 9th grade at OSA	Director of Enrollment				
Design clear strategy for 800 student enrollment in FY25	Director of Enrollment				
a. Recruitment for High School - focused ads and information for High School program	Director of Enrollment				
b. Enroll from lottery 820 - increase High School to 110 average students per grade	Director of Enrollment				
Step It Up Recruitment					
a. Create 3 to 4 opportunities for on-campus visits that include diverse faculty and students hosting OSA Information Sessions	Director of Enrollment				
b. 90% of students complete program. Offer application workshops and tours for Step it Up cohort.	Director of Enrollment				
PARENT ENGAGEMENT					
Implement a family engagement calendar that provides multiple modes of inclusive and direct involvement with OSA	Principal/Assistant Principal				
Establish baseline on inclusive engagement practices on parent survey and establish goals for year 2 and 3	Principal/Assistant Principal				
Identify parent leaders and support implementation of PTSA that is representative of OSA's diverse student population.	Operations and Compliance				
Have an average of 150 parents attend the quarterly arts meetings.	Operations and Compliance				
Recruit and train parents to a new Annual Fund Advisory Council focused on providing parent fundraising leadership by arts pathway and grade level.	Director of Advancement				
Build infrastructure to identify and leverage PTSA community connections	Executive Director				
FACILITIES					
Develop and resource venue management program	Executive Director				
Develop 10-year vision plan for facilities	Executive Director				
Continue to develop the OSA Uptown Art Park	Executive Director				
Build suitable arts studio and performance space into the 5 to 10 year plan	Executive Director				
TECHNOLOGY					
Calculate costs for 25% Chromebook and Faculty laptop refresh annually.	Director of Technology				
Ensure accurate budgeting for FY25	Director of Technology				
Ensure stakeholder surveys include questions about technology resources available for OSA programs.	Director of Technology				

Strategic Initiative Four: The OSA-and Oakland-Way	Measureable Goals Dashboard			Milestone actions and/or results		
2024-25 Measureable Goals	Lead	Q324 Results	Q424 Result	Q125 Results	Q225 Results	
BOARD						
Board composition of 8 to10 board members with deep connections and relationships in the Oakland community.						
Increase Board 'give and get committment' of \$10,000 per board member w/ \$75,000 total.						
Develop metrics for Board committee progress and redesign as needed.						
Increase Board presence and visiblity on campus, 1 visit per semester by each Board member.						
FINANCIAL						
Complete FY25 with a deficit of less that \$250,000.						
Build budget for all programs based on established baseline from FY24						
<i>Revenue Generation:</i>						
Build out the Summer Academy with a target net revenue of \$200,000						
Have Step it Up after school program on at least 5 OUSD sites.						
Increase revenue from ticket and merchandise sales by 10% over FY24						
<i>Advancement</i>						
Fundraising stretch goal is \$1.5M is projected. Shortfall will need to come from other revenue sources or reserves.						
Review Annual Fund giving matrix to get to \$900K						
Reach a minimum of 58% family participation in Annual Fund						
Add 10 major donors at the \$10,000+ level of giving and 5 major donors at the \$25,000+ level of giving						
Identify 10 new large institutional donors and develop ask strategies						
Identify and form relationships with 5 community, business, and City of Oakland leaders.						
Identify and form relationships with 5 well resourced arts organizations in the greater Bay Area						
Secure Advancement infrastructure/staffing/funding for year 2 of the strategic plan						
Continue building of an alumni program						
Identify 3 government grants to apply for based on Government Grant Rubric and determine sourcing solution for grant writing						
Initiate comprehensive / capital campaign discovery in support of long-term facilities needs						
OAKLAND RELATIONSHIP						
Bring Step it Up afterschool program to at least 5 of the 10 identified OUSD district sites						
Communicate with OUSD district office on all important matters						

Continue connection with Mayor and all Council members to share OSA's mission/vision, needs and commitment to serving Oakland.					
Identify 3 community events for OSA to participate to bring joy to Oaklanders as well as awareness of OSA's programming.					
Identify other charter schools up for renewal in FY25 and FY26 and partner in their charter renewal process.					
Track ongoing progress on timeline for 2028 charter renewal					
Continue works with OSA stakeholders who have influence over charter support and renewal.					
SPECIAL PROGRAMS					
ENROLLMENT					
Hit enrollment target of 800 students					
a. 75% of 8th grade enrolls in High School.					
b. 40% students enrolled in free and reduced lunch					
c. Retention number results are consistent across diverse identities including race, gender, and orientation.					
d. 80% of Step it Up completers apply to OSA for admission.					
Step it Up Program					
a. Partner with community organizations that provide academic, social, emotions and artistic programs to students of color in Oakland.					
b. Create year -ong opportunities for on campus visits that include diverse faculty and students hosting OSA info sessions					
c. 80% of students from the SIU program remain at OSA 6th to 8th grade					
PARENT ENGAGEMENT					
10% improvement over baseline baseline on inclusive engagement practices on parent survey and establish goals for year 3					
Improve parent engagement strategy based on year 1 experience and feedback on parent survey. 10% increase in parents reporting strong engagement on annual survey.					
Build database for tracking community connections amongst the parent community.					
Have an average of 200 parents attend the monthly arts meetings.					
Continue to recruit and train parents to a new Annual Fund Advisory Council focused on providing parent fundraising leadership by arts pathway and grade level.					
FACILITIES					
Fine-tune 10-year vision plan for facilities					
Continue to develop the OSA Uptown Art Park					
Continue to build suitable arts studio and performance space into the 5 to 10 year plan					
TECHNOLOGY					
Purchase the expected 25% refresh and repurpose/recycle older units.					

Ensure stakeholder surveys include questions about technology resources available for OSA programs.						
80% of faculty report they feel the technology resources allow them to provide an innovative and educationally relevant curriculum						
Obtain updated cost estimate for FY25 and FY26 refresh						
Ensure the amount is entered into Fiscal Budget for FY25 and FY26						

Strategic Initiative Four: The OSA-and Oakland-Way	Measureable Goals Dashboard			Milestone actions and/or results					
2025-26 Measureable Goals	Lead	Q325 Results	Q425 Result	Q126 Results	Q226 Results				
BOARD									
Board composition of 10 to 12 board members with deep connections and relationships in the Oakland community. that meets the needs identified in the JEDI composition rubric.									
Increase Board 'give and get committment' of \$15,000 per board member w/ \$100,000 total.									
Assess Board committee progress and redesign as needed									
Increase Board presence and visibility on campus, 1 visit per semester by each Board member.									
FINANCIAL									
Complete FY25 without a deficit.									
<i>Revenue Generation:</i>									
Build out the Summer Academy with a target net revenue of \$250,000									
Have Step it Up after school program on at least 8 OUSD sites.									
Increase revenue from ticket and merchandise sales by 10% over FY25									
<i>Advancement</i>									
Shortfall will need to come from other revenue sources or reserves.									
Review Annual Fund giving matrix to get to \$1M									
Reach a minimum of 63% family participation in Annual Fund									
Add 10 major donors at the \$10,000+ level of giving and 5 major donors at the \$25,000+ level of giving									
Identify 10 new large institutional donors and develop ask strategies									
Identify and form relationships with 5 community, business, and City of Oakland leaders.									
Identify and form relationships with 5 well resourced arts organizations in the greater Bay Area									
Secure Advancement infrastructure/staffing/funding for year 3 of the strategic plan									
Identify 3 government grants to apply for based on Government Grant Rubric and determine sourcing solution for grant writing									
OAKLAND RELATIONSHIP									
Bring Step it Up afterschool program to at least 7 of the 10 identified OUSD district sites									
Communicate with OUSD district office on all important matters									
Continue connection with Mayor and all Council members to share OSA's mission/vision, needs and committment to serving Oakland.									
Identify 3 community events for OSA to participat to bring joy to Oaklanders as well as awariness of OSA's programming.									
Identify other charter schools up for renewal in FY26 or 27 and partner in their charter renewal process.									
Track ongoing progress on timeline for 2028 charter renewal									
Engage OUSD school board in anticipation of charter renewal									
SPECIAL PROGRAMS									
-									
ENROLLMENT									
Maintain enrollment target of 800 students									
a. 80% of 8th graders enroll as 9th graders									

