



# Realign and Reset

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**Rancho Santa Fe School District  
Budget and Educational Enhancements**

March 14, 2019

# Rancho Santa Fe School District

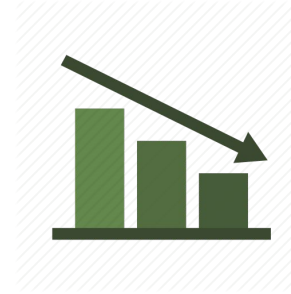
*What challenges are WE trying to solve?*



## 1. Educational Excellence



## 2. Declining Enrollment



## 3. Rising Costs



## 4. Community Support



# Rancho Santa Fe School District

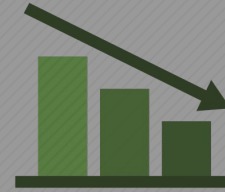
*What challenges are WE trying to solve?*



## 1. Educational Excellence



## 2. Declining Enrollment



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# 2017-18 Smarter Balanced Performance Summary

## ELA (Summative): All Grades

Site: **La Jolla Elementary**  
 Roster Date: **17-18 | Y**  
 Grade Levels: **All**  
 English Proficiencies: **All**  
 Reported Race: **All Reported Races**  
 Gender(s): **Male & Female**  
 Special Education: **Special & Non Special**  
 Socio-Economic: **null**

More information about this report can be found at [help.illuminateed.com](http://help.illuminateed.com).

### Overall Score Levels

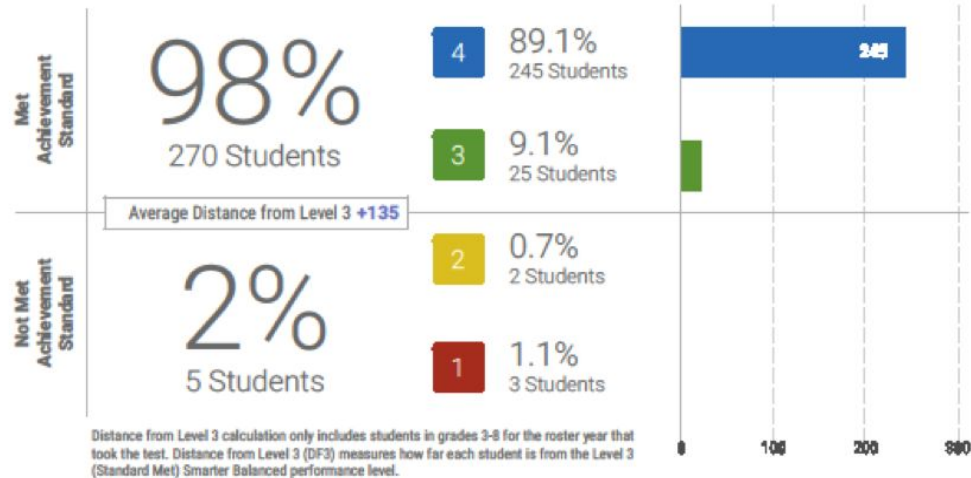
- 4 **Standard Exceeded**
- 3 **Standard Met**
- 2 **Standard Nearly Met**
- 1 **Standard Not Met**

### Claim Score Levels

- Above Standard**
- Near Standard**
- Below Standard**
- No score/Not taken**

Generated on 08/12/2018  
 by Illuminate Education

## Overall Performance: 275 Students Tested



## Claim Performance: Percent of Students at Each Level



Calculations include students tested out of district. ADDITIONAL FILTERS APPLIED: Students: All Students Addl Student Group: All Students

# History of ELA Scores on SBAC - La Jolla

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2014-15	2015-16	2016-17	2017-2018
<b>353 Students</b>	<b>319 Students</b>	<b>299 Students</b>	<b>275 Students</b>
<b>92.6%</b>	<b>94.4%</b> <b>78.5% Exceed Standards</b>	<b>95.3%</b> <b>82.8% Exceed Standards</b>	<b>98%</b> <b>89.1% Exceed Standards</b>



# 2017-18 Smarter Balanced Performance Summary

## Math (Summative): All Grades

Site: **La Jolla Elementary**  
Roster Date: **17-18 | Y**  
Grade Levels: **All**  
English Proficiencies: **All**  
Reported Race: **All Reported Races**  
Gender(s): **Male & Female**  
Special Education: **Special & Non Special**  
Socio-Economic: **null**

More information about this report can be found at [help.illuminateed.com](http://help.illuminateed.com).

### Overall Score Levels

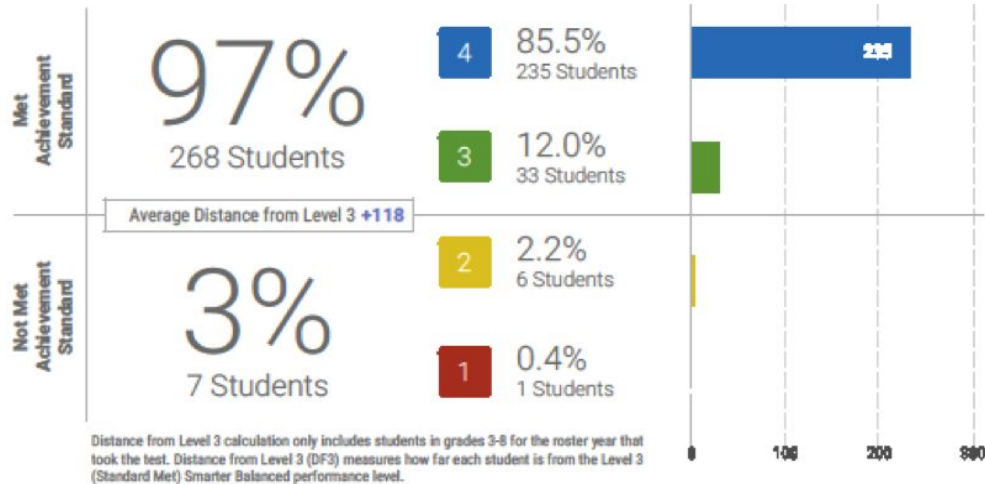
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### Claim Score Levels

- Above Standard**
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- Below Standard**
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Generated on 08/12/2018  
by Illuminate Education

## Overall Performance: 275 Students Tested



## Claim Performance: Percent of Students at Each Level

### Concepts & Procedures



### Problem Solving & Modeling/Data



### Communicating Reasoning



Calculations include students tested out of district. ADDITIONAL FILTERS APPLIED: Students: All Students Addl Student Group: All Students

# History of Math Scores on SBAC - La Jolla

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<b>2014-15</b>	<b>2015-16</b>	<b>2016-17</b>	<b>2017-2018</b>
<b>359 Students</b>	<b>323 Students</b>	<b>305 Students</b>	<b>275 Students</b>
<b>90.8%</b>	<b>94.7%</b> <b>78.8% Exceed Standards</b>	<b>94.8%</b> <b>81.2% Exceed Standards</b>	<b>97%</b> <b>85.5% Exceed Standards</b>



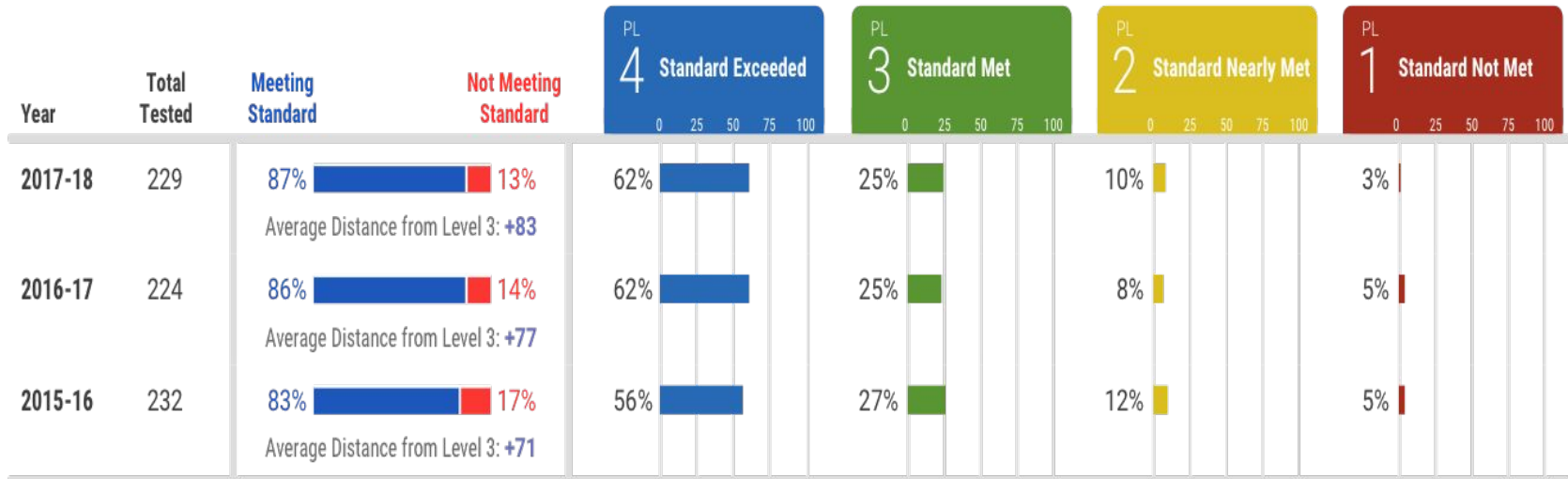
# Smarter Balanced Performance Summary - Multi-Year Comparison [All Students Tested]

Test: All ELA Tests (Summative)

Sites: R. Roger Rowe Elementary

Years: 2017-18, 2016-17, and 2015-16

## Overall & Claim Performance







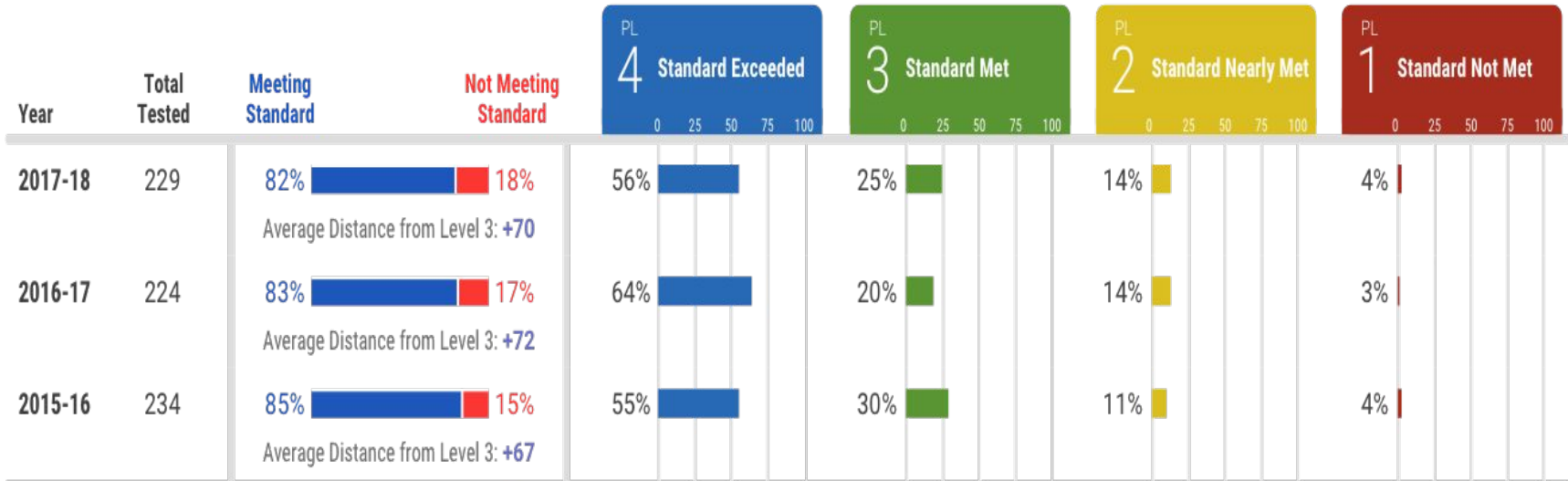
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Test: All Math Tests (Summative)

Sites: R. Roger Rowe Elementary

Years: 2017-18, 2016-17, and 2015-16

## Overall & Claim Performance



# 1. Educational Excellence - Literacy

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## Current

- Teachers' College Curriculum for Reading
  - Reading Workshop
    - Mini-lesson, guided practice, individual practice with conferring, assessment
    - Small group instruction
    - Literacy support teachers are in classrooms one hour each day
- Phonics Work
- Teachers' College Curriculum for Writing Workshop
- Three Full Time Literacy Intervention Teachers -- works one-on-one, small group -- serves approximately 15 students
- Literacy coach to work with teachers on curriculum and instruction
- *Currently in program review*

## 2019-2020

- Teachers' College Curriculum for Reading
  - Reading Workshop
    - Mini-lesson, guided practice, individual practice with conferring, assessment
    - Small group instruction
- Phonics Work
- Teachers' College Curriculum for Writing Workshop
- Three Full Time Literacy Intervention Teachers -- work more flexibly with two grade levels each *throughout* the day to provide support and intervention
- Principal and Superintendent works with teachers on curriculum and instruction

# 1. Educational Excellence - Math

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## Current

- Binders for each strand of the mathematical content
  - Activities, problem solving, games, worksheets, assessments
  - Lacks organization
  - Inconsistent teaching support
- Not a consistent instructional model from grade to grade
- Math coach to work with teachers and on curriculum development and instruction
- Advanced Mathematics - 3rd (9 students), 4th (10 students) and 5th Grade (25 students) - delivery through a full time teacher
- Math Intervention Teacher -- serves approximately 12 students
- *Currently in program review*

## 2019-2020

- Possible adoption of K-5 or K-6 curriculum
  - Spiraling, emphasis on essential standards, problem solving, differentiation to meet the needs of students, meaningful assessments (exit slips, unit tests, performance assessments)
- Consistent instructional model grade to grade, e.g. workshop model
- Math (vendor, county, outside consultant) consultants to work with teachers on the new implementation
  - Principal/superintendent works with teachers on curriculum and instruction
- Advanced Mathematics
  - 3rd and 4th -- taught by Math Intervention teacher
  - Advanced Math -- 5th -- taught by 6th grade mathematics teacher
- Math Intervention Teacher

# 1. Educational Excellence - Science



## Current

- Next Generation Science Standards
- Specialists put together their own resources, need a curriculum adoption
- Amount of time students receive science instruction:

K	30 min	1x/week
1-4	30 min	2x/week
5	50 min	2x/week

- Additional science in classrooms -- some science in nonfiction TC reading/writing units, some additional STEAM activities
- Students need more science to prepare them for next level of education (middle school and beyond)

## 2019 - 2020

- Next Generation Science Standards
- New curriculum adoption
- Plan to continue with a specialist at the lower grades, look at team teaching model at upper elementary
- Amount of time students receive science instruction:

K	30 min	1x/week
1-3	30 min	2x/week
4, 5	60 min	5X/wk

- Teachers may work with county or curriculum consultants on implementation

# 1. Educational Excellence - Enrichment

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## Current

- 90+ minutes of enrichment per week
  - Music
  - Computer Science
  - Art
- Drama
  - Cycles through the year at some grades
- PE
  - 50 min, 2X week
- Library
  - Staffed by a certificated teacher
  - Classes have scheduled library time

## 2019 - 2020

- 90+ minutes of enrichment per week taught entirely by middle school teachers
  - Music
  - Art
  - Coding
  - Drama
- PE
  - 50 min, 2X week
- Library
  - Staffed by paraprofessionals
  - Classes can schedule time in the library, will need to be accompanied by a teacher



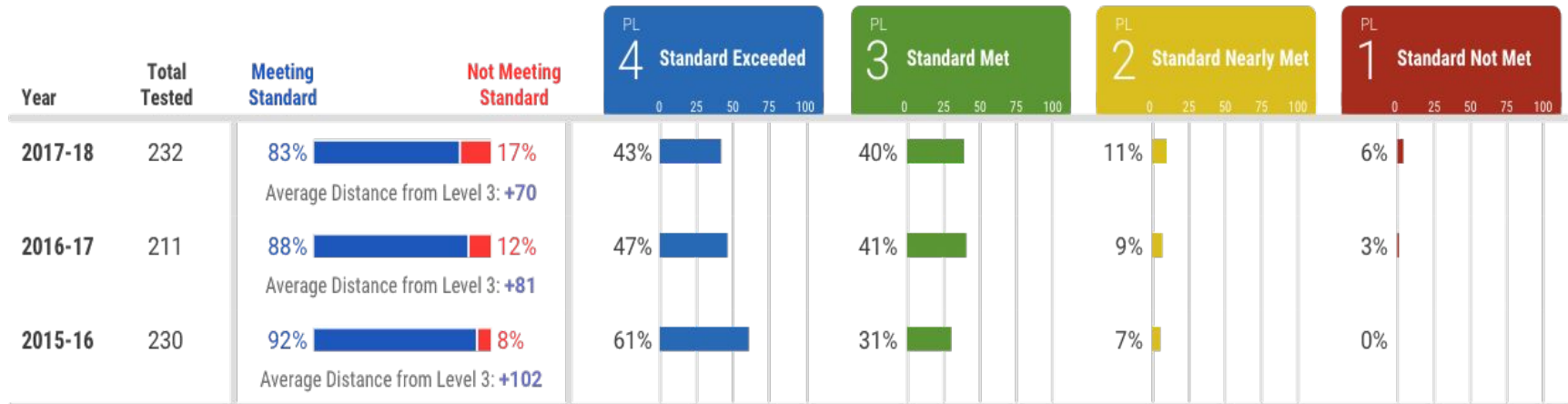
# Smarter Balanced Performance Summary - Multi-Year Comparison [All Students Tested]

Test: All ELA Tests (Summative)

Sites: R. Roger Rowe Middle

Years: 2017-18, 2016-17, and 2015-16

## Overall & Claim Performance





# 1. Educational Excellence - Middle School

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## English Language Arts

- Two periods -- reading, writing
- Use Teachers' College curriculum for reading and writing
- Consistent routine of the workshop in place K-8
- *Currently undergoing curriculum review*
  
- 5.25 positions, .5 position reduction for next year

## Math

- Different curriculum for different grade levels and for the advanced classes  
*(Students could potentially be in 3 or 4 curriculums in their time at Rowe)*
- Tutorial class for students who need support in mathematics, students take as an elective
- *Currently undergoing curriculum review*
  
- 3.0 full time positions



# 1. Educational Excellence - Middle School

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## Science

- Currently need an adoption that aligns to the Next Generation Science Standards
- 4.0 positions, eliminate 1.0 position for next year, combine electives

## History

- Need adoption/older resources
- 2.5 positions, one teacher also works with ISPE coordination

## Electives

- 5.0 positions, some classes have low enrollment and will be combined
- Next year:
  - Some of the elective teachers will teach at elementary to fill their schedules
  - Combine electives (e.g. Ceramics 1 and 2)
  - One elective discontinued -- dance (one class of 7 students)

## Physical Education

- All options remain except Health and Nutrition
- One class per day



# 1. Educational Excellence - Support

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- Maintain Small Class Size Average -- **20:1 or under**
- Determine curricular needs in all areas, perhaps new adoptions
- Staff development with consultants/county to support new curricular adoptions - instead of maintaining full time literacy and math coaches
- Collaborative planning time -- 90 minutes each week, Monday mornings -- plan units, grade level professional development
- Principals and superintendent provide classroom observations
- Realign resources to meet the needs of the students
  - Three full time intervention teachers - one assigned to two grade levels full time
    - Can be used more flexibly
  - Full time math intervention teacher -- advanced math and intervention
  - Middle school staff work with elementary students for enrichment
  - Electives that are under-enrolled would be combined

# 1. Educational Excellence - Special Education

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No changes anticipated to the current program  
Staffing fluctuates to meet the needs of students

- 1.0 Director, Psychologist - testing and direct service to students
- 1.0 mild/moderate teacher -- Elementary School
- 1.0 mild/moderate teacher -- Middle School
- 1.0 moderate/severe teacher -- Day Class Model, with inclusion opportunities
- APE - provided by PE teacher
- .5 Occupational Therapist
- 1.0 Speech and Language Pathologist
- 10 Paraprofessionals -- work with students in specialized setting and inclusion classrooms

# Rancho Santa Fe School District

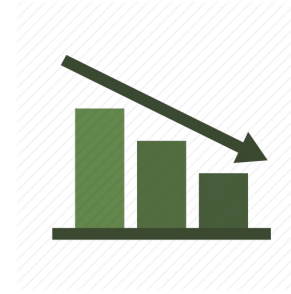
*What challenges are WE trying to solve?*



## 1. Educational Excellence



## 2. Declining Enrollment



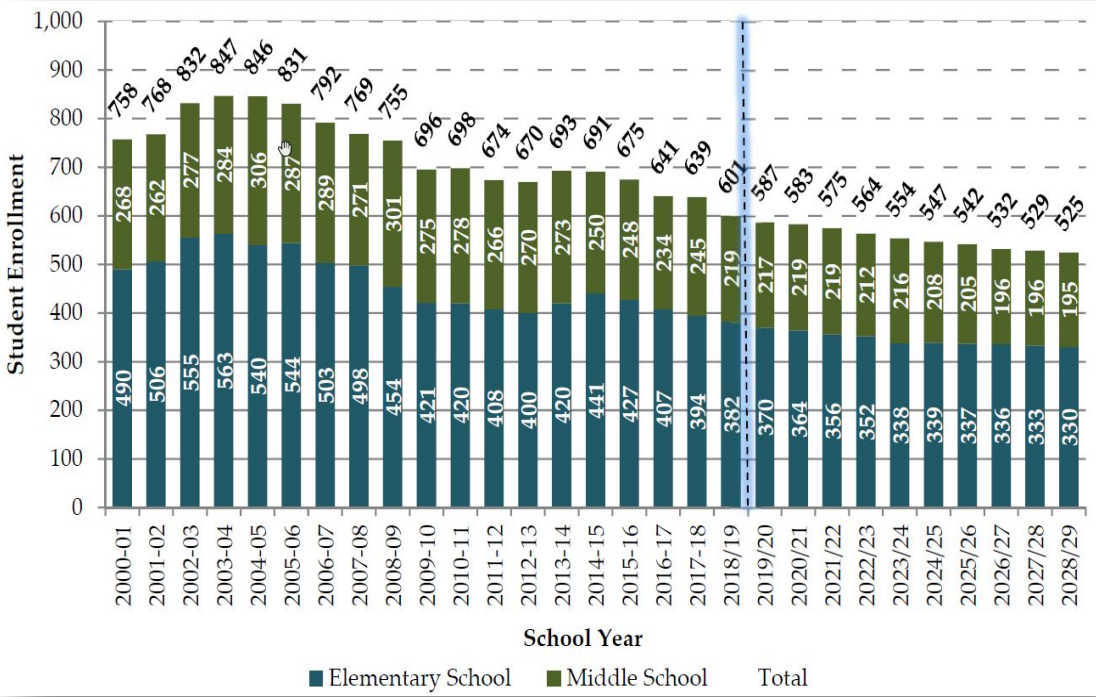
## 3. Rising Costs



## 4. Community Support



# 2. Declining Enrollment



	2005-06	2018-19	% CHG
<b>Population</b>	831	600	-28%
<b>\$ per student</b>	\$10,334	\$21,067	+204%

Source: Enrollment Projection Study by Cooperative Strategies 12/11/18.

Past five years -13%

Projected next five years -6%

## 2. Declining Enrollment - Expected Enrollment 2019-20

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Grade	Expected Enrollment RSFSD/ Demographer	Number of Teachers	Change
Kindergarten	44	3	No change
First Grade	45	3	-1
Second Grade	57/65	3	No change
Third Grade	59/64	3	-1
Fourth Grade	65/71	4	No change
Fifth Grade	75/77	4	No change
Sixth Grade	81		-1 science
Seventh Grade	74/68		-.5 ELA
Eighth Grade	71/68		-.65 PE, -.35 Dance

# Rancho Santa Fe School District

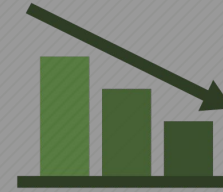
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## 1. Educational Excellence



## 2. Declining Enrollment



## 3. Rising Costs



## 4. Community Support



# 3. Rising Costs - Internal Budget Pressures

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- +7.7% increase in # FTE (+5.3 certificated FTE/+2.1 classified FTE added)
- Staff compensation including Step & Column (varies per year)
- Healthcare and OPEB (\$1,549,422 currently unfunded liability)
- Operating Costs - supplies, curriculum, adoptions, copier leases, subscriptions, maintenance agreements, consultants, etc.
- Maintenance-- technology/facilities
- Deferred Maintenance
- Unfunded Liabilities for Special Education

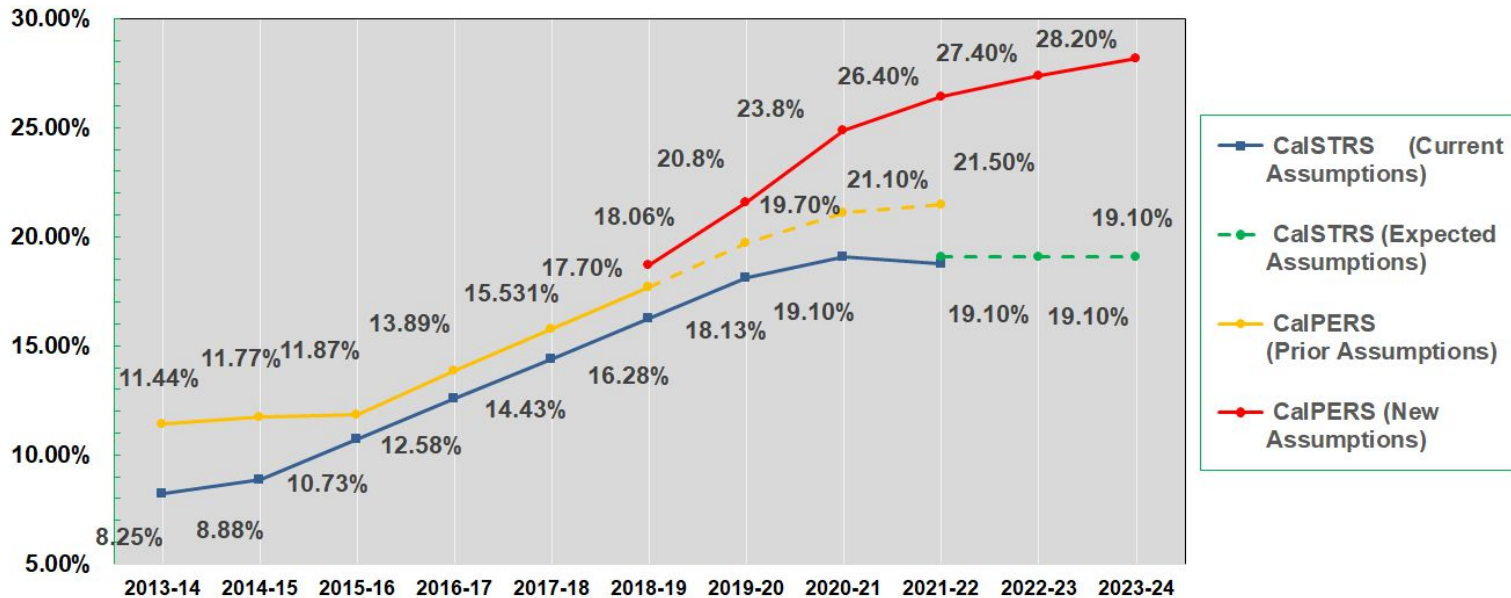




# 3. Rising Costs - External Budget Pressures



## CalSTRS and CalPERS Contribution Rates



- Pension contributions **+247% (PERS)** from FY13-14 to FY23-24 and **+232% (STRS)** from FY13-14 to FY20-21.

# Rancho Santa Fe School District

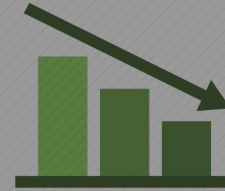
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## 1. Educational Excellence



## 2. Declining Enrollment



## 3. Rising Costs



## 4. Community Support



# 4. Community Support



- Annual Raise:**
  - 63 fewer families over past 5 years (438 >375)
  - Participation from 70% to 84% past 5 years
- Endowment:**
  - Balance between \$4.8M - \$5.3M - 5 yr. trend
  - Fulfilling founder's vision through annual distribution
  - Stopped contributing to the principal (2010) due to District Operating needs
- Foundation Volunteers:**
  - Support 36 events with declining volunteer numbers



	Families	Annual Raise	Endowment	Total \$ District	
2005-06	573	\$ 1,008,398		\$ 1,008,398	\$ 1,759.86
2006-07	550	\$ 1,138,668		\$ 1,138,668	\$ 2,070.31
2007-08	476	\$ 929,000		\$ 929,000	\$ 1,951.68
2008-09	471	\$ 912,079		\$ 912,079	\$ 1,936.47
2009-10	427	\$ 904,667		\$ 904,667	\$ 2,118.66
2010-11	433	\$ 940,519		\$ 940,519	\$ 2,172.10
2011-12	433	\$ 997,660		\$ 997,660	\$ 2,304.06
2012-13	430	\$ 1,077,610		\$ 1,077,610	\$ 2,506.07
2013-14	438	\$ 1,162,415		\$ 1,162,415	\$ 2,653.92
2014-15	421	\$ 1,163,678		\$ 1,163,678	\$ 2,764.08
2015-16	407	\$ 1,247,826	\$ 126,659	\$ 1,407,571	\$ 3,458.41
2016-17	406	\$ 994,930	\$ 159,745	\$ 1,154,675	\$ 2,844.03
2017-18	404	\$ 1,030,348	\$ 165,058	\$ 1,195,406	\$ 2,958.93
<b>Total</b>	<b>451</b>	<b>\$ 1,039,061</b>			<b>\$ 2,422.97</b>
<b>2018-19</b>	<b>375</b>	<b>\$950,000</b>	<b>\$ 171,387</b>	<b>\$1,121,387</b>	<b>\$2,990.37</b>

# 4. Community Support



- Past 5 years District's Operating Budget > \$1 Million deficit without the RSFEF

## Rancho Santa Fe School District - Financial KPI Trends

v 3.2.19

	FY 2014-15	FY2015-16	FY 2016-17	FY 2017-18	FY 2018-19
Total District Rev	\$10,603,823	\$11,832,210	\$11,664,071	\$11,801,489	\$12,033,902
Total District OpEx	\$10,559,456	\$11,630,585	\$11,524,269	\$12,435,620	\$12,640,397
<b>Op Surplus/Deficit</b>	\$44,367	\$201,625	\$139,802	(\$634,131)	(\$606,495)
<b>RSFEF - Total Contrib</b>	\$1,180,000	\$1,426,659	\$1,259,754	\$1,165,058	\$1,171,387
Annual Raise only	\$1,180,000	\$1,300,000	\$1,100,000	\$1,000,000	\$1,000,000
Dist. Rev minus RSFEF	\$9,423,823	\$10,405,551	\$10,404,317	\$10,636,431	\$10,862,515
<b>Real Surplus/Deficit</b>	(\$1,135,633)	(\$1,225,034)	(\$1,119,952)	(\$1,799,189)	(\$1,777,882)

# Rancho Santa Fe School District - Budget Process & Timeline



- 6.22.18 2018-19 Budget adopted with deficit (2017-18 budget adopted with deficit on 6.22.17)
- 5.17.18 RSF Ed. Foundation Survey results - input from RSF school families (186) on their top priorities
- 9.5.18 “Know Your Rowe” all-parent meeting. Board communicated desire for balanced 2019-20 budget
- September 2018 Superintendent search consultants gather input from stakeholders (focus groups/survey)

Focus Group	Date and Time	Location
Cabinet Members	September 14 @ 8:30 a.m.	Room 214
Community Members/Service Clubs/Business Partners	September 14 @ 9:30 a.m.	Performing Arts Center
Parents	September 14 @ 10:30 a.m.	Performing Arts Center
Education Foundation	September 17 @ 9:30 a.m.	Room 214
Classified/Certificated Staff	September 17 @ 3:00 p.m.	Performing Arts Center
Parents	September 17 @ 6:30 p.m.	Performing Arts Center

- 10.4.18 Consultants present summary at Special Board Meeting: eliminating budget deficit is “important”
- 10.16.18 RSF District School Board adopts District priorities including Budget:  
“Operate the District in order to reduce the 2018-19 deficit and approve a balanced 2019-20 budget.”
- 1.2.19 Superintendent Donna Tripi starts at RSF
- 2.25.19 Tripi makes initial recommendation at Special Board Meeting on including early retirement/resignation incentive and certificated staffing reduction
- 2.27.19 District resolves to reduce particular kinds of services resulting in a reduction of 13.45 FTEs
- Preliminary layoff notices to Certificated Teachers ( by 3.15.19 - timing dictated by Education Code)  
- Early Retirement due March 1 / final Certificated/Classified staff notices by May 15
- FY ‘20 Budget – Finalized/adopted in June 2019

# Superintendent Search Consultant Stakeholder Focus Groups Summary September 2018



## What Are The Qualities In RSF?

- ❖ Dedicated Teaching Staff
- ❖ Small Class Size
- ❖ High Parental Support
- ❖ Tight-Knit Community
- ❖ Strong Academic Focus
- ❖ Rich Extra-Curricular Offerings
- ❖ High Performing Students and Teachers
- ❖ Active and Successful Foundation

## What Are The Challenges in RSF?

### • School Board

- ❖ Perceived as micro-managing the Superintendent
- ❖ Need for clarification of Board and Superintendent roles and responsibilities
- ❖ School Board culture perceived as divided, non-collaborative and non-appreciative

### • Budget

- ❖ Eliminating budget deficit
- ❖ Potential difficulties with negotiations
- ❖ Difficult decisions regarding staffing and its impact on the budget

# Superintendent Search Consultant Stakeholder Focus Groups Summary September 2018



## Challenges, continued

### ❖ Parents

- ❖ Demanding and entitled parents
- ❖ Small number of stakeholders with considerable influence

### ❖ Additional Challenges

- ❖ Test score driven
- ❖ Lack of transparency
- ❖ Maintaining 20:1 ratio
- ❖ Middle school not preparing students as well as schools

# Superintendent Search Consultant Stakeholder Focus Groups Summary



## What Characteristics Are Most Important?

- ❖ **Organized Leader** 3.84
- ❖ **Exceptional Communicator** 3.83
- ❖ **Collaborative Style** 3.81
- ❖ **Instructional Leader** 3.79
- ❖ **Student-Centered** 3.79

## What Characteristics Are Most Important

- ❖ **Goal Oriented** 3.67
- ❖ **Pursues Excellence** 3.62
- ❖ **Builds Strong Relationships** 3.62
- ❖ **Proven Track Record** 3.55
- ❖ **Visible Presence** 3.40

Rating Scale	Very Important	Somewhat Important	Not Important	No Opinion
	4.00	3.00	2.00	1.00



# Where Do WE Go From Here



- Many school districts are grappling with serious budget pressures
- Best practice is a balanced budget
- Maintain/enhance educational excellence

## Next Steps

- Communicate information to stakeholders:
  - 3.14.19 School Board Meeting
  - 3.14.19 Presentation on website
  - 3.18.19 Staff
  - 3.21.19 article for community
- Review office operations/efficiencies
- Final Budget Approval -- June



## Rancho Santa Fe REVIEW

