



# SSFUSD Study Session - Budget and District Priorities Presentation

March 21, 2022





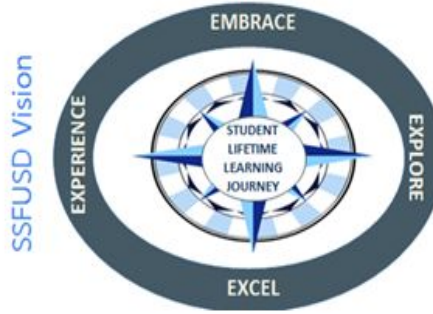
# Purpose

- To determine major projects and district priorities for the 2022 - 23 and future school years.
- To identify current and future projects, staffing and programs that will be reduced or cut in order to address the \$3.8 million dollar deficit.



# Agenda

- Major projects and Board/District priorities - 2022-23
- Budget outlook for 2022-23
- Review, discuss and determine which projects, programs and staffing will be reduced or cut in order to address the \$3.8 million budget deficit
- Next Steps



### LCAP GOAL 1

#### Academic Achievement

The district will provide a high quality curricular program for students that will raise student proficiency on the California Common Core State Standards as measured by overall academic achievement on state assessments, CA Dashboard results, interim assessment data and ELPAC/Reclassification data.

### LCAP GOAL 2

#### Professional Development

Identified classified staff, certificated and administrative staff will participate in professional development to create capacity and expertise in curriculum program implementation based on the development of scope and sequence as measured by walkthrough observations and other evidence (artifacts and student work).

### LCAP GOAL 3

#### Student, Parent & Community Engagement

Improve parent school engagement through an increase in participation in site and district parent groups such as SSC, PTSA, DELAC, ELAC, AAPAC as well as in other parent meetings as measured by attendance sign in sheets.

## District priorities

Improve Curriculum,  
Instruction &  
Assessment

Bolster Professional  
Learning and  
Collaboration

Strengthen  
Leadership Capacity

SSFUSD

# STRENGTHENING OUR SYSTEMS

**the GAS TANK**  
**BENCHMARKS**  
checking student progress toward goals.

HOW CAN WE LEVERAGE DATA?

**the STEERING WHEEL**  
**INSTRUCTION**  
guiding our learning objectives  
ENGAGES US + TAKES US FORWARD

**the GPS**  
**NAVIGATION**  
our goals  
LCAP, DEPT., SITE, TEAM, TCHR.

**FFME -**  
A PROCESS TO DETERMINE WHAT TOOL, PRACTICE, or SERVICE WILL HELP US SOLVE OUR IDENTIFIED NEED

WHAT IS OUR ACTION PLAN?

HOW DO WE REFLECT + RELENTLESSLY FOLLOW UP?

**the SEATS**  
**CURRICULUM**  
defines the skills to be taught  
STANDARDS, RIGOR, RELEVANCE



**the ENGINE**  
**PERFORMANCE MANAGEMENT MEETINGS**  
showcasing data + progress of  
ILTs, PLCs, DEPT. MEETINGS

Experience  
Explore  
Embrace  
Excel

**the WHEELS**  
**SYSTEMS of ASSESSMENT**  
sets the pace

WHAT QUESTIONS HELP US DETERMINE ROOT CAUSES of PERFORMANCE?

# EQUITY

**the MIRRORS**  
**PROFESSIONAL LEARNING SYSTEM**  
reflecting + growing in our professional practices



# Sources and/or supporting research

1. Grading for Equity- by Joe Feldman
2. District Needs Assessment
3. The Water of Systems Change (Kania, Kramer, & Senge)
4. Wallace Foundation
  - a. The School Principal As Leader: Guiding Schools to better Teaching and Learning
  - b. How Leadership Influences Student Learning
5. The story of Menomenee Falls:  
<https://www.edweek.org/leadership/tinkering-toward-better-schools/2018/02>
6. HCG's latest blog on ARPA. Link: [History Repeats Itself: The American Rescue Plan Act](#) - thehcg.org
7. Grading data, attendance data, CASSPP data, SEL data
8. Enrollment data
9. Fiscal data
10. Program use data



# Budget Outlook for 2022 - 23



# Budget Outlook - 2022-23

- Districts are required to balance its budget in the current as well as next two years
- SSFUSD has been deficit spending for many years and has depleted its reserves
- Based on the 2021-22 2nd Interim Financial Report, the District will need to make ongoing budget reductions of \$3.8 million beginning in 2022-23
- Additional budget reductions over \$3.8 million may be needed if more new expenses are added



# Budget Outlook - 2022-23

The District's Ending Fund Balance is decreasing as a result of deficit spending, increased employer PERS and STRS contribution and increased District operating expenditures.

	<b>Second Interim 2021/22</b>	<b>Proposed Budget 2022/23</b>	<b>Proposed Budget 2023/24</b>
<b>Unrestricted and Restricted Funds</b>			
<b>Revenues</b>	\$ 133,234,823	\$ 127,733,750	\$ 131,025,900
Interfund Transfer In	13,301	13,301	13,301
Total Sources of Funds	\$ 133,248,124	\$ 127,747,051	\$ 131,039,201
<b>Expenditures</b>	\$ 152,868,114	\$ 131,179,530	\$ 133,254,731
Interfund Transfer Out	2,395,392	1,845,392	1,545,392
Total Usage of Funds	\$ 155,263,506	\$ 133,024,922	\$ 134,800,123
<b>Net Incr/Decr in Fund Balance</b>	\$ (22,015,382)	\$ (5,277,871)	\$ (3,760,922)
Beginning Fund Balance	48,844,756	26,829,374	21,551,503
Actual/Projected Ending Fund Balance	\$ 26,829,374	\$ 21,551,503	\$ 17,790,581



# Budget Outlook - 2022-23

	<b>Second Interim 2021/22</b>	<b>Proposed Budget 2022/23</b>	<b>Proposed Budget 2023/24</b>
<b>Unrestricted and Restricted Funds</b>			
<b><i>Actual/Projected Ending Fund Balance</i></b>	<b>26,829,374</b>	<b>21,551,503</b>	<b>17,790,581</b>
Nonspendable			
Revolving Cash	25,100	25,100	25,100
Stores	65,352	65,352	65,352
Prepaid Expenditures	155,319	155,319	155,319
Restricted	5,593,832	5,593,832	5,593,832
Committed	0	0	0
Assigned/Designated			
STRS/PERS Increase: 2024-25	350,000	350,000	350,000
STRS/PERS Increase: 2025-26	650,000	650,000	650,000
Prop Tax Re-Pymt - Litigation (Est.)	6,502,533	3,025,123	0
Set-aside for Staff Raises	5,724,063	8,835,531	12,027,303
Reduction in Expenditures Needed (On-going)	0	(3,800,000)	(7,816,331)
Reserve:			
Reserved for Economic Uncertainties	7,763,175	6,651,246	6,740,006
Undesignated Reserve	0	0	0



# Budget Outlook - 2022-23

- Recommended Budget Reductions
- Additional reductions may be needed if new programs and projects are added

Budget Reductions	# of FTEs Impacted	Cost Savings
Staffing Reduction	22.4	\$2,342,272
Reduction of Site Discretionary Funds	0	\$121,719
Reduction of Site LCAP Funds Allocation	0	\$300,000
Reduction of 10% or more on District Office Department/Program Budgets	0	\$938,240
Eliminate GF Contribution to Adult Education Program	0	\$160,000
<b>Total</b>		<b>\$3,862,231</b>



# Major Projects & District Priorities - 2022 -23



# Major Projects & District Priorities

Workforce Housing (would align w/BP Operational & Fiscal Stewardship \*& Talent Management)

Dual Immersion Program (would align w/BP Academic Excellence & Community engagement and connectedness)

Virtual Academy - Independent Study programs - 22 -23 (would align w/BP Academic Excellence & Community engagement and connectedness)

District Enrollment - School Closures (23 - 24) (would align w/BP Operational & Fiscal Stewardship)

Facilities Master Plan/Bond & Parcel Tax (\*BP Fiscal Stewardship)

Danielson Instructional Framework (\*BP Academic Excellence)

Universal Prekindergarten/UTK Grant (would align w/BP Academic Excellence)

Scope & Sequence implementation - ELA & math (\*BP Academic Excellence)

Equity focused strategic planning (Would align w/all 4 priority areas)

Instructional Coaching Program (\*BP Academic Excellence & Talent Management)



# Major Projects & District Priorities

Educator Teacher Development Grant Program (would align with BP Talent Management; in progress already)

CTE pathways expansion (aligns with BP Academic Excellence; in progress already)

MS Bell Schedule (\*BP Operational & Fiscal Stewardship & Academic Excellence; in progress already)

Middle School CTE Grant (aligns to \*BP Academic Excellence; already in progress)

Mental Health Supports for students - Daybreak & Care Solace (\*BP Community Engagement & Connectedness)

Facilities - Office Space for staff (\*BP Operational & Fiscal Stewardship; in progress already)

Software programs & Apps to support students (would align to BP Academic Excellence; already being implemented)



# Major Projects & District Priorities

Projects	Cost	Brief Description/Narrative
Workforce housing	<p>If using COPs, \$2.3M upfront and/or in an ongoing basis. Or \$335K at the start ending with \$2.4M at the end of 30 years. Projection done in 2019, so amounts might be different now.</p> <p>DCG costs - Between \$828,226 and \$948,226.</p>	<p>Without GO Bonds, this would be the cost if the district used certificates of participation. With a school bond, it's supported by property taxes and the net operating income of the workforce housing project may produce additional funding for the District's general fund. This requires voter approval and GO bonds is the most advantageous.</p> <p>-DCG - costs are for phase 3 and 4 and from 2019.</p>
Virtual Academy - Independent Study programs - 22 -23	<p>Average teacher salary (with benefits) is \$100,668. Total cost would depend on number of teachers plus materials/supplies for each class. Approximate cost for 2022 - 23 \$750,000 or more</p>	<p>To provide SSFUSD students an alternative program in lieu of Independent Study for those students/families that feel that in person learning jeopardizes their health (AB 130)</p>
Facilities Master Plan/Bond & Parcel Tax	<p>-Some out-of-pocket cost, including the cost of placing the measure on the ballot, to the District and staff's time</p>	<p>Funding needed to address the many aging facility needs and can include workforce housing. Estimated facility need costs of over \$500 million</p>



# Major Projects & District Priorities

Projects	Cost	Description/Narrative
Universal Prekindergarten /UTK Grant*	\$225,000 per class of 24 students	-If go with one teacher and two paraprofessionals for a class of 24 students
Equity focused strategic planning	\$100,000 - 150,000	SSFUSD seeks consultant support to lead the organization through a planning process that will weave the existing elements into a cohesive equity-based strategic plan as well as answer these additional questions: <ul style="list-style-type: none"> <li>● How will we realize our vision (i.e., what initiatives will be undertake)?</li> <li>● What systems (e.g., processes, policies, programs and protocols) will we put in place?</li> <li>● How do we ensure the systems we build are inclusive and equitable?</li> <li>● How will we assess our progress toward our vision?</li> <li>● What barriers will we remove?</li> </ul>



# Major Projects & District Priorities

Projects	Cost	Description/Narrative
Dual Immersion Program	Under \$500,000 for 1st year - implementation of this program, including hiring staff and purchasing materials, etc.. Amount increases as more classes are added each year	A program that develops bilingualism and biliteracy in English and a second language by integrating students of different language proficiencies.
District Enrollment - School Closures (23 - 24)	Amount of savings to be determined at a later time.	Reduction in staffing and overhead cost (utilities, crossing guard, etc.) of operating a school. Additional revenue from leasing out the facility.
Danielson Instructional Framework Implementation & instructional coaching program	Under \$100,000 - Cost to implement and train staff; cost associated with negotiations; possibility need to add staff to assist in implementation and provide trainings	Instructional frameworks provide a system that aligns curriculum, instruction, assessment, professional development, and tools to measure, monitor and evaluate our practices.
Scope & Sequence implementation - ELA & math	\$500,000 per year - covers cost of the 4 TOSA's; teacher leadership Meetings & PD for TOSA's and ELA/math tchs	The South San Francisco Unified School District Scope & Sequence serve as a guide for strategically sequencing and implementing the ELA and math standards outlined in the Common Core Standards..



# Pillars (Priorities) for 2022-2023

## Academic Excellence (Teaching and Learning) DP 1

- Aligned, coherent CIA & PL (prof. learning)
  - Establishing non-negotiable goals for instruction and achievement
  - Use and monitoring use of scope and sequence via classroom visits
  - Implementation of assessments and engaging in data analysis protocol
  - Focusing on ways to shift adult behaviors to enhance student results
  - Monitor lesson plans and giving feedback
  - Visiting classrooms, collecting data, giving feedback, and reporting out
- Performance management (process and tools for turning our strategies into actions that are progress monitored (*continuous improvement*))
- Implementation of programs and strengthening systems
  - Tackling grading/homework to ensure educational equity
  - Implementation of Illuminate, online registration, system of assessments and data analysis protocols
  - Continue partnership with EOS

## Talent Management (Human Resources) DP 2

- Recruitment, hiring, placement, training, retention, and negotiations through an equity lens
  - Targeting recruitment more intentionally; utilizing engaging handouts to show our commitment to inclusion and equity
  - Shifting hiring practices, questions, to include formal questions that align to our aspirations
  - Create a data system to capture all evaluations, align to professional learning to gauge teacher and staff performance against student outcome data
  - Developing systems to train and help improve staff practice thus improve results
- Performance management (process and tools for turning our strategies into actions that are progress monitored (*continuous improvement*))
  - Monitoring and reporting out on goals and actions to gauge success
- Implementation of programs and strengthening systems
  - Launching a PL system (tiered and differentiated)

Equity & Access = Outcomes



# Priorities for 2022-2023

## Operational and Fiscal Stewardship (Budgeting)

- Allocation of resources equitably
  - Deepen understanding of needs at each site and align resources and monitor implementation to gauge success
- Securing grants to support priorities
- Investment in staff
  - PL and negotiations
- School facilities
- Performance management (process and tools for turning our strategies into actions that are progress monitored (*continuous improvement*))

## Community engagement and connectedness (School Climate & Safety) DP 3

- Implementation of programs, practices and strengthening systems
  - Restorative practices
  - School safety (including MOU with police; renaming JS)
  - Social, emotional and mental health supports
  - Alternative to Suspension Program
  - Online Registration
  - Student advisory committee
- Performance management (process and tools for turning our strategies into actions that are progress monitored (*continuous improvement*))

Equity & Access = Outcomes



# Impact of Enrollment on Staffing

<b>Buri Buri</b>	<b>Loss of 1 FTE</b>	<b>Alta Loma</b>	<b>Loss of 2 FTE</b>
<b>Junipero Serra</b>	<b>Loss of 1 FTE*</b>	<b>Parkway Heights</b>	<b>Loss of 1 FTE</b>
<b>Los Cerritos</b>	<b>Loss of 2 FTE*</b>	<b>Westborough</b>	<b>Loss of 2 FTE</b>
<b>Martin</b>			
<b>Monte Verde</b>	<b>Loss of 1 FTE*</b>	<b>ECHS</b>	<b>Loss of 2 FTE</b>
<b>Ponderosa</b>	<b>Loss of 1 FTE*</b>	<b>SSFHS</b>	<b>Loss of 1 FTE</b>
<b>Skyline</b>	<b>Loss of 2 FTE</b>		
<b>Spruce</b>	<b>Loss of 4 FTE</b>		
<b>Sunshine Gardens</b>			
<b>* split classes / possibility</b>			



Prioritization  
activity/  
Discussion



## Prioritization for 2022-2023 - Discussion & activity

Staff recommends maintaining the board priorities from 2021-2022.

- Review the board's priorities and major projects from 2021-2022.
  - Are there priorities in which you want to add and if so, what shall we remove as a priority going into this new year?
- Review the major projects for the 2022-2023 school year
  - Are there major projects in which you want to add and if so, what shall we remove as a major project going into this new year?
  - Each board member should review the major projects for the 2022-2023 school year and identify the top 3 projects in which the board wants staff to focus next year.



# Prioritization for 2022-2023

## Major projects & priority activity

Workforce Housing	
Virtual Academy - Independent Study programs - 22 -23	
Facilities Master Plan/Bond & Parcel Tax	
Universal Prekindergarten /UTK Grant	
Equity focused strategic planning	
Dual Immersion Program	
District Enrollment - School Closures (23 - 24)	

Staff is already planning to prioritize the instructional framework implementation, training on the new teacher evaluation platform, and implementing and monitoring the use of the scope and sequence.



# Prioritization for 2022-2023

## Major projects & spend the dot activity

	Cost	2022-2023	2023-2024	2024-2025
Workforce Housing	<p>If using COPs, <b>\$2.3M</b> upfront and/or in an ongoing basis. Or <b>\$335K</b> at the start ending with \$2.4M at the end of 30 years.</p> <p>DCG costs - Between <b>\$828,226</b> and <b>\$948,226</b>.</p>			
Virtual Academy - Independent Study programs - 22 -23	<p>Average teacher salary (with benefits) is \$100,668. Total cost would depend on number of teachers plus materials/supplies for each class. Approximate cost for 22 - 23 \$750,000 or more</p>			
Facilities Master Plan/Bond & Parcel Tax	<p>-Some out-of-pocket cost, including the cost of placing the measure on the ballot, to the District and staff's time</p>			



# Prioritization for 2022-2023

## Major projects & spend the dot activity

	<b>Cost</b>	<b>2022-2023</b>	<b>2023-2024</b>	<b>2024-2025</b>
Universal Prekindergarten /UTK Grant	\$225,000 per class of 24 students			
Equity focused strategic planning	\$100,000 - 150,000			
Dual Immersion Program	Under \$500,000 for 1st year - implementation of this program, including hiring staff and purchasing materials, etc.. Amount increases as more classes are added each year			
District Enrollment - School Closures (23 - 24)	Amount of savings to be determined at a later time.			

