

Aligning Our Resources to Our Priorities

Planning for 2025-26 and beyond



To begin...

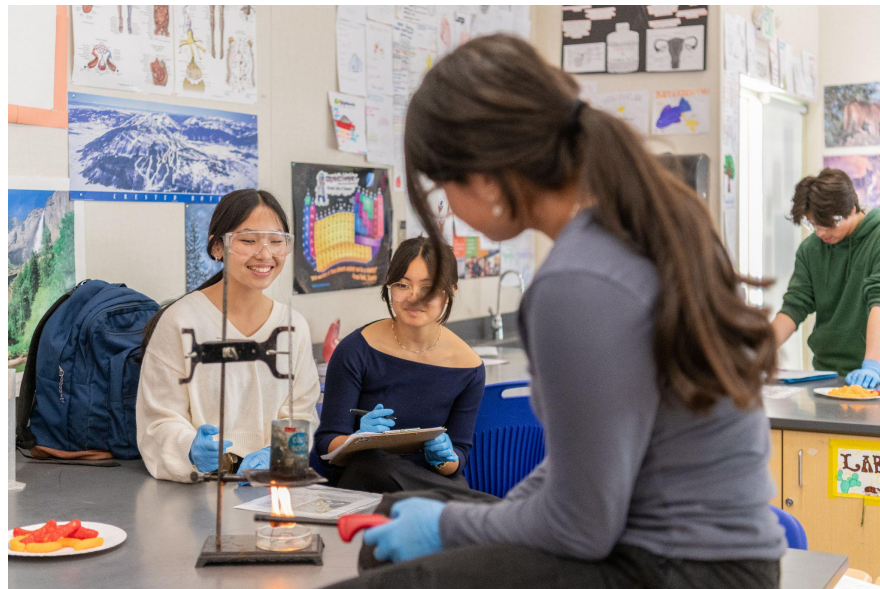
Thank you!



Our opportunity and challenge

**"If you want something
you've never had, you
must be willing to do
something you've never
done."**

– Anonymous



As we begin implementing our co-created Strategic Plan, we must be...



Strategically **BOLD** to deliver on our Strategic Priorities and Portrait of a Graduate promise

INCLUSIVE & RESPONSIVE to feedback from our community and educators

ADEQUATELY resourced & financially **DISCIPLINED**, given fiscal realities



Agenda

1

Strategically BOLD

2

INCLUSIVE & RESPONSIVE to
feedback from our community
and educators

3

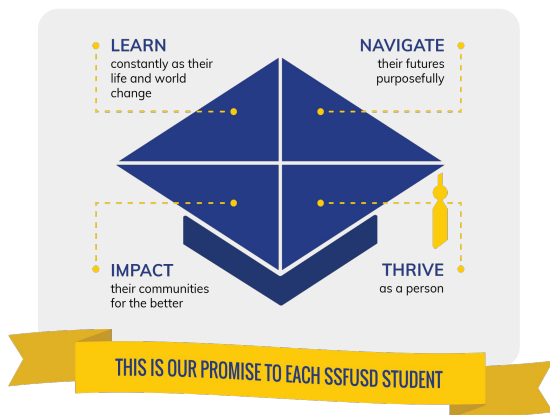
**Adequately RESOURCED &
financially DISCIPLINED**



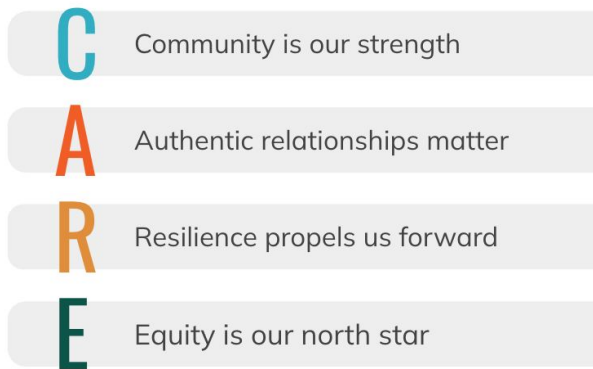
1. Strategically BOLD



With our community, we set a new vision—our Portrait of a Graduate—and clarified our core values and strategic priorities



Portrait of
a Graduate



CARE
Core Values



Strategic
Priorities



"What got you *here* won't
get you *there*."

– Marshall Goldsmith

Driving question: How can we allocate our resources to advance our strategic priorities more effectively and equitably?

- This fall, we looked closely at **how we allocate our resources** (people, time, processes, money)
- We worked with a nationally-recognized nonprofit to build a **multi-year forecast** of our revenue and spending
- We also asked **what changes or investments would best help us make major progress on our strategic priorities**



2. INCLUSIVE & RESPONSIVE to feedback



What did we hear?

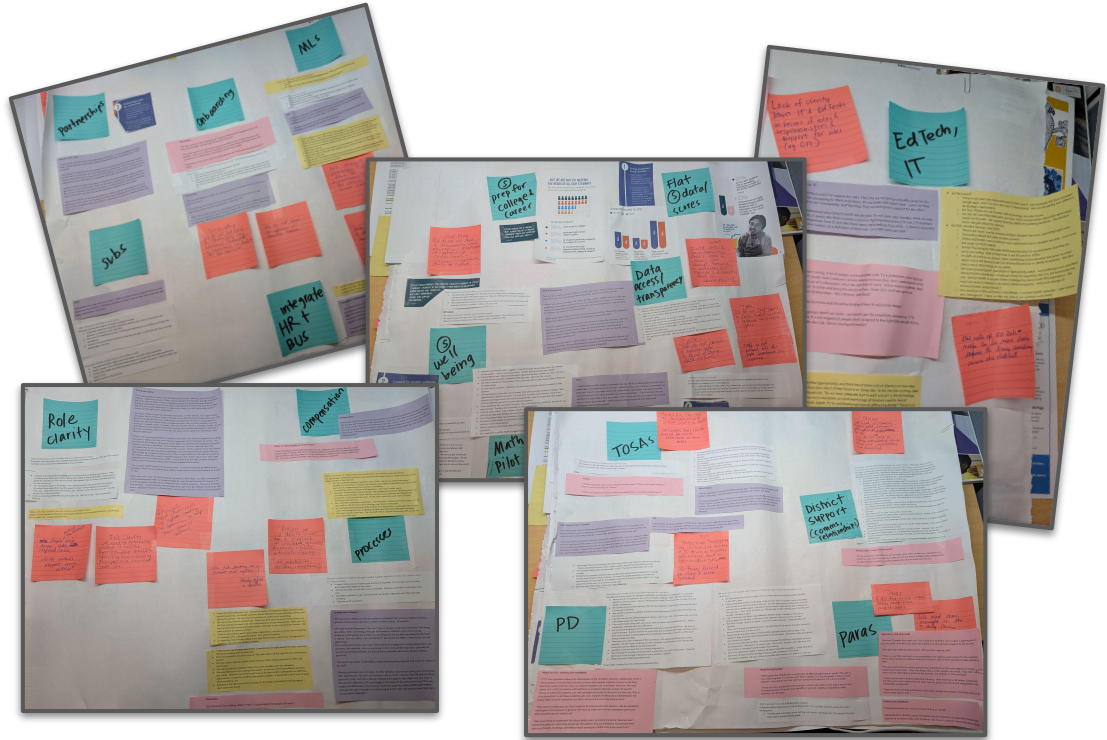


Over the past two years,
we heard from
thousands of students,
families & staff about
their vision for SSFUSD
graduates, and how to
bring this to fruition



Over the last few months, we spent hours gathering insights and perspectives from across our district leadership team

We asked principals, union leaders, directors, and Cabinet members about how SSFUSD currently allocates our resources, and what we can change to better serve our students



Themes we heard

Instruction | Invest in principals as instructional leaders & give them more time to focus on instruction

Instruction | Streamline curriculum & instructional teams and shift more instructional support to sites

"Principal coaching is essential. We love district staff, but they aren't providing PD, mentorship, or coaching. **We need meaningful development."** - Principal

"TOSAs could be repurposed as coaches. They have a lot of capacity." - Director

Wellness | Add more consistent, site-based mental health staff to support students

Student & family services | Reimagine a more comprehensive student & family services team

"We need more mental health supports." - Principal

"Student Services could be more comprehensive. Lots of [what] EDS [does] could be in Student Services." - Cabinet

"Community engagement should be part of student & family services." - Director

HR | Increase HR capacity to improve customer service & responsiveness

"I need HR to take the lead when a teacher is going on leave. I shouldn't have to do it." - Principal

"HR needs more people to function. Things go to the HR abyss. You don't hear back." - Director

"HR needs clear processes for the full employee lifecycle—from recruiting to hiring, onboarding to offboarding." - Cabinet

Decision-making | Focus and clarify decision-making processes & accountability systems

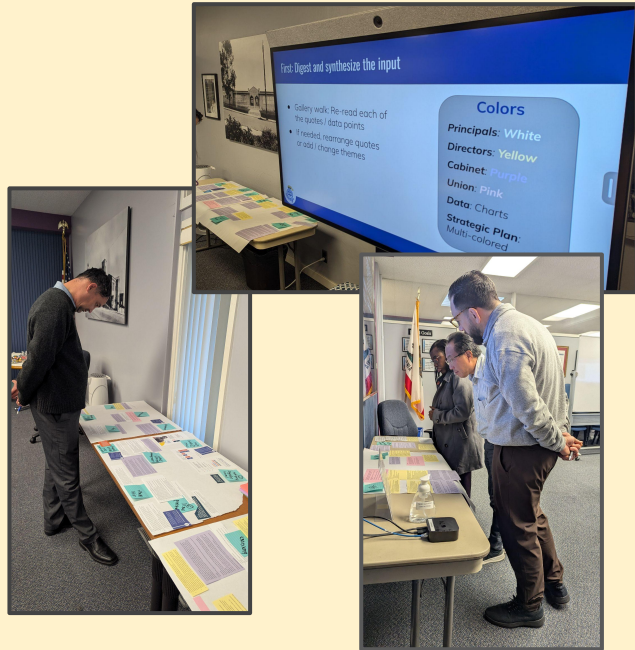
Data | Give leaders greater access to data to make informed decisions

"We are *not* clear on what we are prioritizing or doing as a district." - Principal

"DATA... we need data! In previous years, **data would be provided to site leaders** and we were given time to analyze it and work with other principals." - Principal



The Cabinet analyzed the suggestions and identified priorities to guide multiyear staffing and financial planning



Planning priorities for Fall 2025 based on what we heard:

PRIORITY 1
Exceptional Instruction

- **Strengthen instruction** by investing in instructional leadership, coaching, and better alignment

PRIORITY 2
Engaged Students

- **Invest in wellness** and **strengthen our student & family services**

PRIORITY 3
Purposeful Partnerships

- **Improve HR customer service and responsiveness**, and **invest in talent recruitment, hiring, and retention**

PRIORITY 4
Empowered Educators

- **Clarify decision-making, planning, and approval processes.**
Build a culture of clear, data-driven decision-making.
Hold people accountable for their responsibilities and for following through on decisions

PRIORITY 5
Equity-Centered Systems



What will we change?



Strengthen instruction by investing in instructional leadership, coaching, and better alignment

Launch site-based
instructional coaching
program

**Pilot an instructional coaching program,
starting with site-based instructional
coaches at our Title I elementary schools**

- Support our educators and strengthen instruction through 1:1 support and coaching
- Increase consistency and use of key instructional practices that are aligned to our curriculum and SSFUSD's instructional vision



Strengthen instruction by investing in instructional leadership, coaching, and better alignment

Focus district office
resources on
instructional support

Reorganize Ed Services to become our Teaching & Learning team, focusing on curriculum, data, and better support for / alignment with our schools

- Asst. Supt. will focus on district-wide instructional alignment and guiding / supporting school leaders
- Provide clarity, coordination, and support for principals by creating a Director of School Leadership role focused entirely on principal coaching, coordination, and communication
- Allow one Director to focus more on Data, EdTech, and Accountability by shifting oversight of counselors to student services
- Align curriculum, instruction, and assessment for all students, and eventually have one Director of Curriculum, Instruction & Assessment to oversee these functions



Strengthen instruction by investing in instructional leadership, coaching, and better alignment

Add designated
substitutes at
every school

Add designated substitutes at all of our schools, using our ~20 TeachStart Fellows, who will then be eligible to become full-time SSFUSD educators in the future (as part of our teacher pipeline strategy)

- Free principals' time to coach teachers (instead of subbing)
- Allow teachers to observe peers and learn from each other
- Provide more coverage from someone who feels part of the school community
- Grow our pipeline of future teachers



**Invest in wellness
and strengthen our
student & family
services**

Add dedicated
elementary
wellness counselors

**Add full-time elementary wellness counselors,
starting with our Title I elementary schools**

- Community members and site leaders stressed the high level of mental health challenges at schools and the need for dedicated counselors, especially at the elementary level
- Full-time counselors can build relationships and understand unique school contexts (vs. part-time contracted counselors or interns)
- Having counselors to address student mental health needs also frees educators and school leaders to focus on teaching and learning



Invest in wellness and strengthen our student & family services

Expand our
Student & Family
Services team

Bring all district counseling, wellness, attendance, and family engagement staff and contracts under one unified Student & Family Services team, led by an Asst. Supt. of Student & Family Services

- Strengthen mental health coordination, which is currently spread across multiple people and district departments
- Ensure more focused district attention to the Engaged Students and Purposeful Partnerships priorities with a Cabinet-level representative



**Improve HR
customer service
and responsiveness,
and invest in talent
recruitment, hiring,
and retention**

Add capacity to
our HR team

**Reorganize and add a few key positions to
our HR team and revamp important HR
processes**

**Work collaboratively to update our
collective bargaining agreements with and
in service of our hard working, committed,
and talented educators**

- We heard consistently that our current HR team does not have the capacity to meet our recruiting and hiring needs in a timely way
- Adding HR capacity will improve customer service and responsiveness for our current and prospective staff



Clarify decision-making, planning, and approval processes

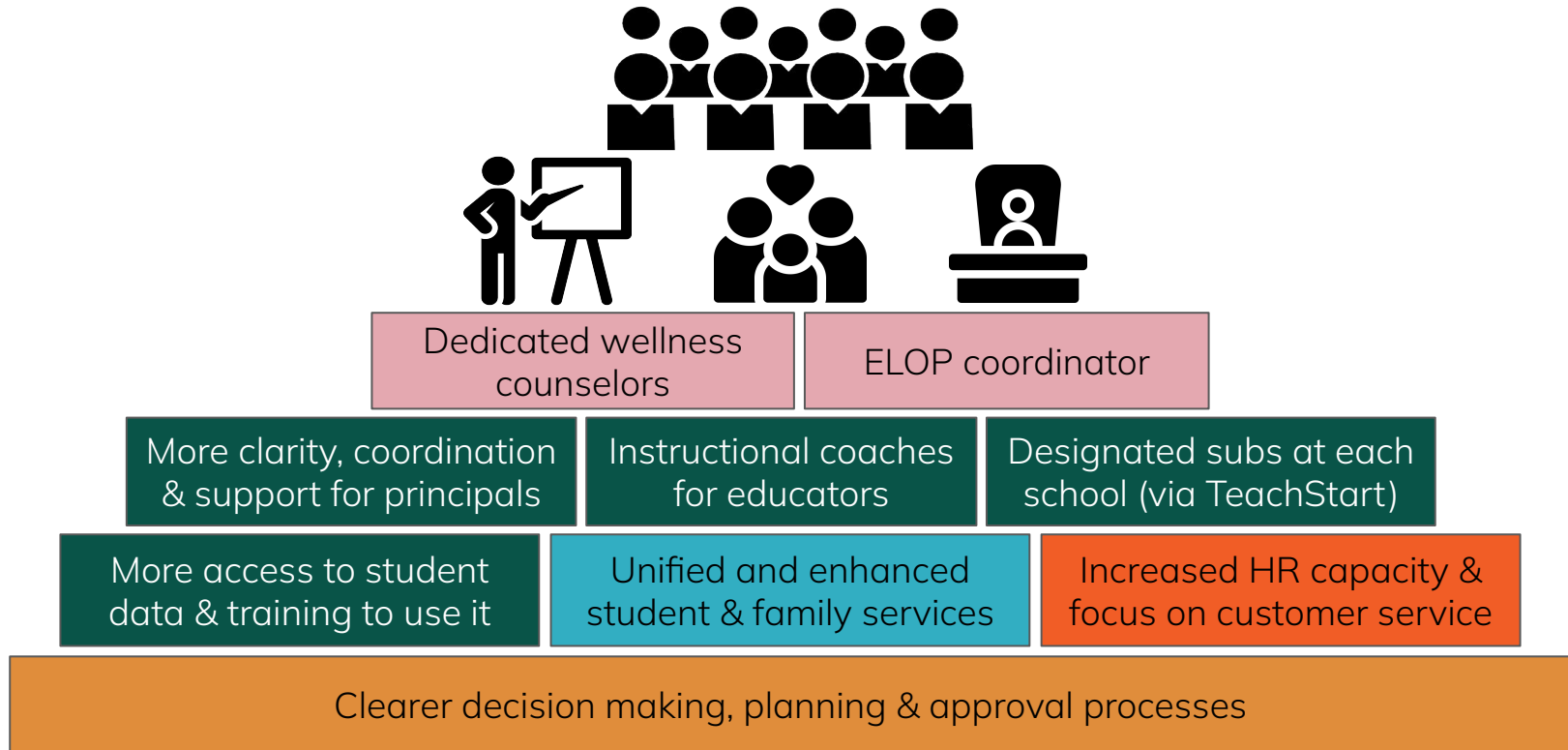
Model data-driven decision making and hold ourselves accountable for responsibilities & decisions

Throughout this process, we have built our collective muscles around soliciting feedback from our community, practicing data-driven decision making, and engaging our community with clear & transparent follow-through

- We deliberately engaged diverse community members for input and followed up at various points in the process to share updates and solicit additional feedback
- We used qualitative and quantitative data and research to make recommendations and decisions
- We referred to our CARE Core Values and evaluated our financials throughout to ensure decisions were aligned with our values and fiscally responsible



All of these investments—whether at the site- or district-level— are aimed at improving services & operations to support our students



3.
Adequately
RESOURCED &
financially
DISCIPLINED



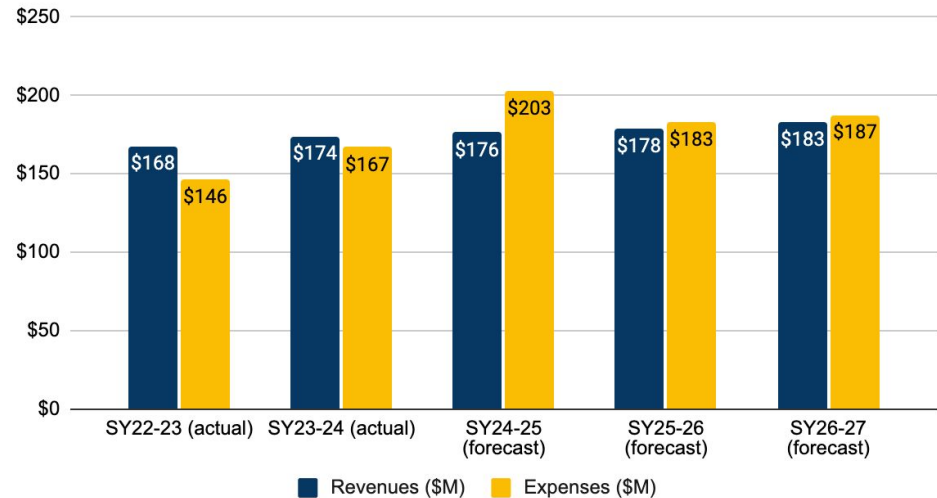
How will we bring these changes to life?



Our finances are relatively stable (especially compared to many districts across the county and state), but the future is uncertain

- This fall, we worked with ERS, a nationally-respected nonprofit, to analyze our finances and develop a multi-year financial forecast
- While many districts face major financial challenges, SSFUSD is in relatively good shape, with strong reserves and property tax revenue
- However, with >\$5M in grants ending and the fiscal future uncertain, we must be fiscally responsible

SSFUSD Revenues vs. Expenses over time (in millions)



We will reorganize district-office positions and contracts to make these strategic investments, including:

- Reduce our contract with an outside service provider (YSB) so we can add dedicated, site-based elementary wellness counselors
- Reduce or reorganize several district-office based positions so we can add site-level instructional coaches and better coordinate our services to students and families
- Reduce or eliminate contracts with several current partners and use those funds to boost our HR team's ability to meet the needs of our current and future staff
- Increase expected reimbursement revenue
- Secure ongoing external funding support for our Strategic Plan from the Bay Ed Fund



We are managing change in alignment with our CARE core values

- Shared initial feedback with unions, directors, and principals in January and held follow-up conversations in early February
- Mapped out an HR plan to support impacted staff
- Held 1:1 conversations with each impacted employee and team conversations with impacted teams
- Held an All Staff meeting with all district staff
- Engaged our unions and the Personnel Commission
 - Meetings with the Personnel Commission on 2/13 and 2/18
 - Meetings with CTA, CSEA, and AFT on 2/13
- Changes will take effect July 1st, with time to transition and hire for new positions (including internal applicants)



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Board request

- Approval of this plan
- Approval of new positions at this meeting
- Future approval of other positions pending approval by our relevant union partners (CSEA and CTA) and Personnel Commission (for classified positions)



Appendix



Proposed Positions



Proposed new positions

(Note: Pending Union and Personnel Commission ratification for represented positions.)

Additions to current roles

- Wellness Counselor
(+4 additional at our Title I elementary schools)

Existing role, updated JD / title

- Asst. Supt., Teaching & Learning
- Director, Curriculum, Instruction & Assessment
- Director, Data EdTech & Accountability
- Coordinator for Expanded Learning Opportunities Program (Classified)
- Data & Systems Analyst (*based on Student Information Systems Analyst*) (x2)
- Site-based Instructional Coaches (x4)

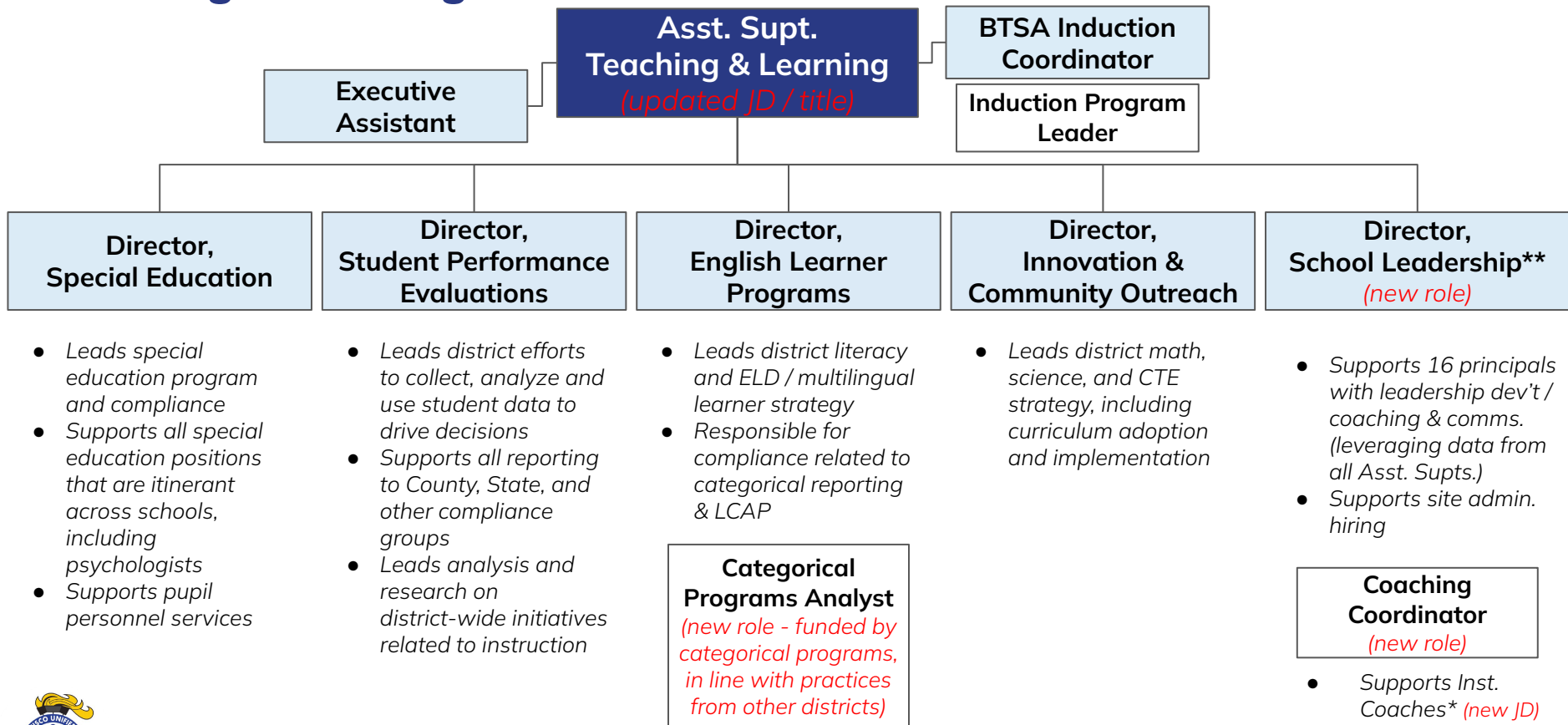
New roles

- Asst. Supt, Student & Family Services
- Director, School Leadership*
- Director, Certificated & Talent Strategy
- Coaching Coordinator
- Personnel Analyst (x2)
- Categorical Programs Analyst
- Site-based TeachStart Fellows (x20)



***Note:** This position will be funded by the Bay Ed Fund while we transition to the new T&L structure, then we will revert back to a team with only 4 T&L Directors

Teaching & Learning

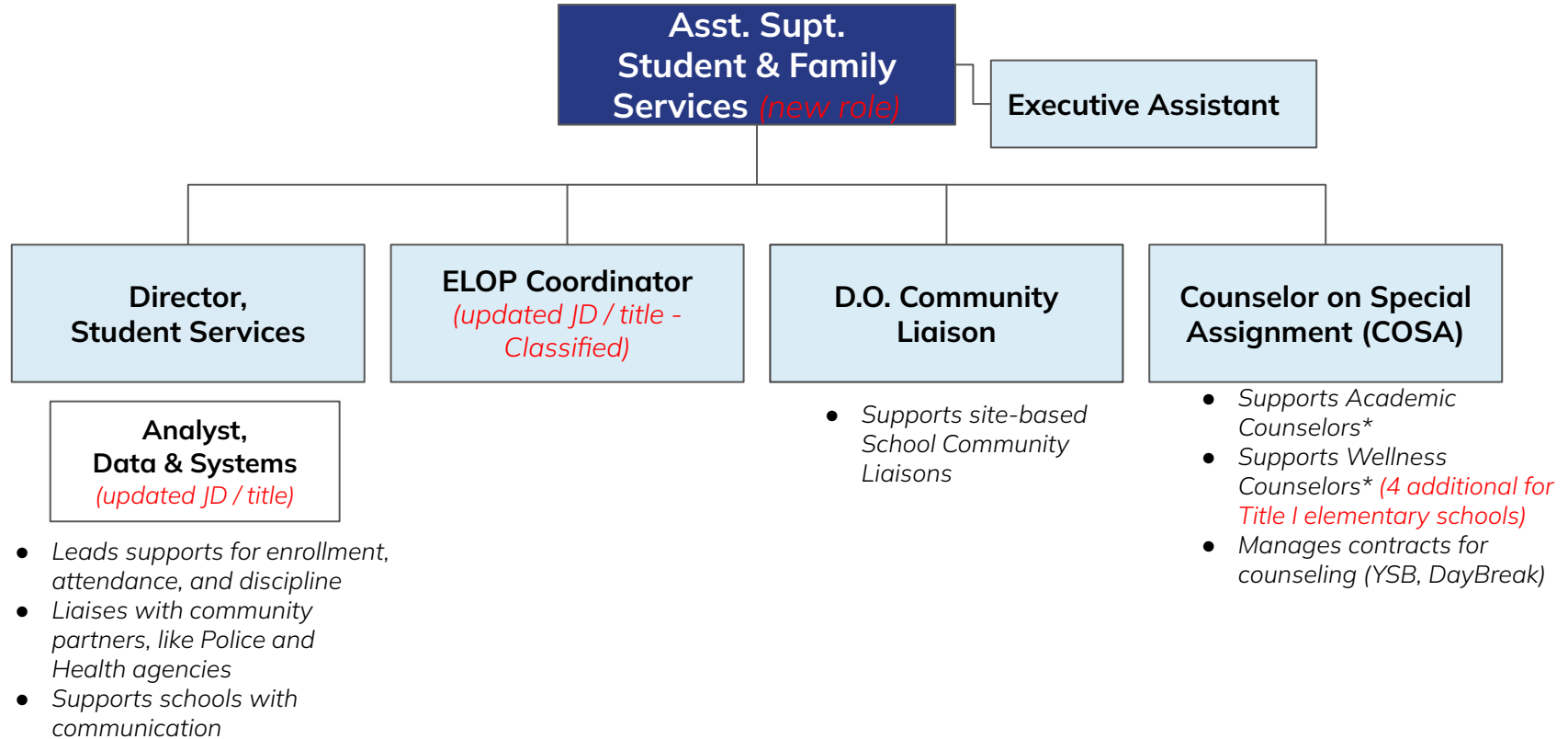


***Note:** Instructional Coaches, Reading Specialists, and TeachStart Substitutes report to / are evaluated by principals

****Note:** Director of School Leadership will be funded by the Bay Ed Fund while we transition to the new T&L structure



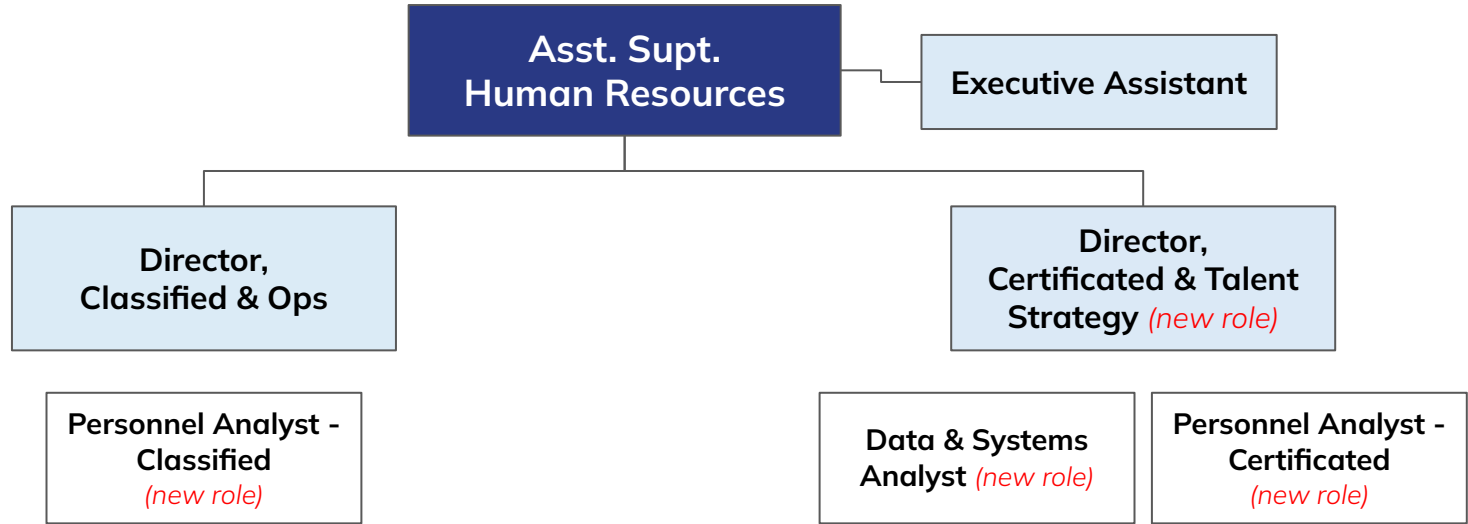
Student & Family Services



***Note:** Counselors report to / are evaluated by principals



Human Resources



- Leads all classified recruitment, hiring, onboarding, and retention
- Leads all employee relations for CSEA members
- Responsible for Merit District compliance
- Supports leave and benefits for the entire district
- Provides excellent customer service

- Leads all certificated recruitment, hiring, onboarding, and retention
- Leads all employee relations for CTA members
- Responsible for HR data systems and data analysis (Frontline, Nimble, Inform K12)
- Provides excellent customer service

