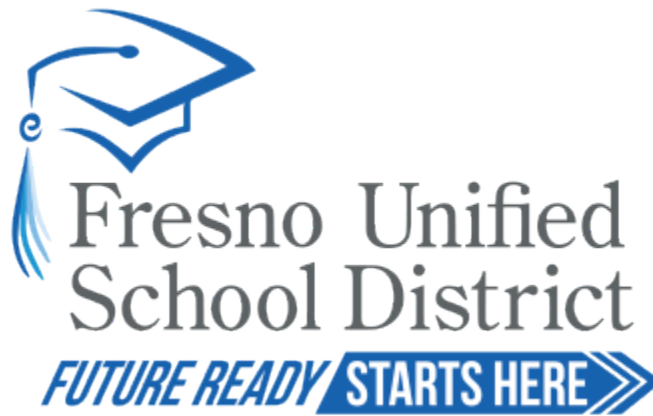




BOARD AGENDA - SEPTEMBER 16, 2026

***4:30 (CLOSED SESSION) *5:00 P.M. (OPEN SESSION)**

BOARD OF EDUCATION, WORKSHOP

**THIS MEETING WILL BE HELD AT
2309 TULARE STREET, FRESNO, CALIFORNIA 93721
FRESNO UNIFIED SCHOOL DISTRICT
SECOND FLOOR - BOARD ROOM**

***DESIGNATED TIMES FOR CONFERENCE/DISCUSSION ITEMS ARE ESTIMATES.**

Please note: Parking will be available for board meetings after 5:00 p.m. at the N Street Parking Pavilion, located on the southeast corner of Tulare and "N" streets - entrance on "N" street. Board meeting attendees without key cards should report to the parking booth attendant. Please do NOT take a ticket. Additionally, the City of Fresno will not enforce the street meters in this area after 6:00 p.m., Monday through Friday.

For the safety of all who attend Fresno Unified Board Meetings, everyone entering the Education Center building is subject to metal detector scanning. Board Policy 5145.12 allows for the use of metal detectors. Prohibited items are as follows: alcohol, illegal drugs, knives, or firearms.

In compliance with the Americans with Disabilities Act, those requiring special assistance to access the Board meeting room, to access written documents being discussed at the Board meeting, or to otherwise participate at Board meetings, please contact the Board President or Board Office at (559) 457-3727. Notification at least 48 hours prior to the meeting will enable the district to make reasonable arrangements to ensure accessibility to the Board meeting and to provide any required accommodations, auxiliary aids or services.

Any member of the public who wishes to address the Board shall submit a speaker card specifying the item(s) they wish to address. The card must be submitted before or during the Board's consideration of the item.

In accordance with Board Bylaw 9322, students and parents/guardians may request directory information or personal information (as defined in Education code 49061 and/or 49073.2) be excluded from the minutes by making a request in writing to the Superintendent or Board Clerk.

Public materials are available for public inspection at our website at: board.fresnounified.org.

Interpretation Services are available in Spanish, Hmong, and American Sign Language (ASL) in the meeting room upon request.



Agenda Approved by:
Mao Misty Her, Superintendent

***4:30 P.M. CALL TO ORDER**

PLEDGE OF ALLEGIANCE

OPPORTUNITY FOR PUBLIC COMMENT ON CLOSED SESSION AGENDA

RECESS FOR CLOSED SESSION TO DISCUSS THE FOLLOWING:

1. Conference with Labor Negotiator (Government Code Section 54957.6); Fresno Unified School District Negotiator: David Chavez; Employee Organizations: Service Employees International Union, Local 521.

***5:00 P.M., RECONVENE and Report Action Taken during Closed Session**

Page

1. CONFERENCE AND DISCUSSION AGENDA

PRESENT and DISCUSS Enrollment & Attendance: Impact on Student Learning and District Budget

- 1.1 [Enrollment and Attendance: Impact on Student Learning and District Budget.docx](#) 4



[Enrollment and Attendance: Impact on Student Learning and District Budget.pdf](#)



Staff will provide an overview of enrollment and attendance, outlining the impact enrollment and attendance have on student learning and the district budget. The presentation will include key data indicators and trend data. The workshop will

also provide information on current practices and allow for discussion and feedback regarding areas for improvement and future actions. There is no fiscal impact to the district at this time. Contact Person: Carlos Castillo, Ed.D., telephone: (559) 457-3750.

2. OPPORTUNITY for Public Comment on Item

3. UNSCHEDULED ORAL COMMUNICATION

Individuals who wish to address the Board on topics within the Board's subject matter jurisdiction, but **not** listed on this agenda may do so at this time. If you wish to address the Board on a specific item that is listed on the agenda, you should do so when that specific item is called. Individuals shall submit a speaker card specifying the topic they wish to address. To the extent practical, the card should be submitted before the Board President announces unscheduled oral communications.

While time limitations are at the discretion of the Board President, generally members of the public will be limited to a maximum of three (3) minutes per speaker for a total of thirty (30) minutes of public comment as designated on this agenda. The Board recognizes that individuals may ask the Board to answer questions or respond to statements made during unscheduled oral communications and in accordance with Board Bylaw 9323, the Board shall take no action or discussion on any item not appearing on the posted agenda, except as authorized by law.

Members of the public with questions on school district issues may submit them in writing. The Board will automatically refer to the Superintendent any formal requests that are brought before them at this time. The appropriate staff member will furnish answers to questions.

4. ADJOURNMENT

NEXT SCHEDULED REGULAR BOARD MEETING

WEDNESDAY, SEPTEMBER 23, 2026

Fresno Unified School District
Board Agenda Item

BOARD MEETING DATE: September 16, 2026

ACTION REQUESTED: PRESENT and DISCUSS

TITLE AND SUBJECT: Enrollment & Attendance: Impact on Student Learning and District Budget

ITEM DESCRIPTION: Staff will provide an overview of enrollment and attendance outlining the impact enrollment and attendance have on student learning and the district budget.

The presentation will include key data indicators and trend data. The workshop will also provide information on current practices and allow for discussion and feedback regarding areas for improvement and future actions.

FINANCIAL SUMMARY: There is no fiscal impact to the district at this time.

PREPARED BY: Jennifer Stacy-Alcantara, Associate Superintendent

DIVISION: Instructional Division

CABINET APPROVAL PHONE: (559) 457-3750

CABINET APPROVAL: Chief Academic Officer, Carlos Castillo, Ed.D.



Carlos Castillo (Sep 3, 2026 11:10:51 PDT)

Enrollment & Attendance: Impact on Student Learning & District Budget



Board Workshop
September 16, 2026

OUR MISSION

We nurture and cultivate the interests, intellect, and leadership of our students by providing an excellent, equitable education in a culturally proficient environment.



OUR VISION

Where students, families, and staff are valued and empowered to achieve their greatest potential.

GOALS



GOAL 1 EARLY LITERACY

The percentage of 1st graders who are proficient in literacy based on iReady results will increase from 48% in June 2024 to 80% June 2030.



GOAL 2 LITERACY INTERVENTION

The percentage of 3rd-8th grade students who are more than one year behind as measured by Smarter Balanced (SBAC) English Language Arts (ELA) who make more than one year's growth will increase from 30% in June 2024 to 50% by June 2030.



GOAL 3 COLLEGE & CAREER READINESS

The percentage of students graduating from high school who are college and career ready based on CCI will increase from 43% in June 2024 to 64% by June 2030.



GOAL 4 LIFE SKILLS

The percentage of 6th, 8th, and 12th grade students who demonstrate benchmarked competencies in the skills listed in the Portrait of a Learner using age-appropriate assessments will increase by X% in June 2027 to Y% by June 2030.

GUARDRAILS synthesized version



COMMUNITY ENGAGEMENT

No major decisions will be proposed to the Board without a community engagement plan.



EQUITABLE ACCESS

Goals will be met without excluding distinct and/ or vulnerable groups such as African American, English Learners, Foster Youth, Homeless or Students with Disabilities.



EFFECTIVE STAFF

Hiring, promotion or lateral movement of staff will only occur with those who are meeting standards.



HEALTH & WELLNESS

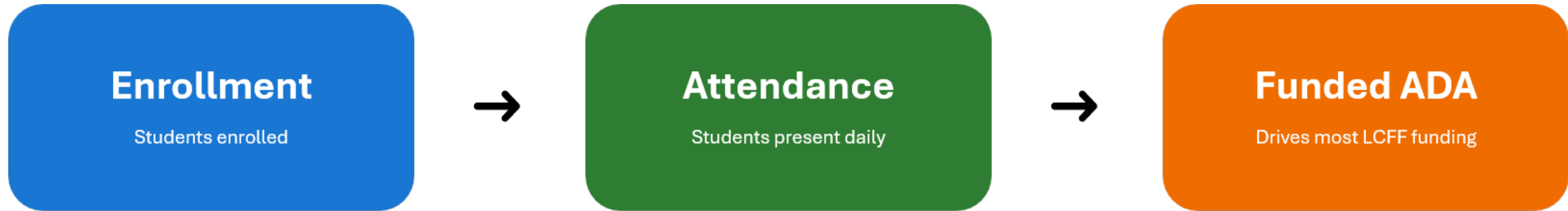
Goals will be met without compromising the health and wellness of students and staff.

Outcomes

- Share and process enrollment, attendance, and chronic absenteeism trend data
- Share educational and budget implications
- Share key strategies and actions to improve attendance and enrollment
- Gather feedback to guide next steps



Enrollment, Attendance and Funding



Example

**1,000 Students
Enrolled**



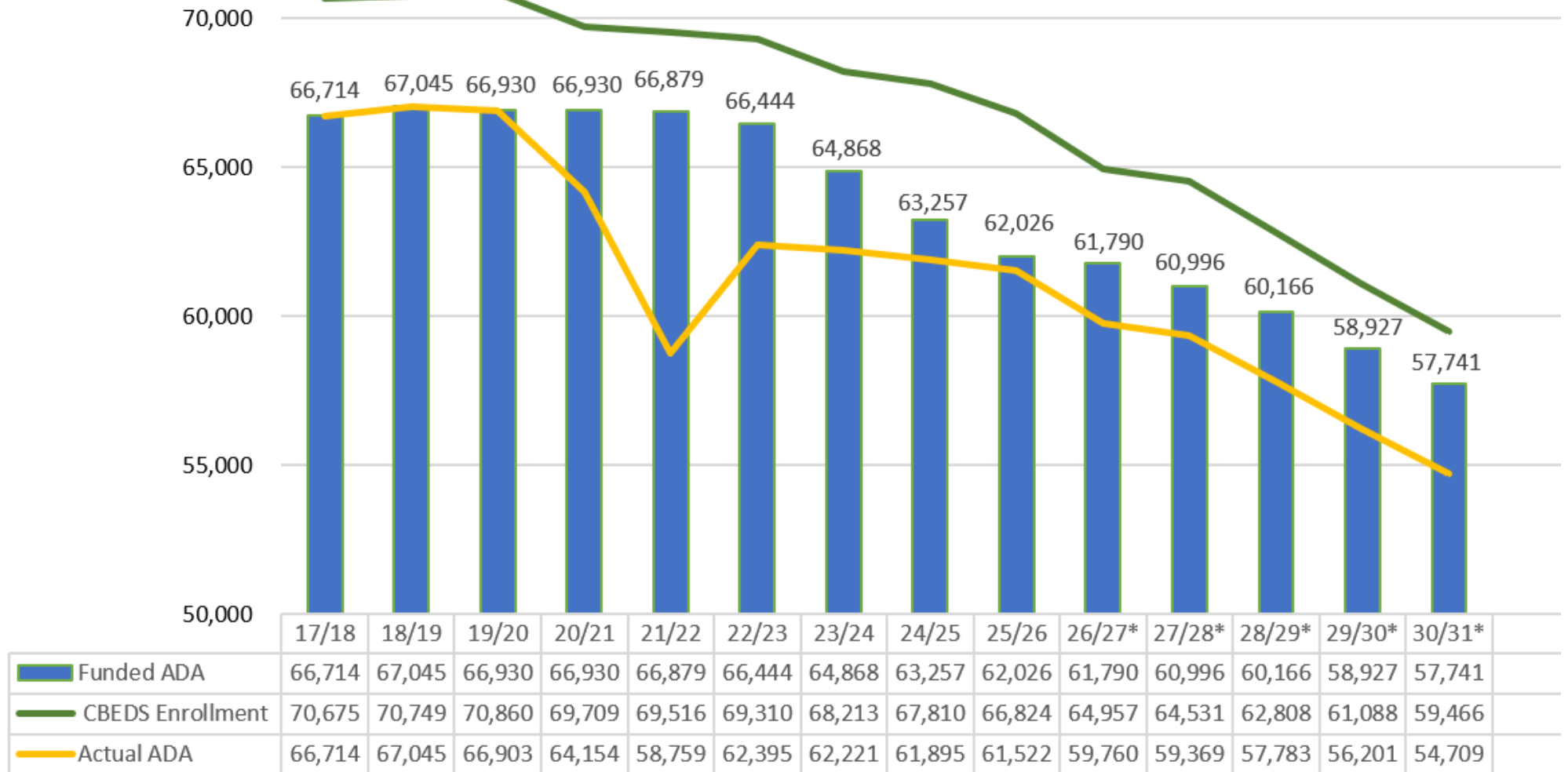
**90%
Attendance**



900 ADA

Recent Trends in Enrollment and ADA

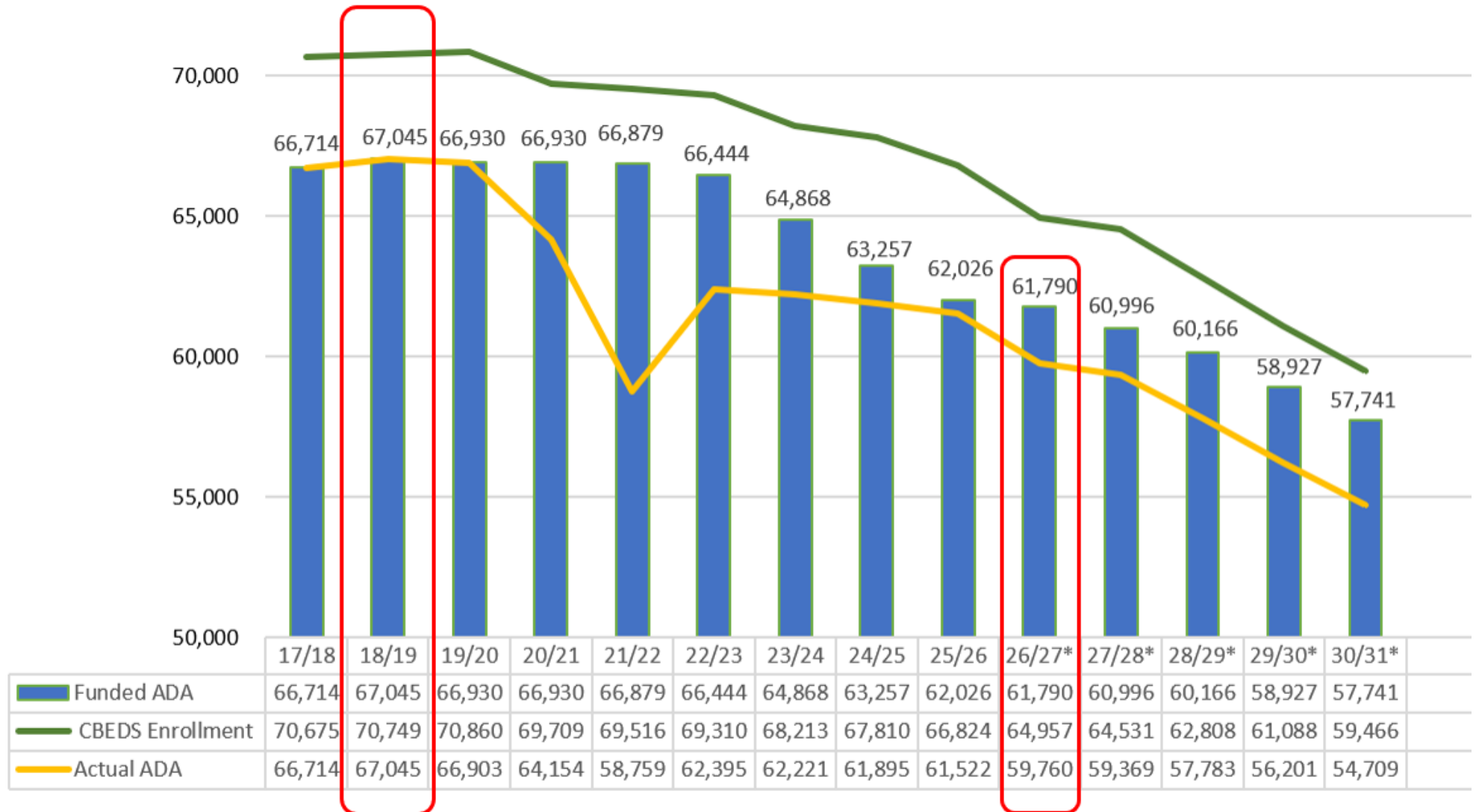
Enrollment and Average Daily Attendance



*includes Projected ADA

Recent Trends in Enrollment and ADA

Enrollment and Average Daily Attendance



*includes Projected ADA

Funding Exemplar

Funding Example

	Enrollment	ADA	2026/27 Funding	LCFF Revenue*	Negative Impact
High Enrollment High ADA	70,749	94.76%	\$16,957	\$1,136,826,995.45	
High Enrollment Low ADA	70,749	92.02%	\$16,957	\$1,103,955,467.72	(\$32,871,527.73)
Low Enrollment High ADA	64,957	94.76%	\$16,957	\$1,043,758,514.51	(\$93,068,480.93)
Low Enrollment Low ADA	64,957	92.02%	\$16,957	\$1,013,578,076.25	(\$123,248,919.20)

* LCFF funding is a 3 year rolling average and has other minor adjustments, example will vary slightly from actuals

Enrollment: Projected vs Actuals

	26/27 Projections	26/27 Actuals	Difference
SDC	3,778	4,073	295
CART	500	422	-78
TK	2,576	2,538	-38
K	4,354	4,080	-274
1st	4,344	4,250	-94
2nd	4,604	4,420	-184
3rd	4,620	4,537	-83
4th	4,685	4,638	-47
5th	4,954	4,701	-253
6th	4,811	4,738	-73
7th	4,773	4,717	-56
8th	4,720	4,735	15
9th	4,584	4,585	1
10th	4,570	4,564	-6
11th	4,012	4,081	69
12th	3,700	3,878	178
Total	65,585	64,957	

TK-6 Enrollment – Enrollment Change

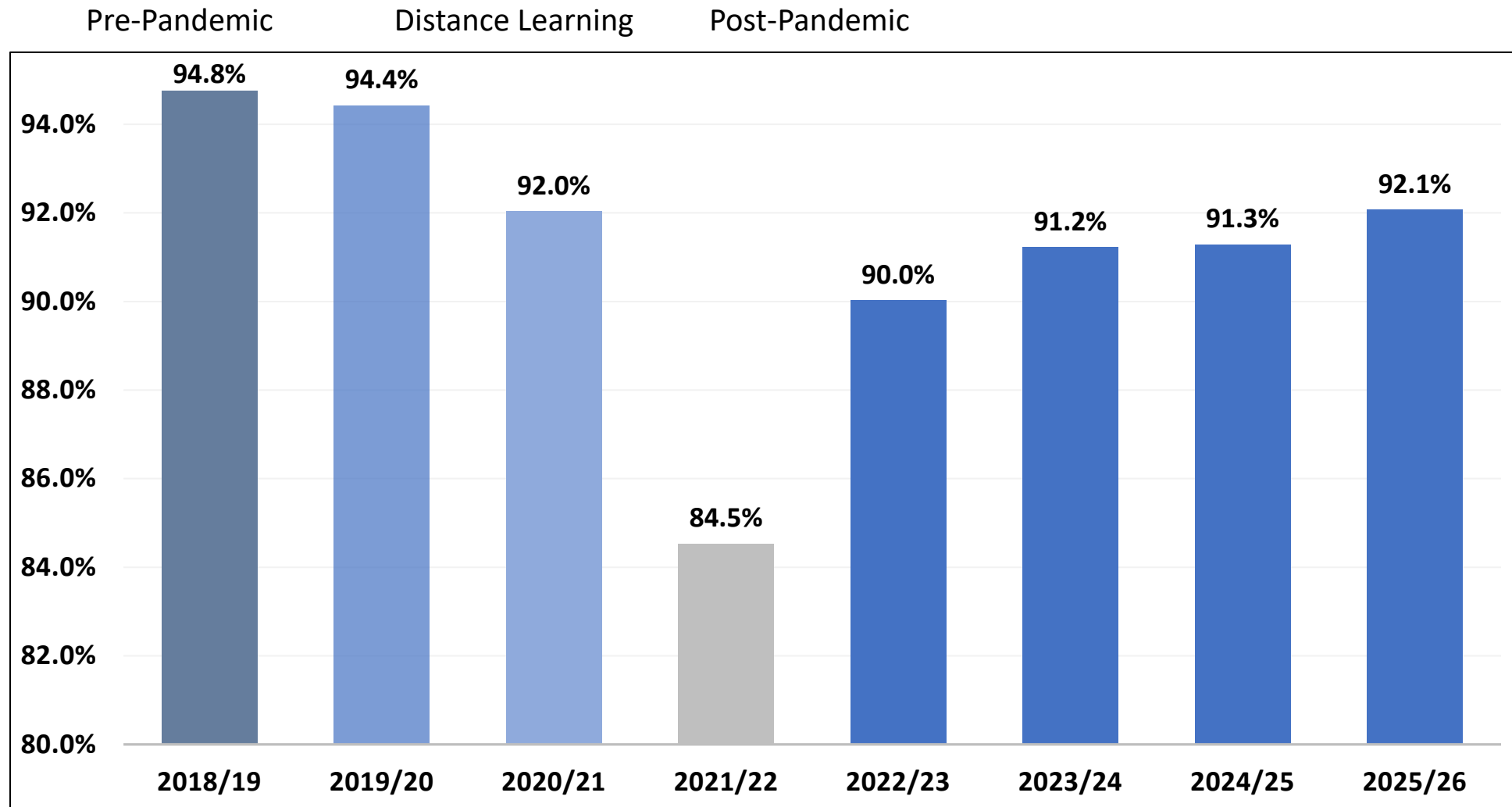
	2025/26 Enrollment	2026/27 Enrollment	
Pyle Elementary	686	587	-99
Heaton Elementary	560	469	-91
Lane Elementary	578	499	-79
Lincoln Elementary	526	462	-64
Ewing Elementary	846	783	-63
Total			-396

Lawless Elementary	686	707	21
Herrera Elementary	642	665	23
Birney Elementary	724	751	27
Wolters Elementary	412	442	30
Tatarian Elementary	431	461	30
Total			131

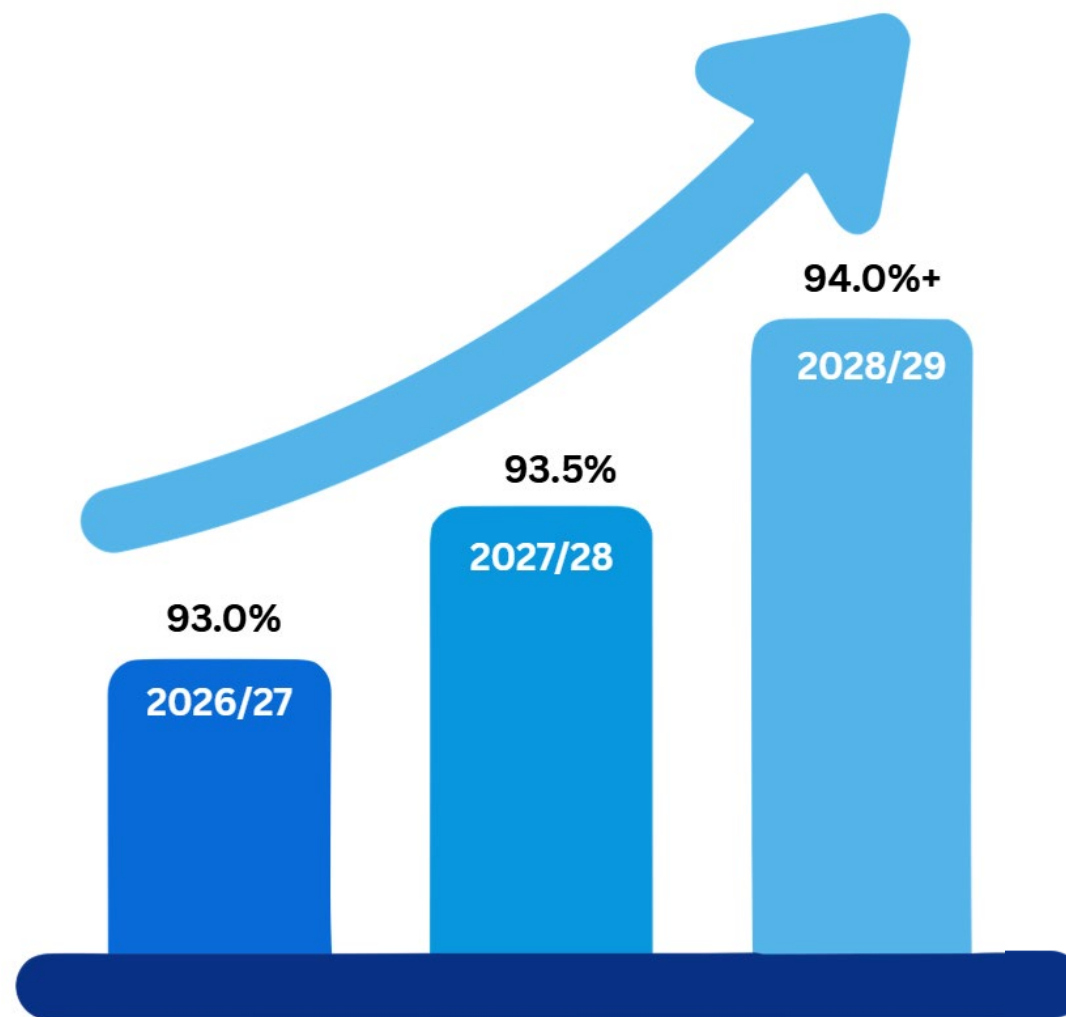
TK-6 Enrollment Small Schools

Lowell Elementary	331
Webster Elementary	335
Kirk Elementary	336
Starr Elementary	336
Jefferson Elementary	341
Jackson Elementary	342
Gibson Elementary	345
Anthony Elementary	378
Holland Elementary	404
Powers-Ginsburg Elementary	408

Average Daily Attendance (ADA) 2021/22 to 2025/26



3-Year Average Daily Attendance Target



Average Daily Attendance by Site 2025/26

28 sites ended 2025/26 at 93.0% or more

29 sites ended 2025/26 with 1.0% or more increase

24 sites ended 2025/26 between 92.0% and 92.9%

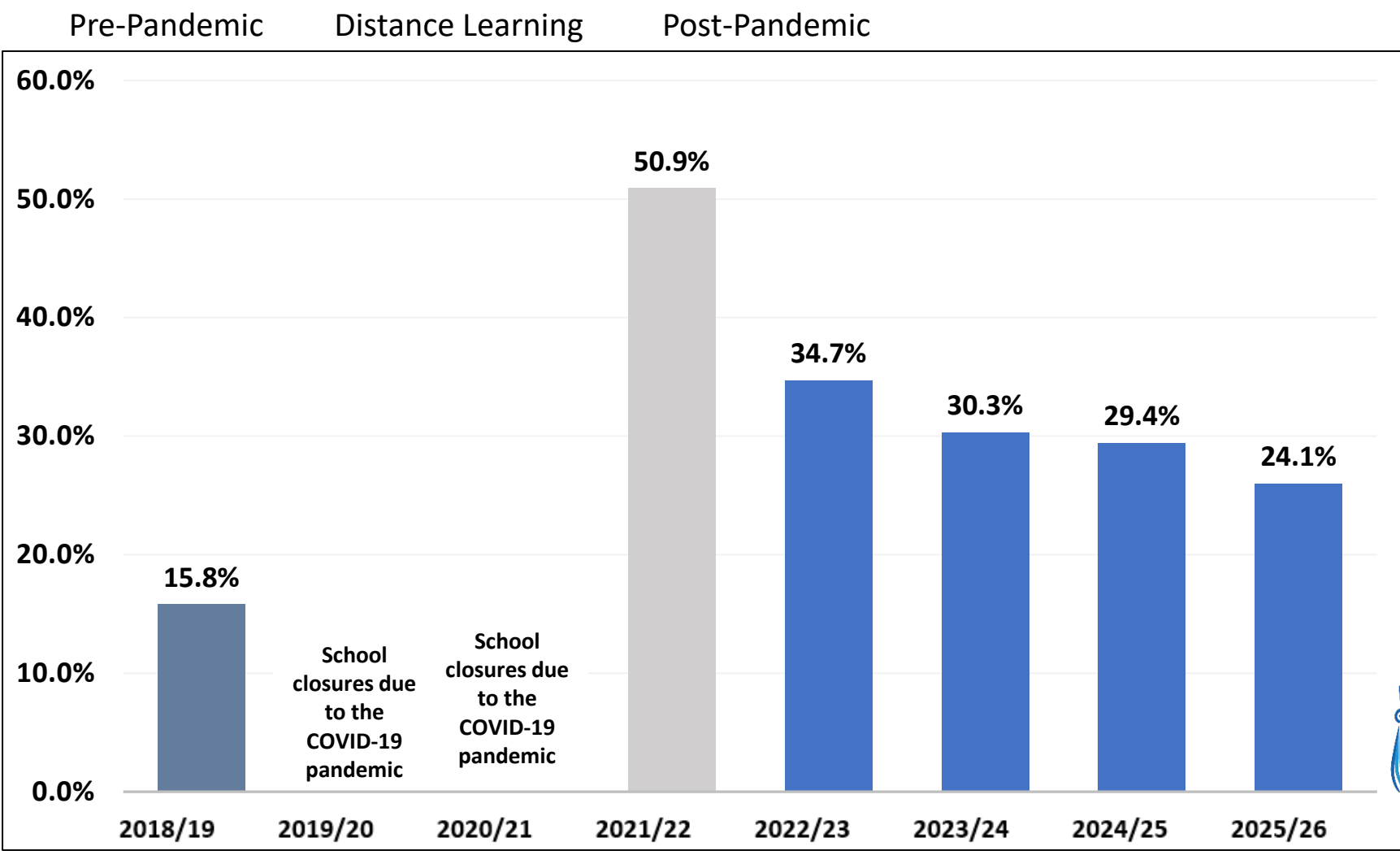
18 sites ended 2025/26 between 91.0% and 91.9%

31 sites ended 2025/26 between 90.9% and below

15 sites ended 2025/26 with -0.1% or more decrease



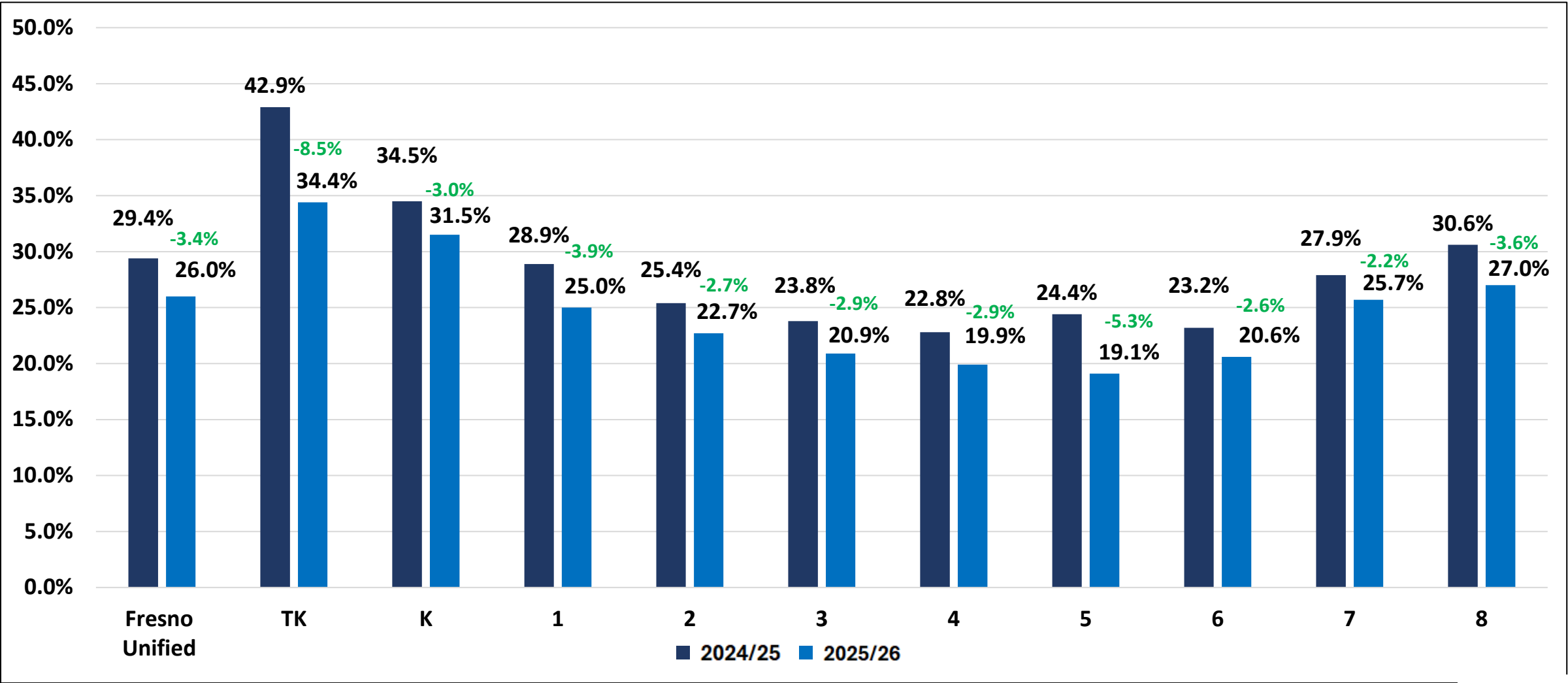
Chronic Absenteeism Rate 2018/19 to 2025/26



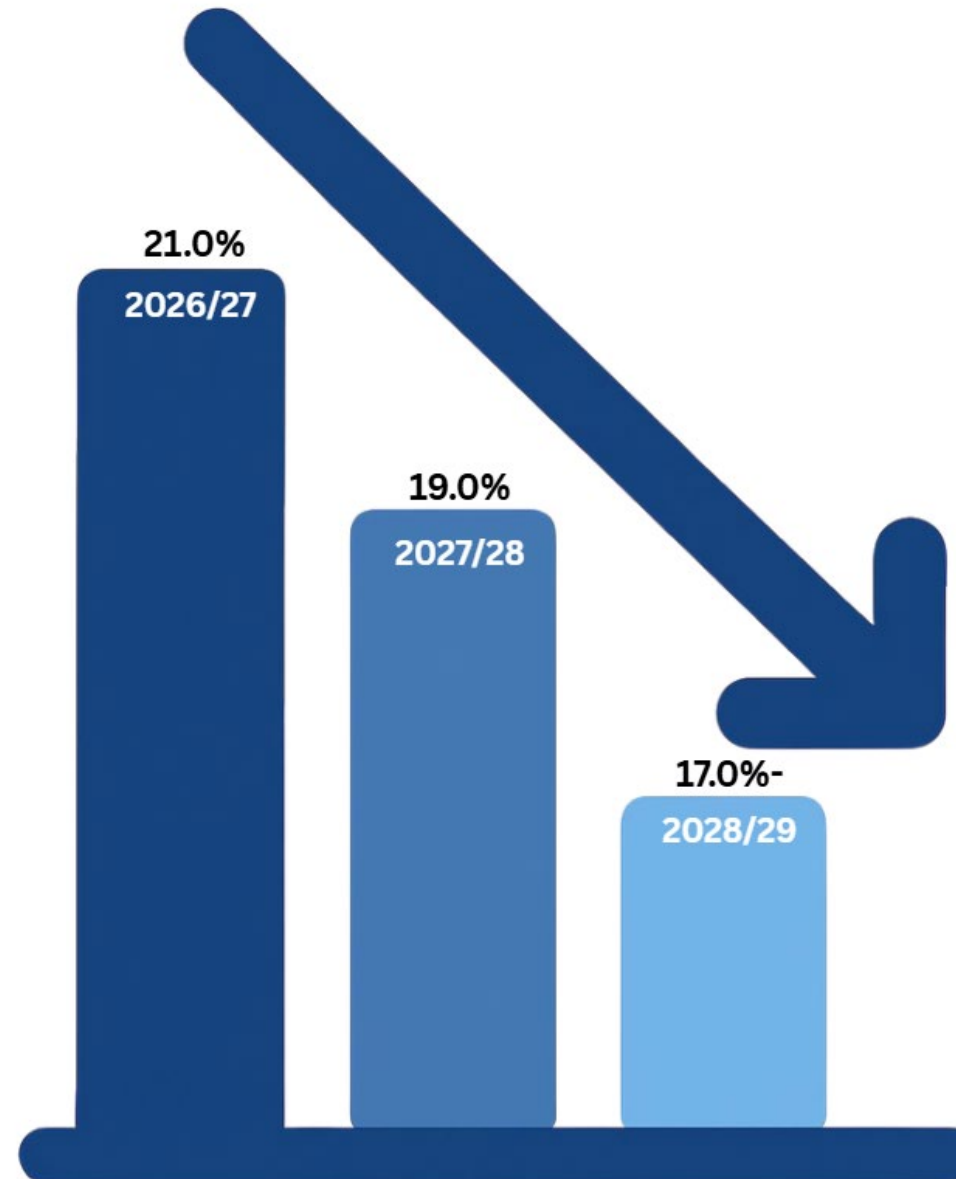
Chronic Absenteeism Rate 2022/23 to 2025/26: Student Groups

Student Group	2022/23	2023/24	2024/25	2025/26
Fresno Unified All Students	34.7%	30.3%	29.4%	24.1%
African American Students	44.5%	41.5%	40.7%	35.3%
Foster Youth Students	35.0%	37.8%	37.1%	31.3%
Homeless Youth Students	74.9%	74.2%	71.3%	65.8%
Students with Disabilities	42.4%	37.1%	36.4%	30.9%

Chronic Absenteeism Rate 2024/25 to 2025/26: Grade Level



3-Year Chronic Absenteeism Target



Chronic Absenteeism by Site 2025/26

32 sites ended 2025/26 at 22.0% or below

43 sites ended 2025/26 with 5.0% or more improvement

24 sites ended 2025/26 between 3.0% and 4.8% improvement

25 sites ended 2025/26 between 22.1% and 26.9%

44 sites ended 2025/26 27.2% and above

8 sites ended 2025/26 with 1.0% or more increase



High Leverage Practices What Does Research Say?



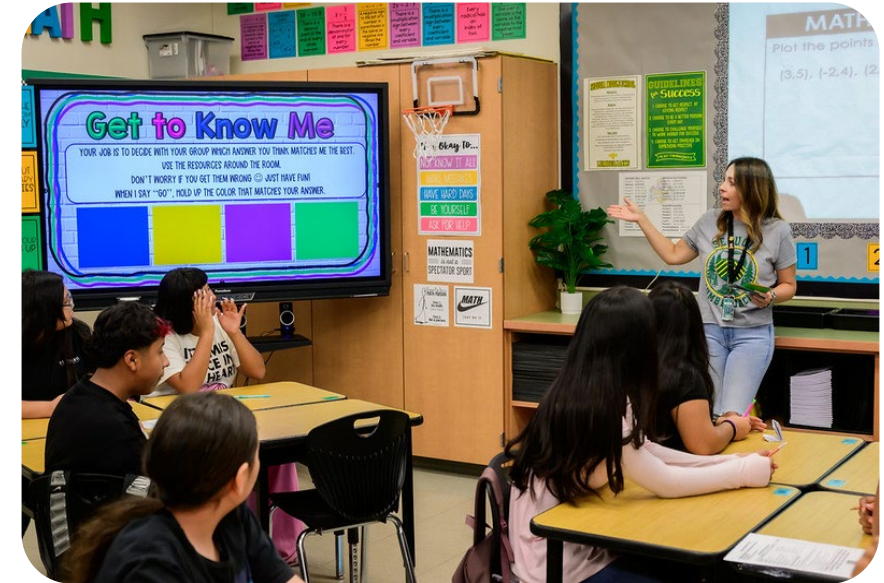
Current Strategies

Admin Over Attendance (AOA)

- Build and implement a Multi Tiered System of Support (MTSS) attendance framework
- Establishing a monthly attendance rhythm
- Regular progress monitoring
- Shared learning to lead the work at the site level

Improved Systems and Processes

- Trained staff on improved attendance processes
- Improved how site teams capture, review, and use attendance data to identify trends and needs



Current Strategies

Home School Liaison(HSL)

- Clearly defined role and responsibilities, prioritizing attendance
- Strengthen Home School Liaison Professional Learning Community
- Primary Focus: attendance and family engagement

Family Engagement

- Strengthen systems for family communication and engagement
- Increase parent voice and engagement



EveryDay Labs

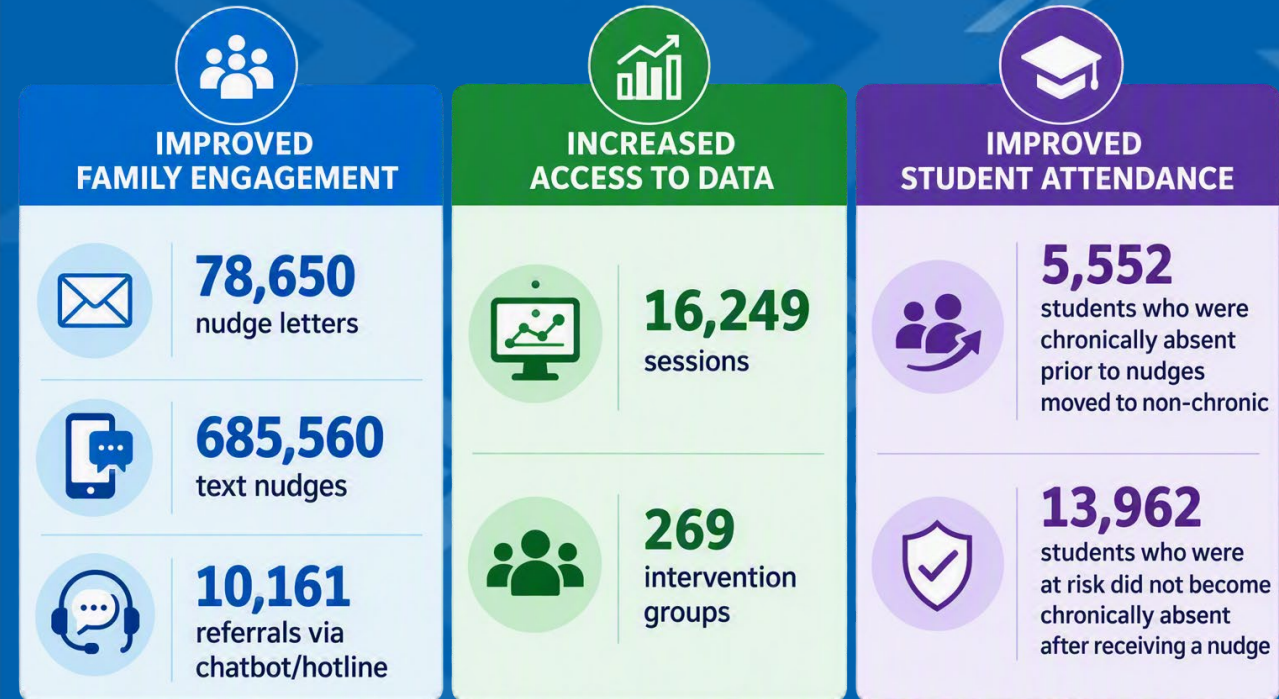
Personalized Family Engagement: Unlimited evidence-based text and mail nudges for families at risk of becoming chronically absent.

24/7 Family Support: Multilingual support team and family support bot connect families to needed resources.

Attendance Data Dashboard: Track attendance trends and monitor the effectiveness of interventions.

Implementation Support: Department-led training, coaching, and ongoing support for staff to strengthen the use of EveryDay Labs tools and resources to improve practices and interventions.

Outcomes from Year 1 (2025/26)



Current Strategies

Student Interventions

- Utilize early identification indicators to intervene proactively
- Provide targeted small group and individual interventions
- Strengthen community partnerships and family engagement through the Student Attendance Review Board (SARB)



New Strategies for 2026/27

FUTURE READY
STARTS HERE 



Fresno Unified
School District

Preschool-1st Grade Attendance Focus (L-P3.1 & 3.2)

- Implement Tier II criteria to identify preschool students
- Launch attendance tools and resources for Preschool-1st grade
- Develop a universal kindergarten orientation process



Tiered Attendance Approach

Moving from Separate Processes to One Connected System

New Integrated Multi-Tiered System of Support Attendance Processes

- Tier I Climate & Culture Team
- Tier II Targeted Support Team
- Tier III Student Success Team (cohort 1)

Building District Systems to Monitor Interventions

- Launch of ATLAS Intervention Screen



New Strategies

Shifts to Short-Term Independent Study

- Establish site-level systems and processes
- Developing grade-level learning resources

Attendance as a Vital Sign Partnership

- Kaiser Permanente, Attendance Works, Johns Hopkins, Fresno Unified



Redesign of District Tier III Intensive Attendance Support

- Assigned regionally, with greater focus on Preschool-1st chronic absenteeism
- Provide social-emotional counseling, student and family support, and connection to resources
- Collaborate and consult with school leaders to support attendance best practices, enrollment, and drop procedures



Targeted Strategies for Foster Youth and Youth Experiencing Homelessness

New Strategies

- Future Ready Program
- Community Resource Partnerships (Care Portal, Foster Futures)

Foster Youth

- School Placement Coordination

Youth Experiencing Homelessness

- Best Interest Determination Process
- Transportation



Processing and Gathering Feedback



Fresno Unified
School District

WE ARE
FUSID