



Fiscal Sustainability Plan Monthly Update September 2026

Board Meeting
September 17, 2026
Agenda Item No. 11.4

Presented by:
Chris Ralston Assistant Superintendent
Facilities Support Services

Two Main Objectives, we must....

- Have sufficient cash flow and cash in our bank account to pay all liabilities, including salaries.
- Eliminate budget from this fiscal year and following fiscal years that position us into a budget to revenue system

Correct revenue
not matching
Business Plan



Revenue/budget match each year

Correct excess
Budget Practice in
Business Plan



Proper Budget Development
Process matches Business
Plan and Revenue

Program Optimizations and Reductions

Found in the seven strategies document.

Plan amount \$20.3M	Supports the path to the \$150 million solvency target by Identifying organizational strategies, Increased revenue streams, and programmatic reductions.
Category	Amount
Strategic partnership to increase LCFF form return rates and revenue	\$ 5,000,000
Attendance improvement (ADA initiative)	\$ 2,500,000
Budget Literacy	\$ 1,500,000
Program Development	\$ 3,000,000
Eliminate District issued cell-phones	\$ 300,000
Recruitment and Retention	
Fingerprinting	\$ 25,000
Examine Central Printing for Current Needs	
Books and Supplies - movement of funds to appropriate line item (Completed August 20, 2026)	\$ 5,300,000
Explore group medical health care plan options for SCTA employees (added \$ amount Sept 17, 2026)	\$ 3,000,000
Explore additional possible agreements with LPs; Re: possible savings with MOUs and Side-letters	
Analyze Dual Immersion Programs for return on investment and cost savings (Move to 27-28)	~~\$ 750,000~~
Examine Advanced Placement and International Baccalaureate Testing	\$ 500,000
College and Career Campus Visits and Fairs	~~\$ 275,000~~
High School Graduations (Complete September 17, 2026)	\$ 300,000
Eliminate 6th Grade Science Trip (Complete September 17, 2026)	\$ 850,000
	Total \$ 20,300,000

Cash flow savings

New revenue streams, operational efficiencies, and other verified strategies.

Plan amount \$58.550M Supports the path to the \$150 million solvency target by realizing additional revenue opportunities and reducing costs and expenditures	
CATEGORY	AMOUNT
Contracts and consultants	\$9,000,000
Department operating budgets	\$3,00,0000
School-site non-personnel spending	\$2,000,000
Overtime, substitutes, stipends, extra duty	\$5,750,000
Special Education efficiencies	\$3,000,000
Workforce and benefit actualization	\$6,000,000
Procurement and unused allocations	\$4,750,000
Facilities, utilities, and leases	\$3,500,000
Central administration and management	\$3,000,000
Transportation and fleet	\$800,000
Legal, claims, and risk controls	\$3,000,000
Attendance and revenue recovery	\$2,000,000
Hiring freeze and vacancy controls	\$2,000,000
Health-benefit dependent eligibility audit	\$2,500,000
Technology and software-license consolidation	\$500,000
Insurance, telecom, copier, lease renegotiation	\$750,000
Additional Medi-Cal and reimbursement recovery	\$2,000,000
Additional state grants, reimbursements and cost replacements	\$5,000,000
MTSS Costs shifted to Title 1 carry over - one time savings (new, added September 17, 2026)	\$4,000,000
Increase from August 2026 update	Total
	\$62,550,000

Fiscal Solvency Plan Action #2 & 4 - Programmatic Reductions & Department Operating Budgets

2 & 4	Dept Directors	Savings to Date for 2 & 4	\$6,682,000	Growth from last update											
Plan Goal	\$23,300,000	Gerardo Castillo	July	August	September	October	November	December	January	February	March	April	May	June	Total
1.2 Strategic Partnership to increase LCFF form return rates and revenue	Target	Goal													
	\$5,000,000	Actual													
		Budget Reduced	0												

LCFF Dashboard



26-27 LCFF STATUS

As Of Date

9/14/2026

Enrollment Count

36,894

Undetermined Count

7,755

Qualified Count

22,689

Non Qualified Count

6450

Return Percentage

74.59%

School Summary

● Enrollment Count ● Undetermined Count ● Qualified Count ● Non Qualified Count

Hiram W Johnson HS
Hollywood Park Elementary
Hubert H. Bancroft Elementary
Isador Cohen Elementary
James W Marshall Elementary
John Bidwell Elementary
John Cabrillo Elementary
John D Sloat Elementary

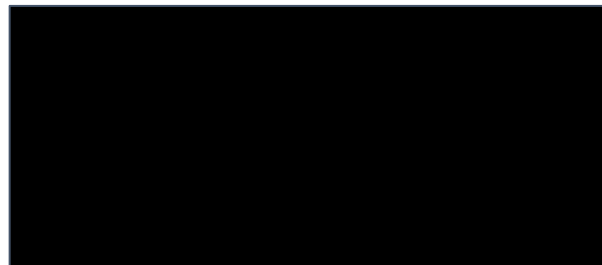


LCFF Target List Link

<http://scusd-dw/reports/browse/LCFF>

Qualified Count Summary

FOR INTERNAL USE ONLY



SchoolName

All

Date Last Refreshed

9/14/2026 6:17:04 AM

- **As Of Date** - Enrollment as LCFF status is as of this date. When run before Census Day, it uses the current date. After Census Day, it uses Census Day.
- **Enrollment** - The site's current enrollment (TK - 16) as of the moment the view is run.
- **Undetermined** - The number of students for whom we don't have any LCFF status.
- **Non Qualified** - The number of students for whom we have an application indicating that they don't qualify.
- **Qualified** - The number of students who qualify via Direct Certification, LCFF, Homeless, EL, Foster, or Migrant status.
- **Direct Cert** - The number of students who qualify via Direct Certification
- **LCFF Qualified** - The number of students who did not qualify via Direct Certification, but who qualified via LCFF app.
- **Homeless** - The number of students who did not qualify via Direct Cert or LCFF, but who are Homeless.
- **English Learner** - The number of students who did not qualify via one of the previous columns, but is an English Learner.
- **Foster** - The number of students who did not qualify via one of the previous columns, but has Foster status.
- **Migrant** - The number of students who did not qualify via one of the previous columns, but has Migrant status.
- **Please note that the number of Homeless, English Learner, Foster, and Migrant students is an estimate and may change as student statuses are updated.**

Fiscal Solvency Plan Action #2 & 4

Savings to Date for 2 & 4	\$6,682,000	Chris Ralston	July	August	September	October	November	December	January	February	March	April	May	June	Total
2.1 Budget Literacy	Target	Budgeted													
Central office department budget reduction Object code 4000-5999	\$1,500,000	Actual													
		Budget Reduced	0												
		Chris Ralston	July	August	September	October	November	December	January	February	March	April	May	June	Total
2.2 Program Development	Target	Budget													
Budget to Revenue	\$3,000,000	Actual													
		Budget Reduced	0												
		Tim Rocco	July	August	September	October	November	December	January	February	March	April	May	June	Total
2.3 Eliminate District Cell Phones	Target	Budget	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$300,000
Reduce Budget/Cash Need	-\$300,000	Actual Spent	\$25,000	\$25,000	\$18,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$68,000
		Budget Reduced	\$0	\$0	\$7,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$232,000

Fiscal Solvency Plan Action #2 & 4

Savings to Date for 2 & 4	\$6,682,000	Chris Ralston	July	August	September	October	November	December	January	February	March	April	May	June	Total
2.1 Budget Literacy	Target	Budgeted													
Central office department budget reduction Object code 4000-5999	\$1,500,000	Actual													
		Budget Reduced	0												
		Chris Ralston	July	August	September	October	November	December	January	February	March	April	May	June	Total
2.2 Program Development	Target	Budget													
Budget to Revenue	\$3,000,000	Actual													
		Budget Reduced	0												
		Tim Rocco	July	August	September	October	November	December	January	February	March	April	May	June	Total
2.3 Eliminate District Cell Phones	Target	Budget	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$300,000
Reduce Budget/Cash Need	-\$300,000	Actual Spent	\$25,000	\$25,000	\$18,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$68,000
		Budget Reduced	\$0	\$0	\$7,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$232,000

Operational Department Plan

Districtwide Director Leadership & Business Planning Cycle

September–June | Department Heads Across Academic, Student Services, Business, HR and Operations

Purpose

Establish a common districtwide management framework that helps every department head understand, plan, fund, measure and improve the work of their department. The process is intended to strengthen long-term organizational capacity and fiscal sustainability—not simply identify reductions.

Why This Matters

- Creates a consistent expectation for how departments define services, staffing, costs, priorities and results.
- Connects department work and program priorities to budget development before budget decisions are made.
- Supports the Board-approved Fiscal Sustainability Plan by improving ongoing financial planning and accountability.
- Creates a factual basis for both reductions and investments. A strong plan may demonstrate that a department needs additional staffing, resources or systems to meet District expectations.
- Reduces organizational silos and helps certificated and classified leaders understand how their work affects other departments and schools.
- Builds institutional knowledge that remains useful through leadership transitions.

Annual Cycle

Timing	Focus	Primary Outcome
September–October	Know Your Department	Department Business Plan
November–January	Build & Defend the Budget	Department Budget Proposal
February–March	Measure & Improve	KPIs, service levels, compliance and improvement priorities
April–May	Lead Across the District	Cross-functional planning and next-year readiness
June	Close & Transition	Year-end assessment and next-year operating plan

Fiscal Solvency Plan Action #2 & 4

Savings to Date for 2 & 4	\$6,682,000	Aprille Shafto	July	August	September	October	November	December	January	February	March	April	May	June	Total
4.12 High School Graduations	Target	Budgeted			\$300,000										\$300,000
High School Ceremonies in School stadium	-\$300,000														\$0
	Complete	Savings	\$0	\$0	\$300,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$300,000
		Gerardo Castillo	July	August	September	October	November	December	January	February	March	April	May	June	Total
4.16 Eliminate 6th Grade Science Trip	Target	Budget			\$850,000										\$850,000
	-\$850,000														\$0
	Complete	Budget Reduced	\$0	\$0	\$850,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$850,000

Fiscal Solvency Plan Action #3

3	Plan Goal	\$9,000,000	Savings to Date	\$352,730	Growth From Last Update										
		Robert Aldama	July	August	September	October	November	December	January	February	March	April	May	June	Total
Copier Lease Reduction	Target	Budget													\$0
	\$25,000	Actual													\$0
		Budget Reduced	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
		Chris Ralston													
Transportation supplemental driving contracts	Target	Budget	\$ 250,000	\$ 530,000	\$ 530,000	\$ 530,000	\$ 530,000	\$ 530,000	\$ 530,000	\$ 530,000	\$ 530,000	\$ 530,000	\$ 530,000		\$5,550,000
	\$3,000,000	Actual	\$ 20,120	\$ 407,150											\$427,270
		Budget Reduced	\$229,880	\$122,850										\$0	\$352,730
	Target	Budgeted													\$0
		Actual													\$0
		Savings	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Fiscal Solvency Plan Action #6 - Reduce overtime, substitutes, stipends, and extra duty

6 - Reduce Overtime, substitutes, stipends, and extra duty	Plan Goal	\$5,750,000	Savings to Date	\$269,232											
		Lynzey De Jesus	July	August	September	October	November	December	January	February	March	April	May	June	Total
Overtime	Target	Budget	\$15,929	\$15,378	\$15,607	\$22,058	\$15,514	\$15,038	\$12,939	\$12,772	\$10,586	\$15,010	\$14,296	\$19,220	\$184,347
Custodial		Actual													\$0
		Difference													\$0
		Chris Ralston	July	August	September	October	November	December	January	February	March	April	May	June	Total
Overtime	Savings	Budget	\$490,998	\$768,240	\$776,557	\$777,796	\$752,891	\$722,720	\$745,903	\$748,090	\$759,250	\$773,495	\$778,636	\$176,360	\$8,270,936
		Actual	\$222,266												\$222,266
		Budget Reduced	\$268,732												\$268,732
		Monica Garland	July	August	September	October	November	December	January	February	March	April	May	June	Total
Overtime	Target	Budgeted	\$500	\$1,500	\$1,500	\$1,500	\$300	\$300	\$300	\$300	\$300	\$300	\$300	\$300	\$7,400
Human Resources		Actual	\$0	\$2,616											\$2,616
		Savings	\$500												\$500

Fiscal Solvency Plan Action #6 - Reduce overtime, substitutes, stipends, and extra duty (page 2)

		Manpreet Kaur	July	August	September	October	November	December	January	February	March	April	May	June	Total
Overtime	Target	Budget	\$4,149	\$4,149	\$4,149	\$4,149	\$4,149	\$4,149	\$4,149	\$4,149	\$4,149	\$4,149	\$4,149	\$4,149	\$49,789
Youth Development		Actual													\$0
		Budget Reduced	\$4,149	\$4,149	\$4,149	\$4,149	\$4,149	\$4,149	\$4,149	\$4,149	\$4,149	\$4,149	\$4,149	\$4,149	\$49,789
		Ray Lazada	July	August	September	October	November	December	January	February	March	April	May	June	Total
Overtime	Target	Budget	\$2,100	\$2,100	\$2,100	\$2,100	\$2,100	\$2,100	\$2,100	\$2,100	\$2,100	\$2,100	\$2,100	\$2,100	\$25,200
Safe Schools		Actual		\$0											\$0
		Budget Reduced		\$2,100											\$0
			July	August	September	October	November	December	January	February	March	April	May	June	Total
Overtime	Target	Budgeted	\$21,003	\$21,003	\$21,003	\$21,003	\$21,003	\$21,003	\$21,003	\$21,003	\$21,003	\$21,003	\$21,003	\$21,003	\$252,037
Business Services		Actual													\$0
		Savings	\$21,003	\$21,003	\$21,003	\$21,003	\$21,003	\$21,003	\$21,003	\$21,003	\$21,003	\$21,003	\$21,003	\$21,003	\$252,037

Fiscal Solvency Plan Action #10 - Facilities

10 - Facilities	Plan Goal	\$3,500,000	Savings to Date													
		Chamberlain Secrest	July	August	September	October	November	December	January	February	March	April	May	June	July	Total
Energy Reduction Strategies	Target	Budgeted	\$1,368,037	\$1,584,378	\$1,617,784	\$1,183,511	\$1,350,539	\$1,361,674	\$1,379,173	\$1,220,098	\$1,099,202	\$1,193,056	\$1,325,087	\$1,193,056		\$15,907,411
	\$2,000,000	% of Total	8.60%	9.96%	10.17%	7.44%	8.49%	8.56%	8.67%	7.67%	6.91%	7.50%	8.33%	7.50%		
		Actual	\$1,367,054													
			\$983													
		Nathaniel Browning	July	August	September	October	November	December	January	February	March	April	May	June	July	Total
Lease Revenue	Target	Budget			\$23,805		\$50,000	\$78,614			\$78,614			\$78,614		\$309,647
Buildings and Cell Towers	\$300,000	Actual														
		Nathaniel Browning	July	August	September	October	November	December	January	February	March	April	May	June	July	Total
7.1 Consolidate program sites that do not have students on site		Goal in Square Feet			25,000		25,000		25,000	25,000						100,000
Target Sq. Ft. Reduction	100,000	Achieved														0

Fiscal Solvency Plan Action #12 - Transportation

12 - Transportation	Plan Goal	\$800,000	Total Savings to Date	\$46,939	Growth from last update										
		Chris Ralston	July	August	September	October	November	December	January	February	March	April	May	June	July
Fuel	Target	Budgeted	\$ 51,000	\$ 37,568	\$ 42,667	\$ 39,546	\$ 36,220	\$ 28,468	\$ 38,642	\$ 34,566	\$ 39,549	\$ 37,524	\$ 38,557	\$ 18,357	\$ 16,527
	-\$100,000	Actual	\$ 36,021	\$ 37,113											
		Chris Ralston	\$ 14,979	\$ 455											
Overtime	Target	Budget	\$ 15,340	\$ 14,215	\$ 21,343	\$ 29,696	\$ 21,448	\$ 24,004	\$ 23,984	\$ 23,296	\$ 14,053	\$ 21,405	\$ 22,539	\$ 22,336	\$ 2,485
	-\$750,000	Actual	\$ 12,144	\$ 9,092											
		Chris Ralston	\$ 3,196	\$ 5,123											
Bus Repair Maintenance	Target	Budgeted	\$ 174,658	\$ 186,457	\$ 182,547	\$ 178,554	\$ 165,223	\$ 140,248	\$ 153,277	\$ 160,228	\$ 175,648	\$ 184,566	\$ 187,540	\$ 135,667	\$ 110,549
	-\$50,000	Expensed	\$ 153,981	\$ 183,948											
		Savings	\$ 20,677	\$ 2,509											

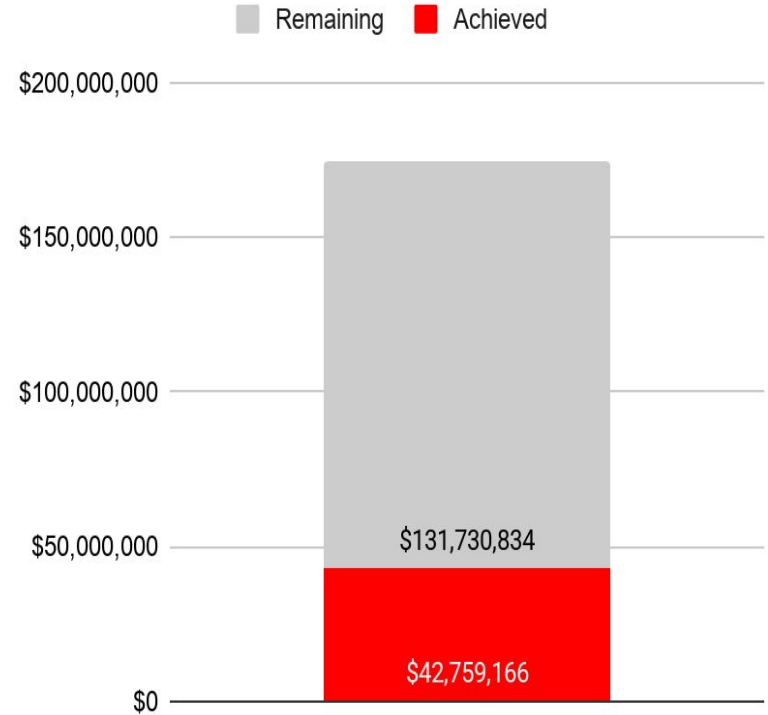
Fiscal Solvency Plan Action #16 - Benefit Audit

16	Risk Management	Keyshun Marshall	Saving to date	\$ 523,893	Growth from last update											
	\$2,500,000.00		July	August	September	October	November	December	January	February	March	April	May	June	July	Total Saved
Audit and Removal	Target	Budgeted		\$ 833,333	\$ 833,333	\$ 833,333										
	-\$2,500,000	Actual	\$ -	\$ 14,361	\$ 353,880		\$ 40,637		\$ 115,015							\$ 523,893
The definition of savings comes from Surviving Spouse, Dual Coverage, Single Health Rebate, and Medicare audits				Dual Coverage	Medicare		Surviving Spouse		Waiver							
SEIU/TEAMSTERS - Single Coverage Rebate (CBA - SEIU Article 7, Teamsters Article 7). Rebate will end 12/31/26. Calculation is averaged out Jan 1 -Jun 30, 2027																
Monthly ongoing savings are generated through contribution adjustments																

Total as of August 12, 2026

Goal	\$174,490,000
Achieved	\$42,759,166
Remaining	\$131,730,834

Fiscal Accountability Plan Tracker



Summary of Actions

Description of Action	Amount
State Discretionary Block Grant	\$30,861,969
Books and Supplies one-time	\$5,300,000
July Cost Avoidance	\$553,384
Cell Phone September Cost Avoidance	\$7,000
High school Central Funded Graduation	\$300,000
Science Trip Central Funded	\$856,000
Remainder of 26-27 Cell phone avoidance	\$225,000
Transportation August Contract Driver Savings	\$122,850
Utility Savings - July	\$983
Transportation August Department Savings	\$8,087
Benefits Audit Savings Added	\$523,893
MTSS costs moved to Title 1 - One Time savings	\$4,000,000

Requests from the Board status

Upcoming

In Progress

Delayed

Rescinded

1st Interim Report

Expected: December 15, 2026

Staff: Gerardo Castillo

Reduction of Open PO's

Approved: July 30, 2026

Staff: Robert Aldama

LCFF Forms with Collection

Approved: July 30, 2026

Staff: Tom Rocco/Brian Heap

Position Control List

Requested: November 2025

Staff: Christian Ramirez

SCTA Agreement Implementation

Requested: July 30, 2026

Staff: Dan Schallock

2nd Interim Report

Expected: February 4, 2027

Staff: Gerardo Castillo

Eliminate Cell Phone Service

Requested July 30, 2026

Staff: Tim Rocco

Energy Reduction Strategies

Approved: July 30, 2026

Staff: Chamberlain Secrest

Vacancy Savings by Month

Requested: July 30, 2026

Staff: Christian Ramirez

Cash Flow Update

Expected: October 4

Staff: Gerardo Castillo

Reduction of OT & Substitutes

Approved: July 30, 2026

Staff: ALL

Old PO's Clean-up Report

Expected: September 17

Staff: Robert Aldama