

2015-16 BUDGET RECOMMENDATIONS

APPENDIX: SUMMARY OF ADDITIONAL ONGOING & ONE-TIME INVESTMENTS

Within SFUSD's 2015-16 recommended budget, an increase in expenditures of \$63.6 million were identified. Many of these increased investments were developed through the district's SMART (Strategic Management and Allocation of Resources Team) process, in which all SFUSD divisions develop and share budget proposals that are in support of the districts goals and broader initiatives – examples of these include Equity, Six Strategies for Success and the Digital District Plan.

Below is a summary of the \$63.6 million increased expenditures:

SUMMARY OF INCREASED EXPENDITURES FOR COMMITMENTS MADE TO DATE AND NEW PROGRAMS	AMOUNT (\$ MILLIONS)
Salaries and Benefits (includes employee raises - all units, incl. increase in contributions to all funds)	22.4
Site-Based Allocations	4.0
Centrally Managed Support to School Sites (Multi-Tiered System of Supports, including IRFs previously on Title I)	2.9
<i>Cal-STRS</i>	5.5
Continuation of Common Core Implementation (previously funded by expiring state grant)	6.8
Contribution to Special Education	4.0
Contribution to Transportation	3.2
Contribution to Student Nutrition	0.4
<i>Contribution to RRM Account (restoration to 3%)</i>	6.7
<i>Pass-Through to County Office</i>	1.0
New Programs/Priorities (On-going & One-time)	6.7
Total	63.6

Of the increases in expenditure, some are due to requirements from State or Federal mandates. Others—in blue—were developed as part of the district's annual budget development cycle. This document provides insight into the programs and services these additional funds will support.

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Salaries and Benefits (includes employee raises - all units, incl. increase in contributions to all funds)

To help ensure equitable compensation across employees, more than \$22 million of increased expenditures will go toward increases in employee salaries and benefits. These are results of collective bargaining agreements reached throughout this year across all labor units. Most employees are receiving 12% salary increases by January 1, 2017. Most paraprofessionals are receiving 15% salary increases by January 1, 2017 (this is due to the creation of an additional step).

Site-Based Allocations

We identified \$4.0 million of increased expenditures for school site allocations. This includes start-up funding for the launch of Willie Brown Middle School. Furthermore, an additional \$2.5 million was also identified within to increase site allocations throughout the fall budget revision process. Sites will see, in total, a \$6.5 million increase in allocations.

Centrally Managed Support to School Sites

The Multi-Tiered System of Supports continues to infuse our sites through strategic allocation of centrally managed supports and interventions. Additional funds provide support to sustain the Instruction Reform Facilitators network (previously funded on Title I), as well as additional site supports including academic and social emotional supports. Details on site allocations can be found in the Budget Book, Volume I, Exhibit 8.

Continuation of Common Core Implementation

Below is an overview of the Common Core Implementation funds for 2015-16, including the continuation of the one-time CCSS State Implementation Funds provided for 13-14 and 14-15 as well as an additional \$0.7M from Unrestricted General Funds. Please note the work to implement Common Core extends beyond these funds and is housed across the Instruction, Innovation & Social Justice, Curriculum & Instruction, Research, Planning & Assessments, and Information Technology divisions.

		2015-16		
		Continuation of CCSS Implementation Funds	Additional UGF	
PROFESSIONAL DEVELOPMENT				
Staff Professional Development	Designated for direct classroom staff to build skills and knowledge of formative assessment needs	-	\$538,527	
2.0 Coaches (TSAs)	Designed to support teachers in implementation of instructional programs for students not meeting benchmark in CCSS; work with content developers and teachers on the Tier II and III interventions	2.0	\$176,500	
0.5 Supervisor 1.0 Program administrator	Plan, develop, support and provide professional development for CCSS-ELA	1.5	\$205,257	
1.0 Coach (TSA)	Supports professional learning for formative assessments (i.e., IWA, PALS) and development of materials and coaching	1.0	\$88,020	
9.5 Coaches Consulting Services	Provides additional coaching for literacy and math across grade levels. Additional funds support additional coaching and professional development for balanced literacy	9.5	\$1,041,190	\$98,000
1.0 Program administrator 1.0 TSA	Expand History/Social Sciences, Ethnic Studies and LGBTQ Studies	2.0		\$180,000

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		Continuation of CCSS Implementation Funds	Additional UGF	
PD for Staff				
INSTRUCTIONAL MATERIALS				
Instructional Materials	Provides instructional materials to support printing and development of benchmark materials for school sites and contracts with IntelAssess which allows the district to design and develop assessments	-	\$250,000	
TECHNOLOGY				
Integration of Technology	Equipment and Other Services // Purchase wireless connectivity and laptop carts to conduct SBAC field test in 13-14 and additional equipment for full SBAC implementation in 14-15	-	\$2,946,691	
	0.25 IS Engineer; 4.0 Desktop Support Staff // Provide additional support to design, develop, launch and provide assistance to school sites related to technology assessment needs. Additional funds support increased network connectivity support for sites	4.25	\$498,614	\$437,636
	0.5 Program Administrator; 0.5 Evaluator // Provide training and administration of SBAC	1.0	\$94,675	
	Adopt, implement and provide training for Illuminate (replace Amplify / Data Director), a system that will allow for access to school-level data for sites		\$200,000	
		Total:	21.25	\$6,039,474
		TOTAL 2015-16 FUNDING:	\$6,755,110	

Contribution to Special Education (\$4.0M)

Due to increases in services to students as well as UESF negotiated agreements, additional funds are needed to support ongoing programs and services within Special Education.

Contribution to Transportation (\$3.2M)

Increases to transportation are a result of anticipated increases in the contract with First Student (bus provider) and increases in locations of services for students.

Contribution to Student Nutrition (\$0.4M)

As part of ensuring equity for employees, we will expand fringe benefits to employees who were once “as-needed” as they gain permanent civil service status.

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New Programs/Priorities (On-going & One-time)

Additional Common Core State Standards Support (\$0.7M)

(See details in table above) The additional funds for CCSS implementation provide expanded support for improved network infrastructure to support online assessments (\$0.4M), expansion of history and social sciences, including ethnic studies and LGBTQ (\$0.2M), and additional literacy coaching and capacity building (\$0.1M).

Network infrastructure (\$0.4M): While the number of devices to support has increased exponentially, network staff support remains the same. As a result, the network is not monitored, response times to network outages are slower, and staff are unable to sustain the additional caseloads required to maintain a reliable network for our schools. An additional 2.0 FTE network engineers, 1.0 FTE senior network engineer, and 1.0 cabling technician will be added to the team to provide adequate support across sites and central office.

Expansion of the History / Social Science (\$0.2M) program will allow for additional programs including Ethnic Studies and curriculum focused on LGBTQ. To help ensure successful implementation of this expansion, the addition of 1.0 FTE program administrator, 1.0 FTE teacher on special assignment and extended calendar hours for teachers will help provide the planning, support and professional development needed to build coherent programs aligned to CCSS.

Additional Literacy Coaching Support (\$0.1M): To ensure all literacy efforts are coherent and aligned to the district's goals for ELA, an additional 1.0 TSA will be brought on to build capacity at sites. This role will coordinate across all site coaches to ensure consistent delivery of literacy coaching and will work with site principals and leadership teams on continued implementation of SFUSD ELA PK-12 Core Curriculum.

Safe and Supportive Schools (\$0.7M)

Additional funding for Safe and Supportive Schools includes increases to support additional Section 504 services (\$0.5M), health mandates (\$0.1M), and added school security (\$0.1M).

Section 504 (\$0.5M): In order to fully implement recommendations of Section 504 Task Force in alignment with CEIS plan, additional funds were required. More students are being considered for a Section 504 accommodation plan (and not an IEP) and as such requests for support have significantly increased. The number of students who qualify for a Section 504 accommodation plan have almost doubled (from 230 to 447) and the student need/acuity is higher. Additional funds will be used to complete recommendations of Section 504 Task Force to develop a more robust Section 504 process, which includes staffing an interdisciplinary team to provide direct support and consultation to school sites.

Health mandates (\$0.1M): To ensure all students have completed required health mandates and are safe, healthy, and ready to learn, additional funds are required to provide support to process the compliance measures required. This includes additional staff time and materials costs.

School security (\$0.1M): To support and coordinate security measures across schools, an additional supervisor will work on behalf on SFUSD and the LEAD Office to supervise and direct all school security guards and support the school principals, reducing the amount of time required of school site instructional staff to coordinate school site security.

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College and Career Readiness (\$10K)

To provide additional supports to off-track and underserved students, the additional funds will help maintain services provided by JVS, which provides job coaching and development for Special Education students.

Additionally, PEEF provides \$400,000 for expansion of the AVID program at middle schools, creating a new AVID program at one middle school and AVID Excel programs at four middle schools. The new AVID Excel will provide direct services for English Learners as an intervention in middle school to build skills and capacities early so that students are less likely to fall off-track in high school. Funding will support AVID Tutors, AVID Curriculum, AVID Fees & Required Professional Development for Faculty, AVID Certification and Program Administration and AVID Excel SummerBridge (a required component with two weeks of summer learning for students between 6th-7th & 7th-8th grade during the summer).

Additional funding for ExLS will help English Learners to increase their on-track status and graduate. Because Newcomers do not take any college preparatory English classes in their regular 9th grade year, 100% will be off-track after their first semester of 9th grade. Many Newcomers are not able to take science in 9th grade either. Historically, evening and summer school have targeted 11th and 12th graders. Additional funding allows ELs in the lower grades to begin the credit recovery and credit earning process earlier in an attempt to dramatically change the EL graduation rate.

For more information please see the [2015-16 Approved Expenditure Plan for PEEF](#).

Highly Qualified Teachers/Staff (\$0.8M)

Additional investments provide support for talent management (\$0.2M), teacher recruitment efforts (\$0.1M), administrative recruiting (\$0.1M), stabilize and expand support for beginning teachers (BTSA), diversity recruitment, administrator recruitment, substitute system, and employee evaluation (feedback and support)

Talent Management (\$0.2M): Principle 3 of the CORE Waiver and our work in Strategy 5 is pushing us to become more deliberate about teacher and school leader expectations, performance, development and support. In HR we currently have about 0.3 FTE dedicated to the evaluation of all certificated personnel. For the past two years we have been grossly under-resourced to do the necessary work to build out a talent management function in HR. The CORE waiver requires us to pilot a new evaluation system in 15-16 that will require a heavy lift. OPLL and HR are both asking for additional FTE to execute the work of evaluation model design, training, calibration, data collection and analysis in an effort to begin building the infrastructure for this work at scale for all teachers and leaders.

Teacher Recruitment (\$0.1M): We anticipate a continuing trend of increased teacher vacancies from 300-400 per year to 400-500 per year. To support the growing needs for recruitments, these funds will support local, state and national recruitment activities, online postings, marketing materials, in-person classroom visits, info sessions, pre-screening applications, applicant tracking system, early hiring events, school and onboarding activities for teachers.

Administrative Recruiting (\$0.1M): As the hiring landscape changes in education and for SFUSD, we are seeing more and more administrative openings. In an effort to launch a true campaign to build our administrative candidate pool, these funds will help school communities and assistant superintendents vet the administrative candidate pool should they have a vacancy, build a robust candidate pool (both with internal and external

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candidates), and collaborate with the Office of Professional Learning & Leadership and other departments on developing a strong processing, onboarding and orientation experience for new hires.

Alternative Certification Intern Teacher Program (\$0.1M): The addition of a 0.5 clerk will help manage MOUs with Institutions of Higher Education (IHE) to support alternative certification pathways for teachers.

Intranet/Employee Portal (\$0.1M): Funds will allow for additional support to implement a new Intranet/Employee Portal. This portal will enable employees to quickly and easily access district resources, improve and streamline internal communications, and allow for access district applications from one location.

Quality Assurance (\$0.1M): Quality Assurance in HR extends beyond talent. It is also about making sure that when the talent is absent there is an alternative, and that existing talent stays up to date on all requirements needed for employment.

An additional 0.5 FTE substitute technician will help streamline and analyze the substitute needs across the district. As district resources increase and we are in a position to offer more professional development to teachers we have experienced a pain point with our substitute office. In response we have worked to structure the office to allow for analytics and strategy as well as operations. Yet the need is enormous and we struggle to keep up with the transactional work. Additional staff will help support both the strategic and transactional functions required.

This year HR will undergo a district-wide audit, which only occurs once every four years. To support the work necessary to compile all of the information necessary for the credentials audit, an additional 0.5 FTE focused solely on the audit will allow for the rest of the credentialing office to focus on both the strategic and transactional core operations.

Family Engagement (\$0.3M)

Additional Parent and Community Coordinator (\$0.1M): The addition of a Family and Community Coordinator in Spanish will focus on increasing outreach, education and counseling.

Family & Community Engagement (\$0.1M): These funds will provide the Office of Family and Community Engagement (\$0.3M) support to continue staffing and coordination for the following Family and Community Engagement Events, including: LCAP Community Forums & Conversations, Family Empowerment Conference, School Site Planning Summit, and Advisory Committees & Councils. In addition the OFACE will continue to staff and support the Family Engagement Network and Partnerships Office. Additionally, funds will also support a new Mass Notification System (\$0.5M), which will enable parents to receive messages from the district through multiple communication mediums including phone, text, and e-mail. Currently, only automated phone calls can be made.

Staff, Family and SF Community Outreach (\$0.1M): Funds will allow for printing and distributing targeted communications to SF residents, SFUSD families and employees, including annual reports, back to school letters and mid-year employee updates. Additionally, funds will also support the redesign, distribution and translation of the Student and Family Handbook in three additional languages: Arabic, Tagalog, and Vietnamese.

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African American Achievement and Leadership (\$0.6M)

Funds will support initial investments including graduation/college counseling, family engagement, student engagement, extended learning, and staff development.

Program Infrastructure (\$0.1M): These funds support a Special Assistant who serves to coordinate and align work to support African American students within the district through a cross-functional team and also engages with the broader African American community outside of the school district to advance strategies to support African American achievement. Additionally, funds also provide professional development support for staff to engage with AAALI.

Parent and Community Outreach (\$0.1M): The Parent and Community Coordinator plan meetings, disseminate information, and lead recruitment and outreach for the district-wide African American Parent Advisory Council. The Parent and Community Coordinator will also support the development of AAPACs at each school site throughout the district. Additionally, funds will also support childcare expenses and supplies for events, as needed, to ensure access for families.

African American Postsecondary Success Coach (\$0.2M): Funds will support two additional sites will house Black Community Liaisons to help students navigate through high school and to college and career. Additionally, funding will also provide consultants to assist with the design of gender-specific strategies to support African American student achievement (i.e. Manhood and/or Womanhood Development programs), alignment and expansion of cultural competency/implicit bias training, and creation of a toolkit of strategies to support positive academic identity development in African American students (e.g. self-affirmation, growth mindset).

Contracted Services for Out-of-School Time (\$0.1M): In coordination with Summer Step Up, these funds will support an evidence-based out-of-school time provider to develop a summer school program for “off-track” African American rising 6th graders.

School Site Innovation Fund (\$0.1M): Support three schools across the district seeking to develop site-based initiatives to support African American Achievement.

Diversity Focused Recruitment and Retention (\$0.1M): To increase diversity of staff, funds will help continue and expand diversity recruitment and retention strategies, including:

Retention Strategies:

- Continue Focused Outreach Group (FOG) which offers information sessions, workshops and targeted support to African American and Latino teacher applicants throughout the application process
- Continue developing Credential Partnerships by working with local credential programs so they can better recruit to meet our projected needs for Black and Latino candidates and provide messaging around SFUSD’s mission to increase teacher diversity
- Continue developing Community Partnerships, such as the ongoing work with the Mayor’s Office
- Continue collaboration with Access & Equity
- Developing more outreach to substitutes and paraprofessionals of color as pipelines for future teachers
- Continue Building Cultural Capital Workshop series

Retention Strategies:

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- Classroom visits to FOG hires
- Ongoing electronic communication to FOG hires
- Affinity Group for teachers of color
- Continue the Teachers of Color Reception
- Collaborate on retention strategies with Office of African American Achievement and Leadership, Office of Professional Learning and Leadership, and Office of Access and Equity

Special Education (\$0.8M)

Additional funding for Special Education will help make progress toward staffing guidelines for school psychologists and paraprofessionals (\$0.4M), provide additional legal support (\$0.3M), and establish a new ARC site for transition students (\$0.1M). The new ARC site will allow for students (age 18-22) currently located at high school campuses to move off campus to be in an environment more conducive to their needs.

Foster Youth Services (\$0.1M)

Additional funds provide additional staff support for building behavioral Rtl supports, with a focus on foster youth. Funds will also help sustain support for Families and Youth in Transition and Homeless Students program. The FYIT Program Administrator serves on the San Francisco Homeless Education Council (HEC) to coordinate efforts and support for homeless families and student in San Francisco.

School Marketing (\$0.1M)

The addition of a marketing specialist will administer a program for SFUSD focused on raising the profile of SFUSD schools and programs by organizing integrated marketing campaigns, producing and placing outreach and information materials related to enrollment; and mobilizing diverse community stakeholders to improve awareness of the unique identities and assets of each school site.

Fund Development (\$0.2M)

These funds provide the Strategy and Fund Development Office continued staff support as well as necessary materials and means to meet and collaborate with key external partners. The Strategy and Fund Development team will continue to build system wide goals and processes that support the Board of Education and Executive Leadership team/cabinet's ability to expand investment to SFUSD from a full range of individual, business and philanthropic investors. The team will work with key leaders from all levels of the organization to build awareness and support for the SF Spark Public Schools Fundraising Campaign, which has four key priority areas:

- 1) SPARK*Learning: Digital Schools, Early Learning, PreK-5 Literacy, PreK-12 STEM, College and Career Readiness—SFUSD is implementing the new Common Core State Standards across the district and investing in new ways of integrating technology (digital schools), STEM and computer science into the school day to personalize learning. The continuous goals of improving students outcomes within PreK-5 Literacy and College and Career Readiness is a fundraising priority
- 2) SPARK*Wellness: Redesign the school food experience—The research is clear that student wellness and nutrition is a critical component of student success. The SFUSD's Future Dining Experience initiative that is working to comprehensively redesign the school food experience for all students through the creation of dining areas that are full of options, creative, and student centered
- 3) SPARK*New Schools: Willie Brown Middle School—The new Willie Brown, a next-generation STEM school needs support to take the teaching and learning experience to the next level. Vision 2025 details the innovative learning environments necessary to prepare all students to live and thrive in the world of today and tomorrow

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- 4) SPARK*Cross-Sector Collaboration: My Brother's Keeper SF STEM Talent Pathway—SFUSD has built strong partnerships with business and philanthropic leaders that have allowed us to pilot innovative initiatives and programs that inform our broader strategies as a school system

One-time technology projects (\$2.3M)

Employee Information System (\$1.5M): The current Employee Information System (EIS) is largely outdated and does not allow for the analytics needed to support a robust and informed recruitment, acquisition and talent management functions. Upgrading the system will improve efficiencies for tactical operations and allow for better informed analysis of the district's human capital.

Asset Management (\$0.3M): Acquire, configure, and deploy a technology asset management system at the district to track the 9000 devices recently acquired for Salesforce and SBAC/Laptops for educators as well as the estimated additional 20,000 devices currently owned by the district. The tool will also track 4,060 pieces of network equipment. We will be funding more of this equipment with e-rate funds, making it essential we know where they are deployed and how long they've been deployed at that location to comply with e-rate regulations.

Collect requirements for HR and Budget (\$0.2M): Both the employee information system (EIS) and finance information system (FIS) connect with another to provide critical back office operations, including payroll, benefits administration, budget. In order to ensure upgrades to these systems are well coordinated, these additional funds will provide consulting services to gather requirements for a new EIS, gathering input from HR, Budget, Payroll, and other impacted departments. These requirements would be used to create an RFP for a new EIS.

The **email communication platform upgrade to the cloud (\$0.3M)** will allow for more reliable storage of email communications for all staff.