Our Strategic Vision

We began our strategic plan with a strategic vision:

- Our vision has not changed
- Ongoing budget crisis means we have to adjust our course
Our Mission

is to provide each student with an equal opportunity to succeed by promoting intellectual growth, creativity, self-discipline, cultural and linguistic sensitivity, democratic responsibility, economic competence, and physical and mental health so that each student can achieve his or her maximum potential.
We Believe

• The achievement gap is the greatest civil rights issue facing the District

• It is possible to increase achievement of high performing students and accelerate achievement of those currently less academically successful
We Believe

• Quality schools have engaging & challenging material caring & committed staff strong & visible leaders, and instruction differentiated to meet each child’s needs

• Authentic partnerships are essential to achieving our vision for student success
Our Vision for Student Success

Every student who enrolls in our schools will graduate from high school ready for college and careers and equipped with the skills, capacities, and dispositions necessary for 21st century success.
Our Goals

Access and Equity

Make social justice a reality by ensuring every student has access to high quality teaching and learning.

Student Achievement

Create learning environments in all our schools that foster highly engaged and joyful learners and that support every student reaching her or his potential.

Accountability

Keep our promises to students and families and enlist everyone in the community to join us in doing so.
Performance Indicators

- % ready for kindergarten
- % 4th graders meeting/exceeding ELA & Math standards
- % 8th graders meeting/exceeding ELA & Math standards
- % 10th graders passing CAHSEE
- % seniors graduating with A-G
- % graduates in post-secondary
Six Year Upward Trend

California Standards Tests: English Language Arts, Math, Science
Using Student Data

- Assessing for student learning
- Baseline data for prekindergarten students
- Predicting graduation likelihood through early warning indicators
- Linking parent engagement activities to student achievement
  - Bryant Elementary and Parents for Public Schools
Innovation and Teamwork

- High School Principals ECPLC – Algebra, English Learners, students with disabilities
- Aptos and Hoover – inclusionary practices
- Ortega, Monroe, Parker – Teachers College to work on balanced literacy
- Sunset, Sloat, Sunnyside – professional development for teachers
- Clarendon, Stevenson, Lakeshore – Bay Area Writing Project
Community Partnerships

- **SF School Alliance – Bechtel** – study Common Core State Standards in Math
- **Hass Jr.** – early learning and post-secondary
- **Gap and Pearson** – PLAN AHEAD
- **Gates** – increase community college success
- **Stanford University** – professional development and research
- **City and County of San Francisco** – DCYFS, voter initiatives, Rainy Day Reserve
Our Challenges Remain

• Too many of our students are not prepared for success

• Still a significant gap in academic proficiency
Criteria for Adjusting Course

• Potential to help educators and students prepare for better results

• Ability to remove barriers to student achievement

• Relevant across the district in diverse settings

• Necessary for all other work to take flight
Our Strategic Priorities

1. Develop and implement a district-wide curriculum aligned from PreK-12 that is grounded in English Language Arts and Math Common Core State Standards and differentiated to address the needs of historically underserved students, high performing students, English Learners, and students with disabilities.
2. Support our teachers and school communities through robust and diversified professional development that will ensure that at every level every student is learning the skills they need to thrive at the next level.
3. Identify and replicate the high-leverage and successful practices that increase the achievement of all students and accelerate the achievement of those currently less academically successful so every student who enrolls in our schools graduates from high school ready for college and careers.
Align Priorities & Resources

• **Determine resources needed** to implement highest priorities (fiscal, human, time)

• **Align resources with priorities** when developing budget for central office

• **Seek funding and support** from external partners to fill gaps

• **Talk about what’s possible** / not possible given resources

• **Work together** every step of the way
School Planning
Charting your school’s course of action for improving student achievement

• Anchor planning in our strategic plan (mission, beliefs, vision, goals, priorities)

• Use student data to make decisions

• Review effectiveness of existing practices

• Articulate school level actions that will drive the district’s priority to provide a strong instructional core to all students
Summary of Governor’s Proposed Budget
Governor Brown’s proposed budget for FY 2012-13 is based on an estimated budget gap of $9.2 billion.

The budget proposes $4.2 billion in cuts mostly outside of K-12.

The Governor also proposes (and counts on) a November ballot measure to increase income and sales taxes by $6.9 billion.

- Higher income taxes would affect individuals earning more than $250k (and joint filers > $500k).
- Sales tax would be increased by 0.50%.
- These increases would be in effect through 2016.

If taxes are not approved, Proposition 98 funding would be significantly reduced.
California’s Economic Outlook

• California’s fate is tied closely to the national economy
  – Signs of recovery include higher exports, consumer confidence, and job growth
  – Risks include federal deficit, European debt crisis, higher energy costs

• California lost 1.3 million jobs in the recession
  – About one-third of these jobs have been added back, and the state’s unemployment rate is now 11.3%
  – Payroll employment is not projected to reach pre-recession levels until 2016, eight years from the beginning of the recession

• Growing sectors include high tech, export markets, and professional services

• Lagging sectors include housing and construction
The Education Budget

• The CA budget again claims to protect K-12 funds
  – Similar to last year, “protection” means holding basic funding for schools flat – but only if new temporary tax increases are passed
  – Home-to-school and special education transportation funding is totally eliminated whether the initiative passes or not (about $7 million each year for SFUSD)

• The proposal includes zero funding for a statutory COLA
  – COLA is estimated to be 3.17%
  – Deficit factor would increase to about 22%
  – Zero funding for COLA (vs. fully funding COLA) equals a loss of about $8 million for SFUSD each year

• In other words, even if the tax initiative passes, SFUSD’s projected deficit grows under the Governor’s proposal
The Education Budget (cont.)

• The Governor proposes spending increasing Prop 98 dollars (if taxes pass) to reduce deferrals instead of actually increasing school funding
  – The State has accumulated about $10 billion of inter-year deferrals to K-12 education funding
  – The Governor proposes spending $2.2 billion to reduce these deferrals, which has no effect on increasing districts’ budgets
  – SFUSD’s position is these dollars should instead be used to fund COLA or restore transportation funding

• If the tax initiative fails, the inter-year deferral buyout would be rescinded and existing deferrals would be maintained

• And if taxes fail, K-12 would be reduced by $370 more per ADA (about $18.1 million each year for SFUSD), about equal to three weeks of school
Deferrals

When first adopted a decade ago, the deferral from June to July was accepted as preferable to a direct cut in education spending

- Although it was a clear violation of accounting principles, it did not pose any significant cash flow challenge

- However, it was the start of a slippery slope that has led the state to defer almost $10 billion in state payments to school districts, almost 40% of the principal apportionment

<table>
<thead>
<tr>
<th>Month</th>
<th>Normal Payments</th>
<th>Payments w/Deferrals</th>
</tr>
</thead>
<tbody>
<tr>
<td>July 2012</td>
<td>5.00%</td>
<td>0.00%</td>
</tr>
<tr>
<td>August 2012</td>
<td>5.00%</td>
<td>0.00%</td>
</tr>
<tr>
<td>September 2012</td>
<td>9.00%</td>
<td>11.70%</td>
</tr>
<tr>
<td>October 2012</td>
<td>9.00%</td>
<td>0.00%</td>
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<tr>
<td>November 2012</td>
<td>9.00%</td>
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<tr>
<td>December 2012</td>
<td>9.00%</td>
<td>9.00%</td>
</tr>
<tr>
<td>January 2013</td>
<td>9.00%</td>
<td>25.30%</td>
</tr>
<tr>
<td>February 2013</td>
<td>9.00%</td>
<td>5.30%</td>
</tr>
<tr>
<td>March 2013</td>
<td>9.00%</td>
<td>1.20%</td>
</tr>
<tr>
<td>April 2013</td>
<td>9.00%</td>
<td>7.10%</td>
</tr>
<tr>
<td>May 2013</td>
<td>9.00%</td>
<td>4.70%</td>
</tr>
<tr>
<td>June 2013</td>
<td>9.00%</td>
<td>0.00%</td>
</tr>
<tr>
<td>July 2013</td>
<td>-</td>
<td>17.20%</td>
</tr>
<tr>
<td>August 2013</td>
<td>-</td>
<td>9.50%</td>
</tr>
<tr>
<td><strong>Total Principal Apportionment</strong></td>
<td><strong>100.00%</strong></td>
<td><strong>100.00%</strong></td>
</tr>
</tbody>
</table>
SFUSD should receive Revenue Limit of $6,692 / ADA in 2012-2013. The Governor’s budget “protecting” education (taxes pass) means $5,242 / ADA, or underfunding of $75 million annually. If the tax proposals fail, we expect underfunding of $93 million.
California Falls Further Behind...

California’s K-12 Spending Per Student Lags Behind That of the Rest of the U.S. More Than at Any Time in 40 Years

* 2010-11 data estimated
Note: Rest of U.S. excludes the District of Columbia
Source: National Education Association
# UGF Summary 3-Year Projection ($ millions)

*(Reflecting FY 2011-12 mid-year cuts & Governor’s proposed budget with taxes passing)*

<table>
<thead>
<tr>
<th></th>
<th>FY 11-12</th>
<th>FY 12-13</th>
<th>FY 13-14</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Beginning Balance</strong></td>
<td>$55.796</td>
<td>$35.305</td>
<td>($18.631)</td>
</tr>
<tr>
<td><strong>Revenues</strong></td>
<td>$325.916</td>
<td>$318.603</td>
<td>$326.635</td>
</tr>
<tr>
<td><strong>Expenditures</strong></td>
<td>$346.407</td>
<td>$372.539</td>
<td>$374.303</td>
</tr>
<tr>
<td><strong>Revs. Less Expenses</strong></td>
<td>($20.491)</td>
<td>($53.936)</td>
<td>($47.668)</td>
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<tr>
<td><strong>Ending Balance</strong></td>
<td>$35.305</td>
<td>($18.631)</td>
<td>($66.299)</td>
</tr>
<tr>
<td><strong>Designated Balance</strong></td>
<td>$16.618</td>
<td>$16.901</td>
<td>$17.015</td>
</tr>
<tr>
<td><strong>Undesignated Balance</strong></td>
<td>$18.687</td>
<td>($35.532)</td>
<td>($83.314)</td>
</tr>
</tbody>
</table>

*Note: FY 2012-13 and FY 2013-14 figures do not include any Rainy Day Reserve funds and reflect 6/30/12 expiration of cost savings provisions of collective bargaining agreements*
## UGF Summary 3-Year Projection ($ millions)

*(Reflecting FY 2011-12 mid-year cuts and Governor’s proposed budget with taxes failing / additional cuts of $370 per ADA)*

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<td>$300.533</td>
<td>$308.565</td>
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<tr>
<td><strong>Expenditures</strong></td>
<td>$346.407</td>
<td>$372.539</td>
<td>$374.303</td>
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<tr>
<td><strong>Revs. Less Expenses</strong></td>
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<td>($72.006)</td>
<td>($65.738)</td>
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<tr>
<td><strong>Ending Balance</strong></td>
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<td>($102.439)</td>
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<tr>
<td><strong>Designated Balance</strong></td>
<td>$16.618</td>
<td>$16.901</td>
<td>$17.015</td>
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<tr>
<td><strong>Undesignated Balance</strong></td>
<td>$18.687</td>
<td>($53.602)</td>
<td>($119.454)</td>
</tr>
</tbody>
</table>

*Note: FY 2012-13 and FY 2013-14 figures do not include any Rainy Day Reserve funds and reflect 6/30/12 expiration of cost savings provisions of collective bargaining agreements.*
On The Bright Side...

• Our schools continue to benefit from critical local investments in our children’s education, including
  – Public Education Enrichment Fund
  – Quality Teacher and Education Act Parcel Tax
  – Facilities Bonds
  – City’s Dept. of Children, Youth & Families
  – City’s Rainy Day Reserve
  – Foundation and philanthropic support
### Draft Budget Development Timeline

<table>
<thead>
<tr>
<th>Date</th>
<th>Event Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Feb. 11</td>
<td>School Planning Summit</td>
</tr>
<tr>
<td>March</td>
<td>Preliminary notification of certificated layoffs</td>
</tr>
<tr>
<td>March 23</td>
<td>School budgets and BSC’s due</td>
</tr>
<tr>
<td>Mid-May</td>
<td>Governor’s May Revise; layoff notification for certificated (final notice) and other employees</td>
</tr>
<tr>
<td>May-June</td>
<td>Superintendent’s recommended budget developed based on updated projections</td>
</tr>
<tr>
<td>June 26</td>
<td>Board of Education adopts FY 2012-2013 budget</td>
</tr>
<tr>
<td>Nov. 6</td>
<td>Election Day (State Ballot Initiatives)</td>
</tr>
</tbody>
</table>

*Some dates are subject to change pending new information*