



# **AUSD Strategic Plan: Budget Proposals and Scenarios for 2023-2024**

Pasquale Scuderi, Superintendent  
January 10, 2023

# Budget Discussions 22-23: Early and Often

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## Strategic Plan/LCAP and Fiscal Discussions

*Initial discussions held August 9 and August 23*

**September 13:** Strategic Plan Goal 1 and current related LCAP Expenditures

**September 29:** Strategic Plan Goal 2 and current related LCAP Expenditures

**October 11:** Strategic Plan Goal 3 and current related LCAP expenditures

*October 25: Focused review of LCAP Supplemental Expenditures + Preliminary ideas for budget realignment relative to strategic goals, LCAP, and current priorities*

**November 8:** Focused review of all COVID-funded expenditures and preliminary decisions on whether to extend any of those short-term investments

**December 13:** Update on First Interim Budget Update and Forthcoming Decisions

**January 10: Preliminary Decisions on Proposed Budget Scenarios, Options, and Changes**

# Some Framework for the Discussion

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Use the Board's cumulative and comprehensive review of district budget and expenditures since August 9, 2022 to...

- a. Refine a vision and support action toward longer term fiscal stability
- b. Self-assess district staffing levels from both an equity-based and operational capacity frame
  - i. Do we staff schools equitably?
  - ii. Can we better balance staffing in areas or at schools where the need may be less obvious?
- c. Align actions, expenditures and resources with strategic goals and emergent needs
  - i. Can include extending the life of actions and services currently funded with limited term money
  - ii. Can include funding of additional programming or services to meet strategic or emergent priorities in AUSD
  - iii. Can include realigning or repurposing resources to support all of the above

# Critical and Indispensable Role of Local Revenue in AUSD

## Measure B1:

- Supports a Variety of Programming in AUSD
- \$12.5 Million in local taxpayer contribution
- (expires June 2025)

## Measure A:

- Approximately \$10.5 million in local taxpayer revenue supports more competitive educator salaries in AUSD
- (expires June 2027)

# Critical and Indispensable Role of Local Revenue in AUSD

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1. If either measure failed to be renewed the annual shortfall would be between \$10.5 and \$12.5 million
2. If both measures were not renewed the combined ongoing shortfall would constitute roughly 10% of every AUSD employee's salary
3. In either of the scenarios above AUSD would almost certainly be forced to look at some combination of...
  - a. School closures or consolidations
  - b. An increase in elementary school class size
  - c. Salary rollbacks
  - d. Cuts to programs and services
  - e. Layoffs

# AUSD Strategic Plan: Budget Proposals and Scenarios for 2023-24: Part 1

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***New ongoing and one-time costs  
associated with AUSD's Strategic Goals  
and Priorities***

***+ Emergent needs and priorities***

# AUSD Strategic Goals 2022-2025

<b>Focus Area 1: Foundational Program</b>	<b>Focus Area 2: Systems and Structures for Student Support</b>	<b>Focus Area 3: Resource, Talent Management, and Communications</b>
<ul style="list-style-type: none"> <li>→ 1.1 Student’s daily learning experiences are engaging, utilize multiple ways of learning, and feature lots of student talk</li> <li>→ 1.2 Learning is aligned to and supported by grade-level standards and clear policies</li> <li>→ 1.3 Relationships are built or improved to support learning and supportive environments</li> </ul>	<ul style="list-style-type: none"> <li>★ 2.1 Every school and teacher provides the academic, social/emotional, and culturally responsive support each student needs</li> <li>★ 2.2 Educators have time to collaborate and grow in service of student learning</li> <li>★ 2.3 School teams consistently support equitable student outcomes</li> <li>★ 2.4 School and student schedules create equitable access and learning opportunities</li> </ul>	<ul style="list-style-type: none"> <li>❖ 3.1 Finance: provide long-term financial stability necessary to maintain core programming and services</li> <li>❖ 3.2 Talent Management: Build a focused and diverse team where all positions are fully staffed with qualified personnel</li> <li>❖ 3.3 Communications: Use accurate, transparent, and engaging communications across multiple channels to support AUSD’s students, staff, and families.</li> </ul>

# Strategic Plan Y1 Priorities

Strategic Priority	Additional Funding Considerations
<b>Grading Policy:</b> Analysis and potential policy revisions	Teacher hourly funds and contract with external facilitators and content experts
<b>Foundational Program:</b> Literacy Framework + refinement of ethnic studies and diversified coursework	Teacher hourly and potential external services
<b>Universal Collaboration Time</b>	Ongoing professional learning for department and grade level leads and school Instructional Leadership Teams
<b>Implement common start and end times and K-5 common literacy and math blocks</b>	Additional Specialist Teacher Staffing

*Originally shared 11/08/21*



# Focus Area 1: Foundational Program - Projected Ongoing Costs

Action/Service/Personnel	Projected Ongoing Additional Annual Costs	Current Ongoing GF* Allocation	23-24	24-25	25-26	26-27
Support Universal Collaboration: Teacher Leadership and Supports	\$230,000	\$160,000	-\$230,000	-\$230,000	-\$230,000	-\$230,000
Universal Start and End Times + Common Literacy and Math Blocks	\$170,000	\$0	\$0	\$0	\$0	\$0
<b>Subtotal</b>	<b>\$400,000</b>					
Projected Increase in Annual Ongoing Costs for Area 1	\$400,000					

\* General Fund

# Focus Area 1: Foundational Program - Projected One-Time or Limited Term Costs


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Action/Service/Personnel	Projected Cost	23-24	24-25	25-26	26-27
Development of Literacy Framework	\$ 105,000	\$ 35,000	\$ 35,000	\$ 35,000	\$-
Grading Policy Piloting and Development	\$ 224,700	\$ 68,800	\$ 77,950	\$ 77,950	\$-
1x costs for first phase of strategic plan area 1	\$324,000				

# Focus Area 2: Systems and Structures for Student Support

## Projected Ongoing Costs

Action/Service/Personnel	Projected Ongoing Annual Cost	Current Ongoing Allocation	23-24	24-25	25-26	26-27
Extension of Expanded Mental Health Supports	\$300,000	\$300,000	\$0	\$0	\$0	\$0
Concentrated Mentoring and Supports for African-American Students	\$350,000	\$0	\$0	\$0	\$0	\$0
Extend Additional Secondary School Counseling	\$384,000	\$384,000	\$384,000	\$0	\$0	\$0
Projected Increase in Annual Ongoing Costs for Area 1	\$1,034,000					

 \*\* 1x COVID \$ expire 6/30/23 for mental health and 6/30/24 for current secondary counseling staffing

# Focus Area 3: Resource, Talent Management, and Communications

## Projected Ongoing Costs

Action/Service/Personnel	Projected Ongoing Annual Cost	Current Ongoing Allocation	23-24	24-25	25-26	26-27
Additional Communications and Digital Media Staffing	\$87,000	\$87,000**	\$-	\$-	\$-	\$-
Projected Ongoing Costs Area 3	\$87,000					

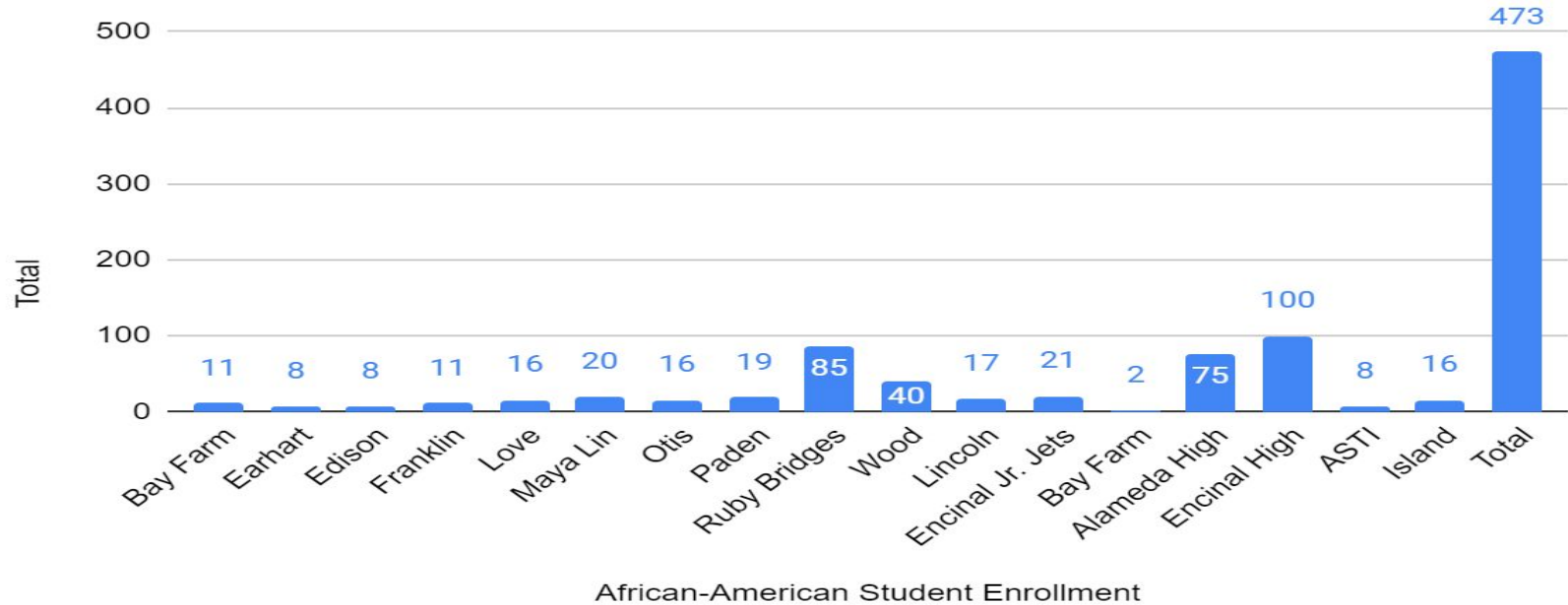
 \*\* 1x COVID \$ expire 6/30/23

# Emergent Priorities: African-American Student Success

Strategic Priority	Additional Funding Considerations	Preliminary Estimated Cost
African-American Student Achievement: Component 1	Concentrated mentoring, advising, and monitoring	\$350,000 annually
African-American Student Achievement: Component 2	Additional skilled social supports	\$200,000 annually* (grant funding has been applied for)
African-American Student Achievement: Component 3	Increased availability to tutoring and other enhanced academic supports for families	\$50,000 (create multi-year source to fund teacher-led tutoring at schools)
African-American Student Achievement: Component 4	Culturally responsive staff training	\$25,000 (multi-year annual pot for specific professional growth topics)
African-American Student Achievement: Component 5	Increase Family engagement position by 50% with specific focus on African-American and BIPOC families	\$60,000 annually (current budget for position in equity dept is 1 half-time person)

# Emergent Priorities: African-American Student Success

African-American Student Enrollment (actual numbers)



# Summary of Strategic and Emergent District Priorities/Needs

Need/Priority	Ongoing Cost	1x or Limited Term Cost
Supporting Strategic Plan's foundational academic program goals through teacher leadership and facilitation of new collaboration time	\$400,000	\$324,000
Address impact of special education paraprofessional shortage on schools, staff, and students	<i>Significant TBD</i>	
Add concentrated supports, mentoring, and advising for African-American students	\$400,000	\$300,000
Extend current expanded level of mental health services and middle and high school counselors	\$684,000	
Remain competitive for top talent through compensation	<i>Significant TBD</i>	
Expanded Communications Capacity	\$87,000	
<b>Total Determined Costs</b>	<b>\$1,571,000</b>	<b>\$624,000</b>

## PERSPECTIVE: Current Secondary Counselor to Student Ratios / Projected Post-COVID Relief \$

School	Current Counseling Staffing	Current Student to Counselor Ratio	Projected Counselor Staffing SY 24-25 COVID Relief \$ Expire June 2024	Projected Student to Counselor Ratio SY 24-25 COVID Relief \$ Expire June 2024
LMS	2.5	350	1.5	584
WMS	2	305	1	610
AHS	5	360	4	450
ASTI	1	167	1	167
EHS Jr./Sr.	3.6	321	3.6	321
Island	1	80	1	80

- *Current COVID relief allocation expires on 6/24*
- *COVID dollars currently add 3 additional counseling positions at middle and high school*
- **6.0 FTE Equivalent for counseling through B1 needs renewal in 24-25**
- *AHS and EHS each currently have an additional position college and career specialist*
- *EHS 1.0 counseling comes in lieu of title 1 via LCFF supplemental dollars*

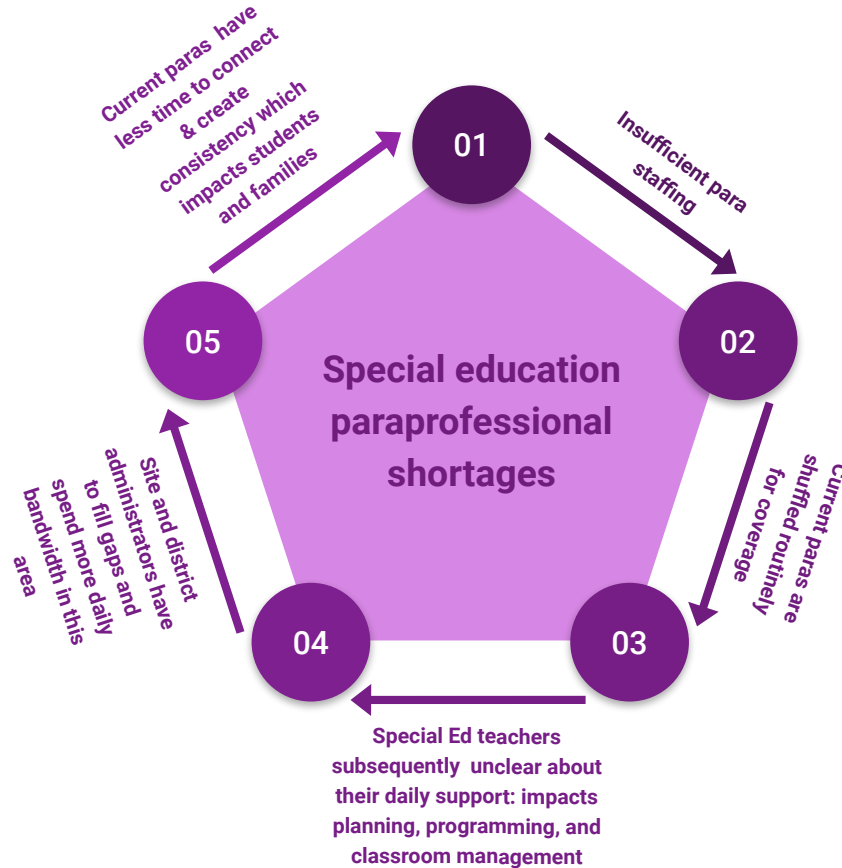


# Special Education: Para Shortage is Deeply Concerning/Impactful

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- In addition to the ongoing cost issues in special education, paraprofessional staffing vacancies are urgent, alarming, and impactful.
- Impact on students, current paraprofessionals, and school administrators is substantial, particularly in our Extensive Needs classrooms
- This statewide challenge is being felt profoundly in our district
- A focused increase in compensation in a particular class has worked on a smaller scale previously and should be considered
- If vacancies in para staffing cannot be resolved then funding additional staffing in another classification or position warrants consideration
- Critical to remember the reality and importance of the work paraprofessionals do and the services they provide

# Special Education: Para Shortage is Deeply Concerning/Impactful

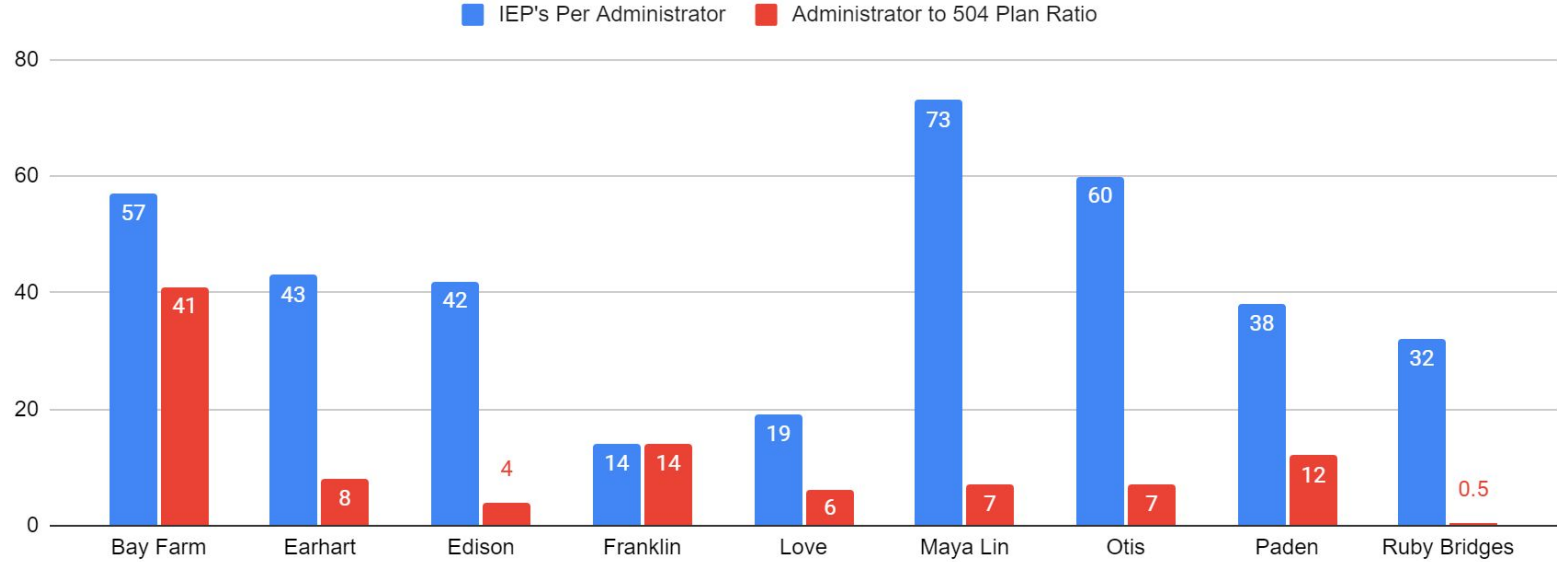


*IDEA: A substantial and focus increase in a particular classification has proven to be effective previously*

*IDEA: If para staffing issue cannot be improved notably, consider adding teacher and/or administrator staffing to most impacted schools for a provisional period of time*

# Elementary Schools - Admin. Staffing Relative to Key Responsibility Areas

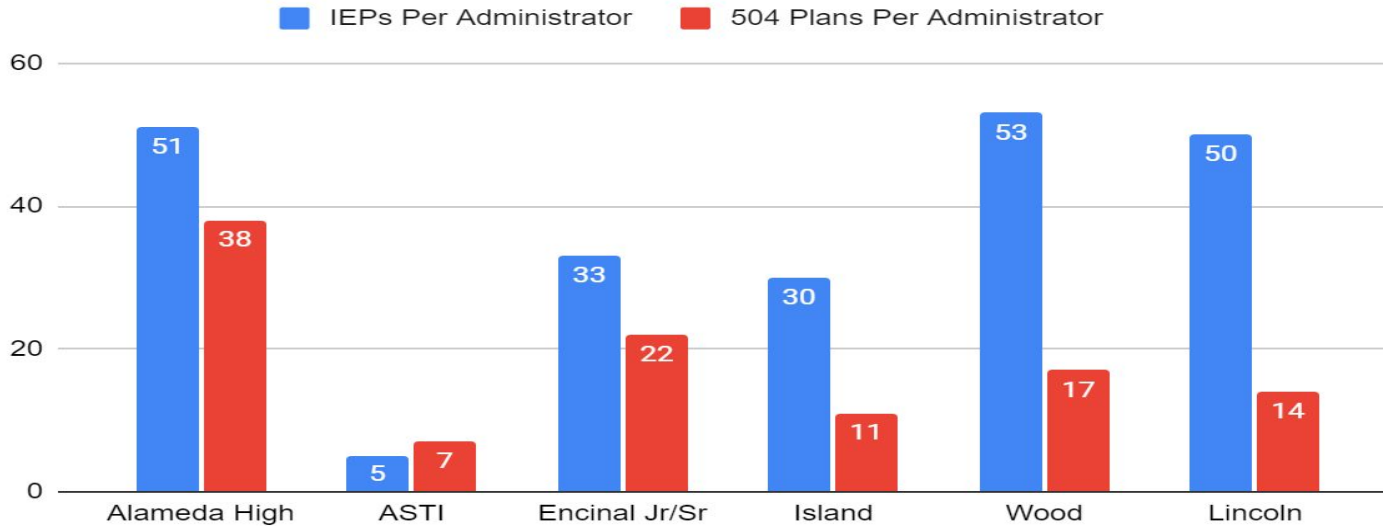
Elementary Schools: Administrator Responsibility Ratios in Key Areas



*Note: Love and Ruby Bridges each have an additional administrator funded through AUSD's general fund.*

# Middle/High Schools - Admin. Staffing Relative to Key Responsibility Areas

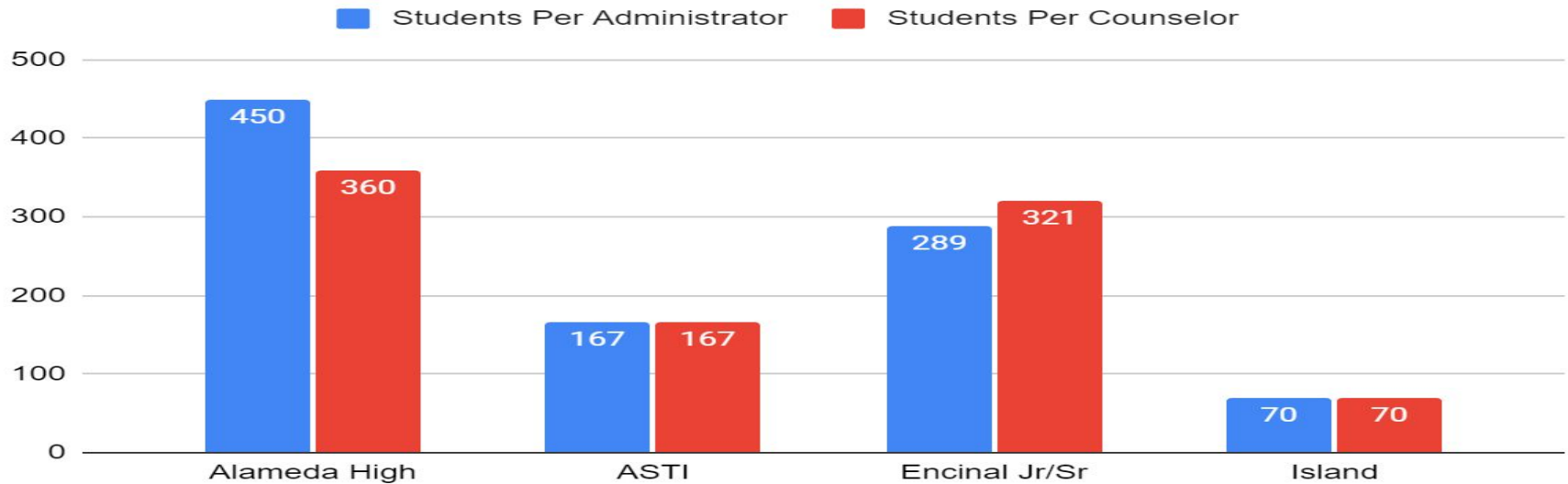
## Secondary Schools: Administrator Staffing Relative to Key Responsibility Areas



*High school administrative positions also include regular extra duty hours for evening supervision of athletics, performing arts, etc.*

# High School Enrollment: Administrator and Counseling Staffing

## High School: Students Per Administrator and Students Per Counselor by Program



*Note: Current counseling ratios are funded through June 2024 via COVID relief dollars*

*Note: EHS and AHS also are each staffed with 1 college advisor position via AUSD general fund*

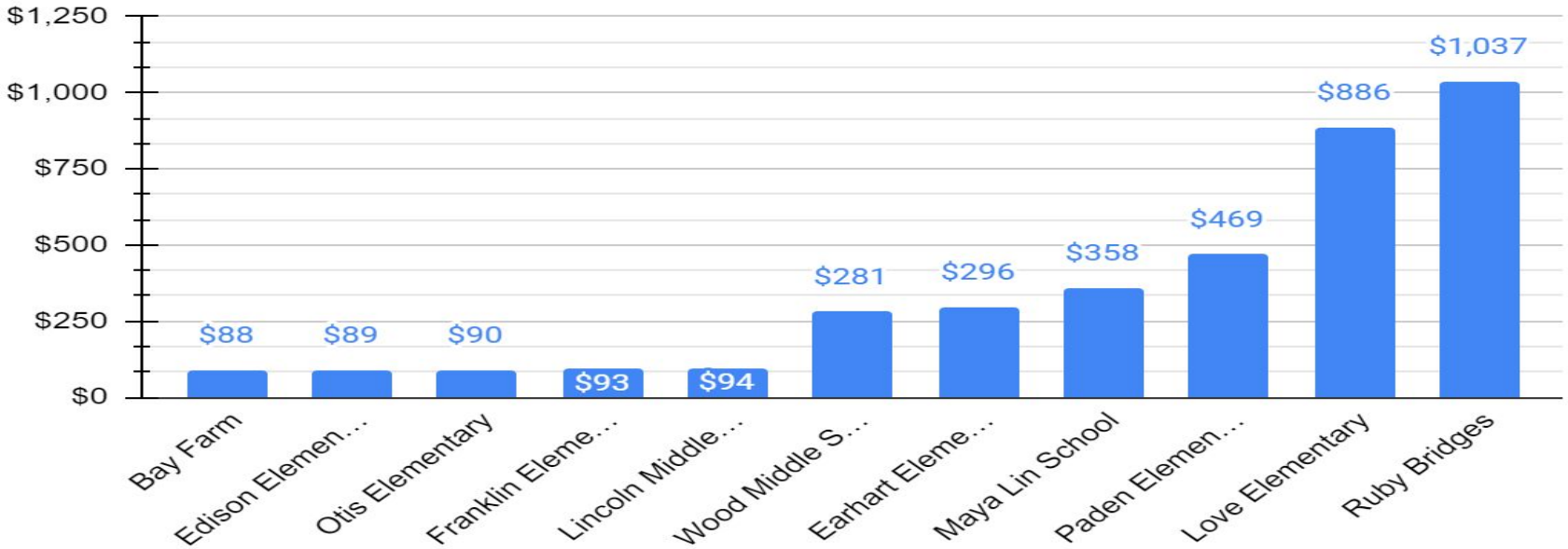
# AUSD Strategic Plan: Budget Proposals and Scenarios for 2023-24: Part 2

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***Additional perspectives on school  
staffing and resourcing as we  
contemplate next steps.***

# Equity Considerations: Annual Dollars Above Base Staffing Per Student

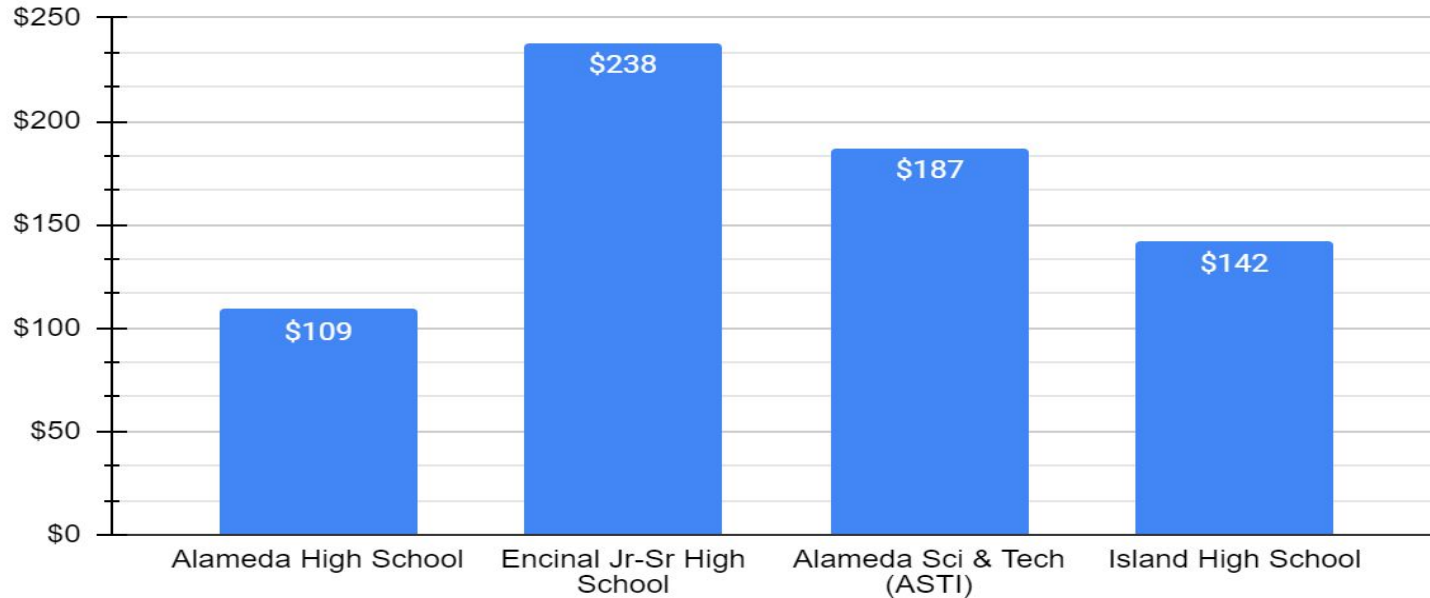
Annual Additional and Discretionary Per-Pupil Dollars per K-8 Site



# Annual Dollars Above Base Staffing Per Student

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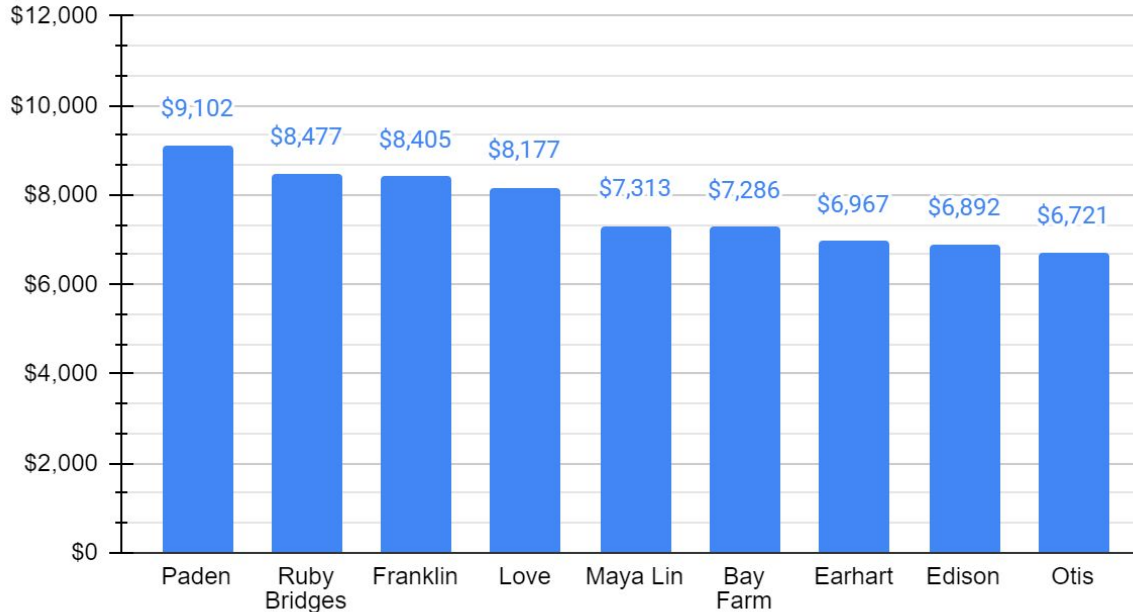
Annual Additional and Discretionary Per-Pupil Dollars Per High School





# Elementary Schools - Budget per Student

Elementary Schools: Overall Budget in Per Student Amounts

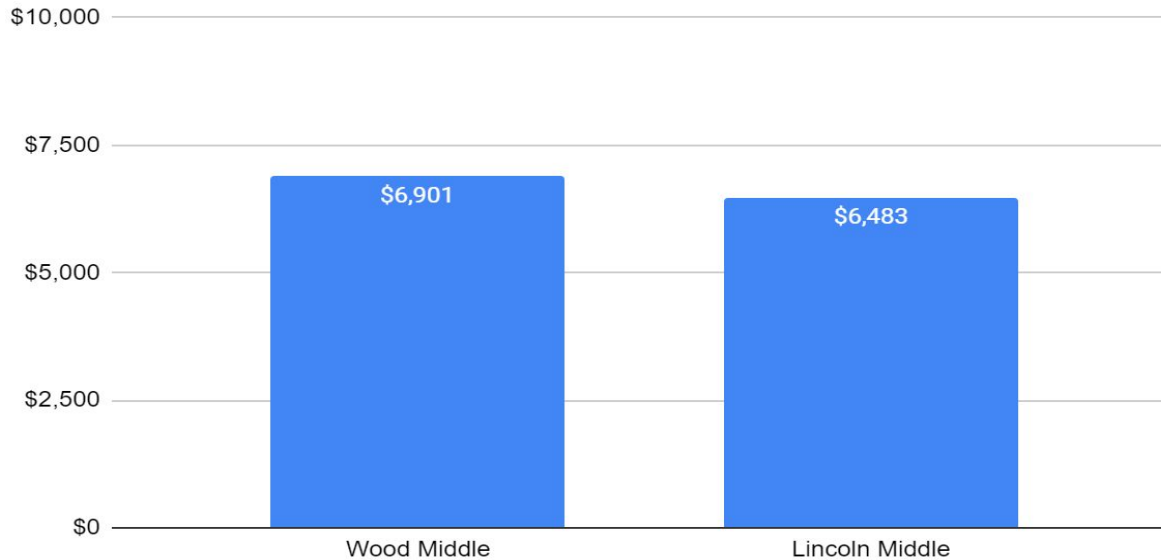


*Some of these variations are by design, some are generated by school size, class size efficiency or lack thereof, administrator to student ratios, and other factors.*

# Middle Schools - Budget per Student

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Middle Schools: Overall Budget in Per Student Dollars

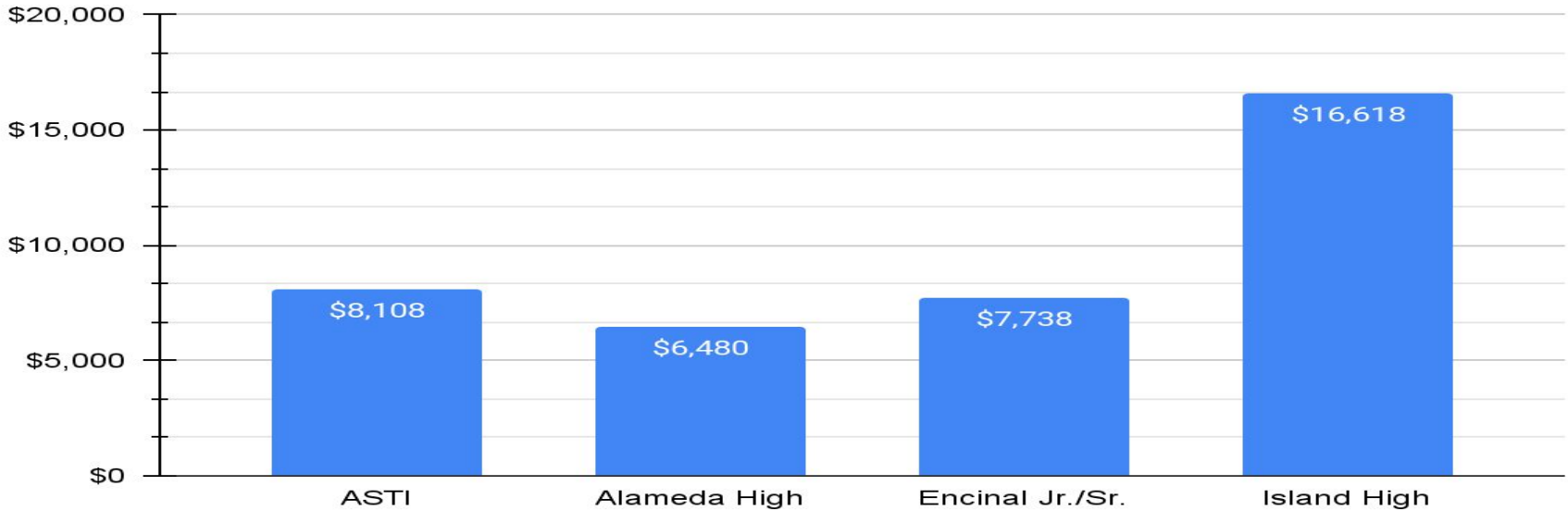


*Some of these variations are by design, some are generated by school size, class size efficiency or lack thereof, administrator to student ratios, and other factors.*

# High Schools - Budget per Student

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High Schools: Overall Budget in Per Student Dollars



*Some of these variations are by design, some are generated by school size, class size efficiency or lack thereof, administrator to student ratios, and other factors.*

# AUSD Strategic Plan: Budget Proposals and Scenarios for 2023-24: Part 3

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***Developing proposals for adjustments  
and allocations of ongoing and limited  
term/one-time dollars.***

# Changes in Expenditures Since Budget Adoption

## Learning Recovery Block Grant

- One-time
- \$5.9 Million
- Spend by 6/30/28
- Provide academic supports, as well as benefit the social and emotional well-being of staff and pupils
- No restriction on supplanting

## Discretionary Block Grant

- One-time
- \$5.5 Million
- Spend by 6/30/26
- Paying for any non-instructional or operational costs, including retirement cost increases
- No restriction on supplanting
- Recommend holding as a buffer

**HOLD**

## COVID-19 Fund Balance

- One-time
- Approx. \$1 Million
- Spend by 6/30/24
- Life can be extended via expenditure transfers

## Proposition 28 Block Grant for Arts

- Ongoing
- Approx. \$1 Million annually
- State allocation will include per school amount
- Supplement art and music programs at school sites
- Will recognize revenue at second interim

# Expenditures Warranting Further Discussion

## “Innovative Program” Funds

<i>General Fund</i>		<i>LCFF Supplemental</i>	
\$116,000	Earhart (Science Position)	\$141,000	Ruby Bridges
\$135,000	Maya Lin (Arts Position)	\$102,000	Love Elementary
		\$61,000	Paden Elementary
<p><b><i>Funding for Earhart and Maya Lin was approved on January 24, 2012</i></b></p>		<p><b><i>Funding for Love was approved on June 23, 2015.</i></b></p> <p><b><i>Funding for Ruby and Paden was approved on June 13, 2017</i></b></p>	

- Allocations flow only to 5 of 9 elementary schools
- Funding for Earhart and Maya Lin comes directly from the district’s general fund
- LCFF Supplemental dollars fund Ruby, Love, and Paden as Title 1 schools
- Otis, Bay Farm, Franklin, and Edison do not receive any funding in this category

# Additional Discussion on Staffing in Light of Declining Enrollment

## Areas for Exploration

Ruby Bridges	Additional VP
Love	Additional VP
Bay Farm Middle School Program	Comparatively low middle school enrollment
ASTI	Comparatively low enrollment

*Ruby and Love currently are staffed with a VP, as well as a full time instructional coach and intervention lead; both schools also receive additional staffing through LCFF supplemental dollars. Can these general fund dollars and staffing be effectively transferred while still maintaining an overall equitable allocation of resources at each of those schools?*

*Long term viability of ASTI as an option should be thoroughly reviewed - any forthcoming or notable budget shortfalls would force that conversation so staff recommends engaging in that discussion in the near term.*

# Proposing the Gradual Phase Out of Bay Farm Middle School Program

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- Program staff has served students well
- However, lower enrollment over past several years has meant lowest class sizes at middle school in AUSD
- Demographics would not warrant that allocation or structure from an equity perspective
- Harder to maintain efficiencies in staffing and class size with the current menu of 4 middle school options in BUSD
  - particularly with BF middle's current enrollment and the possibility of enrollment declines continuing
- ***Recommendation is that no 6th grade class be assigned in August of 2023***



# Recommending Reduction in Staffing of TPP

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## Teen Parenting Program Island High

- Originally funded through Cal-SAFE grant to provide intervention strategies and support for eligible students to compensate for the additional responsibilities and parental duties created by pregnancy
- Cal-SAFE program became optional for AUSD in 2009-10
- Cal-SAFE funding ended in 2013-14
- Current program at Island High
  - 2 FTE certificated positions
  - \$174K currently funded through LCFF Supplemental Grant

## Current Considerations:

- Very few infants being cared for over the past several years (1 or 2 per year for the past 3-5 years some not children of students)
- Staffing appears to exceed utilization significantly
- Program is now more CTE coursework than actual child care, staff is recommending reduction of 1.0 FTE/\$90k for program
- Approximately \$100,000 or 1.0 FTE would remain for Island CTE programming

# Preliminary Recommendation: Gradual Reduction in General Fund Dollars to Maya Lin for “Innovative Programming”

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Maya Lin Innovative Program	23-24	24-25	25-26
AUSD General Fund	\$87,000	\$43,000	\$0
Projected Prop 28 Funds	\$43,000	\$43,000	\$43,000
Alternative Funds Needed		\$43,000	\$86,000

- Value of the work is evident
- Above example assumes school would subsidize current staffing with Prop 28 funds
- Manner in which program is currently resourced is in question
- Shifting funding source appropriately frees up general fund dollars for district-wide actions/services/initiatives
- Recommending gradual transition of program out of general fund dollars and toward an alternative revenue stream

# Preliminary Recommendation: Gradual Reduction in General Fund Dollars to Earhart for “Innovative Programming”

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Earhart Innovative Program	23-24	24-25	25-26
AUSD General Fund	\$87,000	\$43,000	\$0
Projected Prop 28 Funds	\$43,000	\$43,000	\$43,000
Alternative funds needed		\$43,000	\$86,000

- Value of the work is evident
- Manner in which program is currently resourced is in question
- Shifting funding source appropriately frees up general fund dollars for district-wide actions/services/initiatives
- Recommending gradual transition of program out of general fund dollars and toward an alternative revenue stream

# Estimated Funds Returning to Ongoing General Fund

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General Fund Innovative Program Dollars	\$260,000
Adjustments to Teen Parenting Staffing	\$100,000
Bay Farm Middle Program Phase Out ( <i>estimated</i> )	\$300,000
<b><i>Total (estimate)</i></b>	<b><i>Approximately \$660,000 annually</i></b>

# Additional General Fund Annual/Ongoing Needs

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Potential salary increases or retention incentives in critical classified positions	TBD
Certificated compensation	TBD
Full Day Kindergarten Program	\$500,000

## 1/24/23 Additional Analysis and Discussion of LCAP Supplemental Dollars and Carryover Balance

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- Cautiously optimistic we may see an increase in ongoing supplemental dollars for EL and Foster Students as well as those who qualify for free and reduced meals (also known as unduplicated pupil count)
- **Actual increase will be confirmed with governor's budget proposal next week**
- Need additional discussion of LCAP supplemental spending at Ruby, Love, and Paden
- Will also share with Board current 1x carryover dollars from LCAP Supplemental
- LCAP supplemental increases could augment or compliment some expenditures considered this evening
  - Mental health services for students meeting the unduplicated pupil count criteria
  - Additional academic supports for African-American students meeting the unduplicated pupil count criteria
  - Additional supports for special education students meeting the unduplicated pupil count criteria

# LCFF Supplemental Grant

- Add-on to LCFF Base grant to provide supplemental services
- Amount calculated based on number of students who qualify for free meal or are English learners

Program	LCFF Supplemental Grant Amount
Intervention Leads	\$1,003,555
Instructional Coach	\$742,578
EL Sections	\$359,474
Mental Health Services	\$340,000
Indirect Cost	\$327,740
Professional Development Day	\$304,361
Innovative Programs	\$292,654
Discretionary Funds for Schools	\$275,600
Equity & Inclusion	\$270,948
Research & Assessment	\$230,331
Teen Parenting Program	\$173,919
Coordinator of Literacy	\$144,158
In Lieu of Title 1 for Encinal	\$136,119
School Smart	\$33,000
<b>Total</b>	<b>\$ 4,634,437</b>

## Preliminary Estimates: Prop 28 Visual and Performing Arts Annual Funds by Site

School	Amount
Edison	\$48,648
Earhart	\$60,967
Franklin	\$32,251
Love	\$60,609
Ruby Bridges	\$63,139
Bay Farm	\$63,139
Maya Lin	\$59,949
Otis	\$63,838
Paden	\$41,651

School	Amount
Wood Middle	\$81,073
Lincoln Middle	\$91,730
ASTI	\$21,268
Alameda High	\$208,596
Encinal	\$141,328
Island	\$10,889
<b>Total</b>	<b>\$1,049,075</b>



# Changes in Expenditures Since Budget Adoption

## Learning Recovery Block Grant

- One-time
- \$5.9 Million
- Spend by 6/30/28
- Provide academic supports, as well as benefit the social and emotional well-being of staff and pupils
- No restriction on supplanting

## Discretionary Block Grant

- One-time
- \$5.5 Million
- Spend by 6/30/26
- Paying for any non-recurritional or operational costs, including retirement cost increases
- No restriction on supplanting
- Recommend holding as a buffer

**HOLD**

## COVID-19 Fund Balance

- One-time
- Approx. \$1 Million
- Spend by 6/30/24
- Life can be extended via expenditure transfers

## Proposition 28 Block Grant for Arts

- Ongoing
- Approx. \$1 Million annually
- State allocation will include per school amount
- Supplement art and music programs at school sites
- Will recognize revenue at second interim

# Preliminary Recommendation on Use of Remaining COVID Relief Dollars

**Current COVID Relief Balance is \$925K (1x) with an expenditure deadline of September 2024**

*Funds can be portioned out over a longer timeline using expense transfers*

- **COVID Relief funding for expanded mental health contract expires June 2023**
  - Base contract includes \$340k from LCFF Supplemental dollars (total AUSD current funding is \$640k + city funds of approximately \$200k)
  - *This proposal would extend current expanded funding for two additional school years through June 2025*
- **Additional communications staffing funds expire June 2023**
  - *Position supports goal 3 of strategic plan*
  - *Position helps offset the fact that during COVID, a single staff member served as both communications chief and covid liaison (internally and w county) creating a backlog on communications projects and process revisions*
- **Mathematics outcomes were among the most problematic post-COVID; grade level leads at K-5 will potentially support better pacing and delivery of a still relatively new K-5 curriculum**

<b>One-Time COVID Relief Balance = \$925K</b>	<b>23-24</b>	<b>24-25</b>	<b>25-26</b>	<b>26-27</b>	<b>27-28</b>
Available	\$925,000	\$505,000	\$85,000	\$55,000	\$25,000
Expanded Mental Health Contract	\$300,000	\$300,000	<b>TBD</b>	<b>TBD</b>	<b>TBD</b>
Digital Communications Specialist	\$90,000	\$90,000	<b>TBD</b>	<b>TBD</b>	<b>TBD</b>
Elementary Math Lead Stipends (1 per grade level)	\$30,000	\$30,000	\$30,000	\$30,000	\$25,000
<b>Annual total</b>	<b>\$420,000</b>	<b>\$420,000</b>	<b>\$30,000</b>	<b>\$30,000</b>	<b>25,000</b>

# Preliminary Recommendation on Use of Learning Recovery Block Grant

**\$5.9 Million to be Spent by June of 2028 (\$5.5 available after indirect costs)**

<b>Learning Recovery Block Grant</b>	<b>23-24</b>	<b>24-25</b>	<b>25-26</b>	<b>27-28</b>	<b>Total</b>
Support New Universal Collaboration: Teacher Leadership and Supports	\$230,000	\$230,000	\$230,000	\$230,000	\$920,000
Universal Start and End Times + Common Literacy and Math Blocks	\$170,000	\$170,000	\$170,000	\$170,000	\$680,000
Additional Site Administrator Support for Special Education	\$400,000	\$400,000	\$400,000	\$400,000	\$1,600,000
One Time Funds for Developing Literacy Framework and Revised Grading Policies	\$325,000				\$325,000
Potential Financial Incentives for Special Education Staffing	\$150,000				\$150,000
Annual Allocation for Mentoring, Advising, and Counseling for African-American Students	\$275,000	\$275,000	\$275,000	\$275,000	\$1,100,000
Maintain Counseling Staffing at Middle and High School	\$0	\$384,000	\$384,000	\$0	\$768,000
<b>Projected Totals</b>	<b>\$1,550,000</b>	<b>\$1,459,000</b>	<b>\$1,459,000</b>	<b>\$1,075,000</b>	<b>\$5,543,000</b>

# Next Steps: January 24th Board Meeting

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- Staff will bring preliminary proposals back for decision/direction
- Additional discussion of LCAP Supplemental Dollars and related proposals
  - Includes current usage of LCAP Supplemental-funded programming at Paden, Ruby, and Love