

# **The Partnership for Los Angeles Schools**

*Meeting of the Board of Directors*

*June 4, 2009*

# Decision and Discussion Topics

- Decision topics
  - Approve 2009-10 budget
  - Approve roll-over of funds to the 2009-10 fiscal year
- Discussion topics
  - LAUSD budget crisis and school staffing
  - Partnership school data
  - Partnership school concerns

# **Approve 2009-10 Budget**

# Update on the Partnership Financials to Date

- The Partnership is in a solid financial position
  - Total cash as of 4/30/09 is \$3.5 mm
  - All funding for the current fiscal year has been secured, and we project having approximately \$25,000 in unencumbered cash at the end of the fiscal year
  - As of 4/30/09, expenditures are \$1.6 mm lower than anticipated, but most of these expenditures have been encumbered (committed)
  - We expect all expenditures and encumbrances to be approximately \$500,000 under budget (excluding new "pass-through" revenues and expenditures approved by the Board)
- The major line items with lower than anticipated expenditures are:
  - **Benefits:** ~\$200,000 lower due to conservative assumptions for benefits and lower salary expenses, but this was off-set by \$32,000 in fees assessed for our on-loan employees from other districts
  - **Supplies:** ~\$95,000 lower due to delayed office space move
  - **Building rent:** ~\$125,000 lower due to continued occupancy in City Hall
  - **Professional development:** ~\$125,000 lower because trainings are being spread throughout the year
  - **Targeted school site spending:** ~\$1,150,000 lower because schools have not yet allocated spending
  - **Technology and transportation investments:** ~\$400,000 lower because we are still seeking funding
  - **Building school culture:** ~\$150,000 lower because our contract is spread over a longer time period
  - **Data, facilities, transportation, parent and collaborative programs:** ~\$420,000 lower due to delayed start or smaller program implementation
- A few line items are currently over budget:
  - **Consultants:** ~\$160,000 higher due to new grants received that funded consultant support
  - **Marketing:** ~\$57,000 higher due to support of promotional projects
  - **Boston Consulting Group:** ~\$660,000 higher because it is a new pass-through grant
  - **Network Partners:** \$200,000 higher because it is a new pass-through grant

# Partnership Balance Sheet as of 4/30/2009

**Partnership for Los Angeles Schools**  
**Balance Sheet as of April 30, 2009**  
*(In Whole Numbers)*

<b>Assets</b>		<b>Liabilities</b>	
Current Assets		Current Liabilities	
Cash		Accounts Payable	
Cash in Bank-Operating	<u>3,536,133</u>	Accounts Payable (Current Liabilities)	<u>156,494</u>
Total Cash	3,536,133	Total Accounts Payable	<u>156,494</u>
Accounts Receivable		Total Current Liabilities	156,494
Accounts Receivable	2,875	Other Current Liabilities	
Due From Others	<u>25,073</u>	Other Current Liabilities	
Total Accounts Receivable	27,947	Accrued Payables	98,519
Other Current Assets		District Staff on Loan	<u>233,649</u>
Prepaid Expenditures (Expenses)	<u>27,636</u>	Total Other Current Liabilities	<u>332,169</u>
Total Other Current Assets	<u>27,636</u>	Total Other Current Liabilities	<u>332,169</u>
Total Current Assets	3,591,716	Total Liabilities	<u>488,662</u>
Fixed Assets		Equity	
Computer / Equipment	49,721	Fund Balance Reserved	
Accumulated Depreciation-Computer /Equipment	<u>(7,914)</u>	Fund Balance Unreserved	
Total Fixed Assets	<u>41,807</u>	Total Fund Balance Unreserved	<u>3,144,861</u>
Total Assets	<u>3,633,523</u>	Total Liabilities & Equity	<u>3,633,523</u>

# Partnership Budget vs. Actual, 7/1/08 - 4/30/09 (1/3)

## Partnership for Los Angeles Schools Budget vs. Actual, July 1 2008 - April 30 2009

	YTD budget vs. actual			Total Budget
	YTD Actual	YTD Budget	\$ Variance	\$ Original
<b>EXPENSES</b>				
<b>Staff Salaries</b>				
Non-Clerical Salaries	1,589,633	1,616,083	26,450	1,938,333
Clerical/Technical/Office Staff Salaries	117,812	116,000	(1,812)	140,167
<b>Total Staff Salaries</b>	<b>1,707,445</b>	<b>1,732,083</b>	<b>24,638</b>	<b>2,078,500</b>
<b>Employee Benefits</b>				
Employee Benefits	317,637	519,626	201,989	623,551
<b>Consultants</b>				
Non Instructional Consultants	426,964	265,833	(161,130)	317,000
<b>Sub-total - salaries, benefits and consultants</b>	<b>2,452,046</b>	<b>2,517,542</b>	<b>65,497</b>	<b>3,019,051</b>
<b>Supplies</b>				
Office Supplies	28,130	34,642	6,511	41,570
Software & Financial Systems	60	27,710	27,650	33,252
Computer Hardware	5,500	34,642	29,142	41,570
Non Capitalized Equipment	3,425	34,642	31,217	41,570
<b>Total Supplies</b>	<b>37,115</b>	<b>131,636</b>	<b>94,520</b>	<b>157,962</b>

# Partnership Budget vs. Actual, 7/1/08 - 4/30/09 (2/3)

	YTD budget vs. actual			Total Budget
	YTD Actual	YTD Budget	\$ Variance	\$ Original
<b>Operating Services</b>				
Travel & Conferences	16,334	25,982	10,887	31,178
Mileage	27,329	17,321	(10,009)	20,785
Parking	21,231	25,982	4,750	31,178
Dues and Memberships	250	1,213	962	1,455
General Insurance	8,812	17,321	8,508	20,785
Operation and Housekeeping Services	0	5,200	5,200	6,240
Electricity	0	1,733	1,733	2,079
Building Rent	14,128	138,567	124,439	166,280
Equipment Lease	0	2,598	2,598	3,118
Vendor Repairs	0	866	866	1,039
Legal / Audit Fees	12,645	17,321	4,676	20,785
Advertisement / Recruitment	7,088	13,208	5,131	15,849
Professional/Consulting Services	0	17,321	17,321	20,785
Training & Development	30,481	4,330	(27,391)	5,196
Other Fees / Bank Charges /Credit Card Fees	32,200	0	(32,200)	0
Fundraising Cost	5,424	34,642	29,218	41,570
Telephone Expense	29,710	29,717	7	35,660
Internet Expense	6,632	0	(6,632)	0
Postage Expense /UPS/ FEDEX	8,085	4,330	(3,755)	5,196
Printing & Copying	0	8,661	8,661	10,393
Marketing	67,217	9,906	(57,628)	11,885
<b>Total Operating Services</b>	<b>287,566</b>	<b>376,219</b>	<b>87,342</b>	<b>451,456</b>
<b>Sub-total - materials and operating services</b>	<b>324,681</b>	<b>507,855</b>	<b>181,862</b>	<b>609,418</b>

# Partnership Budget vs. Actual, 7/1/08 - 4/30/09 (3/3)

	YTD budget vs. actual			Total Budget
	YTD Actual	YTD Budget	\$ Variance	\$ Original
<b>School Site Support</b>				
Professional Development	492,959	619,875	126,916	627,375
Transition Team Planning	54,865	53,755	(1,110)	53,755
Targeted School Site Funding	167,472	1,325,191	1,147,854	1,590,229
Data and Surveys	58,589	148,916	90,327	173,915
Technology and data system investments	28,831	440,320	411,489	523,383
School staffing support	103,942	114,000	10,059	124,688
Additional facilitators/Americorps	81,343	79,100	(2,243)	100,800
Building School Culture	495,233	637,500	152,132	765,000
Scholarly Uniforms	428,496	404,150	(24,346)	404,150
Student Interventions	328,286	333,691	5,405	400,429
Facilities Improvements	56,617	83,333	26,717	100,000
Transportation for Field Trips	0	83,333	83,333	100,000
<b>Total School Site Support</b>	<b>2,296,633</b>	<b>4,323,164</b>	<b>2,026,533</b>	<b>4,963,724</b>
<b>Connecting Communities</b>				
Parent and community meetings	124,898	169,550	44,652	201,400
Seed funding for collaboratives	0	83,333	83,333	100,000
Outreach for next academic year	0	91,608	91,608	91,608
<b>Total School Site Support</b>	<b>124,898</b>	<b>344,491</b>	<b>219,593</b>	<b>393,008</b>
<b>Other Expenses</b>				
Teach for America	1,000,000	1,000,000	0	1,000,000
Fiscal Sponsor	1,306			
Other Network Partners	200,000	0	(200,000)	0
Boston Consulting Group	660,828	0	(660,828)	0
<b>Total School Site Support</b>	<b>1,862,134</b>	<b>1,000,000</b>	<b>(860,828)</b>	<b>1,000,000</b>
<b>TOTAL EXPENSES</b>	<b>7,060,392</b>	<b>8,693,052</b>	<b>1,632,657</b>	<b>9,985,201</b>

# Summary of 2009-10 Budget

- Partnership's budget is presented in two parts
  - **Base case (column D)**: existing staff and commitments from funders
  - **Additional activities (column E)**: new activities that we plan to do
  - The combined parts comprise the budget for approval (column F)
- Proposed budget leaves a cash balance of approximately \$80k at the end of the fiscal year and requires raising \$2 mm more in funding beyond current commitments
- **Base case** summary
  - \$6.1 mm in committed revenues and ~\$6.1 mm in estimated expenditures
  - Funds the Partnership support team, related services, and obligations
  - Projected ~\$80k in unencumbered cash at end of fiscal year
- **Additional activities** summary
  - Additional \$2.0 mm in revenues raised (based on fundraising projections)
  - Funds an additional \$2.0 mm in school site programs and activities
  - Projected \$80k in unencumbered cash at end of fiscal year
- As Partnership model matures, expenditures are lower per student
  - 2007-08 expenditures/student: \$472 budgeted, \$445 projected
  - 2008-09 expenditures/student: \$371 budgeted (21% decrease from budgeted and 17% decrease from projected)

# Draft 2009-10 Budget (1/3)

The Partnership for Los Angeles Schools  
 FY 2008-09 and 2009-10 budget and projections  
 As of May 31, 2009  
 Actuals through April 2009

	(A)	(B)	(C)	(D)	(E)	(F)
		2008-09 FY projections		2009-10 FY DRAFT budget		
	2008-09 FY Budget	2008-09 FY Projections	Budget vs. 2008-09 FY projections	DRAFT 2009-10 FY budget (base case)	DRAFT 2009-10 FY budget (additional)	DRAFT 2009-10 FY budget (combined)
(1) <b>REVENUES</b>						
(2) Non-regranting committed	\$4,300,000	\$7,368,707	\$3,068,707	\$5,113,493	\$0	\$5,113,493
(3) Regranting committed	1,000,000	1,661,296	661,296	1,000,000	0	1,000,000
(4) Other expected revenues	3,500,000	0	(3,500,000)	0	2,000,000	2,000,000
(5) <b>Total Revenues</b>	<b>\$8,800,000</b>	<b>\$9,030,003</b>	<b>\$230,003</b>	<b>\$6,113,493</b>	<b>\$2,000,000</b>	<b>\$8,113,493</b>
(6) <b>EXPENDITURES</b>						
(7) <b>PARTNERSHIP SUPPORT TEAM</b>						
(8) Salaries	\$2,078,500	\$2,081,527	(\$3,027)	\$2,536,000	\$90,000	\$2,626,000
(8) Employee benefits	623,551	431,361	192,190	588,530	20,700	609,230
(10) Consultants	317,000	644,949	(327,949)	307,000	12,000	319,000
(11) <b>Total Partnership Support Team</b>	<b>\$3,019,051</b>	<b>\$3,157,837</b>	<b>(\$138,786)</b>	<b>\$3,431,530</b>	<b>\$122,700</b>	<b>\$3,554,230</b>
(12) <b>PARTNERSHIP SUPPORT OFFICE</b>						
(13) Materials and Supplies	\$157,962	\$141,892	\$16,070	\$101,739	\$0	\$101,739
(14) Services and Other Operating Expenditures	451,456	460,723	(9,267)	553,288	0	553,288
(15) <b>Total Home Office Expenses</b>	<b>\$609,418</b>	<b>\$602,615</b>	<b>\$6,803</b>	<b>\$655,026</b>	<b>\$0</b>	<b>\$655,026</b>
(16) <b>SUBTOTAL - PART. SUPPORT</b>	<b>\$3,628,469</b>	<b>\$3,760,452</b>	<b>(\$131,983)</b>	<b>\$4,086,556</b>	<b>\$122,700</b>	<b>\$4,209,256</b>

# Draft 2009-10 Budget (2/3)

	(A)	(B)	(C)	(D)	(E)	(F)
		2008-09 FY projections		2009-10 FY DRAFT budget		
			Budget vs.	DRAFT	DRAFT	DRAFT
	2008-09 FY	2008-09 FY	2008-09 FY	2009-10 FY	2009-10 FY	2009-10 FY
	Budget	Projections	projections	budget	budget	budget
				(base case)	(additional)	(combined)
(17) <b>SCHOOL AND COMMUNITY PLANNING</b>						
(18) <b>School site support</b>						
(19) Professional development	\$627,375	\$663,814	(\$36,439)	\$231,900	\$624,500	\$856,400
(20) Transition team planning	53,755	54,865	(1,110)	0	0	0
(21) Targeted school site funding	1,590,229	1,791,346	(201,117)	0	0	0
(22) Operational planning with LAUSD	0	0	0	0	0	0
(23) Data and surveys	173,915	73,589	100,326	80,839	20,155	100,994
(24) Technology and data system investments	523,383	28,830	494,553	33,782	1,200	34,982
(25) School staffing support	124,688	113,942	10,746	0	467,667	467,667
(26) School site staff and consultants	100,800	161,560	(60,760)	286,441	370,000	656,441
(27) Building culture at schools	765,000	594,450	170,550	166,037	120,000	286,037
(28) Scholarly uniforms	404,150	435,996	(31,846)	0	0	0
(29) Student interventions	400,429	586,886	(186,457)	125,855	176,250	302,105
(30) Facilities improvements	100,000	64,160	35,840	0	0	0
(31) Transportation for field trips	100,000	0	100,000	3,600	0	3,600
(32) <b>Total School Site Planning</b>	<b>\$4,963,724</b>	<b>\$4,569,438</b>	<b>\$394,286</b>	<b>\$928,455</b>	<b>\$1,779,772</b>	<b>\$2,708,226</b>
(33) <b>Connecting communities</b>						
(34) Parent and community meetings	\$201,400	\$142,498	\$58,902	\$29,800	\$100,861	\$130,661
(35) Seed funding for collaboratives	100,000	0	100,000	0	0	0
(36) Pre-K and after school	0	0	0	19,800	0	19,800
(37) Community needs assessment	0	0	0	0	0	0
(38) <b>Total Connecting communities</b>	<b>\$301,400</b>	<b>\$142,498</b>	<b>\$158,902</b>	<b>\$49,600</b>	<b>\$100,861</b>	<b>\$150,461</b>

# Draft 2009-10 Budget (3/3)

	(A)	(B)	(C)	(D)	(E)	(F)
		2008-09 FY projections		2009-10 FY DRAFT budget		
	2008-09 FY Budget	2008-09 FY Projections	Budget vs. 2008-09 FY projections	DRAFT 2009-10 FY budget (base case)	DRAFT 2009-10 FY budget (additional)	DRAFT 2009-10 FY budget (combined)
(39) <b>Outreach and Partnerships</b>						
(40) Outreach for next academic year	\$91,608	\$0	\$91,608	\$0	\$0	\$0
(41) Partnership expenses	0	0	0	0	0	0
(42) Incubation expenses	0	0	0	0	0	0
(43) <b>Total Outreach</b>	<b>\$91,608</b>	<b>\$0</b>	<b>\$91,608</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
(44) <b>SUBTOTAL - SCH &amp; COMM. PLNG</b>	<b>\$5,356,732</b>	<b>\$4,711,936</b>	<b>\$644,796</b>	<b>\$978,055</b>	<b>\$1,880,633</b>	<b>\$2,858,687</b>
(45) <b>REGRANTING</b>						
(46) Teach for America	\$1,000,000	\$1,000,000	\$0	\$1,000,000	\$0	\$1,000,000
(47) Boston Consulting Group	0	660,828	(660,828)	0	0	0
(48) Fiscal sponsor	0	1,306	(1,306)	0	0	0
(49) Other Network Partners	0	200,000	(200,000)	0	0	0
(50) <b>SUBTOTAL - REGRANTING</b>	<b>\$1,000,000</b>	<b>\$1,862,134</b>	<b>(\$862,134)</b>	<b>\$1,000,000</b>	<b>\$0</b>	<b>\$1,000,000</b>
(51) <b>TOTAL EXPENDITURES</b>	<b>\$9,985,201</b>	<b>\$10,334,522</b>	<b>(\$349,321)</b>	<b>\$6,064,611</b>	<b>\$2,003,333</b>	<b>\$8,067,943</b>
(52) <b>TOTAL EXPEND. - EXCL. REGRANT.</b>	<b>\$8,985,201</b>	<b>\$8,472,388</b>	<b>\$512,813</b>	<b>\$5,064,611</b>	<b>\$2,003,333</b>	<b>\$7,067,943</b>
(53) <b>NET INCOME</b>	<b>(\$1,185,201)</b>	<b>(\$1,304,519)</b>	<b>(\$119,318)</b>	<b>\$48,882</b>	<b>(\$3,333)</b>	<b>\$45,550</b>
(54) <b>CAPITAL EXPENDITURES (cash)</b>	<b>\$0</b>	<b>\$32,887</b>	<b>(\$32,887)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
(55) <b>BEGINNING CASH</b>	<b>\$1,368,787</b>	<b>\$1,368,787</b>		<b>\$31,381</b>	<b>\$80,263</b>	<b>\$31,381</b>
(56) <b>ENDING UNENCUMBERED CASH</b>	<b>\$183,586</b>	<b>\$31,381</b>		<b>\$80,263</b>	<b>\$76,930</b>	<b>\$76,930</b>
(57) <b>COST/STUDENT</b>						
(58) Number of students	19,056	19,056				19,056
(59) Cost/student - Total	\$472	\$445				\$371

# "Base Case" Draft 2009-10 Budget Narrative (1/4)

	<b>Description</b>	<b>Assumptions</b>
<b>REVENUES</b>		
• Non-regranting committed	• Funds that have already been collected by or committed to the Partnership that will not be "passed through" to another organization	• \$4 million by Melanie and Richard Lundquist • \$1,100,000 from other foundations and individuals
• Regranting committed	• Funds that have been committed to the Partnership but are required to be regranted to other organizations	• \$1 million by Melanie and Richard Lundquist that is earmarked for Teach for America
<b>EXPENDITURES</b>		
• Salaries	• Salaries of the full-time staff of the Partnership • No new positions being added	• Includes 26 full-time employees <ul style="list-style-type: none"> <li>- Executive team: 4</li> <li>- Curriculum and instruction: 11</li> <li>- Operations: 4</li> <li>- Connecting communities: 3</li> <li>- Development and partnerships: 2</li> <li>- Data and accountability: 2</li> </ul>
• Employee benefits	• Estimated fringe benefits for full-time staff of the Partnership	• Assumes weighted average of 23% • Includes 1 employee who is "on loan" from San Diego Unified School District and 3 employees who are "on loan" from the Los Angeles Unified School District

# "Base Case" Draft 2009-10 Budget Narrative (2/4)

	<b>Description</b>	<b>Assumptions</b>
• Consultants	<ul style="list-style-type: none"> <li>• Stipends of short-term or part-time consultants working with the Partnership</li> </ul>	<ul style="list-style-type: none"> <li>• Includes consultants focused on legal services, accounting &amp; financial management</li> <li>• Also includes stipends for interns and temporary employees</li> </ul>
• Home office expenses	<ul style="list-style-type: none"> <li>• Includes all operating expenses for the Partnership's "home office," such as: materials and supplies; postage; financial systems; computer hardware; travel; training; insurance; legal expenses; space rental; etc.</li> </ul>	<ul style="list-style-type: none"> <li>• Costs are estimated based on historical expenditures, estimated future expenditures, or as a percentage of salaries based on best practices in the sector</li> <li>• Includes no cost for rental expenditures because the Partnership's new office space is donated for one year</li> </ul>
• Professional development	<ul style="list-style-type: none"> <li>• Additional professional development opportunities for teachers, administrators and classified staff at each school site, focused on building a stronger school culture, using data to drive instruction and improving preparation for a college preparatory curriculum in high school</li> </ul>	<ul style="list-style-type: none"> <li>• Majority of funding is from one funder for professional development (funds already received)</li> <li>• Includes \$12,000 in funding for Santee Tri-C collaborative (grant committed)</li> <li>• Funds estimated based on year-end balances</li> </ul>

# "Base Case" Draft 2009-10 Budget Narrative (3/4)

	<b>Description</b>	<b>Assumptions</b>
• Data and surveys	<ul style="list-style-type: none"> <li>• Surveys conducted by the nationally recognized group out of Harvard, Tripod, for parents, staff and students</li> <li>• Would be year two of implementation so that data could be compared to the baseline year of data</li> </ul>	<ul style="list-style-type: none"> <li>• Costs estimated based on draft contract negotiations</li> </ul>
• Technology and data system investments	<ul style="list-style-type: none"> <li>• Multi-year lease of a new state-of-the-art Mac lab at Santee high school (approved by the Board on April 2, 2009)</li> </ul>	<ul style="list-style-type: none"> <li>• Lease payments of \$2,815 per month</li> </ul>
• School site staff and consultants	<ul style="list-style-type: none"> <li>• Consultants to work directly with schools, paid for with grant funds already committed</li> <li>• Additional stipends paid to school site staff for additional work, including bringing 9 principals from E-basis (traditional calendar) to A-basis (year-round calendar) salary</li> </ul>	<ul style="list-style-type: none"> <li>• Includes consultants funded through grants to work on small schools, master schedule development and other professional development</li> <li>• Additional work stipends based on 2008-09 stipends</li> <li>• A-basis stipends estimated based on average salary scale</li> </ul>
• Building culture at schools	<ul style="list-style-type: none"> <li>• Remaining payments to fund "Capturing Kids Hearts" program to help build a stronger school culture among adults and students that is based on mutual respect, personal responsibility and supportiveness</li> </ul>	<ul style="list-style-type: none"> <li>• Four payments of \$41,509 each</li> </ul>

# "Base Case" Draft 2009-10 Budget Narrative (4/4)

	<b>Description</b>	<b>Assumptions</b>
<ul style="list-style-type: none"> <li>• Student interventions</li> </ul>	<ul style="list-style-type: none"> <li>• Includes funding already committed by funders               <ul style="list-style-type: none"> <li>- "Summer bridge" program</li> <li>- Implementation of TES, a transcript evaluation service</li> <li>- Student internships and other supports for Santee students through the Tri-C collaborative</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Costs estimated based on funds received to date and estimated year-end balances</li> </ul>
<ul style="list-style-type: none"> <li>• Transportation for field trips</li> </ul>	<ul style="list-style-type: none"> <li>• Includes funding already committed by a funder for field trips for Santee students through the Tri-C collaborative</li> </ul>	<ul style="list-style-type: none"> <li>• Costs estimated based on funds received to date and estimated year-end balances</li> </ul>
<ul style="list-style-type: none"> <li>• Parent and community meetings</li> </ul>	<ul style="list-style-type: none"> <li>• Includes funding already committed by a funder for parent meetings, with a particular focus on building awareness and knowledge of the new district data/accountability programs</li> </ul>	<ul style="list-style-type: none"> <li>• Costs estimated based on funds received to date and estimated year-end balances</li> </ul>
<ul style="list-style-type: none"> <li>• Pre-k and after school</li> </ul>	<ul style="list-style-type: none"> <li>• Includes funds already committed by a funder to support data analysis and supporting meetings to build pre-K and after school programs in and around Partnership schools</li> </ul>	<ul style="list-style-type: none"> <li>• Costs estimated based on funds received to date and estimated year-end balances</li> </ul>
<ul style="list-style-type: none"> <li>• Teach for America</li> </ul>	<ul style="list-style-type: none"> <li>• Pass-through grant to Teach for America</li> </ul>	<ul style="list-style-type: none"> <li>• \$1 mm to be paid per grant agreement with Melanie and Richard Lundquist</li> </ul>

# "Additional Activities" Draft 2009-10 Budget Narrative (1/4)

## Description

## Assumptions

### REVENUES

- Other expected revenues

- Expected funds raised from conversations the Partnership is currently engaged in with foundations and individual donors
- The Partnership team is comfortable that these funds will be raised next fiscal year

- Based on Partnership staff estimate of what can be raised in the current fiscal year
- Given difficult funding environment, expected philanthropy is less than prior years

### EXPENDITURES

- Salaries
- Employee benefits

- Salaries of additional full-time staff of The Partnership
- Estimated fringe benefits for full-time staff of the Partnership

- Includes 1 additional full-time employee (Director of Operations)
- Assumes weighted average of 23%

# "Additional Activities" Draft 2009-10

## Budget Narrative (2/4)

	<b>Description</b>	<b>Assumptions</b>
<ul style="list-style-type: none"> <li>Professional Development</li> </ul>	<ul style="list-style-type: none"> <li>Includes major investments in planning time for the summer of 2009 for each school site</li> <li>Additional professional development opportunities for teachers, administrators and classified staff at each school site beyond current funding commitments</li> <li>Includes principal leadership conferences, teacher leadership conferences, intervention workshops, chapter chairs, and trainings on shared leadership/decision making</li> </ul>	<ul style="list-style-type: none"> <li>Assumes 10 principal leadership conferences and 5 teacher leadership conferences</li> <li>Assumes quarterly chapter chair meetings</li> <li>Assumes 22 PD workshops and five intervention sessions</li> <li>Assumes 500 teachers in summer PD at a cost of \$200 each for 2 days, with additional costs to fund trainers</li> <li>Assumes on-going meetings with a cohort of teachers during the summer (off-set by funding in "base case" scenario)</li> <li>Assumes four sessions for shared leadership training</li> </ul>
<ul style="list-style-type: none"> <li>Data and surveys</li> </ul>	<ul style="list-style-type: none"> <li>Includes development of school site data teams, and deep training on using data to improve instructional practices</li> <li>Also includes survey infrastructure support</li> </ul>	<ul style="list-style-type: none"> <li>Includes six school site data team sessions, three process mapping meetings, and several MyData working meetings</li> <li>Includes some translation costs, and graduate student support for data analysis</li> <li>Assumes Survey Monkey subscription</li> </ul>

# "Additional Activities" Draft 2009-10

## Budget Narrative (3/4)

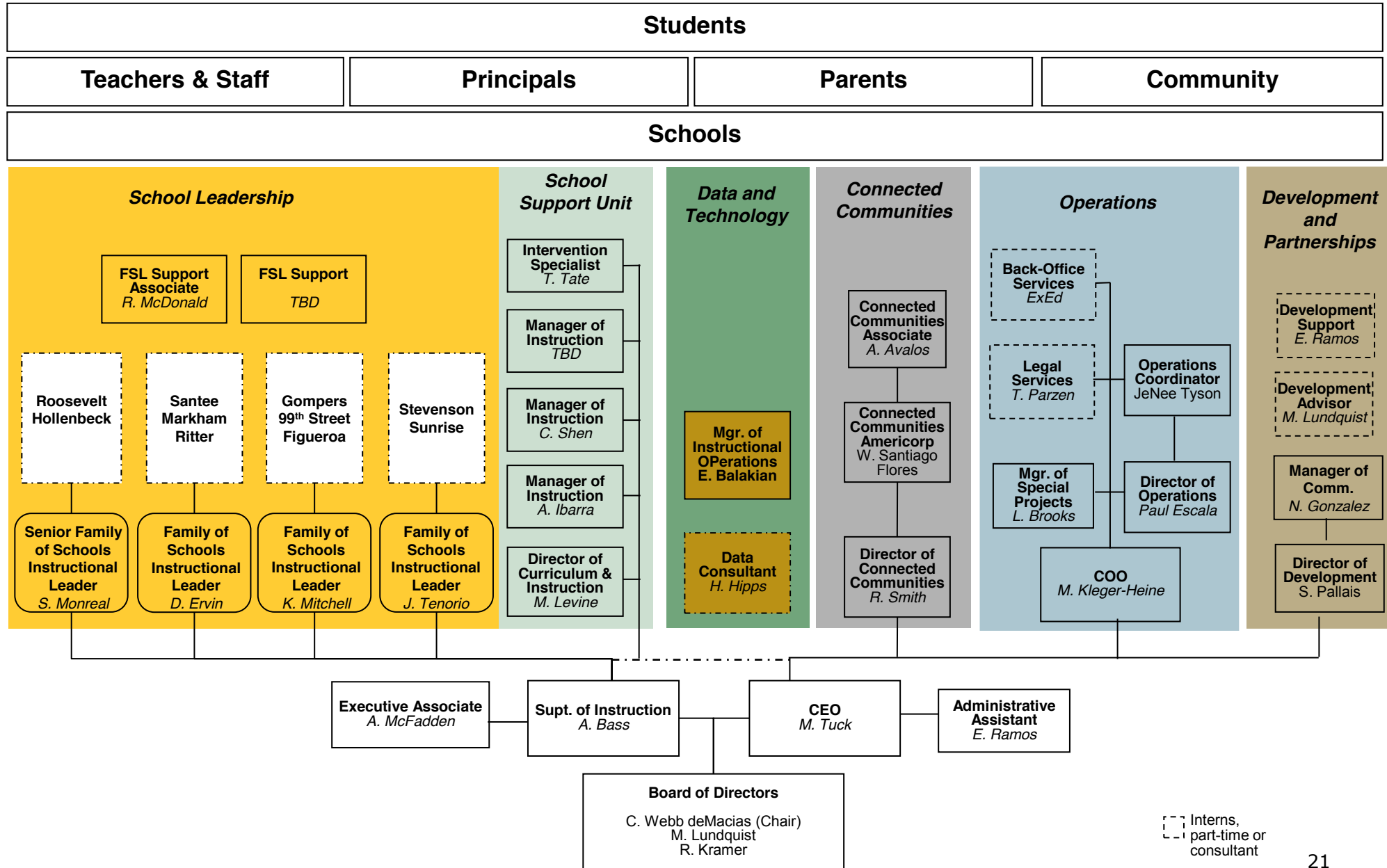
	<b>Description</b>	<b>Assumptions</b>
<ul style="list-style-type: none"> <li>Technology and data system investments</li> </ul>	<ul style="list-style-type: none"> <li>Modest data analysis support from a graduate student to support implementation of technology survey</li> </ul>	<ul style="list-style-type: none"> <li>Assumes 80 hours at a rate of \$15 per hour</li> </ul>
<ul style="list-style-type: none"> <li>School staffing support</li> </ul>	<ul style="list-style-type: none"> <li>The costs of carrying outstanding employees through the summer months, including teachers/admin who may have their RIF rescinded</li> </ul>	<ul style="list-style-type: none"> <li>Assumes cost of approximately 25 employees (including fringe benefits) for July and August</li> </ul>
<ul style="list-style-type: none"> <li>School site staff</li> </ul>	<ul style="list-style-type: none"> <li>Includes additional costs for stipends to support Roosevelt transformation to traditional calendar and small schools</li> <li>Also includes additional costs to launch Mendez Learning Center as two small schools</li> </ul>	<ul style="list-style-type: none"> <li>Assumes \$150,000 in stipends and other support through the summer for Roosevelt traditional track conversion, as well as \$45,000 in stipends throughout the school year</li> <li>Assumes cost of additional personnel at Mendez Learning Center</li> </ul>
<ul style="list-style-type: none"> <li>Building culture at schools</li> </ul>	<ul style="list-style-type: none"> <li>Year 2 implementation of "Capturing Kids Hearts" training program to promote positive culture at Partnership schools</li> </ul>	<ul style="list-style-type: none"> <li>Assumes cost of \$120,000</li> </ul>

# "Additional Activities" Draft 2009-10

## Budget Narrative (4/4)

Description		Assumptions
<ul style="list-style-type: none"> <li>• Student interventions</li> </ul>	<ul style="list-style-type: none"> <li>• Includes instructional materials for teachers and students, and continuation of credit recovery program for high school students at risk of dropping out</li> </ul>	<ul style="list-style-type: none"> <li>• Assumes \$20,000 in materials for teachers and students</li> <li>• Assumes ~\$100,000 for Apex Learning contract based on current contact negotiations</li> </ul>
<ul style="list-style-type: none"> <li>• Parent and community meetings</li> </ul>	<ul style="list-style-type: none"> <li>• Includes on-going work with school "Family Action Teams" and community collaboratives</li> <li>• Includes outreach and orientation activities at the new Partnership schools</li> <li>• Also includes several new initiatives               <ul style="list-style-type: none"> <li>– Creation of a structured parent volunteering program</li> <li>– Creation of a menu of resources for families in the community</li> <li>– "Schools in Home" program, where teachers visit parents in their homes (pilot program at 2 schools)</li> <li>– "Parents as Partners" program, where parents will be trained on the best methods to observe their child's classroom</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Assumes monthly translation costs for written materials</li> <li>• Assumes bi-monthly community collaborative meetings</li> <li>• Assumes 3 trainings for parent leaders at schools, 1 teacher meeting per school and 1 parent training per school</li> <li>• Assumes 10 teachers working three hours over 10 days during the year to visit students' homes</li> <li>• Includes schools grants of \$2,000 per school for Family Action Teams and \$3,000 per school for parent education programs (to be matched by school sites)</li> </ul>

# Partnership for LA Schools: Organizational Chart



# **Approve roll-over expenditures**

# Some “encumbered” expenditures will need to roll over to next fiscal year

- The Partnership budgeted certain expenditures to be completed during the current fiscal year (2008-09)
- Many of these expenditures have been committed but they will be spent this summer or next school year. We consider these expenditures “encumbered” but we need your approval to roll over these expenditures into next fiscal year.
- For example, some examples of expenditures that will need to roll over include:
  - ~\$1.4mm in “targeted school site” funds provided to schools (less any funds spent the remainder of this year)
  - ~\$215k in funds being reimbursed to schools over time
  - Some grant-funded programs that will continue into next fiscal year – examples: Avid, professional development, small schools transformation, etc.
- Given some uncertainties regarding when expenditures will be made, the Partnership is seeking flexibility from the Board to roll-over encumbered expenditures into FY 2009-10 up to the amount listed in the budget projections (column B) in the following pages
- The Partnership will return to the next Board meeting and detail to the Board specifically which funds will be rolled over

# Projected 2008-09 Budget vs. Actual (1/3)

The Partnership for Los Angeles Schools  
 FY 2008-09 and 2009-10 budget and projections  
 As of May 31, 2009  
 Actuals through April 2009

	(A)	(B)	(C)
		2008-09 FY projections	
	2008-09 FY Budget	2008-09 FY Projections	Budget vs. 2008-09 FY projections
(1) <b>REVENUES</b>			
(2) Non-regranting committed	\$4,300,000	\$7,368,707	\$3,068,707
(3) Regranting committed	1,000,000	1,661,296	661,296
(4) Other expected revenues	3,500,000	0	(3,500,000)
(5) <b>Total Revenues</b>	<b>\$8,800,000</b>	<b>\$9,030,003</b>	<b>\$230,003</b>
(6) <b>EXPENDITURES</b>			
(7) <b>PARTNERSHIP SUPPORT TEAM</b>			
(8) Salaries	\$2,078,500	\$2,081,527	(\$3,027)
(8) Employee benefits	623,551	431,361	192,190
(10) Consultants	317,000	644,949	(327,949)
(11) <b>Total Partnership Support Team</b>	<b>\$3,019,051</b>	<b>\$3,157,837</b>	<b>(\$138,786)</b>
(12) <b>PARTNERSHIP SUPPORT OFFICE</b>			
(13) Materials and Supplies	\$157,962	\$141,892	\$16,070
(14) Services and Other Operating Expenditures	451,456	460,723	(9,267)
(15) <b>Total Home Office Expenses</b>	<b>\$609,418</b>	<b>\$602,615</b>	<b>\$6,803</b>
(16) <b>SUBTOTAL - PART. SUPPORT</b>	<b>\$3,628,469</b>	<b>\$3,760,452</b>	<b>(\$131,983)</b>

# Projected 2008-09 Budget vs. Actual (2/3)

	(A)	(B)	(C)
		2008-09 FY projections	
	2008-09 FY Budget	2008-09 FY Projections	Budget vs. 2008-09 FY projections
(17) <b>SCHOOL AND COMMUNITY PLANNING</b>			
(18) <b>School site support</b>			
(19) Professional development	\$627,375	\$663,814	(\$36,439)
(20) Transition team planning	53,755	54,865	(1,110)
(21) Targeted school site funding	1,590,229	1,791,346	(201,117)
(22) Operational planning with LAUSD	0	0	0
(23) Data and surveys	173,915	73,589	100,326
(24) Technology and data system investments	523,383	28,830	494,553
(25) School staffing support	124,688	113,942	10,746
(26) School site staff	100,800	161,560	(60,760)
(27) Building culture at schools	765,000	594,450	170,550
(28) Scholarly uniforms	404,150	435,996	(31,846)
(29) Student interventions	400,429	591,886	(191,457)
(30) Facilities improvements	100,000	64,160	35,840
(31) Transportation for field trips	100,000	0	100,000
(32) <b>Total School Site Planning</b>	<b>\$4,963,724</b>	<b>\$4,574,438</b>	<b>\$389,286</b>
(33) <b>Connecting communities</b>			
(34) Parent and community meetings	\$201,400	\$142,498	\$58,902
(35) Seed funding for collaboratives	100,000	0	100,000
(36) Pre-K and after school	0	0	0
(37) Community needs assessment	0	0	0
(38) <b>Total Connecting communities</b>	<b>\$301,400</b>	<b>\$142,498</b>	<b>\$158,902</b>

# Projected 2008-09 Budget vs. Actual (3/3)

	(A)	(B)	(C)
		2008-09 FY projections	
	2008-09 FY Budget	2008-09 FY Projections	Budget vs. 2008-09 FY projections
(39) <b>Outreach and Partnerships</b>			
(40) Outreach for next academic year	\$91,608	\$0	\$91,608
(41) Partnership expenses	0	0	0
(42) Incubation expenses	0	0	0
(43) <b>Total Outreach</b>	<b>\$91,608</b>	<b>\$0</b>	<b>\$91,608</b>
(44) <b>SUBTOTAL - SCH &amp; COMM. PLNG</b>	<b>\$5,356,732</b>	<b>\$4,716,936</b>	<b>\$639,796</b>
(45) <b>REGRANTING</b>			
(46) Teach for America	\$1,000,000	\$1,000,000	\$0
(47) Boston Consulting Group	0	660,828	(660,828)
(48) Fiscal sponsor	0	1,306	(1,306)
(49) Other Network Partners	0	200,000	(200,000)
(50) <b>SUBTOTAL - REGRANTING</b>	<b>\$1,000,000</b>	<b>\$1,862,134</b>	<b>(\$862,134)</b>
(51) <b>TOTAL EXPENDITURES</b>	<b>\$9,985,201</b>	<b>\$10,339,522</b>	<b>(\$354,321)</b>
(52) <b>TOTAL EXPEND. - EXCL. REGRANT.</b>	<b>\$8,985,201</b>	<b>\$8,477,388</b>	<b>\$507,813</b>
(53) <b>NET INCOME</b>	<b>(\$1,185,201)</b>	<b>(\$1,309,519)</b>	<b>(\$124,318)</b>
(54) <b>CAPITAL EXPENDITURES (cash)</b>	<b>\$0</b>	<b>\$32,887</b>	<b>(\$32,887)</b>
(55) <b>BEGINNING CASH</b>	<b>\$1,368,787</b>	<b>\$1,368,787</b>	
(56) <b>ENDING UNENCUMBERED CASH</b>	<b>\$183,586</b>	<b>\$26,381</b>	

# **Update on LAUSD Budget Crisis and School Staffing**

# Update on LAUSD Budget Crisis and School Staffing

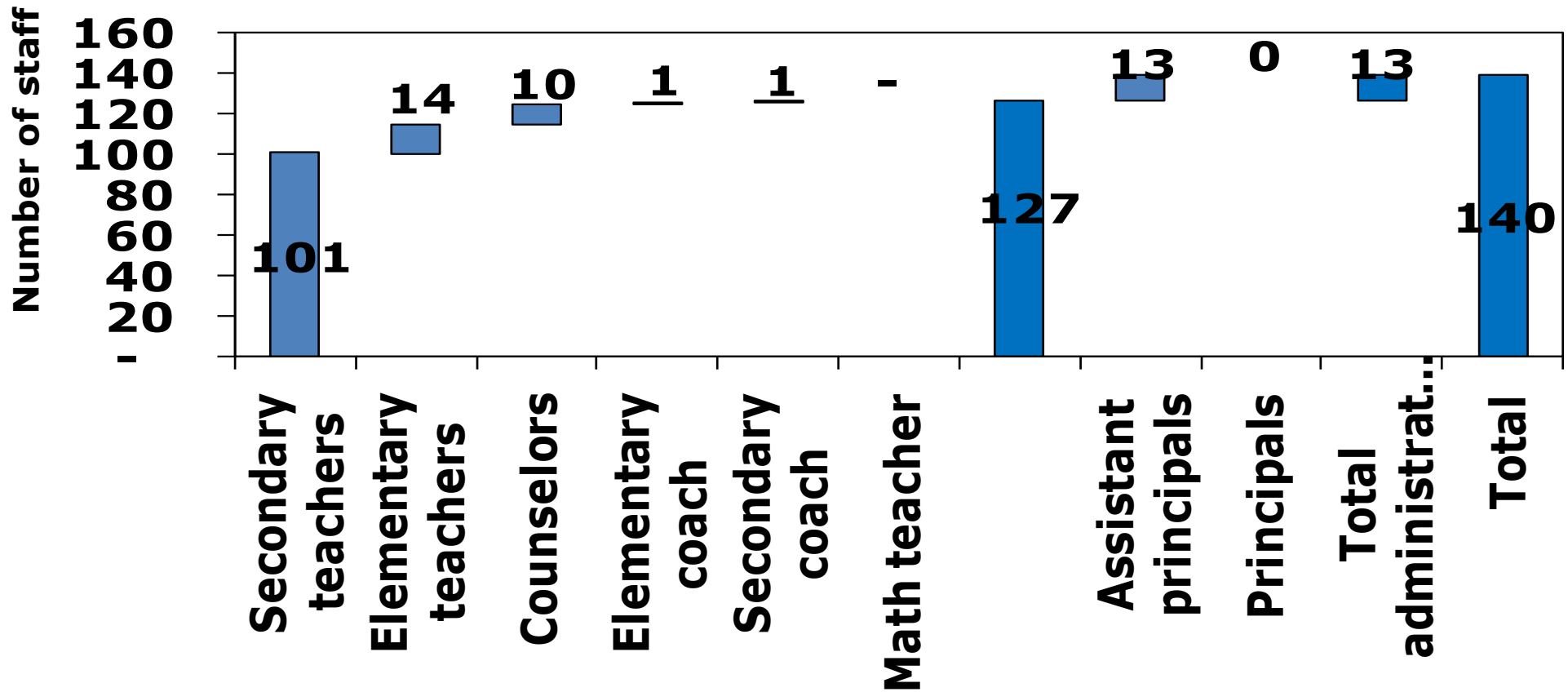
- LAUSD continues to struggle with a substantial budget deficit going into the 2009 – 2010 school year due in large part to the economic crisis in California
- This budget crisis is having a significant impact on Partnership schools as some class sizes are increasing, and administrators, teachers and other school based employees will potentially be laid off
- The Partnership and/or the Mayor have taken the following actions over the last three months in an effort to minimize the impact of the budget crisis on its schools
  - Asked LAUSD and UTLA to support an effort to exempt Partnership/iDesign Schools from the RIFs
  - Explored a lawsuit to prevent schools from being severely impacted from the RIFs
  - Launched [savelateachers.org](http://savelateachers.org) to provide information to school site staff and parents about the RIFs and create a space for individuals to share their ideas on how to get through the budget crisis without laying off teachers and other school based jobs
  - Examined LAUSD budgets in an effort to find additional cuts in the bureaucracy that could be used to save teachers and other school based jobs
  - Held meetings with all Partnership schools to share information about the budget and collect ideas from school site staff
  - Held forums with parents, teachers, school staff members and other community members about the urgency to save our teaching and school based jobs

# Update on LAUSD Budget Crisis and School Staffing

- Actions taken to date *continued*:
  - Engaged in several conversations with the Superintendent, Board members, UTLA leadership, other union leaders and other civic leaders to try and find solutions that would save all teachers jobs while also not jeopardizing LAUSD financially
  - Lobbied in Sacramento and Washington DC to maximize the amount of stimulus funds available to LAUSD and to gain flexibility over those stimulus dollars (through Mayor's office)
  - Met with chapter chairs from all of the iDesign schools to hear their ideas and determine what actions we could take together to save teachers jobs
  - Encouraged LAUSD and UTLA to engage a facilitator in order to help find a solution to the current crisis
- Although the RIF situation has improved dramatically and approximately 3,000 RIFs have been rescinded, there are still 2,254 teachers and certificated staff members that are expected to be laid off
  - Because the Partnership Schools have a younger teaching force than the majority of LAUSD schools more Partnership teachers on average are subject to being laid off than at a traditional LAUSD school

# 140 Partnership staff still have active RIF notices or are at risk of getting bumped

Number of personnel receiving notices, Partnership schools (as of 5/11/09)



Includes all certificated personnel who received RIF notices  
Current Best estimate

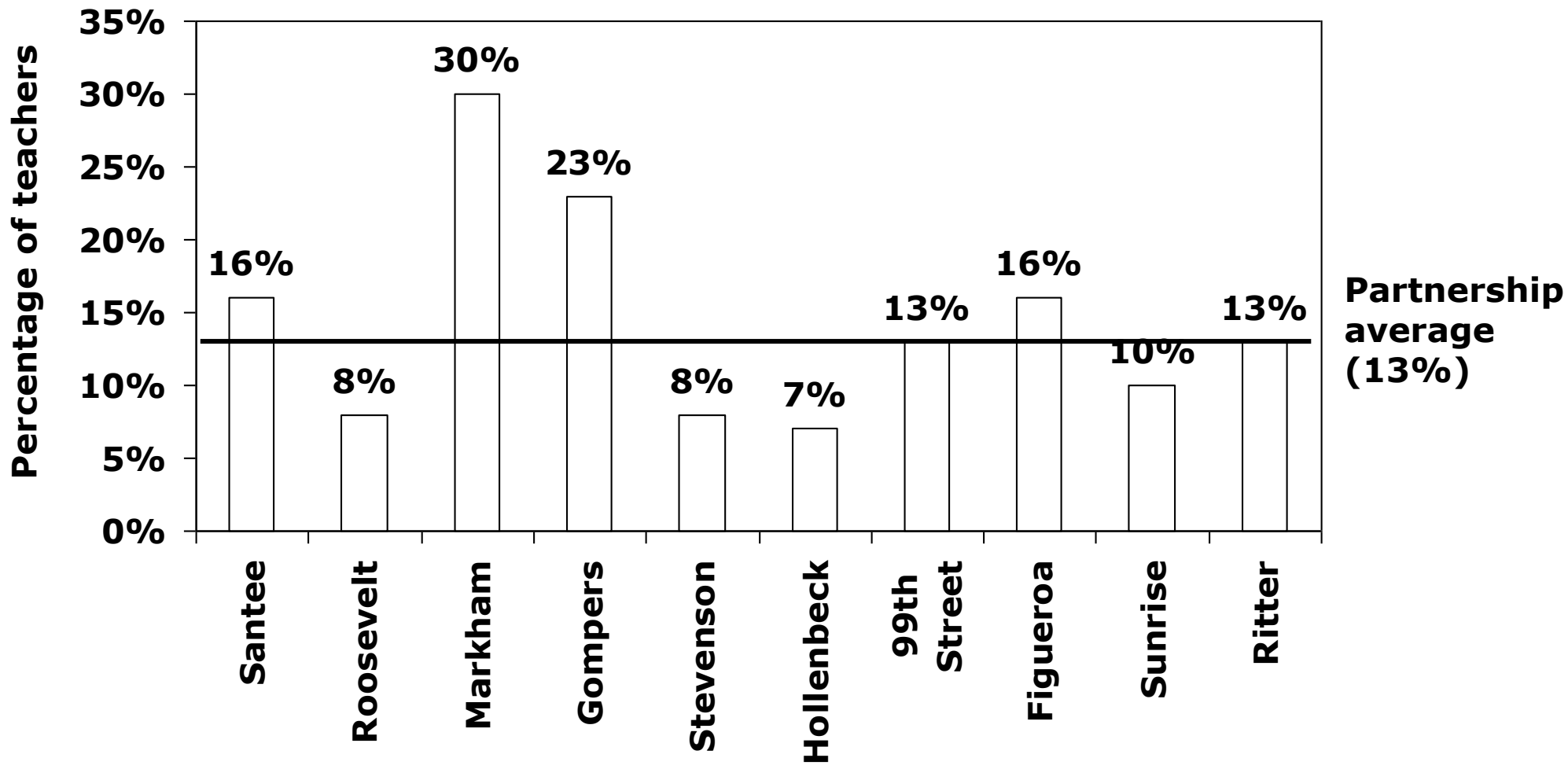
# 46% of non-administrative certificated staff had their RIF rescinded since March

School	RIF March	Rescinded RIF	RIF 5-11-09	% Reduction
Roosevelt HS	32	<b>11</b>	21	31%
Santee HS	54	25	29	46%
Hollenbeck MS	18	10	8	56%
Stevenson MS	24	14	10	58%
Markham MS	37	13	24	35%
Gompers MS	41	21	20	51%
99th ES	8	4	4	50%
Figueroa ES	9	4	5	44%
Ritter ES	10	7	3	70%
Sunrise ES	5	2	3	40%
<b>Total</b>	<b>238</b>	<b>110</b>	<b>127</b>	<b>46%</b>

Includes all non-administrative certificated personnel who received RIF notices  
 District-wide, 5,971 RIF notices were originally sent out to certificated personnel (other than administrators with bumping rights) and there are 2,254 RIFs still active

# 6 Partnership schools still have over 10% of their teaching staff at risk of being laid off

Percentage of non-administrative certificated positions receiving RIF notices, Partnership schools (as of 5/11/09)



Includes all non-administrative certificated personnel who received RIF notices

# Every Partnership School is Impacted

## Number of Partnership staff receiving RIF notices, by position type (as of 5/11/09)

Job	99th St EL	Figueroa EL	Gompers Int	Hollenbeck MS	Markham Int	Ritter EL	Roosevelt Mth/Sc Mag	Roosevelt SH	Santee Education Com	Stevenson MS	Sunrise EL	Grand Total
Couns, Sec				2	3			2	2	1		10
ELEM TCHR	4	5	9		9	3				4	2	36
IN COACH,EL											1	1
IN COACH,SE				1								1
SEC TCHR			11	5	12		1	17	27	4		77
SP ED TCHR										1		1
TCHR,SP,RSP								1				1
<b>Grand Total</b>	<b>4</b>	<b>5</b>	<b>20</b>	<b>8</b>	<b>24</b>	<b>3</b>	<b>1</b>	<b>20</b>	<b>29</b>	<b>10</b>	<b>3</b>	<b>127</b>

Includes all non-administrative certificated personnel who received RIF notices

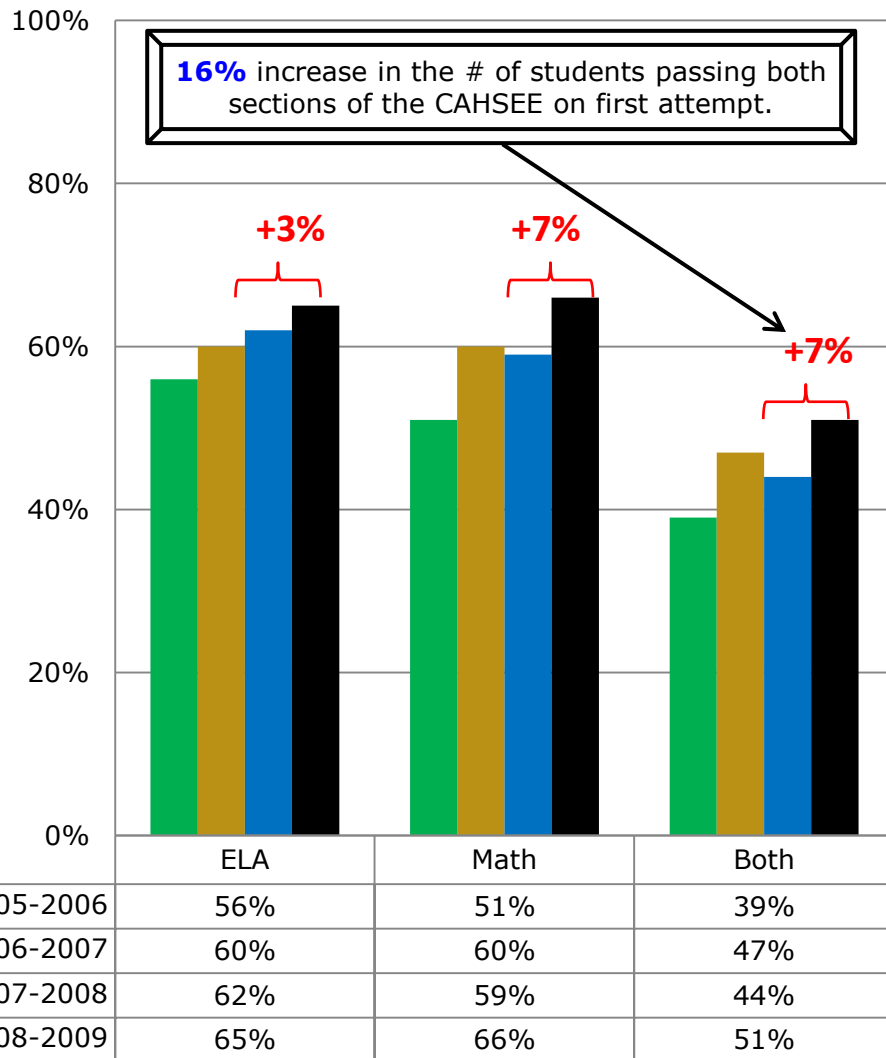
# We are working intensely to get the remaining RIFs rescinded so that the quality reforms at Partnership Schools can continue

- Working closely with Mayor's office to help LAUSD, UTLA and other labor unions agree on a framework for saving teachers jobs
  - Cut bureaucracy as much as possible
  - Maximize stimulus funding getting to schools
  - Partner to aggressively explore new sources of revenue for the 2010-2011 school year
  - Use more Year 2 stimulus funding in 2009-2010 in exchange for decreases in employee compensation
- Working with Partnership schools to allocate Title 1 and QEIA funds at school sites to fund teachers and other school site staff critical to instruction
- Creatively allocating general funds and defining positions to enable schools to keep existing employees
- Leveraging Partnership discretionary funding from 2008-2009 to save school site jobs
- Setting aside additional funds to support high quality school site employees that are potentially displaced
- ***We expect to know if jobs of teachers and other school site employees will be saved in the coming weeks***

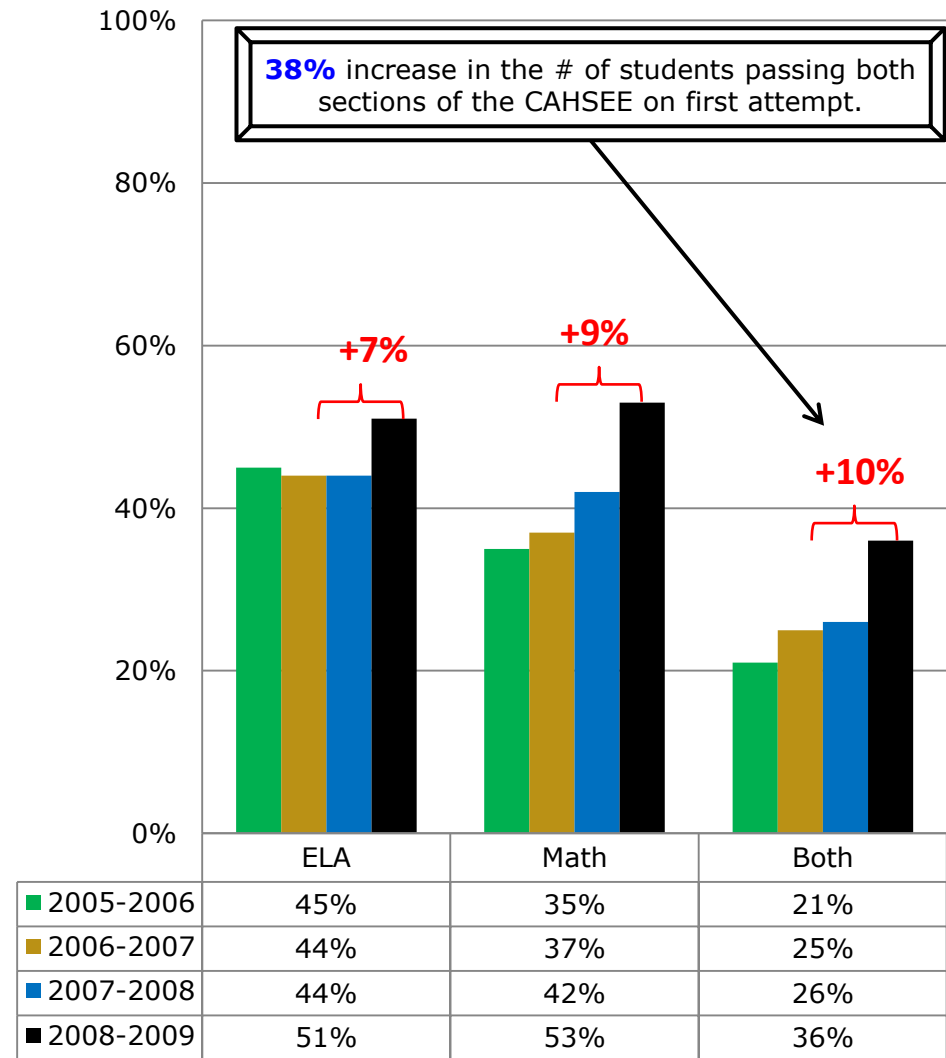
# **Update on Early Data from Partnership Schools**

# The number of 10<sup>th</sup> Graders Passing the CAHSEE on their 1<sup>st</sup> Attempt has Increased this Year

## Roosevelt: 10<sup>th</sup> Graders Passing CAHSEE on 1st Attempt

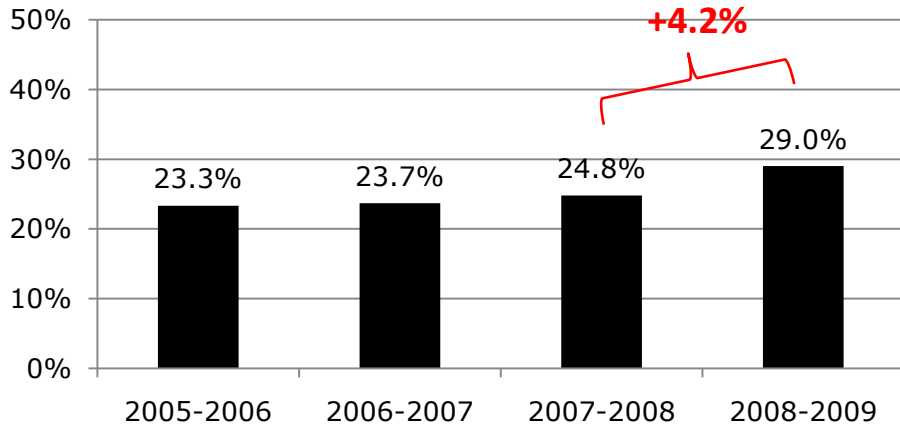


## Santee: 10<sup>th</sup> Graders Passing CAHSEE on 1st Attempt

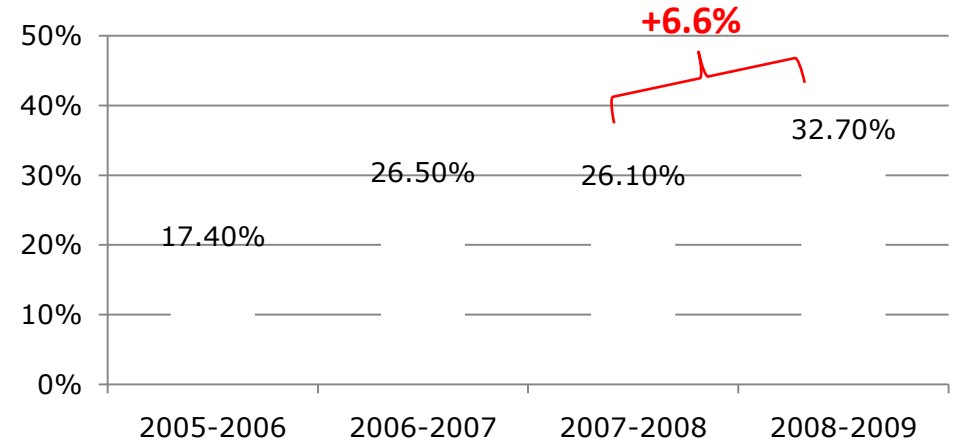


# The Number of 10<sup>th</sup> graders achieving proficiency on the CASHEE has also improved

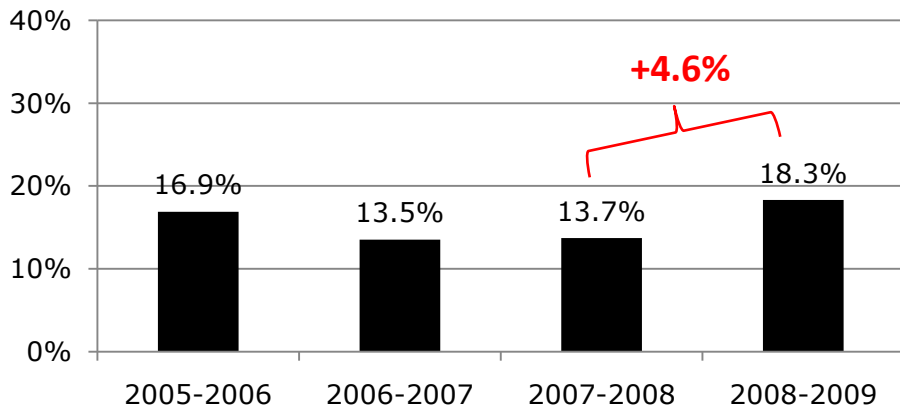
### Roosevelt: 10th Graders Achieving Proficiency on the ELA section of the CHASEE



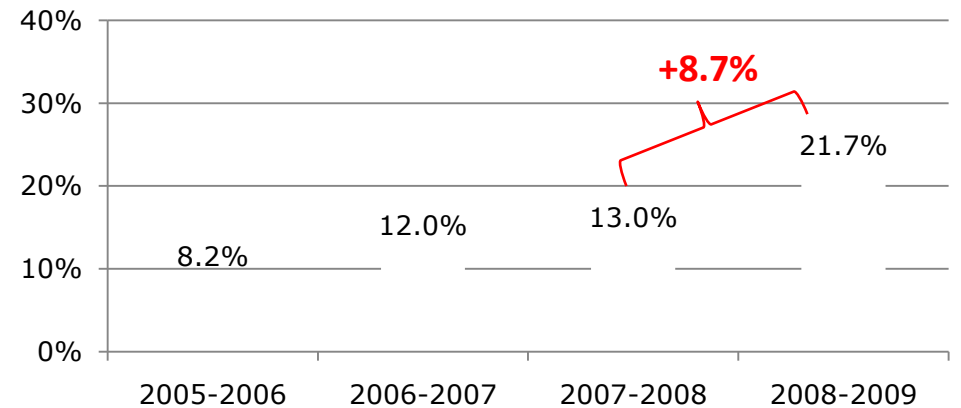
### Roosevelt: 10th Graders Achieving Proficiency on the Math section of the CHASEE



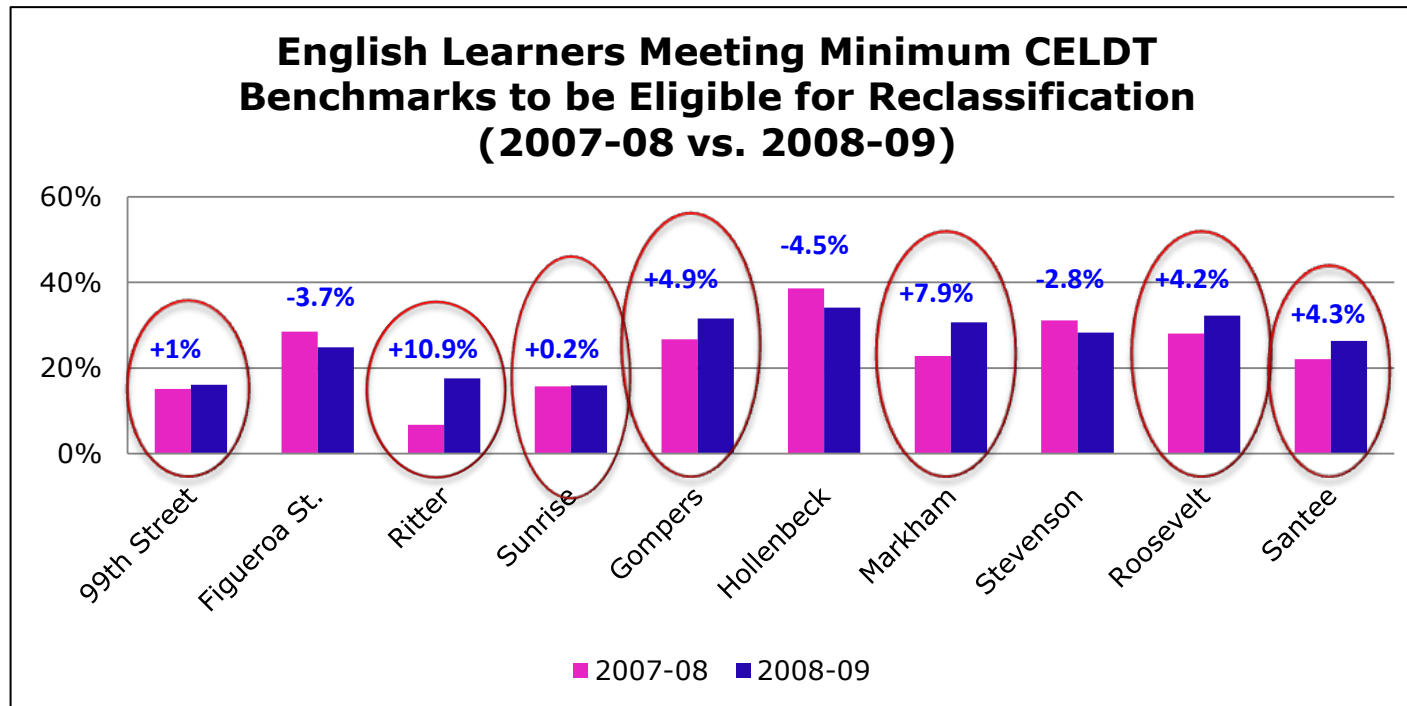
### Santee: 10th Graders Achieving Proficiency on the ELA Section of the CAHSEE



### Santee: 10th Graders Achieving Proficiency on the Math Section of the CAHSEE

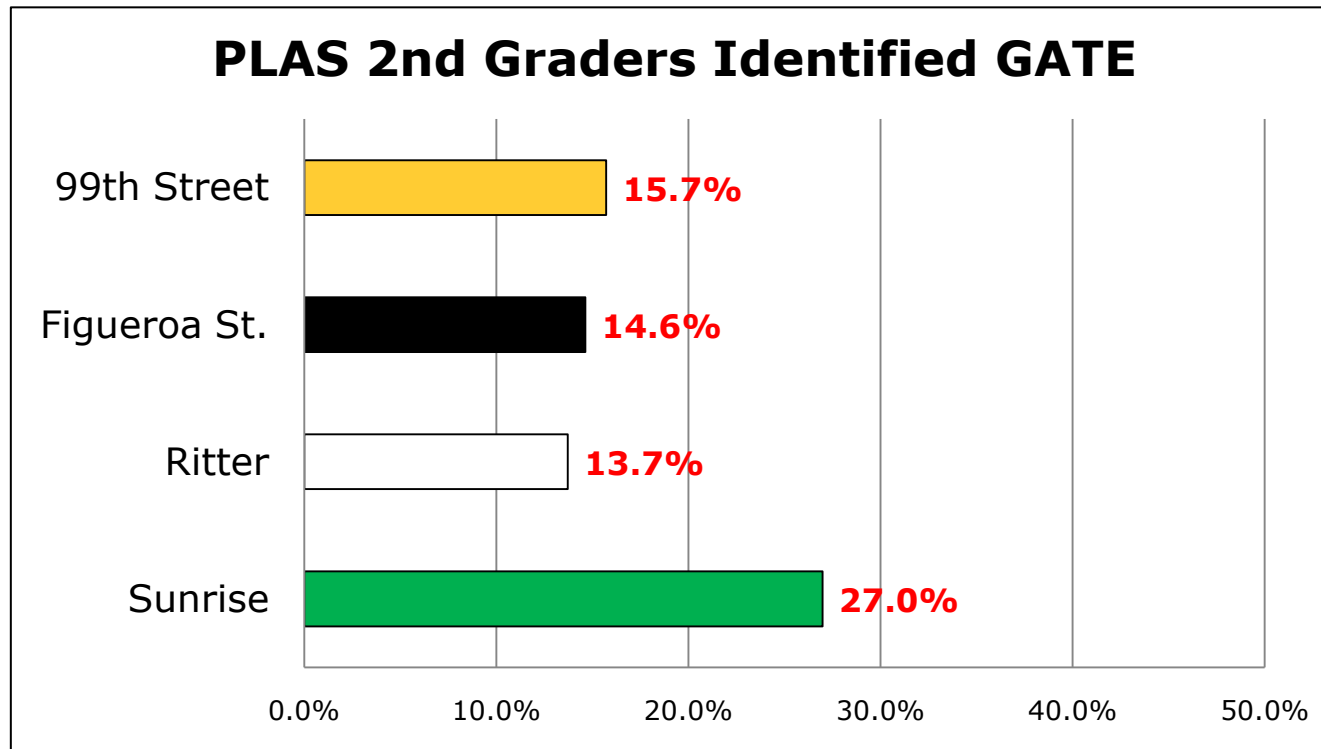


# The number English Learners Eligible for Reclassification has improved at 7 of 10 Partnership schools this year



*The Partnership will work with the schools that didn't improve to identify root causes and make improvements going into next year*

# The Partnership has launched an effort to identify more gifted and talented students at its schools

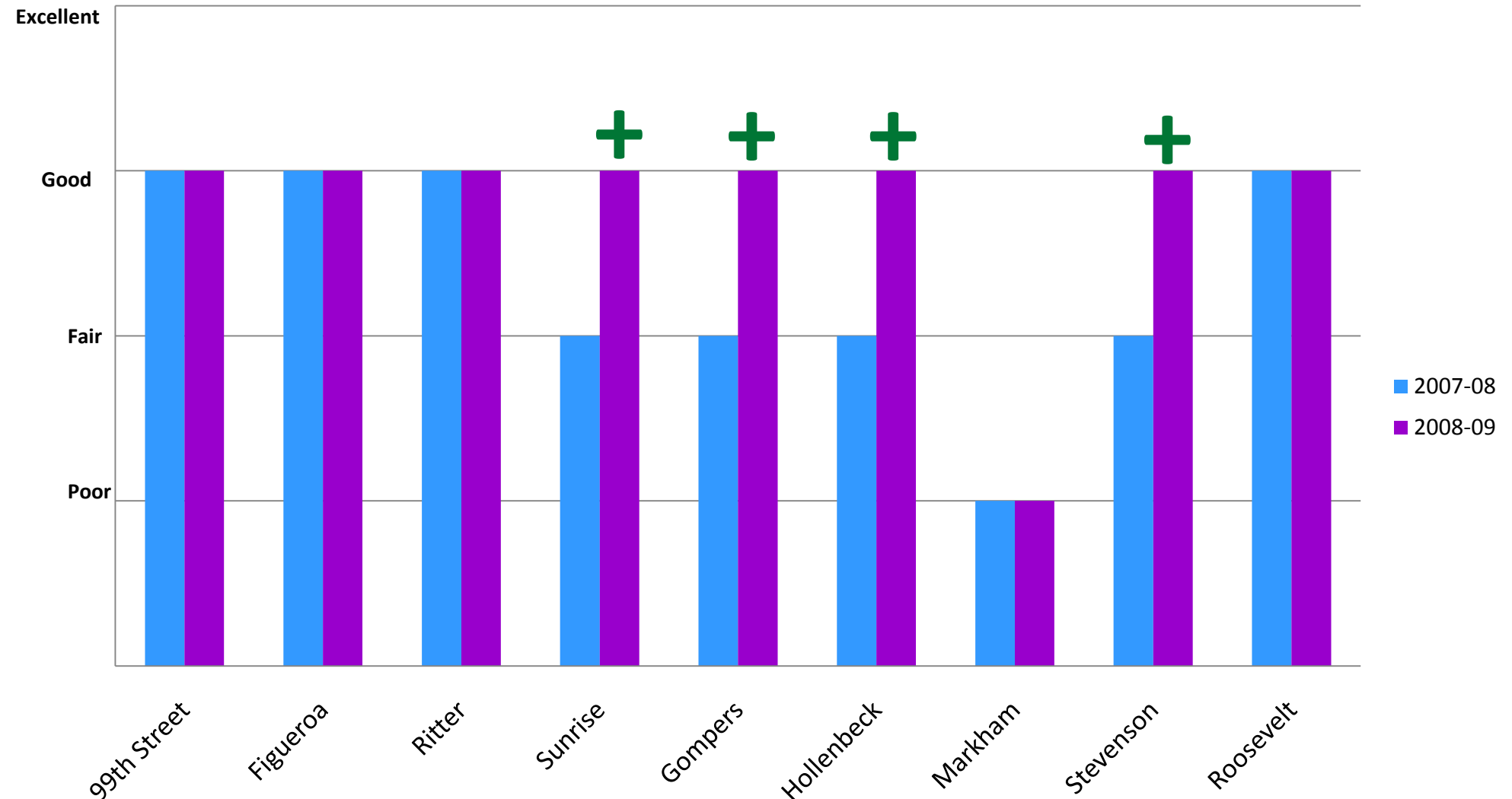


- Partnership innovated from LAUSD policy and procedures for identification of gifted students
- Overall rate of GATE was 1% in 2007-08 in our elementary schools

*Note: Percentages are of the students tested to date (close to 70%), not of all students*

# Four of the Partnership Schools improved their facilities ratings per LACOE. The LACOE inspection examines building cleanliness and safety

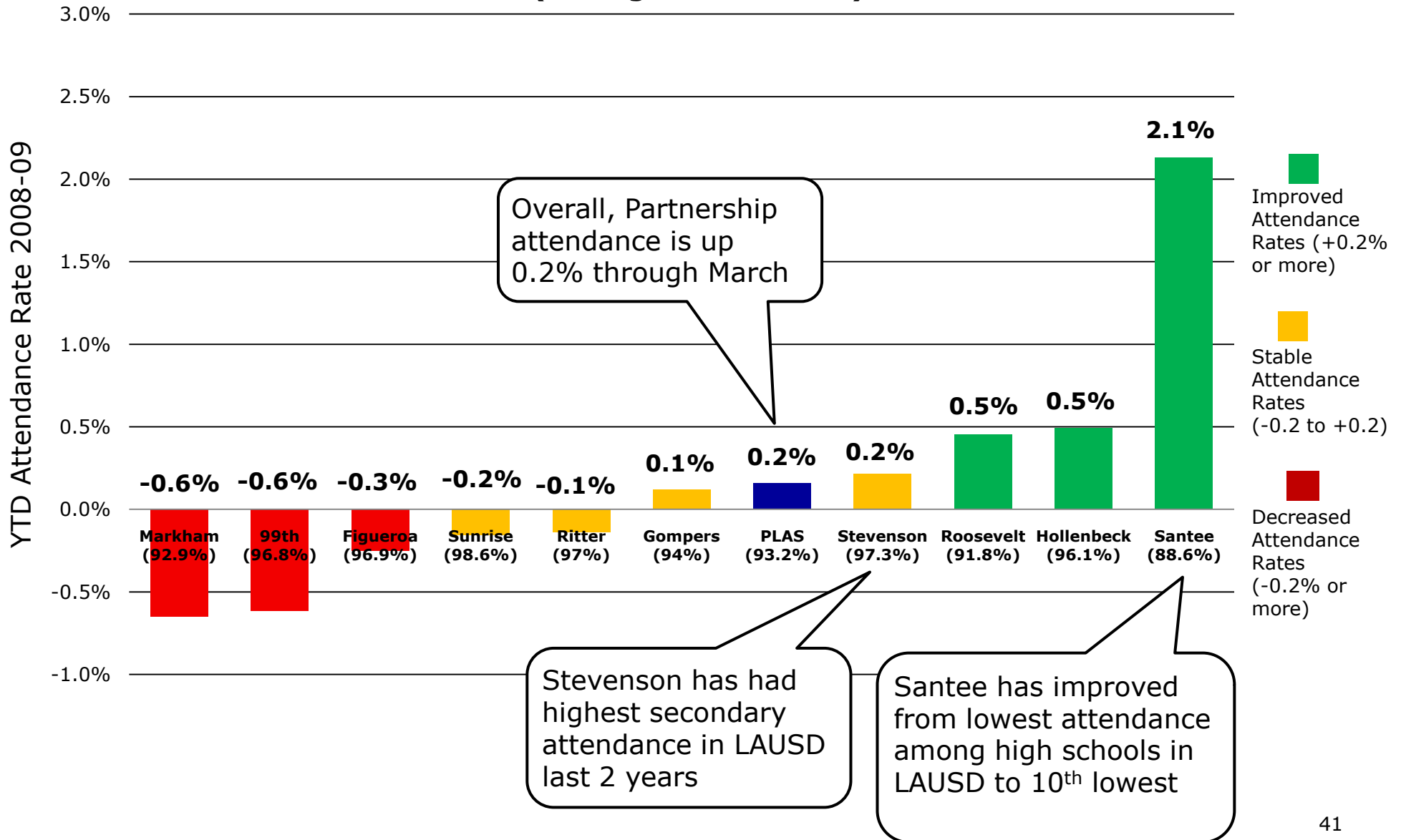
## PLAS Williams Facility Inspections 2007-08 vs. 2008-09



*Markham has issues with its walkway arcades which resulted in the poor rating. Because this is a structural facilities issue, it must be addressed by LAUSD. LAUSD is in the process of fixing this problem. After the arcades are repaired, we expect the rating to improve to good.*

# Overall Partnership Attendance is Up Modestly

## Change in YTD Attendance Rate from 2007-08 to 2008-09 (through March 2009)



# **Concerns at Partnership Schools**

# Staff members at Partnership Schools have expressed concerns about the Partnership's Service and Support

- The biggest concern has been from Roosevelt High School where over 90% of the school site staff voted no confidence in the Partnership and asked that the Partnership be evaluated
- When a survey was provided to the Roosevelt Staff asking what their specific concerns were, the following responses were the most common (*40 people responded to the survey*):
  - Partnership was not genuinely including staff in key decisions and the staff didn't think the Partnership was effectively implementing shared decision making (*over 30 responses*)
  - The Partnership was not effectively communicating to schools (*13 responses*)
  - There weren't enough tangible improvements/changes at Roosevelt due to the Partnership (*12 responses*)
  - Other issues that received less than 10 responses included, not enough new funding from philanthropy for Roosevelt, the transition to small schools was too fast and not well planned, not enough done to protect RIF'd teachers and not enough direct teacher support
- Other schools have expressed similar concerns through surveys or conversations
  - The issues we hear most consistently are that we are not truly implementing shared decision making and that our communication has not been effective
- The Partnership acknowledges that it needs to improve in the areas identified by schools and we are committed to doing so

# The Partnership will work with its schools to get more feedback and take specific actions to improve the situation

- The Partnership is carrying out the following activities before the end of the school year to get specific and actionable feedback from the Partnership Schools
  - Funding a facilitator to conduct interviews with UTLA chapter chairs, teachers, principals and other school based employees and to put together a report defining specific actions that can be taken to improve the situation.
  - Convening focus groups at all Partnership schools
  - Issuing surveys to all school staff members
  - Holding voluntary meetings at each school to develop specific ideas for improvement
  - Providing a year-end report detailing all of the Partnership's expenditures
- Feedback received through these activities will be acted upon in the 2009-2010 school year and the Partnership will check in regularly with its schools to assess how effectively it is improving
  - The Board will be updated on the Partnership's progress related to shared decision making and communications after the first quarter of the 2009-2010 school year
- The Partnership is firmly committed to improving in shared decision making, communications and other focus areas identified by schools. **We will improve in these areas!**

# The Partnership believes there are other factors that are also contributing to dissatisfaction at school sites

- Deep uncertainty and concern related to the Reductions in Force
- A number of significant new initiatives to accelerate student achievement are being carried out at certain Partnership schools at a very fast pace
- Many school site staff are being asked to make changes in how they go about doing their jobs
- The development of LAUSD's iDesign division has not occurred at the pace we anticipated
- High expectations were set during the outreach effort without clearly delineating timelines and milestones
- Transforming low performing schools is really hard and has real challenges that people feel