



Putting  
Children  
First

AMENDED  
**BOARD OF EDUCATION  
MEETING AND WORKSHOP**

**Board of Education Members**

Chinua Rhodes, President (Trustee Area 5)  
Lavinia Grace Phillips, Vice President (Trustee Area 7)  
Jasjit Singh, Second Vice President (Trustee Area 2)  
Tara Jeane (Trustee Area 1)  
Christina Pritchett (Trustee Area 3)  
Jamee Villa (Trustee Area 4)  
Taylor Kayatta (Trustee Area 6)  
Liliana Miller Segura, Student Member

**Thursday, September 21, 2023**

**4:30 p.m. Closed Session**

**6:30 p.m. Open Session**

**Serna Center**

Community Conference Rooms  
5735 47<sup>th</sup> Avenue  
Sacramento, CA 95824

# AGENDA

2023/24-7

*Allotted Time*

4:30 p.m. **1.0 OPEN SESSION / CALL TO ORDER / ROLL CALL**

**2.0 ANNOUNCEMENT AND PUBLIC COMMENT REGARDING ITEMS TO BE DISCUSSED IN CLOSED SESSION**

**3.0 CLOSED SESSION**

*While the Brown Act creates broad public access rights to the meetings of the Board of Education, it also recognizes the legitimate need to conduct some of its meetings outside of the public eye. Closed session meetings are specifically defined and limited in scope. They primarily involve personnel issues, pending litigation, labor negotiations, and real property matters.*

3.1 Government Code 54956.9 - Conference with Legal Counsel:

- a) Significant exposure to litigation pursuant to subdivision (d)(2) of Government Code section 54956.9 (Two Potential Cases)
- b) Existing litigation pursuant to subdivision (d)(1) of Government Code section 54956.9 (OAH Case No. 2023080243)

3.2 Government Code 54957.6 (a) and (b) Negotiations/Collective Bargaining SCTA SEIU, TCS, Teamsters, UPE, Non-Represented/Confidential Management (Cancy McArn)

3.3 Government Code 54957 – Public Employee Discipline/Dismissal/Release/Complaint

3.4 Government Code 54957- Public Employee Appointment

- a) Approve – Assistant Superintendent Special Education
- b) Approve – Theodore Judah, Principal

- 6:30 p.m.    **4.0    CALL BACK TO ORDER/PLEDGE OF ALLEGIANCE**
- 4.1    *The Pledge of Allegiance*
- 4.2    *Ceremonial Oath of Office Given to Newly Elected Student Board Member Liliana Miller Segura*
- 4.3    *Broadcast Statement*
- 4.4    *Stellar Teacher introduced by Board Member Jasjit Singh*
- 6:35 p.m.    **5.0    ANNOUNCEMENT OF ACTION TAKEN IN CLOSED SESSION**
- 6:40 p.m.    **6.0    AGENDA ADOPTION**
- 6:45 p.m.    **7.0    PUBLIC COMMENT** **15 minutes**  
*Members of the public may address the Board on non-agenda items that are within the subject matter jurisdiction of the Board. Public comment may be (1) emailed to [publiccomment@scusd.edu](mailto:publiccomment@scusd.edu); (2) submitted in writing through the district’s website at <https://www.scusd.edu/submit-public-comment>; or (3) provided in-person at the meeting. The submission deadline for written public comments shall be no later than noon on the day of the meeting. If you intend to address the Board in-person, please fill out a yellow card available at the entrance. Speakers may be called in the order that requests are received, or grouped by subject area. We ask that comments are limited to two (2) minutes with no more than 15 minutes per single topic so that as many people as possible may be heard. By law, the Board is allowed to take action only on items on the agenda. The Board may, at its discretion, refer a matter to district staff or calendar the issue for future discussion.*
- 7:00 p.m.    **8.0    COMMUNICATIONS**
- 8.1    *Employee Organization Reports:* **Information**  
*SCTA – 15 minutes*  
*SEIU – 3 minutes*  
*TCS – 3 minutes*  
*Teamsters – 3 minutes*  
*UPE – 3 minutes*
  - *SCTA*
  - *SEIU*
  - *TCS*
  - *Teamsters*
  - *UPE*
- 7:27 p.m.    8.2    *District Advisory Committees:* **Information**  
*3 minutes each*
  - *Student Advisory Council*
  - *Community Advisory Committee*
  - *District English Learner Advisory Committee*
  - *Local Control Accountability Plan/Parent Advisory Committee*
  - *Black/African American Advisory Board*

## **9.0 SPECIAL PRESENTATION**

- 7:42 p.m. 9.1 Approve Community Schools Resolution No. 3344  
(Board Member Tara Jeane and Jacqueline Garner) **Action**  
10 minute presentation  
10 minute discussion
- 8:02 p.m. 9.2 Approve Resolution No. 3345: National Suicide  
Prevention and Recovery Month ( Jacqueline Garner) **Action**  
5 minute presentation  
5 minute discussion
- 8:12 p.m. 9.3 Approve Resolution No. 3346: Recognition of National  
Hispanic Heritage Month (Board Member Lavinia Phillips) **Action**  
5 minute presentation  
5 minute discussion

## **10.0 PUBLIC HEARING**

- 8:22 p.m. 10.1 Resolution No. 3342: Resolution to Convey Easement  
Entitlements to the County of Sacramento at  
Ethel I. Baker (Nathaniel Browning) **Public Hearing**  
5 minute presentation  
5 minute discussion

## **11.0 BOARD WORKSHOP/STRATEGIC INITIATIVE**

- 8:32 p.m. 11.1 Superintendent Search Firms Presentations and Selection  
(Board President Chinua Rhodes) **Information/Action**  
30 minute presentation  
15 minute discussion
- 9:17 p.m. 11.2 Approve 2022-2023 Year End Financial Report  
Unaudited Actuals (Jesse Castillo) **Action**  
15 minute presentation  
15 minute discussion
- 9:47 p.m. 11.3 Approve the Submission of Provisional Internship Permit  
Applications to the California Commission on Teacher  
Credentialing (Tami Mora) **Conference/Action**  
2 minute presentation  
5 minute discussion
- 9:54 p.m. 11.4 Carbon Neutral Goals and Guidelines for SCUSD  
Buildings (Nathaniel Browning & Chamberlain Segrest) **Information**  
10 minute presentation  
10 minute discussion

## **12.0 COMMUNICATIONS**

- 10:14 p.m. 12.1 Interim Superintendent's Report (Lisa Allen) **Information**  
5 minutes
- 10:19 p.m. 12.2 President's Report (Chinua Rhodes) **Information**  
5 minutes
- 10:24 p.m. 12.3 Student Member Report (Liliana Miller Segura) **Information**  
5 minutes

- 10:29 p.m.      12.4 *Information Sharing by Board Members* **Information**  
10 minutes
- 10:39 p.m.      **13.0 CONSENT AGENDA** **Action**  
2 minutes
- Generally routine items are approved by one motion without discussion. The Superintendent or a Board member may request an item be pulled from the consent agenda and voted upon separately.*
- 13.1 Items Subject or Not Subject to Closed Session:
- 13.1a *Approve Grants, Entitlements and Other Income Agreements, Ratification of Other Agreements, Approval of Bid Awards, Approval of Declared Surplus Materials and Equipment, Change Notices and Notices of Completion (Jesse Castillo)*
- 13.1b *Approve Personnel Transactions (Cancy McArn)*
- 13.1c *Approve PO Board Report Period of August 1-31, 2023 (Jesse Castillo)*
- 13.1d *Approve Consolidated Application (ConApp) 2023-2024 Spring Report and LCAP Addendum (Dr. Kelley Odipo)*
- 13.1e *Approve Resolution No. 3343: Estimate Gann Appropriation Limitation for 2023-24 and Gann Amendment Calculation for 2022-23 (Jesse Castillo)*
- 13.1f *Approve Resolution No. 3342: Resolution to Convey Easement Entitlements to the County of Sacramento at Ethel I. Baker (Nathaniel Browning)*
- 13.1g *Approve Appointment of Robyn Mutchler to the Parent Advisory Committee (Krystal Thomas)*
- 13.1h *Approve Resolution No. 3347: Resolution Regarding Board Stipends (Lisa Allen)*
- 13.1i *Approve Minutes for the August 13, 2023 Special Board of Education Meeting (Lisa Allen)*
- 13.1j *Approve LCAP Revisions (Krystal Thomas)*
- 10:41 p.m.      **14.0 FUTURE BOARD MEETING DATES / LOCATIONS**
- ✓ *October 5, 2023, 4:30 p.m. Closed Session, 6:30 p.m. Open Session, Serna Center, 5735 47<sup>th</sup> Avenue, Community Room, Regular Workshop Meeting*
- ✓ *October 19, 2023, 4:30 p.m. Closed Session, 6:30 p.m. Open Session, Serna Center, 5735 47<sup>th</sup> Avenue, Community Room, Regular Workshop Meeting*
- 10:43 p.m.      **15.0 ADJOURNMENT**

*NOTE: The Sacramento City Unified School District encourages those with disabilities to participate fully in the public meeting process. If you need a disability-related modification or accommodation, including auxiliary aids or services, to participate in the public meeting, please contact the Board of Education Office at (916) 643-9314 at least*

*48 hours before the scheduled Board of Education meeting so that we may make every reasonable effort to accommodate you. [Government Code § 54953.2; Americans with Disabilities Act of 1990, § 202 (42 U.S.C. §12132)] Any public records distributed to the Board of Education less than 72 hours in advance of the meeting and relating to an open session item will be available on the district's website at [www.scusd.edu](http://www.scusd.edu)*



# SACRAMENTO CITY UNIFIED SCHOOL DISTRICT BOARD OF EDUCATION

Agenda Item# 9.1

**Meeting Date:** September 21, 2023

**Subject:** Approve Community Schools Resolution No. 3344

- Information Item Only
- Approval on Consent Agenda
- Conference (for discussion only)
- Conference/First Reading (Action Anticipated: \_\_\_\_\_)
- Conference/Action
- Action
- Public Hearing

**Division:** Board Office

**Recommendation:** Approve Resolution No. 3344: Development of an Inclusive Community School Model.

**Background/Rationale:**

The California Community Schools Partnership Program (CCSPP) supports schools' efforts to partner with community agencies and local government to align community resources to improve student outcomes. These partnerships provide an integrated focus on academics, health and social services, youth and community development, and community engagement.

Community school strategies can be an effective approach to mitigate the academic and social impacts of emergencies that affect local communities, improve school responsiveness to student and family needs, and to organize school and community resources to address barriers to learning. Community schools often include four evidence-informed programmatic features, which are aligned and integrated into high-quality, rigorous teaching and learning practices and environments:

- Integrated support services;
- Family and community engagement;
- Collaborative leadership and practices for educators and administrators; and
- Extended learning time and opportunities.

Eighteen school sites throughout SCUSD, including Abraham Lincoln Elementary, César E. Chávez Intermediate Elementary, Earl Warren Elementary, Edward Kemble

Elementary, Ethel I. Baker Elementary, Ethel Phillips Elementary, Fern Bacon Middle, Hiram Johnson High, John Bidwell Elementary, John D. Sloat Elementary, John Still TK-8, Luther Burbank High, Oak Ridge Elementary, Pacific Elementary, Parkway Elementary, Rosa Parks K-8, Will C. Wood Middle, and Woodbine Elementary, have received Community Schools Grants from the State of California and have already incorporated some of these pillars into their approaches to teaching and community engagement.

**Financial Considerations:** .California Community Schools Partnership Program Implementation Grant- Cohort 1 & Cohort 2

**LCAP Goal:** Goal1 College & Career Readiness, Goal 2: Foundational Educational Experience with Equitable Opportunities for ALL Students; Goal 3 Integrated Supports; Goal 4: Culture & climate- dismantling Systems; Goal 5: Engagement & Empowerment; Goal 6: Implementation of MTSS/DBDM; Goal 7: Update the Graduate Profile; Goal 8: Basic Services and Districtwide Operations; Goal 9: Focus on Students with Disabilities; Goal 10: Focus on Homeless Youth; Goal 11: Focus on Foster Youth

**Documents Attached:**

1. Resolution No. 3344

**Estimated Time of Presentation:** 10 minutes

**Submitted by:** Jacqueline Garner, Executive Director of Student Support and Health Services and  
Tara Jeane, Board Member

**Approved by:** Lisa Allen, Superintendent

**SACRAMENTO CITY UNIFIED SCHOOL DISTRICT  
BOARD OF EDUCATION  
RESOLUTION NO. 3344**

**RESOLUTION NO. 3344 OF THE BOARD OF EDUCATION OF THE SACRAMENTO  
UNIFIED SCHOOL DISTRICT ON THE DEVELOPMENT OF AN INCLUSIVE  
COMMUNITY SCHOOLS MODEL**

**WHEREAS**, a central goal of the Sacramento City Unified School District is to develop the whole child so that they emerge from their TK-12 schooling creative, resilient, and community-minded people, and;

**WHEREAS**, SCUSD youth should have access to an array of curricular and extra-curricular learning opportunities that are engaging, culturally relevant, and challenging, and that promote their full development, and;

**WHEREAS**, SCUSD youth and families should have access to an array of health, social, and emotional supports that enable such development, and;

**WHEREAS**, SCUSD youth should understand they are valued members of communities and that they have a role to play in improving and contributing to their communities through social inquiry and civic action, and;

**WHEREAS**, the holistic development of SCUSD youth must be a shared effort of educators, community partners, and families, and;

**WHEREAS**, the Board of Education recognizes the positive impact that the community school model can have on supporting schools and communities in this shared effort, and;

**WHEREAS**, the SCUSD has a long history of community schooling that has promoted these goals, and;

**WHEREAS**, the SCUSD schools face a set of challenges today that make community schooling more important than ever, and;

**WHEREAS**, economic, social, and racial inequality has powerful negative effects on the well-being of SCUSD youth, and;

**WHEREAS**, successful community schools ensure underserved communities receive equitable resources, create community partnerships, and foster the self-empowerment necessary to support student learning, strong families, and thriving communities, and;

**WHEREAS**, eighteen school sites throughout SCUSD, including Abraham Lincoln Elementary, César E. Chávez Intermediate Elementary, Earl Warren Elementary, Edward Kemble Elementary, Ethel I. Baker Elementary, Ethel Phillips Elementary, Fern Bacon Middle, Hiram



Johnson High, John Bidwell Elementary, John D. Sloat Elementary, John Still TK-8, Luther Burbank High, Oak Ridge Elementary, Pacific Elementary, Parkway Elementary, Rosa Parks K-8, Will C. Wood Middle, and Woodbine Elementary, have received Community Schools Grants from the State of California and have already incorporated some of these pillars into their approaches to teaching and community engagement.

**NOW, THEREFORE, BE IT RESOLVED**, that the SCUSD Board of Education endorses community schools as an evidence-based strategy for school improvement and community development based on the following pillars which are the hallmarks of a successfully implemented community school:

- identified by the California Department of Education as Integrated Student Services, Family and Community Engagement, Collaborative Leadership Practices, and Extended Learning Time and Opportunities, and
- identified by the National Education Association as Inclusive Leadership, Family and Community Partnerships, Strong and Proven Curriculum, Positive Behavioral Practices, High Quality Teaching and Community Support Services, and;

**BE IT FURTHER RESOLVED**, that the SCUSD defines a community school as a school that achieves success by implementing the above pillars through the following mechanisms;

- one Community Schools Training Specialist, and;
- a Community Schools Implementation Team (CSIT) that includes school community stakeholders that represent the diversity and cultural composition of the community the school serves, and;
- an annual asset and needs assessment of and by both school and community, and;
- a strategic plan that results in the creation of various problem solving teams dedicated to continuous improvement, and;
- the engagement of partners who bring assets and expertise to help implement the building blocks of community schools, and;

**BE IT FURTHER RESOLVED**, that the Board of Education supports the creation of a district-level Community Schools Advisory committee (CSAC) to create and inclusively lead the process to coordinate and oversee the implementation of the District Implementation Grant by a Community Schools Implementation Team (CSIT) at each participating school site; and

**BE IT FURTHER RESOLVED**, that the Sacramento City Unified School District Board of Education recognizes the approval of this Resolution requires funding of Community Schools in collaboration with Sacramento County, the City of Sacramento, the State of California, and philanthropic resources and entities at the federal level to ensure the success of this Community School Initiative.

**PASSED AND ADOPTED** by the Sacramento City Unified School District Board of Education on this 21st day of September, 2023, by the following vote:

AYES: \_\_\_\_\_

NOES: \_\_\_\_\_

ABSTAIN: \_\_\_\_\_

ABSENT: \_\_\_\_\_

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Lisa Allen  
Secretary of the Board of Education

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Chinua Rhodes  
President of Board of Education



# SACRAMENTO CITY UNIFIED SCHOOL DISTRICT BOARD OF EDUCATION

Agenda Item# 9.2

**Meeting Date:** September 21, 2023

**Subject:** Approve Resolution No. 3345 National Suicide Prevention and Recovery Month

- Information Item Only
- Approval on Consent Agenda
- Conference (for discussion only)
- Conference/First Reading (Action Anticipated: \_\_\_\_\_)
- Conference/Action
- Action
- Public Hearing

**Division:** Student Support & Health Services

**Recommendation:** Approval of Board Resolution 3345 National Suicide Prevention and Recovery Month

**Background/Rationale:** In support of National Suicide Prevention Awareness Week, World Suicide Prevention Day and National Recovery Month, all held in September, we encouraging a special focus on the intersection between suicide prevention, alcohol and drug use and efforts that foster resilience, recovery and well-being for our students, families, staff and community.

**Financial Considerations:** None

**LCAP Goal(s):** Goal 3: Integrated Supports; Goal 4: Culture & climate- dismantling systems

**Documents Attached:**

1. Suicide Prevention Board Resolution 3345

**Estimated Time of Presentation:** 5 minutes

**Submitted by:** Jacqueline Garner, Student Support & Health Services

**Approved by:** Lisa Allen, Interim Superintendent

**SACRAMENTO CITY UNIFIED SCHOOL DISTRICT  
BOARD OF EDUCATION**

**RESOLUTION NO. 3345**

**“NATIONAL SUICIDE PREVENTION AND RECOVERY MONTH”**

**WHEREAS**, the week of September 10-16, 2023 is National Suicide Prevention Week, and September 2023 is National Recovery Month, when millions of people around the world join their voices to share a message of hope and healing; and

**WHEREAS**, these observances are united in raising awareness that prevention is possible; treatment is effective; and people can and do recover to live healthy, fulfilling lives; and

**WHEREAS**, according to the Centers for Disease Control, one person dies by suicide every 11.7 minutes, resulting in nearly 45,000 deaths each year in the United States; and

**WHEREAS**, Suicide was the second leading cause of death for people ages 10-14 and 20-34 and

**WHEREAS**, suicide is a preventable national, state, and local public health problem; and

**WHEREAS**, strategies to prevent suicide include teaching students coping, problem solving, and help-seeking skills including support social-emotional learning programs, providing caregiver support and training to improve family relationships, and support resiliency building through education programs; and

**WHEREAS**, providing a safe and nurturing school environment ensures both the physical, psychological, and emotional safety of students and staff and minimizes suicidal ideation; and

**WHEREAS**, we must encourage friends, family, co-workers, and providers to recognize the signs of a problem, warning signs of suicide, and guide those in need to appropriate services and supports - as friends and social media are key sources of information for young people; and

**WHEREAS**, the most recent 2023 California Healthy Kids Survey of SCUSD students indicated that 38% of SCUSD students reported feeling chronic sadness and 17% reported seriously considering suicide in the past 12 months; and

**WHEREAS**, resiliency begins early in life within families, day cares, and schools, and can be strengthened and reinforced throughout the life span; and

**WHEREAS**, recovery and wellness encompass the whole individual, including mind, body, spirit, culture and community; and

**WHEREAS**, the benefits of preventing and overcoming mental health challenges, suicide attempts and loss, and substance abuse are significant and valuable to individuals, families, and our community at large; and

**WHEREAS**, the SCUSD Student Support & Health Services team is dedicated to promoting and providing suicide prevention awareness, education and interventions designed to build resiliency, create safety, and find hope; and

**WHEREAS**, SCUSD has taken a number of steps to support our students, staff and families mental health and well-being, including adopting an evidenced-based suicide prevention training program (Kognito) that all staff complete annually; providing all SCUSD community access to Care Solace, a resource that provides navigation and linkage to community-based mental health and substance abuse treatment; and significantly expanding school-based mental health support staffing to all schools in order to increase access to early identification and intervention.

**NOW, THEREFORE, BE IT RESOLVED** that the Sacramento City Unified School District Board of Education proclaims the month of September 2023 is Suicide Prevention and Recovery Month.

**BE IT FURNTER RESOLVED**, that Sacramento City Unified School District Board of Education encourages all members of our school community to actively participate in Suicide Prevention Month Initiatives and join us in our commitment to promoting mental health and preventing suicide.

**PASSED AND ADOPTED** by the Sacramento City Unified School District Board of Education on this 21st day of September, 2023, by the following vote:

AYES: \_\_\_\_\_

NOES: \_\_\_\_\_

ABSTAIN: \_\_\_\_\_

ABSENT: \_\_\_\_\_

\_\_\_\_\_  
Lisa Allen  
Secretary of the Board of Education

\_\_\_\_\_  
Chinua Rhodes  
President of Board of Education



# SACRAMENTO CITY UNIFIED SCHOOL DISTRICT BOARD OF EDUCATION

Agenda Item# 9.3

**Meeting Date:** September 21, 2023

**Subject:** Approve Resolution No. 3346 Recognition of National Hispanic Heritage Month

- Information Item Only
- Approval on Consent Agenda
- Conference (for discussion only)
- Conference/First Reading (Action Anticipated: \_\_\_\_\_)
- Conference/Action
- Action
- Public Hearing

**Division:** Multilingual Literacy Department

**Recommendation:**

Approve Resolution No. 3346 Recognition of National Hispanic Heritage Month

**Background/Rationale:** September 15 through October 15, 2023 is National Hispanic Heritage Month, which was started in 1968 as Hispanic Heritage Week under President Lyndon Johnson and was expanded by President Ronald Reagan in 1988. Hispanic Heritage Month was enacted into law on August 17, 1988. The SCUSD Board of Education recognizes the positive influences Hispanics have on the country and in the community through their strong commitment to family, faith, hard work, and service, and commends the many local community organizations that support their progress, enrich their culture, and celebrate the multiethnic and multicultural customs of the Hispanic communities. The District recognizes the contributions of local Hispanic leaders, District staff, students, and their families.

**Financial Considerations:** N/A

**LCAP Goal:** Safe, Emotionally Healthy and Engaged Students

**Documents Attached:**

1. Resolution No. 3346

**Estimated time of Presentation:** 5 minutes

**Submitted by:** Lavinia Phillips, Board Member

and Olga L. Simms, Director III Multilingual Literacy

**Approved by:** Lisa Allen, Interim Superintendent

**SACRAMENTO CITY UNIFIED SCHOOL DISTRICT  
BOARD OF EDUCATION**

**RESOLUTION NO. 3346**

**RECOGNITION OF  
NATIONAL HISPANIC HERITAGE MONTH  
MES DE LA HERENCIA HISPANA**

**WHEREAS**, the Sacramento City Unified School District takes great pride in joining citizens throughout the country in recognizing National Hispanic Heritage Month, which honors the histories, cultures, and contributions of American citizens whose ancestors came from Spain, Mexico, the Caribbean, and Central and South America; and

**WHEREAS**, the first national recognition of Hispanic heritage began with an observation of one week in 1968 and was enacted into law on August 17, 1988, on the approval of Public Law 100-402, to cover a 30-day span beginning on September 15; and

**WHEREAS**, the day of September 15 is significant because it is the anniversary of independence for Latin American countries Costa Rica, El Salvador, Guatemala, Honduras, and Nicaragua, we must not forget that Brazil celebrates their independence day on September 7 (1822), Mexico on September 16 (1810), Chile on September 18 (1810), respectively; and

**WHEREAS**, California is one of thirteen states in America with a population of more than 1 million or more Hispanic residents.

**WHEREAS**, the 2023 theme for National Hispanic Heritage Month “Latinos: Driving Prosperity, Power, and Progress in America,” recognizes the significant strides of Hispanics in the economic, political, and social growth of the U.S. with the introduction of two powerful concepts of "Flip the script" and "Asset values framing" geared to challenge negative stereotypes and biases about Hispanics, promoting a more inclusive and positive narrative that reflects the strength and resilience of our communities. Additionally, the concept of "Asset values framing" allows the shift the focus from deficits to strengths, highlighting the positive contributions of Hispanics to our society; and

**WHEREAS**, Sacramento City Unified School District serves more than 16,112 Hispanic students or about 41 percent of the student population; and

**WHEREAS**, 250 students have received the Spanish Language Seal of Biliteracy through the Multilingual Literacy Department in Sacramento City Unified School District in the 2022-23 school year; and

**WHEREAS**, Sacramento City Unified School District is committed to improving the academic and social-emotional outcomes for English language learners and all students in the district; and

**WHEREAS**, the Sacramento City Unified School District Board of Education recognizes the positive influences Hispanics have on our country, our state, our communities, and our district



which support their progress, enrich their culture, and celebrate the multiethnic and multicultural customs of the Hispanic communities.

**BE IT FURTHER RESOLVED**, that appropriate classroom activities take place that illustrate the value, role, and contributions of Hispanics to the local and national economies, culture, and identity.

**NOW, THEREFORE, BE IT RESOLVED**, that the Sacramento City Unified Board of Education declares September 15 through October 15, 2023, as National Hispanic Heritage Month, recognizes the contributions of local Hispanic leaders, District staff, students, and their families.

**PASSED AND ADOPTED** by the Sacramento City Unified School District Board of Education on this 21st day of September, 2023, by the following vote:

AYES: \_\_\_\_\_  
NOES: \_\_\_\_\_  
ABSTAIN: \_\_\_\_\_  
ABSENT: \_\_\_\_\_

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Lisa Allen  
Secretary of the Board of Education

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Chinua Rhodes  
President of the Board of Education



## **HISPANIC HERITAGE MONTH RESOURCES**

Instructions: The resources below are to support your classroom activities during Hispanic Heritage Month (September 15-October 15). We encourage you to choose from these daily activities to activate your students' cross-cultural awareness of Hispanic culture and their impactful contributions nationally and internationally.

<b>GRADES</b>	<b>RESOURCE LINKS</b>
TK-2	<a href="#">Reading Rockets</a> <a href="#">11 Picture Books Celebrating Hispanic Heritage Month</a> <a href="#">National Education Association</a> <a href="#">Studies Weekly</a> <a href="#">Teacher Vision</a> <a href="#">Common Sense Education</a> <a href="#">9 National Hispanic Heritage Month Activities for Students: A Celebration of Culture</a>
3-6	<a href="#">Reading Rockets</a> <a href="#">11 Picture Books Celebrating Hispanic Heritage Month</a> <a href="#">National Education Association</a> <a href="#">Studies Weekly</a> <a href="#">Spanish Mama: Teaching Spanish &amp; Spanglish Living</a> <a href="#">Teacher Vision</a> <a href="#">Common Sense Education</a> <a href="#">9 National Hispanic Heritage Month Activities for Students: A Celebration of Culture</a>
7-12	<a href="#">Reading Rockets</a> <a href="#">National Education Association</a> <a href="#">Studies Weekly</a> <a href="#">Spanish Mama: Teaching Spanish &amp; Spanglish Living</a> <a href="#">Teacher Vision</a> <a href="#">Common Sense Education</a> <a href="#">9 National Hispanic Heritage Month Activities for Students: A Celebration of Culture</a>



# SACRAMENTO CITY UNIFIED SCHOOL DISTRICT BOARD OF EDUCATION

Agenda Item# 10.1

**Meeting Date:** September 21, 2023

**Subject:** **Public Hearing for Resolution No. 3342: Resolution to Convey Easement Entitlements to the County of Sacramento for a Public Easement at Ethel I Baker**

- Information Item Only
- Approval on Consent Agenda
- Conference (for discussion only)
- Conference/First Reading (Action Anticipated: \_\_\_\_\_)
- Conference/Action
- Action
- Public Hearing

**Division:** Facilities Support Services

**Recommendation:** Provide a Public Hearing on Resolution No. 3342, which conveys easement entitlements to the County of Sacramento for public easement entitlements at Ethel I. Baker Elementary. Approve subsequent Resolution No. 3340 as part of the Consent Agenda during the same meeting.

**Background/Rationale:** The City of Sacramento is seeking to acquire a permanent Easement for public sidewalk improvements as part of their *South Sacramento Safe Routes to School Project* over a portion of Ethel I. Baker Elementary School, located at 5717 Laurine Way, in the County of Sacramento. The County is proposing the project to enhance the walkability and ADA access to school. A temporary construction easement for 36 months is also required in order to provide the County with the needed space to complete the construction of the sidewalk upgrade.

**Financial Considerations:** The County of Sacramento desires to acquire an area of approximately 1,768 square feet for said Easements for \$3,300.

**LCAP Goal(s):** Operational Excellence

**Documents Attached:**

1. Notice of Public Hearing
2. Executive Summary
3. Attachment A—legal description and plat map of the Permanent Easement
4. Attachment B—legal description and plat map of the Temporary Construction Easement

**Estimated Time of Presentation:** 5 minutes

**Submitted by:** Nathaniel Browning, Director of Facilities  
Ben Wangberg, Facilities Planning Manager

**Approved by:** Lisa Allen, Interim Superintendent

**Sacramento City Unified School District**  
Compliance with Education Code Article 15 [17556-17561] Dedication of Real Property

## **NOTICE OF PUBLIC HEARING**

The Sacramento City Unified School District hereby gives notice that a  
Public Hearing will be held as follows:

### **Topic of Hearing:**

**Resolution No. 3342: Resolution to Convey Public Utilities and Public Facilities to the County  
of Sacramento for the South Sacramento Safe Routes to School Project**

Copies of this program may be inspected at:

**Serna Educational Center  
5735 47<sup>th</sup> Avenue  
Sacramento, CA 95824**

**SCUSD Facilities Department Office  
425 1st Ave  
Sacramento, CA 95818**

The Sacramento City Unified School District Governing Board will consider adoption of a  
Resolution to Convey Public Utilities and Public Facilities to the Ethel Baker Elementary School  
Sidewalk.

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**HEARING DATE:** Thursday, September 21, 2023

**TIME:** 6:30 p.m.

**LOCATION:** Serna Educational Center  
5735 47<sup>th</sup> Avenue  
Sacramento, CA 95824

**FOR ADDITIONAL INFORMATION CONTACT:** SCUSD Facilities Support Services Department  
(916) 643-9233

# Board of Education Executive Summary

## Facilities Support Services

Public Hearing for Resolution No. 3342: Resolution to Convey Easement Entitlements to the County of Sacramento at Ethel I. Baker  
September 21, 2023



### I. Overview/History of Department or Program

The County of Sacramento is seeking to acquire a permanent easement (“Easement”) for public sidewalk improvements as part of their *South Sacramento Safe Routes to School Project* over a portion of Ethel Baker Elementary property at 5717 Laurine Way, in Sacramento County. The County is proposing the project to enhance the walkability and ADA access to school. A temporary construction easement (“TCE”) for 36 months is also required in order to provide the County with the needed space to complete the construction of the sidewalk upgrade.

The County desires to acquire an area of approximately 462 square feet for said Easement. The legal description and plat map(s) of the Easement area are attached to this Board item. The County has determined the total just compensation for the Easement to be \$3,300.

To initiate the process for an easement, Education Code 17557 specifies that the District has to provide a resolution of its intention to dedicate real property. On the August 17, 2023, Board of Education Meeting, the Governing Board adopted Resolution No. 3340 which declared the District’s intention to convey District property located at 5717 Laurine Way, in the County of Sacramento, to the County of Sacramento for a public easement.

Thereafter, Pursuant to Education Code 17558, copies of Resolution No. 3340 were posted in three public places within the District and a Notice of Public Hearing was published in The Daily Recorder on September 5, 2023.

### II. Driving Governance:

Education Code Article 15 §17556-17561

### III. Budget:

The County of Sacramento to pay District \$3,300 for the public Easement because efforts to widen the sidewalk require a larger easement area than the one currently in place at the site.

### IV. Goals, Objectives and Measures:

Convey Easement Entitlements to the County of Sacramento for a public sidewalk in front of Ethel I. Baker Elementary.

### V. Major Initiatives:

N/A

### VI. Results:

County staff is proposing the project to enhance the sidewalk in front of Ethel I Baker Elementary and the adjacent neighborhood.

# Board of Education Executive Summary

## Facilities Support Services

Public Hearing for Resolution No. 3342: Resolution to Convey Easement Entitlements to the County of Sacramento at Ethel I. Baker  
September 21, 2023



### VII. Lessons Learned/Next Steps:

Adopt the subsequent Resolution No. 3342 on the Consent Agenda, which conveys easement entitlements to the County of Sacramento for a public easement and temporary construction easement.

**EXHIBIT "A"**  
**DESCRIPTION**

All that real property situated in the County of Sacramento, State of California, being a portion of the parcel of land described in that Deed recorded on July 25, the year 1950, in Book 1879 of Official Records at Page 13, in the Office of the County Recorder of Sacramento County, said portion being described as follows:

Commencing at the intersection of the centerline of a 42 foot-wide roadway (currently Iowa Avenue) with the centerline of a 42 foot-wide roadway (currently Laurine Way), as shown on that certain Plat titled, *The Plat of Sandra Heights*, filed in the Office of said County Recorder, in Book 31 of Maps at Map No. 8; thence along the said centerline of Iowa Avenue, North 89°37'30" East, 42.02 feet; thence leaving said centerline, South 00°22'30" East, 21.00 feet to a point on the south right of way line of Iowa Avenue, as shown on said Plat, said point being the Point of Beginning; thence from said **Point of Beginning**, along said south right of way line, North 89°37'30" East, 234.71 feet; thence leaving said south right of way line, South 59°58'17" West, 4.04 feet to a line parallel with and having a perpendicular distance of 2.00 feet from said south right of way line; thence along said parallel line, South 89°37'30" West, 227.19 feet; thence leaving said parallel line, North 63°48'49" West, 4.47 feet to the Point of Beginning, containing an area of approximately 462 square feet.

See Exhibit "B", plat to accompany this description, attached hereto and made part hereof.

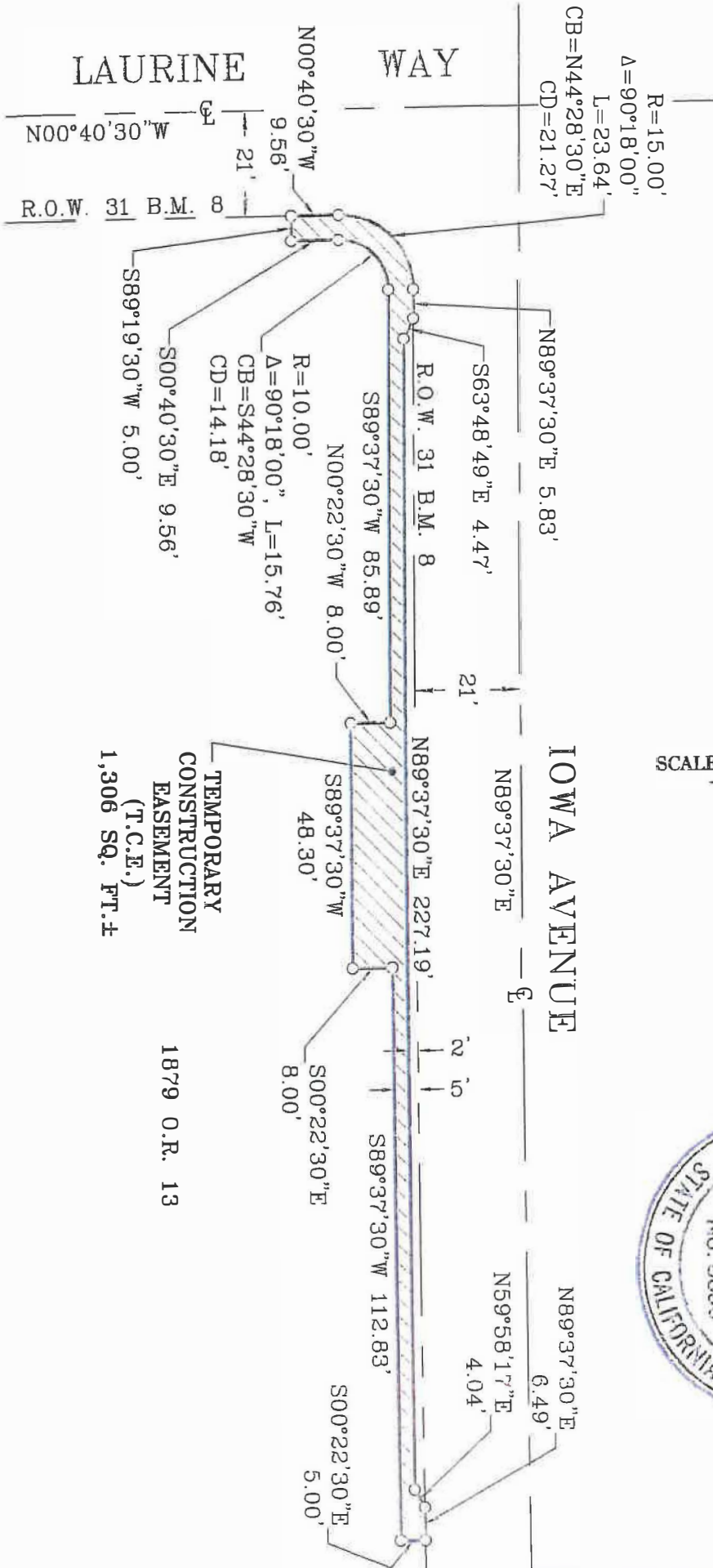
  
Jeffrey M. Dron  
State of California Licensed Land Surveyor





**LEGEND**

- DIMENSION POINT
- R.O.W. RIGHT OF WAY
- O.R. OFFICIAL RECORD
- B.M. BOOK OF MAPS
- ⊥ STREET CENTERLINE



SCALE: 1"=30'



COUNTY OF SACRAMENTO  
COMMUNITY DEVELOPMENT DEPARTMENT  
SURVEY SECTION  
SCALE: 1"=30'  
S515  
MAY 2023

T.C.E. EXHIBIT B  
PORTION OF LAND DESCRIBED IN BOOK 1879 O.R. PAGE 13  
(A.P.N. 026-0151-001)  
COUNTY OF SACRAMENTO - STATE OF CALIFORNIA  
PAGE 1 OF 1



# SACRAMENTO CITY UNIFIED SCHOOL DISTRICT BOARD OF EDUCATION

Agenda Item# 11.1

**Meeting Date:** September 21, 2023

**Subject:** Superintendent Search Firm Presentation and Approval

- Information Item Only
- Approval on Consent Agenda
- Conference (for discussion only)
- Conference/First Reading (Action Anticipated: \_\_\_\_\_)
- Conference/Action
- Action
- Public Hearing

**Division:** Board of Education

**Recommendation:** Receive information from respondent search firms and possible approval of firm to assist with Superintendent search process.

**Background/Rationale:** The Board of Education is seeking the services of a qualified firm with expertise in all phases of the Superintendent search process. Accordingly, a Request for Statement of Qualifications (RFQ) for a search consultant was issued with a submittal deadline of August 8, 2023. Three firms were selected to present at this board meeting. The scope of services shall include the Board's desire for community engagement and transparency in the Superintendent search process. Once a firm is selected a consultant contract will come back to the Board for approval.

**Financial Considerations:** To be determined.

**LCAP Goal(s):** N/A

**Documents Attached:**  
Proposals received by firms

**Estimated Time of Presentation:** 30 minutes

**Submitted by:** Chinua Rhodes, Board President

**Approved by:** Lisa Allen, Interim Superintendent

*A Proposal Prepared for*

# **Sacramento City Unified School District**

**Sacramento, California**

*for*

*The Search and Selection of a  
Superintendent of Schools*

*submitted in collaboration with*



*by*

**MCPHERSON *MJ* JACOBSON, LLC**  
EXECUTIVE RECRUITMENT & DEVELOPMENT



Phone: 888-375-4814  
Email: [mail@macnjake.com](mailto:mail@macnjake.com)  
Website: [www.macnjake.com](http://www.macnjake.com)





**MCPHERSON & JACOBSON, L.L.C.**  
Executive Recruitment & Development  
*in collaboration with the California School Boards Association*



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888-375-4814 ♦ Email: [mail@macnjake.com](mailto:mail@macnjake.com) ♦ Website: [www.macnjake.com](http://www.macnjake.com)

## **PART I – COVER LETTER**

August 7, 2023

Board of Trustees  
Sacramento City Unified School District  
5735 47<sup>th</sup> Avenue  
Sacramento, California 95824

Thank you for the opportunity to respond to your RFP. The enclosed proposal describes the professional services the California School Board Association representative, McPherson & Jacobson, L.L.C. intends to provide Sacramento City Unified School District in ensuring your superintendent search secures quality leadership for the district.

McPherson & Jacobson will work with the board to design a search that meets the unique needs of your school district. Our firm's five-phase protocol allows the board to concentrate on the most important segments: the interview and selection of the successful candidate. Our team of consultants, working in conjunction with the board and diverse stakeholder groups you identify, will implement a systematic, comprehensive process culminating in the hiring of the most qualified candidate for your district.

At the core of our firm's work is the belief that every student is entitled to high quality education and that this is dependent upon quality leadership. We understand that students have diverse needs, thus, we focus on the intentional recruitment of a diverse candidate pool that includes ethnic and cultural identity as well as experience in culturally proficient practices that have proven successful in addressing educational equity gaps. This unique approach is made possible through the diverse and extensive network of our consultants who have various levels of expertise in the school system from superintendents, to school board members, to educational equity experts. We believe this has contributed to our successful placement of qualified candidates around the state and nation who have met extensive equity focused criteria and continue to make an impact in the districts they serve.

McPherson & Jacobson has been conducting searches for boards of education since 1991. Our California consultants will ensure your search results in quality leadership for your district.

Our contact information:

California School Boards Association  
Attn: Nicole Delos Reyes  
3251 Beacon Blvd.  
West Sacramento, CA 95691  
888-375-4814  
Email: [mail@macnjake.com](mailto:mail@macnjake.com)

McPherson & Jacobson, L.L.C.  
11725 Arbor St., Suite 220  
Omaha, Nebraska 68144  
Telephone: 402-991-7031/888-375-4814  
Fax: 402-991-7168  
Email: [mail@macnjake.com](mailto:mail@macnjake.com)

We welcome the opportunity to meet with your board to present our proposal and discuss our proven search process.

Sincerely,

*Dr. Norm Ridder, by A. Coleman*  
*Dr. Norm Ridder*  
Owner, McPherson & Jacobson L.L.C.

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08/23

## **PART III – BACKGROUND AND EXPERIENCE**

### **Our contact information:**

McPherson & Jacobson, L.L.C.  
11725 Arbor St., Suite 220  
Omaha, Nebraska 68144  
Telephone: 402-991-7031/888-375-4814  
Fax: 402-991-7168  
Email: [mail@macnjake.com](mailto:mail@macnjake.com)

### **Executive Summary**

McPherson & Jacobson L.L.C. provides a comprehensive search process. Below are some of the highlights of our process:

- Our process is comprehensive and provides critical support for the most time-consuming aspects of recruiting and screening the candidates, so the board can focus on interviewing and selection.
- Transparency is a hallmark of our protocol. Stakeholder participation emphasizes the transparency of our process.
- We take the entire board through a consensus decision-making process to identify the top criteria for the selection of the new superintendent.
- We meet with groups to ensure broad-based stakeholder input in the selection process. In addition, we provide an online survey to reach out to anyone who could not attend a stakeholder meeting. The consultants will present a comprehensive written report to the board, which includes all of the comments recorded during the input sessions.
- McPherson & Jacobson's consultants actively recruit candidates that meet the selection criteria. If desired, we will recruit non-traditional candidates.
- Applicant confidentiality is important to attract top candidates. Names remain confidential until the board selects their finalists.
- We continue to work with your school district until a superintendent is hired and in place.
- Phase V provides a continued commitment to work with your board and new superintendent for one year. We help you collaboratively establish annual performance objectives for the new superintendent's first year. Evidence from previous searches shows this phase to be very positive as it fosters a good transition.
- We are so confident of our ability to identify the district's criteria, recruit and screen applicants against those criteria, and assist during the transition period, that we guarantee our service. If your superintendent leaves for whatever reason during the guarantee period, we will repeat the process for no charge except for actual expenses.

## *About McPherson & Jacobson*

### *The McPherson & Jacobson Difference*

#### ***“It’s About the Kids”***

- WE BELIEVE every student is entitled to a high-quality education. We strongly believe quality education is dependent upon quality leadership.
- OUR MISSION is to ensure your search results in quality leadership for education excellence.

McPherson & Jacobson has developed a protocol that provides for high involvement of stakeholders, while keeping the board in complete control of the process.

One of the hallmarks of McPherson & Jacobson, L.L.C. is the belief that the search for a public executive should be conducted with as much transparency as possible. We have designed a process, which keeps the board in complete control of the search, while inviting various stakeholder groups to provide input and become meaningfully involved in the process.

### *Qualifications and Background of McPherson & Jacobson, L.L.C.*

#### **California School Board Association Search Service**

The **California School Board Association** has selected McPherson & Jacobson, L.L.C. to represent them in conducting superintendent searches in California. McPherson & Jacobson is a leading national search firm that has California-based consultants. Our California consultants understand California and its unique requirements and laws.

#### **Leading National Search Firm**

McPherson & Jacobson, L.L.C. has been conducting national searches for governing boards since 1991. The firm has placed **over 1,000 superintendents** and other officials in public and non-profit organizations across the United States. **McPherson & Jacobson is one of the leading national superintendent search firms.**

#### **Nationwide Network of Experienced Consultants**

McPherson & Jacobson has **over 130 consultants** across the nation. Over one-fourth of McPherson & Jacobson consultants are minorities or female. Our diverse group of consultants has extensive backgrounds in education and public service including

current and former superintendents, assistant superintendents, university professors, and school board members. Over fifty percent have a doctorate degree. Their diversity and expertise ensures your search results in quality leadership for education excellence.

## **Sustainability in Leadership**

Waters and Marzano review of 3.4 million students' achievement scores found that Superintendents' tenure is positively correlated with student achievement.

Organizations using the McPherson & Jacobson protocol have enjoyed sustainability of leadership. Over the last five years, **over eighty-five percent** of administrators are in the position for which they were hired. **Almost sixty percent** of administrators are still in the position for which they were hired within the past ten years. **Over forty percent** of the administrators selected by governing boards within the past 15 years continue in the position for which they were hired.

## *McPherson & Jacobson, L.L.C. Non-Discrimination Policy*

McPherson & Jacobson, L.L.C. is dedicated to serving school districts by supporting all candidates regardless of cultural and ethnic diversity

As an organization, we are committed to equitable practices that will ensure the equal access for all candidates. This commitment means that success will not be predicted nor predetermined by race, ethnicity, socioeconomic status, cognitive/physical ability, language, marital status, gender, sexual orientation, gender identity, disability, or religion.

Every decision McPherson & Jacobson, L.L.C. makes will be committed to the following foundational beliefs:

1. Consultants share the moral imperative and collective ownership to identify and eliminate disparities to ensure all candidates have an equal opportunity regardless of their race, ethnicity, socioeconomic status, cognitive/physical ability, language, marital status, gender, sexual orientation, gender identity, disability, or religion;
2. Eliminate barriers in recruitment, hiring, retention, and internal processes;
3. Utilize culturally relevant practices that do not discriminate based upon language, marital status, gender, sexual orientation, gender identity, cognitive/physical ability, or religion;
4. Promote catalytic leadership for educational and community partners;
5. Support the continuing development of all personnel with a focus on their mindset, beliefs, knowledge, and skills, including an understanding of implicit bias and racial identity;
6. Incorporate the voices, cultures, and perspectives of diverse students, families, and communities into decision making to create a sense of belonging for all;
7. Support and comply with State and District policies.

## *Applicant Diversity*

While McPherson & Jacobson does not represent candidates, we keep a data bank of quality candidates. Once a board identifies the characteristics it desires in its new superintendent, the consultants from McPherson & Jacobson, L.L.C. will identify and aggressively recruit, on a national level, candidates who match the board's identified criteria.

McPherson & Jacobson has **over 130 consultants** across the nation. Our diverse group of consultants has extensive backgrounds in education and public service including current and former superintendents, assistant superintendents, university professors, and school board members. Over fifty percent have a doctorate degree. Their diversity and expertise ensures your search results in quality leadership for education excellence.

We use our consultant network to track the careers of successful administrators. We also work closely with universities, colleges, and professional organizations that represent and promote minority and female applicants.

For the past five years, approximately **one-third** of our applicants have been female and almost **one-fourth** of our applicants have been ethnically diverse.

In the past ten years, **one-third** of the boards we have represented have placed women or ethnically diverse candidates.

## *Selected References*

### **Elk Grove Unified School District**

9510 Elk Grove-Florin Rd.

Elk Grove CA 95624

School Phone: 916-686-5085

School District Contact: Arlene Hein

Board Contact: Priscilla Cox 916-689-3518 916-204-3518

Search Year: 2014/15

Enrollment: 62,000

### **San Bernardino City Unified School District**

777 North F St.

San Bernardino CA 92410

School Phone: 909-381-1100

School District Contact: Katrin Balintag 909-381-1240

Board Contact: Dr. Scott Wyatt 909-202-9518

Search Year: 2022/23

Enrollment: 48,755

**Stockton Unified School District**

56 South Lincoln Street  
Stockton CA 95203  
School Phone: 209-933-7000  
School District Contact: Christina Alejo 209-933-7070, Ext. 6407  
Board Contact: AngelAnn Flores 209-645-9644  
Search Year: 2022/23  
Enrollment: 33,000

**Hacienda La Puente Unified School District**

15959 E. Gale Ave.  
City of Industry CA 91745  
School Phone: 626-933-1000  
School District Contact: Nancy Ruiz  
Board Contact: Anthony Duarte 626-664-5472  
Search Year: 2019/20  
Enrollment: 22,000

**Hayward Unified School District**

24411 Amador Street  
Hayward CA 94544  
School Phone: 510-784-2600  
School District Contact: Jenna Rodrigues 510 784-2688  
Board Contact: Dr. April Oquenda  
Search Year: 2021/22  
Enrollment: 19,000

## *Consultants for Search*

### **Mr. William Huyett – Lead Consultant**



Mr. William Huyett joined McPherson & Jacobson in 2013 and was on the Board of Directors. He is a retired educator who served as a teacher and administrator for 38 years in Northern California. He received a BS in Mechanical Engineering and Masters in Teaching from the University of Virginia. In 1974 Bill started his career as a math and physics teacher at Elk Grove High School. As a site administrator in Elk Grove Unified, he was a vice principal for four years and a principal for ten years at Rutter Middle School, Elk Grove High School and Florin High School.

Bill continued his career as an assistant superintendent for secondary schools in Elk Grove and then served as a superintendent for 16 years in Dixon, Lodi, and Berkeley Unified School Districts.

### **Superintendent searches Mr. Huyett has participated in as lead or associate consultant:**

Newcastle Elementary School District  
Sausalito Marin City School District  
Sonora Union High School District  
Albany Unified School District  
San Carlos School District  
New Haven Unified School District  
Parlier Unified School District  
Alisal Union School District  
New Haven Unified School District  
Newark Unified School District  
Nevada Joint Union High School District  
Berkeley Unified School District--  
Executive Director for Special Education  
Elk Grove Unified School District  
Glendale Unified School District  
Parlier Unified School District  
Vallejo City Unified School District

Washington Unified School District  
San Mateo-Foster City School District  
Old Adobe Union School District  
Red Bluff Joint Union High School  
District  
Paso Robles Joint Unified School District  
Central Unified School District  
Davis Joint Unified School District  
Hayward Unified School District  
Mount Shasta Union School District  
Siskiyou Union High School District  
Winters Joint Unified School District  
Natomas Unified School District  
Newcastle Elementary School District  
Rancho Santa Fe School District  
Riverbank Unified School District  
Stockton Unified School District

## **Dr. Steve Lowder**



Dr. Steven Lowder joined McPherson & Jacobson in 2014. He became a Regional Director in 2022.

He has spent more than 30 years as a public school administrator including serving as a Superintendent in Idaho, Oregon, and California. In 2014 he retired as the Superintendent of Stockton Unified School District in Stockton, California.

Dr. Lowder has a Bachelors, and Master's degree from Humboldt State University, in Arcata, California. He earned his Doctorate in 1992 at the University of Southern California in Los Angeles, California.

Dr. Lowder has led or assisted in numerous superintendent searches including: Reynolds School District, Fairview, Oregon; Springfield Public Schools, Oregon; Bend-La Pine Schools, Oregon; North Bend School District, Oregon; North Wasco County School District, The Dalles, Oregon; North River School District, Cosmopolis, Washington; Kalama Schools, Washington; Valdez City Schools, Alaska; Camas School District, Washington; Kenai Peninsula Borough School District, Soldotna, Alaska; Vancouver Public Schools, Washington; Winston-Dillard School District, Oregon; Greater Albany Public Schools, Oregon; Issaquah School District 411, Washington; Kent School District, Washington; Oregon City School District, Oregon; Compass Charter Schools, California; Copper River School District, Alaska; Hillsboro School District 1J, Oregon; Kenaitze Indian Tribe - Education Director, Kenai, Alaska; Portland Public Schools -Deputy Supt. of Business and Operations, Oregon; Portland Public Schools – Chief Financial Officer, Oregon; San Bernardino City Unified School District, California; South Monterey County Joint Union High School District, California; Wenatchee School District, Washington.

## **Ms. Aida Buelna**



Ms. Aida Buelna-Valenzuela joined McPherson & Jacobson in 2015. She spent thirty-six years in public education as a teacher, site and district level administrator. She served her last eight years as a superintendent in the Esparto Unified School District in California.

Ms. Buelna-Valenzuela is an Emeritus Member of the Association of California School Administrators where she served as the Chair for Small School District Superintendents and an Emeritus Member of the California Association of Latino School Administrators.

Ms. Buelna-Valenzuela has a Baccalaureate Degree from California State University, Fresno, a Master's Degree from California State University Sacramento.



**William Huyett**  
**Email: b\_huyett@macnjake.com**  
**Phone: 209-334-3375**

**Educational Background**

Administrative Credential	California State University	
M.A.T.	University of Virginia	Math Education
B.S.	University of Virginia	Mechanical Engineering

**Professional Experience**

<b>Dates</b>	<b>Title</b>	<b>District</b>	<b>Location</b>	<b>Enrollment</b>
2013 to Present	Consultant	McPherson & Jacobson, L.L.C.	Omaha, NE	
2008 to 2012	Superintendent	Berkeley Unified School District	Berkeley, CA	9,000
2000 to 2008	Superintendent	Lodi Unified School District	Lodi, CA	30,000
1996 to 2000	Superintendent	Dixon Unified School District	Dixon, CA	4,000
1992 to 1996	Assistant Superintendent for Secondary Education	Elk Grove Unified School District	Elk Grove, CA	60,000
1998 to 1992	H.S. Principal	Elk Grove Unified School District	Elk Grove, CA	1,800
1984 to 1988	H.S. Principal	Elk Grove Unified School District	Elk Grove, CA	1,800
1982 to 1984	M.S. Principal	Elk Grove Unified School District	Elk Grove, CA	1,800
1978 to 1982	H.S. Vice Principal/Admin. Assistant	Elk Grove Unified School District	Elk Grove, CA	1,800
1974 to 1978	Mathematics & Physics Teacher	Elk Grove Unified School District	Elk Grove, CA	1,800

**Professional Organization Memberships**

<b>Name of Organization</b>	<b>Offices Held</b>
California High School Task Force	Chair of the Curriculum Committee
Northern California Superintendents Association	Secretary/Treasurer
WASC Advisory Committee	Committee Chair
ACSA Superintendent Academy Faculty	

**Dr. Steven Lowder**  
**Vancouver, WA 98685**  
**Email: s\_lowder@macnjake.com**  
**Phone: 951-719-6551**

**Educational Background**

Ed.D.	1992	University of S. California	Educational Policy, Planning, and Admin.
M.A.	1985	Humboldt State University	Educational Supervision Emphasis
B.A.	1975	Humboldt State University	Liberal Studies: Math/Science Emphasis

**Professional Experience**

Dates		Title	District	Location	Enrollment
2014	to Present	Consultant	McPherson & Jacobson, L.L.C.	Omaha, NE	
2012	to 2014	Superintendent	Stockton Unified School District	Stockton, CA	39,000
2010	to 2012	Superintendent	Hemet Unified School District	Hemet, CA	22,000
2005	to 2010	Superintendent	Lincoln Unified School District	Stockton, CA	8,000
2000	to 2005	Superintendent	Tigard-Tualatin School District 23J	Tigard, OR	12,000
1998	to 2000	Assistant Superintendent	Meridian Joint School District #2	Meridian, ID	30,000
1995	to 1998	Superintendent	McCall-Donnelly Joint School District #421	McCall, ID	1,000
1995	to 1998	Superintendent	Meadows Valley School District #11	Meadows Valley, ID	200
1985	to 1995	Superintendent	Rio Dell Elem. School District	Rio Dell, CA	200
1980	to 1985	Superintendent/ Principal	Cuddeback Union Elem. School District	Carlotta, CA	100
1978	to 1980	Chief District Admin./Teacher	Millville School District	Millville, CA	200
1977	to 1978	Vice-Principal/ Teacher	Millville School District	Millville, CA	200

## **Aida Buelna-Valenzuela**

**Woodland, CA 95695**

**Email: [a\\_buelna-valenzeula@macnjake.com](mailto:a_buelna-valenzeula@macnjake.com)**

**Phone: 530-666-4117**

### **Educational Background**

Prof. Admin. Services Credential	1991	California State University	
M.A.	1989	California State University	Teacher Ed.
Bilingual/Bicultural Specialist Credential	1983	California State University	
Ryan Multiple Subject Credential	1979	California State University	
B.A.	1978	California State University	Liberal Studies

### **Professional Experience**

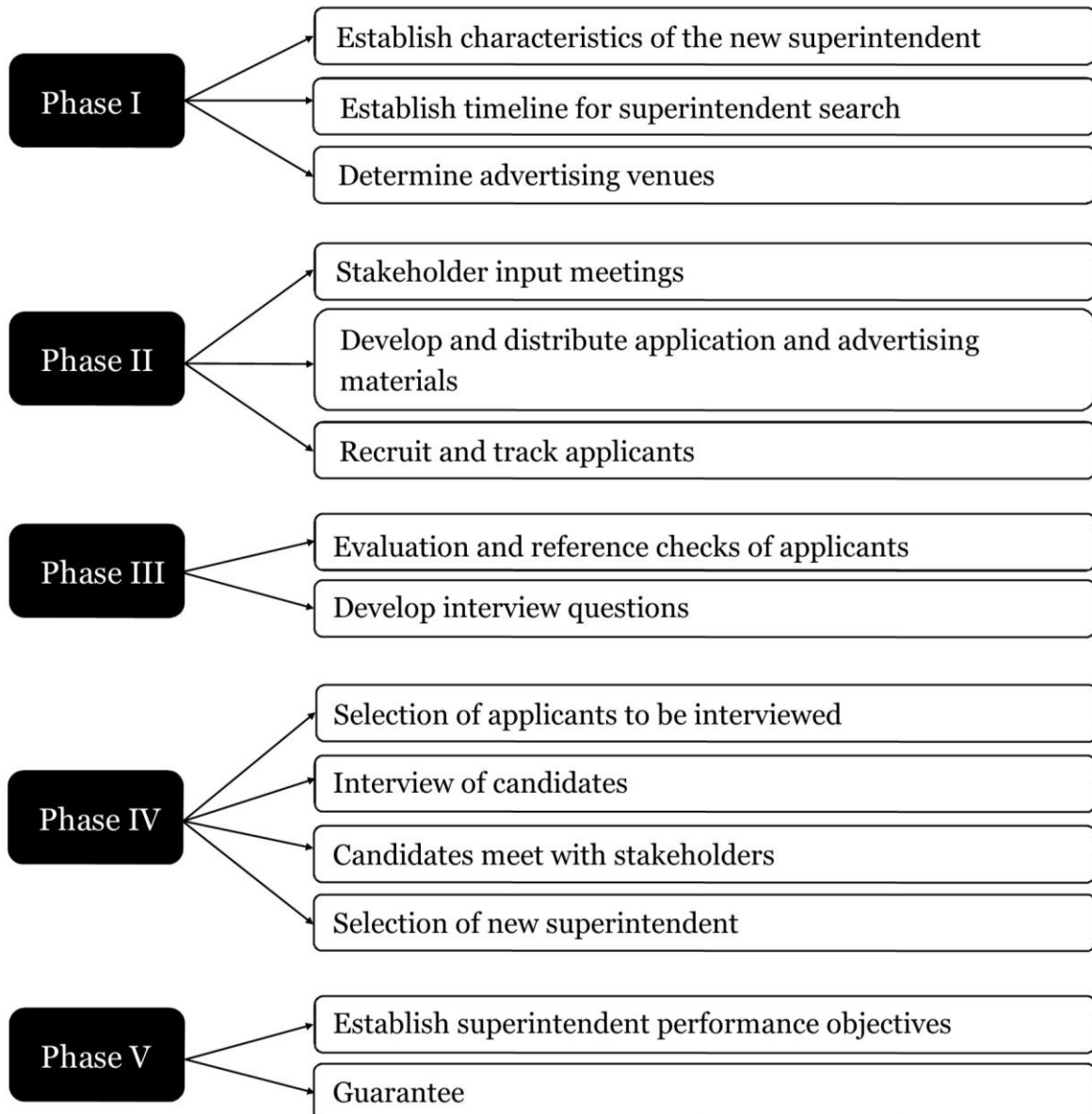
<b>Dates</b>	<b>Title</b>	<b>District</b>	<b>Location</b>
2015 to Present	Consultant	McPherson & Jacobson, L.L.C.	Omaha, NE
2007 to 2015	Superintendent	Esparto Unified School District	Esparto, CA
2005 to 2007	Administrator, Child Development	Sacramento City Unified School District	Sacramento, CA
1995 to 2005	Director of School Improvement	Woodland Joint Unified School District	Woodland, CA
1997 to 1998	Visiting Educator	California State Department of Education	CA
1993 to 1995	Elementary Principal	Rio Lunda School District	Rio Lunda, CA
1989 to 1993	Vice Principal	Woodland Joint Unified School District	Woodland, C A
1987 to 1989	District Bilingual Coordinator		
1983 to 1987	Bilingual Elementary Teacher	Woodland Joint Unified School District	Woodland, CA
1980 to 1983	Bilingual Elementary Teacher	Washington Unified School District	Sacramento, CA
1979 to 1980	High School Bilingual Math Teacher	Delano Union High School District	Delano, CA

**Professional Recognition/Awards**

<b>Date</b>	<b>Name of Award</b>	<b>Awarding Organization, Committee, etc.</b>	<b>State</b>
2013	Superintendent of the Year	Region III ACSA	CA
2013	Pilar Andrade Service Award	Yolo County Concilo	CA
2012	Administrator of the Year	FFA	
2012	Round Table Administrator	Texas A & M	TX

## **PART IV – STATEMENT OF WORK/ACTION PLAN**

### *Five Phases of a Superintendent Search*



### *Phase I—Initiating the Search Process*

- ✓ **Using a group process with the board, identify the most important characteristics of the future superintendent.**

The consultants will assist the board in identifying the most important characteristics the board would like the new superintendent to possess. These characteristics will be used as a template for recruiting and selecting candidates.

- ✓ **Establish appropriate timelines and target dates for the selection process.**

The consultants will prepare a proposed calendar for the search process. Dates for advertising the announcement of vacancy, closing date, dates for interviewing, a target date for selecting the new superintendent, and a date for the new superintendent to begin will be determined.

- ✓ **Determine, with the board, appropriate advertising venues.**

The consultants will assist the board in determining the scope of the search. Appropriate media venues (professional journals, trade papers, newspapers, and websites) and associated costs will be presented for consideration.

- ✓ **Identify appropriate stakeholder groups.**

The board will identify the various stakeholder groups that they want McPherson & Jacobson's consultants to meet with to solicit input into the process.

- ✓ **Assist the board in determining compensation parameters.**

In order to recruit and select top candidates, compensation packages need to be competitive. Our consultants will present data indicating what districts in the same geographic region and similar size are paying superintendents. Whenever possible, they will also present compensation information for districts that recently hired a superintendent. This information is provided for the board's consideration of compensation parameters.

Final compensation decisions will be determined by the board and the selected candidate.

- ✓ **Identify the point of contact for the district**

The board will identify an appropriate staff person to work with the consultants to coordinate the logistics of the search. This includes tasks such as assisting with information for the promotional brochure and coordinating details for stakeholder input and other meetings within the district.

### *Phase II—Stakeholder Input, Advertising the Position, Recruiting Applicants*

- ✓ **Work with the district to schedule the stakeholder input meetings.**

The consultants will work with the district's point of contact to determine the stakeholder input schedule and coordinate notifying the stakeholders about the meetings.

✓ **Meet with groups identified by the board to provide stakeholder input into the selection process.**

The consultants will meet with the stakeholder groups identified by the board and solicit their input into the selection process. Each group is asked to identify the strengths of the school district and community, the issues facing the new superintendent, and the characteristics they would like to see the new superintendent possess.

The board chooses which groups it would like the consultants to meet with, but the most common groups include central office administrators, building administrators, teachers, classified staff, students, and community and business groups. The consultants will assist the board in choosing which groups it wishes to include.

For any unable to attend a stakeholder meeting, we provide an online version of the questions we ask the groups. At the request of the district, the survey can be available in multiple languages.

K12 *Insight* will analyze the input received during the in-person sessions and from the online input survey.

The results of the stakeholder meetings, online stakeholder input, and the K12 *Insight* analysis will be summarized into a report and presented to the board.

✓ **Develop promotional literature and brochures announcing the vacancy (*optional—there is an additional fee for a full-color brochure*).**

In order to attract quality applicants, it is important to promote your school system and community. With on-site assistance from the district, the consultants will assist in preparing an announcement of vacancy that highlights the strengths of your school system and community. Our graphic artist will prepare a professional color brochure that highlights the school district and community, including the board's selection criteria, the board members, and the application procedures and timelines.

✓ **Prepare and place announcement of vacancy.**

McPherson & Jacobson's staff will prepare and place the announcement of vacancy. It will be sent to the state school board and administrator associations, as well as media venues selected by the board. Additionally, McPherson & Jacobson maintains an interactive website ([www.macnjake.com](http://www.macnjake.com)) that allows applicants to access all the application materials and apply online. The website averages over 225,000 hits per month.

✓ **Develop an application unique to your vacancy that reflects the selection criteria determined by the board.**

McPherson & Jacobson's staff will create an application form requiring applicants to describe their strengths and experiences relating to each criterion identified by the board. This will be one of the preliminary screening devices used by the consultants when assessing potential candidates.

✓ **Post application information and notify interested applicants.**



McPherson & Jacobson's staff contacts potential applicants and manages all the application materials using our online application software. Our office staff handles this task without assistance from your district.

✓ **Actively recruit applicants who meet the district's needs.**

While McPherson & Jacobson does not represent candidates, we actively maintain a data bank of quality candidates. Once the board has chosen its selection criteria, we will send the information to all of our consultants across the United States, asking them to nominate candidates who would be a good match. We will encourage those candidates to apply. Some of the best candidates may not be actively seeking another position and will need to be recruited.

McPherson & Jacobson stays current with trends in educational leadership by being an active participant and presenter at national and state education conferences. We participate in Job Central at the American Association of School Administrators conference, the National School Boards Association annual conference, and others such as the AASA Women's Leadership Conference.

✓ **Confidentiality of Applicants**

McPherson & Jacobson proposes an open process for the search. We believe the public business should be done in public with transparency. We also understand the need for applicants' confidentiality. Our process keeps the names of all applicants confidential until they are named a finalist for the position, at which time the names of the finalists are made public.

If the board believes that the names of the finalists should be kept confidential until they make their selection, we can do that. This is your search and we will adapt our process to fit your unique needs.

✓ **Keep all applicants informed of their status in the selection process.**

During the application process, McPherson & Jacobson's staff monitors applicants and notifies them of what is still needed to complete the process.

✓ **Communicate with all Board Members in a timely manner**

The consultants will communicate with all board members keeping them informed of the status of the search throughout the process.

*Phase III—Applicant Screening*

✓ **Evaluate each applicant against the selection criteria.**

The consultants will read and evaluate all of the completed files submitted by applicants. They will read the application form and all of the additional material in each file and begin reviewing against the selection criteria.

✓ **Conduct reference checks.**

We understand that applicants do not submit references who will not speak highly of them. We begin with the references given and ask them a list of questions relevant to the

selection criteria. After asking those questions, we ask each reference to give us the names of other people who can speak of the applicant's qualifications. We then call those individuals and ask them the same set of questions, including asking them to give us the names of other people who can speak of the applicant's qualifications. We go a minimum of three people removed from the primary references. What we are looking for is consistency of answers that will verify the applicant's strengths and weaknesses.

In addition to contacting references, the consultants conduct an extensive Internet search of the applicants.

✓ **Pre-Interview and Video of Shortlist Applicants.**

The consultants will pre-interview applicants to be submitted on the shortlist. We will have these applicants submit a video which the consultants can share with the board.

✓ **Assist the board in developing a set of interview questions that reflect the identified selection criteria and characteristics.**

The consultants will present an extensive list of potential interview questions that reflect the selection criteria and characteristics desired by the board. The board members choose interview questions that reflect their criteria and priorities.

If the board chooses to conduct two rounds of interviews, the consultants will assist in developing interview questions for both rounds of interviews.

*Phase IV—Reviewing Candidates with the Board, Interviews*

✓ **Review candidates with the board and assist board members in determining which candidates they will interview.**

The consultants will present a complete list of applicants, who completed the application process, to the board for its review. We do not eliminate any applicants; however, a short list will be submitted of those applicants who we found most closely met the district's criteria. The consultants will present a reference profile demonstrating the consistent feedback for each short list applicant.

Upon reviewing the recommendations, the consultants will assist the board members in identifying which applicants they wish to consider as candidates for interviews.

✓ **Conduct background checks.**

Included in the expenses are a criminal/financial/degree verification background checks for the candidates selected to be interviewed.

✓ **Assist the board in determining interview procedures.**

After the board selects their final candidates to interview, the names of these candidates will be made public upon confirming the interviews (if the board chooses to release the names). During the interview process, the stakeholder groups will have an opportunity to meet the individual candidates.

If the board chooses to conduct semi-finalist interviews, the candidates will only meet with the board. The names of the semi-finalist candidates will remain confidential (in

states where an executive session is allowed), and stakeholders will not meet the semi-finalists. The finalist interviews will be conducted as described in the paragraph above.

✓ **Coordinate interview and visitation procedures.**

If the board chooses, McPherson & Jacobson will schedule semi-finalist interviews. Semi-finalist interviews are typically conducted with the board only. After the semi-finalist interviews, the board will select their finalists.

If the board chooses to involve stakeholder groups in the interview process, the consultants will assist in establishing the finalist interview schedule that includes district staff, students, and community groups. A typical interview day will include a tour of the district and community, meeting with stakeholder groups, and a formal interview with the board.

✓ **Assist the groups identified by the board in planning for meeting each candidate and providing feedback to the board.**

If the board chooses to involve stakeholder groups in the interview process, representatives will be selected from the stakeholder groups identified by the board. The purpose of these groups is two-fold: 1) to promote the school district and community to the candidate; and 2) to form an impression of each candidate, which they will share with the board. The board will identify chairpersons for each stakeholder group. The consultants will meet with the chairpersons to discuss their roles and responsibilities. The consultants will also provide the chairpersons with a form to record the group's consensus impressions of each candidate's strengths and any concerns or questions the group may have. Each form will be sealed in an envelope and turned in to the district contact person.

✓ **Coordinate visitation procedures for the candidate's spouse/significant other.**

We encourage boards to invite spouse/significant others to attend the interview day. The consultants will coordinate, with the point of contact, a portion of the interview day for the spouse/significant other to have an expanded visitation of the community. Tours typically include available housing, medical facilities, churches, recreational opportunities, and areas of interest unique to your community.

✓ **Assist the board in making final arrangements for each candidate's visit.**

It is common practice for the district to pay interview expenses for the candidates and their spouse/significant others. To ensure that expenses stay within established guidelines, the consultants will assist the point of contact in making lodging and travel arrangements for each candidate.

✓ **Contact all finalists and schedule their interview dates.**

The consultants will contact the final candidates, notifying them they are finalists for the position and scheduling their interview dates. The consultants will be the contact for answering any questions and coordinating the candidates' visits to the district.

✓ **Notify all applicants not selected for an interview.**

Once the board has selected its final candidates, all other applicants will receive, on behalf of the board, a personalized notification thanking them for taking the time to complete the application materials and notifying them that they are not a finalist.

✓ **Personally contact each finalist who was not offered the position.**

Once a contract has been offered by the board and accepted, the consultants will call each of the other final candidates and thank them on behalf of the board for interviewing for the position. *These candidates are not notified until an offer has been accepted.* If by chance you lose your top candidate, we want to keep viable candidates available.

*Phase V—Transition with Success*

✓ **Establish performance objectives for new superintendent.**

Working with the board and new superintendent, the consultant will assist in establishing two or three performance objectives the board wants the superintendent to focus on during the first year. These objectives are beyond the day-to-day school district operations.

Once the performance objectives have been identified, board members will be asked what they will accept as evidence of progress towards the accomplishment of the identified objectives.

The superintendent will take the information generated from this session and develop an action plan for achieving the performance objectives.

✓ **Provide a guarantee.**

If the board chooses to use our complete service, we will guarantee our process for **two (2) years**. If the person selected leaves the position, *FOR WHATEVER REASON*, within the guarantee period, we will repeat the process at no charge except actual expenses.

We are convinced that our process of identifying your most important selection criteria, meaningfully involving stakeholders, screening candidates against the criteria, and working with you during the critical first year, will ensure your search results in quality leadership for education excellence.

## *Timeline*

The timeline for the search process is established when we meet with the board, so we can address the unique needs of the district. However, the time from our first meeting with the board until the finalist is selected is typically a minimum of two to three months.

**Proposed timeline:** *(can be adjusted to meet the needs of the board and district)*

- At the beginning of the search (**mid-August 2023**)
  - The qualities for the new superintendent are identified
  - A formal timeline is established
  - Advertising decisions are made
  - Application information is posted
  - A brochure is created to advertise the district and the vacancy
  
- At the time designated by the board (**September 2023**)
  - Stakeholder group meetings are held
  - A summary of stakeholder input is presented to the board
  
- As applications arrive in our office
  - Applications are monitored and applicants are notified of the deadlines to submit their materials
  
- After the closing date (**late October 2023**)
  - All the completed applicant files are forwarded to the consultants
  - The consultants begin the review and pre-interview process
  
- Approximately two to four weeks after the closing date (**mid-November**)
  - Consultants provide information to the board on all applicants who completed the process
  - Consultants present summary profiles and video interviews of qualified candidates to the board
  - The board selects the candidates it wants to interview
  - Criminal/financial/degree verification background checks are conducted on the candidates selected to be interviewed
  - McPherson & Jacobson notifies each applicant not selected for an interview
  
- Soon after the board selects their candidates (**early December 2023**)
  - Semi-finalist interviews are conducted (if chosen by the board)
  - The board interviews its final candidates
  - The board selects their new superintendent
  - McPherson & Jacobson's consultants contact each candidate who was interviewed to notify them of their status
  - Superintendent start date (**January 1, 2024, but may be later**)

*Responsibilities of Sacramento City Unified School District  
and McPherson & Jacobson, L.L.C.*

<b>Event</b>	<b>McPherson &amp; Jacobson's Tasks</b>	<b>School District's Tasks</b>
1 <sup>st</sup> board meeting	<ul style="list-style-type: none"> <li><input type="checkbox"/> The consultant guides the board in determining the following items               <ul style="list-style-type: none"> <li>○ Characteristics for the new superintendent</li> <li>○ The search calendar</li> <li>○ Compensation parameters</li> <li>○ Identify the appropriate constituent groups for stakeholder input</li> <li>○ Advertising venues</li> </ul> </li> <li><input type="checkbox"/> The consultant works with the Point of Contact to compile:               <ul style="list-style-type: none"> <li>○ Information to create the brochure announcing the vacancy (optional)</li> <li>○ The list of names to be invited to the community input meetings</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Provides consultant with the necessary information to create the brochure (optional); the name of the Point of Contact; and the Board Contact List</li> <li><input type="checkbox"/> Reviews and approves the brochure</li> </ul>
After 1 <sup>st</sup> meeting	<ul style="list-style-type: none"> <li><input type="checkbox"/> Application link is posted online</li> <li><input type="checkbox"/> Brochure announcing the vacancy is created (add-on item)</li> <li><input type="checkbox"/> Advertising is started</li> <li><input type="checkbox"/> Vacancy announcements are sent out</li> <li><input type="checkbox"/> E-mails are sent to applicants registered with McPherson &amp; Jacobson notifying them about the opening</li> <li><input type="checkbox"/> E-mails are sent to consultants regarding the opening, requesting they invite candidates to apply for the position</li> <li><input type="checkbox"/> Opening is posted on social media and additional venues</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Edit the brochure (if district chooses to have a brochure created)</li> </ul>
During application period	<ul style="list-style-type: none"> <li><input type="checkbox"/> Consultants recruit candidates that fit the position</li> <li><input type="checkbox"/> Monitors applicants and where they are in the application process</li> <li><input type="checkbox"/> Notifies applicants of the closing date for submitting their materials</li> <li><input type="checkbox"/> Lead consultant keeps the board up to date on the search</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Posts a link to the McPherson &amp; Jacobson website</li> <li><input type="checkbox"/> Posts the brochure (announcement of vacancy) on their website (if chosen)</li> <li><input type="checkbox"/> Advertises the opening on the district's social media platforms</li> </ul>

Event	McPherson & Jacobson's Tasks	School District's Tasks
Stakeholder meetings are scheduled	<ul style="list-style-type: none"> <li><input type="checkbox"/> Home Office sends out invitations to the community stakeholder meeting(s) after receiving the information from the consultant and the district</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Assists in organizing stakeholder focus groups and meeting schedule</li> <li><input type="checkbox"/> Names and addresses are sent to Home Office for community meeting invitations</li> <li><input type="checkbox"/> Posts meeting dates, times, and locations as open public forum</li> <li><input type="checkbox"/> Assists in translating stakeholder input survey into the additional language(s) requested by the school district</li> </ul>
Stakeholder meetings	<ul style="list-style-type: none"> <li><input type="checkbox"/> Consultants facilitate the stakeholder meetings, recording the input</li> <li><input type="checkbox"/> An online stakeholder input survey is created, the link is posted on the McPherson &amp; Jacobson website and also provided to the district to post</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Link to online stakeholder input form(s) is (are) posted on the school district website</li> </ul>
Stakeholder meetings completed	<ul style="list-style-type: none"> <li><input type="checkbox"/> Consultant summarizes key themes and gives the results to the district</li> <li><input type="checkbox"/> Copy of summary is sent to Home Office</li> <li><input type="checkbox"/> The stakeholder input summary report is created</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> "Stakeholder Input Report" is posted on the school district website</li> </ul>
2 <sup>nd</sup> board meeting	<ul style="list-style-type: none"> <li><input type="checkbox"/> Review stakeholder input summary report and provide copies to the district</li> <li><input type="checkbox"/> The consultant guides the board in determining the following items <ul style="list-style-type: none"> <li><input type="checkbox"/> Interview questions</li> <li><input type="checkbox"/> Length of contract, moving and interview expenses</li> <li><input type="checkbox"/> Spouse/significant other's involvement in interview process</li> <li><input type="checkbox"/> District Interview Schedule</li> <li><input type="checkbox"/> Candidate Daily Interview Schedule</li> </ul> </li> <li><input type="checkbox"/> Interview questions are sent to Home Office to be formatted</li> </ul>	
Prior to 3 <sup>rd</sup> board meeting	<ul style="list-style-type: none"> <li><input type="checkbox"/> Applicant packets are reviewed by the consultants and reference checks are performed</li> <li><input type="checkbox"/> Contact candidates on short list and verify their interest in the position</li> <li><input type="checkbox"/> Meet with stakeholder group chairs to review schedule, procedures, and screen questions</li> </ul>	

Event	McPherson □ □ Jacobson's Tasks	School District's Tasks
3 <sup>rd</sup> board meeting	<ul style="list-style-type: none"> <li>□ The consultant facilitates the board's <ul style="list-style-type: none"> <li>○ Review of the list of all applicants</li> <li>○ Overview of candidates on short list</li> <li>○ Selection of finalists</li> <li>○ Finalizing of interview dates &amp; schedule</li> <li>○ Review of interview questions &amp; procedures</li> <li>○ Finalizing candidate &amp; spouse/significant other arrangements</li> </ul> </li> <li>□ Contact finalists and schedule interview dates, review schedule, discuss compensation and contractual issues</li> <li>□ Work with Point of Contact to coordinate interviews (transportation, lodging, interview locations, etc.)</li> <li>□ Send Candidate Daily Interview Schedule to each finalist</li> <li>□ Conduct criminal/financial/educational degree verification checks on finalists selected to be interviewed</li> <li>□ Notify the applicants who were not selected to be interviewed</li> </ul>	<ul style="list-style-type: none"> <li>□ Assist with lodging arrangements and welcome gifts</li> <li>□ Arrange for spouse/significant other tour</li> </ul>
Interviews	<ul style="list-style-type: none"> <li>□ Call Point of Contact after 1<sup>st</sup> interview to learn how it went</li> <li>□ Call 1<sup>st</sup> candidate to learn their perspective and how the interview went</li> <li>□ Suggest any possible improvements</li> <li>□ Be available for questions</li> <li>□ Be present at interviews if request is made by school district (additional fee for this service)</li> </ul>	<ul style="list-style-type: none"> <li>□ One candidate per day</li> <li>□ Board member greets each candidate upon arrival to district</li> <li>□ Informal interview-social setting</li> <li>□ Formal interview</li> <li>□ Spouse/significant other's visitation is coordinated</li> </ul>
Finalist selected and accepted	<ul style="list-style-type: none"> <li>□ Call and make offer to candidate</li> <li>□ Verify acceptance</li> <li>□ Call other finalists</li> <li>□ Sends out letter of congratulations to candidate who was chosen</li> </ul>	<ul style="list-style-type: none"> <li>□ Board meets and discusses each candidate individually</li> <li>□ Read input forms submitted by stakeholder input groups</li> <li>□ Have each board member rank order candidates</li> <li>□ Select minimum of #1 and #2 candidate</li> <li>□ Call and make offer to candidate</li> <li>□ Send interview forms and files to the Home Office</li> <li>□ Board evaluates our services</li> </ul>
Phase V	<ul style="list-style-type: none"> <li>□ Facilitate board and superintendent's identification of 2-3 performance objectives and evidence of progress the board will accept</li> <li>□ Consultant reviews superintendent's plan</li> </ul>	<ul style="list-style-type: none"> <li>□ Superintendent creates plan with target objectives and timelines</li> <li>□ Plan is sent to consultant to be reviewed</li> <li>□ Board adopts plan</li> </ul>



## *Stakeholder Involvement*

Obtaining stakeholder input is an integral part of McPherson & Jacobson's search process. Since 1991, McPherson & Jacobson has conducted over 1,000 superintendent searches for school districts ranging from 10 to over 300,000 students. For each search, we have coordinated stakeholder input sessions. Besides meeting with stakeholder groups designated by the board, an online input survey is also available for those who cannot attend the meetings. After the meetings have been completed, the board will receive a written report with the findings of the meetings and online input.

### **Initial stakeholder input sessions**

The consultants will meet with groups identified by the board to solicit their input into the selection process. Each group is asked to identify the strengths of the school district and community, the characteristics they would like to see the new superintendent possess, and the issues facing the new superintendent. The results of these meetings are summarized by the consultants and presented to the board. The board chooses which groups it would like the consultants to meet with, but the most common groups include central office administrators, building administrators, teachers, classified staff, students, and community and business groups. The consultants will assist the board in choosing which groups it wishes to include. An online survey option will be provided to stakeholders who are unable to attend the scheduled meetings.

### **Meeting the candidates**

A representative group of eight to twelve people will be selected to represent each of the groups identified by the board. The consultants will meet with a chairperson for each group to discuss their roles and responsibilities. The purposes of these groups are two-fold: one, to promote the school district and community to the candidate; and two, to form an impression of each candidate, which they will share with the board. The consultants will coach each group on how to conduct the meeting with each candidate and what questions they can or cannot ask. The consultants will also provide the chairpersons with a form in which, using group consensus, they will record their impressions of each candidate. The forms will be sealed in an envelope after meeting with each candidate and turned in to the district contact person. Upon completing the interview process with all candidates, the board will receive and open the forms from each group.

### **Process for Obtaining Staff Input**

The consultants will meet with central office administrators, building administrators, teachers, classified staff, and students, to solicit their input into the selection process. Each group is asked to identify the strengths of the school district and community, the characteristics they would like to see the new superintendent possess, and the issues facing the new superintendent. The results of these meetings are summarized by the consultants and presented to the board.

Our normal protocol is to host meetings for the teachers and classified staff in the afternoon, right after school dismissal to give the maximum opportunity for the staff to participate. Central office and building administrator meetings are scheduled at multiple locations to maximize the opportunities for their input. Student input sessions are not scheduled during class time, they are normally held during lunch breaks.

### **Process for Obtaining Parent and Community Input**

The consultants will meet with parents and community stakeholders, to solicit their input into the selection process. Each group is asked to identify the strengths of the school district and community, the characteristics they would like to see the new superintendent possess, and the issues facing the new superintendent. The results of these meetings are summarized by the consultants and presented to the board.

Our normal protocol is to host meetings for the parents and community stakeholders in the evenings at multiple locations to allow as many stakeholders as possible to give their input.

McPherson & Jacobson will also allow stakeholders to submit their input online.

### **Process for Including Ethnically Diverse Communities**

McPherson & Jacobson will work with the district to determine the best practices to obtain input from ethnically diverse communities in the district. If in-person meetings are required, McPherson & Jacobson will work with the district to obtain the necessary translators.

### **Process for Obtaining Online Stakeholder Input**

McPherson & Jacobson will create an online input survey to allow stakeholders to submit their input. At the request of the district, surveys for multiple languages can be developed and posted.

# PART V – RFP PRICE FORM

## REQUEST FOR PROPOSAL PRICE FORM

Sacramento City Unified School District  
5735 47<sup>TH</sup> Avenue  
Sacramento, CA 95824

RE: Request for Proposal – Superintendent Search

Dear Members of the Board of Trustees:

The undersigned, doing business under the firm name of McPherson + Jacobson, LLC, having carefully examined the Notice to Proposers, the Instructions, and the Specifications for the proposed Superintendent Search, proposes to perform the contract, including all of its component parts, and to furnish all services, and taxes called for by them for the entire order, as follows:

Amount of proposal (Fee) \$39,500  
Not to Exceed Amount \$56,010

SUBMITTED BY:

McPherson + Jacobson, LLC  
COMPANY

11725 Arbor Street, Ste. 220 Omaha, Nebraska 68144  
ADDRESS CITY/STATE/ZIP

  
SIGNATURE Dr. Norm Ridder  
PLEASE TYPE OR PRINT NAME

Owner / CEO July 26, 2023  
TITLE DATE

(402) 991-7031 / 888-375-4814  
PHONE

## ***Cost Proposal Sacramento City Unified School District***

The fee for conducting the superintendent search is \$39,500 for Phases I-V.

**Estimated Expenses**                      **\$16,510**

- **Advertising**
  - Four (4) weeks of print advertising in EdCal (40-word ad)
  - Sixty (60) days of advertising on EdJoin
  - Six (6) weeks of advertising on ALAS (Association of Latino Administrators & Superintendents)
  - Thirty (30) days of advertising on NABSE (National Alliance of Black School Educators)
  - One (1) posting on CALSA (California Association of Latino Superintendents & Administrators)
  - *Expenses may increase if additional advertising or alternative advertising venues are chosen.*
  
- **Stakeholder Meetings**
  - Four (4) consecutive days of in-person stakeholder meetings
  - Online stakeholder input surveys
  - Final report delivered to the board by email and one hard copy per board member, if requested
  - *If the district requests additional stakeholder input days, there will be an additional fee (negotiated between the district and the consultants) and additional expenses.*
  - *Depending on the languages selected for the surveys, there may be an additional fee charged for translating the results of the survey.*
  
- **Candidate Reviews/Information**
  - Video interviews of candidates (five (5) video interviews are included in the not to exceed amount)
  - Criminal/financial/credential verification background check for candidates chosen by the board for interviews (four (4) background checks are included in the not to exceed amount)
  - Assist in scheduling an on-site visitation to the finalist's home district (at the district's request).
  
- **Consultant Travel**
  - Travel expenses for consultants for scheduled trips to the school district (initial meeting with the board, stakeholder meetings, meeting to discuss the stakeholder input, meeting to present candidates to the board).
  - *Consultant travel expenses can be reduced if the district requests online meetings.*
  
- **Office Expenses**

**The total not to exceed amount including expenses is \$56,010.**

*Interview expenses for the candidates are not included in this amount.*

## *Price Breakdown for Search Activities*

<b>Phase</b>	<b>Description of Services</b>	<b>Fee</b>	<b>Expenses</b>
I	Meet with board to start search process. Start development of application materials. Initiate advertising.	<b>\$9,250</b>	<b>\$3,965</b>
II	Conduct stakeholder input meetings. Begin candidate recruitment.	<b>\$9,500</b>	<b>\$9,665</b>
III	Continue candidate recruitment. Conduct reference checks on applicants.	<b>\$9,500</b>	<b>\$ 300</b>
IV	Meet with the board to review applicants and identify finalists to be interviewed. Assist board with interview questions and schedule. Coordinate candidate visits to the district.	<b>\$9,250</b>	<b>\$1,615</b>
V	Meet with the board to determine the superintendent performance objectives.	<b>\$2,000</b>	<b>\$ 965</b>
<b>Totals</b>		<b>\$39,500</b>	<b>\$16,510</b>
	<b>Total (including consultant travel for scheduled trips to the district)</b>	<b>\$56,010</b>	

### *Additional Services Available*

- **K12 Insight Stakeholder Input (included in price)**

K12 *Insight* will analyze the input received during the in-person sessions and from their online input survey. The results of the stakeholder meetings, online stakeholder input, and the K12 *Insight* analysis will be summarized into a report and presented to the board.

- **Creating a Brochure for the Vacancy**

If the board requests, McPherson & Jacobson will prepare a full-color two or four-page brochure to advertise the vacancy. The fees are \$250 for a two-page brochure and \$500 for a four-page brochure. The information for the brochure needs to be provided to the firm no later than three weeks prior to the closing date for applications.

- **Personality/Strengths Assessments Option**

If the board requests, personality strength tests can be completed for the candidates. Birkman International Signature Reports can be obtained for the candidates the district chooses to interview. The estimated fee for this service is \$700 per candidate.

- **Assistance in Hiring the Selected Candidate**

*The fee will be based on an hourly negotiated rate.*

- Assist the board in revising and updating the superintendent's job description.
- Assist the board in developing an effective contract.
- Provide assistance in negotiating the contract with the finalist.

## *McPherson & Jacobson Guarantees*

### **Client Satisfaction**

McPherson & Jacobson is committed to working with the school district until a superintendent is identified and hired. If a second round of candidate selection is necessary, the only cost to the district would be the additional expenses; there is not an additional fee.

If the board chooses to use our complete service, we will guarantee our process for **two (2) years**. If the person selected leaves the position, for whatever reason, within the guarantee period, we will repeat the process at no charge except actual expenses. *The guarantee is valid only if the board is comprised of a majority of the members who hired the superintendent (exceptions would be considered in situations of a placement's personal or family reasons for leaving).*

We are convinced that our process of identifying your most important selection criteria, meaningfully involving stakeholders, screening candidates against the criteria, and working with you during the critical first year, will ensure your search results in quality leadership for education excellence.

### **Price Match**

McPherson & Jacobson, L.L.C. will match the search fee for a comparable level of services provided by the competitive bid.

### **Recruiting the Selected Candidate**

McPherson & Jacobson consultants do not actively recruit administrators that have been placed in our searches. We would not have the retention rates for our placements if we recruited the administrators from our searches. Over the last five years, **over eighty-five percent** of administrators are in the position for which they were hired. **Almost sixty percent** of administrators are still in the position for which they were hired within the past ten years. **Forty percent** of the administrators selected by governing boards within the past 15 years continue in the position for which they were hired.

**PART VI – NON-COLLUSION DECLARATION**

**NON-COLLUSION DECLARATION**

State of ~~California~~ <sup>Nebraska</sup> )  
 )  
County of Douglas ) ss.

I, Dr. Norm Ridder, being duly sworn, declare that I am Owner / CEO of McPherson + Jacobson LLC, the party making the foregoing proposal that the proposal is not made in the interest of, or on behalf of, any undisclosed person, partnership, company, association, organization, or corporation; that the proposal is genuine and not collusive or sham; that the Proposer has not directly or indirectly induced or colluded, conspired, connived, or agreed with any other Proposer or anyone else to put in a sham proposal, or that anyone shall refrain from proposing; that the Proposer has not in any manner, directly or indirectly, sought by agreement, communication, or conference with anyone to fix the proposal price of the Proposer or any other Proposer, or to fix any overhead, profit, or cost element of the proposal price, or of that of any other Proposer, or to secure any advantage against the public body awarding the contract or anyone interested in the proposed contract; that all statements contained in the proposal are true; and further, that the Proposer has not, directly or indirectly, submitted his/her/their proposal price or any breakdown thereof, or the contents thereof, or divulged information or data relative thereto, or paid, and will not pay, any fee to any corporation, partnership, company association, organization, proposal depository, or to any member or agent thereof to effectuate a collusive or sham proposal.

I declare under penalty of perjury under the laws of the State of California that the foregoing is true and correct.

Dated this 26<sup>th</sup> day of July, 2023 at Omaha ~~California~~ <sup>Nebraska</sup>

Dr. Norm Ridder, by AC  
Signature

Dr. Norm Ridder, by Amy Coleman

**PART VII – ADDENDA FORM**

**ADDENDA**

The undersigned acknowledges receipt of the following addenda and the cost, if any, of such revisions has been included in the Lump Sum Grand Total of your proposal.

Addenda No. \_\_\_\_\_ Dated \_\_\_\_\_

Addenda No. \_\_\_\_\_ Dated \_\_\_\_\_

Addenda No. \_\_\_\_\_ Dated \_\_\_\_\_

Addenda No. \_\_\_\_\_ Dated \_\_\_\_\_

Name of Proposer McPherson + Jacobson LLC

  
\_\_\_\_\_



## *Additional Information*

### *California Consultants*

**Mrs. Nicole Anderson**, Educational Consultant, Vallejo  
**Mr. James Bates**, Retired Superintendent, Bakersfield  
**Dr. Michele Bowers**, Retired Superintendent, Lancaster  
**Ms. Aida Buelna**, Retired Superintendent, Woodland  
**Dr. Adam Clark**, Superintendent, Mt. Diablo USD, Concord  
**Dr. Sonny Da Marto**, Retired Superintendent, Folsom  
**Dr. Penelope DeLeon**, Former Superintendent, Fontana  
**Dr. Reyes Gauna**, Retired Superintendent, Lodi  
**Dr. Shelley Jones-Holt**, Educational Consultant, Sacramento  
**Dr. Michele Huntoon**, Superintendent, Aromas-San Juan School District  
**Mr. William Huyett**, Retired Superintendent, Lodi  
**Mr. Benjamin “Ben” Johnson II**, Former Board Member, Riverside  
**Dr. Steven Lowder**, Retired Superintendent, Stockton  
**Dr. Michael McCoy**, Retired Superintendent, Bakersfield  
**Dr. Daniel Moirao**, Retired Superintendent, Danville  
**Mr. Daniel Moore**, Superintendent, Linden  
**Ms. Suzanne Morey**, Retired Administrator, Laguna Beach  
**Dr. Stanley Munro**, Administrator, Fresno USD, Clovis  
**Mr. Dennis Murray**, Retired Superintendent, Folsom  
**Dr. Marilyn Shepherd**, Retired Superintendent, Friant  
**Mr. Daniel Zeisler**, Retired Superintendent, Chicago Park ESD, Grass Valley

*California Searches Conducted by  
McPherson & Jacobson, L.L.C.*

**Albany Unified School District, Berkeley**  
Search Year: 2018/19, Enrollment: 3,714

**Alisal Union School District, Salinas**  
Search Year: 2015/16, Enrollment: 9,000  
Search Year: 2019/20, Enrollment: 9,000

**Alpine Union School District, Alpine**  
Search Year: 2015/16, Enrollment: 1,700

**Anderson Union High School District, Anderson**  
Search Year: 2018/19, Enrollment: 1,800

**Association of California School Administrators (ACSA)—Sr. Director of Diversity,  
Equity and Inclusion, Sacramento**  
Search Year: 2022/23

**Benicia Unified School District, Benicia**  
Search Year: 2014/15, Enrollment: 5,000

**Berkeley Unified School District—Executive Director for Special Education, Berkeley**  
Search Year: 2017/18, Enrollment: 10,000

**Calexico Unified School District, Calexico**  
Search Year: 2017/18, Enrollment: 8,966

**Central Unified School District, Fresno**  
Search Year: 2021/22, Enrollment: 15,000

**Central Union High School District, El Centro**  
Search Year: 2021/22, Enrollment: 4,116

**Cold Spring School District, Santa Barbara**  
Search Year: 2016/17, Enrollment: 175

**Conejo Valley Unified School District, Thousand Oaks**  
Search Year: 2014/15, Enrollment: 19,500

**Davis Joint Unified School District, Davis**  
Search Year: 2021/22, Enrollment: 8,300

**Davis Joint Unified School District—Associate Superintendent for Instructional  
Services, Davis**  
Search Year: 2022/23, Enrollment: 8,300

**Del Norte Unified School District—Executive Director of Special Education,  
Crescent City**  
Search Year: 2022/23, Enrollment: 3,600

**Denair Unified School District, Denair**  
Search Year: 2017/18, Enrollment: 1,500

**El Monte Union High School District, El Monte**  
Search Year: 2014/15, Enrollment: 9,500

**Elk Grove Unified School District, Elk Grove**  
Search Year: 2014/15, Enrollment: 62,000

**Evergreen Elementary School District, Elk Grove**  
Search Year: 2021/22, Enrollment: 9,260

**Fallbrook Union High School District, Fallbrook**  
Search Year: 2013/14, Enrollment: 2,600  
Search Year: 2018/19, Enrollment: 2,200

**Fort Sage Unified School District, Herlong**  
Search Year: 2016/17, Enrollment: 180

**Glendale Unified School District, Glendale**  
Search Year: 2014/15, Enrollment: 26,200

**Golden Valley Unified School District, Madera**  
Search Year: 2017/18, Enrollment: 1,950

**Gonzales Unified School District, Madera**  
Search Year: 2021/22, Enrollment: 2,000

**Grass Valley School District, Grass Valley**  
Search Year: 2019/20, Enrollment: 1,500

**Gustine Unified School District, Gustine**  
Search Year: 2014/15, Enrollment: 1,830

**Hacienda La Puente Unified School District, City of Industry**  
Search Year: 2019/20, Enrollment: 22,000

**Hayward Unified School District, Hayward**  
Search Year: 2021/22, Enrollment: 19,000

**Hemet Unified School District, Hemet,**  
Search Year: 2015/16, Enrollment: 21,000

**Johnstonville Elementary School District, Susanville**  
Search Year: 2015/16, Enrollment: 205

**Lakeside Union School District, Bakersfield**  
Search Year: 2014/15, Enrollment: 1,310

**Linden Unified School District, Linden**  
Search Year: 2020/21, Enrollment: 2,300

**Mark Twain Union Elementary School District, Angels Camp**  
Search Year: 2022/23, Enrollment: 736

**Merced City School District, Merced**

Search Year: 2022/23, Enrollment: 11,000

**Mount Shasta Union School District, Mt. Shasta**

Search Year: 2021/22, Enrollment: 534

**Nevada Joint Union High School District, Grass Valley**

Search Year: 2017/18, Enrollment: 2,600

**New Haven Unified School District, Union City**

Search Year: 2016/17, Enrollment: 12,148

Search Year: 2018/19, Enrollment: 12,000

**Newark Unified School District, Newark**

Search Year: 2019/20, Enrollment: 5,700

**Newcastle Elementary School District, Newcastle**

Search Year: 2014/15, Enrollment: 796

Search Year: 2022/23, Enrollment: 398

**Oakley Union Elementary School District, Oakely**

Search Year: 2020/21, Enrollment: 4,900

**Old Adobe Union School District, Petaluma**

Search Year: 2013/14, Enrollment: 1,700

Search Year: 2019/20, Enrollment: 1,950

**Oxnard Union High School District, Oxnard**

Search Year: 2015/16, Enrollment: 16,500

Search Year: 2019/20, Enrollment: 16,800

**Pacifica School District, Pacifica**

Search Year: 2022/23, Enrollment: 3,000

**Parlier Unified School District, Parlier**

Search Year: 2017/18, Enrollment: 3,435

Search Year: 2019/20, Enrollment: 3,500

**Paso Robles Joint Unified School District, Paso Robles**

Search Year: 2013/14, Enrollment: 6,500

**Penn Valley Union Elementary School District, Penn Valley**

Search Year: 2014/15, Enrollment: 700

**Piner-Olivet Union School District, Santa Rosa**

Search Year: 2019/20, Enrollment: 1,300

**Pollock Pines Elementary School District, Pollock Pines**

Search Year: 2015/16, Enrollment: 800

**Rancho Santa Fe School District, Rancho Santa Fe**

Search Year: 2022/23, Enrollment: 581

**Red Bluff Joint Union High School District, Red Bluff**

Search Year: 2013/14, Enrollment: 1,622

**Richland School District, Shafter**

Search Year: 2015/16, Enrollment: 3,504

**Riverbank Unified School District, Riverbank**

Search Year: 2022/23, Enrollment: 2,400

**Roseville Joint Union High School District, Roseville**

Search Year: 2017/18, Enrollment: 10,300

**San Bernadino City School District, San Bernadino**

Search Year: 2022/23, Enrollment: 48,700

**San Carlos School District, San Carlos**

Search Year: 2020/21, Enrollment: 2,900

**San Mateo-Foster City School District, Foster City**

Search Year: 2020/21, Enrollment: 11,000

**Santa Barbara Unified School District, Santa Barbara**

Search Year: 2019/20, Enrollment: 15,000

**Santa Barbara Unified School District—Chief Technology Officer, Santa Barbara**

Search Year: 2021/22, Enrollment: 15,000

**Santa Paula Unifued School District, Santa Paula**

Search Year: 2020/21, Enrollment: 5,200

**Santa Ynez Valley Union High School District, Santa Ynez**

Search Year: 2020/21, Enrollment: 850

**Saugus Union School District, Santa Clarita**

Search Year: 2017/18, Enrollment: 10,000

**Sausalito Marin City School District, Marin City**

Search Year: 2015/16, Enrollment: 524

Search Year: 2022/23, Enrollment: 415

**Sierra-Plumas Unified School District, Loyalton**

Search Year: 2022/23, Enrollment: 400

**Sierra-Plumas Unified School District/Sierra County Office of Education, Loyalton**

Search Year: 2018/19, Enrollment: 386

**Siskiyou Union High School District, Mt. Shasta**

Search Year: 2021/22, Enrollment: 555

**Siskiyou Union High School District—High School Principal, Mt. Shasta**

Search Year: 2022/23, Enrollment: 575

**Soledad Unified School District, Soledad**

Search Year: 2016/17, Enrollment: 4,800

Search Year: 2020/21, Enrollment: 5,000

**Sonoma Valley Unified School District, Sonoma**

Search Year: 2020/21, Enrollment: 3,730

**Sonora Union High School District, Sonora**

Search Year: 2019/20, Enrollment: 1,000

**South Bay Union School District, Eureka**

Search Year: 2021/22, Enrollment: 500

**South Monterey County Joint Union High School District, King City**

Search Year: 2022/23, Enrollment: 2,200

**Stockton Unified School District, Stockton**

Search Year: 2022/23, Enrollment: 33,000

**Strathmore Union Elementary School District, Strathmore**

Search Year: 2019/20, Enrollment: 773

**Vallecito Union School District, Avery**

Search Year: 2020/21, Enrollment: 600

**Vallejo City Unified School District, Vallejo**

Search Year: 2020/21, Enrollment: 11,500

**Ventura Unified School District, Ventura**

Search Year: 2016/17, Enrollment: 17,000

**Washington Unified School District, West Sacramento**

Search Year: 2020/21, Enrollment: 7,460

**Whittier City School District, Whittier**

Search Year: 2021/22, Enrollment: 6,300

**Winship-Robbins Elementary School District, Meridian**

Search Year: 2013/14, Enrollment: 200

**Winters Joint Unifed School District, Winters**

Search Year: 2021/22, Enrollment: 1,550

## *Transparency—The McPherson & Jacobson Difference*

One of the hallmarks of McPherson & Jacobson, L.L.C. is the belief that the search for a public executive should be conducted with as much transparency as possible. We have designed a process, which keeps the board in complete control of the search, while inviting various stakeholder groups to provide input and become meaningfully involved in the process. The openness of the process has not gone unnoticed. The following article discusses McPherson & Jacobson’s stakeholder involvement.

### **Report details what community members want in new Elk Grove district superintendent**

Residents, teachers and students in the Elk Grove Unified School District are all looking for the same characteristics in a new superintendent, according to report from McPherson & Jacobson LLC, an executive search firm hired by the district.

They want someone who is collaborative, culturally competent, approachable, has integrity and strong communication skills and is visible at schools. They also want someone who can lobby for legislation, policy and resources at the state and federal level, according to the report.

...

The report, compiled from more than 20 meetings with community members and stakeholders, was distributed to board members and others at a school board workshop Wednesday afternoon.

“It’s a good process – to get a feel for the community, employees and students,” said board President Priscilla Cox.

The report also says that stakeholders are in sync about issues at the district that they would like a new superintendent to know about. They list the achievement gap at the top of their list of concerns, as well as institutional racism and equity in the distribution of resources between schools.

They want the new superintendent to know that there is a split on the school board that makes it difficult for staff to work with trustees and that there is a need to re-establish trust between the administration and staff, according to the report.

The report will be used to help select a superintendent and will be distributed to the candidates so they can understand the community’s needs, said Bob Ferguson, a consultant for McPherson and Jacobson LLC. The new superintendent also will receive a copy as a guide to taking the helm of the district.

The process is very effective, said William Huyett, a consultant for McPherson and Jacobson. By the third or fourth meeting, common themes began to emerge.

“It’s a healthy thing to talk to your stakeholders and to find out what the issues are,” Huyett said.

The school board adjourned to a closed session with the expectation that it would identify finalists for interviews that will begin Friday.

...

The entire board will conduct formal interviews of candidates in closed sessions. Interviews could continue Monday if the board selects more than four finalists. Representatives of employee, district and community organizations have also been selected to participate in the interviews.

**Taken in part from Lambert, Diana, *Sacramento Bee*,  
Wednesday, Sep. 3, 2014 - 9:30 pm**



## *What Board Members Say About the Service of McPherson & Jacobson, L.L.C.*



Matt Best  
Superintendent

---

526 B Street ♦ Davis, CA 95616 ♦ (530) 757-5300 ♦ FAX: (530) 757-5323 ♦ [www.djUSD.net](http://www.djUSD.net)

To whom it may concern:

Davis Joint Unified School District had a successful search for the position of Superintendent in the Spring of 2022. Bob Ferguson and Bill Huyett of McPherson and Jacobson ensured that we had an open and public process by conducting extensive outreach to all communities. This report of community input was shared with the Board at a public meeting and helped the Davis community understand what it values in a Superintendent. At the same time, the Board was grateful for the recruitment of excellent candidates for the position. The interview process was not only informative but also personable as we got to know all the candidates. When it came to selecting a Superintendent, Bob and Bill assisted our decision with patience and sage advice. Although it started as an exercise in hiring, it turned into a reflective learning process.

Sincerely,

Thomas Adams, Ph.D.  
President, Davis Joint Unified School District

**From:** Neil Layton <[nlayton@scsdk8.org](mailto:nlayton@scsdk8.org)>  
**Date:** September 17, 2022 at 4:12:32 PM PDT  
**To:** William Huyett >  
**Subject:** Letter of Reference

Bill:

In Fall of 2021 McPherson and Jacobson helped lead our nationwide Superintendent search. Unlike other firms, McPherson and Jacobson encouraged a community involved search that engaged all stake holders. Through the leadership of Bill Huyett and Nicole Anderson, McPherson and Jacobson held over 20 community meetings and obtained over 150 community surveys to help guide the Board in the hiring process. Additionally, McPherson managed a 14 person community interview panel to help provide direct candidate feedback to the Board. As a result of this hard work, San Carlos was able to find a visionary educational leader who has been able to have success from her first day on the job. We would not have had the same success with another firm.

Neil Layton  
San Carlos School District  
San Carlos, CA



**Christi Barrett, Ph.D.**  
Superintendent

**Darrin Watters**  
Deputy Superintendent  
**Tracy Chambers**  
Assistant Superintendent  
**Derek Jindra, Ed.D.**  
Assistant Superintendent  
**Jennifer Martin, Ed.D.**  
Assistant Superintendent

**Professional Development  
Service Center**  
1791 W. Acacia Avenue  
Hemet, CA 92545  
(951) 765-5100  
Fax: (951) 765-5115

**Professional Development  
Academy**  
2085 W. Acacia Avenue  
Hemet, CA 92545  
(951) 765-5100  
Fax: (951) 765-6421

**Governing Board**  
Stacey Bailey  
Rob Davis  
Megan Haley  
Gene Hikel  
Vic Scavarda  
Patrick Searl  
Ross Valenzuela

[www.hemetusd.org](http://www.hemetusd.org)



[www.facebook.com/hemetunified](https://www.facebook.com/hemetunified)



[twitter.com/HemetUnified](https://twitter.com/HemetUnified)

August 13, 2020

To Whom It May Concern:

It is my pleasure to write this letter of support for Mr. Ben Johnson. I had the opportunity to work with Mr. Johnson and McPherson and Associates as a candidate for the Superintendent of Hemet Unified School District.

Mr. Johnson provided guidance throughout the application process while working with the District to ensure that the District and I were a good fit. He continued to stay in touch throughout my first year as Superintendent to ensure I had the support needed in my new position.

Mr. Johnson has a kind and caring manner. He is committed to pairing potential candidates with Districts that will grow their skills and expertise as the Superintendent and move the District in a forward direction.

Sincerely,

Christi Barrett, Ph.D.  
Superintendent

## Comments from Santa Barbara Unified School District

From: **Laura Capps** <[lcapps@sbunified.org](mailto:lcapps@sbunified.org)>  
Date: Wed, Aug 12, 2020 at 1:24 PM  
Subject: Re: Follow-up  
To: Ben Johnson <[benjohnson2nd@gmail.com](mailto:benjohnson2nd@gmail.com)>

**We are thrilled with the new Superintendent that MacPherson & Jacobson found for us. I thoroughly enjoyed working closely with Ben Johnson. He is especially skilled at helping school boards work together and effectively find consensus -- and that is so important in the final weeks of a high stakes search. I am grateful for their partnership.**

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**From:** Wendy Sims-Moten <[wsimsmoten@sbunified.org](mailto:wsimsmoten@sbunified.org)>  
**Date:** August 13, 2020 at 12:41:34 PM PDT  
**To:** Ben Johnson <[benjohnson2nd@gmail.com](mailto:benjohnson2nd@gmail.com)>  
**Subject: Re: Request**

From the very beginning of the search firm selection process I appreciated Ben for really laying a foundation that the Board makes the decision. This was very evident throughout the entire process. Whenever we got stuck or were hesitate [sic] to speak candidly he reminded us the Board makes the decisions. The helped us to trust and own our decision making process. Thank you Ben and company.

---

Dr. Jacqueline Reid, Santa Barbara Unified School District, CA  
*"I highly recommend Ben Johnson II and Dr. Daryl Adams of McPherson and Jacobson to any district doing a superintendent search. Throughout the process, Mr. Johnson and Dr. Adams offered us advice that helped us to make better decisions. Overall the service was excellent."*

Monday, September 19, 2022

Gregg Gunkel  
343 South Old Stage Rd  
Mt. Shasta, CA 96067  
831-239-3470

Re: Letter of Reference for McPherson and Jacobsen, LLC

To Whom It May Concern,

Selection of a new superintendent has always been a challenging endeavor, especially given the obstacles public education has experienced in the last few years. As we entered this process with two major leaders in the district leaving their posts, I found myself thrust back into the role of board president as our existing board president stepped down due to health issues. Fortunately, our departing superintendent wisely recommended McPherson and Jacobsen as a qualified agency for superintendent selection.

William Huyett presented the agency's credentials in a manner that gave my board encouragement and newfound confidence to take on the process. Mac and Jake (as they humorously refer to themselves) did an exhaustive May campaign to identify as many qualified candidates as possible at a time when the candidate pool was quickly being depleted. Mr. Huyett skillfully guided the board through the process of reviewing and narrowing down the candidates. Even then, time and offers from other districts narrowed our list even further, causing us to fear that we would not find candidates possessing the qualities we desired. candidates would have fewer and fewer qualifications. But Mr. Huyett took extra care to help us determine which of the available candidates best met our criteria and needs.

Mac and Jake proved to be so helpful in this process, mainly by providing us with a geographically broad and experiential skills detail that gave the board confidence in the selection process. The guidance we received in setting up the multipronged screening and interview process helped us to engage a good cross section of our stakeholders, which was essential to building confidence in the district's communities. The interview design, as guided by Mr. Huyett, was deeply probing and enlightening as to who the candidates really were and how well they fit our perceived needs. Mr. Huyett constantly made himself available, helping us through final selection, contract proposal definition, and the ultimate hiring of our new superintendent.

Though not for the faint of heart, selection of a new superintendent is easily the most important selection and hiring process a district must undergo. Our district has thrived under excellent leadership; we have also suffered a few poor superintendents in the past. The outstanding guidance provided by Mr. Huyett appears to have paid off for Siskiyou Union High School District. While we are still in the "honeymoon" phase with our new superintendent, he continues on a daily basis to provide us with confidence that we made the right selection.

For all these reasons, I can highly recommend MacPherson and Jacobsen LLC and Mr. William Huyett for the difficult and most-important task of finding and securing a new superintendent.



Gregg Gunkel, Board President Siskiyou Union High School District



# LINDEN

Unified School District

18527 E Main Street, Linden, CA 95236  
Phone: 209-887-3894 Fax: 209-887-2250 www.lindenUSD.com



January 30, 2023

TO: MacPherson & Jacobson

RE: Letter of Reference in the Hiring Process of the Superintendent of Linden Unified School District

To whom it may concern:

This is a letter of reference for Aida Buelna and William Huyett in regard to the hiring process of our current Superintendent, Daniel Moore who was hired as superintendent for the Linden Unified School District for the 2020/21 school year. As Board President at the time, I was quite impressed with the thoroughness of the entire process. The consultants gave us highly qualified candidates with ample time to review their qualifications before the interview process. We especially enjoyed the multiple facets of having the community panel and employee panel to help ensure we had key input from influential stakeholders.

To further the vetting process, it was very helpful to have the coffee chats with all the interview candidates with two board members present at each, which allowed us to get to know them all on a more personal level, before making our final decision to hire Mr. Moore. The interview day went very smoothly due to the professionalism and organizational skills of both Ms. Beulna and Mr. Huyett. When making our final decision, it was with the expertise of Bill and Aida that helped us in making an informed decision that was best for the district.

The Board thoroughly enjoyed the entire process and appreciated all the time and effort put into it. In the future, when we are looking to hire a superintendent again (hopefully not in the near future), we would have no reservation in utilizing Aida and Bill from your organization. If you have any questions or would like more information regarding these two recruiters, please do not hesitate to email me at LUSDArea5@lindenUSD.com.

Sincerely,

*Eric Nims*

Eric Nims

Linden Unified School District

Board Vice President

ADMINISTRATION

Daniel Moore  
Superintendent

Dr. Jamie Hughes  
Assistant Superintendent

Stephen Corl  
Chief Business Official

GOVERNING BOARD

Marla Livengood  
President

Eric Nims  
Vice President

Marlene Von Berg  
Clerk

Jennifer Trotter  
Board Member

Rebecca Hall  
Board Member



January 29, 2023

To whom it may concern,

It is my pleasure to write this letter of recommendation on behalf of the Board of Trustees of the San Mateo-Foster City School District. During the 2020-2021 school year, our district sought out Superintendent Search Firms to fill a vacancy for the following school year and we unanimously selected McPherson & Jacobson to fulfill that responsibility. We were assigned the services of co-lead consultants Aida Buelna and Nicole Anderson.

The Board of Trustees entered the process with very high expectations because our outgoing Superintendent Dr. Joan Rosas had served with distinction. Upon engaging with Aida and Nicole, we were struck by their accessibility and strong communication skills. They treated our Board of Trustees as partners in the process and we felt heard by them.

The same can be said of the way that McPherson & Jacobson engineered the community involvement process. They administered a thorough community input process that involved surveys and stakeholder interviews. Their analysis of our community input truly encapsulated the needs, strengths, and desires of our community.

In terms of candidate engagement, they used technology to pre-record video messages from prospective candidates that were later shared with the Board of Trustees. They also completed a thorough vetting of candidates and ensured that we knew everything we needed to know before interviews began.

The interview process was unique and co-created with our consultants. Aida and Nicole facilitated the process of identifying top candidates that we invited in for an interview. They subsequently arranged to have each candidate interview 1:1 with each Board member for an hour, interview for a community panel of 25 for an hour, and attend a later afternoon interview with the entire Board for an additional hour.

Ultimately, our Board hired a new superintendent, Diego Ochoa, who we feel has served our district very well in his two years with the district. McPherson & Jacobson certainly delivered on their promise to work with our Board to create a community-driven process to select our new Superintendent.

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1170 Chess Drive  
Foster City, California 94404  
650.312.7700 Telephone  
650.312.7779 Fax  
[www.smfcsd.net](http://www.smfcsd.net)

**Board of Trustees**

LaTisa Brooks      Allison Proctor  
Kenneth Chin      Shara Watkins

**Superintendent**

**Diego R. Ochoa**



SAN MATEO-FOSTER CITY  
SCHOOL DISTRICT



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Sincerely,

Alison Proctor  
2021 Board Vice President, 2022 Board President, & 2023 Board Member

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Foster City, California 94404  
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650.312.7779 Fax  
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**Board of Trustees**

LaTisa Brooks      Alison Proctor  
Kenneth Chin      Shara Watkins

**Superintendent**

**Diego R. Ochoa**



**Response to Request for Proposal  
Superintendent Search Services**

**Sacramento City Unified School District  
5735 47th Avenue  
Sacramento, CA 95824**

**Due: August 8, 2023, 5 pm PT**

**Email: [SCUSDSearch@scusd.edu](mailto:SCUSDSearch@scusd.edu)**

**Contact:**

Monica Santana Rosen, CEO

Alma Advisory Group

1525 E 53rd Street, Suite 530

Chicago, Illinois 60615

Phone: 312-799-9642

Email: [monica@almaadvisorygroup.com](mailto:monica@almaadvisorygroup.com)

Website: [www.AlmaAdvisoryGroup.com](http://www.AlmaAdvisoryGroup.com)



## Part I - Cover Letter

Sacramento City Unified School District is one of the oldest in the western United States serving over 38,000 students on 75 campuses. The district reflects the rich history and diversity of the Sacramento community including racial, ethnic, and language diversity. During the 6-year tenure of former Superintendent Jorge Aguilar, Sacramento City Unified School District (SCUSD) has been working diligently to ensure that the 38,000+ students served by the district have equal opportunities to graduate and have equitable access to postsecondary choices, by working to close achievement gaps, creating effective school-family partnerships, ensuring strong supports for new teachers, and providing high-quality instruction. Continuing to build on this momentum to fulfill the district's mission will be the work of the district's next superintendent.

The SCUSD Board of Trustees (Board) will benefit from the partnership and support of a firm that is deeply familiar with the challenges and opportunities inherent to the urban superintendent's role and experienced in the development of a transparent recruitment and screening approach that mitigates bias, and ensures equity in decision-making.

Alma Advisory Group (Alma) is honored to submit a proposal to support the Superintendent search. Alma is a mission-driven, national education consulting and executive search firm founded in 2016 by Monica Santana Rosen, a Black Latina business owner, with the mission of fostering the culture, people, and practices that enable staff to do their best, empower teams to do great work, and propel organizations to accomplish outstanding results. Alma is well-established as a trusted advisor, thought partner and consultant for a number of dynamic nonprofits, districts and school operators nationally. We have demonstrated steadfast support for our clients, with results and measurable impact that have benefited our clients' entire organizations well beyond our engagement. We believe in capacity-building at our core, and we bring that unique lens to our executive search practice. We also have a clear focus on equity and diversity in hiring and leverage our expertise to build competency-based screening processes that mitigate bias, and help our clients stay grounded in the skills most important for the role.

Alma is well-established for the strength and the diversity of talent we provide our clients. Our searches have featured the following results:

- Finalists presented by Alma have been 46% Black, 14% Latinx, 31% White, and 8% Asian, 54% Female
- Hires selected by our clients have been 51% Black, 17% Latinx, 20% White, 12% Asian, 56% Female

Alma's distinguishing characteristics and transparent, inclusive, and equity-focused approach to the search process set us apart from others in the executive search field. As such, we are confident that we are the best qualified to support the SCUSD Board of Trustees in your search for the next Superintendent. Thank you for your thoughtful approach to this selection, and for your consideration of our firm. We welcome any questions you may have about this response.

If selected, Alma Advisory Group agrees to enter into a contract under the terms and conditions shown in the Instruction to Proposers and the Specifications.



Monica Santana Rosen  
Chief Executive Officer, Alma Advisory Group  
1525 E. 53rd St. Chicago, IL 60615  
Phone: 312-799-9642  
Email: [monica@almaadvisorygroup.com](mailto:monica@almaadvisorygroup.com)  
Website: [www.AlmaAdvisoryGroup.com](http://www.AlmaAdvisoryGroup.com)

## Part II - Table of Contents

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## Part III - Background and Experience

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### Contact Information

Proposer Name: Alma Advisory Group, LLC

Address: 1525 E. 53rd Street, Suite 530, Chicago, IL 60615

Phone: 312-799-9642

Fax: 877-917-1689

Authorized Representative: Monica Santana Rosen, Chief Executive Officer

Email address: [monica@almaadvisorygroup.com](mailto:monica@almaadvisorygroup.com)

### Company Background

Alma Advisory Group is not a traditional search firm. We carry out each search with a focus on organizational capacity building, so that our clients may replicate the search process without us if desired beyond our engagement. As former education leaders, we bring to our work a unique understanding of education organizations along with a dedication to making a positive impact for children and communities, especially those not traditionally well served. A superintendent search led by Alma has several distinctive offerings that are not typically provided by other firms:


- Clear focus on equity and diversity in hiring through a competency-based approach at all phases of the process
- Customized approach and interview tools collaboratively developed to meet the unique context of the district
- Transparent, inclusive and authentic community engagement, including intentional outreach at each stage of the process to communities that have been historically excluded or difficult to reach, yielding on average a 0.15 ratio (i.e. enrollment of 10,000 students, 1,500 survey responses)
- Thoughtful and thorough analysis and synthesis of focus group, community engagement and survey data, including a Board presentation to highlight results and recommendations for next steps forward
- Lead monolingual Spanish focus groups, stakeholder interviews and community forums, and provide human translation, not AI translation, in support of our communities and candidates in bilingual meetings and forums
- Facilitated planning with the Board to confirm alignment, clarify the competencies required for the next Superintendent and reach shared agreement on the key steps of the screening and decision-making process
- Anti-bias training delivered to all interviewers, and the design and utilization of anti-biased, competency-driven interview activities and tools to mitigate bias
- Design and facilitation of a finalist stage that enables authentic engagement with community and includes anti-bias training for all participants
- Facilitation and support for the Board at each stage of the process, especially at the stage of final decision making
- Round the clock availability and support from the Alma team for individual Board members and regular meetings with the Board as needed throughout the process

Alma is committed to not just communication but facilitated decision-making with the Board and other key decision-makers. Alma will work as a trusted partner with the Board and key stakeholders to ensure they are supported throughout the search process. This includes calibrating on the critical competencies and facilitating debrief and feedback at each stage of the interview and selection process. The Alma team will seek a primary point of contact to meet on a regular basis to review progress on the search. Typically, we will meet either weekly or biweekly to ensure the project is moving forward on time and on schedule. This would also include review and feedback of the recruitment plan, and access to national research or tools that support and inform the decision-making by the Board.

**Women/Minority Business Enterprise Certification**

<b>Business &amp; Contact Information</b>	
BUSINESS NAME	<b>Alma Advisory Group, LLC</b>
OWNER	<b>Mrs. Monica Santana Rosen</b>
ADDRESS	<b>1525 E 53rd Street Suite 530 Chicago, IL 60615-4575 <a href="#">[map]</a></b>
PHONE	<b>773-966-4998</b>
FAX	<b>877-917-1689</b>
EMAIL	<b><a href="mailto:monica@almaadvisorygroup.com">monica@almaadvisorygroup.com</a></b>
WEBSITE	<b><a href="http://www.almaadvisorygroup.com">http://www.almaadvisorygroup.com</a></b>
ETHNICITY	<b>Hispanic</b>
GENDER	<b>Female</b>
COUNTY	<b>Cook (IL)</b>

<b>Certification Information</b>	
CERTIFYING AGENCY	<b>State of Illinois Commission on Equity and Inclusion</b>
CERTIFICATION TYPE	<b>WMBE - Women/Minority Business Enterprise</b>
RENEWAL DATE	<b>8/21/2023</b>
EXPIRATION DATE	<b>6/21/2025</b>
CERTIFIED BUSINESS DESCRIPTION	<b>NIGP 91838 Education and Training Consulting NIGP 91865 Human Resources, Relations Consulting NIGP 91875 Management Consulting NIGP 91883 Organizational Development Consulting</b>



hereby grants

# National Women's Business Enterprise Certification


to

**Alma Advisory Group, LLC**


who has successfully met WBENC's standards as a Women's Business Enterprise (WBE).  
This certification affirms the business is woman-owned, operated and controlled and is valid through the date herein.

Certification Granted: August 24, 2017  
Expiration Date: August 31, 2023  
WBENC National Certification Number: WBE1701626

WBENC National WBE Certification was processed and validated by Women's Business Development Center - Midwest, a WBENC Regional Partner Organization.














Authorized by Emilia DiMenco, President & CEO Women's Business Development Center - Midwest



WOMEN'S BUSINESS DEVELOPMENT CENTER

NAICS: 541990, 541612, 561312, 611430, 611710  
UNSPSC: 80101511, 80111500, 80111501, 80111511

[Renewal in progress and will be completed before the expiration date]

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## Superintendent Search Experience

Since 2017, Alma has supported a variety of nonprofit organizations, charter management organizations and districts large and small with their executive search needs. We have successfully completed the following school district superintendent searches:

- Denver Public Schools (2020-21) - Superintendent is still in role, K-12 Dive's Superintendent to Watch
- Cincinnati Public Schools (2021-22) - Superintendent is still in role, K-12 Dive's Superintendent to Watch
- Eugene 4J School District (2021-22) - Superintendent is still in role
- Evanston Township High School District (2022) - Superintendent is still in role
- Portland Public Schools (Maine) (2022-2023) - Recently appointed
- Cleveland Metropolitan School District (2022-2023) - Recently appointed
- Madison Metropolitan School District (2023 - present) - Search is in progress

Additional examples of some of our cabinet level searches are also included below.

### Hartford Public Schools

In late 2022, Alma completed the executive search for the Deputy Superintendent of Hartford Public School, one of the largest districts in Connecticut, serving more than 20,000 students in 46 schools. To support this effort, the Alma team aligned many stakeholders to create a job description, actively sourced nationally for the position, designed and facilitated the screening and interviewing processes and supported the selection of finalists that included one Latinx female, one white female and one white male.

### Guilford County Schools

The Alma team supported Guilford County Schools (GCS) with their executive recruitment and hiring efforts for several Cabinet level leadership positions, including Chief Operations Officer, Chief Student Services Officer, Chief Academic Officer, Assistant Superintendent of Special Education Services, Chief Innovation Officer, Chief Performance and Accountability Officer, Deputy Chief of Finance and Senior Executive Director of Technology Services. Similar to other searches, our team began this search by first clarifying the competencies most important to support Guilford County Schools' success and created a hiring process to identify a strong pool of talented and diverse candidates. The Alma team established job descriptions for each role, vetted potential candidates for each position, and developed an aligned screening process to measure the competencies identified for each role. As our team completes these searches, we are also helping the HR team document its process for succession planning and attracting and hiring strong executive leadership moving forward. Guilford County Schools has over 72,000 students.

### Chicago Public Schools

Alma supported Chicago Public Schools (CPS) with a search for several key positions in the district over the last 6 years including the Chief Financial Officer, Chief of Diverse Learner Supports and Services, Budget Director, Chief Talent Officer, Chief Health Officer and Chief Operating Officer. As an example, to support the Budget Director search, Alma worked with key staff at CPS to clarify the leadership competencies most important for this role and defined a recruiting and screening approach to identify a strong pool of candidates. Over the course of the project, the Alma team delivered an updated, competency aligned job description for the position, a rigorous screening process, and a robust and diverse applicant pool, which yielded 80 candidates sourced overall, of which 40% were leaders of color and 35% female, with a mix of experience internal and external to education. Ultimately 4 finalists were identified for in-person interviews, of which 75% (3) were leaders of color and 25% (1) female, and at least 2 candidates were considered for roles beyond the Budget Director position itself.



## Key Personnel

The team proposed to lead this project has completed a wide range of executive searches, including district superintendent and other c-level roles, including Chief Academic Officer, Chief Operating Officer, Chief Finance Officer, Chief Talent Officer and Deputy Superintendent. We have worked in some of the most politically complex environments in education, and our network is strong among leaders in urban school districts and charter management organizations.

### **Monica Santana Rosen, Chief Executive Officer (Executive Oversight)**



Monica was born to immigrant parents who instilled in her a deep value for education. Monica spent the last two decades working to build strong diverse workplaces and enable leaders to do great work. Her career began in philanthropy with the Tiger Foundation, where Monica was part of a team that supported nonprofits working to break the cycle of poverty in New York City. Monica later served as the Executive Director for Management Leadership for Tomorrow (MLT), an organization working to diversify leadership in the upper ranks of the public and private sectors. Monica helped launch MLT's MBA-Prep program before pursuing her own MBA at Harvard Business School.

Monica joined Chicago Public Schools in 2004. She helped lead an HR redesign effort, and then managed and led the 65-staff member HR operational team at CPS. During her tenure, average transaction turn-around time improved from 8 weeks down to 3 days, call answer rates from 45% to 93%, and first call resolution from 45% to 75%. Monica then served as Talent Management Officer, where she focused specifically on leadership pipelines for the district. She spearheaded the redesign of a principal screening process, launched a national principal recruitment effort, and supported the strategic promotion, support and succession planning for principals. She also established the Leadership Development and Support unit, where she oversaw the district's Principal Induction program and support for the district's 26 Chief Area Officers (i.e., principal supervisors). In 2012 Monica launched a human capital consulting practice for Cross & Joftus, and in the fall of 2016, Monica ventured out to develop Alma Advisory Group, LLC with a talented and diverse leadership team, supporting organizations nationally to hire, develop, support and retain a high-quality workforce.

Monica provides executive oversight for all of Alma's Superintendent and C-level searches, and was the lead consultant for the Denver Public Schools and Evanston Township High School Superintendent searches.

### **Sylvia Flowers, Managing Director Talent Acquisition and Executive Search (Lead Consultant)**



Sylvia is a native of St. Louis, holds a B.S. in Chemical Engineering and an M.B.A. from the Darden Graduate School of Business at the University of Virginia. Before dedicating her career to improving public education, she spent eight years in the private sector working as a chemical engineer for Monsanto and a finance profession for Duke Energy. She then joined the Broad Residency in Urban Education and began her education career in the Christina School District in Wilmington, Delaware. Sylvia also worked for Chicago Public Schools implementing the district's first Teacher Incentive Fund grant pilot program in 40 high-needs schools.

In 2009, she moved to Nashville, Tennessee and later served as the Director of Technical Assistance at the State Collaborative on Reforming Education (SCORE), a nonprofit and non-partisan advocacy and research organization founded by former U.S. Senate Majority Leader Bill Frist. Most recently, Sylvia spent seven years at the Tennessee Department of Education as the Executive Director of Educator Effectiveness and Talent, focused on implementing the state's educator education evaluation system and using human capital data to drive statewide policy, strategy, and technical support for districts in the recruitment, retention, compensation, professional growth, and recognition of effective educators. Sylvia joined Alma in 2020 and is the Managing Director, Talent Acquisition and Executive Search.

Sylvia served as the lead consultant for the Eugene School District 4J, Cincinnati Public Schools, Portland Public Schools, and Cleveland Metropolitan School District searches. She has also led several c-level district searches including those in Guilford County Schools and the School District of Philadelphia.

### Deidre Hargrove-Krieghoff, Talent Recruitment



Deidre is an experienced HR and Operations professional who has spent more than 25 years serving in various roles in human resource leadership, operations, and development, in both private and nonprofit spaces. She most recently worked at the Madison Metropolitan School District (MMSD) where she served as the Chief of HR and Senior Executive for Workforce Development. During her tenure (2014-2022) the HR team increased their department diversity by 30%, district administrator diversity by close to 10% and teacher diversity to 15%. Prior to working at MMSD Deidre served as the VP of Workforce Development for the Urban League of Greater Madison (ULGM). Deidre is a trained Malcolm Baldrige National Quality Award Examiner. She holds a

bachelor's degree in Business Management and Communications from Concordia University and a master's degree in Business Administration from the University of Wisconsin – Madison.

Deidre joined Alma Advisory Group in 2022 and served as the lead consultant for the Deputy Superintendent search at Hartford Public Schools, and several c-level searches for Chicago Public Schools and the School District of Beloit.

### Najjah Thompson, Talent Acquisition



Najjah is a native of Miami, FL., and holds a BA in Music Education and MM in Music Performance from the University of Miami. He is currently pursuing a MS in Learning and Organizational Change from the School of Education and Social Policy at Northwestern University. Najjah started his career in education and public service as a Servant Leader with the Children's Defense Fund's Freedom Schools Program. In 2015, he began teaching elementary and secondary music at Chicago Public Schools. After a few years of teaching, he transitioned to administration and became the Arts Education Specialist in the department of Curriculum and Instruction for the Madison Metropolitan School District. Most recently, Najjah transitioned to HR and spent three years leading Madison Metropolitan School District's Recruitment and Engagement Strategy where he was able to

successfully increase the number of highly-qualified diverse teachers and district administrators. Najjah joined Alma in 2022 as an Executive Search Specialist.

### Nita Losoponkul, Talent Analytics



Nita has spent the last two decades working domestically and internationally in both the public (K-12 education) and private (energy, hospitality, financial services, consulting) sectors. She has led projects to implement change initiatives and drive process improvements, including designing and delivering talent development curriculum to support the change. As the Director of Innovation and the Director of Talent Acquisition at the Washoe County School District, she launched new high school magnet programs to create new opportunities for students and revamped hiring processes. At Public Impact, she worked with school districts across the country to plan and implement an Opportunity Culture, creating new career pathways for teacher leaders with sustainably funded higher compensation. Nita holds a bachelor's degree in Engineering from the California Institute of

Technology, a master's degree in Business Administration from the University of California at Los Angeles, and a master's degree in Educational Leadership from the Broad Center (now part of the Yale School of Management). She is also qualified as a Project Management Professional (PMP) and a Human Resources Senior Certified Professional (SHRM-SCP). Nita joined Alma in 2021 as a Talent Analytics Consultant.

**Venus Velez, Talent Development, Community Engagement**



Venus brings over 20 years of experience in the field of education, with a focus on equity and excellence. Her work has included district level reform efforts, community engagement, talent recruitment, selection and development, organizational development, non-profit management, program design and evaluation, and project management. Venus spent the earlier part of her career working in non-profit educational organizations, developing and leading college preparation programming for high school students from underserved communities. She then went on to work with the NYC Department of Education (DOE), initially supporting high school reform efforts, working with a team of school leaders to phase

out larger failing campus high schools and replace them with a more successful model of new small specialized high schools. Venus also supported the DOE’s community engagement strategy – working across the city to build support for the reform efforts and district restructuring and supporting the launch of a new parent and community engagement structure. Working closely with the Superintendent, Venus led the creation of a new parent engagement office in a region serving 139 schools. After leaving the NYC DOE, Venus continued her work in education supporting non-profit educational organizations, working on talent searches for educational leadership roles, and supporting other district level reform efforts. Venus completed her undergraduate work at Wesleyan University, the Education Policy Fellowship Program at Columbia University, Teacher’s College, and holds an MBA from the Zicklin School of Business. Venus joined Alma in 2018, supporting Executive Search.

**References:**

**California Reference #1:**

Organization Name:	Oakland Unified School District
Organization Size:	Approximately 34,000 students
Address:	1011 Union Street, Oakland, CA 94607
Contact Person:	Tara Gard, Chief Talent Officer
Email:	tara.gard@ousd.org
Telephone:	(510) 879-8000
Scope:	Executive Coaching, HR Assessment/Redesign

**California Reference #2**

Organization Name:	Equitas Academy
Organization Size:	Approximately 2,000 students
Address:	1700 W Pico Blvd, Los Angeles, CA 90015
Contact Person:	Founder Malka Borrego (now retired)
Email:	malkaroseborrego@gmail.com
Telephone:	(213) 201-0440
Scope:	Chief Schools Officer Executive Search

Below are five completed superintendent searches, including district contacts for references.

**Reference #3:**

District Name:	Cincinnati Public Schools
District Size:	Approximately 36,000 students
Address:	2651 Burnett Avenue, Cincinnati, OH 45219
Contact Person:	Ben Lindy, Board President
Email:	<a href="mailto:lindybe@cpsboe.k12.oh.us">lindybe@cpsboe.k12.oh.us</a>
Telephone:	(252) 432-9490
Scope:	Superintendent Search

In March 2022, Alma completed the executive search for the next superintendent of Cincinnati Public Schools. Cincinnati Public Schools is the 3rd largest district in Ohio, serving approximately 36,000 students in over 65 schools. To support this effort, the Alma team facilitated comprehensive community engagement and input meetings with stakeholders alongside members of the CPS Board of Education to collaboratively define competencies and determine attributes of the new superintendent. Alma actively sourced for the position nationally and we designed each step in the interview process, to include opportunities for the community to meet and interact with finalist candidates. The finalist candidates in this search included one Black man and two Black women.

Reference #4:

District Name: Eugene School District 4J  
 District Size: Approximately 16,000 students  
 Address: 400 North Monroe Street, Eugene, OR 97402  
 Contact Person: Judy Newman, Board President  
 Email: [newman\\_j@4j.lane.edu](mailto:newman_j@4j.lane.edu)  
 Telephone: 541-790-7700  
 Scope: Superintendent Search

Alma supported the Board of Eugene 4J during the search for the Superintendent during a tumultuous time for the Board. Alma’s CEO supported the Board as they worked to ensure shared alignment on the requirements of the role, as well as the Board’s shared ways of working together throughout the process. Ultimately four finalists emerged, which included two Black men, 1 Native American man, and 1 white woman. In the spring of 2022 the Board ultimately selected an internal district leader, who is Native American. Along the way Alma partnered closely with the Board, leading planning retreats and training the Board and stakeholders on managing bias throughout the process

Reference #5:

District Name: Cleveland Metropolitan School District  
 District Size: Approximately 36,000 students  
 Address: 1111 Superior Ave E, Suite 1800, Cleveland, OH 44114  
 Contact Person: Leah Hudnall, Vice Chair of the Board  
 Email: [leah@legacyperspective.com](mailto:leah@legacyperspective.com)  
 Telephone: (216) 838-0030  
 Scope: Superintendent Search

In Spring 2023, the Alma Advisory Group partnered with the newly elected Mayor Justin M. Bibb, the mayor’s Chief of Education and the Cleveland Metropolitan School District (CMSD) school board to lead the search for the next superintendent. Grounded in the community’s shared Cleveland Plan, the previous superintendent had served the district for over twelve years. Additionally, CMSD has a unique governance structure where the nine board members are appointed by the mayor in rotating terms. The Alma team successfully led the search which resulted in two finalists who both had ties to the Cleveland community, an African American man and a Latinx man.

Reference #6:

District Name: Denver Public Schools  
 District Size: Approximately 89,000 students  
 Address: 1860 Lincoln St, Denver, CO 80203  
 Contact Person: Scott Esserman, Board Member  
 Email: [sdesserman@gmail.com](mailto:sdesserman@gmail.com)  
 Telephone: 303-909-2493  
 Scope: Superintendent Search

In June 2021, Alma completed the executive search for the next superintendent of Denver Public Schools. Denver Public Schools is the largest district in Colorado, serving approximately 90,000 students in over 200 schools. To support this effort during the pandemic, the Alma team facilitated virtual community engagement and input meetings, in English and Spanish, to understand the key attributes the next Superintendent must possess, and top priorities for the next Superintendent to focus on. Alma sourced this position nationally, among both active and passive candidates, and developed the full interview process to include opportunities for the community to interact with finalist candidates. The finalist candidates in this search included one Black man, one Afro-Latino man, and one Latinx woman.

Reference #7:

District Name:	Evanston Township High School District 202
District Size:	Approximately 4000 students
Address:	1600 Dodge Ave, Evanston, IL 60201
Contact Person:	Pat Savage-Williams
Email:	<a href="mailto:savagep@eths202.org">savagep@eths202.org</a>
Telephone:	847-721-9007
Scope:	Superintendent Search

Alma worked with the Board of ETHS as they carried out the selection of the district's next Superintendent in Spring 2022, following the 17-year tenure of the outgoing and beloved Superintendent. In support of this process for the district of nearly 4,000 students, Alma designed and facilitated a community engagement process to understand the perspectives of the Evanston Township community, and then worked with the Board to clarify the requirements for the next Superintendent. With Alma's partnership, the Board made the bold decision to allow an internal successor to apply for the role, and to interview with community members directly as the sole finalist. A longtime educator and administrator in the district was assessed against the competencies of the role instead of being assessed against other candidates. This process was more fair to the internal candidate, as well as potential external candidates, and resulted in the district's first-ever Black male leader.

## Part IV - Statement of Work / Action Plan

Alma proposes the following timeline and process for the recruitment and selection of the superintendent by early 2024 for the Board's consideration:

**1. Board's Executive Committee Planning Session (within 10 business days of contract award)**

If awarded the contract, the Alma team is prepared to immediately begin designing the Board's Executive Committee Planning Session, to be held within 10 business days. This planning session will include confirming a refined timeline and project plan to meet our target of an appointment early in 2024, identifying key stakeholders to engage throughout the process, and mapping out a communication strategy to ensure transparency and wide-spread participation, in partnership with the SCUSD's Chief Communications Officer and the Constituents Services Office.

**2. Stakeholder Engagement on Organizational Priorities and Key Competencies for the Role (late Aug - early Sept)**

Our authentic engagement of stakeholders is a distinguishing feature of Alma's search process. The Alma team will meet with select members of the Board, its designees, district office, school leaders, teachers and staff, union leaders, parents and students, community groups and members, and any other key stakeholders (as determined in consultation with the Board) to gather their input on the role and the steps of the selection process. This has typically included interviews, focus groups and surveys, with the intentional identification of affinity groups, including Latinx, Black, Asian American, LGBTQ, monolingual (non-English speaking) families, and other communities that have been historically excluded or difficult to reach. Alma's community surveys have resulted in an average response to student ratio of 0.15 (i.e. enrollment of 10,000 students, 1,500 survey responses). Alma will analyze and synthesize the stakeholder feedback and present it to the Board upon completion.

**3. Recruitment Strategy Development and Execution (mid September)**

Alma will review any ideal candidate profiles already created and facilitate conversations with key leaders to review the stakeholder feedback to confirm the most important competencies required of the position, and those traits that contribute to a successful team culture within the organization's unique context. We will also assess the current market conditions to advise on the competitiveness of the salary. Based on these conversations, the Alma team will refine the job description with an eye towards attracting the desired candidate, and explicitly describing those leadership attributes most important for the Superintendent role, including promotional materials to advertise the role and market the opportunity, for the Board's review and approval.

Upon completion of stakeholder engagement and the job profile and competitive compensation package, the Alma team will build a recruitment strategy, with recommended sources to recruit for top candidates, both locally and nationally, and assemble a network contact list for personal outreach to help spread the word about the position and pursue nominations of high-potential candidates, to ensure wide and effective outreach. Our network is strong among leaders in urban school districts and other organizations in the K12 space. With a team of former education leaders, we begin our searches by scouring each of our personal networks and reaching out to colleagues for personal nominations and recommendations. In addition, the Alma team researches leaders in roles that are similar in scale and experience, with a priority for track records aligned with the competencies required of the role. The Alma team will then partner with the Board to build a pool of potential candidates and monitor the results of recruitment efforts. We leverage our recruiter licenses and professional membership organizations to directly outreach to prospective candidates and advertise on local and national web-based posting sites where potential hires are likely to learn about the opportunity and will prepare and post with the Board's approval, and in compliance with any legal requirements.

Our team uses an Applicant Tracking System to manage all aspects of the candidate pipeline, helping our team to stay organized throughout the search, to access real-time data for our clients, and to maintain clear and transparent communications with candidates. The system interfaces with several job boards and posting sites to maximize the views of our job postings and ensure that our postings get seen by many job seekers. Alma will prepare a customized application for prospective candidates to apply to, through our Applicant Tracking System.

#### **4. Screening Process Design (late September)**

In addition to designing the recruitment strategy, the Alma team will propose the steps of a screening process for the role and draft all interview tools, customized to SCUSD's unique context. This typically includes resume screening protocols, candidate profiles mapped to key competencies, interview guides for each round with look-fors and scoring rubrics, and performance tasks and scenarios to assess the specific competencies required for the role. Decisions will include which internal team members and/or stakeholders should be engaged in the screening process, key roles in the interview process, and sequence of steps from first screen to final hiring decision. Our purpose is to minimize bias at every step in the process, and keep the process focused on assessing those skills most important for the role. To ensure fidelity to the agreed upon competencies, our team continuously refers to and ensures alignment of all stages of our process to these competencies.

#### **5. Monitoring of Incoming Talent Pool and Initial Screening of Top Candidates (October to November)**

The Alma team will monitor incoming applications together with the Board and will work proactively to ensure a strong and diverse pool of candidates continue to apply for the role, to ensure an acceptable list of candidates in the timeframe desired. The team will meet with the organization weekly to review progress and will provide reports with clear data tracking metrics to understand the strength and diversity of the pool and status of candidates in process, including the number of candidates at each step (e.g., first screen, rejections, etc.). We will also review incoming resumes and identify top candidates for a first-round screen in partnership with our client. The Alma team will carry out first-round interviews and recommend candidates for second round interviews to be completed by the client organization. Candidate profiles will be provided for any interviewed candidates summarizing the background information along with candidate strengths, questions, and recommendation on whether to advance to finalist screen. The interview and selection process typically includes training for all interviewers with a focus on understanding bias and mitigating bias during the debrief discussion.

#### **6. Finalist Interviews and Background Checks (early December)**

The Alma team will design second and subsequent round screening tools, developing interview guides and providing guidance for our client's leaders to facilitate in-person interviews and debrief for competency-driven interviewer feedback. Our team is particularly skilled at facilitating the feedback and debrief process with key decision makers at each stage of the selection process.

The Alma team will provide initial background and reference checks for any candidate prior to moving to the finalist stage. This will include a search of press on the candidate, conversations with 3-5 references, and any additional network background checks possible to understand the candidate's reputation, and to identify any potential optics issues that the Board would want to be aware of and/or address if they moved forward. As the organization engages with candidates, we will continue to calibrate on desired competencies and strengthen screening protocols as needed along the way until our client finds its chosen candidate and has an accepted offer. Alma typically partners with the HR team in the completion of any standard criminal or financial background checks required by the district.

The finalist interview and selection process typically includes training for all interviewers, including the Board, student, staff, family and community panelists, with a focus on understanding bias and mitigating bias during the debrief discussion. Alma is available to attend and assist in the finalist interviews and will facilitate debrief meetings to discuss the results of the interviews.

#### **7. Contract Negotiations (mid-December)**

Alma recommends that the Board engage its own counsel in negotiating the terms of the superintendent's contract. However, Alma plays a very helpful role as liaison between finalist candidates and the district, identifying the top priorities for the candidates, salary expectations and other terms that will be important for the candidate. We are happy to coordinate with general counsel however helpful to ensure a smooth conclusion to the contract negotiation process.



Alma will work with the Board and SCUSD's communications team to craft a press release to announce the final selection. We will also close out the application process with all candidates.

#### **8. Knowledge Transfer (January)**

The Alma team will engage in a post-search debrief call to advise on which practices and lessons learned for this process can be applied to the district's longer-term approach to executive succession planning and hiring.

#### **Board Supports**

Selecting the superintendent is one of the Board's most important functions and this is at the heart of how we've designed our support for search committees going through this process. This is one of the defining features of what makes our firm unique from others. Throughout the process, Alma team members work alongside the Board or a subcommittee of members to codesign a search process that meets their needs, ensure adherence to the agreed upon competencies that serve as the foundation for the job profile and interview process, and walk side by side to address any challenges presented along the way. We are your trusted advisor throughout the process to ensure transparency with the community and the press. Our team remains fully available to the Board throughout the process to ensure we work together to address any challenges that may present during the search process. In a typical search process, we are meeting at least biweekly with the search subcommittee and planning for regular and thoughtful engagement with the full Board to keep them informed along the way.

#### **Major Challenges and Addressing the Challenges**

Attracting a strong Superintendent candidate aligned with the mission and vision of the Board requires several key elements. First and foremost the Board members should be aligned on the key requirements of the role, and the skills most important to recruit and screen. A major risk to a search is when the governing body charged with making such a critical decision is misaligned throughout the search. For this reason, Alma facilitates initial planning sessions with the key decision makers to ensure that leaders are aligned with the approach, stakeholder engagement, and the requirements of the role. An additional risk is the perceived or real dysfunction among top leaders. Candidates will research past meetings, press, and information from their networks about how well the governing body works with each other and works with the district's leadership and staff. Negative press, or perceived infighting or disagreements can undermine the recruitment efforts for the district. Alma mitigates this risk by helping the Board identify any risks to their reputation, and ensure that Board members are able to address issues or speak to them openly during the search. Alma is very clear with candidates about the desires of the Board and what they're seeking in their next leader. This helps us find candidates who will be aligned with the Board right from the start.

Additional risks and challenges during a superintendent search stem from gaps in communication and the time sensitive nature of the search process. Alma has found that the absence of a liaison for communication and coordination can stall the process, particularly in the critical stakeholder engagement phase of the search. To counteract this challenge, Alma intentionally works with the Board to determine a point of contact. Providing this consistent liaison for the search is one of the responsibilities that Alma asks the district to commit to upholding.

A lack of dedicated time from the Board can stall or delay the process. This can impact timely decision making and keeping candidates engaged through the process. Alma will work with the selection committee to outline the specific time periods and responsibilities of the selection process. This will allow search committee members to plan ahead. Alma will also keep search committee members updated with regular communication about progress and next steps, providing reminders as needed to keep the search process moving. Finally, Alma also acts as an engaged facilitator to support the search committee members as they consider candidates and make selection decisions.

#### **District and Board Supports Needed**

Alma requests SCUSD and the Board to support the search in several key ways: a) advise on stakeholder engagement, including communications and outreach through media channels and community partners, b) calibrate on candidates,

engaging first in a review of potential candidates to ensure we are aligned on the skill set and experiences required, and c) support the scheduling and attendance of any interviewers or other stakeholders engaged in the process.

The Alma team is able to provide live translation and conduct community and family focus groups and surveys in Spanish. We will need support in securing translators for additional languages, including Hmong, Vietnamese, Russian, Marshallese and Chinese.

The Alma team will seek a point of contact in the district to work with us, meeting on a regular basis to review progress on the search. Typically, we will meet either weekly or biweekly to ensure the project is moving forward on time and on schedule. Additionally, we will establish a secure site for communication and sharing of documents, including project plans, stakeholder engagement templates and notes, candidate materials, and interview protocols. We work with our clients to utilize the technology system (Sharefile, Google, Dropbox) which allows ease of accessibility and security.

We will also seek a point of contact from the search committee to work with us, meeting on a regular basis to review progress on the search. We can determine the appropriate frequency of check-ins when the project launches.

The successful completion of a search requires regular communication, responsiveness, and quick turnaround when candidates are at the finalist stage. Therefore, we would ask the following of the district:

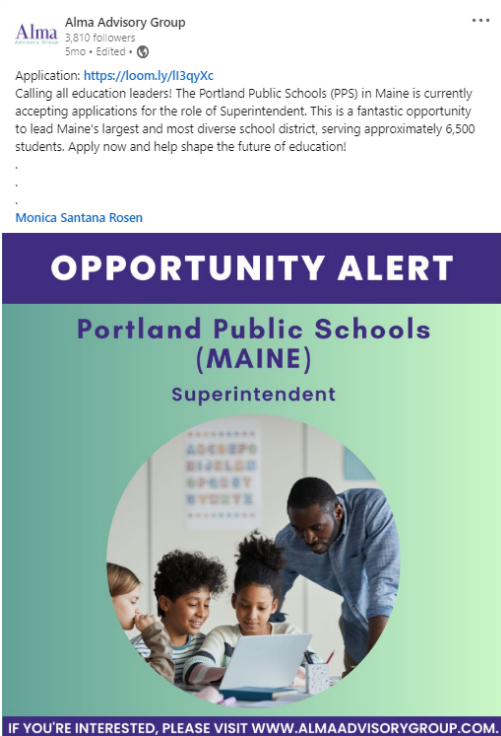
- Maintain regular contact with Alma as they interview candidates, providing feedback within 2 business days of any interview.
- Move approved finalists from interview to final decision within 3 weeks. If an organization takes longer and loses any finalist, additional expense may be required to continue the search and identify new candidates.
- In such a case, we will ask the organization to complete final payment to Alma and negotiate new payment if continuing the search.

**Promotional Material:**

- Cleveland Metropolitan School District Superintendent Search - our efforts, in partnership with CMSD, resulted in 63 1:1 interviews, nearly 1200 focus group participants, 200+ community gathering attendees, and over 3700 survey responses, to involve the community and key stakeholders in the Superintendent search process



- Portland Public Schools (Maine) Superintendent Search - working alongside the dedicated team at Portland Public Schools, our outreach efforts resulted in 162 participants in interviews and focus groups, 150 participants in both in-person and virtual community gatherings, and over 1400 survey respondents (survey was available in 8 different languages, both online and in print) to ensure outreach to include those not typically well represented



- Cincinnati Public Schools Superintendent Search - example of a job posting, resulted in Superintendent being selected. K-12 Dive named her one of 5 Superintendents to watch in January 2023 (<https://www.k12dive.com/news/5-superintendents-to-watch-in-2023/639945/>)



## Cincinnati Public Schools Job Description – Superintendent

### Who We Are

Cincinnati Public Schools (CPS) is the third largest district in the state of Ohio, serving approximately 36,000 students in 65 schools, including 13 high schools, 47 elementary schools and 5 K-12 schools. As a result of our steadfast dedication to the whole child and our innovative programs and supports, we remain one of the few urban school districts in the US experiencing growing enrollment year over year. CPS strives to create a supportive learning environment with a rigorous curriculum that allows all learners to create, connect and engage in the world around them. Central to the district's success are the dedicated teachers and administrators who possess a growth mindset and are committed to creating a system of continuous improvement, implementing strategic interventions, and evaluating their performance. CPS has a rich and diverse history of innovation serving the community and creating long lasting community partnerships all dedicated to removing barriers, ensuring equity and enabling a strong education. CPS is renowned for its Community Learning Centers and school-based health centers, enabling schools to truly serve as the centers of their communities, providing holistic health and mental health services to students and families. We also offer accredited Montessori programming, including at the high school level. The district has expanded access to preschool for all students. We are the first and currently the only school district in the state of Ohio with a COVID vaccine policy, and we are proud of our recently approved [anti-racism policy](#), as well as our [Equity and Excellence in Education Policy](#).

### What You'll Do

The Superintendent will serve as the face of the district and our chief communicator of CPS. This role, along with the Treasurer, report directly to the Board of Education. While CPS is proud of our accomplishments, there is much left to do on behalf of our students, and the Superintendent will bring the vision and leadership skills necessary to build on our successes to date, while tackling the challenges and opportunities that lie ahead. Key leadership responsibilities for our next Superintendent include the following:

### Your Key Responsibilities (The "What")

- **Foster an intentionally inclusive and diverse school system, supporting the whole student for strong academic achievement and growth**
  - Build on CPS's track record of whole student supports and ensure an immediate focus on social emotional learning supports and safety for students.
  - Adopt instructional models and structures based on practices that are research based, culturally responsive and demonstrated to be effective and desired by families.
  - Address systemic racism and other '-isms': confront through analysis, action, and how the district is addressing persistent systemic segregation and inequities in order to improve the experience of students, teachers, staff and families of color.
  - Advocate for learning environments that fully support multilingual learners and students with diverse learning needs.
  - Make a positive impact on student learning, with a balanced focus on academic rigor, proficiency and student growth over time.
  - Prepare our students for career and college, by strengthening programming from PK-16. This begins early with more students reading by 6, all the way to high school graduation, ensuring that students graduate with credits for college and on a path to a career.
  - Continue to expand and strengthen program opportunities into neighborhood schools, advanced placement offerings, career and technical education, and our academic learning centers.



- **Strengthen relationships and foster an environment of increased trust with the Board and the community to build a unified vision**
  - Communicate and collaborate with all members of the board, advising the board on initiatives and issues in the district; provide leadership to enable the board to function effectively. This includes fostering an open relationship and clear vision for role clarity between the Board and Superintendent.
  - Strengthen communication and collaboration with parents to enhance learning for their own children and all children.
  - Expand trust, partnership and connection with our community, learning what matters to our families and our communities to inform key decisions and priorities for the district.
  - Our relationships with employee associations in the district are vital to our success. Our Superintendent will continue to strengthen partnerships and collaboration with our unions.
  
- **Develop and implement a clear strategy for the future of the district**
  - During the summer of 2018, CPS created a [community-designed three-year strategic plan](#), which has guided the work of the district over the three years since. Our strategic plan completes in the 21-22 school year. Our next Superintendent will have the opportunity to engage our community once again, and lead the development of our next strategic plan.
  - The Board sees the strategic planning process as essential to establishing the future vision of the district, with a focus on innovation in all areas, including the support of green community initiatives and furthering our goals for student success in every classroom.
  
- **Support a Thriving Workforce:**
  - We know that our most important factor in closing opportunity gaps is to attract, retain and develop our school leaders and teachers, who are central to student success. We must continue to support strong leadership development programs – of both school leaders and teacher leaders – and we are fully committed to investing in the growth and development of our educators.
  - Recruit, retain, develop and inspire highly effective staff at every layer of the organization, with a particular emphasis on diversity, fair and equitable compensation, and the implementation of culturally-responsive education practices.
  - Create the conditions where staff collaborate, feel supported and are able do their best work on behalf of the students they serve.
  
- **Leading effective systems and efficient operations within the district:**
  - Manage the day-to-day operations of the district within the policy parameters adopted by the Board, assuming responsibility and authority for the planning, operation, supervision, assignment, and evaluation of the programs, services, staff, students and facilities of the district.
  - Starting from the leadership team through the organization, assess and ensure a strategic organizational structure that is optimized to provide efficient service, strategic problem solving and customer service mindset in support of each school's success.
  - Address operational challenges, including transportation, busses and staffing. Build on technology strengths and narrow our digital gaps.
  - Focus on developing professional development and competencies of staff through precise, individualized professional learning aligned with achievement goals.
  - Make recommendations regarding selection or termination of the district's staff, consistent with laws of the state and district policy.



**The Skills You'll Need to be Successful (The "How")**

- **Student-Centered Decision Making**
  - Put students first, in all aspects, ensuring holistic support while strengthening academic programs and instructional practice.
  - Lead courageously, centered in children, and seek out the voices of marginalized communities to ensure diverse input on key decisions.
  - Engage in transparency in decision making and share with stakeholders how their input informed the district's decisions.
  - Demonstrate belief and hold self and others accountable for reaching high academic achievement of all students.
  
- **Commitment to Equity**
  - Recognize race and power dynamics playing out within our organization at all levels and interrupt those inequities through honest and difficult conversations and actions.
  - Address matters of race, equity and bias in how decisions are made with clarity, confidence, humility, historical context, and empathy.
  - Foster, promote, and drive a culture of inclusion in the organization and commit to improve DEI practices in the district's planning, prioritization and implementation of key initiatives.
  - Build authentic relationships across lines of difference (race, ethnicity, gender, age, socioeconomic background, LGBTQ status, etc.) both internally and externally.
  
- **Innovative and Inspirational Leadership**
  - Build on the organization's past successes and commit to continuous improvement through analysis, inquiry and assessment of results and alignment to district strategic priorities.
  - Lead the organization through strategic planning and mobilize the community behind a unified vision, goals and key priorities.
  - Facilitate and secure buy-in for a clear and compelling vision of innovation and organizational excellence.
  
- **Effective Relationship Building and Communication**
  - Serve as an ambassador for CPS students, building effective relationships with city and community leaders, helping to tell the story of CPS's successes, and successfully advocating when needed to ensure that the district is able to meet students' needs.
  - Challenge assumptions and preconceived notions when needed to avoid distraction from core priorities and goals in the better interest of student success.
  - Build trust among board members, district staff, teachers, and leaders, and core stakeholders to establish a shared vision for the district.
  - Communicate effectively, tailoring messages for the audience, context, and mode of communication.
  - Listen compassionately with an open mind - seeking to fully understand community members and stakeholders perspectives before establishing the direction forward.
  - Navigate politically complex structures, relationships and dynamics to challenge ideas and enable thoughtful decisions and positive outcomes for students.
  - Maintain visibility and work collaboratively with diverse stakeholders at all levels.
  
- **Extraordinary Team Leadership and Management**
  - Effectively balance the tension between local site based decision making, empowered school leaders and the vision/need for coherence and equity across all schools.
  - Build, inspire, manage and coach an effective senior leadership team/Cabinet to achieve ambitious goals aligned with the strategic plan.



- Hold self and others accountable for high standards of performance, communication, collaboration and transparency toward the achievement of key goals and priorities.
- Model and foster conditions for professional growth and organizational learning through continuous feedback, honesty, and coaching.

**What You'll Bring**

- Successful experience working in diverse economic, multicultural, and multilingual communities and environments. Proven cultural-competence skills with a history of inclusive and relevant equity practices.
- Demonstrated track record of success with improving student and/or organizational outcomes and data-driven decision making.
- Advanced knowledge of public school policy and law, procedures and management. Thorough understanding of national, state and local educational goals and standards required to advance PK-16 public education.
- A deep commitment to the importance of public education and advocacy for all students.
- 10 years of senior leadership experience at progressive levels of responsibility with evidence of successful development and organizational outcomes.
- Experience working in conjunction with a board to identify priorities, establish goals, monitor progress, and produce outcomes in service to stakeholders.
- A growth mindset and belief that continuous improvement happens through constant learning.
- Ability to navigate uncertainty and ambiguity in times of tremendous change, and to prioritize work efforts to achieve overall strategy as defined in collaboration with the Board of Education.
- Eligible for a Superintendent's license in the State of Ohio.

**Want to Learn More?**

We invite qualified candidates for the role of Superintendent at Cincinnati Public Schools to express interest in the role by visiting the [Alma Advisory Group website](#).

**What We Offer**

Salary for this integral leadership position is competitive, and commensurate with prior experience. In addition, a comprehensive benefits package will be included in the ultimate offer for the identified sole finalist. We look forward to discussing details with you as the interview process progresses.

The Cincinnati Public School District provides equal educational, vocational and employment opportunities for all people without regard to race, gender, ethnicity, color, age, disability, religion, national origin, creed, sexual orientation, or affiliation with a union or professional organization, and provides equal access to the Boy Scouts and other designated youth groups. The district is in compliance with Title VI, Title IX and Section 504 of the Vocational Rehabilitation Act. For additional information, contact the Title IX Coordinator or Section 504 Student Coordinator, (513) 363-0000.

## Part V - RFP Price Form



**REQUEST FOR PROPOSAL PRICE FORM**

Sacramento City Unified School District  
5735 47<sup>TH</sup> Avenue  
Sacramento, CA 95824

RE: Request for Proposal – Superintendent Search

Dear Members of the Board of Trustees:

The undersigned, doing business under the firm name of Alma Advisory Group, LLC, having carefully examined the Notice to Proposers, the Instructions, and the Specifications for the proposed Superintendent Search Services, proposes to perform the contract, including all of its component parts, and to furnish all services, and taxes called for by them for the entire order, as follows:

*Amount of proposal* \$129,157

**SUBMITTED BY:**

Alma Advisory Group, LLC

**COMPANY**

1525 E 53rd St, Ste 530

**ADDRESS**

Chicago, IL 60615

**CITY/STATE/ZIP**



**SIGNATURE**

Monica Santana Rosen

**PLEASE TYPE OR PRINT NAME**

Chief Executive Officer

**TITLE**

8/8/2023

**DATE**

312-799-9642

**PHONE**

## Part VI - Non-Collusion Declaration

**NON-COLLUSION DECLARATION**

State of California                    )  
  )  
County of Cook (Illinois)        )        ss.

I, Monica Santana Rosen, being duly sworn, declare that I am Chief Executive Officer of Alma Advisory Group, LLC, the party making the foregoing proposal that the proposal is not made in the interest of, or on behalf of, any undisclosed person, partnership, company, association, organization, or corporation; that the proposal is genuine and not collusive or sham; that the Proposer has not directly or indirectly induced or colluded, conspired, connived, or agreed with any other Proposer or anyone else to put in a sham proposal, or that anyone shall refrain from proposing; that the Proposer has not in any manner, directly or indirectly, sought by agreement, communication, or conference with anyone to fix the proposal price of the Proposer or any other Proposer, or to fix any overhead, profit, or cost element of the proposal price, or of that of any other Proposer, or to secure any advantage against the public body awarding the contract or anyone interested in the proposed contract; that all statements contained in the proposal are true; and further, that the Proposer has not, directly or indirectly, submitted his/her/their proposal price or any breakdown thereof, or the contents thereof, or divulged information or data relative thereto, or paid, and will not pay, any fee to any corporation, partnership, company association, organization, proposal depository, or to any member or agent thereof to effectuate a collusive or sham proposal.

I declare under penalty of perjury under the laws of the State of California that the foregoing is true and correct.

Dated this 8th day of August, 2023 at Chicago, Illinois California.



\_\_\_\_\_  
Signature

## Part VII - Addenda Form

**ADDENDA**

The undersigned acknowledges receipt of the following addenda and the cost, if any, of such revisions has been included in the Lump Sum Grand Total of your proposal.

Addenda No. N/A Dated N/A

Addenda No. \_\_\_\_\_ Dated \_\_\_\_\_

Addenda No. \_\_\_\_\_ Dated \_\_\_\_\_

Addenda No. \_\_\_\_\_ Dated \_\_\_\_\_

Name of Proposer Alma Advisory Group, LLC



# **Superintendent Search Proposal for**



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August 8, 2023



449 W. Foothill Blvd., #427  
Glendora, CALIFORNIA 91741  
(916) 520-4951

WWW.LEADERSHIPASSOCIATES.ORG

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ERIC ANDREW ♦ KENT BECHLER ♦ TOM CHANGNON ♦ MARC ECKER ♦ RICHARD FISCHER ♦ SALLY FRAZIER ♦ JUAN GARZA ♦ PEGGY LYNCH ♦ MIKE MILLER ♦ DENNIS SMITH ♦ RICH THOME ♦ SANDY THORSTENSON ♦ DAVID VERDUGO

SENT VIA EMAIL

August 8, 2023

Chinua Rhodes, Board President  
Sacramento City Unified School District  
5735 47th Avenue  
Sacramento, CA 95824

Dear President Rhodes and Sacramento City Unified School District Board of Trustees:

Leadership Associates is pleased to submit a proposal to partner with you and your district to select a new superintendent.

Our firm has worked with a wide variety of school districts throughout California since our founding in 1996. Since that time, Leadership Associates has completed more than 650 executive searches, with the majority being superintendent searches, for California school boards. More than 85% of the superintendents selected have remained in their positions for more than five years.

Our intentionality to support the diverse student population in California is reflected in our recruitment efforts. We work diligently to ensure the candidate pool includes candidates that have a proven track record of experience in culturally proficient practices that have proven successful in addressing educational equity gaps. In fact, this past year, 63% of the individuals selected by school boards where Leadership Associates led the search were women or persons of color. This approach is made possible through the extensive network of our diverse partners who have expertise leading school systems through an equity lens. We believe this deep commitment has been the key factor contributing to our unparalleled successful placement of high-quality superintendent candidates across the state. We will dedicate ourselves to ensuring you have the finest and most diverse pool of candidates from which to select to serve as your new superintendent. (See equity and diversity statement included in our proposal.)

In addition to working with the District on several successful searches, our work includes partnering with Boards in several similar and/or nearby districts such as ABC Unified School District, Mt. Diablo Unified School District, Folsom Cordova Unified School District, Fontana Unified School District, Gilroy Unified School District, and San Rafael City Schools. Through the continued participation of several of our partners in education organizations such as the California Collaborative for Educational Excellence (CCEE) and the California County Superintendents Educational Services Association (CCSESA), we have remained current on key education policy and system wide developments including Local Control and Accountability Plan (LCAP) and Local Control Funding Formula (LCFF) legislation. We have a strong record of success in helping districts find superintendents who meet the profile developed by the Board with extensive engagement from staff, parent leaders and community led by Leadership Associates.

Through our years of experience, we have come to understand and respect the uniqueness of each board and district. While there are similarities among districts, we believe that each district has a unique culture that is important to respect and understand. There are many good superintendent candidates but only some will be the right match for your school district. It is our job and our commitment to you to find those candidates that best match your ideals and beliefs as a district.

In considering the uniqueness of Sacramento City Unified School District, we are aware and respectful of the District's accomplishments and priorities:

- Long History of Tradition and Excellence
- School Plan For Student Achievement
- Equity, Access & Social Justice Guiding Principles
- Measure H Bond Referendum
- CSBA Golden Bell Awards
- Rosemont High School Robotics Team
- SCUSD's Central Kitchen Award
- SCUSD's Get To Know Us Fair

We would welcome the opportunity to partner with the Board to discuss the search process, including options for staff and community input, an overview of the potential candidate pool, timeline, and the importance of maintaining a confidential process. We also want to obtain from the Board and subsequently from staff, parents and community groups' perspectives on District strengths and challenges as well as the desired qualities and characteristics of the new superintendent. As native speakers, Blanca Cavazos and David Verdugo have experience engaging Spanish-speakers in community input sessions. Once this is done, we will prepare a summary report for the Board, develop a position description for Board review, and begin recruiting and vetting candidates who will be an excellent fit for you to choose from to serve as your next superintendent.

If our firm is selected, Blanca Cavazos, David Verdugo and Sally Frazier will be the lead consultants actively involved with this search. We are highly proficient in this field and are also former superintendents with many years of experience. In addition, to ensure the widest possible pool of qualified candidates, all partners who are located in various geographical regions of the state will actively support and assist with the search. Profiles of each partner are provided in the Qualification Statement of our proposal. We will use our extensive leadership network at the state and national level to help find the best candidates for this exciting, challenging, and rewarding position.

We look forward to having an opportunity to discuss this proposal with you and address any questions you may have. We realize how important it is for the Board to have a relationship with its search firm that is based on trust and respect. We will be fully committed to you and will provide the Board with high quality candidates who are a good match for the special community that is the Sacramento City Unified School District.

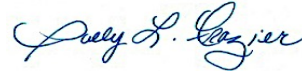
Respectfully,



Blanca Cavazos, Ed.D.  
Lead Consultant  
Leadership Associates



David Verdugo, Ed.D.  
Co-Lead Consultant  
Leadership Associates



Sally Frazier, Ed.D.  
Co-Lead Consultant  
Leadership Associates





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### Lead Consultants and Contact Information

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661.491.0177

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[sfrazier@leadershipassociates.org](mailto:sfrazier@leadershipassociates.org)

**David Verdugo, Ed.D.**

562.810.6249

[dverdugo@leadershipassociates.org](mailto:dverdugo@leadershipassociates.org)



**Leadership Associates**

449 W. Foothill Blvd., #427

Glendora, CA 91741

[www.leadershipassociates.org](http://www.leadershipassociates.org)

**Sarena Fairrington**

Executive Assistant

916.520.4951

[sfairrington@leadershipassociates.org](mailto:sfairrington@leadershipassociates.org)



## PARTNER QUALIFICATIONS

### QUALIFICATIONS OF LEAD CONSULTANTS

#### **Blanca Cavazos, Ed.D., – Partner**

Blanca Cavazos served as Superintendent of the Taft Union High School District for over eight years. Prior to becoming Superintendent, she served as Chief Instructional Officer for Kern County Superintendent of Schools. Her previous administrative roles include Task Force Administrator, High School Principal, Assistant Principal of Instruction and Assistant Principal of Special Services. Dr. Cavazos serves as a Director-At-Large on the State Board of Directors for the Association of California School Administrators (ACSA). She has also served as adjunct lecturer for the Educational Administration, Secondary Education, Bilingual Cross-cultural Education and Modern Languages programs at California State University, Bakersfield. Her experience includes coaching administrators at the high school and elementary levels, building collaborative labor-management partnerships, and leadership development. Recognitions include Educational Leadership Award from ACSA Region XI, (2021); induction into the California State University, Bakersfield Alumni Hall of Fame, Businesswoman of the Year by the Kern County Hispanic Chamber of Commerce, (2020); runner up for the National Association of School Superintendents Superintendent of the Year Award; and Superintendent of the Year Award from ACSA Region XI, (2019). An educator for 39 years, Dr. Cavazos graduated from Arvin High School, (Kern High School District), where she taught and later served as principal for 13 years. Her three sons, who also attended Arvin High, graduated during her tenure there.

#### **Sally Frazier, Ed.D. – Partner, Lead Facilitator**

Sally was elected Madera County Superintendent of Schools for six consecutive 4-year terms. She received her Doctorate from University of Southern California, and her Master's and Bachelor's degrees from California State University, Stanislaus. Sally served the California County Superintendents' Educational Services Association as President, Legislative Chairperson and numerous terms on its Executive Board. She was CCSESA's representative to ACSA's Superintendents Committee and its liaison to the Springboard Schools Board of Directors. Sally chaired CCSESA's Commission on the Organization of Policy Groups, Organizing for Action. Sally was appointed by former State Superintendent of Public Instruction, Delaine Eastin, to the Education Commission for Technology in Learning. Sally was also appointed by Governor Schwarzenegger to the Advisory Commission on Juvenile Justice and Delinquency.

#### **David J. Verdugo, Ed.D. – Partner**

David served as Superintendent for the Paramount Unified School District (17,000 ADA) in Los Angeles County for 9 years. He also served as Assistant Superintendent of the Placentia-Yorba Unified School District (25,000 ADA, Director of Secondary Education, Principal at both Elementary and High School levels, teacher, and coach. He has a total of 43 years in the field of education spanning Grades K-12. His duties have included school facility management, extensive involvement with budget development, implementation of technology programs, employer/employee relations, curriculum and instructional strategies, and organizational development. His experience includes serving students of diverse populations and socioeconomic levels in urban and suburban settings. He was named the Association of California Administrators (ACSA) Region XIV Superintendent of the Year; received the California State University, Long Beach Outstanding Superintendent Leadership Award in 2012; the ALAS, Association of Latino Administrators and Superintendents; National Outstanding Educator Award in 2013; and, in 2020, was inducted into the University of Southern California USC Rossier School of Education "Hall of Fame", making him only the 23rd recipient of this prestigious award. He earned his Bachelor's Degree from Whitworth College in Spokane, Washington and his Master's Degree from the University of La Verne. His Doctoral Degree in Educational Administration was earned at the University of Southern California. Dr. Verdugo is a past Governing Board member to AASA and has addressed and spoken on State and National topics from building a case for reform to the importance of Arts in schools. He was the Executive Director of the California Association of Latino Superintendents and Administrators (CALSA) until 2019, as well as the former Superintendents' Leadership Academy Director for the Association of Latino Administrators and Superintendents (ALAS) based in Washington, D.C.



## QUALIFICATIONS OF SUPPORTING CONSULTANTS

### **Eric D. Andrew, Ed.D. – Partner**

Dr. Andrew began his education career in 1979 as a teacher in Claremont Unified School District, where he taught students in kindergarten through sixth grade, and later became a site principal for elementary, middle and high school levels. Dr. Andrew served as Director of Student Services in Redlands Unified School District, served as an Assistant Superintendent of Educational Services in Glendora Unified School District, and later became Superintendent of the Campbell Union School District, a position he held for seven and a half years. Dr. Andrew is currently the President of the Region 8 Retiree Charter, a Region 8 Executive Consultant, and is on board California Association of African American School Administrators (CAAASA) and Santa Clara County Alliance of Black Educators (SCCABE). He also serves as an active member of the California Association of Latino School Administrators (CALSA). As a well-respected equity-focused administrator and instructional leader, he has earned several distinctions, including being named a finalist for the National Association of School Superintendents (NASS) Superintendent of the Year (2017). Dr. Andrew has been recognized by the Association of California School Administrators (ACSA) as the Region 8 Superintendent of the Year (2014), the State and Region 15 Central Office Administrator of the Year (2009), and the Region 12 Pupil Services Administrator of the Year award (2005). He holds a master's in education from Cal-Poly, Pomona, an administrative credential from Cal State San Bernardino and a doctorate in education from the University of LaVerne.

### **Kent L. Bechler, Ph.D. – Partner, Executive Leadership Development**

Kent served as superintendent of the Corona-Norco Unified School District, the 9<sup>th</sup> largest school district in California until his retirement in 2012. The district was named a 2012 finalist for the \$1 million Broad Prize for Urban Education. He also served as superintendent in Walnut Valley Unified and Duarte Unified School Districts. Kent received a Bachelor's Degree in social work from Azusa Pacific University, a Master's Degree in educational administration from California State University, Los Angeles and a Ph.D. in education from Claremont Graduate University. Kent has extensive training experience in management, leadership, systems, policies and procedures, strategic planning, labor relations, and developing collaboration and teamwork within organizations. His academic work includes teaching adjunct classes at the university level and consulting with educational institutions, businesses, and other organizations. During Kent's 32-year career in K-12 education, he served in professional organizations including Association of California School Administrators (ACSA), California Collaborative on District Reform, American Association of School Administrators (AASA), Southern California Superintendents, Urban Education Dialogue and Educational Research Development Institute (ERDI).

### **Tom Changnon – Partner**

Tom served as Stanislaus County Superintendent of Schools from 2007-2019. In his 12 years in office, Tom championed Civics Education, Character Development, Parent Involvement and Career Technical Education (CTE) programs. He earned his BA degree from Stanford University, Master Degree(s) in School Administration (St. Mary's, USF), and Teaching Certifications from College of Notre Dame. Tom has over 40 years of education experience at the elementary, middle, and high school levels. He also served as Assistant Superintendent and Superintendent prior to his election as the County Superintendent. Tom is an active member of the Association of California School Administrators (ACSA) serving on many local, regional, and state committees including ACSA's Small School District Committee. Tom has received a number of awards, including being selected twice for the Bill Ullom Award and twice a recipient as the regional Superintendent of the Year award. In 2018, he received the Chamber Lifetime Citizen Achievement Award. Tom played intercollegiate baseball while at Stanford University and was drafted by the Houston Astros Baseball organization as a left-handed pitcher. He played a few years in the minor leagues before an arm injury ended his career. He still is an active snow and water ski enthusiast and loves camping and flyfishing. Spending time with his two children's families and the four grandchildren are a high priority for Tom as he lives his life with passion!

### **Marc A. Ecker, Ph.D. – Partner, Chief Financial Officer**

Marc retired in December 2014 as Superintendent of the Fountain Valley School District for 18 ½ years in that position. He served as Chair of the Orange County Special Education Alliance and is a past president



of the Orange County Superintendents' Organization. Marc is a past State President of the Association of California School Administrators (ACSA) and served as the Interim Executive Director for 2021-22. He served with other leading superintendents in providing input and advice on the development of the Local Control Funding Formula to the Governor and his staff. He also served on the State Public Schools Accountability Act Advisory Committee and two terms on the Financial Crisis Management Assistance Team Advisory Board. Marc is the financial officer for the California League of Schools and served as president of the Association of Middle Level Education. He is a full-time faculty member at California State University, Fullerton in the position of Distinguished Professor in the College of Education. He directs the ACSA mentor program and is a sitting Executive Member of the Schools First Federal Credit Union Board of Directors. Marc received his Bachelor's Degree from UCLA, his Master's Degree from California State University, Fullerton and his Doctorate from Alliant University.

#### **Richard Fischer – Partner**

Rich served as Superintendent of Schools for 19 years in the Mountain View Los Altos Union High School District, Lake Tahoe Unified School District and the Harmony Union School District. He currently serves as Director of the Executive Leadership Center and is also a member of the El Dorado County Board of Education. Rich has been Director for the ACSA Superintendents' Academy and presenter and trainer for California Association of School Business Officials, California Foundation for Improvement of Employer-Employee Relations (CFIER), California State Superintendents' Symposium, El Dorado County Instructional Leaders - Series on Effective Leadership Techniques, Leadership Mountain View, and California School Leadership Academy. He has been honored as ACSA Regions 1,2,3 Superintendent of the Year and Administrator of the year as well as being named Los Altos of the Year in 2006. Rich received his Bachelor of Arts Degree from California State University, Northridge and his Master's Degree from California State University, Sacramento.

#### **Juan Garza – Partner**

Juan has been a superintendent for 15 years in Kings Canyon Unified School District, a district that has 22 schools. He has worked 27 years in the district that serves Reedley, Orange Cove and the communities of Navelencia, Squaw Valley, Dunlap and Miramonte. He was inducted into the Reedley Chamber of Commerce Hall of Fame, has been awarded Administrator of the Year, and has been a featured keynote speaker in various workshops on topics such as *Building Effective Governance Teams*, and *Working With the Members of your Rural Communities*, sponsored by Lozano Smith. Mr. Garza is also an active member of the California Association of Latino Superintendents and Administrators, (CALSA), where he has presented as part of a panel featured in CALSA workshops.

#### **Jacqueline Horejs, Ed.D. – Partner**

Dr. Horejs is a seasoned educational professional with a firm belief that leadership matters for student, school, and district success. Her professional experiences over 40 years in education have provided her with a multi-faceted skill set and understanding of the needs of educational leadership. Dr. Horejs successfully served nine years as the Superintendent of Union School District, in San Jose, CA. Prior to serving as Superintendent, she worked as the Director of Instructional Services at the County Office and the Regional Director for the Statewide System of School Support, and later as the Assistant Superintendent for Educational Services in Gilroy Unified School District. In those roles she has led initiatives for organizational alignment, strategic planning, community engagement, multi-tiered systems for student support, and school improvement. She has served as the Interim Director of the Preliminary Administrative Credential Program at the Santa Clara County Office of Education and is currently a coach and instructor in the Tier 2 Clear Administrative Credential Program. She holds a Bachelor of Arts Degree from the University of Illinois, a Masters in Educational Administration from San Jose State, and a Doctorate in Educational Leadership from USC. Since retiring in 2015, she has been conducting Executive Searches, facilitating Governance Workshops and Superintendent Evaluations, and coaching Superintendents and other administrators.

#### **Peggy Lynch, Ed.D. – Partner**

Peggy served as Superintendent for San Dieguito Union High School District in San Diego County until her retirement in April 2008. She also served as Superintendent of the Brea Olinda Unified School District in North Orange County for seven years, part of her nearly 14 years serving as a superintendent. Peggy has experience conducting executive searches since 2009, and has facilitated or assisted in the facilitation of



more than 60 executive searches. She received her doctorate from the University of La Verne, her Master's Degree from Fullerton and her Bachelor's Degree from Parsons College in Iowa. Peggy chaired the ACSA Orange County and San Diego County Superintendents, was chair of the ACSA Superintendents' Symposium and ACSA's State Annual Conference. Peggy has received recognition from various organizations, including Southern California Women in Educational Management, Stanford University School of Engineering and the PTA. She has also co-authored several books, including *Effective Superintendent-School Board Practices; The Superintendent's Planner, A Monthly Guide and Reflective Journal;* and *Eight at the Top: A View Inside Public Education.*

**Dennis M. Smith, Ed.D. – Partner, Search Lead**

Dennis served as Superintendent of Schools for the Placentia Yorba Linda Unified School District (27,000 ADA) in Orange County until his retirement in June 2012. He also served as superintendent of the Orange County Public Schools in Orlando, Florida, the 16th largest school district in the United States. Prior to that, he served as superintendent of the Irvine Unified, Cajon Valley Union and Laguna Beach Unified School Districts. Dennis served a total of 26 years as a Superintendent of Schools. Dennis has experience conducting executive searches since 2005 and has facilitated or assisted in the facilitation of more than 70 executive searches. Dennis was recognized as one of the top 100 Executive Educators in North America by the National School Boards Association, one of the 89 Rising Stars to Watch by the Los Angeles Times, one of the 100 Most Influential Business Leaders in Central Florida by the Orlando Business Journal, and the ACSA Region XVII Superintendent of the Year. He also served as President of the Southern California Superintendents' Association. Dennis received his Bachelor of Arts and Master's Degree from Arizona State University and his Doctorate from the University of Arizona. In addition, he has been an adjunct faculty member at California State University, Fullerton. Dennis has spoken at the local, state, and national level on Board- Superintendent relations, Strategic Planning and Goal Setting and Organizational Management. He has consulted with school districts across the United States assisting school boards with superintendent searches and conducting workshops, trainings and organizational efficiency audits.

**Rich Thome – Partner**

Rich Thome served as Superintendent of the South Bay Union and Cardiff School Districts in San Diego County, as well as the Assistant Superintendent of Technology and Human Resources at the San Diego County Office of Education. He is a Partner in Leadership Associates, a Superintendent Search Firm. In this capacity he has conducted over 120 executive searches and 195 Board Workshops since 2003. Rich joined Leadership Associates and has been in the firm for 17 years, joining in 2006 as a search consultant. He also served as Director, Professional Learning in the Mobile Technology Learning Center (MTLC), a research center in the School of Leadership and Education Sciences (SOLES), at the University of San Diego. He, prior to that assignment, served as Director Educational Leadership Development Center at the University. In addition, Rich was an Executive Coach for Pivot Learning Partners in Los Angeles and San Diego Counties. Previously, he served for 23 years in the (now 49,974 enrollment) Capistrano Unified School District as Assistant Superintendent in charge of 29 elementary schools, Director, Elementary Education Coordinator, Research and Instructional Technology, Elementary Principal and High School Teacher. Prior to that Rich served as a Middle School Teacher in the Pasadena Unified School District. He received his bachelor's degree from California State University, Los Angeles, and his master's from Pepperdine University. He is fluently bilingual in Spanish and received his Bilingual, Cross Cultural Specialist credential in California. Rich was awarded the prestigious Ohtli Award, awarded rarely by the Government of Mexico in 2008 for his 40 years of services to the Latino Community. In 2007 Rich was awarded the Excellence in Leadership Award by the University of California, San Diego and in 2006 he was awarded the Willie Velasquez Community Service Award. He has received the Honorary Service Award from the California Congress of Parents, Teachers and Students, and the Orange County Hispanic Educator of the Year Award.

**Sandy Sánchez Thorstenson – Partner**

Sandy Sánchez Thorstenson served as the Superintendent of the Whittier Union High School District for fifteen years having spent her entire 39-year career in Whittier Union. Prior to becoming Superintendent, Ms. Sánchez Thorstenson served as Assistant Superintendent, Educational Services, High School Principal, Assistant Principal and Teacher. The Whittier Union High School District, a minority-majority high school district with a student enrollment comprised of eighty-six percent Latino and sixty-nine percent socio-



economically disadvantaged students, has demonstrated remarkable gains in student achievement at every school, in multiple indicators and over time. Most importantly, Whittier Union has narrowed the achievement gap from 35% to 9% and has proven on behalf of their students that demographics do not determine destiny. The Association of California School Administrators selected Mrs. Thorstenson as California's 2016 recipient of the Marcus Foster Administrator Excellence Award and its 2012 California Superintendent of the Year for AASA. She was selected as ACSA's Region XV Superintendent of the Year for 2007. Sandra Thorstenson served as president of ACSA's State Superintendency Council, president of California City School Superintendents Association, and was a member of Southern California Superintendents' Association and Urban Education Dialogue. She also served on the board for Pivot Learning Partners and the board of directors for the Whittier Chamber of Commerce. Ms. Sánchez Thorstenson was appointed by Governor Brown as the superintendent representative of the five-member board of the California Collaborative for Educational Excellence and served as chair helping to launch the state agency focused on providing support and assistance to school districts throughout California. She is a member of the California Collaborative for District Reform and currently serves on the board of directors of the Soroptimist International of Whittier.



## EXECUTIVE SUMMARY

**Leadership Associates is a California executive search firm with a national reach that specializes in helping California School Boards find new superintendents. We have done so since 1996 and have assisted with more superintendent searches than any search firm working in California. Our success is based on the following key factors:**

1. We view each district as unique and therefore work as partners with the Board to develop a customized approach that the Board may use to select its new superintendent.
2. We have developed processes that lead to the successful hiring of candidates who meet the profile developed by the Board. These processes include conducting extensive recruiting and thorough reference checking and working with the Board throughout the interview and contract approval process.
3. Our partners are all active educators and former superintendents with successful leadership experiences in a variety of districts and in state and national organizations.
4. We understand and respect the factors that contribute to a highly effective governance team. We are committed to helping Board members work collaboratively throughout the various phases of the selection process. Done well, a search will always strengthen the work of the Board and pave the way for a successful superintendent.
5. We bring the Board highly qualified candidates. We are proud of the high-quality leaders we have been able to bring forward for Board consideration in previous searches.
6. Our belief is that in order for superintendents to be successful they must have successful leadership experience leading and managing complex organizations. They should know what excellence in curriculum and instruction looks like and be deeply committed to equity. Their behavior must be of the highest integrity and reflect ethical values in their relationships with students, staff, community, and the Board. They must support powerful teaching and learning, build leadership capacity, and strengthen systems and processes that support high levels of achievement for all students.
7. We will always provide our best recommendations to the Board including those related to the hiring of specific candidates and the importance of maintaining a high degree of confidentiality so that the best possible candidates come forward.

In conclusion, we strongly believe Leadership Associates is the right match for your district. The superintendent position is one of the most challenging leadership positions in this country. It demands a unique knowledge base and skill set. The new superintendent will need to inspire the confidence of teachers, parents, and community leaders, build on the good work done by so many, but never be afraid to challenge everyone to do better and encourage innovative thinking wherever possible. We are the firm that will help the Board find that leader.



## QUALIFICATION STATEMENT

### EXPERIENCE AND QUALIFICATIONS OF THE FIRM

Leadership Associates has conducted over 650 executive searches in California since 1996. We have 16 partners, all active educators and former, successful California superintendents who reside throughout the state – north, south, and central valley. While we are dedicated to California school districts, we have networks throughout the country and have assisted many school boards in finding top candidates from outside the state.

#### A few other facts about the partners of the firm:

- All keep superintendent searches as their core work
- All have national and state-wide networks and alliances including Council of the Great City Schools; Urban Education Dialogue (UED); Association of California School Administrators (ACSA); California Association of Latino Superintendents and Administrators (CALSA); California Association of African-American School Administrators (CAAASA); California Collaborative for District Reform; (CCDR); American Association of School Administrators (AASA); Suburban School Superintendents; and California City School Superintendents
- All belong to organizations which include top and emerging leaders
- Three were California State Superintendent of the Year
- Three chaired ACSA's California state superintendent's committee; two were ACSA presidents
- A number are bilingual in Spanish
- Many facilitate workshops in districts throughout the state: board/superintendent relations; board/superintendent protocols; strategic planning; superintendent evaluations; team building; and instructional improvement. Several coach and mentor superintendents and other top district leaders
- Most have taught or are currently teaching leadership courses at universities
- All have received awards for educational and community work, regionally, statewide, and nationally; and one was honored by the Mexican Consulate
- Partners have authored or co-authored the following publications: A Practical Guide to Effective School Board Meetings; Eight at the Top; Superintendent-School Board Practices; and The Superintendent's Planner
- District/Board Executive Assistant and administrative staff receive ongoing support and guidance from highly qualified personnel with parallel district office experience





## REFERENCES

### SACRAMENTO CITY UNIFIED SCHOOL DISTRICT SUPERINTENDENT SEARCH

	DISTRICT NAME AND ADDRESS	CONTACT NAME	TITLE	PHONE	EMAIL
1	<b>ABC USD</b> 16700 Norwalk Blvd. Cerritos, CA 90703	Soo Yoo	Board President (at time of search)	(562) 926-5566	<a href="mailto:soo.yoo@abcusd.us">soo.yoo@abcusd.us</a>
2	<b>Mt. Diablo USD</b> 1936 Carlotta Drive Concord, CA 94519	Cherise Khaund	Board President (at time of search)	(925) 682-8000 x4541	<a href="mailto:khaundc@mdusd.org">khaundc@mdusd.org</a>
3	<b>Folsom-Cordova USD</b> 1965 Birkmont Drive Rancho Cordova, CA 95742	Zak Ford	Board President (at time of search)	(916) 813-6658	<a href="mailto:zford@fcusd.org">zford@fcusd.org</a>
4	<b>Fontana USD</b> 9680 Citrus Ave Fontana, CA 92335	Marcelino Serna	Board President	(909) 600-9027	<a href="mailto:Marcelino.Serna@fUSD.net">Marcelino.Serna@fUSD.net</a>
5	<b>Gilroy USD</b> 7810 Arroyo Cir Gilroy, CA 95020	Linda Pecino	Board President	(669) 205-4000	<a href="mailto:Linda.pecino@gilroyunified.org">Linda.pecino@gilroyunified.org</a>
6	<b>San Rafael City Schools</b> 310 Nova Albion Wy San Rafael, CA 94903	Linda Jackson	Board President (at time of search)	(415) 492-3200	<a href="mailto:ljackson@srcs.org">ljackson@srcs.org</a>



## DIVERSITY AND EQUITY STATEMENT

### Our Commitment

We are committed to meeting the needs of California's diverse student populations. Each partner shares a core belief that every student is entitled to a world class education and the opportunity to be served at the highest level of quality leadership. We are driven by a culture, a set of beliefs and core values that place equity at the center of our work.

### Diversity Policy

We value diversity in the workforce and embrace the cultural and demographic dimensions of our state and country. We work diligently to recruit candidates who represent the range of personal and professional backgrounds, and experiences and perspectives that arise from a variety of cultures and circumstances. This includes persons of varying age, ethnicity, gender, disability, race, sexual orientation, gender identity, religion, political affiliation, socioeconomic and family status, and geographic region.

### Equity

We work diligently to ensure equitable search practices for every candidate who is interested in the positions we are working to fill and the school districts we are partnering with. Our diverse partners consistently succeed at providing support for all candidates regardless of race, ethnicity, socioeconomic status, language, gender identity, disability, religion, family or marital status, or political affiliation. It is imperative to us that we involve all voices, cultures and perspectives of the diverse students, families and communities in our partner districts.



## EXECUTIVE SEARCHES 2013-CURRENT

### STATEWIDE

- |  |                    |
|--|--------------------|
| 1. Association of California School Administrators (ACSA)                      | Executive Director |
| 2. California Collaborative for Educational Excellence (CCEE)                  | Executive Director |
| 3. California County Superintendents Educational Services Association (CCSESA) | Executive Director |
| 4. WestEd/GATES  | Executive Director |

### POSITION: COUNTY OFFICE OF EDUCATION SUPERINTENDENT

- |                              |                |
|------------------------------|----------------|
| 1. Los Angeles County – 2011 | 1,500,000+ ADA |
| 2. Santa Clara County – 2008 | 275,000+ ADA   |
| 3. Ventura County – 2021     | 135,312 ADA    |

### POSITION: SCHOOL DISTRICT SUPERINTENDENT (2013-Current)

<u>District</u>	<u>County</u>	<u>ADA</u>
1. Fresno USD	Fresno	73,356
2. San Francisco USD	San Francisco	58,865
3. Santa Ana USD	Orange	57,410
4. Capistrano USD	Orange	53,833
5. Corona-Norco USD	Riverside	53,148
6. Sacramento City USD	Sacramento	47,616
7. Oakland USD	Alameda	46,486
8. Riverside USD	Riverside	42,560
9. Stockton USD	San Joaquin	40,984
10. Fontana USD	San Bernardino	40,374
11. San Jose USD	Santa Clara	32,938
12. Anaheim Union HSD	Orange	32,085
13. San Ramon Valley USD	Contra Costa	31,900
14. Mt. Diablo USD	Contra Costa	31,013
15. West Contra Costa USD	Contra Costa	30,596
16. Bakersfield City SD	Kern	30,262
17. Modesto City Schools	Stanislaus	30,718
18. Orange USD	Orange	28,522
19. Saddleback Valley USD	Orange	27,803
20. East Side UHSD	Santa Clara	26,537
21. Rialto USD	San Bernardino	26,468
22. Placentia-Yorba Linda USD	Orange	25,821
23. Palm Springs USD	Riverside	23,332
24. Murrieta Valley JUSD	Riverside	22,950
25. Antelope Valley UHSD	Los Angeles	22,792
26. Tustin USD	Orange	22,761
27. Grossmont UHSD	San Diego	22,021
28. Lake Elsinore USD	Riverside	22,000
29. Hemet USD	Riverside	21,977
30. Pajaro Valley USD	Santa Cruz	20,438
31. Folsom-Cordova USD	Sacramento	19,865
32. Anaheim City SD	Orange	19,312
33. Alvorad USD	Riverside	19,255
34. Coachella Valley USD	Riverside	18,861
35. Riverbank USD	Stanislaus	18,750
36. Newport-Mesa USD	Orange	18,559
37. Antioch USD	Contra Costa	18,352
38. Panama-Buena Vista Union SD	Kern	18,250
39. Ventura USD	Ventura	17,430
40. Santa Rosa City Schools	Sonoma	16,700
41. Santa Maria-Bonita SD	Santa Barbara	16,665
42. Oxnard SD	Ventura	16,533
43. Burbank USD	Los Angeles	16,207
44. Cajon Valley Union SD	San Diego	16,059
45. Paramount USD	Los Angeles	15,681
46. Santa Clara USD	Santa Clara	15,509
47. Lancaster SD	Los Angeles	14,743
48. Walnut Valley USD	Los Angeles	14,658

<b><u>District</u></b>	<b><u>County</u></b>	<b><u>ADA</u></b>
49. Vallejo City USD	Solano	14,554
50. West Covina USD	Los Angeles	14,402
51. Fullerton SD	Orange	13,661
52. Etiwanda SD	San Bernardino	13,478
53. Livermore Valley USD	Alameda	14,305
54. Vacaville USD	Solano	12,561
55. Inglewood USD	Los Angeles	12,570
56. Acton-Agua Dulce USD	Los Angeles	12,523
57. San Dieguito UHSD	San Diego	12,485
58. Palo Alto USD	Santa Clara	12,357
59. Natomas USD	Sacramento	12,300
60. Metropolitan Education	San Jose	12,000
61. Oak Grove SD	Santa Clara	11,800
62. Upland USD	San Bernardino	11,665
63. Victor ESD	San Bernardino	11,531
64. San Lorenzo USD	Alameda	11,530
65. Evergreen School District	Santa Clara	11,385
66. Alameda USD	Alameda	11,299
67. Franklin-McKinley SD	Santa Clara	11,269
68. Merced City USD	Merced	11,009
69. Lucia Mar USD	San Luis Obispo	10,710
70. Pittsburg USD	Contra Costa	10,560
71. Azusa USD	Los Angeles	10,518
72. Berkeley USD	Alameda	10,340
73. Sequoia UHSD	San Mateo	10,238
74. Dublin USD	Alameda	10,000
75. Roseville City ESD	Placer	9,943
76. Los Alamitos USD	Orange	9,833
77. San Mateo Union HSD	San Mateo	9,760
78. Woodland JUSD	Yolo	9,658
79. Yucaipa---Calimesa Joint USD	San Bernardino	9,655
80. Ocean View SD	Orange	9,461
81. Westminster SD	Orange	9,264
82. Morgan Hill USD	Santa Clara	9,022
83. Santa Maria JUHSD	Santa Barbara	7,633
84. East Whittier City ESD	Los Angeles	8,829
85. Davis Jt. USD	Yolo	8,626
86. Sylvan Union SD	Stanislaus	8,261
87. Novato USD	Marin	8,078
88. El Rancho USD	Los Angeles	7,985
89. South Bay UESD	San Diego	7,682
90. San Rafael City Schools	Marin	7,200
91. Santa Cruz City Schools	Santa Cruz	7,092
92. Newhall SD	Santa Clarita	6,831
93. Fountain Valley USD	Orange	6,337
94. Newark USD	Alameda	6,294
95. Selma USD	Fresno	6,258
96. Lennox SD	Los Angeles	6,247
97. Ukiah USD	Mendocino	6,214
98. Brea Olinda USD	Orange	6,085
99. Patterson JUSD	Patterson	6,012
100. Newhall SD	Los Angeles	5,920
101. Alta Loma SD	San Bernardino	5,900
102. Santa Paula USD	Ventura	5,454
103. Monrovia USD	Los Angeles	5,404
104. Kerman USD	Fresno	5,310
105. Orcutt Union ESD	Santa Barbara	5,087
106. Oakley Union SD	Contra Costa	4,871
107. Buena Park SD	Orange	4,684
108. Moreland SD	Santa Clara	4,670
109. Charter Oak USD	Los Angeles	4,581
110. Sonoma Valley USD	Sonoma	4,564
111. Oak Park USD	Ventura	4,527

<b><u>District</u></b>	<b><u>County</u></b>	<b><u>ADA</u></b>
112. Benicia USD	Solano	4,526
113. San Lorenzo Valley USD	Santa Cruz	4,444
114. Belmont-Redwood Shores SD	San Mateo	4,308
115. Wiseburn USD	Los Angeles	4,301
116. Ravenswood City SD	San Mateo	4,296
117. Paradise USD	Butte	4,261
118. Duarte USD	Los Angeles	4,247
119. Martinez USD	Contra Costa	4,156
120. Lindsay USD	Tulare	4,150
121. Central UHSD	Imperial	4,104
122. Cypress SD	Orange	4,000
123. Brawley ESD	Imperial	3,980
124. Eureka City Schools	Humboldt	3,884
125. Lake Tahoe USD	El Dorado	3,872
126. Enterprise ESD	Shasta	3,846
127. Hanford Joint Union HSD	Kings	3,802
128. Amador County USD	Amador	3,829
129. Lemon Grove SD	San Diego	3,797
130. Mountain View-Los Altos UHSD	Santa Clara	3,753
131. Fillmore USD	Ventura	3,734
132. Goleta Union SD	Santa Barbara	3,718
133. Del Norte County USD	Del Norte	3,591
134. Los Altos SD	Santa Clara	3,576
135. Cabrillo USD	San Mateo	3,357
136. Cambrian SD	Santa Clara	3,349
137. Lafayette SD	Contra Costa	3,261
138. Corcoran USD	Kings	3,257
139. Pacifica SD	San Mateo	3,150
140. San Marino USD	Los Angeles	3,146
141. Mill Valley Elementary SD	Marin	3,086
142. Exeter Public Schools	Tulare	3,000
143. Standard ESD	Kern	2,979
144. South Whittier ESD	Los Angeles	2,918
145. San Bruno Park ESD	San Mateo	2,785
146. Oroville City ESD	Butte	2,696
147. Castaic Union SD	Los Angeles	2,568
148. Fowler USD	Fresno	2,562
149. Scotts Valley USD	Santa Cruz	2,482
150. Jefferson SD	San Joaquin	2,477
151. Carmel USD	Monterey	2,468
152. Farmersville USD	Tulare	2,463
153. Bear Valley USD	San Bernardino	2,453
154. Galt JUHSD	Sacramento	2,287
155. Lammersville JUSD	San Joaquin	2,200
156. Chowchilla ESD	Madera	2,193
157. Woodlake USD	Tulare	2,192
158. Red Bluff Union ESD	Tehama	2,178
159. Plumas USD	Plumas	2,130
160. Fort Bragg USD	Mendocino	1,917
161. Willits USD	Mendocino	1,907
162. Mariposa County USD	Mariposa	1,816
163. Byron Union SD	Contra Costa	1,686
164. Reed Union SD	Marin	1,556
165. Larkspur-Corte Madera SD	Marin	1,523
166. Colusa USD	Colusa	1,450
167. Chawanakee USD	Madera	1,423
168. Williams USD	Colusa	1,375
169. Las Lomitas ESD	San Mateo	1,336
170. Sierra USD	Fresno	1,323
171. Wilsona SD	Los Angeles	1,315
172. St. Helena USD	Napa	1,295
173. Guadalupe Union SD	Santa Barbara	1,280
174. Fall River JUSD	Shasta	1,209

<u>District</u>	<u>County</u>	<u>ADA</u>
175. Kentfield SD	Marin	1,177
176. Chowchilla UHSD	Madera	1,103
177. Taft UHSD	Kern	1,045
178. University Preparatory School	Shasta	900
179. Bass Lake JUSD	Madera	891
180. Lassen UHSD	Lassen	825
181. Banta ESD	San Joaquin	770
182. Wheatland UHSD	Yuba	739
183. Rancho Santa Fe SD	San Diego	700
184. Emery USD	Alameda	687
185. San Pasqual Valley USD	Imperial	654
186. Summerville UHSD	Tuolumne	624
187. Solvang SD	Santa Barbara	607
188. Shoreline USD	Marin	504
189. Fort Sage USD	Lassen	483
190. Calaveras COE	Calavera	450
191. Eastern Sierra USD	Mono	417
192. Le Grand Union ESD	Merced	401
193. Kings River Union ESD	Tulare	476
194. Foresthill Union SD	Placer	396
195. Janesville Union SD	Lassen	386
196. Alview-Dairyland Union SD	Madera	367
197. Butte Valley USD	Siskiyou	276
198. Clay Joint ESD	Fresno	250
199. Westwood USD	Lassen	189
200. Ballard SD	Santa Barbara	143
201. McKittrick ESD	Kern	80
202. Alpine County USD	Alpine	75

**POSITION: EXECUTIVE DIRECTOR/DIRECTOR**

203. Amethod Public Schools (Charter)	Alameda/Contra Costa
204. Baldy View ROP	San Bernardino
205. Birmingham Community Charter HS	Los Angeles
206. Clayton Valley Charter High School	Contra Costa
207. Coastline ROP	Orange
208. East San Gabriel Valley SELPA	Los Angeles
209. Oxford Preparatory Academy	Orange
210. River Charter School	Sac/Yolo
211. San Diego COE	San Diego
212. San Ramon Valley SELPA	Contra Costa
213. So. Orange County SELPA	Orange
214. West End SELPA, San Bernardino COE	San Bernardino
215. West San Gabriel Valley SELPA	Los Angeles



## BOARD COMMENDATIONS

**Bass Lake JUESD:** Thank you Sally. I cannot express enough how grateful I am that we chose you and Leadership Associates for this process. The confidence I felt, throughout this process, in your ability to guide us, was tremendous. The step-by-step process that you led us through was focused, intentional, and direct. It was a pleasure to be a part of something that was so well thought out, with excellence as your minimum standard. You are so good at what you do! I wish you continued success for all the districts that you work with in the future. They need you whether they know it or not!

**Benicia USD:** It is with immense gratitude, that we send you this note of appreciation for all that Leadership Associates did in supporting us with a successful Superintendent search. The care and concern for BUSD as well as the Benicia community was evident in the steps that you took as well as in the thoughtful process you engaged all stakeholders in to express their hopes for the District in our next Superintendent. On behalf of the BUSD Governing Board and the entire Benicia Unified School District, we thank you for matching us with the best candidate. We are excited about the state of the District and the direction of things to come.

**Carmel USD:** The entire process was extremely smooth and conducted with utmost respect for all parties involved. We were on time, and communication was regular, open and transparent. The most difficult part of the process was at the end of the interview process. The board had to choose only one candidate from the experienced pool of multiple candidates presented by Leadership Associates. We consider the superintendent search led by Leadership Associates an absolute success. The individual we hired is the perfect match for our students, staff and community.

**CCSESA:** It was a pleasure to have your outstanding team provide such an important service to this process! This is a critical position, and your team did a superb job in helping to ensure the process was collaborative, transparent and resulted in a selection of a top-notch person!"

**Coachella Valley USD:** I know it's easy to say "it's your job", but you and your group have always gone above and beyond for our district and we sincerely appreciate it.

**Corcoran USD:** We greatly appreciate how poised and supportive [Juan Garza] was with all our efforts as he guided us through the search. Working with [Leadership Associates] has been very enjoyable and we learned a lot.

**East San Gabriel Valley SELPA:** Thank you for assisting in getting us a great leader. He is collaborative, understanding of every member, parent's needs, inclusive of students, proactive, compassionate, and caring."

**East Whittier City SD:** Thank you for appointing Sandy Sanchez Thorstenson and Marc Ecker to supervise and coordinate our superintendent search. They ran the interviews like clockwork with plenty of time for reflection of each candidate at the end of the interview. We were presented with six outstanding candidates. It was challenging to decide which of them was the best fit for our District. We are confident that our choice of superintendent is that best choice. We were delighted to work with Sandy and Marc and will gladly recommend them as the premier search team.

**Encinitas Union:** Leadership Associates has years of experience in working with districts throughout California and their expertise was clearly evident when they provided us with an outstanding field of candidates. Their networking resources are unparalleled.

**Eureka City Schools:** Leadership Associates persevered and actively recruited candidates suitable for our unique location. Their combined knowledge and experience were invaluable. It had been 13 years since our district's last superintendent search, and they supported our board throughout the entire process.

**Evergreen SD:** Leadership Associates did an excellent job in our recent Superintendent Search process. This was the first time that our district has ever engaged in an external search process, and I found it much more rewarding and less stressful because of the superb support of Eric and Fred.

**Folsom-Cordova USD:** Leadership Associates received applications from California as well as other states in the country. They performed in-depth reference checks that resulted in a list of outstanding candidates to interview. Without their services as recruiters, we would not have had the rich field of candidates from which we eventually selected our new superintendent.

**Fort Bragg USD:** Leadership Associates brought to the search an impressive wealth and breadth of experience and contacts from large and small, urban and rural, coastal and inland school districts. Leadership Associates listened to us and recognized that although we are a small, rural district, we have high, twenty-first century goals for our kids.

**Fountain Valley SD:** Dennis and Peggy - We are so grateful for your service. Thank you for helping to make our lights shine strong in Fountain Valley!

**Fowler USD:** Leadership Associates was completely thorough from their initial proposal to the Board, through the actual hiring of a successful superintendent candidate. The communication to all members of the Board and the designated District contact was exemplary throughout the process. Parents/community members/staff felt very comfortable sharing with Leadership Associates representatives the various traits valued in our next Superintendent. The on-line survey they utilized was especially helpful for members of the community and parents, as it gave them an opportunity for their voice to be heard if they were unavailable to schedule a meeting in person.

**Fremont USD:** Thank you all so much for your support and diligent work finding a great pool of candidates and helping us to select the best of the best.

**Fresno USD:** Thank you to Leadership Associates for all your assistance in the process. As you know, only two of us were on the Board the last time a Superintendent was hired and at that time, there was no search process. It was invaluable to have the assistance of a team that has experience in the selection of a Superintendent.

**Fullerton SD:** Our Board was especially appreciative of the professional manner in which Leadership Associates reached out in a meaningful way to the educational community and listened to the direction of the Board of Trustees. I highly recommend Leadership Associates to any board seeking to conduct a thorough and in-depth superintendent recruitment and selection process.

**Irvine USD:** With an unprecedented number of superintendent vacancies across the state, we were impressed with Leadership Associates' ability to attract highly qualified candidates, due in no small part to their excellent reputation and exceptional attention to confidentiality.

**Kentfield:** Each of us is grateful for your great work on the search for Kentfield. We could not be more pleased by the thoughtful and extremely thorough search process. We particularly appreciated your flexibility, responsiveness, and creativity with the search over the past several weeks. Quite simply, you never skipped a beat with the search process, despite a global pandemic looming in the background. If there is ever a potential client on the fence about hiring you guys have them call me. They would be lucky to have you guys in their corner.

**Lake Elsinore USD:** Thank you all so much for your guidance and expertise in leading the search. It will be very difficult to replace our superintendent. However, we are certainly headed down the right path in Lake Elsinore Unified thanks to your support!

**Lucia Mar USD:** Thank you to Leadership Associates, especially Phil Quon and Fred Van Leuven, for leading our district through a professional and successful superintendent search. Your pre-search activities, outreach, screening, organization of materials and leadership was outstanding. We found our new superintendent and are confident we found a perfect fit."

**Mt. Pleasant ESD:** At every step of the way we found the services of the staff at Leadership Associates to be responsive to the specific needs of our district and the rapidly changing circumstances surrounding the [COVID-19] crisis. I highly recommend the services of Leadership Associates and specifically Eric Andrew and David Verdugo.

**Newport Mesa USD:** Thank you and your team for helping us with our search to ultimately find our new Superintendent! We were all impressed with the timeliness and thoroughness of the search performed by Leadership Associates. Your initial schedule was followed to the day, and we are all so appreciative of your professionalism in ultimately bringing Wes [Smith] to NMUSD. Additionally, your support in finding our Interim superintendent made the perfect addition to NMUSD for the 2-month bridge. The transition was seamless!

**Oceanside USD:** Their work with our administrative staff, our teachers, classified staff, and our community groups was excellent. They received praise for this work throughout our community. Our principals and central office staff were treated with utmost respect, and they were very complimentary of the professionalism of this search firm.

**Palo Alto USD:** We recognize the selection of a superintendent is the most important decision we make as a school board, Leadership Associates designed an effective process to get to know us and to meet our needs - including recruiting candidates who were not looking for a new position. Not only does Leadership Associates bring an incredible wealth of experience and competence to the task, they also are so personally engaging and professional that it makes the process most pleasant.

**Panama-Buena Vista SD:** Leadership Associates is well connected throughout the state. The process from beginning to end was well communicated and very organized. Leadership Associates is literally a "who's who" of educators in the state. A successful superintendent search and hiring was our goal and Leadership Associates delivered!

**Placentia-Yorba Linda USD:** Your diligence, patience, professionalism, and the confidential manner in which you conducted the search were exemplary. Indeed, one would be hard pressed to find a team to match the level of expertise and recognition within the professional learning community which you so ably employed on our behalf.

**Plumas USD:** I thoroughly enjoyed working with Rich and Tom. They provided guidance throughout the entire process. Both were committed to ensuring we had the most qualified candidates based on our district's needs. They took the time to understand the needs of the district, board, communities, and parents. They helped us to trust the process and our decision-making process. Selecting a superintendent is one of the most important decisions boards make. I was happy to have Rich and Tom offering support, encouragement, and advice.

**Santa Maria JUHSD:** Great candidates! Appreciate your thorough vetting; best work yet for this district. My first-choice search firm does it again!!

**Standard SD:** Leadership Associates had regular communications with the board and dependably delivered on each step in our timeline. Trust in the process was a result of Leadership Associates' extensive experience and in the actions and care.... while respecting the role of trustees as the decision makers of the district.



**Summerville JUHSD:** Thank you for all the work you and the firm have completed. We know we were demanding because we have a really involved community. But you just moved forward and got the job done Great work!! We will highly recommend your service to any District in our County.

**Tustin USD:** I cannot say enough good things about the work that Leadership Associates performed for us. The most recent time was in the fall of 2020 when we needed to fill our Superintendency given the retirement plans of our previous Superintendent. We are very pleased with Dr. Mark Johnson, our new Superintendent, who is still with us. I expect he will be with us for about 10 years, as was our previous Superintendent, Dr. Greg Franklin. You cannot go wrong working with Leadership Associates. They are so professional, and people who would not risk asking about your position WILL seek them out for information because they are known to be of such integrity and reputation. Of course, the Board must do their work as well – but if they do so in partnership with Leadership Associates and were other than 100% satisfied at the end, I would personally be shocked. They are that good.

**University Preparatory School:** Leadership Associates was constantly available to us. Leadership Associates brought much more than guidance and experience; (the consultant) brought genuine kindness, creative vision and integrity that underpin all great endeavors. I highly recommend Leadership Associates.

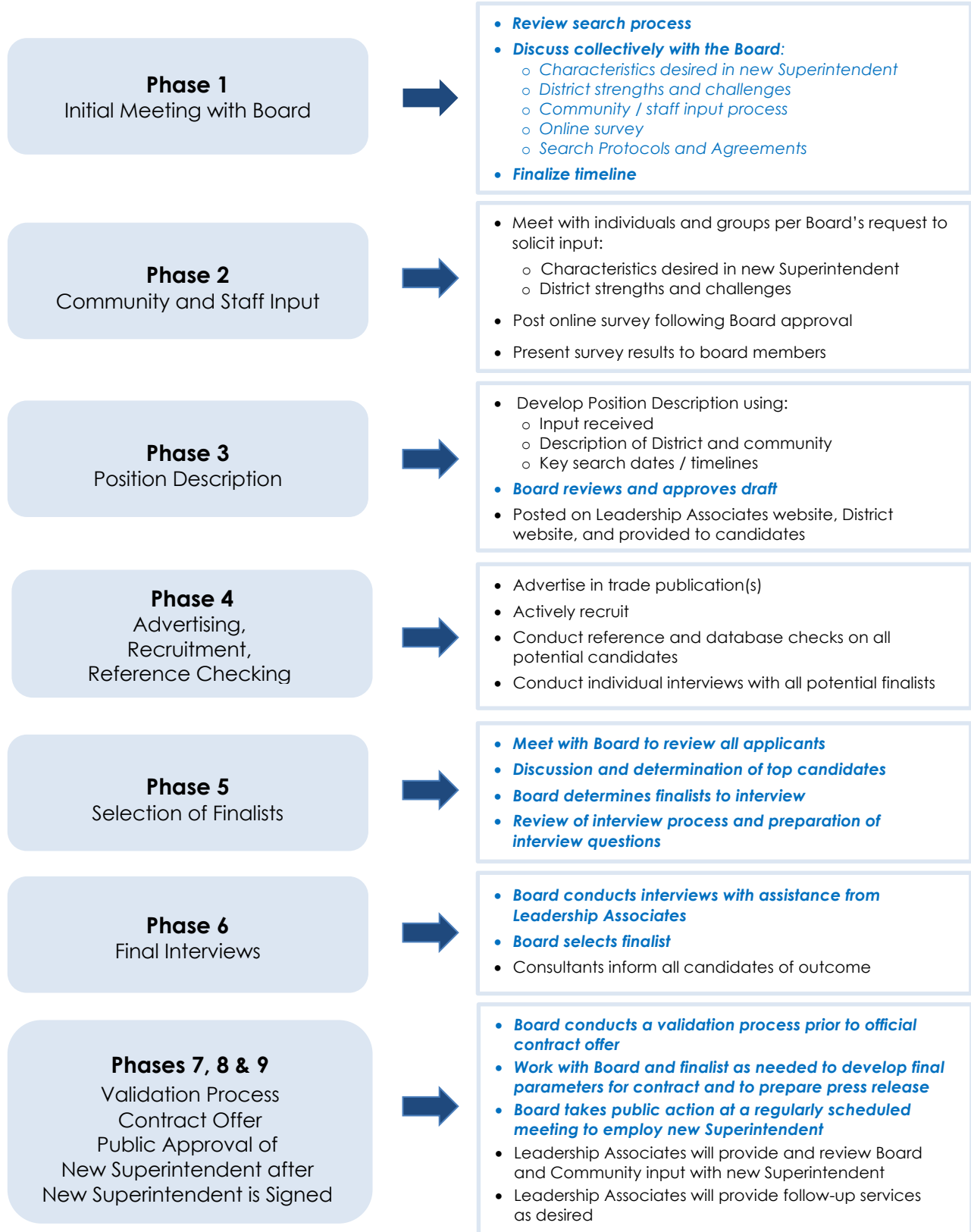
**Walnut Valley USD:** Not only are they consummate professionals, but their process in conducting the search was impeccable – from soliciting input from the Board and community members to developing personal and professional profiles, to screening the applicants to recommending the final candidates, to helping the Board finalize the main hiring points for our new superintendent.

**Wiseburn SD:** Thank you for your thoughtful leadership and guidance in the process. It was an absolute pleasure meeting you, getting to know you and working with you. I think we made two excellent choices in Leadership Associates and Dr. Blake Silvers.



## SUPERINTENDENT SEARCH PROCESS FLOW CHART

Note: *Blue italicized text* indicates Board Participation





## SEARCH PROCESS PLAN

Leadership Associates has developed criteria to provide the Board of Education with a 9-phase process for selecting its next superintendent. The following is a brief description of each of the key steps of the search process, including identifying key personnel in each phase. The Board's designated administrative support staff will be guided and supported by our highly experienced executive assistant and provided with guidelines, templates, samples, checklists, and personal communication throughout the entire process.

*\*Indicates meetings with the Board*

### **Phase 1: \*Initial Meeting with the Board (Key Personnel: Consultants, Board, LA / district admin support; district I.T. support)**

Leadership Associates will confer with the Board upon our selection to represent your district. At this meeting we will discuss all matters addressed in the Request For Proposal (RFP) Scope of Services, including: the characteristics the Board is seeking in the next superintendent; District strengths and challenges; the process for engaging groups and individuals in the search process; approval of an official timeline and meeting dates; Board and Search Firm protocols during the search; possible contract parameters for the new superintendent; potential internal candidates; the Board's liaison with Leadership Associates and spokesperson for the Board; and all other matters addressed in the RFP Scope of Services. We will meet with Board members individually, in person or by phone to learn each member's unique perspective. We will also be prepared to suggest criteria for consideration based on our own professional expertise. Immediately following the initial meeting, we will work with district staff to create a Superintendent Search webpage on the district's website where members of the community can receive updates on the search process, including access to online surveys.

### **Phase 2: Community and Staff Input (Key Personnel: Consultants, LA / district admin. support)**

After working with the Board to develop a community engagement plan, we confer with the individuals and groups you request (community, staff, students). We share the search process, timeline, answer questions, and solicit input regarding the desired qualities, characteristics, background, and experiences of the new superintendent, and we discuss the key characteristics of the District's culture, strengths, and future challenges and issues. We spend the time necessary to ensure full input. If individuals are unable to attend the meetings, but would like to provide additional information, or prefer to submit their ideas in a different format, opportunities are provided to contact us via email or telephone. We also have an online survey that can be posted in various languages on the District website to encourage broader participation of staff and community. We prepare a thorough report containing the comments from each group, individuals, and the survey, and send it to Board members approximately one week after the input. We follow up with you after you receive the report to review any questions you have.

### **Phase 3: Position Description (Key Personnel: Consultants, LA / district admin. support)**

The Position Description will clearly state the criteria which applicants for the position should address in completing their application. It will also reflect input received on qualities and characteristics desired, a description of the District and community, and key search dates. The Board reviews the draft and makes changes before the description is finalized. The description is posted on our website, distributed widely, and can be posted on the District's website.

### **Phase 4: Advertising, Recruitment, Reference Checking (Key Personnel: Consultants)**

After our sessions with the Board, staff and community, we advertise and actively recruit both statewide and nationally. We will also conduct reference and database checks on all potential candidates. All partners participate in this process in order to take advantage of our extensive state and national network. These are very critical activities as we work diligently to find the



candidates that best match those qualities and characteristics on the Position Description. We verify degrees, credentials and professional experiences. We do extensive confidential reference checking including conversations with people not listed on the candidate's application. We keep the Board informed on a regular basis about the progress of the search.

**Phase 5: \*Selection of Finalists (Key Personnel: Consultants, Board, LA / district admin. support)**

At this Closed Session meeting, we will review and discuss all applicants, recommend candidates you should consider interviewing, and explain our rationale for recommending some and not others. We will provide a tiered ranking of candidates for your review. The Board, however, makes the final decision on those to be interviewed and determines the interview schedule and location. We offer sample interview questions developed by consultants and assist the Board in finalizing them with a focus on the specific needs of the District as gleaned from the input process and reflected in the position description. In addition to making interview arrangements with the candidates, we provide all the materials the Board needs for the interview and make logistical arrangements in coordination with the superintendent's assistant or designated district liaison.

**Phase 6: \*Final Interviews (Key Personnel: Consultants, Board, LA / district admin. support)**

The Board conducts the interviews in Closed Session with the consultants observing and handling all the logistics. We are present during the interviews and will help facilitate discussions assisting the Board as needed to help you in making your selection of the final candidate. We also assist with various follow up steps that need to be completed and inform all candidates of the outcome.

**Phase 7: Validation Process; Contract (Key Personnel: Consultants, Board, LA / district admin. support)**

The purpose of the validation process is to confirm the Board's choice prior to the official contract offer. The Board will determine participants for this process. While the consultants will not participate, we will work with the Board and the finalist as needed to develop final parameters for an agreement on the superintendent's contract. We recommend prior discussions with the Board on this topic since it is our intention to recruit candidates who will work within the contract parameters established by the Board.

**Phase 8: Public Approval of Contract (Key Personnel: Consultants, Board, district admin. support)**

Following the validation process, the Board takes public action at a regularly scheduled board meeting to employ the new superintendent. Leadership Associates will assist the Board and staff with a communication plan and other activities to support the approval of the new superintendent's contract.

**Phase 9: After the New Superintendent is Signed (Key Personnel: Consultants, New Superintendent)**

We provide and review with the new superintendent the Board and community input. We are available to provide additional follow up services as desired. These services could include developing a transition plan and an initial workshop for the governance team to establish goals for the new superintendent, and the superintendent's evaluation process.

**Confidentiality:** Leadership Associates strongly believes the quality of the applicant pool is directly dependent on the confidentiality of the process. Leadership Associates will not divulge the names of interested applicants to any party other than the Board within Closed Session. Reference checks will also be conducted using strategies that will maintain the confidentiality of the process. Throughout the process Leadership Associates will be available to answer any questions you may have.



**PROPOSED TIMELINE**

*(Flexible based on Board direction)*

**Sacramento City Unified School District Superintendent Search**

Note: *Blue italicized text* indicates Board Participation

<b>AUGUST 2023</b> Preliminary Phase	August 8	District receives proposals
	August 17	<i>Proposal Presentations / Board Selects Firm</i>
<b>AUGUST-SEPTEMBER 2023</b> Community Engagement	by August 28 (Special Mtg)	<i>Initial Meeting with the Board; Board determines characteristics, skills &amp; qualities desired in new superintendent; publicly announces timeline and procedures (Open and Closed Session; approx 3 hrs total)</i>
	September 6-18	Online survey dates
	week of September 1	Consultants confer with staff and community designated by the Board to receive input
<b>AUGUST-OCTOBER 2023</b> Advertisement and Recruitment	August-October	Consultants identify potential candidates; Development and posting of recruitment materials and Position Description
	September 18 and October 2	Advertising and active recruitment; Ad appears in <u>EdCal</u> , (Two consecutive publications)
	<b>October 16, 2023 5:00 PM</b>	<b>Deadline for applications</b>
<b>OCTOBER-NOVEMBER 2023</b> Interviews and Selection	Sept-October	Consultants complete comprehensive reference and background checks on applicants
	Week of November 6 special meeting	<i>Board confers with consultants, reviews all applications and selects candidates to be interviewed (Closed Session; approx 3 hours)</i>
	December 1-2 (Special Mtg)	<i>Board interviews candidates; selects finalist(s) (Closed Session; all-day meeting)</i>
<b>DECEMBER 2023</b> Contract Approval	by December 15	<i>Board completes the validation process of the leading candidate and makes final determination</i>
	December 21	<i>Board approves superintendent contract at a <b>regularly scheduled</b> board meeting</i>
<b>JANUARY 2024</b> Start Date	January 1, 2024 (or as mutually agreed)	New superintendent begins

## REQUEST FOR PROPOSAL PRICE FORM

Sacramento City Unified School District  
5735 47<sup>th</sup> Avenue  
Sacramento, CA 95824

RE: Request for Proposal – Superintendent Search

Dear Members of the Board of Trustees:

The undersigned, doing business under the firm name of Leadership Associates, having carefully examined the Notice to Proposers, the Instructions, and the Specifications for the proposed request for proposal, proposes to perform the contract, including all of its component parts, and to furnish all services, and taxes called for by them for the entire order, as follows:

*Amount of proposal* \$36,500 plus travel expenses not to exceed \$2,500

SUBMITTED BY:

Leadership Associates

COMPANY

449 W. Foothill Blvd., #427

ADDRESS



\_\_\_\_\_  
SIGNATURE

Glendora, CA 91741

CITY/STATE/ZIP

Betty Hall

PLEASE TYPE OR PRINT NAME

Administrative, Fiscal Services

TITLE

August 8, 2023

DATE

(760) 771-4277

PHONE



## FEE AND SUMMARY OF SERVICES

### SACRAMENTO CITY UNIFIED SCHOOL DISTRICT SUPERINTENDENT SEARCH

**TOTAL FEE TO CONDUCT SEARCH: \$36,500 (plus travel expenses not to exceed \$2,500)**

This fee includes:

- All expenses incurred by consultants
- All meetings with the Board
- Development and posting of the position description announcing the position
- Cost of advertising in EdCal (Two consecutive publications)
- Acceptance of applications and responding to all inquiries regarding the position
- Recruitment of candidates and extensive background checks
- Gathering of community and staff input and providing Board with a written report, including online survey
- Coordination of logistics of the search:
  - scheduling appointments
  - notification of unsuccessful candidates
  - scheduling community visit
- Assisting in the development of interview questions and supporting the Board with the interview process
- Assisting the Board's administrative assistant throughout the process with templates, online posting updates and sample agenda language
- Acting as an advisor to the Board of Education
- Assisting the new superintendent and Board through transition and community verification visit, if conducted
- The search is concluded upon Board selection of a Superintendent/Finalist

#### **GUARANTEE**

- Should the superintendent leave within two years, Leadership Associates will conduct a search targeted at identifying specific qualified candidates at no cost except for advertising costs and direct expenses provided the Board majority has remained the same and the Board has established first year annual goals for the superintendent.



## SAMPLE SERVICES AGREEMENT

### LEADERSHIP ASSOCIATES

[www.leadershipassociates.org](http://www.leadershipassociates.org)

449 W. Foothill Blvd., #427

Glendora, CA 91741

(916) 520-4951

### AGREEMENT FOR CONSULTANT SERVICES

THIS AGREEMENT is made this \_\_\_\_ **day of August 2023** between **LEADERSHIP ASSOCIATES**, hereinafter called the Contractor, and **SACRAMENTO CITY UNIFIED SCHOOL DISTRICT**, hereinafter called the District.

The Contractor agrees to perform services for the District as follows:

**The Contractor will conduct a Superintendent search, as delineated in the attached proposal.**

The District agrees to pay the Contractor **THIRTY-SIX THOUSAND FIVE HUNDRED DOLLARS (\$36,500), plus travel expenses not to exceed \$2,500**, for services provided. Payment is to take place in two increments: **(1) \$18,250** upon completion of stakeholder input, and **(2), \$18,250 plus travel expenses not to exceed \$2,500** upon selection of a finalist. The Contractor will submit invoices to the District for each of the payment increments. Payments are due within 30 days of receipt of invoice.

**Remittance payable/forwarded to: Leadership Associates  
Attn: Betty Hall  
449 W. Foothill Blvd., #427  
Glendora, CA 91741**

The Contractor is to perform the above services beginning August \_\_, 2023.

Contractor agrees to hold harmless and indemnify the District, its officers, agents, and employees with respect to all damages, costs, expenses or claims, in law or in equity, arising or asserted because of injuries to or death of person or damage to, destruction, loss, or theft of property arising out of faulty performance of the services to be performed by Contractor hereunder.

It is expressly understood and agreed to by both parties hereto that the Contractor, while engaged in carrying out and complying with any of the terms and conditions of this contract, is an independent contractor and is not an officer, agent, or employee of the aforesaid District. Either party may terminate this agreement by providing the other party with ten (10) days written notice. Upon such termination, fees will be determined on a pro rata basis.

Leadership Associates does not participate in a California public pension system. Leadership Associates and the District understand that the work/services provided should not be considered creditable toward the STRS earnings limit as the work is not normally performed by employees of the District and requires less than 24 months (496 business days). REF. CA Education Code § 26135.7 (2014)

CONTRACTOR:  
LEADERSHIP ASSOCIATES  
Taxpayer ID#: 68-038 3653

DISTRICT:  
SACRAMENTO CITY UNIFIED SCHOOL DISTRICT

By: \_\_\_\_\_

By: \_\_\_\_\_

Name: Betty Hall

Name: \_\_\_\_\_

Dept: Fiscal Services

Title: \_\_\_\_\_

Date: \_\_\_\_\_

Date: \_\_\_\_\_



### NON-COLLUSION DECLARATION

State of California            )  
  )  
County of Santa Clara        )        ss.

I, Blanca Cavazos, being duly sworn, declare that I am a consultant with Leadership Associates, the party making the foregoing proposal that the proposal is not made in the interest of, or on behalf of, any undisclosed person, partnership, company, association, organization, or corporation; that the proposal is genuine and not collusive or sham; that the Proposer has not directly or indirectly induced or colluded, conspired, connived, or agreed with any other Proposer or anyone else to put in a sham proposal, or that anyone shall refrain from proposing; that the Proposer has not in any manner, directly or indirectly, sought by agreement, communication, or conference with anyone to fix the proposal price of the Proposer or any other Proposer, or to fix any overhead, profit, or cost element of the proposal price, or of that of any other Proposer, or to secure any advantage against the public body awarding the contract or anyone interested in the proposed contract; that all statements contained in the proposal are true; and further, that the Proposer has not, directly or indirectly, submitted his or her proposal price or any breakdown thereof, or the contents thereof, or divulged information or data relative thereto, or paid, and will not pay, any fee to any corporation, partnership, company association, organization, proposal depository, or to any member or agent thereof to effectuate a collusive or sham proposal.

I declare under penalty of perjury under the laws of the State of California that the foregoing is true and correct.

Dated this 3rd day of August 2023 at Bakersfield, California.



\_\_\_\_\_  
Signature

### NON-COLLUSION DECLARATION

State of California            )  
  )        ss.  
County of Madera            )

I, Sally Frazier, being duly sworn, declare that I am a consultant with Leadership Associates, the party making the foregoing proposal that the proposal is not made in the interest of, or on behalf of, any undisclosed person, partnership, company, association, organization, or corporation; that the proposal is genuine and not collusive or sham; that the Proposer has not directly or indirectly induced or colluded, conspired, connived, or agreed with any other Proposer or anyone else to put in a sham proposal, or that anyone shall refrain from proposing; that the Proposer has not in any manner, directly or indirectly, sought by agreement, communication, or conference with anyone to fix the proposal price of the Proposer or any other Proposer, or to fix any overhead, profit, or cost element of the proposal price, or of that of any other Proposer, or to secure any advantage against the public body awarding the contract or anyone interested in the proposed contract; that all statements contained in the proposal are true; and further, that the Proposer has not, directly or indirectly, submitted his or her proposal price or any breakdown thereof, or the contents thereof, or divulged information or data relative thereto, or paid, and will not pay, any fee to any corporation, partnership, company association, organization, proposal depository, or to any member or agent thereof to effectuate a collusive or sham proposal.

I declare under penalty of perjury under the laws of the State of California that the foregoing is true and correct.

Dated this 3rd day of August 2023 at Madera, California.



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Signature

### NON-COLLUSION DECLARATION

State of California            )  
  )        ss.  
County of Madera            )

I, David Verdugo, being duly sworn, declare that I am a consultant with Leadership Associates, the party making the foregoing proposal that the proposal is not made in the interest of, or on behalf of, any undisclosed person, partnership, company, association, organization, or corporation; that the proposal is genuine and not collusive or sham; that the Proposer has not directly or indirectly induced or colluded, conspired, connived, or agreed with any other Proposer or anyone else to put in a sham proposal, or that anyone shall refrain from proposing; that the Proposer has not in any manner, directly or indirectly, sought by agreement, communication, or conference with anyone to fix the proposal price of the Proposer or any other Proposer, or to fix any overhead, profit, or cost element of the proposal price, or of that of any other Proposer, or to secure any advantage against the public body awarding the contract or anyone interested in the proposed contract; that all statements contained in the proposal are true; and further, that the Proposer has not, directly or indirectly, submitted his or her proposal price or any breakdown thereof, or the contents thereof, or divulged information or data relative thereto, or paid, and will not pay, any fee to any corporation, partnership, company association, organization, proposal depository, or to any member or agent thereof to effectuate a collusive or sham proposal.

I declare under penalty of perjury under the laws of the State of California that the foregoing is true and correct.

Dated this 3rd day of August 2023 at La Habra, California



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Signature



# SACRAMENTO CITY UNIFIED SCHOOL DISTRICT BOARD OF EDUCATION

Agenda Item# 11.2

**Meeting Date:** September 21, 2023

**Subject:** Approve 2022-2023 Year End Financial Report Unaudited Actuals

- Information Item Only
- Approval on Consent Agenda
- Conference (for discussion only)
- Conference/First Reading (Action Anticipated: \_\_\_\_\_)
- Conference/Action
- Action
- Public Hearing

**Division:** Business Services

**Recommendation:** Approve the 2022-2023 Year End Financial Report Unaudited Actuals

**Background/Rationale:** At the close of each fiscal year, school districts must complete a financial report. This unaudited financial report is filed with the county superintendent, provided to the auditors as the basis of their annual financial audit, and subsequently filed with the state. The 2022-23 Year End Financial Report includes a summary by fund of revenues and expenditures for the period beginning July 1, 2022, and ending June 30, 2023.

**Financial Considerations:** District revenue and expenditures for the 2022-23 fiscal year are reported each year and are part of the responsibilities of the Business Services Division. No additional expenses will be incurred nor will any additional revenue be received.

**LCAP Goal(s):** Family and Community Empowerment; College, Career and Life Ready Graduates; Operational Excellence

**Documents Attached:**

1. Executive Summary
2. FCMAT Update
3. The 2022-2023 Year End Financial Report

**Estimated Time of Presentation:** 15 minutes

**Submitted by:** Jesse Castillo, Assistant Superintendent of Business Services

**Approved by:** Lisa Allen, Interim Superintendent

# Board of Education Executive Summary

## Business Services

Approve 2022-23 Unaudited Actuals (Year End Financial Report)

September 21, 2023



### I. OVERVIEW/HISTORY:

Per Education Code 42100(a), the governing board of each school district shall approve an annual statement of all receipts and expenditures of the district for the preceding fiscal year. The unaudited actuals financial report represents the financial position and results of operations of the Sacramento City Unified School District for the fiscal year of 2022-23.

The 2022-23 unaudited actuals represent the actual revenues, expenditures and ending fund balance for all the District's funds for the fiscal year ended June 30, 2023.

### II. Driving Governance:

Per Education Code Section 42100 (b), on or before September 15, the governing board of each school district shall approve, in a format prescribed by the Superintendent of Public Instruction, an annual statement of all receipts and expenditures of the district for the preceding fiscal year and shall file the statement, along with the statement received pursuant to subdivision (b), with the county superintendent of schools. On or before October 15, the county superintendent of schools shall verify the mathematical accuracy of the statements and shall transmit a copy to the Superintendent of Public Instruction.”

### III. Budget:

The 2022-23 Year-End Financial Report recognizes additional revenue and expenses per Education Code section 42601 and Sacramento City Board Policy 3110 that allow the Superintendent and/or designee to make any necessary budget revisions at year-end to permit payment of obligations. All expenditures were supported by available district funds.

### IV. Goals, Objectives and Measures:

Follow the timeline and financial planning calendar for submitting and adopting interim and annual financial reports, take action on all necessary budget adjustments and reductions. Continue to improve the budget development process to comply with Local Control Accountability Plan (LCAP).

### V. Major Initiatives:

- Present the 2022-23 Unaudited Actuals (Year End Financial Report) to the Board for consideration and approval
- Use the 2022-23 Year End Financial Report to guide budget development

# Board of Education Executive Summary

## Business Services

Approve 2022-23 Unaudited Actuals (Year End Financial Report)

September 21, 2023



### VI. Results:

The Unaudited Actuals are filed with the County Superintendent by September 15<sup>th</sup>. The 2022-23 Unaudited Actuals will be presented by staff at the September 21, 2023 Board meeting.

### VII. Lessons Learned/Next Steps:

- Adhere to budget timelines throughout the fiscal year.
- Observe trends and prepare for significant events in the budgeting process.
- Continue to monitor the State budget and its impact on District finances.
- The District will present the 2023-24 First Interim Report at the December 14th Board Meeting. This 2023-24 First Interim report will reflect updated revenues and expenditures that will include carryover funds from the 2022-23 year-end closing process.

# Board of Education Executive Summary

## Business Services

Approve 2022-23 Unaudited Actuals (Year End Financial Report)

September 21, 2023



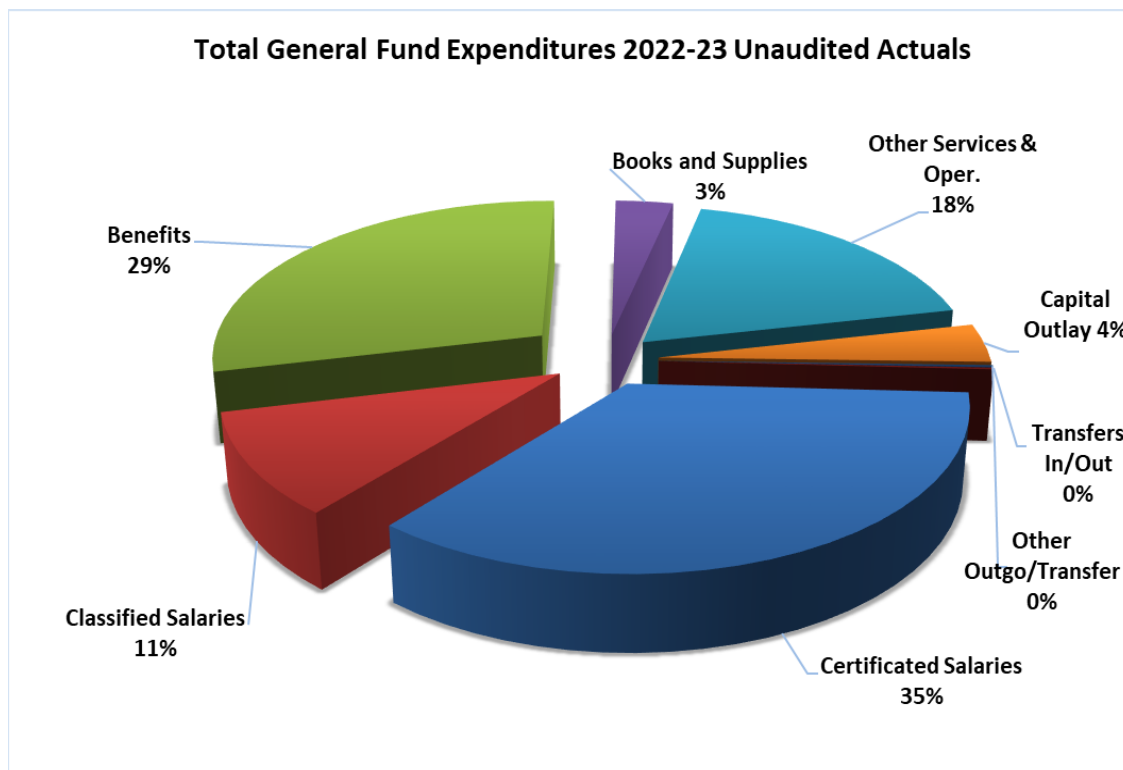
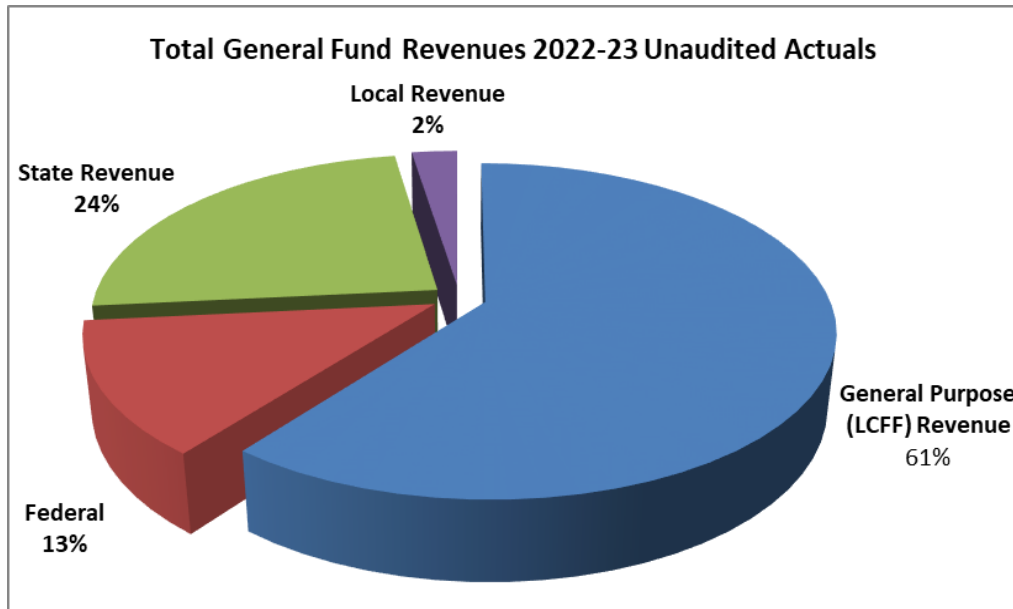
Sacramento City Unified School District 2022-23 Unaudited Actuals General Fund			
Description	General Fund		
	Unrestricted	Restricted	Total
<b>REVENUES</b>			
General Purpose (LCFF) Revenues:			
State Aid & EPA	363,227,923	2,570,022	365,797,945
Property Taxes & Misc. Local	117,545,590	-	117,545,590
<b>Total General Purpose</b>	<b>480,773,513</b>	<b>2,570,022</b>	<b>483,343,535</b>
Federal Revenues	-	102,737,272	102,737,272
Other State Revenues	13,340,338	178,469,169	191,809,507
Other Local Revenues	15,801,398	4,272,400	20,073,797
<b>TOTAL - REVENUES</b>	<b>509,915,248</b>	<b>288,048,863</b>	<b>797,964,112</b>
<b>EXPENDITURES</b>			
Certificated Salaries	167,433,680	62,546,645	229,980,325
Classified Salaries	40,417,432	27,039,578	67,457,009
Employee Benefits (All)	116,558,197	73,043,761	189,601,958
Books & Supplies	5,509,309	15,389,527	20,898,836
Other Operating Expenses (Services)	29,002,755	89,462,811	118,465,566
Capital Outlay	553,759	24,786,464	25,340,223
Other Outgo	1,420,167	-	1,420,167
Direct Support/Indirect Costs	(5,687,898)	4,486,851	(1,201,047)
<b>TOTAL - EXPENDITURES</b>	<b>355,207,400</b>	<b>296,755,637</b>	<b>651,963,037</b>
<b>EXCESS (DEFICIENCY)</b>	<b>154,707,848</b>	<b>(8,706,774)</b>	<b>146,001,075</b>
<b>OTHER SOURCES/USES</b>			
Transfers In	2,078,863	-	2,078,863
Transfers (Out)	-	-	-
Net Other Sources (Uses)	-	-	-
Contributions (to Restricted Programs)	(86,181,070)	86,181,070	-
<b>TOTAL - OTHER SOURCES/USES</b>	<b>(84,102,207)</b>	<b>86,181,070</b>	<b>2,078,863</b>
<b>FUND BALANCE INCREASE (DECREASE)</b>	<b>70,605,641</b>	<b>77,474,297</b>	<b>148,079,938</b>
<b>FUND BALANCE</b>			
Beginning Fund Balance	65,034,532	44,818,264	109,852,797
Other Restatements	-	-	-
<b>Ending Balance, June 30</b>	<b>135,640,173</b>	<b>122,292,561</b>	<b>257,932,735</b>
Revolving Cash/Stores/Prepays	329,391	8,235	337,626
Restricted		122,284,326	122,284,326
Committed	85,832,540		
Assigned	-		
Reserve for Economic Uncertainty	13,039,261		
Unassigned/Unappropriated Amount	36,438,981	-	36,438,981

# Board of Education Executive Summary

## Business Services

Approve 2022-23 Unaudited Actuals (Year End Financial Report)

September 21, 2023





# Board of Education Executive Summary

## Business Services

Approve 2022-23 Unaudited Actuals (Year End Financial Report)

September 21, 2023



### Comparison of 2022-23 Estimated Actuals to 2022-23 Unaudited Actuals

	Estimated Actuals 2022-23			Unaudited Actuals 2022-23			Changes since Estimated Actuals 2022-23			Note
	Unrestricted	Restricted	Combined	Unrestricted	Restricted	Combined	Unrestricted	Restricted	Combined	
<b>Revenue</b>										
General Purpose (LCFF)	481,819,485	2,251,179	484,070,664	480,773,513	2,570,022	483,343,535	(1,045,972)	318,843	(727,129)	1
Federal Revenue	0	150,306,320	150,306,320	0	102,737,272	102,737,272	0	(47,569,048)	(47,569,048)	2
State Revenue	10,945,417	177,320,624	188,266,041	13,340,338	178,469,169	191,809,507	2,394,921	1,148,546	3,543,467	3
Local Revenue	5,784,731	4,627,741	10,412,472	15,801,398	4,272,400	20,073,797	10,016,667	(355,341)	9,661,326	4
<b>Total Revenue</b>	<b>498,549,633</b>	<b>334,505,863</b>	<b>833,055,496</b>	<b>509,915,248</b>	<b>288,048,863</b>	<b>797,964,112</b>	<b>11,365,615</b>	<b>(46,457,000)</b>	<b>(35,091,385)</b>	
<b>Expenditures</b>										
Certificated Salaries	171,576,990	66,264,038	237,841,029	167,433,680	62,546,645	229,980,325	(4,143,310)	(3,717,393)	(7,860,704)	5
Classified Salaries	40,009,017	29,454,602	69,463,619	40,417,432	27,039,578	67,457,009	408,414	(2,415,024)	(2,006,610)	6
Benefits	120,171,766	81,852,602	202,024,368	116,558,197	73,043,761	189,601,958	(3,613,569)	(8,808,841)	(12,422,410)	7
Books and Supplies	16,556,139	40,163,742	56,719,881	5,509,309	15,389,527	20,898,836	(11,046,830)	(24,774,216)	(35,821,046)	8
Other Services & Oper. Expenses	27,038,455	131,445,984	158,484,439	29,002,755	89,462,811	118,465,566	1,964,300	(41,983,173)	(40,018,873)	9
Capital Outlay	1,963,721	37,776,567	39,740,288	553,759	24,786,464	25,340,223	(1,409,962)	(12,990,103)	(14,400,065)	10
Other Outgo 7xxx	1,540,000	0	1,540,000	1,420,167	0	1,420,167	(119,833)	0	(119,833)	11
Transfer of Indirect 73xx	(7,924,337)	6,506,510	(1,417,827)	(5,687,898)	4,486,851	(1,201,047)	2,236,438	(2,019,659)	216,780	12
<b>Total Expenditures</b>	<b>370,931,752</b>	<b>393,464,046</b>	<b>764,395,797</b>	<b>355,207,400</b>	<b>296,755,637</b>	<b>651,963,037</b>	<b>(15,724,352)</b>	<b>(96,708,409)</b>	<b>(112,432,760)</b>	
Deficit/Surplus	127,617,881	(58,958,182)	68,659,699	154,707,848	(8,706,774)	146,001,075	27,089,967	50,251,409	77,341,376	
Other Sources/(uses)	0	0	0	0	0	0	0	0	0	
Transfers in/(out)	1,216,884	0	1,216,884	2,078,863	0	2,078,863	861,979	0	861,979	13
Contributions to Restricted	(96,991,460)	96,991,460	0	(86,181,070)	86,181,070	0	10,810,390	(10,810,390)	0	14
<b>Net increase (decrease) in Fund Balance</b>	<b>31,843,305</b>	<b>38,033,278</b>	<b>69,876,583</b>	<b>70,605,641</b>	<b>77,474,297</b>	<b>148,079,938</b>	<b>38,762,336</b>	<b>39,441,019</b>	<b>78,203,355</b>	
<b>Beginning Balance</b>	<b>65,034,532</b>	<b>44,818,264</b>	<b>109,852,797</b>	<b>65,034,532</b>	<b>44,818,264</b>	<b>109,852,797</b>	<b>0</b>	<b>0</b>	<b>0</b>	
Other Restatements*				0	0	0				
<b>Ending Balance</b>	<b>96,877,838</b>	<b>82,851,542</b>	<b>179,729,380</b>	<b>135,640,173</b>	<b>122,292,561</b>	<b>257,932,735</b>	<b>38,762,336</b>	<b>39,441,019</b>	<b>78,203,355</b>	
<b>Components of Ending Fund Balance</b>										
Revolving/Stores/Prepays	329,391		329,391	329,391		329,391	0	0	0	
Reserve for Econ Uncertainty (2%)	15,263,580		15,263,580	13,039,261		13,039,261	(2,224,319)	0	(2,224,319)	
Restricted Programs	0	82,851,542	82,851,542	0	44,818,264	44,818,264	0	(38,033,278)	(38,033,278)	
Committed	0		0	0		0	0	0	0	
Other Assignments	4,855,267		4,855,267	0		0	(4,855,267)		(4,855,267)	
<b>Unappropriated Fund Balance</b>	<b>76,429,599</b>	<b>0</b>	<b>76,429,599</b>	<b>122,271,521</b>	<b>77,474,297</b>	<b>199,745,818</b>	<b>45,841,922</b>	<b>77,474,297</b>	<b>123,316,219</b>	
<i>Unappropriated Percent</i>			<i>10.0%</i>			<i>30.6%</i>			<i>20.6%</i>	

# Board of Education Executive Summary

## Business Services

Approve 2022-23 Unaudited Actuals (Year End Financial Report)

September 21, 2023



Notes: Explanation of Changes from Estimated Actuals to Unaudited Actuals
1. LCFF is adjusted based on the P-2 apportionment schedule provided by CDE for both unrestricted and restricted resources. Unrestricted LCFF decrease from estimated actuals due to prior year adjustments for transfer in lieu for charter schools.
2. Restricted federal revenues adjustment due to expenditures less than projected in Title programs of \$15.2M, ESSER I, III, III and CCSPF funds of \$30.3M, and federal special education funds of \$2M.
3. The variance in unrestricted state revenues is due to higher lottery revenues of \$2.3M per updated State lottery funding rates. For restricted state revenues the increase of \$1.4M is due to the restoration of the one time Arts Music Instructional Materials block grant of \$9.7M, a new award of \$4.8M for the Kitchen Infrastructure and Training grant and an increase in restricted lottery funding of \$1.7M, offset by a decrease in the Learning Recovery Emergency Block Grant of \$7.8M per the state enacted budget, a decrease in STRS on-behalf of \$4.7M and adjustments to ASES of \$2.4M.
4. The variance in unrestricted local revenues is primarily due to booking \$8.2M more in interest revenue than projected based on county treasury updates and increase in billables collected for district expenditures. Restricted local revenue decrease due to adjustments to school site and department local grant funding resources.
5. Certificated unrestricted salaries decreased by \$4.1M due to a decrease of \$5.9M in regular teacher salaries which includes a \$1.8M reclass for 3 PD days to ESSER funds and a \$1.1M decrease in certificated stipends and temporary salaries offset by an increase of \$3.2M in substitute teacher costs. Restricted certificated salaries decreased by \$3.7M due to a decrease in ESSER salary expenditures of \$1.6M, Title program decrease of \$1.1M in temporary teacher and administrative salary costs, and a \$1.2M decrease in Learning Recovery Emergency Block Grant related to the professional learning board commitment in 2022-23 offset by a slight increase in Medi-Cal certificated costs.
6. Unrestricted classified salaries increased by \$405K due to various adjustments to classified salaries. Restricted classified salaries decreased by \$2.4M due a decrease in temporary classified salary costs in ELOP of \$513K, Title program savings of \$560K in clerical and temporary salary costs. Additional restricted adjustments include savings of \$1.6M in ESSER expenditures related to classified administrative and clerical salaries offset by an increase in medi-cal clerical and classified administrative costs of \$274K.
7. Unrestricted benefits decreased by \$3.6M due to the salary changes listed above including \$467K related to the reclass of the 3 PD days to ESSER funds. Restricted benefits decreased by \$8.8M due to a reduction in the STRS On-behalf amount of \$4.7M and the salary changes listed above.

# Board of Education Executive Summary

## Business Services

Approve 2022-23 Unaudited Actuals (Year End Financial Report)

September 21, 2023



Notes: Explanation of Changes from Estimated Actuals to Unaudited Actuals
8. Unrestricted books & supplies decreased by \$11M due to a shift of \$6.1M in textbook adoption expenditures to the arts music instructional materials grant, a decrease in textbooks of \$3.6M carried over into 2023-24, and \$909K decrease in site and department materials and supplies. Restricted books & supplies decreased by \$24.7M due to a decrease of \$6M in ESSER supplies and non-capitalized equipment, \$11.2M Title program instructional materials and supplies, \$2.3M in ELOG supplies, \$2.3M in restricted lottery, \$1.5M in ELOP materials and supplies, \$819K in CTE and \$1.1M in local restricted resources materials and supplies. Additional adjustments include a decrease in UTK materials and supplies expenditures of \$332K, Special Ed of \$805K, offset by an increase in Arts Music Instructional Materials Expenditures of \$5.5M.
9. Unrestricted services and other operating expenses increase of \$1.9M is due to utilities costs of \$2.5M offset by savings in contracted services, subagreements, and rentals. Restricted services and other operating expenses decrease of \$42M is due to a decrease of \$5.6M in ESSER services and operating costs, \$3.1M in Title programs, \$18.3M in ELOP contracted services, \$9.75M decrease in Special Ed contracted services, \$450K in LREBG, \$1.1M in educator effectiveness, \$250K in local restricted resources, and \$1.5M decrease in after school program expenditures.
10. Unrestricted capital outlay decreased by \$1.4M primarily due to a \$1.3M bus purchase carrying over into 2023-24. Restricted capital outlay decreased by \$13M due to decrease in ESSER expenditures of \$11.9M, RRMA of \$705K and \$1.4M reduction in IPI offset by an increase of \$700K in Arts Music Instructional Materials.
11. Other outgo variance is due to slight decrease in special education excess costs for County programs of \$119K.
12. Indirect costs net change of \$216K due to actual indirect charges to programs based on year end expenditures.
13. Transfers Out decreased due to no contribution necessary for Adult Education as a result of moving expenditures to restricted resources and HEERF funds. Additionally, no contribution needed for charter schools partially due to additional enrollment decline mitigation revenue received for charters.
14. Contributions came in lower than projected due to shifting Special Education expenditures of \$6M to expiring one-time special education resources, and costs coming in lower than expected of \$4.6M under for a total reduction to the special education contribution of \$10.6M.

# Board of Education Executive Summary

## Business Services

Approve 2022-23 Unaudited Actuals (Year End Financial Report)

September 21, 2023



### Comparison of Revenues and Expenditures between the 2022-23 Estimated Actuals and 2022-23 Unaudited Actuals

<b>Comparison of Revenues - Estimated Actuals to 2022-23 Unaudited Actuals</b>			
Description	Unrestricted	Restricted	Combined
Estimated Actuals	498,549,632.98	334,505,863.45	833,055,496.43
Unaudited Actuals	509,915,248.27	288,048,863.39	797,964,111.66
Percentage Change	2.28%	-13.89%	-4.21%

<b>Comparison of Expenditures - Estimated Actuals to 2022-23 Unaudited Actuals</b>			
Description	Unrestricted	Restricted	Combined
Estimated Actuals	370,931,751.56	393,464,045.64	764,395,797.20
Unaudited Actuals	355,207,399.89	296,755,636.96	651,963,036.85
Percentage Change	-4.24%	-24.58%	-14.71%

### Comparison of Contribution Changes from Estimated Actuals to Unaudited Actuals

<b>Contributions From Unrestricted to Restricted</b>			
Program	2022-23 Estimated Actuals	2022-23 Unaudited Actuals	Difference
Special Education	\$ 79,841,460	\$ 69,268,767	\$(10,572,693)
Routine Restricted Maintenance Account	\$ 17,150,000	\$ 16,912,303	\$ (237,697)
<b>Total</b>	<b>\$96,991,460</b>	<b>\$ 86,181,070</b>	<b>\$(10,810,390)</b>

# Board of Education Executive Summary

## Business Services

Approve 2022-23 Unaudited Actuals (Year End Financial Report)

September 21, 2023



### Other Funds as of 2022-23 Unaudited Actuals

Fund	Unaudited Actuals Beginning Fund Balance - July 1, 2022	2022-23 Unaudited Actuals Net Change	2023-24 Budget Beginning Fund Balance
01 General (Unrestricted and Restricted)	\$109,852,797	\$148,079,938	257,932,735
08 Student Activity Special Revenue Fund	\$1,447,941	\$122,092	1,570,033
09 Charter Schools	\$9,347,446	\$6,172,882	15,520,329
11 Adult	\$1,384,337	(\$323,329)	1,061,008
12 Child Development	\$880,663	\$359,196	1,239,859
13 Cafeteria	\$14,581,388	\$3,806,954	18,388,342
21 Building Fund	\$104,526,404	\$172,563,933	277,090,337
25 Capital Facilities	\$23,726,622	\$3,206,486	26,933,108
35 County School Facilities Fund	\$4,891	(\$4,891)	-
49 Capital Projects for Blended Components	\$1,113,186	\$681,602	1,794,788
51 Bond Interest and Redemption	\$21,226,253	\$20,752,994	41,979,247
61 Cafeteria Enterprise Fund	\$5,752	\$19,295	25,047
67 Self-Insurance Fund	\$12,847,528	(\$518,650)	12,328,878

### Education Protection Account (EPA) Fiscal Year Ending June 30, 2023

Education Protection Account (EPA) Fiscal Year Ending June 30, 2023	
<b>Actuals EPA Revenues:</b>	
Estimated EPA Funds	\$ 31,408,606
<b>Actuals EPA Expenditures:</b>	
Certificated Instructional Salaries	\$ 31,408,606
<b>Balance</b>	<b>\$ -</b>

# Board of Education Executive Summary

## Business Services

Approve 2022-23 Unaudited Actuals (Year End Financial Report)

September 21, 2023



### 2023-24 45 Day Revise Budget with Adjusted Beginning Balance

Description	45 Day Budget Revise 2023-24			Projection 2024-25			Projection 2025-26		
	Unrestricted	Restricted	Combined	Unrestricted	Restricted	Combined	Unrestricted	Restricted	Combined
Total Revenue	516,642,209	204,179,676	720,821,886	517,347,909	142,972,466	660,320,376	521,082,880	142,972,466	664,055,347
Total Expenditures	387,233,206	312,853,698	700,086,904	396,873,171	291,729,218	688,602,389	400,990,657	288,868,171	689,858,827
Deficit/Surplus	129,409,004	(108,674,022)	20,734,982	120,474,738	(148,756,752)	(28,282,014)	120,092,223	(145,895,704)	(25,803,481)
Transfers in/(out)	2,475,399	0	2,475,399	2,475,399	0	2,475,399	2,475,399	0	2,475,399
Contributions to Restricted	(104,925,543)	104,925,543	0	(112,881,683)	112,881,683	0	(121,307,234)	121,307,234	0
Net increase (decrease) in Fund Balance	<b>26,958,860</b>	<b>(3,748,479)</b>	<b>23,210,381</b>	<b>10,068,454</b>	<b>(35,875,069)</b>	<b>(25,806,615)</b>	<b>1,260,388</b>	<b>(24,588,470)</b>	<b>(23,328,082)</b>
Beginning Balance	135,640,173	122,292,561	257,932,735	162,599,033	118,544,082	281,143,116	172,667,487	82,669,014	255,336,501
<b>Ending Balance</b>	<b>162,599,033</b>	<b>118,544,082</b>	<b>281,143,116</b>	<b>172,667,487</b>	<b>82,669,014</b>	<b>255,336,501</b>	<b>173,927,875</b>	<b>58,080,544</b>	<b>232,008,419</b>
Revolving/Stores/Prepays	325,000		325,000	325,000		325,000	325,000		325,000
Reserve for Econ Uncertainty (2%)	13,952,230		13,952,230	13,722,540		13,722,540	13,747,669		13,747,669
Restricted Programs	0	118,544,082	118,544,082	0	82,669,014	82,669,014	-	58,080,544	58,080,544
Committed	85,832,540		85,832,540	85,832,540		85,832,540	85,832,540		85,832,540
Other Assignments	2,260,058		2,260,058	2,260,058		2,260,058	2,260,058		2,260,058
<b>Unappropriated Fund Balance</b>	<b>60,229,205</b>	<b>0</b>	<b>60,229,205</b>	<b>70,527,350</b>	<b>0</b>	<b>70,527,350</b>	<b>71,762,609</b>	<b>-</b>	<b>71,762,609</b>
<i>Unappropriated Percent</i>			<b>8.6%</b>			<b>10.2%</b>			<b>10.4%</b>

*\*Updated with 2022-23 Unaudited Actuals ending fund balance and MYP is based on 45 Day Budget Revise presented on August 17, 2023.*

# Board of Education Executive Summary

## Business Services

Approve 2022-23 Unaudited Actuals (Year End Financial Report)

September 21, 2023



### Summary

Overall the district's 2022-23 Unaudited Actuals report reflects an unrestricted surplus of \$70.6M, an increase of \$38.7M from the estimated actuals report. The primary factors for the increased surplus are below:

- Increase of \$8.2M in interest revenue per updated information provided by the county treasurer's office
- Increase of \$2.3M in unrestricted lottery funds per the updated State Lottery funding rate
- A \$2.2M shift in certificated salaries & benefits from unrestricted to restricted funds related to the three professional learning days
- A one-time shift of \$6.2M in textbook adoption expenditures to restricted funds
- \$3.6M in textbook encumbrances carried over into 2023-24 due to items not received
- \$1.3M school bus purchase carried over into 2023-24 due to items not received
- Decrease in contributions to the charter fund and adult education fund:
  - Charter fund received \$1.6M in declining enrollment relief funds
  - Adult Education utilized HEERF and other restricted funding sources, eliminating the need for a contribution
- Decrease in the special education contribution of \$10.6M, of which \$6M was due to shifting to expiring one-time special education funding sources
- The remaining variance of \$7.8M is primarily due to additional site and department POs released or carried over into 23-24 and certificated vacancy savings.

Based on the 2022-23 Unaudited Actuals and 45-day Budget Revise, the district is projected to satisfy the 2% required reserve for economic uncertainties in 2023-24, 2024-25, and 2025-26.

Sacramento City Unified School District  
 Business Services Division  
 FCMAT Update 9/21/23

No.	FCMAT Finding	Status	District Response	Progress
1.	Are clear processes and policies in place to ensure that the district’s Local Control and Accountability Plan (LCAP) and budget are aligned with one another? (part 2)	In Progress	<p>Board policies (BPs) and administrative regulations (ARs) adopted by the district related to the LCAP included the following: AR 1220 – Citizen Advisory Committee, BP/AR 1312.3 – Uniform Complaint Procedure, BP 6173.1 – Foster Youth.</p> <p>The California School Boards Association’s online board policy service, known as GAMUT, has one main LCAP/Budget alignment policy, BP/AR 0460, which many districts have adopted. Although the district has a subscription to GAMUT, it has not adopted this policy.</p>	<p><b><u>9/21/23 Update:</u> We are working on new processes and procedures to ensure there is clear and concise budgetary alignment with the goal of establishing progress monitoring practices. This need and plan to move this work forward was presented during our June 8 and June 22<sup>nd</sup> Board meetings.</b></p> <p><u>3/16/23 Update:</u> Staff continue to work collaboratively to ensure that processes and planning align efforts across Business Services and Continuous Improvement and Accountability.</p> <p><u>12/15/22 Update:</u> Staff continue to work collaboratively to ensure that processes and planning align efforts across Business Services and Continuous Improvement and Accountability.</p> <p><u>3/17/22 Update:</u> Staff continue to work collaboratively to ensure that processes and planning align efforts across Business Services and Continuous Improvement and Accountability. Recent efforts include the completion of the LCAP Mid-year report and the one-time supplement to the Annual Update. These processes required collaborative development of estimated actual expenditures for LCAP actions and reporting on the ESSER III Expenditure plan</p>



No.	FCMAT Finding	Status	District Response	Progress
				<p>actions. The latter have involved a wider collaborative with program staff to understand the implementation status of various personnel-related actions and maintaining ongoing progress monitoring to ensure that unspent funds can be reallocated to already identified actions and open consideration for new actions. Additional collaboration has occurred to ensure that the standard LCAP development is on pace, with advance planning for the 2022-23 projected expenditures occurring as an outgrowth of the mid-year report efforts.</p> <p><u>12/16/21 Update:</u> Staff continue to work collaboratively to ensure that processes and policies are in place to align key planning efforts to the budget. A recent example is the ESSER III expenditure plan development. Business Services and Continuous Improvement and Accountability (CIA) staff collaboratively developed a Request for Funding process that was used by departments. This required departmental staff to describe their proposal in detail including, but not limited to, their intended use of funding, scope across the three-year timeline, and per year and total funding amounts requested. Business services and CIA staff further collaborated to facilitate executive leadership's prioritization process, review proposed expenditures in relation to other CARES funding uses, and ensure that proposed amounts were accurate to staffing</p>

No.	FCMAT Finding	Status	District Response	Progress
				<p>amounts requested. The ESSER III plan is closely aligned to the LCAP and other recent district plans, making this collaboration a key step in the 2021-22 development of the 2022-23 LCAP.</p> <p><u>9/16/21 Update:</u> Throughout 2019-20 and 2020-21 staff in Business Services and State and Federal Programs have developed processes to increase alignment between budget and LCAP. These include program coding for funds allocated to school sites to more accurately account for planned expenditures in the LCAP, realignment of resource coding for LCFF S&amp;C funds, and development of shared tools to prepare projected and estimated actual expenditures. These efforts have been supported by regular meetings between Business Services and LCAP staff with the explicit goal of increasing LCAP-budget alignment. Business Services staff have also collaborated on multiple LCAP presentations to the Board of Education.</p> <p><u>11/30/20 Update:</u> Board Policy Staff have developed an initial draft of BP 0460: Local Control and Accountability Plan. BP 0460 was initially provided to the Board Policy Committee on 5/24/19.</p> <p>Board Policy Staff are in the process of developing an initial draft of BP 0460: Local Control and Accountability Plan. BP 0460 was initially provided to the Board Policy Committee on 5/24/19 and will be scheduled for a detailed review by the Board Policy</p>

No.	FCMAT Finding	Status	District Response	Progress
				Committee and full Board action at a later date. On 11/19/19 the topic of Budget/LCAP/SPSA policy efforts was included on the Policy Committee agenda but no recommendation was made. The policy will be scheduled for a subsequent review by the Board Policy Committee and full Board action at a later date.
2.	Has the district addressed any deficiencies the county office of education has identified in its oversight letters? (part 1)	Complete	Since 2006, the county office of education has identified the need for the district to develop a viable plan to fund its long-term other post-employment benefits (OPEB) liability, which has not been measurably addressed.	<p><u>12/15/22 Update:</u> The district has made progress towards funding at the Actuarially Determined Contribution (ADC) level and for the 2021-22 fiscal year funded at 100%. Funding at the ADC to the OPEB trust has resulted in the District's net OPEB liability decreasing from \$567M as of June 30, 2020 down to \$308M as of June 30, 2022. The District plans to continue funding at the actuarially determined contribution level.</p> <p><u>3/17/22 Update:</u> The District is continuing to review options to fully fund at the Actuarially Determined Contribution level for the 2021-22 fiscal year to continue its progress towards funding the OPEB liability.</p> <p><u>12/16/21 Update:</u> On November 2nd, 2021 the District received an updated actuarial study that reflects an improvement in the District's total OPEB liability. Due to increased contributions in FY 2021, the District funded 97.6% of its Actuarially Determined Contribution. The higher funding level allowed for a change in the actuarial methodology that contributed to a decrease in total OPEB liability from \$654M as of June</p>

No.	FCMAT Finding	Status	District Response	Progress
				<p>30, 2020 to \$415M as of June 30, 2021, or a 44% decrease. To continue to maximize progress, the district plans on fully funding at the Actuarially Determined Contribution level for the 2021-22 fiscal year.</p> <p><u>9/16/21 Update:</u> The District is expecting to receive an updated actuarial report in the next few weeks which will provide the status of the OPEB liability.</p> <p><u>5/1/21 Update:</u> The District is continuing to review options and develop a plan to fully fund at the ADC level which, over a five-year span, will substantially decrease the Net OPEB liability.</p> <p><u>3/1/21 Update:</u> The District realized excess savings in its Dental and Vision funds and applied the savings towards its OPEB contribution. The District is continuing to review options and develop a plan to fully fund at the ADC level which, over a five-year span, will substantially decrease the Net OPEB liability.</p> <p><u>3/10/20 Update:</u> On October 25, 2019 the District received its updated Other Post Employment Benefit (OPEB) liability amount in our latest GASB 75 actuarial report for fiscal year ended June 30, 2019. The latest valuation reports the District's Total OPEB Liability at \$599 million, a \$181 million decrease from the prior report of \$780 million. This is a result of lower than projected medical premium growth and increased interest rates. While a portion of</p>

No.	FCMAT Finding	Status	District Response	Progress
				<p>the change in interest rates is market-based, being able to maintain the higher interest (discount) rates is contingent upon sustained and/or increasing contributions to the OPEB trust. Failure to do so would likely result in a reduction to these rates in the future and revert to a higher Total OPEB Liability. The Net OPEB Liability decreased by \$199 million from the prior report to \$526 million. The decrease is a result of the continued funding of the District's OPEB irrevocable trust fund in addition to the decreases noted above. In other words, these continued contributions to the OPEB trust help not only in increasing the trust assets, but also in stabilizing or improving the discount rate used to calculate the Total OPEB Liability. This is a significant improvement, but the liability will continue to grow without continued efforts to decrease it. 11/30/20 Update: On September 2, 2020 the District received its updated Other Post Employment (OPEB) liability amount in the recent GASB 75 actuarial report for the fiscal year ended June 30, 2020. The key points are:</p> <ul style="list-style-type: none"> <li>• The District's Net OPEB liability increased by \$41.7M year over year from \$526M FYE 2019 to \$568M FYE 2020.</li> <li>• The increase is due to annual costs and a decrease in the discount rate assumption from 4.25% to 3.90%</li> </ul>

No.	FCMAT Finding	Status	District Response	Progress
				<ul style="list-style-type: none"> <li>• The Actuarially Determined Contribution (ADC) is \$30.8M. The district contributed \$26.7M in 19-20, leaving a contribution deficit of \$4.1M.</li> <li>• If the District were to increase its contribution to the ADC amount it would help in two ways: <ul style="list-style-type: none"> <li>o Fund the Net OPEB liability</li> <li>o Per GASB 75, allow the actuary to gradually increase the discount rate used (3.90%) to the asset return rate used (7.0%) in between 1-5 years' time. In dollars, if all else is equal, the Total OPEB liability would be closer to \$430M instead of the \$654M projected currently.</li> </ul> </li> </ul> <p>The District has made some progress but due to changes in assumptions, the Net OPEB liability has increased. To maximize progress, the district would need to contribute the full ADC amount each year.</p>
3.	Has the district addressed any deficiencies the county office of education has identified in its oversight letters? (part 2)	In Progress	<p>In letters dated December 7, 2017, January 16, 2018, and April 16, 2018, the county office discussed and outlined its concerns with the district's ongoing structural deficit, and the need for the district to submit a board-approved budget reduction plan to reverse the deficit spending trend.</p> <p>On August 22, 2018, the county office disapproved the district's 2018-19 adopted budget, and the district was instructed to revise its 2018-19 budget and submit a balanced budget plan that supports ongoing</p>	<p><b><u>9/21/23: Update: As of the 2022-23 Unaudited Actuals and 2023-24 45- Day Revise Budget, the district is projecting an unrestricted surplus of \$70.6M in 2022-23, \$26.9M in 2023-24, \$10M in 2024-25, and \$1.2M in 2025-26.</u></b></p> <p><u>3/16/23 Update:</u> As of the 2022-23 Second Interim Report the district is projecting an unrestricted surplus of \$39.2M in 2022-23, 24.6M in 2023-24 and \$1M in 2024-25.</p> <p><u>12/15/22 Update:</u> As of the 2022-23 First Interim Report the district is projecting an unrestricted surplus of \$30.5M in 2022-23,</p>

No.	FCMAT Finding	Status	District Response	Progress
			<p>expenditures from ongoing revenue sources, and that has a timeline showing when and how adjustments would be implemented no later than October 8, 2018. On October 11, 2018, the county office notified the district that its revised adopted budget was also disapproved based on their review. That budget showed that the district's unrestricted general fund balance would decrease by approximately \$34 million in 2018-19, approximately \$43 million in 2019-20 and \$66.5 million in 2020-21. The district was instructed to develop a viable board-approved budget and multiyear expenditure plan that would reverse the deficit spending trend, and to submit this plan with its 2018-19 first interim report, which is due December 14, 2018.</p>	<p>\$23.3M unrestricted surplus in 2023-24 and unrestricted surplus \$7.6 M in 2024-25.  <u>3/17/22 Update:</u> As of the 2021-22 Second Interim report the District is projecting an unrestricted surplus of \$19.86M in the current year, an unrestricted surplus of \$10.45M in 2022-23 and projected unrestricted deficit of (\$6.17M) in 2023-24.  <u>12/16/21 Update:</u> As of the 2021-22 First Interim financial report the District is projecting an unrestricted deficit of (\$16.5M) in 2022-23 and (\$23.2M) in 2023-24.  <u>5/1/21 Update:</u> As of the 2020-2021 2nd Interim financial report, the District is projecting an unrestricted deficit spend of (\$11.2M) in 2021-22 and (\$26.4M) in 2022-23.  <u>3/1/21 Update:</u> On the February 4, 2021 Board meeting, the Board approved a reduction of approximately \$4.5M.  <u>11/30/20 Update:</u> Over the past two years, the District has identified and implemented more than \$50 million in on-going non-negotiable budget reductions. However, these reductions have not been sufficient to address the structural deficit. As of the 2020-2021 1st Interim financial report, the District is projecting a \$56 million budget deficit and must implement an on-going solution to achieve fiscal solvency and avoid a State Loan. At the December 10, 2020 Board Meeting the Board will consider a Fiscal Recovery Plan to address some of the deficit</p>

No.	FCMAT Finding	Status	District Response	Progress
				<p>but this plan alone will not be sufficient to resolve the projected \$56M deficit.</p> <p><u>5/12/20 Update:</u> At the April 2, 2020 Board Meeting, the 2019-20 Second Interim Financial Report was approved with a negative certification and an update on the FCMAT matrix was also presented. At the May 7, 2020 Board Meeting, a State Budget update and impact on the District's finances using 3 LCFF COLA scenarios was presented to assess the impact on the District's revenue and cash flow for the 2020-21 and 2021-22 fiscal years. Under any of the 3 scenarios, the District's fiscal condition is worse and the cash challenges are projected to accelerate by a few months.</p> <p><u>3/10/20 Update:</u> The 2019-20 First Interim Financial Report and FCMAT Update was presented at the December 19, 2019 Board Meeting with a negative certification. A negotiated solution will be required to address the District's \$27M shortfall. The Fiscal Recovery Plan was presented at the February 6, 2020 Board Meeting and included proposals to achieve the \$27M solution. These proposals require negotiations.</p> <p><u>6/13/19 Update:</u> District has made approximately \$45 million in adjustments through the 2019/20 Proposed Budget. Additional adjustments of \$26 million are needed through negotiations. As of the 2019-20 Revised Adopted Budget the District has</p>



No.	FCMAT Finding	Status	District Response	Progress
				<p>implemented \$50.2M in ongoing budget adjustments and \$12.1M in one-time budget adjustments. These adjustments were made during the period of December 2018 through September 2019 and are not in addition to the previous adjustments listed above. Additional adjustments of \$27M are still needed to eliminate the deficit and achieve fiscal solvency. This information can be found in the Revised Adopted Budget 2019-20 presented at the October 3, 2019 Board Meeting.</p> <p>Update: Working towards a balanced budget. Student Centered Fiscal Recovery Plan presented to Board and adopted at the <u>3/27/19 Update</u>: Reductions in central staff and non-negotiable items have resulted in over \$20m in savings and as a result at 2nd interim: \$2.2m (19/20) and \$50m (20/21).</p>
4.	Are all balance sheet accounts in the general ledger reconciled, at a minimum, at each interim report?	In Progress	Although balance sheet accounts are reconciled multiple times each fiscal year, a reconciliation is not done at each interim.	<p><b><u>9/21/23 Update:</u> Staff have begun preliminary reconciliation of balance sheet items and a plan is in development to reconcile balance sheet items on a regular basis.</b></p> <p><u>3/16/23 Update:</u> Staff have begun preliminary reconciliation of balance sheet items and a plan is in development to reconcile balance sheet items on a regular basis.</p> <p><u>12/15/22 Update:</u> Staff have begun preliminary reconciliation of balance sheet items and a plan is in development to</p>

No.	FCMAT Finding	Status	District Response	Progress
				<p>reconcile balance sheet items on a regular basis.</p> <p><u>3/17/22 Update:</u> Staff have begun preliminary reconciliation of balance sheet items and a plan is in development to reconcile balance sheet items on a regular basis.</p> <p><u>12/16/21 Update:</u> Staff have been assigned to reconcile balance sheet items and a plan is in development to reconcile balance sheet items on an interim basis.</p> <p><u>5/1/21 Update:</u> Staff are developing a plan to reconcile remaining balance sheet items on an interim basis.</p> <p><u>5/8/20 Update:</u> This item remains outstanding and staff have been assigned some balance sheets to reconcile. In 2019-20, staff will reconcile at each interim report period.</p>
5.	Does the district have sufficient cash resources in its other funds to support its current and projected obligations?	Complete	During FCMAT’s fieldwork, the district was projected to be cash insolvent as early as October 2019 if budget reductions are not made. A more recent cash flow projection prepared by the district at the 2018-19 first interim shows the cash insolvency date as November 2019 without budget reductions.	<p><u>3/17/22 Update:</u> The 2021-22 Second Interim Report projects a positive cash balance in 2021-22, 2022-23 and 2023-24 fiscal years. Based on 2021-22 Second Interim data, the District has sufficient cash resources to support its current and projected obligations and has addressed the identified deficiency.</p> <p><u>12/16/21 Update:</u> The 2021-22 First Interim report projects a positive cash balance in 2021-22, 2022-23 and 2023-24 fiscal years.</p> <p><u>5/1/21 Update:</u> Due to one-time savings as a result of the COVID-19 pandemic and approval for cash deferral exemptions from CDE, the 2020-21 Second Interim Cash Flow Report</p>

No.	FCMAT Finding	Status	District Response	Progress
				<p>projects a positive cash balance for the 2020-21, 2021-22 and 2022-23 fiscal years.</p> <p><u>3/1/21 Update:</u> The 2020-21 First Interim Report projects that the district is able to meet its 2020-21 and 2021-22 obligations but is projecting that it will not satisfy the 3rd year 2022-23 obligations. The 2020-21 First Interim Cash Flow Report projects major cash challenges beginning in May 2021 unless further budget adjustments are made.</p> <p><u>11/30/20 Update:</u> The 2020-21 Revised Adopted Budget presented at the October 1, 2020 Board Meeting projects that the District is able to satisfy the current year 2020-21 and 2021-2022 obligations but is projecting that it will not satisfy the 3rd year 2022-23 obligations.</p> <p><u>5/8/20 Update:</u> The 2019-20 Second Interim Report presented at the April 2, 2020 Board Meeting states that major cash challenges start in October 2021 unless further budget adjustments are made.</p> <p><u>3/10/20 Update:</u> The 2019-20 First Interim Report presented at the December 19, 2019 Board Meeting states that major cash challenges start in November 2021 unless further budget adjustments are made. The Third Interim and 2019-20 Proposed Budget Cash Flow reports were completed. Both reports showed an improved cash position due to the budget adjustments. The District projects a positive cash balance through October 2020.</p>

No.	FCMAT Finding	Status	District Response	Progress
6.	Are all charters authorized by the district going concerns? (part 1)	In Progress	The district has transferred funds to some of its authorized charter schools when those schools were in financial need. In 2017-18, the district transferred a total of \$239,697.59 to charter schools, and it is projecting a transfer of \$300,000 in 2018-19.	<p><b>9/21/23 Update: As of the 2022-23 Unaudited Actuals report, the district has no contributions to the charter fund. Additionally, effective with the 2023-24 year, the district has expanded its charter school oversight department to include a dedicated budget analyst for continual monitoring and compliance support for charter schools.</b></p> <p><u>3/16/23 Update:</u> The 2022-23 Second Interim report projects a \$125K contribution to the Charter fund for New Joseph Bonnheim. District staff continues to monitor the financial health of the dependent charters by utilizing multi year projections to make sure each makes the required reserve for economic uncertainty.</p> <p><u>12/15/22 Update:</u> For fiscal year 2021-22, the district transferred \$1,081,471 to the charter fund. \$918K of this transfer was to offset the estimated loss of LCFF revenue as a result of the loss of instructional days during the 21-22 school year. The remaining \$163K was a contribution to New Joseph Bonnheim. The 2022-23 First Interim budget projects a \$116K contribution to the charter fund. District staff continues to monitor the financial health of the dependent charters by utilizing multi year projections to make sure each makes the required reserve for economic uncertainty.</p> <p><u>3/17/22 Update:</u> The 2021-22 Second Interim financial report is projecting a contribution of \$266,000 for George Washington Carver. District staff continues to monitor the financial</p>

No.	FCMAT Finding	Status	District Response	Progress
				<p>health of the dependent charters by utilizing multi year projections to make sure each makes the required reserve for economic uncertainty.</p> <p><u>12/16/21 Update:</u> The 2021-22 First Interim financial report is projecting a contribution of \$266,000 for George Washington Carver. District staff will continue to monitor the financial health of the dependent charters by utilizing multi year projections to make sure each makes the required reserve for economic uncertainty.</p> <p><u>9/16/21 Update:</u> With the 2020-21 Year End closing process, only \$245,201 contribution was made to the New Tech Charter School and no contribution was made to the George Washington Carver School.</p> <p><u>5/1/21 Update:</u> The 20-21 2nd Interim financial report projected a lower contribution for New Tech at \$392,960 and no contribution for George Washington Carver due to staff adjusting each of the charter schools LCFF funding.</p> <p><u>3/1/21 Update:</u> No projected changes at this time.</p> <p><u>11/30/20 Update:</u> The Revised Adopted Budget for 2020-2021 projects that two dependent charters will require a contribution: 1. New Tech \$521K and 2. George Washington Carver \$315K. The District is assisting both schools to identify solutions to resolve the budget issues.</p> <p><u>5/8/20 Update:</u> The 2019-20 Second Interim</p>

No.	FCMAT Finding	Status	District Response	Progress
				<p>Report was presented at the April 2, 2020 Board Meeting reported a decrease of \$218,466 in general fund transfers to the 3 charter schools.</p> <p><u>3/10/20 Update:</u> The 2019-20 First Interim Report provided the update on District staff meeting with Charter school administration to address the projected transfers from the District. 3 of the 4 schools have implemented the necessary adjustments to eliminate or reduce the need for a transfer. New Tech Charter School will require a transfer to support operations due to ongoing enrollment decline.</p> <p><u>7/23/19 Update:</u> During budget development, the fiscal consultant analyzed the five dependent charter schools who are governed by the SCUSD Board of trustees noting overspending in several of the schools. Contributions from the District's general fund are budgeted in both the budget year and continuing in the MYP. During the fiscal year, continued analysis and budget-balancing by staff will be needed to remove the general fund contribution to the charter school fund.</p> <p>Update: SCOE Fiscal Expert currently conducting analysis on all charter schools. Due 6/30/2019.</p>

No.	FCMAT Finding	Status	District Response	Progress
7.	Are all charters authorized by the district going concerns? (part 2)	In Progress	<p>Of most concern is the district’s ongoing support of the Sacramento New Technology Charter School for several years. Because this is an ongoing fiscal burden on the district, it needs to be discussed and remedied.</p> <p>The district has also given financial assistance in the past to George Washington Carver Charter School, though not every year. The district also needs to further study Sacramento Charter High School operated by St. Hope Public Schools to determine whether it is a going concern.</p> <p>The district’s charter schools are dependent from the standpoint of governance because they are part of the district and are under the authority of the district’s governing board. However, charter schools are not intended to have budget deficits that make them dependent on a district financially. Under California Code of Regulations (CCR), Section 11967.5.1(c)(3)(A), a charter school must have a realistic financial and operational plan. Part of that includes having a balanced budget and financial plan. The district should take steps to ensure that approved charter schools do not require assistance from the district to stay solvent.</p>	<p><b><u>9/21/23 Update:</u> As of the 2022-23 Unaudited Actuals report, the district has no contributions to the charter fund. Additionally, effective with the 2023-24 year, the district has expanded its charter school oversight department to include a dedicated budget analyst for continual monitoring and compliance support for charter schools.</b></p> <p><u>3/16/23 Update:</u> The 2022-23 Second Interim report projects a \$125K contribution to the Charter fund for New Joseph Bonnheim. District staff continues to monitor the financial health of the dependent charters by utilizing multi year projections to make sure each makes the required reserve for economic uncertainty.</p> <p><u>12/15/22 Update:</u> For fiscal year 2021-22, the district transferred \$1,081,471 to the charter fund. \$918K of this transfer was to offset the estimated loss of LCFF revenue as a result of the loss of instructional days during the 21-22 school year. The remaining \$163K was a contribution to New Joseph Bonnheim. The 2022-23 First Interim budget projects a \$116K contribution to the charter fund. District staff continues to monitor the financial health of the dependent charters by utilizing multi year projections to make sure each makes the required reserve for economic uncertainty.</p> <p><u>3/17/22 Update:</u> The 2021-22 Second Interim financial report is projecting a contribution of \$266,000 for George Washington Carver. District staff continues to monitor the financial</p>

No.	FCMAT Finding	Status	District Response	Progress
				<p>health of the dependent charters by utilizing multi year projections to make sure each makes the required reserve for economic uncertainty.</p> <p><u>12/16/21 Update:</u> The 2021-22 First Interim financial report is projecting a contribution of \$266,000 for George Washington Carver. District staff will continue to monitor the financial health of the dependent charters by utilizing multi year projections to make sure each makes the required reserve for economic uncertainty.</p> <p><u>9/16/21 Update:</u> With the 2020-21 Year End closing process, only \$245,201 contribution was made to the New Tech Charter School and no contribution was made to the George Washington Carver School.</p> <p><u>9/16/21 Update:</u> With the 2020-21 Year End closing process, only \$245,201 contribution was made to the New Tech Charter School and no contribution was made to the George Washington Carver School.</p> <p><u>5/1/21 Update:</u> The 20-21 2nd Interim financial report projected a lower contribution for New Tech at \$392,960 and no contribution for George Washington Carver due to staff adjusting each of the charter schools LCFF funding.</p> <p><u>3/1/21 Update:</u> Pending 2020-21 2nd Interim Adjustments.</p> <p><u>11/30/20 Update:</u> The Revised Adopted Budget for 2020-2021 projects that two dependent charters will require a contribution:</p>



No.	FCMAT Finding	Status	District Response	Progress
				<p>1. New Tech \$521K and 2. George Washington Carver \$315K. The District is assisting both schools to identify solutions to resolve the budget issues.</p> <p><u>5/8/20 Update:</u> The 2019-20 Second Interim Report presented at the April 2, 2020 Board Meeting reported a decrease of \$218,466 in general fund transfers to the 3 charter schools.</p> <p><u>3/10/2020 Update:</u> The 2019-20 First Interim Report provided the update on District staff meeting with Charter school administration to address the projected transfers from the District. 3 of the 4 schools have implemented the necessary adjustments to eliminate or reduce the need for a transfer. New Tech Charter School will require a transfer to support operations due to ongoing enrollment decline.</p> <p><u>7/23/19 Update:</u> Over the next several months, SCOE's fiscal advisor is performing a comprehensive review of the processes and documentation of the District's authorized charter schools, focusing on the ten independent charter schools operating in the District as direct funded charter schools with their own boards and separate financial system and audit reports. As of the 2019-20 Revised Adopted Budget, four dependent charters schools were projected to need financial assistance from the District in future years. The District has since met with each school to address the fiscal issues and three of the four have revised their budgets or are</p>

No.	FCMAT Finding	Status	District Response	Progress
				<p>working on a plan that will remedy their deficit. New Technology Charter (New Tech) remains a concern. Over the years, New Tech has experienced an ongoing enrollment decline which has reduced the revenue and although expenditures have been reduced, the deficit is projected to persist. The Cabinet will continue to work with New Tech. The remaining work to be finalized is the comprehensive review of the processes and documentation of the ten independent charter schools. This work is being completed by the SCOE Fiscal Advisor.</p> <p>Update: SCOE Fiscal Expert currently conducting analysis on all charter schools. Due 6/30/2019.</p>
8.	<p>Did the district conduct a pre settlement analysis and identify related costs or savings, if any (e.g., statutory benefits, and step and column salary increases), for the current and subsequent years, and did it identify ongoing revenue sources or expenditure reductions to support the agreement?</p>	In Progress	<p>The district entered into a multiyear agreement with the Sacramento City Teachers Association (SCTA) on December 7, 2017. The agreement granted salary increases of 2.5% effective July 1, 2016, an additional 2.5% effective July 1, 2017, and an additional 6.0% (2.5% and an additional 3.5% to restructure the salary schedule) effective July 1, 2018. Based on multiyear financial projections prepared at the time of the collective bargaining disclosure, it appeared that the district would be able to meet its required reserve for economic uncertainties in fiscal years 2017-18 and 2018-19 but would need to make budget reductions of approximately \$15.6 million to meet the minimum reserve requirement for fiscal year 2019-20. At that</p>	<p><b><u>9/21/23 Update: As of 9/7/2023, AB1200 Public Disclosure of Budget Impacts was presented and approved at the board of education meeting. Budget impacts within the AB1200 disclosure will be reflected at the 2023-24 First Interim Report.</u></b></p> <p><u>3/16/23 Update:</u> As of the 2022-23 Second Interim Report the district is projecting an unrestricted surplus of \$39.2M in 2022-23, 24.6M in 2023-24 and \$1M in 2024-25.</p> <p><u>12/15/22 Update:</u> As of the 2022-23 First Interim Report the district is projecting an unrestricted surplus of \$30.5M in 2022-23, \$23.3M unrestricted surplus in 2023-24 and unrestricted surplus \$7.6 M in 2024-25.</p> <p><u>11/30/2020 Update:</u> The District is now in the process of determining appropriate budget</p>

No.	FCMAT Finding	Status	District Response	Progress
			<p>time, the district estimated that its unrestricted ending fund balance would decrease from \$73 million on July 1, 2017 to negative \$4 million on June 30, 2018 if no budget reductions were made. A budget reduction plan was not submitted with the collective bargaining disclosure.</p> <p>All of this information, including the fact that the increase was not affordable as agreed to without identified budget reductions, was communicated by the county office to the district in a letter dated December 7, 2017 and stated publicly at a district board meeting.</p>	<p>reductions to address its ongoing deficit. See the FRP presented on November 19, 2020, and scheduled for Board Action on December 10, 2020.</p> <p>The FRP includes proposals made to SCTA to bring healthcare premium contributions in line with industry standards that would save an estimated approximate \$17 Million annually.</p> <p><u>5/8/2020 Update:</u> The 2019-20 Second Interim Report presented at the April 2, 2020 Board Meeting reported that salary and benefit negotiations have not been settled for all bargaining units.</p> <p><u>3/10/2020 Update:</u> The California State Auditor conducted an audit of Sacramento City USD which was presented at the February 6, 2020 Board Meeting. Proposals and illustrations were presented on cost savings that could be achieved to resolve the fiscal distress. All proposals shared require negotiations with the District's 5 bargaining units: SCTA, SEIU, UPE, TCS and Teamsters Local 150.</p> <p><u>7/22/19 Update:</u> The District and SCTA have been meeting on the new salary schedules. Draft salary schedules have been shared with SCTA.</p>

No.	FCMAT Finding	Status	District Response	Progress
9.	Has the district settled the total cost of the bargaining agreements at or under the funded cost of living adjustment (COLA), and under gap funding if applicable?	Complete	The district entered into a multiyear agreement with the SCTA on December 7, 2017. The agreement granted salary increases of 2.5% effective July 1, 2016, an additional 2.5% effective July 1, 2017, and an additional 6.0% (i.e. 2.5% and additional 3.5% to restructure the salary schedule) effective July 1, 2018. The district and the SCTA disagree on the implementation date of the additional 3.5%, and the matter is being pursued in superior court. If the additional 3.5% is implemented on the date SCTA interprets as correct, it would result in a fiscal impact in 2018-19 of close to 7% for salary rescheduling rather than the 3.5% the district agreed to.	<p><u>3/1/21 Update:</u> SCTA Retros paid. No outstanding COLAs.</p> <p><u>3/10/20 Update:</u> The SCTA Retros have been issued. The first SCTA Retro was paid on October 11, 2019 and the second SCTA Retro was paid on November 25, 2019.</p> <p><u>7/22/19 Update:</u> No new agreements at this time. District currently reviewing impact of contribution decision for 2019-20 and future years. The 2018-19 retro is planned for September 2019.</p>
10.	Does the district have a plan to reduce and/or eliminate any increasing contributions from the general fund to other resources?	In Progress	<p>Most of the district's general fund contributions are to special education programs and to the routine repair and maintenance account. Total contributions increased from \$62,581,129 in 2015-16 to \$67,759,639 in 2016-17 and to \$77,505,592 in 2017-18. The district's 2018-19 through 2020-21 budgets include continuing contributions for a total of \$89,134,727 in 2018-19, \$96,425,490 in 2019-20, and \$104,000,050 in 2020-21.</p> <p>FCMAT was not able to obtain an approved plan to reduce and/or eliminate increasing contributions from the general fund to other resources. The district did present an updated plan dated October 4, 2018 to reduce the</p>	<p><b><u>9/21/23 Update:</u> The 2022-23 Unaudited Actuals report reflects no contribution needed to the charter fund.</b></p> <p><u>3/16/23 Update:</u> The 2022-23 Second Interim Report projects a \$125K contribution to the charter fund.</p> <p><u>12/15/22 Update:</u> The 2022-23 First Interim Report projects a \$116K contribution to the charter fund.</p> <p><u>3/17/22 Update:</u> The 2021-22 Second Interim financial report is projecting a contribution of \$266,000 for George Washington Carver. District staff continues to monitor the financial health of the dependent charters by utilizing multi year projections to make sure each makes the required reserve for economic uncertainty.</p>

No.	FCMAT Finding	Status	District Response	Progress
			<p>district's overall deficit, but details were not found specific to reducing contributions to restricted programs.</p>	<p><u>12/16/21 Update:</u> The 2021-22 First Interim financial report is projecting a contribution of \$266,000 for George Washington Carver. District staff will continue to monitor the financial health of the dependent charters by utilizing multi year projections to make sure each makes the required reserve for economic uncertainty.</p> <p><u>5/1/21 Update:</u> The 20-21 2nd Interim financial report projected a lower contribution for New Tech at \$392,960 and no contribution for George Washington Carver due to staff adjusting each of the charter schools LCFF funding.</p> <p><u>3/1/21 Update:</u> The District projected a contribution for fiscal year 2020-21 of \$314,819 for George Washington Carver and \$521,079 for New Tech Charter School.</p> <p><u>3/10/2020 Update:</u> The 2019-20 First Interim Report provided the update on District staff meeting with Charter school administration to address the projected transfers from the District. 3 of the 4 schools have implemented the necessary adjustments to eliminate or reduce the need for a transfer. New Tech Charter School will require a transfer to support operations due to ongoing enrollment decline.</p> <p>Update: Program analysis was conducted and completed by SCOE Expert. The District has worked with the dependent charter schools to address the financial assistance projected during the 2019-20 Adopted Budget and has</p>

No.	FCMAT Finding	Status	District Response	Progress
				reduced the contribution for two of the four schools. The District is working with the remaining two schools to address the deficits.
11.	Is the district avoiding a structural deficit in the current and two subsequent fiscal years? (A structural deficit is when ongoing unrestricted expenditures and contributions exceed ongoing unrestricted revenues.)	In Progress	Structural deficit spending is projected in 2018-19, 2019-20 and 2020-21 due to negotiated agreements settled in 2017-18 without corresponding budget adjustments to offset these ongoing increased costs.	<p><b>9/21/23 Update: As of the 2022-23 Unaudited Actuals and 2023-24 45- Day Revise Budget, the district is projecting an unrestricted surplus of \$70.6M in 2022-23, \$26.9M in 2023-24, \$10M in 2024-25, and \$1.2M in 2025-26.</b></p> <p><u>3/16/23 Update:</u> As of the 2022-23 Second Interim Report the district is projecting an unrestricted surplus of \$39.2M in 2022-23, 24.6M in 2023-24 and \$1M in 2024-25.</p> <p><u>12/15/22 Update:</u> As of the 2022-23 First Interim Report the district is projecting an unrestricted surplus of \$30.5M in 2022-23, \$23.3M unrestricted surplus in 2023-24 and unrestricted surplus \$7.6 M in 2024-25.</p> <p><u>3/17/22 Update:</u> As of the 2021-22 Second Interim report the District is projecting an unrestricted surplus of \$19.86M in the current year, an unrestricted surplus of \$10.45M in 2022-23 and projected unrestricted deficit of (\$6.17M) in 2023-24.</p> <p><u>12/16/21 Update:</u> As of the 2021-22 First Interim financial report the District is projecting an unrestricted surplus of \$12.9M in the current year and a projected deficit of (\$16.5M) in 2022-23 and (\$23.2M) in 2023-24.</p> <p><u>5/1/21 Update:</u> The 20-21 2nd Interim financial report projected an unrestricted deficit spend of (\$11.2M) in 21-22 and</p>

No.	FCMAT Finding	Status	District Response	Progress
				<p>(\$26.4M) in 22-23.</p> <p><u>11/30/20 Update:</u> The 2020-21 Revised Adopted Budget presented at the October 1, 2020 Board Meeting projects that the District has not resolved the structural deficit in all three years (2020-2021 thru 2022-2023). The District has implemented over \$50M in expense reductions over the past 2 years but still requires a multi-million solution to eliminate the deficit and achieve fiscal solvency.</p> <p><u>5/8/20 Update:</u> The 2019-20 Second Interim Financial Report and FCMAT Update was presented at the April 2, 2020 Board Meeting. The District's \$27M shortfall will not be resolved without a negotiated solution.</p> <p><u>3/10/20 Update:</u> The Fiscal Recovery Plan was presented at the February 6, 2020 Board Meeting and included proposals to achieve the \$27M solution. These proposals require negotiations.</p>
12.	Is the district avoiding deficit spending in the current fiscal year? Is the district projected to avoid deficit spending in the two subsequent fiscal years? If the district has deficit spending in the current or two subsequent fiscal years, has the board approved and implemented a plan to reduce and/or eliminate deficit spending? Has the district	Complete	Based on the revised 2018-19 adopted budget, the district's deficit spending is projected to be \$ 35,950,457.05 in total unrestricted and restricted funds. The district's total deficit, including unrestricted and restricted funds, is projected to be \$52,563,654.00 in 2019-20 and \$49,923,727.28 in 2020-21. As part of the district's revised 2018-19 adopted budget, the board approved a plan to reduce deficit spending; however, the plan does not reduce or eliminate deficit spending to an amount	<u>3/17/22 Update:</u> As of the 2021-22 Second Interim report the District is projecting an unrestricted surplus of \$19.86M in the current year, an unrestricted surplus of \$10.45M in 2022-23 and projected unrestricted deficit of (\$6.17M) in 2023-24. On December 17, 2021 the District presented and approved a fiscal recovery plan to help address a portion of the structural deficit. Based on the 2021-22 Second Interim data, historical trend data, and the FRP plans approved in February 2021 and

No.	FCMAT Finding	Status	District Response	Progress
	decreased deficit spending over the past two fiscal years?		sufficient to sustain solvency. Additional significant reductions are needed. The total plan brought to the board on October 4, 2018 was for \$11,483,500 in reductions to the unrestricted general fund. FCMAT's review of the past two fiscal years shows that the district did not start deficit spending until 2017-18; the deficit for that fiscal year was \$10,966,055.80. In 2016-17, the district had a surplus of \$5,747,472.67.	<p>December 2021, the District has addressed the identified deficiencies.</p> <p><u>12/16/21 Update:</u> As of the 2021-22 First Interim financial report the District is projecting an unrestricted surplus of \$12.9M in the current year and a projected deficit of (\$16.5M) in 2022-23 and (\$23.2M) in 2023-24. The District is working on presenting a fiscal recovery plan to address the \$23.2M projected deficit for 2023-24 to the Board for approval.</p> <p><u>5/1/21 Update:</u> The 20-21 2nd Interim financial report projected an unrestricted deficit spend of (\$11.2M) in 21-22 and (\$26.4M) in 22-23.</p> <p><u>3/1/21 Update:</u> The 2020-21 1st Interim Budget presented at the December 17, 2020 Board Meeting projects that the District has not resolved the structural deficit in all three years (2020-2021 thru 2022-2023). The District has implemented over \$50M in expense reductions over the past 2 years but still requires a multi-million solution to eliminate the deficit and achieve fiscal solvency.</p> <p><u>11/30/2020 Update:</u> The 2020-21 Revised Adopted Budget presented at the October 1, 2020 Board Meeting projects that the District has not resolved the structural deficit in all three years (2020-2021 thru 2022-2023). The District has implemented over \$50M in expense reductions over the past 2 years but still requires a multi-million solution to eliminate the deficit and achieve fiscal solvency.</p>



No.	FCMAT Finding	Status	District Response	Progress
				<p><u>5/8/20 Update:</u> The 2019-20 Second Interim Financial Report and FCMAT Update was presented at the April 2, 2020 Board Meeting with projected deficit spending for 2020-21 of \$32M and \$30M for 2021-22.</p> <p><u>3/10/20 Update:</u> The 2019-20 First Interim Financial Report and FCMAT Update was presented at the December 19, 2019 Board Meeting with a negative certification. The District has implemented most of the non-negotiable items. The District estimates deficit spending during 2020-21 in the amount of \$28.6M resulting in unrestricted ending General Fund balance of approximately \$30.5M. The estimate for 2021-22 deficit spending is \$29.8M resulting in an unrestricted General Fund balance of approximately \$695K. A negotiated solution will be required to address the District's \$27M shortfall.</p> <p>Update: District Recommended Plan will correct deficit spending. However, adjustments do require negotiated savings. As of the 2019-20 Revised Adopted Budget the District has implemented \$50.2M in ongoing budget adjustments and \$12.1M in one-time budget adjustments during the period of December 2018 through September 2019. Although these adjustments did not eliminate the deficit, the District's financial position was improved as follows: 2018-2019 actual deficit was \$171K in total unrestricted and restricted funds and the District's total deficit, including</p>

No.	FCMAT Finding	Status	District Response	Progress
				unrestricted and restricted funds, is projected to be \$18,706,878 in 2019-20, \$28,123,536 in 2020-21 and \$30,977,139 in 2021-22. In order to eliminate the deficit and maintain sufficient reserves to satisfy the 2% required for economic uncertainties, the District will need to adopt \$27M in ongoing solutions. The District will continue to research opportunities to mitigate the deficit but major adjustments will require a negotiated solution. This information can be found in the Revised Adopted Budget 2019-20 presented at the October 3, 2019 Board Meeting.
13.	Does the district have a plan to fund its liabilities for retiree benefits?	In Progress	<p>The district commissioned an actuarial valuation dated June 30, 2016, in accordance with Governmental Accounting Standards Board (GASB) Statement 75, Actuarial Report of OPEB Liabilities.</p> <p>The actuarial report estimates the district's total other post-employment benefits (OPEB) liability to be \$780,518,410 for the fiscal year ending June 30, 2018, and its net OPEB liability (i.e., factoring in employer contributions to the trust, net investment income, benefit payments, and administrative expenses) to be \$725,760,458 for the same period.</p> <p>The district has established an irrevocable OPEB trust with assets dedicated toward paying future retiree medical benefits. GASB 75 allows pre funded plans to use a discount rate that reflects the expected earning on</p>	<p><b>9/21/23 Update: For the 2022-23 fiscal year, the district made an estimated contribution of 100% of the projected Actuarially Determined Contribution and is pending the final OPEB report for the 2022-23 year. Once the final report is received, the district will provide an update on the actual contribution percentage and overall OPEB liability progress.</b></p> <p><u>3/16/23 Update:</u> The District is continuing to review options to fully fund at the Actuarially Determined Contribution level for the 2022-23 fiscal year to continue its progress towards funding the OPEB liability.</p> <p><u>12/15/22 Update:</u> The district has made progress towards fully funding at the Actuarially Determined Contribution level and for the 2021-22 fiscal year funded at 100.10%. The increase in funding to the OPEB trust has resulted in the District's net OPEB liability</p>

No.	FCMAT Finding	Status	District Response	Progress
			<p>trust assets. However, the actuarial report states:</p> <p>. . . the district expects to yield 7.25% per year over the long term, based on information published by CalPERS as of the June 30, 2016 actuarial valuation date. However, total net contributions to the trust have averaged 31% of the amount that would have been needed to be deposited to the OPEB trust so that total OPEB contributions would equal the actuarially defined contribution.</p>	<p>decreasing from \$567M as of June 30, 2020 down to \$308M as of June 30, 2022. The District plans to continue funding at the actuarially determined contribution level.</p> <p><u>3/17/22 Update:</u> The District is continuing to review options to fully fund at the Actuarially Determined Contribution level for the 2021-22 fiscal year to continue its progress towards funding the OPEB liability.</p> <p><u>12/16/21 Update:</u> On November 2nd, 2021 the District received an updated actuarial study that reflects an improvement in the District's total OPEB liability. Due to increased contributions in FY 2021, the District funded 97.6% of its Actuarially Determined Contribution. The higher funding level allowed for a change in the actuarial methodology that contributed to a decrease in total OPEB liability from \$654M as of June 30, 2020 to \$415M as of June 30, 2021, or a 44% decrease. To continue to maximize progress, the district plans on fully funding at the Actuarially Determined Contribution level for the 2021-22 fiscal year.</p> <p><u>5/1/21 Update:</u> The District is continuing to review options and develop a plan to fully fund at the ADC level which, over a five-year span, will substantially decrease the Net OPEB liability.</p> <p><u>3/1/21 Update:</u> The District realized excess savings in its Dental and Vision funds and applied the savings towards its OPEB contribution. The District is continuing to</p>

No.	FCMAT Finding	Status	District Response	Progress
				<p>review options and develop a plan to fully fund at the ADC level which, over a five-year span, will substantially decrease the Net OPEB liability.</p> <p><u>3/10/20 Update:</u> On October 25, 2019 the District received its updated Other Post Employment Benefit (OPEB) liability amount in our latest GASB 75 actuarial report for fiscal year ended June 30, 2019.</p> <p>The latest valuation reports the District's Total OPEB Liability at \$599 million, a \$181 million decrease from the prior report of \$780 million. This is a result of lower than projected medical premium growth and increased interest rates. While a portion of the change in interest rates is market-based, being able to maintain the higher interest (discount) rates is contingent upon sustained and/or increasing contributions to the OPEB trust. Failure to do so would likely result in a reduction to these rates in the future and revert to a higher Total OPEB Liability.</p> <p>The Net OPEB Liability decreased by \$199 million from the prior report to \$526 million. The decrease is a result of the continued funding of the District's OPEB irrevocable trust fund in addition to the decreases noted above. In other words, these continued contributions to the OPEB trust help not only in increasing the trust assets, but also in stabilizing or improving the discount rate used to calculate the Total OPEB Liability.</p> <p>This is a significant improvement, but the</p>

No.	FCMAT Finding	Status	District Response	Progress
				<p>liability will continue to grow without continued efforts to decrease it. The Superintendent plans to establish an OPEB commission to further address the outstanding liability once a balanced budget is adopted.</p>
14.	Has the district developed measures to mitigate the effect of student transfers out of the district?	Complete	The district authorizes all interdistrict transfers out of the district and does not require the parents of students who receive interdistrict transfer permits to reapply annually.	<p><u>12/15/22 Update:</u> The district has partnered with SchoolMint to help support the Intra/Inter district permit process. This process will allow us to inform our community on how our Intra/Inter permit process is structured. Currently, we have extended our evaluation process for the inter district permit requesting to leave SCUSD. We required documentation from the parent to support the reason(s) for the request to leave SCUSD. If these requests do not meet certain criteria they will be denied. If parents want to appeal any denials, they will have 30 days to support the appeal in writing. Appeals are reviewed with CSO department, the EC director, and the IAS.</p> <p><u>3/17/22 Update:</u> Currently working to provide our current School Board with the necessary information to support a decision on moving forward with a third party vendor to support the Inter and Intra district permit process.</p> <p><u>12/16/21 Update:</u> Currently looking at third party vendors that support a robust online Inter and Intra district permit submission and tracking system. This will help support our Data tracking needs. The creation of an in-district Intra/Inter district permit appeal process is still in development.</p>

No.	FCMAT Finding	Status	District Response	Progress
				<p><u>5/1/21 Update:</u> Initiated a requirement to attach documentation pertaining to the reason for any ITP request. Documentation will not be processed without supporting documents.</p> <p><u>11/30/20 Update:</u> Staff is currently reviewing the development of an internal program in “Infinite Campus” that will be used to track inter-district permits so that our data set will contain more information such as reason for the transfer; how many requests have been made for this student etc.</p> <p>We are looking to develop a process where inter-district permits are vetted, but currently do not have the capacity and will need to look at the possibility of creating a position just for Inter district permits.</p> <p><u>5/8/20 Update:</u> In Progress, delayed due to COVID-19 pandemic.</p> <p><u>3/10/20 Update:</u> Staff is currently in the process of interviewing nearby districts to see what their process is as it relates to interdistrict permits requesting to leave their districts. The end result will be a proposal identifying the pros and cons for SCUSD to be submitted in the coming weeks.</p>
15.	Is the district able to maintain the minimum reserve for economic uncertainty in the two subsequent years?	Complete	The district will fall short of its 2019-20 and 2020-21 minimum reserve requirement based on its revised (October 4, 2018) adopted 2018-19 budget projections, which show unrestricted ending fund balances of (\$17,491,788.17) in 2019-20 and (\$66,494,314.95) in 2020-21.	<u>3/17/22 Update:</u> As of the 2021-22 Second Interim Report, the District is projecting an unrestricted general fund balance of \$123.5M in 2021-22, \$134M in 2022-23, and \$127.8M in 2023-34 that provides reserves to meet the minimum required reserve for economic uncertainty. Based on the 2021-22 Second

No.	FCMAT Finding	Status	District Response	Progress
				<p>Interim data, the district has addressed the identified deficiency.</p> <p><u>12/16/21 Update:</u> As of the 2021-22 First Interim financial report the District is projecting an unrestricted general fund balance of \$116.6M in 2021-22, \$100.2M in 2022-23 and \$77.0M in 2023-24 that provides reserves to meet the minimum required reserve for economic uncertainty.</p> <p><u>5/1/21 Update:</u> At the March 18, 2021 Board Meeting, the 20-21 2nd Interim financial report was approved by the Board with a qualified certification. The 20-21 Unrestricted General Fund balance presented is \$89.5M for 20-21, \$78.3M for 21-22 and \$51.9M for 22-23.</p> <p><u>3/1/21 Update:</u> At the December 10, 2020 Board Meeting, the 2020-21 First Interim Report was approved with a negative certification. The 2020-21 Unrestricted General Fund balance presented at First Interim is \$62.5 M for 20-21, \$24.3 for 21-22, and (\$31.3 M) for 22-23.</p> <p><u>11/30/20 Update:</u> The 2020-21 Revised Adopted Budget presented at the October 1, 2020 Board Meeting projects that the District has not resolved the structural deficit in all three years (2020-2021 thru 2022-2023). The District is projected to meet the minimum required reserve in 2020-2021 and 2021-2022 but will not meet the required reserve in 2022-2023. The District has implemented over \$50M in expense reductions over the past 2 years</p>

No.	FCMAT Finding	Status	District Response	Progress
				<p>but still requires a multi-million solution to eliminate the deficit and achieve fiscal solvency. Please see #16 below.</p> <p><u>5/8/20 Update:</u> At the April 2, 2020 Board Meeting, the 2019-20 Second Interim Financial Report was approved with a negative certification and an update on the FCMAT matrix was also presented. The unrestricted general fund balance at the 2019-20 Second Interim is as follows: *2019-20: \$58,556,959 *2020-21: \$26,956,247 and *2021-22: - \$2,043,174. The District may not meet the minimum required 2% reserve in Fiscal Year 2021-22.</p> <p><u>3/10/20 Update:</u> The 2019-20 First Interim Financial Report and FCMAT Update was presented at the December 19, 2019 Board Meeting with a negative certification. The 2019-20 General Fund Balance presented at First Interim is \$59,146,111 for FY 19-20, and projected at \$30,523,941 in FY 2020-21 and \$695,344 in FY 2021-22.</p> <p>Update The 2019/20 Proposed Budget shows the District will have their minimum reserve for the 19/20 and 20/21 fiscal year. However, if no adjustments are made the 21/22 fiscal year the district will have a negative reserve. District is working on a negotiated solution. Although the District has made significant budget adjustments in the amount of \$50.2M in ongoing and \$12.1M in one-time resulting in improving the unrestricted fund balances to \$51.6M in 2019-20 and \$23.5M in 2010-21,</p>



No.	FCMAT Finding	Status	District Response	Progress
				the third year 2021-22 remains a challenge without a \$27M solution. The fund balances for the third year 2021-22 are projected at (\$7.5M).
16.	If the district is not able to maintain the minimum reserve for economic uncertainty, does the district's multiyear financial projection include a board-approved plan to restore the reserve?	Complete	The district does not have a board-approved plan sufficient to restore the reserve at the time of this Fiscal Health Risk Analysis.	<p><u>3/17/22 Update:</u> As of the 2021-22 Second Interim Report, the District is projecting an unrestricted general fund balance of \$123.5M in 2021-22, \$134M in 2022-23, and \$127.8M in 2023-34 that provides reserves to meet the minimum required reserve for economic uncertainty. Based on the 2021-22 Second Interim data, the District has addressed the identified deficiency.</p> <p><u>12/16/21 Update:</u> As of the 2021-22 First Interim financial report the District is projecting an unrestricted general fund balance of \$116.6M in 2021-22, \$100.2M in 2022-23 and \$77.0M in 2023-24 that provides reserves to meet the minimum required reserve for economic uncertainty.</p> <p>3/1/21 Update: The MYP will include ongoing reductions of \$4.5M approved by the Board at the February 4th, 2021 Board Meeting. Revised BP 3100 adopted at 3/4/21 Board Meeting.</p> <p>5/8/2020 Update: The proposed policy BP 3100 was scheduled for further Board review and discussion in March or April 2020 Board meetings but this was delayed due to the impact of the COVID-19 pandemic on District operations. BP 3100 will be presented to the Board at the May 21, 2020 Board Meeting as a First Reading for further review and discussion.</p>

No.	FCMAT Finding	Status	District Response	Progress
				<p>Update 11/30/2020: A Fiscal Recovery Plan (FRP) was presented at the November 19, 2020 Board Meeting and included negotiable and non-negotiable solutions to achieve fiscal solvency. The FRP will be considered at the December 10, 2020 Board Meeting for implementation. Revised drafts of BP 3100 will be presented at a Board Meeting not later than January 2021.</p> <p><u>3/10/20 Update:</u> In order to maintain fiscal solvency, restore stability and address the long term financial issues, the District presented for consideration revisions to Board Policy (BP) 3100: Business and Noninstructional Operations which include the increase of the general fund expenditure reserve from the minimum 2% to a 5% reserve level. BP 3100 was presented to the Board at the February 6, 2020 Board Meeting as a First Reading.</p> <p>Update: The District continues to work on a negotiated solution. The status remains unchanged, the District needs a negotiated solution to address the deficit and achieve fiscal solvency.</p>

17.	Is the district's projected unrestricted fund balance stable or increasing in the two subsequent fiscal years?	Complete	<p>The district's unrestricted general fund balance is projected to decrease significantly in 2019-20 and 2020-21 compared to its 2018-19 budgeted amount:</p> <ul style="list-style-type: none"> <li>* 2018-19: \$25,926,177.49</li> <li>* 2019-20: (\$17,491,788.17)</li> <li>* 2020-21: (\$66,494,314.95)</li> </ul>	<p><u>3/17/22 Update:</u> As of the 2021-22 Second Interim Report, the District is projecting an unrestricted general fund balance of \$123.5M in 2021-22, \$134M in 2022-23, and \$127.8M in 2023-34. Based on the 2021-22 Second Interim Data, the District's unrestricted fund balance is stable and identified deficiency has been addressed.</p> <p><u>12/16/21 Update:</u> As of the 2021-22 First Interim financial report the District is projecting an unrestricted general fund balance of \$116.6M in 2021-22, \$100.2M in 2022-23 and \$77.0M in 2023-24; therefore, it is decreasing year over year.</p> <p><u>5/1/21 Update:</u> As of the 20-21 2nd Interim financial report the District's unrestricted fund balance is projected to decline from the 20-21 fiscal year to the two subsequent years as follows: 2020-21 = \$89.5M, 2021-22 = \$78.3M, 2022-23 = \$51.9M.</p> <p><u>11/30/20 Update:</u> As of 2020-2021 1st Interim financial report the District's unrestricted fund balance is projected to decline from the 2020-2021 to the two subsequent fiscal years as follows:  2020-2021 = \$62M  2021-2022 = \$24M  2022-2023 = -\$31M</p> <p>3/1/21 Update: Pending 20-21 2nd Interim final numbers.</p> <p><u>5/8/20 Update:</u> At the April 2, 2020 Board Meeting, the 2019-20 Second Interim Financial Report was approved with a negative certification and an update on the FCMAT</p>
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			<p>matrix was also presented. The unrestricted general fund balance is decreasing in the subsequent fiscal years and at the 2019-20 Second Interim is as follows: *2019-20: \$58,556,959 *2020-21: \$26,956,247 and *2021-22: -\$2,043,174.</p> <p><u>3/10/20 Update:</u> The 2019-20 First Interim Financial Report and FCMAT Update was presented at the December 19, 2019 Board Meeting with a negative certification. The unrestricted general fund balance at the 2019-20 First Interim is as follows: *2019-20: \$59,146,111 *2020-21: \$30,523,941 and *2021-22: 695,344.</p> <p>Update: While the District has made progress, the District continues to work on a negotiated solution. Although the District still needs a \$27M solution to achieve fiscal solvency, the adjustments implemented in the last year have improved the unrestricted general fund balance as follows: * 2018-19: \$61,133,835 *2019-20: \$51,622,467.60 *2020-21: \$23,498,932 and *2021-22: (\$7,478,207).</p>
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No.	FCMAT Finding	Status	District Response	Progress
18.	If the district has unfunded or contingent liabilities or one-time costs, does the unrestricted fund balance include any assigned or committed reserves above the recommended reserve level?	In Progress	<p>The district's unrestricted ending fund balance does not include amounts for the following liabilities:</p> <ul style="list-style-type: none"> <li>* Because the district and the SCTA disagree on the implementation date of a 3.5% increase included in the December 7, 2017 negotiated agreement,</li> <li>* There is a potential fiscal impact for 2019-20 and beyond of a 7% increase related to salary schedule restructuring rather than the 3.5% stated in the agreement.</li> <li>* The district's net contributions to the irrevocable OPEB trust established to pay future retiree medical benefits have averaged 31% of the amount that will be needed to ensure that total OPEB contributions equal the actuarially- defined contribution. The area of retirement benefits is a liability that the district will need to face because the costs are outpacing contributions.</li> </ul>	<p><b><u>9/21/23 Update:</u> For the 2022-23 fiscal year, the district made an estimated contribution of 100% of the projected Actuarially Determined Contribution and is pending the final OPEB report for the 2022-23 year. Once the final report is received, the district will provide an update on the actual contribution percentage and overall OPEB liability progress.</b></p> <p><u>3/16/23 Update:</u> The District is continuing to review options to fully fund at the Actuarially Determined Contribution level for the 2022-23 fiscal year to continue its progress towards funding the OPEB liability.</p> <p><u>12/15/22 Update</u> The district has made progress towards fully funding at the Actuarially Determined Contribution level and for the 2021-22 fiscal year funded at 100.10%. The increase in funding to the OPEB trust has resulted in the District's net OPEB liability decreasing from \$567M as of June 30, 2020 down to \$308M as of June 30, 2022. The District plans to continue funding at the actuarially determined contribution level.</p> <p><u>3/17/22 Update:</u> The District is continuing to review options to fully fund at the Actuarially Determined Contribution level for the 2021-22 fiscal year to continue its progress towards funding the OPEB liability.</p> <p><u>12/16/21 Update:</u> On November 2nd, 2021 the District received an updated actuarial study that reflects an improvement in the District's total OPEB liability. Due to increased</p>

No.	FCMAT Finding	Status	District Response	Progress
				<p>contributions in FY 2021, the District funded 97.6% of its Actuarially Determined Contribution. The higher funding level allowed for a change in the actuarial methodology that contributed to a decrease in total OPEB liability from \$654M as of June 30, 2020 to \$415M as of June 30, 2021, or a 44% decrease. To continue to maximize progress, the district plans on fully funding at the Actuarially Determined Contribution level for the 2021-22 fiscal year.</p> <p><u>5/1/21 Update:</u> The District is continuing to review options and develop a plan to fully fund at the ADC level which, over a five-year span, will substantially decrease the Net OPEB liability.</p> <p><u>3/1/21 Update:</u> The District realized excess savings in its Dental and Vision funds and applied the savings towards its OPEB contribution. The District is continuing to review options and develop a plan to fully fund at the ADC level which, over a five-year span, will substantially decrease the Net OPEB liability.</p> <p><u>3/10/20 Update:</u> On October 25, 2019 the District received its updated Other Post Employment Benefit (OPEB) liability amount in our latest GASB 75 actuarial report for fiscal year ended June 30, 2019. The latest valuation reports the District's Total OPEB Liability at \$599 million, a \$181 million decrease from the prior report of \$780 million. This is a result of lower than projected medical</p>

No.	FCMAT Finding	Status	District Response	Progress
				<p>premium growth and increased interest rates. While a portion of the change in interest rates is market-based, being able to maintain the higher interest (discount) rates is contingent upon sustained and/or increasing contributions to the OPEB trust. Failure to do so would likely result in a reduction to these rates in the future and revert to a higher Total OPEB Liability.</p> <p>The Net OPEB Liability decreased by \$199 million from the prior report to \$526 million. The decrease is a result of the continued funding of the District's OPEB irrevocable trust fund in addition to the decreases noted above. In other words, these continued contributions to the OPEB trust help not only in increasing the trust assets, but also in stabilizing or improving the discount rate used to calculate the Total OPEB Liability.</p> <p>This is a significant improvement, but the liability will continue to grow without continued efforts to decrease it.</p> <p>In Progress: Superintendent to establish commission to further address the outstanding liability once a balanced budget is adopted.</p>
19.	Is the percentage of the district's general fund unrestricted budget that is allocated to salaries and benefits at or under the statewide average for the current year?	In Progress	The statewide average for unified school districts as of 2016-17 (the latest data available) is 84.63%. At the 2018-19 first interim, the district is exceeding the statewide average by 6.37%.	<p><b><u>9/21/23 Update:</u> As of the 2022-23 Unaudited Actuals, the district's salaries and benefits comprised 91% of the unrestricted general fund expenditures and 75% of the combined general fund.</b></p> <p><u>3/16/23 Update:</u> As of the 2022-23 Second Interim Report, the District's Salaries and Benefits comprise 89% of the unrestricted</p>

No.	FCMAT Finding	Status	District Response	Progress
				<p>general fund projected expenditures and 67% of the combined general fund.</p> <p><u>12/15/22 Update:</u> As of the 2022-23 First Interim report, the District's Salaries and Benefits comprise 89% of the unrestricted general fund projected expenditures and 68% of the combined general fund.</p> <p><u>3/17/22 Update:</u> As of the 2021-22 Second Interim report the District's Salaries and Benefits comprised 90% of the Unrestricted General Fund projected expenditures and 68% of the combined General Fund.</p> <p><u>12/16/21 Update:</u> As of the 2021-22 First Interim financial report the District's Salaries &amp; Benefits comprised 90% of the Unrestricted General Fund projected expenditures and 69% of the combined General Fund.</p> <p><u>5/1/21 Update:</u> As of the 20-21 2nd Interim financial report the District's Salaries &amp; Benefits comprised 89% of the Unrestricted General Fund projected expenditures and 75% of the combined General Fund.</p> <p><u>3/1/21 Update:</u> Pending 2020-21 2nd Interim final numbers.</p> <p><u>11/30/20 Update:</u> As of the Revised Adopted Budget for 2020-2021, the District's Salaries and Benefits comprise approximately 71% of the General Fund and 90% of the Unrestricted General Fund balance.</p> <p><u>5/8/20 Update:</u> At the 19-20 Second Interim, the District's Salaries and Benefits was at 93.7% which does not fall within the standard percentage of 87.5%-93.5%. The District does</p>



No.	FCMAT Finding	Status	District Response	Progress
				<p>not meet the status and is exceeding the statewide average by .5%.</p> <p><u>3/10/20 Update:</u> The SCTA Retros have been issued. The first SCTA Retro was paid on October 11, 2019 and the second SCTA Retro was paid on November 25, 2019. At the 2019-20 First Interim, the District's Salaries and Benefits was at 92.6% which falls within the standard percentage of 87.5%-93.5%.</p> <p>In Progress: Once the final calculations are determined for the second retro payment, this can then be determined.</p>
20.	Is the percentage of the district's general fund unrestricted budget that is allocated to salaries and benefits at or below the statewide average for the three prior years?	In Progress	The district exceeds the statewide average in this area for all three prior years, with its highest percentage in 2015-16 at 6.93% higher than the state average.	<p><b><u>9/21/23 Update:</u> As of the 2022-23 Unaudited Actuals, the district's salaries and benefits comprised 91% of the unrestricted general fund expenditures and 75% of the combined general fund.</b></p> <p><u>3/16/23 Update:</u> As of the 2022-23 Second Interim Report, the District's Salaries and Benefits comprise 89% of the unrestricted general fund projected expenditures and 67% of the combined general fund.</p> <p><u>12/15/22 Update:</u> As of the 2022-23 First Interim report, the District's Salaries and Benefits comprise 89% of the unrestricted general fund projected expenditures and 68% of the combined general fund.</p> <p><u>3/17/22 Update:</u> As of the 2021-22 Second Interim report the District's Salaries and Benefits comprised 90% of the Unrestricted General Fund projected expenditures and 68% of the combined General Fund.</p>

No.	FCMAT Finding	Status	District Response	Progress
				<p><u>12/16/21 Update:</u> As of the 2021-22 First Interim financial report the District's Salaries &amp; Benefits comprised 90% of the Unrestricted General Fund projected expenditures and 69% of the combined General Fund.</p> <p><u>5/1/21 Update:</u> As of the 20-21 2nd Interim financial report the District's Salaries &amp; Benefits comprised 89% of the Unrestricted General Fund projected expenditures and 75% of the combined General Fund.</p> <p><u>11/30/20 Update:</u> As of the Revised Adopted Budget for 2020-2021, the District's Salaries and Benefits comprise approximately 71% of the General Fund and 90% of the Unrestricted General Fund balance.</p> <p><u>3/1/21 Update:</u> Pending 2020-21 2nd Interim final numbers.</p> <p><u>5/8/20 Update:</u> At the 19-20 Second Interim, the District's Salaries and Benefits was at 93.7% which does not fall within the standard percentage of 87.5%-93.5%. The District does not meet the status and is exceeding the statewide average by .5%.</p> <p><u>3/10/20 Update:</u> The SCTA Retros have been issued. The first SCTA Retro was paid on October 11, 2019 and the second SCTA Retro was paid on November 25, 2019. At the 2019-20 First Interim, the District's Salaries and Benefits was at 92.6% which falls within the standard percentage of 87.5%-93.5%.</p> <p>In Progress: Once the final calculations are determined for the second retro payment, this can then be determined.</p>

No.	FCMAT Finding	Status	District Response	Progress
21.	Is the district using its restricted dollars fully by expending allocations for restricted programs within the required time?	In Progress	The district has seen a 129% increase in its total restricted ending fund balance from 2014-15 to 2017-18. This increase indicates that the district is not fully expending its restricted funding allocations. In addition, staff stated that some federal funds have gone unspent and have been returned to the federal government.	<p><b><u>9/21/23 Update:</u> As of the 2022-23 Unaudited Actuals report, the district realized a \$122M restricted fund balance. This is primarily due to the accumulation of one time state and federal funding sources. Staff continues to work with sites and departments to encumber and expend restricted funds in compliance with requirements and expiration dates.</b></p> <p><u>3/16/23 Update:</u> As of the 2022-23 Second Interim Report, the district projects a restricted ending balance of \$86.3M primarily due to the addition of two restricted one time grant funding sources including the Learning Recovery Emergency Block Grant and Music Arts Grant. Staff continues to work with sites and departments to encumber and expend restricted funds in compliance with requirements and expiration dates.</p> <p><u>12/15/22 Update:</u> As of the 2022-23 First Interim report, the district projects a restricted ending fund balance of \$94M primarily due to the addition of two restricted grant funding sources, the Learning Recovery Block Grant and Music Arts Grant. Staff continues to work with sites and departments to encumber restricted programs to ensure restricted funds are spent according to funding requirements including the expiration date.</p> <p><u>3/17/22 Update:</u> Staff continues to work with sites and departments to encumber and spend restricted programs to ensure these funds are</p>

No.	FCMAT Finding	Status	District Response	Progress
				<p>not lost, also when needed the District will file for extension waivers.</p> <p><u>12/16/21 Update:</u> Staff continues to work with sites and departments to encumber and spend restricted programs to ensure these funds are not lost, also when needed the District will file for extension waivers.</p> <p><u>5/1/21 Update:</u> Staff is working with sites and departments to encumber and spend SIG, CSI and carryover Title funded programs to ensure these funds are not lost, also when needed the District will file for extension waivers.</p> <p>Update: For the 2019-20 budget, most of the title type current year allocations for the year have been programmed for the upcoming year. This includes Title I and Title II. Some Title III funds still need to be programmed and team members are working on this matter. Title IV first year allocations have been programmed. Title IV second year has not been allocated at this time. While Title I funds have been allocated, the multi-year conservatively assumes \$1.5 million in Title I funds will not be spent by June 30 and utilized in 2020-21. Medi-Cal has a \$1.4 million carryover that needs to be programmed. SIG carryover of \$4 million will be spent over 2019-20 and 2020-21. These funds require discussions with the consortium as to the best option on spending carryover funds. Staff will monitor projected restricted carryover, so that plans can be developed to utilize these one-time carryover funds appropriately.</p>

No.	FCMAT Finding	Status	District Response	Progress
22.	Are the district's financial system's access and authorization controls reviewed and updated upon employment actions (i.e. resignations, terminations, promotions or demotions) and at least annually?	Complete	The district does not regularly update authorization controls, and discrepancies based on changes in positions are often found many months later. The district relies on a digital change form that requires manual signatures, which slows the process or results in lost forms. The district should move to a digital form process to increase efficiency.	<p><u>12/15/22 Update:</u> A new Palo Alto (PAN) firewall has been installed. Staff requiring remote access via VPN are being moved to the PAN after manager approval and Multi-Factor Authentication (MFA). All tech staff now have MFA enabled and new staff are added daily. All Escape backups are now immutable with offsite backups to Wasabi cloud storage. Staff password requirements are now 12 characters requiring complex characters with all passwords checked against the Microsoft password dictionary. Only U.S. logins are allowed. In addition, access to the network is ended automatically on the ending of employment status in our HR System. When an employee is terminated, their access is terminated.</p> <p><u>3/17/22 Update:</u> HR annually conducts a review of personnel transactions to ensure accurate staffing. The Information Technology Department is in the process of implementing a computer system (UMRA) to perform this task electronically. The District is about to implement a process in Escape that will allow for automatic and timed employment status changes when folks are hired and when they are separated. This change should allow a clear delineation of the automated network access process through UMRA, allowing for automatic network access/denial for those whose status changes. The Palo Alto firewall installation continues to move forward with a mid-April go live.</p>

No.	FCMAT Finding	Status	District Response	Progress
				<p><u>12/16/21 Update:</u> The district completed a network security audit in June, 2021, that included a review of the Escape servers. We are currently using Illumio software on the Escape servers to monitor how the servers are accessed and by whom. Once the review is complete, Escape servers will be locked down to restrict access. The district is moving Infinite Campus, the Student Information System, to the cloud over the Winter break to increase security. The recent move from an on-premises Exchange email server to the cloud-based O365 is also part of the security move to mitigate phishing attempts and data loss. A new Palo Alto 5260 firewall, with threat prevention and zero-day attack virus detection, has been approved with matching E-Rate funds, ordered the first week of November. We are still working on cleaning up data in our Escape system to allow for UMRA account creation to take place. We are meeting this month to make refinements to our script and process to bring this about quicker. We are also working with a newly hired Escape contractor/developer to automate our onboarding and separation processes. This will improve our data quality.</p> <p><u>9/16/21 Update:</u> We continue to work on data clean up so that we can turn on UMRA for the creation of accounts. UMRA is being used to disable staff accounts as soon as their employment status shows that they should no longer have access. We should be ready for</p>

No.	FCMAT Finding	Status	District Response	Progress
				<p>full deployment by the end of the year.</p> <p><u>5/1/21 Update:</u> Progress has been made on the data clean up and we are seeing positive test results in our test data pulls. We will have this done very soon. We have also seen a significant switch in changes in the initial data entry causing fewer data issues. HR has made changes in the way data is entered and made it operational.</p> <p><u>3/1/21 Update:</u> UMRA was enabled on 2/11/21 to manage the deactivation of active directory accounts. Creation of accounts has been put on pause while data issues are addressed within the system of record, Escape.</p> <p><u>11/30/20 Update:</u> The first phase of the rollout will be implemented by mid-January. Phase 1 – Active Directory: email account creation/deactivation. Subsequent phases would use UMRA to create user accounts for primary programs like Escape, Infinite Campus.</p> <p><u>3/11/20 Update:</u> The implementation will continue after the new Chief Information Officer is hired.</p>
23.	Does the district ensure that duties in the following areas are segregated, and that they are supervised and monitored? • Accounts payable (AP)	In Progress	Although the accounts payable process appears properly supervised and monitored, the printing of the warrants is completed in the business department rather than in a separate department, such as technology, which would improve segregation of duties. One department should input the information and a different department should print warrants	<p><b><u>9/21/23 Update:</u> The separation of duties in accounts payable involves dividing responsibilities among different AP staff members to establish checks and balances. Roles and responsibilities are assigned to different departments within the district to ensure there are layers of review, approval, and submission process before a check is issued and printed.</b></p> <p><u>3/16/23 Update:</u> The AP warrant process</p>

No.	FCMAT Finding	Status	District Response	Progress
				<p>includes several layers of review and approval which provide a sufficient segregation of duties.</p> <p><u>12/15/22 Update:</u> The AP warrant process includes several layers of review and approval which provide a sufficient segregation of duties.</p> <p><u>3/17/22 Update:</u> The AP warrant process includes several layers of review and approval which provide a sufficient segregation of duties.</p> <p><u>5/1/21 Update:</u> The AP warrant process includes each AP team member inputting data. Once input, the data is then reviewed and cross-checked by a different AP team member. Once the review is complete, the AP batch is forwarded to the Lead AP for audit. Upon audit completion the AP batch is reviewed and approved by the Director of Accounting. The AP Batch is then printed by the Lead AP for distribution. With the multi-levels of review and audit in place for each AP batch, the district has ensured that duties are sufficiently segregated, supervised and monitored.</p> <p><u>3/1/21 Update:</u> IDT meetings ongoing, no process change at this time.</p> <p><u>11/30/20 Update:</u> Interdepartmental Team (IDT) meetings established between Human Resources, Business Services, Technology, and Continuous Improvement Departments. The first meeting took place on November 4, 2020. The next meeting is scheduled for November 18, 2020, meetings will be held every other</p>



No.	FCMAT Finding	Status	District Response	Progress
				<p>week.</p> <p>Update: Staff to review technology, and conduct Cabinet to Cabinet discussion on implementation. No target date has been set. The status remains unchanged. The Business Office and Technology will continue reviewing options for addressing the segregation of duties. However, due to the reductions in personnel, appropriately adhering to segregation of duties will be a challenge.</p>
24.	Does the district ensure that duties in the following areas are segregated, and that they are supervised and monitored? • Payroll	In Progress	The payroll process appears properly supervised and monitored; however, the business department prints the warrants rather than having a separate department, such as technology, do so to ensure separation of duties. One department should input the information and a different department should print warrants.	<p><b>9/21/23 Update: The district payroll warrant process ensures secure issuance of cashable checks by separating duties among Technology Services, Payroll, and County Treasury. Payroll staff generates the check in the system, Technology staff prepares the FTP (File Transfer Protocol) file containing warrant information and securely sends the file to the County Treasury. The County Treasury personnel will verify and reconcile the file and provide clearance notification to the District to print the checks and mail them out accordingly. The County Treasury maintains fiscal oversight of the district cash revolving bank account. This process ensures the separation of duties, reducing unauthorized activities and ensuring the district is compliant with any financial policies.</b></p> <p><u>3/16/23 Update:</u> The District has moved to an online paystub portal for employees that has eliminated a significant portion of the printing and mailing of District payroll warrants. No</p>

No.	FCMAT Finding	Status	District Response	Progress
				<p>process change has occurred for the remaining warrants that are printed at this time.</p> <p><u>12/15/22 Update:</u> The District has moved to an online paystub portal for employees that has eliminated a significant portion of the printing and mailing of District payroll warrants. No process change has occurred for the remaining warrants that are printed at this time.</p> <p><u>3/17/22 Update:</u> The District has moved to an online paystub portal for employees that has eliminated a significant portion of the printing and mailing of District payroll warrants. No process change has occurred for the remaining warrants that are printed at this time.</p> <p><u>12/16/21 Update:</u> The District has moved to an online paystub portal for employees that has eliminated a significant portion of the printing and mailing of District payroll warrants. No process change has occurred for the remaining warrants that are printed at this time.</p> <p><u>5/1/21 Update:</u> The payroll process begins with a fiscal technician inputting payroll data and submitting to their Payroll Lead to review and initial the reports. The initial report is then provided to the payroll Supervisor for an additional layer of review and final approval. Once approved, the payroll is locked within the financial system. To finish the process, a separate fiscal technician and Payroll Lead review the check batch and reconciles the check numbers to the payroll. With the multi-</p>

No.	FCMAT Finding	Status	District Response	Progress
				<p>levels of review and approval in place, the payroll department ensures the process is segregated, supervised and monitored.</p> <p><u>3/1/21 Update:</u> IDT meetings ongoing, no process change at this time.</p> <p><u>11/30/20 Update:</u> Interdepartmental Team (IDT) meetings established between Human Resources, Business Services, Technology, and Continuous Improvement Departments. The first meeting took place on November 4, 2020. The next meeting is scheduled for November 18, 2020, meetings will be held every other week.</p> <p>Update: Staff to review technology, and conduct Cabinet to Cabinet discussion on implementation. No target date has been set. The status remains unchanged. The Business Office and Technology will continue reviewing options for addressing the segregation of duties. However, due to the reductions in personnel, appropriately adhering to segregation of duties will be a challenge.</p>
25.	Is training on financial management and budget offered to site and department administrators who are responsible for budget management?	Complete	<p>There has been little or no budget and fiscal training for site and department administrators who are responsible for budget management. Training is done informally and as needed or requested rather than on a regular schedule.</p> <p>The amount of expertise, access to and knowledge of the financial system vary by site and department.</p>	<p><u>12/16/21 Update:</u> Trainings continue to be offered upon request or when new employees start working for sites and departments.</p> <p><u>5/1/21 Update:</u> Currently, trainings are provided upon request.</p> <p><u>3/1/21 Update:</u> Currently, trainings are provided upon request.</p> <p>Update: The District's Business Office scheduled a budget/fiscal training on January 8th, 2020 from 8:30 to 9:30am for all site administrators at the Priority Initiative</p>

No.	FCMAT Finding	Status	District Response	Progress
				Meeting (Principal's Meeting). This session covered the following 3 topics: 1. how to access and understand a site budget 2. how to check on the status of a submitted requisition 3. the workflow for contracts and travel requisitions from creating a requisition to approval. The District's Business Office intends to provide regular budget/fiscal sessions at the Priority Initiative Meetings. Escape training offered monthly to all staff.
26.	Does the governing board adopt and revise policies and administrative regulations annually?	Complete	Although board policies and administrative regulations are brought to the board sporadically for revision and/or adoption, there was no evidence of an intent to review the information annually or to ensure that it is a priority to communicate the permissions, limitations and standards of the board.	<p><u>3/1/21 Update:</u> Updated Bylaw Exhibit regarding process for approving and disseminating/communicating regarding updated policies and regulations. Memorandum regarding such circulated to staff – regarding the need for departments to follow this procedure, as well as periodically review their department related policies and regulations and work with the Legal Services Department to update existing or adopt new policies.</p> <p>Finally, the above is evidenced by the recent adoption of two polices and companion regulation, and the dissemination of each to staff (BP Lactation Accommodation; BP/AR Homeless Students). Revised BP 3100 adopted at 3/4/21 Board Meeting.</p> <p><u>11/30/20 Update:</u> The District plans to periodically bring forward a package of policies and regulations that should be adopted or revised. The next package of new/revised policies is planned for bringing forward to the Board early in the new year.</p>

No.	FCMAT Finding	Status	District Response	Progress
				<p>Concerning the need to communicate out new/revised - See red-line Exhibit attached. This could be easily implemented by Cabinet promptly and without requiring Board Approval. The District has updated and formalized its process to disseminate and communicate new or revised policies and administrative regulations. The process also includes providing any training required as a result of a new or revised policy or regulation. See attached revised Exhibit Form.</p> <p><u>5/8/20 Update:</u> The proposed policy BP 3100 was scheduled for further Board review and discussion in March or April 2020 Board meetings but this was delayed due to the impact of the COVID-19 pandemic on District operations. BP 3100 will be presented to the Board at the May 21, 2020 Board Meeting as a First Reading for further review and discussion.</p> <p><u>3/10/20 Update:</u> In order to maintain fiscal solvency, restore stability and address the long term financial issues, the District presented for consideration revisions to Board Policy (BP) 3100: Business and Noninstructional Operations which include: 1. The increase of the general fund expenditure reserve from the minimum 2% to a 5% reserve level. 2. One-Time funding should be used for one-time expenditures and shall only be used for an on-going expenditure as a last resort. As part of the approval of the annual budget, the Board shall consider any proposed use of One-Time funding and shall take separate action to</p>

No.	FCMAT Finding	Status	District Response	Progress
				<p>approve such uses. BP 3100 was presented to the Board at the February 6, 2020 Board Meeting as a First Reading.</p> <p>Update: Staff, in conjunction with the Board Policy Committee, has begun developing structures to ensure new and current BPs/ARs are systematically reviewed, revised, and readopted as needed.</p>
27.	Are newly adopted or revised policies and administrative regulations communicated to staff and implemented?	Complete	When it brings policies to the board for revision or adoption, the district has no process for communicating the information to staff or implementing the policies in detail. A communication is sent to staff after each board meeting that summarizes the meeting, but for staff to fully understand changes in board policy and administrative regulations, further detail and instructions are needed.	<p><u>3/1/21 Update:</u> Updated Bylaw Exhibit regarding process for approving and disseminating/communicating regarding updated policies and regulations. Memorandum regarding such circulated to staff – regarding the need for departments to follow this procedure, as well as periodically review their department related policies and regulations and work with the Legal Services Department to update existing or adopt new policies.</p> <p>Finally, the above is evidenced by the recent adoption of two polices and companion regulation, and the dissemination of each to staff (BP Lactation Accommodation; BP/AR Homeless Students). Revised BP 3100 adopted at 3/4/21 Board Meeting.</p> <p><u>11/30/20 Update:</u> The District plans to periodically bring forward a package of policies and regulations that should be adopted or revised. The next package of new/revised policies is planned for bringing forward to the Board early in the new year.</p> <p>Concerning the need to communicate out new/revised - See red-line Exhibit attached.</p>

No.	FCMAT Finding	Status	District Response	Progress
				<p>This could be easily implemented by Cabinet promptly and without requiring Board Approval. The District has updated and formalized its process to disseminate and communicate new or revised policies and administrative regulations. The process also includes providing any training required as a result of a new or revised policy or regulation. See attached revised Exhibit Form.</p> <p><u>5/8/20 Update:</u> At the upcoming board meeting in June, the District will adopt a new process for implementing new or revised policies on a regular and ongoing basis. The process will include steps for dissemination to the impacted staff, departments, and schools through appropriate memorandum, meetings, or trainings.</p> <p><u>3/11/20 Update:</u> Staff is finalizing guidance regarding the process for adopting and implementing new or revised policies on a regular basis. Following cabinet and Board approval, the process will include steps for dissemination to the impacted staff, departments, and schools through appropriate memorandum, meetings, or trainings.</p> <p>Update: Staff will develop a structure to ensure adoptions and revisions to policies and administrative regulations are communicated to staff once a system is in place to ensure BPs/ARs are reviewed, revised, and adopted on a regular basis.</p>

No.	FCMAT Finding	Status	District Response	Progress
28.	Does the district have board-adopted staffing ratios for certificated, classified and administrative positions?	Complete	Staffing ratios, where documented, appear to be a result of terms in the collective bargaining agreement rather than board-adopted.	<p><u>12/16/21 Update:</u> The staffing ratios were part of the 2021-22 Adopted Budget board item and this was approved at the June 24, 2021 Board Meeting. The District continues to include staffing ratios within the public hearing and subsequent adoption of the budget for each fiscal year.</p> <p><u>9/16/21 Update:</u> The staffing ratios were part of the 2021-22 Adopted Budget board item and this was approved at the June 24, 2021 Board Meeting.</p> <p><u>5/1/21 Update:</u> The staffing ratios for fiscal year 2021-22 were completed in preparation for Budget Development meetings conducted in January and February 2021. The staffing ratios will be approved in June 2021 when the Budget for 2021-22 is approved.</p> <p><u>5/8/20 Update:</u> The staffing ratios for fiscal year 2020-21 were completed in preparation for One Stop staffing in January 2020 which is part of the budget development process. The staffing ratios will be approved in June 2020 when the Budget for 2020-21 is approved.</p> <p>Update: The District presented staffing ratios to the Board in May. These staffing ratios were used in the development of the 2019-20 budget. Further refinements for future years will be presented to the Board. Target 10/30/2019. Update 11/19/19: In Progress: Board-adopted staffing ratios for certificated, classified, and administrative positions are being updated and additionally defined.</p>



No.	FCMAT Finding	Status	District Response	Progress
29.	Does the district use its facilities fully in accordance with the Office of Public School Construction's loading standards?	Complete	Although the district has a 24-to-1 student-to-staff ratio for K-3, and follows the class size standards in its collective bargaining agreement with SCTA for the other grade levels, its facilities department estimates that the district has approximately 20% more capacity than needed for its current student enrollment. The district closed six schools in the last seven years and reopened one.	<p><u>12/16/21 Update:</u> The Board approved the Facilities Master Plan on October 21, 2021.</p> <p><u>9/16/21 Update:</u> The FMP was completed August 2021, Board Approval expected in the Fall 2021.</p> <p><u>5/1/21 Update:</u> Completion date is Summer 2021.</p> <p><u>3/1/21 Update:</u> New completion date is Summer 2021.</p> <p><u>11/30/20 Update:</u> New completion date is Spring 2021.</p> <p><u>5/8/20 Update:</u> The assessments were delayed due to the closure of schools. Staff has been in communication with DLR to discuss progress with completion of the assessments and developing a revised timeline.</p> <p>Update: A contract for Facilities Master Planning services was Board approved on June 20, 2019 and will incorporate an analysis of District capacity. The contract was awarded to DLR Group, commenced on July 1, 2019 and will be completed Spring of 2020.</p>
30.	Does the district have an up-to-date long-range facilities master plan?	Complete	The district's facilities master plan was prepared by MTD Architecture in 2012 and has not been updated since.	<p><u>12/16/21 Update:</u> The Board approved the Facilities Master Plan on October 21, 2021.</p> <p><u>9/16/21 Update:</u> The FMP was completed August 2021, Board Approval expected in the Fall 2021.</p> <p><u>5/1/21 Update:</u> Completion date is Summer 2021.</p> <p><u>3/1/21 Update:</u> New completion date is Summer 2021.</p> <p>Update: The current facilities master plan was prepared by MTD Architecture in 2012. An RFQ</p>

No.	FCMAT Finding	Status	District Response	Progress
				<p>was submitted. A contract for the development of a new Facilities Master Plan (FMP) was Board approved on June 20, 2019 and will incorporate an analysis of District capacity. The contract was awarded to DLR Group, commenced on July 1, 2019 and will be completed Spring of 2020.</p> <p><u>11/30/20 Update:</u> New completion date is Spring 2021.</p> <p><u>5/8/20 Update:</u> The facility assessments are approximately 80% complete and will progress with a revised timeline. The completion of the assessments has been delayed due to the school closures.</p>
31.	Does the district account correctly for all costs related to special education (e.g., transportation, indirect costs, service providers)?	Complete	Not all appropriate costs related to special education are charged to the program, including legal fees and the full allowable indirect costs.	<p><u>Update:</u> Program analysis was conducted and completed by SCOE Expert.</p> <p><u>11/30/2020 Update:</u> Staff have confirmed that appropriate costs related to special education are charged to the program including indirect costs.</p>
32.	Is the district's contribution rate to special education at or below the statewide average contribution rate?	Complete	The district's 2018-19 budget plan indicates that its general fund contribution to special education will be \$73,590,731 and that its total special education expenditures will be \$107,398,026, which means that its contribution will equal 68.52% of total expenditures for the program. The statewide average contribution rate is 64.5% as of 2016-17.	<p><u>12/15/22 Update:</u> The Special Education department continues to collaborate with the Business department to monitor and accurately report on the Special Education budget. The 21-22 local contribution rate is 42.36% which is below the statewide average referenced.</p> <p><u>3/17/22 Update:</u> The Special Education department has worked with the Business department to monitor and accurately report on the Special Education budget. Aside from hiring for a Budget Analyst, the department has also hired a fund specialist to support</p>

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				<p>greater capacity and expertise to the day-to-day operations of the Special Education budget. The team of Special Education and Business Services continues to meet and collaborate on a regular basis. Part of this partnership included the review and development of the SCUSD SELPA Local Plan which showed the local contribution rate to be 64.39% which is slightly under the statewide average referenced above.</p> <p>Over the past couple of months, the focus of the partnership has been on budget development for the 2022-2023 school year.</p> <p><u>12/16/21 Update:</u> The Special Education department is working closely with the Business Department to ensure accurate reporting of the Special Education budget. With the support of the Business Department, we have secured a Budget Analyst position dedicated to the Special Education department and are working on building even greater capacity in ensuring fiscally responsible decisions and reporting. The team has also collaborated to implement monthly and quarterly check-ins to review the special education budget throughout the year.</p> <p><u>3/1/21 Update:</u> Special Education Department completed an analysis of the historical MOE Data. The data highlights that Sacramento City Unified has consistently been below the statewide average, which is in the range of 65%. This was a result of a miscalculation of the local contribution and total expenditures</p>

No.	FCMAT Finding	Status	District Response	Progress
				<p>as noted in the 1.2 grid provided. <u>Sacramento City Unified MOE 2017-18 2018-19 2019-20</u></p> <p>Federal 10,046,238 10,317,456 10,296,631  State 41,487,253 46,582,841 47,634,332  Local 12,115,380 11,274,010 10,015,491  Local Contribution 64,868,198 70,705,641 69,911,735  Total SpEd Expenditures 128,517,069 138,879,948 137,858,189  Local Contribution as % of Total Expenditures 50% 51% 51%  Funding Source as % of Total Expenditures  Federal % 8% 7% 7%  State % 32% 34% 35%  Local % 900% 8% 7%  Local Contribution as % of Total 50% 51% 51%  Total SpEd Expenditures 100% 100% 100%</p> <p>3/10/2020 Update: The 2019-20 First Interim indicates \$82,559,549 of General Fund contribution towards the Special Education restricted program. This is a percentage increase in contribution of 12%. At the January 19, 2020 Board Meeting, staff shared the work underway with special education programs and services and the implementation of the multi-tiered system of support (MTSS).</p> <p><u>11/30/20 Update:</u> Program analysis was conducted by SCOE experts, and draft findings submitted to SCOE in 2019. The Special Education department has recently undergone a reorg. There are no additional changes at this time.</p> <p>Update: Program analysis was conducted and completed by SCOE Expert. Will be reviewed</p>

No.	FCMAT Finding	Status	District Response	Progress
				and shared by 4/30/19. 6/5/19 Update: Final report has not been received from SCOE Expert.
33.	Is the district's rate of identification of students as eligible for special education comparable with countywide and statewide average rates?	Complete	The district has an identification rate of 14.5%, while the statewide average identification rate is 11.5% and the countywide identification rate is 12.3%.	<p><u>3/16/23 Update:</u> SCUSD will continue to monitor the district's identification rate and compare it to the statewide and countywide average, noting the impact that the COVID pandemic has had on district referral and identification rates.</p> <p><u>12/15/22 Update:</u> SCUSD's current rate of identification is 16.78% and continues to be above the statewide and countywide average rates. This will continue to be an area of focus for the district including collaboration mentioned in the 3/17/22 update regarding academic office initiatives.</p> <p><u>3/17/22 Update:</u> The District's current rate of identification continues to be 16.5% and continues to be an area of focus through the District's Significant Disproportionality Plan and initiative of MTSS. The department is also working with the Academic Office in ways it can better systematize and communicate pre-referral processes and interventions across the District.</p> <p><u>12/16/21 Update:</u> The District's current rate of identification is 16.5%. This is an area of focus through the District's Significant Disproportionality Plan and initiative of MTSS. Update: Program analysis was conducted and completed by SCOE Expert.</p>

No.	FCMAT Finding	Status	District Response	Progress
				<p><u>3/1/21 Update:</u> The Fall 1 reporting window highlights that the District’s current rate of identification of students as eligible for special education is 16.3%.</p> <p><u>11/30/20 Update:</u> Program analysis was conducted by SCOE expert, and draft findings submitted to SCOE in 2019. The Special Education department has recently undergone a reorg. There are no additional changes at this time.</p>
34.	Does the district analyze and plan for the costs of due process hearings?	Complete	The district analyzes the incidence and cost of due process hearings. Employees interviewed stated that the current budgeted amount for due process hearings is insufficient and that the district would be increasing the shortfall during the next budget cycle. The average cost of a due process settlement has doubled in the last five years.	<p><u>3/16/23 Update:</u> SCUSD will continue to refine and utilize the system created for tracking, analyzing, and planning for the legal costs of formal and informal special education dispute resolutions.</p> <p><u>12/15/22 Update:</u> The Special Education department has established a system and process for tracking, analyzing, and planning for the costs of due process hearings. This includes development and implementation of Alternative Dispute Resolution (ADR) efforts which promote dispute resolution at the local level.</p> <p><u>3/17/22 Update:</u> The Special Education department has now begun implementing the comprehensive system for tracking special education conflicts. Additionally, our Alternative Dispute Resolution (ADR) efforts are taking off with more families participating in lower level conflict resolution practices. Additionally, the department has provided ADR training to other members of the</p>

No.	FCMAT Finding	Status	District Response	Progress
				<p>Academic Office as a way to build greater capacity across the system.</p> <p><u>12/16/21 Update:</u> The Special Education Department has collaborated with its legal partners to develop a comprehensive system of tracking for special education conflicts. This includes settlement tracking, comprehensive invoice reviews, quarterly check-ins with department administrators to review what has been/ has not been used. Additionally, the department is focusing on building up and implementing Alternative Dispute Resolution strategies and processes to support resolving conflicts at a lower level prior to due process filings.</p> <p><u>3/1/21 Update:</u> The Special Education Department has designed an online tracking system for evaluating costs and management of current legal matters, including due process and settlement agreement management. The Department is in the process of collaborating with other departments, legal and fiscal to populate the system.</p> <p><u>11/30/20 Update:</u> Program analysis was conducted by SCOE expert, and draft findings submitted to SCOE in 2019. The Special Education department has recently undergone a reorg. There are no additional changes at this time.</p> <p>Update: Program analysis was conducted and completed by SCOE Expert.</p>

No.	FCMAT Finding	Status	District Response	Progress
35.	Has the district corrected all audit findings?	Complete	The district has only partially implemented the findings related to student body funds and student attendance from the 2015, 2016 and 2017 audits. Student body findings identified in the 2015 audit have been reported as partially implemented through the 2017 audit; student attendance findings, identified in 2016, have not been implemented as of the 2017 audit.	<p><u>5/12/20 Update:</u> The District did not have any student body funds or attendance audit findings in the 2018-19 audit report. The student body funds and attendance findings included from the 2015, 2016, and 2017 audit reports were updated in the 2018-19 audit report as implemented.</p> <p>Update: The District has partially implemented corrective actions for the student body fund findings identified beginning with the 2015 audit and the student attendance findings identified beginning with the 2016 audit. Findings have occurred each fiscal year since there is a rotation of school sites audited each fiscal year as well as turnover in site staff. Training is provided directly to school sites with findings. Also, ongoing trainings to all sites are provided throughout the fiscal year at both school sites and the district office to assist staff.</p>
36.	Is the superintendent's evaluation performed according to the terms of the contract	Complete	<p>FCMAT was not able to obtain evidence that the superintendent has received any evaluations since he was hired. His contract states:</p> <p>The Board shall evaluate the Superintendent in writing each year of this agreement. The evaluation shall be based on this agreement, the duties of the position, the 2016-2021 Strategic Plan, policy goals for the District, and other goals and objectives through a collaborative process with the Superintendent. The Superintendent and a</p>	The current superintendent has been provided with evaluations as outlined in his contract.



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			<p>committee of the Board will develop the evaluation instrument upon which the superintendent shall be evaluated. The Board shall approve the evaluation instrument and metrics by which to evaluate the Superintendent. The annual evaluation shall be completed based on a timeline determined by the Board.</p> <p>Subsequent to fieldwork, FCMAT was notified that the superintendent's initial evaluation was to be voted on by the governing board on December 6, 2018.</p>	
37.	Does the district include facility needs when adopting a budget?	Complete	The district discusses districtwide facility needs whenever it sells general obligation bonds, which occurs approximately every two years; this does not occur on the same cycle as budget adoption.	The district discusses districtwide facility needs whenever it sells general obligation bonds, which occurs approximately every two years; this does not occur on the same cycle as budget adoption, but the district does allocate 3 percent of general fund expenditures to the Routine Repair and Maintenance account to address facility maintenance needs.
38.	Is the district using the same financial system as its county office of education?	Complete	The county office of education uses Quintessential Control Center (QCC) (part of the Quintessential School Systems financial system) and the district uses Escape.	SCOE staff were trained by District staff on accessing data, data entry, and how to run reports. SCOE is currently working in ESCAPE for our District.
39.	If the district is using a separate financial system from its county office of education and is not fiscally independent, is there an automated interface with the financial system used by the county office of education?	Complete	There is no automated interface between the two systems. When the district processes payroll and accounts payable warrants, information related to these transactions is uploaded to the county via a file transfer protocol (FTP). This process is started manually once payroll and accounts payable warrant processing is complete. No other	SCOE is currently working in Escape for District oversight and data entry.

No.	FCMAT Finding	Status	District Response	Progress
			electronic interface exists between the two systems.	
40.	If the district is using a separate financial system from its county office of education, has the district provided the county office with direct access so the county office can provide oversight, review and assistance?	Complete	The county office of education has not been able to access the district's Escape system online, but conversations continue between the two agencies about how this will be accomplished. The software needed to access the Escape system has been installed on some systems at the county office, but there has been no training. The county office has had to create a second set of books for the district in its QCC system so it can attempt to monitor financial transactions and balances at the major object level. This requires much manual entry by county office staff since the district sends the county office only limited data related to warrant processing.	SCOE now has access to and training in Escape and is working in the system. SCOE and District staff are developing the process of reconciling in Escape.
41.	Does the district account for all positions and costs?	Complete	<p>The district must improve its position control process. The district currently uses the same position control number for multiple positions, and for full-time equivalent (FTE) positions that have the same title, instead of creating a unique position control number for each board-approved position or FTE. The district's current practice leads to lack of clarity about which positions are being filled and about the site to which each belongs, because the same position number can exist at multiple sites if the same title is assigned. The district needs to use a unique identifier, or position control number, for each board-authorized position.</p> <p>Another area to improve on in the position</p>	<p><u>Update 7/22/19:</u> Position Control conversion completed. Although the Position Control (PC) conversion has been completed, the District is continuing to implement additional PC features and provide staff training on these features. Recent progress includes using Escape to analyze the changes in FTE from a past reporting period to the current reporting period; this was implemented November 15, 2019 with the assistance of the SCOE fiscal advisor. The next Escape tool to be implemented is budgeting for vacancies. The SCOE fiscal advisor introduced this feature to District staff on November 15, 2019 and the plan is to have this implemented for use by 2nd Interim. Escape's budgeting for vacancies</p>

No.	FCMAT Finding	Status	District Response	Progress
			<p>control process involves the ramifications of the one-stop process, because confusion often arises when employees are transferred between sites and departments without a paperwork trail since the information was input directly into the system and the typical forms are not used during one-stop meetings. In addition, as employee transfers and changes are discussed and made later in the year, position control system information about which positions are open and about employees' work locations is often found to be inaccurate. Because paperwork is not generated during one-stop meetings, it is often more difficult to determine the history and details of past decisions.</p>	<p>feature will improve the accuracy and efficiency. Update: Staff has negotiated with Escape to receive no-cost support to expedite implementation of the position control changes recommended by FCMAT. To be completed by 7/1/2019. 6/12/19 Update: Interdepartmental project team has concluded extensive testing of the technical solution and obtained approval from the Executive Cabinet to proceed with implementation in the production environment. Roll-out of new position control system planned for the week of June 17, 2019.</p>
42.	Does the district use a budget development method other than a rollover budget, and if so, does that method include tasks such as review of prior year estimated actuals by major object code and removal of one-time revenues and expenses? (part 1)	Complete /Ongoing	<p>Although the district uses a one-stop method for budget development rather than a rollover budget, it appears that the primary driving force behind this method is to develop a list of employees who will receive a preliminary layoff notice on March 15 rather than to truly develop a reliable budget. The budget development process needs to be further refined so that all revenues and expenditures are reviewed and adjusted, not only those budgets with larger staffing allocations. A comprehensive budget development process is needed for the entire budget to ensure all revenues and expenditures are understood and used according to the district's goals and objectives.</p>	<p>Monthly reviews are conducted of the District's Revenues and Expenditures. 3/23/2020 Update: The District will be utilizing budget models in Escape for budget development. Budget staff will analyze the budget and compare it to prior year estimated actuals by major object. One time revenue and expenses will be removed during this process.</p>

No.	FCMAT Finding	Status	District Response	Progress
43.	Does the district use a budget development method other than a rollover budget, and if so, does that method include tasks such as review of prior year estimated actuals by major object code and removal of one-time revenues and expenses? (part 2)	Complete	<p>The district uses its one-stop method in January and February. During that time, site administrators and department managers are scheduled to meet in a district office conference room on days set aside for that specific site or department. The site administrators and department managers are provided a funding estimate from the business department, then work collaboratively with the business and human resources staff (using updated staffing costs) to determine staffing and other expenditure levels for the upcoming budget year. All information is input into the financial system during the meeting, and because appropriate approval authorities are physically in the conference room, approvals are obtained and actual staffing is determined for the next fiscal year. This is a more expedited process than the typical routing of position change forms between departments to obtain various approvals, and it ensures that staffing decisions, and thus layoff notices for the next school year, are determined by the March 15 deadline.</p> <p>The above process is efficient for meeting the March 15 deadline. However, not all budgets are assessed using this method. As additional staffing decisions are made during other one-stop meetings, or even after budget development ends, confusion can arise when employees are transferred between sites and departments without a paperwork trail since</p>	Ongoing: Personnel Requisitions are now required for all changes, signed off by the Business Office and submitted to H.R. for processing.

No.	FCMAT Finding	Status	District Response	Progress
			the information was input directly into the system and the typical forms are not used at the one-stop meetings.	
44.	Has the district's budget been approved unconditionally by its county office of education in the current and two prior fiscal years?	Complete	Although the district's budgets were approved by the county office in 2016-17 and 2017-18, the district's 2018-19 adopted budget was not approved. The district submitted a revised budget dated October 4, 2018, which the county office disapproved on October 11, 2018.	Fiscal Recovery Plan submitted with Second Interim and presented at the March 21 Board Meeting. SCOE Vetted.
45.	Are clear processes and policies in place to ensure that the district's Local Control and Accountability Plan (LCAP) and budget are aligned with one another? (part 1)	Complete	No evidence was provided that the LCAP and the budget are aligned with one another. Information obtained during interviews indicates that the business department has not been engaged in the LCAP process in the past, although the current administration plans to work with teams to integrate the work more closely.	<p><u>7/23/19 Update:</u></p> <ol style="list-style-type: none"> <li>The budget office and LCAP staff worked closely in developing the public hearing and board adoption documents for both the June 6th and June 20th board meetings. There was an intentional effort to make sure numbers tied in both the LCAP and budget presentations.</li> <li>A cross department group of staff from State and Federal, LCAP, school leadership and fiscal met June 27-28 to debrief and identify lessons learned in the LCAP, Budget, SPSA and continuous improvement process integration effort. The goal is to apply these learnings for the 2020-2021 budget, LCAP and SPSA processes with a focus on continuous improvement.</li> </ol> <p><u>6/5/19 Update:</u></p> <ol style="list-style-type: none"> <li>LCAP/Budget staff schedule quarterly meetings to review milestones and project goals. (Dates: 9/24/18, 12/19/18, 4/5/19, 4/16/19)</li> </ol>

No.	FCMAT Finding	Status	District Response	Progress
				2. School site budgets are now aligned to the LCAP goals and state priorities in the California School Dashboard as part of the One-Stop Staffing process.
46.	Does the district develop and use written budget assumptions and projections that are reasonable, are aligned with the Common Message or county office of education instructions, and have been clearly articulated?	Complete	Guidance provided in the May Revision Common Message stated that districts were “not to balance their budgets based on one-time revenues.” The narrative included with the district’s 2018-19 budget presented to its governing board on June 21, 2018 states that the district is using “\$13.2 million of one-time funds to meet the increase of labor contract negotiations.” The district cited and used appropriate assumptions related to percentages and amounts per unit of average daily attendance (ADA); however, the district did not follow the guidance included in the Common Message, the governor’s statement about one-time funds, or other industry-standard guidance, which expressly state not to budget one-time funding for ongoing costs. That one-time funding was an estimated \$344 per ADA at that time. The approved state budget enacted subsequent to the May Revision decreased the one-time per-ADA funding amount from an estimated \$344 per ADA to \$185 per ADA, which created an approximately \$7.4 million deficit in the district’s 2018-19 budget due to the district’s action to fully commit the one-time funds to ongoing costs. This action will also have severe impacts on future years because the one-time funding will likely be unavailable to the	<p><u>3/1/21 Update:</u> Revised BP 3100 adopted at 3/4/21 Board Meeting.</p> <p>Update 11/30/2020: BP 3100 was presented at the June 18, 2020 and June 25, 2020 Board Meeting as a Second Reading. Revised drafts will be presented at a Board Meeting not later than January 2021.</p> <p><u>3/10/20 Update:</u> In order to maintain fiscal solvency, restore stability and address the long term financial issues, the District presented for consideration revisions to Board Policy (BP) 3100: Business and Noninstructional Operations which include: 1. The increase of the general fund expenditure reserve from the minimum 2% to a 5% reserve level. 2. One-Time funding should be used for one-time expenditures and shall only be used for an on-going expenditure as a last resort. As part of the approval of the annual budget, the Board shall consider any proposed use of One-Time funding and shall take separate action to approve such uses. BP 3100 was presented to the Board at the February 6, 2020 Board Meeting as a First Reading. 5/8/2020 Update: The proposed policy BP 3100 was scheduled for further Board review and discussion in March or April 2020 Board meetings but this was delayed due to the impact of the COVID-19 pandemic on District operations. BP 3100</p>

No.	FCMAT Finding	Status	District Response	Progress
			district, leaving a \$13.2 million deficit moving forward.	will be presented to the Board at the May 21, 2020 Board Meeting as a First Reading for further review and discussion. Update: This is no longer the philosophy of the Superintendent or Board beginning July 1, 2018. The revised adopted budget was taken to the Board in October 2018.
47.	When appropriate, does the district budget and expend restricted funds before unrestricted funds?	Complete	The district's restricted general fund ending fund balance increased from \$4,456,029 in 2014-15 to \$10,224,117 in 2017-18. This indicates unrestricted funds are being expended before restricted funds, which creates a potential liability because the district may be required to return unspent restricted funds to the grantor.	Ongoing: Monthly monitoring
48.	Does the district forecast its cash receipts and disbursements at least 18 months out, updating the actuals and reconciling the remaining months to the budget monthly to ensure cash flow needs are known?	Complete	During interviews, staff indicated that the accountant prepares the cash flow for a 24-month period. However, it was not being relied on because major concerns had been expressed regarding the accuracy of the information. During FCMAT's visit a separate cash calculation and projection was prepared by the county office's fiscal advisor that concluded that the district will become cash insolvent in October 2019 based on current budget projections. This projection was different and showed more cash deficiency than the district-prepared cash flow projection. A more recent cash flow projection prepared by the district for 2018-19 first interim shows the cash insolvency date as November 2019, one month later than the projection prepared during FCMAT's	SCOE and staff have agreed on cash flow methodologies. SCOE will continue to do a secondary review.

No.	FCMAT Finding	Status	District Response	Progress
			fieldwork.	
49.	If the district has deficit spending in funds other than the general fund, has it included in its multiyear projection any transfers from the general fund to cover the deficit spending?	Complete	<p>Although the district’s multiyear financial projection includes transfers from the general fund to cover deficit spending in other funds, FCMAT believes that those transfers are inadequate based on prior year deficits. Without a specific plan to reduce deficit spending, specifically in the child development fund, the budgeted transfers are likely inadequate to cover the increasing costs of salaries and benefits.</p> <p>Based on unaudited actuals data, the following transfers were made from the general fund to the child development fund:  2015-16: \$1,500,000  2016-17: \$322,344  2017-18: \$502,296</p> <p>Based on 2018-19 Standardized Account Code Structure (SACS) data, transfers to the child development fund are projected to be as follows:  2018-19: \$2,345,207  2019-20: \$382,178  2020-21: \$382,178</p> <p>Assuming revenue and spending patterns remain the same, even if the current projected transfers of \$382,178 in 2019-20 and 2020-21 are included, the district’s shortfall in cash would be as follows:  2019-20: (\$791,940.93)</p>	Board took action to reduce the size of the Child Development program by returning slots to the grantor (SETA) and thus the contribution to the Child Development program.



No.	FCMAT Finding	Status	District Response	Progress
			<p>2020-21: (\$2,754,969.93)</p> <p>The district must develop a plan to ensure its expenditures are equal to or less than expected revenues, but until that time it must ensure that its budget is revised to include adequate transfers to all funds, including the child development fund, so they have adequate cash to close the fiscal year. Unless an approved plan to reduce spending, or increase revenues, is implemented in 2018-19, these shortfalls in 2019- 20 and 2020-21 will increase the district’s liabilities and further increase its projected general fund deficits. If this increased deficit is not remedied in 2018-19, it could cause the district to become cash insolvent prior to November 2019, based on current budget projections.</p>	
50.	Has the district’s enrollment been increasing or stable for the current and three prior years?	Complete	The district’s enrollment has been declining for the last 15 years.	Adopted FCMAT recommendation of using Cohort Survival Method for staffing and enrollment purposes.
51.	Are the district’s enrollment projection and assumptions based on historical data, industry-standard methods, and other reasonable considerations?	Complete	<p>The district tracked the number of children who enter kindergarten as a percentage of countywide live births five years earlier to project kindergarten enrollment for the 2018-19 school year.</p> <p>However, to project enrollment in grades one through 12 for the same period, it used simple grade level progression rather than the more commonly used cohort survival method.</p>	Adopted FCMAT recommendation of using Cohort Survival Method for staffing and enrollment purposes.

No.	FCMAT Finding	Status	District Response	Progress
			<p>The cohort survival method groups students by grade level upon entry and tracks them through each year they stay in school. This method evaluates the longitudinal relationship of the number of students passing from one grade to the next in a subsequent year. This method more closely accounts for retention, dropouts and students transferring to and from a school or district by grade. Although other enrollment forecasting techniques are available, the cohort survival method usually is the best choice for local education agencies because of its sensitivity to incremental changes to several key variables including:</p> <ul style="list-style-type: none"> <li>* Birth rates and trends.</li> <li>* The historical ratio of enrollment progression between grade levels. Changes in educational programs.</li> <li>* Migration patterns.</li> <li>* Changes in local and regional demographics.</li> </ul>	
52.	Does the district ensure that one-time revenues do not pay for ongoing expenditures?	Complete	<p>As mentioned in the budget development section of this analysis, the district stated in its 2018-19 budget narrative that one-time funding was used to pay for salary increases. This action will also have severe effects on the budget in future years because the one-time funding will likely not be available to the district, leaving a \$13.2 million deficit moving forward.</p>	<p><u>3/1/21 Update:</u> Revised BP 3100 adopted at 3/4/21 Board Meeting.  <u>11/30/20 Update:</u> BP 3100 was presented at the June 18, 2020 and June 25, 2020 Board Meeting as a Second Reading. Revised drafts will be presented at a future Board Meeting not later than January 2021.  <u>5/8/20 Update:</u> The proposed policy BP 3100 was scheduled for further Board review and discussion in March or April 2020 Board meetings but this was delayed due to the</p>

No.	FCMAT Finding	Status	District Response	Progress
				<p>impact of the COVID-19 pandemic on District operations. BP 3100 will be presented to the Board at the May 21, 2020 Board Meeting as a First Reading for further review and discussion. <u>3/10/20 Update:</u> BP 3100 was presented to the Board at the February 6, 2020 Board Meeting as a First Reading. One-Time funding should be used for one-time expenditures and shall only be used for an on-going expenditure as a last resort. As part of the approval of the annual budget, the Board shall consider any proposed use of One-Time funding and shall take separate action to approve such uses.</p>
53.	Does the district consistently account for all program costs, including allowable indirect costs, for each restricted resource?	Complete	<p>The district does not charge allowable indirect costs to special education, and as a result there is underreporting of the total cost of the program. If the indirect cost rate of 4.21% for 2018-19 were applied to the district's 2018-19 annual special education expenditures of \$107,398,026, the resulting allowable indirect cost would be \$4,521,457. The district's total actual indirect charge for special education has been approximately \$100,000 per year. The industry-standard practice is to consistently account for indirect costs in all restricted resources, including special education. The district is not correctly identifying the true cost of its special education programs.</p>	<p>The 2019/20 Proposed Budget includes charging indirect to all appropriate grants.</p>

No.	FCMAT Finding	Status	District Response	Progress
54.	Is training on the budget and governance provided to board members at least every two years?	Complete	There was no evidence that budget or governance training is provided to board members regularly.	The Superintendent has been conducting Board Learning Sessions. Board governance trainings has been an ongoing and regular practice for the Board of Education for the past two years. Budget trainings have not previously been provided outside of the regular meeting setting over the past couple of years, but will begin with the 2019-20 academic year.
55.	Does the district use its most current multiyear projection when making financial decisions?	Complete	It appears that the district used multiyear projections when making financial decisions until the 2017-18 fiscal year, but that this practice ceased in that year, during which it also entered into a multiyear agreement with the SCTA (December 7, 2017) that granted ongoing salary increases without a budget reduction plan to maintain minimum reserves through 2020-21.	Current budget philosophy is to understand fourth year budget implications of financial decisions.
56.	Are the sources of repayment for non-voter-approved debt stable {such as certificates of participation (COPs), bridge financing, bond anticipation notes (BANS), revenue anticipation notes (RANS) and others}, predictable, and other than unrestricted general fund?	Complete	The district has \$67,920,000 in outstanding lease revenue bonds. The annual debt service payment is approximately \$5,400,000 and continues through fiscal year 2025-26. The annual debt service payments are made from a combination of unrestricted general fund revenue and developer fees.	Debt payment transferred outside of the General Fund to Mello Roos tax collections.
57.	Does the district analyze and adjust staffing based on staffing ratios and enrollment?	Complete	The district did not provide evidence that regular analysis of staffing ratios is compared with actual enrollment or that adjustments are made in accordance with sites' or departments' needs after the one-stop budget and staffing process occurs in January or	Yes. Allocations to staffing are based on contract class size ratios and adopted Cohort Survival Method for enrollment projections.

No.	FCMAT Finding	Status	District Response	Progress
			<p>February of each year during the budget development process. During one-stop, because the primary purpose appears to be developing the March 15 notice list, staffing ratios are compared against enrollment projections, and staffing is scheduled accordingly.</p> <p>Although this process is efficient for meeting the March 15 deadline as well as initial budget development projections, the decisions made during one-stop need to be reassessed as the year proceeds and actual enrollment numbers are known.</p>	
58.	Does the district reconcile budget, payroll and position control regularly, meaning at least at budget adoption and interim reporting periods?	Complete	<p>It is best practice to have a position control system that is integrated with, or at least reconciled with, budget, payroll and human resources records. The district does not reconcile these records regularly to ensure that its budget represents the amount the district should set aside for such costs. In interviews, employees indicated that the number of open positions shown in financial reports is usually inflated.</p> <p>At interim reporting times, the district identifies variances between budgeted and actual amounts, and salary and benefit budgets are often revised based on that analysis. By contrast, standard industry practice is to reconcile actual human resources and payroll records to ensure that only open, authorized positions are shown as</p>	Position Control true-up conducted with the support of SCOE fiscal experts. Regular bi-weekly meetings are now being conducted to ensure position control is reconciled.

No.	FCMAT Finding	Status	District Response	Progress
			such in the budget; if an open position exists that should be closed, the appropriate paperwork is completed to do so, and the budget is updated.	
59.	Does the governing board approve all new positions before positions are posted?	Complete	The governing board approves new positions after employees have been hired rather than when the position is vacant or posted.	New process established: Cabinet Member to bring forth new positions to the Cabinet meeting for review and discussion. If allowed, the new position moves forward to Deputy and Superintendent for approval. Approved position is then submitted to the Budget department for assignment of position control identifying number. Budget then sends completed position requisition to H.R. for posting (Business Process Map was created for this new process and is currently being revised).
60.	Do managers and staff responsible for the district's human resources, payroll and budget functions meet regularly to discuss issues and improve processes?	Complete	Staff indicated that those responsible for human resources, payroll and budget meet two times per year. Scheduled meetings should be conducted at least monthly to resolve ongoing issues and problems, as well as improve processes, between the departments.	H.R. and Business Services now meet bi-monthly.

**2022-2023**  
**Year End Financial Report Unaudited Actuals**

**For the Period Ending June 30, 2023**



**Guiding Principle**

All students graduate with the greatest number  
of postsecondary choices from the widest array of options.

Board of Education  
September 21, 2023

# **Sacramento City Unified School District**

## **Board of Education**

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Lavinia Grace Phillips, Vice President, Area 7  
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Mary Hardin Young, Interim Deputy Superintendent  
Brian Heap, Chief Communications Officer  
Vacant, Chief Information Officer  
Cancy McArn, Chief Human Resource Officer  
Vacant, Chief Business Officer  
Yvonne Wright, Chief Academic Officer



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Following is a summary of the critical data elements contained in your unaudited actual data. Since these data may have fiscal implications for your agency, please verify their accuracy before filing your unaudited actual financial reports.

Form	Description	Value
CEA	Percent of Current Cost of Education Expended for Classroom Compensation Must equal or exceed 60% for elementary, 55% for unified, and 50% for high school districts or future apportionments may be affected. (EC 41372)	55.05%
	CEA Deficiency Amount Applicable to districts not exempt from the requirement and not meeting the minimum classroom compensation percentage - see Form CEA for further details.	\$0.00
ESMOE	Every Student Succeeds Act (ESSA) Maintenance of Effort (MOE) Determination If MOE Not Met, the 2024-25 apportionment may be reduced by the lesser of the following two percentages:	MOE Met
	MOE Deficiency Percentage - Based on Total Expenditures	0.00%
	MOE Deficiency Percentage - Based on Expenditures Per ADA	0.00%
GANN	Adjustments to Appropriations Limit Per Government Code Section 7902.1	\$0.00
	Adjusted Appropriations Limit	\$281,892,018.80
	Appropriations Subject to Limit	\$281,892,018.80
	These amounts represent the board approved Appropriations Limit and Appropriations Subject to Limit pursuant to Government Code Section 7906 and EC 42132.	
ICR	Preliminary Proposed Indirect Cost Rate	4.49%
	Fixed-with-carry-forward indirect cost rate for use in 2024-25 subject to CDE approval.	

UNAUDITED ACTUAL FINANCIAL REPORT:

To the County Superintendent of Schools:

2022-23 UNAUDITED ACTUAL FINANCIAL REPORT. This report was prepared in accordance with Education Code Section 41010 and is hereby approved and filed by the governing board of the school district pursuant to Education Code Section 42100.

Signed: \_\_\_\_\_  
Clerk / Secretary of the Governing Board  
(Original signature required)

Date of Meeting: \_\_\_\_\_

To the Superintendent of Public Instruction:

2022-23 UNAUDITED ACTUAL FINANCIAL REPORT. This report has been verified for accuracy by the County Superintendent of Schools pursuant to Education Code Section 42100.

Signed: \_\_\_\_\_  
County Superintendent/Designee  
(Original signature required)

Date: \_\_\_\_\_

For additional information on the unaudited actual reports, please contact:

For County Office of Education:

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E-mail Address

Description	2022-23 Unaudited Actuals			2023-24 Budget		
	P-2 ADA	Annual ADA	Funded ADA	Estimated P-2 ADA	Estimated Annual ADA	Estimated Funded ADA
<b>A. DISTRICT</b>						
<b>1. Total District Regular ADA</b> Includes Opportunity Classes, Home & Hospital, Special Day Class, Continuation Education, Special Education NPS/LCI and Extended Year, and Community Day School (includes Necessary Small School ADA)	33,503.09	33,455.21	37,504.80	33,585.52	33,417.59	35,928.88
<b>2. Total Basic Aid Choice/Court Ordered Voluntary Pupil Transfer Regular ADA</b> Includes Opportunity Classes, Home & Hospital, Special Day Class, Continuation Education, Special Education NPS/LCI and Extended Year, and Community Day School (ADA not included in Line A1 above)						
<b>3. Total Basic Aid Open Enrollment Regular ADA</b> Includes Opportunity Classes, Home & Hospital, Special Day Class, Continuation Education, Special Education NPS/LCI and Extended Year, and Community Day School (ADA not included in Line A1 above)						
<b>4. Total, District Regular ADA (Sum of Lines A1 through A3)</b>	33,503.09	33,455.21	37,504.80	33,585.52	33,417.59	35,928.88
<b>5. District Funded County Program ADA</b>						
a. County Community Schools	98.80	98.80	98.80	107.41	107.41	107.41
b. Special Education-Special Day Class						
c. Special Education-NPS/LCI						
d. Special Education Extended Year						
e. Other County Operated Programs: Opportunity Schools and Full Day Opportunity Classes, Specialized Secondary Schools						
f. County School Tuition Fund (Out of State Tuition) [EC 2000 and 46380]						
<b>g. Total, District Funded County Program ADA (Sum of Lines A5a through A5f)</b>	98.80	98.80	98.80	107.41	107.41	107.41
<b>6. TOTAL DISTRICT ADA (Sum of Line A4 and Line A5g)</b>	33,601.89	33,554.01	37,603.60	33,692.93	33,525.00	36,036.29
<b>7. Adults in Correctional Facilities</b>						
<b>8. Charter School ADA (Enter Charter School ADA using Tab C. Charter School ADA)</b>						

Description	2022-23 Unaudited Actuals			2023-24 Budget		
	P-2 ADA	Annual ADA	Funded ADA	Estimated P-2 ADA	Estimated Annual ADA	Estimated Funded ADA
<b>B. COUNTY OFFICE OF EDUCATION</b>						
<b>1. County Program Alternative Education Grant ADA</b>						
a. County Group Home and Institution Pupils						
b. Juvenile Halls, Homes, and Camps						
c. Probation Referred, On Probation or Parole, Expelled per EC 48915(a) or (c) [EC 2574(c)(4)(A)]						
<b>d. Total, County Program Alternative Education ADA (Sum of Lines B1a through B1c)</b>	0.00	0.00	0.00	0.00	0.00	0.00
<b>2. District Funded County Program ADA</b>						
a. County Community Schools						
b. Special Education-Special Day Class						
c. Special Education-NPS/LCI						
d. Special Education Extended Year						
e. Other County Operated Programs: Opportunity Schools and Full Day Opportunity Classes, Specialized Secondary Schools						
f. County School Tuition Fund (Out of State Tuition) [EC 2000 and 46380]						
<b>g. Total, District Funded County Program ADA (Sum of Lines B2a through B2f)</b>	0.00	0.00	0.00	0.00	0.00	0.00
<b>3. TOTAL COUNTY OFFICE ADA (Sum of Lines B1d and B2g)</b>	0.00	0.00	0.00	0.00	0.00	0.00
<b>4. Adults in Correctional Facilities</b>						
<b>5. County Operations Grant ADA</b>						
<b>6. Charter School ADA (Enter Charter School ADA using Tab C. Charter School ADA)</b>						

Description	2022-23 Unaudited Actuals			2023-24 Budget		
	P-2 ADA	Annual ADA	Funded ADA	Estimated P-2 ADA	Estimated Annual ADA	Estimated Funded ADA
<b>C. CHARTER SCHOOL ADA</b>						
Authorizing LEAs reporting charter school SACS financial data in their Fund 01, 09, or 62 use this worksheet to report ADA for those charter schools.						
Charter schools reporting SACS financial data separately from their authorizing LEAs in Fund 01 or Fund 62 use this worksheet to report their ADA.						
<b>FUND 01: Charter School ADA corresponding to SACS financial data reported in Fund 01.</b>						
<b>1. Total Charter School Regular ADA</b>						
<b>2. Charter School County Program Alternative Education ADA</b>						
a. County Group Home and Institution Pupils						
b. Juvenile Halls, Homes, and Camps						
c. Probation Referred, On Probation or Parole, Expelled per EC 48915(a) or (c) [EC 2574(c)(4)(A)]						
<b>d. Total, Charter School County Program Alternative Education ADA (Sum of Lines C2a through C2c)</b>	0.00	0.00	0.00	0.00	0.00	0.00
<b>3. Charter School Funded County Program ADA</b>						
a. County Community Schools						
b. Special Education-Special Day Class						
c. Special Education-NPS/LCI						
d. Special Education Extended Year						
e. Other County Operated Programs: Opportunity Schools and Full Day Opportunity Classes, Specialized Secondary Schools						
<b>f. Total, Charter School Funded County Program ADA (Sum of Lines C3a through C3e)</b>	0.00	0.00	0.00	0.00	0.00	0.00
<b>4. TOTAL CHARTER SCHOOL ADA (Sum of Lines C1, C2d, and C3f)</b>	0.00	0.00	0.00	0.00	0.00	0.00
<b>FUND 09 or 62: Charter School ADA corresponding to SACS financial data reported in Fund 09 or Fund 62.</b>						
<b>5. Total Charter School Regular ADA</b>						
<b>6. Charter School County Program Alternative Education ADA</b>						
a. County Group Home and Institution Pupils						
b. Juvenile Halls, Homes, and Camps						
c. Probation Referred, On Probation or Parole, Expelled per EC 48915(a) or (c) [EC 2574(c)(4)(A)]						
<b>d. Total, Charter School County Program Alternative Education ADA (Sum of Lines C6a through C6c)</b>	0.00	0.00	0.00	0.00	0.00	0.00
<b>7. Charter School Funded County Program ADA</b>						
a. County Community Schools						
b. Special Education-Special Day Class						
c. Special Education-NPS/LCI						
d. Special Education Extended Year						
e. Other County Operated Programs: Opportunity Schools and Full Day Opportunity Classes, Specialized Secondary Schools						
<b>f. Total, Charter School Funded County Program ADA (Sum of Lines C7a through C7e)</b>	0.00	0.00	0.00	0.00	0.00	0.00
<b>8. TOTAL CHARTER SCHOOL ADA (Sum of Lines C5, C6d, and C7f)</b>	0.00	0.00	0.00	0.00	0.00	0.00
<b>9. TOTAL CHARTER SCHOOL ADA Reported in Fund 01, 09, or 62 (Sum of Lines C4 and C8)</b>	0.00	0.00	0.00	0.00	0.00	0.00

**Unaudited Actuals**  
**2022-23 Unaudited Actuals**  
**GENERAL FUND**  
**Current Expense Formula/Minimum Classroom**  
**Compensation**

PART I - CURRENT EXPENSE FORMULA	Total Expense for Year (1)	EDP No.	Reductions (See Note 1) (2)	EDP No.	Current Expense of Education (Col 1 - Col 2) (3)	EDP No.	Reductions (Extracted) (See Note 2) (4a)	Reductions (Overrides)* (See Note 2) (4b)	EDP No.	Current Expense- Part II (Col 3 - Col 4) (5)	EDP No.
1000 - Certificated Salaries	229,980,324.95	301	0.00	303	229,980,324.95	305	7,752,355.00		307	222,227,969.95	309
2000 - Classified Salaries	67,457,009.20	311	415,418.05	313	67,041,591.15	315	6,068,831.13		317	60,972,760.02	319
3000 - Employee Benefits	189,601,957.92	321	20,333,811.67	323	169,268,146.25	325	6,404,133.96		327	162,864,012.29	329
4000 - Books, Supplies Equip Replace. (6500)	20,905,044.18	331	8,566.60	333	20,896,477.58	335	2,320,164.85		337	18,576,312.73	339
5000 - Services . . & 7300 - Indirect Costs	117,264,519.08	341	455,073.73	343	116,809,445.35	345	45,913,279.46		347	70,896,165.89	349
<b>TOTAL</b>					<b>603,995,985.28</b>	<b>365</b>	<b>TOTAL</b>		<b>535,537,220.88</b>	<b>369</b>	

Note 1 - In Column 2, report expenditures for the following programs: Nonagency (Goals 7100-7199), Community Services (Goal 8100), Food Services (Function 3700), Fringe Benefits for Retired Persons (Objects 3701-3702), and Facilities Acquisition & Construction (Function 8500).

Note 2 - In Column 4, report expenditures for: Transportation (Function 3600), Lottery Expenditures (Resource 1100), Special Education Students in Nonpublic Schools (Function 1180), and other federal or state categorical aid in which funds were granted for expenditures in a program not incurring any teacher salary expenditures or requiring disbursement of the funds without regard to the requirements of EC Section 41372.

\* If an amount (even zero) is entered in any row of Column 4b or in Line 13b, the form uses only the values in Column 4b and Line 13b rather than the values in Column 4a and Line 13a.

PART II: MINIMUM CLASSROOM COMPENSATION (Instruction, Functions 1000-1999)	Object	EDP No.
1. Teacher Salaries as Per EC 41011. . . . .	1100	375
2. Salaries of Instructional Aides Per EC 41011. . . . .	2100	380
3. STRS. . . . .	3101 & 3102	382
4. PERS. . . . .	3201 & 3202	383
5. OASDI - Regular, Medicare and Alternative. . . . .	3301 & 3302	384
6. Health & Welfare Benefits (EC 41372) (Include Health, Dental, Vision, Pharmaceutical, and Annuity Plans). . . . .	3401 & 3402	385
7. Unemployment Insurance. . . . .	3501 & 3502	390
8. Workers' Compensation Insurance. . . . .	3601 & 3602	392
9. OPEB, Active Employees (EC 41372). . . . .	3751 & 3752	0.00
10. Other Benefits (EC 22310). . . . .	3901 & 3902	393

11. SUBTOTAL Salaries and Benefits (Sum Lines 1 - 10) . . . . .	295,624,658.57	395
12. Less: Teacher and Instructional Aide Salaries and Benefits deducted in Column 2. . . . .	0.00	
13a. Less: Teacher and Instructional Aide Salaries and Benefits (other than Lottery) deducted in Column 4a (Extracted). . . . .	799,393.25	396
b. Less: Teacher and Instructional Aide Salaries and Benefits (other than Lottery) deducted in Column 4b (Overrides)* . . . . .		396
14. TOTAL SALARIES AND BENEFITS. . . . .	294,825,265.32	397
15. Percent of Current Cost of Education Expended for Classroom Compensation (EDP 397 divided by EDP 369) Line 15 must equal or exceed 60% for elementary, 55% for unified and 50% for high school districts to avoid penalty under provisions of EC 41372. . . . .	55.05%	
16. District is exempt from EC 41372 because it meets the provisions of EC 41374. (If exempt, enter 'X') . . . . .		

**PART III: DEFICIENCY AMOUNT**

A deficiency amount (Line 5) is only applicable to districts not meeting the minimum classroom compensation percentage required under EC 41372 and not exempt under the provisions of EC 41374.

1. Minimum percentage required (60% elementary, 55% unified, 50% high) . . . . .	55.00%	
2. Percentage spent by this district (Part II, Line 15) . . . . .	55.05%	
3. Percentage below the minimum (Part III, Line 1 minus Line 2) . . . . .	0.00%	
4. District's Current Expense of Education after reductions in columns 4a or 4b (Part I, EDP 369). . . . .	535,537,220.88	
5. Deficiency Amount (Part III, Line 3 times Line 4) . . . . .	0.00	

**PART IV: Explanation for adjustments entered in Part I, Column 4b (required)**




## GENERAL FUND

### **General Fund Definition**

The General Fund is the general operating fund of the District and accounts for all revenues and expenditures of the District not encompassed within other funds. All general tax revenues and other receipts that are not allocated by law or contractual agreement to some other fund are accounted for in this fund. General operating expenditures and the capital improvement costs that are not paid through other funds are paid from the General Fund. The General Fund also contains categorical programs such as Every Student Succeeds Act (ESSA), Title I, After School Education and Safety (ASES), and others.

Description	Resource Codes	Object Codes	2022-23 Unaudited Actuals			2023-24 Budget			% Diff Column C & F
			Unrestricted (A)	Restricted (B)	Total Fund col. A + B (C)	Unrestricted (D)	Restricted (E)	Total Fund col. D + E (F)	
<b>A. REVENUES</b>									
1) LCCFF Sources		8010-8099	480,773,512.67	2,570,022.00	483,343,534.67	500,346,764.00	2,478,216.00	502,824,980.00	4.0%
2) Federal Revenue		8100-8299	0.00	102,737,272.32	102,737,272.32	0.00	99,571,860.51	99,571,860.51	-3.1%
3) Other State Revenue		8300-8599	13,340,337.93	178,469,169.40	191,809,507.33	11,901,384.26	99,923,169.68	111,824,543.94	-41.7%
4) Other Local Revenue		8600-8799	15,801,397.67	4,272,399.67	20,073,797.34	4,151,175.00	2,032,950.10	6,184,125.10	-69.2%
5) TOTAL, REVENUES			509,915,248.27	288,048,863.39	797,964,111.66	516,399,323.26	204,006,186.29	720,405,509.55	-9.7%
<b>B. EXPENDITURES</b>									
1) Certificated Salaries		1000-1999	167,433,679.99	62,546,644.96	229,980,324.95	178,470,005.80	70,896,487.51	249,366,493.31	8.4%
2) Classified Salaries		2000-2999	40,417,431.58	27,039,577.62	67,457,009.20	42,511,512.58	34,523,944.01	77,035,456.59	14.2%
3) Employee Benefits		3000-3999	116,558,196.60	73,043,761.32	189,601,957.92	130,846,426.31	89,940,805.24	220,787,231.55	16.4%
4) Books and Supplies		4000-4999	5,509,308.73	15,389,526.91	20,898,835.64	13,219,895.98	25,517,092.53	38,736,988.51	85.4%
5) Services and Other Operating Expenditures		5000-5999	29,002,755.13	89,462,810.99	118,465,566.12	27,570,886.09	84,288,411.97	111,859,298.06	-5.6%
6) Capital Outlay		6000-6999	553,759.43	24,786,463.73	25,340,223.16	49,259.00	896,917.94	946,176.94	-96.3%
7) Other Outgo (excluding Transfers of Indirect Costs)		7100-7299 7400-7499	1,420,166.90	0.00	1,420,166.90	1,510,300.00	0.00	1,510,300.00	6.3%
8) Other Outgo - Transfers of Indirect Costs		7300-7399	(5,687,898.47)	4,486,851.43	(1,201,047.04)	(7,894,318.65)	6,616,548.80	(1,277,769.85)	6.4%
9) TOTAL, EXPENDITURES			355,207,399.89	296,755,636.96	651,963,036.85	386,283,967.11	312,680,208.00	698,964,175.11	7.2%
<b>C. EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES BEFORE OTHER FINANCING SOURCES AND USES (A5 - B9)</b>			154,707,848.38	(8,706,773.57)	146,001,074.81	130,115,356.15	(108,674,021.71)	21,441,334.44	-85.3%
<b>D. OTHER FINANCING SOURCES/USES</b>									
1) Interfund Transfers									
a) Transfers In		8900-8929	2,078,863.00	0.00	2,078,863.00	2,475,399.00	0.00	2,475,399.00	19.1%
b) Transfers Out		7600-7629	0.00	0.00	0.00	0.00	0.00	0.00	0.0%
2) Other Sources/Uses									
a) Sources		8930-8979	0.00	0.00	0.00	0.00	0.00	0.00	0.0%
b) Uses		7630-7699	0.00	0.00	0.00	0.00	0.00	0.00	0.0%
3) Contributions		8980-8999	(86,181,070.31)	86,181,070.31	0.00	(104,925,542.97)	104,925,542.97	0.00	0.0%
4) TOTAL, OTHER FINANCING SOURCES/USES			(84,102,207.31)	86,181,070.31	2,078,863.00	(102,450,143.97)	104,925,542.97	2,475,399.00	19.1%
<b>E. NET INCREASE (DECREASE) IN FUND BALANCE (C + D4)</b>			70,605,641.07	77,474,296.74	148,079,937.81	27,665,212.18	(3,748,478.74)	23,916,733.44	-83.8%
<b>F. FUND BALANCE, RESERVES</b>									
1) Beginning Fund Balance									
a) As of July 1 - Unaudited		9791	65,034,532.41	44,818,264.37	109,852,796.78	135,640,173.48	122,292,561.11	257,932,734.59	134.8%
b) Audit Adjustments		9793	0.00	0.00	0.00	0.00	0.00	0.00	0.0%
c) As of July 1 - Audited (F1a + F1b)			65,034,532.41	44,818,264.37	109,852,796.78	135,640,173.48	122,292,561.11	257,932,734.59	134.8%
d) Other Restatements		9795	0.00	0.00	0.00	0.00	0.00	0.00	0.0%
e) Adjusted Beginning Balance (F1c + F1d)			65,034,532.41	44,818,264.37	109,852,796.78	135,640,173.48	122,292,561.11	257,932,734.59	134.8%
2) Ending Balance, June 30 (E + F1e)			135,640,173.48	122,292,561.11	257,932,734.59	163,305,385.66	118,544,082.37	281,849,468.03	9.3%
Components of Ending Fund Balance									
a) Nonspendable									
Revolving Cash		9711	225,000.00	0.00	225,000.00	225,000.00	0.00	225,000.00	0.0%
Stores		9712	104,391.36	0.00	104,391.36	100,000.00	0.00	100,000.00	-4.2%
Prepaid Items		9713	0.00	8,235.00	8,235.00	0.00	0.00	0.00	-100.0%
All Others		9719	0.00	0.00	0.00	0.00	0.00	0.00	0.0%
b) Restricted		9740	0.00	122,284,326.11	122,284,326.11	0.00	118,544,082.37	118,544,082.37	-3.1%
c) Committed									
Stabilization Arrangements		9750	0.00	0.00	0.00	0.00	0.00	0.00	0.0%
Other Commitments		9760	85,832,540.00	0.00	85,832,540.00	85,832,540.00	0.00	85,832,540.00	0.0%
Unsettled Labor Negotiations Projected Multi-Year Cost	0000	9760	85,832,540.00		85,832,540.00			0.00	
Unsettled Labor Negotiations Multi-Year Projected Cost	0000	9760			0.00	85,832,540.00		85,832,540.00	
d) Assigned									
Other Assignments		9780	2,949,889.63	0.00	2,949,889.63	2,260,058.00	0.00	2,260,058.00	-23.4%
Supplemental and Concentration Carry over Funds	0000	9780	2,949,889.63		2,949,889.63			0.00	
Supplemental and Concentration Funds	0000	9780			0.00	2,260,058.00		2,260,058.00	
e) Unassigned/Unappropriated									
Reserve for Economic Uncertainties		9789	13,039,261.00	0.00	13,039,261.00	13,952,230.00	0.00	13,952,230.00	7.0%
Unassigned/Unappropriated Amount		9790	33,489,091.49	0.00	33,489,091.49	60,935,557.66	0.00	60,935,557.66	82.0%
<b>G. ASSETS</b>									
1) Cash									
a) in County Treasury		9110	227,944,823.20	145,611,967.07	373,556,790.27				
1) Fair Value Adjustment to Cash in County Treasury		9111	(1,555,143.26)	0.00	(1,555,143.26)				
b) in Banks		9120	15,844.37	(1,845.35)	13,999.02				
c) in Revolving Cash Account		9130	225,000.00	0.00	225,000.00				
d) with Fiscal Agent/Trustee		9135	0.00	0.00	0.00				

Description	Resource Codes	Object Codes	2022-23 Unaudited Actuals			2023-24 Budget			% Diff Column C & F
			Unrestricted (A)	Restricted (B)	Total Fund col. A + B (C)	Unrestricted (D)	Restricted (E)	Total Fund col. D + E (F)	
e) Collections Awaiting Deposit		9140	525.28	174,994.77	175,520.05				
2) Investments		9150	0.00	0.00	0.00				
3) Accounts Receivable		9200	13,881,138.44	980,851.41	14,861,989.85				
4) Due from Grantor Government		9290	1,533,763.11	30,947,156.47	32,480,919.58				
5) Due from Other Funds		9310	7,746,207.63	209,259.99	7,955,467.62				
6) Stores		9320	104,391.36	0.00	104,391.36				
7) Prepaid Expenditures		9330	0.00	8,235.00	8,235.00				
8) Other Current Assets		9340	0.00	0.00	0.00				
9) Lease Receivable		9380	0.00	0.00	0.00				
10) TOTAL, ASSETS			249,896,550.13	177,930,619.36	427,827,169.49				
<b>H. DEFERRED OUTFLOWS OF RESOURCES</b>									
1) Deferred Outflows of Resources		9490	0.00	0.00	0.00				
2) TOTAL, DEFERRED OUTFLOWS			0.00	0.00	0.00				
<b>I. LIABILITIES</b>									
1) Accounts Payable		9500	61,347,004.73	25,598,592.07	86,945,596.80				
2) Due to Grantor Governments		9590	49,812,857.89	10,460,492.76	60,273,350.65				
3) Due to Other Funds		9610	3,096,514.03	9,524.08	3,106,038.11				
4) Current Loans		9640	0.00	0.00	0.00				
5) Unearned Revenue		9650	0.00	19,569,449.34	19,569,449.34				
6) TOTAL, LIABILITIES			114,256,376.65	55,638,058.25	169,894,434.90				
<b>J. DEFERRED INFLOWS OF RESOURCES</b>									
1) Deferred Inflows of Resources		9690	0.00	0.00	0.00				
2) TOTAL, DEFERRED INFLOWS			0.00	0.00	0.00				
<b>K. FUND EQUITY</b>									
Ending Fund Balance, June 30 (must agree with line F2) (G10 + H2) - (I6 + J2)			135,640,173.48	122,292,561.11	257,932,734.59				
<b>LCFF SOURCES</b>									
Principal Apportionment									
State Aid - Current Year		8011	334,484,770.11	0.00	334,484,770.11	270,827,316.00	0.00	270,827,316.00	-19.0%
Education Protection Account State Aid - Current Year		8012	28,743,153.00	0.00	28,743,153.00	115,844,768.00	0.00	115,844,768.00	303.0%
State Aid - Prior Years		8019	134,897.89	0.00	134,897.89	0.00	0.00	0.00	-100.0%
Tax Relief Subventions									
Homeowners' Exemptions		8021	676,365.04	0.00	676,365.04	676,780.00	0.00	676,780.00	0.1%
Timber Yield Tax		8022	10.54	0.00	10.54	0.00	0.00	0.00	-100.0%
Other Subventions/In-Lieu Taxes		8029	0.00	0.00	0.00	0.00	0.00	0.00	0.0%
County & District Taxes									
Secured Roll Taxes		8041	89,594,277.46	0.00	89,594,277.46	90,638,481.00	0.00	90,638,481.00	1.2%
Unsecured Roll Taxes		8042	3,160,407.81	0.00	3,160,407.81	2,922,607.00	0.00	2,922,607.00	-7.5%
Prior Years' Taxes		8043	1,269,586.52	0.00	1,269,586.52	565,379.00	0.00	565,379.00	-55.5%
Supplemental Taxes		8044	3,087,414.46	0.00	3,087,414.46	4,137,666.00	0.00	4,137,666.00	34.0%
Education Revenue Augmentation Fund (ERAF)		8045	21,732,318.38	0.00	21,732,318.38	17,357,503.00	0.00	17,357,503.00	-20.1%
Community Redevelopment Funds (SB 617/699/1992)		8047	13,400,480.90	0.00	13,400,480.90	11,753,321.00	0.00	11,753,321.00	-12.3%
Penalties and Interest from Delinquent Taxes		8048	0.00	0.00	0.00	0.00	0.00	0.00	0.0%
Miscellaneous Funds (EC 41604)									
Royalties and Bonuses		8081	0.00	0.00	0.00	0.00	0.00	0.00	0.0%
Other In-Lieu Taxes		8082	30,595.56	0.00	30,595.56	0.00	0.00	0.00	-100.0%
Less: Non-LCFF (50%) Adjustment		8089	0.00	0.00	0.00	0.00	0.00	0.00	0.0%
Subtotal, LCFF Sources			496,314,277.67	0.00	496,314,277.67	514,723,821.00	0.00	514,723,821.00	3.7%
LCFF Transfers									
Unrestricted LCFF Transfers - Current Year	0000	8091	0.00		0.00	0.00		0.00	0.0%
All Other LCFF Transfers - Current Year	All Other	8091	0.00	0.00	0.00	0.00	0.00	0.00	0.0%
Transfers to Charter Schools in Lieu of Property Taxes		8096	(15,540,765.00)	0.00	(15,540,765.00)	(14,377,057.00)	0.00	(14,377,057.00)	-7.5%
Property Taxes Transfers		8097	0.00	2,570,022.00	2,570,022.00	0.00	2,478,216.00	2,478,216.00	-3.6%
LCFF/Revenue Limit Transfers - Prior Years		8099	0.00	0.00	0.00	0.00	0.00	0.00	0.0%
TOTAL, LCFF SOURCES			480,773,512.67	2,570,022.00	483,343,534.67	500,346,764.00	2,478,216.00	502,824,980.00	4.0%
<b>FEDERAL REVENUE</b>									
Maintenance and Operations		8110	0.00	0.00	0.00	0.00	0.00	0.00	0.0%
Special Education Entitlement		8181	0.00	9,623,503.05	9,623,503.05	0.00	9,572,361.00	9,572,361.00	-0.5%
Special Education Discretionary Grants		8182	0.00	3,012,713.15	3,012,713.15	0.00	905,122.00	905,122.00	-70.0%
Child Nutrition Programs		8220	0.00	0.00	0.00	0.00	0.00	0.00	0.0%
Donated Food Commodities		8221	0.00	0.00	0.00	0.00	0.00	0.00	0.0%
Forest Reserve Funds		8260	0.00	0.00	0.00	0.00	0.00	0.00	0.0%
Flood Control Funds		8270	0.00	0.00	0.00	0.00	0.00	0.00	0.0%
Wildlife Reserve Funds		8280	0.00	0.00	0.00	0.00	0.00	0.00	0.0%
FEMA		8281	0.00	0.00	0.00	0.00	0.00	0.00	0.0%

Description	Resource Codes	Object Codes	2022-23 Unaudited Actuals			2023-24 Budget			% Diff Column C & F
			Unrestricted (A)	Restricted (B)	Total Fund col. A + B (C)	Unrestricted (D)	Restricted (E)	Total Fund col. D + E (F)	
Interagency Contracts Between LEAs		8285	0.00	17,793.10	17,793.10	0.00	0.00	0.00	-100.0%
Pass-Through Revenues from Federal Sources		8287	0.00	0.00	0.00	0.00	0.00	0.00	0.0%
Title I, Part A, Basic	3010	8290		13,282,873.27	13,282,873.27		20,413,155.00	20,413,155.00	53.7%
Title I, Part D, Local Delinquent Programs	3025	8290		0.00	0.00		0.00	0.00	0.0%
Title II, Part A, Supporting Effective Instruction	4035	8290		1,595,472.52	1,595,472.52		2,076,947.00	2,076,947.00	30.2%
Title III, Part A, Immigrant Student Program	4201	8290		21,445.58	21,445.58		0.00	0.00	-100.0%
Title III, Part A, English Learner Program	4203	8290		1,158,676.10	1,158,676.10		970,401.00	970,401.00	-16.2%
Public Charter Schools Grant Program (PCSGP)	4610	8290		0.00	0.00		0.00	0.00	0.0%
Other NCLB / Every Student Succeeds Act	3040, 3060, 3061, 3110, 3150, 3155, 3180, 3182, 4037, 4123, 4124, 4126, 4127, 4128, 5630	8290		5,162,710.43	5,162,710.43		4,057,081.25	4,057,081.25	-21.4%
Career and Technical Education	3500-3599	8290		524,130.38	524,130.38		592,019.00	592,019.00	13.0%
All Other Federal Revenue	All Other	8290	0.00	68,337,954.74	68,337,954.74	0.00	60,984,774.26	60,984,774.26	-10.8%
<b>TOTAL, FEDERAL REVENUE</b>			<b>0.00</b>	<b>102,737,272.32</b>	<b>102,737,272.32</b>	<b>0.00</b>	<b>99,571,860.51</b>	<b>99,571,860.51</b>	<b>-3.1%</b>
<b>OTHER STATE REVENUE</b>									
Other State Apportionments									
ROC/P Entitlement									
Prior Years	6360	8319		0.00	0.00		0.00	0.00	0.0%
Special Education Master Plan									
Current Year	6500	8311		33,219,789.00	33,219,789.00		31,238,631.91	31,238,631.91	-6.0%
Prior Years	6500	8319		1,658,394.00	1,658,394.00		0.00	0.00	-100.0%
All Other State Apportionments - Current Year	All Other	8311	0.00	0.00	0.00	0.00	0.00	0.00	0.0%
All Other State Apportionments - Prior Years	All Other	8319	0.00	0.00	0.00	0.00	0.00	0.00	0.0%
Child Nutrition Programs		8520	0.00	4,833,952.00	4,833,952.00	0.00	0.00	0.00	-100.0%
Mandated Costs Reimbursements		8550	1,452,892.00	0.00	1,452,892.00	1,625,347.26	0.00	1,625,347.26	11.9%
Lottery - Unrestricted and Instructional Materials		8560	8,190,416.15	4,085,922.90	12,276,339.05	5,898,660.00	2,324,766.00	8,223,426.00	-33.0%
Tax Relief Subventions									
Restricted Levies - Other									
Homeowners' Exemptions		8575	0.00	0.00	0.00	0.00	0.00	0.00	0.0%
Other Subventions/In-Lieu Taxes		8576	0.00	0.00	0.00	0.00	0.00	0.00	0.0%
Pass-Through Revenues from									
State Sources		8587	0.00	0.00	0.00	0.00	0.00	0.00	0.0%
After School Education and Safety (ASES)	6010	8590		6,762,143.87	6,762,143.87		9,160,217.35	9,160,217.35	35.5%
Charter School Facility Grant	6030	8590		0.00	0.00		0.00	0.00	0.0%
Drug/Alcohol/Tobacco Funds	6650, 6690, 6695	8590		231,476.69	231,476.69		406,966.00	406,966.00	75.8%
California Clean Energy Jobs Act	6230	8590		0.00	0.00		0.00	0.00	0.0%
Career Technical Education Incentive Grant Program	6387	8590		1,245,699.95	1,245,699.95		2,593,290.54	2,593,290.54	108.2%
American Indian Early Childhood Education	7210	8590		0.00	0.00		0.00	0.00	0.0%
Specialized Secondary	7370	8590		0.00	0.00		0.00	0.00	0.0%
All Other State Revenue	All Other	8590	3,697,029.78	126,431,790.99	130,128,820.77	4,377,377.00	54,199,287.88	58,576,664.88	-55.0%
<b>TOTAL, OTHER STATE REVENUE</b>			<b>13,340,337.93</b>	<b>178,469,169.40</b>	<b>191,809,507.33</b>	<b>11,901,384.26</b>	<b>99,923,159.68</b>	<b>111,824,543.94</b>	<b>-41.7%</b>
<b>OTHER LOCAL REVENUE</b>									
Other Local Revenue									
County and District Taxes									
Other Restricted Levies									
Secured Roll		8615	0.00	0.00	0.00	0.00	0.00	0.00	0.0%
Unsecured Roll		8616	0.00	0.00	0.00	0.00	0.00	0.00	0.0%
Prior Years' Taxes		8617	0.00	0.00	0.00	0.00	0.00	0.00	0.0%
Supplemental Taxes		8618	0.00	0.00	0.00	0.00	0.00	0.00	0.0%
Non-Ad Valorem Taxes									
Parcel Taxes		8621	0.00	0.00	0.00	0.00	0.00	0.00	0.0%
Other		8622	0.00	0.00	0.00	0.00	0.00	0.00	0.0%
Community Redevelopment Funds Not Subject to LCFF Deduction		8625	0.00	0.00	0.00	0.00	0.00	0.00	0.0%
Penalties and Interest from Delinquent Non-LCFF Taxes		8629	0.00	0.00	0.00	0.00	0.00	0.00	0.0%
Sales									
Sale of Equipment/Supplies		8631	22,575.87	0.00	22,575.87	50,000.00	0.00	50,000.00	121.5%
Sale of Publications		8632	0.00	0.00	0.00	0.00	0.00	0.00	0.0%
Food Service Sales		8634	0.00	0.00	0.00	0.00	0.00	0.00	0.0%
All Other Sales		8639	0.00	0.00	0.00	0.00	0.00	0.00	0.0%
Leases and Rentals		8650	2,808,824.06	93,603.38	2,902,427.44	1,651,324.00	0.00	1,651,324.00	-43.1%
Interest		8660	9,486,134.74	0.00	9,486,134.74	1,250,000.00	0.00	1,250,000.00	-86.8%
Net Increase (Decrease) in the Fair Value of Investments		8662	473,319.45	0.00	473,319.45	0.00	0.00	0.00	-100.0%
Fees and Contracts									
Adult Education Fees		8671	0.00	0.00	0.00	0.00	0.00	0.00	0.0%

Description	Resource Codes	Object Codes	2022-23 Unaudited Actuals			2023-24 Budget			% Diff Column C & F
			Unrestricted (A)	Restricted (B)	Total Fund col. A + B (C)	Unrestricted (D)	Restricted (E)	Total Fund col. D + E (F)	
Non-Resident Students		8672	0.00	0.00	0.00	0.00	0.00	0.00	0.0%
Transportation Fees From Individuals		8675	0.00	0.00	0.00	0.00	0.00	0.00	0.0%
Interagency Services		8677	1,273,953.57	0.00	1,273,953.57	813,851.00	0.00	813,851.00	-36.1%
Mitigation/Developer Fees		8681	0.00	0.00	0.00	0.00	0.00	0.00	0.0%
All Other Fees and Contracts		8689	0.00	0.00	0.00	0.00	0.00	0.00	0.0%
Other Local Revenue									
Plus: Miscellaneous Funds Non-LCFF (50 Percent) Adjustment		8691	0.00	0.00	0.00	0.00	0.00	0.00	0.0%
Pass-Through Revenue from Local Sources		8697	0.00	0.00	0.00	0.00	0.00	0.00	0.0%
All Other Local Revenue		8699	1,736,589.98	4,178,796.29	5,915,386.27	386,000.00	2,032,950.10	2,418,950.10	-59.1%
Tuition		8710	0.00	0.00	0.00	0.00	0.00	0.00	0.0%
All Other Transfers In		8781-8783	0.00	0.00	0.00	0.00	0.00	0.00	0.0%
Transfers of Apportionments									
Special Education SELPA Transfers									
From Districts or Charter Schools	6500	8791		0.00	0.00		0.00	0.00	0.0%
From County Offices	6500	8792		0.00	0.00		0.00	0.00	0.0%
From JPAs	6500	8793		0.00	0.00		0.00	0.00	0.0%
ROC/P Transfers									
From Districts or Charter Schools	6360	8791		0.00	0.00		0.00	0.00	0.0%
From County Offices	6360	8792		0.00	0.00		0.00	0.00	0.0%
From JPAs	6360	8793		0.00	0.00		0.00	0.00	0.0%
Other Transfers of Apportionments									
From Districts or Charter Schools	All Other	8791	0.00	0.00	0.00	0.00	0.00	0.00	0.0%
From County Offices	All Other	8792	0.00	0.00	0.00	0.00	0.00	0.00	0.0%
From JPAs	All Other	8793	0.00	0.00	0.00	0.00	0.00	0.00	0.0%
All Other Transfers In from All Others		8799	0.00	0.00	0.00	0.00	0.00	0.00	0.0%
<b>TOTAL, OTHER LOCAL REVENUE</b>			<b>15,801,397.67</b>	<b>4,272,399.67</b>	<b>20,073,797.34</b>	<b>4,151,175.00</b>	<b>2,032,950.10</b>	<b>6,184,125.10</b>	<b>-69.2%</b>
<b>TOTAL, REVENUES</b>			<b>509,915,248.27</b>	<b>288,048,863.39</b>	<b>797,964,111.66</b>	<b>516,399,323.26</b>	<b>204,006,186.29</b>	<b>720,405,509.55</b>	<b>-9.7%</b>
<b>CERTIFICATED SALARIES</b>									
Certificated Teachers' Salaries		1100	139,789,462.89	41,537,740.17	181,327,203.06	147,558,395.87	39,622,836.48	187,181,232.35	3.2%
Certificated Pupil Support Salaries		1200	10,661,752.57	8,809,414.07	19,471,166.64	10,885,971.14	11,166,098.27	22,052,069.41	13.3%
Certificated Supervisors' and Administrators' Salaries		1300	16,303,436.77	4,452,938.13	20,756,374.90	17,622,098.89	5,403,146.37	23,025,245.26	10.9%
Other Certificated Salaries		1900	679,027.76	7,746,552.59	8,425,580.35	2,403,539.90	14,704,406.39	17,107,946.29	103.0%
<b>TOTAL, CERTIFICATED SALARIES</b>			<b>167,433,679.99</b>	<b>62,546,644.96</b>	<b>229,980,324.95</b>	<b>178,470,005.80</b>	<b>70,896,487.51</b>	<b>249,366,493.31</b>	<b>8.4%</b>
<b>CLASSIFIED SALARIES</b>									
Classified Instructional Salaries		2100	1,679,384.26	7,784,759.69	9,464,143.95	1,698,284.80	10,386,181.61	12,084,466.41	27.7%
Classified Support Salaries		2200	16,830,796.80	8,149,290.60	24,980,087.40	16,795,303.48	11,334,867.45	28,130,170.93	12.6%
Classified Supervisors' and Administrators' Salaries		2300	5,210,361.13	5,282,440.93	10,492,802.06	6,611,565.10	6,354,246.16	12,965,811.26	23.6%
Clerical, Technical and Office Salaries		2400	14,864,349.54	3,534,611.65	18,398,961.19	15,325,955.16	4,311,726.68	19,637,681.84	6.7%
Other Classified Salaries		2900	1,832,539.85	2,288,474.75	4,121,014.60	2,080,404.04	2,136,922.11	4,217,326.15	2.3%
<b>TOTAL, CLASSIFIED SALARIES</b>			<b>40,417,431.58</b>	<b>27,039,577.62</b>	<b>67,457,009.20</b>	<b>42,511,512.58</b>	<b>34,523,944.01</b>	<b>77,035,456.59</b>	<b>14.2%</b>
<b>EMPLOYEE BENEFITS</b>									
STRS		3101-3102	29,493,745.03	31,292,775.11	60,786,520.14	32,849,899.47	34,974,391.49	67,824,290.96	11.6%
PERS		3201-3202	9,492,547.23	6,738,209.21	16,230,756.44	11,559,720.82	9,324,467.71	20,884,188.53	28.7%
OASDI/Medicare/Alternative		3301-3302	5,640,405.71	3,045,304.03	8,685,709.74	6,877,981.79	4,852,481.01	11,730,462.80	35.1%
Health and Welfare Benefits		3401-3402	53,764,694.04	23,971,973.09	77,736,667.13	61,089,333.00	31,009,338.81	92,098,671.81	18.5%
Unemployment Insurance		3501-3502	1,006,545.03	460,552.98	1,467,098.01	122,170.35	58,226.51	180,396.86	-87.7%
Workers' Compensation		3601-3602	3,126,232.19	1,333,679.54	4,459,911.73	3,306,188.75	1,578,726.11	4,884,914.86	9.5%
OPEB, Allocated		3701-3702	13,993,166.55	6,182,106.23	20,175,272.78	15,011,056.02	8,130,131.60	23,141,187.62	14.7%
OPEB, Active Employees		3751-3752	0.00	0.00	0.00	0.00	0.00	0.00	0.0%
Other Employee Benefits		3901-3902	40,860.82	19,161.13	60,021.95	30,076.11	13,042.00	43,118.11	-28.2%
<b>TOTAL, EMPLOYEE BENEFITS</b>			<b>116,558,196.60</b>	<b>73,043,761.32</b>	<b>189,601,957.92</b>	<b>130,846,426.31</b>	<b>89,940,805.24</b>	<b>220,787,231.55</b>	<b>16.4%</b>
<b>BOOKS AND SUPPLIES</b>									
Approved Textbooks and Core Curricula Materials		4100	0.00	6,641,989.11	6,641,989.11	5,095,610.87	2,149,828.00	7,245,438.87	9.1%
Books and Other Reference Materials		4200	47,171.68	65,734.34	112,906.02	92,725.68	156,298.92	249,024.60	120.6%
Materials and Supplies		4300	4,653,550.33	6,177,771.42	10,831,321.75	7,725,795.27	13,770,767.42	21,496,562.69	98.5%
Noncapitalized Equipment		4400	808,586.72	2,497,781.52	3,306,368.24	305,764.16	9,440,198.19	9,745,962.35	194.8%
Food		4700	0.00	6,250.52	6,250.52	0.00	0.00	0.00	-100.0%
<b>TOTAL, BOOKS AND SUPPLIES</b>			<b>5,509,308.73</b>	<b>15,389,526.91</b>	<b>20,898,835.64</b>	<b>13,219,895.98</b>	<b>25,517,092.53</b>	<b>38,736,988.51</b>	<b>85.4%</b>
<b>SERVICES AND OTHER OPERATING EXPENDITURES</b>									
Subagreements for Services		5100	740,139.39	72,860,720.32	73,600,859.71	811,586.00	62,620,028.00	63,431,614.00	-13.8%
Travel and Conferences		5200	307,879.47	947,539.00	1,255,418.47	410,877.00	581,164.36	992,041.36	-21.0%
Dues and Memberships		5300	141,159.24	50,725.15	191,884.39	157,554.00	13,200.00	170,754.00	-11.0%
Insurance		5400 - 5450	1,734,436.55	0.00	1,734,436.55	2,286,064.00	0.00	2,286,064.00	31.8%
Operations and Housekeeping Services		5500	13,466,305.26	25,571.91	13,491,877.17	10,855,523.35	0.00	10,855,523.35	-19.5%
Rentals, Leases, Repairs, and Noncapitalized Improvements		5600	1,267,525.57	727,740.67	1,995,266.24	1,373,447.45	569,000.00	1,942,447.45	-2.6%

Description	Resource Codes	Object Codes	2022-23 Unaudited Actuals			2023-24 Budget			% Diff Column C & F
			Unrestricted (A)	Restricted (B)	Total Fund col. A + B (C)	Unrestricted (D)	Restricted (E)	Total Fund col. D + E (F)	
Transfers of Direct Costs		5710	(88,173.64)	88,173.64	0.00	(372,187.53)	372,187.53	0.00	0.0%
Transfers of Direct Costs - Interfund		5750	(1,376,312.30)	(595.96)	(1,376,908.26)	(1,273,367.00)	(9,500.00)	(1,282,867.00)	-6.8%
Professional/Consulting Services and Operating Expenditures		5800	11,374,961.14	14,759,706.69	26,134,667.83	11,751,998.34	20,110,104.08	31,862,102.42	21.9%
Communications		5900	1,434,834.45	3,229.57	1,438,064.02	1,569,390.48	32,228.00	1,601,618.48	11.4%
<b>TOTAL, SERVICES AND OTHER OPERATING EXPENDITURES</b>			<b>29,002,755.13</b>	<b>89,462,810.99</b>	<b>118,465,566.12</b>	<b>27,570,886.09</b>	<b>84,288,411.97</b>	<b>111,859,298.06</b>	<b>-5.6%</b>
<b>CAPITAL OUTLAY</b>									
Land		6100	0.00	0.00	0.00	0.00	0.00	0.00	0.0%
Land Improvements		6170	116,507.73	10,880,823.71	10,997,331.44	0.00	0.00	0.00	-100.0%
Buildings and Improvements of Buildings		6200	133,103.51	12,210,735.20	12,343,838.71	0.00	0.00	0.00	-100.0%
Books and Media for New School Libraries or Major Expansion of School Libraries		6300	0.00	0.00	0.00	0.00	0.00	0.00	0.0%
Equipment		6400	248,065.07	632,633.99	880,699.06	7,259.00	640,000.00	647,259.00	-26.5%
Equipment Replacement		6500	0.00	6,208.54	6,208.54	42,000.00	256,917.94	298,917.94	4,714.6%
Lease Assets		6600	0.00	0.00	0.00	0.00	0.00	0.00	0.0%
Subscription Assets		6700	56,083.12	1,056,062.29	1,112,145.41	0.00	0.00	0.00	-100.0%
<b>TOTAL, CAPITAL OUTLAY</b>			<b>553,759.43</b>	<b>24,786,463.73</b>	<b>25,340,223.16</b>	<b>49,259.00</b>	<b>896,917.94</b>	<b>946,176.94</b>	<b>-96.3%</b>
<b>OTHER OUTGO (excluding Transfers of Indirect Costs)</b>									
Tuition									
Tuition for Instruction Under Interdistrict									
Attendance Agreements		7110	0.00	0.00	0.00	0.00	0.00	0.00	0.0%
State Special Schools		7130	59,963.00	0.00	59,963.00	0.00	0.00	0.00	-100.0%
Tuition, Excess Costs, and/or Deficit Payments									
Payments to Districts or Charter Schools		7141	0.00	0.00	0.00	0.00	0.00	0.00	0.0%
Payments to County Offices		7142	1,355,990.00	0.00	1,355,990.00	1,500,000.00	0.00	1,500,000.00	10.6%
Payments to JPAs		7143	0.00	0.00	0.00	0.00	0.00	0.00	0.0%
Transfers of Pass-Through Revenues									
To Districts or Charter Schools		7211	0.00	0.00	0.00	0.00	0.00	0.00	0.0%
To County Offices		7212	0.00	0.00	0.00	0.00	0.00	0.00	0.0%
To JPAs		7213	0.00	0.00	0.00	0.00	0.00	0.00	0.0%
Special Education SELPA Transfers of Apportionments									
To Districts or Charter Schools	6500	7221		0.00	0.00		0.00	0.00	0.0%
To County Offices	6500	7222		0.00	0.00		0.00	0.00	0.0%
To JPAs	6500	7223		0.00	0.00		0.00	0.00	0.0%
ROC/P Transfers of Apportionments									
To Districts or Charter Schools	6360	7221		0.00	0.00		0.00	0.00	0.0%
To County Offices	6360	7222		0.00	0.00		0.00	0.00	0.0%
To JPAs	6360	7223		0.00	0.00		0.00	0.00	0.0%
Other Transfers of Apportionments	All Other	7221-7223	0.00	0.00	0.00	0.00	0.00	0.00	0.0%
All Other Transfers		7281-7283	0.00	0.00	0.00	0.00	0.00	0.00	0.0%
All Other Transfers Out to All Others		7299	0.00	0.00	0.00	0.00	0.00	0.00	0.0%
Debt Service									
Debt Service - Interest		7438	0.00	0.00	0.00	0.00	0.00	0.00	0.0%
Other Debt Service - Principal		7439	4,213.90	0.00	4,213.90	10,300.00	0.00	10,300.00	144.4%
<b>TOTAL, OTHER OUTGO (excluding Transfers of Indirect Costs)</b>			<b>1,420,166.90</b>	<b>0.00</b>	<b>1,420,166.90</b>	<b>1,510,300.00</b>	<b>0.00</b>	<b>1,510,300.00</b>	<b>6.3%</b>
<b>OTHER OUTGO - TRANSFERS OF INDIRECT COSTS</b>									
Transfers of Indirect Costs		7310	(4,486,851.43)	4,486,851.43	0.00	(6,616,548.80)	6,616,548.80	0.00	0.0%
Transfers of Indirect Costs - Interfund		7350	(1,201,047.04)	0.00	(1,201,047.04)	(1,277,769.85)	0.00	(1,277,769.85)	6.4%
<b>TOTAL, OTHER OUTGO - TRANSFERS OF INDIRECT COSTS</b>			<b>(5,687,898.47)</b>	<b>4,486,851.43</b>	<b>(1,201,047.04)</b>	<b>(7,894,318.65)</b>	<b>6,616,548.80</b>	<b>(1,277,769.85)</b>	<b>6.4%</b>
<b>TOTAL, EXPENDITURES</b>			<b>355,207,399.89</b>	<b>296,755,636.96</b>	<b>651,963,036.85</b>	<b>386,283,967.11</b>	<b>312,680,208.00</b>	<b>698,964,175.11</b>	<b>7.2%</b>
<b>INTERFUND TRANSFERS</b>									
<b>INTERFUND TRANSFERS IN</b>									
From: Special Reserve Fund		8912	0.00	0.00	0.00	0.00	0.00	0.00	0.0%
From: Bond Interest and Redemption Fund		8914	0.00	0.00	0.00	0.00	0.00	0.00	0.0%
Other Authorized Interfund Transfers In		8919	2,078,863.00	0.00	2,078,863.00	2,475,399.00	0.00	2,475,399.00	19.1%
<b>(a) TOTAL, INTERFUND TRANSFERS IN</b>			<b>2,078,863.00</b>	<b>0.00</b>	<b>2,078,863.00</b>	<b>2,475,399.00</b>	<b>0.00</b>	<b>2,475,399.00</b>	<b>19.1%</b>
<b>INTERFUND TRANSFERS OUT</b>									
To: Child Development Fund		7611	0.00	0.00	0.00	0.00	0.00	0.00	0.0%
To: Special Reserve Fund		7612	0.00	0.00	0.00	0.00	0.00	0.00	0.0%
To State School Building Fund/County School Facilities Fund		7613	0.00	0.00	0.00	0.00	0.00	0.00	0.0%
To: Cafeteria Fund		7616	0.00	0.00	0.00	0.00	0.00	0.00	0.0%
Other Authorized Interfund Transfers Out		7619	0.00	0.00	0.00	0.00	0.00	0.00	0.0%
<b>(b) TOTAL, INTERFUND TRANSFERS OUT</b>			<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.0%</b>
<b>OTHER SOURCES/USES</b>									
<b>SOURCES</b>									

Description	Resource Codes	Object Codes	2022-23 Unaudited Actuals			2023-24 Budget			% Diff Column C & F
			Unrestricted (A)	Restricted (B)	Total Fund col. A + B (C)	Unrestricted (D)	Restricted (E)	Total Fund col. D + E (F)	
State Apportionments									
Emergency Apportionments		8931	0.00	0.00	0.00	0.00	0.00	0.00	0.0%
Proceeds									
Proceeds from Disposal of Capital Assets		8953	0.00	0.00	0.00	0.00	0.00	0.00	0.0%
Other Sources									
Transfers from Funds of Lapsed/Reorganized LEAs		8965	0.00	0.00	0.00	0.00	0.00	0.00	0.0%
Long-Term Debt Proceeds									
Proceeds from Certificates of Participation		8971	0.00	0.00	0.00	0.00	0.00	0.00	0.0%
Proceeds from Leases		8972	0.00	0.00	0.00	0.00	0.00	0.00	0.0%
Proceeds from Lease Revenue Bonds		8973	0.00	0.00	0.00	0.00	0.00	0.00	0.0%
Proceeds from SBITAs		8974	0.00	0.00	0.00	0.00	0.00	0.00	0.0%
All Other Financing Sources		8979	0.00	0.00	0.00	0.00	0.00	0.00	0.0%
<b>(c) TOTAL, SOURCES</b>			0.00	0.00	0.00	0.00	0.00	0.00	0.0%
<b>USES</b>									
Transfers of Funds from Lapsed/Reorganized LEAs		7651	0.00	0.00	0.00	0.00	0.00	0.00	0.0%
All Other Financing Uses		7699	0.00	0.00	0.00	0.00	0.00	0.00	0.0%
<b>(d) TOTAL, USES</b>			0.00	0.00	0.00	0.00	0.00	0.00	0.0%
<b>CONTRIBUTIONS</b>									
Contributions from Unrestricted Revenues		8980	(86,181,070.31)	86,181,070.31	0.00	(104,925,542.97)	104,925,542.97	0.00	0.0%
Contributions from Restricted Revenues		8990	0.00	0.00	0.00	0.00	0.00	0.00	0.0%
<b>(e) TOTAL, CONTRIBUTIONS</b>			(86,181,070.31)	86,181,070.31	0.00	(104,925,542.97)	104,925,542.97	0.00	0.0%
<b>TOTAL, OTHER FINANCING SOURCES/USES (a- b + c - d + e)</b>			(84,102,207.31)	86,181,070.31	2,078,863.00	(102,450,143.97)	104,925,542.97	2,475,399.00	19.1%

Description	Function Codes	Object Codes	2022-23 Unaudited Actuals			2023-24 Budget			% Diff Column C & F
			Unrestricted (A)	Restricted (B)	Total Fund col. A + B (C)	Unrestricted (D)	Restricted (E)	Total Fund col. D + E (F)	
<b>A. REVENUES</b>									
1) LCFF Sources		8010-8099	480,773,512.67	2,570,022.00	483,343,534.67	500,346,764.00	2,478,216.00	502,824,980.00	4.0%
2) Federal Revenue		8100-8299	0.00	102,737,272.32	102,737,272.32	0.00	99,571,860.51	99,571,860.51	-3.1%
3) Other State Revenue		8300-8599	13,340,337.93	178,469,169.40	191,809,507.33	11,901,384.26	99,923,159.68	111,824,543.94	-41.7%
4) Other Local Revenue		8600-8799	15,801,397.67	4,272,399.67	20,073,797.34	4,151,175.00	2,032,950.10	6,184,125.10	-69.2%
5) TOTAL, REVENUES			509,915,248.27	288,048,863.39	797,964,111.66	516,399,323.26	204,006,186.29	720,405,509.55	-9.7%
<b>B. EXPENDITURES (Objects 1000-7999)</b>									
1) Instruction		1000-1999	218,664,694.22	176,809,110.44	395,473,804.66	239,243,343.35	192,334,726.15	431,578,069.50	9.1%
2) Instruction - Related Services		2000-2999	43,756,589.89	28,545,110.71	72,301,700.60	49,897,683.93	41,858,476.98	91,756,160.91	26.9%
3) Pupil Services		3000-3999	29,606,173.41	40,572,853.73	70,179,027.14	32,033,391.45	47,746,121.11	79,779,512.56	13.7%
4) Ancillary Services		4000-4999	3,613,706.88	457,402.90	4,071,109.78	4,523,578.46	537,285.83	5,060,864.29	24.3%
5) Community Services		5000-5999	118,468.83	53,583.63	172,052.46	0.00	0.00	0.00	-100.0%
6) Enterprise		6000-6999	93,883.78	1,331.15	95,214.93	0.00	0.00	0.00	-100.0%
7) General Administration		7000-7999	21,341,650.13	8,411,684.19	29,753,334.32	22,625,335.04	10,322,333.07	32,947,668.11	10.7%
8) Plant Services		8000-8999	36,592,065.85	41,904,560.21	78,496,626.06	36,450,334.88	19,881,264.86	56,331,599.74	-28.2%
9) Other Outgo		9000-9999	1,420,166.90	0.00	1,420,166.90	1,510,300.00	0.00	1,510,300.00	6.3%
10) TOTAL, EXPENDITURES			355,207,399.89	296,755,636.96	651,963,036.85	386,283,967.11	312,680,208.00	698,964,175.11	7.2%
<b>C. EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES BEFORE OTHER FINANCING SOURCES AND USES (A5 - B10)</b>			154,707,848.38	(8,706,773.57)	146,001,074.81	130,115,356.15	(108,674,021.71)	21,441,334.44	-85.3%
<b>D. OTHER FINANCING SOURCES/USES</b>									
1) Interfund Transfers									
a) Transfers In		8900-8929	2,078,863.00	0.00	2,078,863.00	2,475,399.00	0.00	2,475,399.00	19.1%
b) Transfers Out		7600-7629	0.00	0.00	0.00	0.00	0.00	0.00	0.0%
2) Other Sources/Uses									
a) Sources		8930-8979	0.00	0.00	0.00	0.00	0.00	0.00	0.0%
b) Uses		7630-7699	0.00	0.00	0.00	0.00	0.00	0.00	0.0%
3) Contributions		8980-8999	(86,181,070.31)	86,181,070.31	0.00	(104,925,542.97)	104,925,542.97	0.00	0.0%
4) TOTAL, OTHER FINANCING SOURCES/USES			(84,102,207.31)	86,181,070.31	2,078,863.00	(102,450,143.97)	104,925,542.97	2,475,399.00	19.1%
<b>E. NET INCREASE (DECREASE) IN FUND BALANCE (C + D4)</b>			70,605,641.07	77,474,296.74	148,079,937.81	27,665,212.18	(3,748,478.74)	23,916,733.44	-83.8%
<b>F. FUND BALANCE, RESERVES</b>									
1) Beginning Fund Balance									
a) As of July 1 - Unaudited		9791	65,034,532.41	44,818,264.37	109,852,796.78	135,640,173.48	122,292,561.11	257,932,734.59	134.8%
b) Audit Adjustments		9793	0.00	0.00	0.00	0.00	0.00	0.00	0.0%
c) As of July 1 - Audited (F1a + F1b)			65,034,532.41	44,818,264.37	109,852,796.78	135,640,173.48	122,292,561.11	257,932,734.59	134.8%
d) Other Restatements		9795	0.00	0.00	0.00	0.00	0.00	0.00	0.0%
e) Adjusted Beginning Balance (F1c + F1d)			65,034,532.41	44,818,264.37	109,852,796.78	135,640,173.48	122,292,561.11	257,932,734.59	134.8%
2) Ending Balance, June 30 (E + F1e)			135,640,173.48	122,292,561.11	257,932,734.59	163,305,385.66	118,544,082.37	281,849,468.03	9.3%
Components of Ending Fund Balance									
a) Nonspendable									
Revolving Cash		9711	225,000.00	0.00	225,000.00	225,000.00	0.00	225,000.00	0.0%
Stores		9712	104,391.36	0.00	104,391.36	100,000.00	0.00	100,000.00	-4.2%
Prepaid Items		9713	0.00	8,235.00	8,235.00	0.00	0.00	0.00	-100.0%
All Others		9719	0.00	0.00	0.00	0.00	0.00	0.00	0.0%
b) Restricted		9740	0.00	122,284,326.11	122,284,326.11	0.00	118,544,082.37	118,544,082.37	-3.1%
c) Committed									
Stabilization Arrangements		9750	0.00	0.00	0.00	0.00	0.00	0.00	0.0%
Other Commitments (by Resource/Object)		9760	85,832,540.00	0.00	85,832,540.00	85,832,540.00	0.00	85,832,540.00	0.0%
Unsettled Labor Negotiations Projected Multi-Year Cost		0000	85,832,540.00		85,832,540.00			0.00	
Unsettled Labor Negotiations Multi-Year Projected Cost		0000			0.00	85,832,540.00		85,832,540.00	
d) Assigned									
Other Assignments (by Resource/Object)		9780	2,949,889.63	0.00	2,949,889.63	2,260,058.00	0.00	2,260,058.00	-23.4%
Supplemental and Concentration Carryover Funds		0000	2,949,889.63		2,949,889.63			0.00	
Supplemental and Concentration Funds		0000			0.00	2,260,058.00		2,260,058.00	
e) Unassigned/Unappropriated									
Reserve for Economic Uncertainties		9789	13,039,261.00	0.00	13,039,261.00	13,952,230.00	0.00	13,952,230.00	7.0%
Unassigned/Unappropriated Amount		9790	33,489,091.49	0.00	33,489,091.49	60,935,557.66	0.00	60,935,557.66	82.0%



Resource	Description	2022-23 Unaudited Actuals	2023-24 Budget
2600	Expanded Learning Opportunities Program	23,566,573.80	23,566,573.80
5810	Other Restricted Federal	47,654.32	47,654.32
6211	Literacy Coaches and Reading Specialists Grant Program	450,000.00	450,000.00
6266	Educator Effectiveness, FY 2021-22	7,615,386.67	5,384,143.45
6300	Lottery : Instructional Materials	5,165,156.78	5,165,156.78
6332	CA Community Schools Partnership Act - Implementation Grant	387,435.03	387,435.03
6371	CalWORKs for ROCP or Adult Education	11,331.00	11,331.00
6546	Mental Health-Related Services	179,777.00	179,777.00
6547	Special Education Early Intervention Preschool Grant	3,804,182.00	3,804,182.00
6762	Arts, Music, and Instructional Materials Discretionary Block Grant	14,332,092.98	14,332,092.98
7028	Child Nutrition: Kitchen Infrastructure Upgrade Funds	1,169,808.00	1,169,808.00
7029	Child Nutrition: Food Service Staff Training Funds	328,716.19	328,716.19
7032	Child Nutrition: Kitchen Infrastructure and Training Funds - 2022 KIT Funds	4,833,952.00	4,833,952.00
7085	Learning Communities for School Success Program	589,913.69	589,913.69
7311	Classified School Employee Professional Development Block Grant	124,940.97	133,175.97
7388	SB 117 COVID-19 LEA Response Funds	268,922.14	268,922.14
7412	A-G Access/Success Grant	2,307,790.00	1,631,875.80
7413	A-G Learning Loss Mitigation Grant	865,181.00	455,346.67
7425	Expanded Learning Opportunities (ELO) Grant	1,976,806.43	1,976,806.43
7426	Expanded Learning Opportunities (ELO) Grant: Paraprofessional Staff	403,855.66	403,855.66
7435	Learning Recovery Emergency Block Grant	45,860,372.04	44,461,972.04
7810	Other Restricted State	673,617.49	673,617.49
8150	Ongoing & Major Maintenance Account (RMA: Education Code Section 17070.75)	2,039,984.15	3,125,980.83
9010	Other Restricted Local	5,280,876.77	5,161,793.10
Total, Restricted Balance		122,284,326.11	118,544,082.37

## **SPECIAL REVENUE FUNDS**

### **Special Revenue Funds Definition**

The Special Revenue Funds are used to account for the proceeds of specific revenue sources that are legally restricted to expenditures for specified purposes. This classification includes the Student Activity Fund, Charter Schools Fund, Adult Education Fund, Child Development Fund, and Cafeteria Fund.

Description	Resource Codes	Object Codes	2022-23 Unaudited Actuals	2023-24 Budget	Percent Difference
<b>A. REVENUES</b>					
1) LCFF Sources		8010-8099	0.00	0.00	0.0%
2) Federal Revenue		8100-8299	0.00	0.00	0.0%
3) Other State Revenue		8300-8599	0.00	0.00	0.0%
4) Other Local Revenue		8600-8799	1,306,500.86	0.00	-100.0%
5) TOTAL, REVENUES			1,306,500.86	0.00	-100.0%
<b>B. EXPENDITURES</b>					
1) Certificated Salaries		1000-1999	0.00	0.00	0.0%
2) Classified Salaries		2000-2999	0.00	0.00	0.0%
3) Employee Benefits		3000-3999	0.00	0.00	0.0%
4) Books and Supplies		4000-4999	1,184,409.35	0.00	-100.0%
5) Services and Other Operating Expenditures		5000-5999	0.00	0.00	0.0%
6) Capital Outlay		6000-6999	0.00	0.00	0.0%
7) Other Outgo (excluding Transfers of Indirect Costs)		7100-7299, 7400-7499	0.00	0.00	0.0%
8) Other Outgo - Transfers of Indirect Costs		7300-7399	0.00	0.00	0.0%
9) TOTAL, EXPENDITURES			1,184,409.35	0.00	-100.0%
<b>C. EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES BEFORE OTHER FINANCING SOURCES AND USES (A5 - B9)</b>			122,091.51	0.00	-100.0%
<b>D. OTHER FINANCING SOURCES/USES</b>					
1) Interfund Transfers					
a) Transfers In		8900-8929	0.00	0.00	0.0%
b) Transfers Out		7600-7629	0.00	0.00	0.0%
2) Other Sources/Uses					
a) Sources		8930-8979	0.00	0.00	0.0%
b) Uses		7630-7699	0.00	0.00	0.0%
3) Contributions		8980-8999	0.00	0.00	0.0%
4) TOTAL, OTHER FINANCING SOURCES/USES			0.00	0.00	0.0%
<b>E. NET INCREASE (DECREASE) IN FUND BALANCE (C + D4)</b>			122,091.51	0.00	-100.0%
<b>F. FUND BALANCE, RESERVES</b>					
1) Beginning Fund Balance					
a) As of July 1 - Unaudited		9791	1,447,941.02	1,570,032.53	8.4%
b) Audit Adjustments		9793	0.00	0.00	0.0%
c) As of July 1 - Audited (F1a + F1b)			1,447,941.02	1,570,032.53	8.4%
d) Other Restatements		9795	0.00	0.00	0.0%
e) Adjusted Beginning Balance (F1c + F1d)			1,447,941.02	1,570,032.53	8.4%
2) Ending Balance, June 30 (E + F1e)			1,570,032.53	1,570,032.53	0.0%
Components of Ending Fund Balance					
a) Nonspendable					
Revolving Cash		9711	0.00	0.00	0.0%
Stores		9712	5,934.00	0.00	-100.0%
Prepaid Items		9713	0.00	0.00	0.0%
All Others		9719	0.00	0.00	0.0%
b) Restricted		9740	1,564,098.53	1,570,032.53	0.4%
c) Committed					
Stabilization Arrangements		9750	0.00	0.00	0.0%

Description	Resource Codes	Object Codes	2022-23 Unaudited Actuals	2023-24 Budget	Percent Difference
Other Commitments		9760	0.00	0.00	0.0%
d) Assigned					
Other Assignments		9780	0.00	0.00	0.0%
e) Unassigned/Unappropriated					
Reserve for Economic Uncertainties		9789	0.00	0.00	0.0%
Unassigned/Unappropriated Amount		9790	0.00	0.00	0.0%
<b>G. ASSETS</b>					
1) Cash					
a) in County Treasury		9110	0.00		
1) Fair Value Adjustment to Cash in County Treasury		9111	0.00		
b) in Banks		9120	1,564,098.53		
c) in Revolving Cash Account		9130	0.00		
d) with Fiscal Agent/Trustee		9135	0.00		
e) Collections Awaiting Deposit		9140	0.00		
2) Investments		9150	0.00		
3) Accounts Receivable		9200	0.00		
4) Due from Grantor Government		9290	0.00		
5) Due from Other Funds		9310	0.00		
6) Stores		9320	5,934.00		
7) Prepaid Expenditures		9330	0.00		
8) Other Current Assets		9340	0.00		
9) Lease Receivable		9380	0.00		
10) TOTAL, ASSETS			1,570,032.53		
<b>H. DEFERRED OUTFLOWS OF RESOURCES</b>					
1) Deferred Outflows of Resources		9490	0.00		
2) TOTAL, DEFERRED OUTFLOWS			0.00		
<b>I. LIABILITIES</b>					
1) Accounts Payable		9500	0.00		
2) Due to Grantor Governments		9590	0.00		
3) Due to Other Funds		9610	0.00		
4) Current Loans		9640	0.00		
5) Unearned Revenues		9650	0.00		
6) TOTAL, LIABILITIES			0.00		
<b>J. DEFERRED INFLOWS OF RESOURCES</b>					
1) Deferred Inflows of Resources		9690	0.00		
2) TOTAL, DEFERRED INFLOWS			0.00		
<b>K. FUND EQUITY</b>					
Ending Fund Balance, June 30					
(must agree with line F2) (G10 + H2) - (I6 + J2)			1,570,032.53		
<b>REVENUES</b>					
Sale of Equipment and Supplies		8631	0.00	0.00	0.0%
All Other Sales		8639	0.00	0.00	0.0%
Interest		8660	0.00	0.00	0.0%
Net Increase (Decrease) in the Fair Value of Investments		8662	0.00	0.00	0.0%
All Other Fees and Contracts		8689	0.00	0.00	0.0%

Description	Resource Codes	Object Codes	2022-23 Unaudited Actuals	2023-24 Budget	Percent Difference
All Other Local Revenue		8699	1,306,500.86	0.00	-100.0%
<b>TOTAL, REVENUES</b>			1,306,500.86	0.00	-100.0%
<b>CERTIFICATED SALARIES</b>					
Certificated Teachers' Salaries		1100	0.00	0.00	0.0%
Certificated Pupil Support Salaries		1200	0.00	0.00	0.0%
Certificated Supervisors' and Administrators' Salaries		1300	0.00	0.00	0.0%
Other Certificated Salaries		1900	0.00	0.00	0.0%
<b>TOTAL, CERTIFICATED SALARIES</b>			0.00	0.00	0.0%
<b>CLASSIFIED SALARIES</b>					
Classified Instructional Salaries		2100	0.00	0.00	0.0%
Classified Support Salaries		2200	0.00	0.00	0.0%
Classified Supervisors' and Administrators' Salaries		2300	0.00	0.00	0.0%
Clerical, Technical and Office Salaries		2400	0.00	0.00	0.0%
Other Classified Salaries		2900	0.00	0.00	0.0%
<b>TOTAL, CLASSIFIED SALARIES</b>			0.00	0.00	0.0%
<b>EMPLOYEE BENEFITS</b>					
STRS		3101-3102	0.00	0.00	0.0%
PERS		3201-3202	0.00	0.00	0.0%
OASDI/Medicare/Alternative		3301-3302	0.00	0.00	0.0%
Health and Welfare Benefits		3401-3402	0.00	0.00	0.0%
Unemployment Insurance		3501-3502	0.00	0.00	0.0%
Workers' Compensation		3601-3602	0.00	0.00	0.0%
OPEB, Allocated		3701-3702	0.00	0.00	0.0%
OPEB, Active Employees		3751-3752	0.00	0.00	0.0%
Other Employee Benefits		3901-3902	0.00	0.00	0.0%
<b>TOTAL, EMPLOYEE BENEFITS</b>			0.00	0.00	0.0%
<b>BOOKS AND SUPPLIES</b>					
Materials and Supplies		4300	1,184,409.35	0.00	-100.0%
Noncapitalized Equipment		4400	0.00	0.00	0.0%
<b>TOTAL, BOOKS AND SUPPLIES</b>			1,184,409.35	0.00	-100.0%
<b>SERVICES AND OTHER OPERATING EXPENDITURES</b>					
Subagreements for Services		5100	0.00	0.00	0.0%
Dues and Memberships		5300	0.00	0.00	0.0%
Insurance		5400-5450	0.00	0.00	0.0%
Rentals, Leases, Repairs, and Noncapitalized Improvements		5600	0.00	0.00	0.0%
Transfers of Direct Costs - Interfund		5750	0.00	0.00	0.0%
Professional/Consulting Services and Operating Expenditures		5800	0.00	0.00	0.0%
Communications		5900	0.00	0.00	0.0%
<b>TOTAL, SERVICES AND OTHER OPERATING EXPENDITURES</b>			0.00	0.00	0.0%
<b>CAPITAL OUTLAY</b>					
Equipment		6400	0.00	0.00	0.0%
Equipment Replacement		6500	0.00	0.00	0.0%
Lease Assets		6600	0.00	0.00	0.0%
Subscription Assets		6700	0.00	0.00	0.0%

Description	Resource Codes	Object Codes	2022-23 Unaudited Actuals	2023-24 Budget	Percent Difference
TOTAL, CAPITAL OUTLAY			0.00	0.00	0.0%
<b>OTHER OUTGO - TRANSFERS OF INDIRECT COSTS</b>					
Transfers of Indirect Costs - Interfund		7350	0.00	0.00	0.0%
TOTAL, OTHER OUTGO - TRANSFERS OF INDIRECT COSTS			0.00	0.00	0.0%
TOTAL, EXPENDITURES			1,184,409.35	0.00	-100.0%
<b>INTERFUND TRANSFERS</b>					
<b>INTERFUND TRANSFERS IN</b>					
Other Authorized Interfund Transfers In		8919	0.00	0.00	0.0%
(a) TOTAL, INTERFUND TRANSFERS IN			0.00	0.00	0.0%
<b>INTERFUND TRANSFERS OUT</b>					
Other Authorized Interfund Transfers Out		7619	0.00	0.00	0.0%
(b) TOTAL, INTERFUND TRANSFERS OUT			0.00	0.00	0.0%
<b>OTHER SOURCES/USES</b>					
<b>SOURCES</b>					
Proceeds from Disposal of Capital Assets		8953	0.00	0.00	0.0%
Transfers from Funds of Lapsed/Reorganized LEAs		8965	0.00	0.00	0.0%
Proceeds from Leases		8972	0.00	0.00	0.0%
Proceeds from SBITAs		8974	0.00	0.00	0.0%
(c) TOTAL, SOURCES			0.00	0.00	0.0%
<b>USES</b>					
Transfers of Funds from Lapsed/Reorganized LEAs		7651	0.00	0.00	0.0%
(d) TOTAL, USES			0.00	0.00	0.0%
<b>CONTRIBUTIONS</b>					
Contributions from Unrestricted Revenues		8980	0.00	0.00	0.0%
Contributions from Restricted Revenues		8990	0.00	0.00	0.0%
(e) TOTAL, CONTRIBUTIONS			0.00	0.00	0.0%
TOTAL, OTHER FINANCING SOURCES/USES (a- b + c - d + e)			0.00	0.00	0.0%

Description	Function Codes	Object Codes	2022-23 Unaudited Actuals	2023-24 Budget	Percent Difference
<b>A. REVENUES</b>					
1) LCFF Sources		8010-8099	0.00	0.00	0.0%
2) Federal Revenue		8100-8299	0.00	0.00	0.0%
3) Other State Revenue		8300-8599	0.00	0.00	0.0%
4) Other Local Revenue		8600-8799	1,306,500.86	0.00	-100.0%
5) TOTAL, REVENUES			1,306,500.86	0.00	-100.0%
<b>B. EXPENDITURES (Objects 1000-7999)</b>					
1) Instruction	1000-1999		0.00	0.00	0.0%
2) Instruction - Related Services	2000-2999		0.00	0.00	0.0%
3) Pupil Services	3000-3999		0.00	0.00	0.0%
4) Ancillary Services	4000-4999		1,184,409.35	0.00	-100.0%
5) Community Services	5000-5999		0.00	0.00	0.0%
6) Enterprise	6000-6999		0.00	0.00	0.0%
7) General Administration	7000-7999		0.00	0.00	0.0%
8) Plant Services	8000-8999		0.00	0.00	0.0%
9) Other Outgo	9000-9999	Except 7600-7699	0.00	0.00	0.0%
10) TOTAL, EXPENDITURES			1,184,409.35	0.00	-100.0%
<b>C. EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES BEFORE OTHER FINANCING SOURCES AND USES (A5 - B9)</b>			122,091.51	0.00	-100.0%
<b>D. OTHER FINANCING SOURCES/USES</b>					
1) Interfund Transfers					
a) Transfers In		8900-8929	0.00	0.00	0.0%
b) Transfers Out		7600-7629	0.00	0.00	0.0%
2) Other Sources/Uses					
a) Sources		8930-8979	0.00	0.00	0.0%
b) Uses		7630-7699	0.00	0.00	0.0%
3) Contributions		8980-8999	0.00	0.00	0.0%
4) TOTAL, OTHER FINANCING SOURCES/USES			0.00	0.00	0.0%
<b>E. NET INCREASE (DECREASE) IN FUND BALANCE (C + D4)</b>			122,091.51	0.00	-100.0%
<b>F. FUND BALANCE, RESERVES</b>					
1) Beginning Fund Balance					
a) As of July 1 - Unaudited		9791	1,447,941.02	1,570,032.53	8.4%
b) Audit Adjustments		9793	0.00	0.00	0.0%
c) As of July 1 - Audited (F1a + F1b)			1,447,941.02	1,570,032.53	8.4%
d) Other Restatements		9795	0.00	0.00	0.0%
e) Adjusted Beginning Balance (F1c + F1d)			1,447,941.02	1,570,032.53	8.4%
2) Ending Balance, June 30 (E + F1e)			1,570,032.53	1,570,032.53	0.0%
Components of Ending Fund Balance					
a) Nonspendable					
Revolving Cash		9711	0.00	0.00	0.0%
Stores		9712	5,934.00	0.00	-100.0%
Prepaid Items		9713	0.00	0.00	0.0%
All Others		9719	0.00	0.00	0.0%
b) Restricted		9740	1,564,098.53	1,570,032.53	0.4%
c) Committed					

Description	Function Codes	Object Codes	2022-23 Unaudited Actuals	2023-24 Budget	Percent Difference
Stabilization Arrangements		9750	0.00	0.00	0.0%
Other Commitments (by Resource/Object)		9760	0.00	0.00	0.0%
d) Assigned					
Other Assignments (by Resource/Object)		9780	0.00	0.00	0.0%
e) Unassigned/Unappropriated					
Reserve for Economic Uncertainties		9789	0.00	0.00	0.0%
Unassigned/Unappropriated Amount		9790	0.00	0.00	0.0%



Resource	Description	2022-23 Unaudited Actuals	2023-24 Budget
8210	Student Activity Funds	1,564,098.53	1,570,032.53
Total, Restricted Balance		1,564,098.53	1,570,032.53

Description	Resource Codes	Object Codes	2022-23 Unaudited Actuals	2023-24 Budget	Percent Difference
<b>A. REVENUES</b>					
1) LCFF Sources		8010-8099	17,369,989.00	19,352,265.00	11.4%
2) Federal Revenue		8100-8299	465,011.09	406,837.26	-12.5%
3) Other State Revenue		8300-8599	8,980,901.46	934,919.20	-89.6%
4) Other Local Revenue		8600-8799	523,671.28	0.00	-100.0%
5) TOTAL, REVENUES			27,339,572.83	20,694,021.46	-24.3%
<b>B. EXPENDITURES</b>					
1) Certificated Salaries		1000-1999	8,158,370.31	8,216,209.50	0.7%
2) Classified Salaries		2000-2999	1,079,096.98	1,190,875.25	10.4%
3) Employee Benefits		3000-3999	5,745,085.84	5,788,535.32	0.8%
4) Books and Supplies		4000-4999	1,018,089.64	1,228,739.23	20.7%
5) Services and Other Operating Expenditures		5000-5999	2,975,617.54	1,848,231.81	-37.9%
6) Capital Outlay		6000-6999	71,276.18	169,979.00	138.5%
7) Other Outgo (excluding Transfers of Indirect Costs)		7100-7299, 7400-7499	0.00	0.00	0.0%
8) Other Outgo - Transfers of Indirect Costs		7300-7399	40,351.10	0.00	-100.0%
9) TOTAL, EXPENDITURES			19,087,887.59	18,442,570.11	-3.4%
<b>C. EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES BEFORE OTHER FINANCING SOURCES AND USES (A5 - B9)</b>			8,251,685.24	2,251,451.35	-72.7%
<b>D. OTHER FINANCING SOURCES/USES</b>					
1) Interfund Transfers					
a) Transfers In		8900-8929	0.00	0.00	0.0%
b) Transfers Out		7600-7629	2,078,863.00	2,475,399.00	19.1%
2) Other Sources/Uses					
a) Sources		8930-8979	0.00	0.00	0.0%
b) Uses		7630-7699	0.00	0.00	0.0%
3) Contributions		8980-8999	0.00	0.00	0.0%
4) TOTAL, OTHER FINANCING SOURCES/USES			(2,078,863.00)	(2,475,399.00)	19.1%
<b>E. NET INCREASE (DECREASE) IN FUND BALANCE (C + D4)</b>			6,172,822.24	(223,947.65)	-103.6%
<b>F. FUND BALANCE, RESERVES</b>					
1) Beginning Fund Balance					
a) As of July 1 - Unaudited		9791	9,347,446.34	15,520,268.58	66.0%
b) Audit Adjustments		9793	0.00	0.00	0.0%
c) As of July 1 - Audited (F1a + F1b)			9,347,446.34	15,520,268.58	66.0%
d) Other Restatements		9795	0.00	0.00	0.0%
e) Adjusted Beginning Balance (F1c + F1d)			9,347,446.34	15,520,268.58	66.0%
2) Ending Balance, June 30 (E + F1e)			15,520,268.58	15,296,320.93	-1.4%
Components of Ending Fund Balance					
a) Nonspendable					
Revolving Cash		9711	0.00	0.00	0.0%
Stores		9712	0.00	0.00	0.0%
Prepaid Items		9713	0.00	0.00	0.0%
All Others		9719	0.00	0.00	0.0%
b) Restricted		9740	7,328,219.93	7,094,272.28	-3.2%
c) Committed					
Stabilization Arrangements		9750	0.00	0.00	0.0%
Other Commitments		9760	0.00	0.00	0.0%
d) Assigned					
Other Assignments		9780	8,192,048.65	8,202,048.65	0.1%
Education Protection Account Funds	1400	9780	103,455.00		
Education Protection Account Funds	1400	9780		103,455.00	
e) Unassigned/Unappropriated Reserve for Economic Uncertainties		9789	0.00	0.00	0.0%
Unassigned/Unappropriated Amount		9790	0.00	0.00	0.0%
<b>G. ASSETS</b>					
1) Cash					
a) in County Treasury		9110	18,764,915.70		
1) Fair Value Adjustment to Cash in County Treasury		9111	(73,588.67)		
b) in Banks		9120	10.00		
c) in Revolving Cash Account		9130	0.00		
d) with Fiscal Agent/Trustee		9135	0.00		

Description	Resource Codes	Object Codes	2022-23 Unaudited Actuals	2023-24 Budget	Percent Difference
e) Collections Awaiting Deposit		9140	0.00		
2) Investments		9150	0.00		
3) Accounts Receivable		9200	429,401.22		
4) Due from Grantor Government		9290	1,525,008.57		
5) Due from Other Funds		9310	2,004,397.26		
6) Stores		9320	0.00		
7) Prepaid Expenditures		9330	0.00		
8) Other Current Assets		9340	0.00		
9) Lease Receivable		9380	0.00		
10) TOTAL, ASSETS			22,650,144.08		
<b>H. DEFERRED OUTFLOWS OF RESOURCES</b>					
1) Deferred Outflows of Resources		9490	0.00		
2) TOTAL, DEFERRED OUTFLOWS			0.00		
<b>I. LIABILITIES</b>					
1) Accounts Payable		9500	1,052,998.00		
2) Due to Grantor Governments		9590	2,291,523.58		
3) Due to Other Funds		9610	3,405,766.99		
4) Current Loans		9640	0.00		
5) Unearned Revenue		9650	379,586.93		
6) TOTAL, LIABILITIES			7,129,875.50		
<b>J. DEFERRED INFLOWS OF RESOURCES</b>					
1) Deferred Inflows of Resources		9690	0.00		
2) TOTAL, DEFERRED INFLOWS			0.00		
<b>K. FUND EQUITY</b>					
(must agree with line F2) (G10 + H2) - (I6 + J2)			15,520,268.58		
<b>LCFF SOURCES</b>					
Principal Apportionment					
State Aid - Current Year		8011	12,973,544.00	12,263,952.90	-5.5%
Education Protection Account State Aid - Current Year		8012	1,203,794.00	3,795,197.00	215.3%
State Aid - Prior Years		8019	(963,927.00)	0.00	-100.0%
LCFF Transfers					
Unrestricted LCFF Transfers - Current Year	0000	8091	0.00	0.00	0.0%
All Other LCFF Transfers - Current Year	All Other	8091	0.00	0.00	0.0%
Transfers to Charter Schools in Lieu of Property Taxes		8096	4,156,578.00	3,293,115.10	-20.8%
Property Taxes Transfers		8097	0.00	0.00	0.0%
LCFF/Revenue Limit Transfers - Prior Years		8099	0.00	0.00	0.0%
TOTAL, LCFF SOURCES			17,369,989.00	19,352,265.00	11.4%
<b>FEDERAL REVENUE</b>					
Maintenance and Operations		8110	0.00	0.00	0.0%
Special Education Entitlement		8181	0.00	0.00	0.0%
Special Education Discretionary Grants		8182	0.00	0.00	0.0%
Child Nutrition Programs		8220	0.00	0.00	0.0%
Donated Food Commodities		8221	0.00	0.00	0.0%
Interagency Contracts Between LEAs		8285	0.00	0.00	0.0%
Title I, Part A, Basic	3010	8290	277,406.11	380,954.00	37.3%
Title I, Part D, Local Delinquent Programs	3025	8290	0.00	0.00	0.0%
Title II, Part A, Supporting Effective Instruction	4035	8290	0.00	0.00	0.0%
Title III, Part A, Immigrant Student Program	4201	8290	0.00	0.00	0.0%
Title III, Part A, English Learner Program	4203	8290	0.00	0.00	0.0%
Public Charter Schools Grant Program (PCSGP)	4610	8290	0.00	0.00	0.0%
Other NCLB / Every Student Succeeds Act	3040, 3060, 3061, 3150, 3155, 3180, 3182, 4037, 4124, 4126, 4127, 4128, 5630	8290	0.00	0.00	0.0%
Career and Technical Education	3500-3599	8290	0.00	0.00	0.0%
All Other Federal Revenue	All Other	8290	187,604.98	25,883.26	-86.2%
TOTAL, FEDERAL REVENUE			465,011.09	406,837.26	-12.5%
<b>OTHER STATE REVENUE</b>					
Other State Apportionments					
Special Education Master Plan					

Description	Resource Codes	Object Codes	2022-23 Unaudited Actuals	2023-24 Budget	Percent Difference
Current Year	6500	8311	0.00	0.00	0.0%
Prior Years	6500	8319	0.00	0.00	0.0%
All Other State Apportionments - Current Year	All Other	8311	0.00	0.00	0.0%
All Other State Apportionments - Prior Years	All Other	8319	0.00	0.00	0.0%
Child Nutrition Programs		8520	0.00	0.00	0.0%
Mandated Costs Reimbursements		8550	48,534.00	42,718.00	-12.0%
Lottery - Unrestricted and Instructional Materials		8560	441,843.79	334,341.00	-24.3%
After School Education and Safety (ASES)	6010	8590	0.00	0.00	0.0%
Charter School Facility Grant	6030	8590	0.00	0.00	0.0%
Drug/Alcohol/Tobacco Funds	6690, 6695	8590	0.00	0.00	0.0%
California Clean Energy Jobs Act	6230	8590	0.00	0.00	0.0%
Career Technical Education Incentive Grant Program	6387	8590	0.00	0.00	0.0%
Specialized Secondary	7370	8590	0.00	0.00	0.0%
All Other State Revenue	All Other	8590	8,490,523.67	557,860.20	-93.4%
<b>TOTAL, OTHER STATE REVENUE</b>			<b>8,980,901.46</b>	<b>934,919.20</b>	<b>-89.6%</b>
<b>OTHER LOCAL REVENUE</b>					
Sales					
Sale of Equipment/Supplies		8631	0.00	0.00	0.0%
Sale of Publications		8632	0.00	0.00	0.0%
Food Service Sales		8634	0.00	0.00	0.0%
All Other Sales		8639	0.00	0.00	0.0%
Leases and Rentals		8650	0.00	0.00	0.0%
Interest		8660	487,579.59	0.00	-100.0%
Net Increase (Decrease) in the Fair Value of Investments		8662	12,477.60	0.00	-100.0%
Fees and Contracts					
Child Development Parent Fees		8673	0.00	0.00	0.0%
Transportation Fees From Individuals		8675	0.00	0.00	0.0%
Interagency Services		8677	0.00	0.00	0.0%
All Other Fees and Contracts		8689	0.00	0.00	0.0%
All Other Local Revenue		8699	23,614.09	0.00	-100.0%
Tuition		8710	0.00	0.00	0.0%
All Other Transfers In		8781-8783	0.00	0.00	0.0%
Transfers of Apportionments					
Special Education SELPA Transfers					
From Districts or Charter Schools	6500	8791	0.00	0.00	0.0%
From County Offices	6500	8792	0.00	0.00	0.0%
From JPAs	6500	8793	0.00	0.00	0.0%
Other Transfers of Apportionments					
From Districts or Charter Schools	All Other	8791	0.00	0.00	0.0%
From County Offices	All Other	8792	0.00	0.00	0.0%
From JPAs	All Other	8793	0.00	0.00	0.0%
All Other Transfers In from All Others		8799	0.00	0.00	0.0%
<b>TOTAL, OTHER LOCAL REVENUE</b>			<b>523,671.28</b>	<b>0.00</b>	<b>-100.0%</b>
<b>TOTAL, REVENUES</b>			<b>27,339,572.83</b>	<b>20,694,021.46</b>	<b>-24.3%</b>
<b>CERTIFICATED SALARIES</b>					
Certificated Teachers' Salaries		1100	6,972,506.18	7,008,027.42	0.5%
Certificated Pupil Support Salaries		1200	338,581.42	442,431.97	30.7%
Certificated Supervisors' and Administrators' Salaries		1300	766,238.53	765,259.11	-0.1%
Other Certificated Salaries		1900	81,044.18	491.00	-99.4%
<b>TOTAL, CERTIFICATED SALARIES</b>			<b>8,158,370.31</b>	<b>8,216,209.50</b>	<b>0.7%</b>
<b>CLASSIFIED SALARIES</b>					
Classified Instructional Salaries		2100	151,509.73	201,601.30	33.1%
Classified Support Salaries		2200	383,404.96	377,410.08	-1.6%
Classified Supervisors' and Administrators' Salaries		2300	0.00	0.00	0.0%
Clerical, Technical and Office Salaries		2400	414,135.80	437,030.13	5.5%
Other Classified Salaries		2900	130,046.49	174,833.74	34.4%
<b>TOTAL, CLASSIFIED SALARIES</b>			<b>1,079,096.98</b>	<b>1,190,875.25</b>	<b>10.4%</b>
<b>EMPLOYEE BENEFITS</b>					
STRS		3101-3102	2,186,630.36	1,998,484.88	-8.6%
PERS		3201-3202	245,865.79	294,369.54	19.7%

Description	Resource Codes	Object Codes	2022-23 Unaudited Actuals	2023-24 Budget	Percent Difference
OASDI/Medicare/Alternative		3301-3302	212,767.97	250,626.63	17.8%
Health and Welfare Benefits		3401-3402	2,274,973.57	2,422,977.62	6.5%
Unemployment Insurance		3501-3502	45,782.98	5,094.98	-88.9%
Workers' Compensation		3601-3602	138,558.46	141,105.86	1.8%
OPEB, Allocated		3701-3702	638,968.56	674,872.81	5.6%
OPEB, Active Employees		3751-3752	0.00	0.00	0.0%
Other Employee Benefits		3901-3902	1,538.15	1,003.00	-34.8%
<b>TOTAL, EMPLOYEE BENEFITS</b>			<b>5,745,085.84</b>	<b>5,788,535.32</b>	<b>0.8%</b>
<b>BOOKS AND SUPPLIES</b>					
Approved Textbooks and Core Curricula Materials		4100	24,254.65	136,568.00	463.1%
Books and Other Reference Materials		4200	218.78	111,507.00	50,867.6%
Materials and Supplies		4300	633,257.67	968,164.23	52.9%
Noncapitalized Equipment		4400	360,358.54	12,500.00	-96.5%
Food		4700	0.00	0.00	0.0%
<b>TOTAL, BOOKS AND SUPPLIES</b>			<b>1,018,089.64</b>	<b>1,228,739.23</b>	<b>20.7%</b>
<b>SERVICES AND OTHER OPERATING EXPENDITURES</b>					
Subagreements for Services		5100	150,140.62	0.00	-100.0%
Travel and Conferences		5200	8,824.40	2,379.88	-73.0%
Dues and Memberships		5300	2,260.00	0.00	-100.0%
Insurance		5400-5450	175.00	0.00	-100.0%
Operations and Housekeeping Services		5500	490,933.93	453,530.00	-7.6%
Rentals, Leases, Repairs, and Noncapitalized Improvements		5600	18,924.87	10,000.00	-47.2%
Transfers of Direct Costs		5710	0.00	0.00	0.0%
Transfers of Direct Costs - Interfund		5750	1,296,724.03	1,195,425.00	-7.8%
Professional/Consulting Services and Operating Expenditures		5800	1,003,481.76	179,554.93	-82.1%
Communications		5900	4,152.93	7,342.00	76.8%
<b>TOTAL, SERVICES AND OTHER OPERATING EXPENDITURES</b>			<b>2,975,617.54</b>	<b>1,848,231.81</b>	<b>-37.9%</b>
<b>CAPITAL OUTLAY</b>					
Land		6100	0.00	0.00	0.0%
Land Improvements		6170	0.00	0.00	0.0%
Buildings and Improvements of Buildings		6200	1,834.12	0.00	-100.0%
Books and Media for New School Libraries or Major Expansion of School Libraries		6300	0.00	0.00	0.0%
Equipment		6400	6,902.06	169,979.00	2,362.7%
Equipment Replacement		6500	0.00	0.00	0.0%
Lease Assets		6600	0.00	0.00	0.0%
Subscription Assets		6700	62,540.00	0.00	-100.0%
<b>TOTAL, CAPITAL OUTLAY</b>			<b>71,276.18</b>	<b>169,979.00</b>	<b>138.5%</b>
<b>OTHER OUTGO (excluding Transfers of Indirect Costs)</b>					
Tuition					
Tuition for Instruction Under Interdistrict Attendance Agreements		7110	0.00	0.00	0.0%
Tuition, Excess Costs, and/or Deficit Payments					
Payments to Districts or Charter Schools		7141	0.00	0.00	0.0%
Payments to County Offices		7142	0.00	0.00	0.0%
Payments to JPAs		7143	0.00	0.00	0.0%
Other Transfers Out					
All Other Transfers		7281-7283	0.00	0.00	0.0%
All Other Transfers Out to All Others		7299	0.00	0.00	0.0%
Debt Service					
Debt Service - Interest		7438	0.00	0.00	0.0%
Other Debt Service - Principal		7439	0.00	0.00	0.0%
<b>TOTAL, OTHER OUTGO (excluding Transfers of Indirect Costs)</b>			<b>0.00</b>	<b>0.00</b>	<b>0.0%</b>
<b>OTHER OUTGO - TRANSFERS OF INDIRECT COSTS</b>					
Transfers of Indirect Costs		7310	0.00	0.00	0.0%
Transfers of Indirect Costs - Interfund		7350	40,351.10	0.00	-100.0%
<b>TOTAL, OTHER OUTGO - TRANSFERS OF INDIRECT COSTS</b>			<b>40,351.10</b>	<b>0.00</b>	<b>-100.0%</b>
<b>TOTAL, EXPENDITURES</b>			<b>19,087,887.59</b>	<b>18,442,570.11</b>	<b>-3.4%</b>
<b>INTERFUND TRANSFERS</b>					
<b>INTERFUND TRANSFERS IN</b>					
Other Authorized Interfund Transfers In		8919	0.00	0.00	0.0%
<b>(a) TOTAL, INTERFUND TRANSFERS IN</b>			<b>0.00</b>	<b>0.00</b>	<b>0.0%</b>

Description	Resource Codes	Object Codes	2022-23 Unaudited Actuals	2023-24 Budget	Percent Difference
<b>INTERFUND TRANSFERS OUT</b>					
Other Authorized Interfund Transfers Out		7619	2,078,863.00	2,475,399.00	19.1%
(b) TOTAL, INTERFUND TRANSFERS OUT			2,078,863.00	2,475,399.00	19.1%
<b>OTHER SOURCES/USES</b>					
<b>SOURCES</b>					
Other Sources					
Transfers from Funds of Lapsed/Reorganized LEAs		8965	0.00	0.00	0.0%
Long-Term Debt Proceeds					
Proceeds from Leases		8972	0.00	0.00	0.0%
Proceeds from SBITAs		8974	0.00	0.00	0.0%
All Other Financing Sources		8979	0.00	0.00	0.0%
(c) TOTAL, SOURCES			0.00	0.00	0.0%
<b>USES</b>					
Transfers of Funds from Lapsed/Reorganized LEAs		7651	0.00	0.00	0.0%
All Other Financing Uses		7699	0.00	0.00	0.0%
(d) TOTAL, USES			0.00	0.00	0.0%
<b>CONTRIBUTIONS</b>					
Contributions from Unrestricted Revenues		8980	0.00	0.00	0.0%
Contributions from Restricted Revenues		8990	0.00	0.00	0.0%
(e) TOTAL, CONTRIBUTIONS			0.00	0.00	0.0%
TOTAL, OTHER FINANCING SOURCES/USES (a - b + c - d + e)			(2,078,863.00)	(2,475,399.00)	19.1%

Description	Function Codes	Object Codes	2022-23 Unaudited Actuals	2023-24 Budget	Percent Difference
<b>A. REVENUES</b>					
1) LCFF Sources		8010-8099	17,369,989.00	19,352,265.00	11.4%
2) Federal Revenue		8100-8299	465,011.09	406,837.26	-12.5%
3) Other State Revenue		8300-8599	8,980,901.46	934,919.20	-89.6%
4) Other Local Revenue		8600-8799	523,671.28	0.00	-100.0%
5) TOTAL, REVENUES			27,339,572.83	20,694,021.46	-24.3%
<b>B. EXPENDITURES (Objects 1000-7999)</b>					
1) Instruction	1000-1999		13,104,567.49	13,030,356.61	-0.6%
2) Instruction - Related Services	2000-2999		2,858,373.30	2,871,442.73	0.5%
3) Pupil Services	3000-3999		608,863.97	759,824.30	24.8%
4) Ancillary Services	4000-4999		0.00	0.00	0.0%
5) Community Services	5000-5999		0.00	0.00	0.0%
6) Enterprise	6000-6999		0.00	0.00	0.0%
7) General Administration	7000-7999		40,351.10	0.00	-100.0%
8) Plant Services	8000-8999		2,475,731.73	1,780,946.47	-28.1%
9) Other Outgo	9000-9999	Except 7600-7699	0.00	0.00	0.0%
10) TOTAL, EXPENDITURES			19,087,887.59	18,442,570.11	-3.4%
<b>C. EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES BEFORE OTHER FINANCING SOURCES AND USES (A5 - B10)</b>			8,251,685.24	2,251,451.35	-72.7%
<b>D. OTHER FINANCING SOURCES/USES</b>					
1) Interfund Transfers					
a) Transfers In		8900-8929	0.00	0.00	0.0%
b) Transfers Out		7600-7629	2,078,863.00	2,475,399.00	19.1%
2) Other Sources/Uses					
a) Sources		8930-8979	0.00	0.00	0.0%
b) Uses		7630-7699	0.00	0.00	0.0%
3) Contributions		8980-8999	0.00	0.00	0.0%
4) TOTAL, OTHER FINANCING SOURCES/USES			(2,078,863.00)	(2,475,399.00)	19.1%
<b>E. NET INCREASE (DECREASE) IN FUND BALANCE (C + D4)</b>			6,172,822.24	(223,947.65)	-103.6%
<b>F. FUND BALANCE, RESERVES</b>					
1) Beginning Fund Balance					
a) As of July 1 - Unaudited		9791	9,347,446.34	15,520,268.58	66.0%
b) Audit Adjustments		9793	0.00	0.00	0.0%
c) As of July 1 - Audited (F1a + F1b)			9,347,446.34	15,520,268.58	66.0%
d) Other Restatements		9795	0.00	0.00	0.0%
e) Adjusted Beginning Balance (F1c + F1d)			9,347,446.34	15,520,268.58	66.0%
2) Ending Balance, June 30 (E + F1e)			15,520,268.58	15,296,320.93	-1.4%
Components of Ending Fund Balance					
a) Nonspendable					
Revolving Cash		9711	0.00	0.00	0.0%
Stores		9712	0.00	0.00	0.0%
Prepaid Items		9713	0.00	0.00	0.0%
All Others		9719	0.00	0.00	0.0%
b) Restricted		9740	7,328,219.93	7,094,272.28	-3.2%
c) Committed					
Stabilization Arrangements		9750	0.00	0.00	0.0%
Other Commitments (by Resource/Object)		9760	0.00	0.00	0.0%
d) Assigned					
Other Assignments (by Resource/Object)		9780	8,192,048.65	8,202,048.65	0.1%
Education Protection Account Funds	1400	9780	103,455.00		
Education Protection Account Funds	1400	9780		103,455.00	
e) Unassigned/Unappropriated					
Reserve for Economic Uncertainties		9789	0.00	0.00	0.0%
Unassigned/Unappropriated Amount		9790	0.00	0.00	0.0%

Resource	Description	2022-23 Unaudited Actuals	2023-24 Budget
2600	Expanded Learning Opportunities Program	2,213,141.90	2,213,141.90
6266	Educator Effectiveness, FY 2021-22	270,559.04	270,559.04
6300	Lottery: Instructional Materials	463,869.39	463,869.39
6762	Arts, Music, and Instructional Materials Discretionary Block Grant	961,497.57	961,497.57
7311	Classified School Employee Professional Development Block Grant	5,567.00	5,567.00
7388	SB 117 COVID-19 LEA Response Funds	10,443.53	10,443.53
7412	A-G Access/Success Grant	187,081.00	148,343.51
7413	A-G Learning Loss Mitigation Grant	163,901.00	163,901.00
7425	Expanded Learning Opportunities (ELO) Grant	84,583.39	47,446.19
7426	Expanded Learning Opportunities (ELO) Grant: Paraprofessional Staff	50,385.00	34,520.94
7435	Learning Recovery Emergency Block Grant	2,766,785.20	2,624,576.30
7810	Other Restricted State	17,258.00	17,258.00
9010	Other Restricted Local	133,147.91	133,147.91
Total, Restricted Balance		7,328,219.93	7,094,272.28



Description	Resource Codes	Object Codes	2022-23 Unaudited Actuals	2023-24 Budget	Percent Difference
<b>A. REVENUES</b>					
1) LCFE Sources		8010-8099	0.00	0.00	0.0%
2) Federal Revenue		8100-8299	1,325,129.24	708,559.71	-46.5%
3) Other State Revenue		8300-8599	3,318,774.92	1,962,393.00	-40.9%
4) Other Local Revenue		8600-8799	2,313,033.67	2,992,564.17	29.4%
5) TOTAL, REVENUES			6,956,937.83	5,663,516.88	-18.6%
<b>B. EXPENDITURES</b>					
1) Certificated Salaries		1000-1999	2,038,386.17	1,620,273.27	-20.5%
2) Classified Salaries		2000-2999	1,316,222.35	1,284,225.12	-2.4%
3) Employee Benefits		3000-3999	2,147,289.18	2,175,373.01	1.3%
4) Books and Supplies		4000-4999	236,414.29	42,000.00	-82.2%
5) Services and Other Operating Expenditures		5000-5999	1,475,650.30	484,801.48	-67.1%
6) Capital Outlay		6000-6999	0.00	0.00	0.0%
7) Other Outgo (excluding Transfers of Indirect Costs)		7100-7299, 7400-7499	0.00	0.00	0.0%
8) Other Outgo - Transfers of Indirect Costs		7300-7399	66,305.00	56,844.00	-14.3%
9) TOTAL, EXPENDITURES			7,280,267.29	5,663,516.88	-22.2%
<b>C. EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES BEFORE OTHER FINANCING SOURCES AND USES (A5 - B9)</b>			(323,329.46)	0.00	-100.0%
<b>D. OTHER FINANCING SOURCES/USES</b>					
1) Interfund Transfers					
a) Transfers In		8900-8929	0.00	0.00	0.0%
b) Transfers Out		7600-7629	0.00	0.00	0.0%
2) Other Sources/Uses					
a) Sources		8930-8979	0.00	0.00	0.0%
b) Uses		7630-7699	0.00	0.00	0.0%
3) Contributions		8980-8999	0.00	0.00	0.0%
4) TOTAL, OTHER FINANCING SOURCES/USES			0.00	0.00	0.0%
<b>E. NET INCREASE (DECREASE) IN FUND BALANCE (C + D4)</b>			(323,329.46)	0.00	-100.0%
<b>F. FUND BALANCE, RESERVES</b>					
1) Beginning Fund Balance					
a) As of July 1 - Unaudited		9791	1,384,337.21	1,061,007.75	-23.4%
b) Audit Adjustments		9793	0.00	0.00	0.0%
c) As of July 1 - Audited (F1a + F1b)			1,384,337.21	1,061,007.75	-23.4%
d) Other Restatements		9795	0.00	0.00	0.0%
e) Adjusted Beginning Balance (F1c + F1d)			1,384,337.21	1,061,007.75	-23.4%
2) Ending Balance, June 30 (E + F1e)			1,061,007.75	1,061,007.75	0.0%
Components of Ending Fund Balance					
a) Nonspendable					
Revolving Cash		9711	0.00	0.00	0.0%
Stores		9712	0.00	0.00	0.0%
Prepaid Items		9713	0.00	0.00	0.0%
All Others		9719	0.00	0.00	0.0%
b) Restricted		9740	908,575.00	908,575.00	0.0%
c) Committed					
Stabilization Arrangements		9750	0.00	0.00	0.0%
Other Commitments		9760	0.00	0.00	0.0%
d) Assigned					
Other Assignments		9780	152,432.75	152,432.75	0.0%
Adult Education	0000	9780	152,432.75		
Adult Education Fund	0000	9780		152,432.75	
e) Unassigned/Unappropriated Reserve for Economic Uncertainties		9789	0.00	0.00	0.0%
Unassigned/Unappropriated Amount		9790	0.00	0.00	0.0%
<b>G. ASSETS</b>					
1) Cash					
a) in County Treasury		9110	677,530.00		
1) Fair Value Adjustment to Cash in County Treasury		9111	(2,877.90)		
b) in Banks		9120	533,598.00		
c) in Revolving Cash Account		9130	0.00		
d) with Fiscal Agent/Trustee		9135	0.00		

Description	Resource Codes	Object Codes	2022-23 Unaudited Actuals	2023-24 Budget	Percent Difference
e) Collections Awaiting Deposit		9140	0.00		
2) Investments		9150	0.00		
3) Accounts Receivable		9200	26,014.93		
4) Due from Grantor Government		9290	1,333,073.44		
5) Due from Other Funds		9310	676.43		
6) Stores		9320	0.00		
7) Prepaid Expenditures		9330	0.00		
8) Other Current Assets		9340	0.00		
9) Lease Receivable		9380	0.00		
10) TOTAL, ASSETS			2,568,014.90		
<b>H. DEFERRED OUTFLOWS OF RESOURCES</b>					
1) Deferred Outflows of Resources		9490	0.00		
2) TOTAL, DEFERRED OUTFLOWS			0.00		
<b>I. LIABILITIES</b>					
1) Accounts Payable		9500	307,758.93		
2) Due to Grantor Governments		9590	0.00		
3) Due to Other Funds		9610	1,178,771.40		
4) Current Loans		9640			
5) Unearned Revenue		9650	20,476.82		
6) TOTAL, LIABILITIES			1,507,007.15		
<b>J. DEFERRED INFLOWS OF RESOURCES</b>					
1) Deferred Inflows of Resources		9690	0.00		
2) TOTAL, DEFERRED INFLOWS			0.00		
<b>K. FUND EQUITY</b>					
(must agree with line F2) (G10 + H2) - (I6 + J2)			1,061,007.75		
<b>LCFF SOURCES</b>					
LCFF Transfers					
LCFF Transfers - Current Year		8091	0.00	0.00	0.0%
LCFF/Revenue Limit Transfers - Prior Years		8099	0.00	0.00	0.0%
TOTAL, LCFF SOURCES			0.00	0.00	0.0%
<b>FEDERAL REVENUE</b>					
Interagency Contracts Between LEAs		8285	0.00	0.00	0.0%
Pass-Through Revenues from					
Federal Sources		8287	0.00	0.00	0.0%
Career and Technical Education	3500-3599	8290	250,861.45	268,619.58	7.1%
All Other Federal Revenue	All Other	8290	1,074,267.79	439,940.13	-59.0%
TOTAL, FEDERAL REVENUE			1,325,129.24	708,559.71	-46.5%
<b>OTHER STATE REVENUE</b>					
Other State Apportionments					
All Other State Apportionments - Current Year		8311	0.00	0.00	0.0%
All Other State Apportionments - Prior Years		8319	0.00	0.00	0.0%
Pass-Through Revenues from State Sources		8587	0.00	0.00	0.0%
Adult Education Program	6391	8590	1,436,424.98	1,419,984.00	-1.1%
All Other State Revenue	All Other	8590	1,882,349.94	542,409.00	-71.2%
TOTAL, OTHER STATE REVENUE			3,318,774.92	1,962,393.00	-40.9%
<b>OTHER LOCAL REVENUE</b>					
Other Local Revenue					
Sales					
Sale of Equipment/Supplies		8631	0.00	0.00	0.0%
Leases and Rentals		8650	0.00	0.00	0.0%
Interest		8660	40.00	0.00	-100.0%
Net Increase (Decrease) in the Fair Value of Investments		8662	(1,944.71)	0.00	-100.0%
Fees and Contracts					
Adult Education Fees		8671	1,605,201.84	1,500,000.00	-6.6%
Interagency Services		8677	0.00	0.00	0.0%
Other Local Revenue					
All Other Local Revenue		8699	709,736.54	1,492,564.17	110.3%
Tuition		8710	0.00	0.00	0.0%
TOTAL, OTHER LOCAL REVENUE			2,313,033.67	2,992,564.17	29.4%
<b>TOTAL, REVENUES</b>			6,956,937.83	5,663,516.88	-18.6%

Description	Resource Codes	Object Codes	2022-23 Unaudited Actuals	2023-24 Budget	Percent Difference
<b>CERTIFICATED SALARIES</b>					
Certificated Teachers' Salaries		1100	1,631,081.15	1,231,706.55	-24.5%
Certificated Pupil Support Salaries		1200	127,233.90	108,495.60	-14.7%
Certificated Supervisors' and Administrators' Salaries		1300	280,071.12	280,071.12	0.0%
Other Certificated Salaries		1900	0.00	0.00	0.0%
TOTAL, CERTIFICATED SALARIES			2,038,386.17	1,620,273.27	-20.5%
<b>CLASSIFIED SALARIES</b>					
Classified Instructional Salaries		2100	165,887.19	196,056.78	18.2%
Classified Support Salaries		2200	538,200.05	498,428.31	-7.4%
Classified Supervisors' and Administrators' Salaries		2300	231,322.46	235,194.39	1.7%
Clerical, Technical and Office Salaries		2400	334,329.36	321,322.64	-3.9%
Other Classified Salaries		2900	46,483.29	33,223.00	-28.5%
TOTAL, CLASSIFIED SALARIES			1,316,222.35	1,284,225.12	-2.4%
<b>EMPLOYEE BENEFITS</b>					
STRS		3101-3102	523,928.55	380,283.92	-27.4%
PERS		3201-3202	278,922.23	361,984.83	29.8%
OASDI/Medicare/Alternative		3301-3302	120,450.15	128,263.70	6.5%
Health and Welfare Benefits		3401-3402	903,548.35	984,592.88	9.0%
Unemployment Insurance		3501-3502	16,200.35	1,448.32	-91.1%
Workers' Compensation		3601-3602	50,319.07	43,567.36	-13.4%
OPEB, Allocated		3701-3702	253,176.00	274,902.00	8.6%
OPEB, Active Employees		3751-3752	0.00	0.00	0.0%
Other Employee Benefits		3901-3902	744.48	330.00	-55.7%
TOTAL, EMPLOYEE BENEFITS			2,147,289.18	2,175,373.01	1.3%
<b>BOOKS AND SUPPLIES</b>					
Approved Textbooks and Core Curricula Materials		4100	0.00	0.00	0.0%
Books and Other Reference Materials		4200	2,500.50	0.00	-100.0%
Materials and Supplies		4300	196,779.82	42,000.00	-78.7%
Noncapitalized Equipment		4400	37,133.97	0.00	-100.0%
TOTAL, BOOKS AND SUPPLIES			236,414.29	42,000.00	-82.2%
<b>SERVICES AND OTHER OPERATING EXPENDITURES</b>					
Subagreements for Services		5100	609,330.29	0.00	-100.0%
Travel and Conferences		5200	9,056.15	2,300.00	-74.6%
Dues and Memberships		5300	5,410.00	8,000.00	47.9%
Insurance		5400-5450	0.00	0.00	0.0%
Operations and Housekeeping Services		5500	323,098.56	256,106.69	-20.7%
Rentals, Leases, Repairs, and Noncapitalized Improvements		5600	27,069.43	22,213.00	-17.9%
Transfers of Direct Costs		5710	0.00	0.00	0.0%
Transfers of Direct Costs - Interfund		5750	6,647.54	0.00	-100.0%
Professional/Consulting Services and Operating Expenditures		5800	494,226.66	196,181.79	-60.3%
Communications		5900	811.67	0.00	-100.0%
TOTAL, SERVICES AND OTHER OPERATING EXPENDITURES			1,475,650.30	484,801.48	-67.1%
<b>CAPITAL OUTLAY</b>					
Land		6100	0.00	0.00	0.0%
Land Improvements		6170	0.00	0.00	0.0%
Buildings and Improvements of Buildings		6200	0.00	0.00	0.0%
Equipment		6400	0.00	0.00	0.0%
Equipment Replacement		6500	0.00	0.00	0.0%
Lease Assets		6600	0.00	0.00	0.0%
Subscription Assets		6700	0.00	0.00	0.0%
TOTAL, CAPITAL OUTLAY			0.00	0.00	0.0%
<b>OTHER OUTGO (excluding Transfers of Indirect Costs)</b>					
Tuition					
Tuition, Excess Costs, and/or Deficit Payments					
Payments to Districts or Charter Schools		7141	0.00	0.00	0.0%
Payments to County Offices		7142	0.00	0.00	0.0%
Payments to JPAs		7143	0.00	0.00	0.0%
Other Transfers Out					
Transfers of Pass-Through Revenues					
To Districts or Charter Schools		7211	0.00	0.00	0.0%

Description	Resource Codes	Object Codes	2022-23 Unaudited Actuals	2023-24 Budget	Percent Difference
To County Offices		7212	0.00	0.00	0.0%
To JPAs		7213	0.00	0.00	0.0%
Debt Service					
Debt Service - Interest		7438	0.00	0.00	0.0%
Other Debt Service - Principal		7439	0.00	0.00	0.0%
TOTAL, OTHER OUTGO (excluding Transfers of Indirect Costs)			0.00	0.00	0.0%
<b>OTHER OUTGO - TRANSFERS OF INDIRECT COSTS</b>					
Transfers of Indirect Costs - Interfund		7350	66,305.00	56,844.00	-14.3%
TOTAL, OTHER OUTGO - TRANSFERS OF INDIRECT COSTS			66,305.00	56,844.00	-14.3%
TOTAL, EXPENDITURES			7,280,267.29	5,663,516.88	-22.2%
<b>INTERFUND TRANSFERS</b>					
<b>INTERFUND TRANSFERS IN</b>					
Other Authorized Interfund Transfers In		8919	0.00	0.00	0.0%
(a) TOTAL, INTERFUND TRANSFERS IN			0.00	0.00	0.0%
<b>INTERFUND TRANSFERS OUT</b>					
To: State School Building Fund/County School Facilities Fund		7613	0.00	0.00	0.0%
Other Authorized Interfund Transfers Out		7619	0.00	0.00	0.0%
(b) TOTAL, INTERFUND TRANSFERS OUT			0.00	0.00	0.0%
<b>OTHER SOURCES/USES</b>					
<b>SOURCES</b>					
Other Sources					
Transfers from Funds of Lapsed/Reorganized LEAs		8965	0.00	0.00	0.0%
Long-Term Debt Proceeds					
Proceeds from Certificates of Participation		8971	0.00	0.00	0.0%
Proceeds from Leases		8972	0.00	0.00	0.0%
Proceeds from SBITAs		8974	0.00	0.00	0.0%
All Other Financing Sources		8979	0.00	0.00	0.0%
(c) TOTAL, SOURCES			0.00	0.00	0.0%
<b>USES</b>					
Transfers of Funds from Lapsed/Reorganized LEAs		7651	0.00	0.00	0.0%
All Other Financing Uses		7699	0.00	0.00	0.0%
(d) TOTAL, USES			0.00	0.00	0.0%
<b>CONTRIBUTIONS</b>					
Contributions from Unrestricted Revenues		8980	0.00	0.00	0.0%
Contributions from Restricted Revenues		8990	0.00	0.00	0.0%
(e) TOTAL, CONTRIBUTIONS			0.00	0.00	0.0%
TOTAL, OTHER FINANCING SOURCES/USES (a - b + c - d + e)			0.00	0.00	0.0%

Description	Function Codes	Object Codes	2022-23 Unaudited Actuals	2023-24 Budget	Percent Difference
<b>A. REVENUES</b>					
1) LCFF Sources		8010-8099	0.00	0.00	0.0%
2) Federal Revenue		8100-8299	1,325,129.24	708,559.71	-46.5%
3) Other State Revenue		8300-8599	3,318,774.92	1,962,393.00	-40.9%
4) Other Local Revenue		8600-8799	2,313,033.67	2,992,564.17	29.4%
5) TOTAL, REVENUES			6,956,937.83	5,663,516.88	-18.6%
<b>B. EXPENDITURES (Objects 1000-7999)</b>					
1) Instruction	1000-1999		4,272,547.89	2,683,579.57	-37.2%
2) Instruction - Related Services	2000-2999		1,496,768.97	1,567,059.16	4.7%
3) Pupil Services	3000-3999		613,735.57	567,620.83	-7.5%
4) Ancillary Services	4000-4999		0.00	0.00	0.0%
5) Community Services	5000-5999		0.00	0.00	0.0%
6) Enterprise	6000-6999		0.00	0.00	0.0%
7) General Administration	7000-7999		66,305.00	56,844.00	-14.3%
8) Plant Services	8000-8999		830,909.86	788,413.32	-5.1%
9) Other Outgo	9000-9999	Except 7600-7699	0.00	0.00	0.0%
10) TOTAL, EXPENDITURES			7,280,267.29	5,663,516.88	-22.2%
<b>C. EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES BEFORE OTHER FINANCING SOURCES AND USES (A5 - B10)</b>			(323,329.46)	0.00	-100.0%
<b>D. OTHER FINANCING SOURCES/USES</b>					
1) Interfund Transfers					
a) Transfers In		8900-8929	0.00	0.00	0.0%
b) Transfers Out		7600-7629	0.00	0.00	0.0%
2) Other Sources/Uses					
a) Sources		8930-8979	0.00	0.00	0.0%
b) Uses		7630-7699	0.00	0.00	0.0%
3) Contributions		8980-8999	0.00	0.00	0.0%
4) TOTAL, OTHER FINANCING SOURCES/USES			0.00	0.00	0.0%
<b>E. NET INCREASE (DECREASE) IN FUND BALANCE (C + D4)</b>			(323,329.46)	0.00	-100.0%
<b>F. FUND BALANCE, RESERVES</b>					
1) Beginning Fund Balance					
a) As of July 1 - Unaudited		9791	1,384,337.21	1,061,007.75	-23.4%
b) Audit Adjustments		9793	0.00	0.00	0.0%
c) As of July 1 - Audited (F1a + F1b)			1,384,337.21	1,061,007.75	-23.4%
d) Other Restatements		9795	0.00	0.00	0.0%
e) Adjusted Beginning Balance (F1c + F1d)			1,384,337.21	1,061,007.75	-23.4%
2) Ending Balance, June 30 (E + F1e)			1,061,007.75	1,061,007.75	0.0%
Components of Ending Fund Balance					
a) Nonspendable					
Revolving Cash		9711	0.00	0.00	0.0%
Stores		9712	0.00	0.00	0.0%
Prepaid Items		9713	0.00	0.00	0.0%
All Others		9719	0.00	0.00	0.0%
b) Restricted					
c) Committed					
Stabilization Arrangements		9750	0.00	0.00	0.0%
Other Commitments (by Resource/Object)		9760	0.00	0.00	0.0%
d) Assigned					
Other Assignments (by Resource/Object)		9780	152,432.75	152,432.75	0.0%
Adult Education	0000	9780	152,432.75		
Adult Education Fund	0000	9780		152,432.75	
e) Unassigned/Unappropriated					
Reserve for Economic Uncertainties		9789	0.00	0.00	0.0%
Unassigned/Unappropriated Amount		9790	0.00	0.00	0.0%

Resource	Description	2022-23 Unaudited Actuals	2023-24 Budget
6371	CalWORKs for ROCP or Adult Education	54,384.00	54,384.00
6391	Adult Education Program	132,921.46	132,921.46
7810	Other Restricted State	563.70	563.70
9010	Other Restricted Local	720,705.84	720,705.84
Total, Restricted Balance		908,575.00	908,575.00

Description	Resource Codes	Object Codes	2022-23 Unaudited Actuals	2023-24 Budget	Percent Difference
<b>A. REVENUES</b>					
1) LCFE Sources		8010-8099	0.00	0.00	0.0%
2) Federal Revenue		8100-8299	6,544,179.95	6,461,521.15	-1.3%
3) Other State Revenue		8300-8599	7,501,200.27	8,273,810.48	10.3%
4) Other Local Revenue		8600-8799	736,861.09	526,850.00	-28.5%
5) TOTAL, REVENUES			14,782,241.31	15,262,181.63	3.2%
<b>B. EXPENDITURES</b>					
1) Certificated Salaries		1000-1999	3,920,056.72	5,025,312.90	28.2%
2) Classified Salaries		2000-2999	2,609,604.31	2,820,853.15	8.1%
3) Employee Benefits		3000-3999	5,124,942.43	6,468,274.01	26.2%
4) Books and Supplies		4000-4999	884,509.72	329,288.28	-62.8%
5) Services and Other Operating Expenditures		5000-5999	168,665.46	137,527.44	-18.5%
6) Capital Outlay		6000-6999	1,278,839.50	0.00	-100.0%
7) Other Outgo (excluding Transfers of Indirect Costs)		7100-7299, 7400-7499	0.00	0.00	0.0%
8) Other Outgo - Transfers of Indirect Costs		7300-7399	436,427.12	480,925.85	10.2%
9) TOTAL, EXPENDITURES			14,423,045.26	15,262,181.63	5.8%
<b>C. EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES BEFORE OTHER FINANCING SOURCES AND USES (A5 - B9)</b>			359,196.05	0.00	-100.0%
<b>D. OTHER FINANCING SOURCES/USES</b>					
1) Interfund Transfers					
a) Transfers In		8900-8929	0.00	0.00	0.0%
b) Transfers Out		7600-7629	0.00	0.00	0.0%
2) Other Sources/Uses					
a) Sources		8930-8979	0.00	0.00	0.0%
b) Uses		7630-7699	0.00	0.00	0.0%
3) Contributions		8980-8999	0.00	0.00	0.0%
4) TOTAL, OTHER FINANCING SOURCES/USES			0.00	0.00	0.0%
<b>E. NET INCREASE (DECREASE) IN FUND BALANCE (C + D4)</b>			359,196.05	0.00	-100.0%
<b>F. FUND BALANCE, RESERVES</b>					
1) Beginning Fund Balance					
a) As of July 1 - Unaudited		9791	880,662.59	1,239,858.64	40.8%
b) Audit Adjustments		9793	0.00	0.00	0.0%
c) As of July 1 - Audited (F1a + F1b)			880,662.59	1,239,858.64	40.8%
d) Other Restatements		9795	0.00	0.00	0.0%
e) Adjusted Beginning Balance (F1c + F1d)			880,662.59	1,239,858.64	40.8%
2) Ending Balance, June 30 (E + F1e)			1,239,858.64	1,239,858.64	0.0%
Components of Ending Fund Balance					
a) Nonspendable					
Revolving Cash		9711	0.00	0.00	0.0%
Stores		9712	0.00	0.00	0.0%
Prepaid Items		9713	0.00	0.00	0.0%
All Others		9719	0.00	0.00	0.0%
b) Restricted					
c) Committed					
Stabilization Arrangements		9750	0.00	0.00	0.0%
Other Commitments		9760	0.00	0.00	0.0%
d) Assigned					
Other Assignments		9780	245,917.33	245,917.33	0.0%
Child Development Fund	0000	9780	245,917.33		
Child Development Fund	0000	9780		245,917.33	
e) Unassigned/Unappropriated Reserve for Economic Uncertainties					
Unassigned/Unappropriated Amount		9790	0.00	0.00	0.0%
<b>G. ASSETS</b>					
1) Cash					
a) in County Treasury					
1) Fair Value Adjustment to Cash in County Treasury		9110	1,080,309.93		
		9111	(4,988.99)		
b) in Banks					
c) in Revolving Cash Account					
d) with Fiscal Agent/Trustee					

Description	Resource Codes	Object Codes	2022-23 Unaudited Actuals	2023-24 Budget	Percent Difference
e) Collections Awaiting Deposit		9140	0.00		
2) Investments		9150	0.00		
3) Accounts Receivable		9200	33,355.00		
4) Due from Grantor Government		9290	4,666,820.29		
5) Due from Other Funds		9310	1,096.24		
6) Stores		9320	0.00		
7) Prepaid Expenditures		9330	0.00		
8) Other Current Assets		9340	0.00		
9) Lease Receivable		9380	0.00		
10) TOTAL, ASSETS			5,818,367.54		
<b>H. DEFERRED OUTFLOWS OF RESOURCES</b>					
1) Deferred Outflows of Resources		9490	0.00		
2) TOTAL, DEFERRED OUTFLOWS			0.00		
<b>I. LIABILITIES</b>					
1) Accounts Payable		9500	842,240.61		
2) Due to Grantor Governments		9590	0.00		
3) Due to Other Funds		9610	2,581,083.73		
4) Current Loans		9640			
5) Unearned Revenue		9650	1,155,184.56		
6) TOTAL, LIABILITIES			4,578,508.90		
<b>J. DEFERRED INFLOWS OF RESOURCES</b>					
1) Deferred Inflows of Resources		9690	0.00		
2) TOTAL, DEFERRED INFLOWS			0.00		
<b>K. FUND EQUITY</b>					
(must agree with line F2) (G10 + H2) - (I6 + J2)			1,239,858.64		
<b>FEDERAL REVENUE</b>					
Child Nutrition Programs		8220	0.00	0.00	0.0%
Interagency Contracts Between LEAs		8285	0.00	0.00	0.0%
Title I, Part A, Basic	3010	8290	0.00	0.00	0.0%
All Other Federal Revenue	All Other	8290	6,544,179.95	6,461,521.15	-1.3%
TOTAL, FEDERAL REVENUE			6,544,179.95	6,461,521.15	-1.3%
<b>OTHER STATE REVENUE</b>					
Child Nutrition Programs		8520	0.00	0.00	0.0%
Child Development Apportionments		8530	0.00	0.00	0.0%
Pass-Through Revenues from State Sources		8587	0.00	0.00	0.0%
State Preschool	6105	8590	7,133,738.74	7,824,646.06	9.7%
All Other State Revenue	All Other	8590	367,461.53	449,164.42	22.2%
TOTAL, OTHER STATE REVENUE			7,501,200.27	8,273,810.48	10.3%
<b>OTHER LOCAL REVENUE</b>					
Other Local Revenue					
Sales					
Sale of Equipment/Supplies		8631	0.00	0.00	0.0%
Food Service Sales		8634	0.00	0.00	0.0%
Interest		8660	50,571.08	0.00	-100.0%
Net Increase (Decrease) in the Fair Value of Investments		8662	(4,988.99)	0.00	-100.0%
Fees and Contracts					
Child Development Parent Fees		8673	156,196.46	0.00	-100.0%
Interagency Services		8677	0.00	0.00	0.0%
All Other Fees and Contracts		8689	0.00	0.00	0.0%
Other Local Revenue					
All Other Local Revenue		8699	535,082.54	526,850.00	-1.5%
All Other Transfers In from All Others		8799	0.00	0.00	0.0%
TOTAL, OTHER LOCAL REVENUE			736,861.09	526,850.00	-28.5%
TOTAL, REVENUES			14,782,241.31	15,262,181.63	3.2%
<b>CERTIFICATED SALARIES</b>					
Certificated Teachers' Salaries		1100	3,208,642.05	4,186,391.20	30.5%
Certificated Pupil Support Salaries		1200	224,888.16	355,453.70	58.1%
Certificated Supervisors' and Administrators' Salaries		1300	481,013.38	483,468.00	0.5%
Other Certificated Salaries		1900	5,513.13	0.00	-100.0%
TOTAL, CERTIFICATED SALARIES			3,920,056.72	5,025,312.90	28.2%



Description	Resource Codes	Object Codes	2022-23 Unaudited Actuals	2023-24 Budget	Percent Difference
<b>CLASSIFIED SALARIES</b>					
Classified Instructional Salaries		2100	1,114,965.87	1,245,531.46	11.7%
Classified Support Salaries		2200	841,825.03	884,353.07	5.1%
Classified Supervisors' and Administrators' Salaries		2300	20,068.50	0.00	-100.0%
Clerical, Technical and Office Salaries		2400	589,784.53	573,215.18	-2.8%
Other Classified Salaries		2900	42,960.38	117,753.44	174.1%
<b>TOTAL, CLASSIFIED SALARIES</b>			<b>2,609,604.31</b>	<b>2,820,853.15</b>	<b>8.1%</b>
<b>EMPLOYEE BENEFITS</b>					
STRS		3101-3102	914,001.01	1,085,549.44	18.8%
PERS		3201-3202	746,184.99	897,482.27	20.3%
OASDI/Medicare/Alternative		3301-3302	288,082.39	427,533.66	48.4%
Health and Welfare Benefits		3401-3402	2,458,775.75	3,155,137.54	28.3%
Unemployment Insurance		3501-3502	32,381.47	3,916.98	-87.9%
Workers' Compensation		3601-3602	97,944.21	117,692.64	20.2%
OPEB, Allocated		3701-3702	586,353.47	780,301.48	33.1%
OPEB, Active Employees		3751-3752	0.00	0.00	0.0%
Other Employee Benefits		3901-3902	1,219.14	660.00	-45.9%
<b>TOTAL, EMPLOYEE BENEFITS</b>			<b>5,124,942.43</b>	<b>6,468,274.01</b>	<b>26.2%</b>
<b>BOOKS AND SUPPLIES</b>					
Approved Textbooks and Core Curricula Materials		4100	0.00	0.00	0.0%
Books and Other Reference Materials		4200	0.00	0.00	0.0%
Materials and Supplies		4300	638,884.78	317,250.48	-50.3%
Noncapitalized Equipment		4400	245,624.94	12,037.80	-95.1%
Food		4700	0.00	0.00	0.0%
<b>TOTAL, BOOKS AND SUPPLIES</b>			<b>884,509.72</b>	<b>329,288.28</b>	<b>-62.8%</b>
<b>SERVICES AND OTHER OPERATING EXPENDITURES</b>					
Subagreements for Services		5100	0.00	0.00	0.0%
Travel and Conferences		5200	15,281.59	25,310.00	65.6%
Dues and Memberships		5300	0.00	0.00	0.0%
Insurance		5400-5450	0.00	0.00	0.0%
Operations and Housekeeping Services		5500	40,304.17	0.00	-100.0%
Rentals, Leases, Repairs, and Noncapitalized Improvements		5600	0.00	0.00	0.0%
Transfers of Direct Costs		5710	0.00	0.00	0.0%
Transfers of Direct Costs - Interfund		5750	52,387.89	0.00	-100.0%
Professional/Consulting Services and Operating Expenditures		5800	60,691.81	107,217.44	76.7%
Communications		5900	0.00	5,000.00	New
<b>TOTAL, SERVICES AND OTHER OPERATING EXPENDITURES</b>			<b>168,665.46</b>	<b>137,527.44</b>	<b>-18.5%</b>
<b>CAPITAL OUTLAY</b>					
Land		6100	0.00	0.00	0.0%
Land Improvements		6170	0.00	0.00	0.0%
Buildings and Improvements of Buildings		6200	1,217,898.25	0.00	-100.0%
Equipment		6400	0.00	0.00	0.0%
Equipment Replacement		6500	0.00	0.00	0.0%
Lease Assets		6600	0.00	0.00	0.0%
Subscription Assets		6700	60,941.25	0.00	-100.0%
<b>TOTAL, CAPITAL OUTLAY</b>			<b>1,278,839.50</b>	<b>0.00</b>	<b>-100.0%</b>
<b>OTHER OUTGO (excluding Transfers of Indirect Costs)</b>					
Other Transfers Out					
All Other Transfers Out to All Others		7299	0.00	0.00	0.0%
Debt Service					
Debt Service - Interest		7438	0.00	0.00	0.0%
Other Debt Service - Principal		7439	0.00	0.00	0.0%
<b>TOTAL, OTHER OUTGO (excluding Transfers of Indirect Costs)</b>			<b>0.00</b>	<b>0.00</b>	<b>0.0%</b>
<b>OTHER OUTGO - TRANSFERS OF INDIRECT COSTS</b>					
Transfers of Indirect Costs - Interfund		7350	436,427.12	480,925.85	10.2%
<b>TOTAL, OTHER OUTGO - TRANSFERS OF INDIRECT COSTS</b>			<b>436,427.12</b>	<b>480,925.85</b>	<b>10.2%</b>
<b>TOTAL, EXPENDITURES</b>			<b>14,423,045.26</b>	<b>15,262,181.63</b>	<b>5.8%</b>
<b>INTERFUND TRANSFERS</b>					
<b>INTERFUND TRANSFERS IN</b>					
From: General Fund		8911	0.00	0.00	0.0%

Description	Resource Codes	Object Codes	2022-23 Unaudited Actuals	2023-24 Budget	Percent Difference
Other Authorized Interfund Transfers In		8919	0.00	0.00	0.0%
(a) TOTAL, INTERFUND TRANSFERS IN			0.00	0.00	0.0%
<b>INTERFUND TRANSFERS OUT</b>					
Other Authorized Interfund Transfers Out		7619	0.00	0.00	0.0%
(b) TOTAL, INTERFUND TRANSFERS OUT			0.00	0.00	0.0%
<b>OTHER SOURCES/USES</b>					
<b>SOURCES</b>					
Other Sources					
Transfers from Funds of Lapsed/Reorganized LEAs		8965	0.00	0.00	0.0%
Long-Term Debt Proceeds					
Proceeds from Certificates of Participation		8971	0.00	0.00	0.0%
Proceeds from Leases		8972	0.00	0.00	0.0%
Proceeds from SBITAs		8974	0.00	0.00	0.0%
All Other Financing Sources		8979	0.00	0.00	0.0%
(c) TOTAL, SOURCES			0.00	0.00	0.0%
<b>USES</b>					
Transfers of Funds from Lapsed/Reorganized LEAs		7651	0.00	0.00	0.0%
All Other Financing Uses		7699	0.00	0.00	0.0%
(d) TOTAL, USES			0.00	0.00	0.0%
<b>CONTRIBUTIONS</b>					
Contributions from Unrestricted Revenues		8980	0.00	0.00	0.0%
Contributions from Restricted Revenues		8990	0.00	0.00	0.0%
(e) TOTAL, CONTRIBUTIONS			0.00	0.00	0.0%
TOTAL, OTHER FINANCING SOURCES/USES (a - b + c - d + e)			0.00	0.00	0.0%

Description	Function Codes	Object Codes	2022-23 Unaudited Actuals	2023-24 Budget	Percent Difference
<b>A. REVENUES</b>					
1) LCFF Sources		8010-8099	0.00	0.00	0.0%
2) Federal Revenue		8100-8299	6,544,179.95	6,461,521.15	-1.3%
3) Other State Revenue		8300-8599	7,501,200.27	8,273,810.48	10.3%
4) Other Local Revenue		8600-8799	736,861.09	526,850.00	-28.5%
5) TOTAL, REVENUES			14,782,241.31	15,262,181.63	3.2%
<b>B. EXPENDITURES (Objects 1000-7999)</b>					
1) Instruction	1000-1999		8,195,943.55	9,971,791.54	21.7%
2) Instruction - Related Services	2000-2999		3,697,805.64	3,766,423.95	1.9%
3) Pupil Services	3000-3999		445,467.11	740,441.31	66.2%
4) Ancillary Services	4000-4999		0.00	0.00	0.0%
5) Community Services	5000-5999		0.00	0.00	0.0%
6) Enterprise	6000-6999		0.00	0.00	0.0%
7) General Administration	7000-7999		436,427.12	480,925.85	10.2%
8) Plant Services	8000-8999		1,647,401.84	302,598.98	-81.6%
9) Other Outgo	9000-9999	Except 7600-7699	0.00	0.00	0.0%
10) TOTAL, EXPENDITURES			14,423,045.26	15,262,181.63	5.8%
<b>C. EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES BEFORE OTHER FINANCING SOURCES AND USES (A5 - B10)</b>			359,196.05	0.00	-100.0%
<b>D. OTHER FINANCING SOURCES/USES</b>					
1) Interfund Transfers					
a) Transfers In		8900-8929	0.00	0.00	0.0%
b) Transfers Out		7600-7629	0.00	0.00	0.0%
2) Other Sources/Uses					
a) Sources		8930-8979	0.00	0.00	0.0%
b) Uses		7630-7699	0.00	0.00	0.0%
3) Contributions		8980-8999	0.00	0.00	0.0%
4) TOTAL, OTHER FINANCING SOURCES/USES			0.00	0.00	0.0%
<b>E. NET INCREASE (DECREASE) IN FUND BALANCE (C + D4)</b>			359,196.05	0.00	-100.0%
<b>F. FUND BALANCE, RESERVES</b>					
1) Beginning Fund Balance					
a) As of July 1 - Unaudited		9791	880,662.59	1,239,858.64	40.8%
b) Audit Adjustments		9793	0.00	0.00	0.0%
c) As of July 1 - Audited (F1a + F1b)			880,662.59	1,239,858.64	40.8%
d) Other Restatements		9795	0.00	0.00	0.0%
e) Adjusted Beginning Balance (F1c + F1d)			880,662.59	1,239,858.64	40.8%
2) Ending Balance, June 30 (E + F1e)			1,239,858.64	1,239,858.64	0.0%
Components of Ending Fund Balance					
a) Nonspendable					
Revolving Cash		9711	0.00	0.00	0.0%
Stores		9712	0.00	0.00	0.0%
Prepaid Items		9713	0.00	0.00	0.0%
All Others		9719	0.00	0.00	0.0%
b) Restricted					
c) Committed					
Stabilization Arrangements		9750	0.00	0.00	0.0%
Other Commitments (by Resource/Object)		9760	0.00	0.00	0.0%
d) Assigned					
Other Assignments (by Resource/Object)		9780	245,917.33	245,917.33	0.0%
Child Development Fund	0000	9780	245,917.33		
Child Development Fund	0000	9780		245,917.33	
e) Unassigned/Unappropriated					
Reserve for Economic Uncertainties		9789	0.00	0.00	0.0%
Unassigned/Unappropriated Amount		9790	0.00	0.00	0.0%

Resource	Description	2022-23 Unaudited Actuals	2023-24 Budget
5058	Child Development: Coronavirus Response and Relief Supplemental Appropriations (CRRSA) Act - One-time Stipend	36,338.02	36,338.02
5059	Child Development: ARP California State Preschool Program One-time Stipend	249,000.00	249,000.00
5066	Child Development: ARP California State Preschool Program - Rate Supplements	515,246.00	515,246.00
5160	Child Care and Development Programs Administered by California Department of Social Services (Federal Funds)	77,191.70	77,191.70
6130	Child Development: Center-Based Reserve Account	116,165.59	116,165.59
Total, Restricted Balance		993,941.31	993,941.31

Description	Resource Codes	Object Codes	2022-23 Unaudited Actuals	2023-24 Budget	Percent Difference
<b>A. REVENUES</b>					
1) LCFE Sources		8010-8099	0.00	0.00	0.0%
2) Federal Revenue		8100-8299	27,496,825.88	30,958,921.89	12.6%
3) Other State Revenue		8300-8599	7,509,178.09	3,000,000.00	-60.0%
4) Other Local Revenue		8600-8799	735,082.76	380,000.00	-48.3%
5) TOTAL, REVENUES			35,741,086.73	34,338,921.89	-3.9%
<b>B. EXPENDITURES</b>					
1) Certificated Salaries		1000-1999	0.00	0.00	0.0%
2) Classified Salaries		2000-2999	9,725,801.83	9,886,744.93	1.7%
3) Employee Benefits		3000-3999	6,773,621.29	7,936,698.82	17.2%
4) Books and Supplies		4000-4999	13,641,607.99	14,620,000.00	7.2%
5) Services and Other Operating Expenditures		5000-5999	979,392.83	1,017,051.00	3.8%
6) Capital Outlay		6000-6999	149,931.05	250,000.00	66.7%
7) Other Outgo (excluding Transfers of Indirect Costs)		7100-7299, 7400-7499	0.00	0.00	0.0%
8) Other Outgo - Transfers of Indirect Costs		7300-7399	657,963.82	740,000.00	12.5%
9) TOTAL, EXPENDITURES			31,928,318.81	34,450,494.75	7.9%
<b>C. EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES BEFORE OTHER FINANCING SOURCES AND USES (A5 - B9)</b>			3,812,767.92	(111,572.86)	-102.9%
<b>D. OTHER FINANCING SOURCES/USES</b>					
1) Interfund Transfers					
a) Transfers In		8900-8929	0.00	0.00	0.0%
b) Transfers Out		7600-7629	0.00	0.00	0.0%
2) Other Sources/Uses					
a) Sources		8930-8979	0.00	0.00	0.0%
b) Uses		7630-7699	0.00	0.00	0.0%
3) Contributions		8980-8999	0.00	0.00	0.0%
4) TOTAL, OTHER FINANCING SOURCES/USES			0.00	0.00	0.0%
<b>E. NET INCREASE (DECREASE) IN FUND BALANCE (C + D4)</b>			3,812,767.92	(111,572.86)	-102.9%
<b>F. FUND BALANCE, RESERVES</b>					
1) Beginning Fund Balance					
a) As of July 1 - Unaudited		9791	14,581,388.38	18,388,342.30	26.1%
b) Audit Adjustments		9793	0.00	0.00	0.0%
c) As of July 1 - Audited (F1a + F1b)			14,581,388.38	18,388,342.30	26.1%
d) Other Restatements		9795	(5,814.00)	0.00	-100.0%
e) Adjusted Beginning Balance (F1c + F1d)			14,575,574.38	18,388,342.30	26.2%
2) Ending Balance, June 30 (E + F1e)			18,388,342.30	18,276,769.44	-0.6%
Components of Ending Fund Balance					
a) Nonspendable					
Revolving Cash		9711	2,000.00	0.00	-100.0%
Stores		9712	2,384,649.24	0.00	-100.0%
Prepaid Items		9713	0.00	0.00	0.0%
All Others		9719	0.00	0.00	0.0%
b) Restricted		9740	15,775,243.29	18,050,319.67	14.4%
c) Committed					
Stabilization Arrangements		9750	0.00	0.00	0.0%
Other Commitments		9760	0.00	0.00	0.0%
d) Assigned					
Other Assignments		9780	226,449.77	226,449.77	0.0%
Cafeteria Special Revenue Fund	0000	9780	226,449.77		
Cafeteria Special Revenue Fund	0000	9780		226,449.77	
e) Unassigned/Unappropriated Reserve for Economic Uncertainties		9789	0.00	0.00	0.0%
Unassigned/Unappropriated Amount		9790	0.00	0.00	0.0%
<b>G. ASSETS</b>					
1) Cash					
a) in County Treasury		9110	7,730,766.02		
1) Fair Value Adjustment to Cash in County Treasury		9111	(31,434.00)		
b) in Banks		9120	433,674.94		
c) in Revolving Cash Account		9130	2,000.00		
d) with Fiscal Agent/Trustee		9135	0.00		

Description	Resource Codes	Object Codes	2022-23 Unaudited Actuals	2023-24 Budget	Percent Difference
e) Collections Awaiting Deposit		9140	1,343,431.23		
2) Investments		9150	0.00		
3) Accounts Receivable		9200	8,803,164.33		
4) Due from Grantor Government		9290	0.00		
5) Due from Other Funds		9310	28,464.22		
6) Stores		9320	2,384,649.24		
7) Prepaid Expenditures		9330	0.00		
8) Other Current Assets		9340	0.00		
9) Lease Receivable		9380	0.00		
10) TOTAL, ASSETS			20,694,715.98		
<b>H. DEFERRED OUTFLOWS OF RESOURCES</b>					
1) Deferred Outflows of Resources		9490	0.00		
2) TOTAL, DEFERRED OUTFLOWS			0.00		
<b>I. LIABILITIES</b>					
1) Accounts Payable		9500	1,513,992.96		
2) Due to Grantor Governments		9590	0.00		
3) Due to Other Funds		9610	699,630.04		
4) Current Loans		9640			
5) Unearned Revenue		9650	92,750.68		
6) TOTAL, LIABILITIES			2,306,373.68		
<b>J. DEFERRED INFLOWS OF RESOURCES</b>					
1) Deferred Inflows of Resources		9690	0.00		
2) TOTAL, DEFERRED INFLOWS			0.00		
<b>K. FUND EQUITY</b>					
(must agree with line F2) (G10 + H2) - (I6 + J2)			18,388,342.30		
<b>FEDERAL REVENUE</b>					
Child Nutrition Programs		8220	27,076,177.77	30,958,921.89	14.3%
Donated Food Commodities		8221	420,648.11	0.00	-100.0%
All Other Federal Revenue		8290	0.00	0.00	0.0%
TOTAL, FEDERAL REVENUE			27,496,825.88	30,958,921.89	12.6%
<b>OTHER STATE REVENUE</b>					
Child Nutrition Programs		8520	7,397,385.11	3,000,000.00	-59.4%
All Other State Revenue		8590	111,792.98	0.00	-100.0%
TOTAL, OTHER STATE REVENUE			7,509,178.09	3,000,000.00	-60.0%
<b>OTHER LOCAL REVENUE</b>					
Other Local Revenue					
Sales					
Sale of Equipment/Supplies		8631	0.00	0.00	0.0%
Food Service Sales		8634	26,118.10	150,000.00	474.3%
Leases and Rentals		8650	0.00	0.00	0.0%
Interest		8660	258,528.40	30,000.00	-88.4%
Net Increase (Decrease) in the Fair Value of Investments		8662	42,048.70	0.00	-100.0%
Fees and Contracts					
Interagency Services		8677	0.00	0.00	0.0%
Other Local Revenue					
All Other Local Revenue		8699	408,387.56	200,000.00	-51.0%
TOTAL, OTHER LOCAL REVENUE			735,082.76	380,000.00	-48.3%
<b>TOTAL, REVENUES</b>			35,741,086.73	34,338,921.89	-3.9%
<b>CERTIFICATED SALARIES</b>					
Certificated Supervisors' and Administrators' Salaries		1300	0.00	0.00	0.0%
Other Certificated Salaries		1900	0.00	0.00	0.0%
TOTAL, CERTIFICATED SALARIES			0.00	0.00	0.0%
<b>CLASSIFIED SALARIES</b>					
Classified Support Salaries		2200	8,682,495.77	8,696,207.25	0.2%
Classified Supervisors' and Administrators' Salaries		2300	646,569.56	773,468.93	19.6%
Clerical, Technical and Office Salaries		2400	396,736.50	417,068.75	5.1%
Other Classified Salaries		2900	0.00	0.00	0.0%
TOTAL, CLASSIFIED SALARIES			9,725,801.83	9,886,744.93	1.7%
<b>EMPLOYEE BENEFITS</b>					
STRS		3101-3102	542.72	0.00	-100.0%

Description	Resource Codes	Object Codes	2022-23 Unaudited Actuals	2023-24 Budget	Percent Difference
PERS		3201-3202	1,863,912.15	2,195,728.16	17.8%
OASDI/Medicare/Alternative		3301-3302	727,895.97	745,281.38	2.4%
Health and Welfare Benefits		3401-3402	3,223,992.77	3,910,352.40	21.3%
Unemployment Insurance		3501-3502	47,541.57	4,932.30	-89.6%
Workers' Compensation		3601-3602	145,879.84	148,300.62	1.7%
OPEB, Allocated		3701-3702	761,846.39	931,087.56	22.2%
OPEB, Active Employees		3751-3752	0.00	0.00	0.0%
Other Employee Benefits		3901-3902	2,009.88	1,016.40	-49.4%
TOTAL, EMPLOYEE BENEFITS			6,773,621.29	7,936,698.82	17.2%
<b>BOOKS AND SUPPLIES</b>					
Books and Other Reference Materials		4200	0.00	0.00	0.0%
Materials and Supplies		4300	1,083,664.51	1,450,000.00	33.8%
Noncapitalized Equipment		4400	129,857.63	270,000.00	107.9%
Food		4700	12,428,085.85	12,900,000.00	3.8%
TOTAL, BOOKS AND SUPPLIES			13,641,607.99	14,620,000.00	7.2%
<b>SERVICES AND OTHER OPERATING EXPENDITURES</b>					
Subagreements for Services		5100	0.00	7,999.00	New
Travel and Conferences		5200	8,840.31	21,500.00	143.2%
Dues and Memberships		5300	0.00	0.00	0.0%
Insurance		5400-5450	0.00	0.00	0.0%
Operations and Housekeeping Services		5500	63,629.28	30,000.00	-52.9%
Rentals, Leases, Repairs, and Noncapitalized Improvements		5600	138,085.00	177,810.00	28.8%
Transfers of Direct Costs		5710	0.00	0.00	0.0%
Transfers of Direct Costs - Interfund		5750	(33,277.54)	50,442.00	-251.6%
Professional/Consulting Services and Operating Expenditures		5800	800,094.40	725,000.00	-9.4%
Communications		5900	2,021.38	4,300.00	112.7%
TOTAL, SERVICES AND OTHER OPERATING EXPENDITURES			979,392.83	1,017,051.00	3.8%
<b>CAPITAL OUTLAY</b>					
Buildings and Improvements of Buildings		6200	0.00	100,000.00	New
Equipment		6400	149,931.05	150,000.00	0.0%
Equipment Replacement		6500	0.00	0.00	0.0%
Lease Assets		6600	0.00	0.00	0.0%
Subscription Assets		6700	0.00	0.00	0.0%
TOTAL, CAPITAL OUTLAY			149,931.05	250,000.00	66.7%
<b>OTHER OUTGO (excluding Transfers of Indirect Costs)</b>					
Debt Service					
Debt Service - Interest		7438	0.00	0.00	0.0%
Other Debt Service - Principal		7439	0.00	0.00	0.0%
TOTAL, OTHER OUTGO (excluding Transfers of Indirect Costs)			0.00	0.00	0.0%
<b>OTHER OUTGO - TRANSFERS OF INDIRECT COSTS</b>					
Transfers of Indirect Costs - Interfund		7350	657,963.82	740,000.00	12.5%
TOTAL, OTHER OUTGO - TRANSFERS OF INDIRECT COSTS			657,963.82	740,000.00	12.5%
TOTAL, EXPENDITURES			31,928,318.81	34,450,494.75	7.9%
<b>INTERFUND TRANSFERS</b>					
<b>INTERFUND TRANSFERS IN</b>					
From: General Fund		8916	0.00	0.00	0.0%
Other Authorized Interfund Transfers In		8919	0.00	0.00	0.0%
(a) TOTAL, INTERFUND TRANSFERS IN			0.00	0.00	0.0%
<b>INTERFUND TRANSFERS OUT</b>					
Other Authorized Interfund Transfers Out		7619	0.00	0.00	0.0%
(b) TOTAL, INTERFUND TRANSFERS OUT			0.00	0.00	0.0%
<b>OTHER SOURCES/USES</b>					
<b>SOURCES</b>					
Other Sources					
Transfers from Funds of Lapsed/Reorganized LEAs		8965	0.00	0.00	0.0%
Long-Term Debt Proceeds					
Proceeds from Leases		8972	0.00	0.00	0.0%
Proceeds from SBITAs		8974	0.00	0.00	0.0%
All Other Financing Sources		8979	0.00	0.00	0.0%
(c) TOTAL, SOURCES			0.00	0.00	0.0%

Description	Resource Codes	Object Codes	2022-23 Unaudited Actuals	2023-24 Budget	Percent Difference
<b>USES</b>					
Transfers of Funds from Lapsed/Reorganized LEAs		7651	0.00	0.00	0.0%
All Other Financing Uses		7699	0.00	0.00	0.0%
(d) TOTAL, USES			0.00	0.00	0.0%
<b>CONTRIBUTIONS</b>					
Contributions from Unrestricted Revenues		8980	0.00	0.00	0.0%
Contributions from Restricted Revenues		8990	0.00	0.00	0.0%
(e) TOTAL, CONTRIBUTIONS			0.00	0.00	0.0%
TOTAL, OTHER FINANCING SOURCES/USES (a - b + c - d + e)			0.00	0.00	0.0%



Description	Function Codes	Object Codes	2022-23 Unaudited Actuals	2023-24 Budget	Percent Difference
<b>A. REVENUES</b>					
1) LCFF Sources		8010-8099	0.00	0.00	0.0%
2) Federal Revenue		8100-8299	27,496,825.88	30,958,921.89	12.6%
3) Other State Revenue		8300-8599	7,509,178.09	3,000,000.00	-60.0%
4) Other Local Revenue		8600-8799	735,082.76	380,000.00	-48.3%
5) TOTAL, REVENUES			35,741,086.73	34,338,921.89	-3.9%
<b>B. EXPENDITURES (Objects 1000-7999)</b>					
1) Instruction	1000-1999		0.00	0.00	0.0%
2) Instruction - Related Services	2000-2999		0.00	0.00	0.0%
3) Pupil Services	3000-3999		31,134,341.17	33,510,886.21	7.6%
4) Ancillary Services	4000-4999		0.00	0.00	0.0%
5) Community Services	5000-5999		0.00	0.00	0.0%
6) Enterprise	6000-6999		0.00	0.00	0.0%
7) General Administration	7000-7999		657,963.82	740,000.00	12.5%
8) Plant Services	8000-8999		136,013.82	199,608.54	46.8%
9) Other Outgo	9000-9999	Except 7600-7699	0.00	0.00	0.0%
10) TOTAL, EXPENDITURES			31,928,318.81	34,450,494.75	7.9%
<b>C. EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES BEFORE OTHER FINANCING SOURCES AND USES (A5 - B10)</b>			3,812,767.92	(111,572.86)	-102.9%
<b>D. OTHER FINANCING SOURCES/USES</b>					
1) Interfund Transfers					
a) Transfers In		8900-8929	0.00	0.00	0.0%
b) Transfers Out		7600-7629	0.00	0.00	0.0%
2) Other Sources/Uses					
a) Sources		8930-8979	0.00	0.00	0.0%
b) Uses		7630-7699	0.00	0.00	0.0%
3) Contributions		8980-8999	0.00	0.00	0.0%
4) TOTAL, OTHER FINANCING SOURCES/USES			0.00	0.00	0.0%
<b>E. NET INCREASE (DECREASE) IN FUND BALANCE (C + D4)</b>			3,812,767.92	(111,572.86)	-102.9%
<b>F. FUND BALANCE, RESERVES</b>					
1) Beginning Fund Balance					
a) As of July 1 - Unaudited		9791	14,581,388.38	18,388,342.30	26.1%
b) Audit Adjustments		9793	0.00	0.00	0.0%
c) As of July 1 - Audited (F1a + F1b)			14,581,388.38	18,388,342.30	26.1%
d) Other Restatements		9795	(5,814.00)	0.00	-100.0%
e) Adjusted Beginning Balance (F1c + F1d)			14,575,574.38	18,388,342.30	26.2%
2) Ending Balance, June 30 (E + F1e)			18,388,342.30	18,276,769.44	-0.6%
Components of Ending Fund Balance					
a) Nonspendable					
Revolving Cash		9711	2,000.00	0.00	-100.0%
Stores		9712	2,384,649.24	0.00	-100.0%
Prepaid Items		9713	0.00	0.00	0.0%
All Others		9719	0.00	0.00	0.0%
b) Restricted		9740	15,775,243.29	18,050,319.67	14.4%
c) Committed					
Stabilization Arrangements		9750	0.00	0.00	0.0%
Other Commitments (by Resource/Object)		9760	0.00	0.00	0.0%
d) Assigned					
Other Assignments (by Resource/Object)		9780	226,449.77	226,449.77	0.0%
Cafeteria Special Revenue Fund	0000	9780	226,449.77		
Cafeteria Special Revenue Fund	0000	9780		226,449.77	
e) Unassigned/Unappropriated					
Reserve for Economic Uncertainties		9789	0.00	0.00	0.0%
Unassigned/Unappropriated Amount		9790	0.00	0.00	0.0%

Resource	Description	2022-23 Unaudited Actuals	2023-24 Budget
5310	Child Nutrition: School Programs (e.g., School Lunch, School Breakfast, Milk, Pregnant & Lactating Students)	3,172,493.45	5,478,200.69
5320	Child Nutrition: Child Care Food Program (CCFP) Claims-Centers and Family Day Care Homes (Meal Reimbursements)	2,589,610.04	1,896,523.68
5330	Child Nutrition: Summer Food Service Program Operations	8,460,933.19	9,123,388.69
5460	Child Nutrition: CACFP COVID-19 Emergency Operational Costs Reimbursement (ECR)	2,164.44	2,164.44
5465	Child Nutrition: SNP COVID-19 Emergency Operational Costs Reimbursement (ECR)	15,003.41	15,003.41
5466	Child Nutrition: Supply Chain Assistance (SCA) Funds	1,530,480.91	1,530,480.91
9010	Other Restricted Local	4,557.85	4,557.85
Total, Restricted Balance		15,775,243.29	18,050,319.67

## CAPITAL PROJECTS FUNDS

### **Capital Projects Funds Definition**

The Capital Projects Funds are used to account for resources used for the acquisition or construction of capital facilities by the District. This classification includes the Building Fund, Capital Facilities Funds., County School Fund, and Capital Project Fund for Blended Components Units.

Description	Resource Codes	Object Codes	2022-23 Unaudited Actuals	2023-24 Budget	Percent Difference
<b>A. REVENUES</b>					
1) LCFE Sources		8010-8099	0.00	0.00	0.0%
2) Federal Revenue		8100-8299	0.00	0.00	0.0%
3) Other State Revenue		8300-8599	0.00	0.00	0.0%
4) Other Local Revenue		8600-8799	6,572,351.75	0.00	-100.0%
5) TOTAL, REVENUES			6,572,351.75	0.00	-100.0%
<b>B. EXPENDITURES</b>					
1) Certificated Salaries		1000-1999	0.00	0.00	0.0%
2) Classified Salaries		2000-2999	699,892.08	2,087,465.08	198.3%
3) Employee Benefits		3000-3999	434,720.16	581,259.53	33.7%
4) Books and Supplies		4000-4999	2,586,946.99	0.00	-100.0%
5) Services and Other Operating Expenditures		5000-5999	1,235,532.21	1,400,000.00	13.3%
6) Capital Outlay		6000-6999	55,520,951.39	171,600,000.00	209.1%
7) Other Outgo (excluding Transfers of Indirect Costs)		7100-7299, 7400-7499	0.00	0.00	0.0%
8) Other Outgo - Transfers of Indirect Costs		7300-7399	0.00	0.00	0.0%
9) TOTAL, EXPENDITURES			60,478,042.83	175,668,724.61	190.5%
<b>C. EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES BEFORE OTHER FINANCING SOURCES AND USES (A5 - B9)</b>			(53,905,691.08)	(175,668,724.61)	225.9%
<b>D. OTHER FINANCING SOURCES/USES</b>					
1) Interfund Transfers					
a) Transfers In		8900-8929	4,945.00	0.00	-100.0%
b) Transfers Out		7600-7629	0.00	0.00	0.0%
2) Other Sources/Uses					
a) Sources		8930-8979	226,462,350.29	0.00	-100.0%
b) Uses		7630-7699	0.00	0.00	0.0%
3) Contributions		8980-8999	0.00	0.00	0.0%
4) TOTAL, OTHER FINANCING SOURCES/USES			226,462,295.29	0.00	-100.0%
<b>E. NET INCREASE (DECREASE) IN FUND BALANCE (C + D4)</b>			172,561,604.21	(175,668,724.61)	-201.8%
<b>F. FUND BALANCE, RESERVES</b>					
1) Beginning Fund Balance					
a) As of July 1 - Unaudited		9791	104,526,404.77	277,090,337.37	165.1%
b) Audit Adjustments		9793	0.00	0.00	0.0%
c) As of July 1 - Audited (F1a + F1b)			104,526,404.77	277,090,337.37	165.1%
d) Other Restatements		9795	2,328.39	0.00	-100.0%
e) Adjusted Beginning Balance (F1c + F1d)			104,528,733.16	277,090,337.37	165.1%
2) Ending Balance, June 30 (E + F1e)			277,090,337.37	101,421,612.76	-63.4%
Components of Ending Fund Balance					
a) Nonspendable					
Revolving Cash		9711	0.00	0.00	0.0%
Stores		9712	0.00	0.00	0.0%
Prepaid Items		9713	0.00	0.00	0.0%
All Others		9719	0.00	0.00	0.0%
b) Restricted		9740	277,090,337.37	101,421,612.76	-63.4%
c) Committed					
Stabilization Arrangements		9750	0.00	0.00	0.0%
Other Commitments		9760	0.00	0.00	0.0%
d) Assigned					
Other Assignments		9780	0.00	0.00	0.0%
e) Unassigned/Unappropriated					
Reserve for Economic Uncertainties		9789	0.00	0.00	0.0%
Unassigned/Unappropriated Amount		9790	0.00	0.00	0.0%
<b>G. ASSETS</b>					
1) Cash					
a) in County Treasury		9110	61,993,681.48		
1) Fair Value Adjustment to Cash in County Treasury		9111	(250,737.06)		
b) in Banks		9120	354,488.83		
c) in Revolving Cash Account		9130	0.00		
d) with Fiscal Agent/Trustee		9135	225,891,716.08		
e) Collections Awaiting Deposit		9140	0.00		

Description	Resource Codes	Object Codes	2022-23 Unaudited Actuals	2023-24 Budget	Percent Difference
2) Investments		9150	0.00		
3) Accounts Receivable		9200	1,218,314.00		
4) Due from Grantor Government		9290	0.00		
5) Due from Other Funds		9310	0.00		
6) Stores		9320	0.00		
7) Prepaid Expenditures		9330	0.00		
8) Other Current Assets		9340	0.00		
9) Lease Receivable		9380	0.00		
10) TOTAL, ASSETS			289,207,463.33		
<b>H. DEFERRED OUTFLOWS OF RESOURCES</b>					
1) Deferred Outflows of Resources		9490	0.00		
2) TOTAL, DEFERRED OUTFLOWS			0.00		
<b>I. LIABILITIES</b>					
1) Accounts Payable		9500	12,116,726.71		
2) Due to Grantor Governments		9590	0.00		
3) Due to Other Funds		9610	399.25		
4) Current Loans		9640	0.00		
5) Unearned Revenue		9650	0.00		
6) TOTAL, LIABILITIES			12,117,125.96		
<b>J. DEFERRED INFLOWS OF RESOURCES</b>					
1) Deferred Inflows of Resources		9690	0.00		
2) TOTAL, DEFERRED INFLOWS			0.00		
<b>K. FUND EQUITY</b>					
Ending Fund Balance, June 30 (must agree with line F2) (G10 + H2) - (I6 + J2)			277,090,337.37		
<b>FEDERAL REVENUE</b>					
FEMA		8281	0.00	0.00	0.0%
All Other Federal Revenue		8290	0.00	0.00	0.0%
TOTAL, FEDERAL REVENUE			0.00	0.00	0.0%
<b>OTHER STATE REVENUE</b>					
Tax Relief Subventions					
Restricted Levies - Other					
Homeowners' Exemptions		8575	0.00	0.00	0.0%
Other Subventions/In-Lieu Taxes		8576	0.00	0.00	0.0%
All Other State Revenue		8590	0.00	0.00	0.0%
TOTAL, OTHER STATE REVENUE			0.00	0.00	0.0%
<b>OTHER LOCAL REVENUE</b>					
Other Local Revenue					
County and District Taxes					
Other Restricted Levies					
Secured Roll		8615	0.00	0.00	0.0%
Unsecured Roll		8616	0.00	0.00	0.0%
Prior Years' Taxes		8617	0.00	0.00	0.0%
Supplemental Taxes		8618	0.00	0.00	0.0%
Non-Ad Valorem Taxes					
Parcel Taxes		8621	0.00	0.00	0.0%
Other		8622	0.00	0.00	0.0%
Community Redevelopment Funds Not Subject to LCFF Deduction		8625	0.00	0.00	0.0%
Penalties and Interest from Delinquent Non-LCFF Taxes		8629	0.00	0.00	0.0%
Sales					
Sale of Equipment/Supplies		8631	0.00	0.00	0.0%
Leases and Rentals		8650	0.00	0.00	0.0%
Interest		8660	6,269,881.47	0.00	-100.0%
Net Increase (Decrease) in the Fair Value of Investments		8662	(63,113.95)	0.00	-100.0%
Other Local Revenue					
All Other Local Revenue		8699	365,584.23	0.00	-100.0%
All Other Transfers In from All Others		8799	0.00	0.00	0.0%
TOTAL, OTHER LOCAL REVENUE			6,572,351.75	0.00	-100.0%
TOTAL, REVENUES			6,572,351.75	0.00	-100.0%
<b>CLASSIFIED SALARIES</b>					
Classified Support Salaries		2200	0.00	0.00	0.0%

Description	Resource Codes	Object Codes	2022-23 Unaudited Actuals	2023-24 Budget	Percent Difference
Classified Supervisors' and Administrators' Salaries		2300	376,660.36	1,608,912.24	327.2%
Clerical, Technical and Office Salaries		2400	320,884.50	478,552.84	49.1%
Other Classified Salaries		2900	2,347.22	0.00	-100.0%
<b>TOTAL, CLASSIFIED SALARIES</b>			<b>699,892.08</b>	<b>2,087,465.08</b>	<b>198.3%</b>
<b>EMPLOYEE BENEFITS</b>					
STRS		3101-3102	0.00	0.00	0.0%
PERS		3201-3202	175,711.96	244,003.67	38.9%
OASDI/Medicare/Alternative		3301-3302	52,623.09	69,377.59	31.8%
Health and Welfare Benefits		3401-3402	156,563.54	204,922.92	30.9%
Unemployment Insurance		3501-3502	3,480.80	456.96	-86.9%
Workers' Compensation		3601-3602	10,498.63	13,761.95	31.1%
OPEB, Allocated		3701-3702	35,329.59	48,132.00	36.2%
OPEB, Active Employees		3751-3752	0.00	0.00	0.0%
Other Employee Benefits		3901-3902	512.55	604.44	17.9%
<b>TOTAL, EMPLOYEE BENEFITS</b>			<b>434,720.16</b>	<b>581,259.53</b>	<b>33.7%</b>
<b>BOOKS AND SUPPLIES</b>					
Books and Other Reference Materials		4200	0.00	0.00	0.0%
Materials and Supplies		4300	1,921,908.60	0.00	-100.0%
Noncapitalized Equipment		4400	665,038.39	0.00	-100.0%
<b>TOTAL, BOOKS AND SUPPLIES</b>			<b>2,586,946.99</b>	<b>0.00</b>	<b>-100.0%</b>
<b>SERVICES AND OTHER OPERATING EXPENDITURES</b>					
Subagreements for Services		5100	0.00	0.00	0.0%
Travel and Conferences		5200	275.00	0.00	-100.0%
Insurance		5400-5450	0.00	0.00	0.0%
Operations and Housekeeping Services		5500	0.00	0.00	0.0%
Rentals, Leases, Repairs, and Noncapitalized Improvements		5600	0.00	0.00	0.0%
Transfers of Direct Costs		5710	0.00	0.00	0.0%
Transfers of Direct Costs - Interfund		5750	640.63	0.00	-100.0%
Professional/Consulting Services and Operating Expenditures		5800	1,234,616.58	1,400,000.00	13.4%
Communications		5900	0.00	0.00	0.0%
<b>TOTAL, SERVICES AND OTHER OPERATING EXPENDITURES</b>			<b>1,235,532.21</b>	<b>1,400,000.00</b>	<b>13.3%</b>
<b>CAPITAL OUTLAY</b>					
Land		6100	0.00	0.00	0.0%
Land Improvements		6170	34,841,287.80	0.00	-100.0%
Buildings and Improvements of Buildings		6200	20,568,731.42	171,600,000.00	734.3%
Books and Media for New School Libraries or Major Expansion of School Libraries		6300	0.00	0.00	0.0%
Equipment		6400	73,201.17	0.00	-100.0%
Equipment Replacement		6500	0.00	0.00	0.0%
Lease Assets		6600	0.00	0.00	0.0%
Subscription Assets		6700	37,731.00	0.00	-100.0%
<b>TOTAL, CAPITAL OUTLAY</b>			<b>55,520,951.39</b>	<b>171,600,000.00</b>	<b>209.1%</b>
<b>OTHER OUTGO (excluding Transfers of Indirect Costs)</b>					
Other Transfers Out					
All Other Transfers Out to All Others		7299	0.00	0.00	0.0%
Debt Service					
Repayment of State School Building Fund Aid - Proceeds from Bonds		7435	0.00	0.00	0.0%
Debt Service - Interest		7438	0.00	0.00	0.0%
Other Debt Service - Principal		7439	0.00	0.00	0.0%
<b>TOTAL, OTHER OUTGO (excluding Transfers of Indirect Costs)</b>			<b>0.00</b>	<b>0.00</b>	<b>0.0%</b>
<b>TOTAL, EXPENDITURES</b>			<b>60,478,042.83</b>	<b>175,668,724.61</b>	<b>190.5%</b>
<b>INTERFUND TRANSFERS</b>					
<b>INTERFUND TRANSFERS IN</b>					
Other Authorized Interfund Transfers In		8919	4,945.00	0.00	-100.0%
<b>(a) TOTAL, INTERFUND TRANSFERS IN</b>			<b>4,945.00</b>	<b>0.00</b>	<b>-100.0%</b>
<b>INTERFUND TRANSFERS OUT</b>					
To: State School Building Fund/County School Facilities Fund		7613	0.00	0.00	0.0%
Other Authorized Interfund Transfers Out		7619	0.00	0.00	0.0%
<b>(b) TOTAL, INTERFUND TRANSFERS OUT</b>			<b>0.00</b>	<b>0.00</b>	<b>0.0%</b>
<b>OTHER SOURCES/USES</b>					
<b>SOURCES</b>					

Description	Resource Codes	Object Codes	2022-23 Unaudited Actuals	2023-24 Budget	Percent Difference
<b>Proceeds</b>					
Proceeds from Sale of Bonds		8951	225,000,000.00	0.00	-100.0%
Proceeds from Disposal of Capital Assets		8953	1,462,350.29	0.00	-100.0%
<b>Other Sources</b>					
County School Bldg Aid		8961	0.00	0.00	0.0%
Transfers from Funds of Lapsed/Reorganized LEAs		8965	0.00	0.00	0.0%
<b>Long-Term Debt Proceeds</b>					
Proceeds from Certificates of Participation		8971	0.00	0.00	0.0%
Proceeds from Leases		8972	0.00	0.00	0.0%
Proceeds from Lease Revenue Bonds		8973	0.00	0.00	0.0%
Proceeds from SBITAs		8974	0.00	0.00	0.0%
All Other Financing Sources		8979	0.00	0.00	0.0%
(c) TOTAL, SOURCES			226,462,350.29	0.00	-100.0%
<b>USES</b>					
Transfers of Funds from Lapsed/Reorganized LEAs		7651	0.00	0.00	0.0%
All Other Financing Uses		7699	0.00	0.00	0.0%
(d) TOTAL, USES			0.00	0.00	0.0%
<b>CONTRIBUTIONS</b>					
Contributions from Unrestricted Revenues		8980	0.00	0.00	0.0%
Contributions from Restricted Revenues		8990	0.00	0.00	0.0%
(e) TOTAL, CONTRIBUTIONS			0.00	0.00	0.0%
TOTAL, OTHER FINANCING SOURCES/USES (a - b + c - d + e)			226,467,295.29	0.00	-100.0%

Description	Function Codes	Object Codes	2022-23 Unaudited Actuals	2023-24 Budget	Percent Difference
<b>A. REVENUES</b>					
1) LCFF Sources		8010-8099	0.00	0.00	0.0%
2) Federal Revenue		8100-8299	0.00	0.00	0.0%
3) Other State Revenue		8300-8599	0.00	0.00	0.0%
4) Other Local Revenue		8600-8799	6,572,351.75	0.00	-100.0%
5) TOTAL, REVENUES			6,572,351.75	0.00	-100.0%
<b>B. EXPENDITURES (Objects 1000-7999)</b>					
1) Instruction	1000-1999		0.00	0.00	0.0%
2) Instruction - Related Services	2000-2999		0.00	0.00	0.0%
3) Pupil Services	3000-3999		0.00	0.00	0.0%
4) Ancillary Services	4000-4999		0.00	0.00	0.0%
5) Community Services	5000-5999		0.00	0.00	0.0%
6) Enterprise	6000-6999		0.00	0.00	0.0%
7) General Administration	7000-7999		0.00	0.00	0.0%
8) Plant Services	8000-8999		60,172,042.83	175,668,724.61	191.9%
9) Other Outgo	9000-9999	Except 7600-7699	306,000.00	0.00	-100.0%
10) TOTAL, EXPENDITURES			60,478,042.83	175,668,724.61	190.5%
<b>C. EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES BEFORE OTHER FINANCING SOURCES AND USES (A5 -B10)</b>			(53,905,691.08)	(175,668,724.61)	225.9%
<b>D. OTHER FINANCING SOURCES/USES</b>					
1) Interfund Transfers					
a) Transfers In		8900-8929	4,945.00	0.00	-100.0%
b) Transfers Out		7600-7629	0.00	0.00	0.0%
2) Other Sources/Uses					
a) Sources		8930-8979	226,462,350.29	0.00	-100.0%
b) Uses		7630-7699	0.00	0.00	0.0%
3) Contributions		8980-8999	0.00	0.00	0.0%
4) TOTAL, OTHER FINANCING SOURCES/USES			226,462,295.29	0.00	-100.0%
<b>E. NET INCREASE (DECREASE) IN FUND BALANCE (C + D4)</b>			172,561,604.21	(175,668,724.61)	-201.8%
<b>F. FUND BALANCE, RESERVES</b>					
1) Beginning Fund Balance					
a) As of July 1 - Unaudited		9791	104,526,404.77	277,090,337.37	165.1%
b) Audit Adjustments		9793	0.00	0.00	0.0%
c) As of July 1 - Audited (F1a + F1b)			104,526,404.77	277,090,337.37	165.1%
d) Other Restatements		9795	2,328.39	0.00	-100.0%
e) Adjusted Beginning Balance (F1c + F1d)			104,528,733.16	277,090,337.37	165.1%
2) Ending Balance, June 30 (E + F1e)			277,090,337.37	101,421,612.76	-63.4%
Components of Ending Fund Balance					
a) Nonspendable					
Revolving Cash		9711	0.00	0.00	0.0%
Stores		9712	0.00	0.00	0.0%
Prepaid Items		9713	0.00	0.00	0.0%
All Others		9719	0.00	0.00	0.0%
b) Restricted		9740	277,090,337.37	101,421,612.76	-63.4%
c) Committed					
Stabilization Arrangements		9750	0.00	0.00	0.0%
Other Commitments (by Resource/Object)		9760	0.00	0.00	0.0%
d) Assigned					
Other Assignments (by Resource/Object)		9780	0.00	0.00	0.0%
e) Unassigned/Unappropriated					
Reserve for Economic Uncertainties		9789	0.00	0.00	0.0%
Unassigned/Unappropriated Amount		9790	0.00	0.00	0.0%



Resource	Description	2022-23 Unaudited Actuals	2023-24 Budget
9010	Other Restricted Local	277,090,337.37	101,421,612.76
Total, Restricted Balance		277,090,337.37	101,421,612.76

Description	Resource Codes	Object Codes	2022-23 Unaudited Actuals	2023-24 Budget	Percent Difference
<b>A. REVENUES</b>					
1) LCFE Sources		8010-8099	0.00	0.00	0.0%
2) Federal Revenue		8100-8299	0.00	0.00	0.0%
3) Other State Revenue		8300-8599	0.00	0.00	0.0%
4) Other Local Revenue		8600-8799	7,940,609.78	3,880,000.00	-51.1%
5) TOTAL, REVENUES			7,940,609.78	3,880,000.00	-51.1%
<b>B. EXPENDITURES</b>					
1) Certificated Salaries		1000-1999	0.00	0.00	0.0%
2) Classified Salaries		2000-2999	0.00	0.00	0.0%
3) Employee Benefits		3000-3999	0.00	0.00	0.0%
4) Books and Supplies		4000-4999	0.00	0.00	0.0%
5) Services and Other Operating Expenditures		5000-5999	108,304.27	45,000.00	-58.5%
6) Capital Outlay		6000-6999	516,345.70	0.00	-100.0%
7) Other Outgo (excluding Transfers of Indirect Costs)		7100-7299, 7400-7499	4,109,474.00	4,246,294.00	3.3%
8) Other Outgo - Transfers of Indirect Costs		7300-7399	0.00	0.00	0.0%
9) TOTAL, EXPENDITURES			4,734,123.97	4,291,294.00	-9.4%
<b>C. EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES BEFORE OTHER FINANCING SOURCES AND USES (A5 - B9)</b>			3,206,485.81	(411,294.00)	-112.8%
<b>D. OTHER FINANCING SOURCES/USES</b>					
1) Interfund Transfers					
a) Transfers In		8900-8929	0.00	0.00	0.0%
b) Transfers Out		7600-7629	0.00	0.00	0.0%
2) Other Sources/Uses					
a) Sources		8930-8979	0.00	0.00	0.0%
b) Uses		7630-7699	0.00	0.00	0.0%
3) Contributions		8980-8999	0.00	0.00	0.0%
4) TOTAL, OTHER FINANCING SOURCES/USES			0.00	0.00	0.0%
<b>E. NET INCREASE (DECREASE) IN FUND BALANCE (C + D4)</b>			3,206,485.81	(411,294.00)	-112.8%
<b>F. FUND BALANCE, RESERVES</b>					
1) Beginning Fund Balance					
a) As of July 1 - Unaudited		9791	23,726,621.86	26,933,107.67	13.5%
b) Audit Adjustments		9793	0.00	0.00	0.0%
c) As of July 1 - Audited (F1a + F1b)			23,726,621.86	26,933,107.67	13.5%
d) Other Restatements		9795	0.00	0.00	0.0%
e) Adjusted Beginning Balance (F1c + F1d)			23,726,621.86	26,933,107.67	13.5%
2) Ending Balance, June 30 (E + F1e)			26,933,107.67	26,521,813.67	-1.5%
Components of Ending Fund Balance					
a) Nonspendable					
Revolving Cash		9711	0.00	0.00	0.0%
Stores		9712	0.00	0.00	0.0%
Prepaid Items		9713	0.00	0.00	0.0%
All Others		9719	0.00	0.00	0.0%
b) Restricted		9740	26,933,107.67	26,521,813.67	-1.5%
c) Committed					
Stabilization Arrangements		9750	0.00	0.00	0.0%
Other Commitments		9760	0.00	0.00	0.0%
d) Assigned					
Other Assignments		9780	0.00	0.00	0.0%
e) Unassigned/Unappropriated					
Reserve for Economic Uncertainties		9789	0.00	0.00	0.0%
Unassigned/Unappropriated Amount		9790	0.00	0.00	0.0%
<b>G. ASSETS</b>					
1) Cash					
a) in County Treasury		9110	26,413,343.19		
1) Fair Value Adjustment to Cash in County Treasury		9111	(103,012.04)		
b) in Banks		9120	550,462.71		
c) in Revolving Cash Account		9130	0.00		
d) with Fiscal Agent/Trustee		9135	0.00		
e) Collections Awaiting Deposit		9140	0.00		

Description	Resource Codes	Object Codes	2022-23 Unaudited Actuals	2023-24 Budget	Percent Difference
2) Investments		9150	0.00		
3) Accounts Receivable		9200	550,927.00		
4) Due from Grantor Government		9290	0.00		
5) Due from Other Funds		9310	0.00		
6) Stores		9320	0.00		
7) Prepaid Expenditures		9330	0.00		
8) Other Current Assets		9340	0.00		
9) Lease Receivable		9380	0.00		
10) TOTAL, ASSETS			27,411,720.86		
<b>H. DEFERRED OUTFLOWS OF RESOURCES</b>					
1) Deferred Outflows of Resources		9490	0.00		
2) TOTAL, DEFERRED OUTFLOWS			0.00		
<b>I. LIABILITIES</b>					
1) Accounts Payable		9500	395,060.98		
2) Due to Grantor Governments		9590	0.00		
3) Due to Other Funds		9610	83,552.21		
4) Current Loans		9640	0.00		
5) Unearned Revenue		9650	0.00		
6) TOTAL, LIABILITIES			478,613.19		
<b>J. DEFERRED INFLOWS OF RESOURCES</b>					
1) Deferred Inflows of Resources		9690	0.00		
2) TOTAL, DEFERRED INFLOWS			0.00		
<b>K. FUND EQUITY</b>					
Ending Fund Balance, June 30 (must agree with line F2) (G10 + H2) - (I6 + J2)			26,933,107.67		
<b>OTHER STATE REVENUE</b>					
Tax Relief Subventions					
Restricted Levies - Other					
Homeowners' Exemptions		8575	0.00	0.00	0.0%
Other Subventions/In-Lieu Taxes		8576	0.00	0.00	0.0%
All Other State Revenue		8590	0.00	0.00	0.0%
TOTAL, OTHER STATE REVENUE			0.00	0.00	0.0%
<b>OTHER LOCAL REVENUE</b>					
Other Local Revenue					
County and District Taxes					
Other Restricted Levies					
Secured Roll		8615	0.00	0.00	0.0%
Unsecured Roll		8616	0.00	0.00	0.0%
Prior Years' Taxes		8617	0.00	0.00	0.0%
Supplemental Taxes		8618	0.00	0.00	0.0%
Non-Ad Valorem Taxes					
Parcel Taxes		8621	0.00	0.00	0.0%
Other		8622	0.00	0.00	0.0%
Community Redevelopment Funds Not Subject to LCFF Deduction		8625	3,598,558.10	1,600,000.00	-55.5%
Penalties and Interest from Delinquent Non-LCFF Taxes		8629	0.00	0.00	0.0%
Sales					
Sale of Equipment/Supplies		8631	0.00	0.00	0.0%
Interest		8660	806,817.87	30,000.00	-96.3%
Net Increase (Decrease) in the Fair Value of Investments		8662	106,633.34	0.00	-100.0%
Fees and Contracts					
Mitigation/Developer Fees		8681	3,428,600.47	2,250,000.00	-34.4%
Other Local Revenue					
All Other Local Revenue		8699	0.00	0.00	0.0%
All Other Transfers In from All Others		8799	0.00	0.00	0.0%
TOTAL, OTHER LOCAL REVENUE			7,940,609.78	3,880,000.00	-51.1%
TOTAL, REVENUES			7,940,609.78	3,880,000.00	-51.1%
<b>CERTIFICATED SALARIES</b>					
Other Certificated Salaries		1900	0.00	0.00	0.0%
TOTAL, CERTIFICATED SALARIES			0.00	0.00	0.0%
<b>CLASSIFIED SALARIES</b>					
Classified Support Salaries		2200	0.00	0.00	0.0%

Description	Resource Codes	Object Codes	2022-23 Unaudited Actuals	2023-24 Budget	Percent Difference
Classified Supervisors' and Administrators' Salaries		2300	0.00	0.00	0.0%
Clerical, Technical and Office Salaries		2400	0.00	0.00	0.0%
Other Classified Salaries		2900	0.00	0.00	0.0%
TOTAL, CLASSIFIED SALARIES			0.00	0.00	0.0%
<b>EMPLOYEE BENEFITS</b>					
STRS		3101-3102	0.00	0.00	0.0%
PERS		3201-3202	0.00	0.00	0.0%
OASDI/Medicare/Alternative		3301-3302	0.00	0.00	0.0%
Health and Welfare Benefits		3401-3402	0.00	0.00	0.0%
Unemployment Insurance		3501-3502	0.00	0.00	0.0%
Workers' Compensation		3601-3602	0.00	0.00	0.0%
OPEB, Allocated		3701-3702	0.00	0.00	0.0%
OPEB, Active Employees		3751-3752	0.00	0.00	0.0%
Other Employee Benefits		3901-3902	0.00	0.00	0.0%
TOTAL, EMPLOYEE BENEFITS			0.00	0.00	0.0%
<b>BOOKS AND SUPPLIES</b>					
Approved Textbooks and Core Curricula Materials		4100	0.00	0.00	0.0%
Books and Other Reference Materials		4200	0.00	0.00	0.0%
Materials and Supplies		4300	0.00	0.00	0.0%
Noncapitalized Equipment		4400	0.00	0.00	0.0%
TOTAL, BOOKS AND SUPPLIES			0.00	0.00	0.0%
<b>SERVICES AND OTHER OPERATING EXPENDITURES</b>					
Subagreements for Services		5100	0.00	0.00	0.0%
Travel and Conferences		5200	0.00	0.00	0.0%
Insurance		5400-5450	0.00	0.00	0.0%
Operations and Housekeeping Services		5500	0.00	0.00	0.0%
Rentals, Leases, Repairs, and Noncapitalized Improvements		5600	0.00	0.00	0.0%
Transfers of Direct Costs		5710	0.00	0.00	0.0%
Transfers of Direct Costs - Interfund		5750	83,552.21	0.00	-100.0%
Professional/Consulting Services and Operating Expenditures		5800	24,752.06	45,000.00	81.8%
Communications		5900	0.00	0.00	0.0%
TOTAL, SERVICES AND OTHER OPERATING EXPENDITURES			108,304.27	45,000.00	-58.5%
<b>CAPITAL OUTLAY</b>					
Land		6100	0.00	0.00	0.0%
Land Improvements		6170	0.00	0.00	0.0%
Buildings and Improvements of Buildings		6200	516,345.70	0.00	-100.0%
Books and Media for New School Libraries or Major Expansion of School Libraries		6300	0.00	0.00	0.0%
Equipment		6400	0.00	0.00	0.0%
Equipment Replacement		6500	0.00	0.00	0.0%
Lease Assets		6600	0.00	0.00	0.0%
Subscription Assets		6700	0.00	0.00	0.0%
TOTAL, CAPITAL OUTLAY			516,345.70	0.00	-100.0%
<b>OTHER OUTGO (excluding Transfers of Indirect Costs)</b>					
Other Transfers Out					
All Other Transfers Out to All Others		7299	0.00	0.00	0.0%
Debt Service					
Debt Service - Interest		7438	1,139,474.00	1,131,294.00	-0.7%
Other Debt Service - Principal		7439	2,970,000.00	3,115,000.00	4.9%
TOTAL, OTHER OUTGO (excluding Transfers of Indirect Costs)			4,109,474.00	4,246,294.00	3.3%
TOTAL, EXPENDITURES			4,734,123.97	4,291,294.00	-9.4%
<b>INTERFUND TRANSFERS</b>					
<b>INTERFUND TRANSFERS IN</b>					
Other Authorized Interfund Transfers In		8919	0.00	0.00	0.0%
(a) TOTAL, INTERFUND TRANSFERS IN			0.00	0.00	0.0%
<b>INTERFUND TRANSFERS OUT</b>					
To: State School Building Fund/County School Facilities Fund		7613	0.00	0.00	0.0%
Other Authorized Interfund Transfers Out		7619	0.00	0.00	0.0%
(b) TOTAL, INTERFUND TRANSFERS OUT			0.00	0.00	0.0%
<b>OTHER SOURCES/USES</b>					
<b>SOURCES</b>					

Description	Resource Codes	Object Codes	2022-23 Unaudited Actuals	2023-24 Budget	Percent Difference
<b>Proceeds</b>					
Proceeds from Disposal of Capital Assets		8953	0.00	0.00	0.0%
<b>Other Sources</b>					
Transfers from Funds of Lapsed/Reorganized LEAs		8965	0.00	0.00	0.0%
<b>Long-Term Debt Proceeds</b>					
Proceeds from Certificates of Participation		8971	0.00	0.00	0.0%
Proceeds from Leases		8972	0.00	0.00	0.0%
Proceeds from Lease Revenue Bonds		8973	0.00	0.00	0.0%
Proceeds from SBITAs		8974	0.00	0.00	0.0%
All Other Financing Sources		8979	0.00	0.00	0.0%
(c) TOTAL, SOURCES			0.00	0.00	0.0%
<b>USES</b>					
Transfers of Funds from Lapsed/Reorganized LEAs		7651	0.00	0.00	0.0%
All Other Financing Uses		7699	0.00	0.00	0.0%
(d) TOTAL, USES			0.00	0.00	0.0%
<b>CONTRIBUTIONS</b>					
Contributions from Unrestricted Revenues		8980	0.00	0.00	0.0%
Contributions from Restricted Revenues		8990	0.00	0.00	0.0%
(e) TOTAL, CONTRIBUTIONS			0.00	0.00	0.0%
TOTAL, OTHER FINANCING SOURCES/USES (a - b + c - d + e)			0.00	0.00	0.0%

Description	Function Codes	Object Codes	2022-23 Unaudited Actuals	2023-24 Budget	Percent Difference
<b>A. REVENUES</b>					
1) LCFF Sources		8010-8099	0.00	0.00	0.0%
2) Federal Revenue		8100-8299	0.00	0.00	0.0%
3) Other State Revenue		8300-8599	0.00	0.00	0.0%
4) Other Local Revenue		8600-8799	7,940,609.78	3,880,000.00	-51.1%
5) TOTAL, REVENUES			7,940,609.78	3,880,000.00	-51.1%
<b>B. EXPENDITURES (Objects 1000-7999)</b>					
1) Instruction	1000-1999		0.00	0.00	0.0%
2) Instruction - Related Services	2000-2999		0.00	0.00	0.0%
3) Pupil Services	3000-3999		0.00	0.00	0.0%
4) Ancillary Services	4000-4999		0.00	0.00	0.0%
5) Community Services	5000-5999		0.00	0.00	0.0%
6) Enterprise	6000-6999		0.00	0.00	0.0%
7) General Administration	7000-7999		0.00	0.00	0.0%
8) Plant Services	8000-8999		624,649.97	45,000.00	-92.8%
9) Other Outgo	9000-9999	Except 7600-7699	4,109,474.00	4,246,294.00	3.3%
10) TOTAL, EXPENDITURES			4,734,123.97	4,291,294.00	-9.4%
<b>C. EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES BEFORE OTHER FINANCING SOURCES AND USES (A5 -B10)</b>			3,206,485.81	(411,294.00)	-112.8%
<b>D. OTHER FINANCING SOURCES/USES</b>					
1) Interfund Transfers					
a) Transfers In		8900-8929	0.00	0.00	0.0%
b) Transfers Out		7600-7629	0.00	0.00	0.0%
2) Other Sources/Uses					
a) Sources		8930-8979	0.00	0.00	0.0%
b) Uses		7630-7699	0.00	0.00	0.0%
3) Contributions		8980-8999	0.00	0.00	0.0%
4) TOTAL, OTHER FINANCING SOURCES/USES			0.00	0.00	0.0%
<b>E. NET INCREASE (DECREASE) IN FUND BALANCE (C + D4)</b>			3,206,485.81	(411,294.00)	-112.8%
<b>F. FUND BALANCE, RESERVES</b>					
1) Beginning Fund Balance					
a) As of July 1 - Unaudited		9791	23,726,621.86	26,933,107.67	13.5%
b) Audit Adjustments		9793	0.00	0.00	0.0%
c) As of July 1 - Audited (F1a + F1b)			23,726,621.86	26,933,107.67	13.5%
d) Other Restatements		9795	0.00	0.00	0.0%
e) Adjusted Beginning Balance (F1c + F1d)			23,726,621.86	26,933,107.67	13.5%
2) Ending Balance, June 30 (E + F1e)			26,933,107.67	26,521,813.67	-1.5%
Components of Ending Fund Balance					
a) Nonspendable					
Revolving Cash		9711	0.00	0.00	0.0%
Stores		9712	0.00	0.00	0.0%
Prepaid Items		9713	0.00	0.00	0.0%
All Others		9719	0.00	0.00	0.0%
b) Restricted		9740	26,933,107.67	26,521,813.67	-1.5%
c) Committed					
Stabilization Arrangements		9750	0.00	0.00	0.0%
Other Commitments (by Resource/Object)		9760	0.00	0.00	0.0%
d) Assigned					
Other Assignments (by Resource/Object)		9780	0.00	0.00	0.0%
e) Unassigned/Unappropriated					
Reserve for Economic Uncertainties		9789	0.00	0.00	0.0%
Unassigned/Unappropriated Amount		9790	0.00	0.00	0.0%

Resource	Description	2022-23 Unaudited Actuals	2023-24 Budget
9010	Other Restricted Local	26,933,107.67	26,521,813.67
Total, Restricted Balance		26,933,107.67	26,521,813.67

Description	Resource Codes	Object Codes	2022-23 Unaudited Actuals	2023-24 Budget	Percent Difference
<b>A. REVENUES</b>					
1) LCFE Sources		8010-8099	0.00	0.00	0.0%
2) Federal Revenue		8100-8299	0.00	0.00	0.0%
3) Other State Revenue		8300-8599	0.00	0.00	0.0%
4) Other Local Revenue		8600-8799	53.91	0.00	-100.0%
5) TOTAL, REVENUES			53.91	0.00	-100.0%
<b>B. EXPENDITURES</b>					
1) Certificated Salaries		1000-1999	0.00	0.00	0.0%
2) Classified Salaries		2000-2999	0.00	0.00	0.0%
3) Employee Benefits		3000-3999	0.00	0.00	0.0%
4) Books and Supplies		4000-4999	0.00	0.00	0.0%
5) Services and Other Operating Expenditures		5000-5999	0.00	0.00	0.0%
6) Capital Outlay		6000-6999	0.00	0.00	0.0%
7) Other Outgo (excluding Transfers of Indirect Costs)		7100-7299, 7400-7499	0.00	0.00	0.0%
8) Other Outgo - Transfers of Indirect Costs		7300-7399	0.00	0.00	0.0%
9) TOTAL, EXPENDITURES			0.00	0.00	0.0%
<b>C. EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES BEFORE OTHER FINANCING SOURCES AND USES (A5 - B9)</b>			53.91	0.00	-100.0%
<b>D. OTHER FINANCING SOURCES/USES</b>					
1) Interfund Transfers					
a) Transfers In		8900-8929	0.00	0.00	0.0%
b) Transfers Out		7600-7629	4,945.00	0.00	-100.0%
2) Other Sources/Uses					
a) Sources		8930-8979	0.00	0.00	0.0%
b) Uses		7630-7699	0.00	0.00	0.0%
3) Contributions		8980-8999	0.00	0.00	0.0%
4) TOTAL, OTHER FINANCING SOURCES/USES			(4,945.00)	0.00	-100.0%
<b>E. NET INCREASE (DECREASE) IN FUND BALANCE (C + D4)</b>			(4,891.09)	0.00	-100.0%
<b>F. FUND BALANCE, RESERVES</b>					
1) Beginning Fund Balance					
a) As of July 1 - Unaudited		9791	4,891.09	0.00	-100.0%
b) Audit Adjustments		9793	0.00	0.00	0.0%
c) As of July 1 - Audited (F1a + F1b)			4,891.09	0.00	-100.0%
d) Other Restatements		9795	0.00	0.00	0.0%
e) Adjusted Beginning Balance (F1c + F1d)			4,891.09	0.00	-100.0%
2) Ending Balance, June 30 (E + F1e)			0.00	0.00	0.0%
Components of Ending Fund Balance					
a) Nonspendable					
Revolving Cash		9711	0.00	0.00	0.0%
Stores		9712	0.00	0.00	0.0%
Prepaid Items		9713	0.00	0.00	0.0%
All Others		9719	0.00	0.00	0.0%
b) Restricted					
		9740	0.00	0.00	0.0%
c) Committed					
Stabilization Arrangements		9750	0.00	0.00	0.0%
Other Commitments		9760	0.00	0.00	0.0%
d) Assigned					
Other Assignments		9780	0.00	0.00	0.0%
e) Unassigned/Unappropriated					
Reserve for Economic Uncertainties		9789	0.00	0.00	0.0%
Unassigned/Unappropriated Amount		9790	0.00	0.00	0.0%
<b>G. ASSETS</b>					
1) Cash					
a) in County Treasury		9110	0.00		
1) Fair Value Adjustment to Cash in County Treasury		9111	0.00		
b) in Banks		9120	0.00		
c) in Revolving Cash Account		9130	0.00		
d) with Fiscal Agent/Trustee		9135	0.00		
e) Collections Awaiting Deposit		9140	0.00		



Description	Resource Codes	Object Codes	2022-23 Unaudited Actuals	2023-24 Budget	Percent Difference
2) Investments		9150	0.00		
3) Accounts Receivable		9200	0.00		
4) Due from Grantor Government		9290	0.00		
5) Due from Other Funds		9310	0.00		
6) Stores		9320	0.00		
7) Prepaid Expenditures		9330	0.00		
8) Other Current Assets		9340	0.00		
9) Lease Receivable		9380	0.00		
10) TOTAL, ASSETS			0.00		
<b>H. DEFERRED OUTFLOWS OF RESOURCES</b>					
1) Deferred Outflows of Resources		9490	0.00		
2) TOTAL, DEFERRED OUTFLOWS			0.00		
<b>I. LIABILITIES</b>					
1) Accounts Payable		9500	0.00		
2) Due to Grantor Governments		9590	0.00		
3) Due to Other Funds		9610	0.00		
4) Current Loans		9640	0.00		
5) Unearned Revenue		9650	0.00		
6) TOTAL, LIABILITIES			0.00		
<b>J. DEFERRED INFLOWS OF RESOURCES</b>					
1) Deferred Inflows of Resources		9690	0.00		
2) TOTAL, DEFERRED INFLOWS			0.00		
<b>K. FUND EQUITY</b>					
Ending Fund Balance, June 30 (must agree with line F2) (G10 + H2) - (I6 + J2)			0.00		
<b>FEDERAL REVENUE</b>					
All Other Federal Revenue		8290	0.00	0.00	0.0%
TOTAL, FEDERAL REVENUE			0.00	0.00	0.0%
<b>OTHER STATE REVENUE</b>					
School Facilities Apportionments		8545	0.00	0.00	0.0%
Pass-Through Revenues from State Sources		8587	0.00	0.00	0.0%
All Other State Revenue		8590	0.00	0.00	0.0%
TOTAL, OTHER STATE REVENUE			0.00	0.00	0.0%
<b>OTHER LOCAL REVENUE</b>					
Sales					
Sale of Equipment/Supplies		8631	0.00	0.00	0.0%
Leases and Rentals		8650	0.00	0.00	0.0%
Interest		8660	53.91	0.00	-100.0%
Net Increase (Decrease) in the Fair Value of Investments		8662	0.00	0.00	0.0%
Other Local Revenue					
All Other Local Revenue		8699	0.00	0.00	0.0%
All Other Transfers In from All Others		8799	0.00	0.00	0.0%
TOTAL, OTHER LOCAL REVENUE			53.91	0.00	-100.0%
TOTAL, REVENUES			53.91	0.00	-100.0%
<b>CLASSIFIED SALARIES</b>					
Classified Support Salaries		2200	0.00	0.00	0.0%
Classified Supervisors' and Administrators' Salaries		2300	0.00	0.00	0.0%
Clerical, Technical and Office Salaries		2400	0.00	0.00	0.0%
Other Classified Salaries		2900	0.00	0.00	0.0%
TOTAL, CLASSIFIED SALARIES			0.00	0.00	0.0%
<b>EMPLOYEE BENEFITS</b>					
STRS		3101-3102	0.00	0.00	0.0%
PERS		3201-3202	0.00	0.00	0.0%
OASDI/Medicare/Alternative		3301-3302	0.00	0.00	0.0%
Health and Welfare Benefits		3401-3402	0.00	0.00	0.0%
Unemployment Insurance		3501-3502	0.00	0.00	0.0%
Workers' Compensation		3601-3602	0.00	0.00	0.0%
OPEB, Allocated		3701-3702	0.00	0.00	0.0%
OPEB, Active Employees		3751-3752	0.00	0.00	0.0%
Other Employee Benefits		3901-3902	0.00	0.00	0.0%
TOTAL, EMPLOYEE BENEFITS			0.00	0.00	0.0%

Description	Resource Codes	Object Codes	2022-23 Unaudited Actuals	2023-24 Budget	Percent Difference
<b>BOOKS AND SUPPLIES</b>					
Books and Other Reference Materials		4200	0.00	0.00	0.0%
Materials and Supplies		4300	0.00	0.00	0.0%
Noncapitalized Equipment		4400	0.00	0.00	0.0%
TOTAL, BOOKS AND SUPPLIES			0.00	0.00	0.0%
<b>SERVICES AND OTHER OPERATING EXPENDITURES</b>					
Subagreements for Services		5100	0.00	0.00	0.0%
Travel and Conferences		5200	0.00	0.00	0.0%
Insurance		5400-5450	0.00	0.00	0.0%
Operations and Housekeeping Services		5500	0.00	0.00	0.0%
Rentals, Leases, Repairs, and Noncapitalized Improvements		5600	0.00	0.00	0.0%
Transfers of Direct Costs		5710	0.00	0.00	0.0%
Transfers of Direct Costs - Interfund		5750	0.00	0.00	0.0%
Professional/Consulting Services and Operating Expenditures		5800	0.00	0.00	0.0%
Communications		5900	0.00	0.00	0.0%
TOTAL, SERVICES AND OTHER OPERATING EXPENDITURES			0.00	0.00	0.0%
<b>CAPITAL OUTLAY</b>					
Land		6100	0.00	0.00	0.0%
Land Improvements		6170	0.00	0.00	0.0%
Buildings and Improvements of Buildings		6200	0.00	0.00	0.0%
Books and Media for New School Libraries or Major Expansion of School Libraries		6300	0.00	0.00	0.0%
Equipment		6400	0.00	0.00	0.0%
Equipment Replacement		6500	0.00	0.00	0.0%
Lease Assets		6600	0.00	0.00	0.0%
Subscription Assets		6700	0.00	0.00	0.0%
TOTAL, CAPITAL OUTLAY			0.00	0.00	0.0%
<b>OTHER OUTGO (excluding Transfers of Indirect Costs)</b>					
Other Transfers Out					
Transfers of Pass-Through Revenues					
To Districts or Charter Schools		7211	0.00	0.00	0.0%
To County Offices		7212	0.00	0.00	0.0%
To JPAs		7213	0.00	0.00	0.0%
All Other Transfers Out to All Others		7299	0.00	0.00	0.0%
Debt Service					
Debt Service - Interest		7438	0.00	0.00	0.0%
Other Debt Service - Principal		7439	0.00	0.00	0.0%
TOTAL, OTHER OUTGO (excluding Transfers of Indirect Costs)			0.00	0.00	0.0%
TOTAL, EXPENDITURES			0.00	0.00	0.0%
<b>INTERFUND TRANSFERS</b>					
<b>INTERFUND TRANSFERS IN</b>					
To: State School Building Fund/County School Facilities Fund From: All Other Funds		8913	0.00	0.00	0.0%
Other Authorized Interfund Transfers In		8919	0.00	0.00	0.0%
(a) TOTAL, INTERFUND TRANSFERS IN			0.00	0.00	0.0%
<b>INTERFUND TRANSFERS OUT</b>					
To: State School Building Fund/County School Facilities Fund		7613	0.00	0.00	0.0%
Other Authorized Interfund Transfers Out		7619	4,945.00	0.00	-100.0%
(b) TOTAL, INTERFUND TRANSFERS OUT			4,945.00	0.00	-100.0%
<b>OTHER SOURCES/USES</b>					
<b>SOURCES</b>					
Proceeds					
Proceeds from Disposal of Capital Assets		8953	0.00	0.00	0.0%
Other Sources					
Transfers from Funds of Lapsed/Reorganized LEAs		8965	0.00	0.00	0.0%
Long-Term Debt Proceeds					
Proceeds from Certificates of Participation		8971	0.00	0.00	0.0%
Proceeds from Leases		8972	0.00	0.00	0.0%
Proceeds from Lease Revenue Bonds		8973	0.00	0.00	0.0%
Proceeds from SBITAs		8974	0.00	0.00	0.0%
All Other Financing Sources		8979	0.00	0.00	0.0%
(c) TOTAL, SOURCES			0.00	0.00	0.0%

Description	Resource Codes	Object Codes	2022-23 Unaudited Actuals	2023-24 Budget	Percent Difference
<b>USES</b>					
Transfers of Funds from Lapsed/Reorganized LEAs		7651	0.00	0.00	0.0%
(d) TOTAL, USES			0.00	0.00	0.0%
<b>CONTRIBUTIONS</b>					
Contributions from Unrestricted Revenues		8980	0.00	0.00	0.0%
Contributions from Restricted Revenues		8990	0.00	0.00	0.0%
(e) TOTAL, CONTRIBUTIONS			0.00	0.00	0.0%
TOTAL, OTHER FINANCING SOURCES/USES (a - b + c - d + e)			(4,945.00)	0.00	-100.0%

Description	Function Codes	Object Codes	2022-23 Unaudited Actuals	2023-24 Budget	Percent Difference
<b>A. REVENUES</b>					
1) LCFF Sources		8010-8099	0.00	0.00	0.0%
2) Federal Revenue		8100-8299	0.00	0.00	0.0%
3) Other State Revenue		8300-8599	0.00	0.00	0.0%
4) Other Local Revenue		8600-8799	53.91	0.00	-100.0%
5) TOTAL, REVENUES			53.91	0.00	-100.0%
<b>B. EXPENDITURES (Objects 1000-7999)</b>					
1) Instruction	1000-1999		0.00	0.00	0.0%
2) Instruction - Related Services	2000-2999		0.00	0.00	0.0%
3) Pupil Services	3000-3999		0.00	0.00	0.0%
4) Ancillary Services	4000-4999		0.00	0.00	0.0%
5) Community Services	5000-5999		0.00	0.00	0.0%
6) Enterprise	6000-6999		0.00	0.00	0.0%
7) General Administration	7000-7999		0.00	0.00	0.0%
8) Plant Services	8000-8999		0.00	0.00	0.0%
9) Other Outgo	9000-9999	Except 7600-7699	0.00	0.00	0.0%
10) TOTAL, EXPENDITURES			0.00	0.00	0.0%
<b>C. EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES BEFORE OTHER FINANCING SOURCES AND USES (A5 -B10)</b>			53.91	0.00	-100.0%
<b>D. OTHER FINANCING SOURCES/USES</b>					
1) Interfund Transfers					
a) Transfers In		8900-8929	0.00	0.00	0.0%
b) Transfers Out		7600-7629	4,945.00	0.00	-100.0%
2) Other Sources/Uses					
a) Sources		8930-8979	0.00	0.00	0.0%
b) Uses		7630-7699	0.00	0.00	0.0%
3) Contributions		8980-8999	0.00	0.00	0.0%
4) TOTAL, OTHER FINANCING SOURCES/USES			(4,945.00)	0.00	-100.0%
<b>E. NET INCREASE (DECREASE) IN FUND BALANCE (C + D4)</b>			(4,891.09)	0.00	-100.0%
<b>F. FUND BALANCE, RESERVES</b>					
1) Beginning Fund Balance					
a) As of July 1 - Unaudited		9791	4,891.09	0.00	-100.0%
b) Audit Adjustments		9793	0.00	0.00	0.0%
c) As of July 1 - Audited (F1a + F1b)			4,891.09	0.00	-100.0%
d) Other Restatements		9795	0.00	0.00	0.0%
e) Adjusted Beginning Balance (F1c + F1d)			4,891.09	0.00	-100.0%
2) Ending Balance, June 30 (E + F1e)			0.00	0.00	0.0%
Components of Ending Fund Balance					
a) Nonspendable					
Revolving Cash		9711	0.00	0.00	0.0%
Stores		9712	0.00	0.00	0.0%
Prepaid Items		9713	0.00	0.00	0.0%
All Others		9719	0.00	0.00	0.0%
b) Restricted					
c) Committed					
Stabilization Arrangements		9750	0.00	0.00	0.0%
Other Commitments (by Resource/Object)		9760	0.00	0.00	0.0%
d) Assigned					
Other Assignments (by Resource/Object)		9780	0.00	0.00	0.0%
e) Unassigned/Unappropriated					
Reserve for Economic Uncertainties		9789	0.00	0.00	0.0%
Unassigned/Unappropriated Amount		9790	0.00	0.00	0.0%

Resource	Description	2022-23 Unaudited Actuals	2023-24 Budget
Total, Restricted Balance		0.00	0.00

Description	Resource Codes	Object Codes	2022-23 Unaudited Actuals	2023-24 Budget	Percent Difference
<b>A. REVENUES</b>					
1) LCFE Sources		8010-8099	0.00	0.00	0.0%
2) Federal Revenue		8100-8299	0.00	0.00	0.0%
3) Other State Revenue		8300-8599	0.00	0.00	0.0%
4) Other Local Revenue		8600-8799	2,055,451.40	2,011,739.00	-2.1%
5) TOTAL, REVENUES			2,055,451.40	2,011,739.00	-2.1%
<b>B. EXPENDITURES</b>					
1) Certificated Salaries		1000-1999	0.00	0.00	0.0%
2) Classified Salaries		2000-2999	0.00	0.00	0.0%
3) Employee Benefits		3000-3999	0.00	0.00	0.0%
4) Books and Supplies		4000-4999	0.00	0.00	0.0%
5) Services and Other Operating Expenditures		5000-5999	15,348.93	0.00	-100.0%
6) Capital Outlay		6000-6999	0.00	0.00	0.0%
7) Other Outgo (excluding Transfers of Indirect Costs)		7100-7299, 7400-7499	1,358,500.00	1,220,000.00	-10.2%
8) Other Outgo - Transfers of Indirect Costs		7300-7399	0.00	0.00	0.0%
9) TOTAL, EXPENDITURES			1,373,848.93	1,220,000.00	-11.2%
<b>C. EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES BEFORE OTHER FINANCING SOURCES AND USES (A5 - B9)</b>			681,602.47	791,739.00	16.2%
<b>D. OTHER FINANCING SOURCES/USES</b>					
1) Interfund Transfers					
a) Transfers In		8900-8929	0.00	0.00	0.0%
b) Transfers Out		7600-7629	0.00	0.00	0.0%
2) Other Sources/Uses					
a) Sources		8930-8979	0.00	0.00	0.0%
b) Uses		7630-7699	0.00	0.00	0.0%
3) Contributions		8980-8999	0.00	0.00	0.0%
4) TOTAL, OTHER FINANCING SOURCES/USES			0.00	0.00	0.0%
<b>E. NET INCREASE (DECREASE) IN FUND BALANCE (C + D4)</b>			681,602.47	791,739.00	16.2%
<b>F. FUND BALANCE, RESERVES</b>					
1) Beginning Fund Balance					
a) As of July 1 - Unaudited		9791	1,113,185.90	1,794,788.37	61.2%
b) Audit Adjustments		9793	0.00	0.00	0.0%
c) As of July 1 - Audited (F1a + F1b)			1,113,185.90	1,794,788.37	61.2%
d) Other Restatements		9795	0.00	0.00	0.0%
e) Adjusted Beginning Balance (F1c + F1d)			1,113,185.90	1,794,788.37	61.2%
2) Ending Balance, June 30 (E + F1e)			1,794,788.37	2,586,527.37	44.1%
Components of Ending Fund Balance					
a) Nonspendable					
Revolving Cash		9711	0.00	0.00	0.0%
Stores		9712	0.00	0.00	0.0%
Prepaid Items		9713	0.00	0.00	0.0%
All Others		9719	0.00	0.00	0.0%
b) Restricted		9740	1,794,788.37	2,586,527.37	44.1%
c) Committed					
Stabilization Arrangements		9750	0.00	0.00	0.0%
Other Commitments		9760	0.00	0.00	0.0%
d) Assigned					
Other Assignments		9780	0.00	0.00	0.0%
e) Unassigned/Unappropriated					
Reserve for Economic Uncertainties		9789	0.00	0.00	0.0%
Unassigned/Unappropriated Amount		9790	0.00	0.00	0.0%
<b>G. ASSETS</b>					
1) Cash					
a) in County Treasury		9110	1,779,924.14		
1) Fair Value Adjustment to Cash in County Treasury		9111	(6,941.70)		
b) in Banks		9120	6,542.93		
c) in Revolving Cash Account		9130	0.00		
d) with Fiscal Agent/Trustee		9135	0.00		
e) Collections Awaiting Deposit		9140	0.00		

Description	Resource Codes	Object Codes	2022-23 Unaudited Actuals	2023-24 Budget	Percent Difference
2) Investments		9150	0.00		
3) Accounts Receivable		9200	22,957.00		
4) Due from Grantor Government		9290	0.00		
5) Due from Other Funds		9310	0.00		
6) Stores		9320	0.00		
7) Prepaid Expenditures		9330	0.00		
8) Other Current Assets		9340	0.00		
9) Lease Receivable		9380	0.00		
10) TOTAL, ASSETS			1,802,482.37		
<b>H. DEFERRED OUTFLOWS OF RESOURCES</b>					
1) Deferred Outflows of Resources		9490	0.00		
2) TOTAL, DEFERRED OUTFLOWS			0.00		
<b>I. LIABILITIES</b>					
1) Accounts Payable		9500	7,694.00		
2) Due to Grantor Governments		9590	0.00		
3) Due to Other Funds		9610	0.00		
4) Current Loans		9640	0.00		
5) Unearned Revenue		9650	0.00		
6) TOTAL, LIABILITIES			7,694.00		
<b>J. DEFERRED INFLOWS OF RESOURCES</b>					
1) Deferred Inflows of Resources		9690	0.00		
2) TOTAL, DEFERRED INFLOWS			0.00		
<b>K. FUND EQUITY</b>					
Ending Fund Balance, June 30 (must agree with line F2) (G10 + H2) - (I6 + J2)			1,794,788.37		
<b>FEDERAL REVENUE</b>					
All Other Federal Revenue		8290	0.00	0.00	0.0%
TOTAL, FEDERAL REVENUE			0.00	0.00	0.0%
<b>OTHER STATE REVENUE</b>					
Tax Relief Subventions					
Restricted Levies - Other					
Homeowners' Exemptions		8575	0.00	0.00	0.0%
Other Subventions/In-Lieu Taxes		8576	0.00	0.00	0.0%
All Other State Revenue		8590	0.00	0.00	0.0%
TOTAL, OTHER STATE REVENUE			0.00	0.00	0.0%
<b>OTHER LOCAL REVENUE</b>					
Other Local Revenue					
County and District Taxes					
Other Restricted Levies					
Secured Roll		8615	0.00	0.00	0.0%
Unsecured Roll		8616	0.00	0.00	0.0%
Prior Years' Taxes		8617	0.00	0.00	0.0%
Supplemental Taxes		8618	0.00	0.00	0.0%
Non-Ad Valorem Taxes					
Parcel Taxes		8621	2,022,192.47	2,011,739.00	-0.5%
Other		8622	0.00	0.00	0.0%
Community Redevelopment Funds Not Subject to LCFF Deduction		8625	0.00	0.00	0.0%
Penalties and Interest from Delinquent Non-LCFF Taxes		8629	0.00	0.00	0.0%
Sales					
Sale of Equipment/Supplies		8631	0.00	0.00	0.0%
Leases and Rentals		8650	0.00	0.00	0.0%
Interest		8660	30,201.79	0.00	-100.0%
Net Increase (Decrease) in the Fair Value of Investments		8662	3,057.14	0.00	-100.0%
Other Local Revenue					
All Other Local Revenue		8699	0.00	0.00	0.0%
All Other Transfers In from All Others		8799	0.00	0.00	0.0%
TOTAL, OTHER LOCAL REVENUE			2,055,451.40	2,011,739.00	-2.1%
TOTAL, REVENUES			2,055,451.40	2,011,739.00	-2.1%
<b>CLASSIFIED SALARIES</b>					
Classified Support Salaries		2200	0.00	0.00	0.0%
Classified Supervisors' and Administrators' Salaries		2300	0.00	0.00	0.0%

Description	Resource Codes	Object Codes	2022-23 Unaudited Actuals	2023-24 Budget	Percent Difference
Clerical, Technical and Office Salaries		2400	0.00	0.00	0.0%
Other Classified Salaries		2900	0.00	0.00	0.0%
TOTAL, CLASSIFIED SALARIES			0.00	0.00	0.0%
<b>EMPLOYEE BENEFITS</b>					
STRS		3101-3102	0.00	0.00	0.0%
PERS		3201-3202	0.00	0.00	0.0%
OASDI/Medicare/Alternative		3301-3302	0.00	0.00	0.0%
Health and Welfare Benefits		3401-3402	0.00	0.00	0.0%
Unemployment Insurance		3501-3502	0.00	0.00	0.0%
Workers' Compensation		3601-3602	0.00	0.00	0.0%
OPEB, Allocated		3701-3702	0.00	0.00	0.0%
OPEB, Active Employees		3751-3752	0.00	0.00	0.0%
Other Employee Benefits		3901-3902	0.00	0.00	0.0%
TOTAL, EMPLOYEE BENEFITS			0.00	0.00	0.0%
<b>BOOKS AND SUPPLIES</b>					
Books and Other Reference Materials		4200	0.00	0.00	0.0%
Materials and Supplies		4300	0.00	0.00	0.0%
Noncapitalized Equipment		4400	0.00	0.00	0.0%
TOTAL, BOOKS AND SUPPLIES			0.00	0.00	0.0%
<b>SERVICES AND OTHER OPERATING EXPENDITURES</b>					
Subagreements for Services		5100	0.00	0.00	0.0%
Travel and Conferences		5200	0.00	0.00	0.0%
Insurance		5400-5450	0.00	0.00	0.0%
Operations and Housekeeping Services		5500	0.00	0.00	0.0%
Rentals, Leases, Repairs, and Noncapitalized Improvements		5600	0.00	0.00	0.0%
Transfers of Direct Costs		5710	0.00	0.00	0.0%
Transfers of Direct Costs - Interfund		5750	0.00	0.00	0.0%
Professional/Consulting Services and Operating Expenditures		5800	15,348.93	0.00	-100.0%
Communications		5900	0.00	0.00	0.0%
TOTAL, SERVICES AND OTHER OPERATING EXPENDITURES			15,348.93	0.00	-100.0%
<b>CAPITAL OUTLAY</b>					
Land		6100	0.00	0.00	0.0%
Land Improvements		6170	0.00	0.00	0.0%
Buildings and Improvements of Buildings		6200	0.00	0.00	0.0%
Books and Media for New School Libraries or Major Expansion of School Libraries		6300	0.00	0.00	0.0%
Equipment		6400	0.00	0.00	0.0%
Equipment Replacement		6500	0.00	0.00	0.0%
Lease Assets		6600	0.00	0.00	0.0%
Subscription Assets		6700	0.00	0.00	0.0%
TOTAL, CAPITAL OUTLAY			0.00	0.00	0.0%
<b>OTHER OUTGO (excluding Transfers of Indirect Costs)</b>					
Other Transfers Out					
Transfers of Pass-Through Revenues					
		7211	0.00	0.00	0.0%
		7212	0.00	0.00	0.0%
		7213	0.00	0.00	0.0%
		7299	0.00	0.00	0.0%
Debt Service					
		7435	0.00	0.00	0.0%
		7438	1,358,500.00	1,220,000.00	-10.2%
		7439	0.00	0.00	0.0%
TOTAL, OTHER OUTGO (excluding Transfers of Indirect Costs)			1,358,500.00	1,220,000.00	-10.2%
TOTAL, EXPENDITURES			1,373,848.93	1,220,000.00	-11.2%
<b>INTERFUND TRANSFERS</b>					
<b>INTERFUND TRANSFERS IN</b>					
Other Authorized Interfund Transfers In		8919	0.00	0.00	0.0%
(a) TOTAL, INTERFUND TRANSFERS IN			0.00	0.00	0.0%
<b>INTERFUND TRANSFERS OUT</b>					
To: State School Building Fund/County School Facilities Fund		7613	0.00	0.00	0.0%
Other Authorized Interfund Transfers Out		7619	0.00	0.00	0.0%



Description	Resource Codes	Object Codes	2022-23 Unaudited Actuals	2023-24 Budget	Percent Difference
(b) TOTAL, INTERFUND TRANSFERS OUT			0.00	0.00	0.0%
<b>OTHER SOURCES/USES</b>					
<b>SOURCES</b>					
Proceeds					
Proceeds from Sale of Bonds		8951	0.00	0.00	0.0%
Other Sources					
County School Bldg Aid		8961	0.00	0.00	0.0%
Transfers from Funds of Lapsed/Reorganized LEAs		8965	0.00	0.00	0.0%
Long-Term Debt Proceeds					
Proceeds from Certificates of Participation		8971	0.00	0.00	0.0%
Proceeds from Leases		8972	0.00	0.00	0.0%
Proceeds from Lease Revenue Bonds		8973	0.00	0.00	0.0%
Proceeds from SBITAs		8974	0.00	0.00	0.0%
All Other Financing Sources		8979	0.00	0.00	0.0%
(c) TOTAL, SOURCES			0.00	0.00	0.0%
<b>USES</b>					
Transfers of Funds from Lapsed/Reorganized LEAs		7651	0.00	0.00	0.0%
All Other Financing Uses		7699	0.00	0.00	0.0%
(d) TOTAL, USES			0.00	0.00	0.0%
<b>CONTRIBUTIONS</b>					
Contributions from Unrestricted Revenues		8980	0.00	0.00	0.0%
Contributions from Restricted Revenues		8990	0.00	0.00	0.0%
(e) TOTAL, CONTRIBUTIONS			0.00	0.00	0.0%
TOTAL, OTHER FINANCING SOURCES/USES (a - b + c - d + e)			0.00	0.00	0.0%

Description	Function Codes	Object Codes	2022-23 Unaudited Actuals	2023-24 Budget	Percent Difference
<b>A. REVENUES</b>					
1) LCFF Sources		8010-8099	0.00	0.00	0.0%
2) Federal Revenue		8100-8299	0.00	0.00	0.0%
3) Other State Revenue		8300-8599	0.00	0.00	0.0%
4) Other Local Revenue		8600-8799	2,055,451.40	2,011,739.00	-2.1%
5) TOTAL, REVENUES			2,055,451.40	2,011,739.00	-2.1%
<b>B. EXPENDITURES (Objects 1000-7999)</b>					
1) Instruction	1000-1999		0.00	0.00	0.0%
2) Instruction - Related Services	2000-2999		0.00	0.00	0.0%
3) Pupil Services	3000-3999		0.00	0.00	0.0%
4) Ancillary Services	4000-4999		0.00	0.00	0.0%
5) Community Services	5000-5999		0.00	0.00	0.0%
6) Enterprise	6000-6999		0.00	0.00	0.0%
7) General Administration	7000-7999		0.00	0.00	0.0%
8) Plant Services	8000-8999		15,348.93	0.00	-100.0%
9) Other Outgo	9000-9999	Except 7600-7699	1,358,500.00	1,220,000.00	-10.2%
10) TOTAL, EXPENDITURES			1,373,848.93	1,220,000.00	-11.2%
<b>C. EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES BEFORE OTHER FINANCING SOURCES AND USES (A5 -B10)</b>			681,602.47	791,739.00	16.2%
<b>D. OTHER FINANCING SOURCES/USES</b>					
1) Interfund Transfers					
a) Transfers In		8900-8929	0.00	0.00	0.0%
b) Transfers Out		7600-7629	0.00	0.00	0.0%
2) Other Sources/Uses					
a) Sources		8930-8979	0.00	0.00	0.0%
b) Uses		7630-7699	0.00	0.00	0.0%
3) Contributions		8980-8999	0.00	0.00	0.0%
4) TOTAL, OTHER FINANCING SOURCES/USES			0.00	0.00	0.0%
<b>E. NET INCREASE (DECREASE) IN FUND BALANCE (C + D4)</b>			681,602.47	791,739.00	16.2%
<b>F. FUND BALANCE, RESERVES</b>					
1) Beginning Fund Balance					
a) As of July 1 - Unaudited		9791	1,113,185.90	1,794,788.37	61.2%
b) Audit Adjustments		9793	0.00	0.00	0.0%
c) As of July 1 - Audited (F1a + F1b)			1,113,185.90	1,794,788.37	61.2%
d) Other Restatements		9795	0.00	0.00	0.0%
e) Adjusted Beginning Balance (F1c + F1d)			1,113,185.90	1,794,788.37	61.2%
2) Ending Balance, June 30 (E + F1e)			1,794,788.37	2,586,527.37	44.1%
Components of Ending Fund Balance					
a) Nonspendable					
Revolving Cash		9711	0.00	0.00	0.0%
Stores		9712	0.00	0.00	0.0%
Prepaid Items		9713	0.00	0.00	0.0%
All Others		9719	0.00	0.00	0.0%
b) Restricted		9740	1,794,788.37	2,586,527.37	44.1%
c) Committed					
Stabilization Arrangements		9750	0.00	0.00	0.0%
Other Commitments (by Resource/Object)		9760	0.00	0.00	0.0%
d) Assigned					
Other Assignments (by Resource/Object)		9780	0.00	0.00	0.0%
e) Unassigned/Unappropriated					
Reserve for Economic Uncertainties		9789	0.00	0.00	0.0%
Unassigned/Unappropriated Amount		9790	0.00	0.00	0.0%

Resource	Description	2022-23 Unaudited Actuals	2023-24 Budget
9010	Other Restricted Local	1,794,788.37	2,586,527.37
Total, Restricted Balance		1,794,788.37	2,586,527.37

## **DEBT SERVICE FUNDS**

### **Debt Service Funds Definition**

The Debt Service Funds are used to account for the accumulation of resources for, and the payment of, general long-term debt principal, interest, and related costs. This classification includes the Bond Interest and Redemption Fund.

Description	Resource Codes	Object Codes	2022-23 Unaudited Actuals	2023-24 Budget	Percent Difference
<b>A. REVENUES</b>					
1) LCFE Sources		8010-8099	0.00	0.00	0.0%
2) Federal Revenue		8100-8299	0.00	0.00	0.0%
3) Other State Revenue		8300-8599	407,564.50	331,000.00	-18.8%
4) Other Local Revenue		8600-8799	71,041,979.19	38,430,000.00	-45.9%
5) TOTAL, REVENUES			71,449,543.69	38,761,000.00	-45.8%
<b>B. EXPENDITURES</b>					
1) Certificated Salaries		1000-1999	0.00	0.00	0.0%
2) Classified Salaries		2000-2999	0.00	0.00	0.0%
3) Employee Benefits		3000-3999	0.00	0.00	0.0%
4) Books and Supplies		4000-4999	0.00	0.00	0.0%
5) Services and Other Operating Expenditures		5000-5999	0.00	0.00	0.0%
6) Capital Outlay		6000-6999	0.00	0.00	0.0%
7) Other Outgo (excluding Transfers of Indirect Costs)		7100-7299, 7400-7499	49,029,882.92	38,111,177.50	-22.3%
8) Other Outgo - Transfers of Indirect Costs		7300-7399	0.00	0.00	0.0%
9) TOTAL, EXPENDITURES			49,029,882.92	38,111,177.50	-22.3%
<b>C. EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES BEFORE OTHER FINANCING SOURCES AND USES (A5 - B9)</b>			22,419,660.77	649,822.50	-97.1%
<b>D. OTHER FINANCING SOURCES/USES</b>					
1) Interfund Transfers					
a) Transfers In		8900-8929	0.00	0.00	0.0%
b) Transfers Out		7600-7629	0.00	0.00	0.0%
2) Other Sources/Uses					
a) Sources		8930-8979	0.00	0.00	0.0%
b) Uses		7630-7699	1,666,666.67	0.00	-100.0%
3) Contributions		8980-8999	0.00	0.00	0.0%
4) TOTAL, OTHER FINANCING SOURCES/USES			(1,666,666.67)	0.00	-100.0%
<b>E. NET INCREASE (DECREASE) IN FUND BALANCE (C + D4)</b>			20,752,994.10	649,822.50	-96.9%
<b>F. FUND BALANCE, RESERVES</b>					
1) Beginning Fund Balance					
a) As of July 1 - Unaudited		9791	21,226,252.75	41,979,246.85	97.8%
b) Audit Adjustments		9793	0.00	0.00	0.0%
c) As of July 1 - Audited (F1a + F1b)			21,226,252.75	41,979,246.85	97.8%
d) Other Restatements		9795	0.00	0.00	0.0%
e) Adjusted Beginning Balance (F1c + F1d)			21,226,252.75	41,979,246.85	97.8%
2) Ending Balance, June 30 (E + F1e)			41,979,246.85	42,629,069.35	1.5%
Components of Ending Fund Balance					
a) Nonspendable					
Revolving Cash		9711	0.00	0.00	0.0%
Stores		9712	0.00	0.00	0.0%
Prepaid Items		9713	0.00	0.00	0.0%
All Others		9719	0.00	0.00	0.0%
b) Restricted					
c) Committed					
Stabilization Arrangements		9750	0.00	0.00	0.0%
Other Commitments		9760	0.00	0.00	0.0%
d) Assigned					
Other Assignments		9780	41,979,246.85	42,629,069.35	1.5%
Bond Interest and Redemption Fund	0000	9780	41,979,246.85		
Bond Interest and Redemption Fund	0000	9780		42,629,069.35	
e) Unassigned/Unappropriated					
Reserve for Economic Uncertainties		9789	0.00	0.00	0.0%
Unassigned/Unappropriated Amount		9790	0.00	0.00	0.0%
<b>G. ASSETS</b>					
1) Cash					
a) in County Treasury		9110	64,975,700.49		
1) Fair Value Adjustment to Cash in County Treasury		9111	0.00		
b) in Banks		9120	0.00		
c) in Revolving Cash Account		9130	0.00		

Description	Resource Codes	Object Codes	2022-23 Unaudited Actuals	2023-24 Budget	Percent Difference
d) with Fiscal Agent/Trustee		9135	0.00		
e) Collections Awaiting Deposit		9140	0.00		
2) Investments		9150	8,007,526.02		
3) Accounts Receivable		9200	996,958.00		
4) Due from Grantor Government		9290	0.00		
5) Due from Other Funds		9310	0.00		
6) Stores		9320	0.00		
7) Prepaid Expenditures		9330	0.00		
8) Other Current Assets		9340	0.00		
9) Lease Receivable		9380	0.00		
10) TOTAL, ASSETS			73,980,184.51		
<b>H. DEFERRED OUTFLOWS OF RESOURCES</b>					
1) Deferred Outflows of Resources		9490	0.00		
2) TOTAL, DEFERRED OUTFLOWS			0.00		
<b>I. LIABILITIES</b>					
1) Accounts Payable		9500	23,668,281.28		
2) Due to Grantor Governments		9590	0.00		
3) Due to Other Funds		9610	0.00		
4) Current Loans		9640	0.00		
5) Unearned Revenue		9650	8,332,656.38		
6) TOTAL, LIABILITIES			32,000,937.66		
<b>J. DEFERRED INFLOWS OF RESOURCES</b>					
1) Deferred Inflows of Resources		9690	0.00		
2) TOTAL, DEFERRED INFLOWS			0.00		
<b>K. FUND EQUITY</b>					
Ending Fund Balance, June 30 (must agree with line F2) (G10 + H2) - (I6 + J2)			41,979,246.85		
<b>FEDERAL REVENUE</b>					
All Other Federal Revenue		8290	0.00	0.00	0.0%
TOTAL, FEDERAL REVENUE			0.00	0.00	0.0%
<b>OTHER STATE REVENUE</b>					
Tax Relief Subventions					
Voted Indebtedness Levies					
Homeowners' Exemptions		8571	407,078.04	330,000.00	-18.9%
Other Subventions/In-Lieu Taxes		8572	486.46	1,000.00	105.6%
TOTAL, OTHER STATE REVENUE			407,564.50	331,000.00	-18.8%
<b>OTHER LOCAL REVENUE</b>					
Other Local Revenue					
County and District Taxes					
Voted Indebtedness Levies					
Secured Roll		8611	57,927,140.98	29,050,000.00	-49.9%
Unsecured Roll		8612	1,411,614.73	1,440,000.00	2.0%
Prior Years' Taxes		8613	353,745.04	2,500,000.00	606.7%
Supplemental Taxes		8614	1,783,756.79	1,280,000.00	-28.2%
Penalties and Interest from Delinquent Non-LCFF Taxes		8629	14,394.81	10,000.00	-30.5%
Interest		8660	3,269,934.46	1,250,000.00	-61.8%
Net Increase (Decrease) in the Fair Value of Investments		8662	0.00	0.00	0.0%
Other Local Revenue					
All Other Local Revenue		8699	6,281,392.38	2,900,000.00	-53.8%
All Other Transfers In from All Others		8799	0.00	0.00	0.0%
TOTAL, OTHER LOCAL REVENUE			71,041,979.19	38,430,000.00	-45.9%
TOTAL, REVENUES			71,449,543.69	38,761,000.00	-45.8%
<b>OTHER OUTGO (excluding Transfers of Indirect Costs)</b>					
Debt Service					
Bond Redemptions		7433	0.00	0.00	0.0%
Bond Interest and Other Service Charges		7434	0.00	0.00	0.0%
Debt Service - Interest		7438	28,102,809.22	18,861,177.50	-32.9%
Other Debt Service - Principal		7439	20,927,073.70	19,250,000.00	-8.0%
TOTAL, OTHER OUTGO (excluding Transfers of Indirect Costs)			49,029,882.92	38,111,177.50	-22.3%
TOTAL, EXPENDITURES			49,029,882.92	38,111,177.50	-22.3%
<b>INTERFUND TRANSFERS</b>					

Description	Resource Codes	Object Codes	2022-23 Unaudited Actuals	2023-24 Budget	Percent Difference
<b>INTERFUND TRANSFERS IN</b>					
Other Authorized Interfund Transfers In		8919	0.00	0.00	0.0%
(a) TOTAL, INTERFUND TRANSFERS IN			0.00	0.00	0.0%
<b>INTERFUND TRANSFERS OUT</b>					
To: General Fund		7614	0.00	0.00	0.0%
Other Authorized Interfund Transfers Out		7619	0.00	0.00	0.0%
(b) TOTAL, INTERFUND TRANSFERS OUT			0.00	0.00	0.0%
<b>OTHER SOURCES/USES</b>					
<b>SOURCES</b>					
Other Sources					
Transfers from Funds of Lapsed/Reorganized LEAs		8965	0.00	0.00	0.0%
All Other Financing Sources		8979	0.00	0.00	0.0%
(c) TOTAL, SOURCES			0.00	0.00	0.0%
<b>USES</b>					
Transfers of Funds from Lapsed/Reorganized LEAs		7651	0.00	0.00	0.0%
All Other Financing Uses		7699	1,666,666.67	0.00	-100.0%
(d) TOTAL, USES			1,666,666.67	0.00	-100.0%
<b>CONTRIBUTIONS</b>					
Contributions from Unrestricted Revenues		8980	0.00	0.00	0.0%
Contributions from Restricted Revenues		8990	0.00	0.00	0.0%
(e) TOTAL, CONTRIBUTIONS			0.00	0.00	0.0%
TOTAL, OTHER FINANCING SOURCES/USES (a - b + c - d + e)			(1,666,666.67)	0.00	-100.0%

Description	Function Codes	Object Codes	2022-23 Unaudited Actuals	2023-24 Budget	Percent Difference
<b>A. REVENUES</b>					
1) LCFF Sources		8010-8099	0.00	0.00	0.0%
2) Federal Revenue		8100-8299	0.00	0.00	0.0%
3) Other State Revenue		8300-8599	407,564.50	331,000.00	-18.8%
4) Other Local Revenue		8600-8799	71,041,979.19	38,430,000.00	-45.9%
5) TOTAL, REVENUES			71,449,543.69	38,761,000.00	-45.8%
<b>B. EXPENDITURES (Objects 1000-7999)</b>					
1) Instruction	1000-1999		0.00	0.00	0.0%
2) Instruction - Related Services	2000-2999		0.00	0.00	0.0%
3) Pupil Services	3000-3999		0.00	0.00	0.0%
4) Ancillary Services	4000-4999		0.00	0.00	0.0%
5) Community Services	5000-5999		0.00	0.00	0.0%
6) Enterprise	6000-6999		0.00	0.00	0.0%
7) General Administration	7000-7999		0.00	0.00	0.0%
8) Plant Services	8000-8999		0.00	0.00	0.0%
9) Other Outgo	9000-9999	Except 7600-7699	49,029,882.92	38,111,177.50	-22.3%
10) TOTAL, EXPENDITURES			49,029,882.92	38,111,177.50	-22.3%
<b>C. EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES BEFORE OTHER FINANCING SOURCES AND USES (A5 -B10)</b>			22,419,660.77	649,822.50	-97.1%
<b>D. OTHER FINANCING SOURCES/USES</b>					
1) Interfund Transfers					
a) Transfers In		8900-8929	0.00	0.00	0.0%
b) Transfers Out		7600-7629	0.00	0.00	0.0%
2) Other Sources/Uses					
a) Sources		8930-8979	0.00	0.00	0.0%
b) Uses		7630-7699	1,666,666.67	0.00	-100.0%
3) Contributions		8980-8999	0.00	0.00	0.0%
4) TOTAL, OTHER FINANCING SOURCES/USES			(1,666,666.67)	0.00	-100.0%
<b>E. NET INCREASE (DECREASE) IN FUND BALANCE (C + D4)</b>			20,752,994.10	649,822.50	-96.9%
<b>F. FUND BALANCE, RESERVES</b>					
1) Beginning Fund Balance					
a) As of July 1 - Unaudited		9791	21,226,252.75	41,979,246.85	97.8%
b) Audit Adjustments		9793	0.00	0.00	0.0%
c) As of July 1 - Audited (F1a + F1b)			21,226,252.75	41,979,246.85	97.8%
d) Other Restatements		9795	0.00	0.00	0.0%
e) Adjusted Beginning Balance (F1c + F1d)			21,226,252.75	41,979,246.85	97.8%
2) Ending Balance, June 30 (E + F1e)			41,979,246.85	42,629,069.35	1.5%
Components of Ending Fund Balance					
a) Nonspendable					
Revolving Cash		9711	0.00	0.00	0.0%
Stores		9712	0.00	0.00	0.0%
Prepaid Items		9713	0.00	0.00	0.0%
All Others		9719	0.00	0.00	0.0%
b) Restricted					
c) Committed					
Stabilization Arrangements		9750	0.00	0.00	0.0%
Other Commitments (by Resource/Object)		9760	0.00	0.00	0.0%
d) Assigned					
Other Assignments (by Resource/Object)		9780	41,979,246.85	42,629,069.35	1.5%
Bond Interest and Redemption Fund	0000	9780	41,979,246.85		
Bond Interest and Redemption Fund	0000	9780		42,629,069.35	
e) Unassigned/Unappropriated					
Reserve for Economic Uncertainties		9789	0.00	0.00	0.0%
Unassigned/Unappropriated Amount		9790	0.00	0.00	0.0%



Resource	Description	2022-23 Unaudited Actuals	2023-24 Budget
Total, Restricted Balance		0.00	0.00

# ENTERPRISE FUNDS

**Enterprise Funds Definition**

Enterprise Funds, as outlined in the California Department of Education’s Standardized Account Code Structure (SACS), may be used to account for activities for which fees are charged to external users for goods or services.

Description	Resource Codes	Object Codes	2022-23 Unaudited Actuals	2023-24 Budget	Percent Difference
<b>A. REVENUES</b>					
1) LCFE Sources		8010-8099	0.00	0.00	0.0%
2) Federal Revenue		8100-8299	0.00	0.00	0.0%
3) Other State Revenue		8300-8599	0.00	0.00	0.0%
4) Other Local Revenue		8600-8799	3,659.65	0.00	-100.0%
5) TOTAL, REVENUES			3,659.65	0.00	-100.0%
<b>B. EXPENSES</b>					
1) Certificated Salaries		1000-1999	0.00	0.00	0.0%
2) Classified Salaries		2000-2999	12,334.87	0.00	-100.0%
3) Employee Benefits		3000-3999	1,775.70	0.00	-100.0%
4) Books and Supplies		4000-4999	11,045.20	0.00	-100.0%
5) Services and Other Operating Expenses		5000-5999	(40,791.52)	0.00	-100.0%
6) Depreciation and Amortization		6000-6999	0.00	0.00	0.0%
7) Other Outgo (excluding Transfers of Indirect Costs)		7100-7299, 7400-7499	0.00	0.00	0.0%
8) Other Outgo - Transfers of Indirect Costs		7300-7399	0.00	0.00	0.0%
9) TOTAL, EXPENSES			(15,635.75)	0.00	-100.0%
<b>C. EXCESS (DEFICIENCY) OF REVENUES OVER EXPENSES BEFORE OTHER FINANCING SOURCES AND USES (A5 - B9)</b>			19,295.40	0.00	-100.0%
<b>D. OTHER FINANCING SOURCES/USES</b>					
1) Interfund Transfers					
a) Transfers In		8900-8929	0.00	0.00	0.0%
b) Transfers Out		7600-7629	0.00	0.00	0.0%
2) Other Sources/Uses					
a) Sources		8930-8979	0.00	0.00	0.0%
b) Uses		7630-7699	0.00	0.00	0.0%
3) Contributions		8980-8999	0.00	0.00	0.0%
4) TOTAL, OTHER FINANCING SOURCES/USES			0.00	0.00	0.0%
<b>E. NET INCREASE (DECREASE) IN NET POSITION (C + D4)</b>			19,295.40	0.00	-100.0%
<b>F. NET POSITION</b>					
1) Beginning Net Position					
a) As of July 1 - Unaudited		9791	5,751.59	25,046.99	335.5%
b) Audit Adjustments		9793	0.00	0.00	0.0%
c) As of July 1 - Audited (F1a + F1b)			5,751.59	25,046.99	335.5%
d) Other Restatements		9795	0.00	0.00	0.0%
e) Adjusted Beginning Net Position (F1c + F1d)			5,751.59	25,046.99	335.5%
2) Ending Net Position, June 30 (E + F1e)			25,046.99	25,046.99	0.0%
Components of Ending Net Position					
a) Net Investment in Capital Assets		9796	0.00	0.00	0.0%
b) Restricted Net Position		9797	25,049.99	25,049.99	0.0%
c) Unrestricted Net Position		9790	(3.00)	(3.00)	0.0%
<b>G. ASSETS</b>					
1) Cash					
a) in County Treasury		9110	36,179.15		
1) Fair Value Adjustment to Cash in County Treasury		9111	(145.35)		
b) in Banks		9120	0.00		
c) in Revolving Cash Account		9130	0.00		
d) with Fiscal Agent/Trustee		9135	0.00		
e) Collections Awaiting Deposit		9140	0.00		
2) Investments		9150	0.00		
3) Accounts Receivable		9200	9.00		
4) Due from Grantor Government		9290	0.00		
5) Due from Other Funds		9310	549.20		
6) Stores		9320	0.00		
7) Prepaid Expenditures		9330	0.00		
8) Other Current Assets		9340	0.00		
9) Lease Receivable		9380	0.00		
10) Fixed Assets					
a) Land		9410	0.00		
b) Land Improvements		9420	0.00		

Description	Resource Codes	Object Codes	2022-23 Unaudited Actuals	2023-24 Budget	Percent Difference
c) Accumulated Depreciation - Land Improvements		9425	0.00		
d) Buildings		9430	0.00		
e) Accumulated Depreciation - Buildings		9435	0.00		
f) Equipment		9440	0.00		
g) Accumulated Depreciation - Equipment		9445	0.00		
h) Work in Progress		9450	0.00		
i) Lease Assets		9460	0.00		
j) Accumulated Amortization-Lease Assets		9465	0.00		
k) Subscription Assets		9470	0.00		
l) Accumulated Amortization-Subscription Assets		9475	0.00		
11) TOTAL, ASSETS			36,592.00		
<b>H. DEFERRED OUTFLOWS OF RESOURCES</b>					
1) Deferred Outflows of Resources		9490	0.00		
2) TOTAL, DEFERRED OUTFLOWS			0.00		
<b>I. LIABILITIES</b>					
1) Accounts Payable		9500	1,015.96		
2) Due to Grantor Governments		9590	0.00		
3) Due to Other Funds		9610	10,529.05		
4) Current Loans		9640			
5) Unearned Revenue		9650	0.00		
6) Long-Term Liabilities					
a) Subscription Liability		9660	0.00		
b) Net Pension Liability		9663	0.00		
c) Total/Net OPEB Liability		9664	0.00		
d) Compensated Absences		9665	0.00		
e) COPs Payable		9666	0.00		
f) Leases Payable		9667	0.00		
g) Lease Revenue Bonds Payable		9668	0.00		
h) Other General Long-Term Liabilities		9669	0.00		
7) TOTAL, LIABILITIES			11,545.01		
<b>J. DEFERRED INFLOWS OF RESOURCES</b>					
1) Deferred Inflows of Resources		9690	0.00		
2) TOTAL, DEFERRED INFLOWS			0.00		
<b>K. NET POSITION</b>					
Net Position, June 30 (must agree with line F2) (G11 + H2) - (I7 + J2)			25,046.99		
<b>FEDERAL REVENUE</b>					
Child Nutrition Programs		8220	0.00	0.00	0.0%
Donated Food Commodities		8221	0.00	0.00	0.0%
All Other Federal Revenue		8290	0.00	0.00	0.0%
TOTAL, FEDERAL REVENUE			0.00	0.00	0.0%
<b>OTHER STATE REVENUE</b>					
Child Nutrition Programs		8520	0.00	0.00	0.0%
All Other State Revenue		8590	0.00	0.00	0.0%
TOTAL, OTHER STATE REVENUE			0.00	0.00	0.0%
<b>OTHER LOCAL REVENUE</b>					
Other Local Revenue					
Sales					
Sale of Equipment/Supplies		8631	0.00	0.00	0.0%
Food Service Sales		8634	0.00	0.00	0.0%
Interest		8660	0.00	0.00	0.0%
Net Increase (Decrease) in the Fair Value of Investments		8662	(145.35)	0.00	-100.0%
Other Local Revenue					
All Other Local Revenue		8699	3,805.00	0.00	-100.0%
TOTAL, OTHER LOCAL REVENUE			3,659.65	0.00	-100.0%
TOTAL, REVENUES			3,659.65	0.00	-100.0%
<b>CERTIFICATED SALARIES</b>					
Certificated Supervisors' and Administrators' Salaries		1300	0.00	0.00	0.0%
Other Certificated Salaries		1900	0.00	0.00	0.0%
TOTAL, CERTIFICATED SALARIES			0.00	0.00	0.0%
<b>CLASSIFIED SALARIES</b>					

Description	Resource Codes	Object Codes	2022-23 Unaudited Actuals	2023-24 Budget	Percent Difference
Classified Support Salaries		2200	11,203.34	0.00	-100.0%
Classified Supervisors' and Administrators' Salaries		2300	1,131.53	0.00	-100.0%
Clerical, Technical and Office Salaries		2400	0.00	0.00	0.0%
Other Classified Salaries		2900	0.00	0.00	0.0%
TOTAL, CLASSIFIED SALARIES			12,334.87	0.00	-100.0%
<b>EMPLOYEE BENEFITS</b>					
STRS		3101-3102	0.00	0.00	0.0%
PERS		3201-3202	59.34	0.00	-100.0%
OASDI/Medicare/Alternative		3301-3302	1,470.26	0.00	-100.0%
Health and Welfare Benefits		3401-3402	0.00	0.00	0.0%
Unemployment Insurance		3501-3502	61.16	0.00	-100.0%
Workers' Compensation		3601-3602	184.94	0.00	-100.0%
OPEB, Allocated		3701-3702	0.00	0.00	0.0%
OPEB, Active Employees		3751-3752	0.00	0.00	0.0%
Other Employee Benefits		3901-3902	0.00	0.00	0.0%
TOTAL, EMPLOYEE BENEFITS			1,775.70	0.00	-100.0%
<b>BOOKS AND SUPPLIES</b>					
Books and Other Reference Materials		4200	0.00	0.00	0.0%
Materials and Supplies		4300	227.72	0.00	-100.0%
Noncapitalized Equipment		4400	0.00	0.00	0.0%
Food		4700	10,817.48	0.00	-100.0%
TOTAL, BOOKS AND SUPPLIES			11,045.20	0.00	-100.0%
<b>SERVICES AND OTHER OPERATING EXPENSES</b>					
Subagreements for Services		5100	0.00	0.00	0.0%
Travel and Conferences		5200	0.00	0.00	0.0%
Dues and Memberships		5300	0.00	0.00	0.0%
Insurance		5400-5450	0.00	0.00	0.0%
Operations and Housekeeping Services		5500	0.00	0.00	0.0%
Rentals, Leases, Repairs, and Noncapitalized Improvements		5600	0.00	0.00	0.0%
Transfers of Direct Costs		5710	0.00	0.00	0.0%
Transfers of Direct Costs - Interfund		5750	(40,791.52)	0.00	-100.0%
Professional/Consulting Services and					
Operating Expenditures		5800	0.00	0.00	0.0%
Communications		5900	0.00	0.00	0.0%
TOTAL, SERVICES AND OTHER OPERATING EXPENSES			(40,791.52)	0.00	-100.0%
<b>DEPRECIATION AND AMORTIZATION</b>					
Depreciation Expense		6900	0.00	0.00	0.0%
Amortization Expense-Lease Assets		6910	0.00	0.00	0.0%
Amortization Expense-Subscription Assets		6920	0.00	0.00	0.0%
TOTAL, DEPRECIATION AND AMORTIZATION			0.00	0.00	0.0%
<b>OTHER OUTGO - TRANSFERS OF INDIRECT COSTS</b>					
Transfers of Indirect Costs - Interfund		7350	0.00	0.00	0.0%
TOTAL, OTHER OUTGO - TRANSFERS OF INDIRECT COSTS			0.00	0.00	0.0%
TOTAL, EXPENSES			(15,635.75)	0.00	-100.0%
<b>INTERFUND TRANSFERS</b>					
<b>INTERFUND TRANSFERS IN</b>					
From: General Fund		8916	0.00	0.00	0.0%
Other Authorized Interfund Transfers In		8919	0.00	0.00	0.0%
(a) TOTAL, INTERFUND TRANSFERS IN			0.00	0.00	0.0%
<b>INTERFUND TRANSFERS OUT</b>					
Other Authorized Interfund Transfers Out		7619	0.00	0.00	0.0%
(b) TOTAL, INTERFUND TRANSFERS OUT			0.00	0.00	0.0%
<b>OTHER SOURCES/USES</b>					
<b>SOURCES</b>					
Other Sources					
Transfers from Funds of Lapsed/Reorganized LEAs		8965	0.00	0.00	0.0%
(c) TOTAL, SOURCES			0.00	0.00	0.0%
<b>USES</b>					
Transfers of Funds from Lapsed/Reorganized LEAs		7651	0.00	0.00	0.0%
(d) TOTAL, USES			0.00	0.00	0.0%

Description	Resource Codes	Object Codes	2022-23 Unaudited Actuals	2023-24 Budget	Percent Difference
<b>CONTRIBUTIONS</b>					
Contributions from Unrestricted Revenues		8980	0.00	0.00	0.0%
Contributions from Restricted Revenues		8990	0.00	0.00	0.0%
(e) TOTAL, CONTRIBUTIONS			0.00	0.00	0.0%
TOTAL, OTHER FINANCING SOURCES/USES					
(a - b + c - d + e)			0.00	0.00	0.0%

Description	Function Codes	Object Codes	2022-23 Unaudited Actuals	2023-24 Budget	Percent Difference
<b>A. REVENUES</b>					
1) LCFF Sources		8010-8099	0.00	0.00	0.0%
2) Federal Revenue		8100-8299	0.00	0.00	0.0%
3) Other State Revenue		8300-8599	0.00	0.00	0.0%
4) Other Local Revenue		8600-8799	3,659.65	0.00	-100.0%
5) TOTAL, REVENUES			3,659.65	0.00	-100.0%
<b>B. EXPENSES (Objects 1000-7999)</b>					
1) Instruction	1000-1999		0.00	0.00	0.0%
2) Instruction - Related Services	2000-2999		0.00	0.00	0.0%
3) Pupil Services	3000-3999		(15,635.75)	0.00	-100.0%
4) Ancillary Services	4000-4999		0.00	0.00	0.0%
5) Community Services	5000-5999		0.00	0.00	0.0%
6) Enterprise	6000-6999		0.00	0.00	0.0%
7) General Administration	7000-7999		0.00	0.00	0.0%
8) Plant Services	8000-8999		0.00	0.00	0.0%
9) Other Outgo	9000-9999	Except 7600-7699	0.00	0.00	0.0%
10) TOTAL, EXPENSES			(15,635.75)	0.00	-100.0%
<b>C. EXCESS (DEFICIENCY) OF REVENUES OVER EXPENSES BEFORE OTHER FINANCING SOURCES AND USES (A5 - B10)</b>			19,295.40	0.00	-100.0%
<b>D. OTHER FINANCING SOURCES/USES</b>					
1) Interfund Transfers					
a) Transfers In		8900-8929	0.00	0.00	0.0%
b) Transfers Out		7600-7629	0.00	0.00	0.0%
2) Other Sources/Uses					
a) Sources		8930-8979	0.00	0.00	0.0%
b) Uses		7630-7699	0.00	0.00	0.0%
3) Contributions		8980-8999	0.00	0.00	0.0%
4) TOTAL, OTHER FINANCING SOURCES/USES			0.00	0.00	0.0%
<b>E. NET INCREASE (DECREASE) IN NET POSITION (C + D4)</b>			19,295.40	0.00	-100.0%
<b>F. NET POSITION</b>					
1) Beginning Net Position					
a) As of July 1 - Unaudited		9791	5,751.59	25,046.99	335.5%
b) Audit Adjustments		9793	0.00	0.00	0.0%
c) As of July 1 - Audited (F1a + F1b)			5,751.59	25,046.99	335.5%
d) Other Restatements		9795	0.00	0.00	0.0%
e) Adjusted Beginning Net Position (F1c + F1d)			5,751.59	25,046.99	335.5%
2) Ending Net Position, June 30 (E + F1e)			25,046.99	25,046.99	0.0%
Components of Ending Net Position					
a) Net Investment in Capital Assets		9796	0.00	0.00	0.0%
b) Restricted Net Position		9797	25,049.99	25,049.99	0.0%
c) Unrestricted Net Position		9790	(3.00)	(3.00)	0.0%

Resource	Description	2022-23 Unaudited Actuals	2023-24 Budget
5310	Child Nutrition: School Programs (e.g., School Lunch, School Breakfast, Milk, Pregnant & Lactating Students)	25,049.99	25,049.99
Total, Restricted Net Position		25,049.99	25,049.99



## PROPRIETARY FUNDS

### **Proprietary Funds Definition**

Proprietary Funds are used to account for activities that are more business-like than government-like in nature. Business-type activities include those for which a fee is charged to external users or to other organizational units of the LEA, normally on a full cost-recovery basis. Proprietary funds are generally intended to be self-supporting. This classification includes the Self-Insurance fund, which includes the Dental/Vision fund.

Description	Resource Codes	Object Codes	2022-23 Unaudited Actuals	2023-24 Budget	Percent Difference
<b>A. REVENUES</b>					
1) LCFF Sources		8010-8099	0.00	0.00	0.0%
2) Federal Revenue		8100-8299	0.00	0.00	0.0%
3) Other State Revenue		8300-8599	156.00	0.00	-100.0%
4) Other Local Revenue		8600-8799	14,281,540.22	15,010,795.97	5.1%
5) TOTAL, REVENUES			14,281,696.22	15,010,795.97	5.1%
<b>B. EXPENSES</b>					
1) Certificated Salaries		1000-1999	0.00	0.00	0.0%
2) Classified Salaries		2000-2999	397,237.26	453,280.92	14.1%
3) Employee Benefits		3000-3999	240,714.47	334,522.47	39.0%
4) Books and Supplies		4000-4999	36,168.46	49,000.00	35.5%
5) Services and Other Operating Expenses		5000-5999	14,126,225.86	14,173,992.58	0.3%
6) Depreciation and Amortization		6000-6999	0.00	0.00	0.0%
7) Other Outgo (excluding Transfers of Indirect Costs)		7100-7299, 7400-7499	0.00	0.00	0.0%
8) Other Outgo - Transfers of Indirect Costs		7300-7399	0.00	0.00	0.0%
9) TOTAL, EXPENSES			14,800,346.05	15,010,795.97	1.4%
<b>C. EXCESS (DEFICIENCY) OF REVENUES OVER EXPENSES BEFORE OTHER FINANCING SOURCES AND USES (A5 - B9)</b>			(518,649.83)	0.00	-100.0%
<b>D. OTHER FINANCING SOURCES/USES</b>					
1) Interfund Transfers					
a) Transfers In		8900-8929	0.00	0.00	0.0%
b) Transfers Out		7600-7629	0.00	0.00	0.0%
2) Other Sources/Uses					
a) Sources		8930-8979	0.00	0.00	0.0%
b) Uses		7630-7699	0.00	0.00	0.0%
3) Contributions		8980-8999	0.00	0.00	0.0%
4) TOTAL, OTHER FINANCING SOURCES/USES			0.00	0.00	0.0%
<b>E. NET INCREASE (DECREASE) IN NET POSITION (C + D4)</b>			(518,649.83)	0.00	-100.0%
<b>F. NET POSITION</b>					
1) Beginning Net Position					
a) As of July 1 - Unaudited		9791	12,847,527.81	12,328,877.98	-4.0%
b) Audit Adjustments		9793	0.00	0.00	0.0%
c) As of July 1 - Audited (F1a + F1b)			12,847,527.81	12,328,877.98	-4.0%
d) Other Restatements		9795	0.00	0.00	0.0%
e) Adjusted Beginning Net Position (F1c + F1d)			12,847,527.81	12,328,877.98	-4.0%
2) Ending Net Position, June 30 (E + F1e)			12,328,877.98	12,328,877.98	0.0%
Components of Ending Net Position					
a) Net Investment in Capital Assets		9796	0.00	0.00	0.0%
b) Restricted Net Position		9797	0.00	0.00	0.0%
c) Unrestricted Net Position		9790	12,328,877.98	12,328,877.98	0.0%
<b>G. ASSETS</b>					
1) Cash					
a) in County Treasury		9110	11,184,666.08		
1) Fair Value Adjustment to Cash in County Treasury		9111	(43,705.42)		
b) in Banks		9120	2,422.18		
c) in Revolving Cash Account		9130	0.00		
d) with Fiscal Agent/Trustee		9135	250,000.00		
e) Collections Awaiting Deposit		9140	0.00		
2) Investments		9150	0.00		
3) Accounts Receivable		9200	228,090.46		
4) Due from Grantor Government		9290	0.00		
5) Due from Other Funds		9310	1,077,746.38		
6) Stores		9320	0.00		
7) Prepaid Expenditures		9330	0.00		
8) Other Current Assets		9340	0.00		
9) Lease Receivable		9380	0.00		
10) Fixed Assets					
a) Land		9410	0.00		
b) Land Improvements		9420	0.00		

Description	Resource Codes	Object Codes	2022-23 Unaudited Actuals	2023-24 Budget	Percent Difference
c) Accumulated Depreciation - Land Improvements		9425	0.00		
d) Buildings		9430	0.00		
e) Accumulated Depreciation - Buildings		9435	0.00		
f) Equipment		9440	0.00		
g) Accumulated Depreciation - Equipment		9445	0.00		
h) Work in Progress		9450	0.00		
i) Lease Assets		9460	0.00		
j) Accumulated Amortization-Lease Assets		9465	0.00		
k) Subscription Assets		9470	0.00		
l) Accumulated Amortization-Subscription Assets		9475	0.00		
11) TOTAL, ASSETS			12,699,219.68		
<b>H. DEFERRED OUTFLOWS OF RESOURCES</b>					
1) Deferred Outflows of Resources		9490	0.00		
2) TOTAL, DEFERRED OUTFLOWS			0.00		
<b>I. LIABILITIES</b>					
1) Accounts Payable		9500	367,715.13		
2) Due to Grantor Governments		9590	0.00		
3) Due to Other Funds		9610	2,626.57		
4) Current Loans		9640			
5) Unearned Revenue		9650	0.00		
6) Long-Term Liabilities					
a) Subscription Liability		9660	0.00		
b) Net Pension Liability		9663	0.00		
c) Total/Net OPEB Liability		9664	0.00		
d) Compensated Absences		9665	0.00		
e) COPs Payable		9666	0.00		
f) Leases Payable		9667	0.00		
g) Lease Revenue Bonds Payable		9668	0.00		
h) Other General Long-Term Liabilities		9669	0.00		
7) TOTAL, LIABILITIES			370,341.70		
<b>J. DEFERRED INFLOWS OF RESOURCES</b>					
1) Deferred Inflows of Resources		9690	0.00		
2) TOTAL, DEFERRED INFLOWS			0.00		
<b>K. NET POSITION</b>					
Net Position, June 30 (must agree with line F2) (G11 + H2) - (I7 + J2)			12,328,877.98		
<b>OTHER STATE REVENUE</b>					
STRS On-Behalf Pension Contributions	7690	8590	156.00	0.00	-100.0%
All Other State Revenue	All Other	8590	0.00	0.00	0.0%
TOTAL, OTHER STATE REVENUE			156.00	0.00	-100.0%
<b>OTHER LOCAL REVENUE</b>					
Other Local Revenue					
Sales					
Sale of Equipment/Supplies		8631	0.00	0.00	0.0%
Interest		8660	328,692.13	20,000.00	-93.9%
Net Increase (Decrease) in the Fair Value of Investments		8662	63,694.66	0.00	-100.0%
Fees and Contracts					
In-District Premiums/					
Contributions		8674	13,889,153.43	14,990,795.97	7.9%
All Other Fees and Contracts		8689	0.00	0.00	0.0%
Other Local Revenue					
All Other Local Revenue		8699	0.00	0.00	0.0%
All Other Transfers In from All Others		8799	0.00	0.00	0.0%
TOTAL, OTHER LOCAL REVENUE			14,281,540.22	15,010,795.97	5.1%
TOTAL, REVENUES			14,281,696.22	15,010,795.97	5.1%
<b>CERTIFICATED SALARIES</b>					
Certificated Pupil Support Salaries		1200	0.00	0.00	0.0%
Certificated Supervisors' and Administrators' Salaries		1300	0.00	0.00	0.0%
TOTAL, CERTIFICATED SALARIES			0.00	0.00	0.0%
<b>CLASSIFIED SALARIES</b>					
Classified Support Salaries		2200	0.00	0.00	0.0%

Description	Resource Codes	Object Codes	2022-23 Unaudited Actuals	2023-24 Budget	Percent Difference
Classified Supervisors' and Administrators' Salaries		2300	196,183.80	315,285.00	60.7%
Clerical, Technical and Office Salaries		2400	201,053.46	137,995.92	-31.4%
Other Classified Salaries		2900	0.00	0.00	0.0%
<b>TOTAL, CLASSIFIED SALARIES</b>			<b>397,237.26</b>	<b>453,280.92</b>	<b>14.1%</b>
<b>EMPLOYEE BENEFITS</b>					
STRS		3101-3102	458.54	0.00	-100.0%
PERs		3201-3202	91,644.18	120,935.25	32.0%
OASDI/Medicare/Alternative		3301-3302	21,501.85	34,570.79	60.8%
Health and Welfare Benefits		3401-3402	101,471.39	144,345.12	42.3%
Unemployment Insurance		3501-3502	856.15	225.89	-73.6%
Workers' Compensation		3601-3602	2,605.63	6,799.22	160.9%
OPEB, Allocated		3701-3702	21,959.55	27,468.00	25.1%
OPEB, Active Employees		3751-3752	0.00	0.00	0.0%
Other Employee Benefits		3901-3902	217.18	178.20	-17.9%
<b>TOTAL, EMPLOYEE BENEFITS</b>			<b>240,714.47</b>	<b>334,522.47</b>	<b>39.0%</b>
<b>BOOKS AND SUPPLIES</b>					
Books and Other Reference Materials		4200	0.00	0.00	0.0%
Materials and Supplies		4300	35,450.72	47,000.00	32.6%
Noncapitalized Equipment		4400	717.74	2,000.00	178.7%
<b>TOTAL, BOOKS AND SUPPLIES</b>			<b>36,168.46</b>	<b>49,000.00</b>	<b>35.5%</b>
<b>SERVICES AND OTHER OPERATING EXPENSES</b>					
Subagreements for Services		5100	0.00	0.00	0.0%
Travel and Conferences		5200	1,476.11	2,000.00	35.5%
Dues and Memberships		5300	0.00	0.00	0.0%
Insurance		5400-5450	567,891.34	0.00	-100.0%
Operations and Housekeeping Services		5500	0.00	0.00	0.0%
Rentals, Leases, Repairs, and Noncapitalized Improvements		5600	0.00	0.00	0.0%
Transfers of Direct Costs - Interfund		5750	11,025.02	37,000.00	235.6%
Professional/Consulting Services and					
Operating Expenditures		5800	13,545,833.39	14,129,192.58	4.3%
Communications		5900	0.00	5,800.00	New
<b>TOTAL, SERVICES AND OTHER OPERATING EXPENSES</b>			<b>14,126,225.86</b>	<b>14,173,992.58</b>	<b>0.3%</b>
<b>DEPRECIATION AND AMORTIZATION</b>					
Depreciation Expense		6900	0.00	0.00	0.0%
Amortization Expense-Lease Assets		6910	0.00	0.00	0.0%
Amortization Expense-Subscription Assets		6920	0.00	0.00	0.0%
<b>TOTAL, DEPRECIATION AND AMORTIZATION</b>			<b>0.00</b>	<b>0.00</b>	<b>0.0%</b>
<b>TOTAL, EXPENSES</b>			<b>14,800,346.05</b>	<b>15,010,795.97</b>	<b>1.4%</b>
<b>INTERFUND TRANSFERS</b>					
<b>INTERFUND TRANSFERS IN</b>					
Other Authorized Interfund Transfers In		8919	0.00	0.00	0.0%
(a) TOTAL, INTERFUND TRANSFERS IN			0.00	0.00	0.0%
<b>INTERFUND TRANSFERS OUT</b>					
Other Authorized Interfund Transfers Out		7619	0.00	0.00	0.0%
(b) TOTAL, INTERFUND TRANSFERS OUT			0.00	0.00	0.0%
<b>OTHER SOURCES/USES</b>					
<b>SOURCES</b>					
Other Sources					
Transfers from Funds of Lapsed/Reorganized LEAs		8965	0.00	0.00	0.0%
(c) TOTAL, SOURCES			0.00	0.00	0.0%
<b>USES</b>					
Transfers of Funds from Lapsed/Reorganized LEAs		7651	0.00	0.00	0.0%
(d) TOTAL, USES			0.00	0.00	0.0%
<b>CONTRIBUTIONS</b>					
Contributions from Unrestricted Revenues		8980	0.00	0.00	0.0%
Contributions from Restricted Revenues		8990	0.00	0.00	0.0%
(e) TOTAL, CONTRIBUTIONS			0.00	0.00	0.0%
<b>TOTAL, OTHER FINANCING SOURCES/USES</b>			<b>0.00</b>	<b>0.00</b>	<b>0.0%</b>
(a - b + c - d + e)			0.00	0.00	0.0%

Description	Function Codes	Object Codes	2022-23 Unaudited Actuals	2023-24 Budget	Percent Difference
<b>A. REVENUES</b>					
1) LCFF Sources		8010-8099	0.00	0.00	0.0%
2) Federal Revenue		8100-8299	0.00	0.00	0.0%
3) Other State Revenue		8300-8599	156.00	0.00	-100.0%
4) Other Local Revenue		8600-8799	14,281,540.22	15,010,795.97	5.1%
5) TOTAL, REVENUES			14,281,696.22	15,010,795.97	5.1%
<b>B. EXPENSES (Objects 1000-7999)</b>					
1) Instruction	1000-1999		0.00	0.00	0.0%
2) Instruction - Related Services	2000-2999		0.00	0.00	0.0%
3) Pupil Services	3000-3999		0.00	0.00	0.0%
4) Ancillary Services	4000-4999		0.00	0.00	0.0%
5) Community Services	5000-5999		0.00	0.00	0.0%
6) Enterprise	6000-6999		14,800,346.05	15,010,795.97	1.4%
7) General Administration	7000-7999		0.00	0.00	0.0%
8) Plant Services	8000-8999		0.00	0.00	0.0%
9) Other Outgo	9000-9999	Except 7600-7699	0.00	0.00	0.0%
10) TOTAL, EXPENSES			14,800,346.05	15,010,795.97	1.4%
<b>C. EXCESS (DEFICIENCY) OF REVENUES OVER EXPENSES BEFORE OTHER FINANCING SOURCES AND USES (A5 - B10)</b>			(518,649.83)	0.00	-100.0%
<b>D. OTHER FINANCING SOURCES/USES</b>					
1) Interfund Transfers					
a) Transfers In		8900-8929	0.00	0.00	0.0%
b) Transfers Out		7600-7629	0.00	0.00	0.0%
2) Other Sources/Uses					
a) Sources		8930-8979	0.00	0.00	0.0%
b) Uses		7630-7699	0.00	0.00	0.0%
3) Contributions		8980-8999	0.00	0.00	0.0%
4) TOTAL, OTHER FINANCING SOURCES/USES			0.00	0.00	0.0%
<b>E. NET INCREASE (DECREASE) IN NET POSITION (C + D4)</b>			(518,649.83)	0.00	-100.0%
<b>F. NET POSITION</b>					
1) Beginning Net Position					
a) As of July 1 - Unaudited		9791	12,847,527.81	12,328,877.98	-4.0%
b) Audit Adjustments		9793	0.00	0.00	0.0%
c) As of July 1 - Audited (F1a + F1b)			12,847,527.81	12,328,877.98	-4.0%
d) Other Restatements		9795	0.00	0.00	0.0%
e) Adjusted Beginning Net Position (F1c + F1d)			12,847,527.81	12,328,877.98	-4.0%
2) Ending Net Position, June 30 (E + F1e)			12,328,877.98	12,328,877.98	0.0%
Components of Ending Net Position					
a) Net Investment in Capital Assets		9796	0.00	0.00	0.0%
b) Restricted Net Position		9797	0.00	0.00	0.0%
c) Unrestricted Net Position		9790	12,328,877.98	12,328,877.98	0.0%

Resource	Description	2022-23 Unaudited Actuals	2023-24 Budget
Total, Restricted Net Position		0.00	0.00



# SACRAMENTO CITY UNIFIED SCHOOL DISTRICT BOARD OF EDUCATION

Agenda Item# 11.3

**Meeting Date:** September 21, 2023

**Subject:** Approve the Submission of Provisional Internship Permit Applications to the California Commission on Teacher Credentialing

- Information Item Only
- Approval on Consent Agenda
- Conference (for discussion only)
- Conference/First Reading (Action Anticipated: \_\_\_\_\_)
- Conference/Action
- Action
- Public Hearing

**Division:** Human Resource Services

**Recommendation:** Approve the Submission of Provisional Internship Permit Applications to the California Commission on Teacher Credentialing.

**Background/Rationale:** In order to exercise additional options in which to fill vacant certificated positions, Human Resources will be submitting Provisional Internship Permit applications to the Commission on Teacher Credentialing for approval. The teachers on the attached list hold a California Preliminary Teaching Credential in their respective subject areas.

The permit requests are for specific credential areas and specialty areas/subject area authorizations as teachers continue to work towards their subject matter requirement. The PIP was developed to address the “anticipated staffing need” of when a school district is aware that a position will be open and conducts a diligent search for a credentialed teacher, but is unable to recruit one. PIPs are for intern candidates who have not yet achieved subject matter. The limited assignment permit was developed to fill the school district’s teaching position vacancies by allowing fully credentialed teachers to teach outside their authorized areas while completing the requirements to earn the required authorization. This approval authorizes and delegates to the Superintendent, or his designee, to take all necessary measures and action to obtain the approval of these credential permits.

**Financial Considerations:** None

**LCAP Goal(s):** College, Career and Life Ready Graduates; Safe, Emotionally Healthy, Engaged Students; Family and Community Empowerment; Operational Excellence

**Documents Attached:**

1. Executive Summary
2. Provisional Internship Permit Requests

**Estimated Time of Presentation:** 2 min

**Submitted by:** Cancy McArn, Chief Human Resources Officer

**Approved by:** Lisa Allen, Interim Superintendent



# Board of Education Executive Summary

## Human Resource Services

Approve the Submission of a Provisional Internship Permit Applications to the California Commission on Teacher Credentialing  
September 21, 2023



### I. Overview/History of Department or Program

Since July 1, 2005, the California Commission on Teacher Credentialing (CTC) has had the sole authority to review Provisional Internship Permit (PIP) requests by employing school districts to allow an employing agency to fill an immediate staffing need by hiring an individual who has not yet met the subject matter competence requirement needed to enter an intern program. Prior to requesting a PIP, the employing agency must verify that a diligent search has been made, and a fully-credentialed teacher cannot be found. PIPs are requested by employing agencies when they have exhausted their attempts to find a credentialed individual or an individual who is eligible for an emergency permit. When adopting regulations and developing procedures for exercising its authority, the Commission established as the fundamental goal of the PIP process is the transitioning of individuals from a PIP to Internship credentials and ultimately to full credentials. The PIP is available in the areas of Multiple Subject, Single Subject, and Education Specialist. Individuals who were issued four or fewer Long-Term Emergency Permits may be issued the PIP as long as the employer requirements have been met. Governing boards of public school districts must approve each permit in a public meeting.

### II. Driving Governance:

The Commission is the agency of California government that licenses teachers and other professionals who serve in the public schools. As the policy-making body that establishes and maintains standards for the education profession in the state, the Commission is concerned with the quality and effectiveness of the preparation of teachers and other school practitioners. On behalf of the education profession and the general public, one of the Commission's most important responsibilities is to establish and implement strong, effective standards of quality for the preparation and assessment of teachers who will instruct students.

There is an ongoing teacher shortage in California. A seven-year increase in the number of new teacher credentials issued by the state ended last year with a 16% decline from the previous school year. With the decreasing teacher supply, increasing demand, and competition for teachers in the state of California we must exhaust all available options to reach our goal of being fully staffed.

### III. Budget: N/A

### IV. Goals, Objectives and Measures:

In order to exercise additional options in which to fill vacant certificated position, Human Resources will be submitting Provisional Internship applications to the Commission on Teacher

# Board of Education Executive Summary

## Human Resource Services

Approve the Submission of a Provisional Internship Permit Applications to the California Commission on Teacher Credentialing  
September 21, 2023



Credentialing for approval. The teachers in these current positions have exhausted other options of teaching authorizations in their respective subject area and have been working towards their respective subject matter competence requirement. However, additional time is needed to complete the requirement.

### V. Major Initiatives:

The school district must submit these permit requests for current employees who continue to move toward this authorization, as well as for newly hired employees who need to meet the requirement and then get into an approved internship program. Exercising this option allows the District to fill more of our teacher vacancies to achieve successful student outcomes.

### VI. Results:

The following teachers will be able to continue in their current positions:

- Jeremy Griggs
- Crystal Ruiz
- Diego Galvan
- Leanne Ruiz
- Ryan Saechin
- Haaris Syed
- Angelica Zepeda

### VII. Lessons Learned/Next Steps:

Staff recommends the approval of the Submission of a Provisional Internship Permit Application to the California Commission on Teacher Credentialing.

**REGULAR BOARD MEETING FOR AUGUST 17, 2023  
CREDENTIAL WAIVER REQUEST**

<b>Name</b>	<b>Position/Location</b>	<b>Education Code Section</b>	<b>Brief Description of Section</b>
Jeremy Griggs	Teacher, Elementary Ethel I Baker Elementary	T5 §80021.1	Requirements for Initial Issuance of the Provisional Internship Permit (Single Subject, Multiple Subject, Education Specialist)
Crystal Ruiz	Teacher, Elementary William Land Elementary	T5 §80021.1	Requirements for Initial Issuance of the Provisional Internship Permit (Single Subject, Multiple Subject, Education Specialist)
Diego Galvan	Teacher, High School Luther Burbank High School	T5 §80021.1	Requirements for Initial Issuance of the Provisional Internship Permit (Single Subject, Multiple Subject, Education Specialist)
Leanne Ruiz	Teacher, High School C. K. McClatchy High School	T5 §80021.1	Requirements for Initial Issuance of the Provisional Internship Permit (Single Subject, Multiple Subject, Education Specialist)
Ryan Saechin	Teacher, Elementary Abraham Lincoln Elementary	T5 §80021.1	Requirements for Initial Issuance of the Provisional Internship Permit (Single Subject, Multiple Subject, Education Specialist)
Haaris Syed	Teacher, Elementary A.M. Winn K-8	T5 §80021.1	Requirements for Initial Issuance of the Provisional Internship Permit (Single Subject, Multiple Subject, Education Specialist)
Angelica Zepeda	Teacher, Elementary Hubert Bancroft Elementary	T5 §80021.1	Requirements for Initial Issuance of the Provisional Internship Permit (Single Subject, Multiple Subject, Education Specialist)



# SACRAMENTO CITY UNIFIED SCHOOL DISTRICT BOARD OF EDUCATION

Agenda Item# 11.4

**Meeting Date:** September 21, 2023

**Subject:** Carbon Neutral Goals and Guidelines for SCUSD Buildings

- Information Item Only
- Approval on Consent Agenda
- Conference (for discussion only)
- Conference/First Reading (Action Anticipated: \_\_\_\_\_)
- Conference/Action
- Action
- Public Hearing

**Division:** Facility Support Services

**Recommendation:** Receive information on proposed carbon neutral goals and guidelines for SCUSD buildings. A Board resolution will be forthcoming at a subsequent meeting to approve the proposed carbon neutral goals and guidelines.

**Background/Rationale:** Sacramento City Unified School District (SCUSD) is embarking on a process to design, construct, and modernize school buildings and facilities to achieve carbon neutrality by 2045, which is set by California Executive Order B-55-18, 2018. As part of the ongoing work outlined by the Facilities Master Plan that was Board approved in October 21, 2021, the District partnered with the New Buildings Institute (NBI) and the Sacramento Municipal Utilities District (SMUD) to develop District guidelines for prioritizing efforts to achieve building portfolio carbon neutrality by 2045, if not sooner. This includes portfolio and project level energy targets and timelines, as well as project requirements for new construction, major modernizations, and facility upgrades. This was a major component of the Facilities Master Plan.

**Financial Considerations:** These targets and guidelines will be incorporated in capital project design moving forward, which will positively impact the District's General Fund over time.

**LCAP Goal(s):** College, Career and Life Ready Graduates; Safe, Emotionally Healthy and Engaged Students; Family and Community Engagement; Operational Excellence

**Documents Attached:**

1. Executive Summary
2. Energy & Carbon Goals
3. Energy & Carbon Project Requirements

**Estimated Time of Presentation:** 10 minutes

**Submitted by:** Nathaniel Browning, Director I of Facilities

Chamberlain Segrest, Environmental Sustainability Manager

**Approved by:** Lisa Allen, Interim Superintendent

# Board of Education Executive Summary

## Facilities Support Services

Carbon Neutral Goals and Guidelines for SCUSD Buildings

September 21, 2023



### I. Overview/History of Department or Program:

The SCUSD Facilities Master Plan (FMP) was approved by the Board in October 21, 2021 and included an American Society of Heating, Refrigerating and Air-Conditioning Engineers (ASHRAE) Level II Energy Audit for each facility within the District's portfolio. With the help of a grant from the Sacramento Municipal Utilities District (SMUD), the District was able to work closely with New Buildings Institute to use the Audit data to determine the Energy Use Intensity (EUI) for each of the District's buildings. EUI is the amount of energy used per square foot annually, and is a strong indicator of a building's energy performance. That baseline was then used to develop EUI building level goals for all new construction, major modernizations, and retrofits of Sacramento City Unified School District's (SCUSD) building portfolio.

These goals are accompanied by a set of guiding standards to steer the construction process towards the EUI goals for each building and project type in the District. The District is working towards the California State goal of carbon neutrality by 2045. By utilizing a zero over time approach, SCUSD will achieve carbon neutral goals in a way that is cost effective, aligns with broader school District goals and plans, and accounts for other co-benefits such as occupant health, wellness, productivity, and reduced strain on environmental resources. Getting to zero carbon over time is a long-term, strategic effort to use policies and guidelines to achieve carbon neutral school buildings.

The California State goal of carbon neutrality by 2045 was outlined by Executive Order B-55-18 in 2018 which called for neutral carbon emissions by no later than 2045, and to achieve and maintain net negative emissions thereafter.

### II. Driving Governance:

- California Executive Order B-55-18, 2018
- The District's Facilities Master Plan

### III. Budget:

The Facilities Master Plan will help the District prioritize capital improvement projects focused on carbon neutrality and sustainability.

### IV. Goals, Objectives and Measures:

To provide safe, environmentally adaptable, environmentally sustainable, modern schools and playfields.

### V. Major Initiatives:

The energy and carbon goals and guiding standards will help lead District staff in the planning and design of capital projects and system retrofits in order to meet our EUI targets and achieve carbon neutrality by 2045. This process will center co-benefits such as the health and wellbeing of students and staff

# Board of Education Executive Summary

## Facilities Support Services

Carbon Neutral Goals and Guidelines for SCUSD Buildings

September 21, 2023



### **VI. Results:**

To develop Energy Use Intensity (EUI) targets and guidelines for District buildings to help guide the replacement, modernization, and/or new construction of District facilities.

### **VII. Lessons Learned/Next Steps:**

Facilities staff will be bringing a Board Resolution to a subsequent meeting for the Board to approve the EUI targets and guidelines presented as part of this agenda item.

# Energy and Carbon Goals for Sacramento City School District

April 2023

## SUMMARY:

This document outlines the energy and carbon goals for Sacramento City Unified School District (SCUSD). Once adopted via a formal school resolution, these goals will be incorporated into a set of guiding standards to guide the construction process for each building and project type in the district. The district is working towards the California State goal of Carbon Neutrality by 2045. Utilizing a zero over time approach will help districts such as SCUSD achieve carbon neutral goals in a way that is cost effective and aligns with broader school district goals and plans. Getting to zero carbon over time is a long-term, strategic effort to achieve carbon neutral school buildings.

Achieving zero over time at the portfolio-level requires attention to individual buildings. Every opportunity in a building's lifecycle is seen as an opportunity for improvement in a zero over time approach. New construction, major modernizations, system retrofits and equipment replacement are all triggering events where energy efficiency and carbon neutral goals should be addressed.

In the process of adopting these goals – SCUSD will establish a baseline and set strategic, measurable, achievable, realistic, and time-bound goals regarding energy and carbon in buildings. Most projects in the existing pipeline can be leveraged to incorporate deep energy reductions and possibly renewable energy sources.

Achievable and quantifiable goals for districts on the path to carbon neutral school buildings vary depending on the lifecycle event. These are outlined for SCUSD within this document.



## DEFINITIONS

**ENERGY USE INTENSITY (EUI):** EUI is an indicator of the energy efficiency of a building's design and/or operations. Expressed as energy use per square foot per year, EUI is calculated by dividing the total energy consumed by the building in one year by the total floor area of the building. EUI can be expressed as either "site" or "source" (defined further below).

**GETTING TO ZERO OVER TIME:** While getting to zero is a realistic goal, the path to healthy, efficient, zero carbon schools is a process that will take time to accomplish. Getting to zero over time takes a long-term, cost effective, and strategic approach to energy management. It leverages every opportunity for facility upgrades to continually improve energy performance. This process sets measurable goals for a portfolio and individual projects and uses policies and guidance documents to achieve these goals.

**CARBON NEUTRAL:** A carbon neutral school is a highly efficient building that has removed on-site fossil fuel combustion, most often used for space heating, hot water heating and in kitchens.

**ZERO NET ENERGY (ZNE):** A ZNE school is an energy-efficient building where on-site renewable energy production meets or exceeds energy used over the course of a year.

**SITE ENERGY USE INTENSITY (Site EUI):** Site EUI includes energy consumed (including heating, cooling, ventilation, domestic hot water, indoor and outdoor lighting, elevators, plug in equipment, etc.) on the building site as measured at the site boundary. Site EUI is calculated with the total energy use of the building at the meter, regardless of the source. Gas, electricity, and renewable energy are all converted to one unit (thousand British thermal units, or kBtu) and counted together.

**SOURCE ENERGY USE INTENSITY (Source EUI):** Source EUI includes site energy plus the energy consumed in the extraction, processing and transmission of primary fuels. Source EUI takes into account the total upstream energy that the building consumes, which means it is always larger or equal to the site EUI. The exact difference between the site and source EUI is a function of the fuel mix delivered to the building, as well as the building's location. Different regions of the country have varying energy sources and transmission infrastructure.

## EXISTING DISTRICT ENERGY STATS FOR SCHOOL DISTRICT:

**Average District Site EUI: 35.1 kBtu/sf/year**

**Number of Building Sites: 85 are included in this dataset.** Two schools (Chavez and Kemble Elementaries are combined because they are on the same site and share a gas meter.)

School Name	Type	Site EUI (kBtu/sf/year)	Source EUI (kBtu/sf/year)
<b>A. Warren McClacksey Adult Center</b>	Adult Education	56	104
<b>Abraham Lincoln</b>	Primary (K-6)	38	91
<b>A.M. Winn Public Waldorf</b>	Primary (K-8)	37	82
<b>Albert Einstein School</b>	Primary (M)	N/A	N/A
<b>Alice Birney</b>	Primary (K-8)	33	80
<b>American Legion High School</b>	Secondary (H)	51	157
<b>Arthur A. Benjamin Health Professions</b>	Secondary (H)	42	109
<b>Bowling Green Chacon Language and Science Academy</b>	Primary (K-6)	20	58
<b>Bowling Green McCoy Academy for Excellence</b>	Primary (K-6)	34	82
<b>Bret Harte Elementary</b>	Primary (P-5)	31	83
<b>Caleb Greenwood Elementary</b>	Primary (K-6)	25	57
<b>California Montessori Project - Capitol Campus</b>	Primary (K-8)	25	54
<b>California Middle School</b>	Primary (M)	31	77
<b>Camellia Basic Elementary School</b>	Primary (K-6)	32	84
<b>Capital City School (Independent Study)</b>	K-12	19	52
<b>Capitol Collegiate Academy</b>	Primary (K-8)	40	90
<b>Caroline Wenzel Elementary</b>	Primary (K-6)	25	70
<b>Cesar E. Chavez Elementary + Edward Kemble Elementary at Kemble Site</b>	Primary (Kemble: K-3 and Chavez: 4-6)	COMBINE D EUI: 35	COMBINE D EUI: 73
<b>Charles A. Jones Career &amp; Education Center</b>	Adult Education	53	129
<b>C.K. McClatchy High School</b>	Secondary (H)	42	95
<b>Crocker Riverside Elementary</b>	Primary (K-6)	22	62
<b>David Lubin Elementary</b>	Primary (K-6)	28	83
<b>Earl Warren Elementary School</b>	Primary (K-6)	53	131
<b>Edward Kemble Elementary School</b>	Primary (K-3)	38	82
<b>Elder Creek Elementary School</b>	Primary (K-6)	29	70
<b>Ethel I. Baker Elementary School</b>	Primary (K-6)	29	81
<b>Ethel Phillips Elementary School</b>	Primary (K-6)	31	80
<b>Father Keith B. Kenny School</b>	Primary (K-8)	46	115
<b>Fern Bacon Middle</b>	Primary (M)	38	73

<b>G.W. Carver School of Arts and Science</b>	Secondary (H)	29	72
<b>Genevieve F. Didion Elementary</b>	Primary (K-6)	33	91
<b>Golden Empire Elementary School</b>	Primary (K-6)	31	94
<b>H.W. Harkness Elementary School</b>	Primary (K-6)	32	77
<b>Hiram Johnson High School</b>	Secondary (H)	63	122
<b>Hollywood Park Elementary School</b>	Primary (K-6)	40	106
<b>Hubert H. Bancroft Elementary School</b>	Primary (K-6)	35	86
<b>Isador Cohen Elementary School</b>	Primary (K-6)	29	75
<b>James W. Marshall Elementary School</b>	Primary (K-6)	28	78
<b>John Bidwell Elementary</b>	Primary (K-6)	27	72
<b>John Cabrillo Elementary School</b>	Primary (K-6)	33	89
<b>John D. Sloat Elementary</b>	Primary (K-6)	40	95
<b>John F. Kennedy High School</b>	Secondary (H)	42	105
<b>John Morse Therapeutic Center</b>	Primary (K-8)	19	46
<b>John Still Middle (East Campus)</b>	Primary (M)	27	67
<b>John Still Elementary (West Campus)</b>	Primary (K-6)	28	85
<b>Kit Carson International Academy</b>	Secondary (7-12)	24	69
<b>Language Academy of Sacramento</b>	Primary (K-8)	42	133
<b>Leataata Floyd Elementary</b>	Primary (K-6)	23	56
<b>Leonardo Da Vinci School</b>	Primary (K-8)	32	71
<b>Luther Burbank High School</b>	Secondary (H)	33	81
<b>Maintenance and Operations</b>	District Building	57	111
<b>Mark Twain Elementary School</b>	Primary (K-6)	27	71
<b>Martin Luther King Jr. School</b>	Primary (K-8)	36	101
<b>Matsuyama Elementary</b>	Primary (K-6)	N/A	N/A
<b>New Joseph Bonnheim Community Charter</b>	Primary (K-6)	37	94
<b>Nicholas Elementary School</b>	Primary (K-6)	25	65
<b>O.W. Erlewine Elementary</b>	Primary (K-6)	37	86
<b>Oak Ridge Elementary</b>	Primary (K-6)	30	76
<b>Pacific Elementary</b>	Primary (K-6)	26	74
<b>Parkway Elementary</b>	Primary (K-6)	33	85
<b>Phoebe A. Hearst Elementary</b>	Primary (K-6)	37	88
<b>Pony Express Elementary</b>	Primary (K-6)	22	63
<b>Print Shop/Nutrition Services</b>	District Administrative Building	30	67
<b>Rosa Parks School</b>	Primary (K-8)	31	64
<b>Rosemont High School</b>	Secondary (H)	50	117
<b>Sacramento Accelerated Academy</b>	Secondary (H)	38	97
<b>Sacramento Charter High School</b>	Secondary (H)	44	96
<b>Sacramento New Technology School</b>	Secondary (H)	28	66
<b>Sam Brannan Middle</b>	Primary (M)	45	97

<b>School of Engineering and Science</b>	Secondary (7-12)	37	108
<b>Sequoia Elementary</b>	Primary (K-6)	26	65
<b>Serna Center</b>	District Administrative Building	45	126
<b>Sol Aureus College Prep</b>	Primary (K-8)	32	78
<b>Success Academy</b>	Primary (4-8)	21	47
<b>Susan B Anthony Elementary</b>	Primary (K-6)	29	77
<b>Sutter Middle School</b>	Primary (M)	26	68
<b>Sutterville Elementary School</b>	Primary (K-6)	35	84
<b>Tahoe Elementary</b>	Primary (K-6)	24	68
<b>The Met High School</b>	Secondary (H)	25	61
<b>Theodore Judah Elementary School</b>	Primary (K-6)	31	70
<b>Washington Elementary School</b>	Primary (K-6)	33	80
<b>West Campus High School</b>	Secondary (H)	50	116
<b>Will C Wood Middle</b>	Primary (M)	36	77
<b>William Land Elementary School</b>	Primary (K-6)	36	101
<b>Woodbine Elementary</b>	Primary (K-6)	27	75
<b>Yav Pem Suab Academy</b>	Primary (K-8)	25	71

**PROPOSED BUILDING LEVEL GOALS:**

Building Type	New Construction Site EUI <sup>1</sup>	Major Modernization Site EUI <sup>2</sup>	Retrofit EUI
<b>Administrative</b>	21-26 kBtu/sf/yr	25-33 kBtu/sf/yr	Retrofit projects will improve the site energy use intensity by 20-50% from a 2019 baseline weighted by the amount of work slated.
<b>Primary School (K-5 and Middle)</b>	19-24 kBtu/sf/yr	25-30 kBtu/sf/yr	
<b>Secondary School (High School)</b>	20-25 kBtu/sf/yr	25-35 kBtu/sf/yr	

Note: Sacramento is ASHRAE Climate Zone 3B<sup>3</sup>.

For New Construction, ASHRAE dictates that an EUI of 21.1 for office, an EUI of 19 for primary and an EUI of 19.4 for secondary is feasible for new construction in Climate Zone 3B – but we have provided a range for design teams.

For Modernization, ASHRAE sets the standard that an EUI of 33 is achievable for office, an EUI of 30 for primary school, and an EUI of 33 for high school. Based on the NBI Getting to Zero database and past work in schools, we have amended the ranges above to be slightly more aggressive except for secondary schools which may have unique loads in some cases.

<sup>1</sup> New construction targets come from the ASHRAE Advanced Energy Design Guide for K-12 Zero Energy Schools and ASHRAE Advanced Energy Design Guide for Small to Medium Office for Administrative buildings: <https://www.ashrae.org/technical-resources/aedgs/zero-energy-aedg-free-download>

<sup>2</sup> Modernization targets come from ASHRAE Standard 100 targets for existing buildings which identifies that offices can achieve an EUI of 33, primary can achieve an EUI of 30, and secondary an EUI of 33.

<sup>3</sup> [https://openei.org/wiki/Climate\\_Zone\\_3B](https://openei.org/wiki/Climate_Zone_3B)

*With the low average EUI across the district, the lower end of this scale should be achievable by these future projects.*

**1. All new construction/addition projects will:**

- Achieve a site energy use intensity of **19-24 kBtu/square foot/year** before photovoltaic (PV), depending on building type,
- Be all-electric and have no on-site gas combustion,
- Be PV-ready for all projects (wherever on site appropriate),
- Incorporate renewable energy sources to offset annual electricity use,
- Reduce life cycle impacts associated with high embodied carbon materials,
- Prioritize local products, manufacturers, and contractors to reduce carbon impacts in the supply chain,
- Utilize low global warming refrigerants,
- Consider the integration of electric vehicles and fleet infrastructure.
- Consider battery storage (including parked school buses at the campus) and/or microgrid solutions supporting the PV system, for District and school resiliency, where practicable.

**2. All major modernization projects will:**

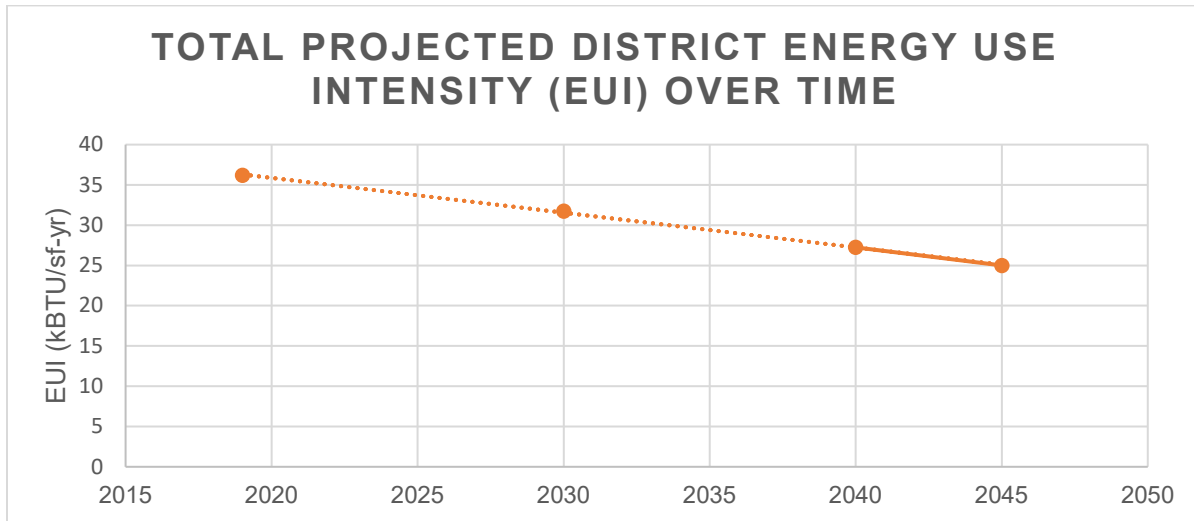
- Achieve a site energy use intensity of **25-35 kBtu/square foot/year** before PV, depending on building type,
- Either eliminate on-site gas combustion or have a plan to eliminate gas by 2045 (in a resolution or signed by the department director/superintendent)

**3. All school facility retrofits will improve the site energy use intensity by 20-50% from a 2018-2019 baseline weighted by the amount of work slated.**

- Retrofitted systems should prioritize a shift to all-electric.
- All retrofitted systems must be the most efficient equipment available whether gas or electric.

## PROPOSED POLICY OR PORTFOLIO LEVEL GOALS

1. In line with [California Executive Order B-55-18](#), SCUSD's building portfolio will achieve carbon neutrality by 2045<sup>4</sup>.
2. This district will have an average portfolio site energy use intensity of **25 kBtu/square foot/year** (without PV).
3. Reduce energy consumption by 40% by 2030 and 80% by 2040.
  - **EUI in 2030: 31.10 kBtu/sf/yr**
  - **EUI in 2040: 27.10 kBtu/sf/yr**
4. Onsite gas combustion of zero by 2045.



<sup>4</sup> State of California Executive Order B-55-18 To Achieve Carbon Neutrality:  
<https://www.ca.gov/archive/gov39/wp-content/uploads/2018/09/9.10.18-Executive-Order.pdf>

# **Sacramento City Unified School District Energy & Carbon Project Requirements**



**Developed in partnership with  
New Buildings Institute**



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## **INTRODUCTION**

Guided by the [FILL IN RESOLUTION WHEN ADOPTED](#) the Sacramento City Unified School District (SCUSD) is embarking on a process to design, construct, and modernize school buildings and facilities to achieve carbon neutrality by 2045. Occupant health, student experiences, resource efficiency, and sustainability are important to our District and this Project Manual explains how the District aims to achieve the stated goals in all construction activities. Incorporating energy and carbon requirements into school design standards can make an immediate impact on health, attendance, academic performance, and teacher retention while decreasing operational costs.

The District has outlined the goals, processes, and guidelines found in this document to help protect students, staff, school visitors, and community members from the detrimental impacts brought on by climate change and to prepare our District for the transition away from on-site fossil gas use.

The District will strive to ensure all buildings are designed with occupant health, indoor environmental quality, and resource efficiency at the forefront. These buildings will prepare students for the future by providing a high-quality education that supports concepts and practices of sustainability. They will preserve current and future resources by adopting practices in design and operations that balance environmental, social, and fiscal responsibility to protect and enhance the quality of life.

This document dovetails with other District policies and documents, including the SCUSD Technical Specifications, Education Specifications, Board Policy 3511, and Administrative Regulation 3511. Together, they outline the guidelines and requirements for capital projects (new construction and modernizations) and facilities projects, which are defined below. This document will be revisited every 3 years to ensure goals and processes are still relevant and up to date.

**Capital Projects:** Capital projects include new construction, additions, rebuilds and major modernizations, often funded by voter-approved bonds and implemented by the Facilities Services Department.

Both new construction and modernization projects under the capital construction program will prioritize building envelope, HVAC, lighting, and removal of fossil fuel infrastructure to ensure all projects are designed to be as energy and carbon efficient as possible. Where opportunities arise modernizations will prioritize replacement of end-of-life roofs, windows, or heating systems, wherever possible.

**Facilities Projects:** Facilities projects are the building repairs and deferred maintenance projects managed by our Facilities Services Department. These projects are often funded by the school District maintenance and operations budgets. Examples of these types of projects include system and equipment replacement, lighting, lighting controls, and HVAC system improvements, end-of-life equipment replacement, and school program changes.

These projects generally have limited scope and will support energy and carbon goals by upgrading building elements as they reach their end of useful life. In each case, the District Energy and Carbon Guidelines below and Technical Specifications Document will inform the design and selection of materials and equipment.

## DISTRICT ENERGY AND CARBON EMISSIONS GOALS

The District is committed to leveraging each opportunity to further progress toward achieving these goals. This includes bond-funded new construction and modernization projects, facilities retrofit projects funded with non-bond funds, as well as routine maintenance and operations practices. Energy and carbon emissions reduction opportunities should be considered any time the building envelope or energy using systems are addressed.

### Portfolio Level Goals:

- Achieve building portfolio carbon neutrality by 2045, as required by California Executive Order B-55-18.
- Have an average portfolio site Energy Use Intensity (EUI) of **25 kBtu/sq ft/yr** (without PV). For comparison, the District’s current average EUI is 35.1 kBtu/sq ft/yr without PV.
- Reduce energy consumption by 40% by 2030 and 80% by 2040. These goals are expressed as follows:
  - EUI in 2030: 31.10 kBtu/sf/yr
  - EUI in 2040: 27.10 kBtu/sf/yr
- Reduce onsite gas combustion to zero by 2045, as required by California Executive Order B-55-18.

### Project Level Goals:

#### (1) All new construction projects will:

- Achieve a site energy use intensity of **19-24 kBtu/sqft/yr** without photovoltaic (PV), depending on building type,
- Have no on-site gas combustion (and will be all electric),
- Be PV-ready (where site appropriate),
- Incorporate renewable energy sources to offset annual electricity use, including, but not limited to, solar and geothermal,
- Reduce life cycle impacts associated with high embodied carbon materials wherever possible,
- Prioritize local products, manufacturers, and contractors to reduce carbon impacts in the supply chain,
- Utilize low Global Warming Potential (GWP) refrigerants that minimize (if not eliminate) global warming impacts that are non-toxic to the environment,
- Consider the addition of charging infrastructure for staff electric vehicles (including protected electric bicycle parking) and the District fleet (including buses and other heavy duty service vehicles),
- Consider battery storage (including parked school buses at the campus) and/or microgrid solutions supporting the PV system, for District and school resiliency, where practicable.

**(2) All major modernization projects will:**

- Achieve a site energy use intensity of 25-35 kBtu/square foot/year before PV, depending on the building type,
- Eliminate on-site gas combustion completely or include a designed plan to eliminate gas by 2045. The plan will come in the form of a board approved resolution and/or document signed by the Department Director, Project Sponsor, or Superintendent)

**(3) All school facility retrofits will improve the site Energy Use Intensity (EUI) by 20-50% from a 2018-2019 baseline:**

- Retrofitted systems should prioritize a shift to all-electric.
- All retrofitted systems must be the most efficient equipment available whether gas or electric.

## CAPITAL PROJECTS - NEW CONSTRUCTION

The design team will incorporate the following elements into the construction process.

### Processes

**ENGAGE THE LOCAL COMMUNITY:** The design team must seek authentic input and feedback from the local school community during the design phase.

**DESIGNATE AN ENERGY CHAMPION:** All projects must nominate an “energy champion” (EC) who will ensure that energy and carbon reduction are considered during the design process. The EC will sponsor an “eco-charrette,” participate in stakeholder meetings, and will review the drawing set at the end of each design phase, and twice during the construction documentation phase (conceptual design, schematic design, design development and construction documentation). The EC shall participate in the Value Engineering (VE) process so that the long-term cost of ownership is considered in the VE process. The EC will engage SMUD pre-conceptual design for program offerings and technical support for the upcoming projects.

**EMPLOY INTEGRATED DESIGN:** Carbon neutral schools require highly structured collaboration among those who plan, design, construct, use, operate and maintain them. Integrated Design requires that team members from a variety of disciplines work together to consider the intersection of local climate conditions, building use patterns, building design and layout, building systems, and cost. Integrated design starts early. Engage the local electric utility (SMUD) early (ideally pre-conceptual design) for potential incentives and technical support through their [SMUD Integrated Design Solutions](#) incentive program. In the large bond programs, energy efficiency and carbon emission reduction strategies begin when estimating the cost of new construction and major modernizations.

Major construction and modernization projects will include an “eco-charrette” early in the design process. The eco-charrette will specifically focus on identifying the strategies and systems necessary for meeting the EUI targets. In addition, design teams will be expected to optimize

the interrelationships between the building orientation and building systems, surroundings, and occupants. The District’s goal is to include as many passive energy design strategies as possible, such as natural daylighting and beneficial electrification that includes heat recovery.

### THE FOUR MAJOR COMPONENTS OF INTEGRATED DESIGN

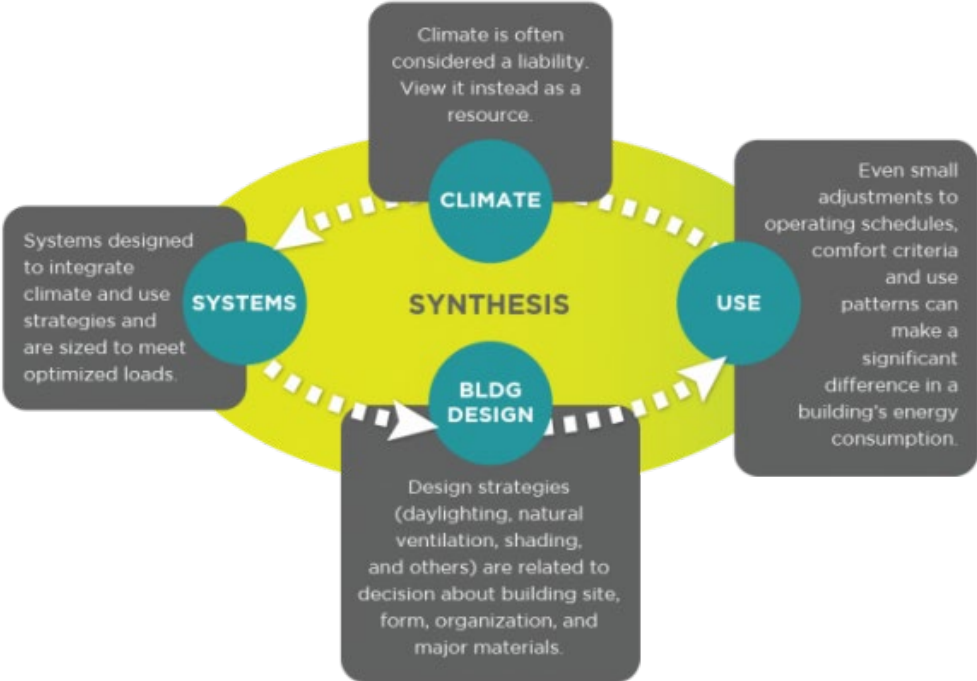


Image Courtesy of Better Bricks/NEEA

**REDUCE ENERGY LOAD FIRST:** A key strategy in integrated design is a “strategic implementation hierarchy” to optimize energy and carbon emission reductions. This strategy is particularly applicable to modernization project. The goal is to reduce energy loads first. By doing so, HVAC systems may be sized to accommodate the new (lowered) load, rather than designed to the former (larger) load. This saves energy and long term costs for the District. Though efficiency in the building envelope is an important part of energy reduction, the hierarchy may be different for each project. Consider selecting equipment that will meet ASHRAE Extreme Weather for a determined number of years out. Data is reported on 5, 10, 20, and 50 year. Selecting equipment for these higher outside air temperatures will protect the District in meeting these design conditions. Additionally, the equipment selected can operate more efficiently at part load.

**PARTICIPATE IN UTILITY AUTO DEMAND RESPONSE PROGRAMS:** Continue participation in the local electric utility (SMUD) auto demand response program, PowerDirect®. The financial incentives offered further encourage the District to shed load during critical electrical strain on the grid. These funds can be used to further optimize equipment operation.

## Technical Approaches

Design teams will refer to the technical guidance contained in the design guide of the American Society of Heating, Refrigeration and Air-Conditioning Engineers (ASHRAE), [Advanced Energy Design Guide for K-12 School Buildings: Achieving Zero Energy](#) (AEDG) to ensure the most efficient building approaches are utilized. These technical approaches are generally described below.

**ENERGY MODELING:** The design team will conduct energy modeling for every project. This model will be refined as details of the design come into focus. Modeling inputs should be clearly documented so any variances from modeled numbers during occupancy can be identified quickly. All plug loads (including security cameras, emergency lighting, IT equipment, fire alarms, and kitchen equipment) should be captured. For measures that are difficult to model in a given software, design teams shall be allowed to use external calculation methodologies to estimate the usages and savings. Methodologies utilized should receive approval by the District.

- An early energy model should be developed no later than the schematic design phase. Modeling will investigate building massing, orientation, and system type selection. This early model will analyze the relative energy impacts of various design decisions and will inform the system type selection. For example, a better insulated building envelope can reduce the size of the HVAC system, thus saving first costs.
- Later in the design process, energy models will investigate and estimate EUI to allow for comparison to goals and cost savings potential of energy conservation measures. These same energy model's estimates can also be used to size on-site renewables needed to achieve zero net carbon.
- Finally, an as-built model will be created to reflect the actual conditions in the new or modernized building. This model should be available to calibrate post-occupancy to verify assumptions and provide feedback to the District.

**LIFECYCLE COSTING:** To limit the adverse long-term impacts, the District requires that all value engineering decisions include consideration of life cycle costs. Interactive impacts of decisions will be considered before making first cost reduction decisions. Indirect, ancillary costs and benefits should also be accounted for, such as improved air quality and carbon reduction.

**PROJECT CHECK POINTS:** During the design and construction process, each project team will revisit and report progress on project EUI goals at these key checkpoints:

- At the end of each phase of the process (conceptual design, schematic design, design development, construction documents, and an as-built model).
- During construction mockups in the field when different disciplines must work together to ensure that the building envelope is airtight and energy using systems are integrated.
- During value engineering when the life cycle costs must be weighed against the first cost savings.

**COMMISSIONING:** Commissioning shall begin in design and follow through to post occupancy. Commissioning agents hired by the District will be brought into the design following each project through design, construction, and post-occupancy to ensure that the energy goals and design intent are achieved as outlined in this document and reflected in the Basis of Design (BOD) developed by the project team for each project. Each commissioning plan will include design reviews, construction inspections, functional testing, development of a maintenance manual, and systems training. Fundamental commissioning services (as defined by the [US Green](#)

[Building Council LEED](#) process) may be provided by the same organization whose representatives include design team members.

**ENVELOPE COMMISSIONING:** Envelope commissioning will be prioritized in all capital projects, this process begins with a blower door assessment and thermal imaging of the current building shell, where it will be retained, to identify leakage areas of concern. Existing envelope improvements should be prioritized based on the building testing results to ensure updates are maximizing performance improvement. Design teams should refer to the technical specifications of the AEDG for further details on building and building envelope commissioning.

**TRAINING & STEWARDSHIP:**

- All Facilities Service staff shall be trained by vendors and contractors, per written agreement, for any given construction project. Local utility service companies should be looped in to provide additional trainings in their area of expertise.
- It is critical that building occupants such as staff and students are properly engaged to operate a building efficiently, maximize savings, and obtain feedback about building operation. Occupants must feel ownership over their buildings carbon neutral performance and understand their individual and collective roles in sustaining carbon neutral performance for the long term. Example training materials include videos, manuals, and captivating signage. Examples of feedback include working with the Commissioning Agent to undergo post-occupancy commissioning.

**FINANCIAL INCENTIVES:** All projects will seek out local incentives and grants from utilities, Community Choice Aggregators (CCAs), Regional Energy Networks (RENs), and other local entities to help support District energy, carbon, and financial goals. It is important for the projects to seek these incentives as early as possible. This is due to utility incentives often have cut off times for participation. Additionally, SMUD offers third party, limited, technical support, also adding value to a project.

**VERIFICATION:** The measurement and verification (M&V) period typically spans 12 to 24 months after substantial completion of the building. During this time, the commissioning agent, design team, contractor, and energy modeler will work together with the District to review the energy performance of the project. This should be an ongoing and proactive process throughout the entire period so if anomalies are found between the expected site Energy Use Intensity and performance, and the actual site EUI performance, they can be identified and addressed quickly.

**MAINTENANCE & OPERATIONS:** Maintenance and operations is a key piece in ensuring that resource conservation and efficiency continue through the life of buildings and systems. This includes preventative maintenance, energy & water use monitoring, building automation system (BAS) monitoring, and continuous commissioning of HVAC and controls. Sustaining carbon neutral performance and reducing energy consumption in the long term should be more important than saving money in the short term by reducing expenditures on maintenance.

The M&O team will be a key participant in the retro-commissioning of the completed projects. Additionally, the team will undergo the following practices to ensure buildings are maintained appropriately.

- Defining and maintaining operational setpoints
- Equipment scheduling and periodic review to ensure match with occupancy schedules

- Checking sensor operation
- Filter changes, fan operation check, coil cleaning and other preventative maintenance tasks
- System flushing and checking steam traps
- Checking valves for leakage/failure
- Record keeping of systems and equipment to determine which systems either need maintenance or need replacement

**EQUIPMENT SELECTION:** Every effort shall be made to 1) Select maintenance-friendly, less complicated equipment, 2) Select equipment that is tested and proven (ideally in a K-12 setting); 3) Facilitate easy access to building systems (without ladders/lifts and without disturbing classes), and 4) Select materials that are easy to clean and inexpensive to maintain. Standardization of replacement materials, such as HVAC filter types and sizes, shall also be prioritized. The Maintenance and Operations team should be included in these discussions to provide team feedback on system selection.

## **CAPITAL PROJECTS - MAJOR MODERNIZATIONS**

While new construction can be designed and built to meet the District's ambitious energy and carbon goals relatively straightforwardly and with minimal additional cost, retrofitting existing buildings to reach similar levels of efficiency may present a bigger hurdle. The District recognizes that parts of the building may be difficult to update to current standards, for example, meeting prescriptive envelope insulation levels within existing walls.

Despite these challenges, modernizations and retrofit projects are key opportunities to continually improve energy performance and reduce carbon emissions over time. As mentioned in the process section above, design teams will be guided by a strategic implementation hierarchy that calls for consideration of balancing energy load reduction, with attention to features such as the building envelope and lighting improvements, which should be balanced before HVAC upgrades. Minimizing heating load before replacing existing systems avoids oversizing of equipment and allows for replacement with equipment and/or systems that are more efficient and, where feasible, do not have on-site fossil fuel combustion.

Envelope commissioning will be prioritized in modernization projects, as with all capital projects, this process begins with a blower door assessment and thermal imaging of the current building shell, where it will be retained, to identify leakage areas of concern. Existing envelope improvements should be prioritized based on the building testing results to ensure updates are maximizing performance improvement. Design teams should refer to the [Advanced Energy Design Guide for K-12 School Buildings](#) for further details on building and building envelope commissioning.

## Sacramento City Unified Energy and Carbon Requirements

The chart below summarizes which elements will be incorporated into each modernization and retrofit project and which will only be included on a case-by-case basis. Design teams will consider the synergies with planned scope of work, available funding, and site-specific design parameters.

SCOPE See further details below	MODERNIZATION	
	Mandatory	Case-by-case
<b>Envelope</b> <i>air sealing and insulating walls and openings</i>	✓	
<b>Roofs</b> <i>insulation, rainwater collection</i>		✓
<b>Glazing &amp; Shading</b> <i>heat minimization, high performance windows</i>		✓
<b>Lighting</b> <i>LED lighting &amp; controls</i>	✓	
<b>Electrical</b> <i>energy monitoring</i>	✓	
<b>Metering</b> <i>submetering</i>		✓
<b>Kitchen</b> <i>electrification &amp; Energy Star energy-efficient equipment</i>	✓	
<b>Heating</b> <i>electrification &amp; maintainability</i>		✓
<b>Ventilation</b> <i>heat recovery &amp; filtration</i>		✓
<b>Controls</b> <i>set points &amp; operating hours</i>	✓	
<b>Domestic Hot Water</b> <i>recirculation pumps &amp; pipe insulation</i>	✓	
<b>Plug Loads</b> <i>are measured &amp; controlled</i>	✓	
<b>Water</b> <i>backflow device &amp; high-efficiency fixtures</i>	✓	
<b>Schoolyard</b> <i>green schoolyards, stormwater mgmt. &amp; rainwater collection</i>		✓
<b>Materials</b> <i>CalGreen, CA Section 01350 &amp; CA Buy Clean</i>	✓	
<b>Renewables</b> <i>Onsite solar PV, storage</i>		✓
<b>Zero Energy Ready</b> <i>roof solar readiness</i>	✓	



## FACILITIES PROJECTS

The Facilities Department is an integral part of the District's efforts to care for and improve its building stock, tackle deferred maintenance, and achieve energy and carbon goals. Typical work includes lighting retrofits, control upgrades, window retrofits, roofing replacement, installation of information technology, security or fire alarm systems, and replacement of boilers or other aging equipment.

Facilities projects shall adhere to the following overarching decision-making processes in order for those projects to align with the District's goals and project processes:

- The energy champion shall be consulted and provide guidance on incorporating energy efficiency and carbon emission reduction into the design of retrofits and replacements.
- Specifications for new equipment will match those for new construction unless prohibited by Division of State Architect's [Interpretation of Regulations \(IR\) A-22](#) or this change requires significant and costly expansion of electricity infrastructure. This will avoid like for like replacements and ensure that replacement equipment will be more energy efficient.
- New fossil fuel burning equipment will not be installed.

The District Technical Standards and Specifications are to be consulted for all Facilities projects so architects working on these projects continue to work to achieve the District's energy and carbon goals.

## DISTRICT ENERGY AND CARBON GUIDELINES

In order to adhere to the goals set forth by the District, design teams will consult the [Advanced Energy Design Guide for K-12 School Buildings \(AEDG\): Achieving Zero Energy \(ASHRAE\)](#) and follow the *Energy and Carbon Guidelines* below. While these guidelines are most easily implemented in new construction, they should also be utilized where applicable in other projects. For reference, Sacramento County is in ASHRAE Climate Zone 3B: Warm Dry. All requirements below reflect the modeled capabilities of this climate zone.

### ENERGY

New buildings should be designed to achieve a modeled site energy use intensity (EUI) of **19 kBtu/sf/year** for primary schools and **19.4 kBtu/sf/year for secondary schools** including plug loads, security cameras, IT & fire alarm systems, and kitchen equipment. Building systems should be “designed for off”, meaning that they will shut down without user intervention. Energy modeling during design should confirm that site EUI targets are achieved.

*Reference: Table 3-1 of the [Advanced Energy Design Guide for K-12 School Buildings](#)*

### FORM & SITING

Buildings should be simple and compact, integrated into the landscape, oriented to allow for daylighting while managing solar gain, minimizing glare and maximizing renewable energy production. Building form should consider exterior circulation to minimize the need for conditioned common areas and stacking functions to promote energy efficiency.

### ENVELOPE

Roof, wall, slab edge, and door insulation will be continuous and optimized via building modeling to comply with the EUI target above. In general, a roof U-factor of 0.039 and wall U-factor of 0.064 should be specified. Exterior insulation should be specified over cavity insulation and fiberglass batts should be limited in certain circumstances due to poor thermal performance in the field. Double swinging doors without a center post or rolling overhead doors without insulated panels are discouraged due to poor air sealing properties.

*Reference: Table 5-3 of the [Advanced Energy Design Guide for K-12 School Buildings](#)*

If PV panels are mounted to the roof, the roofing system must be able to handle uplift from the panels. Attachments for PV panels need to minimize thermal bridging (see section EN35 in the [Advanced Energy Design Guide for K-12 School Buildings](#)).

### AIR & MOISTURE CONTROL

Moisture and air control layers will be continuous and reside on the warm side of exterior insulation, and architects will design and specify airtight construction practices (.25 CFM/SF @ 75 Pa).

*Reference: As noted in section EN2 of the [Advanced Energy Design Guide for K-12 School Buildings](#)*

### INSULATION

Roof, wall, slab edge, and door insulation will be continuous and optimized via energy modeling to comply with the EUI target above and to minimize the cooling dominated climate zone. In general, R30 roof and R20 wall insulation should be specified.

### WINDOWS

Windows and skylights will have U-values <.30 and thermally-broken frames. Windows size and Solar Heat Gain Coefficients (SHGC) will be tuned to building orientation, with north and

(shaded) south-facing glass being larger and having a higher SHGC than east or west-facing glass. Windows should additionally consider the access to views for building occupants.

Reference: Table 5-5 of the [Advanced Energy Design Guide for K-12 School Buildings](#)

## SHADING

The need for glare and heat control (on E/S/W elevations) should be determined through daylight modeling and provided via exterior shading devices.

- **Interior shades** will be provided in all classrooms and offices.
- **Exterior building shades** will be provided, with consideration of solar angled or perforated sunshades.
- **Exterior ground shading:**
  - Shading must cover at least 50% of the parking area. All parking shade structures will have PV arrays.
  - Shade tree plantings will be required over at least 20% of the landscape area and 20% of the hardscape area within 15 years, with landscape irrigation necessary to establish and maintain tree health (per Title 24).

## DAYLIGHTING

Whenever possible, buildings will utilize natural light to meet lighting needs. Acceptable strategies include sloped ceilings, light louvers, clerestories, reflective interior surfaces, sun tubes, and skylights along interior walls.

## LIGHTING

In general, lights should run parallel to windows, with the closest bank controlled via daylight sensors. Lights in daylit stairs or hallways should be similarly controlled. Skylights, sun tubes, or light wells may be considered in permanently occupied spaces without access to natural light provided that rooftop solar requirements can be met.

- **Interior lighting** will be 100% LED, with manual on/auto off in classrooms/offices, occupancy sensors in common areas, and daylighting controls per Title 24. A Lighting Power Density (LPD) of 0.4 watts/sf or less shall be achieved. Architects should refer to the District's Technical Standards and Specifications for appropriate light levels, set points, and design guidance for each space type. Zoned lighting should be considered where appropriate to utilize lighting systems only when needed.
- **Exterior lighting** will also be LED, incorporate bi-level control, and astronomical time clocks.

## ELECTRICAL

Size of new transformers and switchgear should be right-sized. They will be evaluated based on future electric heating and solar loads wherever possible. Often electrical equipment is already oversized and with energy efficiency measures in place, the increase in size may not be needed. This should be carefully evaluated for each project. Electrical rooms should provide a spare breaker for future PV panels and space for a solar inverter. Plug loads (controlled and uncontrolled), electrical systems (cameras, fire alarm, IT), lighting, heating/cooling, ventilation, kitchen equipment, and DHW should be monitored and may be separately sub-metered if cost effective and appropriate in new buildings and when subpanels are replaced in existing ones. Electric vehicle and bus infrastructure should be considered where appropriate.

An energy monitor and comprehensive energy dashboard are to be installed in all new and modernized buildings to maintain the engagement of students, staff, and the larger community. The energy dashboard is an unparalleled source of data about how the building is performing.

## PLUG LOADS

Plug loads consist of the many and varied devices that are plugged into receptacle outlets in buildings. Plug loads can be controlled either with a management plan requiring human action or with a passive system where plug load devices are controlled by an automation system that removes human action from the equation (preferred). Staff refrigerators and microwaves should be provided to discourage individual units. Outlets wired for receptacle control (as per Title 24) shall be clearly labeled. HVAC systems should be designed to ensure appropriate thermal comfort with adjustability, and then thoroughly commissioned to ensure proper installation, to reduce the use of fans and portable heaters.

## KITCHEN EQUIPMENT

Efficient kitchen equipment is required and must be all electric by 2045. The CA Energy Wise website provides [equipment recommendations](#) for kitchen appliances, walk-ins, and cooking hoods. Include commercial induction ranges for making school meals wherever possible. The [Food Service Technology Center](#) provides best practices on all-electric kitchens.

## HEATING & COOLING

Heating and cooling shall be provided by HFC-free (when available), centralized, all-electric systems that meet [CEE Tier 2](#) levels of efficiency. Projects should prioritize the removal of gas heating systems in existing buildings and **NO** gas heating systems are allowed in new construction.

## VENTILATION

Mechanical ventilation should incorporate dedicated outside air systems (DOAS) with occupancy and/or CO<sub>2</sub>-based controls, a 15-minute delay, and MERV-13 final filters throughout. Fresh air should originate from a shaded/cool part of the building exterior and be delivered low in each space. Ceiling fans may be used to expand the comfort range and to allow for an increased cooling set point. Kitchen hoods should incorporate heat recovery and variable flow control and be designed according to CA Energy Wise [Design Guides](#). Ventilation in single-occupancy restrooms should be tied into the local occupancy sensor.

Design teams should additionally consult the [CDC recommendations](#) for ventilation best practices to increase the delivery of clean air and dilute potential contaminants.

## CONTROLS

Space conditioning controls should be tied into the District EMS systems and separate controls provided for each zone. Occupied hours vary depending on room (7AM-3PM for classrooms; 7AM-3PM for offices, etc.). The system should be off after hours, on weekends, and over unoccupied holidays (with the possibility of limited duration and zone-specific overrides).

- Set points should be 68 +/- 3 degrees F in heating mode and 78 +/- 3 degrees F in cooling mode for all new/modernized buildings
- Set points should be 68 degrees F in heating mode and 74 degrees F in cooling mode for all non-modernized buildings.

## HOT WATER

Refer to the [Advanced Energy Design Guide for K-12 School Buildings](#) for domestic and service hot water. In addition, large kitchens with walk-in coolers/freezers should be outfitted with heat

recovery systems that preheat hot water. All pipes shall be insulated, and water temps set at <120 degrees F, except for commercial kitchen water temperatures.

## **RENEWABLES**

Appropriately sized breakers, panel and conduit will be included in the base bid. Renewable energy system panels and equipment will be considered as an add alternate in new construction and major modernization construction projects. Projects will use the [PV Watts Calculator](#) to calculate the solar capacity for your project location and compare against the modeled energy use to correctly size the PV array.

## **ADDITIONAL CONSIDERATIONS:**

### **WATER & IRRIGATION**

Urinals shall use no more than one pint per flush and be installed with partitions in all male restrooms. Other fixtures shall meet the latest CalGreen requirements. Remodeled restrooms shall contain shut-off valves to aid in the identification and repair of plumbing leaks. Multi-fixture restrooms should be pre-plumbed to receive rainwater for toilet flushing. Drought-tolerant plants should be used (outside of food gardens), hose bibbs provided around the perimeter of buildings, and natural grass replaced with turf on athletic fields.

### **STORM & RAINWATER**

Playground matting shall be permeable, and schoolyards should be graded to allow perimeter infiltration.

It shall be the goal of all new projects to capture and retain all stormwater runoff on site. To that end, all roofs shall be rainwater-harvesting friendly (TPO, metal) and incorporate external downspouts. Backflow devices are required at the point of collection and at the street. Finally, toilets at frequently used multi-stall restrooms should be pre-plumbed as follows (or retrofitted during gut modernizations):

- Toilets should be served by a dedicated water line that is labeled as a rainwater line (inside walls only).
- That water line should be connected to the local domestic water system.
- Design teams should create an accessible tie-in point where future rainwater can be routed into the toilet water line and a three-way valve added.
- Low impact development, like rain gardens, porous pavement, and bioswales shall be considered when appropriate.

### **MATERIALS**

Finishes and other materials shall be durable, contain recycled/bio-based content, lead and PVC-free, recyclable at end-of-life, and meet low emissions criteria outlined in CalGreen and CA Section 01350. This applies to paints, coatings, adhesives, sealants, flooring/carpet, composite wood/panels, acoustical ceilings, insulation, and furniture.

### **EV and FLEET**

EV charging capability shall be incorporated for a minimum of Level 2 Charging Infrastructure for 10% of the current parking spaces for staff and visitors. Additionally, the District plan to transition EV Fleet to Electric Bus should be made available to the design team to be able to appropriately incorporate bus charging infrastructure for future charging.

### **ACTIVE COMMUTE**

Walking and biking routes on the school campus shall be planned to improve safety and encourage active commutes. Design teams will provide one bike rack (4-loops) for schools on hills and two bike racks or enough to meet demand (whichever is greater) at all other locations. Design teams will engage with external partners, including the city, to ensure active transportation friendly crosswalks and sidewalks are either maintained or included in the design.

### **SCHOOLYARD**

Incorporate drought tolerant and biophilic landscaping wherever possible. Ensure the design is student and maintenance friendly.

- Shade tree plantings will cover at least 30% of each school property in the areas used by children and youth during the school day.
- Per Title 24, shade tree plantings will be required over at least 20% of the landscape area and 20% of the hardscape area within 15 years, with landscape irrigation necessary to establish and maintain tree health.
- Interactive gardens and outdoor classrooms should be considered at all elementary schools. The design should be student and maintenance friendly.
- Design schoolyards to protect students from extreme heat while also nurturing their development and growth. This means climate resilient schoolyards with nature play, outdoor classrooms, gardens, and pocket forests.



# SACRAMENTO CITY UNIFIED SCHOOL DISTRICT BOARD OF EDUCATION

Agenda Item# 13.1a

**Meeting Date:** September 21, 2023

**Subject:** Approval/Ratification of Grants, Entitlements, and Other Income Agreements  
Approval/Ratification of Other Agreements  
Approval of Bid Awards  
Approval of Declared Surplus Materials and Equipment  
Change Notices  
Notices of Completion

- Information Item Only
- Approval on Consent Agenda
- Conference (for discussion only)
- Conference/First Reading (Action Anticipated: \_\_\_\_\_)
- Conference/Action
- Action
- Public Hearing

**Division:** Business Services

**Recommendation:** Recommend approval of items submitted.

**Background/Rationale:**

**Financial Considerations:** See attached.

**LCAP Goal(s):** College, Career and Life Ready Graduates; Safe, Emotionally Healthy, Engaged Students; Family and Community Empowerment; Operational Excellence

**Documents Attached:**

1. Grants, Entitlements, and Other Income Agreements
2. Expenditure and Other Agreements
3. Approval of Declared Surplus Materials and Equipment
4. Recommended Bid Awards – Purchasing
5. Change Notices – Facilities Projects
6. Notices of Completion – Facilities Projects

**Estimated Time of Presentation:** N/A

**Submitted by:** Jesse Castillo, Assistant Superintendent of Business Services

Tina Alvarez Bevens, Contract Analyst

**Approved by:** Lisa Allen, Interim Superintendent

## GRANTS, ENTITLEMENTS AND OTHER INCOME AGREEMENTS – REVENUE

<u>Contractor</u>	<u>New Grant</u>	<u>Amount</u>
<b><u>CAREER AND COLLEGE DEPARTMENT</u></b>		
California Department of Education A24-00024	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	\$100,000 No Match
Period: 7/1/23-6/30/27. Description: College and Career Access Pathways Grant at Arthur A. Benjamin Professions High School. One-time grant award of \$100,000.		

<b><u>CAREER AND COLLEGE DEPARTMENT</u></b>		
California Department of Education A24-00025	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	\$100,000 No Match
Period: 7/1/23-6/30/27. Description: College and Career Access Pathways Grant at School of Engineering and Sciences High School. One-time grant award of \$100,000.		

<b><u>EARLY LEARNING AND CARE DEPARTMENT</u></b>		
SETA A24-00026	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	\$6,455,105 Head Start \$316,290 Early Head Start No Match
Period: 8/1/23-7/31/24. Description: College and Career Access Pathways Grant at School of Engineering and Sciences High School.		

## EXPENDITURE AND OTHER AGREEMENTS

### Restricted Funds

<u>Contractor</u>	<u>Description</u>	<u>Amount</u>
<b><u>FACILITIES DEPARTMENT</u></b>		
Kitchell SA24-00267	5/4/23 – 12/31/24: Project and construction management services for the Pacific Elementary School New School and Modernization project. Project consists of a new TK-6 school campus.	\$2,105,614 Measure H Funds
New Contract: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	Kitchell CEM was selected for this project from the District's pool of construction managers qualified through an RFQ process in December 2021.	
Lionakis SA24-00316	8/24/23 – 6/30/27: Architectural and engineering services for the Pacific Elementary School New School and Modernization project. Project consists of a new TK-6 school campus.	\$3,760,000 Measure H Funds
New Contract <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	Lionakis was selected for this project from the District's pool of architects qualified through a Request for Qualification process on February 20, 2020.	



**FOSTER YOUTH DEPARTMENT**

Tutor Me SA24-00085	08/01/2023 – 6/30/24: Agreement for provision of academic tutoring sessions and/or homework support in Math and English Language Arts for foster youth and homeless students as needed during the 2023/2024 school year. Contractor will work with students that are functioning at one or more years below grade level individually and in groups of up to 3 students. Contractor will track student outcomes in the areas of academic growth and attendance and provide a year-end report on program outcomes.	\$200,000 ESSER III Funds
New Contract:		
<input type="checkbox"/> Yes		
<input checked="" type="checkbox"/> No		

**SPECIAL EDUCATION DEPARTMENT**

Speech Pathology Group Inc. SA24-00138	Speech Therapy and Education Specialist as requested by the Special Education Department for Fiscal Year 2023-2024.	\$1,081,920 Special Education Funds
New Contract:		\$1,081,920
<input checked="" type="checkbox"/> Yes		Special
<input type="checkbox"/> No		Education IDEA Funds
		Total Contract Amount \$2,163,840

**COUNSELING DEPARTMENT**

Improve Your Tomorrow SA24-00294	7/1/21 – 6/30/24: Improve Your Tomorrow MOU agreement for the Counseling Services Department. This MOU will implement the IYT College Academy at Luther Burbank High School and Rosa Parks K-8 School. IYT College Academy will include ITY College Academy career-based activities; Professional Mentorship and Leadership Development; Career Assessments and Workshops; Work-based Field Trips; Family Engagement; and Volunteering and Internships. Action Item No. C5.	\$150,000 ESSER III Funds
New Contract:		
<input checked="" type="checkbox"/> Yes		
<input type="checkbox"/> No		

**CHARLES A. JONES SKILLS CENTER DEPARTMENT**

California Firefighter Joint Apprenticeship Committee SA24-00318	7/1/23 – 6/30/24. The Charles A. Jones and Joint Apprenticeship Committee (JAC) will provide related and supplemental instruction for apprentice Fire Fighters, Fire Fighter IIs, Fire Apparatus Engineers, Firefighter EMTs, Fire Fighter Divers, Emergency Medical Technicians, Paramedics, Engineers, Fire Officers, Fire Equipment Specialists, Fire Inspectors, Fire Marshals, Fire Prevention Officers, Hazardous Materials Technicians, Fire Department Training Officers, Wildland Fire Fighter Specialists, Arson and Bomb Investigators, Fire Fighter Paramedics, Fire Suppression Technicians and Heavy Fire	\$718,190 CAJ-CAL Fire Apprenticeship Funds
New Contract:		
<input checked="" type="checkbox"/> Yes		
<input type="checkbox"/> No		

Equipment Operators, with participating departments as determined by the CAL-JAC.

**APPROVAL OF DECLARED SURPLUS MATERIALS AND EQUIPMENT**

SITE/DEPT	DESCRIPTION
Earl Warren ES O.W. Erlewine ES Oakridge ES	BACKGROUND: The Education Code regulates the procedures by which a school district can dispose of personal property. Education Code section 17546 provides that the governing board may, by unanimous vote, dispose of items valued at \$2,500 or less by private sale without advertising, by selling the items at public auction, or if the board finds that the property is of insufficient value to defray the costs of arranging a sale, the property may be donated to a charitable organization deemed appropriate by the board, or it may be disposed of in the local public dump. The District has held previous auctions, but they have generally cost more than they have netted for the District.
ITEMS	
Computers (29 each) Chromebooks (214 each) Laptops (7 each) Monitors (1 each) Printers (27 each) Projectors (3 each) Misc. TV, phones (25 each)	STATUS: The District has determined these items are not repairable nor usable.
TOTAL VALUE	RECOMMENDATION: It is recommended that the Board of Education approve the salvage of the listed items per Education Code section 17546
\$0.00	
DISPOSAL METHOD	
E-Waste Recycle	

SITE/DEPT	DESCRIPTION
Nutrition Services Facilities Maintenance	BACKGROUND: The Education Code regulates the procedures by which a school district can dispose of personal property. The governing board of any school district may sell for cash any personal property belonging to the district if the property is unsatisfactory or not suitable for school use as required under Education Code §17545(a)(b), §17546(a)(b)
	The money received from the sale shall be placed to the credit of the fund from which the original expenditure for the purchase of the property was made or in the general or reserve fund of the District as required under Education Code §17547
	RECOMMENDATION: It is recommended that the Board of Education approve the auction of the listed items per Education Code section 17545, 17546.

ITEM	SITE/DEPARTMENT	MINIMUM VALUE	DISPOSAL METHOD
2005 Ford Aerostar	Nutrition Services	\$500.00	Auction
2006 Ford Aerostar	Nutrition Services	\$500.00	Auction

2006 Ford Aerostar	Nutrition Services	\$500.00	Auction
1999 Refurbished Trane 100 Ton Chiller	Facilities Maintenance	\$15,000.00	Auction

## **RECOMMENDED BID AWARDS – PURCHASING**

**Bid No:** 24-0844 Transportation Home-to-School Augmented Services

Bids received: September 5, 2023, 2:00 pm

Recommendation: Multiple Award to: Pawar Transportation, LLC  
Everdriven Technologies, LLC

Pursuant to Education Code section 39802, the District seeks to procure the service at the lowest possible price consistent with proper and satisfactory service. The District may award the contract or contracts to other than the lowest bidder. The District also reserves the right, in its sole discretion, to award multiple contracts for services on an as-needed basis to multiple, different bidders.

Combined Anticipated Award Amount: \$2,000,000

Funding Source: ESSER III Funds

BIDDER	BIDDER LOCATION	AMOUNT
Pawar Transportation, LLC	Walnut Creek, CA.	Ambulatory \$140 Flat Day Rate Non-Ambulatory \$140 Flat Day Rate
Everdriven Technologies, LLC	Greenwood Village, CO.	Ambulatory \$70.00 Base/\$2.58 per mile Non-Ambulatory \$70.00 Base/\$2.58 per mile
Hop, Skip, Drive, Inc.	Los Angeles, CA	Ambulatory \$50.00 Base/\$2.50 per mile Non-Ambulatory – No Bid
Adroit Advanced Technologies, Inc.	Houston, TX	Ambulatory \$150 Base/\$2.65 per mile Non-Ambulatory \$72.00 Base/\$2.65 per mile
First Student, Inc.	Cincinnati, OH.	Ambulatory \$71.00 Base/\$2.50 per mile Non-Ambulatory \$111.00 Base/\$2.50 per mile

**Bid No:** 24-0921 Fixed Asset Valuation

Bids received: September 1, 2023, 2:00 pm

Recommendation: Award to Divot Assets

Funding Source: General Funds

BIDDER	BIDDER LOCATION	AMOUNT
Divot Assets	Arlington, MA	\$42,955
Associated Valuation Services	Modesto, CA	\$140,677

## **CHANGE NOTICES – FACILITIES PROJECTS**

The following change notice is submitted for approval.

**Project:** Cesar Chavez / Edward Kemble New Construction and Modernization

**Recommendation:** Balfour Beatty / Clark & Sullivan, a joint venture was awarded preconstruction services at the December 15, 2022 Board of Education Meeting to authorize staff to pursue a lease-leaseback contract with Balfour Beatty / Clark & Sullivan. Once plans are finalized, approved by Division of State Architect and the guaranteed maximum price (GMP) for the project is developed, the construction contract will be submitted to the Board for approval. This request for proposal was publicly advertised on September 26, 2022 and October 3, 2022.

Original Pre-Construction Amount: \$74,810; Measure H Funds

Amendment No. 1 Amount: \$76,836; Measure H Funds (long lead material procurement for Interim Housing); board approved March 2, 2203

Amendment No. 2 Amount: \$535,166; Measure H Funds (long lead material procurement for Interim Housing). Approve Amendment No. 2 for \$535,166; Measure H Funds to Balfour Beatty / Clark & Sullivan, a joint venture. Amendment No. 2 is for securing long lead items on materials as part of this summer's interim housing project including carpet, portable foundation systems, and site utilities pipe and fittings. All work as part of a Lease Leaseback (LLB), including amendments, have bids completed at the sub-contractor level by the LLB entity.

Amendment No. 3 Amount: \$11,246,889; Measure H Funds. Approve Amendment No. 3 for Increment 1 of construction for the Portable Relocation including twenty-two (22) portable classrooms, two (2) restrooms and Admin Office.

Amendment No. 4 Amount: \$(1,588,517); Measure H Funds. Approve Amendment No. 4 for \$(1,588,517) to Balfour Beatty / Clark & Sullivan, a joint venture. Amendment No. 4 revises the Guaranteed Maximum Price (GMP) to remove the CCD #2 allowance line and adds a costs line for DSA approved plans set CCD #2 which includes site work such as building pads, underground utilities, and lime treatment. This extends the GMP until April 2024 for general conditions and requirements as part of the DSA approved plan set CCD#2. This is a deductive cost change to the contract.

New Total Contract Amount: \$10,345,544; Measure H Funds

The cost of construction is currently estimated at \$76,000,000.

Original Contract Completion Date: September 1, 2025

New Contract Completion Date: September 1, 2025

## **NOTICES OF COMPLETION – FACILITIES PROJECTS**

Contract work is complete and Notices of Completion may be executed.

<b>Contractor</b>	<b>Project</b>	<b>Completion Date</b>
John F. Otto dba Otto Construction	Luther Burbank HS Pool Replacement	8/16/23

### Grant Award Notification

<b>GRANTEE NAME AND ADDRESS</b> Mr. Jorge Aguilar, Superintendent Sacramento City Unified School District PO Box 246870 Sacramento, CA 95824-6870				<b>CDE GRANT NUMBER</b>			
				<b>FY</b>	<b>PCA</b>	<b>Vendor Number</b>	<b>Suffix</b>
				2023	25667	67439	01
<b>Attention</b> Mr. Jorge Aguilar, Superintendent				<b>STANDARDIZED ACCOUNT CODE STRUCTURE</b>		<b>COUNTY</b>	
<b>Program Office</b> Accounting Office				<b>Resource Code</b>	<b>Revenue Object Code</b>	34	
<b>Telephone</b> 916-643-9000				7339	8590	<b>INDEX</b>	
<b>Name of Grant Program</b> College and Career Access Pathways Grant						0615	
<b>GRANT DETAILS</b>	<b>Original/Prior Amendments</b>	<b>Amendment Amount</b>	<b>Total</b>	<b>Amend. No.</b>	<b>Award Starting Date</b>	<b>Award Ending Date</b>	
	\$100,000		\$100,000		07/01/2023	06/30/2027	
<b>CFDA Number</b>	<b>Federal Grant Number</b>	<b>Federal Grant Name</b>			<b>Federal Agency</b>		

I am pleased to inform you that you have been funded for the College and Career Access Pathways Grant at Arthur A. Benjamin Health Professions High School.

This award is made contingent upon the availability of funds. If the Legislature takes action to reduce or defer the funding upon which this award is based, this award will be amended accordingly.

Please return the original, signed Grant Award Notification (AO-400) to:

Justin Keithline, Staff Services Analyst  
 Career and College Transition Division  
 California Department of Education  
 1430 N Street, Suite 4202  
 Sacramento, CA 95914-5901

<b>California Department of Education Contact</b> Diane Crum		<b>Job Title</b> Education Programs Consultant	
<b>Email Address</b> CCAPgrant@cde.ca.gov		<b>Telephone</b> 916-323-5765	
<b>Signature of the State Superintendent of Public Instruction or Designee</b> 		<b>Date</b> August 25, 2023	
<b>CERTIFICATION OF ACCEPTANCE OF GRANT REQUIREMENTS</b>			
On behalf of the grantee named above, I accept this grant award. I have read the applicable certifications, assurances, terms, and conditions identified on the grant application (for grants with an application process) or in this document or both, and I agree to comply with all requirements as a condition of funding.			
<b>Printed Name of Authorized Agent</b> Jesse Castillo		<b>Title</b> Assistant Superintendent	
<b>E-mail Address</b> jesse-m-castillo@scusd.edu		<b>Telephone</b> (916) 643-9055	
<b>Signature</b> 		<b>Date</b> 9/17/23	

RECEIVED

AUG 30 2023

### Grant Award Notification

<b>GRANTEE NAME AND ADDRESS</b> Mr. Jorge Aguilar, Superintendent Sacramento City Unified School District PO Box 246870 Sacramento, CA 95824-6870				<b>CDE GRANT NUMBER</b>			
				<b>FY</b>	<b>PCA</b>	<b>Vendor Number</b>	<b>Suffix</b>
				2023	25667	67439	02
<b>Attention</b> Mr. Jorge Aguilar, Superintendent				<b>STANDARDIZED ACCOUNT CODE STRUCTURE</b>		<b>COUNTY</b>	
<b>Program Office</b> Accounting Office				<b>Resource Code</b>	<b>Revenue Object Code</b>	34	
<b>Telephone</b> 916-643-9000				7339	8590	<b>INDEX</b>	
<b>Name of Grant Program</b> College and Career Access Pathways Grant						0615	
<b>GRANT DETAILS</b>	<b>Original/Prior Amendments</b>	<b>Amendment Amount</b>	<b>Total</b>	<b>Amend. No.</b>	<b>Award Starting Date</b>	<b>Award Ending Date</b>	
	\$100,000		\$100,000		07/01/2023	06/30/2027	
<b>CFDA Number</b>	<b>Federal Grant Number</b>	<b>Federal Grant Name</b>			<b>Federal Agency</b>		
I am pleased to inform you that you have been funded for the College and Career Access Pathways Grant at School of Engineering and Sciences.							
This award is made contingent upon the availability of funds. If the Legislature takes action to reduce or defer the funding upon which this award is based, this award will be amended accordingly.							
Please return the original, signed Grant Award Notification (AO-400) to:							
Justin Keithline, Staff Services Analyst Career and College Transition Division California Department of Education 1430 N Street, Suite 4202 Sacramento, CA 95914-5901							
<b>California Department of Education Contact</b> Diane Crum				<b>Job Title</b> Education Programs Consultant			
<b>Email Address</b> CCAPgrant@cde.ca.gov				<b>Telephone</b> 916-323-5765			
<b>Signature of the State Superintendent of Public Instruction or Designee</b> 				<b>Date</b> August 25, 2023			
<b>CERTIFICATION OF ACCEPTANCE OF GRANT REQUIREMENTS</b>							
On behalf of the grantee named above, I accept this grant award. I have read the applicable certifications, assurances, terms, and conditions identified on the grant application (for grants with an application process) or in this document or both, and I agree to comply with all requirements as a condition of funding.							
<b>Printed Name of Authorized Agent</b> Jesse Castillo				<b>Title</b> Assistant Superintendent			
<b>E-mail Address</b> jesse-m-castillo@scusd.edu				<b>Telephone</b> (916) 643-9055			
<b>Signature</b> 				<b>Date</b> 9/13/23			

**RECEIVED**  
 AUG 30 2023

<b>AGREEMENT for Delegation of Operation of <input type="checkbox"/>ea</b>		<b>AGREEMENT NUMBER</b>	
		<input type="checkbox"/> 4C5551S0	
<b>1. DELEGATE INFORMATION:</b>		<b>2. ACTIVITY:</b>	
Name: Sacramento City Unified School District		Head Start and Early Head Start	
<b>3. AGREEMENT TERM:</b>	8/1/2023 through 7/31/2024	<b>4. CAT. NO./CFDA:</b>	93.600
<b>5. AWARD AMOUNT:</b>	\$6,455,105.00 HS BASIC, TTA, COLA, QI <input type="checkbox"/> \$316,290.00 EHS BASIC, TTA, COLA, QI <input type="checkbox"/>	<b>6. DUNS#:</b>	060697109
<b>7. TERMS &amp; CONDITIONS:</b>			
The parties agree to comply with all terms and conditions of the Agreement, which consists of this signature page and the following Exhibits, each of which is attached hereto and incorporated herein by reference and made a part hereof. Exhibits A through G contain Delegate-specific terms and conditions that apply only to Delegate's performance of this Agreement; Exhibits H through Q contain general SETA terms, conditions and requirements that apply to any delegates' performance of a delegate agreement, including this Agreement.			
Exhibit A - Resolution Authorizing Execution of Delegate Agency Agreement with the Sacramento Employment and Training Agency Exhibit B - Summary of Federal Funds, Children to be Served, Child-Adult Ratio and Program Options Exhibit C - Budget and Cost Allocation Plan Exhibit D - Special Conditions Exhibit E - Identification of Head Start Centers Exhibit F - Required Report Schedule Exhibit G - Program Area Plan Exhibit H - Head Start Tobacco Free Policy Exhibit I - Policy on Advances Exhibit J - Fixed Assets, Information Technology and Low-Value Inventory Policies and Procedures Exhibit K - Davis-Bacon Act Contract Provisions Exhibit L - Insurance Requirements Exhibit M - Policy on Confidentiality of Participant Records Exhibit N - HIV/AIDS Policy Exhibit O - Assurances and Certifications Exhibit P - Memorandum of Understanding Exhibit Q - Standard Conditions to Agreement for Delegation of Operation of Head Start Programs			
DELEGATE shall thoroughly examine the Exhibits listed above and attached hereto. The failure of DELEGATE to examine the above-listed Exhibits, or the terms, conditions and requirements set forth therein, shall in no way relieve DELEGATE of its obligations with respect to this Agreement, including compliance with the terms, conditions and requirements set forth in the above-listed Exhibits. By executing this Agreement, DELEGATE specifically agrees to abide by all of the terms, conditions and requirements set forth in the above-listed Exhibits.			
<b>IN WITNESS WHEREOF, this Agreement has been <input type="checkbox"/>ate <input type="checkbox"/> an <input type="checkbox"/> execute <input type="checkbox"/> b <input type="checkbox"/> the parties hereto.</b>			
<b>DELEGATE</b>			
Name: Sacramento City Unified School District			
<b>By:</b>		<b>Date Signed:</b>	
<b>Printed Name/Title of Authorized Signer:</b> Jesse Castillo, Assistant Superintendent of Business Services			
Address: 5735 47 <sup>th</sup> Avenue, Sacramento, CA 95824		<b>E-Mail:</b> jesse-m-castillo@scusd.edu	
<b>SACRAMENTO EMPLOYMENT AND TRAINING AGENCY</b>			
<b>By:</b>		<b>Date Signed:</b>	
<b>Printed Name/Title of Authorized Signer:</b> Jennifer Hernandez, Executive Director			
Address: 925 Del Paso Blvd., Suite 100, Sacramento, CA 95815		<b>E-Mail:</b>	

**\*Expenditure of COLA/QI funds under this award shall not commence until SETA is in receipt of the Notice of Award (NOA) from the Department of Health and Human Services/Administration for Children and Families for the grant funds. Once the NOA is received, DELEGATE may invoice for costs incurred beginning August 1, 2023.**



**EXHIBIT A**

**RESOLUTION AUTHORIZING EXECUTION  
OF DELEGATE AGENCY AGREEMENT**

RESOLUTION AUTHORIZING EXECUTION OF DELEGATE AGENCY AGREEMENT  
FROM THE SACRAMENTO EMPLOYMENT AND TRAINING AGENCY  
(GOVERNMENTAL ENTITY)

WHEREAS, Sacramento City Unified School District  
(Legal Name of Entity),  
a California local governmental entity (hereinafter referred to as "DELEGATE"), desires to enter  
into an AGREEMENT with the SACRAMENTO EMPLOYMENT AND TRAINING AGENCY, a  
Joint Powers Agency and Head Start Grantee (hereinafter referred to as "SETA"), for the  
operation of a Head Start Program under the Head Start Act, 42 U.S.C. Section 9801, et seq., as  
amended;

THEREFORE, BE IT RESOLVED THAT the Governing Body of DELEGATE hereby  
authorizes the execution of AGREEMENT #24C5551S0 by and between DELEGATE and  
SETA; and

BE IT FURTHER RESOLVED THAT any individual employed by DELEGATE in the  
position(s) of:

Title

1. Superintendent
2. Chief Business & Operations Officer
3. Director III, Early Learning and Care Department

is/are hereby authorized on behalf of and in the name of DELEGATE and as its official act and  
deed to sign and otherwise enter into AGREEMENT #24C5551S0 with SETA; and

BE IT FURTHER RESOLVED THAT any individual employed by DELEGATE in the  
position(s) of:

Title

1. Superintendent
2. Chief Business & Operations Officer
3. Director III, Early Learning and Care Department

shall be authorized to act on behalf of DELEGATE with respect to this AGREEMENT

#24C5551S0 by and between DELEGATE and SETA and that SETA may rely upon any communication or act, including telephone communication, made by the individuals authorized to act on behalf of DELEGATE pursuant to this resolution; and

BE IT FURTHER RESOLVED THAT the following individuals comprise the entire Governing Body of DELEGATE\*\*\*:

<u>Name</u>	<u>Address</u>	<u>City, Zip Code</u>
1. <u>Chinua Rhodes</u>	<u>5735 47th Avenue</u>	<u>Sacramento, 95824</u>
2. <u>Lavinia Grace Phillips</u>	<u>5735 47th Avenue</u>	<u>Sacramento, 95824</u>
3. <u>Jasjit Singh</u>	<u>5735 47th Avenue</u>	<u>Sacramento, 95824</u>
4. <u>Tara Jeane</u>	<u>5735 47th Avenue</u>	<u>Sacramento, 95824</u>
5. <u>Christina Pritchett</u>	<u>5735 47th Avenue</u>	<u>Sacramento, 95824</u>
6. <u>Jamee Villa</u>	<u>5735 47th Avenue</u>	<u>Sacramento, 95824</u>
7. <u>Taylor Kayatta</u>	<u>5735 47th Avenue</u>	<u>Sacramento, 95824</u>
8. _____	_____	_____
9. _____	_____	_____

\*\*\* Add additional pages if necessary

AND BE IT FURTHER RESOLVED THAT the authority conferred pursuant to this resolution and the representations contained herein shall remain in full force and effect until written notice of the revocation thereof shall have been received by SETA.

I, Jorge A. Aguilar, Superintendent  
(Name/Title)  
of Sacramento City Unified School District, a California  
(Legal Name of Entity)  
local governmental entity, do hereby certify and declare that the foregoing is a full, true and  
complete copy of a resolution duly passed and adopted by the Governing Body of said entity at a  
meeting of said Body duly and regularly called, noticed and held, at  
5735 47<sup>th</sup> Ave. - Serna Center, on the 18<sup>th</sup> day of May, 2023, at  
which meeting a quorum of the Governing Body was present and a majority of which quorum  
voted in favor of said resolution, and that said resolution is now in full force and effect.

I have executed this Resolution on this 18<sup>th</sup> day of May, 2023.

Sacramento City Unified School District  
(Name of Entity)

BY: [Signature]  
(Signature)

Jorge A. Aguilar  
(Typed Name)

Superintendent  
(Title)

**EXHIBIT B**

**SUMMARY OF FEDERAL FUNDS, CHILDREN TO BE  
SERVED, CHILD-ADULT RATIO, AND  
PROGRAM OPTIONS**

**HEAD START**

**SUMMARY OF FEDERAL FUNDS, CHILDREN TO BE SERVED,  
CHILD-ADULT RATIO, AND PROGRAM OPTIONS**  
**HEAD START**

**Delegate:** Sacramento City Unified School District

**Street Address:** 5735 47<sup>th</sup> Avenue **City:** Sacramento **Zip:** 95824

**Head Start Director’s Name:** Melissa Sigar **Phone:** 916-643-7850

**Policy Council Chairperson:** Sara Scott **Phone:** 916-696-9841

**Street Address:** 1437 Kitchner Road **City:** Sacramento **Zip:** 95822

**Federal Share:**

PA 22 (HS Basic)	\$ 5,886,717
PA 20 (HS T/TA)	\$ 31,200
PA 22 (HS COLA)	\$ 329,656
PA 20 (HS QI)	\$ 207,532

**Local Share:**

(25% of total Federal share or 20% of total program cost) \$ 1,613,776

**Total Program Costs:** \$ 8,068,881

**Use one chart per program option for *each group of children served in different hours of service.***

<b>Program Information – Program Option 1: LDO: HS- CSPP Wrap</b>	<b>PA 22</b>
(a) Number of children to be enrolled	580
(b) Child/Adult Ratio	8:1
(c) Number of handicapped children to be enrolled:	58
(d) Number of weeks per year that program will operate: First day of class: <u>09/05/2023</u> Last day of class: <u>06/13/2024</u>	36
(e) Number of classes:	29
(f) Number of classroom operation hours per day:	M-Th 6.5 & F 3.75

(g) Number of classroom operation days per week:	5
(h) Number of classroom operation hours per week (f times g):	29.75
(i) Number of classroom operation days per year:	178
(j) Total number of hours per program year (f times i) <i>Note: 129 days at 6.5 hours and 49 days at 3.75 hours for Fridays and HV/Parent Conferences.</i>	1022.25
(k) Number of teachers:	29
(l) Number of teacher hours per week:	40
(m) Number of double sessions (same HS teacher in AM and PM class):	N/A
(n) Number of paid teacher aides: Additional Instructional Aides paid for by a blend of state and federal funds will be in the classroom to meet required staff: child ratio	29 <input type="checkbox"/>
(o) Number of home visits per year:	2
(p) Number of hours per home visit:	1.5
(q) Anticipated USDA (CCFP) food reimbursement: remains the same for 2023-24 per FNS	\$ 693,252
(r) Center(s) / Classroom Loc ID (s) in this Option: (29)  Abraham Lincoln Bear Flag Bowling Green Chacon Bowling Green McCoy Camellia Earl Warren Edward Kemble Ethel I Baker Ethel Phillips Father Keith B Kenny Golden Empire H.W. Harkness Hiram Johnson James Marshall John Bidwell John Cabrillo John D Sloat John Still Leataata Floyd Lisbon Martin Luther King Jr.	

Nicolas Oak Ridge Pacific Parkway Peter Burnett Susan B. Anthony Washington Woodbine
--

<b>Program Information – Program Option 2: LDO: HS-State Collaboration Full Day Year-round</b>	<b>PA 22</b>
(a) Number of children to be enrolled	48
(b) Child/Adult Ratio	8:1
(c) Number of handicapped children to be enrolled:	5
(d) Number of weeks per year that program will operate: First day of class: <u>08/01/2023</u> Last day of class: <u>07/31/2024</u>	48
(e) Number of classes:	2
(f) Number of classroom operation hours per day:	7
(g) Number of classroom operation days per week:	5
(h) Number of classroom operation hours per week (f times g):	35
(i) Number of classroom operation days per year:	238
(j) Total number of hours per program year (f times i)	1,666
(k) Number of teachers:	2
(l) Number of teacher hours per week:	40
(m) Number of double sessions (same HS teacher in AM and PM class):	N/A
(n) Number of paid teacher aides: Additional Instructional Aides paid for by a blend of state and federal funds will be in the classroom to meet required staff: child ratio	2
(o) Number of home visits per year:	2
(p) Number of hours per home visit:	1.5
(q) Anticipated USDA (CCFP) food reimbursement: remains the same for 2023-24per FNS	\$ 74,513



(r) Center(s) / Classroom Loc ID (s) in this Option: (2)

Elder Creek

Hiram Johnson

<b>Program Information – Program Option 3: LDO: TK/CSPP/HS</b>	<b>PA 22</b>
(a) Number of children to be enrolled	48
(b) Child/Adult Ratio	8:1
(c) Number of handicapped children to be enrolled:	5
(d) Number of weeks per year that program will operate: First day of class: 09/05/2023    Last day of class: <u>06/13/2024</u>	36
(e) Number of classes: 3 co-mingled classes with 6 HS children enrolled 6 co-mingled classes with 5 HS children enrolled	9
(f) Number of classroom operation hours per day:	M-Th 6.5, F-3.75
(g) Number of classroom operation days per week:	5
(h) Number of classroom operation hours per week (f times g):	29.75
(i) Number of classroom operation days per year:	178
(j) Total number of hours per program year (f times i) <b>169 days at 6.5 hours and 9 days (1 Friday per month except for June) at 3.5 hours</b>	1,130
(k) Number of teachers:	9
(l) Number of teacher hours per week:	40
(m) Number of double sessions (same HS teacher in AM and PM class):	N/A
(n) Number of paid teacher aides:	9
(o) Number of home visits per year:	2
(p) Number of hours per home visit:	1.5
(q) Anticipated USDA (CCFP) food reimbursement: remains the same for 2023-24 per FNS	\$ 181,764

(r) Center(s) / Classroom Loc ID (s) in this Option: (9)

Earl Warren  
 Edward Kemble  
 Ethel Phillips  
 John Bidwell  
 Isador Cohen  
 Mark Twain  
 Martin Luther King Jr.  
 Parkway  
 Susan B. Anthony

<b>Summary of Program Options: Head Start</b>	
Center-Based Funded Enrollment:	
Option 1 – Wrap-1 (20 HS/4 non-HS)	580
Option 2 – Full-Day 12 Month, 7 Hours	48
Option 3 – HS/CSPP/TK Collaboration (6 HS in 3 co-mingled classes; 5 HS in 6 co-mingled classes)	48
<b>Total Head Start Funded Enrollment</b>	<b>676</b>

SCUSD  
 HEAD START PRESCCHOOL- Wrap  
 SCCHOOL CALENDAR 2023-2024

2023																				
<p><b>ONLY CROSS OUT DAYS                  WHEN CLASSES ARE NOT                  IN SESSION</b></p> <p>HEAD START - Wrap                  178 SCHOOL DAYS, 36 weeks</p> <p>Fri and HV/Parent conference days at                  3.75 hrs per day (blue font)</p> <p>129 days at 6.5 hours and 49 days at 3.75 hours                  (Total - 1022.25 hours)</p>	August (0)							September (19)												
	Su	Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa						
			<del>1</del>	<del>2</del>	<del>3</del>	<del>4</del>	<del>5</del>						<del>1</del>	<del>2</del>						
	<del>6</del>	<del>7</del>	<del>8</del>	<del>9</del>	<del>10</del>	<del>11</del>	<del>12</del>	<del>3</del>	<del>4</del>	<del>5</del>	<del>6</del>	<del>7</del>	<del>8</del>	<del>9</del>						
	<del>13</del>	<del>14</del>	<del>15</del>	<del>16</del>	<del>17</del>	<del>18</del>	<del>19</del>	<del>10</del>	11	12	13	14	15	<del>16</del>						
	<del>20</del>	<del>21</del>	<del>22</del>	<del>23</del>	<del>24</del>	<del>25</del>	<del>26</del>	<del>17</del>	18	19	20	21	22	<del>23</del>						
<del>27</del>	<del>28</del>	<del>29</del>	<del>30</del>	<del>31</del>			<del>24</del>	25	26	27	28	29	<del>30</del>							
October (22)							November (16)						December (16)							
Su	Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa
<del>1</del>	2	3	4	5	6	<del>7</del>				1	2	3	4						1	<del>2</del>
<del>8</del>	9	10	11	12	13	<del>14</del>	<del>5</del>	6	7	8	9	<del>10</del>	<del>11</del>	<del>3</del>	4	5	6	7	8	9
<del>15</del>	16	17	18	19	20	<del>21</del>	<del>12</del>	13	14	15	16	17	<del>18</del>	<del>10</del>	11	12	13	14	15	<del>16</del>
<del>22</del>	23	24	25	26	27	<del>28</del>	<del>19</del>	<del>20</del>	<del>21</del>	<del>22</del>	<del>23</del>	<del>24</del>	<del>25</del>	<del>17</del>	18	19	20	21	22	<del>23</del>
<del>29</del>	30	31					<del>26</del>	27	28	29	30			<del>24</del>	<del>25</del>	<del>26</del>	<del>27</del>	<del>28</del>	<del>29</del>	<del>30</del>
														<del>31</del>						
2024																				
January (17)							February (19)						March (16)							
Su	Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa
	<del>1</del>	<del>2</del>	<del>3</del>	<del>4</del>	<del>5</del>	<del>6</del>					1	2	3						1	<del>2</del>
<del>7</del>	8	9	10	11	12	<del>13</del>	<del>4</del>	5	6	7	8	9	<del>10</del>	<del>3</del>	4	5	6	7	8	9
<del>14</del>	<del>15</del>	16	17	18	19	<del>20</del>	<del>11</del>	<del>12</del>	13	14	15	16	<del>17</del>	<del>10</del>	11	12	13	14	15	<del>16</del>
<del>21</del>	22	23	24	25	26	<del>27</del>	<del>18</del>	<del>19</del>	20	21	22	23	<del>24</del>	<del>17</del>	18	19	20	21	22	<del>23</del>
<del>28</del>	29	30	31				<del>25</del>	26	27	28	29			<del>24</del>	<del>25</del>	<del>26</del>	<del>27</del>	<del>28</del>	<del>29</del>	<del>30</del>
														<del>31</del>						
April (22)							May (22)						June (9)							
Su	Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa
	1	2	3	4	5	<del>6</del>				1	2	3	4							<del>1</del>
<del>7</del>	8	9	10	11	12	<del>13</del>	<del>5</del>	6	7	8	9	10	<del>11</del>	<del>2</del>	3	4	5	6	7	<del>8</del>
<del>14</del>	15	16	17	18	19	<del>20</del>	<del>12</del>	13	14	15	16	17	<del>18</del>	<del>9</del>	10	11	12	13	<del>14</del>	<del>15</del>
<del>21</del>	22	23	24	25	26	<del>27</del>	<del>19</del>	20	21	22	23	24	<del>25</del>	<del>16</del>	<del>17</del>	<del>18</del>	<del>19</del>	<del>20</del>	<del>21</del>	<del>22</del>
<del>28</del>	29	30					<del>26</del>	<del>27</del>	28	29	30	31		<del>23</del>	<del>24</del>	<del>25</del>	<del>26</del>	<del>27</del>	<del>28</del>	<del>29</del>
														<del>30</del>						
JULY (0)																				
Su	Mo	Tu	We	Th	Fr	Sa														
	<del>1</del>	<del>2</del>	<del>3</del>	<del>4</del>	<del>5</del>	<del>6</del>														
<del>7</del>	<del>8</del>	<del>9</del>	<del>10</del>	<del>11</del>	<del>12</del>	<del>13</del>														
<del>14</del>	<del>15</del>	<del>16</del>	<del>17</del>	<del>18</del>	<del>19</del>	<del>20</del>														
<del>21</del>	<del>22</del>	<del>23</del>	<del>24</del>	<del>25</del>	<del>26</del>	<del>27</del>														
<del>28</del>	<del>29</del>	<del>30</del>	<del>31</del>																	

SCUSD

HEAD START PRESCHOOL - FULL-DAY  
SCHOOL CALENDAR 2023-2024

2023																				
<b>ONLY CROSS OUT DAYS WHEN CLASSES ARE NOT IN SESSION</b>  <b>HEAD START - Full-day</b> 238 School days, 48 weeks, 7 hours per day  Total - 1666 hours	August (23)							September (20)												
	Su	Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa						
			1	2	3	4	5						1	2						
	<del>6</del>	7	8	9	10	11	<del>12</del>	<del>3</del>	4	5	6	7	8	9						
	<del>13</del>	14	15	16	17	18	<del>19</del>	<del>10</del>	11	12	13	14	15	<del>17</del>						
	<del>20</del>	21	22	23	24	25	<del>26</del>	<del>10</del>	19	20	21	22	23	<del>24</del>						
<del>27</del>	28	29	30	31			<del>25</del>	26	26	27	28	29	<del>30</del>							
October (22)							November (16)							December (16)						
Su	Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa
<del>1</del>	2	3	4	5	6	7				1	2	3	4						1	2
<del>8</del>	9	10	11	12	13	<del>14</del>	<del>5</del>	6	7	8	9	<del>10</del>	<del>11</del>	<del>3</del>	4	5	6	7	8	9
<del>15</del>	16	17	18	19	20	<del>21</del>	<del>12</del>	13	14	15	16	17	<del>18</del>	<del>10</del>	11	12	13	14	15	<del>16</del>
<del>22</del>	23	24	25	26	27	<del>28</del>	<del>19</del>	<del>20</del>	<del>21</del>	<del>22</del>	<del>23</del>	<del>24</del>	<del>25</del>	<del>17</del>	18	19	20	21	22	<del>23</del>
<del>29</del>	30	31					<del>26</del>	27	28	29	30			<del>24</del>	<del>25</del>	<del>26</del>	<del>27</del>	<del>28</del>	<del>29</del>	<del>30</del>
														<del>31</del>						
2024																				
January (17)							February (19)							March (19)						
Su	Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa
	<del>1</del>	<del>2</del>	<del>3</del>	<del>4</del>	<del>5</del>	<del>6</del>					1	2	3						1	2
<del>7</del>	8	9	10	11	12	<del>13</del>	<del>4</del>	5	6	7	8	9	<del>10</del>	<del>3</del>	4	5	6	7	8	9
<del>14</del>	<del>15</del>	16	17	18	19	<del>20</del>	<del>11</del>	<del>12</del>	13	14	15	16	<del>17</del>	<del>10</del>	11	12	13	14	15	<del>16</del>
<del>21</del>	22	23	24	25	26	<del>27</del>	<del>18</del>	<del>19</del>	20	21	22	23	<del>24</del>	<del>17</del>	18	19	20	21	22	<del>23</del>
<del>28</del>	29	30	31				<del>25</del>	26	27	28	29			<del>24</del>	25	26	27	<del>28</del>	<del>29</del>	<del>30</del>
														<del>31</del>						
April (22)							May (22)							June (20)						
Su	Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa
	1	2	3	4	5	<del>6</del>				1	2	3	4							<del>1</del>
<del>7</del>	8	9	10	11	12	<del>13</del>	<del>5</del>	6	7	8	9	10	<del>11</del>	<del>2</del>	3	4	5	6	7	<del>8</del>
<del>14</del>	15	16	17	18	19	<del>20</del>	<del>12</del>	13	14	15	16	17	<del>18</del>	<del>9</del>	10	11	12	13	14	<del>15</del>
<del>21</del>	22	23	24	25	26	<del>27</del>	<del>19</del>	20	21	22	23	24	<del>25</del>	<del>16</del>	17	18	19	20	21	<del>22</del>
<del>28</del>	29	30					<del>26</del>	<del>27</del>	28	29	30	31		<del>23</del>	24	25	26	27	28	<del>29</del>
														<del>30</del>						
JULY (22)																				
Su	Mo	Tu	We	Th	Fr	Sa														
	1	2	3	<del>4</del>	5	<del>6</del>														
<del>7</del>	8	9	10	11	12	<del>13</del>														
<del>14</del>	15	16	17	18	19	<del>20</del>														
<del>21</del>	22	23	24	25	26	<del>27</del>														
<del>28</del>	29	30	31																	

SCUSD

HEAD START PRESCHOOL - SCSPPT COLLABORATION  
SCHOOL CALENDAR 2023-2024

2023																						
<p><b>ONLY CROSS OUT DAYS WHEN CLASSES ARE NOT IN SESSION</b></p> <p>HS/CSPP/TK Collaboration 178 SCHOOL DAYS, 36 weeks 169 days at 6.5 hours and 9 days (1 Friday per month except for June) at 3.5 hours (Total = 1130 hours)</p>	August (0)						September (19)															
	Su	Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa								
			1	2	3	4	5						1	2								
	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24			
	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31			
	26	27	28	29	30			31														
October (22)							November (16)						December (16)									
Su	Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa		
1	2	3	4	5	6	7				1	2	3	4						1	2		
8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	
22	23	24	25	26	27	28	29	30	31					1	2	3	4	5	6	7	8	9
29	30	31												10	11	12	13	14	15	16	17	18
														19	20	21	22	23	24	25	26	27
														28	29	30	31					
														31								
2024																						
January (17)							February (19)						March (16)									
Su	Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa		
	1	2	3	4	5	6					1	2	3						1	2		
7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29
14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31					
21	22	23	24	25	26	27	28	29	30	31				1	2	3	4	5	6	7	8	9
28	29	30	31											10	11	12	13	14	15	16	17	18
														19	20	21	22	23	24	25	26	27
														28	29	30	31					
														31								
April (22)							May (22)						June (9)									
Su	Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa		
	1	2	3	4	5	6				1	2	3	4							1		
7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29
14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31					
21	22	23	24	25	26	27	28	29	30	31				1	2	3	4	5	6	7	8	9
28	29	30					31							10	11	12	13	14	15	16	17	18
														19	20	21	22	23	24	25	26	27
														28	29	30	31					
														31								
JULY (0)																						
Su	Mo	Tu	We	Th	Fr	Sa																
	1	2	3	4	5	6																
7	8	9	10	11	12	13																
14	15	16	17	18	19	20																
21	22	23	24	25	26	27																
28	29	30	31																			

**EXHIBIT B**

**SUMMARY OF FEDERAL FUNDS, CHILDREN TO BE  
SERVED, CHILD-ADULT RATIO, AND  
PROGRAM OPTIONS**

**EARLY HEAD START**

**SUMMARY OF FEDERAL FUNDS, CHILDREN TO BE SERVED,  
CHILD-ADULT RATIO, AND PROGRAM OPTIONS**  
**EARLY HEAD START**

**Delegate:** Sacramento City Unified School District

**Street Address:** 5735 47<sup>th</sup> Avenue **City:** Sacramento **Zip:** 95824

**Head Start Director's Name:** Melissa Sigars **Phone:** 916-643-7850

**Policy Council Chairperson:** Sara Scott **Phone:** 916-696-9841

**Street Address:** 1437 Kitchner Road **City:** Sacramento **Zip:** 95822

**Federal Share:**

PA 25 (EHS Basic)	\$ 286,400
PA 25 (EHS T/TA)	\$ 7,500
PA 25 (EHS COLA)	\$ 16,038
PA 11 (EHS QI)	\$ 6,352

**Local Share:**

(25% of total Federal share or 20% of total program cost) \$ 79,073

**Total Program Costs:** \$ 395,363

**Use one chart per program option for *each group of children served in different hours of service.***

<b>Program Information – Center Based</b>	<b>PA 25</b>
(a) Number of children to be enrolled	16
(b) Child/Adult Ratio	4/1
(c) Number of handicapped children to be enrolled:	2
(d) Number of weeks per year that program will operate: First day of class: 8/1/2023 Last day of class: 7/31/2024	48
(e) Number of classes:	2
(f) Number of classroom operation hours per day:	8
(g) Number of classroom operation days per week:	5
(h) Number of classroom operation hours per week (f times g):	40



**EXHIBIT B**

(i) Number of classroom operation days per year:	238
(j) Total number of hours per program year (f times i)	1904
(k) Number of teachers:	6
(l) Number of teacher hours per week:	8
(m) Number of double sessions (same HS teacher in AM and PM class):	NA
(n) Number of paid teacher aides:	3
(o) Number of home visits per year:	2
(p) Number of hours per home visit:	1.5
(q) Anticipated USDA (CCFP) food reimbursement: remains the same for 2023-24 per FNS	\$ NA
(r) Center(s) / Classroom Loc ID (s) in this Option: American Legion (loc id- TBD) Elder Creek (loc id- TBD)	

<b>Summary of Program Options: Early Head Start</b>	
Center-Based Funded Enrollment:	
Option 1 - Center-based	16
<b>Total Head Start Funded Enrollment</b>	<b>16</b>

**SACRAMENTO CITY USD  
EARLY HEAD START  
SCHOOL CALENDAR 2023-2024**

2023																				
<b>ONLY CROSS OUT DAYS WHEN CLASSES ARE <u>NOT</u> IN SESSION</b>  <b>Early Head Start</b>  238 School days, 48 weeks, 8 hours per day  Total - 1904 hours	August (23)							September (20)												
	Su	Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa						
			1	2	3	4	5						1	2						
	<del>6</del>	7	8	9	10	11	<del>12</del>	<del>3</del>	4	5	6	7	8	9						
	<del>13</del>	14	15	16	17	18	<del>19</del>	<del>10</del>	11	12	13	14	15	<del>17</del>						
	<del>20</del>	21	22	23	24	25	<del>26</del>	<del>18</del>	19	20	21	22	23	<del>24</del>						
<del>27</del>	28	29	30	31			<del>25</del>	26	26	27	28	29	<del>30</del>							
October (22)							November (16)							December (16)						
Su	Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa
<del>1</del>	2	3	4	5	6	7				1	2	3	4						1	2
<del>8</del>	9	10	11	12	13	<del>14</del>	<del>5</del>	6	7	8	9	<del>10</del>	<del>11</del>	<del>3</del>	4	5	6	7	8	9
<del>15</del>	16	17	18	19	20	<del>21</del>	<del>12</del>	13	14	15	16	17	<del>18</del>	<del>10</del>	11	12	13	14	15	<del>16</del>
<del>22</del>	23	24	25	26	27	<del>28</del>	<del>19</del>	<del>20</del>	<del>21</del>	<del>22</del>	<del>23</del>	<del>24</del>	<del>25</del>	<del>17</del>	18	19	20	21	22	<del>23</del>
<del>29</del>	30	31					<del>26</del>	27	28	29	30			<del>24</del>	<del>25</del>	<del>26</del>	<del>27</del>	<del>28</del>	<del>29</del>	<del>30</del>
														<del>31</del>						
2024																				
January (17)							February (19)							March (19)						
Su	Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa
	<del>1</del>	<del>2</del>	<del>3</del>	<del>4</del>	<del>5</del>	<del>6</del>					1	2	3						1	2
7	8	9	10	11	12	<del>13</del>	4	5	6	7	8	9	<del>10</del>	<del>3</del>	4	5	6	7	8	9
<del>14</del>	<del>15</del>	16	17	18	19	<del>20</del>	<del>11</del>	<del>12</del>	13	14	15	16	<del>17</del>	<del>10</del>	11	12	13	14	15	<del>16</del>
<del>21</del>	22	23	24	25	26	<del>27</del>	<del>18</del>	<del>19</del>	20	21	22	23	<del>24</del>	<del>17</del>	18	19	20	21	22	<del>23</del>
<del>28</del>	29	30	31				<del>25</del>	26	27	28	29			<del>24</del>	25	26	27	<del>28</del>	<del>29</del>	<del>30</del>
														<del>31</del>						
April (22)							May (22)							June (20)						
Su	Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa
	1	2	3	4	5	6				1	2	3	4							1
7	8	9	10	11	12	<del>13</del>	5	6	7	8	9	10	<del>11</del>	<del>2</del>	3	4	5	6	7	8
<del>14</del>	15	16	17	18	19	<del>20</del>	<del>12</del>	13	14	15	16	17	<del>18</del>	9	10	11	12	13	14	<del>15</del>
<del>21</del>	22	23	24	25	26	<del>27</del>	<del>19</del>	20	21	22	23	24	<del>25</del>	<del>16</del>	17	18	19	20	21	<del>22</del>
<del>28</del>	29	30					<del>26</del>	<del>27</del>	28	29	30	31		<del>23</del>	24	25	26	27	28	<del>29</del>
														<del>30</del>						
JULY (22)																				
Su	Mo	Tu	We	Th	Fr	Sa														
	1	2	3	4	5	6														
7	8	9	10	11	12	<del>13</del>														
<del>14</del>	15	16	17	18	19	<del>20</del>														
<del>21</del>	22	23	24	25	26	<del>27</del>														
<del>28</del>	29	30	31																	

**EXHIBIT C**

**BUDGET AND COST ALLOCATION PLAN**

**HEAD START AND EARLY HEAD START**

**HEAD START-EARLY HEAD START BUDGET**

Agreement # 24C5551S0/FY 2023-24

Budget Period: From 8/01/2023 To 7/31/2024

Grantee/Delegate: Sacramento City Unified School District

City: Sacramento

Zip Code: 95824 Phone: 916-643-7850

Program contact: Melissa Sigars, Head Start Director

Chair: Sara Scott

HEAD START					EARLY HEAD START				
# of children enrolled: 676		# of Class Sites: 32			# of children enrolled: 16		# of Class Sites: 2		
# of handicapped: 68		# of Classes: 40			# of handicapped: 2		# of Classes: 2		
Cost Categories	Head Start Basic	Head Start TA	Head Start Total	Head Start * Non-Federal	EHS Basic	EHS TA	EHS Total	EHS * Non-Federal	Total
Personnel see attached Schedule A. Personnel	\$ 2,715,530	\$ -	\$ 2,715,530	\$ 1,277,612	\$ 137,299	\$ -	\$ 137,299	\$ 63,395	\$ 2,852,829
Fringe Benefits See attached Schedule B - @ approx.	\$ 2,457,805	\$ -	\$ 2,457,805	\$ 201,868	\$ 67,270	\$ -	\$ 67,270	\$ 10,080	\$ 2,525,075
Travel see attached Schedule C. Travel	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Equipment see attached Schedule D. Equipment	\$ 100,000	\$ -	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 100,000
Supplies see attached Schedule E. Supplies	\$ 153,396	\$ -	\$ 153,396	\$ -	\$ 51,416	\$ -	\$ 51,416	\$ -	\$ -
Contractual	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 0
Construction	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other see attached Schedule H. Other	\$ 274,137	\$ 30,215	\$ 304,352	\$ -	\$ 21,373	\$ 7,263	\$ 28,636	\$ -	\$ -
<b>TOTAL DIRECT CHARGES</b>	\$ 5,700,868	\$ 30,215	\$ 5,731,083	\$ 1,479,480	\$ 277,358	\$ 7,263	\$ 284,621	\$ 73,475	\$ 6,015,704
Indirect Charges 3.26%	\$ 185,848	\$ 985	\$ 186,833		\$ 9,042	\$ 237	\$ 9,279		\$ 196,112
<b>TOTAL</b>	\$ 5,886,717	\$ 31,200	\$ 5,917,917	\$ 1,479,480	\$ 286,400	\$ 7,500	\$ 293,900	\$ 73,475	\$ 6,211,816

Schedule A-1 Personnel Detail

Sacramento City Unified School District

Qty	Title	Hrly Rate	Hrs/Wk	Wks/Yr	Annual	%	HS - Basic	HS - T/TA	EHS - Basic	EHS - T/TA	NFS - HS	NFS - EHS	HSES Class	FTE	variance
<b>Program Design Management</b>															
1	Director III	\$81.22	40	44.6	144,896	30%	43,469						13	0.30	-\$101,427
1	Coordinator	\$64.12	40	44.6	114,383	25%	28,596						14	0.25	-\$85,787
1	Coordinator	\$61.74	40	44.6	110,148	25%	27,537						14	0.25	-\$82,611
1	Coordinator	\$52.91	40	52	110,058	25%	27,515						14	0.25	-\$82,544
4	Subtotal	\$65.00			\$479,485		\$127,116	\$0	\$0	\$0	\$0	\$0		1.05	-\$352,369
<b>Program Design Support</b>															
1	Parent Advisor	\$27.23	40	43.2	47,056	50%	23,528						11	0.50	-\$23,528
1	School Community Liaison	\$19.33	40	38.4	29,691	50%	14,846						11	0.50	-\$14,846
1	Specialist	\$24.77	40	52	51,520	45%	23,184						16	0.45	-\$28,336
1	Specialist	\$23.85	40	52	49,600	45%	22,320						16	0.45	-\$27,280
1	Specialist	\$26.18	40	52	54,460	45%	24,507						16	0.45	-\$29,953
1	Specialist	\$21.55	40	52	44,830	45%	20,174						16	0.45	-\$24,657
1	Specialist	\$21.87	40	52	45,480	45%	20,466						16	0.45	-\$25,014
1	Specialist	\$22.36	40	52	46,510	10%	4,651		16,279				16	0.10	-\$25,581
1	Specialist	\$22.36	40	52	46,510	15%	6,977		4,651				16	0.15	-\$34,883
1	Specialist	\$23.70	40	52	49,303	15%	7,395		4,930				16	0.15	-\$36,977
1	Data Technician	\$28.35	40	52	58,978	30%	17,693		5,898				18	0.30	-\$35,387
1	Program Technician	\$24.98	40	52	51,960	60%	31,176		10,392				17	0.60	-\$10,392
1	Program Technician	\$25.26	40	52	52,548	10%	5,255						17	0.10	-\$47,293
1	Clerk II	\$15.06	40	52	31,331	50%	15,666						16	0.50	-\$15,666
1	Clerk III	\$22.57	40	52	46,948	0%	-						16	-	-\$46,948
20	Subtotal	\$23.30			\$1,296,268		\$237,837	\$0	\$42,150	\$0	\$0	\$0		5.15	-\$1,016,282
<b>Child Health and Development</b>															
1	Coordinator	\$64.61	40	44.6	115,259	25%	28,815						1	0.25	-\$86,444
1	Clinician PSY Social Worker	\$77.95	40	36.2	\$112,878	25%	28,220						6	0.25	-\$84,659
1	Clinician PSY Social Worker	\$77.95	40	36.2	\$112,878	25%	28,220		\$28,220				6	0.25	-\$56,439
1	CC Nurse	\$34.86	40	44.6	\$62,191	40%	24,876						6	0.40	-\$37,315
1	CC Nurse	\$27.93	40	44.6	\$49,819	40%	19,928						6	0.40	-\$29,891
1	Instructional Coach	\$35.95	40	36.2	\$52,049	45%	23,422						15	0.45	-\$28,627
29	CD Teachers HS/ST Wrap	\$58.24	40	36.2	\$2,445,766	45%	1,100,595				1,277,612		2	13.05	-\$67,559
2	CD Teachers HS/ST Full Day 7hrs 12 mo	\$71.63	40	44.6	\$255,582	45%	115,012						2	0.90	-\$140,570
9	TK Teachers HS/CSPP/TK	\$57.46	40	36.2	\$748,783	25%	187,196						2	2.25	-\$561,587
1	CD Teacher Utility 8hr 10 mo	\$58.05	40	36.2	\$84,055	25%	21,014						2	0.25	-\$63,041
1	Nurse (Infant/Toddler)	\$36.43	40	44.6	\$65,000	33%			\$21,450				6	0.33	-\$43,550
48	Subtotal	\$54.64			\$4,104,260		\$1,577,296	\$0	\$49,670	\$0	\$1,277,612	\$0		18.78	-\$1,199,683
<b>Child Health and Development classified</b>															
29	Instructional Aide- HS/ST Wrap 7hr 10 mo	\$23.55	35	38.4	917,789	45%	413,005						5	11.42	-\$504,784
2	Instructional Aide- HS/ST Full Day 7hr 12 mo	\$22.58	35	52	82,188	45%	36,985						5	0.79	-\$45,203
29	CCA Wrap 6hr 10 mo	\$17.48	30	38.4	583,984	45%	262,793						9	9.79	-\$321,191
2	CCA Full Day 7hr 12 mo	\$14.72	35	52	53,591	45%	24,116						9	0.79	-\$29,475
2	CCA Full Day 3hr 12 mo	\$14.40	12	52	17,971	45%	8,087						9	0.27	-\$9,884
9	CCA HS/CSPP/TK 3hr 10 mo	\$15.92	15	38.4	82,534	25%	20,634						9	0.84	-\$61,901
2	Instructional Aide- Utility 7hr 10 mo	\$11.40	35	38.4	30,650	25%	7,663						5	0.44	-\$22,988
1	Family Advocate (Infant/Toddler)	\$14.80	40	38.4	45,480	100%			45,480				11	1.00	\$0
3	Caregiver (Infant/Toddler)	\$48.61	40	38.4	149,328	0%						47,714	2	-	-\$101,614
3	Instructional Aide (Infant/Toddler)	\$45.16	35	38.4	121,392	0%						15,681	5	-	-\$105,711
3	CCA 3hs 10mo (Infant/Toddler)	\$36.97	15	38.4	42,588	0%							5	-	-\$42,588
85	Subtotal	\$24.15			\$2,127,495		\$773,281	\$0	\$45,480	\$0	\$0	\$63,395		25.33	-\$1,245,339
157	Grand Total				\$ 8,007,508		\$ 2,715,530	\$ -	\$ 137,299	\$ -	\$ 1,277,612	\$ 63,395		50.31	-\$3,813,672

Schedule A. HS Personnel

Agency: Sacramento City Unified School District

FY: 2023-24

Program: Basic & TTA

HSES Line Item (class)		Number of Persons Employed	Cost for Program Operations	Cost for Training & TA	Non- Federal Share
<b>Child Health and Development</b>					
1	Program Managers & Content Area Experts Coordinator Angelle Carson	0.25	28,815	-	-
	Includes program managers, supervisors, and content experts in child development, health, mental health nutrition, and disabilities services. Include home-based and family child care supervisors.				
2	Teachers/Infant Toddler Teachers	16.45	1,423,816	-	1,277,612
	include all teachers, infant and toddler.				
3	Family Child Care Personnel	0.00	-	-	-
	Includes family child care staff if they are agency employees. If providers are not agency employees, enter costs under item (f)(6) or (h)(7).				
4	Home Visitors	0.00	-	-	-
5	Teacher Aides & Other Education Personnel	12.64	457,652	-	-
6	Health/Mental Health Services Personnel	1.09	101,243	-	-
	Includes nurses, health service aides, speech therapists, mental health staff and other health services personnel.				
7	Disabilities Services Personnel	0.00	-	-	-
8	Nutrition Services Personnel	0.00	-	-	-
	includes nutritionists, cooks, and other food services staff.				
9	Other Child Services Personnel	11.69	315,629	-	-
	include any personnel that provide services to children that cannot be reported in any other category.				
<b>Family and Community Partnerships</b>					
10	Program Managers & Content Area Experts	0.00	-	-	-
	Include program managers, coordinators, supervisors, and content experts in parent involvement, social services, volunteer coordination, or other family and community partnership activities.				
11	Other Family & Community Partnerships Personnel	0.92	38,374	-	-
	Include social workers, family service workers, social services aides, parent involvement aides, and other family and partnerships staff.				
<b>Program Design and Management</b>					
12	Executive Director/Other Supervisor of HS Director	0.00	-	-	-
13	Head Start / Early Head Start Director	0.30	43,469	-	-
14	Managers	0.75	83,647	-	-
15	Staff Development Vacant	0.45	23,422	-	-
16	Clerical Personnel	2.67	145,339	-	-
17	Fiscal Personnel	0.54	36,431	-	-
18	Other Administrative Personnel	0.23	17,693	-	-
<b>Other</b>					
19	Maintenance Personnel	0.00	-	-	-
20	Transportation Personnel	0.00	-	-	-
21	Other Personnel	0.00	-	-	-
<b>TOTAL PERSONNEL</b>		<b>47.99</b>	<b>2,715,530</b>	<b>-</b>	<b>1,277,612</b>

Schedule A. EHS Personnel

Agency: Sacramento City Unified School District

FY: 2023-24

Program: Basic & TTA

HSES Line Item (class)		Number of Persons Employed	Cost for Program Operations	Cost for Training & TA	Non- Federal Share
<b>Child Health and Development</b>					
1	Program Managers & Content Area Experts	0.00	-	-	-
	Includes program managers, supervisors, and content experts in child development, health, mental health nutrition, and disabilities services. Include home-based and family child care supervisors.				
2	Teachers/Infant Toddler Teachers	0.00	-	-	47,714
	Include all teachers, infant and toddler.				
3	Family Child Care Personnel	0.00	-	-	-
	Includes family child care staff if they are agency employees. If providers are not agency employees, enter costs under item (f)(6) or (h)(7).				
4	Home Visitors	0.00	-	-	-
5	Teacher Aides & Other Education Personnel	0.00	-	-	15,681
6	Health/Mental Health Services Personnel	0.54	49,670	-	-
	Includes nurses, health service aides, speech therapists, mental health staff and other health services personnel.				
7	Disabilities Services Personnel	0.00	-	-	-
8	Nutrition Services Personnel	0.00	-	-	-
	Includes nutritionists, cooks, and other food services staff.				
9	Other Child Services Personnel	0.00	-	-	-
	Include any personnel that provide services to children that cannot be reported in any other category.				
<b>Family and Community Partnership</b>					
10	Program Managers & Content Area Experts	0.00	-	-	-
	Include program managers, coordinators, supervisors, and content experts in parent involvement, social services, volunteer coordination, or other family and community partnership activities.				
11	Other Family & Community Partnerships Personnel	1.08	45,480	-	-
	Include social workers, family service workers, social services aides, parent involvement aides, and other family and partnerships staff.				
<b>Program Design and Management</b>					
12	Executive Director/Other Supervisor of HS Director	0.00	-	-	-
13	Head Start/Early Head Start Director	0.00	-	-	-
14	Managers	0.00	-	-	-
15	Staff Development	0.00	-	-	-
16	Clerical Personnel	0.48	25,860	-	-
17	Fiscal Personnel	0.16	10,392	-	-
18	Other Administrative Personnel	0.08	5,898	-	-
<b>Other</b>					
19	Maintenance Personnel	0.00	-	-	-
20	Transportation Personnel	0.00	-	-	-
21	Other Personnel	0.00	-	-	-
<b>TOTAL PERSONNEL</b>		<b>2.33</b>	<b>137,299</b>	<b>-</b>	<b>63,395</b>

Class	Total FTE	HS FTE	HS T/TA	EHS FTE	EHS T/TA	HS Amt	HS T/TA Amt	EHS Amt	EHS T/TA Amt	Total Amt	HS In-kind	EHS In-kind	
1	0.25	0.25	-	-	-	28,814.75	-	-	-	28,815	-	-	Program Managers & Content Area Experts
2	16.45	16.45	-	-	-	1,423,816.10	-	-	-	1,423,816	1,277,612	47,714	Teachers/Infant Toddler Teachers
3	-	-	-	-	-	-	-	-	-	-	-	-	- Family Child Care Personnel
4	-	-	-	-	-	-	-	-	-	-	-	-	- Home Visitors
5	12.64	12.64	-	-	-	457,652.15	-	-	-	457,652	-	15,681	Teacher Aides & Other Education Personnel
6	1.63	1.09	-	0.54	-	101,243.00	-	49,670	-	150,913	-	-	- Health/Mental Health Services Personnel
7	-	-	-	-	-	-	-	-	-	-	-	-	- Disabilities Services Personnel
8	-	-	-	-	-	-	-	-	-	-	-	-	- Nutrition Services Personnel
9	11.69	11.69	-	-	-	315,629.20	-	-	-	315,629	-	-	- Other Child Services Personnel
10	-	-	-	-	-	-	-	-	-	-	-	-	- Program Managers & Content Area Experts
11	2.00	0.92	-	1.08	-	38,373.50	-	45,480	-	83,854	-	-	- Other Family & Community Partnerships Personnel
12	-	-	-	-	-	-	-	-	-	-	-	-	- Executive Director/Other Supervisor of HS Director
13	0.30	0.30	-	-	-	43,468.80	-	-	-	43,469	-	-	- Head Start / Early Head Start Director
14	0.75	0.75	-	-	-	83,647.25	-	-	-	83,647	-	-	- Managers
15	0.45	0.45	-	-	-	23,422.05	-	-	-	23,422	-	-	- Staff Development
16	3.15	2.67	-	0.48	-	145,338.95	-	25,860	-	171,199	-	-	- Clerical Personnel
17	0.70	0.54	-	0.16	-	36,430.80	-	10,392	-	46,823	-	-	- Fiscal Personnel
18	0.30	0.23	-	0.08	-	17,693.40	-	5,898	-	23,591	-	-	- Other Administrative Personnel
19	-	-	-	-	-	-	-	-	-	-	-	-	- Maintenance Personnel
20	-	-	-	-	-	-	-	-	-	-	-	-	- Transportation Personnel
21	-	-	-	-	-	-	-	-	-	-	-	-	- Other Personnel
	50.31	47.99	-	2.33	-	2,715,529.95	-	137,299.10	-	2,852,829.05	1,277,612.00	63,395.00	

95%

5%  
50.31



Schedule B - Fringe Benefits

Agency Sacramento City Unified School District

FY 2023-24

Basic & TTA

HSES Line Item	%	Description	Head Start		Early Head Start		Head Start	Early Head Start
			Basic	T&TA	Basic	T&TA	NFS	NFS
1	7.65%	Social Security	207,738	-	10,503	-	97,126	4,850
	1.00%	Unemployment Insurance	27,155	-	1,373	-	12,696	634
	3.75%	Worker's Comp Insurance	101,832	-	5,149	-	47,610	2,377
	1.50%	Medicare/State Disability	75,000	-	2,059	-	19,044	951
Total Line 1			\$ 411,726	\$ -	\$ 19,085	\$ -	\$ 176,476	\$ 8,812
2	1.00%	Health/Dental/Vision/Life/OPEB Certificated	566,815	-	-	-	12,696	634
	1.00%	Health/Dental/Vision/Life/OPEB Classified	863,792	-	32,258	-	12,696	634
Total Line 2			\$ 1,430,608	\$ -	\$ 32,258	\$ -	\$ 25,392	\$ 1,268
3		Retirement 19.10% & 26.10%	615,472	-	15,927	-	-	-
Total Line 3			\$ 615,472	\$ -	\$ 15,927	\$ -	\$ -	\$ -
4		Other Fringe	-	-	-	-	-	-
Total Line 4			\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Fringe</b>			<b>\$ 2,457,805</b>	<b>\$ -</b>	<b>\$ 67,270</b>	<b>\$ -</b>	<b>\$ 201,868</b>	<b>\$ 10,080</b>

Admin Allocation	
HS	EHS
4.86%	4.20%

\*The default Admin Allocation percentages for Fringe Benefits are calculated based on the data entered in the Personnel section of the Line Item Budget.

Schedule C - Out-Of-State Travel

Agency Sacramento City Unified School District

FY 2023-24

Program Basic & TTA

# Staff/Parent	Description	Basic	T & TA
	<b>HEAD START TOTAL</b>	\$ -	\$ -
	<b>EARLY HEAD START TOTAL</b>	\$ -	\$ -
		0	
	<b>Total Travel</b>	\$ -	\$ -

Schedule D - Equipment

Agency Sacramento City Unified School

FY 2023-24

Program Basic & TTA

HSES Line Item	Description	Head Start		Early Head Start		Head Start	Early Head Start
		Basic	T&TA	Basic	T&TA	NFS	NFS
1	<b>Office Equipment</b>						
Total Line 1		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2	<b>Classroom/Outdoor/Home-based</b>	100,000					
Total Line 2		\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ -
3	<b>Vehicle Purchase</b>						
Total Line 3		\$ -	\$ -	\$ -	\$ -	0	0
4	<b>Other Equipment</b>						
Total Line 4		\$ -	\$ -	\$ -	\$ -	0	0
<b>Total Equipment</b>		<b>\$ 100,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

Any tangible, non-expendable, personal property charged directly to an award that has a useful life of more than one year and an acquisition cost of \$5,000 or more per unit.

Schedule E - Supplies

Agency Sacramento City Unified School District

FY 2023-24

Program Basic & TTA

HSES Line Item	Description	Head Start		Early Head Start		Head Start	Early Head Start
		Basic	T&TA	Basic	T&TA	NFS	NFS
1	<b>Office Supplies</b>	90,000		19,416			
Total Line 1		\$ 90,000	\$ -	\$ 19,416	\$ -	\$ -	\$ -
2	<b>Child and Family Services Supplies</b>	40,000		13,000			
Total Line 2		\$ 40,000	\$ -	\$ 13,000	\$ -	\$ -	\$ -
3	<b>Food Services Supplies</b>	2,396		6,000			
Total Line 3		\$ 2,396	\$ -	\$ 6,000	\$ -	0	0
4	<b>Other Supplies</b>	21,000		13,000			
Total Line 4		\$ 21,000	\$ -	\$ 13,000	\$ -	0	0
<b>Total Supplies</b>		<b>\$ 153,396</b>	<b>\$ -</b>	<b>\$ 51,416</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

HSES Line Item	Description	Head Start		Early Head Start		Head Start	Early Head Start
		Basic	T&TA	Basic	T&TA	NFS	NFS
1	Depreciation /Use Allowance						
Total Line 1		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2	Rent						
Total Line 2		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
3	Mortgage						
Total Line 3		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
4	Utilities, Telephone						
Total Line 4		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
5	Building and Child Liability Insurance						
Total Line 5		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
6	Building Maint. / Repair & Other Occp.	35,000					
Total Line 6		\$ 35,000	\$ -	\$ -	\$ -	\$ -	\$ -
7	Incidental Alterations/Renovations						
Total Line 7		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
8	Local Travel	20,000	154	3,573	2,037		
Total Line 8		\$ 20,000	\$ 154	\$ 3,573	\$ 2,037	\$ -	\$ -
9	Nutrition Services	3,500			648		
Total Line 9		\$ 3,500	\$ -	\$ -	\$ 648	\$ -	\$ -
10	Child Services Consultants	5,000		3,000	500		
Total Line 10		\$ 5,000	\$ -	\$ 3,000	\$ 500	\$ -	\$ -
11	Volunteers	4,000					
Total Line 11		\$ 4,000	\$ -	\$ -	\$ -	\$ -	\$ -
12	Substitutes (if not paid benefits)	179,000	-	4,800	2,500		
Total Line 12		\$ 179,000	\$ -	\$ 4,800	\$ 2,500	\$ -	\$ -
13	Parent Services	5,000					
Total Line 13		\$ 5,000	\$ -	\$ -	\$ -	\$ -	\$ -
14	Accounting and Legal Services						
Total Line 14		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
15	Publications/Advertising/Printing	5,000					
Total Line 15		\$ 5,000	\$ -	\$ -	\$ -	\$ -	\$ -
16	Training or Staff Development	4,637					
	<i>Creative Curriculum Training &amp; materials/supplies needed</i>			8,000			
	<i>DRDP Trainings</i>			2,000			
	<i>SIDS and Safe Sleep Trainings</i>					-	
	<i>Develop training materials as flyers &amp; pamphlets</i>					500	
	<i>Parent Conferences with staff attendance</i>			3,000			
	<i>Partners for a Healthy Baby- Fees</i>				1,000		
	<i>ERSEA support training</i>		1,000				
	<i>Effective Leadership</i>		3,000				
	<i>CLASS and ECERS Independent Assessors</i>		4,500				
	<i>Preschool CLASS Assessors Training and recertification</i>		1,200				
	<i>Policy Committee Training &amp; Workshops</i>		1,500				
	<i>Staff Conferences</i>		1,200				
	<i>Social Emotional Educating Curriculum</i>		2,000				
	<i>Compassionate Dialogue and Equity</i>		2,000				
	<i>Classroom Behavior Management</i>		2,000				
	<i>Creative Curriculum Training &amp; materials/supplies needed</i>		6,000				
	<i>Instructional Coaching</i>		3,500				
	<i>Parent Education - Ready Rosie</i>		1,000				
	<i>Learning Genie</i>		1,161			78	
Total Line 16		\$ 4,637	\$ 30,061	\$ 10,000	\$ 1,578	\$ -	\$ -
17	Other	13,000					
	<i>carryover funds PY 2020-21 \$498,080</i>						
	<i>carryover funds PY 2021-22 \$206,308</i>						
Total Line 17		\$ 13,000	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Other</b>		<b>\$ 274,137</b>	<b>\$ 30,215</b>	<b>\$ 21,373</b>	<b>\$ 7,263</b>	<b>\$ -</b>	<b>\$ -</b>

	Head Start			Early Head Start		
	Basic	TA	NFS	Basic	TA	NFS
Personnel	194,057	-	-	8,430	-	-
Fringe Benefits	119,443	-	9,810	2,826	-	423
Travel	-	-	-	-	-	-
Equipment	-	-	-	-	-	-
Supplies	11,100	-	-	3,242	-	-
Contractual	-	-	-	-	-	-
Construction None	-	-	-	-	-	-
Other	-	-	-	-	-	-
Indirect Charges <b>100%</b>	185,848	985	-	9,042	237	-
<b>TOTAL</b>	<b>\$ 510,449</b>	<b>\$ 985</b>	<b>\$ 9,810</b>	<b>\$ 23,539</b>	<b>\$ 237</b>	<b>\$ 423</b>

Total Admin Cost \$ 521,244  
Head Start Admin % 7.05%

Total Admin Cost \$ 24,199  
Early Head Start Admin % 6.59%

# Sacramento City Unified School District

## Head Start Budget Narrative

2023-2024

### **Basic and TTA Total- \$5,917,917**

#### **Personnel - \$2,715,530**

Instructional staff who teach in Head Start and State CSPP wrap and full-day programs are funded 45% Head Start and 55% State CSPP. For fiscal year 2023 - 2024, the teachers in the nine CSPP/HS/TK collaboration classes will be funded by a blend of state and federal funds together with 25% of the Child Care Attendant salaries being funded from Head Start funds and the remaining classroom instructional aides salaries and benefits being 100% contributed by District revenue. All other personnel in the Head Start program are funded with a blend of state and federal funds.

The Child Development Director, Coordinators, Nurses, and Social Workers offer assistance and support to students and their families, as well as overseeing and supporting all other program personnel. The one funded Utility Teacher will help provide additional support and assistance to all of the Head Start funded classes when needed, which includes class coverage to meet ratio. Clerical staff are responsible for a wide variety of duties including purchasing supplies for classroom and department use, student registration and attendance, payroll and department finance. Clerical staff are also responsible for assisting teachers in reporting student data.

The 29 locally designed center-based wrap option run 10 months per year for 6.5 hours, Monday-Thursday and 3 hours on Fridays. HS/TK collaboration will operate 6.5 hours per day, five days per week for 10 months. The two locally designed full-day options operate as 12- month programs that runs Monday – Friday, 7 hours per day.

#### **Fringe Benefits - \$ 2,474,805**

The retirement contribution percentages for the 2023-2024 fiscal year will not change for Sacramento City Unified School District employees. The STRS and the PERS rates will remain the same from 2022-2023, 19.10% and 26.10%.

Sacramento City Unified School District

Head Start Budget Narrative

2023-2024

Overall, the average cost of health insurance will increase for the 2023-2024 fiscal year. The estimated average health and welfare expense for SCTA members will increase from \$31,105 to \$36,800 and the average rate for SEIU staff will increase from \$28,800 to \$31,250. All 2023-2024 fixed charges will increase, and the amounts are based on current Social Security, Medicare, Unemployment Insurance and Workers' Compensation percentages.

**Equipment- \$100,000**

\$100,000 has been allocated for fiscal year 2023-24 for the purchase of equipment. Equipment is defined as any tangible, non-expendable and personal property with a cost of more than \$5,000 per unit. The purchase of outdoor equipment including replacement playground structures at Bowling Green McCoy, as well as, permanent shade structures at Lisbon will be included in the equipment purchases. Additional outdoor equipment such as, water fountain replacements and outdoor fencing, are also planned to be included in our project requests for the upcoming fiscal year.

**Supplies - \$153,396**

Supplies include all instructional and non-instructional items for 40 classes, the central office and one registration center located adjacent to the central office. Consumable and classroom supplies purchased ensure that classrooms are well equipped and that children have age appropriate curriculum and materials available to them. Supplies include but are not limited to the following:

*Office Supplies and Non-Instructional Supplies* - These are considered to be any supplies needed and utilized by staff in the classroom, central office, and at the registration center, such as pens, pencils, paper, calculators, scissors, staplers, notepads, ink cartridges and rulers.

*Child Services Supplies* - This includes various crayons, tempera paint, construction paper, moon sand, pattern blocks, tubs of animals, sight word games, ethnic puppets and dolls, puzzles, curriculum flash cards, yoga activity cards, geometric boards, word magnets, science kits, and action games. Supplies must also be age-appropriate to meet the needs of children with disabilities. All toys must support children with hearing, language, visual and mental impairments.



Sacramento City Unified School District

Head Start Budget Narrative

2023-2024

*Family Services Supplies* – Five dollars per student is allocated to all classrooms for the parent activity fund. An activity is selected and voted for by the parents at that site location. Parent activity participation in the activity allows for group participation of the parents.

Materials and supplies are provided to the parents for use in meetings, trainings and workshops. These materials can include flyers, local community information, forms, folders and/or binders.

*Other Supplies* – Custodial supplies include toilet paper, toilet seat covers, hand towels, hand soap, laundry soap, gloves, carpet cleaner, vacuum bags, floor stripper and wax, disinfectant cleaner for surfaces and trash can liners. Door and floor mats, buckets, brooms, mops and all custodial items necessary to provide a clean, safe and healthy environment.

Banners, posters and post cards in multiple languages, will be placed in neighborhood stores, school site offices, small businesses and other locations as part of the student recruitment process. Post cards providing program information in multiple languages are also mailed to homes in the targeted area zip codes.

Medical and health supplies are typically comprised of toothbrushes, toothpaste, surgical masks and general first aid supplies. Disaster preparedness kits are provided to each class and refreshed as needed. Medical boxes are provided to secure medications and zip lock bags, batteries, gloves, tongue depressors and eye charts are provided.

*Food Services Supplies*- This includes all necessary supplies related to family style meals including flatware, utensils, tongs, plates, cups, serving pitchers, serving spoons.

**Other - \$274,137**

*Building and Maintenance Repair* - Funds are expended for the maintenance and upkeep of the classrooms and centers, with a specific focus on health and safety. Some common repairs are flooring repairs, playground equipment repair, HVAC repair, and bathroom plumbing. All maintenance charges are determined by both the district maintenance employees' salary and

Sacramento City Unified School District

Head Start Budget Narrative

2023-2024

benefits, as well as, the cost of the materials used for the repair. Large work order requests are presented to outside community contractors for bid.

*Local Travel Mileage* - Staff are reimbursed for the use of their personal vehicle while performing home visits, travel between sites and to attend meetings. Parents who attend Policy Committee meetings as well as all other meetings that pertain to the Head Start program are reimbursed for mileage at the current reimbursement rate, which is set by the Internal Revenue Service.

*Nutrition Services and Federal Free and Reduced Meal Program (CACFP)* - CACFP is operated by the SCUSD Nutrition Services Department that provides breakfast, lunch and snacks for the children. Meals are required to be eaten family style at the centers and the adult meals are paid for by the Head Start budget.

*Child Services Consultants/Service Agreements* – Health and wellbeing is the primary focus in the cost category of services to children. A variety of services is provided including medical, dental and vision screenings. Laundry services, contracted to a private company, are provided weekly for all Head Start classes that do not have a washer and dryer on site.

Contracts are created with district and non-district providers for services such as consultant to provide services in the area of health, services that provide document shredding for student and parent personal information, equipment repair for refrigerators, washers, dryers and dishwashers, memberships and dues.

*Volunteers*- includes social-work interns, additional classroom volunteers, and parent volunteers.

*Substitutes* - Funding is allocated to cover the cost of classroom substitutes for the position of teacher, instructional aide and childcare attendant.

*Parent Services* - Items such as bus passes are purchased for parents that do not drive so they can be engaged in meaningful program activities. Parents may also submit childcare expenses for reimbursement while attending Head Start meetings.

Sacramento City Unified School District

Head Start Budget Narrative

2023-2024

*Printing/Duplication of materials* – Services at the school district bulk printing office may include the printing of parent handbooks, brochures and monthly Policy Council meeting flyers, as well as fiscal and community information. Registration forms, health forms, emergency cards and evaluation forms are just a few of the many program forms that are duplicated or printed annually.

*Other items*- Licensing fees and permits are paid annually per site and calculated by the number of children at each site, other fees are also paid for Fire Department alarm permits and building safety inspections.

Equipment rental, which covers a percentage of the expense, for SCUSD's rented copiers at the central office, the registration center and school sites whenever teachers use the equipment.

*Staff Development* – includes additional costs associated with training and staff development in the 2023-24 fiscal year including training location costs, handouts, pamphlets and technology purchased to facilitate staff development trainings.

**Training and Technical Assistance - \$31,200**

The Training and Technical Assistance budget has been dedicated to parent and staff training with appropriations for the costs of consultants, conferences, local workshops and training. Instructional staff will be provided with monthly staff development and faculty training meetings.

Funds in the amount of \$30,061 has been allocated to the areas of *ERSEA* – support & training for Enrollment/Registration staff. *Human Resources* – Effective Leadership Training. *Ongoing Monitoring* – CLASS & ECERS Independent Assessors, Preschool CLASS Assessors Training and recertification. *Program Governance* – Parent Conferences/Workshops & Staff Conferences. *Mental Health* – Social Emotional Educating curriculum, Compassionate Dialogue and Equity Training. *Disabilities* – Classroom Behavior Management. *Education* – Creative Curriculum Fidelity & Coaching, Instructional Coaching Training, Parent Education for Ready Rosie, Learning Genie. T&TA In-Direct is \$985.

Sacramento City Unified School District

Head Start Budget Narrative

2023-2024

**In-Direct Charges (Basic) - \$185,848**

The district's current 2023-2024 in-direct cost rate of 3.26% is charged to all grant funded programs. Head Start basic indirect cost is \$185,848.

The United States Department of Education (ED) has approved a delegation agreement with the California Department of Education (CDE) that authorizes the CDE to establish indirect cost rates for California's local educational agencies (LEAs).

**Non-Federal Share - \$1,479,480**

Salary and benefits paid by State CSPP funding, being 55% of the teacher and instructional aide compensation, in the wrap programs will provide the required non-federal share.

**Cost Allocation Methodology**

SCUSD provides a variety of program options, which are supported by Federal and State funds. Collaboration with the State allows for the wrap and full-day programs to be funded 45% Head Start and 55% State CSPP. The cost allocation methodology for classroom operation, service needs and the classroom staff of teachers, instructional aides and child care attendants, is determined by the number of participating students and services provided that are specific to the Head Start Standards.

Head Start and State CSPP revenue also funds SCUSD management and program support staff. The cost methodology used for these positions is based on duties performed and tracked by Personnel Activity Reports (PARs). All expenses are determined to be reasonable and allocable and are proportional to the benefit of the funding source.

**Financial Management Control**

SCUSD funding is allocated to specific budget codes as outlined in the Standardized Account Code Structure (SACS) Book. This accounting mechanism ensures that all funding is maintained separately to enable precise tracking, monitoring and auditing of federal and state allocations. Two

Sacramento City Unified School District

Head Start Budget Narrative

2023-2024

District departments, the Budget Department and the Purchasing Department, review all expenses in order to ensure that all purchases and expensed items are allowable and charged correctly. Monthly and quarterly reports are processed after extensive review and reconciliation to ensure the accuracy of the information. Head Start reports are submitted to the Parent Policy Committee and staff for review. These reports are used by SETA as a tool to reimburse Sacramento City Unified School District for the incurred expenses.

**Sacramento City Unified School District**  
**Early Head Start Budget Narrative**  
**2023-2024**

**Basic and TTA Total = \$293,899**

**Personnel - \$137,299**

Early Head Start funds, along with CCTR funds, will support salary and benefit expenses for staff in the 2023-2024 fiscal year. CCTR funds will fully support the salaries and benefits of all classroom staff including three Infant Toddler Caregivers, three Instructional Aides, and three Childcare Attendants. The salary and benefits of the one Family Advocate will be funded 100% by Early Head Start. Partial funding from Early Head Start will also provide additional support in funding three specialists, a data technician, a program technician, a social worker, and a school nurse, the remainder of the funding coming from both the Head Start Basic grant as well as the California State Preschool Program, CSPP.

**Fringe Benefits - \$67,270**

The retirement contribution percentages for the 2023-2024 fiscal year will not change for Sacramento City Unified School District employees. The STRS and the PERS rates will remain the same from 2022-2023, 19.10% and 26.10%.

Overall, the average cost of health insurance will increase for the 2023-2024 fiscal year. The estimated average health and welfare expense for SCTA members will increase from \$31,105 to \$36,800 and the average rate for SEIU staff will increase from \$28,800 to \$31,250. All 2023-2024 fixed charges will increase, and the amounts are based on current Social Security, Medicare, Unemployment Insurance and Workers' Compensation percentages.

**Supplies - \$51,416**

Appropriate classroom and office supplies will be purchased with Early Head Start funds to ensure that teachers and children have the materials and supplies needed to maintain the age level curriculum. Supplies can include but are not limited to;

*Office Supplies and Non-Instructional Supplies* - These are considered to be any supplies needed and utilized by staff in the classrooms, central office, and at the off-site registration center, such as pens, pencils, paper, calculators, scissors, staplers, notepads, ink cartridges and rulers. Non-Instructional supplies can include but are not limited to washers, dryers, microwave ovens,

Sacramento City Unified School District  
Early Head Start Budget Narrative  
2023-2024

dishwashers and refrigerators for the program or registration centers and any item under five hundred dollars that is not directly linked to instruction.

*Child Services Supplies* - These include crayons, paint, paper, blocks, puzzles, sorting tubs, games, rattles, vehicle sets, dolls, balls, cause and effect toys, push and pull, dress-up and outdoor wheel toys and other manipulatives.

These funds will also be used to purchase cots, cribs, and sheets, changing tables, diapers and wipes. Supplies must also be age appropriate to meet the needs of children with disabilities. All toys must support children with hearing, language, visual and mental impairments.

Materials and supplies are provided to the parents for use in meetings, training and workshops. These materials can include flyers, local community information, forms, folders and/or binders.

*Other Supplies* – Custodial supplies includes toilet paper, toilet seat covers, hand towels, hand soap, laundry soap, gloves, carpet cleaner, vacuum bags, wipes and disinfectant for toys, disinfectant cleaner for surfaces and trash can liners. Door and floor mats, buckets, brooms, mops and all custodial items necessary to provide a clean, safe and healthy environment.

Medical and health supplies typically consist of toothbrushes, toothpaste, surgical masks and general first aid supplies. Locking, medical boxes are provided to secure medications and zip lock bags, batteries, gloves, tongue depressors and eye charts are provided.

**Schedule H- Other - \$21, 373**

*Local Travel Mileage* - Staff are reimbursed for the use of their personal vehicle while performing home visits, travel between sites and to attend meetings. Parents who attend Policy Committee meetings as well as all other meetings that pertain to the Early Head Start program are reimbursed for mileage at the current reimbursement rate, which is set by the Internal Revenue Service.

*Office Supplies and Non-Instructional Supplies* - These are considered to be any supplies needed and utilized by staff in the classroom, central office, and at the registration center, such as pens, pencils, paper, calculators, scissors, staplers, notepads, ink cartridges and rulers.

Sacramento City Unified School District  
Early Head Start Budget Narrative  
2023-2024

*Nutrition Services*- These include any additional costs for family style meals not covered by CACFP such as adult meals.

*Substitutes* - Funding is allocated to cover the cost of classroom substitutes for the positions of family advocate, caregiver, instructional aide or childcare attendant.

**Training and Technical Assistance - \$7,500**

The Training and Technical Assistance budget has been dedicated to parent and staff training with appropriations for the costs of consultants, conferences, local workshops and training. Instructional staff will be provided with monthly staff development and faculty training meetings.

Funds in the amount of \$7,500 have been allocated for local travel and consultants as well as training in the areas of ERSEA- Partners for a Healthy Baby, Creative Curriculum, DRDP training, SIDS and Safe Sleep Training, Learning Genie Development of training materials as flyers and pamphlets and Parent Conferences. This total T/TA amount includes the Indirect Charge of \$237.

**In-Direct Charges - \$9,042**

The District's current 2023-2024 in-direct cost rate of 3.26% is charged to all grant funded programs, including the Early Head Start Basic (\$9,042).

**Non-Federal Share - \$73,475**

The required 25% Non-Federal share consists of salaries and benefits paid for by state CCTR funding and a blend of SCUSD district contributions.

**Cost Sharing**

Early Head Start is supported by State CCTR funding in the area of salaries and benefits for classroom and support staff and contributes toward the cost of one school nurse, three instructional aides, three child care attendants, one data information technician, one program technician, three on-site caregivers, and one family advocate.

**Other Resources**



Sacramento City Unified School District  
Early Head Start Budget Narrative  
2023-2024

The Child and Adult Care Food Program (CACFP) is administered by the District's Nutrition Services department, and provides meals for all children in the Early Head Start program.

**Financial Management Control**

Child Development funding is allocated to specific budget codes as outlined in the Standardized Account Code Structure (SACS) Book. This accounting mechanism ensures that all funding is maintained separately to enable precise tracking, monitoring and auditing of federal and state allocations. All expenses are reviewed by two SCUSD departments, primarily the Budget and Purchasing Departments in order to ensure that all expenses are allowable and charged correctly. Monthly and quarterly reports are processed after extensive review and reconciliation to ensure the accuracy of the information. Head Start and Early Head Start reports are submitted to the Parent Policy Committee and staff for review. These reports are used by SETA as a tool to reimburse Sacramento City Unified School District for the incurred expenses.

**HEAD START/EARLY HEAD START  
2023-2024 GRANT REFUNDING APPLICATION  
POLICY COUNCIL APPROVAL**

On behalf of the Sacramento City Unified School District Head Start/Early Head Start Policy Council I, Mania Manrique, Chair, certify the Policy Council has approved the Head Start/Early Head Start Grant Refunding Application for Fiscal Year 2023-2024 (August 1, 2023 – July 31, 2024) at its meeting on 3/30/23. The minutes of the meeting will be forthcoming.

Mania Manrique

**Name**

[Handwritten Signature]

**Signature**

4.20.2023

**Date**

**SPECIAL POLICY COMMITTEE MEETING MINUTES**

**THURSDAY, MARCH 30, 2023**

**10:00-11:00**

**LOCATION: SERNA CENTER-PARENT RESOURCE CENTER CONFERENCE  
ROOM**

**5735 47<sup>TH</sup> AVENUE SACRAMENTO, CA 95824**

**Call Order/Roll Call** *The meeting was called to order at 10:07 a.m. by Viviana Garcia (Chair was not present, Vice Chair running late)*

Roll call was conducted and quorum was established.

Members present: Viviana Garcia, Nicholas

Guadalupe Bramasco, John Bidwell

Christina Sotelo, Edward Kemble

Maria Manrique came in at 10:25 a.m, Harkness

**Action Items**

Melissa Sigars,(Director) presented an overview of the grant in preparation to be approved. The grant impacts all preschool classrooms including state and head start preschool.

Ms Sigars asked if there were any questions. No questions were presented by the members.

A motion to approve was made by Maria. Guadalupe seconded. Ayes:3- Viviana, Guadalupe, Christine. Nays- 0 Abstentions- 1

Ms. Sigars left the meeting at 10:30 am.

**Open Discussion :**

Guadalupe asked about enrollment. Dr Carson stated that enrollment is open now. Maria asked about her 2 year old child having an IEP, Dr Carson stated that having the IEP the child will have priority-spots held for IEP

**Public Participation**

Ms. Christina Roseli stated that she sent out a flyer for food distribution over Spring Break.

**Adjournment**

*Meeting adjourned 10:35*



**EARLY LEARNING AND CARE DEPARTMENT**

**HEAD START POLICY COMMITTEE *SPECIAL MEETING***

**March 30, 2023**

**CALL TO ORDER/ROLL CALL**

A member of the Policy Committee will call the roll of the following members:

- U Sara Scott, Lisbon
- X Maria Manrique, H.W. Harkness ~
- X Guadalupe Bramasco, John Bidwell
- U Carlos De'Jesus, Oak Ridge
- X Viviana Garcia, Nicholas
- E Royal Jones, Woodbine
- E Paula Pevy, John Cabrillo
- E Tiani Riddick, Father Keith B. Kenny
- U Jocelyn Velezleyva, Bowling Green-McCoy

AP Christy Golcjo

9 Representatives

X= Present

E= Unexcused

U= Unexcused Absence

AP= Alternate Present

## Seats Vacant

- \_\_\_\_\_ Vacant, Bear Flag Wrap
- \_\_\_\_\_ Vacant, Cameillia
- \_\_\_\_\_ Vacant, Earl Warren AM
- \_\_\_\_\_ Vacant, Earl Warren PM
- \_\_\_\_\_ Vacant, Ethel I. Baker
- \_\_\_\_\_ Vacant, Ethel Phillips
- \_\_\_\_\_ Vacant, Ethel Phillips Wrap
- \_\_\_\_\_ Vacant, Hiram Johnson Full Day
- \_\_\_\_\_ Vacant, Isador Cohen
- \_\_\_\_\_ Vacant, James Marshall
- \_\_\_\_\_ Vacant, John D. Sloat
- \_\_\_\_\_ Vacant, John D. Sloat Wrap
- \_\_\_\_\_ Vacant, John Still
- \_\_\_\_\_ Vacant, Leataata Floyd Wrap
- \_\_\_\_\_ Vacant, Mark Twain Wrap
- \_\_\_\_\_ Vacant, Martin Luther King
- \_\_\_\_\_ Vacant, Pacific
- \_\_\_\_\_ Vacant, Parkway Wrap (Room P1)
- \_\_\_\_\_ Vacant, Parkway Wrap (Room P2)
- \_\_\_\_\_ Vacant, Susan B. Anthony Wrap (Room 20)
- \_\_\_\_\_ Vacant, Susan B. Anthony Wrap (Room 24)
- \_\_\_\_\_ Vacant, Washington Wrap
- \_\_\_\_\_ Vacant, Community Representative

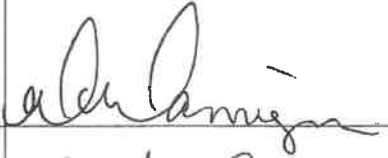


Sacramento City Unified School District

Early Learning and Care Department

Head Start Policy Committee Orientation Meeting

Thursday March 30, 2023

SIGN IN SHEET

NAME	SIGNATURE	SCHOOL SITE
Sara Scott Chair		Lisbon
Maria Manrique Vice Chair		Harkness
Guadalupe Bramasco		John Bidwell
Carlos De'Jesus		Oakridge
Viviana Garcia		Nicholas
Royal Jones		Woodbine
Paula Pevy		John Cabrillo
Tiani Riddick		Father Keith B. Kenny
Jocelyn Velezleyva		Bowling Green-McCoy

Christy Sotelo

Christy Ann

Edward Kemble





Sacramento City Unified School District

Early Learning and Care Department

Head Start Policy Council *Special Meeting*

Thursday March 30, 2023

STAFF SIGN IN SHEET

NAME	SIGNATURE	POSITION
Melissa Sigars		Director
Marla Horne		Parent Advisor
Dr. Angelle Carson		Coordinator
Doris Reese		Coordinator
Christina Roseli		Coordinator



TO: POLICY COMMITTEE REPRESENTATIVES AND HS/CSPP TEACHERS

SUBJECT: SPECIAL POLICY COMMITTEE MEETING NOTES

**SPECIAL POLICY COMMITTEE MEETING**

**THURSDAY, APRIL 20, 2023**

**9:30-11:30**

**LOCATION: SERNA CENTER-PARENT RESOURCE CENTER CONFERENCE**

**ROOM 5735 47<sup>TH</sup> AVENUE SACRAMENTO, CA 95824**

**If you have any questions please contact ELC, 916-643-7800**

**NOTES**

**I. Call Order/Roll Call**

The meeting was called to order at 9:34 by Tiana, FBK. Roll call was conducted and quorum was established.

Members Present:

Maria M,

Viviana, Nicholas

Paula Pevy,

Royal Jones, Woodbine

Vivian

Guadalupe

Tiana

**II. Action Items**

Approval of March 16, 2023 PC Minutes

Maria made a motion to approve the March 16 PC Meeting Minutes. Paula seconded. Ayes - 4

Approval of Special March 30, 2023 Meeting Minutes

Maria made a motion to approve the March 30 Special PC Meeting Minutes. Paula seconded.

Ayes - 4

**III. Action Items (Closed Session Personnel-Pursuant to Government Code Section 54957)**

None

#### **IV. Information Items**

##### **Directors Report (Melissa Sigars)**

The department has experienced some staff turnover. Open positions are listed on EdJoin. The HS grant has been completed and sent to SCUSD Board for approval.

Our purchase deadline was April 14. Many new classroom supports will be added to the classrooms. We were also able to purchase some big ticket items; sheds, carpets/flooring, speaker systems for each classroom, furniture for the Family Center at Hiram Johnson.

##### **Eligibility, Recruitment, Selection, Enrollment and Attendance Report (Dr. Angelle Carson)**

Enrollment is open.

##### **Fiscal Monthly Report**

Nothing new to report.

One fiscal position is vacant. Position of Program Tech is posted on Edjoin.

##### **Health and Nutrition (Dr. Angelle Carson)**

AB130 ensures all children receive free meals. Nutrition log attached in packet. Numbers are different for snacks because some children leave after lunch.

Tiana asks why some months are higher than others. Dr. Angelle explained it is based on number of days in attendance. Some months have more days than others.

##### **Education (Doris Reese)**

Parent conference week is May 8-12. These are half-day for wrap programs, full day sites are not effected. Teachers should be providing activities to do throughout the summer to continue learning at home. Melissa encouraged parents to attend local school open house this spring. Christina let parents know, included with the end-of-year backpack, there will be a half-sheet flyer to give to the child upcoming kindergarten teacher.

##### **Facility Update (Melissa Sigars)**

Work orders have been submitted across sites. Parents should start to see improvements. Work should be completed by June 30.

##### **First 5 Updates (Christina Roseli)**

Quarterly report submitted for Q3.

New books have been purchased for Apple Bags.

##### **Family Engagement (Christina Roseli)**

There are 2 remaining parent workshops for the year. Survey results show 1pm-3pm the most preferred time. However, only 1 parent attended the last workshop. Final workshop will hopefully be held in-person.

Parents are encouraged to bring a report back to PC from their classroom parent meetings.

#### **V. Open Discussion**

Vivian – how long after a child is evaluated will they receive services? An IEP is in place yet no services has begun. Doris will follow up to see status.

Victoria – Is there a procedure for parents who do not have transportation to meetings or need childcare. Is Zoom still an option. Christina will follow up to see if a hybrid PC option can be explored. Zoom is offered for Parent Workshops. Mileage/transportation costs are reimbursed.

Royal – What is pausing the Hiram Johnson project? Why are we still spending money on the space if we are not guaranteed the room? Melissa spoke to our vested interest in the building space, it is also a federally funded building and HS would have to release ownership. We intend to use the space for meetings, play therapy and other family resources. We feel confident we will receive the space. If not, materials purchased can be used in other rooms.

Guadalupe- enrollment is no longer at HJ? All enrollment is done at the Genesis Center.

Paula – can we clarify the age to enter TK? Qualifying birthdays are Sept 2 to Feb 2. However, if a child is younger they can apply for a waiver. Melissa explained the importance of parents choosing the program that best meets the need of their child. Full-day preschool options will remain a choice. ELC can provide a comparison chart for parents to help guide their decision.

Royal – I noticed the Parent Advisor is missing. The position will be posted.

#### **VI. Public Participation**

None.

#### **VII. Adjournment**

The meeting was adjourned at 10:26.



**EARLY LEARNING AND CARE DEPARTMENT  
HEAD START POLICY COMMITTEE MEETING**

**Apr 20, 2023**

**CALL TO ORDER/ROLL CALL**

A member of the Policy Committee will call the roll of the following members:

- U Jemice Woulard, Abraham Lincoln
- Antonia Gomez (Alternate), Abraham Lincoln
- U Jocelyn Velezleyva, Bowling Green McCoy
- Christina Sotelo (Alternate), Edward Kemble
- X Tiani Riddick, Fr Keith B Kenny
- X Maria Manrique, HW Harkness
- X Guadalup Bramasco. John Bidwell
- X Paula Pevy, John Cabrillo
- Olga Rodriguez (Alternate) John Cabrillo
- U Sara Scott, Lisbon
- X Victoria Balderas (Alternate), Lisbon
- X Viviana Garcia, Nicholas
- Allen Wristen (Alternate), Nicholas
- E Carlos De'Jesus, Oak Ridge
- X Royal Jones, Woodbine
- Susana Flores (Alternate), Woodbine

7 present  
quorum est.

15 Representatives

X= Present E=Excused U=Unexcused Absence AP=Alternate Present

**Seats Vacant:**

- \_\_\_\_\_ Vacant, Bear Flag
- \_\_\_\_\_ Vacant, Camellia
- \_\_\_\_\_ Vacant, Earl Warren
- \_\_\_\_\_ Vacant, Ethel I. Baker
- \_\_\_\_\_ Vacant, Ethel Phillips
- \_\_\_\_\_ Vacant, Ethel Phillips
- \_\_\_\_\_ Vacant, Hiram Johnson Full Day
- \_\_\_\_\_ Vacant, James Marshall
- \_\_\_\_\_ Vacant, John Bidwell
- \_\_\_\_\_ Vacant, John D. Sloat
- \_\_\_\_\_ Vacant, John Still
- \_\_\_\_\_ Vacant, Leataata Floyd
- \_\_\_\_\_ Vacant, Mark Twain
- \_\_\_\_\_ Vacant, Martin Luther King
- \_\_\_\_\_ Vacant, Pacific
- \_\_\_\_\_ Vacant, Parkway (Room P2)
- \_\_\_\_\_ Vacant, Susan B. Anthony (Room 24)
- \_\_\_\_\_ Vacant, Washington
- \_\_\_\_\_ Vacant, Community Representative

Early Learning and Care Department  
Policy Council Meeting



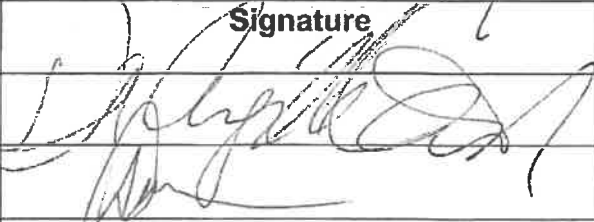



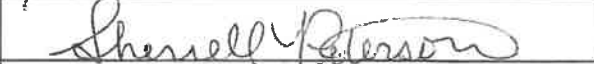
Apr 20, 2023

School Site	Name
Abraham Lincoln Wrap	
Bear Flag Wrap	
Bowling Green Chacon	
Bowling Green McCoy	
Camellia	
Earl Warren	
Edward Kemble (Rm P1)	
Edward Kemble (Rm P2)	
Elder Creek	
Ethel I Baker	
Ethel Phillips (Rm	
Ethel Phillips (Rm	
Fr. Keith B. Kenny	Tiana Riddick
Golden Empire	
Hiram Johnson (Rm	
Hiram Johnson (Rm	
HW Harkness	Michelle Lamson
James Marshall	
John Bidwell	Steph B...
John Cabrillo	Paula Pey
John Sloat	
John Still	



Early Learning and Care Department  
Policy Council Meeting  
STAFF AND VISITORS  
APR 20, 2023



Name	Role	Signature
Dr. Angelle Carson	Coordinator	
Doris Reese	Coordinator	
Christina Roseli	Coordinator	
Melissa Sigars	Director	
Sherrell Peterson	Program Tech	



**EXHIBIT C**

**BUDGET AND COST ALLOCATION PLAN**

**HEAD START AND EARLY HEAD START**

**COLA,QI**

**HEAD START-EARLY HEAD START BUDGET (COLA/QI\*)**

Agreement # 24C5551S0/FY 2023-24

Budget Period: From 8/01/2023 To 7/31/2024

Grantee/Delegate: Sacramento City Unified School District

City: Sacramento

Phone: 916-643-7850

Program contact: Melissa Sigars, Head Start Director

Chair: Sara Scott

HEAD START					EARLY HEAD START				
# of children enrolled: 676		# of Class Sites: 32			# of children enrolled: 16		# of Class Sites: 2		
# of handicapped: 68		# of Classes: 40			# of handicapped: 2		# of Classes: 2		
Cost Categories	Head Start COLA*	Head Start QI*	Head Start Total	Head Start * Non-Federal	EHS COLA	EHS QI	EHS Total	EHS * Non-Federal	Total
Personnel see attached Schedule A. Personnel	\$ 45,975	\$ 151,969	\$ 197,944	\$ 81,993	\$ -	\$ 2,274	\$ 2,274	\$ 4,010	\$ 200,218
Fringe Benefits See attached Schedule B - @ approx. #REF!	\$ 7,563	\$ 24,999	\$ 32,562	\$ -	\$ -	\$ 1,715	\$ 1,715	\$ 660	\$ 34,277
Travel see attached Schedule C. Travel	\$ -	\$ 21,026	\$ 21,026	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 21,026
Equipment see attached Schedule D. Equipment	\$ 36,000	\$ -	\$ 36,000	\$ -	\$ -	\$ -	\$ -	\$ 5,692	\$ 36,000
Supplies see attached Schedule E. Supplies	\$ 116,458	\$ -	\$ 116,458	\$ -	\$ 3,080	\$ 1,000	\$ 4,080	\$ -	\$ -
Contractual	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Construction	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other see attached Schedule H. Other	\$ 113,253	\$ 2,986	\$ 116,239	\$ -	\$ 12,452	\$ 1,162	\$ 13,614	\$ -	\$ -
<b>TOTAL DIRECT CHARGES</b>	<b>\$ 319,249</b>	<b>\$ 200,980</b>	<b>\$ 520,229</b>	<b>\$ 81,993</b>	<b>\$ 15,532</b>	<b>\$ 6,151</b>	<b>\$ 21,683</b>	<b>\$ 10,362</b>	<b>\$ 541,912</b>
Indirect Charges 3.26%	\$ 10,408	\$ 6,552	\$ 16,959	\$ -	\$ 506	\$ 201	\$ 707	\$ -	\$ 17,666
<b>TOTAL</b>	<b>\$ 329,656</b>	<b>\$ 207,532</b>	<b>\$ 537,188</b>	<b>\$ 81,993</b>	<b>\$ 16,038</b>	<b>\$ 6,352</b>	<b>\$ 22,390</b>	<b>\$ 10,362</b>	<b>\$ 559,578</b>

**\*Expenditure of COLA/QI funds under this award shall not commence until SETA is in receipt of the Notice of Award (NOA) from the Department of Health and Human Services/Administration for Children and Families for the grant funds. Once the NOA is received, DELEGATE may invoice for costs incurred beginning August 1, 2023.**

### Schedule A-1 Personnel Detail

Sacramento City Unified School District

Qty	Title	Hrly Rate	Hrs/Wk	Wks/Yr	Annual	%	HS - Basic COLA	HS QI	EHS - Basic COLA	EHS QI	NFS - HS	NFS - EHS	HSES Class
<b>Program Design Management</b>													
1	Coordinator	\$64.12	40	44.6	114,383	25%		28,596			20,498		14
1	Coordinator	\$61.74	40	44.6	110,148	25%		27,537			20,498		14
1	Coordinator	\$61.69	40	44.6	110,058	25%		27,515			20,498		14
					0								
					0								
					0								
					0								
					0								
					0								
					0								
					0								
					0								
					0								
					0								
3	<b>Subtotal</b>				<b>\$334,589</b>		<b>\$0</b>	<b>\$83,647</b>	<b>\$0</b>	<b>\$0</b>	<b>\$61,495</b>	<b>\$0</b>	
<b>Child Health and Development</b>													
1	Clinician PSY Social Worker	\$77.95	40	36.2	\$112,878	35%		\$39,507			20,498		6
1	Coordinator	\$64.61	40	44.6	115,259	25%		\$28,815					1
					0								
					0								
					0								
					0								
					0								
2	<b>Subtotal</b>				<b>\$228,137</b>		<b>\$0</b>	<b>\$68,322</b>	<b>\$0</b>	<b>\$0</b>	<b>\$20,498</b>	<b>\$0</b>	
<b>Child Health and Development classified</b>													
3	Instructional Aide- Itinerant	\$11.40	35	38.4	30,650	50%	45,975						5
1	Family Advocate (Infant/Toddler)	\$14.80	40	38.4	45,480	5%				2,274		4,010	11
					0								
					0								
					0								
					0								
4	<b>Subtotal</b>				<b>\$76,130</b>		<b>\$45,975</b>	<b>\$0</b>	<b>\$0</b>	<b>\$2,274</b>	<b>\$0</b>	<b>\$4,010</b>	
9	<b>Grand Total</b>				<b>\$ 638,856</b>		<b>\$ 45,975</b>	<b>\$ 151,969</b>	<b>\$ -</b>	<b>\$ 2,274</b>	<b>\$ 81,993</b>	<b>\$ 4,010</b>	

Schedule A. HS COLA/QI Personnel

Agency: Sacramento City Unified School District FY: 2023-24 Program: Head Start

HSES Line Item (class)		Number of Persons Employed	Cost for COLA	Cost for QI	Non- Federal Share
<b>Child Health and Development</b>					
1	Program Managers & Content Area Experts	0.25	-	28,815	-
	Includes program managers, supervisors, and content experts in child development, health, mental health nutrition, and disabilities services. Include home-based and family child care supervisors.				
2	Teachers/Infant Toddler Teachers	0.00	-	-	-
	Include all teachers, infant and toddler.				
3	Family Child Care Personnel	0.00	-	-	-
	Includes family child care staff if they are agency employees. If providers are not agency employees, enter costs under item (f)(6) or (h)(7).				
4	Home Visitors	0.00	-	-	-
5	Teacher Aides & Other Education Personnel	1.31	45,975	-	-
6	Health/Mental Health Services Personnel	0.35	-	39,507	20,498
	Includes nurses, health service aides, speech therapists, mental health staff and other health services personnel.				
7	Disabilities Services Personnel	0.00	-	-	-
8	Nutrition Services Personnel	0.00	-	-	-
	Includes nutritionists, cooks, and other food services staff.				
9	Other Child Services Personnel	0.00	-	-	-
	Include any personnel that provide services to children that cannot be reported in any other category.				
<b>Family and Community Partnerships</b>					
10	Program Managers & Content Area Experts	0.00	-	-	-
	Include program managers, coordinators, supervisors, and content experts in parent involvement, social services, volunteer coordination, or other family and community partnership activities.				
11	Other Family & Community Partnerships Personnel	0.00	-	-	-
	Include social workers, family service workers, social services aides, parent involvement aides, and other family and partnerships staff.				
<b>Program Design and Management</b>					
12	Executive Director/Other Supervisor of HS Director	0.00	-	-	-
13	Head Start / Early Head Start Director	0.00	-	-	-
14	Managers	0.75	-	83,647	61,495
15	Staff Development	0.00	-	-	-
16	Clerical Personnel	0.00	-	-	-
17	Fiscal Personnel	0.00	-	-	-
18	Other Administrative Personnel	0.00	-	-	-
<b>Other</b>					
19	Maintenance Personnel	0.00	-	-	-
20	Transportation Personnel	0.00	-	-	-
21	Other Personnel	0.00	-	-	-
<b>TOTAL PERSONNEL</b>		<b>2.66</b>	<b>45,975</b>	<b>151,969</b>	<b>81,993</b>

Schedule A. EHS Personnel

Agency: Sacramento City Unified School District

FY: 2023-24

Program: Early Head Start

HSES

Line

Item

(class)

		Number of Persons Employed	Cost for COLA	Cost for QI	Non- Federal Share
<b>Child Health and Development</b>					
1	Program Managers & Content Area Experts	0.00	-	-	-
	Includes program managers, supervisors, and content experts in child development, health, mental health nutrition, and disabilities services. Include home-based and family child care supervisors.				
2	Teachers/Infant Toddler Teachers	0.00	-	-	-
	Include all teachers, infant and toddler.				
3	Family Child Care Personnel	0.00	-	-	-
	Includes family child care staff if they are agency employees. If providers are not agency employees, enter costs under item (f)(6) or (h)(7).				
4	Home Visitors	0.00	-	-	-
5	Teacher Aides & Other Education Personnel	0.00	-	-	-
6	Health/Mental Health Services Personnel	0.00	-	-	-
	Includes nurses, health service aides, speech therapists, mental health staff and other health services personnel.				
7	Disabilities Services Personnel	0.00	-	-	-
8	Nutrition Services Personnel	0.00	-	-	-
	Includes nutritionists, cooks, and other food services staff.				
9	Other Child Services Personnel	0.00	-	-	-
	Include any personnel that provide services to children that cannot be reported in any other category.				
<b>Family and Community Partnership</b>					
10	Program Managers & Content Area Experts	0.00	-	-	-
	Include program managers, coordinators, supervisors, and content experts in parent involvement, social services, volunteer coordination, or other family and community partnership activities.				
11	Other Family & Community Partnerships Personnel	0.05	-	2,274	4,010
	Include social workers, family service workers, social services aides, parent involvement aides, and other family and partnerships staff.				
<b>Program Design and Management</b>					
12	Executive Director/Other Supervisor of HS Director	0.00	-	-	-
13	Head Start/Early Head Start Director	0.00	-	-	-
14	Managers	0.00	-	-	-
15	Staff Development	0.00	-	-	-
16	Clerical Personnel	0.00	-	-	-
17	Fiscal Personnel	0.00	-	-	-
18	Other Administrative Personnel	0.00	-	-	-
<b>Other</b>					
19	Maintenance Personnel	0.00	-	-	-
20	Transportation Personnel	0.00	-	-	-
21	Other Personnel	0.00	-	-	-
<b>TOTAL PERSONNEL</b>		0.05	-	2,274	4,010

Sch A Wksht

Class	Total FTE	HS COLA FTE	HS QI	EHS COLA FTE	EHS QI	HS COLA Amt	HS QI Amt	EHS COLA Amt	EHS QI Amt	Total Amt	HS In-kind	EHS In-kind
1	0.25	-	0.25	-	-	-	28,815	-	-	28,815	-	-
2	-	-	-	-	-	-	-	-	-	-	-	-
3	-	-	-	-	-	-	-	-	-	-	-	-
4	-	-	-	-	-	-	-	-	-	-	-	-
5	1.31	1.31	-	-	-	45,975.00	-	-	-	45,975	-	-
6	0.35	-	0.35	-	-	-	39,507	-	-	39,507	20,498	-
7	-	-	-	-	-	-	-	-	-	-	-	-
8	-	-	-	-	-	-	-	-	-	-	-	-
9	-	-	-	-	-	-	-	-	-	-	-	-
10	-	-	-	-	-	-	-	-	-	-	-	-
11	0.05	-	-	-	0.05	-	-	-	2,274	2,274	-	4,010
12	-	-	-	-	-	-	-	-	-	-	-	-
13	-	-	-	-	-	-	-	-	-	-	-	-
14	0.75	-	0.75	-	-	-	83,647	-	-	83,647	61,495	-
15	-	-	-	-	-	-	-	-	-	-	-	-
16	-	-	-	-	-	-	-	-	-	-	-	-
17	-	-	-	-	-	-	-	-	-	-	-	-
18	-	-	-	-	-	-	-	-	-	-	-	-
19	-	-	-	-	-	-	-	-	-	-	-	-
20	-	-	-	-	-	-	-	-	-	-	-	-
21	-	-	-	-	-	-	-	-	-	-	-	-
	2.71	1.31	1.35	-	0.05	45,975.00	151,969.30	-	2,274.00	200,218.30	81,993.00	4,010.00

48%

0%

2.71

Schedule B - Fringe Benefits

Agency Sacramento City Unified School District

FY 2023-24

Program HS/EHS

HSES Line Item	%	Description	Head Start		Early Head Start		Head Start	Early Head Start
			COLA	QI	COLA	QI	NFS	NFS
1	7.65%	Social Security	3,517	11,626	-	174	-	307
	1.00%	Unemployment Insurance	460	1,520	-	23	-	40
	5.80%	Worker's Comp Insurance	2,667	8,814	-	132	-	233
		State Disability	-	-	-	-	-	-
Total Line 1			\$ 6,443	\$ 21,960	\$ -	\$ 329	\$ -	\$ 579
2	1.00%	Health/Dental/Vision/Life/OPEB Certificated Life	460	1,520	-	1,364	-	40
			-	-	-	-	-	-
Total Line 2			\$ 460	\$ 1,520	\$ -	\$ 1,364	\$ -	\$ 40
3	1.00%	Retirement	460	1,520	-	23	-	40
Total Line 3			\$ 460	\$ 1,520	\$ -	\$ 23	\$ -	\$ 40
4		Other Fringe	-	-	-	-	-	-
Total Line 4			\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Fringe</b>			<b>\$ 7,563</b>	<b>\$ 24,999</b>	<b>\$ -</b>	<b>\$ 1,715</b>	<b>\$ -</b>	<b>\$ 660</b>

Admin Allocation	
HS	EHS
16.72%	

\*The default Admin Allocation percentages for Fringe Benefits are calculated based on the data entered in the Personnel section of the Line Item Budget.

Schedule C - Out-Of-State Travel

Agency

Sacramento City Unified School District

FY 2023-24

Program: HS/EHS

# Staff/Parent	Description	COLA	QI
	<b>HEAD START TOTAL</b>	\$ -	\$ 21,026
5 Staff	Conference/Training TBD	-	21,026
	<b>EARLY HEAD START TOTAL</b>	\$ -	\$ -
<b>Total Travel</b>		\$ -	\$ 21,026



Schedule D - Equipment

Agency Sacramento City Unified School

FY 2023-24

Program HS/EHS

HSES Line Item	Description	Head Start		Early Head Start		Head Start	Early Head Start
		COLA	QI	COLA	QI	NFS	NFS
1	<b>Office Equipment</b>						5,692
Total Line 1		\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,692
2	<b>Classroom/Outdoor/Home-based</b>	36,000					
Total Line 2		\$ 36,000	\$ -	\$ -	\$ -	\$ -	\$ -
3	<b>Vehicle Purchase</b>						
Total Line 3		\$ -	\$ -	\$ -	\$ -	0	0
4	<b>Other Equipment</b>						
Total Line 4		\$ -	\$ -	\$ -	\$ -	0	0
<b>Total Equipment</b>		<b>\$ 36,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 5,692</b>

Any tangible, non-expendable, personal property charged directly to an award that has a useful life of more than one year and an acquisition cost of \$5,000 or more per unit.

Schedule E - Supplies

Agency Sacramento City Unified School

FY 2023-24

Program HS/EHS

HSES Line Item	Description	Head Start		Early Head Start		Head Start	Early Head Start
		COLA	QI	COLA	QI	NFS	NFS
1	<b>Office Supplies</b>	65,000		1,580			
Total Line 1		\$ 65,000	\$ -	\$ 1,580	\$ -	\$ -	\$ -
2	<b>Child and Family Services Supplies</b>	24,458		1,500			
Total Line 2		\$ 24,458	\$ -	\$ 1,500	\$ -	\$ -	\$ -
3	<b>Food Services Supplies</b>	7,000					
Total Line 3		\$ 7,000	\$ -	\$ -	\$ -	0	0
4	<b>Other Supplies</b>	20,000			1,000		
Total Line 4		\$ 20,000	\$ -	\$ -	\$ 1,000	0	0
<b>Total Supplies</b>		<b>\$ 116,458</b>	<b>\$ -</b>	<b>\$ 3,080</b>	<b>\$ 1,000</b>	<b>\$ -</b>	<b>\$ -</b>

Schedule H - Other

Agency Sacramento City Unified School District FY 2023-24 Program HS/EHS

HSES Line Item	Description	Head Start		Early Head Start		Head Start	Early Head
		COLA	QI	COLA	QI	NFS	Start NFS
1	Depreciation /Use Allowance						
Total Line 1		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2	Rent						
Total Line 2		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
3	Mortgage						
Total Line 3		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
4	Utilities, Telephone						
Total Line 4		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
5	Building and Child Liability Insurance						
Total Line 5		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
6	Building Maint. / Repair & Other Occp.						
Total Line 6		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
7	Incidental Alterations/Renovations						
Total Line 7		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
8	Local Travel	15,000			162		
Total Line 8		\$ 15,000	\$ -	\$ -	\$ 162	\$ -	\$ -
9	Nutrition Services						
Total Line 9		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
10	Child Services Consultants	4,550			1,000		
Total Line 10		\$ 4,550	\$ -	\$ -	\$ 1,000	\$ -	\$ -
11	Volunteers	4,575		1,452			
Total Line 11		\$ 4,575	\$ -	\$ 1,452	\$ -	\$ -	\$ -
12	Substitutes (if not paid benefits)	82,114		11,000			
Total Line 12		\$ 82,114	\$ -	\$ 11,000	\$ -	\$ -	\$ -
13	Parent Services	5,000					
Total Line 13		\$ 5,000	\$ -	\$ -	\$ -	\$ -	\$ -
14	Accounting and Legal Services						
Total Line 14		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
15	Publications/Advertising/Printing	2,014	2,986				
Total Line 15		\$ 2,014	\$ 2,986	\$ -	\$ -	\$ -	\$ -
16	Training or Staff Development						
Total Line 16		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
17	Other						
Total Line 17		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Other</b>		<b>\$ 113,253</b>	<b>\$ 2,986</b>	<b>\$ 12,452</b>	<b>\$ 1,162</b>	<b>\$ -</b>	<b>\$ -</b>

	Head Start			Early Head Start		
	COLA	QI	NFS	COLA	QI	NFS
Personnel	-	30,394	16,399	-	-	-
Fringe Benefits	1,264	4,179	-	-	-	-
Travel	-	-	-	-	-	-
Equipment	-	-	-	-	-	-
Supplies	-	-	-	-	-	-
Contractual	-	-	-	-	-	-
Construction None	-	-	-	-	-	-
Other	-	-	-	-	-	-
Indirect Charges <b>100%</b>	10,408	6,552	-	506	201	-
<b>TOTAL</b>	<b>\$ 11,672</b>	<b>\$ 41,124</b>	<b>\$ 16,399</b>	<b>\$ 506</b>	<b>\$ 201</b>	<b>\$ -</b>

Total Admin Cost \$ 69,195

Total Admin Cost \$ 707

Head Start Admin % 11.18%

Early Head Start Admin % 2.16%

**Budget Narrative – SCUSD Head Start  
Cost of Living Adjustment (COLA)**

FY 2023-2024

**COST OF LIVING ADJUSTMENT (COLA) \$329,656**

**Personnel- \$ 45,975**

Cost-of-Living Adjustment (COLA) funds will be utilized to fund a portion of the salaries to staff including three (3) Itinerant Instructional Aides. These additional aide positions will be used as additional classroom support to assist in the classroom and support students in the Head Start program at Sacramento City Unified School District. The remaining portion of salaries for these positions will be paid for by a blend of state CSPP funds and SCUSD District contributions.

**Fringe Benefits- \$ 7,563**

A portion of the COLA will be used to pay the increased fringe benefits costs associated with the salaries of the new aide positions. All regular employees receive full benefits including medical/dental, retirement, life insurance and disability plans provided by Sacramento City Unified School District. The remaining contributions to retirement and benefits, which include Social Security, Medicare, Unemployment Insurance, and Workers Compensation benefits, will be funded using Head Start Basic funds and state CSPP contributions.

**Equipment- \$36,000**

Large equipment purchases are a part of the Early Learning and Care departments plan for FY23-24. These large purchases include additional shading structures for the blacktop, new playground structures, and additional storage sheds. Additional funding for these purchases will come from both Head Start Basic carryover funding and state CSPP grant funding.

**Supplies- \$116,458**

Supplies including office supplies, child and family service supplies and food service supplies will be contributed to using COLA funding. These supplies will be used in conjunction with

other funding sources to help provide necessary items to classrooms in Sacramento City Unified School District.

**Schedule H (Other) - \$113,253**

Includes additional funding set aside for local travel, consultants, volunteers and parent services as additional substitutes that are not paid benefits.

**Indirect - \$10,408**

The Indirect rate for the 2023-2024 fiscal year is 3.26%. The total indirect amount for the HS COLA grant is \$10,408.

**Non-Federal Share - \$81,993**

Non-Federal Share (NFS) includes salaries and benefits being paid by state CSPP funding

**Budget Narrative – SCUSD Head Start  
Quality Improvement (QI)**

FY 2023-2024

**QUALITY IMPROVEMENT (\$207,532)**

In accordance with the AFC-PI-HS-23-02 Head Start Funding Increases, the Sacramento City Unified School District (SCUSD) Head Start program will enhance program quality under the following allowable uses of Quality Improvement (QI) funds:

1. To improve the compensation (including benefits) of educational personnel, family service workers, and child counselors, as described in Sections 644(a) and 653 of the Head Start Act, in the manner determined by the Head Start agencies (including Early Head Start agencies) involved, to support the following:

- ensure that compensation is adequate to attract and retain qualified staff for the programs involved in order to enhance program quality;
- improve staff qualifications and assist with the implementation of career development programs for staff that support ongoing improvement of their skills and expertise.

**Personnel- \$151,969**

Quality Improvement (QI) funds will be utilized to offset the increased cost of salaries to staff including four (4) Coordinators, and one (1) Clinical Social Worker. These positions support the families and children in the Head Start program at Sacramento City Unified School District.

Other 2023-2024 Head Start Basic funds were budgeted under Personnel to offset the difference between the QI award and any additional salary increases.

**Fringe Benefits- \$24,999**

Fringe Benefits in the amount of \$24,999 is being funded using the Quality Improvement (QI) funding for the 2023-2024 fiscal year. These funds will be used to support the increased costs of benefits for full time staff positions including social security, unemployment, workers

compensation, state disability, health, dental, vision and life insurance. A portion will also go towards staff retirement.

**Travel /Conference (Schedule C) - \$21,026**

In fiscal year 2023-24, the Early Learning and Care department would like to continue professional development and growth through conferences and additional learning opportunities both in the area and out of the state. Over the last year, our department has prioritized learning and networking with other professionals in the child development community by attending a Head Start training in New Orleans, Louisiana and a conference in Portland, Oregon. For FY23-24, the director and coordinators want to continue to take advantage of the training opportunities that are offered. The QI funding in travel will allow for professional growth opportunities for staff.

**Schedule H (Other) - \$2,986**

Other funding includes \$2,986 for publications/advertising and printing services. These services will help us reach a large number of our community members through flyers, postcards and print advertising.

**Non-Federal Share - \$51,883**

Non-Federal Share (NFS) includes salaries and benefits being paid by state CSPP funding.

**Indirect - \$6,552**

The Indirect rate for the 2023-2024 fiscal year is 3.26%. The total indirect amount for the HS Quality Improvement Grant is \$6,552.



**Budget Narrative – SCUSD Early Head Start  
Cost of Living Adjustment (COLA)**

FY 2023-2024

**COST OF LIVING ADJUSTMENT (COLA) \$16,038**

**Supplies: \$ 3,080**

Supplies including both office supplies and child and family services supplies will be purchased to help support the staff, children and families in the Early Head Start program. Office supplies such as pens, pencils, paper and ink will be purchased using the additional COLA funds, as well as, child and family services supplies such as diapers and hygiene products. The COLA funding helps ensure that additional supplies can be purchased to help families in our community. Any additional supplies will be purchased with a mix of the Early Head Start Basic grant funding and the state CCTR grant funding.

**Other: \$ 12,452**

The majority of the Early Head Start COLA funds will be used in the other category for the 2023-24 fiscal year. Other category includes volunteers (\$1,452) and substitutes that are not paid benefits (\$11,000) for the 2023-24 fiscal year. These additional funds for substitute costs will be providing much needed support to help cover classrooms for regularly paid staff.

**Indirect Charge: \$506**

The Indirect cost rate for the 2023-2024 fiscal year is 3.26%. The total indirect amount for the Cost of Living Adjustment (COLA) for the Early Head Start Program will be \$506.

**NON-FEDERAL SHARE: \$4,010**

Non-Federal Share (NFS) includes salaries and benefits being paid by state CCTR funding this includes additional costs of increases to fringe benefits for all staff in the Sacramento City Unified School District.

**Budget Narrative – SCUSD Early Head Start  
Quality Improvement (QI)**

FY 2023-2024

**QUALITY IMPROVEMENT (\$6,352)**

In accordance with the AFC-PI-HS-23-02 Head Start Funding Increases, the Sacramento City Unified School District (SCUSD) Early Head Start program will enhance program quality under the following allowable uses of Quality Improvement (QI) funds:

Condition #1

1. To improve the compensation (including benefits) of educational personnel, family service workers, and child counselors, as described in Sections 644(a) and 653 of the Head Start Act, in the manner determined by the Head Start agencies (including Early Head Start agencies) involved, to support the following —

- ensure that compensation is adequate to attract and retain qualified staff for the programs involved in order to enhance program quality;
- improve staff qualifications and assist with the implementation of career development programs for staff that support ongoing improvement of their skills and expertise; and
- provide education and professional development to enable teachers to be fully competent to meet the professional standards established under Sec. 648A(a)(1) of the Act

Condition #3

To ensure that the physical environments of Head Start programs are conducive to providing effective program services to children and families, and are accessible to children with disabilities and other individuals with disabilities.

**Personnel: \$ 2,274**

Quality Improvement (QI) funds will be utilized to help pay increased salary costs in the Early Head Start program fiscal year 2023-24. The additional funding will go to support a portion of the cost of one (1) family advocate. The remaining portion of salary and benefits for this position will be funded by Early Head Start Basic grant funding and state CCTR funding.

**Fringe Benefits: \$ 1,715**

Quality Improvement (QI) funding for the 2023-2024 fiscal year will help support the additional fringe benefits and fixed costs for the family advocate position. All regular employees receive full benefits including medical/dental, retirement, life insurance and disability plans provided by Sacramento City Unified School District. The remaining contributions to retirement and benefits, which include Social Security, Medicare, Unemployment Insurance, and Workers Compensation benefits, will be funded using Early Head Start Basic funds and state CCTR contributions.

**Supplies: \$ 1,000**

Additional QI funding will be used to support the Infant Toddler classes in child and family services supplies and additional office supplies. Supplies includes both office supplies and child and family services supplies that will be purchased to help support the staff, children and families in the Early Head Start program. Office supplies such as pens, pencils, paper and ink will be purchased using the additional Quality Improvement funds, as well as, child and family services supplies such as diapers and hygiene products. The QI funding helps ensure that additional supplies can be purchased to help families in our community.

**Schedule H - Other: \$ 1,162**

The other funding in the amount of \$131 has been set aside for local travel including mileage reimbursements for teachers and staff to be used towards local training opportunities. Local travel includes travel for monitoring purposes as well as Quality Improvement for Self-Assessment. In addition, \$1,000 will be used for Child Services Consultants who provide much needed training and professional growth opportunities for all staff in the Early Head Start program.

**Indirect Charge: \$ 201**

The Indirect rate for the 2023-2024 fiscal year is 3.26%. The total indirect amount for the EHS Quality Improvement Grant is \$201.

**Non-Federal Share- \$6,352**

Non-Federal Share (NFS) includes salaries and benefits being paid by state CCTR funding.

**SPECIAL POLICY COMMITTEE MEETING MINUTES**

**THURSDAY, MARCH 30, 2023**

**10:00-11:00**

**LOCATION: SERNA CENTER-PARENT RESOURCE CENTER CONFERENCE  
ROOM**

**5735 47<sup>TH</sup> AVENUE SACRAMENTO, CA 95824**

**Call Order/Roll Call** *The meeting was called to order at 10:07 a.m. by Viviana Garcia (Chair was not present, Vice Chair running late)*

Roll call was conducted and quorum was established.

Members present: Viviana Garcia, Nicholas

Guadalupe Bramasco, John Bidwell

Christina Sotelo, Edward Kemble

Maria Manrique came in at 10:25 a.m, Harkness

**Action Items**

Melissa Sigars,(Director) presented an overview of the grant in preparation to be approved. The grant impacts all preschool classrooms including state and head start preschool.

Ms Sigars asked if there were any questions. No questions were presented by the members.

A motion to approve was made by Maria. Guadalupe seconded. Ayes:3- Viviana, Guadalupe, Christine. Nays- 0 Abstentions- 1

Ms. Sigars left the meeting at 10:30 am.

**Open Discussion :**

Guadalupe asked about enrollment. Dr Carson stated that enrollment is open now. Maria asked about her 2 year old child having an IEP, Dr Carson stated that having the IEP the child will have priority-spots held for IEP

**Public Participation**

Ms. Christina Roseli stated that she sent out a flyer for food distribution over Spring Break.

**Adjournment**

*Meeting adjourned 10:35*



**EARLY LEARNING AND CARE DEPARTMENT**

**HEAD START POLICY COMMITTEE *SPECIAL MEETING***

**March 30, 2023**

**CALL TO ORDER/ROLL CALL**

A member of the Policy Committee will call the roll of the following members:

- U Sara Scott, Lisbon
- X Maria Manrique, H.W. Harkness ~
- X Guadalupe Bramasco, John Bidwell
- U Carlos De'Jesus, Oak Ridge
- X Viviana Garcia, Nicholas
- E Royal Jones, Woodbine
- E Paula Pevy, John Cabrillo
- E Tiani Riddick, Father Keith B. Kenny
- U Jocelyn Velezleyva, Bowling Green-McCoy

AP Christy Golcjo

9 Representatives

X= Present

E= Unexcused

U= Unexcused Absence

AP= Alternate Present

## Seats Vacant

- \_\_\_\_\_ Vacant, Bear Flag Wrap
- \_\_\_\_\_ Vacant, Cameillia
- \_\_\_\_\_ Vacant, Earl Warren AM
- \_\_\_\_\_ Vacant, Earl Warren PM
- \_\_\_\_\_ Vacant, Ethel I. Baker
- \_\_\_\_\_ Vacant, Ethel Phillips
- \_\_\_\_\_ Vacant, Ethel Phillips Wrap
- \_\_\_\_\_ Vacant, Hiram Johnson Full Day
- \_\_\_\_\_ Vacant, Isador Cohen
- \_\_\_\_\_ Vacant, James Marshall
- \_\_\_\_\_ Vacant, John D. Sloat
- \_\_\_\_\_ Vacant, John D. Sloat Wrap
- \_\_\_\_\_ Vacant, John Still
- \_\_\_\_\_ Vacant, Leataata Floyd Wrap
- \_\_\_\_\_ Vacant, Mark Twain Wrap
- \_\_\_\_\_ Vacant, Martin Luther King
- \_\_\_\_\_ Vacant, Pacific
- \_\_\_\_\_ Vacant, Parkway Wrap (Room P1)
- \_\_\_\_\_ Vacant, Parkway Wrap (Room P2)
- \_\_\_\_\_ Vacant, Susan B. Anthony Wrap (Room 20)
- \_\_\_\_\_ Vacant, Susan B. Anthony Wrap (Room 24)
- \_\_\_\_\_ Vacant, Washington Wrap
- \_\_\_\_\_ Vacant, Community Representative

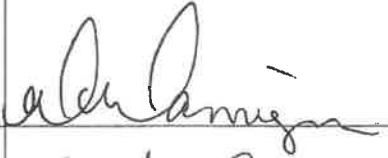


Sacramento City Unified School District

Early Learning and Care Department

Head Start Policy Committee Orientation Meeting

Thursday March 30, 2023

SIGN IN SHEET

NAME	SIGNATURE	SCHOOL SITE
Sara Scott Chair		Lisbon
Maria Manrique Vice Chair		Harkness
Guadalupe Bramasco		John Bidwell
Carlos De'Jesus		Oakridge
Viviana Garcia		Nicholas
Royal Jones		Woodbine
Paula Pevy		John Cabrillo
Tiani Riddick		Father Keith B. Kenny
Jocelyn Velezleyva		Bowling Green-McCoy

Christy Sotelo

Christy Ann





Edward Kemble



Sacramento City Unified School District  
Early Learning and Care Department  
Head Start Policy Council Special Meeting

Thursday March 30, 2023

STAFF SIGN IN SHEET

NAME	SIGNATURE	POSITION
Melissa Sigars		Director
Marla Horne		Parent Advisor
Dr. Angelle Carson		Coordinator
Doris Reese		Coordinator
Christina Roseli		Coordinator

TO: POLICY COMMITTEE REPRESENTATIVES AND HS/CSPP TEACHERS

SUBJECT: SPECIAL POLICY COMMITTEE MEETING NOTES

**SPECIAL POLICY COMMITTEE MEETING**

**THURSDAY, APRIL 20, 2023**

**9:30-11:30**

**LOCATION: SERNA CENTER-PARENT RESOURCE CENTER CONFERENCE**

**ROOM 5735 47<sup>TH</sup> AVENUE SACRAMENTO, CA 95824**

**If you have any questions please contact ELC, 916-643-7800**

**NOTES**

**I. Call Order/Roll Call**

The meeting was called to order at 9:34 by Tiana, FBK. Roll call was conducted and quorum was established.

Members Present:

Maria M,

Viviana, Nicholas

Paula Pevy,

Royal Jones, Woodbine

Vivian

Guadalupe

Tiana

**II. Action Items**

Approval of March 16, 2023 PC Minutes

Maria made a motion to approve the March 16 PC Meeting Minutes. Paula seconded. Ayes - 4

Approval of Special March 30, 2023 Meeting Minutes

Maria made a motion to approve the March 30 Special PC Meeting Minutes. Paula seconded.

Ayes - 4

**III. Action Items (Closed Session Personnel-Pursuant to Government Code Section 54957)**

None

#### **IV. Information Items**

##### **Directors Report (Melissa Sigars)**

The department has experienced some staff turnover. Open positions are listed on EdJoin. The HS grant has been completed and sent to SCUSD Board for approval.

Our purchase deadline was April 14. Many new classroom supports will be added to the classrooms. We were also able to purchase some big ticket items; sheds, carpets/flooring, speaker systems for each classroom, furniture for the Family Center at Hiram Johnson.

##### **Eligibility, Recruitment, Selection, Enrollment and Attendance Report (Dr. Angelle Carson)**

Enrollment is open.

##### **Fiscal Monthly Report**

Nothing new to report.

One fiscal position is vacant. Position of Program Tech is posted on Edjoin.

##### **Health and Nutrition (Dr. Angelle Carson)**

AB130 ensures all children receive free meals. Nutrition log attached in packet. Numbers are different for snacks because some children leave after lunch.

Tiana asks why some months are higher than others. Dr. Angelle explained it is based of number of days in attendance. Some months have more days than others.

##### **Education (Doris Reese)**

Parent conference week is May 8-12. These are half -day for wrap programs, full day sites are not effected. Teachers should be providing activities to do throughout the summer to continue learning at home. Melissa encouraged parents to attend local school open house this spring. Christina let parents know, included with the end-of-year backpack, there will be a half-sheet flyer to give to the child upcoming kindergarten teacher.

##### **Facility Update (Melissa Sigars)**

Work orders have been submitted across sites. Parents should start to see improvements. Work should be completed by June 30.

##### **First 5 Updates (Christina Roseli)**

Quarterly report submitted for Q3.

New books have been purchased for Apple Bags.

##### **Family Engagement (Christina Roseli)**

There are 2 remaining parent workshops for the year. Survey results show 1pm-3pm the most preferred time. However, only 1 parent attended the last workshop. Final workshop will hopefully be held in-person.

Parents are encouraged to bring a report back to PC from their classroom parent meetings.

#### **V. Open Discussion**

Vivian – how long after a child is evaluated will they receive services? An IEP is in place yet no services has begun. Doris will follow up to see status.

Victoria – Is there a procedure for parents who do not have transportation to meetings or need childcare. Is Zoom still an option. Christina will follow up to see if a hybrid PC option can be explored. Zoom is offered for Parent Workshops. Mileage/transportation costs are reimbursed.

Royal – What is pausing the Hiram Johnson project? Why are we still spending money on the space if we are not guaranteed the room? Melissa spoke to our vested interest in the building space, it is also a federally funded building and HS would have to release ownership. We intend to use the space for meetings, play therapy and other family resources. We feel confident we will receive the space. If not, materials purchased can be used in other rooms.

Guadalupe- enrollment is no longer at HJ? All enrollment is done at the Genesis Center.

Paula – can we clarify the age to enter TK? Qualifying birthdays are Sept 2 to Feb 2. However, if a child is younger they can apply for a waiver. Melissa explained the importance of parents choosing the program that best meets the need of their child. Full-day preschool options will remain a choice. ELC can provide a comparison chart for parents to help guide their decision.

Royal – I noticed the Parent Advisor is missing. The position will be posted.

#### **VI. Public Participation**

None.

#### **VII. Adjournment**

The meeting was adjourned at 10:26.



**EARLY LEARNING AND CARE DEPARTMENT  
HEAD START POLICY COMMITTEE MEETING  
Apr 20, 2023**

**CALL TO ORDER/ROLL CALL**

A member of the Policy Committee will call the roll of the following members:

- U Jemice Woulard, Abraham Lincoln
- Antonia Gomez (Alternate), Abraham Lincoln
- U Jocelyn Velezleyva, Bowling Green McCoy
- Christina Sotelo (Alternate), Edward Kemble
- X Tiani Riddick, Fr Keith B Kenny
- X Maria Manrique, HW Harkness
- X Guadalup Bramasco. John Bidwell
- X Paula Pevy, John Cabrillo
- Olga Rodriguez (Alternate) John Cabrillo
- U Sara Scott, Lisbon
- X Victoria Balderas (Alternate), Lisbon
- X Viviana Garcia, Nicholas
- Allen Wristen (Alternate), Nicholas
- E Carlos De'Jesus, Oak Ridge
- X Royal Jones, Woodbine
- Susana Flores (Alternate), Woodbine

7 present  
quorum est.

15 Representatives

X= Present E=Excused U=Unexcused Absence AP=Alternate Present

**Seats Vacant:**

- \_\_\_\_\_ Vacant, Bear Flag
- \_\_\_\_\_ Vacant, Camellia
- \_\_\_\_\_ Vacant, Earl Warren
- \_\_\_\_\_ Vacant, Ethel I. Baker
- \_\_\_\_\_ Vacant, Ethel Phillips
- \_\_\_\_\_ Vacant, Ethel Phillips
- \_\_\_\_\_ Vacant, Hiram Johnson Full Day
- \_\_\_\_\_ Vacant, James Marshall
- \_\_\_\_\_ Vacant, John Bidwell
- \_\_\_\_\_ Vacant, John D. Sloat
- \_\_\_\_\_ Vacant, John Still
- \_\_\_\_\_ Vacant, Leataata Floyd
- \_\_\_\_\_ Vacant, Mark Twain
- \_\_\_\_\_ Vacant, Martin Luther King
- \_\_\_\_\_ Vacant, Pacific
- \_\_\_\_\_ Vacant, Parkway (Room P2)
- \_\_\_\_\_ Vacant, Susan B. Anthony (Room 24)
- \_\_\_\_\_ Vacant, Washington
- \_\_\_\_\_ Vacant, Community Representative

Early Learning and Care Department  
Policy Council Meeting



Apr 20, 2023

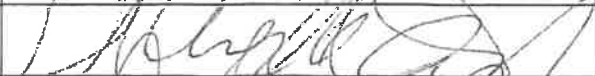




School Site	Name
Abraham Lincoln Wrap	
Bear Flag Wrap	
Bowling Green Chacon	
Bowling Green McCoy	
Camellia	
Earl Warren	
Edward Kemble (Rm P1)	
Edward Kemble (Rm P2)	
Elder Creek	
Ethel I Baker	
Ethel Phillips (Rm	
Ethel Phillips (Rm	
Fr. Keith B. Kenny	Tiana Kiddle
Golden Empire	
Hiram Johnson (Rm	
Hiram Johnson (Rm	
HW Harkness	Michelle Lamson
James Marshall	
John Bidwell	John Bidwell
John Cabrillo	Paula Pey
John Sloat	
John Still	





Early Learning and Care Department  
Policy Council Meeting  
STAFF AND VISITORS  
APR 20, 2023



Name	Role	Signature
Dr. Angelle Carson	Coordinator	
Doris Reese	Coordinator	
Christina Roseli	Coordinator	
Melissa Sigars	Director	
Sherrell Peterson	Program Tech	

**EXHIBIT D**  
**SPECIAL CONDITIONS**

SPECIAL CONDITIONS

The Agreement with Delegate of Program Support Services between the Sacramento Employment and Training Agency and Sacramento City Unified School District is subject to the special condition(s) and time frame(s) outlined below:

Condition(s)

Time frame(s)

1. Pursuant to Exhibit Q, Paragraph 14, "Location and Licensing of Program Facilities", DELEGATE has provided GRANTEE copies of day care licenses for Head Start sites as identified in Exhibit E. Pursuant to Paragraph 10, no Head Start site shall be opened and no Head Start funds shall be allocated or paid to any DELEGATE that does not have in place, prior to the site opening and through the term of this AGREEMENT, an appropriate license for the site issued by the State of California, Department of Social Services.

The entire term of the Agreement

The State of California, Department of Social Services (CDSS) is currently issuing licenses with no expiration date(s); however, each site is inspected annually for compliance and a written renewal/annual visit report is prepared by CDSS. Thus, DELEGATE shall secure and maintain in its files a copy of the above-referenced report for each site identified in Exhibit E for review by GRANTEE and/or its authorized representative(s).

2. Consistent with Section 657A of the Head Start Act, as amended, DELEGATE must obtain written parental consent prior to administering any "nonemergency intrusive physical examination" of a child. A "nonemergency intrusive physical examination" means (1) a physical examination that is not immediately necessary to protect the health or safety of the child involved or the health or safety of another individual; and (2) requires incision or is otherwise invasive, or involves exposure of private body parts.

The entire term of the Agreement.

Written permission obtained by DELEGATE for a "nonemergency intrusive physical examination" shall clearly and plainly describe the examination for which permission was obtained and indicate the parent's express permission, including any limitations.

**EXHIBIT D**

Condition(s) - continued

Timeframe(s)

- |   |  |
|---|--|
| <p>3. Consistent with ACYF-PI-HS-08-03 issued May 12, 2008, DELEGATE shall not compensate an individual, either as a direct cost or any pro-ration as an indirect cost, at a rate in excess of Executive Level II. The 2023 rate of compensation for an Executive Level II employee is \$212,100 per year. DELEGATE shall ensure that the budget(s) and expenditures meet current compensation cap requirements for any individual charged to this AGREEMENT.</p>   | <p>The entire term of the Agreement.</p> |
| <p>4. DELEGATE shall maintain current registrations in the Central Contractor Registration (<a href="http://www.ccr.gov">www.ccr.gov</a>) at all times during the entire term of this AGREEMENT. A Dun and Bradstreet Data Universal Numbering System (DUNS) Number (<a href="http://www.dnb.com">www.dnb.com</a>) is one of the requirements for registration in the Central Contractor Registration.</p>  | <p>The entire term of the Agreement.</p> |
| <p>5. DELEGATE shall maintain all insurance coverage and is expressly required by this Exhibit to immediately notify SETA if it receives a communication from its insurance carrier(s) or agent that any required insurance is to be cancelled, non-renewed, reduced in scope or limits or otherwise materially changed. DELEGATE shall provide thirty (30) days written notice to SETA prior to such change. Ten (10) days prior written notice shall be provided to SETA in the event of cancellation due to non-payment of premium. Failure to maintain required insurance shall be considered a material breach of the AGREEMENT.</p> | <p>The entire term of the Agreement.</p> |
| <p>6. DELEGATE acknowledges that expenditure of the COLA/QI funds under this award shall not commence until SETA is in receipt of the Notice of Award (NOA) from the Department of Health and Human Services/Administration for Children and Families for the grant funds. Once the NOA is received, DELGATE may invoice costs incurred beginning August 1, 2023.</p>   | <p>The entire term of the Agreement.</p> |

**EXHIBIT E**

**IDENTIFICATION OF HEAD START CENTERS**

**HEAD START**

**IDENTIFICATION OF HEAD START CENTERS**

Delegate: **Sacramento City Unified School District**  
 (Head Start Wrap) 178 Days  
 (Head Start 7 hours 12 mo. Full Day Collaboration) 238 Days  
 (Head Start/TK) 178 Days\*

Length of Operating Year (must agree with Exhibit A Calendar):  
 First Day of Class: 9/05/23 Last Day of Class: 6/13/24  
 First Day of Class: 8/01/23 Last Day of Class: 7/31/24  
 First Day of Class: 9/05/23 Last Day of Class: 6/13/24

\*1 Friday each month (September-May) is half day for Professional Learning

Classroom/Center Name	Location Street Address, City, State, Zip	Days of Operation/ Operating Hours	No. of Classes	No. of Children	Name & Address of Kitchen (School) Site Providing Food Service
Abraham Lincoln (Wrap)	3324 Glenmoor Drive Sacramento, CA 95827	Monday – Thursday 8:00 – 2:30 PM Friday 8:00 – 11:45 AM	1	20	Abraham Lincoln 3324 Glenmoore Drive
Bear Flag (Wrap)	6620 Gloria Drive Sacramento, CA 95831	Monday – Thursday 8:00 – 2:30 PM Friday 8:00 – 11:45 AM	1	20	John Morse 1901 60 <sup>th</sup> Avenue
Bowling Green - Chacon (Wrap)	6807 Franklin Drive Sacramento, CA 95823	Monday – Thursday 8:00 – 2:30 PM Friday 8:00 – 11:45 AM	1	20	Bowling Green 6807 Franklin Drive
Bowling Green – McCoy (Wrap)	4211 Turnbridge Drive Sacramento, CA 95823	Monday – Thursday 8:00 – 2:30 PM Friday 8:00 – 11:45 AM	1	20	Bowling Green 4211 Turnbridge Drive
Camelia (Wrap)	6600 Cougar Drive Sacramento, CA 95828	Monday – Thursday 8:00 – 2:30 PM Friday 8:00 – 11:45 AM	1	20	Leonardo da Vinci 4701 Joaquin Way

**EXHIBIT E**

<p>Earl Warren <i>(Wrap)</i></p> <p><i>(Head Start/State Trnstnl Kinder)</i></p>	<p>5420 Lowell Street Sacramento, CA 95820</p>	<p>Monday – Thursday 8:00 – 2:30 PM Friday 8:00 – 11:45 AM</p> <p>Monday – Friday 9:00 – 3:30 PM</p>	<p>1</p> <p>1</p>	<p>20</p> <p>6</p>	<p>Earl Warren 5420 Lowell Street</p>
<p>Edward Kemble <i>(Head Start/State Trnstnl Kinder)</i></p> <p><i>(Wrap)</i></p>	<p>7495 29<sup>th</sup> Street Sacramento, CA 95822</p>	<p>Monday – Friday 9:00 – 3:30 PM</p> <p>Monday – Thursday 8:00 – 2:30 PM Friday 8:00 – 11:45 AM</p>	<p>1</p> <p>1</p>	<p>6</p> <p>20</p>	<p>Edward Kemble 7495 29<sup>th</sup> Street</p>
<p>Elder Creek <i>(Collaboration Full Day 12 mo)</i></p>	<p>7800 Lemon Hill Avenue Sacramento, CA 95824</p>	<p>Monday – Friday 8:00 – 3:00 PM</p>	<p>1</p>	<p>24</p>	<p>Elder Creek 7934 Lemon Hill Avenue</p>
<p>Ethel I. Baker <i>(Wrap)</i></p>	<p>5717 Laurine Way Sacramento, CA 95824</p>	<p>Monday – Thursday 8:00 – 2:30 PM Friday 8:00 – 11:45 AM</p>	<p>1</p>	<p>20</p>	<p>Ethel I. Baker 5717 Laurine Way</p>
<p>Ethel Phillips <i>(Head Start/State Trnstnl Kinder)</i></p> <p><i>(Wrap)</i></p>	<p>2930 21<sup>st</sup> Avenue Sacramento, CA 95820</p>	<p>Monday – Friday 8:00 – 2:30 PM</p> <p>Monday – Thursday 8:30 – 3:00 PM Friday 8:30 – 12:15 PM</p>	<p>1</p> <p>1</p>	<p>6</p> <p>20</p>	<p>Ethel Phillips 2930 21<sup>st</sup> Avenue</p>
<p>Fr. Keith B Kenny <i>(Wrap)</i></p>	<p>3525 MLK Jr Blvd Sacramento, CA 95817</p>	<p>Monday – Thursday 8:00 – 2:30 PM Friday 8:00 – 11:45 AM</p>	<p>1</p>	<p>20</p>	<p>Fr. Keith B Kenny 3525 MLK Jr Blvd</p>

**EXHIBIT E**

Golden Empire <i>(Wrap)</i>	9045 Canberra Drive Sacramento, CA 95826	Monday – Thursday 8:00 – 2:30 PM Friday 8:00 – 11:45 AM	1	20	Golden Empire 9045 Canberra Drive
H. W. Harkness <i>(Wrap)</i>	2147 54 <sup>th</sup> Avenue Sacramento, CA 95822	Monday – Thursday 8:45 – 3:15 PM Friday 8:45 – 12:30 PM	1	20	H. W. Harkness 2147 54 <sup>th</sup> Avenue
Hiram Johnson <i>(Wrap)</i>	3535 65 <sup>th</sup> Avenue Sacramento, CA 95820	Monday – Thursday 8:00 – 2:30 PM Friday 8:00 – 11:45 AM	1	20	Hiram Johnson 6879 14 <sup>th</sup> Avenue
<i>(Collaboration Full Day 12 mo)</i>		Monday – Friday 8:00 – 3:00 PM	1	24	
Isador Cohen <i>(Head Start/State Trnstnl Kinder)</i>	9025 Salmon Falls Drive Sacramento, CA 95826	Monday – Friday 9:00 – 3:30 PM	1	5	Isador Cohen 9025 Salmon Falls Drive
James W. Marshall <i>(Wrap)</i>	9525 Goethe Road Sacramento, CA 95827	Monday – Thursday 8:00 – 2:30 PM Friday 8:00 – 11:45 AM	1	20	James W. Marshall 9525 Goethe Rd
John Bidwell <i>(Wrap)</i>	1730 65 <sup>th</sup> Avenue Sacramento, CA 95822	Monday – Thursday 8:00 – 2:30 PM Friday 8:00 – 11:45 AM	1	20	John Bidwell 1730 65 <sup>th</sup> Avenue
<i>(Head Start/State Trnstnl Kinder)</i>		Monday – Friday 8:00 – 2:30 PM	1	5	
John Cabrillo <i>(Wrap)</i>	1141 Seamas Avenue Sacramento, CA 95822	Monday – Thursday 8:00 – 2:30 PM Friday 8:00 – 11:45 AM	1	20	John Cabrillo 1141 Seamas Avenue



**EXHIBIT E**

John Sloat (Wrap)	7525 Candlewood Way Sacramento, CA 95822	Monday – Thursday 8:30 – 3:00 PM Friday 8:30 – 12:15 PM	1	20	John Sloat 7525 Candlewood Way
John Still (Wrap)	2200 John Still Drive Sacramento, CA 95832	Monday – Thursday 8:00 – 2:30 PM Friday 8:00 – 11:45 AM	1	20	John Still 2200 John Still Drive
Leataata Floyd (Wrap)	401 McClatchy way Sacramento, CA 95818	Monday – Thursday 8:30 – 3:00 PM Friday 8:30 – 12:15 PM	1	20	Leataata Floyd 401 McClatchy Way
Lisbon (Wrap)	7555 S. Land Park Drive Sacramento, CA 95831	Monday – Thursday 8:30 – 3:00 PM Friday 8:30 – 12:15 PM	1	20	Lisbon 7555 S. Land Park Drive
Mark Twain (Head Start/State Trnstnl Kinder)	4914 58 <sup>th</sup> Street Sacramento, CA 95820	Monday – Friday 8:00 – 2:30 PM	1	5	Hiram Johnson – West Campus 5022 58 <sup>th</sup> Street
Martin Luther King Jr. (Wrap)	480 Little River Way Sacramento, CA 95831	Monday – Thursday 8:00 – 2:30 PM Friday 8:00 – 11:45 AM	1	20	Martin Luther King Jr. 480 Little River Way
(Head Start/State Trnstnl Kinder)		Monday – Friday 8:00 – 2:30 PM	1	5	
Nicholas (Wrap)	6601 Steiner Drive Sacramento, CA 95823	Monday – Thursday 8:30 – 3:00 PM Friday 8:30 – 12:15 PM	1	20	Nicholas 6601 Steiner Drive

**EXHIBIT E**

Oak Ridge <i>(Wrap)</i>	4501 MLK Jr Blvd Sacramento, CA 95820	Monday – Thursday 8:00 – 2:30 PM Friday 8:00 – 11:45 AM	1	20	Oak Ridge 4501 MLK Jr Blvd
Pacific <i>(Wrap)</i>	6201 41st Street Sacramento, CA 95824	Monday – Thursday 8:00 – 2:30 PM Friday 8:00 – 11:45 AM	1	20	Pacific 6201 41st Street
Parkway <i>(Wrap)</i>	4720 Forest Parkway Sacramento, CA 95823	Monday – Thursday 8:00 – 2:30 PM Friday 8:00 – 11:45 AM	1	20	Parkway 4720 Forest Parkway
<i>(Head Start/State Trnstnl Kinder)</i>		Monday – Friday 9:00 – 3:30 AM	1	5	
Peter Burnett <i>(Wrap)</i>	6032 36 <sup>th</sup> Avenue Sacramento, CA 95824	Monday – Thursday 8:00 – 2:30 PM Friday 8:00 – 11:45 AM	1	20	Peter Burnett 6032 36 <sup>th</sup> Avenue
Susan B. Anthony <i>(Wrap)</i>	7864 Detroit Blvd. Sacramento, CA 95832	Monday – Thursday 8:00 – 2:30 PM Friday 8:00 – 11:45 AM	1	20	Susan B. Anthony 7864 Detroit Blvd.
<i>(Head Start/State Trnstnl Kinder)</i>		Monday – Friday 8:00 – 2:30 PM	1	5	
Washington <i>(Wrap)</i>	520 18 <sup>th</sup> Street Sacramento, CA 95814	Monday – Thursday 8:30 – 3:00 PM Friday 8:30 – 12:15 PM	1	20	Clayton B Wire 5100 El Paraiso Avenue

**EXHIBIT E**

Woodbine (Wrap)	2500 52 <sup>nd</sup> Avenue Sacramento, CA 95822	Monday – Thursday 8:00 – 2:30 PM Friday 8:00 – 11:45 AM	1	20	Woodbine 2500 52 <sup>nd</sup> Avenue
<b>32</b>			<b>40</b>	<b>676</b>	

**40 Classes – 29 Wraps, 2 Full Day 7 hours/12 months, 9 HS/TK**

**EXHIBIT E**

**IDENTIFICATION OF HEAD START CENTERS**

**EARLY HEAD START**

IDENTIFICATION OF EARLY HEAD START CENTERS

Delegate: Sacramento City Unified School District  
Center-based: 238 Days

Length of Operating Year:  
First Day of Class: 8/1/2023 Last Day of Class: 7/31/2024

Classroom/Center Name	Location Street Address, City, State, Zip	Days of Operation/ Operating Hours	No. of Classes	No. of Children	Name & Address of Kitchen (School) Site Providing Food Service
<i>American Legion EHS</i>	American Legion 3801 Broadway Sac Ca 95817	M-F 7:45-3:45	1	8	SCUSD Central Kitchen
<i>Elder Creek EHS</i>	Elder Creek 7800 Lemon Hill Avenue Sacramento, CA 95824	M-F 7:30-3:30	1	8	SCUSD Central Kitchen
<b>Total</b>	<b>2 centers</b>		<b>2 classes</b>	<b>16 Funded enrollment</b>	

**EXHIBIT F**  
**REQUIRED REPORT SCHEDULE**

**REQUIRED REPORT SCHEDULE**

<b>MONTHLY REPORTS</b>			
<b>LINE</b>	<b>ITEM</b>	<b>SUBMIT TO</b>	<b>DUE DATE</b>
<b>Program Reports</b>			
1	Disabilities Monthly Report	Laura Moore Education Coordinator	Monthly (no later than the 5 <sup>th</sup> of each month)
2	Monthly Program Information Reports to Boards	Karen Griffith Deputy Director	Monthly (No later than the 5 <sup>th</sup> of each month), except for September, December, February and May
<b>Fiscal Reports</b>			
3	SETA Monthly Fiscal Report	Victor Han Fiscal Manager	Monthly (no later than 10 calendar days after the end of each month)
4	Certification of Non-Federal, In-kind Form	Victor Han Fiscal Manager	Monthly (no later than 10 calendar days after the end of each month)
5	Certification of Non-Federal, In-kind Transmittal Form	Victor Han Fiscal Manager	Monthly (no later than 10 calendar days after the end of each month)
<b>Governance Reports</b>			
6	Updated Policy Committee Membership Roster	Gaylon Ndiaye Head Start Coordinator (Governance and Parent Engagement)	Monthly (no later than 10 calendar days after the meeting)
7	Minutes of Policy Committee Meetings	Gaylon Ndiaye Head Start Coordinator (Governance and Parent Engagement)	30 Days Following Meeting
8	Delegate Governing Board Agenda/Minutes and cover sheet listing Head Start required monthly reports	Gaylon Ndiaye Head Start Coordinator (Governance and Parent Engagement)	Monthly
9	Policy Committee Meeting agenda, roll call & membership roster	Gaylon Ndiaye Head Start Coordinator (Governance and Parent Engagement)	5 working days prior to meeting
<b>Enrollment and Attendance Reports</b>			
10	Monthly Enrollment, Attendance (ADA) and Waiting List Reports	Veronica Jones Program Officer	1 <sup>st</sup> day of school, 30 days after the start of the program year, and <b>monthly</b> (no later than 3 calendar days after the end of each month), thereafter
11	Monthly analysis of classes that ADA falls below 85% (narrative format)	Veronica Jones Program Officer	Monthly (No later than the 10 <sup>th</sup> of each month)
12	Child Plus database up to date	Lisa Carr Head Start Manager	No later than the 5 <sup>th</sup> of each month

**CALENDAR DATE BASED REPORTS**

LINE	ITEM	SUBMIT TO	DUE DATE
13	Policy Committee Members Roster (Address/Phone Number/E-mail address)	Gaylon Ndiaye Head Start Coordinator (Governance and Parent Engagement)	November 2, 2023/As Needed when there are changes
14	CLASS Scores (only submit scores that were self-assessed and/or from assessments by agencies other than SETA)	Megan Lamb Head Start Manager	December 3, 2023 and April 1, 2024
15	Grant Application and Detailed FY Program Narrative (Policy Committee Approval)	Karen Griffith Deputy Director	March 7, 2024
16	Self-Assessment Findings	Melanie Nicolas Program Officer	March 7, 2024
17	Five Year Goals & Objectives Program Plan (August 1 through July 31) (Policy Committee Approval)	Melanie Nicolas Program Officer	With refunding applications March 7, 2024
18	Program Information Report (PIR)	Melanie Nicolas Program Officer	May 31, 2024
19	Final Closeout Report	Victor Han Fiscal Department Manager	No later than 30 calendar days following the termination of the agreement

**AS NEEDED REPORTS**

LINE	ITEM	SUBMIT TO	DUE DATE
20	Budget Modifications	Karen Griffith Deputy Director	As needed, but no later than May 31, 2024 for the current fiscal year
21	Policy Committee Draft of Proposed Bylaw Revisions	Gaylon Ndiaye Head Start Coordinator (Governance and Parent Engagement)	10 days after final Bylaws committee approval
22	Policy Committee Revised Bylaws (clean copy to include copies of PC agenda, parent sign-in sheet and minutes of the meeting at which the revised Bylaws were approved)	Gaylon Ndiaye Head Start Coordinator (Governance and Parent Engagement)	30 Days After the 2nd Reading of the Revised Bylaws
23	Policy Committee — Notification of Removal/Resignation of PC Representative or Alternate - PC Membership Reporting Form	Gaylon Ndiaye Head Start Coordinator (Governance and Parent Engagement)	At Time of Notification
24	Delegate Monitoring Corrective Action Plan.	Gricelda Ocegueda Program Officer	No later than 45 calendar days following on-site exit meeting/written monitoring report
25	Unusual Incident Report that would likely lead to Community Care Licensing Type A violation	Karen Griffith Deputy Director	Within 24 hours of submission to CCL



26	Community Care Licensing Type A Violation	Karen Griffith Deputy Director	Within 24 hours of citation
27	Revocation of license	Karen Griffith Deputy Director	Within 24 hours of revocation
28	Bankruptcy of Agency (if applicable)	Karen Griffith Deputy Director	Within 24 hours
29	Debarment from receiving Federal or State funds; or disqualification from CACFP (if applicable)	Karen Griffith Deputy Director	Within 24 hours of event
30	Audit finding that agency is at risk for ceasing to be a going concern, or otherwise identified serious financial deficiencies (if applicable)	Karen Griffith Deputy Director	Within 24 hours

**EXHIBIT G**  
**PROGRAM AREA PLAN**

**Sacramento City Unified School District  
Head Start/Early Head Start Program  
New Head Start Program Performance Standards (HSPPS)  
45 CFR Chapter XIII/RIN 0970-AC63**

This document serves as an outline for developing Program Area Plans (aka Written Service Plans). Some performance standards have been omitted from this document if not relevant to program planning/strategies. An example would be performance standards relevant to Migrant/Seasonal programs, OHS jurisdiction items, DRS, etc.

Performance Standard	Strategies	Responsible Staff	Timeline
<b>SUBPART B – THE ADMINISTRATION FOR CHILDREN AND FAMILIES, HEAD START PROGRAM</b>			
<b>Part 1301.1 – Purpose</b>			
An agency, as defined in part 1305 of this chapter, must establish and maintain a formal structure for program governance that includes a governing body, a policy council at the agency level and policy committee at the delegate level, and a parent committee. Governing bodies have a legal and fiscal responsibility to administer and oversee the agency’s Head Start and Early Head Start programs. Policy councils are responsible for the direction of the agency’s Head Start and Early Head Start programs.			
<b>§ 1301.2 Governing Body</b>			
(a) Composition. The composition of a governing body must be in accordance with the requirements specified at section 642(c)(1)(B) of the Act, except where specific exceptions are authorized in the case of public entities at section 642(c)(1)(D) of the Act. Agencies must ensure members of the governing body do not have a conflict of interest, pursuant to section 642(c)(1)(C) of the Act	The SCUSD Board of Education is the governing body of the SCUSD Head Start/EHS program. Members of the Policy Committee are <u>not</u> members of the SCUSD Board of Education.	Director and Parent Advisor	September-June (academic school year)
(b) Duties and responsibilities.			
(1) The governing body is responsible for activities specified at section 642(c) (1) (E) of the Act.	The Program Design and Management/Budget Committee considers overall program planning. Policy Committee members assist to develop and review Service Area Plans.	Coordinators Program Technician	September-June (academic school year)

<p>(2) The governing body must use ongoing monitoring results, data on school readiness goals, §1301.3 45 CFR Chapter XIII other information described in §1302.102, and information described at section 642(d)(2) of the Act to conduct its responsibilities.</p>	<p>Policy Committee develops, reviews, and approves long and short-range goals and objectives.</p>	<p>Director &amp; Coordinators</p>	<p>September-June (academic school year)</p>
<p>(c) Advisory committees.</p>			
<p>(1) A governing body may establish advisory committees as it deems necessary for effective governance and improvement of the program.</p>	<p>The By-laws Committee is formed in a timely manner and the by-laws are reviewed. If changes are needed they are submitted to the Grantee &amp; Governing Board for approval.</p>	<p>By-laws Committee</p>	<p>as needed</p>
<p>(2) If a governing body establishes an advisory committee to oversee key responsibilities related to program governance, it must:</p>			
<p>(i) Establish the structure, communication, and oversight in such a way that the governing body continues to maintain its legal and fiscal responsibility for the Head Start agency; and,</p>			
<p>(ii) Notify the responsible HHS official of its intent to establish such an advisory committee</p>			
<p><b>§1301.3 Policy council and policy committee</b></p>			
<p>(a) Establishing policy councils and policy committees. Each agency must establish and maintain a policy council responsible for the direction of the Head Start program at the agency level, and a policy committee at the delegate level. If an agency delegate’s operational responsibility for the entire Head Start or Early Head Start program to one delegate agency, the policy council and policy committee may be the same body.</p>	<p>The Policy Committee consists of elected representatives from each site/program option and community members.</p>	<p>Coordinator Teachers Parent Advisor</p>	<p>September and ongoing</p>
<p>(b) Composition.</p>			

<p>(1) A program must establish a policy council in accordance with section 642(c)(2)(B) of the Act, or a policy committee at the delegate level in accordance with section 642(c)(3) of the Act, as early in the program year as possible. Parents of children currently enrolled in each program option must be proportionately represented on the policy council and on the policy committee at the delegate level.</p>	<p>The representatives and board from the previous year are seated until the elections are held in September at the Parent Committee level. Elections are held in November for Policy Committee Executive Board and Policy Council. Parent Representatives are elected at their sites. Community members are invited to be members of the Policy Committee and the Policy Committee has final approval of selection of community representatives. Size of the Policy Committee is determined by the number of classrooms and program options.</p>	<p>Coordinator Classroom Staff Parent</p>	<p>September and ongoing</p>
<p>(2) The program must ensure members of the policy council, and of the policy committee at the delegate level, do not have a conflict of interest pursuant to sections 642(c)(2)(C) and 642(c)(3)(B) of the Act. Staff may not serve on the policy council or policy committee at the delegate level except parents who occasionally substitute as staff.</p>	<p>Policy Committee roster is monitored to assure that permanent staff, substitutes who work more than two days per month or 24 days per year, and family members are excluded from membership in Policy Committees.</p>	<p>Coordinator Parent Advisor</p>	<p>Ongoing</p>
<p>(c) Duties and responsibilities.</p>			
<p>(1) A policy council is responsible for activities specified at section 642(c)(2)(D) of the Act. A policy committee must approve and submit to the delegate agency its decisions in each of the following areas referenced at section 642(c)(2)(D)(i) through (vii) of the Act.</p>	<p>Policy Committee reviews program standards. Registration Supervisor provides annual training for incoming representatives.</p>	<p>Director Coordinator</p>	<p>November</p>
<p>(2) A policy council, and a policy committee at the delegate level, must use ongoing monitoring results, data on school readiness goals, other information described in §1302.102, and information described in section 642(d)(2) of the Act to conduct its responsibilities.</p>	<p>Policy Committee develops, reviews, and approves long and short-range goals and objectives based on program data.</p>	<p>Coordinator Parent Advisor</p>	<p>ongoing</p>
<p>(d) Term.</p>			
<p>(1) A member will serve for one year.</p>	<p>Policy Committee members serve for one year.</p>		

<p>(2) If the member intends to serve for another year, s/he must stand for re-election.</p>	<p>Parent representatives are elected at their sites as early in the School year as possible. Community Representatives can be selected on an ongoing basis and are reviewed annually.</p>	<p>Coordinator Classroom Staff Parent</p>	<p>Ongoing</p>
<p>(3) The policy council, and policy committee at the delegate level, must include in its bylaws how many one-year terms, not to exceed five terms, a person may serve.</p>	<p>Policy Committee roster is monitored by the registration supervisor, to assure that no parent or community member serves more than five (5) one - year terms.</p>	<p>Coordinator Parent Advisor</p>	<p>ongoing</p>
<p>(4) A program must seat a successor policy council, or policy committee at the delegate level, before an existing policy council, or policy committee at the delegate level, may be dissolved.</p>	<p>The representatives and board from the previous year are seated until the elections are held in September, at the parent committee level. Elections are held in November for Policy Committee Executive Board and Policy Council.</p>	<p>Coordinator Parent Advisor</p>	<p>November-yearly</p>
<p>(e) Reimbursement. A program must enable low-income members to participate fully in their policy council or policy committee responsibilities by providing, if necessary, reimbursements for reasonable expenses incurred by the low-income members.</p>	<p>Reimbursement is provided for mileage and childcare costs, if applicable.</p>	<p>Coordinator Parent Advisor Program Technician</p>	<p>ongoing</p>
<p><b>§1301.4 Parent committees</b></p>			
<p>(a) Establishing parent committees. A program must establish a parent committee comprised exclusively of parents of currently enrolled children as early in the program year as possible. This committee must be established at the center level for center-based programs and at the local program level for other program options. When a program operates more than one option, parents may choose to have a separate committee for each option or combine membership. A program must ensure that parents of currently enrolled children understand the process for elections to the policy council or policy committee and other leadership opportunities.</p>	<p>Parent Committees convene regularly at the site to assist the Teachers with planning children's curriculum and parent activities. The P.C. Representative will facilitate communication between the classroom and Policy Committee.</p>	<p>Parent Advisor Teachers</p>	<p>September/October yearly basis</p>
<p>(b) Requirements of parent committees. Within the parent committee structure, a program may determine the best methods to engage families using strategies that are most effective in their community,</p>			

as long as the program ensures the parent committee carries out the following minimum responsibilities:			
(1) Advise staff in developing and implementing local program policies, activities, and services to ensure they meet the needs of children and families;	Suggestion boxes (or equivalent) are at each site. Parents recommend needed changes in policies, activities and services through parent committees, sub committees, PC.	Coordinators Parent Advisor Policy Committee Teachers	ongoing
(2) Have a process for communication with the policy council and policy committee; and	The elected parent representative will serve as liaison between the identified entities.  Parents are provided with a parent handbook, SCUSD Parent's Rights, staff consultation and assistance.	Parent Advisor Coordinators Nurses Resource Teachers	Ongoing
(3) Within the guidelines established by the governing body, policy council or policy committee, participate in the recruitment and screening of Early Head Start and Head Start employees.	Parents are requested to participate in the interview and selection process. Policy Committee members are involved in recruitment.	Coordinators Personnel Technicians Parent Advisor	Ongoing as applicable
<b>§1301.5 Training</b>			
An agency must provide appropriate training and technical assistance or orientation to the governing body, any advisory committee members, and the policy council, including training on program performance standards and training indicated in §1302.12(m) to ensure the members understand the information they receive and can effectively oversee and participate in the programs in the Head Start agency.	Registration Supervisor provides annual training for incoming representatives, and reviews program standards, content areas and services.	Parent Advisor Coordinator	November/October
<b>§1301.6 Impasse procedures</b>			
(a) To facilitate meaningful consultation and collaboration about decisions of the governing body and the policy council, each agency's governing body and policy council jointly must establish written procedures for resolving internal disputes between the governing board and policy council in a timely	There is an Internal Dispute Resolution approved by PC and also the SCUSD Governing Board.	Policy Committee SCUSD Governing Board Coordinator	Ongoing

manner that include impasse procedures. These procedures must:			
(1) Demonstrate that the governing body considers proposed decisions from the policy council and that the policy council considers proposed decisions from the governing body;	The Police Committee shall make initial decisions with respect to all shared decision matters and shall refer those decisions to the Board for concurrence.		
(2) If there is a disagreement, require the governing body and the policy council to notify the other in writing why it does not accept a decision; and,	Administrator will appoint or convene as soon as practicable. All meetings of the Internal Dispute Committee shall be held consistent with the Brown Act.	Director Coordinator	
(3) Describe a decision-making process and a timeline to resolve disputes and reach decisions that are not arbitrary, capricious, or illegal.	The SCUSD Board and the policy Committee shall appoint two members to serve on the Internal Dispute Committee. They shall meet to discuss the matter to reach a resolution. If either the committee or the board rejects the Dispute Committees recommendation, the matter shall be referred back to the Dispute Committee for further discussion and recommendation. This process shall be continued until the Policy committee and the SCUSD Board mutually agree on an acceptable resolution of the matter. Such mutual agreement shall constitute the final action of SCUSD Head Start, regarding the matter.	Coordinator Director Administrator	
(b) If the agency’s decision-making process does not result in a resolution and an impasse continues, the governing body and policy council must select a mutually agreeable third party mediator and participate in a formal process of mediation that leads to a resolution of the dispute.		Coordinator Director Administrator	
(c) If no resolution is reached with a mediator, the governing body and policy council must select a mutually agreeable arbitrator whose decision is final.		Coordinator Director Administrator	
<b>PART 1302 — PROGRAM OPERATIONS</b>			
<b>§1302.1 Overview</b>			



This part implements these statutory requirements in Sections 641A, 645, 645A, and 648A of the Act by describing all of the program performance standards that are required to operate Head Start, Early Head Start, American Indian and Alaska Native and Migrant or Seasonal Head Start programs. The part covers the full range of operations from enrolling eligible children and providing program services to those children and their families, to managing programs to ensure staff are qualified and supported to effectively provide services. This part also focuses on using data through ongoing program improvement to ensure high-quality service. As required in the Act, these provisions do not narrow the scope or quality of services covered in previous regulations. Instead, these regulations raise the quality standard to reflect science and best practices, and streamline and simplify requirements so programs can better understand what is required for quality services.

**SUBPART A — ELIGIBILITY, RECRUITMENT, SELECTION, ENROLLMENT, AND ATTENDANCE**

**§1302.10 Purpose**

This subpart describes requirements of grantees for determining community strengths, needs and resources as well as recruitment areas. It contains requirements and procedures for the eligibility determination, recruitment, selection, enrollment and attendance of children and explains the policy concerning the charging of fees.

**§1302.11 Determining community strengths, needs, and resources**

(a) Service area.			
(1) A program must propose a service area in the grant application and define the area by county or sub-county area, such as a municipality, town or census tract or jurisdiction of a federally recognized Indian reservation.	SETA' Head Start grant serves the families in Sacramento County. SCUSD defines the geographical boundaries for the district.	Grantee	
(2) If a program decides to change the service area after ACF has approved its grant application, the program must submit to ACF a new service area proposal for approval.			
(b) Community wide strategic planning and needs assessment (community assessment).			

<p>(1) To design a program that meets community needs, and builds on strengths and resources, a program must conduct a community assessment at least once over the five-year grant period. The community assessment must use data that describes community strengths, needs, and resources and include, at a minimum:</p>	<p>SETA prepares and completes the Community Needs Assessment. Information is reflective of county and local community demographics, including specific childcare availability and use through Child Action data. The Research Department, principals, community members and staff all provide important special education needs data.</p>	<p>Grantee</p>	
<p>(i) The number of eligible infants, toddlers, preschool age children, and expectant mothers, including their geographic location, race, ethnicity, and languages they speak, including:</p>	<p>SETA prepares and completes the Community Needs Assessment. Information is reflective of county and local community demographics, including specific childcare availability and use through Child Action data. The Research Department, principals, community members and staff all provide important special education needs data.</p>	<p>Grantee</p>	
<p>(A) Children experiencing homelessness in collaboration with, to the extent possible, McKinney-Vento Local Education Agency Liaisons (42 U.S.C. 11432 (6)(A));</p>	<p>SETA prepares and completes the Community Needs Assessment. Information is reflective of county and local community demographics, including specific childcare availability and use through Child Action data. The Research Department, principals, community members and staff all provide important special education needs data.</p> <p>SETA (Grantee) completes the Community Needs Assessment. ELC Department updates this information with school district data.</p>	<p>Grantee</p>	
<p>(B) Children in foster care; and;</p>	<p>SETA prepares and completes the Community Needs Assessment. Information is reflective of county and local community demographics, including specific childcare availability and use through Child Action data. The Research Department, principals, community members and staff all provide important special education needs data.</p>	<p>Grantee</p>	

<p>(C) Children with disabilities, including types of disabilities and relevant services and resources provided to these children by community agencies</p>	<p>SETA prepares and completes the Community Needs Assessment. Information is reflective of county and local community demographics, including specific childcare availability and use through Child Action data. The Research Department, principals, community members and staff all provide important special education needs data.</p>	<p>Grantee</p>	
<p>(ii) The education, health, nutrition and social service needs of eligible children and their families, including prevalent social or economic factors that impact their well-being;</p>	<p>SETA prepares and completes the Community Needs Assessment. Information is reflective of county and local community demographics, including specific childcare availability and use through Child Action data. The Research Department, principals, community members and staff all provide important special education needs data.</p>	<p>Grantee</p>	
<p>(iii) Typical work, school, and training schedules of parents with eligible children;</p>	<p>SETA prepares and completes the Community Needs Assessment. Information is reflective of county and local community demographics, including specific childcare availability and use through Child Action data. The Research Department, principals, community members and staff all provide important special education needs data.</p>	<p>Grantee</p>	
<p>(iv) Other child development, child care centers, and family child care programs that serve eligible children, including home visiting, publicly funded state and local preschools, and the approximate number of eligible children served;</p>	<p>SETA prepares and completes the Community Needs Assessment. Information is reflective of county and local community demographics, including specific childcare availability and use through Child Action data. The Research Department, principals, community members and staff all provide important special education needs data.</p>	<p>Grantee</p>	

<p>(v) Resources that are available in the community to address the needs of eligible children and their families; and,</p>	<p>SETA prepares and completes the Community Needs Assessment. Information is reflective of county and local community demographics, including specific childcare availability and use through Child Action data. The Research Department, principals, community members and staff all provide important special education needs data.</p>	<p>Grantee</p>	
<p>(vi) Strengths of the community.</p>	<p>SETA prepares and completes the Community Needs Assessment. Information is reflective of county and local community demographics, including specific childcare availability and use through Child Action data. The Research Department, principals, community members and staff all provide important special education needs data.</p>	<p>Grantee</p>	
<p>(2) A program must annually review and update the community assessment to reflect any significant changes including increased availability of publicly-funded pre-kindergarten (including an assessment of how the pre-kindergarten available in the community meets the needs of the parents and children served by the program, and whether it is offered for a full school day), rates of family and child homelessness, and significant shifts in community demographics and resources.</p>	<p>SETA (Grantee) completes the Community Needs Assessment. ELC Department updates this information with school district data.</p>	<p>Grantee Director</p>	
<p>(3) A program must consider whether the characteristics of the community allow it to include children from diverse economic backgrounds that would be supported by other funding sources, including private pay, in addition to the program's eligible funded enrollment. A program must not enroll children from diverse economic backgrounds</p>	<p>Income Waivers are approved by the Grantee not to exceed 10% of enrollment. The data specialist keeps track of all families with over income waivers, to ensure that we do not exceed the 10% over income guidelines.</p>	<p>Coordinator Child Development Specialist Grantee Data Information Technician</p>	<p>Ongoing prior to acceptance and starting the program.</p>

if it would result in a program serving less than its eligible funded enrollment.			
<b>§1302.12 Determining, verifying, and documenting eligibility.</b>			
(a) Process overview.			
(i) Conduct an in-person interview with each family, unless paragraph (a)(2) of this section applies;	Income is verified by review of appropriate documentation in an in-person meeting.	Child Development Specialist Coordinator	Ongoing , prior to acceptance.
(1) Program staff must:			
(ii) Verify information as required in paragraphs (h) and (i) of this section; and,	Income is verified by review of appropriate documentation. Income is verified prior to acceptance.	Child Development Specialist Coordinator	Ongoing prior to acceptance.
(iii) Create an eligibility determination record for enrolled participants according to paragraph (k) of this section.	SCUSD uses the Head Start Eligibility Form to determine eligibility. Form is maintained in enrollment records.	Child Development Specialist Coordinator	Ongoing prior to acceptance.
(2) Program staff may interview the family over the telephone if an in-person interview is not possible or convenient for the family.	Families are interviewed over the phone when necessary.	Child Development Specialist Coordinator	Ongoing prior to acceptance.
(3) If a program has an alternate method to reasonably determine eligibility based on its community assessment, geographic and administrative data, or from other reliable data sources, it may petition the responsible HHS official to waive requirements in paragraphs (a)(1)(i) and (ii) of this section.	SCUSD does not have an alternative method to determine eligibility.		
(b) Age requirements.			
(1) For Early Head Start, except when the child is transitioning to Head Start, a child must be an infant or a toddler younger than three years old.			

<p>(2) For Head Start, a child must:                  (i) Be at least three years old or, turn three years old by the date used to determine eligibility for public school in the community in which the Head Start program is located; and,</p>	<p>State of California mandates a child must be at least three years old by September 1<sup>st</sup>. Birth certificates or other official documents are reviewed for age eligibility.</p>	<p>Coordinator                  Child Development Specialist</p>	<p>Ongoing prior to acceptance.</p>
<p>(ii) Be no older than the age required to attend school.</p>	<p>State of California mandates a child must be at least three years old by September 1<sup>st</sup>. Birth certificates or other official documents are reviewed for age eligibility.</p>	<p>Coordinator                  Child Development Specialist</p>	<p>Ongoing prior to acceptance.</p>
<p>(3) For Migrant or Seasonal Head Start, a child must be younger than compulsory school age by the date used to determine public school eligibility for the community in which the program is located.</p>			
<p>(c) Eligibility requirements.</p>			
<p>(1) A pregnant woman or a child is eligible if:</p>			
<p>(i) The family's income is equal to or below the poverty line; or,</p>	<p>Families must meet Federal income eligibility guidelines.</p>	<p>Coordinator                  Child Development Specialist                  Data Information Technician</p>	<p>Ongoing prior to acceptance and starting the program</p>
<p>(ii) The family is eligible for or, in the absence of child care, would be potentially eligible for public assistance; including TANF child-only payments; or,</p>	<p>The selection criteria prioritize families based on income, age and risk factors.</p>	<p>Grantee                  Director                  Coordinator                  Child Development Specialist</p>	<p>Ongoing prior to acceptance and starting the program</p>
<p>(iii) The child is homeless, as defined in part 1305; or,</p>	<p>The selection criteria prioritize families based on income, age and risk factors.</p>	<p>Grantee                  Director                  Coordinator                  Child Development Specialist</p>	<p>Ongoing prior to acceptance and starting the program</p>

<p>(iv) The child is in foster care.</p>	<p>The selection criteria prioritize families based on income, age and risk factors.</p>	<p>Grantee Director Coordinator Child Development Specialist</p>	
<p>(d) Additional allowances for programs.</p>			
<p>(1) A program may enroll an additional 35 percent of participants whose families do not meet a criterion described in paragraph (c) of this section and whose incomes are below 130 percent of the poverty line, if the program:</p>	<p>Income Waivers are approved by the Grantee not to exceed 10% of enrollment. The data specialist keeps track of all families with over income waivers, to ensure that we do not exceed the 10% over income guidelines.</p>	<p>Coordinator Child Development Specialist Grantee Data Information Technician</p>	<p>Ongoing prior to acceptance and starting the program</p>
<p>(i) Establishes and implements outreach, and enrollment policies and procedures to ensure it is meeting the needs of eligible pregnant women, children, and children with disabilities, before serving pregnant women or children who do not meet the criteria in paragraph (c) of this section; and,</p>	<p>The program recruitment plan is designed to maintain enrollment at full capacity. It includes various recruitment strategies and community resources.</p>	<p>Director Parent Advisor Coordinators Support Staff</p>	<p>Ongoing recruitment activities are implemented as needed</p>
<p>(ii) Establishes criteria that ensure pregnant women and children eligible under the criteria listed in paragraph (c) of this section are served first.</p>	<p>The selection criteria prioritize families based on income, age and risk factors.</p>	<p>Grantee Director Coordinator Child Development Specialist</p>	<p>Countywide Selection Criteria is reviewed and approved annually by the Grantee and Delegate input</p>
<p>(2) If a program chooses to enroll participants who do not meet a criterion in paragraph (c) of this section, and whose family incomes are between 100 and 130 percent of the poverty line, it must be able to report to the Head Start regional program office:</p>			

<p>(i) How it is meeting the needs of low-income families or families potentially eligible for public assistance, homeless children, and children in foster care, and include local demographic data on these populations;</p>	<p>The program recruitment plan is designed to maintain enrollment at full capacity. It includes various recruitment strategies and community resources. The Grantee establishes county-wide criteria for selection with delegate input. The selection criteria prioritize families based on income, age and risk factors.</p>	<p>Grantee Director Coordinator Parent Advisor Child Development Specialist</p>	<p>Countywide Selection Criteria is reviewed and approved annually by the Grantee and Delegate input.</p>
<p>(ii) Outreach and enrollment policies and procedures that ensure it is meeting the needs of eligible children or pregnant women, before serving over-income children or pregnant women;</p>	<p>The Grantee establishes county-wide criteria for selection with delegate input. The selection criteria prioritize families based on income, age and risk factors. The program recruitment plan is designed to maintain enrollment at full capacity. It includes various recruitment strategies and community resources.</p>	<p>Grantee Director Coordinator Child Development Specialist Parent Advisor</p>	<p>Countywide Selection Criteria is reviewed and approved annually by the Grantee and Delegate input.  Ongoing recruitment activities are implemented as needed.</p>
<p>(iii) Efforts, including outreach, to be fully enrolled with eligible pregnant women or children;</p>	<p>The Grantee establishes county-wide criteria for selection with delegate input. The selection criteria prioritize families based on income, age and risk factors. The program recruitment plan is designed to maintain enrollment at full capacity. It includes various recruitment strategies and community resources.</p>	<p>Grantee Director Coordinator Parent Advisor Child Development Specialist</p>	<p>Ongoing recruitment activities are implemented as needed.</p>
<p>(iv) Policies, procedures, and selection criteria it uses to serve eligible children;</p>	<p>The Grantee establishes county-wide criteria for selection with delegate input. The selection criteria prioritize families based on income, age and risk factors.</p>	<p>Grantee Director Coordinator Child Development Specialist</p>	<p>Countywide Selection Criteria is reviewed and approved annually by the Grantee and Delegate input</p>



<p>(v) Its current enrollment and its enrollment for the previous year;</p>	<p>Enrollment data is tracked and monitored monthly via Child Plus database and reported to grantee monthly. Records are maintained for 5 years.</p>	<p>Director Data Specialist Coordinator Child Development Specialist</p>	<p>Monthly</p>
<p>(vi) The number of pregnant women and children served, disaggregated by the eligibility criteria in paragraphs (c) and (d)(1) of this section; and,</p>	<p>Enrollment data is tracked and monitored monthly via Child Plus database and reported to grantee monthly. Records are maintained for 5 years. Data is disaggregated by eligibility criteria.</p>	<p>Director Data Specialist Coordinator Child Development Specialist</p>	<p>Monthly</p>
<p>(vii) The eligibility criteria category of each child on the program’s waiting list.</p>	<p>Over income children are enrolled when wait list has been exhausted</p>	<p>Coordinator Child Development Specialist Data Information Technician</p>	<p>Ongoing as applicable</p>
<p>(h) Verifying age. Program staff must verify a child’s age according to program policies and procedures. A program’s policies and procedures cannot require families to provide documents that confirm a child’s age, if doing so creates a barrier for the family to enroll the child.</p>	<p>Intake process requires some form of documentation that verifies a child’s age. However in extreme circumstances the program works with the family on a case by case basis.</p>	<p>Coordinator Child Development Specialist</p>	<p>Ongoing as applicable</p>
<p>(i) Verifying eligibility.</p>			
<p>(1) To verify eligibility based on income, program staff must use tax forms, pay stubs, or other proof of income to determine the family income for the relevant time period.</p>	<p>At intake process, income is verified by review of appropriate documentation.</p>	<p>Coordinator Child Development Specialist</p>	<p>Ongoing prior to acceptance and starting the program</p>
<p>(i) If the family cannot provide tax forms, pay stubs, or other proof of income for the relevant time period, program staff may accept written statements from employers, including individuals who are self-employed, for the relevant time period and use information provided</p>	<p>Families are allowed to self-certify. Families complete three months of employment logs and a self-certification of their employment.</p>	<p>Coordinator Child Development Specialist</p>	<p>Ongoing as applicable</p>

<p>to calculate total annual income with appropriate multipliers.</p>			
<p>(ii) If the family reports no income for the relevant time period, a program may accept the family's signed declaration to that effect, if program staff describes efforts made to verify the family's income, and explains how the family's total income was calculated or seeks information from third parties about the family's eligibility, if the family gives written consent. If a family gives consent to contact third parties, program staff must adhere to program safety and privacy policies and procedures and ensure the eligibility determination record adheres to paragraph (k)(2) of this section.</p>	<p>Families are allowed to self-certify. A signed declaration noting zero income also states how the family is supported.</p>	<p>Coordinator Child Development Specialist</p>	<p>Ongoing as applicable</p>
<p>(iii) If the family can demonstrate a significant change in income for the relevant time period, program staff may consider current income circumstances.</p>	<p>If family income fluctuates month to month, eligibility will be determined on a case by case basis.</p>	<p>Coordinator Child Development Specialist</p>	<p>Ongoing as applicable</p>
<p>(2) To verify whether a family is eligible for, or in the absence of child care, would be potentially eligible for public assistance, the program must have documentation from either the state, local, or tribal public assistance agency that shows the family either receives public assistance or that shows the family is potentially eligible to receive public assistance.</p>	<p>Families provide public assistance records to verify their eligibility.</p>	<p>Coordinator Child Development Specialist</p>	<p>Ongoing as applicable</p>
<p>(3) To verify whether a family is homeless, a program may accept a written statement from a homeless services provider,</p>			

<p>school personnel, or other service agency attesting that the child is homeless or any other documentation that indicates homelessness, including documentation from a public or private agency, a declaration, information gathered on enrollment or application forms, or notes from an interview with staff to establish the child is homeless; or any other document that establishes homelessness.</p>			
<p>(i) If a family can provide one of the documents described in this paragraph (i) (3), program staff must describe efforts made to verify the accuracy of the information provided and state whether the family is eligible because they are homeless.</p>	<p>SCUSD follows McKinney-Vento Act.</p>	<p>Coordinator Child Development Specialist</p>	<p>Ongoing as applicable</p>
<p>(ii) If a family cannot provide one of the documents described in this paragraph (i)(3) to prove the child is homeless, a program may accept the family’s signed declaration to that effect, if, in a written statement, program staff describe the child’s living situation that meets the definition of homeless in part 1305 of this chapter</p>	<p>Families are allowed to self-declare homeless status and must include a written description of their current living situation.</p>	<p>Coordinator Child Development Specialist</p>	<p>Ongoing as applicable</p>
<p>(iii) Program staff may seek information from third parties who have firsthand knowledge about a family’s living situation, if the family gives written consent. If the family gives consent to contact third parties, program staff must adhere to program privacy policies and procedures and ensure the eligibility</p>	<p>SCUSD verifies information as needed with written consent.</p>	<p>Coordinator Child Development Specialist</p>	<p>Ongoing as applicable</p>

determination record adheres to paragraph (k) of this section.			
(iv) To verify whether a child is in foster care, program staff must accept either a court order or other legal or government-issued document, a written statement from a government child welfare official that demonstrates the child is in foster care, or proof of a foster care payment. (j) Eligibility duration.	Foster care status is verified at enrollment by review of appropriate documents.	Coordinator Child Development Specialist	Ongoing as applicable
(j) Eligibility duration.			
(1) If a child is determined eligible under this section and is participating in a Head Start program, he or she will remain eligible through the end of the succeeding program year except that the Head Start program may choose not to enroll a child when there are compelling reasons for the child not to remain in Head Start, such as when there is a change in the child's family income and there is a child with a greater need for Head Start services	Families eligible for Head Start will remain eligible through the preceding year.	Coordinator Child Development Specialist	Annually
(2) Children who are enrolled in a program receiving funds under the authority of section 645A of the Act remain eligible while they participate in the program.	Families eligible for Head Start will remain eligible through the next year.	Coordinator Child Development Specialist	Annually
(3) If a child moves from an Early Head Start program to a Head Start program, program staff must verify the family's eligibility again.	Income is verified via review of appropriate documents prior to acceptance into Head Start.	Coordinator Child Development Specialist	Ongoing as applicable
(4) If a program operates both an Early Head Start and a Head Start program, and the parents wish to enroll their child who has been enrolled in the program's Early Head Start, the program must ensure, whenever possible, the child receives Head Start			

<p>services until enrolled in school, provided the child is eligible.</p>			
<p>(k) Records.</p>			
<p>(1) A program must keep eligibility determination records for each participant and ongoing records of the eligibility training for staff required by paragraph (m) of this section. A program may keep these records electronically</p>	<p>Eligibility records are maintained for 5 years. Staff training is documented and maintained for 5 years.</p>	<p>Coordinator Child Development Specialist</p>	<p>Ongoing and maintained for 5 years.</p>
<p>(2) Each eligibility determination record must include:</p>			
<p>(i) Copies of any documents or statements, including declarations, that are deemed necessary to verify eligibility under paragraphs (h) and (i) of this section;</p>	<p>Eligibility records are maintained for 5 years.</p>	<p>Child Development Specialist</p>	<p>Ongoing and maintained for 5 years.</p>
<p>(ii) A statement that program staff has made reasonable efforts to verify information by:</p>			
<p>(A) Conducting either an in-person, or a telephone interview with the family as described under paragraph (a)(1)(i) or (a)(2) of this section; and,</p>	<p>Head Start Eligibility Record and Head Start application is signed by parent and enrollment staff verifying information is correct.</p>		
<p>(B) Describing efforts made to verify eligibility, as required under paragraphs (h) through (i) of this section; and, collecting documents required for third party verification that includes the family's written consent to contact each third party, the third parties' names, titles, and affiliations, and information</p>	<p>Head Start Eligibility Record and Head Start application is signed by enrollment staff verifying information is correct.</p>		

from third parties regarding the family's eligibility.			
(iii) A statement that identifies whether:		Child Development Specialist	Ongoing prior to acceptance and starting the program.
(A) The family's income is below income guidelines for its size, and lists the family's size;	Head Start application is signed by enrollment staff verifying information is correct.	Child Development Specialist	Ongoing prior to acceptance and starting the program.
(B) The family is eligible for or, in the absence of child care, potentially eligible for public assistance;	The Head Start Eligibility form is completed and identifies family eligibility. Head Start application is signed by enrollment staff verifying information is correct.	Child Development Specialist	
(C) The child is a homeless child or the child is in foster care;	Head Start Eligibility Record and Head Start application is signed by enrollment staff verifying information is correct.	Child Development Specialist	Ongoing
(D) The family was determined to be eligible under the criterion in paragraph (c)(2) of this section; or,	Head Start Eligibility Record and Head Start application is signed by enrollment staff verifying information is correct.	Child Development Specialist	Ongoing
(E) The family was determined to be eligible under the criterion in paragraph (d) (1) of this section.	Head Start Eligibility Record and Head Start application is signed by enrollment staff verifying information is correct.	Child Development Specialist	Ongoing
(3) A program must keep eligibility determination records for those currently enrolled, as long as they are enrolled, and, for one year after they have either stopped receiving services; or are no longer enrolled.	Enrollment and eligibility records are maintained for 5 years.	Child Development Specialist	Ongoing
(l) Program policies and procedures on violating eligibility determination regulations. A program must establish written policies and procedures that	See SCUSD's Code of Ethics (BP 4119.21, BP 4219.21, BP 4319.21)	Director	As applicable

describe all actions taken against staff who intentionally violate federal and program eligibility determination regulations and who enroll pregnant women and children that are not eligible to receive Early Head Start or Head Start services.			
(m) Training on eligibility.			
(1) A program must train all governing body, policy council, management, and staff who determine eligibility on applicable federal regulations and program policies and procedures. Training must, at a minimum:	Annual presentations to school board and policy committee will review the selection criteria and enrollment process. Regular enrollment staff meetings cover eligibility criteria, processes and procedures, and federal regulations.	Director Coordinator	
(i) Include methods on how to collect complete and accurate eligibility information from families and third party sources;	Regular enrollment staff meetings cover eligibility criteria, processes and procedures, and federal regulations.	Coordinator	
(ii) Incorporate strategies for treating families with dignity and respect and for dealing with possible issues of domestic violence, stigma, and privacy; and,	Regular enrollment staff meetings includes strategies for providing excellent customer service including providing families with necessary community resources.	Coordinator	
(iii) Explain program policies and procedures that describe actions taken against staff, families, or participants who attempt to provide or intentionally provide false information.	Staff and families sign the application that state the information included in this application is true and accurate under penalty of perjury.	Child Development Specialist	
(2) A program must train management and staff members who make eligibility determinations within 90 days of hiring new staff.	Intensive training which includes eligibility criteria, processes and procedures, and federal regulations occurs the first week of work. Information is reinforced by ongoing CDS meetings.	Coordinator	
(3) A program must train all governing body and policy council members within 180 days of the beginning of the term of a new governing body or policy council.	Annual presentations to school board and policy committee with review the selection criteria and enrollment process.	Director	

<p>(4) A program must develop policies on how often training will be provided after the initial training.</p>	<p>Information is reinforced by ongoing CDS meetings.</p>		
<p><b>§1302.13 Recruitment of children</b></p>			
<p>In order to reach those most in need of services, a program must develop and implement a recruitment process designed to actively inform all families with eligible children within the recruitment area of the availability of program services, and encourage and assist them in applying for admission to the program. A program must include specific efforts to actively locate and recruit children with disabilities and other vulnerable children, including homeless children and children in foster care.</p>	<p>The program recruitment plan is designed to maintain enrollment at full capacity. It includes various recruitment strategies and community resources.</p>	<p>Director Parent Advisor Coordinators Support Staff</p>	<p>Ongoing as applicable</p>
<p><b>§1302.14 Selection process</b></p>			
<p>(a) Selection criteria.</p>			
<p>(1) A program must annually establish selection criteria that weigh the prioritization of selection of participants, based on community needs identified in the community needs assessment as described in §1302.11(b), and including family income, whether the child is homeless, whether the child is in foster care, the child's age, whether the child is eligible for special education and related services, or early intervention services, as appropriate, as determined under the Individuals with Disabilities Education Act (IDEA) (20 U.S.C. 1400 et seq.) and, other relevant family or child risk factors.</p>	<p>The Grantee establishes county-wide criteria for selection with delegate input.</p>	<p>Grantee Director Child Development Specialist Coordinator</p>	<p>Countywide selection criteria is reviewed and approved annually by the Grantee with Delegate input.</p>
<p>(2) If a program serves migrant or seasonal families, it must select participants according to criteria in paragraph (a)(1) of this section, and give priority to children whose families can demonstrate they have</p>			



relocated frequently within the past two-years to pursue agricultural work.			
(3) If a program operates in a service area where Head Start eligible children can enroll in high-quality publicly funded pre-kindergarten for a full school day, the program must prioritize younger children as part of the selection criteria in paragraph (a)(1) of this section. If this priority would disrupt partnerships with local education agencies, then it is not required.	Eligibility criteria states if there are no eligible four year olds, eligible three year olds are enrolled.	Coordinator Child Development Specialist	Ongoing as applicable
(4) A program must not deny enrollment based on a disability or chronic health condition or its severity.	SCUSD follows the county-wide selection criteria.	Coordinator Child Development Specialist	Ongoing as applicable
(b) Children eligible for services under IDEA.			
(1) A program must ensure at least 10 percent of its total funded enrollment is filled by children eligible for services under IDEA, unless the responsible HHS official grants a waiver.	Staff from SCUSD Special Education work closely with Head Start staff to coordinate services. Effort is made to maintain or exceed 10% enrollment of children with disabilities.	Coordinators Director Child Development Specialist	Ongoing as applicable
(2) If the requirement in paragraph (b)(1) of this section has been met, children eligible for services under IDEA should be prioritized for the available slots in accordance with the program’s selection criteria described in paragraph (a) of this section.	SCUSD follows the county-wide selection criteria.		
(c) Waiting lists. A program must develop at the beginning of each enrollment year and maintain during the year a waiting list that ranks children according to the program’s selection criteria.	The waiting list adheres to the County Selection Criteria. There is no limit to how many applications can be on a waiting list, which are maintained in the office.	Coordinator Child Development Specialist	Ongoing
<b>§1302.15 Enrollment</b>			
(a) Funded enrollment. A program must maintain its funded enrollment level and fill any vacancy as soon as possible. A program must fill any vacancy within 30 days.	Enrollment is monitored weekly and families from the wait list are offered vacancies as soon as possible. Data Specialist monitors 30 day drops.	Coordinators Data Information Technician	Weekly

		Director	
(b) Continuity of enrollment.			
(1) A program must make efforts to maintain enrollment of eligible children for the following year.	Children are eligible for the year they are admitted and the following year.	Coordinator Child Development Specialist	Annually
(2) Under exceptional circumstances, a program may maintain a child's enrollment in Head Start for a third year, provided that family income is verified again. A program may maintain a child's enrollment in Early Head Start as described in §1302.12(j) (2).	Age eligible children may reapply for Head Start and enroll if income eligible.	Coordinator Child Development Specialist	Annually
(3) If a program serves homeless children or children in foster care, it must make efforts to maintain the child's enrollment regardless of whether the family or child moves to a different service area, or transition the child to a program in a different service area, as required in §1302.72(a), according to the family's needs.	SCUSD follows McKinney-Vento Act.	Coordinator Child Development Specialist	Ongoing as applicable
(c) Reserved slots. If a program determines from the community assessment there are families experiencing homelessness in the area, or children in foster care that could benefit from services, the program may reserve one or more enrollment slots for pregnant women and children experiencing homelessness and children in foster care, when a vacancy occurs. No more than three percent of a program's funded enrollment slots may be reserved. If the reserved enrollment slot is not filled within 30 days, the enrollment slot becomes vacant and then must be filled in accordance with paragraph (a) of this section.	The department works with the district's Homeless Services/Parker Family Resource Center, Foster Youth Services and other agencies to reserve slots for potential students who are homeless or in foster care.	Director Coordinators	Ongoing as applicable
(d) Other enrollment. Children from diverse economic backgrounds who are funded with other sources, including private pay, are not considered part of a program's eligible funded enrollment.	SCUSD only enrolls Head Start funded students in its Head Start classes.		

(e) State immunization enrollment requirements. A program must comply with state immunization enrollment and attendance requirements, with the exception of homeless children as described in §1302.16(c) (1).	Documentation of immunizations is collected at time of enrollment to verify fulfillment of state immunization requirements.	Coordinator Child Development Specialist	Ongoing prior to acceptance.
(f) Voluntary parent participation. Parent participation in any program activity is voluntary, including consent for data sharing, and is not required as a condition of the child's enrollment.	SCUSD encourages parent volunteers however it is not mandatory for enrollment.	Parent Advisor Teachers	
<b>§1302.16 Attendance</b>			
(a) Promoting regular attendance. A program must track attendance for each child.	Attendance is recorded daily in Child Plus.	Classroom staff	Daily or by the end of the week
(1) A program must implement a process to ensure children are safe when they do not arrive at school. If a child is unexpectedly absent and a parent has not contacted the program within one hour of program start time, the program must attempt to contact the parent to ensure the child's well-being.	On the day of an unexpected absence, teachers must call the family to inquire why a child is absent.	Classroom staff	Daily as applicable
(2) A program must implement strategies to promote attendance. At a minimum, a program must:			
(i) Provide information about the benefits of regular attendance;	Information regarding the benefits of regular attendance is provided in multiple places including the Welcome Letter, Parent Handbook, PC and classroom meetings.	Coordinator Child Development Specialist Classroom Staff	Ongoing as applicable
(ii) Support families to promote the child's regular attendance;	SST meetings will be scheduled for students with sporadic attendance.	Teacher Coordinator	Ongoing as applicable
(iii) Conduct a home visit or make other direct contact with a child's parents if a child has multiple unexplained absences (such as two consecutive unexplained absences); and,	On the third day of consecutive absence, teacher calls the parent to inquire about the absence. If no contact is made and the student is absent a fourth day, the teacher will attempt to call the parents again and continue to call all numbers on the emergency card until contact is made.	Classroom staff Child Development Specialist	Ongoing as applicable

<p>(iv) Within the first 60 days of program operation, and on an ongoing basis thereafter, use individual child attendance data to identify children with patterns of absence that put them at risk of missing ten percent of program days per year and develop appropriate strategies to improve individual attendance among identified children, such as direct contact with parents or intensive case management, as necessary.</p>	<p>Child Plus reports are run monthly to identify children whose attendance is 90% or lower. Attendance letters are sent to families detailing the child’s attendance and the importance of regular attendance. Attendance support meetings will be scheduled upon parent request or when attendance is below 90% for three consecutive months.</p>	<p>Data Information Technician Child Development Specialist</p>	<p>Monthly as application</p>
<p>(3) If a child ceases to attend, the program must make appropriate efforts to reengage the family to resume attendance, including as described in paragraph (a) (2) of this section. If the child’s attendance does not resume, then the program must consider that slot vacant. This action is not considered expulsion as described in §1302.17.</p>	<p>If a student is absent and we are not able to reach the family a letter is sent as a last attempt to contact the family. If there is no response within a week, the slot is considered vacant and the student is dropped.</p>	<p>Classroom staff Child Development Specialist</p>	<p>Monthly</p>
<p>(b) Managing systematic program attendance issues. If a program’s monthly average daily attendance rate falls below 85 percent, the program must analyze the causes of absenteeism to identify any systematic issues that contribute to the program’s absentee rate. The program must use this data to make necessary changes in a timely manner as part of ongoing oversight and correction as described in §1302.102(b) and inform its continuous improvement efforts as described in §1302.102(c).</p>	<p>Classroom and office staff monitors monthly attendance. Classroom teachers and coordinators support efforts for appropriate attendance. The registration Supervisor reports to PC when classrooms have dropped under the 85% threshold. Analysis is completed on those classrooms found to be below the threshold and action taken if necessary.</p>	<p>Classroom and office staff (monitor)  Classroom teachers, Coordinators and Parent Advisor (support/promote)  Coordinator (reports to PC)</p>	<p>Monthly</p>
<p>(c) Supporting attendance of homeless children.</p>			
<p>(1) If a program determines a child is eligible under §1302.12(c)(1)(iii), it must allow the child to attend for up to 90 days or as long as allowed under state licensing</p>	<p>When a family is deemed “homeless,” children may attend class up to 90 days while efforts are made to acquire the immunization documents. Enrollment</p>	<p>CD Specialist Coordinator Nurses</p>	<p>Ongoing as applicable</p>

requirements, without immunization and other records, to give the family reasonable time to present these documents. A program must work with families to get children immunized as soon as possible in order to comply with state licensing requirements.	staff to work with the nurse to help facilitate the process. SCUSD follows McKinney-Vento Act.		
(2) If a child experiencing homelessness is unable to attend classes regularly because the family does not have transportation to and from the program facility, the program must utilize community resources, where possible, to provide transportation for the child.	Bus passes are provided for families in need.	Classroom Staff Coordinators Parent Advisor	Ongoing as applicable
<b>§1302.17 Suspension and expulsion</b>			
(a) Limitations on suspension.			
(1) A program must prohibit or severely limit the use of suspension due to a child's behavior. Such suspensions may only be temporary in nature.	SCUSD does not suspend as a punishment for bad behavior.		
(2) A temporary suspension must be used only as a last resort in extraordinary circumstances where there is a serious safety threat that cannot be reduced or eliminated by the provision of reasonable modifications.	If a child's behavior is a danger to himself or others, the parent will be called and asked to stay with the child until he/she calms down and teachers should fill out a Request for Internal Services (RIS).	Teacher Coordinator Social Worker	
(3) Before a program determines whether a temporary suspension is necessary, a program must engage with a mental health consultant, collaborate with the parents, and utilize appropriate community resources – such as behavior coaches, psychologists, other appropriate specialists, or other resources – as needed, to determine no other reasonable option is appropriate.	Teachers must fill out a Behavior Observation Report, Request for Internal Services and contact the team for a SST. Support staff to observe student prior to SST. At the SST, the team develops accommodations for the child and determines the next meeting to ensure on-going monitoring and intervention.	Teacher Coordinator Social Worker	
(4) If a temporary suspension is deemed necessary, a program must help the child return to full participation in all program	If at the SST, a child's day is modified, a follow up meeting date is schedule to assess progress and	Social Worker	

activities as quickly as possible while ensuring child safety by:	determine the appropriateness of incrementally lengthening the day.		
(i) Continuing to engage with the parents and a mental health consultant, and continuing to utilize appropriate community resources;	SSTs are on-going and interventions implemented until behavior issues are resolved.	Social Worker Coordinator	
(ii) Developing a written plan to document the action and supports needed;	All SST are documented with a copy for the resource team, child's file and a copy for the parent.		
(iii) Providing services that include home visits; and,	SST interventions can include home visits or referrals to district special education department.	Coordinator	
(iv) Determining whether a referral to a local agency responsible for implementing IDEA is appropriate.	SST interventions can include home visits or referrals to district special education department.	Teacher Coordinator Social Worker	
(b) Prohibition on expulsion.			
(1) A program cannot expel or un-enroll a child from Head Start because of a child's behavior.	The SST process is used to resolve behavior issues and provide supports for families.		
(2) When a child exhibits persistent and serious challenging behaviors, a program must explore all possible steps and document all steps taken to address such problems, and facilitate the child's safe participation in the program. Such steps must include, at a minimum, engaging a mental health consultant, considering the appropriateness of providing appropriate services and supports under section 504 of the Rehabilitation Act to ensure that the child who satisfies the definition of disability in 29 U.S.C. 705(9)(b) of the Rehabilitation Act is not excluded from the program on the basis of disability, and consulting with the parents and the child's teacher, and:	1302.17 (a) all		

<p>(i) If the child has an individualized family service plan (IFSP) or individualized education program (IEP), the program must consult with the agency responsible for the IFSP or IEP to ensure the child receives the needed support services; or,</p>	<p>Struggling children with IFSPs or IEPs, will be helped through the IEP process.</p>		
<p>(ii) If the child does not have an IFSP or IEP, the program must collaborate, with parental consent, with the local agency responsible for implementing IDEA to determine the child's eligibility for services.</p>	<p>SST interventions can include referrals to district special education department.</p>	<p>Coordinator Social Worker</p>	
<p>(3) If, after a program has explored all possible steps and documented all steps taken as described in paragraph (b)(2) of this section, a program, in consultation with the parents, the child's teacher, the agency responsible for implementing IDEA (if applicable), and the mental health consultant, determines that the child's continued enrollment presents a continued serious safety threat to the child or other enrolled children and determines the program is not the most appropriate placement for the child, the program must work with such entities to directly facilitate the transition of the child to a more appropriate placement.</p>	<p>If students are not successful in the center-based programs with multiple interventions, we will modify the schedule and refer to other agencies as applicable.</p>	<p>Coordinator Social Worker</p>	
<p><b>§1302.18 Fees</b></p>			
<p>(a) Policy on fees. A program must not charge eligible families a fee to participate in Head Start, including special events such as field trips, and cannot in any way condition an eligible child's enrollment or participation in the program upon the payment of a fee.</p>	<p>No fees are charged for any aspect of Head Start program.</p>		
<p>(b) Allowable fees.</p>			

<p>(1) A program must only accept a fee from families of enrolled children for services that are in addition to services funded by Head Start, such as child care before or after funded Head Start hours. A program may not condition a Head Start child’s enrollment on the ability to pay a fee for additional hours.</p>	<p>Fees are collected for the full day collaboration depending on hours of care and income eligibility.</p>	<p>Child Development Specialist Coordinator</p>	<p>Monthly as applicable</p>
<p>(2) In order to support programs serving children from diverse economic backgrounds or using multiple funding sources, a program may charge fees to private pay families and other non-Head Start enrolled families to the extent allowed by any other applicable federal, state or local funding sources.</p>	<p>Only Head Start and state eligible students are enrolled in full day collaborations.</p>	<p>Child Development Specialist Coordinator</p>	<p>Ongoing</p>
<p>SUBPART B — PROGRAM STRUCTURE</p>			
<p><b>§1302.20 Determining program structure</b></p>			
<p>(a) Choose a program option.</p>			
<p>(1) A program must choose to operate one or more of the following program options: center-based, home-based, family child care, or an approved locally-designed variation as described in §1302.24. The program option(s) chosen must meet the needs of children and families based on the community assessment described in §1302.11(b). A Head Start program serving preschool-aged children may not provide only the option described in §1302.22(a) and (c) (2).</p>	<p>SCUSD uses the Community Needs Assessment and enrollment data annually to determine the programs offered.</p>		
<p>(2) To choose a program option and develop a program calendar, a program must consider in conjunction with the annual review of the community assessment described in §1302.11(b) (2), whether it would better meet child and family needs</p>	<p>SCUSD uses the Community Needs Assessment and enrollment data annually to determine the programs offered.</p>	<p>Director Coordinator</p>	



<p>through conversion of existing slots to full school day or full working day slots, extending the program year, conversion of existing Head Start slots to Early Head Start slots as described in paragraph (c) of this section, and ways to promote continuity of care and services. A program must work to identify alternate sources to support full working day services. If no additional funding is available, program resources may be used.</p>			
<p>(b) Comprehensive services. All program options must deliver the full range of services, as described in subparts C, D, E, F, and G of this part, except that §§1302.30 through 1302.32 and §1302.34 do not apply to home-based options.</p>	<p>See subparts C, D, E, F, AND G</p>		
<p>(c) Conversion.</p>			
<p>(1) Consistent with section 645(a)(5) of the Head Start Act, grantees may request to convert Head Start slots to Early Head Start slots through the re-funding application process or as a separate grant amendment.</p>	<p>Conversions are handled through the grant writing process. SCUSD collaborates with grantee.</p>	<p>Director Coordinator</p>	
<p>(2) Any grantee proposing a conversion of Head Start services to Early Head Start services must obtain policy council and governing body approval and submit the request to their regional office.</p>	<p>All grant proposals are approved by policy council and District school board.</p>	<p>Director Coordinator</p>	
<p>(3) With the exception of American Indian and Alaska Native grantees as described in paragraph (c)(4) of this section, the request to the regional office must include:</p>			
<p>(i) A grant application budget and a budget narrative that clearly identifies the funding amount for the Head Start and Early Head Start</p>	<p>Conversions are handled through the grant writing process. SCUSD collaborates with grantee.</p>		

programs before and after the proposed conversion;			
(ii) The results of the community assessment demonstrating how the proposed use of funds would best meet the needs of the community, including a description of how the needs of eligible Head Start children will be met in the community when the conversion takes places;	Conversions are handled through the grant writing process. SCUSD collaborates with grantee.	Director	
(iii) A revised program schedule that describes the program option(s) and the number of funded enrollment slots for Head Start and Early Head Start programs before and after the proposed conversion;	Conversions are handled through the grant writing process. SCUSD collaborates with grantee.	Director	
(iv) A description of how the needs of pregnant women, infants, and toddlers will be addressed;	Conversions are handled through the grant writing process. SCUSD collaborates with grantee.	Director	
(v) A discussion of the agency's capacity to carry out an effective Early Head Start program in accordance with the requirements of section 645A(b) of the Head Start Act and all applicable regulations;	Conversions are handled through the grant writing process. SCUSD collaborates with grantee.	Director	
(vi) Assurances that the agency will participate in training and technical assistance activities required of all Early Head Start grantees;	Conversions are handled through the grant writing process. SCUSD collaborates with grantee.	Director	
(vii) A discussion of the qualifications and competencies of the child development staff proposed for the Early Head Start program, as well as a description of the facilities and program	Conversions are handled through the grant writing process. SCUSD collaborates with grantee.	Director	

infrastructure that will be used to support the new or expanded Early Head Start program;			
(viii) A discussion of any one-time funding necessary to implement the proposed conversion and how the agency intends to secure such funding; and,	Conversions are handled through the grant writing process. SCUSD collaborates with grantee.	Director	
(ix) The proposed timetable for implementing this conversion, including updating school readiness goals as described in subpart J of this part.	Conversions are handled through the grant writing process. SCUSD collaborates with grantee.	Director	
(d) Source of funding. A program may consider hours of service that meet the Head Start Program Performance Standards, regardless of the source of funding, as hours of planned class operations for the purposes of meeting the Head Start and Early Head Start service duration requirements in this subpart.			
<b>§1302.21 Center-based option</b>			
(a) Setting. The center-based option delivers the full range of services, consistent with §1302.20(b). Education and child development services are delivered primarily in classroom settings.	All services are offered in the classroom setting.		
(b) Ratios and group size.			
(1) Staff-child ratios and group size maximums must be determined by the age of the majority of children and the needs of children present. A program must determine the age of the majority of children in a class at the start of the year and may adjust this determination during the program year, if necessary. Where state or local licensing requirements are more stringent than the teacher-child ratios and group size specifications in this section, a program must meet the stricter requirements. A program	<p>When the majority of the students are four years old class size and ratios are as follows:</p> <ul style="list-style-type: none"> <li>● 20 students- 10:1 (Head Start funded only)</li> <li>● 24 students- 8:1 (Head Start and State funded)</li> </ul> <p>When the majority of the students are three years old class size is limited to 17 and the ratio is the same as above.</p> <p>The data specialist runs weekly reports to monitor the ages of the students in the class.</p>		

<p>must maintain appropriate ratios during all hours of program operation, except:</p>			
<p>(i) For brief absences of a teaching staff member for no more than five minutes; and,</p>	<p>Ratio is maintained at all times. Additional staff is hired to cover for breaks and lunches.</p>		
<p>(ii) During nap time, one teaching staff member may be replaced by one staff member or trained volunteer who does not meet the teaching qualifications required for the age.</p>	<p>In order to schedule lunch breaks, the Teacher and Instructional Aide are replaced (one at a time) during nap time with a Child Care Attendant.</p>		
<p>(2) An Early Head Start or Migrant or Seasonal Head Start class that serves children under 36 months old must have two teachers with no more than eight children, or three teachers with no more than nine children. Each teacher must be assigned consistent, primary responsibility for no more than four children to promote continuity of care for individual children. A program must minimize teacher changes throughout a child's enrollment, whenever possible, and consider mixed age group classes to support continuity of care.</p>			
<p>(3) A class that serves a majority of children who are three years old must have no more than 17 children with a teacher and teaching assistant or two teachers. A double session class that serves a majority of children who are three years old must have no more than 15 children with a teacher and teaching assistant or two teachers.</p>	<p>Class size for a classroom that has a majority of three year olds is 17. SCUSD does not have any double session classrooms.</p>		
<p>(4) A class that serves a majority of children who are four and five years old must have no more than 20 children with a teacher and a teaching assistant or two teachers. A double session class that serves a majority of children who are four and five years old</p>	<p>The class size for a room with majority of four and five year olds is 20. SCUSD does not have any double session classes.</p>		

<p>must have no more than 17 children with a teacher and a teaching assistant or two teachers.</p>			
<p>(c) Service duration. (1) Early Head Start.</p>			
<p>(i) By August 1, 2018, a program must provide 1,380 annual hours of planned class operations for all enrolled children.</p>	<p>N/A</p>		
<p>(ii) A program that is designed to meet the needs of young parents enrolled in school settings may meet the service duration requirements in paragraph (c)(1)(i) of this section if it operates a center-based program schedule during the school year aligned with its local education agency requirements and provides regular home-based services during the summer break.</p>	<p>N/A</p>		
<p>(2) Head Start.</p>			
<p>(i) Until a program is operating all of its Head Start center-based funded enrollment at the standard described in paragraph (c) (2) (iv) or (v) of this section, a program must provide, at a minimum, at least 160 days per year of planned class operations if it operates for five days per week, or at least 128 days per year if it operates four days per week. Classes must operate for a minimum of 3.5 hours per day.</p>	<p>SCUSD has 4 options for parents in HS center based. Wrap: 6.5 hours/day for 180 days/year Full Day 12 month: 7 hours/day for 244 days/year HS/TK Collaboration:6.5 hours/day for 180 days/year</p>		
<p>(ii) Until a program is operating all of its Head Start center-based funded enrollment at the standard described in paragraph (c)(2)(iv) or (v) of this section, if a program</p>	<p>SCUSD does not have double sessions.</p>		

<p>operates a double session variation, it must provide classes for four days per week for a minimum of 128 days per year and 3.5 hours per day. Each double session class staff member must be provided adequate break time during the course of the day. In addition, teachers, aides, and volunteers must have appropriate time to prepare for each session together, to set up the classroom environment, and to give individual attention to children entering and leaving the center</p>			
<p>(iii) By August 1, 2019, a program must provide 1,020 annual hours of planned class operations over the course of at least eight months per year for at least 50 percent of its Head Start center-based funded enrollment</p>	<p>100% of SCUSD classes are meeting the duration requirement.</p>		
<p>(iv) By August 1, 2021, a program must provide 1,020 annual hours of planned class operations over the course of at least eight months per year for all of its Head Start center-based funded enrollment.</p>	<p>There is a plan to transition all center-based classes to meet the duration threshold of 1,020 hours.</p>		
<p>(v) A Head Start program providing fewer than 1,020 annual hours of planned class operations or fewer than eight months of service is considered to meet the requirements described in paragraphs (c) (2) (iii) and (iv) of this section if its program schedule aligns with the annual hours required by its local education agency for grade one and such</p>	<p>SCUSD does not have any classes that operate 8 months or less.</p>		

alignment is necessary to support partnerships for service delivery.			
(6) Calendar planning. A program must: Plan its year using a reasonable estimate of the number of days during a year that classes may be closed due to problems such as inclement weather; and,			
(i) Make every effort to schedule makeup days using existing resources if hours of planned class operations fall below the number required per year.			
(d) Licensing and square footage requirements.			
(1) The facilities used by a program must meet state, tribal, or local licensing requirements, even if exempted by the licensing entity. When state, tribal, or local requirements vary from Head Start requirements, the most stringent provision takes precedence	SCUSD meets all licensing requirements.		
(2) A center-based program must have at least 35 square feet of usable indoor space per child available for the care and use of children (exclusive of bathrooms, halls, kitchen, staff rooms, and storage places) and at least 75 square feet of usable outdoor play space per child.	SCUSD keeps a database of square footage for each classroom.		
<b>§1302.22 Home-based option</b>			
(a) Setting. The home-based option delivers the full range of services, consistent with §1302.20(b), through visits with the child's parents, primarily in the child's home and through group socialization opportunities in a Head Start classroom, community facility, home, or on field trips. For Early Head Start programs, the home-based option may be used to deliver services to some or all of a program's enrolled children. For Head Start programs, the home-based			

option may only be used to deliver services to a portion of a program’s enrolled children.			
(b) Caseload. A program that implements a home-based option must maintain an average caseload of 10 to 12 families per home visitor with a maximum of 12 families for any individual home visitor.			
(c) Service duration.			
(1) Early Head Start. By August 1, 2017, an Early Head Start home-based program must:			
(i) Provide one home visit per week per family that lasts at least an hour and a half and provide a minimum of 46 visits per year; and,			
(ii) Provide, at a minimum, 22 group socialization activities distributed over the course of the program year.			
(2) Head Start. A Head Start home-based program must:			
(i) Provide one home visit per week per family that lasts at least an hour and a half and provide a minimum of 32 visits per year; and,			
(ii) Provide, at a minimum, 16 group socialization activities distributed over the course of the program year.			
(3) Meeting minimum requirements. A program that implements a home-based option must:			
(i) Make up planned home visits or scheduled group socialization activities that were canceled by the program, and to the			



<p>extent possible attempt to make up planned home visits canceled by the family, when this is necessary to meet the minimums described in paragraphs (c)(1) and (2) of this section; and,</p>			
<p>(ii) Not replace home visits or scheduled group socialization activities for medical or social service appointments for the purposes of meeting the minimum requirements described in paragraphs (c) (1) and (2) of this section.</p>			
<p>(d) Safety requirements. The areas for learning, playing, sleeping, toileting, preparing food, and eating in facilities used for group socializations in the home-based option must meet the safety standards described in §1302.47(1)(ii) through (viii).</p>			
<p><b>§1302.24 Locally-designed program option variations</b></p>			
<p>(a) Waiver option. Programs may request to operate a locally-designed program option, including a combination of program options, to better meet the unique needs of their communities or to demonstrate or test alternative approaches for providing program services. In order to operate a locally-designed program option, programs must seek a waiver as described in this section and must deliver the full range of services, consistent with §1302.20(b), and demonstrate how any change to their program design is consistent with achieving program goals in subpart J of this part.</p>			
<p>(b) Request for approval. A program’s request to operate a locally-designed variation may be approved</p>			

<p>by the responsible HHS official through the end of a program’s current grant or, if the request is submitted through a grant application for an upcoming project period, for the project period of the new award. Such approval may be revoked based on progress toward program goals as described in §1302.102 and monitoring as described in §1304.2.</p>			
<p>(c) Waiver requirements.</p>			
<p>(1) The responsible HHS official may waive one or more of the requirements contained in §1302.21(b), (c) (1) (i), and (c) (2) (iii) and (iv); §1302.22(a) through (c); and §1302.23(b) and (c), but may not waive ratios or group size for children under 24 months. Center-based locally-designed options must meet the minimums described in section 640(k) (1) of the Act for center-based programs.</p>			
<p>(2) If the responsible HHS official determines a waiver of group size for center-based services would better meet the needs of children and families in a community, the group size may not exceed the limits below:</p>			
<p>(i) A group that serves children 24 to 36 months of age must have no more than ten children; and,</p>			
<p>(ii) A group that serves predominantly three-year-old children must have no more than twenty children; and,</p>			
<p>(iii) A group that serves predominantly four-year-old children must have no more than twenty-four children.</p>			
<p>(3) If the responsible HHS official approves a waiver to allow a program to operate below the minimums described in</p>			

<p>§1302.21(c) (2) (iii) or (iv), a program must meet the requirements described in §1302.21(c) (2) (i), or in the case of a double session variation, a program must meet the requirements described in §1302.21(c) (2) (ii).</p>			
<p>(4) In order to receive a waiver under this section, a program must provide supporting evidence that demonstrates the locally-designed variation effectively supports appropriate development and progress in children’s early learning outcomes.</p>			
<p>(5) In order to receive a waiver of service duration, a program must meet the requirement in paragraph (c)(4) of this section, provide supporting evidence that it better meets the needs of parents than the applicable service duration minimums described in §1302.21(c)(1), and (c)(2) (iii) and (iv), §1302.22(c), or §1302.23(c), and assess the effectiveness of the variation in supporting appropriate development and progress in children’s early learning outcomes.</p>			
<p>(d) Transition from previously approved program options. If, before November 7, 2016, a program was approved to operate a program option that is no longer allowable under §§1302.21 through 1302.23, a program may continue to operate that model until July 31, 2018.</p>			
<p>SUBPART C — EDUCATION AND CHILD DEVELOPMENT PROGRAM SERVICES</p>			
<p><b>§1302.30 Purpose</b></p>			

<p>All programs must provide high-quality early education and child development services, including for children with disabilities that promote children’s cognitive, social, and emotional growth for later success in school. A center-based or family child care program must embed responsive and effective teacher-child interactions. A home-based program must promote secure parent-child relationships and help parents provide high-quality early learning experiences. All programs must implement a research-based curriculum, and screening and assessment procedures that support individualization and growth in the areas of development described in the Head Start Early Learning Outcomes Framework: Ages Birth to Five and support family engagement in children’s learning and development. A program must deliver developmentally, culturally, and linguistically appropriate learning experiences in language, literacy, mathematics, social and emotional functioning, and approaches to learning, science, physical skills, and creative arts. To deliver such high-quality early education and child development services, a center-based or family child care program must implement, at a minimum, the elements contained in §§1302.31 through 1302.34, and a home-based program must implement, at a minimum, the elements in §§1302.33 and 1302.35.</p>			
<p><b>§1302.31 Teaching and the learning environment</b></p>			
<p>(a) Teaching and the learning environment. A center-based and family child care program must ensure teachers and other relevant staff provide responsive care, effective teaching, and an organized learning environment that promotes healthy development and children’s skill growth aligned with the Head Start Early Learning Outcomes Framework: Ages Birth to Five, including for children with disabilities. A program must also support implementation of such environment with integration of regular and ongoing supervision and a system of individualized and ongoing professional development, as appropriate. This includes, at a minimum, the practices described in paragraphs (b) through (e) of this section.</p>			
<p>(b) Effective teaching practices.</p>			
<p>(1) Teaching practices must:</p>			
<p>(i) Emphasize nurturing and responsive practices, interactions, and environments that foster trust and emotional security; are communication and language rich; promote critical thinking and problem-solving; social, emotional, behavioral, and language development; provide supportive feedback for learning; motivate</p>	<p>Teachers received trained and are receiving support in the areas of Creative Curriculum, CLASS, ECERS, and Teaching Pyramid.</p>	<p>Coordinator Social Worker Nurses Teaching Staff Consultants</p>	<p>Ongoing</p>

<p>continued effort; and support all children’s engagement in learning experiences and activities;</p>			
<p>(ii) Focus on promoting growth in the developmental progressions described in the Head Start Early Learning Outcomes Framework: Ages Birth to Five by aligning with and using the Framework and the curricula as described in §1302.32 to direct planning of organized activities, schedules, lesson plans, and the implementation of high-quality early learning experiences that are responsive to and build upon each child’s individual pattern of development and learning;</p>	<p>Lesson plans reflect an individualized approach. Professional Learning provides training regarding appropriate practices for varying temperaments, cultural diversity, etc. Curricula are based on scientifically valid research and best practices for young children i.e.: California Preschool Learning Foundations, Early Learning Outcomes Framework, and Common Core Standards. Curricula used are: Creative Curriculum, I am Moving/I am Learning (IMIL), and Teaching Pyramid (TP).</p>	<p>Teaching Staff Coordinators Consultants</p>	<p>Ongoing</p>
<p>(iii) Integrate child assessment data in individual and group planning; and,</p>	<p>SCUSD utilizes Desired Results Developmental Profile (2015) Fundamental Plus OHS view (DRDP) for center-based. Teachers and administration work on DRDP Summary of Findings for classroom and program planning.</p>	<p>Teaching Staff Administration</p>	<p>3 times per year</p>
<p>(iv) Include developmentally appropriate learning experiences in language, literacy, social and emotional development, math, science, social studies, creative arts, and physical development that are focused toward achieving progress outlined in the Head Start Early Learning Outcomes Framework: Ages Birth to Five.</p>	<p>Training is being provided on Creative Curriculum, and Teaching Pyramid.</p>	<p>Teaching Staff Resource Teacher Administration</p>	<p>Ongoing</p>
<p>(2) For dual language learners, a program must recognize bilingualism and bi-literacy as strengths and implement research-based teaching practices that</p>	<p>The Creative Curriculum and additional teaching resources are available in Spanish for teachers to use.</p>	<p>Teaching Staff</p>	

<p>support their development. These practices must:</p>			
<p>(i) For an infant or toddler dual language learner, include teaching practices that focus on the development of the home language, when there is a teacher with appropriate language competency, and experiences that expose the child to English;</p>	<p>The Department provides staff who speak multiple languages and utilize bilingual materials. Teaching Staff work with families to share the home language.</p>	<p>Teaching staff</p>	
<p>(ii) For a preschool age dual language learner, include teaching practices that focus on both English language acquisition and the continued development of the home language; or,</p>	<p>The Department provides staff that speaks multiple languages and utilize bilingual materials.</p>	<p>Teaching staff</p>	
<p>(iii) If staff do not speak the home language of all children in the learning environment, include steps to support the development of the home language for dual language learners such as having culturally and linguistically appropriate materials available and other evidence-based strategies. Programs must work to identify volunteers who speak children’s home language/s who could be trained to work in the classroom to support children’s continued development of the home language.</p>	<p>Educational materials and handouts, posters, etc., are translated in other languages that reflected classroom demographics.</p> <p>The Matriculation &amp; Orientation Center provides translation services when requested. In addition to, staff have access to translation services via phone translation service. Staff reflects the diverse population of families whom we serve to the best of our ability.</p>		
<p>(c) Learning environment. A program must ensure teachers implement well-organized learning environments with developmentally appropriate schedules, lesson plans, and indoor and outdoor learning experiences that provide adequate opportunities for choice, play, exploration, and</p>	<p>Lesson plans reflect individualization and differentiated learning with small groups. Daily schedule is flexible to meet the needs and interests of the children.</p>		

experimentation among a variety of learning, sensory, and motor experiences and:			
(1) For infants and toddlers, promote relational learning and include individualized and small group activities that integrate appropriate daily routines into a flexible schedule of learning experiences; and,			
(2) For preschool age children, include teacher-directed and child-initiated activities, active and quiet learning activities, and opportunities for individual, small group, and large group learning activities.	The Daily Schedule must be available to parents and must reflect a balance of child-initiated and adult-directed activities as outlined in <i>Creative Curriculum</i> . Administration of ECERS indicates a substantial portion of the day is balanced between child-initiated and adult-initiated activities. Children have opportunities for small and large group activities as noted on the daily schedule.	Teaching Staff Coordinators	
(d) Materials and space for learning. To support implementation of the curriculum and the requirements described in paragraphs (a), (b), (c), and (e) of this section a program must provide age-appropriate equipment, materials, supplies and physical space for indoor and outdoor learning environments, including functional space. The equipment, materials and supplies must include any necessary accommodations and the space must be accessible to children with disabilities. Programs must change materials intentionally and periodically to support children’s interests, development, and learning.	All classrooms have monies allotted for purchasing classroom materials. ECERS/IEPs are used to determine materials needed for particular classrooms needing to accommodate children with disabilities.	Teachers Coordinators	
(e) Promoting learning through approaches to rest, meals, routines, and physical activity.			
(1) A program must implement an intentional, age appropriate approach to accommodate children’s need to nap or rest, and that, for preschool age children in a program that operates for 6 hours or longer per day provides a regular time every day at	The daily schedule identifies a regular time every day at which preschool age children are encouraged to have rest time. Alternative quiet learning activities are provided for children who do not need or want to rest or nap.	Teaching staff	

<p>which preschool age children are encouraged but not forced to rest or nap. A program must provide alternative quiet learning activities for children who do not need or want to rest or nap.</p>			
<p>(2) A program must implement snack and meal times in ways that support development and learning. For bottle-fed infants, this approach must include holding infants during feeding to support socialization. Snack and meal times must be structured and used as learning opportunities that support teaching staff-child interactions and foster communication and conversations that contribute to a child's learning, development, and socialization. Programs are encouraged to meet this requirement with family style meals when developmentally appropriate. A program must also provide sufficient time for children to eat, not use food as reward or punishment, and not force children to finish their food.</p>	<p>The Daily Schedule identifies all meal and snack times. Three-hour interval is required between meals. Two and a half hour interval is required between a meal and a snack. Family style meal service is implemented and meal times are used as a time for learning opportunities.</p>	<p>Teaching staff</p>	
<p>(3) A program must approach routines, such as hand washing and diapering, and transitions between activities, as opportunities for strengthening development, learning, and skill growth.</p>	<p>Transition times are encouraged to be learning opportunities (i.e. a finger play song while children wait in line).</p>	<p>Teaching staff</p>	
<p>(4) A program must recognize physical activity as important to learning and integrate intentional movement and physical activity into curricular activities and daily routines in ways that support health and learning. A program must not use physical activity as reward or punishment.</p>	<p>Staff use strategies outlined in Creative Curriculum and <i>I Am Moving, I Am Learning Curriculum</i>. Facilities are provided and a substantial amount of time is allotted in the Daily Schedule for development of gross motor skills.</p>	<p>Teaching staff</p>	
<p><b>§1302.32 Curricula</b></p>			
<p>(a) Curricula.</p>			



<p>(1) Center-based and family child care programs must implement developmentally appropriate research-based early childhood curricula, including additional curricular enhancements, as appropriate that:</p>			
<p>(i) Are based on scientifically valid research and have standardized training procedures and curriculum materials to support implementation;</p>	<p>Curricula is based on scientifically valid research. Curricula used are: Creative Curriculum, I Am Moving/I Am Learning, and Teaching Pyramid.</p>	<p>Director Coordinator Teachers</p>	
<p>(ii) Are aligned with the Head Start Early Learning Outcomes Framework: Ages Birth to Five and, as appropriate, state early learning and development standards; and are sufficiently content-rich to promote measurable progress toward development and learning outlined in the Framework; and,</p>	<p>Curricula is aligned with Head Start Early Learning Outcomes Framework: Ages Birth to Five, and best practices for young children i.e.: California Preschool Learning Foundations and Common Core Standards. Curricula used are: Creative Curriculum, I am Moving/I am Learning, and Teaching Pyramid.</p>	<p>Director Coordinator Teachers</p>	
<p>(iii) Have an organized developmental scope and sequence that include plans and materials for learning experiences based on developmental progressions and how children learn</p>	<p>Curricula is research-based and lesson plans include intentional teaching and differentiation of instruction. The individualization cycle is implemented and based on child outcomes.</p>	<p>Coordinator Teachers</p>	
<p>(2) A program must support staff to effectively implement curricula and at a minimum monitor curriculum implementation and fidelity, and provide support, feedback, and supervision for continuous improvement of its implementation through the system of training and professional development.</p>	<p>Staff is provided training to support curriculum planning and implementation. Monitoring, support, and feedback are supported by reviewing lesson plans, CLASS observations, and feedback sessions during training and professional development.</p>	<p>Coordinators Resource Teacher</p>	
<p>(b) Adaptation. A program that chooses to make significant adaptations to a curriculum or a curriculum enhancement described in paragraph (a)(1) of this section to better meet the needs of one</p>	<p>SCUSD does not adapt any curriculum.</p>		

<p>or more specific populations must use an external early childhood education curriculum or content area expert to develop such significant adaptations. A program must assess whether the adaptation adequately facilitates progress toward meeting school readiness goals, consistent with the process described in §1302.102(b) and (c). Programs are encouraged to partner with outside evaluators in assessing such adaptations.</p>			
<p><b>§1302.33 Child screenings and assessments</b></p>			
<p>(a) Screening.</p>			
<p>(1) In collaboration with each child’s parent and with parental consent, a program must complete or obtain a current developmental screening to identify concerns regarding a child’s developmental, behavioral, motor, language, social, cognitive, and emotional skills within 45 calendar days of when the child first attends the program. A program that operates for 90 days or less must complete or obtain a current developmental screening within 30 calendar days of when the child first attends the program.</p>	<p>During enrollment, parents’ consent to screenings. Preschoolers are screened using the Ages and Stages Questionnaire and Ages and Stages-Social/Emotional.</p>	<p>Child Development Specialist Teachers</p>	
<p>(2) A program must use one or more research-based developmental standardized screening tools to complete the screening. A program must use as part of the screening additional information from family members, teachers, and relevant staff familiar with the child’s typical behavior.</p>	<p>Preschoolers are screened using the Ages and Stages Questionnaire and Ages and Stages-Social/Emotional.</p>	<p>Teachers</p>	
<p>(3) If warranted through screening and additional relevant information and with direct guidance from a mental health or child development professional a program must, with the parent’s consent, promptly and</p>			

appropriately address any needs identified through:			
(i) Referral to the local agency responsible for implementing IDEA for a formal evaluation to assess the child's eligibility for services under IDEA as soon as possible, and not to exceed timelines required under IDEA; and,	Based on screening results, teachers share concerns with parents and a referral may be requested to the LEA within requested timeline.	Teachers Coordinators	
(ii) Partnership with the child's parents and the relevant local agency to support families through the formal evaluation process.	SCUSD Child Development Programs has an Interagency Agreement with Special Education.	Disabilities Coordinator-SPED	
(4) If a child is determined to be eligible for services under IDEA, the program must partner with parents and the local agency responsible for implementing IDEA, as appropriate, and deliver the services in subpart F of this part.	SCUSD Child Development Programs has an Interagency Agreement/MOU with Special Education, Alta Regional and Sacramento County Office of Education (SCOE).		
(5) If, after the formal evaluation described in paragraph (a)(3)(i) of this section, the local agency responsible for implementing IDEA determines the child is not eligible for early intervention or special education and related services under IDEA, the program must:			
(i) Seek guidance from a mental health or child development professional to determine if the formal evaluation shows the child has a significant delay in one or more areas of development that is likely to interfere with the child's development and school readiness; and,	For children who do not qualify for additional services, Student Success Team meetings/Case Management meetings may be held with the support staff team and family if needed to provide individualized instruction and accommodations. Referrals to outside agencies may be sent.	Social Worker	
(ii) If the child has a significant delay, partner with parents to help	Student Success Team meetings/Case Management meetings may be held with the support staff team	Social Worker	

<p>the family access services and supports to help address the child's identified needs.</p>	<p>and family to provide individualized instruction and accommodations. Referrals to outside agencies may be sent.</p>		
<p>(A) Such additional services and supports may be available through a child's health insurance or it may be appropriate for the program to provide needed services and supports under section 504 of the Rehabilitation Act if the child satisfies the definition of disability in 29 U.S.C. section 705(9)(b) of the Rehabilitation Act, to ensure that the child who satisfies the definition of disability in 29 U.S.C. 705(9)(b) of the Rehabilitation Act is not excluded from the program on the basis of disability.</p>	<p>Referrals to outside agencies may be sent.</p>		
<p>(B) A program may use program funds for such services and supports when no other sources of funding are available.</p>	<p>Funds can be used for this purpose.</p>		
<p>(b) Assessment for individualization</p>			
<p>(1) A program must conduct standardized and structured assessments, which may be observation-based or direct, for each child that provide ongoing information to evaluate the child's developmental level and progress in outcomes aligned to the goals described in the Head Start Early Learning Child Outcomes Framework: Ages Birth to Five.</p>	<p>SCUSD utilizes the DRDP three times per year. A Parent Progress Report is generated and shared during parent teacher conference.</p>	<p>Teachers Coordinator</p>	

<p>Such assessments must result in usable information for teachers, home visitors, and parents and be conducted with sufficient frequency to allow for individualization within the program year.</p>			
<p>(2) A program must regularly use information from paragraph (b) (1) of this section along with informal teacher observations and additional information from family and staff, as relevant, to determine a child's strengths and needs, inform and adjust strategies to better support individualized learning and improve teaching practices in center-based and family child care settings, and improve home visit strategies in home-based models.</p>	<p>Staff uses screenings, anecdotal observations, sample work and DRDP Assessment data to generate a parent report and complete the report with parent feedback on how to support children's learning. Parents are involved in their children's educational plan via informal communication, conferences, home visits and the Parent Child Report - Individualized Development Plan. Parent Progress Report participate in completing the Individual Development Plan.</p> <p>Teachers use parent input for assessments, lesson planning and individualization.</p>	<p>Teachers Coordinators</p>	
<p>(3) If warranted from the information gathered from paragraphs (b)(1) and (2) of this section and with direct guidance from a mental health or child development professional and a parent's consent, a program must refer the child to the local agency responsible for implementing IDEA for a formal evaluation to assess a child's eligibility for services under IDEA.</p>	<p>If warranted, children are referred to District special education program with parent's consent.</p>	<p>Teachers Coordinators Social Worker</p>	
<p>(c) Characteristics of screenings and assessments</p>			
<p>(1) Screenings and assessments must be valid and reliable for the population and purpose for which they will be used, including by being conducted by qualified and trained personnel, and being age, developmentally, culturally and linguistically appropriate, and appropriate for children with disabilities, as needed.</p>	<p>DRDP, Ages and Stages and Ages and Stages-Social/Emotional are research-based screeners. Staff are trained and qualified to administer these screenings and assessments.</p>	<p>Director Teachers Coordinator</p>	

<p>(2) If a program serves a child who speaks a language other than English, a program must use qualified bilingual staff, contractor, or consultant to:</p>			
<p>(i) Assess language skills in English and in the child's home language, to assess both the child's progress in the home language and in English language acquisition;</p>	<p>Bilingual teaching staff and staff from the district MOC center are utilized to conduct screenings and assist with assessments for children speaking home languages other than English.</p>		
<p>(ii) Conduct screenings and assessments for domains other than language skills in the language or languages that best capture the child's development and skills in the specific domain; and,</p>	<p>DRDP and Ages and Stages and Ages and Stages-Social/Emotional screeners include domains other than language skills. Bilingual teaching staff are utilized to conduct screenings and assist with assessments for children speaking home languages other than English.</p>		
<p>(iii) Ensure those conducting the screening or assessment know and understand the child's language and culture and have sufficient skill level in the child's home language to accurately administer the screening or assessment and to record and understand the child's responses, interactions, and communications.</p>	<p>Bilingual teaching staff and are utilized to conduct screenings and assist with assessments for children speaking home languages other than English.</p>		
<p>(3) If a program serves a child who speaks a language other than English and qualified bilingual staff, contractors, or consultants are not able to conduct screenings and assessments, a program must use an interpreter in conjunction with a qualified staff person to conduct screenings and assessments as described in paragraphs (c)(2)(i) through (iii) of this section</p>	<p>Staff from the district MOC center are available for translating services.</p>	<p>Director Teachers Coordinator</p>	
<p>(4) If a program serves a child who speaks a language other than English and can demonstrate that there is not a qualified</p>	<p>Teachers utilize a portfolio with observations and work samples to help determine a child's developmental level and progress.</p>	<p>Teachers</p>	

<p>bilingual staff person or interpreter, then screenings and assessments may be conducted in English. In such a case, a program must also gather and use other information, including structured observations over time and information gathered in a child’s home language from the family, for use in evaluating the child’s development and progress.</p>			
<p><b>§1302.34 Parent and family engagement in education and child development services</b></p>			
<p>(a) Purpose. Center-based and family child care programs must structure education and child development services to recognize parents’ roles as children’s lifelong educators, and to encourage parents to engage in their child’s education.</p>			
<p>(b) Engaging parents and family members. A program must offer opportunities for parents and family members to be involved in the program’s education services and implement policies to ensure:</p>			
<p>(1) The program’s settings are open to parents during all program hours;</p>	<p>The program daily schedule is posted and parents may enter the classroom at any time during operating hours.</p>	<p>Teachers Coordinator</p>	
<p>(2) Teachers regularly communicate with parents to ensure they are well-informed about their child’s routines, activities, and behavior;</p>	<p>Parents are involved in their children’s educational plan via informal communication, conferences, Home visits and the Parent Progress Report process.</p>	<p>Teachers Coordinator</p>	
<p>(3) Teachers hold parent conferences, as needed, but no less than two times per program year, to enhance the knowledge and understanding of both staff and parents of the child’s education and developmental progress and activities in the program;</p>	<p>Teacher offer two Parent Conferences and two Home Visits to review observations and assessments. Additional parent information and feedback is included in the Parent Progress Report.</p>	<p>Teachers Coordinator</p>	
<p>(4) Parents have the opportunity to learn about and to provide feedback on selected curricula and instructional materials used in the program;</p>	<p>Parents are encouraged to participate as classroom volunteers, contributing to weekly lesson planning and monthly parent meetings. Input is documented</p>	<p>Teachers Coordinator Parent Advisor</p>	

	on parent meeting minutes/agenda, lesson plan and home visit form.		
(5) Parents and family members have opportunities to volunteer in the class and during group activities;	Parents are encouraged to participate as classroom volunteers and in weekly lesson planning and monthly parent meetings. Input is documented on parent meeting minutes/agenda, lesson plan and home visit form.	Teachers Coordinator Parent Advisor	
(6) Teachers inform parents, about the purposes of and the results from screenings and assessments and discuss their child's progress;	Parents are informed of their children's educational progress via informal communication, conferences, Home visits and the Parent Progress Report.	Teachers Coordinator	
(7) Teachers, except those described in paragraph (b)(8) of this section, conduct at least two home visits per program year for each family, including one before the program year begins, if feasible, to engage the parents in the child's learning and development, except that such visits may take place at a program site or another safe location that affords privacy at the parent's request, or if a visit to the home presents significant safety hazards for staff; and,	Two Parent Conferences and two Home Visits are offered to review observations and assessments and to include parent feedback as part of the Parent Progress Report. A home visit is offered before the student starts school.	Teachers Coordinator	
(8) Teachers that serve migrant or seasonal families make every effort to conduct home visits to engage the family in the child's learning and development.			
<b>§1302.35 Education in home-based programs</b>			
(a) Purpose. A home-based program must provide home visits and group socialization activities that promote secure parent-child relationships and help parents provide high-quality early learning experiences in language, literacy, mathematics, social and emotional functioning, approaches to learning, science, physical skills, and creative arts. A program must implement a research-based curriculum that delivers developmentally, linguistically, and culturally			



appropriate home visits and group socialization activities that support children’s cognitive, social, and emotional growth for later success in school.			
(b) Home-based program design. A home-based program must ensure all home visits are:			
(1) Planned jointly by the home visitor and parents, and reflect the critical role of parents in the early learning and development of their children, including that the home visitor is able to effectively communicate with the parent, directly or through an interpreter;			
(2) Planned using information from ongoing assessments that individualize learning experiences;			
(3) Scheduled with sufficient time to serve all enrolled children in the home and conducted with parents and are not conducted when only babysitters or other temporary caregivers are present;			
(4) Scheduled with sufficient time and appropriate staff to ensure effective delivery of services described in subparts D, E, F, and G of this part through home visiting, to the extent possible.			
(c) Home visit experiences. A program that operates the home-based option must ensure all home visits focus on promoting high-quality early learning experiences in the home and growth towards the goals described in the Head Start Early Learning Outcomes Framework: Ages Birth to Five and must use such goals and the curriculum to plan home visit activities that implement:			
(1) Age and developmentally appropriate, structured child-focused learning experiences;			

(2) Strategies and activities that promote parents' ability to support the child's cognitive, social, emotional, language, literacy, and physical development;			
(3) Strategies and activities that promote the home as a learning environment that is safe, nurturing, responsive, and language- and communication- rich;			
(4) Research-based strategies and activities for children who are dual language learners that recognize bilingualism and bi-literacy as strengths, and:			
(i) For infants and toddlers, focus on the development of the home language, while providing experiences that expose both parents and children to English; and,			
(5) Follow-up with the families to discuss learning experiences provided in the home between each visit, address concerns, and inform strategies to promote progress toward school readiness goals.			
(d) Home-based curriculum. A program that operates the home-based option must:			
(1) Ensure home-visiting and group socializations implement a developmentally appropriate research-based early childhood home-based curriculum that:			
(i) Promotes the parent's role as the child's teacher through experiences focused on the parent-child relationship and, as appropriate, the family's traditions, culture, values, and beliefs;			
(ii) Aligns with the Head Start Early Learning Outcomes			

<p>Framework: Ages Birth to Five and, as appropriate, state early learning standards, and, is sufficiently content-rich within the Framework to promote measurable progress toward goals outlined in the Framework; and,</p>			
<p>(iii) Has an organized developmental scope and sequence that includes plans and materials for learning experiences based on developmental progressions and how children learn.</p>			
<p>(2) Support staff in the effective implementation of the curriculum and at a minimum monitor curriculum implementation and fidelity, and provide support, feedback, and supervision for continuous improvement of its implementation through the system of training and professional development.</p>			
<p>(3) If a program chooses to make significant adaptations to a curriculum or curriculum enhancement to better meet the needs of one or more specific populations, a program must:</p>			
<p>(i) Partner with early childhood education curriculum or content experts; and,</p>			
<p>(ii) Assess whether the adaptation adequately facilitates progress toward meeting school readiness goals consistent with the process described in §1302.102(b) and (c).</p>			

<p>(4) Provide parents with an opportunity to review selected curricula and instructional materials used in the program.</p>			
<p>(e) Group socialization.</p>			
<p>(1) A program that operates the home-based option must ensure group socializations are planned jointly with families, conducted with both child and parent participation, occur in a classroom, community facility, home or field trip setting, as appropriate.</p>			
<p>(2) Group socializations must be structured to:</p>			
<p>(i) Provide age appropriate activities for participating children that are intentionally aligned to school readiness goals, the Head Start Early Learning Outcomes Framework: Ages Birth to Five and the home-based curriculum; and,</p>			
<p>(ii) Encourage parents to share experiences related to their children’s development with other parents in order to strengthen parent-child relationships and to help promote parents understanding of child development;</p>			
<p>(3) For parents with preschoolers, group socializations also must provide opportunities for parents to participate in activities that support parenting skill development or family partnership goals identified in §1302.52(c), as appropriate and must emphasize peer group interactions designed to promote children’s social, emotional and language development, and progress towards school readiness goals,</p>			

while encouraging parents to observe and actively participate in activities, as appropriate.			
(f) Screening and assessments. A program that operates the home-based option must implement provisions in §1302.33 and inform parents about the purposes of and the results from screenings and assessments and discuss their child's progress.			
<b>HEALTH PROGRAM SERVICES</b>			
<b>§1302.40 Purpose</b>			
(a) A program must provide high-quality health, oral health, mental health, and nutrition services that are developmentally, culturally, and linguistically appropriate and that will support each child's growth and school readiness.			
(b) A program must establish and maintain a Health Services Advisory Committee that includes Head Start parents, professionals, and other volunteers from the community.	SCUSD participates in SETA's biannual Health Services Advisory Committee meetings.	SETA Nurses Coordinator	Bi-annual, as scheduled by SETA
<b>§1302.41 Collaboration and communication with parents</b>			
(a) For all activities described in this part, programs must collaborate with parents as partners in the health and well-being of their children in a linguistically and culturally appropriate manner and communicate with parents about their child's health needs and development concerns in a timely and effective manner.	Parents will be informed about health in a linguistically and culturally appropriate manner through personal contact, parent meetings, and a variety of literature provided about access to medical services (establishment of a "medical home").	Child Development Specialist Nurses Parent Advisor Teachers Coordinator	At Enrollment Ongoing
(b) At a minimum, a program must:			
(1) Obtain advance authorization from the parent or other person with legal authority for all health and developmental procedures administered through the program or by contract or agreement, and, maintain written documentation if they refuse to give authorization for health services; and,	Parent/Guardian approval is obtained prior to dental, health or developmental screenings. Every effort will be made to inform parents of health and developmental procedures in their primary language (which may be verbally translated to them) by personal contact or in writing. Parents/guardians may refuse consent and then the identified screenings are not completed. The health consent form is maintained in the child's file.	Child Development Specialist Nurse	At time of Enrollment

<p>(2) Share with parents the policies for health emergencies that require rapid response on the part of staff or immediate medical attention.</p>	<p>Polices are shared with parents at enrollment and all emergency procedures are posted in the classrooms on the "Green Boards" for parent review.</p>	<p>Child Development Specialist Nurse</p>	<p>Enrollment and ongoing</p>
<p><b>§1302.42 Child health status and care</b></p>			
<p>(a) Source of health care.</p>			
<p>(1) A program, within 30 calendar days after the child first attends the program or, for the home-based program option, receives a home visit, must consult with parents to determine whether each child has ongoing sources of continuous, accessible health care – provided by a health care professional that maintains the child’s ongoing health record and is not primarily a source of emergency or urgent care – and health insurance coverage.</p>	<p>During enrollment intake, staff consults with parents regarding health care. Child’s Health and Development History and Emergency card are reviewed for medical provider &amp; insurance coverage prior to child entering program.</p>	<p>Child Development Specialist Nurse</p>	<p>Enrollment and ongoing</p>
<p>(2) If the child does not have such a source of ongoing care and health insurance coverage or access to care through the Indian Health Service, the program must assist families in accessing a source of care and health insurance that will meet these criteria, as quickly as possible.</p>	<p>As needs are identified at enrollment, a list of resources will be provided. Additional follow-up will be provided, if needed, to ensure families secure access to continuous health care.</p>	<p>Child Development Specialist Nurse Parent Advisor</p>	<p>Enrollment and ongoing</p>
<p>(b) Ensuring up-to-date child health status.</p>			
<p>(1) Within 90 calendar days after the child first attends the program or, for the home-based program option, receives a home visit, with the exceptions noted in paragraph (b)(3) of this section, a program must:</p>			
<p>(i) Obtain determinations from health care and oral health care professionals as to whether or not the child is up-to-date on a schedule of age appropriate preventive and primary medical and oral health care, based on: the well-child visits</p>	<ol style="list-style-type: none"> <li>1. A review of health documents for Immunization status will occur prior to child entering program.</li> <li>2. A review of Physical and Dental examination reports for compliance with EPSDT requirements will occur prior to child entering program.</li> <li>3. Updated health information will be collected each</li> </ol>	<p>Nurse Parent Advisor Child Development Specialist Data Information Technician</p>	<p>Within 90 days of first attending the program</p>

<p>and dental periodicity schedules as prescribed by the Early and Periodic Screening, Diagnosis, and Treatment (EPSDT) program of the Medicaid agency of the state in which they operate, immunization recommendations issued by the Centers for Disease Control and Prevention, and any additional recommendations from the local Health Services Advisory Committee that are based on prevalent community health problems;</p>	<p>year through "Health History" form for continuing students.</p> <ol style="list-style-type: none"> <li>4. Staff will support/reinforce parents' efforts to obtain medical evaluations.</li> <li>5. Lead Risk assessment questionnaire will be completed by parent yearly. Blood lead level obtained and documented on all children entering preschool. Identify and follow-up on high-risk children.</li> <li>6. Data Tech to run reports to alert staff of 90 day threshold.</li> </ol>		
<p>(ii) Assist parents with making arrangements to bring the child up-to-date as quickly as possible; and, if necessary, directly facilitate provision of health services to bring the child up-to-date with parent consent as described in §1302.41(b)(1).</p>	<p>Staff will consult with parents and identify the barriers and challenges a family is experiencing in accessing health care services. Support will be provided, as needed, to bring child up-to-date with health services.</p>	<p>Nurses Parent Advisor</p>	<p>At Enrollment within 90 days Ongoing</p>
<p>(2) Within 45 calendar days after the child first attends the program or, for the homebased program option, receives a home visit, a program must either obtain or perform evidence-based vision and hearing screenings.</p>	<p>Staff will obtain evidence-based vision and hearing screenings from medical provider, or nurse will conduct the screenings for students within 45 calendar days utilizing the following:</p> <ul style="list-style-type: none"> <li>• Standardized hearing screening procedures</li> <li>• Standardized vision screening procedures</li> <li>• Sensory screenings for second and third year students are completed on a yearly basis</li> </ul>	<p>Child Development Specialist Nurses</p>	<p>Within first 45 calendar days after child attends</p>
<p>(3) If a program operates for 90 days or less, it has 30 days from the date the child first attends the program to satisfy paragraphs (b)(1) and (2) of this section</p>	<p>No program operates less than 90 days.</p>	<p>NA</p>	<p>NA</p>
<p>(4) A program must identify each child's nutritional health needs, taking into account available health information, including the child's health records, and family and staff</p>	<p>Nutritional health needs will be identified from the child's Health and Development History, Special Concerns form, Physical Health Exam form and Emergency Contact Card for nutritional health needs</p>	<p>Nurses Nutrition Services Teachers</p>	<p>Enrollment and ongoing</p>

<p>concerns, including special dietary requirements, food allergies, and community nutrition issues as identified through the community assessment or by the Health Services Advisory Committee.</p>	<p>and special dietary requirements/food allergies. A Food Allergy Action Plan will be created for each child with food allergies. SCUSD will provide food substitutions when the form <i>Diet Prescription for Special Meals at School</i> is completed by the child's physician and parent. A "Special Diets" flip chart will be posted in each classroom to identify children with food allergies and food preferences. Nurses attend HSAC meetings twice yearly to identify information related to community nutritional issues.</p>		
<p>(c) Ongoing care.</p>			
<p>(1) A program must help parents continue to follow recommended schedules of well-child and oral health care.</p>	<p>Parents are informed at enrollment and throughout the year of recommended schedules of well-child and oral health care needs. Staff uses the Enrollment checklist and information is obtained in Child Plus to send Reminder or Missing Information letters to the parent.</p>	<p>Nurses Child Development Specialist</p>	<p>Enrollment and ongoing</p>
<p>(2) A program must implement periodic observations or other appropriate strategies for program staff and parents to identify any new or recurring developmental, medical, oral, or mental health concerns.</p>	<p>Daily health checks are provided, along with on-going classroom observations and developmental assessments. Use of the Mental Wellness Observation form, as needed. Frequent communication with parents. There is a review of reports from other agencies, and screening and re-screening results. Follow-up on frequent and/or extended absences will occur. A parent consultation will occur as soon as possible. This may occur in the classroom, during the home visit, by telephone or by written notices.</p>	<p>Teaching Staff Nurses Child Development Specialist Parent Advisor</p>	<p>ongoing</p>
<p>(3) A program must facilitate and monitor necessary oral health preventive care, treatment and follow-up, including topical fluoride treatments. In communities where there is a lack of adequate fluoride available through the water supply and for every child with moderate to severe tooth decay, a program must also facilitate fluoride</p>	<p>In collaboration with a community resource, all preschool children (with parental permission) will receive a fluoride varnish two times a year. Parents, children and staff will be educated in appropriate dental hygiene, nutrition and dental insurance resources. Parents will be reminded of needed dental treatment through written communication, or phone calls.</p>	<p>Nurse Child Development Specialist Clerk III Teaching Staff</p>	<p>ongoing</p>



	supplements, and other necessary preventive measures, and further oral health treatment as recommended by the oral health professional.	SCUSD will facilitate access to community resources, i.e. Early Smiles/Center for Oral Health and will provide funding for dental follow-up as-needed basis, when no other source is available.		
(d)	Extended follow-up care.			
	(1) A program must facilitate further diagnostic testing, evaluation, treatment, and follow-up plan, as appropriate, by a licensed or certified professional for each child with a health problem or developmental delay, such as elevated lead levels or abnormal hearing or vision results that may affect child's development, learning, or behavior.	If a child is identified with an observable, known or suspected health or developmental problem, s/he will be referred to the Case Management Team, Nurses or Special Education for appropriate follow-up.	Nurses Disability Coordinator Teaching Staff Instructional Coach	ongoing
	(2) A program must develop a system to track referrals and services provided and monitor the implementation of a follow-up plan to meet any treatment needs associated with a health, oral health, social and emotional, or developmental problem.	Child Plus will be utilized to monitor a child's health, oral health, social and emotional, or developmental concerns. Referrals to Nurse, Registered Dietitian, Instructional Coach and Coordinator will be issued, as needed, by use of the Request for Internal Services and Record of Internal Services.	Nurse Coordinator Teaching Staff Resource Teacher Data Information Technician	ongoing
	(3) A program must assist parents, as needed, in obtaining any prescribed medications, aids or equipment for medical and oral health conditions.	Staff will assist families in obtaining prescribed medications, aids or equipment for medical and oral health conditions utilizing local community health resources.	Nurse	ongoing
(e)	Use of funds.			
	(1) A program must use program funds for the provision of diapers and formula for enrolled children during the program day.	Diaper supplies are provided when needed for HS from program funds.		ongoing
	(2) A program may use program funds for professional medical and oral health services when no other source of funding is available. When program funds are used for such services, grantee and delegate agencies must have written documentation of their efforts to access other available sources of funding.	When no other source of funding is available and efforts have been documented, program funds will be utilized.	Nurse Program Technician	ongoing

<b>§1302.43 Oral health practices</b>			
A program must promote effective oral health hygiene by ensuring all children with teeth are assisted by appropriate staff, or volunteers, if available, in brushing their teeth with toothpaste containing fluoride once daily.	Policy and procedures are established for dental hygiene. Tooth brushing is completed daily. Dental education for children is provided in the classroom. Training/consultation is provided to parents as needed. Dental Varnish clinics are provided in collaboration with Early Smiles/Center for Oral Health.	Nurse Teaching Staff	ongoing
<b>§1302.44 Child nutrition</b>			
<b>(a) Nutrition service requirements.</b>			
(1) A program must design and implement nutrition services that are culturally and developmentally appropriate, meet the nutritional needs of and accommodate the feeding requirements of each child, including children with special dietary needs and children with disabilities. Family style meals are encouraged as described in §1302.31 (e) (2).	Culturally and developmentally appropriate meals/snacks that meet the needs of each child are planned and implemented through the SCUSD Nutrition Services Department, SCUSD Child Development Nutrition Consultant, and SCUSD food substitute procedures. SCUSD will provide food substitutions when the form Diet Prescription for Special Meals at School is completed by the child's physician and parent. A Special Diet flip chart will be posted in classrooms. There will be periodic meetings and on-going communication between Nutrition Services and Child Development regarding the menu. Menus will be posted in classrooms for parent's information and are also available on the district's website. All meals will be served family style, with adults seated at the tables.	SCUSD Nutrition Services Nutrition Coordinator Teaching Staff Nurse	
<b>(2) Specifically, a program must:</b>			
(i) Ensure each child in a program that operates for fewer than six hours per day receives meals and snacks that provide one third to one half of the child's daily nutritional needs;	SCUSD Nutrition Services will assure that all ACF nutrition requirements are met.	SCUSD Nutrition Services	ongoing
(ii) Ensure each child in a program that operates for six hours or more per day receives meals and snacks that provide one half to two	SCUSD Nutrition Services will assure that all AFC nutrition requirements are met.	SCUSD Nutrition Services	ongoing

<p>thirds of the child’s daily nutritional needs, depending upon the length of the program day;</p>			
<p>(iii) Serve three- to five-year-olds meals and snacks that conform to USDA requirements in 7 CFR parts 210, 220, and 226, and are high in nutrients and low in fat, sugar, and salt;</p>	<p>SCUSD Nutrition Services will assure that nutrition requirements and USDA Standards are met. On-going communication and periodic meetings will occur between Nutrition Services and Child Development regarding the menu and meal service.</p>	<p>SCUSD Nutrition Services Coordinator</p>	<p>ongoing</p>
<p>(iv) Feed infants and toddlers according to their individual developmental readiness and feeding skills as recommended in USDA requirements outlined in 7 CFR parts 210, 220, and 226, and ensure infants and young toddlers are fed on demand to the extent possible;</p>			
<p>(v) Ensure bottle-fed infants are never laid down to sleep with a bottle;</p>			
<p>(vi) Serve all children in morning center-based settings who have not received breakfast upon arrival at the program a nourishing breakfast;</p>	<p>All morning programs provide breakfast. Late arrivals will be provided breakfast if needed.</p>	<p>Teaching Staff</p>	<p>ongoing</p>
<p>(vii) Provide appropriate healthy snacks and meals to each child during group socialization activities in the home-based option;</p>			
<p>(viii) Promote breastfeeding, including providing facilities to properly store and handle breast milk and make accommodations, as necessary, for mothers who wish to breastfeed during program hours, and if necessary, provide referrals to</p>			

lactation consultants or counselors; and,			
(ix) Make safe drinking water available to children during the program day.	All classrooms have drinking fountains or will be provided pitchers of water so water is always assessable.	Teaching Staff	ongoing
(b) Payment sources. A program must use funds from USDA Food, Nutrition, and Consumer Services child nutrition programs as the primary source of payment for meal services. Early Head Start and Head Start funds may be used to cover those allowable costs not covered by the USDA.	SCUSD Nutrition Services utilizes USDA funds. Head Start funds support the non-reimbursable adult and child meals.	SCUSD Nutrition Services Program Technician	ongoing
<b>§1302.45 Child mental health and social and emotional well-being</b>			
(a) Wellness promotion. To support a program-wide culture that promotes children’s mental health, social and emotional well-being, and overall health, a program must:	As part of an LEA SCUSD has access to Mental Health Consultants and a Behavioral Support Specialist. The case management team will meet monthly to review all referrals and determine if a family/student requires additional mental health supports. The department will also collaborate with outside agencies as necessary ensure the needs of the students and families are met.		
(1) Provide supports for effective classroom management and positive learning environments; supportive teacher practices; and, strategies for supporting children with challenging behaviors and other social, emotional, and mental health concerns;	All staff have been trained in the Teaching Pyramid Framework, which addresses the relationship with each child, the classroom environment and proactive strategies for addressing challenging behavior. Teachers needing additional support will be provided training and or coaching as needed.	Coordinators Teaching Staff	Ongoing throughout the year
(2) Secure mental health consultation services on a schedule of sufficient and consistent frequency to ensure a mental health consultant is available to partner with staff and families in a timely and effective manner;	As part of an LEA SCUSD has access to Mental Health Consultants and a Behavioral Support Specialist. The case management team will meet monthly to review all referrals and determine if a family/student requires additional mental health supports. The department will also collaborate with outside agencies as necessary to ensure the needs of the students and families are met. Student Success Team	Director Coordinators Coordinator Social Worker Teachers	Monthly

	meetings will be used to collect data and communicate with families.		
(3) Obtain parental consent for mental health consultation services <u>at enrollment</u> ; and,	Consent for screening forum is completed at enrollment. Request for internal services form is completed as needed.	Child Development Specialist Teaching Staff Resources Teacher Coordinator	Ongoing
(4) Build community partnerships to facilitate access to additional mental health resources and services, as needed.	Community partnerships have been built with agencies such as: West Ed, Sacramento County Office of Education, Sacramento County Mental Facility.	Coordinators Resource Teacher Parent Advisor	Ongoing
(b) Mental health consultants. A program must ensure mental health consultants assist:			
(1) The program to implement strategies to identify and support children with mental health and social and emotional concerns;	<ol style="list-style-type: none"> <li>1. Professional Learning Opportunities</li> <li>2. ASQ-SE Assessment</li> <li>3. DRDP-2015 Fundamental Plus</li> <li>4. Parent education</li> <li>5. Student Study Teams</li> <li>6. Request for Internal Services</li> <li>7. Teaching Pyramid</li> </ol>	Resource Teacher Teaching staff	Ongoing
(2) Teachers, including family child care providers, to improve classroom management and teacher practices through strategies that include using classroom observations and consultations to address teacher and individual child needs and creating physical and cultural environments that promote positive mental health and social and emotional functioning ;	<ol style="list-style-type: none"> <li>1. Professional learning opportunities provided for helping teachers to create a physical and cultural environment that help promote positive mental health and social emotional functioning.</li> <li>2. Teaching Pyramid Training</li> <li>3. Individual coaching sessions are provided to teachers by Instructional Coach</li> <li>4. Creative Curriculum</li> <li>5. ASQ- SE</li> <li>6. DRDP-observational assessment</li> <li>7. Home visit/parent-teacher conferences</li> </ol>	Resource Teacher Teaching Staff Coordinators	Ongoing
(3) Other staff, including home visitors, to meet children’s mental health and social and emotional needs through strategies that include observation and consultation;	<ol style="list-style-type: none"> <li>1. All SCUSD staff are provided professional learning opportunities</li> <li>2. DRDP observational assessments</li> <li>3. ASQ-SE</li> </ol>	Coordinators Resource Teacher	Ongoing

<p>(4) Staff to address prevalent child mental health concerns, including internalizing problems such as appearing withdrawn and externalizing problems such as challenging behaviors; and,</p>	<ol style="list-style-type: none"> <li>1. Request for Internal Services</li> <li>2. Individual meetings with Coordinator and/ or other staff members i.e. Student Success Team</li> </ol>	<p>Coordinator Nurses Teachers Resource Teachers Social Worker</p>	<p>Ongoing</p>
<p>(5) In helping both parents and staff to understand mental health and access mental health interventions, if needed.</p>	<ol style="list-style-type: none"> <li>1. Community agency representatives to provide training and feedback opportunities.             <ol style="list-style-type: none"> <li>1. 'Parent Information Boards'</li> <li>2. Community Resource Handout</li> <li>3. Distribution of community resource event flyers</li> <li>4. Verbal information shared in home visits, socializations, and parent meetings.</li> </ol> </li> </ol>	<p>Teachers Parent Advisor</p>	<p>Ongoing</p>
<p>(6) In the implementation of the policies to limit suspension and prohibit expulsion as described in §1302.17.</p>	<p>Provide preventative and supportive services for children with challenging behaviors.</p> <ol style="list-style-type: none"> <li>1. ASQ-SE</li> <li>2. Request for 'Internal Services'</li> <li>3. Observations</li> <li>4. Parent /Student Study Team</li> <li>5. Written 'Plan of Action'</li> <li>6. Training/Coaching for teaching staff.</li> </ol>	<p>Teachers Coordinators Director Social Worker</p>	<p>ASQ-SE annually Follow-up as necessary</p>
<p><b>§1302.46 Family support services for health, nutrition, and mental health</b></p>			
<p>(a) Parent collaboration. Programs must collaborate with parents to promote children's health and well-being by providing medical, oral, nutrition and mental health education support services that are understandable to individuals, including individuals with low health literacy.</p>	<p>SCUSD will promotes children's health and well-being by providing with one-on-one parent education, classroom parent meetings, and family education workshops.</p>	<p>Teaching Staff Nurse Social Worker</p>	<p>ongoing</p>
<p>(b) Opportunities.</p>			
<p>(1) Such collaboration must include opportunities for parents to:</p>			
<p>(i) Learn about preventive medical and oral health care, emergency first aid, environmental hazards, and health and safety practices for the home including</p>	<p>SCUSD will promote preventive medical and oral health care, emergency first aid, environmental hazards, and health and safety practices by providing one-on-one parent education, classroom parent meetings, and family education.</p>	<p>Teaching Staff Nurse Social Worker</p>	<p>ongoing</p>

<p>health and developmental consequences of tobacco products use and exposure to lead, and safe sleep;</p>			
<p>(ii) Discuss their child’s nutritional status with staff, including the importance of physical activity, healthy eating, and the negative health consequences of sugar-sweetened beverages, and how to select and prepare nutritious foods that meet the family’s nutrition and food budget needs;</p>	<p>SCUSD will promote the importance of physical activity, healthy eating, and the negative health consequences of sugar-sweetened beverages, and how to select and prepare nutritious foods that meet the family’s nutrition and food budget needs with one-on-one parent education, classroom parent meetings, and family education workshops.</p>	<p>Teaching Staff Nurse</p>	<p>ongoing</p>
<p>(iii) Learn about healthy pregnancy and postpartum care, as appropriate, including breastfeeding support and treatment options for parental mental health or substance abuse problems, including perinatal depression;</p>			
<p>(iv) Discuss with staff and identify issues related to child mental health and social and emotional well-being, including observations and any concerns about their child’s mental health, typical and atypical behavior and development, and how to appropriately respond to their child and promote their child’s social and emotional development; and,</p>	<p>All parents are involved in the family partnership process beginning at enrollment where they can request assistance for mental health support information and how to access mental services. Steps for addressing children with challenging behaviors is in place to support families as necessary. Social emotional screening process is conducted for all children and reviewed with parents.</p>	<p>Coordinators Teaching Staff Instructional Coach Social Worker</p>	<p>Ongoing</p>
<p>(v) Learn about appropriate vehicle and pedestrian safety for keeping children safe.</p>	<p>Parents receive information on pedestrian safety after their child starts school.</p>	<p>Teaching Staff</p>	<p>September</p>
<p>(2) A program must provide ongoing support to assist parents’ navigation through health systems to meet the general health</p>			

and specifically identified needs of their children and must assist parents:			
(i) In understanding how to access health insurance for themselves and their families, including information about private and public health insurance and designated enrollment periods;	Follow-up is provided, if needed, to ensure families understand and secure access to continuous health care insurance.	Enrollment Staff Nurses Parent Advisor	ongoing
(ii) In understanding the results of diagnostic and treatment procedures as well as plans for ongoing care; and,	Consultation will be provided to parents in need of information and understanding of the results of diagnostic and treatment procedures as well as plans for ongoing care.	Nurses	ongoing
(iii) In familiarizing their children with services they will receive while enrolled in the program and to enroll and participate in a system of ongoing family health care.	In the enrollment packet, parents are provided with informational handout on how to prepare their child for sensory screenings.	Enrollment Staff	ongoing
<b>§1302.47 Safety practices</b>			
(a) A program must establish, train staff on, implement, and enforce a system of health and safety practices that ensure children are kept safe at all times. A program should consult Caring for our Children Basics, available at <a href="http://www.acf.hhs.gov/sites/default/files/ecd/caring_for_our_children_basics.pdf">http://www.acf.hhs.gov/sites/default/files/ecd/caring_for_our_children_basics.pdf</a> , for additional information to develop and implement adequate safety policies and practices described in this part.	SCUSD has policies and procedures developed to protect the health and safety of children. All staff receive training annually related to these procedures. Systems in place to frequently monitor the implementation of these procedures.	Director Coordinator Teachers	Annually August/September
(b) A program must develop and implement a system of management, including ongoing training, oversight, correction and continuous improvement in accordance with §1302.102, that includes policies and practices to ensure all facilities, equipment and materials, background checks, safety training, safety and hygiene practices and administrative safety	All physical environments and facilities are expected to meet California state licensing requirements. In addition, ongoing monitoring of each indoor and outdoor space supports safe, clean, developmentally appropriate spaces. IPM Training for all classroom staff.	Teachers Coordinators Nurse	Monthly



procedures are adequate to ensure child safety. This system must ensure:			
(1) Meet licensing requirements in accordance with §§1302.21(d)(1) and 1302.23(d);	All physical environments and facilities are expected to meet California state licensing requirements. IPM Training for all classroom staff.	Teachers Coordinators Nurse	Monthly IPM annually December
(i) Clean and free from pests;	All physical environments and facilities are expected to meet California state licensing requirements. IPM Training for all classroom staff.	Teachers Coordinators Nurse	Monthly IPM annually December
(ii) Free from pollutants, hazards and toxins that are accessible to children and could endanger children’s safety;	All physical environments and facilities are expected to meet California state licensing requirements. IPM Training for all classroom staff.	Teachers Coordinators Nurse	Monthly IPM annually December
(iii) Designed to prevent child injury and free from hazards, including choking, strangulation, electrical, and drowning hazards, hazards posed by appliances and all other safety hazards;	All physical environments and facilities are expected to meet California state licensing requirements. IPM Training for all classroom staff.	Teachers Coordinators Nurse	Monthly IPM annually December
(iv) Well lit, including emergency lighting;	Emergency Preparedness Kits provided to all classrooms include flashlights and fresh batteries.	Coordinators Nurse	Annually
(v) Equipped with safety supplies that are readily accessible to staff, including, at a minimum, fully-equipped and up-to-date first aid kits and appropriate fire safety supplies;	Emergency Preparedness Kits provided to all classrooms include flashlights and fresh batteries.	Coordinators	Annually
(vi) Free from firearms or other weapons that are accessible to children;	All physical environments and facilities are expected to meet California state licensing requirements.	Coordinators	Monthly
(vii) Designed to separate toileting and diapering areas from areas for preparing food, cooking, eating, or children’s activities; and,	All physical environments and facilities are expected to meet California state licensing requirements.	Coordinators	Monthly
(viii) Kept safe through an ongoing system of preventative maintenance.	Checklist are completed to ensure preventative measures are taken such as fire extinguisher checks, grounds keeping, air filters changed, etc.	Coordinators District Maintenance Department	Monthly

<p>(2) Equipment and materials. Indoor and outdoor play equipment, cribs, cots, feeding chairs, strollers, and other equipment used in the care of enrolled children, and as applicable, other equipment and materials meet standards set by the Consumer Product Safety Commission (CPSC) or the American Society for Testing and Materials, International (ASTM). All equipment and materials must at a minimum:</p>	<p>Classroom materials are carefully selected to meet the curriculum requirements, children’s abilities and disabilities, linguistic and cultural characteristics, safety and hygiene. Materials appropriateness and availability are continually monitored and updated.</p>		
<p>(i) Be clean and safe for children’s use and are appropriately disinfected;</p>	<p>Selected toys are made of non-toxic materials and staff follows procedures to regularly sanitize.</p>	<p>All teaching staff</p>	<p>Daily</p>
<p>(ii) Be accessible only to children for whom they are age appropriate;</p>	<p>Classroom materials are carefully selected to meet the curriculum requirements, children’s age, abilities and disabilities, linguistic and cultural characteristics, safety and hygiene. Materials appropriateness and availability are continually monitored and updated.</p>	<p>All Staff</p>	<p>Daily</p>
<p>(iii) Be designed to ensure appropriate supervision of children at all times;</p>	<p>Safety and Supervision procedures ensure that children are within sight and staff at all times.</p>	<p>All Staff</p>	<p>Daily</p>
<p>(iv) Allow for the separation of infants and toddlers from preschoolers during play in center-based programs; and,</p>			<p>Daily</p>
<p>(v) Be kept safe through an ongoing system of preventative maintenance.</p>	<p>Classroom staff complete Daily Health and Safety environmental checklist.</p>	<p>Teaching Staff</p>	<p>Daily</p>
<p>(3) Background checks. All staff have complete background checks in accordance with §1302.90(b).</p>	<p>All SCUSD employees must have background checks prior to starting work.</p>	<p>Human Resources</p>	<p>Prior to first day of work</p>
<p>(4) Safety training.</p>			
<p>(i) Staff with regular child contact. All staff with regular child contact have initial orientation</p>	<p>New employee orientation will be provided quarterly.</p>	<p>Director Coordinator</p>	<p>Quarterly</p>

<p>training within three months of hire and ongoing training in all state, local, tribal, federal and program-developed health, safety and child care requirements to ensure the safety of children in their care; including, at a minimum, and as appropriate based on staff roles and ages of children they work with, training in:</p>	<p>All classroom and support staff have mandatory training covering health, safety and supervision. New employees attend District and department orientation prior to working with children. Training on the topics listed below is offered and required for all staff annually.</p>		<p>Annually</p>
<p>(A) The prevention and control of infectious diseases;</p>	<p>Blood Bourne Pathogens training required</p>	<p>Nurses/Hour Zero</p>	<p>By September 30</p>
<p>(B) Prevention of sudden infant death syndrome and use of safe sleeping practices;</p>	<p>N/A</p>		
<p>(C) Administration of medication, consistent with standards for parental consent;</p>	<p>Offered at Pre-service</p>	<p>Nurses</p>	<p>Prior to the start of school</p>
<p>(D) Prevention and response to emergencies due to food and allergic reactions;</p>	<p>Offered at Pre-service</p>	<p>Nurses</p>	<p>Prior to the start of school</p>
<p>(E) Building and physical premises safety, including identification of and protection from hazards, bodies of water, and vehicular traffic;</p>	<p>Offered at Pre-service</p>	<p>Coordinator</p>	<p>Preservice before the start of school</p>
<p>(F) Prevention of shaken baby syndrome, abusive head trauma, and child maltreatment;</p>	<p>Required training annually in September</p>	<p>Director Coordinators</p>	<p>September</p>

(G) Emergency preparedness and response planning for emergencies;	Offered at Pre-service	Coordinators Director	Preservice before the start of school
(H) Handling and storage of hazardous materials and the appropriate disposal of bio contaminants;	Blood Bourne Pathogens training required	Nurses/Hour Zero	By September 30
(I) Appropriate precautions in transporting children, if applicable;	N/A		
(J) First aid and cardiopulmonary resuscitation; and,	Teachers are required to have current CPR and First aid training per licensing. Annual file checks ensure their CPR and First Aid are current.	Child Development Specialist Human Resources	File check annual
(K) Recognition and reporting of child abuse and neglect, in accordance with the requirement at paragraph (b) (5) of this section.	Mandated Reporter Training is required annually for all SCUSD employees.	Human Resources	By September 30
(ii) Staff without regular child contact. All staff with no regular responsibility for or contact with children have initial orientation training within three months of hire; ongoing training in all state, local, tribal, federal and program-developed health and safety requirements applicable to their work; and training in the program's emergency and disaster preparedness procedures.	All staff must participate in child abuse reporting training annually. Additionally, facilities personnel must have Integrated Pest Management training annually. All staff receive training specific to site regarding emergency/disaster procedures.	Human Resources Child Development Specialist Coordinators Director Hour Zero	All trainings required annually by December
(5) Safety practices. All staff and consultants follow appropriate practices to keep children	All staff receive on-going training throughout the year and are given multiple copies of department Safety and Supervision Policies and Procedures. Any	Coordinators Director	September, February and as needed

safe during all activities, including, at a minimum:	personnel/partners that engage with classrooms are also given a copy of expected policies and procedures.		
(i) Reporting of suspected or known child abuse and neglect, including that staff comply with applicable federal, state, local, and tribal laws;	Mandatory annual training for ALL SCUUSD employees.	Human Resources	Annually by September 30
(ii) Safe sleep practices, including ensuring that all sleeping arrangements for children under 18 months of age use firm mattresses or cots, as appropriate, and for children under 12 months, soft bedding materials or toys must not be used;			
(iii) Appropriate indoor and outdoor supervision of children at all times;	All staff receive on-going training throughout the year and are given multiple copies of department Safety and Supervision Policies and Procedures. Any personnel/partners that engage with classrooms are also given a copy of expected policies and procedures.	Coordinators Director	September, February and as needed
(iv) Only releasing children to an authorized adult, and;	All staff receive on-going training throughout the year and are given multiple copies of department Safety and Supervision Policies and Procedures. Any personnel/partners that engage with classrooms are also given a copy of expected policies and procedures.	Coordinators Director	September, February and as needed
(v) All standards of conduct described in §1302.90(c).	All staff receive on-going training throughout the year and are given multiple copies of department Safety and Supervision Policies and Procedures. Any personnel/partners that engage with classrooms are also given a copy of expected policies and procedures.	Coordinators Director	September, February and as needed
6) Hygiene practices. All staff systematically and routinely implement hygiene practices that at a minimum ensure:	Mandatory annual training for all classroom and support staff.	Coordinator	

(i) Appropriate toileting, hand washing, and diapering procedures are followed;	Mandatory annual training for all classroom and support staff.	Nurses Coordinator	Annually by September 30
(ii) Safe food preparation; and,	Mandatory annual training for all classroom and support staff.	Nurses Coordinator	Annually by September 30
(iii) Exposure to blood and body fluids are handled consistent with standards of the Occupational Safety Health Administration.	Mandatory annual training for all classroom and support staff.	Nurses Coordinator	Annually by September 30
(7) Administrative safety procedures. Programs establish, follow, and practice, as appropriate, procedures for, at a minimum:	Mandatory annual training for all classroom and support staff.	Director Coordinator	
(i) Emergencies;	Mandatory annual training for all classroom and support staff.	Director Coordinator	Preservice before the start of school
(ii) Fire prevention and response;	Mandatory annual training for all classroom and support staff.	Director Coordinator	Preservice before the start of school
(iii) Protection from contagious disease, including appropriate inclusion and exclusion policies for when a child is ill, and from an infectious disease outbreak, including appropriate notifications of any reportable illness;	Mandatory annual training for all classroom and support staff.	Nurses	Annually by September 30
(iv) The handling, storage, administration, and record of administration of medication;	Mandatory annual training for all classroom and support staff.	Nurses Teachers	Preservice before the start of school
(v) Maintaining procedures and systems to ensure children are only released to an authorized adult; and,	Mandatory annual training for all classroom and support staff.	Teachers Director Coordinator	September, February and as needed
(vi) Child specific health care needs and food allergies that include accessible plans of action for emergencies. For food allergies, a program must also post individual child food allergies prominently	Mandatory annual training for all classroom and support staff.	Nurses Teachers	Preservice before the start of school

where staff can view wherever food is served.			
(8) Disaster preparedness plan. The program has all-hazards emergency management/disaster preparedness and response plans for more and less likely events including natural and manmade disasters and emergencies, and violence in or near programs.	Mandatory annual training for all classroom and support staff.  Emergency Preparedness Kits provided to all classrooms include flashlights and fresh batteries.  Classroom conduct, monthly drills include fire, lockdown, and earthquake.	Director Coordinator	
(c) A program must report any safety incidents in accordance with §1302.102(d) (1) (ii).	SCUSD reports any unusual incidents to CA Licensing and to Grantee.	Director Coordinator	Within 24 hours
<b>SUBPART E — FAMILY AND COMMUNITY ENGAGEMENT PROGRAM SERVICES</b>			
<b>§1302.50 Family engagement</b>			
(a) Purpose. A program must integrate parent and family engagement strategies into all systems and program services to support family well-being and promote children’s learning and development. Programs are encouraged to develop innovative two-generation approaches that address prevalent needs of families across their program that may leverage community partnerships or other funding sources.			
(b) Family engagement approach. A program must:			
(1) Recognize parents as their children’s primary teachers and nurturers and implement intentional strategies to engage parents in their children’s learning and development and support parent-child relationships, including specific strategies for father engagement;	Our program uses the following approaches: Offer parents the apple bag, parent meeting and parent conferences, home visits, policy committee meeting, male involvement promotion opportunities, enrollment paperwork, in kind opportunities.	Teaching staff Social Worker Enrollment Staff Parent Advisor	Beginning at registration and throughout the year.
(2) Develop relationships with parents and structure services to encourage trust and respectful, ongoing two-way communication between staff and parents to create welcoming program environments that incorporate the unique cultural, ethnic, and linguistic backgrounds of families in the program and community;	Home-visits, parent meeting, conferences, worksheets, bilingual staff and goal setting process. Verbal and/or written information is provided in home language when possible. Materials and visuals that reflect the culture and diversity of children and families.	All Child Development staff	Throughout the year
(3) Collaborate with families in a family partnership process that identifies needs,	At enrollment registration staff gather information via the family worksheet and provide community	Enrollment Staff Parent Advisory	Throughout the year

<p>interests, strengths, goals, and services and resources that support family well-being, including family safety, health, and economic stability;</p>	<p>resource handout. Throughout the year staff offers goal setting opportunities to families throughout the year via these processes and documents:</p> <ul style="list-style-type: none"> <li>● Head Start Family Partnership Agreement</li> <li>● Flow Chart</li> <li>● Family Worksheet</li> <li>● Community Resources Sheet</li> <li>● Family Partnership Agreement Response Form</li> <li>● Family Partnership Agreement Goal Sheet</li> <li>● Family Partnership Agreement Letter</li> <li>● Translation Assistance Policy</li> <li>● Family Contact Sheet</li> <li>● Request for Internal Services</li> <li>● Record of Follow-up Services</li> <li>● Goal Sheet Tracking Form</li> </ul>	<p>Social Worker Coordinators</p>	
<p>(4) Provide parents with opportunities to participate in the program as employees or volunteers;</p>	<ul style="list-style-type: none"> <li>● Provide parents the opportunity to be employed in our classrooms</li> <li>● Fliers about SCUSD job opportunities are posted in the classroom</li> <li>● Volunteer packet given to families</li> <li>● In-Kind form</li> <li>● Parent Committee</li> <li>● Policy Committee representative</li> <li>● Policy Council (SETA)</li> <li>● Promote local ECE classes</li> <li>● Parent involvement opportunities are planned from parent feedback</li> <li>● Serve on employee interview panels</li> <li>● Service Area Plans committees</li> </ul>	<p>Child Development Staff Teaching Staff Leadership Team</p>	<p>On-going</p>
<p>(5) Conduct family engagement services in the family’s preferred language, or through an interpreter, to the extent possible, and</p>	<ul style="list-style-type: none"> <li>● Bilingual and multicultural staff is available. Resources and materials are offered in multiple languages.</li> </ul>	<p>Resource Teacher Teaching Staff Parent Advisor</p>	<p>On-going</p>



<p>ensure families have the opportunity to share personal information in an environment in which they feel safe; and,</p>	<ul style="list-style-type: none"> <li>Enrollment, Parent meetings, home-visits and conferences, IEP, parent surveys, and suggestion boxes.</li> </ul>		
<p>(6) Implement procedures for teachers, home visitors, and family support staff to share information with each other, as appropriate and consistent with the requirements in part 1303 subpart C, of this chapter; FERPA; or IDEA, to ensure coordinated family engagement strategies with children and families in the classroom, home, and community.</p>	<p>Procedure sharing information in</p> <ul style="list-style-type: none"> <li>SSTs</li> <li>Case-management</li> <li>Resource staff meetings</li> <li>Request for Internal Services form</li> <li>Record of Follow-up</li> <li>Release of Information form</li> <li>IEP</li> <li>Consent Forms</li> <li>Access to locked, secured child files utilizing SCUSD standards of confidentiality.</li> </ul>	<p>Coordinators</p>	<p>On-going</p>
<p><b>§1302.51 Parent activities to promote child learning and development</b></p>			
<p>(a) A program must promote shared responsibility with parents for children’s early learning and development, and implement family engagement strategies that are designed to foster parental confidence and skills in promoting children’s learning and development. These strategies must include:</p>			
<p>(1) Offering activities that support parent-child relationships and child development including language, dual language, literacy, and bi-literacy development as appropriate;</p>	<p>Apple Bags In-kind opportunities Parent Workshops Parent Meetings Parents as volunteers in the classroom Policy committee Policy council</p>	<p>Resource Teacher Coordinators Teacher Parent Advisor</p>	<p>On-going</p>
<p>(2) Providing parents with information about the importance of their child’s regular attendance, and partner with them, as</p>	<p>Parent Orientation Conferences Home visits</p>	<p>Child Development Specialist Teachers</p>	<p>On-going</p>

necessary, to promote consistent attendance; and,	On-going communication with families to inquire if additional supports are needed. Policy Committee Parent Meetings Parent Handbook	Coordinator Parent Advisor	
(3) For dual language learners, information and resources for parents about the benefits of bilingualism and bi-literacy.	Information on ESL class ECE information on bilingualism Provide classroom staff resources and education on the benefits of bilingualism and bi-literacy.	Coordinator Resource Teachers Teaching Staff	On-going
(b) A program must, at a minimum, offer opportunities for parents to participate in a research-based parenting curriculum that builds on parents' knowledge and offers parents the opportunity to practice parenting skills to promote children's learning and development. A program that chooses to make significant adaptations to the parenting curriculum to better meet the needs of one or more specific populations must work with an expert or experts to develop such adaptations.	Ready Rosie implemented and available for interested parents.	Coordinator Teachers Data Information Technician	October to June yearly
<b>§1302.52 Family partnership services</b>			
(a) Family partnership process. A program must implement a family partnership process that includes a family partnership agreement and the activities described in this section to support family well-being, including family safety, health, and economic stability, to support child learning and development, to provide, if applicable, services and supports for children with disabilities, and to foster parental confidence and skills that promote the early learning and development of their children. The process must be initiated as early in the program year as possible and continue for as long as the family participates in the program, based on parent interest and need.	At enrollment registration staff gather information via the family worksheet and provide community resource handout. Throughout the year staff offers goal setting opportunities to families via these processes and documents: <ul style="list-style-type: none"> <li>● Head Start Family Partnership Agreement</li> <li>● Flow Chart</li> <li>● Family Worksheet</li> <li>● Community Resources Sheet</li> <li>● Family Partnership Agreement Response Form</li> <li>● Family Partnership Agreement Goal Sheet</li> <li>● Family Partnership Agreement Letter</li> <li>● Family Contact Sheet</li> <li>● Request for Internal Services</li> <li>● Record of Follow-up Services</li> </ul>	Enrollment staff	At time of initial enrollment and throughout the year

	<ul style="list-style-type: none"> <li>● Goal Sheet Tracking Form</li> </ul> <p>Staff will approach families to offer them the opportunity to be involved in the goal setting process. For those families who do participate their goals will be listed on the Family Partnership Agreement. Families will be given multiple opportunities to participate in the goal setting process. See 1304.40-a-1</p>		
<p>(b) Identification of family strengths and needs. A program must implement intake and family assessment procedures to identify family strengths and needs related to the family engagement outcomes as described in the Head Start Parent Family and Community Engagement Framework, including family well-being, parent-child relationships, families as lifelong educators, families as learners, family engagement in transitions, family connections to peers and the local community, and families as advocates and leaders.</p>	<ul style="list-style-type: none"> <li>● Family Worksheet</li> <li>● Community Resources Sheet</li> <li>● Goal Setting</li> <li>● Parent Meetings</li> <li>● Parent Workshops</li> <li>● Policy Committee</li> <li>● FPA Flow Chart</li> <li>● Home visits and parent conferences</li> </ul>	<p>Coordinators Teachers Parent Advisor</p>	<p>On-going</p>
<p>(c) Individualized family partnership services. A program must offer individualized family partnership services that:</p>			
<p>(1) Collaborate with families to identify interests, needs, and aspirations related to the family engagement outcomes described in paragraph (b) of this section;</p>	<p>At enrollment registration staff gather information via the family worksheet and provide community resource handout. Throughout the year staff offers goal setting opportunities to families throughout the year via these processes and documents:</p> <ul style="list-style-type: none"> <li>● Head Start Family Partnership Agreement</li> <li>● Flow Chart</li> <li>● Family Worksheet</li> <li>● Community Resources Sheet</li> <li>● Family Partnership Agreement Response Form</li> <li>● Family Partnership Agreement Goal Sheet</li> <li>● Family Partnership Agreement Letter</li> </ul>	<p>Enrollment staff Teachers Parent Advisor</p>	<p>On-going</p>

	<ul style="list-style-type: none"> <li>● Family Contact Sheet</li> <li>● Request for Internal Services</li> <li>● Record of Follow-up Services</li> <li>● Goal Sheet Tracking Form</li> </ul> <p>Staff will approach families to offer them the opportunity to be involved in the goal setting process. For those families who do participate their goals will be listed on the Family Partnership Agreement. Families will be given multiple opportunities to participate in the goal setting process. See 1304.40-a-1</p>		
(2) Help families achieve identified individualized family engagement outcomes;	<p>Provide resources                  Follow-up on progress of goals                  Refer to resource staff                  List out parent and staff strategies</p>	Teachers	On-going
(3) Establish and implement a family partnership agreement process that is jointly developed and shared with parents in which staff and families to review individual progress, revise goals, evaluate and track whether identified needs and goals are met, and adjust strategies on an ongoing basis, as necessary, and;	<p>Families are given the opportunity to participate in the FPA process:                  Follow up on progress of goals (this process happens 3 times a year during parent conferences/home visits)                  Refer to resource staff                  List out parent and staff strategies                  Provide a time line for starting or completing a goal                  Provide additional resources as needed</p>	Teachers	At time of enrollment through the month of May on a yearly basis
(4) Assign staff and resources based on the urgency and intensity of identified family needs and goals.	<p>FPA flow chart                  Emergency referrals                  Timetable for follow up                  Identification of Resource staff to meet the need of the referral</p>	Coordinators Teachers Social Worker	On-going
(d) Existing plans and community resources. In implementing this section, a program must take into consideration any existing plans for the family made with other community agencies and availability of other community resources to address family needs, strengths, and goals, in order to avoid duplication of effort.	<p>Complete sections on the Family Worksheet that indicates possible family involvement with other community agencies.                  Establish communication with other community agencies as appropriate via Authorization for Exchange of Information.</p>	Coordinators Teachers Parent Advisor	On-going

<p><b>§1302.53 Community partnerships and coordination with other early childhood and education programs</b></p>			
<p>(a) Community partnerships.</p>			
<p>(1) A program must establish ongoing collaborative relationships and partnerships with community organizations such as establishing joint agreements, procedures, or contracts and arranging for onsite delivery of services as appropriate, to facilitate access to community services that are responsive to children’s and families’ needs and family partnership goals, and community needs and resources, as determined by the community assessment.</p>	<ol style="list-style-type: none"> <li>1. Partnerships with various agencies have been formed.</li> <li>2. Field trips and/or guest speakers from various community resources are arranged.</li> <li>3. Parents fill out Family Worksheet.</li> <li>4. Registration staff provide families with Community Resources handout.</li> <li>5. Teachers/School Community Liaisons will assist with these needs and make referrals to Resource Staff as needed.</li> <li>6. Bilingual staff is available.</li> <li>7. Obtain flyers/schedule of classes through adult education programs.</li> <li>8. Promote partnerships with community resources.</li> <li>9. Distribute grant-provided books.</li> <li>10. Classroom parent meeting</li> <li>11. Community partners are invited to Home-based socials.</li> <li>12. Community classes and guest speakers.</li> </ol>	<p>Teaching staff Nurses Director Coordinators Parent Advisor</p>	<p>On-going</p>
<p>(2) A program must establish necessary collaborative relationships and partnerships, with community organizations that may include:</p>			
<p>(i) Health care providers, including child and adult mental health professionals, Medicaid managed care networks, dentists, other health professionals,</p>	<p>Sacramento County Mental health Access Family Resource Centers SCUSD Connect Center Well Space Nurse Women Infant and Child (WIC)</p>	<p>Nurses Parent Advisor</p>	<p>On-going</p>

nutritional service providers, providers of prenatal and postnatal support, and substance abuse treatment providers;	FPAs		
(ii) Individuals and agencies that provide services to children with disabilities and their families, elementary schools, state preschool providers, and providers of child care services;	Alta Regional Birth and Beyond Special Education Sacramento County Office of Education Warm-line CAC	Coordinator Director Nurses Parent Advisor Social Worker	On-going
(iii) Family preservation and support services and child protective services and any other agency to which child abuse must be reported under state or tribal law;	Police Sheriff Well Space Tribal TANF SCUSD Health Services Children’s Protective Services WEAVE Family Resource Center Birth and Beyond	Coordinators Director Nurses Social Worker Teaching Staff	On-going
(iv) Educational and cultural institutions, such as libraries and museums, for both children and families;	Adult Education DHA Work Force Development Sacramento Public Library Sacramento Children’s Museum	Teaching Staff Parent Advisor	On-going
(v) Temporary Assistance for Needy Families, nutrition assistance agencies, workforce development and training programs, adult or family literacy, adult education, and post-secondary education institutions, and agencies or financial institutions that provide asset-building education, products and services to enhance family financial stability and savings;	211 DHA DHHS Adult Education English as a Second Language WIC Job Corps Sacramento Food Bank Cal Fresh Sacramento Public Library Local Banks and credit unions – i.e. Wells Fargo, Golden 1, etc.	Teaching Staff Coordinators Parent Advisor Social Worker	On-going
(vi) Housing assistance agencies and providers of support for	211 DHA	Coordinators Teaching Staff	On-going

children and families experiencing homelessness, including the local educational agency liaison designated under section 722(g)(1)(J)(ii) of the McKinney-Vento Homeless Assistance Act (42 U.S.C. 11431 et seq.);	Shelters SCUSD Parker Family Resource Center Family Promise Bishop Gallegos Maternity Home Chicks in Crisis Sac Move Furniture for Families	Parent Advisor Social Worker	
(vii) Domestic violence prevention and support providers; and,	WEAVE My Sister's House Bishop Gallegos Maternity Home Frances House Chicks in Crisis 211	Coordinators	On-going
(viii) Other organizations or businesses that may provide support and resources to families.			
(b) Coordination with other programs and systems. A program must take an active role in promoting coordinated systems of comprehensive early childhood services to low-income children and families in their community through communication, cooperation, and the sharing of information among agencies and their community partners, while protecting the privacy of child records in accordance with subpart C of part 1303 of this chapter and applicable federal, state, local, and tribal laws.	SCUSD follows all Head Start performance standards and CDE funding terms and conditions. Sharing of information is covered under the District's confidentiality policies.	Director Coordinators Teachers Child Development Specialist Parent Advisor Social Worker	
(1) Memorandum of understanding. To support coordination between Head Start and publicly funded preschool programs, a program must enter into a memorandum of understanding with the appropriate local entity responsible for managing publicly funded preschool programs in the service area of the program, as described in section 642(e)(5) of the Act.	SCUSD operated in conjunction with Sacramento County office of Education and the CA Department of Education.	Director Coordinators	
(2) Quality Rating and Improvement Systems. A program, with the exception of	SCUSD participates in the state QRIS system through the Sacramento County Office of Education/	Director Coordinators	

American Indian and Alaska Native programs, must participate in its state or local Quality Rating and Improvement System (QRIS) if:			
(i) Its state or local QRIS accepts Head Start monitoring data to document quality indicators included in the state's tiered system;			
(ii) Participation would not impact a program's ability to comply with the Head Start Program Performance Standards; and,			
(iii) The program has not provided the Office of Head Start with a compelling reason not to comply with this requirement.			
(3) Data systems. A program, with the exception of American Indian and Alaska Native programs unless they would like to and to the extent practicable, should integrate and share relevant data with state education data systems, to the extent practicable, if the program can receive similar support and benefits as other participating early childhood programs.	SCUSD shares student DRDP data as required to CDE through DRDP Online.	Data Information Technician	
<b>SUBPART F — ADDITIONAL SERVICES FOR CHILDREN WITH DISABILITIES</b>			
<b>§1302.60 Full participation in program services and activities</b>			
A program must ensure enrolled children with disabilities, including but not limited to those who are eligible for services under IDEA, and their families receive all applicable program services delivered in the least restrictive possible environment and that they fully participate in all program activities.	Children are "cleared" to enroll in particular programs via the Special Concerns Form, based on IFSP/IEP recommendations.	Coordinators Resource Teacher Child Development Specialist	Ongoing when children are enrolled into any program
<b>§1302.61 Additional services for children</b>			



<p>(a) Additional services for children with disabilities. Programs must ensure the individualized needs of children with disabilities, including but not limited to those eligible for services under IDEA, are being met and all children have access to and can fully participate in the full range of activities and services. Programs must provide any necessary modifications to the environment, multiple and varied formats for instruction, and individualized accommodations and supports as necessary to support the full participation of children with disabilities. Programs must ensure all individuals with disabilities are protected from discrimination under and provided with all services and program modifications required by section 504 of the Rehabilitation Act (29 U.S.C. 794), the Americans with Disabilities Act (42 U.S.C. 12101 et seq.), and their implementing regulations.</p>	<p>Information from each child's:</p> <ul style="list-style-type: none"> <li>● Individualized Family Support Plan (IFSP) or Individual Education Program (IEP),</li> <li>● IEP/SST Accommodation Record (with lesson plan/home visit plan)</li> <li>● registration information (Special Concerns Form),</li> <li>● developmental, speech and language, and social/emotional screenings,</li> <li>● classroom observations,</li> <li>● portfolios,</li> <li>● assessment results (Desired Results Developmental Profile-2015</li> <li>● Individual Development Plans (IDP),</li> <li>● parent and teacher input throughout the year, and</li> <li>● If applicable, information from previous screenings &amp; assessments when a child transitions into a HS.</li> </ul> <p>Information from these sources is used to form the basis for individualized activities and services that will be provided within the ongoing activities of the Head Start classroom.</p>	<p>Coordinators Resource Teacher Nurses Teaching Staff</p>	
<p>(b) Services during IDEA eligibility determination. While the local agency responsible for implementing IDEA determines a child's eligibility, a program must provide individualized services and supports, to the maximum extent possible, to meet the child's needs. Such additional supports may be available through a child's health insurance or it may be appropriate or required to provide the needed services and supports under section 504 of the Rehabilitation Act if the child satisfies the definition of disability in section 705(9)(b) of the Rehabilitation Act. When such supports are not available through</p>	<p>Teachers continue to individualize for a child after referring him/her to determine eligibility. Individualization is shown on the Lesson Plan and Accommodation Record. The teacher may complete a Request for Internal Services (RIS) receive support from the support team. The support team may meet with the teacher and parent in the SST process.</p>	<p>Coordinators Resource Teacher Nurses Teaching Staff Social Worker</p>	

<p>alternate means, pending the evaluation results and eligibility determination, a program must individualize program services based on available information such as parent input and child observation and assessment data and may use program funds for these purposes.</p>			
<p>(c) Additional services for children with an IFSP or IEP. To ensure the individual needs of children eligible for services under IDEA are met, a program must:</p>			
<p>(1) Work closely with the local agency responsible for implementing IDEA, the family, and other service partners, as appropriate, to ensure:</p>			

<p>(i) Services for a child with disabilities will be planned and delivered as required by their IFSP or IEP, as appropriate;</p>	<p>Special education and related services (including transportation) are provided by our LEAs as per our Interagency Agreement. Services are provided as per the child’s IEP and are tracked by the Special Needs Coordinator.</p> <p>Services provided by the LEAs include audiology services, physical therapy, occupational therapy, speech or language services, psychological services, and transportation services.</p> <p>These services are enhanced through collaboration between Head Start staff and special education staff. Staffs collaborate by:</p> <ul style="list-style-type: none"> <li>○ Identifying individual IEP/IFSP goals that may be met in the Head Start classroom,</li> <li>○ Conducting joint home visits and parent conferences,</li> <li>○ Attending joint trainings and workshops,</li> <li>○ Sharing ongoing anecdotal observations, portfolio contents, and screening results to complete the DRDP-2015, and Home-based HELP assessment tools,</li> <li>○ Identifying and implementing activities to meet the individual goals of each child in the daily routine and implementing them in weekly lesson plans, and</li> <li>○ Reviewing each child’s progress with parent(s) during two home visits and two parent conferences during the school year.</li> </ul>	<p>Coordinators Resource Teacher Social Worker</p>	
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<p>(ii) Children are working towards the goals in their IFSP or IEP;</p>	<p>Services are provided as per the child’s IEP and tracked by the Special Needs Coordinator. When able Teachers attend IEP meetings and contribute information about the child’s development and progress in a typical classroom setting. In collaboration with special education staff, teachers incorporate identified goals for the child in weekly lesson plans (in a manner that ensures confidentiality for the child). Anecdotal observations and portfolio items are shared and used to complete DRDP-2015.</p>	<p>Coordinators Classroom Teachers Resource Teacher</p>	
<p>(iii) Elements of the IFSP or IEP that the program cannot implement are implemented by other appropriate agencies, related service providers and specialists;</p>	<p>Special education employees of SCUSD meet state standards for personnel serving children with disabilities. The district also contracts with outside agencies qualified to provide services as per requirements established by the state of California (i.e., Easter Seals, and other non-public schools).</p>	<p>Coordinators</p>	
<p>(iv) IFSPs and IEPs are being reviewed and revised, as required by IDEA; and,</p>	<p>A tracker is updated monthly to track all children with IEPs, IFSPs, and referrals. This information is also kept in Child Plus.</p>	<p>Coordinators Resource Teacher Child Development Specialist</p>	
<p>(v) Services are provided in a child’s regular Early Head Start or Head Start classroom or family child care home to the greatest extent possible.</p>	<p>The appropriateness of placing a child with special needs in a Head Start program is determined by the IEP team. Joint agreements between Head Start, the LEA and Part C Agency determine what services each agency is responsible for.  Dual enrollment opportunities and full inclusion opportunities are available to children with special needs.</p>	<p>Social Worker Coordinators</p>	
<p>(2) Plan and implement the transition services described in subpart G of this part, including at a minimum:</p>			
<p>(i) For children with an IFSP who are transitioning out of Early Head Start, collaborate with the</p>			

<p>parents, and the local agency responsible for implementing IDEA, to ensure appropriate steps are undertaken in a timely and appropriate manner to determine the child's eligibility for services under Part B of IDEA; and,</p>			
<p>(ii) For children with an IEP who are transitioning out of Head Start to kindergarten, collaborate with the parents, and the local agency responsible for implementing IDEA, to ensure steps are undertaken in a timely and appropriate manner to support the child and family as they transition to a new setting.</p>	<p>The SCUUSD Head Start professional learning professional learning EP/IFSP transitioning meets the transition requirements of Parts B and C of the Individuals with Disabilities Education Act (IDEA).</p> <ul style="list-style-type: none"> <li>● Two-way referral systems, exchange of information processes, and coordinated services are established through an updated Interagency Agreement.</li> <li>● Cooperative efforts among agencies involve parents in the transition process and in preparing them for the next set of services.</li> </ul>	<p>Director Coordinator Resource Teachers Social Worker</p>	

	<ul style="list-style-type: none"> <li>• Parents are provided information regarding community events that focus on child health and development.</li> <li>• Children with special needs who are transitioning to kindergarten continue to receive services from the LEA in accordance with their IEP (the LEA maintains responsibility for transferring special education records to the child's next educational placement).</li> <li>• At the child's IEP meeting, the child's progress, current level of functioning, and eligibility for continued special education services is re-evaluated. Head Start teachers participate (to the greatest extent possible) in a child's IEP meeting.</li> <li>• Parents are urged to advocate for their children by connecting with the special education staff prior to, or upon their child's entry into kindergarten.</li> </ul>		
<b>§1302.62 Additional services for parents</b>			
(a) Parents of all children with disabilities.			
(1) A program must collaborate with parents of children with disabilities, including but not limited to children eligible for services under IDEA, to ensure the needs of their children are being met, including support to help parents become advocates for services that meet their children's needs and information and skills to help parents understand their child's disability and how to best support the child's development;	Teachers post information on the parent boards in their classrooms and share articles they receive via email. Parents are also invited to CAC advisory meetings provided by SCUSD Special Education.	Coordinators Teachers Parent Advisor	
(2) A program must assist parents to access services and resources for their family, including securing adaptive	Teachers can submit a Request for Internal Services for additional materials or services.	Teacher Coordinators Resource Teacher	

<p>equipment and devices and supports available through a child's health insurance or other entities, creating linkages to family support programs, and helping parents establish eligibility for additional support programs, as needed and practicable.</p>		<p>Social Worker</p>	
<p>(b) Parents of children eligible for services under IDEA. For parents of children eligible for services under IDEA, a program must also help parents:</p>			
<p>(1) Understand the referral, evaluation, and service timelines required under IDEA;</p>	<p>When possible our program staff attend assessments and/or IEPs and help parents understand the evaluation process and timelines.</p>	<p>Coordinator Resource Teacher Classroom Staff Social Worker</p>	

<p>(2) Actively participate in the eligibility process and IFSP or IEP development process with the local agency responsible for implementing IDEA, including by informing parents of their right to invite the program to participate in all meetings;</p>	<p>The IEP/IFSP team may include other community agencies that have knowledge of the child and/or his/her specific disability and are to contribute to the meeting.</p> <ul style="list-style-type: none"> <li>● Parents may invite any person(s) they feel have an interest in the well-being of their child and are willing to help the parent understand the process and its outcome.</li> <li>● The Special Needs Coordinator may invite any service area staff person particularly involved due to the nature of the child's disability.</li> <li>● The needs of the parent will be considered in planning the IEP meetings. Attempts will be made to arrange with the parent a convenient date and time for the meeting.</li> <li>● Parents will be notified in advance, in writing, of the IEP meeting. Parent input will be obtained regarding family needs and the child's need for special education or related services.</li> <li>● Written parent agreement with the IEP decision of eligibility, placement and goals, will be obtained prior to the beginning of services.</li> <li>● IEP team members and the parent or guardian will sign the IEP, signifying acceptance.</li> <li>● Head Start Staff will make every effort to help parents understand the IEP process and information/goals.</li> <li>● Teachers are provided with IEP information which is placed in the child's file and referred to for individualization planning.</li> <li>● The LEA provides a copy of the IEP and accompanying reports to the parent at the end of the meeting. Parents may also</li> </ul>	<p>Coordinator Resource Teacher Classroom Staff Parent Advisor</p>	
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	<p>request a copy of all the assessment reports before the IEP meeting occurs.</p> <ul style="list-style-type: none"> <li>The Special Needs Coordinator has access to up-to-date IEP documents through the special education data base (SEIS).</li> </ul>		
(3) Understand the purposes and results of evaluations and services provided under an IFSP or IEP; and,	When possible our program staff attend IEPs and help parents understand the evaluation process and may help the LEA explain the evaluations and services.	Classroom Staff Coordinator Resource Teacher Social Worker	
(4) Ensure their children’s needs are accurately identified in, and addressed through, the IFSP or IEP.	When possible our program staff attend IEPs and may help parent’s schedule additional meeting to ensure children’s needs are being met.	Classroom Staff Coordinator Resource Teacher Parent Advisor Social Worker	
<b>§1302.63 Coordination and collaboration with the local agency responsible for implementing IDEA</b>			
(a) A program must coordinate with the local agency responsible for implementing IDEA to identify children enrolled or who intend to enroll in a program that may be eligible for services under IDEA, including through the process described in §1302.33(a)(3) and through participation in the local agency Child Find efforts.	Our program maintains working relationships with SCUSD Special Education to help each other with enrolling families who qualify for programs. Special needs identified by parents at enrollment via the Special Concerns Form and concerns are followed-up depending on identified concern.	Coordinators Resource Teacher Nurse Classroom Staff	
(b) A program must work to develop interagency agreements with the local agency responsible for implementing IDEA to improve service delivery to children eligible for services under IDEA, including the referral and evaluation process, service coordination, promotion of service provision in the least restrictive appropriate community-based setting and reduction in dual enrollment which causes reduced time in a less restrictive setting, and transition services as children move from services provided under Part C of IDEA to services provided under Part B of IDEA and from preschool to kindergarten.	SETA and the Sacramento County Special Education Local Plan Areas have an Interagency Agreement outlining the referral process and service delivery to children eligible for services under IDEA.	Director Coordinators	

<p>(c) A program must participate in the development of the IFSP or IEP if requested by the child’s parents, and the implementation of the IFSP or IEP. At a minimum, the program must offer:</p>			
<p>(1) To provide relevant information from its screenings, assessments, and observations to the team developing a child’s IFSP or IEP; and,</p>	<p>Previously completed screenings and assessments can be shared with the IEP team. Teachers may also help by filling out the IEP Preparation Form, questionnaires or answer specific questions from the LEA prior to the meeting.</p>	<p>Teaching Staff Coordinator Resource Teacher Social Worker</p>	
<p>(2) To participate in meetings with the local agency responsible for implementing IDEA to develop or review an IEP or IFSP for a child being considered for Head Start enrollment, a currently enrolled child, or a child transitioning from a program.</p>	<p>Staff are invited to IEPs by parents and/or LEA and attend meetings when possible.</p>	<p>Teaching Staff Coordinator Resource Teacher Social Worker</p>	
<p><b>SUBPART G — TRANSITION SERVICES</b></p>			
<p><b>§1302.70 Transitions from Early Head Start</b></p>			
<p>(a) Implementing transition strategies and practices. An Early Head Start program must implement strategies and practices to support successful transitions for children and their families transitioning out of Early Head Start.</p>	<p>N/A – program no longer has EHS</p>		
<p>(b) Timing for transitions. To ensure the most appropriate placement and service following participation in Early Head Start, such programs must, at least six months prior to each child’s third birthday, implement transition planning for each child and family that:</p>	<p>N/A – program no longer has EHS</p>		
<p>(1) Takes into account the child’s developmental level and health and disability status, progress made by the child and family while in Early Head Start, current and changing family circumstances and, the availability of Head Start, other public pre-kindergarten, and other early education and child development services in the community</p>	<p>N/A – program no longer has EHS</p>		

that will meet the needs of the child and family; and,			
(2) Transitions the child into Head Start or another program as soon as possible after the child's third birthday but permits the child to remain in Early Head Start for a limited number of additional months following the child's third birthday if necessary for an appropriate transition.	N/A – program no longer has EHS		
(c) Family collaborations. A program must collaborate with parents of Early Head Start children to implement strategies and activities that support successful transitions from Early Head Start and, at a minimum, provide information about the child's progress during the program year and provide strategies for parents to continue their involvement in and advocacy for the education and development of their child.	N/A – program no longer has EHS		
(d) Early Head Start and Head Start collaboration. Early Head Start and Head Start programs must work together to maximize enrollment transitions from Early Head Start to Head Start, consistent with the eligibility provisions in subpart A, and promote successful transitions through collaboration and communication.	N/A – program no longer has EHS		
(e) Transition services for children with an IFSP. A program must provide additional transition services for children with an IFSP, at a minimum, as described in subpart F of this part.	N/A – program no longer has EHS		
<b>§1302.71 Transitions from Head Start to kindergarten</b>			
(a) Implementing transition strategies and practices. A program that serves children who will enter kindergarten in the following year must implement transition strategies to support a successful transition to kindergarten.	Kindergarten-bound children are identified and receive individualized instruction to prepare them for kindergarten.		
(b) Family collaborations for transitions.			

<p>(1) A program must collaborate with parents of enrolled children to implement strategies and activities that will help parents advocate for and promote successful transitions to kindergarten for their children, including their continued involvement in the education and development of their child.</p>	<p>All classrooms provide a kindergarten transition parent meeting. Parents are provided information about SCUSD Open Enrollment and when/how to register for kindergarten.</p>	<p>Coordinators Teachers</p>	<p>Kindergarten transition is ongoing through the school year. There is a strong emphasis during late winter/early spring.</p>
<p>(2) At a minimum, such strategies and activities must:</p>			
<p>(i) Help parents understand their child's progress during Head Start;</p>	<p>A Parent Progress Reports is generated for each DRDP period with student outcomes. These results are shared with parents during parent teacher conferences.</p>	<p>Coordinators Teachers</p>	<p>During parent teacher conferences and virtual home visits. Fall: 11/30 – 12/4 Winter: 3/1 – 3/5 Spring: 6/1 – 6/4</p>
<p>(ii) Help parents understand practices they use to effectively provide academic and social support for their children during their transition to kindergarten and foster their continued involvement in the education of their child;</p>	<p>Parents receive information outlining academic and social readiness for kindergarten throughout the school year. Various modalities are currently in use:</p> <ul style="list-style-type: none"> <li>✓ Parent teacher conferences (IDP's)</li> <li>✓ Learning Genie Parent Engagement</li> <li>✓ Family Partnership process</li> <li>✓ Notification of Screening Results</li> </ul> <p>Teacher office hours</p>	<p>Teachers</p>	<p>On-going September 2020 through June 2021</p>
<p>(iii) Prepare parents to exercise their rights and responsibilities concerning the education of their children in the elementary school setting, including services and supports available to children with disabilities and various options for their child to participate in language instruction educational programs; and,</p>	<p>Parents are provided with department and SCUSD Annual Notification of Parents' and Students' Rights handbooks each year. Parents' Rights are provided at each IEP meeting. Information about language immersion programs in the district are shared.</p>	<p>Coordinator Child Development Specialists</p>	<p>Fall of 2020 and during scheduled IEP meetings.</p>

<p>(iv) Assist parents in the ongoing communication with teachers and other school personnel so that parents can participate in decisions related to their children’s education.</p>	<p>Parents are provided with opportunities throughout the school year to communicate with teachers (i.e. home visits, parent conferences, notification of screening results).</p>	<p>Teachers</p>	<p>During parent teacher conferences and virtual home visits.          Fall: 11/30 – 12/4          Winter: 3/1 – 3/5          Spring: 6/1 – 6/4          Teacher office hours throughout the school year.</p>
<p>(c) Community collaborations for transitions. (1) A program must collaborate with local education agencies to support family engagement under section 642(b) (13) of the Act and state departments of education, as appropriate, and kindergarten teachers to implement strategies and activities that promote successful transitions to kindergarten for children, their families, and the elementary school.</p>	<p>When possible, preschool teachers collaborate with kindergarten teachers on campus for children to visit the kindergarten classroom and participate in school meals in the cafeteria.</p>	<p>Teachers</p>	<p>Spring and early summer</p>
<p>(1) At a minimum, such strategies and activities must include:</p>			
<p>(i) Coordination with schools or other appropriate agencies to ensure children’s relevant records are transferred to the school or next placement in which a child will enroll, consistent with privacy requirements in subpart C of part 1303 of this chapter;</p>	<p>Teachers follow end-of-year procedures that involve pulling relevant information from the child’s file. Reg. Center responds as appropriate to all requests for information from site administrator.</p>	<p>Coordinators Teachers</p>	<p>Early summer</p>
<p>(ii) Communication between appropriate staff and their counterparts in the schools to facilitate continuity of learning and development, consistent with privacy requirements in subpart C of part 1303 of this chapter; and,</p>	<p>Parents are encouraged to visit school of enrollment prior to the end of the year and make connections with all relevant staff.</p>	<p>Teachers Parent Advisor</p>	<p>Spring and early summer</p>

(iii) Participation, as possible, for joint training and professional development activities for Head Start and kindergarten teachers and staff.	Teachers have opportunities to collaborate with kindergarten teachers on their school campus. Preschool and kindergarten teachers are invited to attend the Northern California Early Learning Summit in the fall.	Teachers	Fall
(2) A program that does not operate during the summer must collaborate with school districts to determine the availability of summer school programming for children who will be entering kindergarten and work with parents and school districts to enroll children in such programs, as appropriate.			
(d) Learning environment activities. A program must implement strategies and activities in the learning environment that promote successful transitions to kindergarten for enrolled children, and at a minimum, include approaches that familiarize children with the transition to kindergarten and foster confidence about such transition.	Kindergarten-bound children are identified and receive individualized instruction to prepare them for kindergarten. When possible, preschool teachers collaborate with kindergarten teachers on campus for combined activities.	Teachers	Summer
(e) Transition services for children with an IEP. A program must provide additional transition services for children with an IEP, at a minimum, as described in subpart F of this part.	A Transition IEP is held to discuss kindergarten placement.	Special Education Staff	Spring and Summer
<b>§1302.72 Transitions between programs</b>			
(a) For families and children who move out of the community in which they are currently served, including homeless families and foster children, a program must undertake efforts to support effective transitions to other Early Head Start or Head Start programs. If Early Head Start or Head Start is not available, the program should assist the family to identify another early childhood program that meets their needs.	SCUSD has a transition process for all EHS and Head Start children. EHS/HS staff assist families in identifying local HS programs within their community.	Child Development Specialists	
(b) A program that serves children whose families have decided to transition them to other early education programs, including public pre-kindergarten, in the year prior to kindergarten entry	Staff discuss SCUSD Transitional Kindergarten Collaboration as applicable and information is also available on the district website.	Coordinator Child Development Specialists Parent Advisor	

<p>must undertake strategies and activities described in §1302.71(b) and (c)(1) and (2), as practicable and appropriate.</p>			
<p>(c) A migrant or seasonal Head Start program must undertake efforts to support effective transitions to other migrant or seasonal Head Start or, if appropriate, Early Head Start or Head Start programs for families and children moving out of the community in which they are currently served.</p>			
<p><b>SUBPART H — SERVICES TO ENROLLED PREGNANT WOMEN</b></p>			
<p><b>§1302.80 Enrolled pregnant women</b></p>			
<p>(a) Within 30 days of enrollment, a program must determine whether each enrolled pregnant woman has an ongoing source of continuous, accessible health care – provided by a health care professional that maintains her ongoing health record and is not primarily a source of emergency or urgent care – and, as appropriate, health insurance coverage.</p>			
<p>(b) If an enrolled pregnant woman does not have a source of ongoing care as described in paragraph (a) of this section and, as appropriate, health insurance coverage, a program must, as quickly as possible, facilitate her access to such a source of care that will meet her needs.</p>			
<p>(c) A program must facilitate the ability of all enrolled pregnant women to access comprehensive services through referrals that, at a minimum, include nutritional counseling, food assistance, oral health care, mental health services, substance abuse prevention and treatment, and emergency shelter or transitional housing in cases of domestic violence.</p>			
<p>(d) A program must provide a newborn visit with each mother and baby to offer support and identify family needs. A program must schedule the newborn visit within two weeks after the infant's birth.</p>			

<b>§1302.81 Prenatal and postpartum information, education, and services</b>			
(a) A program must provide enrolled pregnant women, fathers, and partners or other relevant family members the prenatal and postpartum information, education and services that address, as appropriate, fetal development, the importance of nutrition, the risks of alcohol, drugs, and smoking, labor and delivery, postpartum recovery, parental depression, infant care and safe sleep practices, and the benefits of breastfeeding.			
(b) A program must also address needs for appropriate supports for emotional well-being, nurturing and responsive caregiving, and father engagement during pregnancy and early childhood.			
<b>§1302.82 Family partnership services for enrolled pregnant women</b>			
(a) A program must engage enrolled pregnant women and other relevant family members, such as fathers, in the family partnership services as described in §1302.52 and include a specific focus on factors that influence prenatal and postpartum maternal and infant health.			
(b) A program must engage enrolled pregnant women and other relevant family members, such as fathers, in discussions about program options, plan for the infant’s transition to program enrollment, and support the family during the transition process, where appropriate.			
<b>SUBPART I — HUMAN RESOURCES MANAGEMENT</b>			
<b>§1302.90 Personnel policies</b>			
(a) Establishing personnel policies and procedures. A program must establish written personnel policies and procedures that are approved by the governing body and policy council or policy committee and that are available to all staff.	SCUSD Child Development department has a Staff Handbook that includes the policies and procedures that were approved by governing boards. The handbook is available to all staff on line and a copy is printed for each classroom.	Director Coordinator	



(b) Background checks and selection procedures.			
(1) Before a person is hired, directly or through contract, including transportation staff and contractors, a program must conduct an interview, verify references, conduct a sex offender registry check and obtain one of the following:	SCUSD Child Development complies with this in its entirety through the SCUSD hiring process.	Human Resources	
(i) State or tribal criminal history records, including fingerprint checks; or,	See above		
(ii) Federal Bureau of Investigation criminal history records, including fingerprint checks.	see above		
(2) A program has 90 days after an employee is hired to complete the background check process by obtaining:	see above		
(i) Whichever check listed in paragraph (b)(1) of this section was not obtained prior to the date of hire; and,	see above		
(ii) Child abuse and neglect state registry check, if available.	see above		
(3) A program must review the information found in each employment application and complete background check to assess the relevancy of any issue uncovered by the complete background check including any arrest, pending criminal charge, or conviction and must use Child Care and Development Fund (CCDF) disqualification factors described in 42 U.S.C. 9858f(c) (1)(D) and 42 U.S.C. 9858f(h)(1) or tribal disqualifications factors to determine whether the prospective employee can be hired or the current employee must be terminated.	see above		

<p>(4) A program must ensure a newly hired employee, consultant, or contractor does not have unsupervised access to children until the complete background check process described in paragraphs (b)(1) through (3) of this section is complete.</p>	<p>SCUSD employees are not allowed to start until on-boarding process has been completed. On-boarding includes fingerprint and background checks, mandated reporter training and Integrated Pest Management training. HR notifies Child Development when an employee is cleared to start.</p>	<p>Human Resources Coordinator</p>	<p>Prior to employee starting</p>
<p>(5) A program must conduct the complete background check for each employee, consultant, or contractor at least once every five years which must include each of the four checks listed in paragraphs (b)(1) and (2) of this section, and review and make employment decisions based on the information as described in paragraph (b)(3) of this section, unless the program can demonstrate to the responsible HHS official that it has a more stringent system in place that will ensure child safety.</p>	<p>All employee fingerprints are on file per Ed. code with the Department of Justice.</p>		
<p>(6) A program must consider current and former program parents for employment vacancies for which such parents apply and are qualified.</p>	<p>Parents are encouraged to and assisted to apply for position for which they are qualified.</p>	<p>Parent Advisor Coordinator Teachers</p>	
<p>(c) Standards of conduct.</p>			
<p>(1) A program must ensure all staff, consultants, contractors, and volunteers abide by the program's standards of conduct that:</p>			
<p>(i) Ensure staff, consultants, contractors, and volunteers implement positive strategies to support children's well-being and prevent and address challenging behavior;</p>	<p>SCUSD Early Learning and Care provides policies and procedures and ongoing training, monitoring and supervision to ensure that children are in a safe and positive environment.</p>	<p>Director Coordinators Social Worker</p>	<p>Policies and procedures are provided annually. Supervision training is provided a minimum of once a year with follow up trainings scheduled</p>

			as needed. Staff (Coordinators and Facilities Licensing Specialist) monitor classrooms bi-weekly.
(ii) Ensure staff, consultants, contractors, and volunteers do not maltreat or endanger the health or safety of children, including, at a minimum, that staff must not:	SCUSD has detailed policies and procedures for child safety and supervision. Annual training is provided for all staff and volunteers. Adult behavior and performance is monitored and evaluated by department coordinators. SCUSD uses the progressive discipline model and is supported by the HR department.	Director Coordinators	Policies and procedures are provided annually. Supervision training is provided a minimum of once a year with follow up trainings scheduled as needed. Staff (Coordinators and Facilities Licensing Specialist) monitor classrooms bi-weekly.
(A) Use corporal punishment;	see above		
(B) Use isolation to discipline a child;	see above		
(C) Bind or tie a child to restrict movement or tape a child's mouth;	see above		
(D) Use or withhold food as a punishment or reward;	see above		
(E) Use toilet learning/training methods that punish, demean, or humiliate a child;	see above		
(F) Use any form of emotional abuse, including public or private	see above		

humiliation, rejecting, terrorizing, extended ignoring, or corrupting a child;			
(G) Physically abuse a child;	see above		
(H) Use any form of verbal abuse, including profane, sarcastic language, threats, or derogatory remarks about the child or child's family; or,	see above		
(I) Use physical activity or outdoor time as a punishment or reward;	see above		
(iii) Ensure staff, consultants, contractors, and volunteers respect and promote the unique identity of each child and family and do not stereotype on any basis, including gender, race, ethnicity, culture, religion, disability, sexual orientation, or family composition;	SCUSD Early Learning and Care provides policies and procedures and ongoing training, monitoring and supervision to ensure that children are in a safe and positive environment.	Coordinator Social Worker	
(iv) Require staff, consultants, contractors, and volunteers to comply with program confidentiality policies concerning personally identifiable information about children, families, and other staff members in accordance with subpart C of part 1303 of this chapter and applicable federal, state, local, and tribal laws; and,	SCUSD Early Learning and Care provides policies and procedures and ongoing training, monitoring and supervision to ensure that children are in a safe and positive environment.	Coordinator Social Worker	
(v) Ensure no child is left alone or unsupervised by staff, consultants, contractors, or volunteers while under their care.	SCUSD CD provides policies and procedures and ongoing training, monitoring and supervision to ensure that children are in a safe and positive environment.	Coordinator Social Worker	

<p>(2) Personnel policies and procedures must include appropriate penalties for staff, consultants, and volunteers who violate the standards of conduct.</p>	<p>SCUSD uses the progressive discipline model and is support by the HR department.</p>		
<p>(d) Communication with dual language learners and their families.</p>			
<p>(1) A program must ensure staff and program consultants or contractors are familiar with the ethnic backgrounds and heritages of families in the program and are able to serve and effectively communicate, either directly or through interpretation and translation, with children who are dual language learners and to the extent feasible, with families with limited English proficiency.</p>	<p>The district MOC center is available to assist with communication and translation services.</p>		
<p>(2) If a majority of children in a class or home-based program speak the same language, at least one class staff member or home visitor must speak such language.</p>	<p>When possible SCUSD staffing reflects the language needs of the classroom.</p>		
<p><b>§1302.91 Staff qualifications and competency requirements</b></p>			
<p>(a) Purpose. A program must ensure all staff, consultants, and contractors engaged in the delivery of program services have sufficient knowledge, training and experience, and competencies to fulfill the roles and responsibilities of their positions and to ensure high-quality service delivery in accordance with the program performance standards. A program must provide ongoing training and professional development to support staff in fulfilling their roles and responsibilities.</p>	<p>SCUSD plans professional development opportunities program wide and for individuals.</p>		
<p>(b) Early Head Start or Head Start director. A program must ensure an Early Head Start or Head Start director hired after November 7, 2016, has, at a minimum, a baccalaureate degree and experience in</p>	<p>SCUSD job description exceeds the minimum qualifications.</p>		

supervision of staff, fiscal management, and administration.			
(c) Fiscal officer. A program must assess staffing needs in consideration of the fiscal complexity of the organization and applicable financial management requirements and secure the regularly scheduled or ongoing services of a fiscal officer with sufficient education and experience to meet their needs. A program must ensure a fiscal officer hired after November 7, 2016, is a certified public accountant or has, at a minimum, a baccalaureate degree in accounting, business, fiscal management, or a related field.			
(d) Child and family services management staff qualification requirements.			
(1) Family, health, and disabilities management. A program must ensure staff responsible for management and oversight of family services, health services, and services to children with disabilities hired after November 7, 2016 have, at a minimum, a baccalaureate degree, preferably related to one or more of the disciplines they oversee.	SCUSD job description meets the minimum qualifications.		
(2) Education management. As prescribed in section 648A (a) (2) (B) (i) of the Act, a program must ensure staff and consultants that serve as education managers or coordinators, including those that serve as curriculum specialists, have a baccalaureate or advanced degree in early childhood education or a baccalaureate or advanced degree and equivalent coursework in early childhood education with early education teaching experience.	SCUSD job description meets the minimum qualifications.		
(e) Child and family services staff.			
(1) Early Head Start center-based teacher qualification requirements. As	SCUSD job description exceeds the minimum qualifications.		

<p>prescribed in section 645A (h) of the Act, a program must ensure center-based teachers that provide direct services to infants and toddlers in Early Head Start centers have a minimum of a Child Development Associate (CDA) credential or comparable credential, and have been trained or have equivalent coursework in early childhood development with a focus on infant and toddler development.</p>			
<p>(2) Head Start center-based teacher qualification requirements.</p>			
<p>(i) The Secretary must ensure no less than fifty percent of all Head Start teachers, nationwide, have a baccalaureate degree in child development, early childhood education, or equivalent coursework.</p>	<p>Teachers must have a bachelors and a CA site supervisors permit.</p>		
<p>(ii) As prescribed in section 648A (a) (3) (B) of the Act, a program must ensure all center-based teachers have at least an associate's or bachelor's degree in child development or early childhood education, equivalent coursework, or otherwise meet the requirements of section 648A (a) (3) (B) of the Act.</p>	<p>see above</p>		
<p>(3) Head Start assistant teacher qualification requirements. As prescribed in section 648A (a) (2) (B) (ii) of the Act, a program must ensure Head Start assistant teachers, at a minimum, have a CDA credential or a state-awarded certificate that meets or exceeds the requirements for a CDA credential, are enrolled in a program that will</p>	<p>SCUSD job description exceeds the minimum qualifications.</p>		

<p>lead to an associate or baccalaureate degree or, are enrolled in a CDA credential program to be completed within two years of the time of hire.</p>			
<p>(4) Family child care provider qualification requirements.</p>			
<p>(i) A program must ensure family child care providers have previous early child care experience and, at a minimum, are enrolled in a Family Child Care CDA program or state equivalent, or an associate's or baccalaureate degree program in child development or early childhood education prior to beginning service provision, and for the credential acquire it within eighteen months of beginning to provide services.</p>	<p>N/A</p>		
<p>(ii) By August 1, 2018, a child development specialist, as required for family child care in §1302.23(e), must have, at a minimum, a baccalaureate degree in child development, early childhood education, or a related field.</p>	<p>N/A</p>		
<p>(5) Center-based teachers, assistant teachers, and family child care provider competencies. A program must ensure center-based teachers, assistant teachers, and family child care providers demonstrate competency to provide effective and nurturing teacher-child interactions, plan and implement learning experiences that ensure effective curriculum implementation and use of assessment and promote children's progress across the standards</p>	<p>Staff members are formally evaluated every 2 years.</p>		



<p>described in the Head Start Early Learning Outcomes Framework: Ages Birth to Five and applicable state early learning and development standards, including for children with disabilities and dual language learners, as appropriate.</p>			
<p>(6) Home visitors. A program must ensure home visitors providing home-based education services:</p>	<p>N/A</p>		
<p>(i) Have a minimum of a home-based CDA credential or comparable credential, or equivalent coursework as part of an associate's or bachelor's degree; and,</p>			
<p>(ii) Demonstrate competency to plan and implement home-based learning experiences that ensure effective implementation of the home visiting curriculum and promote children's progress across the standards described in the Head Start Early Learning Outcomes Framework: Ages Birth to Five, including for children with disabilities and dual language learners, as appropriate, and to build respectful, culturally responsive, and trusting relationships with families.</p>			
<p>(7) Family services staff qualification requirements. A program must ensure staff who work directly with families on the family partnership process hired after November 7, 2016, have within eighteen months of hire, at a minimum, a credential or certification in social work, human services, family services, counseling or a related field.</p>	<p>All family service staff hold the appropriate credential and/or certification. Social Workers meet the PPS and licensure requirements to work in a California school setting.</p>		

(8) Health professional qualification requirements.	SCUSD Registered/Credentialed School Nurses job description meet the minimum qualifications.		
(i) A program must ensure health procedures are performed only by a licensed or certified health professional.			
(ii) A program must ensure all mental health consultants are licensed or certified mental health professionals. A program must use mental health consultants with knowledge of and experience in serving young children and their families, if available in the community.			
(iii) A program must use staff or consultants to support nutrition services who are registered dietitians or nutritionists with appropriate qualifications.			
(f) Coaches. A program must ensure coaches providing the services described in 1302.92(c) have a minimum of a baccalaureate degree in early childhood education or a related field.	Staff or consultant who have a minimum of baccalaureate degree in a related field provide instructional support and coaching.		
<b>§1302.92 Training and professional development</b>			
(a) A program must provide to all new staff, consultants, and volunteers an orientation that focuses on, at a minimum, the goals and underlying philosophy of the program and on the ways they are implemented.	All employees attend the district's New Employee Orientation. New employees and volunteers are provided information about the program's goals and philosophy.	Human Resources	
(b) A program must establish and implement a systematic approach to staff training and professional development designed to assist staff in acquiring or increasing the knowledge and skills needed to provide high-quality, comprehensive services within the scope of their job responsibilities, and attached to	SCUSD provides professional learning every month covering a variety of topics such as curriculum implementation, safety and supervision, and social emotional learning.	Coordinators	September through June.

academic credit as appropriate. At a minimum, the system must include:			
(1) Staff completing a minimum of 15 clock hours of professional development per year. For teaching staff, such professional development must meet the requirements described in section 648A (a) (5) of the Act.	Over 30 hours of professional development is offered to teachers, instructional aides and support staff.		
(2) Training on methods to handle suspected or known child abuse and neglect cases, that comply with applicable federal, state, local, and tribal laws;	Child abuse reporting is an annual mandated training for all SCUSD employees.	Coordinators Teachers	Fall and ongoing as needed for new employees and retraining
(3) Training for child and family services staff on best practices for implementing family engagement strategies in a systemic way, as described throughout this part;	SCUSD provides professional learning every month covering a variety of topics such as curriculum implementation, safety and supervision, and social emotional learning.	Director Coordinators	September through June
(4) Training for child and family services staff, including staff that work on family services, health, and disabilities, that builds their knowledge, experience, and competencies to improve child and family outcomes; and,	SCUSD provides professional learning every month covering a variety of topics such as curriculum implementation, safety and supervision, and social emotional learning.	Director Coordinators	September through June
(5) Research-based approaches to professional development for education staff, that are focused on effective curricula implementation, knowledge of the content in Head Start Early Learning Outcomes Framework: Ages Birth to Five, partnering with families, supporting children with disabilities and their families, providing effective and nurturing adult-child interactions, supporting dual language learners as appropriate, addressing challenging behaviors, preparing children and families for transitions (as described in subpart G of this part), and use of data to	SCUSD provides professional learning every month covering a variety of topics such as curriculum implementation, safety and supervision, and social emotional learning.	Director Coordinators	September through June

individualize learning experiences to improve outcomes for all children.			
(c) A program must implement a research-based, coordinated coaching strategy for education staff that:			
(1) Assesses all education staff to identify strengths, areas of needed support, and which staff would benefit most from intensive coaching;	Support teams use CLASS data and observation data to outline staff strengths and areas of concern and determine who would benefit from coaching.	Coordinators Instructional Coach	Ongoing September through June
(2) At a minimum, provides opportunities for intensive coaching to those education staff identified through the process in paragraph (c)(1) of this section, including opportunities to be observed and receive feedback and modeling of effective teacher practices directly related to program performance goals;	Identified staff are given the opportunity to receive coaching from appropriate staff or consultant.		
(3) At a minimum, provides opportunities for education staff not identified for intensive coaching through the process in paragraph (c)(1) of this section to receive other forms of research-based professional development aligned with program performance goals;	SCUSD provides professional learning every month covering a variety of topics such as curriculum implementation, safety and supervision, and social emotional learning.	Director Coordinators	September through June
(4) Ensures intensive coaching opportunities for the staff identified through the process in paragraph (c)(1) of this section that:			
(i) Align with the program’s school readiness goals, curricula, and other approaches to professional development;	Coaching topics cover a variety of topics such as curriculum implementation, CLASS strategies or student interactions.		
(ii) Utilize a coach with adequate training and experience in adult learning and in using assessment data to drive coaching	Identified staff are given the opportunity to receive coaching from the Resource Teacher.		

strategies aligned with program performance goals;			
(iii) Provide ongoing communication between the coach, program director, education director, and any other relevant staff; and,	Support Teams, consisting of the Coordinators and Resource Teacher, meet regularly to discuss progress made towards goals and next steps for identified staff.		
(iv) Include clearly articulated goals informed by the program's goals, as described in §1302.102, and a process for achieving those goals; and,			
(5) Establishes policies that ensure assessment results are not used to solely determine punitive actions for staff identified as needing support, without providing time and resources for staff to improve.	Individual CLASS results are used for coaching only.		
(d) If a program needs to develop or significantly adapt their approach to research-based professional development to better meet the training needs of education staff, such that it does not include the requirements in paragraph (c) of this section, the program must partner with external early childhood education professional development experts. A program must assess whether the adaptation adequately supports staff professional development, consistent with the process laid out in subpart J of this part.	SCUSD has an Employee Assistance Program to support the mental health and wellness of its employees.		
<b>§1302.93 Staff health and wellness</b>			
(a) A program must ensure each staff member has an initial health examination and a periodic re-examination as recommended by their health care provider in accordance with state, tribal, or local requirements that include screeners or tests for communicable diseases, as appropriate. The program must ensure staff do not, because of communicable diseases, pose a significant risk to the health or safety	School district procedures support this through the orientation and hiring process. Department employee licensing files are maintained and monitored on a yearly basis. Department procedures ensure an initial health exam and ongoing TB screening and Immunization for each employee.		

<p>of others in the program that cannot be eliminated or reduced by reasonable accommodation, in accordance with the Americans with Disabilities Act and section 504 of the Rehabilitation Act.</p>			
<p>(b) A program must make mental health and wellness information available to staff regarding health issues that may affect their job performance, and must provide regularly scheduled opportunities to learn about mental health, wellness, and health education.</p>	<p>SCUSD has an Employee Assistance Program to support the mental health and wellness of its employees.</p>		
<p><b>§1302.94 Volunteers</b></p>			
<p>(a) A program must ensure regular volunteers have been screened for appropriate communicable diseases in accordance with state, tribal or local laws. In the absence of state, tribal or local law, the Health Services Advisory Committee must be consulted regarding the need for such screenings.</p>	<p>Policies and procedures are in place that state that only qualified staff may be left alone with children.</p>		
<p>(b) A program must ensure children are never left alone with volunteers.</p>			
<p align="center"><b>SUBPART J — PROGRAM MANAGEMENT AND QUALITY IMPROVEMENT</b></p>			
<p><b>§1302.100 Purpose.</b></p>			
<p>A program must provide management and a process of ongoing monitoring and continuous improvement for achieving program goals that ensures child safety and the delivery of effective, high-quality program services.</p>			
<p><b>§1302.101 Management system</b></p>			
<p>(a) Implementation. A program must implement a management system that:</p>			
<p>(1) Ensures a program, fiscal, and human resource management structure that provides effective management and oversight of all program areas and fiduciary responsibilities to enable delivery of high-quality services in all of the program services described in subparts C, D, E, F, G, and H of this part;</p>	<p>Managers are responsible for employee performance and content implementation.</p>		

<p>(2) Provides regular and ongoing supervision to support individual staff professional development and continuous program quality improvement;</p>	<p>Staff are formally evaluated every two years. In addition to the formal evaluation, staff complete an annual Professional Development Plan where staff set goals.</p>		
<p>(3) Ensures budget and staffing patterns that promote continuity of care for all children enrolled, allow sufficient time for staff to participate in appropriate training and professional development, and allow for provision of the full range of services described in subparts C, D, E, F, G, and H of this part; and,</p>	<p>Management and assigned staff meet annually to determine program changes, if necessary to meet the needs of the community.</p>		
<p>(4) Maintains an automated accounting and record keeping system adequate for effective oversight.</p>	<p>SCUSD uses Escape for all accounting and record keeping.</p>	<p>Program Technician</p>	
<p>(b) Coordinated approaches. At the beginning of each program year, and on an ongoing basis throughout the year, a program must design and implement program-wide coordinated approaches that ensure:</p>	<p>SCUSD conducts weekly Leadership Team meetings to coordinate multiple content areas. Additionally, managers meet weekly to monitor and adjust program implementation.</p>		
<p>(1) The training and professional development system, as described in §1302.92, effectively supports the delivery and continuous improvement of high-quality services;</p>	<p>Based on the results of the annual self-assessment professional development is pre planned yet flexible enough to respond to immediate needs.</p>		
<p>(2) The full and effective participation of children who are dual language learners and their families, by:</p>			
<p>(i) Utilizing information from the program’s community assessment about the languages spoken throughout the program service area to anticipate child and family needs;</p>	<p>PIR data is used to plan and staff programs that support dual language learners.</p>	<p>Director Coordinators Parent Advisor</p>	<p>Monthly</p>

<p>(ii) Identifying community resources and establishing ongoing collaborative relationships and partnerships with community organizations consistent with the requirements in §1302.53(a); and,</p>	<p>The program actively identifies and provides community resource to supports with dual language learners and their families.</p>	<p>Director Coordinators Parent Advisor</p>	<p>Monthly</p>
<p>(iii) Systematically and comprehensively addressing child and family needs by facilitating meaningful access to program services, including, at a minimum, curriculum, instruction, staffing, supervision, and family partnerships with bilingual staff, oral language assistance and interpretation, or translation of essential program materials, as appropriate.</p>	<p>Bilingual teaching assistants are placed in class based on need when possible. Bilingual teaching assistants are available to translate during parent/teacher conferences, parent meetings, home visits and classroom instruction. SCUSD translates various documents into multiple languages.</p>	<p>Director Coordinators</p>	<p>Monthly</p>
<p>(3) The full and effective participation of all children with disabilities, including but not limited to children eligible for services under IDEA, by providing services with appropriate facilities, program materials, curriculum, instruction, staffing, supervision, and partnerships, at a minimum, consistent with section 504 of the Rehabilitation Act and the Americans with Disabilities Act; and,</p>	<p>There is a process to identify students with special needs and ongoing meeting with support staff and families to develop necessary accommodations to insure student success.</p>	<p>Coordinators</p>	
<p>(4) The management of program data to effectively support the availability, usability, integrity, and security of data. A program must establish procedures on data management, and have them approved by the governing body and policy council, in areas such as quality of data and effective use and sharing of data, while protecting the privacy of child records in accordance with subpart C of part 1303 of this chapter and applicable federal, state, local, and tribal laws.</p>	<p>All hard copies of files are kept in locked drawers. Only authorized staff have access to databases.</p>		



<b>§1302.102 Achieving program goals</b>			
(a) Establishing program goals. A program, in collaboration with the governing body and policy council, must establish goals and measurable objectives that include:			
(1) Strategic long-term goals for ensuring programs are and remain responsive to community needs as identified in their community assessment as described in subpart A of this part;	County-wide 5 year goals are based on self-assessment and community assessment. SCUSD annually updates strategies to meet those goals.		
(2) Goals for the provision of educational, health, nutritional, and family and community engagement program services as described in the program performance standards to further promote the school readiness of enrolled children;	Specific goals are set based on self-assessment results.	Director Coordinator Resource Staff	December through March
(3) School readiness goals that are aligned with the Head Start Early Learning Outcomes Framework: Ages Birth to Five, state and tribal early learning standards, as appropriate, and requirements and expectations of schools Head Start children will attend, per the requirements of subpart B of part 1304 of this part; and,	Specific goals are set based on self-assessment results.	Director Coordinator Resource Staff	December through March
(4) Effective health and safety practices to ensure children are safe at all times, per the requirements in §§1302.47, 1302.90(b) and (c), 1302.92(c) (1), and 1302.94 and part 1303 subpart F, of this chapter.	Specific goals are set based on self-assessment results.	Director Coordinator Resource Staff	December through March
(b) Monitoring program performance			
(1) Ongoing compliance oversight and correction. In order to ensure effective ongoing oversight and correction, a program must establish and implement a system of ongoing oversight that ensures effective implementation of the program performance standards, including ensuring child safety,	SCUSD has a policy and system for ongoing monitoring in all content areas. Grantee has external monitoring process to ensure compliance with performance standards is met.	Director Coordinator Social Worker Nurse	

and other applicable federal regulations as described in this part, and must:			
(i) Collect and use data to inform this process;	Data is collected and used in various ways to monitor and ensure compliance.		
(ii) Correct quality and compliance issues immediately, or as quickly as possible;	Data is collected and used in various ways to monitor and ensure compliance.		
(iii) Work with the governing body and the policy council to address issues during the ongoing oversight and correction process and during federal oversight; and,	Results of monitoring are shared with PC and School Board along with any corrective action plan.	Director	
(iv) Implement procedures that prevent recurrence of previous quality and compliance issues, including previously identified deficiencies, safety incidents, and audit findings.	Policies and procedures are updated to prevent recurrence of compliance issues.	Director	
(2) Ongoing assessment of program goals. A program must effectively oversee progress towards program goals on an ongoing basis and annually must:	SCUSD conducts an annual self-assessment of program implementation and determines if previous goals have been met. New improvement goals are created. The Leadership Team meets monthly to monitor progress toward meeting these new goals. Results of the self-assessment are shared with School Board, Policy Council, parents and HHS.	Leadership Team: Director, Coordinator, Social Worker, Nurses, Parent Advisory and Child Development Specialist.	
(i) Conduct a self-assessment that uses program data including aggregated child assessment data, and professional development and parent and family engagement data as appropriate, to evaluate the program's progress towards meeting goals established under paragraph (a) of this section, compliance with program performance standards			

<p>throughout the program year, and the effectiveness of the professional development and family engagement systems in promoting school readiness;</p>			
<p>(ii) Communicate and collaborate with the governing body and policy council, program staff, and parents of enrolled children when conducting the annual self-assessment; and,</p>	<p>PC members are invited to be a part of the self-assessment process.</p>		
<p>(iii) Submit findings of the self-assessment, including information listed in paragraph (b) (2) (i) of this section to the responsible HHS official.</p>	<p>Self-assessment findings are included in our annual grant application submitted to our grantee.</p>		
<p>(c) Using data for continuous improvement.</p>			
<p>(1) A program must implement a process for using data to identify program strengths and needs, develop and implement plans that address program needs, and continually evaluate compliance with program performance standards and progress towards achieving program goals described in paragraph (a) of this section.</p>	<p>PIR and child/family outcomes data is used to plan set program goals.</p>		
<p>(2) This process must:</p>			
<p>(i) Ensure data is aggregated, analyzed and compared in such a way to assist agencies in identifying risks and informing strategies for continuous improvement in all program service areas;</p>	<p>Data from self-assessment is aggregated to create the Program Improvement Plan.</p>		
<p>(ii) Ensure child-level assessment data is aggregated and analyzed at least three times a year, including for sub-groups, such as dual language learners and children</p>	<p>DRDP data is collected and analyzed three times a year to drive program and instructional decisions. Data includes all significant sub groups. Teachers analyze classroom and individual student DRDP data and use the results to drive instructional planning.</p>	<p>Director Coordinator Teachers</p>	

<p>with disabilities, as appropriate, except in programs operating fewer than 90 days, and used with other program data described in paragraph (c)(2)(iv) of this section to direct continuous improvement related to curriculum choice and implementation, teaching practices, professional development, program design and other program decisions, including changing or targeting scope of services; and,</p>			
<p>(iii) For programs operating fewer than 90 days, ensures child assessment data is aggregated and analyzed at least twice during the program operating period, including for subgroups, such as dual language learners and children with disabilities, as appropriate, and used with other program data described in paragraph (c)(2)(iv) of this section to direct continuous improvement related to curriculum choice and implementation, teaching practices, professional development, program design and other program decisions, including changing or targeting scope of services;</p>	<p>NA</p>		
<p>(iv) Use information from ongoing monitoring and the annual self-assessment, and program data on teaching practice, staffing and professional development, child-level assessments, family needs assessments, and comprehensive services, to identify program needs,</p>	<p>Information gather through the self-assessment process is used to develop professional learning and update procedures.</p>		

and develop and implement plans for program improvement; and,			
(v) Use program improvement plans as needed to strengthen or adjust content and strategies for professional development, change program scope and services, refine school readiness and other program goals, and adapt strategies to better address the needs of sub-groups.	Program Improvement Plan is created annually and updated when progress is made or completion of task.		
(d) Reporting.			
(1) A program must submit:			
(i) Status reports, determined by ongoing oversight data, to the governing body and policy council, at least semi-annually;	Monthly status reports given to School Board and PC on a monthly basis.	Director	
(ii) Reports, as appropriate, to the responsible HHS official immediately or as soon as practicable, related to any significant incidents affecting the health and safety of program participants, circumstances affecting the financial viability of the program, breaches of personally identifiable information, or program involvement in legal proceedings, any matter for which notification or a report to state, tribal, or local authorities is required by applicable law, including at a minimum:	All significant issues are reported to Grantee as soon as possible who then notifies responsible HHS official.	Coordinator Director	
(A) Any reports regarding agency staff or volunteer compliance with federal, state, tribal, or local laws addressing child abuse and neglect or laws governing sex offenders;	All significant issues are reported to Grantee as soon as possible who then notifies responsible HHS official.	Coordinator Director	

(B) Incidents that require classrooms or centers to be closed for any reason;	All significant issues are reported to Grantee as soon as possible who then notifies responsible HHS official.	Coordinator Director	
(C) Legal proceedings by any party that are directly related to program operations; and,	All significant issues are reported to Grantee as soon as possible who then notifies responsible HHS official.	Coordinator Director	
(D) All conditions required to be reported under §1304.12, including disqualification from the Child and Adult Care Food Program (CACFP) and license revocation.	All significant issues are reported to Grantee as soon as possible who then notifies responsible HHS official.	Coordinator Director	
(2) Annually, a program must publish and disseminate a report that complies with section 644(a)(2) of the Act and includes a summary of a program’s most recent community assessment, as described in §1302.11(b), consistent with privacy protections in subpart C of part 1303 of this chapter.	Grantee conducts a Community Needs Assessment. Results are shared with delegates and families.	Grantee	
(3) If a program has had a deficiency identified, it must submit, to the responsible HHS official, a quality improvement plan as required in section 641A(e)(2) of the Act.	Grantee reports any deficiency to the responsible HHS official.	Grantee	
<b>§1302.103 Implementation of program performance standards</b>			
(a) A current program at of November 7, 2016, must implement a program-wide approach for the effective and timely implementation of the changes to the program performance standards, including the purchase of materials and allocation of staff time, as appropriate.	Service area plans are updated to reflect new performance standards.	Coordinator Director	
(b) A program’s approach to implement the changes included in parts 1301 through 1304 of this chapter must ensure adequate preparation for effective and timely service delivery to children and their families including, at a minimum, review of community assessment data to determine the most			

<p>appropriate strategy for implementing required program changes, including assessing any changes in the number of children who can be served, as necessary, the purchase of and training on any curriculum, assessment, or other materials, as needed, assessment of program-wide professional development needs, assessment of staffing patterns, the development of coordinated approaches described in §1302.101(b), and the development of appropriate protections for data sharing; and children enrolled in the program on November 7, 2016 are not displaced during a program year and that children leaving Early Head Start or Head Start at the end of the program year following November 7, 2016 as a result of any slot reductions received services described in §§1302.70 and 1302.72 to facilitate successful transitions to other programs.</p>			
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**EXHIBIT H**

**HEAD START TOBACCO FREE POLICY**



**TOBACCO-FREE POLICY**  
**SACRAMENTO EMPLOYMENT AND TRAINING AGENCY**  
**HEAD START**

**A. Preamble**

The Administration for Children and Families (ACF) Program Instruction #ACYF-PI-HS-95-04, requires all SETA Head Start grantees and delegate agencies to establish a smoke-free environment in SETA Head Start programs for children and adults.

**B. Rationale**

There is considerable evidence that environmental tobacco smoke is harmful to children and adults. Smokeless tobacco is also known to increase the risk of oral cancer and other health problems. SETA Head Start has the mission to promote the healthy development of the children, the families it serves and staff. The tobacco-free policy will place SETA Head Start at the forefront of advocacy and best practice in promoting the healthy development of young children and adults.

**C. Policy Statement**

It is the policy of the Sacramento Employment and Training Agency (SETA) Head Start to provide a tobacco-free environment for children and adults. This policy applies to the use of any tobacco product by employees and non-employee participants. The successful implementation of this policy will depend on the thoughtfulness, consideration, and cooperation of smokers and non-smokers. All individuals on SETA Head Start premises share in the responsibility of adhering to and enforcing this policy.

**D. Applicable State Law and Local Ordinances**

State law applies to licensed daycare centers. County and City ordinances apply to SETA Head Start facilities that are not daycare centers. Because SETA Head Start counsel has advised that State law imposes criminal sanctions and appears to be highly restrictive in spirit, SETA Head Start has adopted a highly restrictive policy with respect to smoking at daycare centers.

**E. Description of Policy**

1. There will be no tobacco use on the premises of any SETA Head Start center at any time, including classrooms, playgrounds, parking lots, parking spaces, and also inside any vehicle on the premises.
2. There will be no tobacco use inside SETA Head Start administrative offices

buildings. Administrative offices located on school district properties must follow the tobacco-free policy of the district if more restrictive policies are in place. To protect the health of those who enter and leave the building at the Del Paso building and to role model and promote healthy lifestyles and optimal wellbeing, tobacco use shall be confined to areas outside the doors located toward the rear of the North and South parking lots and on the picnic areas.

3. There will be no tobacco use in SETA Head Start vehicles. There will be no smoking in personal vehicles used to transport children when occupied by children.
4. There will be no tobacco use by staff, parents, volunteers, and interns when children are present during indoor functions and events that are deemed Head Start related.
5. SETA Head Start's tobacco-free policy shall apply to all off-site events and functions including but not limited to:
  - During off-site indoor activities, the designated tobacco use area shall be outside the building and out of sight of the children at least 20 feet away from the main entrance of the building.
  - During off-site outdoor functions, the designated smoking area will be out of sight of the children and at least 100 feet away from the activity area.
  - The staff person in charge will be responsible for designating the tobacco use area and informing those in attendance.
6. There will be no tobacco use by staff during home visits. Staff may request that parents not use tobacco during home visits. Parents will be informed of the tobacco-free policy during enrollment and will receive appropriately written literature as well. This applies to both center based and home based enrollments.

#### □ Procedure

1. Staff will be informed of this policy through an initial memo prior to policy implementation, through signs posted in SETA Head Start facilities and vehicles, the Procedures Manual, at orientation and training provided by their supervisors.
2. Parents and volunteers will be informed through the following methods:
  - a) The policy will be stated in the SETA Head Start Parent Handbook.
  - b) Positive tobacco-free signs will be posted in SETA Head Start facilities and vehicles.
  - c) Positive tobacco-free signs will be posted on parent bulletin boards on the

effective date of the policy.

- d) Announcements will be made during parent orientations, parent workshops, policy council training, and other appropriate gatherings.
  - e) Explanations of the policy will be attached to the field trip and home visit notifications.
  - f) Other communication mechanisms will be used as deemed appropriate by the Director.
3. The SETA Health Coordinators will assist staff and parents who desire to quit smoking by facilitating access to smoking cessation programs and materials.
  4. Educational materials regarding the effects of smoking, environmental tobacco smoke, and smokeless tobacco will be provided to staff and parents that are culturally sensitive and appropriately written.
  5. Educational, developmentally appropriate, and culturally-based materials will be provided to the sites for staff implementation of the curriculum for children.

**EXHIBIT I**  
**POLICY ON ADVANCES**

**POLICY ON ADVANCES**

When contracting with organizations that demonstrate the willingness and ability to limit advanced funds to the actual immediate disbursement needs in carrying out delegate's Head Start-funded program, SETA will, based on the financial need of the organization:

Advance up to 1/8 or 12.5% of the total agreement amount, subject to the following conditions:

- (A) The request for advance, addressed to the SETA Fiscal Department Chief, must be in writing explaining the subgrantee's/delegate's financial need;
- (B) Subgrantee/delegate must have established an acceptable accounting system;
- (C) Subgrantee/delegate must provide SETA with an annual audit, unless waived, in writing, by SETA's Fiscal Department Chief;
- (D) Subgrantee/delegate must provide required monthly fiscal reports and required programmatic reports in a timely manner;
- (E) Advances will be reduced to zero during the last three (3) months of the subgrant/agreement term.

Advances will not be provided to governmental entities (includes school districts).

**EXHIBIT J**

**FIXED ASSETS, INFORMATION TECHNOLOGY  
AND LOW-VALUE INVENTORY POLICIES AND  
PROCEDURES**

**SACRAMENTO EMPLOYMENT & TRAINING AGENCY**  
**FIXED ASSETS, INFORMATION TECHNOLOGY AND LOW-VALUE INVENTORY**  
**POLICIES AND PROCEDURES**

BACKGROUND

The following Agency Fixed Assets and Low-value Inventory Policy was approved by the Sacramento Employment & Training Agency (“SETA”) Governing Board on August 6, 2015 and supersedes the Fixed Assets Policy previously adopted on April 6, 2000. This policy applies to all programs funded by SETA.

DEFINITIONS

**General Fixed Assets:** All equipment (non-expendable personal property) with an acquisition cost of \$5,000.00 or more per unit and a useful life of more than one year that is purchased with funds distributed by SETA.

**Information Technology (purchase with WIOA funds):** The purchase, rent, licensing, maintenance fee, or subscription of information-technology applications/software/services with a per-unit single or cumulative cost totaling \$5,000 or more within a twelve-month period with WIOA funds.

**Low-value Inventory:** All computer hardware and expendable property of a sensitive nature (subject to loss or theft due to its size) such as photocopiers, printers, and video cameras costing in excess of \$3,000.00, but less than \$5,000.00. All Low-value Inventory shall be considered to have a useful life of five years for purposes of this policy.

**Covered Equipment:** Any and all General Fixed Assets, Information Technology and/or Low-value Inventory. The cost of Covered Equipment includes: the purchase price less discounts plus freight charges; sales, use and transportation taxes; and installation charges.

PRIOR APPROVAL OF FIXED ASSETS AND INFORMATION TECHNOLOGY

Expenditures for fixed assets and information technology (WIOA funds) shall be approved by SETA and/or grantor prior to the purchase of such fixed assets by subrecipient/delegate agency. Subrecipient/delegate agency shall obtain written approval of SETA and/or grantor prior to purchasing the fixed assets and information technology. For fixed assets purchase using Head Start funds, if fixed assets are approved in the annual budget, no further approvals are required.

INVENTORY OF FIXED ASSETS AND LOW-VALUE INVENTORY

All Covered Equipment will be inventoried and monitored by SETA. A physical property inventory must be taken and reconciled with the property records at least once

every two years. Replacement, transfer, tagging and disposal of any Covered Equipment shall be consistent with the following procedures.

#### REPLACEMENT OF COVERED EQUIPMENT

When the status of Covered Equipment is reported after the annual physical inventory, the subrecipient/delegate agency that cannot locate items of Covered Equipment assigned to it shall provide to SETA (from non-SETA sources) funds equal to the replacement value of the Covered Equipment not located.

#### TRANSFER OF COVERED EQUIPMENT

The subrecipient/delegate agency that receives Covered Equipment from SETA will be solely responsible for the pickup and return of such equipment to SETA. In addition, all Covered Equipment must be returned when the program operator is no longer funded by SETA.

#### TAGGING OF COVERED EQUIPMENT

Every purchase made with SETA funds will be processed through SETA's Fiscal Division. Each program operator must be aware that in some instances prior federal and/or state approval is necessary. The monthly fiscal claim should be accompanied by an itemized listing of Covered Equipment purchases with a copy of the invoice for each item. The listing should provide the date of acquisition, cost, serial number, and location of the Covered Equipment. SETA Fiscal will then arrange for tagging the Covered Equipment.

#### DISPOSITION OF COVERED EQUIPMENT

Disposition of Covered Equipment will be made in accordance with OMB Uniform Guidance (2 CFR Part 200) and applicable implementing regulations by federal funding source. Subrecipient/delegate agency shall also take reasonable measures to safeguard protected personally identifiable information from the Covered Equipment in accordance to OMB Uniform Guidance (2 CFR Part 200.82 and 200.203(e)). Covered Equipment determined to be non-usable by SETA may be sent to the County General Services for disposition. Proceeds received from disposition will be retained by SETA for future program services, as applicable to each funding source.

If it is determined that the cost of moving the non-usable Covered Equipment will exceed the potential sale proceeds from disposition, SETA may perform disposition procedure on site. In addition, any Low-value Inventory that has exceeded its useful life may be disposed of on site. If any Covered Equipment is disposed of on site, the Program Operator shall continue to use such equipment in its SETA-funded program or, if such equipment is disposed of for value, the proceeds shall be considered to be Program Income and shall be accounted for as provided in the subgrant or delegate agreement.



**EXHIBIT K**

**DAVIS-BACON ACT  
CONTRACT PROVISIONS**

**DAVIS-BACON ACT CONTRACT PROVISIONS**

The Davis-Bacon Act (Title 40 United States Code §3141, et seq.) and the regulations adopted thereunder by the U.S. Department of Labor (Title 29 Code of Federal Regulations §5.5) require all construction contracts for more than Two thousand Dollars (\$2,000) which are federally funded or federally assisted to include the following standard contract clauses, which are hereby made a part of this Construction Agreement:

“Sec. 5.5 Contract Provisions and Related Matters.

(a) The Agency Head shall cause or require the contracting officer to insert in full in any contract in excess of \$2,000 which is entered into for the actual construction, alteration and/or repair, including painting and decorating, of a public building or public work, or building or work financed in whole or in part from Federal funds or in accordance with guarantees of a Federal agency or financed from funds obtained by pledge of any contract of a Federal agency to make a loan, grant or annual contribution (except where a different meaning is expressly indicated), and which is subject to the labor standards provisions of any of the acts listed in Sec. 5.1, the following clauses (or any modifications thereof to meet the particular needs of the agency, provided, that such modifications are first approved by the Department of Labor):

(1) *Minimum Wages.*

(i) All laborers and mechanics employed or working upon the site of the work (or under the United States Housing Act of 1937 or under the Housing Act of 1949 in the construction or development of the project), will be paid unconditionally and not less often than once a week, and without subsequent deduction or rebate on any account (except such payroll deductions as are permitted by regulations issued by the Secretary of Labor under the Copeland Act (29 CFR part 3), the full amount of wages and bona fide fringe benefits (or cash equivalents thereof) due at time of payment computed at rates not less than those contained in the wage determination of the Secretary of Labor which is attached hereto and made a part hereof, regardless of any contractual relationship which may be alleged to exist between the contractor and such laborers and mechanics. Contributions made or costs reasonably anticipated for bona fide fringe benefits under section 1(b)(2) of the Davis-Bacon Act on behalf of laborers or mechanics are considered wages paid to such laborers or mechanics, subject to the provisions of paragraph (a)(1)(iv) of this section; also, regular contributions made or costs incurred for more than a weekly period (but not less often than quarterly) under plans, funds, or programs which cover the particular weekly period, are deemed to be constructively made or incurred during such weekly period. Such laborers and mechanics shall be paid the appropriate wage rate and fringe benefits on the wage determination for the classification of work actually performed, without regard to skill, except as provided in Sec. 5.5(a)(4). Laborers or mechanics performing work in more than one classification may be compensated at the rate specified for each classification

for the time actually worked therein: Provided, that the employer's payroll records accurately set forth the time spent in each classification in which work is performed. The wage determination (including any additional classification and wage rates conformed under paragraph (a)(1)(ii) of this section) and the Davis-Bacon poster (WH-1321) shall be posted at all times by the contractor and its subcontractors at the site of the work in a prominent and accessible place where it can be easily seen by the workers.

(ii)(A) The contracting officer shall require that any class of laborers or mechanics, including helpers, which is not listed in the wage determination and which is to be employed under the contract shall be classified in conformance with the wage determination. The contracting officer shall approve an additional classification and wage rate and fringe benefits therefor only when the following criteria have been met:

(1) The work to be performed by the classification requested is not performed by a classification in the wage determination; and

(2) The classification is utilized in the area by the construction industry; and

(3) The proposed wage rate, including any bona fide fringe benefits, bears a reasonable relationship to the wage rates contained in the wage determination.

(B) If the contractor and the laborers and mechanics to be employed in the classification (if known), or their representatives, and the contracting officer agree on the classification and wage rate (including the amount designated for fringe benefits where appropriate), a report of the action taken shall be sent by the contracting officer to the Administrator of the Wage and Hour Division, Employment Standards Administration, U.S. Department of Labor, Washington, DC 20210. The Administrator, or an authorized representative, will approve, modify, or disapprove every additional classification action within 30 days of receipt and so advise the contracting officer or will notify the contracting officer within the 30-day period that additional time is necessary.

(C) In the event the contractor, the laborers or mechanics to be employed in the classification or their representatives, and the contracting officer do not agree on the proposed classification and wage rate (including the amount designated for fringe benefits, where appropriate), the contracting officer shall refer the questions, including the views of all interested parties and the recommendation of the contracting officer, to the Administrator for determination. The Administrator, or an authorized representative, will issue a determination within 30 days of receipt and so advise the

contracting officer or will notify the contracting officer within the 30-day period that additional time is necessary.

(D) The wage rate (including fringe benefits where appropriate) determined pursuant to paragraphs (a)(1)(ii) (B) or (C) of this section, shall be paid to all workers performing work in the classification under this contract from the first day on which work is performed in the classification.

(iii) Whenever the minimum wage rate prescribed in the contract for a class of laborers or mechanics includes a fringe benefit which is not expressed as an hourly rate, the contractor shall either pay the benefit as stated in the wage determination or shall pay another bona fide fringe benefit or an hourly cash equivalent thereof.

(iv) If the contractor does not make payments to a trustee or other third person, the contractor may consider as part of the wages of any laborer or mechanic the amount of any costs reasonably anticipated in providing bona fide fringe benefits under a plan or program, Provided, That the Secretary of Labor has found, upon the written request of the contractor, that the applicable standards of the Davis-Bacon Act have been met. The Secretary of Labor may require the contractor to set aside in a separate account assets for the meeting of obligations under the plan or program.

(2) *Withholding.*

The (write in name of Federal Agency or the loan or grant recipient) shall upon its own action or upon written request of an authorized representative of the Department of Labor withhold or cause to be withheld from the contractor under this contract or any other Federal contract with the same prime contractor, or any other federally-assisted contract subject to Davis-Bacon prevailing wage requirements, which is held by the same prime contractor, so much of the accrued payments or advances as may be considered necessary to pay laborers and mechanics, including apprentices, trainees, and helpers, employed by the contractor or any subcontractor the full amount of wages required by the contract. In the event of failure to pay any laborer or mechanic, including any apprentice, trainee, or helper, employed or working on the site of the work (or under the United States Housing Act of 1937 or under the Housing Act of 1949 in the construction or development of the project), all or part of the wages required by the contract, the Agency may, after written notice to the contractor, sponsor, applicant, or owner, take such action as may be necessary to cause the suspension of any further payment, advance, or guarantee of funds until such violations have ceased.

(3) *Payrolls and Basic Records.*

(i) Payrolls and basic records relating thereto shall be maintained by the contractor during the course of the work and preserved for a period of three years

thereafter for all laborers and mechanics working at the site of the work (or under the United States Housing Act of 1937, or under the Housing Act of 1949, in the construction or development of the project). Such records shall contain the name, address, and social security number of each such worker, his or her correct classification, hourly rates of wages paid (including rates of contributions or costs anticipated for bona fide fringe benefits or cash equivalents thereof of the types described in section 1(b)(2)(B) of the Davis-Bacon Act), daily and weekly number of hours worked, deductions made and actual wages paid. Whenever the Secretary of Labor has found under 29 CFR 5.5(a)(1)(iv) that the wages of any laborer or mechanic include the amount of any costs reasonably anticipated in providing benefits under a plan or program described in section 1(b)(2)(B) of the Davis-Bacon Act, the contractor shall maintain records which show that the commitment to provide such benefits is enforceable, that the plan or program is financially responsible, and that the plan or program has been communicated in writing to the laborers or mechanics affected, and records which show the costs anticipated or the actual cost incurred in providing such benefits. Contractors employing apprentices or trainees under approved programs shall maintain written evidence of the registration of apprenticeship programs and certification of trainee programs, the registration of the apprentices and trainees, and the ratios and wage rates prescribed in the applicable programs.

(ii)(A) The contractor shall submit weekly for each week in which any contract work is performed a copy of all payrolls to the (write in name of appropriate Federal agency) if the agency is a party to the contract, but if the agency is not such a party, the contractor will submit the payrolls to the applicant, sponsor, or owner, as the case may be, for transmission to the (write in name of agency). The payrolls submitted shall set out accurately and completely all of the information required to be maintained under §Sec. 5.5(a)(3)(i) of the Regulations at 29 CFR Part 5. This information may be submitted in any form desired. Optional Form WH-347 is available for this purpose and may be purchased from the Superintendent of Documents (Federal Stock Number 029-005-00014-1), U.S. Government Printing Office, Washington, DC 20402. The prime contractor is responsible for the submission of copies of payrolls by all subcontractors.

(B) Each payroll submitted shall be accompanied by a "Statement of Compliance," signed by the contractor or subcontractor or his or her agent who pays or supervises the payment of the persons employed under the contract and shall certify the following:

(1) That the payroll for the payroll period contains the information required to be maintained under Sec. 5.5(a)(3)(i) of the Regulations at 29 CFR Part 5 and that such information is correct and complete;

(2) That each laborer or mechanic (including each helper, apprentice, and trainee) employed on the contract during the

payroll period has been paid the full weekly wages earned, without rebate, either directly or indirectly, and that no deductions have been made either directly or indirectly from the full wages earned, other than permissible deductions as set forth in the Regulations at 29 CFR Part 3;

(3) That each laborer or mechanic has been paid not less than the applicable wage rates and fringe benefits or cash equivalents for the classification of work performed, as specified in the applicable wage determination incorporated into the contract.

(C) The weekly submission of a properly executed certification set forth on the reverse side of Optional Form WH-347 shall satisfy the requirement for submission of the "Statement of Compliance" required by paragraph (a)(3)(ii)(B) of this section.

(D) The falsification of any of the above certifications may subject the contractor or subcontractor to civil or criminal prosecution under section 1001 of title 18 and section 231 of title 31 of the United States Code.

(iii) The contractor or subcontractor shall make the records required under paragraph (a)(3)(i) of this section available for inspection, copying, or transcription by authorized representatives of the (write in name of agency) or the Department of Labor, and shall permit such representatives to interview employees during working hours on the job. If the contractor or subcontractor fails to submit the required records or to make them available, the Federal agency may, after written notice to the contractor, sponsor, applicant, or owner, take such action as may be necessary to cause the suspension of any further payment, advance, or guarantee of funds. Furthermore, failure to submit the required records upon request or to make such records available may be grounds for debarment action pursuant to 29 CFR 5.12.

(4) *Apprentices and trainees.*

(i) *Apprentices.* Apprentices will be permitted to work at less than the predetermined rate for the work they performed when they are employed pursuant to and individually registered in a bona fide apprenticeship program registered with the U.S. Department of Labor, Employment and Training Administration, Office of Apprenticeship and Training, Employer and Labor Services, or with a State Apprenticeship Agency recognized by the Office, or if a person is employed in his or her first 90 days of probationary employment as an apprentice in such an apprenticeship program, who is not individually registered in the program, but who has been certified by the Office of Apprenticeship and Training, Employer and Labor Services or a State Apprenticeship Agency (where appropriate) to be eligible for probationary employment as an apprentice. The allowable ratio of apprentices to journeymen on the job site in any craft classification shall not be greater than the ratio permitted to the contractor as

to the entire work force under the registered program. Any worker listed on a payroll at an apprentice wage rate, who is not registered or otherwise employed as stated above, shall be paid not less than the applicable wage rate on the wage determination for the classification of work actually performed. In addition, any apprentice performing work on the job site in excess of the ratio permitted under the registered program shall be paid not less than the applicable wage rate on the wage determination for the work actually performed. Where a contractor is performing construction on a project in a locality other than that in which its program is registered, the ratios and wage rates (expressed in percentages of the journeyman's hourly rate) specified in the contractor's or subcontractor's registered program shall be observed. Every apprentice must be paid at not less than the rate specified in the registered program for the apprentice's level of progress, expressed as a percentage of the journeymen hourly rate specified in the applicable wage determination. Apprentices shall be paid fringe benefits in accordance with the provisions of the apprenticeship program. If the apprenticeship program does not specify fringe benefits, apprentices must be paid the full amount of fringe benefits listed on the wage determination for the applicable classification. If the Administrator determines that a different practice prevails for the applicable apprentice classification, fringes shall be paid in accordance with that determination. In the event the Office of Apprenticeship Training, Employer and Labor Services, or a State Apprenticeship Agency recognized by the Office, withdraws approval of an apprenticeship program, the contractor will no longer be permitted to utilize apprentices at less than the applicable predetermined rate for the work performed until an acceptable program is approved.

(ii) *Trainees.* Except as provided in 29 CFR 5.16, trainees will not be permitted to work at less than the predetermined rate for the work performed unless they are employed pursuant to and individually registered in a program which has received prior approval, evidenced by formal certification by the U.S. Department of Labor, Employment and Training Administration. The ratio of trainees to journeymen on the job site shall not be greater than permitted under the plan approved by the Employment and Training Administration. Every trainee must be paid at not less than the rate specified in the approved program for the trainee's level of progress, expressed as a percentage of the journeyman hourly rate specified in the applicable wage determination. Trainees shall be paid fringe benefits in accordance with the provisions of the trainee program. If the trainee program does not mention fringe benefits, trainees shall be paid the full amount of fringe benefits listed on the wage determination unless the Administrator of the Wage and Hour Division determines that there is an apprenticeship program associated with the corresponding journeyman wage rate on the wage determination which provides for less than full fringe benefits for apprentices. Any employee listed on the payroll at a trainee rate who is not registered and participating in a training plan approved by the Employment and Training Administration shall be paid not less than the applicable wage rate on the wage determination for the classification of work actually performed. In addition, any trainee performing work on the job site in excess of the ratio permitted under the registered program shall be paid

not less than the applicable wage rate on the wage determination for the work actually performed. In the event the Employment and Training Administration withdraws approval of a training program, the contractor will no longer be permitted to utilize trainees at less than the applicable predetermined rate for the work performed until an acceptable program is approved.

(iii) *Equal Employment Opportunity.* The utilization of apprentices, trainees and journeymen under this part shall be in conformity with the equal employment opportunity requirements of Executive Order 11246, as amended, and 29 CFR Part 30.

(5) *Compliance with Copeland Act Requirements.*

The contractor shall comply with the requirements of 29 CFR Part 3, which are incorporated by reference in this contract.

(6) *Subcontracts.*

The contractor or subcontractor shall insert in any subcontracts the clauses contained in 29 CFR 5.5(a)(1) through (10) and such other clauses as the (write in the name of the Federal agency) may by appropriate instructions require, and also a clause requiring the subcontractors to include these clauses in any lower tier subcontracts. The prime contractor shall be responsible for the compliance by any subcontractor or lower- tier subcontractor with all the contract clauses in 29 CFR 5.5.

(7) *Contract termination: debarment.*

A breach of the contract clauses in 29 CFR 5.5 may be grounds for termination of the contract, and for debarment as a contractor and a subcontractor as provided in 29 CFR 5.12.

(8) *Compliance with Davis-Bacon and Related Act Requirements.*

All rulings and interpretations of the Davis-Bacon and Related Acts contained in 29 CFR parts 1, 3, and 5 are herein incorporated by reference in this contract.

(9) *Disputes concerning labor standards.*

Disputes arising out of the labor standards provisions of this contract shall not be subject to the general disputes clause of this contract. Such disputes shall be resolved in accordance with the procedures of the Department of Labor set forth in 29 CFR parts 5, 6, and 7. Disputes within the meaning of this clause include disputes between the contractor (or any of its subcontractors) and the contracting agency, the U.S. Department of Labor, or the employees or their representatives.

(10) *Certification of eligibility.*



(i) By entering into this contract, the contractor certifies that neither it (nor he or she) nor any person or firm who has an interest in the contractor's firm is a person or firm ineligible to be awarded Government contracts by virtue of section 3(a) of the Davis-Bacon Act or 29 CFR 5.12(a)(1).

(ii) No part of this contract shall be subcontracted to any person or firm ineligible for award of a Government contract by virtue of Section 3(a) of the Davis-Bacon Act or 29 CFR 5.12(a)(1).

(iii) The penalty for making false statements is prescribed in the U.S. Criminal Code, 18 U.S.C. 1001.

(b) *Contract Work Hours and Safety Standards Act.*

The Agency Head shall cause or require the contracting officer to insert the following clauses set forth in paragraphs (b)(1), (2), (3), and (4) of this section in full in any contract in an amount in excess of \$100,000 and subject to the overtime provisions of the Contract Work Hours and Safety Standards Act. These clauses shall be inserted in addition to the clauses required by Sec. 5.5 (a) or 4.6 of part 4 of this title. As used in this paragraph, the terms laborers and mechanics include watchmen and guards.

(1) *Overtime requirements.*

No contractor or subcontractor contracting for any part of the contract work which may require or involve the employment of laborers or mechanics shall require or permit any such laborer or mechanic in any workweek in which he or she is employed on such work to work in excess of forty hours in such workweek unless such laborer or mechanic receives compensation at a rate not less than one and one-half times the basic rate of pay for all hours worked in excess of forty hours in such workweek.

(2) *Violation; liability for unpaid wages; liquidated damages.*

In the event of any violation of the clause set forth in paragraph (b)(1) of this section, the contractor and any subcontractor responsible therefor shall be liable for the unpaid wages. In addition, such contractor and subcontractor shall be liable to the United States (in the case of work done under contract for the District of Columbia or a territory, to such District or to such territory), for liquidated damages. Such liquidated damages shall be computed with respect to each individual laborer or mechanic, including watchmen and guards, employed in violation of the clause set forth in paragraph (b)(1) of this section, in the sum of \$10 for each calendar day on which such individual was required or permitted to work in excess of the standard workweek of forty hours without payment of the overtime wages required by the clause set forth in paragraph (b)(1) of this section.

(3) *Withholding for unpaid wages and liquidated damages.*

## EXHIBIT K

The (write in the name of the Federal agency or the loan or grant recipient) shall upon its own action or upon written request of an authorized representative of the Department of Labor withhold or cause to be withheld, from any moneys payable on account of work performed by the contractor or subcontractor under any such contract or any other Federal contract with the same prime contractor, or any other federally-assisted contract subject to the Contract Work Hours and Safety Standards Act, which is held by the same prime contractor, such sums as may be determined to be necessary to satisfy any liabilities of such contractor or subcontractor for unpaid wages and liquidated damages as provided in the clause set forth in paragraph (b)(2) of this section.

(4) *Subcontracts.*

The contractor or subcontractor shall insert in any subcontracts the clauses set forth in paragraph (b)(1) through (4) of this section and also a clause requiring the subcontractors to include these clauses in any lower tier subcontracts. The prime contractor shall be responsible for compliance by any subcontractor or lower tier subcontractor with the clauses set forth in paragraphs (b)(1) through (4) of this section.

(c) In addition to the clauses contained in paragraph (b), in any contract subject only to the Contract Work Hours and Safety Standards Act and not to any of the other statutes cited in Sec. 5.1, the Agency Head shall cause or require the contracting officer to insert a clause requiring that the contractor or subcontractor shall maintain payrolls and basic payroll records during the course of the work and shall preserve them for a period of three years from the completion of the contract for all laborers and mechanics, including guards and watchmen, working on the contract. Such records shall contain the name and address of each such employee, social security number, correct classifications, hourly rates of wages paid, daily and weekly number of hours worked, deductions made, and actual wages paid. Further, the Agency Head shall cause or require the contracting officer to insert in any such contract a clause providing that the records to be maintained under this paragraph shall be made available by the contractor or subcontractor for inspection, copying, or transcription by authorized representatives of the (write the name of the agency) and the Department of Labor, and the contractor or subcontractor will permit such representatives to interview employees during working hours on the job.”

**To assist with understanding the above required contract provisions, the definitions found at 29 CFR Section 5.2 are provided as follows:**

“§5.2 Definitions.

(a) The term “Secretary” includes the Secretary of Labor, the Deputy Under Secretary for Employment Standards, and their authorized representatives.

(b) The term “Administrator” means the Administrator of the Wage and Hour Division, Employment Standards Administration, U.S. Department of Labor, or authorized representative.

## EXHIBIT K

(c) The term “Federal agency” means the agency or instrumentality of the United States which enters into the contract or provides assistance through loan, grant, loan guarantee or insurance, or otherwise, to the project subject to a statute listed in §5.1.

(d) The term “Agency Head” means the principal official of the Federal agency and includes those persons duly authorized to act in the behalf of the Agency Head.

(e) The term “Contracting Officer” means the individual, a duly appointed successor, or authorized representative who is designated and authorized to enter into contracts on behalf of the Federal agency.

(f) The term “labor standards” as used in this part means the requirements of the Davis-Bacon Act, the Contract Work Hours and Safety Standards Act (other than those relating to safety and health), the Copeland Act, and the prevailing wage provisions of the other statutes listed in §5.1, and the regulations in Parts 1 and 3 of this subtitle and this part.

(g) The term “United States or the District of Columbia” means the United States, the District of Columbia, and all executive departments, independent establishments, administrative agencies, and instrumentalities of the United States and of the District of Columbia including corporations all or substantially all of the stock of which is beneficially owned by the United States, by the foregoing departments, establishments, agencies, instrumentalities, and including non-appropriated fund instrumentalities.

(h) The term “contract” means any prime contract which is subject wholly or in part to the labor standards provisions of any of the acts listed in §5.1 and any subcontract of any tier thereunder, let under the prime contract. A state or local government is not regarded as a contractor under statutes providing loans, grants, or other federal assistance in situations where construction is performed by its own employees. However, under statutes requiring payment of prevailing wages to all laborers and mechanics employed on the assisted project, such as the U.S. Housing Act of 1937, state and local recipients of federal aid must pay these employees according to Davis-Bacon Act standards.

(i) The terms “building” or “work” generally include construction activity as distinguished from manufacturing, furnishing of materials, or servicing and maintenance work. The terms include without limitation, buildings, structures, and improvements of all types, such as bridges, dams, plants, highways, parkways, streets, subways, tunnels, sewers, mains, power lines, pumping stations, heavy generators, railways, airports, terminals, docks, piers, wharves, ways, lighthouses, buoys, jetties, breakwaters, levees, canals, dredging, shoring, rehabilitation and reactivation of plants, scaffolding, blasting, excavating, clearing, and landscaping. The manufacture or furnishing of materials, articles, supplies or equipment (whether or not a federal or state agency acquires title to such materials, articles, supplies, or equipment during the course of manufacture or furnishing, or owns the materials from which they are manufactured or furnished) is not a “building” or “work” within the meaning of the regulations in this part unless conducted in connection with and at the site of such a building or

## EXHIBIT K

work as is described in the foregoing sentence, or under the United States Housing Act of 1937 and the Housing Act of 1949 in the construction or development of the project.

(j) The terms “construction, prosecution, completion, or repair” mean the following:

(1) All types of work done on a particular building or work at a facility which is dedicated to and deemed a part of the site of the work within the meaning of section 5.2(l) of this part by laborers and mechanics employed by a construction contractor or construction subcontractor (or, under the United States Housing Act of 1937 and the Housing Act of 1949, all work done in the construction or development of the project), including without limitation -

(i) Altering, remodeling, installation (where appropriate) on the site of the work of items fabricated off-site;

(ii) Painting and decorating;

(iii) Manufacturing or furnishing of materials, articles, supplies or equipment on the site of the building or work (or, under the United States Housing Act of 1937 and the Housing Act of 1949, in construction or development of the project); and

(iv) Transportation between the actual construction location and a facility which is dedicated to such construction and deemed a part of the site of the work within the meaning of §5.2(l) of this part.

(2) Except for laborers and mechanics employed in the construction or development of the project under the United States Housing Act of 1937 and the Housing Act of 1949, and except as provided in paragraph (j)(1)(iv) of this section, the transportation of materials or supplies to or from the building or work by employees of the construction contractor or a construction subcontractor is not “construction” (etc.) (See *Building and Construction Trades Department, AFL-CIO v. United States Department of Labor Wage Appeals Board (Midway Excavators, Inc.)*, 932 F.2d 985 (D.C. Cir. 1991)).

(k) The term “public building” or “public work” includes building or work, the construction, prosecution, completion, or repair of which, as defined above, is carried on directly by authority of or with funds of a Federal agency to serve the interest of the general public regardless of whether title thereof is in a Federal agency.

(l) The term “site of the work” is defined as follows:

(1) The “site of the work” is limited to the physical place or places where the construction called for in the contract will remain when work on it has been completed and, as discussed in paragraph (i) of this section, other adjacent or nearby property used by the contractor or subcontractor in such construction which can reasonably be said to be included in the “site”.

## EXHIBIT K

(2) Except as provided in paragraph (i) of this section, fabrication plants, mobile factories, batch plants, borrow pits, job headquarters, tool yards, etc., are part of the “site of the work” provided they are dedicated exclusively, or nearly so, to performance of the contract or project, and are so located in proximity to the actual construction location that it would be reasonable to include them.

(3) Not included in the “site of the work” are permanent home offices, branch plant establishments, fabrication plants, and tool yards of a contractor or subcontractor whose locations and continuance in operation are determined wholly without regard to a particular federal or federally-assisted contract or project. In addition, fabrication plants, batch plants, borrow pits, job headquarters, tool yards, etc., of a commercial supplier or materialman which are established by a supplier of materials for the project before opening of bids and not on the project site, are not included in the “site of the work”. Such permanent, previously established facilities, are not a part of the “site of the work”, even where the operations for a period of time may be dedicated exclusively, or nearly so, to the performance of a contract.

(m) The term “laborer” or “mechanic” includes at least those workers whose duties are manual or physical in nature (including those workers who use tools or who are performing the work of a trade), as distinguished from mental or managerial. The term “laborer” or “mechanic” includes apprentices, trainees, helpers, and, in the case of contracts subject to the Contract Work Hours and Safety Standards Act, watchmen or guards. The term does not apply to workers whose duties are primarily administrative, executive, or clerical, rather than manual. Persons employed in a bona fide executive, administrative, or professional capacity as defined in Part 541 of this title are not deemed to be laborers or mechanics. Working foremen who devote more than 20 percent of their time during a workweek to mechanic or laborer duties, and who do not meet the criteria of Part 541, are laborers and mechanics for the time so spent.

(n) The terms “apprentice” and “trainee” are defined as follows:

(1) “Apprentice” means (i) a person employed and individually registered in a bona fide apprenticeship program registered with the U.S. Department of Labor, Employment and Training Administration, Bureau of Apprenticeship and Training, or with a State Apprenticeship Agency recognized by the Bureau, or (ii) a person in the first 90 days of probationary employment as an apprentice in such an apprenticeship program, who is not individually registered in the program, but who has been certified by the Bureau of Apprenticeship and Training or a State Apprenticeship Agency (where appropriate) to be eligible for probationary employment as an apprentice;

(2) “Trainee” means a person registered and receiving on-the-job training in a construction occupation under a program which has been approved in advance by the U.S. Department of Labor, Employment and Training Administration, as meeting its standards for on-the-job training programs and which has been so certified by that Administration.

## EXHIBIT K

(3) These provisions do not apply to “apprentices” and “trainees” employed on projects subject to 23 U.S.C. 113 who are enrolled in programs which have been certified by the Secretary of Transportation in accordance with 23 U.S.C. 113(c).

(o) Every person performing the duties of a laborer or mechanic in the construction, prosecution, completion, or repair of a public building or public work, or building or work financed in whole or in part by loans, grants, or guarantees from the United States is “employed” regardless of any contractual relationship alleged to exist between the contractor and such person.

(p) The term “wages” means the basic hourly rate of pay; any contribution irrevocably made by a contractor or subcontractor to a trustee or to a third person pursuant to a bona fide fringe benefit fund, plan, or program; and the rate of costs to the contractor or subcontractor which may be reasonably anticipated in providing bona fide fringe benefits to laborers and mechanics pursuant to an enforceable commitment to carry out a financially responsible plan or program, which was communicated in writing to the laborers and mechanics affected. The fringe benefits enumerated in the Davis-Bacon Act include medical or hospital care, pensions on retirement or death, compensation for injuries or illness resulting from occupational activity, or insurance to provide any of the foregoing; unemployment benefits; life insurance, disability insurance, sickness insurance, or accident insurance; vacation or holiday pay; defraying costs of similar programs; or other bona fide fringe benefits. Fringe benefits do not include benefits required by other federal, state, or local law.

(q) The term “wage determination” includes the original decision and any subsequent decisions modifying, superseding, correcting, or otherwise changing the provisions of the original decision. The application of the wage determination shall be in accordance with the provisions of §1.6 of this title.”

**EXHIBIT L**  
**INSURANCE REQUIREMENTS**

**INSURANCE REQUIREMENTS**  
**SACRAMENTO EMPLOYMENT AND TRAINING AGENCY**

The following insurance requirements shall be applicable to all subgrantees, contractors and delegate agencies doing business with the Sacramento Employment and Training Agency (“SETA”) to the extent that such requirements appear in, or are incorporated into, the subgrant, contract or delegate agreement. For purposes of these insurance requirements, the term “DELEGATE” shall include any subgrantee, contractor or delegate agency of SETA, and the term “AGREEMENT” shall include any subgrant, contract or delegate agreement to which these insurance requirements are attached.

1. Fidelity and Depositors’ Forgery Insurance

DELEGATE shall maintain, for the term of the AGREEMENT, an insurance plan for fidelity and depositors' forgery coverages, with a carrier satisfactory to SETA, against loss due to any personnel of DELEGATE handling funds or fiscally significant documents received from or submitted to SETA under the AGREEMENT. Said insurance coverages shall be in an amount not less than (a) the amount of the AGREEMENT if less than Twenty-Five Thousand Dollars (\$25,000); or, (b) Twenty-Five Thousand Dollars (\$25,000) or twenty percent (20%) of the total amount of the AGREEMENT, whichever is greater. Said insurance shall contain provisions which (a) guarantee that coverage shall not be canceled, limited, or non-renewed until after fifteen (15) days advance written notice has been given to SETA, except in the event of non-payment of premium when a ten (10) day advance written notice shall apply; and, (b) name SETA as a loss payee as its interest may appear.

2. Property Insurance

If, under the terms of the AGREEMENT, DELEGATE shall purchase, rent, lease, be loaned, or have legal possession of and be legally liable for any federal, state, or SETA-owned real or personal property, DELEGATE shall insure such property, with a carrier satisfactory to SETA, with a policy or policies of property insurance which is at least as broad as the current ISO Special Form Causes of Loss (CP 1030) policy, formerly known as “all risks”, as well as insurance covering boiler and machinery and compliance with ordinances or laws, if appropriate, for the full One Hundred Percent (100%) insurable replacement cost of the property. Said



insurance shall contain provisions which guarantee that coverage shall not be canceled, limited, or non-renewed until after thirty (30) days advance written notice has been given to SETA, except in the event of non-payment of premium when a ten (10) day advance written notice shall apply.

3. Commercial General Liability/Incidental Medical Malpractice/Vehicle Liability

Insurance

DELEGATE shall maintain, for the term of the AGREEMENT, an insurance plan for commercial general liability, incidental medical malpractice and commercial vehicle liability coverage which shall include owned, hired, and non-owned vehicles, with a carrier satisfactory to SETA. Said policy must be written on an occurrence-type policy form which is at least as broad as the most current ISO Commercial General Liability (CG 0001) policy, insuring liability arising from premises; operations; independent contractors; incidental medical malpractice and garage keepers liability as appropriate given the nature of DELEGATE's business; personal injury and advertising injury; products-completed operations; and, liability assumed under an insured contract. Claims-made policies are not acceptable. Said insurance shall contain provisions which (a) guarantee that coverage shall not be canceled, limited, or non-renewed until after thirty (30) days advance written notice has been given to SETA, except in the event of non-payment of premium when a ten (10) day advance written notice shall apply; (b) name SETA and its officers, directors, employees and volunteers as an additional insured party under the policy; (c) state that any insurance and/or self-insurance maintained by SETA shall apply in excess of and not contribute with insurance provided by this policy; and, (d) provide a limit for such coverage of not less than One Million Dollars (\$1,000,000) per occurrence and Two Million Dollars (\$2,000,000) general aggregate for bodily injury and property damage. If DELEGATE transports children in any manner in its SETA-funded program, DELEGATE shall maintain, or require its transportation contractor to maintain, liability insurance in a form and amount satisfactory to SETA. Prior to transporting any children, DELEGATE shall provide written notice to SETA that it intends to transport children and shall obtain the insurance coverage and required documentation as determined by SETA.

4. Sexual Abuse Liability Insurance

If applicable, DELEGATE shall maintain Sexual Abuse liability coverage at limits no less than One Million Dollars (\$1,000,000) per occurrence. Such coverage may be written on a stand alone basis or made part of the DELEGATE's Commercial Liability Insurance. Said insurance shall contain provisions which (a) guarantee that coverage shall not be canceled, limited, or non-renewed until after thirty (30) days advance written notice has been given to SETA, except in the event of non-payment of premium when a ten (10) day advance written notice shall apply; (b) name SETA and its officers, employees and volunteers as an additional insured party under the policy; (c) state that any insurance and/or self-insurance maintained by SETA shall apply in excess of and not contribute with insurance provided by this policy; and, (d) provide a limit for such coverage of not less than One Million Dollars (\$1,000,000) per occurrence.

5. Workers Compensation

DELEGATE shall maintain, for the term of the AGREEMENT, an insurance plan for workers compensation, issued by an insurance carrier licensed to underwrite workers compensation insurance in the State of California, in an amount and sum to meet all requirements of applicable Labor Codes of the State of California, which provides coverage for all employees employed pursuant to the AGREEMENT who are currently eligible for coverage under existing workers compensation laws and regulations. Where participants are not covered under a state's workers' compensation law, they shall be provided with adequate accident medical insurance for work-related activities. Said insurance shall contain a provision which guarantees that coverage shall not be canceled, limited, or non-renewed until after thirty (30) days advance written notice has been given to SETA, except in the event of non-payment of premium when a ten (10) day advance written notice shall apply.

6. Employment Practices Liability

DELEGATE shall maintain, for the term of the AGREEMENT, an insurance plan for employment practices liability which shall include third-party employment practices liability coverage. Said insurance coverages must be written on a claims-made type policy form for not less than One Million Dollars (\$1,000,000,000) per claim.

Said insurance shall contain a provision which guarantees that coverage shall not be canceled, limited, or non-renewed until after thirty (30) days advance written notice has been given to SETA, except in the event of non-payment of premium when a ten (10) day advance written notice shall apply.

7. Accident Medical Insurance

Children and volunteers shall be provided with adequate accident medical insurance. Said insurance shall cover medical costs and health benefits for accidents (a) occurring on-site during the time they are required to be therein and thereon by reason of attendance at the Head Start site on any regular program day; (b) while attending or participating in a regularly scheduled program activity approved and supervised by proper authority of the program; and, (c) while traveling directly to and from such regularly scheduled and approved program activity with children enrolled in the program as a group, provided such group is at the time under the supervision of proper authority of the program. Said insurance shall contain a provision which guarantees that coverage shall not be canceled, limited, or non-renewed until after thirty (30) days advance written notice has been given to SETA, except in the event of non-payment of premium when a ten (10) day advance written notice shall apply.

8. Professional Liability Insurance

If, under the terms of the AGREEMENT, DELEGATE employs or retains professional staff (including, but not limited to, nurses, psychologists, health care professionals, accountants or attorneys), DELEGATE shall maintain, for the term of the AGREEMENT, professional liability insurance covering such professionals with a limit not less than One Million Dollars (\$1,000,000) per occurrence. Said insurance shall contain provisions which guarantee that coverage shall not be canceled, limited, or non-renewed until after thirty (30) days advance written notice has been given to SETA, except in the event of non-payment of premium when a ten (10) day advance written notice shall apply;

9. Provision of Insurance Documents

Prior to execution, commencement of performance and/or disbursement of any funds, DELEGATE's insurer(s) shall provide to SETA, policy declarations page for all required insurance coverages, and certificates of insurance and applicable

endorsements issued by DELEGATE's insurance carrier(s), for all required insurance coverage in amounts not less than those specified in the required coverages provided herein or otherwise required by SETA. In addition, prior to DELEGATE's purchase, possession, rental, leasing, loan, or legal possession of any federal, state, or SETA-owned property, DELEGATE's insurer(s) shall provide to SETA certificate(s) of insurance, and applicable endorsements issued by DELEGATE's insurance carrier(s), for property coverages. In the event said insurance coverages expire at any time or times during the term of the AGREEMENT, DELEGATE agrees to provide, at least thirty (30) calendar days prior to said expiration date, a new certificate(s) of insurance evidencing insurance coverage(s) as provided for herein for not less than the remainder of the term of the AGREEMENT. New certificates of insurance are subject to review for content and form by SETA.

10. Deductibles or Self-Insured Retentions

Any deductibles or self-insured retentions shall be declared to and approved by SETA. In the sole discretion of SETA, SETA may require DELEGATE to reduce or eliminate such deductibles or self-insured retentions as respects SETA, its officers, directors, employees and volunteers. DELEGATE acknowledges that no SETA funds may be used to fund or otherwise pay for any deductibles, self-insured retentions and/or self-insurance.

11. Additional Coverage

SETA reserves the right to require DELEGATE to obtain additional insurance coverage should SETA determine, in its sole discretion, that the program activities require additional coverage.

12. Changes in Coverage

If any coverage is canceled, revoked, reduced, or in any manner questioned or compromised, DELEGATE shall immediately notify SETA. In that event, SETA shall not make any further disbursements to DELEGATE and may require the return of any cash advance made to DELEGATE until SETA is satisfied that the coverage initially approved by SETA has been reinstated. In addition, SETA may suspend performance of DELEGATE's program and/or may suspend or disallow payment to DELEGATE or may terminate the AGREEMENT.

13. Deviations from Requirements

Any deviations from these requirements may be approved in advance by the Executive Director, or designee, provided that one or more of the following findings is made and documented in the contract file to which the deviation pertains:

- (1) The scope of work does not raise any risk that will be provided in certain coverages; or
- (2) The coverage or endorsement is not readily available in the marketplace.

**EXHIBIT M**

**POLICY ON CONFIDENTIALITY OF  
PARTICIPANT RECORDS**

**POLICY ON CONFIDENTIALITY OF PARTICIPANT RECORDS  
SACRAMENTO EMPLOYMENT & TRAINING AGENCY**

It is the policy of SETA to ensure confidentiality of all participant records and to assure compliance with the Information Practices Act of 1977 and the Federal Privacy Act of 1974, as amended. In order to implement this Policy on Confidentiality of Participant Records (the "Policy"), this statement outlines the standards which must be followed by all SETA employees, as well as all staff and Board Members of all SETA-funded programs.

Participant records, for purposes of this Policy, are defined to be those records concerning individual participants that SETA or the Program Operator is required to prepare, maintain, or submit pursuant to governmental regulations and, where applicable, a Program Operator Agreement with SETA, and the information contained therein.

Program Operator, for purposes of this Policy, is defined to include all agencies operating programs who are recipients of SETA funding, whether as a subgrantee, contractor, delegate agency or other recipient.

**OWNERSHIP**

All participant records are the property of SETA and shall revert to SETA at the termination of a Program Operator's funding. Program Operators are only the custodians of participant records and shall ensure the confidentiality of the records in their possession on behalf of SETA. Retention of all records, including participant records, is controlled by various federal and state laws and regulations, as well as SETA policies, subcontracts and subgrants. Nothing herein shall be interpreted as requiring retention of participant records by SETA or a Program Operator beyond the time period specified in any controlling statute, regulation, subcontract or subgrant.

**ACCESS**

- I. Those persons that may have possession of participant records include only:
  - a. Specific program staff designated by the Program Operator; and
  - b. Those persons designated by SETA.
  
- II. The only persons who may review the participant records, in addition to those specified in I, are SETA-authorized public and/or private auditors.

## **EXHIBIT M**

III. Access by any persons to participant records shall be in a manner consistent with governmental regulations and, where applicable, the terms of the Program Operator Agreement between SETA and the Program Operator. If Program Operator is an educational agency or institution, access to a participant's personally identifiable information from the student's education records may only be permitted if the student has signed a written consent authorizing release of the education records to the recipient.

IV. Unless otherwise specifically provided for in this Policy, or mandated by state or federal law or administrative regulations, no other person, group, agency, or institution shall have access to participant records.

### **DISSEMINATION OF INFORMATION**

Neither SETA employees nor any Program Operator shall disseminate any information derived from participant records, without prior written approval from SETA, except in the following instances:

a. Delivery of records to SETA pursuant to the terms of the Program Operator Agreement or to comply with the rules, regulations, and conditions established by the federal or state government and/or the SETA Governing Board;

b. Delivery to an entity specifically designated in a release of information form signed by the subject participant authorizing such dissemination. In cases where the subject participant is a minor (i.e. Head Start enrollees) the release of information form must be signed by the minor's parent or guardian; or

c. Upon request of authorized SETA auditors and staff.

### **PARTICIPANT ACCESS TO HIS/HER OWN RECORDS**

I. All participants shall have an absolute right, which may not be abridged in any manner whatsoever, to review and obtain copies of his/her own records.

II. The participant may request to review his/her records at any reasonable time, during normal working hours and that request shall be granted without exception. If the participant wishes a copy of his/her records, a copy of such records shall be provided within five (5) working days after the request, upon payment of an optional fee not to exceed twenty-five cents (.25¢) per page.

III. For any records in the possession of SETA, a participant must communicate in writing, his/her request to review his/her records. Such a request shall be granted within five (5) working days at a reasonable time during working hours. If a



## EXHIBIT M

participant wishes a copy of his/her records, such request shall be communicated in writing and such request shall be granted within five (5) working days at a cost not to exceed twenty-five cents (.25¢) per page.

IV. If a participant believes there is an error in his/her records, such participant shall be allowed to indicate the error and to request, in writing, a change in the record, and any such request shall be inserted into the records maintained by both the Program Operator and SETA, and the change made if the records are inaccurate.

**REQUEST FOR RECORDS UNDER THE PUBLIC RECORDS ACT AND/OR  
THE FEDERAL FREEDOM OF INFORMATION ACT**

Generally, information regarding personnel data on program participants is confidential and cannot be released by either SETA staff or a Program Operator.

With respect to participant information concerning participants who are TANF recipients (which would include all CalWORKs recipients, all Refugee Targeted Assistance participants and certain welfare referral participants of other SETA programs), all participant information is absolutely confidential and cannot be disclosed to any individual pursuant to Welfare and Institutions Code Section 10850.

Both the Public Records Act and the Freedom of Information Act preclude disclosure of personnel information and similar information unless the need for the information clearly outweighs the individual's right to privacy. In such situations, a determination must be made on a case-by-case basis whether the disclosure of the information would constitute an unwarranted invasion of personal privacy. Thus, a blanket decision to never release any participant records, in order to protect all of the participants' privacy, would be erroneous. Also, generally speaking, it is probably appropriate, upon request, to disclose the name, position and salary of a participant, unless the participant is a welfare recipient, as noted above. Although, as further noted above, each case should be reviewed on a case-by-case basis to weigh the relative interests involved, it is generally suggested that before any information other than the name, position and salary of a participant is released, that an attempt should be made to obtain the permission of the participant for the release of the information. Protection of the participant's right to privacy is significantly important enough to consider the participant's right to confidentiality in the information prior to disclosing it to third parties.

Because a decision not to release information requested pursuant to the Freedom of Information and Public Records Acts can be challenged in court, it is appropriate to obtain legal advice with respect to a request for any information in which the participant has a right to privacy. Thus, SETA staff should bring to the attention of the Executive Director any requests for such information and Program Operators are encouraged to seek independent legal advice before responding to such requests.

**SUBPOENA OF RECORDS**

When any SETA employee or any Program Operator is served with a Subpoena requesting information regarding a participant, the following procedures should be followed:

1. Forward immediate written notice (see attachment) to the participant or the participant's attorney of record stating that a Subpoena has been served and will be complied with within the appropriate time, unless a Court Order is served upon the agency prior to that date, ordering the agency not to release the information. All SETA employees and all Program Operators shall also notify the SETA Executive Director immediately after receiving a Subpoena.

2. If no Court Order is served within the period set forth, the Subpoena should be complied with by either forwarding the records requested or, if necessary, making a personal appearance pursuant to the Subpoena in order to provide the records.

3. If at any time a SETA employee or a Program Operator has concerns regarding a Subpoena or if the Subpoena has not provided adequate time for notification of the participant, the SETA Executive Director should be contacted prior to any action being taken.

4. Any Program Operator or individual served with a Subpoena is entitled to compensation for the costs of providing these records. Payment may be requested in advance for release of records or a statement may be forwarded with the records. A fee should be set in accordance with fees charged any individual requesting documents or records.

5. Each Program Operator should designate one or more individuals as "Custodian of the Records", to be responsible for compliance with Subpoena requests. If a Subpoena is personally served upon the Custodian of Records, this Custodian should be instructed to immediately request witness fees from the process server. All funds received become the property of the Program Operator served.

**DOCUMENTATION FOR REQUEST OF INFORMATION**

All SETA Department Chiefs and all Program Operators should maintain a current file on all requests for information regarding program participants. Each request should be documented.

1. Documentation should include what information was requested, by whom, for what reason and what information was provided.
2. Documentation should also be made for information that was denied.

**IT IS THE RESPONSIBILITY OF ALL SETA EMPLOYEES AND ALL PROGRAM OPERATORS TO ASSURE THAT THIS POLICY IS FOLLOWED. ANY DEVIATION IS GROUNDS FOR DISCIPLINARY ACTION AGAINST AN EMPLOYEE AND TERMINATION OF ANY APPLICABLE PROGRAM OPERATOR AGREEMENT.**

DATE: \_\_\_\_\_

TO: (Participant or Participant's Attorney)

Dear \_\_\_\_\_:

Please be advised that on \_\_\_\_\_ (date), the \_\_\_\_\_ (name of SETA-funded program)

\_\_\_\_\_ was served with a Subpoena from \_\_\_\_\_ (party serving the Subpoena) in the matter of \_\_\_\_\_ (case name) requesting that the following records of \_\_\_\_\_ (name of participant)

\_\_\_\_\_ be produced:

(Here recite language from Subpoena identifying records sought)

This letter serves to notify you that unless the undersigned is served with a Court Order quashing the Subpoena or otherwise prohibiting production of the above documents, all materials will be forwarded pursuant to the Subpoena on \_\_\_\_\_ (date).

Very truly yours,

Custodian of the Records for  
(Name of SETA-funded Agency)

**EXHIBIT N**  
**HIV/AIDS POLICY**

**HIV/AIDS POLICY**

**SACRAMENTO EMPLOYMENT AND TRAINING AGENCY  
HEAD START**

**A. Policy Statement**

The physical and emotional health and safety of all employees, parents, children, and volunteers, is a prime SETA Head Start priority. This policy regarding Human Immunodeficiency Virus (HIV) and Acquired Immunodeficiency Syndrome (AIDS) is adopted to ensure that the highest level of quality service and safety is maintained. All aspects of this policy are of paramount importance and shall be periodically reviewed by all Head Start employees.

**B. Confidentiality**

Information regarding the health and medical condition of HIV infected persons and persons with AIDS, including children, is confidential information under Federal and State law. The unauthorized disclosure of information regarding the known or suspected HIV or AIDS status of any individual is prohibited by law. Disclosure regarding the known or suspected HIV or AIDS status of any child is unlawful in the absence of explicit written permission of the child's parent or guardian. Employees violating the confidentiality protection shall be subject to civil penalties as well as discipline under the Head Start Personnel Policies. Any violations of confidentiality must be reported to the Delegate Agency Director or Health Coordinator.

If explicit written permission regarding disclosure of HIV or AIDS status is provided, Head Start shall disclose the information to the fewest number of individuals necessary to effectively implement a plan for care. The team identified to work with the individual with HIV or AIDS shall include the Head Start Director or designee, the Head Start Delegate Director or designee, and the Head Start Health Coordinator. Documents containing explicit written permission to disclose shall be kept in a separate confidential file by the Health Coordinator/Delegate Agency Director. No additional copies of the document shall be made.

**C. Nondiscrimination**

It shall be the policy of Head Start that individuals identified as having been infected by the HIV virus or persons with AIDS, including children, shall not be discriminated against. Head Start employees shall fully comply with Recommendations Concerning Enrollment as set forth in the Head Start Bureau Information Memorandum, promulgated by the U.S. Department of Health & Human Services, dated 6/22/88, when evaluating for enrollment purposes individuals identified as having been infected by the HIV virus and individuals identified as having AIDS.

**D. Health and Safety Procedures**

HIV, the virus that has been found to cause AIDS, is a bloodborne pathogen. Health and safety risks related to bloodborne pathogens can be minimized by Head Start personnel by understanding risk factors and following procedures set forth in the document, "Sacramento Employment and Training Agency - Head Start - Exposure Control Plan for Bloodborne Pathogens, October, 1994." The recommended health and sanitation procedures described in the Exposure Control Plan are to be used in all situations and are not limited to use in situations involving HIV or AIDS.

**E. Enrollment Procedures**

The procedures set forth in this section are adopted consistent with the U.S. Code of Federal Regulations (45 C.F.R. 1308.7) and the Head Start Information Memorandum on Enrollment in Head Start Programs of Infants and Young Children with Human Immunodeficiency Virus (HIV), AIDS Related Complex (ARC), or Acquired Immunodeficiency Syndrome (AIDS) dated June 22, 1988.

The recommendation on a decision regarding Head Start attendance by a student with AIDS or an HIV-positive student ordinarily will be made by a Head Start staffing. Members of this staffing will utilize recommendations of leading public health authorities in their determination.

The following procedures are for admission of HIV-positive children and children with AIDS. In compliance with guidance provided by the U.S. Department of Health and Human Services, each case will be considered on an individual basis.

1. When a Head Start staff is notified that a child in the Head Start program suffers from AIDS, or is HIV-positive, the staff shall meet with the parent(s)/guardian and explain the HIV/AIDS policy. The staff person would request the parent(s)/guardian agree to a staffing. A staffing, which would include any of the following: the child's physician, public health personnel, the child's parent(s) or guardian, the Head Start Director or designee, the Head Start Delegate Director or designee, the Head Start's Health Coordinator, or any other relevant individuals mutually selected by the parents and Delegate Agency Director/Health Coordinator, would meet only if the parent(s) agrees. The staff person, upon discussing the HIV/AIDS policy, would discuss the maturity and behavior of the child. If the child's behavior is found to be of concern, personnel would refer to the Head Start Referral Process.
2. The parent(s) or guardian of the HIV-positive child or the child with AIDS who is already enrolled will be advised of Head Start procedures by the Delegate Agency Director/Health Coordinator. The parent(s) or guardian ordinarily should be informed that a child with AIDS or an HIV-positive child usually stands an



## EXHIBIT N

increased risk of acquiring other infections and that a risk of acquiring such infections may be present in the Head Start environment.

3. Decisions regarding the admission to Head Start or the continuance in Head Start of a child with HIV or AIDS, will be based on the consideration of the health and safety of the child, other children and Head Start personnel. Also to be considered will be the past behavior and predictable behavior of the child, neurological development of the child, physical condition of the child, and any possibilities of the uncontrollable or unsafe release of body secretions, biting and open lesions, expected interaction of the child with others in the Head Start setting, and other relevant and appropriate factors.
4. The Head Start staffing may recommend to the Delegate Agency Director or designee either classroom education or home-based option.
5. It is not the intent of Head Start to permanently exclude from attendance in regular Head Start classes any child who is diagnosed as HIV-positive or as having the disease AIDS, unless the results of the individual review and evaluation by the Head Start staffing are that the presence of the child will be harmful to the child, to other children and/or Head Start personnel, or there are compelling reason(s) to exclude the child.
6. The Head Start Delegate Agency Director or designee will make a final determination on placement of the child after considering the recommendation of the Head Start staffing.
7. If the Head Start Delegate Agency Director or designee determines that isolation from the classroom is appropriate, all reasonable efforts will be made to provide home-based option or other alternative education for the child.
8. A decision to require isolation from the classroom for a child under this policy will be reviewed periodically.
9. The written recommendation of the Head Start staffing will be provided to all members of that staffing. The written recommendation shall be made as soon as possible after the conclusion of staffing meetings.

Questions regarding this policy should be referred to the SETA or Delegate Agency Health Coordinator.

Approved:      Parent Policy Council   -   October 31, 1995  
                     SETA Governing Board   -   November 2, 1995

**EXHIBIT O**

**ASSURANCES AND CERTIFICATIONS**

**ASSURANCES AND CERTIFICATIONS**I. Assurances

DELEGATE hereby assures and certifies that it will comply with applicable laws, executive orders, regulations, policies, guidelines, cost principles and requirements, including the OMB Super Circular (2 CFR Part 200) and any applicable implementing regulations of the federal funding source, as they relate to the acceptance and use of federal funds for this federally-funded service. DELEGATE also assures and certifies, with respect to the AGREEMENT, that:

- A. If DELEGATE is a corporation, it is registered with the Secretary of State of the State of California.
- B. It possesses legal authority to administer the funds; that a resolution, motion, or similar action has been duly adopted or passed as an official act of DELEGATE's governing body (i.e., Board of Directors), authorizing the execution and acceptance of the AGREEMENT, including all understandings and assurances contained therein, and directing and authorizing the person identified as the official representative of AGREEMENT to act in connection with the AGREEMENT and to provide such additional information as may be required.
- C. It will comply with the Intergovernmental Personnel Act of 1970 (42 U.S.C. 4278-4763), as amended, relating to prescribed standards for merit systems for programs funded under of the nineteen statutes or regulations specified in Appendix A of Office of Personnel Management's Standards for a Merit System of Personnel Administration (5 CFR 900, Subpart F).
- D. It will comply with Titles VI and VII of the Civil Rights Act of 1964 (42 U.S.C. §2000d and 42 U.S.C. §2000e-2), as amended, and the California Fair Employment and Housing Act ("FEHA") (Government Code §§12900 et seq.), as amended, which provide that no person shall, on the basis of race, color, religion, sex (including pregnancy, childbirth, and related medical conditions, sex stereotyping, transgender status, and gender identity), national origin (including limited English proficiency), age, disability, medical condition, marital status, or

## EXHIBIT O

political affiliation or belief, be excluded from participation in, be denied the benefits of, or be otherwise subjected to discrimination under any program or activity for which DELEGATE receives federal or state financial assistance.

- E. It will comply with the Age Discrimination Act of 1975 (42 U.S.C. 6101-6107), as amended, which prohibits discrimination on the basis of age.
- F. It will comply with Titles VI and VII of the Civil Rights Act of 1964, as amended, and the California Fair Employment and Housing Act ("FEHA"), as amended, prohibiting employment discrimination where (1) the primary purpose of the funding is to provide employment or (2) discriminatory employment practices will result in unequal treatment of persons who are or should benefit from the funded activity.
- G. It will comply with provisions of the Uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970, and any amendments thereto, (42 U.S.C. §§4601 et seq.) which provides for fair and equitable treatment of persons displaced or whose property is acquired as a result of federal or federally-assisted programs or activities. These requirements apply to all interests in real property acquired for project purposes regardless of Federal participation in purchases.
- H It will comply, as applicable, with provisions of the Hatch Act, and any amendments thereto, (5 U.S.C. §§1501-1508 and 7324-7328) which limit the political activities of employees whose principal employment activities are funded in whole or in part with federal funds.
- I. It will comply with the minimum wage and maximum hours provisions of the Federal Fair Labor Standards Act, and any amendments thereto, (29 U.S.C. §§201 et seq.) as they apply to employees of institutions of higher education, hospitals, and other nonprofit organizations as defined in these regulations.
- J. No funds received pursuant to the AGREEMENT will be used to assist, promote, or deter union organizing.
- K. It will give the Sacramento Employment and Training Agency ("SETA"), the U.S. Department of Health and Human Services, the U.S. Comptroller General, and if

## EXHIBIT O

appropriate, the State, through any authorized representative, access to and the right to examine all records, books, papers, or documents related to the AGREEMENT, including the records of subcontractors performing under the AGREEMENT.

- L. It will comply with all requirements imposed by the U.S. Department of Health and Human Services and/or SETA concerning special requirements of law, program requirements and other administrative requirements.
- M. It will ensure, pursuant to Executive Order 11738, and any amendments thereto, that the facilities under its ownership, lease or supervision which shall be utilized in the accomplishment of the project funded under the AGREEMENT with SETA are not listed on the Environmental Protection Agency's ("EPA") List of Violating Facilities and that it will notify SETA of the receipt of any communication from the Director of the EPA Office of Federal Activities indicating that a facility to be used in the project is under consideration for listing by the EPA.
- N. It will assist the U.S. Department of Health and Human Services in its compliance with Section 106 of the National Historic Preservation Act of 1966 (16 U.S.C. §470), as amended, Executive Order 11593, and the Archaeological and Historic Preservation Act of 1974 (16 U.S.C. §§469 et seq.), or as those Acts or regulations may be amended, by: (a) consulting with the State Historic Preservation Officer on the conduct of investigations as necessary to identify properties listed in or eligible for inclusion in the National Register of Historic Places that are subject to adverse effects (see 36 CFR §800.8) by DELEGATE's activity, and notifying the U.S. Department of Health and Human Services of the existence of any such properties, and by (b) complying with any requirements established by the U.S. Department of Health and Human Services to avoid or mitigate adverse effects upon such properties.
- O. It will comply, to the extent applicable, with all the requirements of Section 114 of the Federal Clean Air Act (42 U.S.C. §7414) and Section 308 of the Federal Water Pollution Control Act (33 U.S.C. §1318), and any amendments thereto, relating to inspection, monitoring, entry, reports, and information, as well as

## EXHIBIT O

other requirements specified in Section 114 and Section 308 of the Clean Air Act and Clean Water Act, respectively, and all regulations and guidelines issued thereunder.

- P. It will comply with the flood insurance purchase requirements of Section 102(a) of the Flood Disaster Protection Act of 1973, and any amendments thereto, (42 U.S.C. §4012(a)) which requires the purchase of flood insurance, in communities where such insurance is available, as a condition for the receipt of any federal financial assistance for acquisition or construction purposes with respect to insurable property within an area that has been identified by the Secretary of the U.S. Department of Housing and Urban Development as an area having special flood hazards. The term “federal financial assistance” includes any form of loan, grant, guaranty, insurance payment, rebate, subsidy, disaster assistance loan or grant, or any other form of direct or indirect federal assistance.
- Q. It will comply with the provisions of the Americans with Disabilities Act of 1990 (42 U.S.C. §§12101 et seq.) and Section 504 of the Rehabilitation Act of 1973, and any amendments thereto, (29 U.S.C. §794), and with all requirements imposed by the Equal Employment Opportunity Commission and by the U.S. Department of Labor pursuant to the regulations of the U.S. Department of Health and Human Services (45 CFR Part 85) promulgated under the foregoing statutes. DELEGATE agrees that, in accordance with the foregoing requirements, no otherwise-qualified handicapped person, by reason of handicap, shall be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any program or activity receiving federal financial assistance, and assures that it will take any measures necessary to effectuate the AGREEMENT.
- R. It will comply, to the extent applicable, with Title IX of the Education Amendments of 1972, and any amendments thereto, (20 U.S.C. §§1681 et seq.) which provides that no person in the United States shall, on the basis of sex, be excluded from participation in, be denied the benefits of, or be subjected to

## EXHIBIT O

discrimination under any educational program or activity receiving federal financial assistance.

- S. It will include for activities funded under any contract with SETA the equal employment opportunity clause prescribed by Executive Order 11246, as amended, and will require that its subcontractors include the clause in all contracts or subcontracts which have or are expected to have an aggregate value within a twelve (12) month period exceeding Ten Thousand Dollars (\$10,000), in accordance with U.S. Department of Labor regulations.
- T. If the AGREEMENT is covered by a statute providing wage standards for such work, it will include, and will require that its subcontractors include, the provision covering the Contract Work Hours and Safety Standards Act (40 U.S.C. §§327-333) set forth in 29 CFR §§5.5(c) and (e), or as that Act or the regulations thereunder may be amended, in any nonexempt non-construction contract or subcontract which involves the employment of mechanics and laborers (including watchmen, guards, apprentices, and trainees) if the contract exceeds Two Thousand Five Hundred Dollars (\$2,500).
- U. It will comply with standards for environmental quality control that may be prescribed pursuant to responsibilities of the federal government under the National Environmental Policy Act of 1969, and any amendments thereto, (42 U.S.C. §§4321 et seq.) and Executive Order 11514, and any amendments thereto.
- V. It will comply with environmental standards prescribed in the Safe Drinking Water Act of 1974 (P.L. 93-523), as amended, which protects underground sources of drinking water and the Federal actions to State (Clear Air) implementation Plans under Section 176(c) of the Clean Air Act of 1955 (42 U.S.C. 7401 et seq.), as amended.
- W. It will comply with the Lead-Based Paint Poisoning Prevention Act (42 U.S.C. 4801 et seq.) which prohibits the use of lead-based paint in the construction or rehabilitation of residence structures.
- X. It will comply with all requirements specified in Division A of the ARRA (Public

Law 111-5), including reporting requirements outlined in Section 1512 of the Act and whistleblower protections provided under section 1553 of the ARRA.

II. Clean Air and Clean Water Assurance and Certification

If the AGREEMENT is in excess of One Hundred Thousand Dollars (\$100,000) or if the facility to be used has been the subject of a conviction under the Clean Air Act (42 U.S.C. §§7401 et seq.) or the Federal Water Pollution Control Act (33 U.S.C. §§1251 et seq.) and is listed by the Environmental Protection Agency or is not otherwise exempt, DELEGATE assures and certifies that: (1) no facility to be utilized in the performance of the AGREEMENT has been listed on the EPA List of Violating Facilities; (2) it will promptly notify SETA immediately upon the receipt of any communication from the Director, Office of Federal Activities, U.S. Environmental Protection Agency, indicating that a facility to be utilized for the AGREEMENT is under consideration to be listed on the EPA List of Violating Facilities; and, (3) it will include substantially this assurance, including this third part, in every non-exempt contract or subcontract.

III. Contract Work Hours and Safety Standards Act (40 U.S.C. §§327-333)

DELEGATE assures and certifies that it will comply with the provisions of the Contract Work Hours and Safety Standards Act as further set forth below:

- A. Overtime Requirements. No DELEGATE or subcontractor contracting for any part of the AGREEMENT work which may require or involve the employment of laborers or mechanics shall require or permit any laborer or mechanic in any workweek in which he or she is employed on such work to work in excess of eight (8) hours in any calendar day or in excess of forty (40) hours in such workweek unless such laborer or mechanic receives compensation at a rate not less than one and one-half (1½) times his or her basic rate of pay for all hours worked in excess of eight (8) hours in any calendar day or in excess of forty (40) hours in such workweek, as the case may be.
- B. Violation; liability for unpaid wages; liquidated damages. In the event of any violation of the clause set forth in subparagraph A. above, DELEGATE and any subcontractor responsible therefor shall be liable to any affected employee for



## EXHIBIT O

his or her unpaid wages. In addition, such DELEGATE and subcontractor shall be liable to the United States (in the case of work done under contract for the District of Columbia or a territory, to such District or to such territory), for liquidated damages. Such liquidated damages shall be computed with respect to each individual laborer or mechanic employed in violation of the clause set forth in subparagraph (A), in the sum of Ten Dollars (\$10) for each calendar day on which such employee was required or permitted to work in excess of eight (8) hours or in excess of the standard workweek of forty (40) hours without payment of the overtime wages required by the clause set forth in subparagraph A. above.

- C. Withholding for unpaid wages and liquidated damages. The U.S. Department of Labor may withhold or cause to be withheld, from any moneys payable on account of work performed by DELEGATE or subcontractor, such sums as may administratively be determined to be necessary to satisfy any liabilities of such DELEGATE or subcontractor for unpaid wages and liquidated damages as provided in the clause set forth in subparagraph B.
- D. Subcontracts.
- (1) DELEGATE shall insert in any subcontracts the clauses set forth in subparagraphs A, B, and C of this paragraph and also a clause requiring the subcontractors to include these clauses in any lower-tier subcontracts which they may enter into, together with a clause requiring this insertion in any further subcontracts that may in turn be made.
  - (2) DELEGATE shall insert in any subcontract with a private entity, in whole or in part, a provision for compliance with Section 106(g) of the TVPA, as amended (22 U.S.C. §7104). All suspected or reported violations of Section 106(g) of the TVPA, as amended (22 U.S.C. §7104) shall be immediately reported to DELEGATE by subcontractor or any lower-tiered subcontractor.
- E. Records. DELEGATE shall maintain payroll records containing the information specified in 29 CFR §516.2(a). Such records shall be preserved for three (3) years from the completion of the AGREEMENT.

**EXHIBIT P**

**MEMORANDUM OF UNDERSTANDING**

**MEMORANDUM OF UNDERSTANDING**

In April, 1980, discussions were begun between the Regional Program Director of the Administration for Children, Youth, and Families in the U. S. Department of Health and Human Services and the Director of the Office of Child Development within the California Department of Education. These discussions were in response to the concern raised by the Report of the House Appropriations Committee on Head Start Funding and Administration, February, 1980, that the Head Start program was paying a disproportionate share of the expenses of co-located Head Start and State Pre-School programs.

As a result of these discussions, the following understandings were reached:

1) The Administration for Children, Youth, and Families would view the situation from the perspective of the economic status of the beneficiaries rather than from a perspective of organizational sponsorship. That is, the fact that the Head Start program is intended to serve children from low-income families is the primary consideration.

2) Accordingly, the Office of Child Development would assure that the enrollment of children in the co-located programs would proportionately reflect the relative levels of Head Start and State Pre-School program funding. For example, if a co-located program received 60 percent of its funding from the Head Start program and 40 percent from the California Pre-School program, then at least 60 percent of the enrolled children would meet Head Start family income eligibility criteria.

3) Both agencies agreed to develop and implement a system of joint audits of both the Head Start and State Pre-School programs in co-located sites.

/s/ Roy Fleischer  
Administration for Children,  
Youth, and Families

/s/ Frances L. Walker  
Office of Child Development,  
State Department of Education

**EXHIBIT Q**

**STANDARD CONDITIONS TO AGREEMENT  
FOR DELEGATION OF OPERATION OF  
HEAD START PROGRAMS**

**STANDARD CONDITIONS  
TO  
AGREEMENT FOR DELEGATION OF OPERATION  
OF HEAD START PROGRAMS**

**1. Purpose of Standard Conditions**

The Sacramento Employment and Training Agency (hereinafter "GRANTEE" or "SETA") is the Grantee of a Head Start Program funded by the Administration for Children and Families ("ACF"), Office of Human Development Services ("OHDS"), Department of Health and Human Services ("HHS"), pursuant to the authority of the Head Start Act, 42 U.S.C. Section 9801, *et seq.*, as amended, and is charged with the basic statutory and regulatory responsibilities of a Grantee. The DELEGATE is a Delegate of SETA under the Head Start Act, as amended, and desires to operate a Head Start Program strictly in accordance with said statutes, all applicable federal, state and local laws, administrative policies of SETA and these STANDARD CONDITIONS TO AGREEMENT FOR DELEGATION OF OPERATION OF HEAD START PROGRAMS (hereinafter the "STANDARD CONDITIONS"). These STANDARD CONDITIONS set forth the terms and conditions applicable to, and are incorporated by reference and made a part of, an "Agreement for Delegation of Operation of Head Start Programs" (hereinafter the "DELEGATE AGREEMENT") between SETA and DELEGATE. DELEGATE shall operate the Head Start Program in accordance with: the *Resolution Authorizing Execution of Delegate Agency Agreement with the Sacramento Employment and Training Agency* attached to the DELEGATE AGREEMENT as Exhibit A; the *Summary of Federal Funds, Children to be Served, Child-Adult Ratio, and Program Options* attached to the DELEGATE AGREEMENT as Exhibit B; the *Budget and Cost Allocation Plan* attached to the DELEGATE AGREEMENT as Exhibit C; the *Special Conditions* attached to the DELEGATE AGREEMENT as Exhibit D; the *Identification of Head Start Centers* attached to the DELEGATE AGREEMENT as Exhibit E; Required Report Schedule attached to the DELEGATE AGREEMENT as Exhibit F; the Program Area Plans attached to the DELEGATE AGREEMENT as Exhibit G; the *Grantee Head Start Tobacco Free Policy* attached to the

DELEGATE AGREEMENT as Exhibit H; the *Policy on Advances* attached to the DELEGATE AGREEMENT as Exhibit I; the *Fixed Assets, Information Technology and Low-value Inventory Policies and Procedures* attached to the DELEGATE AGREEMENT as Exhibit J ; the *Davis-Bacon Act Attachment* attached to the DELEGATE AGREEMENT as Exhibit K; the *Insurance Requirements* attached to the DELEGATE AGREEMENT as Exhibit L; the *Policy on Confidentiality of Participant Records* attached to the DELEGATE AGREEMENT as Exhibit M; the *HIV/AIDS Policy* attached to the DELEGATE AGREEMENT as Exhibit N; the *Assurances and Certifications* attached to the DELEGATE AGREEMENT as Exhibit O; the *Memorandum of Understanding* attached to the DELEGATE AGREEMENT as Exhibit P; and these *Standard Conditions to Agreement for Delegation of Operation of Head Start Programs* attached to the DELEGATE AGREEMENT as Exhibit Q; the Head Start Act and the regulations promulgated thereunder, and any amendments thereto or new legislation, regulation, policy and/or procedure which may replace the Head Start Act; and all applicable federal, state and local laws, administrative regulations, policies and procedures, and applicable SETA policies and procedures.

□ **Applicable Regulations Incorporate Herein By Reference**

DELEGATE shall adhere to the following HHS Regulations and other pertinent documents incorporated herein by reference as though set forth in their entirety:

- (a) 45 CFR Part 46 - Protection of Human Subjects;
- (b) 45 CFR Part 75 - Uniform Administrative Requirements, Cost Principles and Audit Requirements for HHS Awards (HHS Super Circular);
- (c) 45 CFR Part 80 - Nondiscrimination Under Programs Receiving Federal Assistance through the Department of Health and Human Services Effectuation of Title VI of the Civil Rights Act of 1964;
- (d) 45 CFR Part 81 - Practice and Procedures for Hearings under Part 80 of this Title;
- (e) 45 CFR Part 82 - Government wide Requirements for Drug-Free Workplace
- (f) 45 CFR Part 84 - Nondiscrimination on the Basis of Handicap in Programs and Activities Receiving Federal Financial Assistance;

- (g) 45 CFR Part 87 (Equal Treatment for Faith-Based Organizations);
- (h) 45 CFR Part 1301 *et seq.* - Program Governance;
- (i) 45 CFR Part 1302 - Program Operations;
- (j) 45 CFR Part 1303 - Financial and Administrative Requirements;
- (k) 45 CFR Part 1304 - Federal Administrative Procedures;
- (l) 45 CFR Part 1305 - Definitions;
- (m) HHS Grants Policy Directives; and
- (n) Section 106(g) of the Trafficking Victims Protection Act of 2000 (TVPA), as amended (22 U.S.C. 7104)

**3. Evidence of Nonprofit Status**

If DELEGATE is not a public agency as defined by applicable law, DELEGATE shall submit proof of continuing nonprofit status to GRANTEE. Evidence of nonprofit status, in accordance with GRANTEE's prequalification requirements, shall be on file with GRANTEE prior to execution of the DELEGATE AGREEMENT. This evidence must include proof that the nonprofit corporation is run by a local board of directors. As used herein, "local board of directors" means that a majority of the members of the board of directors must reside in Sacramento County.

**4. Term**

The term of the DELEGATE AGREEMENT shall be as set forth on the first page of the DELEGATE AGREEMENT. No funds identified in the DELEGATE AGREEMENT shall, without advance written approval of GRANTEE, be obligated before the beginning of the term or after the ending of the term.

**5. Federal Share**

As specified in 45 CFR Part 1303.4, federal financial assistance granted under the Head Start Program shall not exceed eighty percent (80%) of the total cost of the program. GRANTEE shall allocate funds as specified in Exhibit B, attached to the DELEGATE AGREEMENT and incorporated therein by reference, to DELEGATE for full and satisfactory performance of the program to be performed under the DELEGATE AGREEMENT, consistent with the service proportions as specified therein. The stated amount shall not be increased or decreased without the prior written approval of GRANTEE, and any approved revised allocation shall be

identified by an approved budget modification and an amended Exhibit B.

**6. Local Share**

DELEGATE shall contribute the amount specified in Exhibit B attached to the DELEGATE AGREEMENT and incorporated therein by reference, as the local contribution to the Head Start Program. If the federal share of the program cost is increased or decreased, the local contribution shall be adjusted accordingly and Exhibit B shall be revised to reflect the changes. The valuation of local contributions and accounting therefore shall conform to the provisions of 45 CFR Part 75.306. The non-federal share shall not be required to exceed twenty percent (20%) of the total cost of the program as specified in Section 1303.4 (25% of the federal share).

**7. Minimum Number of Children To Be Served by DELEGATE Full Enrollment Class Size**

GRANTEE has allocated the number of funded slots to DELEGATE for the term of the DELEGATE AGREEMENT as specified in Exhibit B thereto. That number of funded slots represents full enrollment and establishes the number of Head Start children that DELEGATE is designated to serve pursuant to the DELEGATE AGREEMENT. DELEGATE shall adhere to the provisions regarding enrollment, attendance and class size found in 45 CFR Part 1302 Subpart A - "Eligibility, Recruitment, Selection, Enrollment and Attendance", 45 CFR Subpart B - "Program Structure" and 45 CFR Part 1302 Subpart I - "Human Resources Management" incorporated herein by reference. Full enrollment must be obtained by DELEGATE by the first day of the Head Start school year and maintained throughout the program year.

**8. Approved Child-Adult Ratio**

DELEGATE shall recruit, select and employ the number of classroom teachers and aides and shall also recruit, select and maintain an adequate number of volunteers to provide assistance in the Head Start classroom as specified in Exhibit B attached to the DELEGATE AGREEMENT and incorporated therein by reference. Additionally, all classes must have at least one (1) paid teacher and one (1) paid teacher aide during the hours of classroom operation.



9. **ACROSS Sea Start Guidelines for Enrollment of Children with Disabilities**  
No less than ten percent (10%) of the actual enrollment of DELEGATE shall be available for children with disabilities who meet the definition for children with disabilities found in 45 CFR Part 1305.2.
10. **Budget**  
The Budget and Cost Allocation Plan for DELEGATE's performance of the DELEGATE AGREEMENT is specified in Exhibit C attached thereto and incorporated therein by reference.
11. **Program Area Plans**  
Program Area Plans, attached as Exhibit G to the DELEGATE AGREEMENT and incorporated therein by reference, set forth minimum program performance standards which DELEGATE shall meet or exceed through its program. Program Area Plans shall not be changed or modified without the prior written approval of GRANTEE.
12. **Program Options Conducted by DELEGATE**  
Program options, attached as Exhibit B to the DELEGATE AGREEMENT and incorporated therein by reference, are approved by GRANTEE for operation by DELEGATE during the period of the DELEGATE AGREEMENT. Program options shall not be changed or modified without the prior written approval of GRANTEE.
13. **Special Grant or Subcontract Conditions**
- (a) In accordance with the provisions of 45 CFR Part 75.205, GRANTEE may impose special conditions that correspond to the degree of risk assessed if the GRANTEE has determined that the DELEGATE:
    - (i) Is financially unstable;
    - (ii) Has a history of poor performance;
    - (iii) Has a management system which does not meet the standards of the DELEGATE AGREEMENT;
    - (iv) Has not conformed to the terms and conditions of a previous award;
    - or
    - (v) Is not otherwise responsible.
  - (b) In accordance with the provisions of 45 CFR Part 75.207, special conditions

shall be included in the award that correspond to the degree of risk assessed. Special conditions may include:

- (i) Payment on a reimbursement basis;
- (ii) Withholding authority to proceed to the next phase until receipt of evidence of acceptable performance within a given funding period;
- (iii) Requiring additional, more detailed, financial reports;
- (iv) Additional project monitoring;
- (v) Requiring DELEGATE to obtain technical or management assistance; or
- (vi) Establishing additional prior approvals.

If any special conditions are imposed by GRANTEE, DELEGATE shall be notified in writing of the special conditions, why the special conditions were imposed, what corrective actions must be implemented by DELEGATE with regard to the special conditions, time allowed for completing corrective actions, and the method, if any, for requesting reconsideration of the special conditions. Any notice of special conditions shall be substantially in the form attached as Exhibit D to the DELEGATE AGREEMENT and incorporated therein by reference.

**14. Location and Licensing of Program Facilities**

The name and location of each of the Head Start classes and/or centers, support facilities and Head Start-funded locations are identified in the Identification of Head Start Centers, attached as Exhibit E to the DELEGATE AGREEMENT and incorporated therein by reference. All facilities and/or changes of existing facilities shall be approved by GRANTEE in writing in advance of any contractual obligation and occupancy by DELEGATE. All Head Start facilities operated by DELEGATE shall comply with the provision of 45 CFR Part 1302 Subpart B and shall provide a smoke free environment for all Head Start children and adults consistent with the Pro-Children Act of 1994 (Public Law 103-227, Part C) and the GRANTEE Head Start Tobacco Free Policy, attached as Exhibit H to the DELEGATE AGREEMENT and incorporated therein by reference. No class shall be operated in a facility which does not comply with such provisions or which has otherwise been found to be out of compliance by GRANTEE. No Head Start site shall be opened and no

Head Start funds shall be allocated or paid to any DELEGATE that does not have in place, prior to the site opening and through the term of the DELEGATE AGREEMENT, an appropriate license for the site issued by the State of California, Department of Social Services. DELEGATE shall provide GRANTEE with a copy of current licenses issued by the California Department of Social Services for each site identified in Exhibit E to the DELEGATE AGREEMENT. Additionally, DELEGATE shall secure and maintain in its files copies of current health inspection reports for each kitchen facility utilized in the preparation of food for each site identified in Exhibit E. If, at any time during the term of the DELEGATE AGREEMENT, DELEGATE has any such health clearance or license revoked, suspended or modified, or if DELEGATE in any other manner loses the clearance or license, DELEGATE shall give immediate written notice to GRANTEE. In such an event, GRANTEE may, in its sole discretion, order corrective action or suspend or terminate the DELEGATE AGREEMENT. Head Start funds shall not be allocated or paid to DELEGATE for operation of a Head Start Program in a facility which is not covered by the aforementioned clearances and/or licenses. If one of DELEGATE's facilities has been the subject of a timed and dated order to comply, DELEGATE shall comply by the required date and time or shall cease operations at that facility as of that date. GRANTEE reserves the right to require DELEGATE to cease program operations at an earlier date if GRANTEE considers the violation to endanger the safety of staff and/or participants. DELEGATE shall submit a copy to GRANTEE of all such orders to comply within one (1) day after receipt of same. DELEGATE shall promptly notify GRANTEE of all actions taken by licensing authorities or county, city, fire or health officials.

**15. Hours of Operation and Length of Operating Year**

The hours of operation for each class/center are identified in Exhibit E attached to the DELEGATE AGREEMENT and incorporated therein by reference. If DELEGATE desires to change the hours of operation from the hours set forth in said Exhibit, DELEGATE shall obtain the written approval of GRANTEE at least thirty (30) days prior to the date the requested change is to be effective. The length

of the operating year also is identified in Exhibit E. If DELEGATE changes the length of the operating year, or deviates in any manner from the approved calendar, DELEGATE shall obtain the written approval of GRANTEE at least thirty (30) days prior to the date the requested change is to be effective. Failure to obtain the advance written approval of GRANTEE shall be deemed a breach of the DELEGATE AGREEMENT and may result in suspension of DELEGATE's program, suspension of payment to DELEGATE, a disallowance of claims, or termination of the DELEGATE AGREEMENT.

**16. Payment Reporting and Fiscal Management**

(a) Payments to DELEGATE

GRANTEE shall make payment under the DELEGATE AGREEMENT only after timely receipt of DELEGATE's invoice for reimbursement, which shall be consistent with the approved budget and cost allocation plan and in a satisfactory form and content as determined by GRANTEE. Such invoices must be complete, accurate and reflect the financial activity of the period covered by the invoice. Expenditures which exceed allowable budget amounts shall not be reimbursed without a formally-approved budget modification.

(b) Reports

Financial and program reports that must be submitted by DELEGATE and the frequency of submission of such reports are specified in Exhibit F to the DELEGATE AGREEMENT and incorporated therein by reference. GRANTEE may require DELEGATE to submit other and additional reports or may require DELEGATE to submit reports on a more frequent basis. These reports shall be submitted in accordance with instructions provided by GRANTEE. All reports shall be submitted in the form and manner directed by GRANTEE. Financial reporting shall be maintained in such a manner as will minimize audit exceptions.

(c) Final Report

All obligations incurred in the performance of the DELEGATE AGREEMENT must be reported to GRANTEE within thirty (30) days

following the termination of the DELEGATE AGREEMENT to be binding upon GRANTEE for reimbursement. Failure to report such obligations or debts shall be the liability solely of DELEGATE.

(d) Allowable Costs

DELEGATE is responsible for establishing and maintaining a system for determining the reasonableness, allowability and allocability of costs in accordance with the principles set forth in the HHS Super Circular (45 CFR Part 75). DELEGATE shall only expend Head Start funds consistent with the purposes identified in the approved Budget and Cost Allocation Plan and shall not transfer funds except as provided therein.

(e) Separate Accounting/Advances

DELEGATE shall keep a separate accounting for the funds provided under the DELEGATE AGREEMENT, and no part of any funds advanced shall be commingled with other funds of DELEGATE. Advance payments shall be made in accordance with GRANTEE's Policy on Advances, attached as Exhibit I to the DELEGATE AGREEMENT and incorporated therein by reference. All Head Start funds must be deposited in a bank account at a financial institution insured by the FDIC and any balance exceeding the FDIC coverage must be collaterally secured. GRANTEE shall have a lien upon all funds in said account which shall be paramount to all other liens, including, but not limited to, liens of other governmental agencies or by the direction of a trustee in bankruptcy.

(f) Minority Businesses

DELEGATE, by signing the DELEGATE AGREEMENT, acknowledges that consistent with the national and state goal of expanding the opportunities for minority business enterprises, DELEGATE and its subcontractors are encouraged to use minority-owned banks (banks which are owned at least fifty percent (50%) by minority group members). A list of minority-owned banks can be obtained from the Minority Business Development Agency, Department of Commerce, Washington, D.C. 20230.

(g) Claim Funds

Approved claims shall be paid only from funds granted to GRANTEE by ACF pursuant to the Head Start program, and DELEGATE, by signing the DELEGATE AGREEMENT, waives any claim it may have against any other funds of GRANTEE. The DELEGATE AGREEMENT is valid and enforceable only if sufficient funds are made available to GRANTEE by ACF for the purpose of conducting the program identified in the DELEGATE AGREEMENT. Any expenditures or obligations by DELEGATE made prior to the commencement date of the term of GRANTEE's agreement with the ACF will not be accepted by GRANTEE for reimbursement and GRANTEE shall have no obligation to DELEGATE regarding these claims or any costs or debts incurred by DELEGATE prior to such commencement date unless approved in writing by GRANTEE.

(h) Close-Out

DELEGATE agrees to cooperate fully with GRANTEE to ensure that the program authorized in the DELEGATE AGREEMENT is closed-out within thirty (30) days of the termination of the DELEGATE AGREEMENT. Full cooperation shall require DELEGATE to complete and to furnish to GRANTEE a number of documents which GRANTEE shall specify. All unexpended funds shall revert to GRANTEE.

(i) Travel Expenses

If DELEGATE is a public agency, expenses charged for travel shall not exceed those allowable under the customary practice in the government agency of which the DELEGATE is a part. If DELEGATE is a non-public agency, expenses charged for travel shall not exceed those which would be allowed under the rules governing official travel by the GRANTEE.

**17. Records, Audit, Inspection**

(a) Establishment and Maintenance of Records

- (1) All records maintained by DELEGATE shall meet the HHS requirements contained in the HHS Super Circular (45 CFR Part 75).
- (2) DELEGATE shall establish such fiscal controls and fund accounting

procedures as required by ACF and GRANTEE in its financial management systems specifically including, but not by way of limitation, the cost standards contained in the HHS Super Circular (45 CFR Part 75).

DELEGATE shall maintain an adequate system of accounting in accordance with all applicable regulations and in accordance with generally accepted principles and procedures of the accounting profession so that a clear audit trail can be established which proves that the expenditure of funds under the DELEGATE AGREEMENT is in accordance with the terms of these STANDARD CONDITIONS, applicable federal and state regulations and circulars and GRANTEE's policies and procedures. If DELEGATE is a public body, funds shall be distributed through the chief fiscal officer who shall be familiar with the applicable regulations.

- (3) DELEGATE shall maintain a financial management system that provides for the following:
  - (i) The budgeting and expenditure of Head Start funds in conformance with sound financial management standards and applicable regulations related to Head Start funds;
  - (ii) Accurate, current and complete disclosure of the financial status of the DELEGATE AGREEMENT;
  - (iii) Records that identify adequately the source and application of funds for Head Start supported and related activities including State Preschool, CHDP, nutrition, WIOA, CSBG, TRAP and other related programs. These records shall contain information pertaining to funds allocated, authorizations, obligations, unobligated balances, assets, liabilities, income and expenditures;
  - (iv) Effective control over and accountability for all Head Start funds, property and other assets as defined in 45 CFR Part 75 DELEGATE shall adequately safeguard all such property and shall assure that it is used solely for authorized purposes. Interfund transfers are prohibited;

- (v) Procedures prohibiting volunteers from handling funds or fiscally significant documents received from or submitted to GRANTEE;
  - (vi) A comparison of actual expenditures with budgeted amounts and the relationship of specific performance and costs incurred;
  - (vii) Procedures for determining reasonableness, allowability and allocability of costs;
  - (viii) Accounting records that are supported by source documentation; and
  - (ix) A systematic method to assure timely and appropriate resolution of audit findings and recommendations.
- (4) GRANTEE reserves the right to review services, service levels and billing procedures as these impact charges against the DELEGATE AGREEMENT.
- (b) Income Generation  
DELEGATE shall timely report to GRANTEE the source and amount of any income generated as a result of services, activities and/or disposition of equipment funded under the DELEGATE AGREEMENT and shall abide by GRANTEE's directives regarding the use of such income. DELEGATE shall not expend DELEGATE AGREEMENT-related income unless or until authorized, in writing, by GRANTEE.
- (c) Additional Funding  
DELEGATE shall notify GRANTEE, in writing, within ten (10) days of receipt of any additional funding that materially affects the cost and/or quality of the program. Upon receipt of such written notification, GRANTEE, in its sole discretion, may reduce payment to DELEGATE hereunder upon redetermination of the appropriateness of the reimbursement of costs under the DELEGATE AGREEMENT.
- (d) Reimbursements From Other Agencies  
If DELEGATE is granted funds by other agencies for activities related to the Head Start Program and/or for which costs are allocated between that



program and the Head Start Program, including, but not limited to, State Food Reimbursement payments for nutrition activities and CHDP for health services, it shall make these accounting records available to GRANTEE for audit. If such funds supplant Head Start funds originally budgeted for the same purpose, GRANTEE, in its sole discretion, shall determine the disposition of any unobligated Head Start balances.

(e) Access to Records

In accordance with the provisions of 45 CFR Part 75.364, the GRANTEE, the United States Department of Health and Human Services, the Comptroller General of the United States, or any of their duly authorized representatives, including independent and internal auditors, shall have the right of access to any books, documents, papers, computer records or other records of DELEGATE and all subcontractors that are pertinent to the DELEGATE AGREEMENT, in order to conduct audits and examinations, and to make excerpts, transcripts and photocopies of such documents. This right also includes timely and reasonable access to DELEGATE's personnel and all subcontractors' personnel for the purpose of interview and discussion related to such documents. This right of access shall continue as long as the records are retained but, in no event, be less than the required retention period set forth in Paragraph 17(g), below. Such access shall be granted by DELEGATE and any contractor employed by DELEGATE at any reasonable time or during normal business hours. In the event the records pertaining to the DELEGATE AGREEMENT are maintained outside Sacramento County, California, DELEGATE shall, at its sole cost, make said records available at GRANTEE's principal place of business within five (5) working days after receipt of written notice from GRANTEE.

(f) Restrictions on Public Access

In accordance with the provisions of 45 CFR Part 75.365, this DELEGATE AGREEMENT does not impose terms which limit public access to records except after a determination by GRANTEE that records must be kept

confidential and would have been excepted from disclosure under the Freedom of Information Act (5 U.S.C. 552) if the records had belonged to HHS. This section does not require DELEGATE to permit public access to DELEGATE's other records. DELEGATE may be required to permit public access to records consistent with the provisions of its applicable local laws, the California Public Records Act, California Government Code Section 6250 *et seq.*, and the California Information Practices Act of 1977, California Civil Code Section 1798, *et seq.*

(g) Record Retention

DELEGATE shall retain all financial and programmatic records, supporting documents, statistical records and other records of contractors and subcontractors for a period of three (3) years from the starting dates as specified in 45 CFR, Part 75.361, subject to the following qualifications:

- (1) If any litigation, claim, negotiation, audit or other action involving the records has been started before the expiration of the three (3) year period, the records shall be retained until completion of the action and resolution of all issues which arise from it.
- (2) If records are transferred to GRANTEE upon the sole determination of GRANTEE that the records will be continuously needed for joint use of GRANTEE and DELEGATE, GRANTEE shall assume the responsibility for retention of these records.
- (3) If the DELEGATE AGREEMENT is terminated or if DELEGATE is not refunded in subsequent years, this record retention requirement remains applicable. At GRANTEE's sole option, some or all of the records may be ordered transferred to GRANTEE. To the extent that such records are transferred to GRANTEE, this retention requirement is not applicable to DELEGATE.
- (4) If, prior to termination of the three (3) year period, GRANTEE has notified DELEGATE of a longer period of retention required by applicable law or regulation.

(h) Documentation of Costs

All costs shall be supported by properly propagated and executed payrolls, time records, invoices, contracts, vouchers or other official documentation evidencing in proper detail the nature and propriety of the charge. All checks, payroll and accounting documents, pertaining in whole or in part to the DELEGATE AGREEMENT, shall be clearly identified and readily accessible.

(i) Disallowed Costs

DELEGATE, by signing the DELEGATE AGREEMENT, agrees that it will be liable for and will repay to GRANTEE any amounts expended under the DELEGATE AGREEMENT found not to be in accordance with Head Start and the provisions of the DELEGATE AGREEMENT including, but not limited to, disallowed costs. Such repayment will be from funds (non-federal), other than those received under Head Start.

(j) Audit and Monitoring

DELEGATE shall comply with the audit requirements of the HHS Super Circular (45 CFR Part 75). DELEGATE is responsible for procurement of an annual audit of funds provided by GRANTEE under the DELEGATE AGREEMENT as specified in the Super Circular. All agreements entered into by DELEGATE with audit firms for purposes of conducting independent audits under the DELEGATE AGREEMENT shall contain a clause permitting GRANTEE and ACF, or their designees, access to the working papers of said audit firm(s). The cost of the final audit may be paid from a portion of the funds provided by the DELEGATE AGREEMENT if such payment is authorized by the Super Circular. Said audit shall be conducted in accordance with generally accepted accounting principles, generally accepted auditing standards and GRANTEE requirements. Audited financial statements shall be prepared in accordance with generally accepted accounting principles promulgated by the American Institute of Certified Public Accountants (AICPA); those audit standards set forth in the publication, Government Auditing Standards, July 2007 Revision, issued by

the Comptroller General of the United States as they apply to financial and compliance audits; and any other applicable state and federal guidelines. In addition, the audit shall break out and report contracts by grant year, rather than just by contract, in the Schedule of Federal Financial Assistance. The report shall show receipt and expenditure of the funds provided under the DELEGATE AGREEMENT. DELEGATE shall provide GRANTEE one (1) copy of the audit report no later than one hundred eighty (180) days after the end of DELEGATE's fiscal year. Said report shall be sent to:

Fiscal Department Chief  
 SETA  
 925 Del Paso Blvd.  
 Sacramento, CA 95815

Additionally, the Office of the Inspector General, the Comptroller General, the federal government, and GRANTEE, or their individual designees, shall have the right to monitor and audit DELEGATE and all subcontractors providing services under the DELEGATE AGREEMENT through on-site inspections and audits and other applicable means the federal government or GRANTEE determine necessary. Said designee may be an independent auditor. Such monitoring and audits shall be conducted at the discretion of any one of the above-identified entities according to all applicable laws and regulations. DELEGATE agrees to accept responsibility for receiving, replying to and/or complying with any audit exceptions occurring as a result of its performance of the DELEGATE AGREEMENT. By signing the DELEGATE AGREEMENT, DELEGATE also agrees to pay GRANTEE within thirty (30) days of demand by GRANTEE the full amount of GRANTEE's liability, if any, to the applicable funding agency resulting from any audit exceptions relating to DELEGATE's performance under the DELEGATE AGREEMENT.

**18. Deobligation of Funds**

Should DELEGATE fail to timely enroll children in its Head Start Program or otherwise fail to meet its performance standards as identified in the DELEGATE

AGREEMENT, or fail to properly or timely expend the funds allocated pursuant to the DELEGATE AGREEMENT, GRANTEE may, at any time and in its sole discretion, deobligate or otherwise reduce or withdraw funds allocated to DELEGATE in accordance with 45 CFR part 75 and 45 CFR Part 1303 and pursuant to the DELEGATE AGREEMENT or, in GRANTEE's sole discretion, terminate the DELEGATE AGREEMENT. Should the U.S. Government reduce funding to GRANTEE, GRANTEE may, notwithstanding any other provision of the DELEGATE AGREEMENT, at any time and in its sole discretion, deobligate or otherwise reduce or withdraw funds allocated to DELEGATE pursuant to the DELEGATE AGREEMENT or, in GRANTEE's sole discretion, terminate the DELEGATE AGREEMENT. In the event of deobligation, GRANTEE may unilaterally amend the DELEGATE AGREEMENT identifying the deobligation. GRANTEE shall have no liability to DELEGATE based upon said deobligation or termination, specifically including, but not limited to, any liability for DELEGATE's consequential damages.

**19. Suspension or Disallowance of Payments Suspension of Performance**

GRANTEE may at any time elect, in its sole discretion and without any liability to DELEGATE, including, but not limited to, liability for consequential damages, and notwithstanding any other provision of the DELEGATE AGREEMENT, to suspend or disallow payment to DELEGATE in whole or in part under the DELEGATE AGREEMENT, and/or to suspend performance under the DELEGATE AGREEMENT, in the event of any of the following occurrences:

- (a) If DELEGATE shall have made any misrepresentation of any nature with respect to any information or data furnished to GRANTEE in connection with the DELEGATE AGREEMENT;
- (b) If DELEGATE submits to GRANTEE any reports which are incorrect or incomplete in any material respect and/or which are not submitted according to deadlines;
- (c) If DELEGATE incurs any cost that GRANTEE or its auditors determines to be questioned or disallowed;
- (d) If DELEGATE maintains a pattern of discrimination;

- (e) If DELEGATE is in default of any of the provisions of the DELEGATE AGREEMENT or violates any of the covenants, assurances, stipulations or conditions of the DELEGATE AGREEMENT;
- (f) If DELEGATE shall fail, for any reason, to fulfill in a timely, proper, and reasonable manner its obligations under the DELEGATE AGREEMENT;
- (g) If DELEGATE dissolves, becomes insolvent, has an assignment for the benefit of creditors, commences a bankruptcy or insolvency proceeding or has a receiver appointed for its property;
- (h) If HHS reduces funding to GRANTEE below the amount in existence at the time the parties entered into the DELEGATE AGREEMENT or suspends funding to GRANTEE;
- (i) If DELEGATE utilizes funds provided under the DELEGATE AGREEMENT ineffectively or improperly;
- (j) If DELEGATE fails to comply with applicable federal, state and local laws, administrative regulations, executive orders or GRANTEE policies, procedures and directives;
- (k) If the health and/or safety of the children enrolled in DELEGATE's program is in jeopardy;
- (l) If DELEGATE denies parents the opportunity to exercise their full roles and responsibilities related to program operations; or
- (m) If DELEGATE is unable or unwilling to comply with any additional conditions as may be lawfully applied by HHS or GRANTEE.

Any obligations incurred by DELEGATE during the suspension period will not be allowed unless expressly authorized by GRANTEE in the written notice of suspension or in a specific written authorization document.

**0. Termination of AGREEMENT**

(a) For Cause

GRANTEE may terminate the DELEGATE AGREEMENT in the following instances by giving written notice to DELEGATE at least five (5) days prior to the effective termination date stated in the notice:

- (1) If DELEGATE shall have made any misrepresentation of any nature

with respect to any information or data furnished to GRANTEE in connection with the DELEGATE AGREEMENT;

- (2) If, at any time during the term of the DELEGATE AGREEMENT, DELEGATE is included on any federal list of Parties Excluded from Federal Procurement and Non-procurement Programs and, therefore, is debarred from receiving federal funds;
- (3) If DELEGATE submits to GRANTEE any reports which are incorrect or incomplete in any material respect and/or which are not submitted according to deadlines;
- (4) If DELEGATE incurs any cost that GRANTEE or its auditors determines to be questioned or disallowed;
- (5) If DELEGATE maintains a pattern of discrimination;
- (6) If DELEGATE is in default of any of the provisions of the DELEGATE AGREEMENT or violates any of the covenants, assurances, stipulations or conditions of the DELEGATE AGREEMENT;
- (7) If DELEGATE shall fail, for any reason, to fulfill in a timely, proper, and reasonable manner its obligations under the DELEGATE AGREEMENT;
- (8) If DELEGATE dissolves, becomes insolvent, has an assignment for the benefit of creditors, commences a bankruptcy or insolvency proceeding, or has a receiver appointed for its property;
- (9) If HHS reduces funding to GRANTEE below the amount in existence at the time the parties entered into the DELEGATE AGREEMENT;
- (10) If DELEGATE utilizes funds provided under the DELEGATE AGREEMENT ineffectively or improperly;
- (11) If DELEGATE fails to comply with applicable federal, state and local laws, administrative regulations, executive orders or GRANTEE policies, procedures and directives;
- (12) If HHS suspends or terminates its obligations under its Head Start grant to GRANTEE under which funds for the DELEGATE AGREEMENT are provided (should this occur and GRANTEE is

unable to give DELEGATE five (5) days' notice, GRANTEE shall provide DELEGATE reasonable notice under the prevailing circumstances);

- (13) If the health and/or safety of the children enrolled in DELEGATE's program is in jeopardy;
- (14) If DELEGATE denies parents the opportunity to exercise their full roles and responsibilities related to program operations;
- (15) If DELEGATE, consistent with Section 106(g) of the Trafficking Victims Protection Act of 2000 (TVPA), as amended (22 U.S.C. § 7104), engages in severe forms of trafficking in persons or has procured a commercial sex act during the period of time that the DELEGATE AGREEMENT is in effect, or uses forced labor in the performance of the DELEGATE AGREEMENT; or
- (16) If DELEGATE is unable or unwilling to comply with any additional conditions as may be lawfully applied by HHS or GRANTEE.
- (17) If GRANTEE determines that either the GRANTEE-operated program, or another provider, can deliver high quality Head Start and/or Early Head Start services in a more cost-effective manner than has been provided by the DELEGATE within its service area.

(b) Payment Upon Termination

If the DELEGATE AGREEMENT is terminated by GRANTEE, as provided in this Paragraph 20, DELEGATE, as its sole remedy, shall be paid for costs actually incurred to the date of termination, less the amount of any advance payment previously made and not accounted for. Upon termination of the DELEGATE AGREEMENT, DELEGATE shall not incur any obligations after the effective date of such termination, unless expressly authorized by GRANTEE, in writing, in the notice of termination. GRANTEE shall not be liable for any claims of DELEGATE for consequential damages. In the event of termination, all property and finished or unfinished documents, data, studies and reports purchased or prepared by DELEGATE under the DELEGATE AGREEMENT shall, at the option of GRANTEE, become the



property of GRANTEE or be otherwise disposed of as directed by GRANTEE. Notwithstanding the above, DELEGATE shall not be released of liability by GRANTEE for damages sustained by GRANTEE by virtue of any breach of the DELEGATE AGREEMENT by DELEGATE, including GRANTEE's liability for funds wrongfully utilized or misspent by DELEGATE, disallowed costs, or audit exceptions under the DELEGATE AGREEMENT, and GRANTEE may withhold any payment or reimbursement to DELEGATE for purposes of setoff until such time as the exact amount of damages due GRANTEE from DELEGATE is agreed upon or otherwise determined. Neither this paragraph, nor any other provision of these STANDARD CONDITIONS, shall release DELEGATE from its liability to GRANTEE for wrongfully utilized or misspent funds or disallowed costs should the amount of those wrongfully utilized or misspent funds or disallowed costs exceed the amount of any payment or reimbursement due DELEGATE.

1. **Appeal of Deobligation of Funds or Termination Decision**

Any action to deobligate or terminate a DELEGATE shall be made by GRANTEE, after notice to the DELEGATE of intent to do so. Such notice of intent to the DELEGATE shall be provided by GRANTEE by personal delivery, registered first class mail, return receipt requested, or electronic mail, at least five (5) days prior to the effective date of the proposed action to defund or terminate. The DELEGATE shall be permitted to submit in writing, or orally at a meeting with the Executive Director, any evidence that it deems pertinent to the matter. The Executive Director shall consider all evidence and information submitted concerning the matter and shall render his/her decision based thereon. Any notice shall contain an explanation of the DELEGATE's appeal right and the deadline for filing such an appeal, which shall be not less than ten (10) days after the date of the notice. Any DELEGATE that disputes a decision by the Executive Director to Deobligate or Terminate the DELEGATE agreement may appeal that decision to the GRANTEE's Governing Board by complying with the following:

- (1) Deliver to GRANTEE's Executive Director a written Notice of Appeal,

by electronic mail, or by personal delivery or first class mail/return receipt requested addressed as follows:

SETA  
925 Del Paso Boulevard, Suite 100  
Sacramento, CA 95815  
Attention: Executive Director

The Notice of Appeal shall:

- (i) Fully set forth the ground for the appeal and shall include all documents that the DELEGATE believes supports its position; and
  - (ii) Not include any new issues not previously presented to the Executive Director prior to the time that the deobligation or termination decision was made.
- (2) Any Notice of Appeal must be delivered to GRANTEE by the DELEGATE and received by GRANTEE prior to the deadline contained in the Executive Director's decision in the matter.
- (3) GRANTEE shall agendaize the Appeal for consideration by the Governing Board at its next regular or special meeting calendared no sooner than ten (10) days after receipt of the Notice of Appeal, with notice as required by the Brown Act, at which time the Governing Board shall consider the appeal and render an opinion. GRANTEE shall provide notice of the Governing Board's decision to the DELEGATE by personal delivery, registered first class mail, return receipt requested, or electronic mail. The decision of the Governing Board shall be final.
- (4) Waiver or Rights. If a DELEGATE fails to timely appeal GRANTEE's decision, it shall be deemed to have waived all rights of appeal.
- (5) Notice to HHS. Once an appeal has become final, GRANTEE shall notify the responsible HHS official about the appeal and its decision.

□□. **Procedures for Corrective Action**

- (a) Whenever the Executive Director of GRANTEE has reasonable cause to believe that DELEGATE has failed to comply with any provision of the DELEGATE AGREEMENT, GRANTEE's policies or procedures, and/or applicable federal, state and local laws, executive orders or administrative regulations, the Executive Director may, in lieu of immediately giving notice of termination of the DELEGATE AGREEMENT pursuant to the provisions of Paragraph 20, order corrective action and disallow, suspend or delay any and all payments under the DELEGATE AGREEMENT, and/or suspend performance under the DELEGATE AGREEMENT, until such failure is rectified.
- (b) If corrective action is ordered, the Executive Director, or his/her designee, shall give DELEGATE reasonable written notice (generally no more than thirty (30) days) setting forth the nature of DELEGATE's noncompliance and identifying a procedure whereby DELEGATE and its officers or responsible representative may have an opportunity to meet with the Executive Director of GRANTEE, or his/her designee, for the purpose of considering the nature of corrective action.
- (c) An order for corrective action shall be in writing and shall set forth specific directions for corrective action, including a detailed timetable for implementing such directions and for reporting to GRANTEE as to the implementation process.
- (d) The Executive Director may suspend or disallow payments to DELEGATE and/or suspend performance in accordance with Paragraph 19 of these STANDARD CONDITIONS during said period of corrective action.
- (e) If DELEGATE shall fail to implement an order for corrective action, or if it shall fail to do so within the timetable set for implementation, the Executive Director of GRANTEE shall recommend to GRANTEE's Governing Board that the DELEGATE AGREEMENT be terminated in accordance with the provisions of Paragraph 20 of these STANDARD CONDITIONS.
- (f) Notwithstanding the provisions of this Paragraph 21, the Executive Director

shall immediately suspend the payment of funds to DELEGATE when the Executive Director has reasonable cause to believe that DELEGATE has misspent or claimed funds fraudulently and shall cause to be served upon DELEGATE notice of termination pursuant to Paragraph 20 of these STANDARD CONDITIONS.

3. **Procurement**

Procurement activities of DELEGATE conducted under the DELEGATE AGREEMENT shall comply with all applicable federal and state procurement regulations, as well as other applicable federal, state and GRANTEE guidelines, procedures and policies. DELEGATE agrees to assume all responsibility for such DELEGATE procurement activities and agrees to indemnify and hold GRANTEE harmless from any audit exceptions relative to a violation by DELEGATE of any procurement requirement.

- (a) Contracts for Professional Services - Pursuant to the provisions of the HHS Super Circular (45 CFR Part 75), costs of professional services rendered by members of a particular profession or persons who possess a special skill, who are not employees of DELEGATE and who perform services on an intermittent or occasional basis, are allowable when reasonable in relation to the services rendered.
- (b) Fixed Assets - Expenditures for fixed assets shall be approved by GRANTEE prior to the purchase of such fixed assets by DELEGATE. If fixed assets are approved in the annual budget, no further approvals are required. If fixed assets are not included in the approved annual budget, DELEGATE shall obtain written approval of GRANTEE prior to purchasing the fixed assets. If fixed assets are to be used for more than the Head Start program, the cost shall be allocated accordingly. For the purpose of the DELEGATE AGREEMENT, fixed assets shall be defined in accordance with GRANTEE's Fixed Assets, Information Technology and Low-Value Inventory Policies and Procedures, attached as Exhibit J to the DELEGATE AGREEMENT and incorporated therein by reference.
- (c) Alteration or Renovation of Facilities - Alteration and/or renovation of

facilities is allowable under the DELEGATE AGREEMENT if such alteration and/or renovation has received the prior written approval of GRANTEE in the annual budget. If such approval was not granted in the annual budget, DELEGATE shall obtain the prior written approval of GRANTEE. Alteration and/or renovation of facilities is considered to be work required to change the interior arrangements or other physical characteristics of an existing facility or installed equipment so that it may be more effectively utilized for the Head Start Program. Alteration and/or renovation may include work referred to as improvements, conversion, rehabilitation, remodeling or modernization. Costs incurred for the following types of alteration and/or renovation are allowable:

- (1) Changes to the physical characteristics of space, such as interior dimensions, surfaces, furnishings and finishes;
- (2) Changes to the internal environment, such as modifications to the heating and ventilation systems;
- (3) Installation or modification of utility services in a structure otherwise suitable for occupancy of Head Start staff or students; and
- (4) Modification of unfinished shell space to make it suitable for the Head Start Program operations.

Such alteration and/or renovation costs may, with prior written approval of GRANTEE, be charged to the Head Start Program provided that:

- (1) The building structure has a useful life consistent with project purposes and is architecturally and structurally suitable for conversion to the type of space required;
- (2) The alteration and/or renovation is essential and no other suitable space is available within the area;
- (3) Where space is rented, DELEGATE shall secure a lease for a minimum of three (3) years as required by ACF, unless ACF waives this requirement;
- (4) The costs incurred are consistent with the prior approval requirements, other provisions of the laws and regulations relating to

- the Head Start Program and the HHS Grants Policy Directives;
- (5) If Head Start funds in excess of Ten Thousand Dollars (\$10,000.00) are used for all or part of the alterations and/or renovations carried out hereunder, DELEGATE shall require that the contractor certify compliance with the Equal Employment Opportunity provisions of Executive Order 11246; and
  - (6) If Head Start funds in excess of Two Thousand Dollars (\$2,000.00) are used for all or part of the alterations and/or renovations carried out hereunder, DELEGATE shall require that all laborers and mechanics employed be paid wages at not less than those prevailing on similar construction as required by the Davis-Bacon Act (40 U.S.C. §276a to a-7).

Alteration and/or renovation costs shall be limited to the costs of modifying existing space and utilities within a completed structure. New construction is not allowable. DELEGATE's contracts for alteration and/or renovation, as defined in this Section, shall meet the requirements of 45 CFR Part 75.334 [Bonding Requirements].

**4. Procurement Standards**

In procuring supplies, equipment and services (including construction), DELEGATE shall abide by the regulations and standards of 45 CFR Part 75.327 through 75.328, and all other applicable federal, state, and local laws and regulations, including GRANTEE's policies. Consistent with these regulations, DELEGATE shall meet the following standards:

(a) Code of Conduct

DELEGATE shall maintain a code or standard of conduct that governs the performance of its officers, employees or agents in the award and administration of contracts, and provides for appropriate disciplinary actions for noncompliance. The standards shall include, but not be limited to, prohibition against soliciting or accepting gratuities, favors or anything of monetary value from contractors or potential contractors.

(b) Conflict of Interest

No employee, officer or agent of DELEGATE shall participate in the

selection, award or administration of a contract if any of the following has a financial interest in the contract:

- (1) The employee or a member of his/her immediate family;
- (2) His/her partner;
- (3) An organization in which any of the above is an officer, agent or employee; or
- (4) A person or organization with whom any of the above individuals has any arrangement concerning prospective employment or compensation.

(c) Free Competition

Procurement transactions shall be conducted in a manner to provide, to the maximum extent possible, free and open competition. DELEGATE shall be alert to organizational conflicts of interest or noncompetitive practices among contractors which may restrict or eliminate competition or otherwise restrain trade. A contractor that develops or drafts specifications, requirements, a statement of work, an invitation for bids or a request for proposals for a particular procurement by DELEGATE shall be excluded from competing for that procurement, unless GRANTEE waives this requirement and secures the approval of the ACF Grant Officer to waive this requirement. Solicitations shall set forth all requirements that the bidder/offeror must fulfill in order for the bid/offer to be acceptable to DELEGATE and be evaluated. DELEGATE shall make awards to the most responsive and advantageous bidder/offeror after considering price and all other factors. Any or all bids may be rejected when it is in DELEGATE's best interest to do so.

**5. Procurement Procedures**

DELEGATE's procurement procedures shall be in accordance with 45 CFR Part 75.329 through 75.335, and all other applicable federal, state, and local laws and regulations including GRANTEE policies and shall include the following:

(a) Needs Assessment

DELEGATE shall assess supply, equipment and service needs to assure that unnecessary or duplicate items are not purchased. Prior to

procurement, consideration shall be given to available resources within DELEGATE's organization, donations from outside organizations and, where appropriate, lease and/or rental arrangements. Rental arrangements are subject to the requirements of the Super Circular (45 CFR Part 75). The needs assessment shall be used to determine future program options.

(b) Procurement Descriptions

Solicitations for goods and services shall be based upon clear and accurate descriptions of the technical requirements for the material, product or service to be procured. Such description shall not, in competitive procurements, contain features which unduly restrict competition. Brand name or equal descriptions may be used as a means to define the performance or other requirements of a procurement, and when so used, the specific features of the name brand which must be met by the bidder/offeror shall be clearly specified.

(c) Use of Small, Minority, and Women's Businesses

Affirmative steps shall be taken by DELEGATE to assure that small, minority and women's businesses are utilized whenever possible as sources of supplies, equipment, construction and services.

(d) American-made Equipment and Products

To the extent practicable, all equipment and products purchased by DELEGATE by funds provided under the DELEGATE AGREEMENT should be American-made.

(e) Selection of Contract Type

The type of contract to be used to cover a particular procurement shall be determined by DELEGATE. Contracts shall be made only with responsible contractors who possess the ability to perform successfully under the terms and conditions of the agreement. Consideration shall be given to contractor's integrity, record of past performance, financial and technical resources, or accessibility to necessary resources.

(f) Sole Source Contracts - Prior Approval Required

Any proposed sole source contract must meet the applicable requirements



for noncompetitive or sole source contracting. In addition, any proposed sole source contract in which the aggregate expenditure is expected to exceed the simplified acquisition threshold referenced in 45 CFR Part 75.333 shall be subject to prior approval of the ACF Grant Officer. Contracts in excess of the applicable dollar amount, where only one entity submitted a proposal pursuant to an RFP, shall be considered sole source contracts and shall require the appropriate approvals. Requests for such approval shall be forwarded to the GRANTEE in writing at least sixty (60) days prior to the required contract date. GRANTEE may, in its sole discretion, reject the request or forward it to the ACF Grant Officer.

(g) Price/Cost Analysis

DELEGATE shall make a price/cost analysis in connection with every procurement action. Price analysis may be made by comparing price quotations, market prices, etc. Cost analysis is the review and evaluation of costs to determine reasonableness, allowability and allocability.

(h) Records and Files

Consistent with 45 CFR Part 75.327(i), DELEGATE shall maintain procurement records and files for all purchases, which shall include at least the rationale for the method of procurement, selection of contract type, contractor selection or rejection, and the basis for the contract price.

(i) Contract Monitoring Systems

In accordance with Federal requirements, DELEGATE shall establish and maintain a system for contract monitoring to ensure contractor conformance with terms, conditions and specifications of the contract.

(j) Contract Provisions

All contracts of DELEGATE shall include provisions as may be required by 45 CFR Part 75, Appendix II, and other applicable federal, state and local laws and administrative regulations, including GRANTEE policies.

(k) Copeland Act

Contracts in excess of Two Thousand Dollars (\$2,000) for construction or repair shall include a provision for compliance with the Copeland Act (18

U.S.C. 874 and 40 U.S.C. §276c), as supplemented by Department of Labor regulations (29 CFR Part 3). All suspected or reported violations shall be reported to GRANTEE by DELEGATE.

(l) Davis-Bacon Act

For all construction contracts in excess of Two Thousand Dollars (\$2,000), the provisions of the Davis-Bacon Act (40 U.S.C. §276a to §276a-7), as supplemented by the Department of Labor Regulations contained at 29 CFR, Part 5, shall apply. GRANTEE shall require all contractors to comply with all provisions of the Davis-Bacon Act Attachment and to include this attachment in all such contracts. A copy of the Davis-Bacon Attachment is attached to the DELEGATE AGREEMENT as Exhibit K and incorporated therein by reference.

(m) Trafficking Victims Protection Act of 2000 (TVPA)

Contracts with a private entity, in whole or in part, shall include a provision for compliance with Section 106(g) of the TVPA, as amended (22 U.S.C. § 7104). All suspected or reported violations shall be immediately reported to GRANTEE by DELEGATE.

**6. Property**

- (a) Title to all property acquired by DELEGATE, in whole or in part, under contracts for the operation of Head Start Programs shall vest in GRANTEE, subject to all applicable laws and regulations. Said property shall be subject to all rules, procedures and restrictions as set forth in all applicable federal, state and local laws and administrative regulations, specifically including 45 CFR Part 75.316 through 75.323. Said property shall be used solely for purposes of fulfilling DELEGATE's obligations under the DELEGATE AGREEMENT unless otherwise approved in writing by GRANTEE. If real or personal property is used for other than the Head Start program, the cost shall be allocated accordingly. All property purchased must be in accordance with the provisions of the DELEGATE AGREEMENT, including the Budget and Cost Allocation Plan, attached thereto as Exhibit C and incorporated therein by reference. However, any other provision of the

DELEGATE AGREEMENT notwithstanding, DELEGATE shall not make any additions, improvements, modifications, renovations, or alterations to capital assets that materially increase their value or useful life without the advance written approval of GRANTEE (45 CFR Part 75.439(b)(3)). At the time of purchase of equipment under the terms hereto, DELEGATE shall submit a list of such equipment in accordance with instructions from GRANTEE.

- (b) DELEGATE shall exercise due care in the use, maintenance, protection, and preservation of GRANTEE-owned property in DELEGATE's possession or any other property purchased by DELEGATE with funds provided under the DELEGATE AGREEMENT. Such care shall include insurance coverage against loss or damage to such property.

**7. Title to Relocatable Buildings**

Title to relocatable buildings purchased with Head Start funds for use in the Head Start Program vests in GRANTEE. Without prior written authorization from GRANTEE, no Head Start relocatable building shall be used for purposes other than the Head Start Program. All Head Start buildings shall be identified at the main entrance by a seal to be provided by GRANTEE and affixed by DELEGATE.

**8. Copyrights**

In accordance with 45 CFR Part 75.322, should the performance of the DELEGATE AGREEMENT result in a book or other copyrightable material, the author is free to copyright the work, but the GRANTEE and HHS reserve royalty-free, non-exclusive and irrevocable license to reproduce, publish, or otherwise use and to authorize others to use all copyrighted material and all material which can be copyrighted for government purposes. DELEGATE shall provide GRANTEE with immediate written notice of such copyrights.

**9. Patents/Employee Inventions**

Any discovery or invention arising out of or developed in the course of work aided by the DELEGATE AGREEMENT is subject to applicable regulations governing patents and inventions (including government-wide regulations) issued by the Department of Commerce at 37 CFR Part 401. Any such discovery or invention

shall be properly, fully and immediately reported in writing to GRANTEE for determination by GRANTEE and ACF/HHS as to whether the patent protection on such invention or discovery should be sought and how the rights in the invention or discovery, including rights under any patent issued thereon, shall be disposed of and administered in order to protect the public interest.

### **30. License for Use**

Any other provision of the DELEGATE AGREEMENT notwithstanding, DELEGATE, by signing the DELEGATE AGREEMENT, agrees to and does hereby grant to GRANTEE and the federal government a royalty-free, nonexclusive and irrevocable license throughout the world, for government purposes, to publish, translate, reproduce, deliver, perform, dispose of, and to authorize others to do so, all data, including reports, patents, copyrights, drawings, blueprints, and technical information resulting from the performance of the work under the DELEGATE AGREEMENT.

### **31. Right to Reuse**

If, under the provisions of the DELEGATE AGREEMENT, DELEGATE develops any systems analysis products, models, electronic data processing systems, software and related services, DELEGATE agrees that the methods, materials, logic and systems developed pursuant to the DELEGATE AGREEMENT shall be the property of GRANTEE, and may be used as GRANTEE sees fit, including the right to reuse and publish the same without limitation.

### **32. Insurance**

During the term of the DELEGATE AGREEMENT, DELEGATE shall maintain insurance coverages in conformance with the provisions of Exhibit L attached thereto and incorporated therein by reference.

### **33. Personnel**

#### **(a) Personnel Management System**

DELEGATE shall establish and maintain a system for the management of personnel employed under the Head Start Program. Said Personnel Management System shall conform to Head Start requirements at 45 CFR Part 1302 Subpart I and GRANTEE's requirements, and must be approved

by DELEGATE's Head Start Policy Committee and GRANTEE before it is implemented. The following guidelines shall be used by DELEGATE in establishing such a system:

(1) Position Classification

DELEGATE shall maintain a classification system which differentiates between levels of responsibility and complexity of work; requires position descriptions and job titles; identifies position requirements; and provides for periodic review and updating of position descriptions as required.

(2) Recruitment and Selection

A recruitment and selection system shall be maintained which provides for the announcement of vacancies to staff and other known sources of manpower; establishes controls to ensure consistency with the budget plan; enables a comparison of job candidates with the budget plan; establishes procedures for applicant interviews; provides for reference checks and final selection by an appropriate administrator of DELEGATE; provides for participation of parents in the recruitment and selection process and approval by the parents of the candidates selected; and evaluates the effectiveness of compliance with civil rights laws, regulations and executive orders.

(3) Compensation

All wages paid by DELEGATE shall be in accordance with applicable federal and state laws and regulations and the Comparability of Wages and Employee Benefits Report developed by GRANTEE. If the report does not contain information on a particular position, DELEGATE shall determine compensation based upon the job requirements and comparability with similar work in the local labor market, including employee benefits. DELEGATE shall obtain GRANTEE's approval of such determination prior to the first pay period for the individual and/or individuals affected and each such approved compensation rate shall be included in the approved salary

schedule.

(4) Performance Rating

DELEGATE shall maintain a continuous system of employee evaluation which rates Head Start employees within established performance standards on a regular basis. Employee evaluations shall establish the basis for consideration of future pay adjustments, consistent with the comparability requirements as specified herein.

(5) Staff Utilization and Career Development

DELEGATE shall maintain a staff utilization and career development program which requires analysis of manpower needs and staff utilization and provides job training or retraining, career counseling and supervisory training, where applicable. The personnel management system maintained by DELEGATE for the Head Start Program shall contain clear, consistent written policies with respect to:

- (i) Working hours;
- (ii) Work schedules;
- (iii) Overtime and overtime pay;
- (iv) Vacation schedules, vacation pay and policies on unused vacation and related compensation. Such vacation policies shall emphasize the need for employees to take vacation time when such time is scheduled and shall encourage employees to use vacation leave unless otherwise impossible. Cash payments for unused vacation shall be discouraged. DELEGATE shall obtain the written consent of GRANTEE prior to instituting any such policy;
- (v) Maintenance of attendance records for all employees;
- (vi) Travel policies, including reimbursement for travel expenses;
- (vii) Outside employment;
- (viii) A fair and equitable grievance procedure;
- (ix) Written standards for employee conduct and conflict of

interest;

- (x) A fair and equitable disciplinary system to handle conduct violations; and
- (xi) Nepotism.

DELEGATE shall provide GRANTEE with copies of any new policies adopted by DELEGATE and copies of any policies which are revised during the period of the DELEGATE AGREEMENT. DELEGATE shall obtain the approval of DELEGATE's Head Start Policy Committee and GRANTEE for any new or revised provisions before they are effective.

(b) Personnel Records

DELEGATE shall maintain all required employee records which include all official documents related to the employment of each Head Start employee. Employee records shall be maintained in an orderly and accessible file system which is kept current. All such records shall be available to supervisors, accountants, auditors and GRANTEE, as well as to the individual employee, as appropriate.

(c) Support of Salaries and Wages

Charges to the Head Start Program for salaries and wages of DELEGATE's employees shall be based upon documented payrolls approved by a responsible official of DELEGATE. The distribution of salaries and wages must be supported by personnel activity reports as specified herein. Reports reflecting the distribution of activity of each employee must be maintained for all Head Start staff members, professional and non-professional, whose compensation is charged, in whole or in part, directly to the Head Start Program. Reports maintained by DELEGATE to satisfy these requirements shall meet the following standards:

- (1) The reports shall reflect an after-the-fact determination of the actual activity of each employee. Budget estimates do not qualify as support for charges to the Head Start Program.
- (2) Each report shall account for the total activity for which employees are compensated and which is required in fulfillment of their

obligations to DELEGATE.

- (3) The reports shall be signed by the individual employee and the responsible supervisor having first-hand knowledge of the activities performed by the employee, and state that the distribution of activity represents a reasonable portrayal of the actual work performed by the employee during the periods covered by the reports.
  - (4) The reports shall be prepared at least monthly and shall coincide with the appropriate reporting period.
  - (5) Charges for the salaries and wages of nonprofessional employees, in addition to the supporting documentation described above, shall also be supported by records indicating the total number of hours worked each day, maintained in accordance with Department of Labor regulations implementing the Fair Labor Standards Act. For the purposes of these STANDARD CONDITIONS and the DELEGATE AGREEMENT, the term "nonprofessional" employee shall have the same meaning as "nonexempt" employee under the Fair Labor Standards Act.
  - (6) Salaries and wages shall be paid in accordance with the Budget and Cost Allocation Plan which is attached as Exhibit C to the DELEGATE AGREEMENT and incorporated therein by reference.
- (d) Availability of Personnel Records, Policies and Procedures  
DELEGATE's personnel policies, procedures and/or regulations shall be made available to all Head Start personnel employed by DELEGATE and shall be provided to GRANTEE.
- (e) DELEGATE Personnel
- (1) DELEGATE, by signing the DELEGATE AGREEMENT, represents that it has, or will secure at its own expense, all personnel required to perform its obligations under the DELEGATE AGREEMENT. Such personnel shall not be employees of or have any contractual relationship with GRANTEE, and DELEGATE shall hold GRANTEE harmless from any and all claims against GRANTEE based upon the



contention that an employer-employee relationship exists by reason of the DELEGATE AGREEMENT.

- (2) All of the obligations and/or services to be performed by DELEGATE under the DELEGATE AGREEMENT shall be performed by DELEGATE or by employees of DELEGATE under DELEGATE's supervision, and all personnel engaged in the work shall be fully qualified and shall be authorized under applicable law to perform such services and/or activities.
- (3) DELEGATE, by signing the DELEGATE AGREEMENT agrees that in the performance of its obligations thereunder no person having an interest that would conflict, or whose performance would conflict, with the effective and efficient performance of DELEGATE's obligations, as determined by GRANTEE, shall be employed, engaged or retained.
- (4) In the event that HHS, ACF, or GRANTEE, in their sole discretion, either singularly or jointly, at any time during the term of the DELEGATE AGREEMENT, desires the removal of any person or persons assigned by DELEGATE to perform services pursuant to the DELEGATE AGREEMENT, DELEGATE shall remove any such person immediately upon receiving notice from HHS, ACF, or GRANTEE.

(f) Qualifications of Teachers and Other Staff

DELEGATE shall employ teachers and other staff who meet certification or licensing requirements of the State, including:

- (1) All teachers shall have an Instructional Permit or Credential or meet minimum requirements as established by the State of California, Department of Social Services;
- (2) Supervisors shall have a Supervisory Credential for Children's Centers or equivalent permit; and
- (3) At least one qualified individual shall be employed or retained as an independent contractor in the Health Services component.

DELEGATE shall comply with Section 648A of the Head Start Act (42 U.S.C. 9843a) - "Staff Qualifications and Development," as amended. Additionally, DELEGATE shall submit to GRANTEE an annual report on its progress in meeting all degree and credentialing requirements outlined in Section 648A of the Head Start Act, as amended.

(g) Unlawful Activities

DELEGATE shall assure that no employee shall, in the performance of duties as an employee of the Head Start Program, plan, initiate, participate in or otherwise aid or assist in the conduct of any unlawful demonstration, rioting or civil disturbance.

**34. Debarment, Suspension, Termination and/or Revocation**

(a) DELEGATE, by signing the DELEGATE AGREEMENT, certifies to the best of its knowledge that neither it nor any of its principals to be used in the performance of the DELEGATE AGREEMENT:

- (1) Is presently debarred, suspended, proposed for debarment, declared ineligible or voluntarily excluded from covered transactions by any federal department or agency;
- (2) Has within a three (3) year period preceding the DELEGATE AGREEMENT been convicted of or had a civil judgment rendered against them for commission of fraud or a criminal offense in connection with obtaining, attempting to obtain or performing a public (federal, state or local) transaction or contract under a public transaction; violation of federal or state antitrust statutes or commission of embezzlement, theft, forgery, bribery, falsification or destruction of records, making false statements or receiving stolen property;
- (3) Is presently indicted for or otherwise criminally or civilly charged by a governmental entity (federal, state or local) with commission of any of the offenses enumerated in subparagraph (2) of this Paragraph 33; and
- (4) Has within a three (3) year period preceding the DELEGATE

AGREEMENT had one or more public (federal, state or local) transactions terminated for cause or default.

- (b) If unable to certify to the best of its knowledge the statements set forth above, DELEGATE and/or any of its principals shall attach to the DELEGATE AGREEMENT an account of the circumstances and any explanations therefore.
- (c) DELEGATE shall request this certification from any subcontractors that perform services under the DELEGATE AGREEMENT.

**35. Prior Findings**

DELEGATE, by signing the DELEGATE AGREEMENT, certifies under penalty of perjury, that it has not failed to satisfy any major condition in a current or previous contract or grant with the federal government, the State of California or GRANTEE and has not failed to satisfy conditions relating to the resolution of a final finding and determination, including repayment of debts.

**36. National Labor Relations Board Certification**

DELEGATE, by signing the DELEGATE AGREEMENT, certifies under penalty of perjury that no more than one final unappealable finding of contempt of court, by a Federal Court, has been issued against DELEGATE within the immediately preceding two-year period because of DELEGATE's failure to comply with an order of a Federal Court which orders DELEGATE to comply with an order of the National Labor Relations Board.

**37. Nepotism**

No member of the immediate family of any officer, director, executive or employee of DELEGATE or GRANTEE shall receive favorable treatment for enrollment in services provided by, or employment with, DELEGATE. In addition, neither DELEGATE nor any of DELEGATE's contractors shall hire, or cause or allow to be hired, a person into an administrative capacity or staff position funded under the DELEGATE AGREEMENT, if a member of that person's immediate family is employed in an administrative capacity for GRANTEE, DELEGATE, or any employment contractor of DELEGATE. However, where an applicable federal, state or local statute regarding nepotism exists which is more restrictive than this

provision, DELEGATE and DELEGATE's contractors shall follow the federal, state or local statute in lieu of this provision.

- (a) The term "member of the immediate family" includes: wife, husband, son, daughter, mother, father, brother, brother-in-law, sister, sister-in-law, son-in-law, daughter-in-law, father-in-law, mother-in-law, grandfather, grandmother, aunt, uncle, niece, nephew, step-parent and step-child.
- (b) The term "administrative capacity" refers to positions involving overall administrative responsibility for the Head Start Program, including members of GRANTEE's Governing Board and any of its affiliated Boards or Councils and members of the governing body or board of directors of DELEGATE, as well as other individuals who have influence or control over the administration of the program, such as the program director and deputy director, and persons who have selection, hiring, or supervisory responsibilities.
- (c) The term "staff position" refers to all staff positions providing services under the DELEGATE AGREEMENT, such as teachers, teacher aides, drivers and cooks.

### **38. Conflict of Interest**

- (a) Neither an officer, director, executive or employee of DELEGATE, nor an elected official in the area shall solicit or accept money or any other consideration from a third person for the performance of an act reimbursed in whole or in part by GRANTEE or DELEGATE. Supplies, materials, equipment or services purchased with DELEGATE AGREEMENT funds shall be used solely for purposes allowed under the DELEGATE AGREEMENT.
- (b) DELEGATE shall avoid organizational conflict of interest and its officers, directors, executives and employees shall avoid financial and personal conflict of interest, potential for conflict of interest and appearance of conflict of interest in the performance of the DELEGATE AGREEMENT, in awarding financial assistance and in the conduct of procurement activities involving funds provided under the DELEGATE AGREEMENT.

- (c) DELEGATE shall establish safeguards to prohibit employees or officers from using their positions for a purpose which could result in private gain, or gives the appearance of being motivated for private gain for themselves or others, particularly those with whom they have family, business or other ties.
- (d) DELEGATE shall abide by all applicable federal and state laws and regulations and GRANTEE policies regarding conflict of interest.

**39. Non-discrimination**

The DELEGATE AGREEMENT and any subcontract thereunder is subject to (a) the President's Executive Order 11246 entitled "Equal Employment Opportunity," and any subsequent amendments thereto specifically including U.S. Executive Order 11375 and supplemented in 41 CFR, Part 60, as amended; (b) The Americans with Disabilities Act of 1990 (Public Law 101-336), and any subsequent amendments thereto; (c) Title VI (as implemented by 45 CFR Parts 80 and 81) and Title VII of the Civil Rights Act of 1964, and any subsequent amendments thereto; (d) Revised Order #4 of the Federal Register; (e) all requirements imposed by or pursuant to regulations of the U.S. Department of Health and Human Services issued pursuant to said order and titles; and (f) GRANTEE's policies. DELEGATE agrees that any service, financial aid program, or other benefit to be provided by DELEGATE under the DELEGATE AGREEMENT or any activity supported by the DELEGATE AGREEMENT shall be furnished without discrimination on the basis of race, color, religion, sex (including pregnancy, childbirth, and related medical conditions, sex stereotyping, transgender status, and gender identity), national origin (including limited English proficiency), age, disability, or political affiliation or belief, or heritage. DELEGATE agrees further not to deny any individual an opportunity to participate in, or enjoy the services or benefits of, the DELEGATE AGREEMENT on the basis of race, color, religion, sex (including pregnancy, childbirth, and related medical conditions, sex stereotyping, transgender status, and gender identity), national origin (including limited English proficiency), age, disability, or political affiliation or belief, or heritage. DELEGATE, by signing the DELEGATE AGREEMENT, further agrees to take affirmative action to ensure that

applicants are employed, and that employees are treated during employment, without regard to their race, color, religion, sex (including pregnancy, childbirth, and related medical conditions, sex stereotyping, transgender status, and gender identity), national origin (including limited English proficiency), age, disability, or political affiliation or belief, or heritage. DELEGATE shall also state in all solicitations or advertisements for employment placed by or on behalf of DELEGATE, that all qualified applicants shall receive consideration for employment without regard to race, color, religion, sex (including pregnancy, childbirth, and related medical conditions, sex stereotyping, transgender status, and gender identity), national origin (including limited English proficiency), age, disability, or political affiliation or belief, or heritage. DELEGATE, by signing the DELEGATE AGREEMENT, recognizes the right of GRANTEE and/or the United States Government to seek judicial enforcement of the foregoing covenants against discrimination.

**40. Compliance with Section 504 of the Rehabilitation Act of 1973**

DELEGATE shall abide by the provisions of Section 504 of the Rehabilitation Act of 1973, as amended, which provides that no otherwise-qualified individual with a disability shall, by reason of such disability, be excluded from participation in, be denied the benefit of, or be subjected to discrimination under any program or activity receiving federal financial assistance. The HHS regulation implementing this requirement is published in 45 CFR Part 84.

**41. Protection of Human Subjects**

DELEGATE shall comply with the provisions of 45 CFR Part 46 which requires safeguarding the rights and welfare of human subjects who are involved in activities supported by HHS program funds.

**42. Confidentiality**

All services performed by DELEGATE and each and all of the reports and items of data and information given to, prepared by, or assembled with the assistance of DELEGATE under the terms of the DELEGATE AGREEMENT are confidential and shall not be made available to any individual or organization, except for the U.S. Department of Health and Human Services and GRANTEE, by DELEGATE

without prior written approval of GRANTEE. DELEGATE shall also abide by all applicable laws, regulations and GRANTEE's policies and procedures regarding the release of participant identities and information. A copy of GRANTEE's policy on Confidentiality of Participant Records is attached as Exhibit M to the DELEGATE AGREEMENT and incorporated therein by reference. This confidentiality extends to the health and medical condition of HIV infected children. DELEGATE shall fully comply with GRANTEE's HIV/AIDS Policy attached as Exhibit N to the DELEGATE AGREEMENT and incorporated therein by reference.

**43. Unauthorized Financial Benefit**

Neither DELEGATE, nor its officers, agents or employees shall submit or receive payment pursuant to any invoices, bills, statements or reports for payment or for reimbursement for costs from GRANTEE under the DELEGATE AGREEMENT if any officer, agent or employee of DELEGATE will derive any financial benefit other than as specifically permitted in the DELEGATE AGREEMENT.

**44. Contingent Fee**

DELEGATE, by signing the DELEGATE AGREEMENT, warrants that no person, selling agency or other organization has been employed or retained to solicit or secure the DELEGATE AGREEMENT upon an agreement or understanding for commission, percentage, brokerage or contingency fee. For breach or violation of this covenant, GRANTEE shall have the right to terminate the DELEGATE AGREEMENT with liability in accordance with Paragraph 20 of these STANDARD CONDITIONS and/or, at its sole discretion, to deduct from the DELEGATE payment or reimbursement, or otherwise recover, the full amount of such commission, percentage, brokerage or contingency fee.

**45. Conflicts**

No officer, agent or employee of DELEGATE shall solicit or accept any favor or any financial interest from any supplier or potential supplier of goods or services under the DELEGATE AGREEMENT including any extension thereof.

**46. Fraud and Program Abuse**

DELEGATE shall establish and implement appropriate internal program management procedures to prevent fraud, abuse and criminal activity.

DELEGATE shall notify GRANTEE within twenty-four (24) hours of any suspected or proven fraud, abuse or criminal acts involving Head Start funds or Head Start-funded activities.

**47. Political Activity and Lobbying**

DELEGATE, by signing the DELEGATE AGREEMENT, assures and certifies that it will comply with all applicable federal and state laws and administrative regulations, as well as GRANTEE's policies, regarding political activity and lobbying. In this regard, no funds provided under the DELEGATE AGREEMENT shall be used for publicity, lobbying or the solicitation of funds for any political activity or to further the election or defeat of any candidate for office or on behalf of or in opposition to proposed or pending federal, state or local legislation or administrative action. DELEGATE shall comply with the requirements of Section 319 of the Fiscal Year 1990 Appropriations Act (31 U.S.C. 1352), as amended, and corresponding DOL regulations codified at 29 CFR, Part 93 and 45 CFR, Part 93, which prohibit the expenditure of funds provided under a federal contract, grant, loan or cooperative agreement for the purpose of influencing or attempting to influence an officer or employee of any federal agency, a Member of Congress, an officer or employee of Congress or an employee of a Member of Congress in connection with the awarding, extension, continuation, renewal, amendment or modification of any such contract, grant, loan or cooperative agreement. DELEGATE shall execute and annually provide to GRANTEE a Certification Regarding Lobbying and, if necessary, a Disclosure of Lobbying Activities on the forms provided by GRANTEE.

**48. Assurances and Certifications Regarding Sectarian Activities**

In addition to the Assurances and Certifications attached to the DELEGATE AGREEMENT as Exhibit O and incorporated therein by reference, DELEGATE, by signing the DELEGATE AGREEMENT, also assures and certifies that:

- (a) DELEGATE shall use all funds under the DELEGATE AGREEMENT consistent with the Establishment Clause and the Free Exercise Clause of the First Amendment to the United States Constitution. DELEGATE shall not expend any program funds for inherently religious activities, such as



worship, religious instruction or proselytization. If DELEGATE conducts such activities, it must offer them separately, in time or location, from the programs or services directly funded under the DELEGATE AGREEMENT, and participation must be voluntary for program beneficiaries.

- (b) DELEGATE shall retain its independence from Federal, State and local governments and may continue to carry out its mission, including the definition, practice and expression of its religious beliefs, provided that it does not expend any direct funding under the DELEGATE AGREEMENT to support any inherently religious activities, such as worship, religious instruction or proselytization. Among other things, DELEGATE may use space in its facilities to provide services funded under the DELEGATE AGREEMENT without removing religious art, icons, scriptures, or other symbols. In addition, DELEGATE retains the authority over its internal governance and it may retain religious terms in its organization's name, select its board members on a religious basis, and include religious references in its organization's mission statements and other governing documents.
- (c) In providing services or benefits under the DELEGATE AGREEMENT, DELEGATE shall not discriminate against a program beneficiary or prospective program beneficiary on the basis of religion or a religious belief.

**49. Delegation Subcontract Assignment Security for Loan**

- (a) No performance of any of DELEGATE's obligations under the DELEGATE AGREEMENT may be transferred by subcontract, assignment, delegation or novation without the prior express written consent of GRANTEE. Any attempt by DELEGATE to assign, delegate or subcontract any performance of its obligations thereunder without the prior express written consent of GRANTEE shall be null and void and shall constitute a breach of the DELEGATE AGREEMENT. Whenever DELEGATE is authorized to subcontract, delegate or assign, it shall include all the terms of the DELEGATE AGREEMENT in each subcontract, delegation, assignment or novation. Any subcontractor, delegate or assignee shall be subject to all

applicable provisions of the DELEGATE AGREEMENT, and all applicable federal, state and local laws and regulations. DELEGATE agrees to be held fully responsible to GRANTEE for the performance of any subcontractor, delegate or assignee and to hold GRANTEE harmless against any liability incurred by the subcontractor, delegate or assignee.

- (b) Without the prior express written consent of GRANTEE, the DELEGATE AGREEMENT may not be used as security for a loan and is not assignable by DELEGATE either in whole or in part for such purposes.

**50. Independent Status**

The DELEGATE AGREEMENT is by and between two independent parties and is not intended to and shall not be construed to create the relationship of agent, servant, employee, partnership, or joint venture, and DELEGATE agrees to defend, indemnify and hold GRANTEE harmless from any such claim.

**51. Indemnification**

- (a) The following provision applies only if DELEGATE is a governmental entity: Pursuant to the provisions of Section 895.4 of the California Government Code, each party agrees to indemnify and hold the other party harmless from all liability for damage to persons or property, arising out of or resulting from acts or omissions of the indemnifying party.

- (b) The following provision applies only if DELEGATE is a non-governmental entity:

DELEGATE agrees to indemnify, defend and hold harmless GRANTEE and its officers, agents, employees and volunteers, from and against any suits, actions, claims, causes of action, cost demands, judgments, damages, costs and expenses of whatever nature, including court costs and reasonable attorney's fees, arising out of or resulting from DELEGATE's performance under the DELEGATE AGREEMENT, including DELEGATE's failure to comply with or carry out any of the provisions of the DELEGATE AGREEMENT and acts of negligence or omission of DELEGATE, or anyone employed directly, indirectly or by independent contract by DELEGATE, including volunteers and program participants, regardless of

whether caused in part by a party indemnified hereunder.

**5. Laws**

DELEGATE shall comply with all applicable laws, ordinances, codes, administrative regulations, guidelines and policies of the United States, the State of California and local governments, specifically including, but not limited to, GRANTEE policies and procedures. If any such laws, ordinances, codes, administrative regulations, guidelines or policies are amended or revised, DELEGATE shall comply with such amendments, revisions or modifications or shall notify GRANTEE within thirty (30) days after promulgation of the amendments, revisions or modifications that it cannot so conform so that GRANTEE may take appropriate action, including termination of the DELEGATE AGREEMENT pursuant to Paragraph 20 of these STANDARD CONDITIONS.

**53. Clean Air and Clean Water**

If the DELEGATE AGREEMENT is in excess of One Hundred Thousand Dollars (\$100,000), DELEGATE shall comply with all applicable standards, orders or requirements issued under Section 306 of the Clean Air Act (42 U.S. Code 1857(h)), Section 508 of the Clean Water Act (33 U.S. Code 1368), Executive Order 11738, and Environmental Protection Agency (hereinafter the "EPA") regulations (40 CFR, Part 15). Under these laws and regulations, the DELEGATE, by signing the DELEGATE AGREEMENT, assures that:

- (a) No facility to be utilized in the performance of the proposed grant has been listed on the EPA List of Violating Facilities;
- (b) DELEGATE shall notify GRANTEE, prior to award, of the receipt of any communication from the Director, Office of Federal Activities, EPA, indicating that a facility to be utilized for the grant is under consideration to be listed on the EPA List of Violating Facilities;
- (c) DELEGATE shall notify GRANTEE and the EPA about any known violation of the above laws and regulations; and
- (d) DELEGATE shall include substantially this assurance, including this fourth part, in every nonexempt subgrant, contract or subcontract.

**54. Press Releases, Communications, Statements, Requests for**

**Proposals Bids**

DELEGATE shall not communicate with the press, television, radio or any other form of media regarding its duties or performance under the DELEGATE AGREEMENT without the prior express written consent of GRANTEE. Unless otherwise directed by GRANTEE, in all communications, DELEGATE shall make specific reference to GRANTEE as the funding agency which is funded by the Administration for Children and Families, Department of Health and Human Services. DELEGATE shall, additionally, comply with the following, consistent with Section 508 of Public Law 103-333:

When issuing statements, press releases, requests for proposals, bid solicitations and other documents describing projects or programs funded in whole or in part with funds provided under the DELEGATE AGREEMENT, the DELEGATE shall clearly state (1) the percentage of the total costs of the program or project which will be financed with funds under the DELEGATE AGREEMENT, (2) the dollar amount of funds under the DELEGATE AGREEMENT utilized for the project or program, and (3) the percentage and dollar amount of total costs of the project or program that will be financed by non-governmental sources.

**55. Immigration Reform and Control Act of 1986**

DELEGATE, by signing the DELEGATE AGREEMENT, assures that it shall be in compliance with the Immigration Reform and Control Act of 1986, specifically including, but not by way of limitation, the antidiscrimination provisions of Section 102, as well as requirements disqualifying certain legalized aliens from receiving benefits under the DELEGATE AGREEMENT for five (5) years from the date they were granted temporary resident status, even if they have been provided status according to Section 245A (amnesty or legalization) and 210A (replenishment workers) of the Immigration and Nationality Act, as amended.

**56. Drug-Free Workplace Certification**

By signing the DELEGATE AGREEMENT, the DELEGATE certifies under penalty of perjury under the laws of the State of California that DELEGATE will comply with the requirements of the Drug-Free Workplace Act of 1990 (Government Code

Section 8350 et seq., 29 CFR Part 29) and with 45 CFR 82 - Government wide Requirements for a Drug-Free Workplace, and will provide a drug-free workplace by taking the following actions:

- (a) Publish a statement notifying employees that unlawful manufacture, distribution, dispensation, possession or use of a controlled substance is prohibited and specifying actions to be taken against employees for violations, as required by the Government Code Section 8350(a).
- (b) Establish a Drug-Free Awareness Program as required by Government Code Section 8355(b) to inform employees about all of the following:
  - (1) the dangers of drug abuse in the workplace;
  - (2) DELEGATE's Policy on maintaining a drug-free workplace;
  - (3) any available counseling, rehabilitation and employee assistance program; and
  - (4) penalties that may be imposed upon employees for drug abuse violations.
- (c) Provide, as required by Government Code Section 8355(c), that every employee who performs services funded under the DELEGATE AGREEMENT:
  - (1) will receive a copy of DELEGATE's drug-free policy statement; and
  - (2) will agree to abide by the terms of DELEGATE's statement as a condition of employment under the AGREEMENT.

**57. Child Support Enforcement Act**

In accordance with the Child Support Enforcement Act, DELEGATE, by signing the DELEGATE AGREEMENT, recognizes and acknowledges:

- (a) the importance of child and family support obligations and shall fully comply with applicable state and federal laws relating to child and family support enforcement including, but not limited to, disclosure of information and compliance with earnings assignment orders, as provided in Chapter 8 (commencing with Section 5200) of Part 5 of Division 9 of the Family Code; and
- (b) that, to the best of its knowledge, DELEGATE is fully complying with the

earnings assignment orders of all employees.

**58. Successors**

At the sole discretion of any successor-in-interest of GRANTEE, the DELEGATE AGREEMENT shall bind and inure to that successor-in-interest of GRANTEE, in the same manner as if such party had been expressly named therein. The DELEGATE AGREEMENT shall only bind and inure to a successor-in-interest of DELEGATE upon GRANTEE's prior express written consent.

**59. Monitoring and Reporting of Program Performance**

As specified in 45 CFR Part 75.342, GRANTEE shall monitor the performance of Head Start activities. GRANTEE shall review each program, function and activity to assure that adequate progress is being made towards achieving the goals of the Head Start Program, including the goal of sound fiscal management. DELEGATE shall cooperate in all ways to assist GRANTEE in these monitoring activities.

**60. Program Assessment**

GRANTEE may conduct a formal program assessment annually, using the ACF Office of Head Start (OHS) Monitoring Protocol or an assessment process based upon the Written Plans. DELEGATE shall appoint assessment teams, participate in assessment training, complete assessment reports and prepare plans to correct deficiencies that are or may be identified through the assessment process.

**61. Head Start Transportation Inspection and Licensing of Vehicles and Personnel**

DELEGATE shall, when applicable, comply with all provisions of 45 CFR Part 1303 Subpart F - Transportation incorporated herein by reference as though set forth in its entirety. DELEGATE shall, additionally, adhere to the following requirements:

(a) Vehicles Owned or Leased by DELEGATE

Prior to the use of any vehicle in connection with the Head Start Program, DELEGATE shall provide GRANTEE with a certification from its Chief Executive Officer or Governing Board Chairperson providing that:

- (1) DELEGATE holds a current Inspection Approval Certificate issued by the California Department of Motor Vehicles for each vehicle used

in the Head Start Program;

- (2) Each vehicle used in the Head Start Program is owned or leased by DELEGATE;
- (3) Each vehicle used in the Head Start Program is currently registered to DELEGATE as owner or Lessee; and
- (4) Each individual operating a vehicle used in the Head Start Program for the transport of Head Start children holds a valid bus driver certificate/license. This includes a current California driver's license, California Special Driver Certificate and current Medical Examiner's Certificate.

(b) Contracts for Transportation Services

In the event that DELEGATE does not own or lease vehicles in the operation of its Head Start Program but does contract with an independent bus or transportation operator for these services, DELEGATE shall ensure that prior to the use of any such vehicle, DELEGATE obtains and maintains in its files documentation that:

- (1) The independent bus or transportation operator holds a current Inspection Approval Certificate issued by the California Department of Motor Vehicles for each vehicle used by or for DELEGATE in its Head Start Program;
- (2) Each vehicle is owned or leased to and registered to the bus or transportation operator (i.e., bus company);
- (3) Each individual operating any vehicle for the transport of Head Start children holds a valid bus driver certificate/license. This includes a current California driver's license, California Special Driver Certificate and current Medical Examiner's Certificate; and
- (4) Each bus or transportation operator (i.e., bus company) maintains adequate liability insurance for each vehicle providing coverage for liability for injuries or damages to third parties and passengers.

**6. Policy on Joint Operation of Head Start/State Preschool Programs**

DELEGATE may maintain jointly operated Head Start and State Preschool

programs as specified in the Memorandum of Understanding between the Office of Child Development, State Department of Education and the Administration for Children and Families, Region IX, Department of Health and Human Services. A copy of said Memorandum of Understanding is attached as Exhibit P to the DELEGATE AGREEMENT and incorporated therein by reference. Upon the request of GRANTEE or auditors, GRANTEE and said auditors shall have access to all records relating to the operation of the State Preschool Program.

**63. Attendance and Enrollment Recordkeeping and Retention**

DELEGATE shall maintain all required records on Head Start enrollment and attendance. Such records shall be maintained in an orderly and accessible file system which is kept current at all times. All such records shall be available to supervisors and GRANTEE, including GRANTEE designated accountants, monitors and auditors.

**64. ACROSS Family Income Guidelines**

DELEGATE shall abide by all applicable HHS income guidelines and other applicable guidelines for determining the eligibility of all children enrolled in DELEGATE's Head Start Program.

**65. Entire Agreement Modifications**

The DELEGATE AGREEMENT, together with all exhibits thereto, constitutes the entire agreement between the parties hereto for services furnished pursuant to the DELEGATE AGREEMENT and no oral understanding not incorporated therein shall be binding on any of the parties hereto. Except as otherwise provided in the DELEGATE AGREEMENT, the DELEGATE AGREEMENT may be modified, altered or revised only on the written consent of both parties hereto. However, any other provision of the DELEGATE AGREEMENT notwithstanding, the DELEGATE AGREEMENT is subject to any additional restrictions, limitations, policies or conditions enacted by the federal or state government, any applicable local government or GRANTEE or any law or regulation enacted by the federal or state government or any applicable local government which may affect the provisions, terms or funding of the DELEGATE AGREEMENT and GRANTEE may unilaterally amend the DELEGATE AGREEMENT in this regard.



**66. Severability of Provisions**

If any provision of the DELEGATE AGREEMENT is held invalid, the remainder of the DELEGATE AGREEMENT shall not be affected thereby, if such remainder would then continue to conform to terms and requirements of applicable law.

**67. Titles**

The titles to the paragraphs of the DELEGATE AGREEMENT and the Exhibits thereto are solely for the convenience of the parties and are not an aid in the interpretation of the DELEGATE AGREEMENT and its Exhibits.

**68. Waiver**

The waiver by GRANTEE of any default, breach or condition precedent under the DELEGATE AGREEMENT shall not be construed as a waiver on the part of GRANTEE of any other default, breach or condition precedent, or any other right thereunder.

**69. Limitation of Actions**

In the event the U.S. Government disallows any costs incurred by DELEGATE in the performance of the DELEGATE AGREEMENT, GRANTEE may bring an action against DELEGATE for the recovery of such disallowed costs at any time within five (5) years following final resolution of the U.S. Government audit wherein such costs were disallowed. Such disallowed costs shall be deemed to constitute a continuing breach of contract until such final resolution and each day thereof shall give rise to a cause of action.

**70. California Law**

Except where controlled by federal statutes or administrative regulations, the DELEGATE AGREEMENT shall be governed according to the laws of the State of California and GRANTEE policies and procedures.

**71. Notices**

All notices to be given to either of the parties under the DELEGATE AGREEMENT shall be addressed to the applicable party at the address set forth below the signature of each party to the DELEGATE AGREEMENT and given: 1) via electronic email (provided that the sender possesses written confirmation of valid delivery); 2) by deposit in the United States mail, first-class postage prepaid; 3) by

personal service; or 4) by deposit with an overnight delivery service (provided that the sending party receives a confirmation of actual delivery from the delivery service). Notices given by United States mail shall be deemed served three (3) days after deposit in the United States mail or when received, whichever is sooner. Service in any other manner shall be deemed served on the date of delivery.

**72. Enforceable Agreement**

The DELEGATE AGREEMENT shall become a valid enforceable agreement only after it is signed by authorized agents of the parties.

**73. Time of the Essence**

Time is of the essence in the performance of the DELEGATE AGREEMENT.

**74. Statutes, Regulations, Policies and Procedures**

DELEGATE shall provide the services under the DELEGATE AGREEMENT strictly in accordance with:

- (a) The Head Start Act (42 U.S.C. Section 9801, *et seq.*, as amended) and the regulations promulgated thereunder, and any amendments thereto or new legislation, regulations, policies and/or procedures which may replace the Head Start Act; and
- (b) All applicable federal, State and local laws and administrative regulations and applicable GRANTEE and State policies and procedures.

**75. Counterpart, Facsimile and Electronic Signatures**

The DELEGATE AGREEMENT may be signed in counterparts, such that signatures appear on separate signature pages. A copy or original of the DELEGATE AGREEMENT with all signatures and Exhibits appended together shall be deemed a fully executed DELEGATE AGREEMENT. Faxed signatures or signatures provided in electronic, portable document format (pdf) are binding and may be treated as original signatures for all purposes. All executed counterparts together shall constitute one and the same document, and any signature pages, including facsimile or electronic copies thereof, may be assembled to form a single original document.



**Agreement for Construction Management Services**

**between**

**Sacramento City Unified School District**

**and**

**Kitchell/CEM, Inc.**

**Pacific Elementary School  
New Construction Project**

**Dated: September 21, 2023**

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## AGREEMENT FOR CONSTRUCTION MANAGEMENT SERVICES

This Agreement for Construction Management Services ("Agreement") is made as of September 21, 2023, between the Sacramento City Unified School District, a California public school district ("District"), and Kitchell/CEM, Inc. ("CM") (both collectively "Parties"), for the following project ("Project"):

The construction administration of Pacific Elementary School New Construction Project located at 6201 41<sup>st</sup> Street, Sacramento CA 95824

See **Exhibit "A"** for detailed Project scope.

The Project may include multiple components. Any one of the components or combination thereof may be changed, including terminated, as indicated herein, without changing in any way the remaining component(s) or this Agreement. The provisions of this Agreement shall apply to each component without regard to the status of the remaining component(s). CM shall invoice for each component separately and District shall compensate CM for each component separately on a proportionate basis based on the level and scope of work completed for each component.

For and in consideration of the mutual covenants herein contained, the Parties hereto agree as follows:

### ARTICLE 1. Definitions

- 1.1 In addition to the definitions above, the following definitions for words or phrases shall apply when used in this Agreement, including all Exhibits:
  - 1.1.1 **Agreement:** The Agreement consists exclusively of this document and all identified exhibits attached and incorporated by reference.
  - 1.1.2 **Architect:** The architect(s) that the District designates as being the architect(s) for all or a portion of the Project, including all consultants to the Architect(s).
  - 1.1.3 **As-Built Drawings ("As-Builts"):** Any document prepared and submitted by District Contractor that details on a Conforming Set, the actual construction performed during the Project, including changes necessitated by Construction Change Documents and change orders, and detailed by the District's construction Contractor on a Conforming Set.
  - 1.1.4 **Board:** The District's Governing Board.
  - 1.1.5 **Conforming Set:** The plans, drawings, and specifications at the end of the Bidding Phase that incorporate all addenda, if any, issued during the Bidding Phase.
  - 1.1.6 **Construction Budget:** The total amount indicated by the District for the Project plus all other costs, including design, construction, administration, financing, and all other costs.

- 1.1.7 **Construction Change Documents (“CCD”)**: The documentation of changes to the DSA-approved construction documents.
- 1.1.8 **Construction Cost Budget**: The total cost to District of all elements of a Project designed or specified by the Architect, as adjusted during and at the end of the design phase in accordance with this Agreement and the Agreement for Architectural Services. The Construction Cost Budget does not include the compensation of the Project Design Team, the Program Manager, the CM and any subconsultants, the cost of the land, rights-of-way, or financing which are the responsibility of the District.
- 1.1.9 **Construction Manager**: The entity listed in the first paragraph of this Agreement.
- 1.1.10 **Consultant(s)**: Any and all consultant(s), sub-consultant(s), subcontractor(s), or agent(s) to the CM.
- 1.1.11 **Contractor**: One or more licensed and registered contractors under contract with the District for construction of all or a portion of the Project.
- 1.1.12 **Design Team**: The Architect(s) that the District designates as being the architect(s) for all or a portion of the Project, including all consultants to the Architect(s), plus all engineer(s) or other designer(s), who have a responsibility to the District to design all or a portion of the Project either directly or as a subconsultant or subcontractor. The term Design Team includes the Design Professional in General Responsible Charge on this Project.
- 1.1.13 **DIR**: California Department of Industrial Relations.
- 1.1.14 **District**: The Sacramento City Unified School District.
- 1.1.15 **District’s Representative**: The individual identified herein that is authorized to act on the District’s behalf with respect to the Project. The initial District’s Representative shall be Chris Ralston, Director III of Facilities. District may change the District’s Representative by notice as set forth herein.
- 1.1.16 **DSA**: Division of the State Architect in the California Department of General Services.
- 1.1.17 **Extra Services**: District-authorized Services outside of the scope in **Exhibit “A”** or District-authorized reimbursables not included in CM’s fee.
- 1.1.18 **Fee**: The CM’s Fee is defined in Article 7 and payable as set forth in **Exhibit “D.”**

- 1.1.19 **Program Manager:** Any program manager hired to perform program management services for the District, including all Consultant(s) to the Program Manager.
- 1.1.20 **Project Inspector, Inspector of Record, IOR:** The agent of the DSA at the project site whose primary responsibility will be to insure that the project is constructed in compliance with current codes; DSA-approved plans and specifications relating to fire life safety, structure, and accessibility; and quality controls required of a public works facility. The IOR will report to both the DSA and the Architect.
- 1.1.21 **Record Drawings:** A final set of drawings prepared by the Architect incorporating all changes from all As-Builts, sketches, details, and clarifications.
- 1.1.22 **Service(s):** All labor, materials, supervision, services, tasks, and work that the CM is required to perform and that are required by, or reasonably inferred from, the Agreement, and that are necessary for the design and completion of the Project.

**ARTICLE 2. Term**

- 2.1 **Term:** This Agreement shall become effective on September 1, 2023, and, except as otherwise provided herein, will continue in effect until December 31, 2027.

**ARTICLE 3. Scope, Responsibilities and Services of CM**

- 3.1 **Scope:** CM shall provide the Services described herein and under **Exhibit "A"** for the Project.
- 3.2 **Standard of Care:** CM, its officers, agents, employees, subcontractors, Consultants and any persons or entities for whom CM is responsible, shall provide all Services pursuant to this Agreement in accordance with the requirements of this Agreement and in a manner consistent with the standard of care under California law applicable to those who specialize in providing the same services for projects of the type, scope, and complexity of the Project. The District's review, approval of, or payment for any of the Services required under this Agreement shall not be construed as assent that CM has complied, nor in any way relieve the CM of compliance, with (i) the applicable standard of care, or (ii) applicable statutes, regulations, rules, guidelines and requirements.
- 3.3 **Coordination:** In the performance of CM's services under this Agreement, CM agrees that it will maintain coordination with District-designated representatives as may be requested and desirable. This shall include, without limitation, coordination with all members of the District's Design Team, the Project Inspector, and the Program Manager.



- 3.4 **Other Consultants:** If the CM employs sub-consultant(s), the CM shall ensure that its contract(s) with its sub-consultant(s) include language incorporating the terms of this Agreement.
- 3.5 **CM's as District Representative:** CM will act as the District's agent to render the Services and furnish the work as described in **Exhibit "A,"** commencing with the receipt of a written Notice to Proceed signed by the District Representative. CM's services will be completed in accordance with the schedule attached as **Exhibit "C."** During the Project's Construction Phase, the District may require that the Contractors submit all notices and communication relating to the Project directly to the CM.
- 3.6 **Review of General Obligation Bond Program Report and District's Facilities Master Plan:** CM will review the District's Facilities Master Plan for the District and other written materials the District makes available by the District to CM to understand fully the nature, extent and intent of the Facilities Plan and the Project.
- 3.7 **Review of Measure H:** CM will review Measure H and other written materials made available by the District to CM that relate to Measure H to fully understand the extent of funding available to implement the District's Master Facilities Plan for the District, the anticipated schedule for issuance of Bonds under Measure H relative to the anticipated design, bidding and construction of projects.
- 3.8 **Expansion of Work based on Additional Funds:** Should the Board decide to expand the scope of the Project and/or supplement the Construction Budget based upon availability of additional funds, Construction Manager agrees to perform the additional scope of work under the fee and cost terms of this Agreement.
- 3.9 **Conflicts of Interest Prohibited:**
- 3.9.1 CM understands that District officials and employees are prohibited from involvement in decisions in which they may have a financial interest pursuant to Government Code sections 1090 and 87100 et seq., and certifies that it does not know of any facts indicating that any District official or employee has an ownership or other financial interest, direct or indirect, in this Agreement. Further, CM hereby certifies that no current District official or employee of the District, and no one who has been a District official or employee of the District within the past two years has participated in bidding, selling or promoting this Agreement. CM understands that in addition to the remedies available at law, that any failure to provide an accurate certification or any violation of this provision shall make the Agreement voidable by District.
- 3.9.2 CM shall not be permitted to submit proposals or otherwise seek contracts for the following services to be procured by the District in connection with any project covered by this Agreement: Design

Professional, IORs or Test/Inspection. If CM identifies potential Design Professionals, Project Inspectors or Test/Inspection services in connection with a project, CM shall affirmatively and unequivocally represent and warrant to the District that neither CM nor any person who holds equity interest in CM's organization is a former or current holder of any equity interest in the firm identified or has any financial interest in the firm identified. District reserves the sole discretion to waive this subsection's requirements on a case-by-case basis.

**ARTICLE 4. CM Staff**

- 4.1 The District selected CM to perform the Services because of the CM's skills and expertise of key personnel.
- 4.2 CM agrees that the following key personnel in CM's firm shall be associated with the Project and perform the Services in the following capacities:
  - Principal In Charge: TBD
  - Project Director: Jeff Dees/Dan Porter
  - Sr. Project Manager: Cassie Baughner
  - Sr. Project Engineer: Jo Ward
  - Field Office Mgr/Clerical: TBD
  - Estimator: Matt Chappell
  - Scheduler: Rick Stassi
- 4.3 CM shall not change any of the key personnel listed above without the District's prior written approval, unless said personnel cease to be employed by CM. Regardless of the reason for the change in key personnel, District shall be allowed to interview and retains the right to approve replacement personnel.
- 4.4 If any designated lead or key person fails to perform to the satisfaction of the District, then upon the District's written notice, the CM will have seven (7) calendar days to remove that person from the Project and shall provide a replacement person acceptable to the District.
  - 4.4.1 All lead or key personnel for any Consultant must also be designated by the Consultant and are subject to all conditions stated in this Agreement.
- 4.5 CM represents that the Construction Manager has no existing interest and will not acquire any interest, direct or indirect, that could conflict in any manner or degree with the performance of Services required under this Agreement. CM agrees further that no person having any such interest shall be employed by CM.

**ARTICLE 5. Schedule of Work**

CM shall commence work under this Agreement upon receipt of a Notice to Proceed and shall prosecute the work diligently as described in **Exhibit "A"** so as to proceed with and complete the Services in compliance with the schedule attached as **Exhibit "C."** Time is of the essence and failure of CM to perform work on time as specified in this Agreement is a material breach of this Agreement.

**ARTICLE 6. Construction Cost Budget**

- 6.1 CM shall have responsibility, along with the Architect, to develop, review, and reconcile the Construction Cost Budget per Project with the Architect and the District throughout the design process and construction.
- 6.2 The Construction Cost Budget shall be the total cost to District of all Project elements the Design Team designs or specifies.
- 6.3 CM shall work cooperatively with the Project Design Team throughout the Project, including but not limited to, the Schematic Design Phase, Design Development Phase, and Construction Documents Phase, as described in **Exhibit "A,"** so that the Project's construction cost as designed by the Project Design Team will not exceed the Construction Cost Budget, as may be adjusted subsequently with the District's written approval. CM shall notify the District if it believes the Project's construction cost of the work by the Project Design Team will exceed the Construction Cost Budget, and/or if it believes the construction cost as designed will exceed the Construction Cost Budget. CM, however, shall not perform or be responsible for any design or architectural services.
- 6.4 Evaluations of the District's Construction Budget, and CM's preliminary and detailed cost estimates, represent the CM's best judgment as a professional familiar with the construction industry.
- 6.5 If the Bidding Phase has not commenced within ninety (90) days after DSA approval of the plans and specifications, the Construction Cost Budget may be adjusted at District's request to reflect changes in the general level of prices in the construction industry between the date of submission of the Construction Documents to the District and the date on which proposals are sought.
- 6.6 The District may, in its sole discretion, do one, or a combination, of the following if any of the events in Article 6.7 occur:
  - 6.6.1 Give CM written approval of an agreed adjustment to the Construction Cost Budget.
  - 6.6.2 Authorize CM to re-negotiate and/or re-bid the Project, when appropriate, within three (3) months' time of receipt of bids, at no additional cost to the District (exclusive of District and other agencies' review time).

- 6.6.3 Terminate this Agreement if the Project is abandoned by the District without further obligation by either party.
- 6.6.4 Within three (3) months of receipt of bids, instruct Design Team to revise the drawings and specifications (in scope and quality as approved by the District) to bring the Project within the Construction Cost Budget for re-bidding. CM will perform cost estimation, value engineering, constructability reviews, and/or bidding support at no additional cost to the District.
- 6.7 If any of the following events occur, the District may exercise any one, or any combination, of the actions set forth in Article 6.6 above:
  - 6.7.1 The lowest responsive base bid received is five percent (5%) or more in excess of the Construction Cost Budget or
  - 6.7.2 The combined total of base bid and all additive alternates equal or exceed ten percent (10%) of the Construction Cost Budget; or
  - 6.7.3 The Construction Cost Budget increases in phases subsequent to the Schematic Design Phase due to reasonably foreseeable changes in the condition of the construction market in the Sacramento Area, in so far as these have not been caused by Acts of God, earthquakes, strikes, war, or energy shortages due to uncontrollable events in the world economy.

**ARTICLE 7. Fee and Method of Payment for Basic Services**

- 7.1 District shall pay CM an amount not to exceed **Two Million One Hundred Five Thousand Six Hundred Fourteen Dollars (\$2,105,614)** for all services contracted for under this Agreement and based on the Fee Schedule set forth in **Exhibit "D."**
- 7.2 District shall pay CM the Fee pursuant to the provisions herein and the method of payment set forth in **Exhibit "D."**
- 7.3 CM shall bill its work under this Agreement on a percent of completion basis in accordance with **Exhibit "D."**
- 7.4 No increase in fee will be due from change orders generated during the construction period to the extent caused by CM's error(s) or omission(s).
- 7.5 The CM's fee set forth in this Agreement shall be full compensation for all of CM's Services incurred in the performance hereof as indicated in **Exhibit "D,"** including, without limitation, all costs for personnel, travel within two hundred (200) miles of the Project location, offices, per diem expenses, printing, providing or shipping of deliverables in the quantities set forth in **Exhibit "A."**

**ARTICLE 8. Payment for Extra Services**

- 8.1 Any charges for Extra Services shall be paid by the District as described in **Exhibit "B"** at the rates set forth in **Exhibit "D"** only upon certification of the District's prior written authorization of the claimed Extra Services and the Extra Services have been satisfactorily completed.
- 8.2 CM shall submit to District a written proposal describing the proposed scope of services and listing the personnel, labor duration, rates, and cost. CM shall proceed with Extra Services only upon receiving the District's prior written authorization. CM will not be entitled to any compensation for Extra Services performed prior to receiving District's written authorization.
- 8.3 If CM performs any Extra Services without the District's authorized representative's prior written authorization, the District will not be obligated to pay for such Extra Services. The foregoing provision notwithstanding, CM will be paid by the District as described in **Exhibit "B"** for Extra Services the District's authorized representative verbally requests, provided CM confirms such request in writing pursuant to the notice requirements of this Agreement, and proceeds with such Extra Services not earlier than two (2) business days after the District receives CM's written confirmation of the request.

**ARTICLE 9. Ownership of Data**

- 9.1 All of CM's work product prepared or generated in connection with this Agreement is the District's property.
- 9.2 Upon the District's request, the CM shall make available to the District all work product completed or in progress at the time of such a request.
- 9.3 After Project completion or, if the District exercises the right to terminate this Agreement pursuant to the Agreement terms, CM shall assemble and deliver to District within five (5) calendar days of the District's written request, all of CM's work product of the generated, prepared, reviewed or compiled in connection with this Agreement and the Services and authorized Extra Services hereunder. This includes, without limitation, all CM generated documents, copies of all documents CM exchanged with or copied to or from all other Project participants, and all closeout documents. CM shall be index and organize appropriately said Project records for easy use by District personnel.
- 9.4 All Project records are District property, whether or not those records are in the CM's possession. District retains all rights to all copyrights, designs, and other intellectual property embodied in the plans, record drawings, specifications, estimates, and other documents that CM or its Consultants prepare or cause to be prepared pursuant to this Agreement. Notwithstanding the preceding sentence, CM and its Consultants shall be entitled to reuse work product generated under this Agreement.

## ARTICLE 10.

### Termination of Contract

- 10.1 District's Request for Assurances: If District at any time reasonably believes CM is or may be in default under this Agreement, District may in its sole discretion notify CM of this fact and request written assurances from CM of performance of Services and a written plan from CM to remedy any potential default under the terms this Agreement that the District may advise CM of in writing. CM shall, within ten (10) calendar days of District's request, deliver a written cure plan that meets the District's requirements in its request for assurances. CM's failure to provide such written assurances of performance and the required written plan, within ten (10) calendar days of request, will constitute a material breach of this Agreement sufficient to justify termination for cause.
- 10.2 District's Termination of CM for Cause: If CM fails to perform CM's duties to the District's satisfaction, or if CM fails to fulfill in a timely and professional manner CM's material obligations under this Agreement, or if CM violates any of the material terms or provisions of this Agreement, the District shall have the right to terminate this Agreement effective immediately upon the District giving CM written notice thereof. In the event of a termination pursuant to this subdivision, CM may invoice District for all work performed until the notice of termination, but District shall have the right to withhold payment and deduct any amounts equal to the District's costs because of CM's actions, errors, or omissions.
- 10.3 District's Termination of CM for Convenience: District shall have the right in its sole discretion to terminate this Agreement for its own convenience. In the event of a termination for convenience, CM may invoice District and District shall pay all undisputed invoice(s) for work performed until the notice of termination. This shall be the only amount(s) potentially owing to CM if there is a termination for convenience.
- 10.4 CM's Termination of Agreement for Cause: CM has the right to terminate this Agreement if the District does not fulfill its material obligations under this Agreement and fails to cure such material default within sixty (60) days of receipt of written notice of said defaults, or if the default cannot be cured within sixty (60) days, commence to cure such default, diligently pursue such cure, and complete the cure within a reasonable time following written notice and demand from CM. Such termination shall be effective after receipt of written notice from CM to the District.
- 10.5 Effect on Pre-Termination Services: Except as indicated in this Article, termination shall have no effect upon any of the rights and obligations of the Parties arising out of any transaction occurring prior to the effective date of such termination.
- 10.6 Ceasing Services upon Termination: If, at any time in the progress of performing Services under this Agreement, the District determines that CM's Services should be terminated, the CM, upon the District's written notice of such termination, shall immediately cease providing Services, except to transfer files as directed by the District. The District shall pay CM only the fee

associated with the Services provided and approved by District since the last paid invoice and up to the notice of termination.

- 10.7 Project Suspension: If the Project is suspended by the District for more than one hundred and eighty (180) consecutive days, the CM shall be compensated for services performed prior to notice of such suspension. When the Project is resumed, the schedule shall be adjusted and the CM's compensation shall be equitably adjusted to provide for expenses incurred in the resumption of the CM's Services. CM shall make every effort to maintain the same Project personnel after suspension.

## **ARTICLE 11. Indemnity**

- 11.1 To the furthest extent permitted by California law, CM shall indemnify and hold free and harmless the District, its Governing Board, agents, representatives, officers, consultants, employees, trustees, and volunteers ("the Indemnified Parties") from any and all claims, demands, causes of action, costs, expenses, liability, loss, damage or injury of any kind, in law or equity ("Claim") to the extent caused by the negligence, recklessness, or willful misconduct of the CM, its officers, employees, subcontractors, consultants, or agents, excluding without limitation, the payment of all consequential damages. CM shall also, to the furthest extent permitted by California law, defend the Indemnified Parties at CM's own expense, including attorneys' fees and costs, from any and all Claim(s) and allegations relating thereto with counsel approved by District where such approval is not to be unreasonably withheld.
- 11.2 CM shall pay and satisfy any judgment, award, or decree that may be rendered against the Indemnified Parties in any Claim. CM's obligation pursuant to Article 11.1 includes reimbursing the District for the cost of any settlement paid by the Indemnified Parties and for any and all fees and costs, including but not limited to, legal fees and costs, expert witness fees, and consultant fees, incurred by the Indemnified Parties in the defense of any Claim(s), or to enforce the indemnity herein. CM's obligation to indemnify shall not be restricted to insurance proceeds.
- 11.3 District may withhold from amounts owing to CM any and all costs that arise out of, pertain to, or relate to the negligence, recklessness, or willful misconduct of the CM.

## **ARTICLE 12. Conduct on Project Site and Fingerprinting**

- 12.1 Unacceptable and/or loud language will not be tolerated. "Cat calls" or other derogatory language toward students or public will not be allowed.
- 12.2 Drugs, alcohol, and smoking on District property are strictly prohibited. No drugs, alcohol and/or smoking are allowed at any time in any building and/or grounds on District's property. No students, staff, visitors or contractors are to use drugs on District's property.

- 12.3 Pursuant to Education Code section 45125.2, the District has determined on the basis of the scope of Services in this Agreement that CM and its subcontractors and employees will have only limited contact with pupils. CM will promptly notify the District in writing of any facts or circumstances which might reasonably lead the District to determine that contact will be more than limited. Should there be more than limited contact, CM shall comply with the provisions of Education Code section 45125.1 regarding the submission of employee fingerprints to the California Department of Justice and the completion of criminal background investigations of its employees. CM shall not permit any employee to have any contact with District pupils until such time as the CM has verified in writing to the governing board of the District that the employee has not been convicted of a felony, as defined in Education Code section 45122.1. CM's responsibility shall extend to all employees, agents, and employees or agents of its Consultants regardless of whether those individuals are paid or unpaid, concurrently employed by the District, or acting as CM's independent contractors. CM shall provide to District verification of compliance with this section by submitting an executed Criminal Background Investigation Certification (**Exhibit "E"**).
- 12.4 For all workers on District property, CM shall comply with all applicable federal, state and local laws regarding COVID-19, including but not limited to the CDPH's State Public Health Officer Orders. CM shall provide to District verification of compliance with this section by submitting an executed COVID-19 Vaccination/Testing Certification (**Exhibit "F"**).

**ARTICLE 13. Responsibilities of the District**

- 13.1 The District shall examine the documents submitted by the CM and shall render decisions so as to avoid unreasonable delay in the process of the CM's Services.
- 13.2 The District shall provide to the CM as complete information as is available to District regarding the District's Project requirements.
- 13.3 The District shall retain design professional(s) whose services, duties and responsibilities will be described in written agreement(s) between the District and design professional(s).
- 13.4 Unless the contract documents require that Contractor provide any of the following, the District shall, in a timely manner, and with CM's assistance, secure, submit and pay for necessary approvals, easements, assessments, permits and charges required for the construction, use, or occupancy of permanent structures or for permanent changes in existing facilities, subject to CM's and/or the Design Team's duties to recommend or provide same.
- 13.5 The District, its representatives, and consultants shall communicate with the Contractor either directly or through the CM.
- 13.6 The District shall designate an officer, employee and/or other authorized representatives to act on the District's behalf with respect to the Project. The



District's Project representative shall be available during working hours and as often as may be required to render decisions and to furnish information in a timely manner.

**ARTICLE 14. Liability of District**

- 14.1 Other than as provided in this Agreement, District's obligations under this Agreement shall be limited to the payment of the compensation as provided in this Agreement. Notwithstanding any other provision of this Agreement, in no event shall District or CM be liable to the other, regardless of whether any claim is based on contract or tort, for any special, consequential, indirect or incidental damages, including but not limited to, lost profits or revenue, arising out of or in connection with this Agreement for the services performed in connection with this Agreement.
- 14.2 CM shall pay to District any and all costs incurred by District, or for which District may become liable, to the extent caused by negligent delays, acts, or omissions of CM in its performance of its Services.
- 14.3 District shall not be responsible for any damage to persons or property as a result of the use, misuse or failure of any equipment used by CM, or by its employees, even though such equipment be furnished or loaned to CM by District.
- 14.4 CM hereby waives any and all claim(s) for recovery from the District under this Agreement, which loss or damage is covered by valid and collectible insurance policies. CM agrees to have its required insurance policies endorsed to prevent the invalidation of insurance coverages by reason of this waiver. This waiver shall extend to claims paid, or expenses incurred, by CM's insurance company on the District's behalf.

**ARTICLE 15. Insurance**

- 15.1 CM shall procure, prior to commencement of Services, and will maintain for the duration of the Agreement insurance against claims for injuries to persons or damages to property which may arise from or in connection with the performance of the work hereunder by the CM, their agents, representatives, employees and sub-consultant(s). CM's liabilities, including but not limited to, CM's indemnity or defense obligations under this Agreement, shall not be deemed limited in any way to the insurance coverage required herein. Maintenance of specified insurance coverage is a material element of this Agreement and CM's failure to maintain or renew coverage or to provide evidence of renewal during the term of this Agreement, as required or when requested, may be treated by the District, subject to its sole discretion, as a material breach of contract.
- 15.2 **Minimum Scope and Limits of Insurance:** Coverage shall be at least as broad as the following scopes and limits:

- 15.2.1 **Commercial General Liability.** Two million dollars (\$2,000,000) per occurrence for bodily injury, personal injury, property damage, death, advertising injury, and medical payments arising from the performance of any portion of the Services. If Commercial General Liability or other form with a general aggregate limit is used, either the general aggregate limit shall apply separately to this Project/location or the general aggregate limit shall be twice the required occurrence limit.
- 15.2.2 **Commercial Automobile Liability, Any Auto.** Two million dollars (\$2,000,000) per occurrence.
- 15.2.3 **Workers' Compensation.** Statutory limits required by the State of California. For all of the CM's employees who are subject to this Agreement and to the extent required by the applicable state or federal law, CM shall keep in full force and effect, a Workers' Compensation policy. CM shall provide an endorsement that the insurer waives the right of subrogation against the District and its respective elected officials, officers, employees, agents, representatives, consultants, trustees, and volunteers.
- 15.2.4 **Employer's Liability.** One million dollars (\$1,000,000) per accident for bodily injury or disease. For all of the CM's employees who are subject to this Agreement, CM shall keep in full force and effect, an Employers' Liability policy. That policy shall provide employers' liability coverage with minimum liability coverage of Two million dollars (\$2,000,000) per occurrence. CM shall provide an endorsement that the insurer waives the right of subrogation against the District and its respective elected officials, officers, employees, agents, representatives, consultants, trustees, and volunteers.
- 15.2.5 **Professional Liability.** This insurance shall cover the CM and its sub-consultant(s), if any, for one million dollars (\$1,000,000) aggregate limit subject to no claim deductible, coverage to continue through completion of construction plus two years thereafter. The policy must contain terms or endorsements extending coverage that requires the insurer to defend and indemnify for acts which happen before the effective date of the policy provided the claim is first made during the policy period.
- 15.3 The District reserves the right to modify the limits and coverages described herein, with appropriate credits or charges to be negotiated for such changes.
- 15.4 **Deductibles and Self-Insured Retention:** Any deductibles or self-insured retention exceeding Twenty-Five Thousand Dollars (\$25,000) must be declared to and approved by the District. At the option of the District, either:
- 15.4.1 The District can accept the higher deductible;

- 15.4.2 CM's insurer shall reduce or eliminate such deductibles or self-insured retention as respects the District, its officers, officials, employees and volunteers; or
- 15.4.3 CM shall procure a bond guaranteeing payment of losses and related investigations, claim administration and defense expenses.
- 15.5 **Other Insurance Provisions:** The general liability and automobile liability policies are to contain, or be endorsed to contain, the following provisions:
  - 15.5.1 All policies except for the worker's compensation, employer's liability and professional liability insurance policy shall be written on an occurrence form.
  - 15.5.2 The District, its representatives, consultants, trustees, officers, officials, employees, agents, and volunteers ("Additional Insureds") are to be covered as additional insureds as respects liability arising out of activities performed by or on behalf of the CM; Instruments of Service and completed operations of the CM; premises owned, occupied or used by the CM; or automobiles owned, leased, hired or borrowed by the CM. The coverage shall contain no special limitations on the scope of protection afforded to the Additional Insureds. All endorsements shall waive any right to subrogation against any of the Additional Insureds.
  - 15.5.3 Any failure to comply with reporting or other provisions of the policies including breaches of warranties shall not affect coverage provided to the Additional Insureds.
  - 15.5.4 CM shall pay all insurance premiums, including any charges for required waivers of subrogation or the endorsement of additional insureds. If CM fails to maintain insurance, District may take out comparable insurance, and deduct and retain amount of premium from any sums due CM under the Agreement.
  - 15.5.5 The CM's insurance shall apply separately to each insured against whom claim is made or suit is brought, except with respect to the limits of the insurer's liability.
  - 15.5.6 Each insurance policy required by this clause shall be endorsed to state that coverage shall not be canceled, not renewed, or material change in coverage except after thirty (30) days prior written notice by certified mail, return receipt requested, has been given to the District.
  - 15.5.7 CM's insurance coverage shall be primary and non-contributory insurance as respects the Additional Insureds with respect to any claims related to, arising out of, or connected with the Project. Any insurance or self-insurance maintained by the Additional Insureds

shall be in excess of the CM's insurance and shall not contribute with it.

- 15.5.8 Construction Manager shall provide an endorsement that the insurer waives the right of subrogation against the District and its respective elected officials, officers, employees, agents, representatives, consultants, trustees, and volunteers.
  - 15.5.9 CM shall require all subconsultants to maintain the level of insurance CM deems appropriate with respect to the consultant's scope of the Work unless otherwise indicated in the Agreement. CM shall cause the subconsultants to furnish proof thereof to District within ten (10) days of District's request. Should CM not require subconsultants to provide the same level of insurance as is required of CM, as provided in this Agreement, CM is not relieved of its indemnity obligations to District or fulfilling its insurance requirements as provided in this Agreement.
  - 15.5.10 If CM normally carries insurance in an amount greater than the minimum amounts required herein, that greater amount shall become the minimum required amount of insurance for purposes of the Agreement. Therefore, CM hereby acknowledges and agrees that all insurance carried by it shall be deemed liability coverage for all actions it performs in connection with the Agreement.
- 15.6 **Acceptability of Insurers:** Insurance is to be placed with insurers admitted in California with a current A.M. Best's rating of no less than A:VII. CM shall inform the District in writing if any of its insurer(s) have an A.M. Best's rating less than A:VII. At the option of the District, the District may either:
- 15.6.1 Accept the lower rating; or
  - 15.6.2 Require CM to procure insurance from another insurer.
- 15.7 **Verification of Coverage:** Prior to commencing with its provision of Services under this Agreement, but no later than three (3) calendar after the Notice of Award, CM shall furnish the District with:
- 15.7.1 Certificates of insurance showing maintenance of the required insurance coverage;
  - 15.7.2 Original endorsements affecting coverage. The endorsements are to be signed by a person authorized by that insurer to bind coverage on its behalf. All endorsements are to be received and approved by the District before work commences.
- 15.8 **Copy of Insurance Policy(ies):** Upon the District's request, CM will furnish District with a copy of all insurance policies related to its provision of Services under this Agreement.

**ARTICLE 16. Nondiscrimination**

CM agrees to comply with the provisions of the California Fair Employment and Housing Act as set forth in part 2.8 of division 3 of the California Government Code, commencing at section 12900; the Federal Civil Rights Act of 1964, as set forth in Public Law 88-352, and all amendments thereto; Executive Order 11246; and all administrative rules and regulations found to be applicable to Consultant and all of its subcontractors. In addition, Consultant agrees to require like compliance by all of its subcontractor(s).

**ARTICLE 17. Covenant Against Contingent Fees**

CM warrants that it has not employed or retained any company or person, other than a bona fide employee working solely for the CM, to solicit or secure this Agreement, and that it has not paid or agreed to pay any company or person, other than a bona fide employee working solely for the CM, any fee, commission, percentage, brokerage fee, gift, or any other consideration contingent on or resulting from the award or making of this Agreement. For breach or violation of this warranty, the District shall have the right to annul this Agreement without liability, or in its discretion, to deduct from the contract price or consideration or otherwise recover the full amount of such fee, commission, percentage fee, gift, or contingency.

**ARTICLE 18. Entire Agreement/Modification**

This Agreement, including the Exhibits hereto, supersedes all previous contracts and constitutes the entire understanding of the Parties hereto. CM shall be entitled to no benefit other than those specified herein. No changes, amendments or alterations shall be effective unless in writing and signed by both Parties. CM specifically acknowledges that in entering into this Agreement, CM relies solely upon the provisions contained in this Agreement and no others.

**ARTICLE 19. Non-Assignment of Agreement**

This Agreement is intended to secure the CM's specialized services. CM may not assign, transfer, delegate or sublet any interest therein without the District's prior written consent. Any assignment, transfer, delegation or sublease without the District's prior written consent shall be considered null and void.

**ARTICLE 20. Law, Venue**

20.1 This Agreement has been executed and delivered in the State of California and the validity, enforceability and interpretation of any of the clauses of this Agreement shall be determined and governed by the laws of the State of California.

20.2 To the fullest extent permitted by California law, Sacramento County shall be the venue for any action or proceeding that may be brought or arise out of, in connection with or by reason of this Agreement.

**ARTICLE 21. Alternative Dispute Resolution**

- 21.1 All claims, disputes or controversies arising out of, or in relation to the interpretation, application or enforcement of this Agreement may be decided through mediation as the first method of resolution. Notice of the demand for mediation of a dispute shall be filed in writing with the other party to the Agreement. The demand for mediation shall be made within a reasonable time after written notice of the dispute has been provided to the other party, but in no case longer than ninety (90) days after initial written notice.
- 21.2 If a claim, or any portion thereof, remains in dispute upon satisfaction of all applicable dispute resolution requirements, the Consultant shall comply with all claims presentation requirements as provided in Chapter 1 (commencing with section 900) and Chapter 2 (commencing with section 910) of Part 3 of Division 3.6 of Title 1 of Government Code as a condition precedent to the Consultant's right to bring a civil action against the District. For purposes of those provisions, the running of the time within which a claim must be presented to the District shall be tolled from the time the Consultant submits its written claim until the time the claim is denied, including any time utilized by any applicable meet and confer process.
- 21.3 Notwithstanding any disputes, claims or other disagreements between the CM and the District, CM shall continue to provide and perform Services hereunder pending a subsequent resolution of such disputes.

**ARTICLE 22. Tolling of Claims**

CM agrees to toll all statutes of limitations for District's assertion of claims against CM that arise out of, pertain to, or relate to Contractors' or subcontractors' claims against District involving CM's work, until the Contractors' or subcontractors' claims are finally resolved.

**ARTICLE 23. Severability**

If any term, covenant, condition or provision of this Agreement is held by a court of competent jurisdiction to be invalid, void or unenforceable, the remainder of the provisions hereof shall remain in full force and effect and shall in no way be affected, impaired or invalidated thereby.

**ARTICLE 24. Employment Status**

- 24.1 CM shall, during the entire term of Agreement, be construed to be an independent contractor and nothing in this Agreement is intended nor shall it be construed to create an employer-employee relationship, a joint venture relationship, or to allow District to exercise discretion or control over the professional manner in which CM performs the Services which are the subject matter of this Agreement; provided always, however, that the Services to be provided by CM shall be provided in a manner consistent with all applicable standards and regulations governing such Services.
- 24.2 CM understands and agrees that CM's personnel are not and will not be eligible for: membership in, or to receive any benefits from, any District group

plan for hospital, surgical or medical insurance; membership in any District retirement program; paid vacation, paid sick leave or other leave, with or without pay; or any other benefits which accrue to a District employee.

- 24.3 Should District, in its discretion, or a relevant taxing authority such as the Internal Revenue Service or the State Employment Development Department, or both, determine that CM or any employee of CM is an employee of District for purposes of collection of any employment taxes, the amounts payable under this Agreement shall be reduced by amounts equal to both the employee and employer portions of the tax due (and offsetting any credits for amounts already paid by CM which can be applied against this liability). District shall then forward those amounts to the relevant taxing authority.
- 24.4 Should a relevant taxing authority determine a liability for past services performed by CM for District, upon notification of such fact by District, CM shall promptly remit the amount due or arrange with District to have the amount due withheld from future payments to CM under this Agreement (again, offsetting any amounts already paid by CM which can be applied as a credit against that liability).
- 24.5 A determination of employment status pursuant to the preceding two paragraphs shall be solely for the purposes of the particular tax in question, and for all other purposes of this Agreement, CM shall not be considered an employee of District. Notwithstanding the foregoing, should any court, arbitrator, or administrative authority determine CM is an employee for any other purpose, then CM agrees to a reduction in District's liability resulting from this Agreement pursuant to principles similar to those stated in the foregoing paragraphs so that the total expenses of District under this Agreement shall not be greater than they would have been had the court, arbitrator, or administrative authority determined CM was not an employee.
- 24.6 Nothing in this Agreement shall operate to confer rights or benefits on persons or entities not a party to this Agreement.

**ARTICLE 25. Warranty of CM**

- 25.1 CM warrants that CM is properly licensed and/or certified under the laws and regulations of the State of California to provide the Services that it has herein agreed to perform. CM further warrants that all of the work CM performs under this Agreement shall comply with all applicable laws, rules, regulations and codes of the United States and the State of California. CM also warrants that it shall comply with all applicable ordinances, regulations, and resolutions of Sacramento County.
- 25.2 CM certifies that it is aware of the provisions of the California Labor Code of the State of California, requiring every employer to be insured against liability for workers compensation or to undertake self-insurance in accordance with the provisions of that code, and it certifies that, if applicable, it will comply with those provisions before commencing the performance of the work of this Agreement.

25.3 To the extent that the work performed under this contract is subject to labor compliance and enforcement by the DIR, CM specifically acknowledges and understands that it shall perform the Services while complying with all applicable provisions of Division 2, Part 7, Chapter 1 of the Labor Code and Title 8 of the California Code of Regulations, including all applicable prevailing wage requirements.

**ARTICLE 26. Cost Disclosure - Documents and Written Reports**

CM shall be responsible for compliance with California Government Code section 7550, if the total cost of the Agreement is over five thousand dollars (\$5,000).

**ARTICLE 27. Communications / Notice**

Notices and communications between the Parties to this Agreement may be sent to the following addresses by registered or certified mail with postage prepaid, return receipt requested, by overnight delivery service, or by personal delivery:

**District:**

Sacramento City Unified School District  
5735 47th Avenue  
Sacramento, CA 95824  
ATTN: Tina Alvarez Bevens

**CM:**

Kitchell/CEM Inc.  
2450 Venture Oaks Way, Ste 500  
Sacramento CA 95833  
ATTN: Jeff Dees/Dan Porter

If notice is given by registered or certified mail with postage prepaid, return receipt requested, it shall be considered delivered on the day the notice is signed for. If notice is given by overnight delivery service, it shall be considered delivered on the date stated in the proof of delivery.

CM and District, by notice given hereunder, may designate different addresses to which subsequent notices, certificates or other communications will be sent.

**ARTICLE 28. Disabled Veteran Business Enterprise Participation**

Pursuant to section 17076.11 of the Education Code, the District has a participation goal for disabled veteran business enterprises ("DVBE") of at least three percent (3%), per year, of funds expended each year by the District on projects that use funds allocated by the State Allocation Board pursuant to the Leroy F. Greene School Facilities Act (the "Act"). This Project may use funds allocated under the Act. Therefore, CM, before it executes the Agreement, shall provide to the District certification of compliance with the procedures for implementation of DVBE contracting goals, appropriate documentation identifying the amount(s) intended to be paid to DVBEs in conjunction with the contract, and/or documentation demonstrating CM's good faith efforts to meet these goals.

**ARTICLE 29. District's Right to Audit**

29.1 District retains the right to review and audit, and the reasonable right of access to CM's and any Consultant's premises to review and audit the CM's compliance with the provisions of this Agreement ("District's Right"). The



District's Right includes the right to inspect, photocopy, and to retain copies, outside of CM's premises, of any and all Project-related records and other information with appropriate safeguards, if such retention is deemed necessary by the District in its sole discretion. The District shall keep this information confidential, as allowed by applicable law.

- 29.2 The District's Right includes the right to examine any and all books, records, documents and any other evidence of procedures and practices that the District determines is necessary to discover and verify whether CM is in compliance with all requirements of this Agreement.
- 29.3 If there is a claim for additional compensation or for Extra Services, the District's Right includes the right to examine books, records, documents, and any and all other evidence and accounting procedures and practices that the District determines is necessary to discover and verify all direct and indirect costs, of whatever nature, which are claimed to have been incurred, or anticipated to be incurred.
- 29.4 CM shall maintain complete and accurate records in accordance with generally accepted accounting practices in the industry. CM shall make available to the District for review and audit all Project-related accounting records and documents and any other financial data. Upon District's request, CM shall submit exact duplicates of originals of all requested records to the District.
- 29.5 CM shall include audit provisions in any and all of its subcontracts, and shall ensure that these sections are binding upon all Consultants.
- 29.6 CM shall comply with these provisions within fifteen (15) days of the District's written request to review and audit any or all of CM's Project-related records and information.

**ARTICLE 30. Other Provisions**

- 30.1 CM shall be responsible for the cost of construction change orders caused directly by CM's willful misconduct or negligent acts, errors or omissions. Without limiting CM's liability for indirect or consequential cost impacts, the direct costs for which CM shall be liable shall equal its proportionate share of the difference between the cost of the change order and the reasonable cost of the work had such work been a part of the originally prepared Construction Documents. These amounts shall be paid by CM to District or the District may withhold those costs from amounts due or to become due to CM.
- 30.2 Neither the District's review, approval of, nor payment for, any of the Services required under this Agreement shall be construed to operate as a waiver of any rights under this Agreement, and CM shall remain liable to the District in accordance with this Agreement for all damages to the District caused by CM's failure to perform any of the Services furnished under this Agreement to the standard of care of the CM for its Services, which shall be, at a minimum, the standard of care of construction managers performing similar work for

California public school districts at or around the same time and in or around the same geographic area of the District.

- 30.3 CM shall share, credit, or reimburse District fifty percent (50%) of the amount of any tax deduction and/or credit CM receives for District Projects under the Commercial Buildings Energy-Efficiency Tax Deduction, 26 U.S. Code § 179D ("Section 179D"). CM shall provide District with all necessary documentation to enable District to verify the amounts of the Section 179D tax deduction. CM shall notify District in writing of the Section 179D tax deduction within 30 days of when CM receives IRS notice of the Section 179D tax deduction or receives the Section 179D tax refund, whichever occurs first.
- 30.4 Each party warrants that it has had the opportunity to consult counsel and understands the terms of this Agreement and the consequences of executing it. In addition, each party acknowledges that the drafting of this Agreement was the product of negotiation, that no party is the author of this Agreement, and that this Agreement shall not be construed against any party as the drafter of the Agreement.
- 30.5 The individual executing this Agreement on behalf of CM warrants and represents that she/he is authorized to execute this Agreement and bind the CM to all terms hereof.
- 30.6 This Agreement may be executed in one or more counterparts, each of which shall be deemed an original. A facsimile or electronic signature shall be deemed to be the equivalent of the actual original signature. All counterparts so executed shall constitute one Agreement binding all the Parties hereto.

**ARTICLE 31. Exhibits.**

Exhibits "A" through "F" attached hereto are hereby incorporated by this reference and made a part of this Agreement.

IN WITNESS WHEREOF, the parties hereto have executed this Agreement on the date(s) indicated below.

**SACRAMENTO CITY UNIFIED SCHOOL DISTRICT      KITCHELL/CEM INC.**

By: \_\_\_\_\_  
Jesse Castillo  
Assistant Superintendent

By: \_\_\_\_\_  
Wendy Cohen  
President

Date: \_\_\_\_\_

Date: 9/8/2023

**EXHIBIT "A"**

**RESPONSIBILITIES AND SERVICES OF CONSTRUCTION MANGER**

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## EXHIBIT "A"

### RESPONSIBILITIES AND SERVICES OF CONSTRUCTION MANAGER

Construction Manager ("CM") shall provide professional services necessary for completing the following:

#### **1. BASIC SERVICES**

- 1.1. Provide work which shall comply with professional standards and applicable requirements of federal, state, and local law.
- 1.2. Monitor and advise the District as to all material developments in the Project. Maintain reporting systems for scope, sequencing, scheduling, budgets and communication for the Project using existing District software.
- 1.3. Be the focal point of all communication to and from construction Contractor(s).
- 1.4. Implement methods to budget and track all expenditures on the Project. CM shall generate monthly reports to the District reflecting this information.
- 1.5. Prepare methods to track and report on schedule status for the Project. CM shall develop master schedules and milestone schedules for the Project, and shall report on same each month to the District.
- 1.6. CM shall work cooperatively with District to anticipate and maintain a schedule of upcoming Board information and action items and shall prepare reports, background materials, and preliminary materials in District-specified format.
- 1.7. CM shall work cooperatively with the Design Team and the District to:
  - 1.7.1. Define and schedule the Project.
  - 1.7.2. Provide Services that will result in the development of an overall Project strategy with regard to phases, construction schedules, timing, budget, prequalification, contractor and consultant procurement, construction materials, building systems, and equipment.
- 1.8. Organize an initial planning workshop to create baseline parameters for the Project(s), to define overall building requirements, Project(s) strategy, conceptual budget and schedule. Pursuant to understandings reached at these meetings, CM will develop an implementation plan that identifies the various phases of the Project(s), coordination among phases, and budget and time constraints for each phase of the Project. The plan will include a detailed strategy, Project Budget and Project schedule as well as identification of critical events and milestone activities.
- 1.9. Perform constructability reviews, determine construction feasibility, availability of materials and labor, time requirements for installation and construction, and factors related to cost, including costs of alternative designs, of materials, preliminary budgets, and possible economies.

- 1.10. Interface with the Contractor and all subcontractors during construction to ensure that the District is provided with an acceptable Project and the best value for taxpayer dollars.
- 1.11. Advise the District as to the regulatory agencies that have jurisdiction over any portion or all of the Project, and as to coordination with and implementation of the requirements of the regulatory agencies, including without limitation DSA.
- 1.12. Contract for or employ, at CM's expense, sub-consultant(s) to the extent deemed necessary for CM's services. Nothing in the foregoing shall create any contractual relationship between the District and any sub-consultant(s) employed by the CM under terms of this Agreement.
- 1.13. Cooperate with the District, Board, and other professionals employed by the District for the design, coordination or management of other work related to the Project, including District staff and consultants, project manager(s), citizens' oversight committee, other District committees, and the community to facilitate the timely completion of the Project within Board-approved budgets and to District design standards.
- 1.14. Chair, conduct and take minutes of periodic meetings between District and its design professional(s), the Site Committee meetings, and construction meetings during the course of the Project. CM shall invite the District and/or its representative and the Project Inspector to participate in these meetings. CM shall keep meeting minutes to document comments generated in these meetings.
- 1.15. Develop for District approval a Project time schedule at the start of Project development that does the following:
  - 1.15.1. Provides sufficient time for prequalification, and if necessary the resolution of any appeals, bidding, and, if necessary, rebidding, or negotiating if applicable, the Project;
  - 1.15.2. Coordinates and integrates the design professional(s)' design efforts with bidding schedules;
  - 1.15.3. Includes realistic activity sequences and durations, allocation of labor and materials and delivery of products requiring long lead-time procurement; and
  - 1.15.4. Takes into account the District's occupancy requirements (showing portions of the Project having occupancy priority and ongoing operational occupancy requirements).
- 1.16. Be responsible for the professional quality and technical accuracy of all cost estimates, constructability reviews, studies, reports, projections, opinions of the probable cost of construction, and other services furnished by CM under this Agreement as well as coordination with all Master Plans, studies, reports and other information provided by District to CM. CM shall, without additional compensation, correct or revise any errors or omissions in materials it generates.
- 1.17. Maintain a log of all meetings, site visits or discussions held in conjunction with the work of the Project, with documentation of major discussion points, observations, decisions,

questions or comments. These shall be furnished to the District and/or its representative for inclusion in the overall Project documentation.

- 1.18. Coordinate transmittal of documents to regulatory agencies for review and advise the District of potential problems in completion of such reviews.
- 1.19. Prepare a bidders list for each bid package for approval by the District.
- 1.20. Assistance with administration of the prequalification process;
- 1.21. Assistance in development of documents necessary or appropriate for bidding the Construction Contract for the Project;
- 1.22. Development of bidders' interest in a Project, including but not limited to telephonic and correspondence campaigns and preparing and placing notices and advertisements to solicit bids for the Project(s);
- 1.23. Assistance in conducting job walks and bidders' conferences and the maintenance and preparation of minutes of job walks or bidder's conferences;
- 1.24. Assistance in responding to bidders' inquiries and the development of bid addenda as necessary or appropriate;
- 1.25. Review of bid proposals for responsiveness to bid requirements, evaluation of bidder responsibility, and analysis of completed questionnaires;
- 1.26. Interviewing possible bidders, references, bonding agents and financial institutions;
- 1.27. Preparing recommendations for the District for pre-qualification of prospective bidders;
- 1.28. Tabulations and evaluation of bid results along with a recommendation for award of the Construction Contract for a Project;
- 1.29. Assisting with resolution of any appeals;
- 1.30. For Lease Leaseback projects, coordinate Request for Qualifications/Proposals ("RFP") process and assist in negotiation of agreements, including, Site Lease and Facilities Lease with guaranteed maximum price; and
- 1.31. Preparation of agenda items for Board approval.
- 1.32. Provide documentation, pictures, and other information and assistance to the District for the District's use on a website for public access to show Project status.
- 1.33. Provide direction and planning to ensure Project adherence to applicable environmental requirements, such as those emanating from the Environmental Protection Agency ("EPA"), Cal/EPA, the California Environmental Quality Act ("CEQA"), and State of California laws, regulations and rules. CM shall comply with, and ensure that all Consultants, all Contractors and their subcontractors and design professionals and their subconsultants comply with, any storm water pollution prevention plans, other storm water management program and other environmental impact mitigation requirements that are approved by the District and applicable to the Project, at no additional cost to the District.

- 1.34. Cooperate and implement District's reporting to and interface with the Labor Commissioner's Office, including but not limited to:
  - 1.34.1. Registering public works project with the Department of Industrial Relations (DIR) within thirty (30) days of the award, but in no event later than the first day in which a contractor has workers employed upon the public work;
  - 1.34.2. Requiring proof of public works contractor registration before accepting a bid or awarding a contract; and
  - 1.34.3. Reporting any suspected public works violations to the Labor Commissioner.
- 1.35. CM shall maintain accurate Project cost accounting records maintained with generally accepted accounting principles ("GAAP") on authorized work performed under unit costs, actual costs for labor and material, or other basis for maintaining required accounting records. CM shall provide accounting records to the District on a monthly basis, or as reasonably requested by District. CM shall afford the District access to these records and preserve these records for a period of three (3) years after final payment, at no cost to the District.
- 1.36. Assist Architect with the preparation of an estimate of costs for all addenda and coordinate with Architect to submit the estimate to the District for approval. Assist and coordinate with Architect as required to adjust the Construction Cost Budget and other Project costs as indicated in this Agreement and as required in the Agreement for Architectural Services.
- 1.37. Provide and maintain a management presence on the Project site.
- 1.38. CM is **NOT** responsible for:
  - 1.38.1. Ground contamination or hazardous material analysis.
  - 1.38.2. Any asbestos testing, design or abatement; however, it shall coordinate and integrate its work with any such information provided by District.
  - 1.38.3. Compliance with the California Environmental Quality Act ("CEQA"), except that CM agrees to coordinate its work with that of any CEQA consultants retained by the District, and the work of Contractor and the Design Team to provide current information for use in CEQA compliance documents and to identify and carry out mitigation measures.
  - 1.38.4. Historical significance report.
  - 1.38.5. Soils investigation.
  - 1.38.6. Geotechnical hazard report.
  - 1.38.7. Topographic survey, including utility locating services.

## 2. GENERAL PROJECT SERVICES

- 2.1 **General:** Monitor and advise the District and Program Manager as to all material developments on the Project. CM shall implement with District approval reporting methods developed by Program Manager for schedules, cost and budget status. The CM shall be

the focal point of all communication to and from construction Contractor and shall be copied on all communications between the District and its Design Team.

- 2.2 **Scheduling:** Track and report on schedule status for Project. The CM shall develop Project master schedules and milestone schedules, and review and approve Contractor project schedules and milestone schedules for the project per specifications, and shall report on same each month to the District and Program Manager.
- 2.3 **Cost Controls:** Implement methods to track construction expenditures on the Project using methods developed by Program Manager. The CM shall generate monthly reports to the District reflecting this information.

### 3. PRECONSTRUCTION PHASE

- 3.1 To the extent requested by District or Program Manager, assist with providing overall coordination of the Project; serve as the focal point of communication, transmitting information to the District and Design Team on general aspects of the Project, including planning, scheduling, cost management, progress reporting, design review, dispute resolution, and documentation. Communications from the construction Contractor to the District and Design Team shall be through the CM. The CM shall receive simultaneous copies of all written communications from the District or the Design Team to the construction Contractor.
- 3.2 To the extent requested by District or Program Manager, assist with the detailed definition of project scope, budget, and schedule, as needed. Review and reconcile cost estimates from the assigned architect and coordinate peer review estimates when requested by the District. Advise the District regarding owner-supplied equipment and other potential cost-saving measures.
- 3.3 To the extent requested by District or Program Manager, assist the District in the solicitation and retention of design and engineering consultants, and coordinate design consultants' activities and delivery schedules, as needed. Provide value engineering and life cycle cost analysis.
- 3.4 Provide design-phase services in conjunction with the architecture firms awarded the Project by the District. Work with the Architect to conform and refine designs to correlate designs to budget and Facilities Master Plan, if applicable. Review design documents for constructability, scheduling, consistency, and coordination during schematic and design development phases of work. Perform constructability reviews at appropriate stages of design. Assist with verification of site conditions. Expedite design reviews, including modifications. Keep accurate documentation of all discussions with users regarding scope and resolution.
- 3.5 Prepare and maintain a Construction Management schedule for the Project. Prepare a procurement plan and move in occupancy planning, where required.
- 3.6 To the extent requested by District or Program Manager, assist with monitoring and reporting to the District on status of design and state approval in relation to the schedule for the Project. Attend meetings to coordinate design efforts for the Project. Assist in identifying and obtaining all necessary approvals.



- 3.7 To the extent requested by District or Program Manager, assist with soliciting proposals, evaluate, and recommend other professional consultants needed to complete the Project.
- 3.8 Implement District-approved implementation procedures, forms and reporting requirements for the Project that involve all members of the Project team, including the District, Design Team, and construction Contractor.
- 3.9 Work with the Design Team and District to develop the final sizes, choice of materials, services and utilities and other detailed design and performance criteria of the Project.
- 3.10 To the extent requested by District or Program Manager, provide value engineering at the Schematic Design and/or 100% Design Development Phase. This evaluation will consist of a review of the proposed materials, equipment, systems and other items depicted in the design documents and shall be coordinated with the District's design guidelines and design professional(s). The CM will prepare a value engineering report documenting the results of the evaluation and make recommendations to the District with respect to alternatives, deletions, or amendments of such proposed items that pertain to the anticipated construction costs, useful life, maintenance and operational costs and efficiencies. The CM shall provide to the District value engineering recommendations and cost/benefit analysis of those recommendations.
- 3.11 Perform or subcontract for constructability reviews of the Project at the Design Development Phase and at 90% of the Construction Documents Phase. The CM shall review the design documents for clarity, consistency, constructability and coordination. The results of the review shall be provided in writing and as notations on the documents to the District. The CM shall also make recommendations to the District with respect to constructability, construction cost, sequence of construction, and construction duration.
- 3.12 Develop master bid/award schedule(s) including construction milestones for the Project through the completion of construction, as directed by the District, in coordination with design professional(s) and advise and consult with the District. CM shall review and approve construction Contractor's schedules, but shall not dictate any construction Contractor's means and/or methods of performance.
- 3.13 Establish schedules for any Consultant, and for any hazardous materials or other testing, and review costs, estimates, and invoices of each.
- 3.14 Implement a management control system to support such functions as planning, organizing, scheduling, budgeting, reporting progress, and identifying and documenting problems and solutions for the Project. Prepare monthly progress reports for the District regarding the schedule for the Project.
- 3.15 To the extent requested by District or Program Manager, organize an initial planning workshop to create baseline parameters for the Project, to define overall building requirements, Project strategy, conceptual budget and schedule. Pursuant to understandings reached at these meetings, Construction Manager will develop an implementation plan that identifies the various phases of the Project, coordination among phases, and budget and time constraints for each phase of the Project. The plan will include a detailed strategy, master budget and master schedule as well as identification of critical events and milestone activities.

- 3.16 To the extent requested by District or Program Manager, provide updated cost estimates for the Project at the Schematic Design, Design Development, and Construction Documents Phases as directed by District; coordinate with design professional(s) and reconcile cost estimates with design professional(s)' estimates.
- 3.17 Advise District regarding "green building" technology and lifecycle costing, when applicable.
- 3.18 Fully coordinate all changes requested by any utility company needed to complete the Project.
- 3.19 Review and tailor the District's front end documents for the Project. Recommend the number of days required for the construction phase (and any sub-phases, such as hazardous material abatement) and recommend the amount of the liquidated damages.

#### **4. PRE-BID PHASE**

- 4.1 Develop master schedules and construction schedules for the Project. Develop budget(s) for the Project based on construction cost estimates.
- 4.2 In consultation with the District and according to District-approved policies, procedures, and standards, implement procedures, forms, and reporting requirements for the Project. Establish, accordingly, a communications procedure for the Project that allows for decision making at appropriate levels of responsibility and accountability.
- 4.3 Work with the Program Manager and Design Team to modify or add to standard, special, or general conditions for contract documents that might be needed for unique Project or contract conditions, for the District's approval, and/or assist in the development of documents necessary for the bidding phase.
- 4.4 To the extent requested by District or Program Manager, make recommendations for development and implementation of procedures to comply with applicable bidding or RFP requirements for the Project as applicable and for expediting completion of the bidding process for the Project. The scope of the foregoing includes without limitation, recommendations of CM with respect to: (a) pre-qualification of potential contractors; (b) combination of two or more of the Projects for design, bidding and/or construction purposes; and (c) alternative construction delivery approaches for the Project, including consideration of a single general contractor and/or Lease Leaseback approach to construction for each Project.

#### **5. BIDDING PHASE**

- 5.1 To the extent requested by District or Program Manager, assist with pre-qualification process for the selection of prime and/or sub-contractors based on the detailed definition of Project scope, budget, schedule, and programming support. Develop a list of pre-qualified prime and sub-contractors, as required.
- 5.2 Develop bidders' interest in the Project. Coordinate all bid phase activities with District departments. Conduct pre-bid conferences to familiarize bidders with the bidding

documents, and any special systems, materials or methods and with Project procedures. Conduct job walks and bidders' conferences, maintain and prepare minutes of job walks or bidder's conferences. Field questions from bidders, referring questions to Design Team and District as required. Coordinate with Design Team to respond to bidder questions by addenda.

- 5.3 Prepare public solicitation notices for District approval. Review, coordinate, and estimate cost of bid phase addenda.
- 5.4 Review bid proposals for responsiveness to bid requirements, evaluate bidder responsibility, and conduct reference checks. Prepare bid analyses and advise the District on compliance of bidders with District requirements and bid requirements. Report and recommend to the District after review and evaluation. Make recommendations to the District for prequalification of bidders and award of contracts or rejection of bids.
- 5.5 Conduct post-bid conferences as required. Assist and advise regarding bid protests.
- 5.6 If appropriate, coordinate contracting with Contractor awarded the contract, including evaluating bonds and insurance, and negotiate final terms of construction contractor's contract(s), if applicable.
- 5.7 Conduct pre-award conferences with successful bidders.
- 5.8 Schedule and conduct preconstruction meetings. Maintain, prepare, and distribute minutes.
- 5.9 Assist with the preparation of agenda items for Board approval. Coordinate submittals required by governing agencies.

## **6. CONSTRUCTION PHASE**

- 6.1 Administer the construction Contract.
- 6.2 Develop detailed construction schedules or review Contractor's submitted schedules, as needed. Administer and coordinate the work of Contractor on a daily basis. Enforce performance, scheduling, and notice requirements. Review Contractor's schedule submittals and make recommendations to the District.
- 6.3 Monitor schedule and cost information for Contractor. Document the progress and costs of the Project. Report and advise proactively on potential schedule and budget variances and impacts. Recommend potential solutions to schedule and cost problems. Work cooperatively with the District, Architect, and Contractor to ensure that Project is delivered on time and within budget. Review construction progress and prepare reports.
- 6.4 Verify permits, approvals, bonds, insurances, and schedules of values. Coordinate with DSA Project Inspector, and ensure compliance with all DSA reporting and closeout requirements. Submit necessary reports to state and local authorities.
- 6.5 Monitor the construction Contractor to verify that tools, equipment, and labor are furnished and work performed and completed within the time required or indicated by the plans and specifications, under the direction and to the satisfaction of the District. The CM expressly

agrees to verify that the specifications are met, observed, performed, and followed in accordance with the professional standards of care for construction management.

- 6.6 Coordinate work of the construction Contractor and effectively manage the Project to achieve the District's objectives in relation to cost, time and quality.
- 6.7 Provide continuous on-site construction management personnel, as needed. Conduct construction meetings for the Project to discuss and resolve such matters as progress, quality and scheduling. Said meetings shall be weekly unless Project conditions do not require that frequency. Prepare and promptly distribute minutes. When required by field or other conditions, construction progress, or the quality of workmanship, conduct special construction meetings; record, prepare, and distribute minutes of these meetings to the District, the affected construction Contractor, and Design Team.
- 6.8 Establish and implement team communication procedures.
- 6.9 Ensure that construction Contractor provides construction schedules as required by the construction Contracts, including activity sequences and durations, submittal schedule, or procurement schedule for products that require long lead time. The CM shall review construction Contractor's construction schedules for conformity with the requirements of the construction Contract and conformity with the overall schedule for the Project. Where construction Contractor's construction schedules do not so conform, the CM will take appropriate measures to secure compliance, subject to District approval.
- 6.10 Ensure construction Contractor's compliance with the requirements of the respective construction Contract for updating, revising, and other obligations relative to their respective construction schedules.
- 6.11 Cost Control. CM shall develop and monitor an effective system of construction cost control for the Project. CM shall identify variances between actual and budgeted or estimated costs and advise District and design professional(s) whenever a Project cost exceeds budgets or estimates. CM shall manage the construction bids and contracts in accordance with the Construction Budget.
- 6.12 Continually monitor whether construction contract requirements are being fulfilled and recommend courses of action to the District when Contractor fails to fulfill contractual requirements.
- 6.13 The CM may authorize minor variations in the work from the requirements of the contract documents that do not involve an adjustment in the contract price or the contract time or design and which are consistent with the overall intent of the contract documents. The CM shall provide to the design professional(s) and the District copies of these authorizations.
- 6.14 Evaluate and process payment applications and verify progress.
- 6.15 Verify that safety programs are developed and submitted by the construction Contractor as required by the Contract. Neither CM, Project Manager nor District shall be responsible for or have any liability for Contractor's failure to provide, comply with, or enforce said safety programs.

- 6.16 Implement quality control program, including As-Built Drawings accuracy. Coordinate and evaluate Contractor's recovery schedules.
- 6.17 Record the progress of the Project by a log.
- 6.18 Monitor ongoing Project costs to verify that projected costs do not exceed approved budget and provide the District timely notice of any potential increase in costs in excess of approved budgets provided to CM.
- 6.19 Negotiate Contractor's proposals and review change orders prepared by Design Team, with Design Team's input as needed, for approval by the District.
- 6.20 Evaluate and process change order requests. Make recommendations to the District. Determine cost and schedule effects of change orders. Prepare change order reports and maintain a change order log for the Project and implement procedures to expedite processing of change orders.
- 6.21 Assist the District in coordinating the services of special consultants and testing laboratories on the Project.
- 6.22 In conjunction with the Design Team, monitor work of the construction Contractor to determine that the work is being performed in accordance with the requirements of the respective construction documents for the Project, including but not limited to the plans, specifications, addenda, and all other contract documents, as well as all applicable laws, regulations and directives of agencies with jurisdiction over any of the Project. As appropriate, with assistance of Design Team, make recommendations to the District and Program Manager regarding special inspection or testing of work that is not in accordance with the provisions of the contract documents.
- 6.23 To guard District against defects in the work of the construction Contractor, the CM shall implement a quality control program to monitor the quality and workmanship of construction for conformity with:
  - 6.23.1 Accepted industry standards;
  - 6.23.2 Applicable laws, rules, or ordinances; and
  - 6.23.3 The design documents and contract documents.
- 6.24 Where the work of a construction Contractor does not conform as set forth above, the CM shall, with the input of Design Team:
  - 6.24.1 Notify the District of any non-conforming work observed by the CM;
  - 6.24.2 Reject the non-conforming work; and
  - 6.24.3 Take any and all action(s) necessary to compel the construction Contractor to correct the work.
- 6.25 Evaluate, track, and maintain logs of requests for information ("RFI") from construction Contractor and responses, shop drawings, samples, and other submittals, based, in part, on

information obtained from the design professional(s). Advise District and Program Manager as to status and criticality of RFIs.

- 6.26 Implement procedures, in collaboration with the District, Program Manager and Design Team, for expediting the processing and approval of shop drawings, product data, samples, and other submittals for each contract. Receive and transmit all submittals from the construction Contractor to the Design Team for review and approval. Maintain submittal and shop drawing logs.
- 6.27 Record the progress of work at the Project. When present, prepare daily reports for the Project containing a record of weather, construction Contractor(s) present and their number of workers, work accomplished, problems encountered, and other relevant data.
- 6.28 Prepare and distribute monthly project status reports for the Project including updates on project activities, progress of work, outstanding issues, potential problems, schedule, and status of RFIs, change orders, and submittals.
- 6.29 Coordinate, assist, and support Architect during construction administration phase as required.
- 6.30 CM shall maintain records of principal building layout lines, elevations of the bottom of footings, floor levels, and key site elevations as provided by the construction Contractor. At the completion of the Project, deliver all such records to District. Construction Contractor and design professional(s) share responsibility to prepare Record Drawings and As-Built Drawings.
- 6.31 Coordinate the move into the Projects.
- 6.32 Work with District team to develop lists of incomplete or unsatisfactory work ("punch lists").
- 6.33 Fully document and prepare deductive change orders for extra services of consultants that are the responsibility of a Contractor or another consultant. Present such a change order for signature by the Contractor or consultant.
- 6.34 Determine final completion and payment. Determine completion dates, final payments, and release of retention. Coordinate procurement and installation of Furniture, Fixtures, and Equipment ("FF&E").

## **7. PROJECT COMPLETION**

- 7.1 The CM shall observe the construction Contractor's check-outs of utilities, operational systems and equipment, and start-up and testing. The CM shall maintain records of start-up and testing as provided by the construction Contractor and shall ensure the District of compliance with applicable provisions of the Contract, that all work has been performed and accepted, and that all systems are complete and operative.
- 7.2 At the punch list phase of the Project or designated portions thereof, CM, in consultation with the Architect, shall ensure the preparation of a list of incomplete or unsatisfactory work or work which does not conform to the requirements of the contract documents ("punch list work") and a schedule for the completion of the punch list work. CM shall provide this list to the construction Contractor. CM shall coordinate construction

Contractor's performance and completion of punch list work. CM shall review, with the Architect and District, the completed punch list work. CM shall ensure that, with input of the Architect, the completed punch list work complies with applicable provisions of the construction Contract.

- 7.3 CM shall determine, with the Architect and District, when the Project or designated portions thereof are complete.
- 7.4 CM shall conduct, with the Architect and District, final inspections of the Project or designated portions thereof. CM shall notify the District of final completion.
- 7.5 CM shall consult with the Architect and District and shall determine when the Project and the construction Contractor's work are finally completed. CM shall assist with the issuance of a Certificate of Final Completion, and shall provide to the District a written recommendation regarding payment to the Contractor.
- 7.6 CM shall coordinate close-out procedures, including personnel training. Advise District staff on systems operations, training and close-out of Project.
- 7.7 CM shall coordinate and expedite Contractor close-out requirements, including guarantees/warranties, certificates, keys, manuals, As-Built Drawings, Record Drawings, specifications, daily logs, and verified reports. Ensure that all other project participants submit necessary close-out documentation.
- 7.8 CM shall coordinate operational safety reviews with District post occupancy and manage corrective work as necessary.
- 7.9 CM shall ensure that all building commissioning requirements have been fulfilled in a timely manner through District commissioning agents.
- 7.10 CM shall obtain occupancy permits (where required), coordinate final testing, documentation, and regulatory inspections. Prepare occupancy plan report.
- 7.11 CM shall prepare final accounting reports.

## **8. FINAL DOCUMENTS**

The Construction Manager shall review and monitor all As-Built Drawings, maintenance and operations manuals, and other closeout documents to be sure that all required documents meeting contract requirements are provided, and shall secure and transmit to the District and Program Manager those documents and all required guarantees, keys, manuals, record drawings, and daily logs. The Construction Manager shall also forward all documents and plans to the District upon completion of the project and ensure all such plans and documents are well organized for any appropriate audit or review of the Project.

## **9. WARRANTY**

The Construction Manager shall assist Program Manager as necessary to implement a Warranty Inspection and Warranty Work procedure for the Project that Contractor must follow. The procedure shall include a twelve (12) month call back period and a final warranty inspection eleven

(11) months after Project completion to inspect the Project and identify any outstanding warranty work.

**10. PROJECT CLOSEOUT**

To the extent requested by District or Program Manager, the Construction Manager shall assist District, Architect, and Program Manager as necessary to ensure all information and documentation necessary for Project closeout with the DSA is complete and the Project is timely closed out with DSA. This includes but is not limited to reports from independent consultants, inspectors, testing laboratories, and corresponding or required DSA forms.

[REMAINDER OF PAGE INTENTIONALLY LEFT BLANK]



**EXHIBIT "B"**

**CRITERIA AND BILLING FOR EXTRA SERVICES**

The following Extra Services to this Agreement shall be performed by CM if needed and requested by District:

1. Providing services required because of significant documented changes in the Project initiated by the District, including but not limited to size, quality, complexity, or the District's schedule.
2. Providing consultation concerning replacement of work damaged by fire or other cause during construction and furnishing services required in connection with replacement of such work.
3. Providing services made necessary by the default of Contractor, or by major defects or deficiencies in the work of the Contractor, or by failure of performance of the District's consultants.
4. Seeking variances or changes to agency guidelines on behalf of the District when so directed by the District.
5. Preparing to serve or serving as a witness in connection with any public hearing, dispute resolution proceeding or legal proceeding, other than that necessitated by the negligent acts, errors or omissions of CM or where the CM is a party thereto, except for a Contractor's hearing necessitated by a bid protest or by a Contractor's request to substitute a subcontractor, or by handling of any stop payment notices.
6. Performing technical inspection and testing.
7. Providing other services not otherwise included in this Agreement and not customarily furnished in accordance with the generally accepted scope of construction management practice.

**Format and Content of Invoices**

CM acknowledges that the District requires CM's invoices to include detailed explanations of the Services performed. For example, a six hour charge for the entire day is unacceptable and will not be payable. A more detailed explanation describing specific tasks is required.

**Hourly Rates for Extra Services**

1. The following rates, which include overhead, administrative cost and profit, shall be utilized in arriving at the fee for Extra Services and shall not be changed for the term of the Agreement. CM shall bill in quarter-hour increments for all Extra Services.

<b><u>Job Title</u></b>	<b><u>Hourly Rate</u></b>
Project Director	\$245
Sr. Project Manager	\$185
Sr. Project Engineer	\$140
Field Office Manager/Clerical	\$105

Estimator Manager	\$160
Scheduler	\$175

2. The mark-up on any approved item of Extra Services performed by sub-consultant(s) or subcontractor(s) shall not exceed five percent (5%).

**EXHIBIT "C"**

**SCHEDULE OF WORK**

[To be completed/inserted]

**Sacramento City Unified School District -**  
Pacific Elementary

Schedule / Phase	2023												2024																				
	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N			
	160	200	2	3	4	5	6	7	8	9	10	11	12	13	14	15	160	200	2	3	4	5	6	7	8	9	10	11	12	13	14	15	
Design																																	
DSA Approval																																	
LLB selection and contracting																																	
Precon Services																																	
CONSTRUCTION																																	
Move in and Closeout																																	
Milestones																																	
<b>CONSTRUCTION MANAGEMENT SERVICES</b>																																	
<b>Position / Classification</b>	<b>Name</b>																																
Project Director	POC																																
Sr. Project Manager	Cassie Baughner																																
Sr. Project Engineer	Jo Ward																																
Field Office Manager/Clerical	TBD																																
Estimators	Jay, Matt, James																																
Scheduler	Rick Stassi																																
<b>Total (FTEs / Month)</b>	160	16	16	16	16	16	16	16	16	16	16	16	16	16	16	160	16	16	16	16	16	16	16	16	16	16	16	16	16	16			

**Scope of Services:**  
Provide Construction management services from Design through DSA Closeout. Timeline is based on preliminary schedules. If the schedule pushes out past this timeline the hours will need to be adjusted and amendment processed.





**EXHIBIT "D"**

**FEE SCHEDULE**

**Compensation**

1. The CM's fee set forth in this Agreement shall be full compensation for all of CM's Services incurred in its performance, including, without limitation, all costs for personnel, travel within two hundred (200) miles of the Project location (travel reimbursements must be approved by District prior to travel), offices, per diem expenses, office supplies, printing, providing, or shipping of deliverables in the quantities set forth in **Exhibit "A."**
2. The amount of compensation shall be the amount set forth in the Agreement, including all billed expenses. No compensation will be paid or due, without advance written approval of the District.

**Method of Payment of Basic Services**

1. CM shall submit monthly invoices for the portion of the overall fee reflecting the services performed and costs incurred for each respective month. In no event shall the total payments exceed the CM's fee set forth in Article 7 this Agreement except as authorized under **Exhibit "B."**
2. CM shall submit these invoices in duplicate to the District via the District's authorized representative.
3. CM shall submit to District on a monthly basis documentation showing proof that payments were made to his/her sub-consultants.
4. Upon receipt and approval of CM's invoices, the District agrees to make payments on all undisputed amounts no later than thirty (30) days from receipt of the invoice.
5. The District may withhold or deduct from amounts otherwise due CM hereunder if CM fails to timely and completely perform material obligations to be performed on its part under this Agreement, with the amounts withheld or deducted being released after CM has fully cured such failure of performance, less costs, damages or losses sustained by the District resulting therefrom.

**EXHIBIT "E"**

**CRIMINAL BACKGROUND INVESTIGATION/FINGERPRINTING CERTIFICATION**

PROJECT/CONTRACT NO.: 477 between the Sacramento City Unified School District ("District") and Kitchell/CEM Inc. ("CM") for construction management services for the Pacific Elementary School New Construction Project ("Contract" or "Project").

The undersigned does hereby certify to the governing board of the District as follows:

That I am a representative of the CM currently under contract with the District; that I am familiar with the facts herein certified; and that I am authorized and qualified to execute this certificate on behalf of CM.

CM certifies that it has taken at least one of the following actions with respect to the Project that are the subject of the Contract (check all that apply):

- Pursuant to Education Code section 45125.2, CM has installed or will install, prior to commencement of Work, a physical barrier at the Work Site, that will limit contact between CM's employees and District pupils at all times; and/or
- Pursuant to Education Code section 45125.2, CM certifies that all employees will be under the continual supervision of, and monitored by, an employee of the CM who the California Department of Justice ("DOJ") has ascertained, or as described below, will ascertain, has not been convicted of a violent or serious felony. The name and title of the employee who will be supervising CM's and its subcontractors' employees is:

Name: Jeff Dees

Title: Project Director

**NOTE:** If the CM is a sole proprietor, and elects the above option, CM must have the above-named employee's fingerprints prepared and submitted by the District, in accordance with Education Code section 45125.1(h). No work shall commence until such determination by the DOJ has been made.

As an authorized District official, I am familiar with the facts herein certified, and am authorized to execute this certificate on behalf of the District and undertake to prepare and submit CM's fingerprints as if he or she was an employee of the District.

Date: \_\_\_\_\_

District Representative's Name and Title: Jesse Castillo, Assistant Superintendent of Business Services

District Representative's Signature: \_\_\_\_\_

- The Work on the Contract is either (i) at an unoccupied school site and no employee and/or subcontractor or supplier of any tier of the Contract shall come in contact with the District pupils or (ii) CM's employees or any subcontractor or supplier of any tier of the Contract will have only limited contact, if any, with District pupils and the District will take appropriate steps to protect the safety of any pupils that may come in contact with Consultant's employees, subcontractors or suppliers so that the fingerprinting and criminal background investigation requirements of Education Code section 45125.1 shall not apply to CM under the Contract.

As an authorized District official, I am familiar with the facts herein certified, and am authorized to execute this certificate on behalf of the District.



Date: \_\_\_\_\_

District Representative's Name and Title: \_\_\_\_\_

District Representative's Signature: \_\_\_\_\_

- The CM, who is not a sole proprietor, has complied with the fingerprinting requirements of Education Code section 45125.1 with respect to all CM's employees and all of its subcontractors' employees who may have contact with District pupils in the course of providing services pursuant to the Contract, and the DOJ has determined that none of those employees has been convicted of a felony, as that term is defined in Education Code section 45122.1. A complete and accurate list of CM's employees and of all of its subcontractors' employees who may come in contact with District pupils during the course and scope of the Contract is attached hereto; and/or
- The CM is a sole proprietor and intends to comply with the fingerprinting requirements of Education Code section 45125.1(h) with respect to all CM's employees who may have contact with District pupils in the course of providing services pursuant to the Contract, and hereby agrees to the District's preparation and submission of fingerprints such that the DOJ may determine that none of those employees has been convicted of a felony, as that term is defined in Education Code section 45122.1. No work shall commence until such determination by the DOJ has been made.

As an authorized District official, I am familiar with the facts herein certified, and am authorized to execute this certificate on behalf of the District and undertake to prepare and submit CM's fingerprints as if he or she was an employee of the District.

Date: \_\_\_\_\_

District Representative's Name and Title: \_\_\_\_\_

District Representative's Signature: \_\_\_\_\_

CM's responsibility for background clearance extends to all of its employees, subcontractors or suppliers, and employees of subcontractors or suppliers coming into contact with District pupils regardless of whether they are designated as employees or acting as independent contractors of the CM.

**KITCHELL/CEM INC.**

By: \_\_\_\_\_

Wendy Cohen  
President

Date: 9/8/2023



**Agreement for Architectural Services**

**between**

**Sacramento City Unified School District**

**and**

**Lionakis**

**Pacific Elementary School Replacement Campus  
Project**

**Dated: September 21, 2023**

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## **AGREEMENT FOR ARCHITECTURAL SERVICES**

This Agreement for Architectural Services is made as of September 21, 2023, between the Sacramento City Unified School District, a California public school district ("District"), and Lionakis ("Architect") (collectively "Parties"), for the following project ("Project"):

Replacement Campus of Pacific Elementary School, 6201 41<sup>st</sup> Street, Sacramento, CA 95824.

For and in consideration of the mutual covenants herein contained, the Parties hereto agree as follows:

### **Article 1. Definitions**

- 1.1. In addition to the definitions above, the following definitions of words or phrases shall apply when used in this Agreement, including all Exhibits:
  - 1.1.1. **Agreement:** The Agreement consists exclusively of this document and all identified exhibits attached and incorporated by reference.
  - 1.1.2. **Architect:** The Architect identified in the first paragraph of this Agreement, including all Consultants to the Architect. The term Architect means the Design Professional in General Responsible Charge on this Project.
  - 1.1.3. **As-Built Drawings ("As-Builts"):** Any document prepared and submitted by District's Contractor(s) that details on a Conforming Set, the actual construction performed during the Project, including changes necessitated by Construction Change Documents and change orders, and detailed by the District's construction contractor(s) on a Conforming Set.
  - 1.1.4. **Bid Set:** The plans, drawings, and specifications at the end of the Construction Documents Phase that the Division of the State Architect ("DSA") has approved and that the District can use to go out to bid for construction of the Project.
  - 1.1.5. **Conforming Set:** The plans, drawings, and specifications at the end of the Bidding Phase that incorporate all addenda, if any, issued during the Bidding Phase. The Architect shall ensure that DSA has approved all revisions to the Bid Set that are incorporated onto the Conforming Set and for which DSA approval is required.

- 1.1.6. **Construction Budget**: The total amount of funds indicated by the District for the entire Project plus all other costs, including design, construction, administration, and financing.
- 1.1.7. **Construction Change Documents (“CCD”)**: The documentation of changes to the DSA-approved construction documents.
- 1.1.8. **Construction Cost Budget**: The total cost to District of all elements of the Project designed or specified by the Architect, as adjusted at the end of each design phase in accordance with this Agreement. The Construction Cost Budget does not include the compensation of the Architect and the Architect’s Consultants, the cost of land, rights-of-way, financing or other costs which are the responsibility of the District, including construction management.
- 1.1.9. **Construction Manager**: The District’s representative on the Project if the District retains a construction manager, project manager, or owner’s representative.
- 1.1.10. **Contractor**: One or more licensed contractors under contract with the District for construction of all or a portion of the Project.
- 1.1.11. **Consultant(s)**: Any and all consultant(s), sub-consultant(s), subcontractor(s), or agent(s) to the Architect.
- 1.1.12. **District**: The Sacramento City Unified School District.
- 1.1.13. **DSA**: The Division of the State Architect.
- 1.1.14. **Extra Services**: District-authorized services outside of the scope in **Exhibit “A”** or District-authorized reimbursables not included in Architect’s Fee.
- 1.1.15. **Laboratory of Record**: The District-designated laboratory(ies) for testing of concrete, soils, materials, and other required testing.
- 1.1.16. **Project**: Pacific Elementary School Replacement Campus project at 6201 41<sup>st</sup> Street, Sacramento, CA 95824.
- 1.1.17. **Record Drawings**: A final set of drawings prepared by the Architect that incorporates all changes from all As-Builts, sketches, details, and clarifications.

- 1.1.18. **Service(s):** All labor, materials, supervision, services, tasks, and work that the Architect is required to perform and that are required by, or reasonably inferred from, the Agreement, and that are necessary for the design and completion of the Project.
- 1.1.19. **Visually Verify:** To verify to the fullest extent possible by physical inspection and reasonable investigation and without any destructive action.

**Article 2. Scope, Responsibilities, and Services of Architect**

- 2.1. Architect shall render the Services described in **Exhibit "A,"** commencing with receipt of a written Notice to Proceed signed by the District representative. Architect's Services will be completed in accordance with the schedule attached as **Exhibit "C."**
- 2.2. Architect and its Consultants shall provide Services for the Project (i) using its professional skill and judgment; (ii) acting with due care and in accordance with respective applicable standards of care under California law for those providing similar services for projects the size, scope and complexity of the Project for California school districts in or around the same geographic area of the District; (iii) the terms of this Agreement; and (iv) in accordance with said standards regarding application and interpretation of applicable law, code, rule or regulation at the time the Services are rendered ("Standard of Care"). All persons providing professional services hereunder shall be properly licensed as required by California law.
- 2.3. The District intends to award the Project to Contractor(s) pursuant to a competitive bid process. District reserves its right to use alternative delivery methods and the Architect's scope of work may be adjusted accordingly.
- 2.4. Architect acknowledges that all California public school districts are obligated to develop and implement the following storm water requirements for the discharge of storm water to surface waters from its construction and land disturbance activities where the project disturbs one (1) or more acres of land and is not part of a larger common plan of development or sale, the project disturbs one acre or more of land, or the project disturbs less than one (1) acre of land but is part of a larger common plan of development or sale, or where the District engages in maintenance (e.g., fueling, cleaning, repairing) or transportation activities.
  - 2.4.1. Architect shall provide the design for the Project, without limitation:

- 24.1.1. A municipal Separate Storm Sewer System ("MS4"). An MS4 is a system of conveyances used to collect and/or convey storm water, including, without limitation, catch basins, curbs, gutters, ditches, man-made channels, and storm drains.
- 24.1.2. A Storm Water Pollution Prevention Plan ("SWPPP") that contains specific best management practices ("BMPs") and establishes numeric effluent limitations.
- 2.4.2. Architect shall conform its design work to the District's storm water requirements indicated above, that are approved by the District and applicable to the Project, at no additional cost to the District. In addition, as required Architect shall develop a grading and drainage plan and a site plan from architectural information showing a final development of the site. This drawing will also include a horizontal and vertical control plan and a utility infrastructure plan. The Services described in this subparagraph shall be provided by a professional civil engineer who contracts with or is an employee of the Architect.
- 2.5. Architect shall contract for or employ at Architect's expense, Consultant(s) to the extent deemed necessary for completion of the Project including, but not limited to: architects; mechanical, electrical, structural and civil engineers; landscapers; and interior designers, licensed as such by the State of California as part of the Basic Services under this Agreement. The names of Consultant(s) shall be submitted to the District for approval prior to commencement of Services, as indicated below. The District reserves the right to reject Architect's use of any particular Consultant. Nothing in the foregoing procedure shall create any contractual relationship between the District and any Consultant employed by the Architect under terms of the Agreement. Architect shall require each of the Consultants retained by it to execute agreements with standard of care and indemnity provisions commensurate with this Agreement, but Architect shall remain solely responsible and liable to District for all matters covered by this Agreement.
- 2.6. Architect shall coordinate with District personnel or its designated representatives as may be requested and desirable, including with other professionals employed by the District for the design, coordination or management of other work related to the Project. This shall include, without limitation, coordination with State labor compliance, if any. If the Architect employs Consultant(s), the Architect shall ensure that its contract(s) with its Consultant(s) include language notifying the Consultant(s) of State labor compliance, if any.



- 2.7. Architect shall identify the regulatory agencies that have jurisdiction over essential building and design elements and coordinate with and implement the requirements of the regulatory agencies, including, without limitation, the California Department of Education, the Office of Public School Construction, the Department of General Services, DSA, including DSA Fire/Life Safety, DSA Access Compliance Section, DSA Structural Safety Section, the State Fire Marshal and any regulatory office or agency that has authority for review and supervision of school district construction projects.
- 2.7.1. If the Project is subject to DSA jurisdiction, then Architect, and its Consultants, if any, shall comply with all the DSA requirements, including without limitation, all the requirements included and/or referenced in the following forms, bulletins ("BU"), interpretations of regulations ("IR"), policies ("PL"), or procedures ("PR"):
- 2.7.1.1. DSA IR A-6, Construction Change Document Submittal and Approval Process.
  - 2.7.1.2. DSA IR A-18, Use of Construction Documents Prepared by Other Professionals.
  - 2.7.1.3. DSA IR A-24, Construction Phase Duties of the School District, Contractor and Design Professional.
  - 2.7.1.4. DSA PR 07-01: Pre-Check Approval Process.
  - 2.7.1.5. DSA PR 07-02: Over-The-Counter Review of Projects Using Pre-Check Approved Design.
  - 2.7.1.6. DSA PR 18-04.BB18: Electronic Plan Review for Design Professionals of Record Using Bluebeam 2018.
  - 2.7.1.7. DSA PR 18-09.BB18: Electronic Plan Review for Over-the-Counter ("OTC") Projects Using Bluebeam 2018.
  - 2.7.1.8. Form DSA PR 13-01, Construction Oversight Process.
    - 2.7.1.8.1. Each of Architect's duties as provided in the DIR Construction Oversight Process shall be performed timely so as not to result in any delay to the Project.
  - 2.7.1.9. Form DSA PR 13-02, Project Certification Process.

- 2.7.2. Notwithstanding the DSA forms, BUs, IRs, PLs, or PRs referenced anywhere in this Agreement, each of which is current as of the Effective Date, all Projects subject to DSA's jurisdiction shall be submitted for review, back check, and approval, under the electronic plan review process ("EPR process"), rather than paper submission, for all projects submitted to DSA. Architect, and its Consultants, if any, shall comply with the EPR process and related DSA procedures, including, without limitation, DSA PR 18-04.BB18 and DSA PR 18-09.BB18, and any subsequent or replacement procedures relating to the EPR process promulgated by DSA. Any reference herein to a particular DIR form, BU, IR, PL, or PR, shall mean and include the then-current DIR form, BU, IR, PL, or PR, respectively, and, to the extent that the EPR process has superseded such form or paper submission process, the EPR process then in effect shall control.
- 2.8. Architect shall provide Services as required to obtain any local, state and/or federal agencies' approval for on-site and off-site work related to the Project including review by regulatory agencies having jurisdiction over the Project.
- 2.9. Architect shall coordinate the work of the District's DSA project inspector(s) ("Project Inspector(s)") and the Laboratory of Record. Architect shall provide code required supervision of special inspectors not provided by the Laboratory of Record.
- 2.10. Architect shall give efficient supervision to Services, using its professional skill and attention. Architect shall carefully study and compare all contract documents, drawings, specifications, and other instructions ("Contract Documents") and shall at once report to District, Construction Manager, and Contractor, any error, inconsistency, or omission that Architect or its employees may discover, in writing, with a copy to District's Project Inspector(s). Architect shall have responsibility for discovery of errors, inconsistencies, or omissions in its own Contract Documents and that of its Subconsultants, but shall have no responsibility for District hired consultants.
- 2.11. Architect recognizes that the District may obtain the services of a Construction Manager and that Architect may have to assume certain coordination and management responsibilities, including tracking Requests for Information ("RFI"), providing RFI responses, and leading all coordination meetings between the District, Project Inspectors, and Contractors on the Project. The District reserves the right to retain the services of a Construction Manager at any time. The Construction Manager, if any, shall be authorized to give Architect Services authorizations and

issue written approvals and notices to proceed on behalf of District. The District reserves the right to designate a different Construction Manager at any time. Any task, including, but not limited to, reviews or approvals that the District may perform pursuant to this Agreement may be performed by the Construction Manager, unless that task indicates it shall be performed by the Governing Board of the District. In addition, the District may have a constructability review of Architect's design documents. Architect shall conform any design documents to the constructability review as part of the Services under this Agreement and shall not be entitled to any compensation as Extra Services for this activity.

- 2.12. Architect shall provide computer-generated pictures downloaded to computer files, updated as requested by the District, that the District may use on its website.
- 2.13. As part of the basic Services pursuant to this Agreement, Architect is not responsible for:
  - 2.13.1. Ground contamination or hazardous material analysis.
  - 2.13.2. Any asbestos and/or lead testing, design or abatement; however, it shall coordinate and integrate its work with any such information provided by District.
  - 2.13.3. Compliance with the California Environmental Quality Act ("CEQA"), except that Architect agrees to coordinate its work with that of any CEQA consultants retained by the District, to provide current elevations and schematic drawings for use in CEQA compliance documents, and to incorporate any mitigation measures adopted by the District into the Project design at no additional cost to the District.
  - 2.13.4. Historical significance report.
  - 2.13.5. Soils investigation.
  - 2.13.6. Geotechnical hazard report, except as indicated in **Exhibit "A."**
  - 2.13.7. Topographic surveys of existing conditions
  - 2.13.8. State and Local agency fees.
  - 2.13.9. Testing and inspection

### **Article 3. Architect Staff**

3.1. Architect has been selected to perform the Services herein because of the skills and expertise of key individuals.

3.2. Architect agrees that the following key people in Architect's firm shall be associated with the Project in the following capacities:

Principal In Charge: Laura Knauss

Project Director: Brian Bell

Project Architect(s): Jennifer Quigley

Major Consultants:

Electrical/Low Voltage: The Engineering Enterprise

Mechanical/Plumbing: Weston & Associates

Structural: Lionakis

Interior Design: Lionakis

Civil: Warren Consulting Engineers

Fire Sprinkler: Weston & Associates

Landscape: Roach & Campbell

Cost Estimating: Cumming

Food Service: AMD

Door Hardware: Opening Consultants Inc.

Photovoltaic: TBD

DSA PC PV Canopy SEOR: TBD

3.3. Architect shall not change any of the key personnel listed above without prior written approval by the District, unless said personnel cease to be employed by Architect. In either case, the District shall be allowed to interview and approve replacement personnel.

3.4. If any designated lead or key person fails to perform to the satisfaction of the District, then upon written notice Architect shall have five (5) calendar days to remove that person from the Project and replace that person with one acceptable to the District. All lead or key personnel for any Consultant must also be designated by the Consultant and are subject to all conditions stated in this paragraph.

- 3.5. Architect represents that Architect has no existing interest and will not acquire any interest, direct or indirect, which could conflict in any manner or degree with the performance of Services required under this Agreement and that no person having any such interest shall be employed by Architect.
- 3.6. Architect shall comply with Education Code section 17302(a) and agrees that any plans and/or specifications included in the Services shall be prepared under the supervision of licensed personnel, and that licensed personnel shall be in "responsible charge" of persons who observe the construction.

#### **Article 4. Schedule of Services**

Architect shall commence Services under this Agreement upon receipt of a written Notice to Proceed and shall prosecute the Services diligently as described in **Exhibit "A,"** so as to proceed with and complete the Services in compliance with the schedule in **Exhibit "C."** Time is of the essence and failure of Architect to perform Services on time as specified in this Agreement is a material breach of this Agreement. It shall not be a material breach if a delay is beyond the Architect's or its Consultant(s)' reasonable control.

#### **Article 5. Construction Cost Budget**

- 5.1. Architect hereby accepts the District's established Construction Cost Budget and Project scope. In accordance with **Exhibit "A,"** the Architect shall have responsibility to further develop, review, and reconcile the Construction Cost Budget for the District at the beginning of the Project and at the completion of each design phase. The District and Construction Manager shall also have responsibility to develop, review, and reconcile the Construction Cost Budget with the Architect.
- 5.2. Architect shall complete all Services as described in **Exhibit "A,"** including all plans, designs, drawings, specifications and other Contract Documents, so that the cost to construct the work designed by the Architect will not exceed the Construction Cost Budget, as adjusted subsequently with the District's written approval. Architect shall maintain cost controls throughout the Project to deliver the Project within the Construction Cost Budget.
- 5.3. The District may, in its sole discretion, do one, or a combination, of the following if any of the events in Article 5.4 occur:

- 5.3.1. Give Architect written approval on an agreed adjustment to the Construction Cost Budget.
  - 5.3.2. Authorize Architect to re-negotiate, when appropriate, and/or re-bid the Project within three (3) months' time of receipt of bids (exclusive of District and other agencies' review time) at no additional cost to the District.
  - 5.3.3. Terminate this Agreement if the Project is abandoned by the District, without further obligation by either party.
  - 5.3.4. Within three (3) months' time of receipt of bids, instruct Architect to revise the drawings and specifications (in scope and quality as approved by the District) to bring the Project within the Construction Cost Budget for re-bidding at no additional cost to the District.
- 5.4. If any of the following events occur, the District may exercise any one, or any combination, of the actions set forth in Article 5.3 above:
- 5.4.1. The lowest responsive base bid received is in excess of five percent (5%) of the Construction Cost Budget; or
  - 5.4.2. If the combined total of base bid and all additive alternates come in ten percent (10%) or more under the Construction Cost Budget; or
  - 5.4.3. If the Construction Cost Budget increases in phases subsequent to the Schematic Design Phase due to reasonably foreseeable changes in the condition of the construction market in the county in which the District is located, in so far as these have not been caused by Acts of God, earthquakes, strikes, war, or energy shortages due to uncontrollable events in the world economy.

**Article 6. Fee and Method of Payment**

6.1. The District shall pay Architect for all Services contracted for under this Agreement an amount equal to the following ("Fee"):

A fixed fee amount of \$3,750,000.00. The fee represents \_  
six percent (6\_\_\_\_%) of the proposed construction value of \$62,500,000 million. At the completion of Schematic Design phase, a one-time fee reconciliation to a final, confirmed construction cost shall occur.

Reimbursable Expenses are in addition to compensation for Basic and Additional Services and will be billed at a multiple of 1.10% the expenses incurred. These charges include, but are not limited to, expenses incurred which are directly related to the Project, such as reproductions, plans and plots for owner, agency or contractor's use, standard form documents, postage, handling and delivery of Instruments of Service, and mileage. Reimbursable expenses are not expected to exceed \$10,000. All reimbursable expenses must be pre-approved by District.

6.2. The District shall pay Architect the Fee pursuant to the provisions of **Exhibit "D."**

6.3. Architect shall bill for performance of Services under this Agreement in accordance with **Exhibit "D."**

6.4. No increase in Fee will be due from CCDs and/or change orders generated during the construction period to the extent caused by Architect's error or omission.

6.5. The Architect's Fee set forth in this Agreement shall be full compensation for all of Architect's Services incurred in the performance hereof as indicated in **Exhibit "D."**

6.6. Regardless of the structure of Architect's Fee, the Architect's Fee may be adjusted downward if the Scope of Services of this Agreement is reduced by the District in accordance with this Agreement.

6.7. Neither the District's review, approval of, nor payment for, any of the Services required under this Agreement shall be construed to operate as a waiver of any rights under this Agreement, and Architect shall remain liable to the District in accordance with this Agreement for direct damages to the District caused by Architect's failure to perform any of the Services furnished under this Agreement to the standard of care under California

law for architects performing similar work for California school districts in or around the same geographic area as the District.

**Article 7. Payment for Extra Services or Changes**

Any charges for Extra Services shall be paid by the District as described in **Exhibit "B"** only upon certification that the claimed Extra Service was authorized as indicated herein and that the Extra Services have been satisfactorily completed. If any service is done by Architect without prior written authorization by the Construction Manager or the District's authorized representative, the District will not be obligated to pay for such service. The foregoing provision notwithstanding, Architect will be paid by the District as described in **Exhibit "B"** for Extra Services that the Construction Manager or the District's authorized representative verbally requests, provided that Architect confirms such request in writing pursuant to the notice requirements of this Agreement, and proceeds with such Extra Services not earlier than two (2) business days after the District receives confirmation of the request from the Architect.

**Article 8. Ownership of Data**

- 8.1. Pursuant to Education Code section 17316, this Agreement creates a non-exclusive and perpetual license for the District to use, at its discretion, all plans including, but not limited to, record drawings, specifications, estimates and other documents that Architect or its Consultants prepare or cause to be prepared pursuant to this Agreement.
- 8.2. Architect retains all rights to all copyrights over designs and other intellectual property embodied in the plans, record drawings, specifications, estimates, and other documents that Architect or its Consultants prepare or cause to be prepared pursuant to this Agreement.
- 8.3. Architect shall perform the Services and prepare all documents under this Agreement with the assistance of Computer Aided Design Drafting Technology ("CADD") (e.g., AutoCAD). Architect shall deliver to District all drawings in DWG format. As to any drawings that Architect provides in a CADD file format, the District acknowledges that anomalies and errors may be introduced into data when it is transferred or used in a computer environment, and that the District should rely on hard copies of all documents.
- 8.4. In order to document exactly what CADD information was given to the District, Architect and District shall each date and sign a "hard" copy of reproducible documents that depict the information at the time Architect produces the CADD information. The District agrees to release Architect



from all liability, damages, and/or claims that arise due to any changes made to this information by anyone other than Architect or its Consultant(s) subsequent to it being given to the District.

- 8.5. Following the termination of this Agreement, for any reason whatsoever, Architect shall promptly deliver to the District upon written request and at no cost to the District the following items (hereinafter "Instruments of Service"), which the District shall have the right to utilize in any way permitted by statute:
  - 8.5.1. One (1) set of the Contract Documents, including the bidding requirements, specifications, and all existing cost estimates for the Project, in hard copy, reproducible format.
  - 8.5.2. One (1) set of fixed image CADD files in DXF format of the drawings that are part of the Contract Documents.
  - 8.5.3. One (1) set of non-fixed image CADD drawing files in DXF or DWG or both formats of the site plan, floor plans (architectural, plumbing, structural, mechanical and electrical), roof plan, sections and exterior elevations of the Project.
  - 8.5.4. All finished or unfinished documents, studies, reports, calculations, drawings, maps, models, photographs, technology data and reports prepared by the Architect under this Agreement.
  - 8.5.5. The obligation of Section 8.5 of this Agreement shall survive the termination of this Agreement for any reason whatsoever.
- 8.6. In the event the District changes or uses any fully or partially completed documents without Architect's knowledge or participation or both, the District agrees to release Architect of responsibility for such changes, and shall hold Architect harmless from and against any and all claims on account of any damages or losses to property or persons, or economic losses, arising out of that change or use, unless Architect is found to be liable in a forum of competent jurisdiction. In the event that the District uses any fully or partially completed documents without the Architect's full involvement, the District shall remove all title blocks and other information that might identify Architect and its Consultants.

## **Article 9. Termination of Contract**

- 9.1. District's Request for Assurances: If District at any time reasonably believes that Architect is or may be in default under this Agreement, District may in its sole discretion notify Architect of this fact and request written assurances

from Architect of performance of Services and a written plan from Architect to remedy any potential default under the terms this Agreement that the District may advise Architect of in writing. Architect shall, within ten (10) days of District's request, deliver a written cure plan that meets the requirements of the District's request for assurances. Architect's failure to provide such written assurances of performance and the required written plan, within ten (10) days of request, will constitute a material breach of this Agreement sufficient to justify termination for cause.

- 9.2. District's Termination of Architect for Cause: If Architect fails to perform Architect's duties to the satisfaction of the District, or if Architect fails to fulfill in a timely and professional manner Architect's material obligations under this Agreement, or if Architect shall violate any of the material terms or provisions of this Agreement, the District shall have the right to terminate this Agreement, in whole or in part, effective immediately upon the District giving written notice thereof to the Architect. In the event of a termination pursuant to this subdivision, Architect may invoice the District for all Services performed until the notice of termination, but the District shall have the right to withhold payment and deduct any amounts equal to the District's costs because of Architect's actions, errors, or omissions. District may, at its discretion, provide the Architect time to cure its default or breach.
- 9.3. District's Termination of Architect for Convenience: District shall have the right in its sole discretion to terminate the Agreement for its own convenience. In the event of a termination for convenience, Architect may invoice District and District shall pay all undisputed invoice(s) for Services performed until the District's notice of termination for convenience.
- 9.4. Architect's Termination of Agreement for Cause: Architect has the right to terminate this Agreement if the District does not fulfill its material obligations under this Agreement and fails to cure such material default within sixty (60) days of receipt of written notice of said defaults, or if the default cannot be cured within sixty (60) days, commence to cure such default, diligently pursue such cure, and complete the cure within a reasonable time following written notice and demand from Architect. Such termination shall be effective thirty (30) days after receipt of written notice from Architect to the District. Architect may invoice the District and the District shall pay all undisputed invoice(s) for Services performed until Architect's notice of termination.
- 9.5. Effect on Pre-Termination Services: Except as indicated in this Article, termination shall have no effect upon any of the rights and obligations of

the Parties arising out of any transaction occurring prior to the effective date of such termination.

- 9.6. Ceasing Services upon Termination: If, at any time in the progress of the Design of the Project, the Governing Board of the District determines that the Project should be terminated, Architect, upon written notice from the District of such termination, shall immediately cease Services on the Project. The District shall pay Architect only the fee associated with the Services provided since the last invoice that has been paid and up to the notice of termination.
- 9.7. Project Suspension: If the District suspends the Project for more than one hundred twenty (120) consecutive days, Architect shall be compensated for Services performed prior to notice of that suspension. When the Project is resumed, the schedule shall be adjusted and Architect's compensation shall be equitably adjusted to provide for expenses incurred in the resumption of the Architect's Services. Architect shall make every effort to maintain the same Project personnel after suspension. If the District suspends the Project for more than two (2) years, Architect may terminate this Agreement by giving written notice.

## **Article 10. Indemnity/Architect Liability**

- 10.1. To the furthest extent permitted by California law and in accordance with California Civil Code section 2782.8, Architect shall indemnify and hold free and harmless the District, its Governing Board, agents, representatives, officers, consultants, employees, trustees, and members ("the Indemnified Parties") from any and all claims, demands, causes of action, costs, expenses, liability, loss, damage or injury of any kind, in law or equity ("Claim(s)") to the extent that the Claim(s) arises out of, pertains to, or relates to the negligence, recklessness, or willful misconduct of the Architect, its directors, officers, employees, subcontractors, consultants, or agents, arising out or, connected with, or resulting from the performance of the Services, the Project, of this Agreement.. Architect, to the furthest extent permitted by California law, also has the duty to defend the Indemnified Parties from Claim(s) at Architect's own expense, including attorneys' fees and costs, however, in no event shall the cost to defend charged to the Architect exceed the Architect's proportionate percentage of fault. Notwithstanding the previous sentence, in the event one or more defendants is unable to pay its share of defense costs due to bankruptcy or dissolution of the business, the design professional shall meet and confer with other parties regarding unpaid defense costs. If a Claim arises out of, or relates in any way to the Services provided under this Agreement, upon the District's or the Architect's request, the District and the Architect agree

to undertake good faith measures to allow the Architect to assist the District in resolving the dispute or litigation. The Architect's assistance, described as "Mandatory Assistance" in Exhibit A, Section B.8, shall be provided at Architect's own expense and excluded from any reimbursement calculation. At the commencement of the Mandatory Assistance Phase, District and Architect shall also negotiate in good faith as to the scope and extent of further assistance, including consideration of a joint defense agreement if appropriate. During the Mandatory Assistance Phase, each Party shall be responsible for their own attorneys' fees and costs incurred; however, each Party reserves its rights pursuant to Civil Code section 2782.8.

- 10.2. Architect shall pay and satisfy any judgment, award, or decree that may be rendered against the Indemnified Parties in any Claim as defined in Article 10.1. These amounts may be paid by Architect to District or the District may in reasonable good faith withhold those costs from amounts owing to Architect, pending resolution of the dispute.
- 10.3. Architect's duty to indemnify under this Agreement shall apply during the term of this Agreement and shall survive any expiration or termination of this Agreement until such Claim(s) are barred by the applicable statute of limitations and is in addition to any other rights or remedies that the District may have under the law or under this Agreement.

## **Article 11. Fingerprinting**

- 11.1. Pursuant to Education Code section 45125.2, the District has determined on the basis of scope of Services in this Agreement, that Architect, its Consultants and their employees will have only limited contact with pupils. Architect shall promptly notify the District in writing of any facts or circumstances which might reasonably lead the District to determine that contact will be more than limited as defined by Education Code section 45125.1(d).
- 11.2. For all workers on District property, the Architect shall comply with all applicable federal, state and local laws regarding COVID-19. Further, except to the extent the Order provides otherwise, the Architect and Architect's personnel shall continue to comply with all other applicable terms in the CDPH's State Public Health Officer Orders.

## **Article 12. Responsibilities of the District**

- 12.1. The District shall examine the documents submitted by the Architect and shall render decisions so as to avoid unreasonable delay in the process of the Architect's Services.
- 12.2. The District shall verbally or in writing advise Architect if the District becomes aware of any fault or defect in the Project, including any errors, omissions or inconsistencies in the Architect's documents. Failure to provide such notice shall not relieve Architect of its responsibility therefore, if any.
- 12.3. The District shall furnish the services of a hazardous material consultant or other consultants when such services are requested in writing by Architect and deemed necessary by the District or are requested by the District. These services shall include: asbestos and lead paint survey; abatement documentation; and specifications related to said matters, which are to be incorporated into bid documents prepared by Architect. If the hazardous materials consultant is furnished by the District and is not a Consultant of the Architect, the specifications shall include a note to the effect that the hazardous materials consultant's specifications are included in the Architect's bid documents for the District's convenience and have not been prepared or reviewed by the Architect. The note shall also direct questions about the hazardous materials consultant's specifications related to asbestos and lead paint survey and/or abatement documentation to the preparer of the hazardous materials consultant's specifications.
- 12.4. The District shall timely provide to the Architect all relevant information in its possession regarding the Project that is necessary for performance of Architect's services.

**Article 13. Liability of District**

- 13.1. Other than as provided in this Agreement, District's financial obligations under this Agreement shall be limited to the payment of the compensation provided in this Agreement. Notwithstanding any other provision of this Agreement, in no event shall District be liable, regardless of whether any claim is based on contract or tort, for any special, consequential, indirect or incidental damages, including, but not limited to, lost profits or revenue, arising out of or in connection with this Agreement or the Services performed in connection with this Agreement.
- 13.2. District shall not be responsible for any damage to persons or property as a result of the use, misuse or failure of any equipment used by Architect, or by its employees, even though such equipment be furnished or loaned to Architect by District.

**Article 14. Nondiscrimination**

Architect agrees to comply with the provisions of the California Fair Employment and Housing Act as set forth in part 2.8 of division 3 of the California Government Code, commencing at section 12900; the Federal Civil Rights Act of 1964, as set forth in Public Law 88-352, and all amendments thereto; Executive Order 11246; and all administrative rules and regulations found to be applicable to Architect and all of its subcontractors. In addition, Consultant agrees to require like compliance by all of its subcontractor(s).

**Article 15. Insurance**

- 15.1. Architect shall comply with the insurance requirements for this Agreement, set forth in **Exhibit "E."**
- 15.2. Architect shall provide certificates of insurance and endorsements to District prior to commencement of the work of this Agreement as required in **Exhibit "E."**

**Article 16. Covenant against Contingent Fees**

Architect warrants that it has not employed or retained any company or person, other than a bona fide employee working solely for the Architect, to solicit or secure this Agreement, and that it has not paid or agreed to pay any company or person, other than a bona fide employee working solely for the Architect, any fee, commission, percentage, brokerage fee, gift, or any other consideration contingent on or resulting from the award or making of this Agreement. For breach or violation of this warranty, the District shall have the right to annul this Agreement without liability, or in its discretion, to deduct from the contract price or consideration or to recover the full amount of such fee, commission, percentage fee, gift, or contingency.

**Article 17. Entire Agreement/Modification**

This Agreement, including the Exhibits attached hereto, supersedes all previous contracts and constitutes the entire understanding of the Parties hereto. Architect shall be entitled to no other benefits than those specified herein. No changes, amendments or alterations shall be effective unless in writing and signed by both Parties. Architect specifically acknowledges that in entering this Agreement, Architect relies solely upon the provisions contained in this Agreement and no others.

**Article 18. Non-Assignment of Agreement**

In as much as this Agreement is intended to secure the specialized Services of the Architect, Architect may not assign, transfer, delegate or sublet any interest therein without the prior written consent of District and any such assignment, transfer, delegation or sublease without the District's prior written consent shall be considered null and void. Likewise, District may not assign, transfer, delegate or sublet any interest therein without the prior written consent of Architect and any such assignment, transfer, delegation or sublease without Architect's prior written consent shall be considered null and void. If an assignment is approved, this Agreement shall be binding on the successors and assign of the parties.

**Article 19. Law, Venue**

- 19.1. This Agreement has been executed and delivered in the State of California and the validity, enforceability and interpretation of any of the clauses of this Agreement shall be determined and governed by the laws of the State of California.
- 19.2. To the fullest extent permitted by California law, the county in which the District administration office is located shall be the venue for any action or proceeding that may be brought or arise out of, in connection with or by reason of this Agreement.

**Article 20. Alternative Dispute Resolution**

- 20.1. All claims, disputes or controversies arising out of, or in relation to the interpretation, application or enforcement of this Agreement may be decided through mediation as the first method of resolution. Notice of the demand for mediation of a dispute shall be filed in writing with the other party to the Agreement. The demand for mediation shall be made within a reasonable time after written notice of the dispute has been provided to the other party, but in no case longer than ninety (90) days after initial written notice.
- 20.2. If a claim, or any portion thereof, remains in dispute upon satisfaction of all applicable dispute resolution requirements, the Architect shall comply with all claims presentation requirements as provided in Chapter 1 (commencing with section 900) and Chapter 2 (commencing with section 910) of Part 3 of Division 3.6 of Title 1 of Government Code as a condition precedent to the Architect's right to bring a civil action against the District. For purposes of those provisions, the running of the time within which a claim must be presented to the District shall be tolled from the time the Architect submits

its written claim until the time the claim is denied, including any time utilized by any applicable meet and confer process.

20.3. Pending resolution of the dispute, Architect agrees it will neither rescind the Agreement nor stop the performance of the Services.

**Article 21. Tolling of Claims**

Architect agrees to toll all statutes of limitations for District's assertion of claims against Architect that arise out of, pertain to, or relate to Contractors' or subcontractors' claims against District involving Architect's work, until the Contractors' or subcontractors' claims are finally resolved.

**Article 22. Attorneys' Fees**

In the event either party shall bring any action or legal proceeding for damages for any alleged breach of any provision of or performance under this Agreement, to terminate this Agreement, or to enforce, protect or establish any term or covenant of this Agreement or right or remedy of either party, the prevailing party shall be entitled to recover, as a part of the action or proceeding, reasonable attorneys' fees and court costs, including consultants' fees, attorneys' fees and costs for appeal, as may be fixed by the court. The term "prevailing party" shall mean the party who received substantially the relief requested, whether by settlement, dismissal, summary judgment, judgment, or otherwise.

**Article 23. Severability**

If any term, covenant, condition or provision of this Agreement is held by a court of competent jurisdiction to be invalid, void or unenforceable, the remainder of the provisions hereof shall remain in full force and effect and shall in no way be affected, impaired or invalidated thereby.

**Article 24. Employment Status**

24.1. Architect shall, during the entire term of Agreement, be an independent contractor and nothing in this Agreement is intended nor shall it be construed to create an employer-employee relationship, a joint venture relationship, or to allow the District to exercise discretion or control over the professional manner in which Architect performs the Services that are the subject matter of this Agreement; provided always, however, that the Services to be provided by Architect shall be provided in a manner consistent with all applicable standards and regulations governing such Services.



- 24.2. Architect understands and agrees that Architect's personnel are not and will not be eligible for membership in or any benefits from any District group plan for hospital, surgical or medical insurance or for membership in any District retirement program or for paid vacation, paid sick leave or other leave, with or without pay or for other benefits which accrue to a District employee.
- 24.3. Should the District, in its discretion, or a relevant taxing authority such as the Internal Revenue Service or the State Employment Development Department, or both, determine that Architect, or any employee or Consultant of Architect, is an employee of the District for purposes of collection of any employment taxes, the amounts payable under this Agreement shall be reduced by amounts equal to both the employee and employer portions of the tax due (and offsetting any credits for amounts already paid by Architect which can be applied against this liability). The District shall then forward those amounts to the relevant taxing authority.
- 24.4. Should a relevant taxing authority determine a liability for past services performed by Architect for the District, upon notification of such fact by the District, Architect shall promptly remit such amount due or arrange with the District to have the amount due withheld from future payments to Architect under this Agreement (again, offsetting any amounts already paid by Architect which can be applied as a credit against such liability).
- 24.5. A determination of employment status pursuant to the preceding two (2) paragraphs shall be solely for the purposes of the particular tax in question, and for all other purposes of this Agreement, Architect shall not be considered an employee of the District. Notwithstanding the foregoing, should any court, arbitrator, or administrative authority determine that Architect is an employee for any other purpose, then Architect agrees to a reduction in District's liability resulting from this Agreement pursuant to principles similar to those stated in the foregoing paragraphs so that the total expenses of District under this Agreement shall not be greater than they would have been had the court, arbitrator, or administrative authority determined that Architect or its employees of Consultants was not an employee.
- 24.6. Nothing in this Agreement shall operate to confer rights or benefits on persons or entities not a party to this Agreement.

**Article 25. Certificate of Architect**

- 25.1. Architect certifies that the Architect is properly certified or licensed under the laws and regulations of the State of California to provide the professional services that it has herein agreed to perform.
- 25.2. Architect certifies that it is aware of the provisions of the California Labor Code that require every employer to be insured against liability for workers compensation or to undertake self-insurance in accordance with the provisions of that code, and it certifies that it will comply with those provisions before commencing the performance of the Services of this Agreement.
- 25.3. Architect certifies that it is aware of the provisions of California Labor Code and California Code of Regulations that require the payment of prevailing wage rates and the performance of other requirements on certain "public works" and "maintenance" projects ("Prevailing Wage Laws"). Architect agrees to fully comply with and to require its Consultant(s) to fully comply with all requirements of the Prevailing Wage Laws, if applicable to Architect and its Consultants' professional services to be provided under this Agreement.

**Article 26. Cost Disclosure - Documents and Written Reports**

Architect shall be responsible for compliance with California Government Code section 7550, if the total cost of the Contract is over five thousand dollars (\$5,000).

**Article 27. Notice & Communications**

Notices and communications between the Parties to this Agreement may be sent to the following addresses:

**District:**

Sacramento City Unified School District  
5735 47<sup>th</sup> Avenue  
Sacramento, CA 95824  
ATTN: Chris Ralston, Director III, Facilities  
EMAIL: chris-ralston@scusd.edu

*With a Copy to:*  
Dannis Woliver Kelley  
200 California Street #400  
San Francisco, CA 94111  
ATTN: Deidree Sakai, Esq.

**Architect:**

Lionakis  
2025 19<sup>th</sup> Street  
Sacramento, CA 95818  
ATTN: Laura Knauss, Principal  
EMAIL:  
laura.knauss@lionakis.com

Any notice personally given shall be effective upon receipt. Any notice sent by electronic mail shall be effective the day after transmission. Any notice sent by overnight delivery service shall be effective the day after delivery. Any notice given by mail shall be effective five (5) days after deposit in the United States mail.

**Article 28. Disabled Veteran Business Enterprise Participation**

Pursuant to section 17076.11 of the Education Code, the District has a participation goal for disabled veteran business enterprises ("DVBEs") of at least three percent (3%), per year, of funds expended each year by the District on projects that use funds allocated by the State Allocation Board pursuant to the Leroy F. Greene School Facilities Act (the "Act"). This Project may use funds allocated under the Act. Therefore, to the extent feasible and pertaining to future hirings, Architect, before it executes the Agreement, shall provide to the District certification of compliance with the procedures for implementation of DVBE contracting goals, appropriate documentation identifying the amount(s) intended to be paid to DVBEs in conjunction with the contract, and documentation demonstrating Architect's good faith efforts to meet these goals.

**Article 29. District's Right to Audit**

29.1. District retains the right to review and audit, and the reasonable right of access to Architect's and any Consultant's premises to review and audit the Architect's compliance with the provisions of this Agreement ("District's Right"). The District's Right includes the right to inspect, photocopy, and to retain copies, outside of Architect's premises, of any and all Project-related records and other information with appropriate safeguards, if such retention is deemed necessary by the District in its sole discretion. The District shall keep this information confidential, as allowed by applicable law.

- 29.2. The District's Right includes the right to examine any and all books, records, documents and any other evidence of procedures and practices that the District determines is necessary to discover and verify whether Architect is in compliance with all requirements of this Agreement.
- 29.3. If there is a claim for additional compensation or for Extra Services, the District's Right includes the right to examine books, records, documents, and any and all other evidence and accounting procedures and practices that the District determines is necessary to discover and verify all direct and indirect costs, of whatever nature, which are claimed to have been incurred, or anticipated to be incurred.
- 29.4. Architect shall maintain complete and accurate records in accordance with generally accepted accounting practices in the industry. Architect shall make available to the District for review and audit all Project-related accounting records and documents and any other financial data. Upon District's request, Architect shall submit exact duplicates of originals of all requested records to the District.
- 29.5. Architect shall include audit provisions in any and all of its subcontracts, and shall ensure that these sections are binding upon all Consultants.
- 29.6. Architect shall comply with these provisions within fifteen (15) days of the District's written request to review and audit any or all of Architect's Project-related records and information.

**Article 30. Other Provisions**

- 30.1. Each party warrants that it has had the opportunity to consult counsel and understands the terms of this Agreement and the consequences of executing it. In addition, each party acknowledges that the drafting of this Agreement was the product of negotiation, that no party is the author of this Agreement, and that this Agreement shall not be construed against any party as the drafter of the Agreement.
- 30.2. The individual executing this Agreement on behalf of Architect warrants and represents that she/he is authorized to execute this Agreement and bind the CM to all terms hereof.
- 30.3. This Agreement may be executed in one or more counterparts, each of which shall be deemed an original. A facsimile or electronic signature shall be deemed to be the equivalent of the actual original signature. All

counterparts so executed shall constitute one Agreement binding all the Parties hereto.

- 30.4. Architect shall issue a credit to the District as an offset to the Architect's Fee, an amount equal to fifty percent (50%) of the actual tax benefit derived by the Architect or its shareholders, after deducting associated tax consulting fees based on the Project per Internal Revenue Code section 179D (the Energy Efficient Commercial Buildings deduction).

**Article 31.** **Exhibits "A" through "H"** attached hereto are hereby incorporated by this reference and made a part of this Agreement.

**[SIGNATURES ON FOLLOWING PAGE]**

IN WITNESS WHEREOF, the parties hereto have executed this Agreement on the date(s) indicated below.

**SACRAMENTO CITY UNIFIED SCHOOL DISTRICT**

**[NAME OF ARCHITECT]**

Date: \_\_\_\_\_, 20\_\_

Date: September 13, 2023

By: \_\_\_\_\_

By:  \_\_\_\_\_

Title: \_\_\_\_\_

Title: Laura Knauss, Principal

**EXHIBIT "A"**

**RESPONSIBILITIES AND SERVICES OF ARCHITECT**

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## EXHIBIT "A"

### RESPONSIBILITIES AND SERVICES OF ARCHITECT

Architect shall provide all professional services necessary for completing the following:

#### SCOPE OF PROJECT

Project Name: Pacific Elementary School Replacement Campus Project.

Construction Cost Budget: \$62,500,000 (Construction budget)

#### BASIC SERVICES

Architect agrees to provide the Services described below:

1. Architect shall be responsible for the professional quality and technical accuracy of all studies, reports, projections, master plans, designs, drawings, specifications and other services furnished by Architect under the Agreement as well as coordination with all master plans, studies, reports and other information provided by District. Architect shall, without additional compensation, correct or revise any errors or omissions in its studies, reports, projections, master plans, design, drawings, specifications and other Services.
2. Architect will use all due care and diligence to confirm that its plans and specifications and all other information provided by or on behalf of the District to potential bidders discloses and publishes any potentially relevant information that could, in any way, have an impact on a Contractor's cost of performance. Architect shall advise the District of the most effective methods of identifying and securing such information as part of each stage of design. Architect shall track for District's benefit all such suggested and disclosed information.
3. The District shall provide all information available to it to the extent the information relates to Architect's scope of work. This information shall include, if available,
  - a. As-builts;
  - b. Physical characteristics;
  - c. Legal limitations and utility locations for the Project site(s);
  - d. Written legal description(s) of the Project site(s);
  - e. Grades and lines of streets, alleys, pavements, and adjoining property and structures;





- f. Adjacent drainage;
- g. Rights-of-way, restrictions, easements, encroachments, zoning, deed restrictions, and boundaries and contours of the Project site(s);
- h. Locations, dimensions and necessary data with respect to existing buildings, other improvements and trees;
- i. Information concerning available utility services and lines, mechanical and other services, both public and private, above and below grade, including inverts and depths;
- j. Surveys, reports, as-built drawings, record drawings; and
- k. Subsoil data, chemical data, and other data logs of borings.

Architect shall Visually Verify this information and all existing Project utilities, including capacity, and document the location of existing utility lines, telephone, water, sewage, storm drains and other lines on or around the Project to the extent determinable by the documents provided by the District.

If Architect determines that the information or documentation the District provides is insufficient for purposes of design, or if Architect requires: a topographical survey; a geotechnical report; structural, mechanical, and/or chemical tests; tests for air and/or water pollution; test borings; test pits; determinations of soil bearing values; percolation tests; ground corrosion tests; resistivity tests; tests for hazardous materials; tests for anticipating subsoil conditions; and/or other information that the District has not provided, then, at the soonest possible time after Architect has become aware that this additional information is needed, the Architect shall request that the District acquire that information. If the Parties mutually agree in writing, this additional information and service shall be procured through the Architect, who may invoice the District for those services as Extra Services.

- 4. **District Standards.** Architect shall incorporate into its work and the work of all Consultants the adopted District standards for facilities and construction.
- 5. **Mandatory Assistance.** If a third party dispute or litigation, or both, arises out of, or relates in any way to the Services provided under this Agreement, upon the District's request, the Architect, its agents, officers, and employees agree to assist in resolving the dispute or litigation. Architect's assistance includes, but is not limited to, providing professional consultations, attending mediations, arbitrations, depositions, trials or any event related to the dispute resolution and/or litigation ("Mandatory Assistance").

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## **C. PRE-DESIGN AND START-UP SERVICES**

### **1. Project Initiation**

Upon final execution of the Agreement with the District, Architect shall:

- a. Within the first week following execution of the Agreement, review the proposed Schedule of Services set forth in **Exhibit "C"** to the Agreement and prepare a detailed scope of work list and work plan for documentation to the District's satisfaction. This scope of work list and work plan will identify specific tasks including, but not limited to: interviews, data collection, analysis, report preparation, planning, architectural programming, concepts and schematic design preparation and estimating that are part of the work of the Project. Architect shall also identify milestone activities or dates, specific task responsibilities, required completion times necessary for review and approval by the District and by all regulatory agencies and additional definition of deliverables.
- b. Review the developed work plan with the District and its representatives to familiarize them with the proposed tasks and schedule and develop necessary modifications.

### **2. Development of Architectural Program**

Architect shall prepare for the District's review of an architectural program as follows:

- a. Perform pre-design investigations to establish appropriate guidelines around which and within which the Project is to be designed. Identify design issues relating to functional needs, directives and constraints imposed by regulatory codes. Review all data pertinent to the Project including survey, site maps, geotechnical reports and recommendations, soil testing results reports, and pertinent historical data, and other relevant information provided by District.
- b. Review DSA codes pertaining to the proposed Project design.
- c. Identify design issues relating to functional needs, directives and constraints imposed by applicable regulatory codes.
- d. Based on survey and topography data provided by the District, input into computer and develop existing conditions base for the Schematic Design Phase.
- e. Administer Project as required to coordinate work with the District and among Consultants.

- f. Review District-provided standards for facilities and construction, including but not limited to designation of any material, product, thing or service by specific brand or trade name pursuant to Public Contract Code section 3400, subdivision (c).

### 3. **Construction Cost Budget**

- a. Architect shall have responsibility to further develop, review, and reconcile the Construction Cost Budget within the parameters of the Construction Budget established by the District for the Project. The estimates forming the basis of the Construction Cost Budget are to be based on the developed functional architectural program as approved by the District. The following conditions apply to the Construction Cost Budget prepared by the Architect:
  - (i) All costs are to be based on current bid prices, with escalation rate and duration clearly identified as a separate line item; rate of cost escalation and projected bid and construction dates are to be approved by the District and its representatives.
  - (ii) Format shall be estimated space use square foot costs (classroom sq. ft. costs, office space, etc.)
  - (iii) Contingencies for design, bidding, and construction are to be included as individual line items, with the percentage and base of calculation clearly identified.
  - (iv) Architect shall include all information and estimates from the District and/or the Construction Manager that are intended to be part of the Construction Cost Budget.
  - (v) One week prior to submittal of documents, Architect shall submit its proposed Construction Cost Budget to the District and the Construction Manager for review and approval. At that time, Architect shall coordinate with the District and the Construction Manager to further develop, review, and reconcile the Construction Cost Budget.
- b. The Construction Cost Budget will inform the District's Construction Budget for the Project. The accuracy of the Construction Cost Budget shall be the responsibility of the Architect given District agreed upon parameters.

### 4. **Presentation**

*If requested*, Architect, along with any involved consultant(s), shall present and review with the District and, if directed, with the District's Governing Board, the summary and detail of

work involved in this Phase, including two-dimensional renderings of any proposed facility suitable for public presentation.

**5. Deliverables and Numbers of Copies**

Within thirty (30) days of the end of this Phase, Architect shall provide to the District an electronic copy of the following items produced in this Phase:

- a. Architectural Program (include comparison between developed program and "model" program, include narrative explaining any substantial deviations);
- b. Site Plan;
- c. Revised Construction Cost Budget;
- d. Final Schedule of Services;
- e. Meeting Reports/Minutes from the Kick-off and other meetings; and
- f. Renderings, if requested by District.

**6. Meetings**

During this Phase, Architect shall attend, take part in, and, when indicated, conduct meetings, site visits, and workshops minimally on a bi-weekly basis.

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## **D. SCHEMATIC DESIGN PHASE**

Upon District's acceptance of Architect's work in the previous Phase and assuming District has not delayed or terminated the Agreement, Architect shall prepare for the District's review a Schematic Design Study, containing the following items as applicable to the Project scope, as follows:

1. Prepare and review with District staff a scope of work list and work plan identifying specific tasks including, but not limited to: interviews, data collection, analysis, report preparation, planning, architectural programming, concepts and schematic design preparation and estimating that are part of the work of the Project. Also identified will be milestone activities or dates, specific task responsibilities of the Architect, required completion times necessary for the review and approval by the District and by pertinent regulatory agencies and additional definition of deliverables.
2. Review the developed work plan with the District and its representatives to familiarize them with the proposed tasks and schedule and develop necessary modifications.
3. **Architectural**
  - a. Scaled floor plans showing overall dimensions, identifying the various major areas and their relationship. Include circulation and room-by-room tabulation of all net usable floor areas and a summary of gross floor area. Also, provide typical layouts of major equipment or operational layout.
  - b. Preliminary building exterior elevations and sections in sufficient detail to demonstrate design concept indicating location and size of fenestration.
  - c. As applicable, identify proposed roof system, deck, insulation system, and drainage technique.
  - d. Identify minimum finish requirements, including ceiling, floors, walls, doors, windows, and types of hardware.
  - e. Identify code requirements, include occupancy classification(s) and type of construction.
4. **Structural**
  - a. Layout structural systems with dimensions and floor elevations. Identify structural systems (including pre-cast, structural steel with composite deck, structural steel bar joists) with preliminary sizing identified.

- b. Identify foundation systems (including fill requirements, piles, caissons, spread footings) with preliminary sizing identified.

## 5. **Mechanical**

- a. Calculate block heating, ventilation, and cooling loads including skin versus internal loading.
- b. Select a minimum of two (2) HVAC systems that appear compatible with loading conditions for subsequent life cycle costing.
- c. Show selected system on drawings as follows:
  - (i) Single line drawing(s) of all mechanical equipment spaces, ductwork and pipe chases.
  - (ii) Location and preliminary sizing of all major equipment and duct work in allocated spaces.
  - (iii) Schematic piping.
  - (iv) Temperature control zoning.
- d. Provide design criteria to include the intent base of design for the Project.
- e. Evaluate and confirm the load requirements of all equipment and systems, the impact of those on existing facilities, and the requirements to increase these loads to accommodate the increase.

## 6. **Electrical**

- a. Calculate overall approximate electrical loads.
- b. Identify proposed electrical system for service, power, lighting, low voltage and communication loads, including proposed or planned additional buildings or other facilities on the Project site.
- c. Show system(s) selected on drawings as follows:
  - (i) Single line drawing(s) showing major distribution system.
  - (ii) Location and preliminary sizing of all major electrical systems and components including:



- (A) Load centers.
  - (B) Main panels.
  - (C) Switch gear.
- d. Provide design criteria to include the intent base of design for the Project.
- e. Evaluate and confirm the load requirements of all equipment and systems, the impact of those on existing facilities, and the requirements to increase these loads to accommodate the increase.

**7. Civil**

- a. Develop on and off site utility systems such as sewer, water, storm drain, firewater lines and fire hydrants.
- b. Identify surface improvements including roadways, walkways, parking (with assumed wheel weights), preliminary finish grades and drainage.
- c. Coordinate finish floor elevations with architectural site plan.

**8. Specifications**

Prepare outline specifications of proposed architectural, structural, mechanical and electrical materials, systems and equipment and their criteria and quality standards. Architect is to use District's standardized equipment/material list for new construction and modernization in development of the Project design and specifications. Architect shall review and comment on District's construction bid contracts and contract documents (the "Division 0" and "Division 1" documents) as part of its Services under the Agreement.

**9. Construction Cost Budget**

Revise the Construction Cost Budget for the Project. Along with the conditions identified in the preceding Phase, the following conditions apply to the revised Construction Cost Budget:

- a. Schematic Estimates: This estimate consists of unit cost applied to the major items and quantities of work. The unit cost shall reflect the complete direct current cost of work. Complete cost includes labor, material, waste allowance, sales tax and subcontractor's mark-up.
  - (i) General conditions shall be applied separately. This estimate shall be prepared by specification section and summarized by the CSI categories.

- b. The estimate shall separate the Project's building cost from site and utilities cost. Architect shall submit to the District the cost estimating format for prior review and approval.
- c. Escalation: all estimates shall be priced out at current market conditions. The estimates shall incorporate all adjustments as appropriate, relating to mid-point construction, contingency, and cost index (i.e. Lee Saylor Index).
- d. The Construction Cost Budget for the Project must at no point exceed the District's Construction Budget. The accuracy of the Construction Cost Budget shall be the responsibility of the Architect.
- e. Architect shall submit its proposed Construction Cost Budget to the District and the Construction Manager for review and approval. At that time, Architect shall coordinate with the District and Construction Manager to further develop, review, and reconcile the Construction Cost Budget.
- f. At the end of this Phase, the Construction Cost Budget may include design contingencies of no more than ten percent (10%) in the cost estimates.

#### **10. Deliverables and Numbers of Copies**

Within thirty (30) days of the end of this Phase, Architect shall provide to the District a hard copy of the following items produced in this phase, together with one (1) copy of each item in electronic format:

- a. Breakdown of Construction Cost Budget as prepared for this Phase;
- b. Meeting reports/minutes;
- c. Schematic Design Package with alternatives;
- d. Statement indicating changes made to the Architectural Program and Schedule;  
and
- e. Copy of the DSA file, including all correspondence and meeting notes to date, or notification in writing that Architect has not met or corresponded with DSA.

#### **11. Presentation**

- a. Architect shall present and review with the District the detailed Schematic Design.

- b. The Schematic Design shall be revised within the accepted program parameters until a final concept within the accepted Construction Cost Budget has been accepted and approved by the District at no additional cost to the District.

## 12. Meetings

During this Phase, Architect shall attend, take part in, and, when indicated, conduct meetings, site visits, and workshops minimally on a bi-weekly basis.

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## **E. DESIGN DEVELOPMENT PHASE**

Upon District's acceptance of Architect's work in the previous Phase and assuming District has not delayed or terminated the Agreement, Architect shall prepare from the accepted deliverables from the Schematic Design Phase, the Design Development Phase documents consisting of the following for each proposed system within Architect's scope of services:

### **1. Architectural**

- a. Scaled, dimensioned floor plans with final room locations including all openings.
- b. 1/8" scale building sections showing dimensional relationships, materials and component relationships.
- c. Exterior elevations of all proposed new buildings, existing buildings to be renovated and all architectural elements of the Project.
- d. Identification of all fixed equipment to be installed in Project.
- e. Interior finishes identified and located within the rooms of all buildings.
- f. Site plan completely drawn with beginning notes and dimensions including grading and paving.
- g. Preliminary development of details and large scale blow-ups.
- h. Legend showing all symbols used on drawings.
- i. Floor plans identifying all fixed and major movable equipment and furniture.
- j. Further refinement of Outline Specifications for architectural, structural, mechanical, electrical, civil and landscape manuals, systems and equipment.
- k. Typical reflected ceiling development including ceiling grid and heights for each ceiling to be used, showing:
  - (i) Light fixtures.
  - (ii) Ceiling registers or diffusers.
  - (iii) Access Panels.

## 2. **Structural**

- a. Structural drawings with all major members located and sized.
- b. Establish final building and floor elevations.
- c. Preliminary specifications.
- d. Preliminary calculations for the structural systems including lateral force resistive systems, foundations, and all structural system components.
- e. Identify foundation requirement (including fill requirement, piles) with associated soil pressure, water table and seismic center.

## 3. **Mechanical**

- a. Heating and cooling load calculations as required and major duct or pipe runs sized to interface with structural.
- b. Major mechanical equipment should be scheduled indicating size and capacity.
- c. Ductwork and piping should be substantially located and sized.
- d. Plumbing plans for the Project shall indicate numbers and locations of fixtures and be in conformance with the code-mandated fixture count requirements of the Project.
- e. Devices in ceiling should be located.
- f. Legend showing all symbols used on drawings.
- g. More developed Outline Specifications indicating quality level and manufacture.
- h. Control Systems identified.
- i. Further evaluation and confirmation of the load requirements of all equipment and systems, the impact of those on existing facilities, and the requirements to increase these loads to accommodate the increase.

## 4. **Electrical**

- a. All lighting fixtures should be located and scheduled showing all types and quantities of fixtures to be used, including proposed lighting levels for each usable space.
- b. All major electrical equipment should be scheduled indicating size and capacity.

- c. Complete electrical distribution including a one-line diagram indicating final location of switchboards, communications, controls (high and low voltage), motor control centers, panels, transformers and emergency generators, if required. Low-voltage system includes fire alarm system, security system, clock and public address system, bell system, voice-data system, and telecom/technology system.
- d. Legend showing all symbols used on drawings.
- e. More developed and detailed Outline Specifications indicating quality level and manufacture.
- f. Further evaluation and confirmation of the load requirements of all equipment and systems, the impact of those on existing facilities, and the requirements to increase these loads to accommodate the increase.

5. **Civil**

- a. Further refinement of Schematic Design Phase development of on and off-site utility systems for sewer, electrical, water, storm drain and fire water. Includes, without limitation, pipe sizes, materials, invert elevation location and installation details.
- b. Further refinement of Schematic Design Phase roadways, walkways, parking and storm drainage improvements. Includes details and large scale drawings of curb and gutter, manhole, thrust blocks, paved parking and roadway sections.

6. **Bid Documents**

Architect shall review and comment on District's construction bid contracts and contract documents (the "Division 0" documents and "Division 1" documents) as part of its Services under the Agreement.

7. **Construction Cost Budget**

- a. Revise the Construction Cost Budget for the Project. Along with the conditions identified in the Agreement and the preceding Phases, the following conditions apply to the revised Construction Cost Budget:
  - (i) Design Development Estimate: This further revised estimate shall be prepared by specification section, summarized by CSI category and divided by trade and work item. The estimate shall include individual item unit costs of materials, labor and equipment. Sales tax, Contractor's mark-ups, and general conditions shall be listed separately.

- (ii) The Construction Cost Budget for the Project must at no point exceed the District's Construction Budget. The accuracy of the Construction Cost Budget shall be the responsibility of the Architect.
  - (iii) At this stage of the design, the Construction Cost Budget may include design contingencies of no more than ten percent (10%) in the cost estimates.
- b. Architect shall submit its proposed Construction Cost Budget to the District and the Construction Manager for review and approval. At that time, the Architect shall coordinate with the District and the Construction Manager to further develop, review, and reconcile the Construction Cost Budget.

## **8. Deliverables and Numbers of Copies**

Architect shall provide to the District a hard copy of the following items produced in this phase, together with one (1) copy of each item in electronic format:

- a. Design Development drawing set from all professional disciplines necessary to deliver the Project;
- b. Specifications;
- c. Revised Construction Cost Budget; and
- d. Copy of the DSA file, including all correspondence and meeting notes to date, or notification in writing that Architect has not met or corresponded with DSA.

The Design Development deliverables shall be revised within the accepted program parameters until a final concept within the accepted Construction Cost Budget has been accepted and approved by the District at no additional cost to the District.

## **9. Meetings**

During this Phase, Architect shall attend, take part in, and, when indicated, conduct meetings, site visits, and workshops minimally on a bi-weekly basis.

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## **F. CONSTRUCTION DOCUMENTS PHASE**

Upon District's acceptance of Architect's work in the previous Phase and assuming District has not delayed or terminated the Agreement, Architect shall prepare from the accepted deliverables from the Design Development Phase the Construction Documents consisting of the following for each proposed system within Architect's scope of work. All Projects subject to DSA's jurisdiction shall be submitted for review, back check, and approval, under the electronic plan review process ("EPR process"), rather than paper submission.

### **1. Construction Documents – 100% / Completion Stage:**

#### **a. Architectural**

- (i) Completed site plan.
- (ii) Completed floor plans, elevations, and sections.
- (iii) Architectural details and large blow-ups completed.
- (iv) Finish, door, and hardware schedules completed, including all details.
- (v) Site utility plans completed.
- (vi) Fixed equipment details and identification completed.
- (vii) Reflected ceiling plans completed.

#### **b. Structural**

- (i) Structural floor plans and sections with detailing completed.
- (ii) Structural calculations completed.

#### **c. Mechanical**

- (i) Large scale mechanical details complete.
- (ii) Mechanical schedules for equipment completed.
- (iii) Completed electrical schematic for environmental cooling and exhaust equipment.
- (iv) Complete energy conservation calculations and report.



d. **Electrical**

- (i) Lighting and power plan showing all switching and controls. Fixture schedule and lighting details completed.
- (ii) Distribution information on all power consuming equipment, including lighting, power, signal and communication device(s) branch wiring completed.
- (iii) All electrical equipment schedules completed.
- (iv) Special system components plans completed.
- (v) Electrical load calculations completed.

e. **Civil**

All site plans, site utilities, parking and roadway systems completed.

f. **Construction Cost Budget**

- (i) Revise the Construction Cost Budget for the Project. Along with the conditions identified in the preceding phases, Architect shall update and refine the fifty percent (50%) Construction Documents Phase revisions to the Construction Cost Budget.
- (ii) The Construction Cost Budget for the Project must at no point exceed the District's Construction Budget. The accuracy of the Construction Cost Budget shall be the responsibility of the Architect.
- (iii) Architect shall submit its proposed Construction Cost Budget to the District and the Construction Manager for review and approval. At that time, Architect shall coordinate with the District and the Construction Manager to further develop, review, and reconcile the Construction Cost Budget.
- (iv) At this stage of the design, the Construction Cost Budget shall not include any design contingencies in excess of the cost estimates.

g. **Specifications**

- (i) Complete development and preparation of technical specifications describing materials, systems and equipment, workmanship, quality and performance criteria required for the construction of the Project.

- (ii) No part of the specifications shall call for a designated material, product, thing, or service by specific brand or trade name unless:
  - (A) The specification is followed by the words "or equal" so that bidders may furnish any equal material, product, thing, or service, as required by Public Contract Code section 3400, or
  - (B) The designation is allowable by specific allowable exemptions or exceptions pursuant to Public Contract Code section 3400.
- (iii) Specifications shall not contain restrictions that will limit competitive bids other than those required for maintenance convenience by the District and only with District's prior approval.
- (iv) At one hundred percent (100%) review, District shall review the Specifications and shall direct Architect to make corrections at no cost to the District.
- (v) Coordination of the Specifications with specifications developed by other disciplines.
- (vi) Specifications shall be in CSI format.

**h. Constructability Review**

The District and/or its designee, at its sole discretion, shall have the right to conduct a constructability review of the Construction Documents. A report shall be given to the Architect who shall make necessary changes along with providing written comments for each item listed in the report. Conducting a constructability review does not excuse the Architect's obligation to provide Services that shall comply with professional architectural standards, including the standard of care applicable to architects designing public school facilities and applicable requirements of federal, state, and local law.

**i. Deliverables and Numbers of Copies**

Within thirty (30) days of the end of this Phase, Architect shall provide to the District a hard copy of the following items produced in this Phase, together with one (1) copy of each item in electronic format:

- (i) Working drawings;
- (ii) Specifications;
- (iii) Engineering calculations;

- (iv) Construction Cost Budgets;
- (v) Statement of requirements for testing and inspection of service for compliance with Construction Documents and applicable codes;
- (vi) Copy of DSA file including all correspondence, meeting, minutes or reports, back-check comments, checklists to date; and
- (vii) Statement indicating any authorized changes made to the design from the last Phase and the cost impact of each change on the previously approved Construction Cost Budget. If no design changes occur but shifts of costs occur between disciplines, identify for District review.

**2. Construction Documents Final Back-Check Stage:**

- a. The Construction Documents final back-check stage shall be for the purpose of the Architect incorporating all regulatory agencies' comments into the drawings, specifications, and estimate. All changes made by the Architect during this stage shall be at no additional cost to the District.
- b. The final contract documents delivered to the District upon completion of the Architect's work shall be the Bid Set and shall consist of the following:
  - (i) Specifications: Original word-processed technical specifications on reproducible masters in CSI format.
- c. Architect shall update and refine the Consultants' completed Contract Documents.
- d. Conclusion of Construction Document Phase requires final stamp-out by DSA.

**3. Meetings**

During this Phase, Architect shall attend, take part in, and, when indicated, conduct meetings, site visits, and workshops minimally on a monthly basis.

## **G. BIDDING PHASE**

Upon District's acceptance of Architect's work in the previous Phase and assuming District has not delayed or terminated the Agreement, Architect shall perform Bidding Phase services for District as follows:

1. Contact potential bidders and encourage their participation in the Project.
2. Coordinate the development of the bidding procedures and the construction Contract Documents with the District.
3. The development of the bidding procedures and the construction Contract Documents shall be the joint responsibility of the District and Architect. Nevertheless, Architect will use all due care and diligence to confirm that its plans and specifications and all other information provided by or on behalf of the District to potential bidders discloses and publishes any potentially relevant information that could, in any way, have an impact on a Contractor's cost of performance.
4. While the Project is being advertised for bids, all questions concerning intent shall be referred to the District for screening and subsequent processing through Architect.
5. In the event that items requiring interpretation of the drawings or specifications are discovered during the bidding period, those items shall be analyzed by the Architect for decision by the District as to the proper procedure required. Corrective action will be in the form of an addendum prepared by the Architect and issued by the District.
6. Attend bid opening.
7. Coordinate with Architect Consultants.
8. Respond to District and potential bidder questions and clarifications.
9. Deliverables and Number of Copies

Within thirty (30) days of the end of this Phase, Architect shall provide to the District a hard copy of the following items produced in this Phase, together with one (1) copy of each item in electronic format:

- a. Meeting report/minutes from the kick-off meeting;
- b. Meeting report/minutes from the pre-bid site walk; and
- c. Upon completion of the Bidding Phase, Architect shall produce a Conforming Set of plans and specifications incorporating all addenda issued thus far. Architect shall supply District with two (2) complete, reproducible sets of plans and specifications marked as a Conforming Set.

## **H. CONSTRUCTION CONTRACT ADMINISTRATION PHASE**

Upon District's acceptance of Architect's work in the previous Phase and assuming District has not delayed or terminated the Agreement, Architect shall perform Construction Contract Administration Phase services for the District as follows:

1. Architect's responsibility to provide basic services for the Construction Phase under the Agreement commences with the award of the contract for construction and terminates upon satisfactory performance and completion of all tasks in this phase and commencement of the Closeout Phase or upon the District's terminating the Agreement, whichever is earlier.
2. **Construction Oversight and Project Certification Process**
  - a. Architect shall ensure that the Project Inspector is approved by the DSA for the Project by submitting the applicable Inspector's Qualification Record (form DSA 5 or more current version) to and by obtaining approval from the DSA prior to commencement of construction and prior to requesting issuance of project inspections cards (form DSA 152 or more current version).
  - b. Architect shall request issuance of the proper number of project inspection cards (forms DSA 152 or more current version) by electronically submitting form DSA 102-IC (or more current version) to the DSA after the construction contract has been awarded. Architect shall provide project inspection cards to the Project Inspector prior to commencement of construction.
  - c. Prior to commencement of construction, Architect shall provide (1) a copy of the DSA approved construction documents and (2) the DSA approved Statement of Structural Tests and Special Inspections (form DSA 103 or more current version) prepared by Architect to the Project Inspector and Laboratory of Record.
  - d. Architect shall prepare and submit a Contract Information form (form DSA 102 or more current version) for all construction contracts.
  - e. Architect shall maintain such personal contact with the Project as is necessary to assure themselves of compliance, in every material respect, with the DSA-approved construction documents. Personal contact shall include visits to the Project site by the Architect or engineer or their qualified representative to observe construction.
  - f. Architect shall notify DSA as to the disposition of materials noted on laboratory testing, and/or special inspection, reports as not conforming to the DSA-approved construction documents.
  - g. Architect shall respond to DSA field trip notes as necessary.

- h. Architect shall submit an interim Verified Report (form DSA 6-AE or more current version) to the DSA electronically and a copy to the Project Inspector for each of the applicable nine (9) sections of form DSA 152 prior to the Project Inspector signing off that section of the project inspection card.
- i. Architect shall submit a Statement of Final Actual Project Cost (form DSA 168 or more current version) to the DSA.
- j. Architect shall submit Verified Reports (form DSA 6-AE or more current form) to the DSA and to the Project Inspector if any of the following events occur: (1) when construction is sufficiently complete in accordance with the DSA-approved construction documents so that the District can occupy or utilize the Project; (2) work on the Project is suspended for a period of more than one month; (3) the services of the Architect are terminated for any reason prior to completion of the Project; or (4) DSA requests a Verified Report.

### **3. Change Orders**

- a. Architect shall review all of Contractor's change order requests to determine if those requests are valid and appropriate. Architect shall provide a recommendation to District as to whether the change should be approved, partially approved, returned to the Contractor for clarification, or rejected.
- b. Architect shall furnish all necessary Construction Change Documents and additional drawings for supplementing, clarifying, and/or correcting purposes and for change orders. The District shall request these Construction Change Documents and drawings from the Architect, which shall be provided at no additional cost unless designated as Extra Services by the District. The original drawings and contract wording for change orders shall be submitted to the District for duplication and distribution.

### **4. Submittals**

- a. Architect shall review and approve or take other appropriate action upon Contractor's submittals such as: shop drawings, Project data, samples and Construction Change Documents, but only for the purpose of checking for conformance with information given and the design concept expressed in the Contract Documents.
- b. Architect shall review Contractor's schedule of submittals and advise the District on whether that schedule is complete. Architect shall provide the District with proposed revisions to this schedule and advise the District on whether the District should approve this schedule.
- c. Architect's action upon Contractor's submittals shall be taken as expeditiously as possible so as to cause no unreasonable delay in the construction of the Project or in

the work of Contractor(s), while allowing sufficient time in the Architect's professional judgment to permit adequate review. In no case shall the review period associated with a single, particular submittal exceed twenty-one (21) calendar days from its receipt by the Architect. Architect's response to each submittal shall be a substantive and acceptable response. This twenty-one (21)-day time period shall not include time when a submittal is within the District's control or if the submittal is being reviewed by DSA. In no way does this provision reduce Architect's liability if it fails to prepare acceptable documents.

5. **RFIs.** During the course of construction as part of the basic services, Architect must respond to all Requests for Information ("RFI") as expeditiously as possible so as not to impact and delay the construction progress. In no case shall the review period associated with an RFI exceed seven (7) calendar days from receipt by the Architect. Architect's response to each RFI shall be a substantive and acceptable response. This seven-day time period shall not include time when a submittal is within the District's control or if the submittal is being reviewed by DSA. In no way does this provision reduce the Architect's liability if it fails to prepare acceptable documents. Architect must verify that RFIs are passed through the Project Inspector, if any.
6. **Notices of Deficient Work.** On the basis of on-site observations, Architect shall keep the District informed of the progress and the quality of the work, and shall endeavor to guard the District against defects and deficiencies in the work. Architect shall timely notify the District in writing of any defects or deficiencies in the work by any of the District's Contractors that Architect may observe. However, Architect shall not be a guarantor of the Contractor's performance.
7. **As-Built Drawings.** Architect shall review and evaluate for District the Contractor(s)' documentation of the actual construction performed during the Project that the Contractor(s) should prepare and submit as As-Builts. As-Builts are documents that show the actual construction performed during the Project, including changes necessitated by Construction Change Documents and change orders, and detailed by the District's construction Contractor(s) on a Conforming Set.
8. **Record Drawings.** Architect shall incorporate all information on all As-Builts, sketches, details, and clarifications, and prepare one (1) set of final Record Drawings for the District. The Record Drawings shall incorporate onto one (1) set of drawings, all changes from all As-Builts, sketches, details, and clarifications, including, without limitation, all requests for information, Construction Change Documents and change orders based upon the construction Contractor's representations of actual construction. Architect shall deliver the Record Drawings to the District at completion of the construction in a format acceptable to the District, and it shall be a condition precedent to the District's approval of Architect's final payment. Architect may insert the following notice on the Record Drawings:

These drawings [or corrected specifications] have been prepared based on information submitted, in part, by others. Architect has provided a review consistent with its legal standard of care.

9. **O&M Manuals and Warranties.** Architect shall review equipment, operation and maintenance manuals, and a complete set of warranty documents for all equipment and installed systems, to ensure that they meet the requirements of the plans and specifications.
10. **Start-up.** Architect shall also provide, at the District's request, architectural/engineering advice to the District on start-up, break-in, and debugging of facility systems and equipment, and on apparent deficiencies or defects in construction following the acceptance of the Contractor's work.
11. **Payment Statements.** Recommendations of Payment by Architect constitute Architect's representation to the District that work has progressed to the point indicated to the best of Architect's knowledge, information, and belief, and that the quality of the work is in general conformance with the Contract Documents.

#### 12. **Deliverables and Number of Copies**

Within thirty (30) days of the end of this Phase, Architect shall provide to the District a hard copy of the following items produced in this Phase, together with one (1) copy of each item in electronic format:

- a. Meeting report/minutes from the kick-off meeting;
- b. Observation reports; and
- c. Weekly meeting reports.

#### 13. **Meetings**

During this Phase, Architect shall attend, take part in, and, when indicated, conduct meetings, site visits, and workshops minimally on a bi-weekly basis.

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## **I. CLOSE OUT PHASE**

1. As the Construction Administration Phase progresses, Architect shall perform the following Close Out Phase services for the District as required in a timely manner:
  - a. Architect shall review the Project and observe the construction as required to determine when the Contractor has completed the construction of the Project and shall prepare punch lists of items that remain in need of correction or completion.
  - b. Architect shall collect from the Contractor, review, and forward to the District all written warranties, operation manuals, and spare parts with Architect's recommendation as to the adequacy of these items.
  - c. Architect shall prepare or collect, as applicable, and provide to DSA, all reports required by DSA related to the design and construction of the Project.
  - d. Architect shall respond to the DSA "90-day" letter.
  - e. Architect shall obtain all required DSA approval of all Construction Change Documents and addenda to the Contractor's contract.
  - f. Architect shall prepare a set of As-Built Drawings for the Project, as required by the District.
  - g. Architect shall review and prepare a package of all warranty and O&M documentation.
  - h. Architect shall organize electronic files, plans and prepare an electronic Project binder.
  - i. Architect shall have primary responsibility to coordinate all Services required to close-out the design and construction of the Project with the District and among Consultants.
2. When the design and construction of the Project is complete, the District shall prepare and record with the County Recorder a Notice of Completion for the Project.
3. **Deliverables and Number of Copies**
  - a. Punch list; and
  - b. Upon completion of the Project, all related Project documents, including As-Builts and Record Drawings. These are the sole property of the District.
4. **Meetings**

During this phase, Architect shall attend, take part in, and, when indicated, conduct meetings, site visits, and workshops as needed.

**EXHIBIT "B"**

**CRITERIA AND BILLING FOR EXTRA SERVICES**

The following Extra Services to the Agreement shall be performed by Architect if needed and if authorized or requested by the District:

- A. Providing services as directed by the District that are not part of the Basic Services of this Agreement, or otherwise included within **Exhibit "A."**
- B. Providing deliverables or other items in excess of the number indicated in **Exhibit "A."** Before preparing, providing, sending, or invoicing for extra deliverables, Architect shall inform the District that expected deliverables may be in excess of the number indicated in **Exhibit "A,"** so that the District can procure the additional deliverables itself or direct Architect to procure the deliverables at the District's expense or on the District's account at a specific vendor.
- C. Making revisions in drawings, specifications, or other documents when such revisions are required by the enactment or revisions of codes, laws, or regulations subsequent to the preparation of the Conforming Set.
- D. Providing consultation concerning replacement of work damaged by fire or other cause during construction and furnishing services required in connection with replacement of that work.
- E. Providing services made necessary by the default of Contractor(s).
- F. In the absence of a final Certificate of Payment or Notice of Completion, providing services more than ninety (90) days after the date of completion of work by Contractor(s) and after Architect has completed all of its obligations and tasks under the Agreement.
- G. Providing services as an expert and/or witness for the District in any mediation, arbitration, and/or trial in which the Architect is (1) not a party, and (2) did not in any way cause the dispute that is being adjudicated.
- H. The following rates, which include overhead, administrative cost, and profit, shall be utilized in arriving at the fee for Extra Services and shall not be changed for the term of the Agreement.

<b>Job Title</b>	<b>Hourly Rate</b>
Principal In Charge:	\$265
Associate Principal:	\$250
Senior Associate	\$240
Associate	\$230
Project Manager:	\$200
Designer:	\$140-\$160
Architect:	\$175-\$200
Contract Administrator:	

- I. The mark-up on any approved reimbursable item of Extra Services shall not exceed five percent (5%).
  - 1. The following items are approved for mark-up:
    - a. Sub-consultant Invoices.
  - 2. Any approved item of Extra Services not identified in the above list may not be marked-up.

J. **Format and Content of Invoices** (Extra Services Only)

Architect acknowledges that the District requires Architect’s invoices to include detailed explanations of the Services performed. For example, a six hour charge for “RFIs and CORs” is unacceptable and will not be payable. A more detailed explanation, with specificity, is required. This includes a separate entry for each RFI, PCO, CCD and change order. For example, the following descriptions, in addition to complying with all other terms of this Agreement, would be payable. The times indicated below are just placeholders:

Review RFI 23; review plans and specifications for response to same; prepare responses to same and forward to contractor, district, construction manager, and project inspector.	0.8 hours
Review COR 8; review scope of same and plans and specifications for appropriateness of same; prepare draft change order and language for same.	0.7 hours
Review COR 11; review scope of same and plans and specifications for appropriateness of same; prepare rejection of COR 11 for review by district, CM, IOR.	1.2 hours

END OF EXHIBIT

**EXHIBIT "C"**

**SCHEDULE OF SERVICES**

- A. Promptly after the execution of this Agreement, Architect shall prepare and submit for approval to the District a Schedule of Services showing the order in which Architect proposes to carry out Architect's Services ("Schedule of Services"). The Schedule of Services shall apply to the completion of all Services listed hereunder within the times established by this Agreement. The Schedule of Services shall be in the form of a progress chart clearly delineating all important increments and review dates.
- B. Architect shall complete Services required under the Development of Architectural Program section within approximately 30 **calendar days** after written authorization from the District to proceed. (September 1 – October 1, 2023)
- C. Architect shall complete Services required under the Schematic Design Phase within **90 calendar days** after written authorization from District to proceed. (October 1, 2023 – January 1, 2024)
- D. Architect shall complete Services required under the Design Development Phase within approximately 90 **calendar days** after receipt of a written authorization from District to proceed. (January 1, – April 1, 2024)
- E. Architect shall complete Services required under Construction Documents Phase within **180 calendar days (6 months)** after written authorization from District to proceed, and as more specifically indicated below. Excluded from this duration is the time associated with DSA review the Construction Documents back-check stage.
  - 1. 100% Submittal Package **180 calendar days**  
(April 1, – October 1, 2024)
  - 2. Final Contract Documents after Final Back-Check Stage Anticipated approval dates: April 2025
- F. The durations stated above include the review periods of 10 **calendar days** required by the District.
- G. All times to complete tasks set forth in this Exhibit are of the essence, as indicated in the Agreement. If delays in the Schedule of Services are incurred as a result of the District's inability to comply with requested meeting schedules, Architect shall maintain the right to request an adjustment in the Schedule of Services if deemed necessary to meet the deadlines set forth in this Exhibit. If approved, those extensions shall be authorized in writing by the District.

END OF EXHIBIT

**EXHIBIT "D"**  
**PAYMENT SCHEDULE**

**A. Compensation**

1. The payment of consideration to Architect as provided herein shall be full compensation for all of Architect's Services incurred in the performance hereof, including, printing and shipping of deliverables in the quantities set forth in **Exhibit "A,"** Except as expressly set forth in the Agreement and **Exhibit "B,"** there shall be no payment for extra costs or expenses.
2. The total compensation to Architect shall be as stated in Article 6 of the Agreement.
3. District shall pay Architect as follows for all Services contracted for under this Agreement:

<b>PERCENTAGE OF TOTAL FEE PER PHASE</b>	
<b>Phase</b>	<b>Phase Amount</b>
Pre-Design/Architectural Program Development Phase	<u>2.5%</u>
Schematic Design Phase	<u>10%</u>
Design Development Phase	<u>17.5%</u>
Construction Documents Phase-Submittal to DSA	<u>30%</u>
Approval by DSA	5%
Bidding Phase	<u>2%</u>
Construction Contract Administration Phase	<u>23%</u>
Close Out Phase	<u>10%</u>
<b>TOTAL BASE COMPENSATION</b>	<b><u>100%</u></b>

Reimbursable Expenses are in addition to compensation for Basic and Additional Services and will be billed at a multiple of 1.10% the expenses incurred. These charges include, but are not limited to, expenses incurred which are directly related to the Project, such as reproductions, plans and plots for owner, agency or contractor's use, standard form documents, postage, handling and delivery of Instruments of Service, and mileage. Reimbursable expenses are not expected to exceed \$10,000.

**B. Method of Payment**

1. Invoices shall be on a form approved by the District and are to be submitted to the District via the District's authorized representative.
2. Architect shall submit to District on a monthly basis documentation showing proof that payments were made to its Consultant(s).
3. Architect shall submit to the District for approval a copy of the Architect's monthly pay request format.

4. Upon receipt and approval of Architect's invoices, the District agrees to make payments of undisputed amounts within thirty (30) days of receipt of the invoice as follows:

**a. Pre- Design/Architectural Program Development Phase:**

Monthly payments for the percentage of all Services complete up to ninety-five percent (95%) of the fee for the Phase; one hundred percent (100%) payment upon acceptance and approval of the Pre-Design/Architectural Program.

**b. For Schematic Design Phase:**

Monthly payments for the percentage of all Services complete up to ninety-five percent (95%) of the fee for the Phase; one hundred percent (100%) payment upon acceptance and approval of the Schematic Design Phase by the District.

**c. For Design Development Phase:**

Monthly payments for the percentage of all Services complete up to ninety-five percent (95%) of the fee for the Phase; one hundred percent (100%) payment upon acceptance and approval of the Design Development Phase by the District.

**d. For Construction Documents Phase:**

Monthly payments for percentage of all Services complete up to ninety-five percent (95%) of the fee for the Phase; one hundred percent (100%) payment upon acceptance and approval of the Construction Documents Phase by the District.

**e. For Bidding Phase:**

Monthly payments for the percentage of all Services complete up to ninety-five percent (95%) of the fee for the Phase; one hundred percent (100%) payment upon the District's award of the bid.

**f. For Construction Contract Administration Phase:**

Monthly payments for the percentage of all Services complete up to ninety-five percent (95%) of the fee for the Phase; one hundred percent (100%) payment upon the District's notice of completion.

**g. For Close Out:**

Lump sum payment no sooner than thirty-five (35) days and no later than forty-five (45) days after completion of all items in this Phase.

END OF EXHIBIT

## EXHIBIT "E"

### INSURANCE REQUIREMENTS

- A. Architect shall procure, prior to commencement of the Services of this Agreement and maintain for the duration of the Agreement, insurance against claims for injuries to persons or damages to property which may arise from or in connection with the performance of the Services hereunder by the Architect, his agents, representatives, employees and Consultant(s). Architect's liabilities, including but not limited to Architect's indemnity or defense obligations, under this Agreement shall not be deemed limited in any way to the insurance coverage required herein. Maintenance of specified insurance coverage is a material element of this Agreement and Architect's failure to maintain or renew coverage or to provide evidence of renewal during the term of this Agreement, as required or when requested, may be treated by the District as a material breach of contract.
- B. **Minimum Scope and Limits of Insurance:** Coverage shall be at least as broad as the following scopes and limits. Umbrella or Excess Liability policies are acceptable where the need for higher liability limits is noted and shall provide liability coverages that at least follow form over the underlying insurance requirements where necessary for Commercial General Liability, Commercial Automobile Liability, Employers' Liability, and other liability coverage (except Professional Liability) designated under this Section B – Insurance Requirements." Minimum Scope of Insurance:
1. **Commercial General Liability.** Two million dollars (\$2,000,000) per occurrence for bodily injury, personal injury and property damage. If Commercial General Liability or other form with a general aggregate limit is used, either the general aggregate limit shall apply separately to each project/location or the general aggregate limit shall be twice the required occurrence limit.
  2. **Commercial Automobile Liability.** One million dollars (\$1,000,000) per accident for bodily injury and property damage.
  3. **Workers' Compensation Liability.** For all of the Architect's employees who are subject to this Agreement and to the extent required by the applicable state or federal law, Architect shall keep in full force and effect, a Workers' Compensation policy.
  4. **Employers' Liability.** For all of the Architect's employees who are subject to this Agreement, Architect shall keep in full force and effect, an Employers' Liability policy with minimum liability coverage of two million dollars (\$2,000,000) per occurrence.
  5. **Professional Liability.** This insurance shall cover the prime design professional and his/her consultant(s) on a Claims Made basis for two Million Dollars (\$2,000,000) aggregate limit subject to no more than two hundred thousand dollars (\$200,000) per claim deductible, coverage to continue through completion of construction plus two (2) years thereafter.
- C. District reserves the right to modify the limits and coverages described herein, with appropriate credits or changes to be negotiated for such changes.

- D. **Deductibles and Self-Insured Retention:** Architect shall inform the District in writing if any deductibles or self-insured retention exceeds two hundred thousand dollars (\$200,000). At the option of the District, either:
1. The District can accept the higher deductible;
  2. Architect's insurer shall reduce or eliminate such deductibles or self-insured retention as respects the District, its officers, officials, employees and volunteers; or
- E. **Other Insurance Provisions:** The general liability and automobile liability policies are to contain, or be endorsed to contain, the following provisions:
1. The District, its representatives, consultants, trustees, officers, officials, employees, agents, and volunteers ("Additional Insureds") are to be covered as additional insureds as respects liability arising out of activities performed by or on behalf of the Architect; Instruments of Service and completed operations of the Architect; premises owned, occupied or used by the Architect; or automobiles owned, leased, hired or borrowed by the Architect. The coverage shall contain no special limitations on the scope of protection afforded to the Additional Insureds.
  2. For any claims related to the projects, Architect's insurance coverage shall be primary insurance as respects the Additional Insureds. Any insurance or self-insurance maintained by the Additional Insureds shall be in excess of Architect's insurance and shall not contribute with it.
  3. Architect shall provide an endorsement that the insurer waives the right of subrogation against District and its respective elected officials, officers, employees, agents, representatives, consultants, trustees, and volunteers.
  4. Architect's insurance shall apply separately to each insured against whom claim is made or suit is brought, except with respect to the limits of the insurer's liability.
  5. Any failure to comply with reporting or other provisions of the policies including breaches of warranties shall not affect coverage provided to the Additional Insureds.
  6. Each insurance policy required by this clause shall be endorsed to state that coverage shall not be suspended, voided, canceled, reduced in coverage or in limits except after thirty (30) days prior written notice by certified mail, return receipt requested, has been given to the District.
  7. Architect shall pay all insurance premiums, including any charges for required waivers of subrogation or the endorsement of additional insureds. If Architect fails to maintain insurance, District may take out comparable insurance, and deduct and retain amount of premium from any sums due Architect under the Agreement.
  8. Architect shall require all subconsultants to maintain the level of insurance Architect deems appropriate with respect to the consultant's scope of the Work unless otherwise



indicated in the Agreement. Architect shall cause the subconsultants to furnish proof thereof to District within ten (10) days of District's request. Should Architect not require subconsultants to provide the same level of insurance as is required of Architect, as provided in this Agreement, Architect is not relieved of its indemnity obligations to District or fulfilling its insurance requirements as provided in this Agreement.

F. **Acceptability of Insurers:** Insurance is to be placed with insurers admitted in California with a current A.M. Best's rating of no less than A: VII. Architect shall inform the District in writing if any of its insurer(s) have an A.M. Best's rating less than A: VII. At the option of the District, the District may either:

1. Accept the lower rating; or
2. Require Architect to procure insurance from another insurer.

G. **Verification of Coverage:** Prior to commencing with its provision of Services under this Agreement, Architect shall furnish District with:

1. Certificates of insurance showing maintenance of the required insurance coverages; and
2. Original endorsements affecting general liability and automobile liability coverage. The endorsements are to be signed by a person authorized by that insurer to bind coverages on its behalf. All endorsements are to be received and approved by the District before Services commence.

H. **Copy of Insurance Policy(ies):** Upon the District's request, Architect will furnish District with a copy of all insurance policies related to its provision of Services under this Agreement.

END OF EXHIBIT

**EXHIBIT "F"**

**IRAN CONTRACTING ACT CERTIFICATION**  
**(Public Contract Code Sections 2202-2208)**

PROJECT/CONTRACT NO.: \_\_\_\_\_ between the Sacramento City Unified School District ("District") and Lionakis ("Consultant") ("Contract" or "Project").

Prior to bidding on or submitting a proposal for a contract for goods or services of \$1,000,000 or more, the bidder/proposer must submit this certification pursuant to Public Contract Code section 2204.

The proposer must complete **ONLY ONE** of the following two options. To complete OPTION 1, check the corresponding box **and** complete the certification below. To complete OPTION 2, check the corresponding box, complete the certification below, and attach documentation demonstrating the exemption approval.

- OPTION 1.** Proposer is not on the current list of persons engaged in investment activities in Iran created by the California Department of General Services ("DGS") pursuant to Public Contract Code section 2203(b), and we are not a financial institution extending twenty million dollars (\$20,000,000) or more in credit to another person, for 45 days or more, if that other person will use the credit to provide goods or services in the energy sector in Iran and is identified on the current list of persons engaged in investment activities in Iran created by DGS.
- OPTION 2.** Proposer has received a written exemption from the certification requirement pursuant to Public Contract Code sections 2203(c) and (d). *A copy of the written documentation demonstrating the exemption approval is included with our proposal.*

**CERTIFICATION:**

I, the official named below, CERTIFY UNDER PENALTY OF PERJURY, that I am duly authorized to legally bind the bidder/proposer to the OPTION selected above. This certification is made under the laws of the State of California.

<i>Vendor Name/Financial Institution (Printed)</i> Lionakis	<i>Federal ID Number (or n/a)</i> 68-0397596
<i>By (Authorized Signature)</i> 	
<i>Printed Name and Title of Person Signing</i> Laura Knauss, Principal	<i>Date Executed</i> September 13, 2023

END OF DOCUMENT

## EXHIBIT "G"

### VACCINATION STATUS CERTIFICATION (Consultant)

Consultant/Company Name: Lionakis

Pursuant to the provision of the State Public Health Office Order issued on August 11, 2021 (Order of the State Public Health Officer Vaccine Verification for Workers in Schools) individuals that are working on school district property are required to be fully vaccinated and provide proof of vaccination or must be tested once weekly with either PCR testing or antigen testing.

A person is considered fully vaccinated for COVID-19: two weeks (14 days) or more after they have received the second dose in a 2-dose series (Pfizer-BioNTech or Moderna), or two weeks or more after they have received a single-dose vaccine (Johnson and Johnson). Unvaccinated or incompletely vaccinated workers must be tested at least once weekly with either PCR testing or antigen testing that either has Emergency Use Authorization by the U.S. Food and Drug Administration or be operating per the Laboratory Developed Test requirements by the U.S. Centers for Medicare and Medicaid Services.

Consultant currently has a contract with District under which Consultant provides services and accesses District property in the course and scope of performing its contract.

By signing below, Consultant hereby certifies that its employees/staff, whether paid or unpaid, and subconsultants, who will access any District location are either fully vaccinated and have provided Consultant with proof of vaccination from a permitted source or such employees/staff and subconsultants will comply with weekly testing requirements as outlined in the State Public Health Officer Order prior to entering District property on and after October 15, 2021.

Records of vaccination verification and testing results will be made available upon District's request or that of the County Health Officer for purposes of case investigation.

In addition, Consultant shall, while accessing District sites, remain in compliance with all current District policies and procedures associated with COVID-19 safety. The Consultant agrees to strictly, and without exception, follow all local, state, and federal guidelines regarding human protection from COVID-19 (the "Guidelines") while accessing District sites. The Guidelines to strictly follow are located at various sites, including, but not limited to:

- a) <https://www.cdc.gov/coronavirus/2019-ncov/index.html>
- b) <https://covid19.ca.gov/>
- c) <https://www.smchealth.org/>

I acknowledge that this certification, upon receipt and acceptance by the District, hereby supplements and amends and is hereby incorporated by reference into Consultant's existing contract with the District, that continued compliance with the matters described herein is a condition for continuation of that contract and that failure to adhere to these requirements constitutes a breach of contract resulting in consequences including, without limitation, contract termination. I acknowledge and certify under penalty of perjury that I am duly authorized to legally bind the Consultant to all provisions and items included in this certification, that the contents of this certification are true, and that this certification is made under the laws of the State of California.

Executed this 13th day of September, 2023 at Sacramento, California.

By: Laura Knauss Signature: 

Title: Principal

Please submit this completed/signed certification by email to \_\_\_\_\_, at \_\_\_\_\_, with the executed Agreement.

**Services may be suspended if this certification is not returned prior to performing services within the scope of this Agreement on District property.**

END OF EXHIBIT

**AGREEMENT FOR SERVICES**  
**Between**  
**SACRAMENTO CITY UNIFIED SCHOOL DISTRICT**  
**Foster Youth Services Department**  
**(FYS) And**  
**TUTOR ME LA, LLC**

The Sacramento City Unified School District (“District”) and Tutor Me LA, LLC (“Provider”) collectively hereinafter referred to as “the Parties” hereby enter into this Agreement for program services (“Agreement”) effective on **August 1, 2023** (“Effective Date”) with respect to the following recitals:

**RECITALS**

WHEREAS, the District desires to engage the Provider to develop, maintain and sustain programs that offer academic tutoring and homework support to **eligible foster and homeless youth students within their home, by virtual means (i.e Zoom), at a school site and/or community space (i.e. library or community center)**

WHEREAS, the Provider is specially trained, experienced and competent to perform the services requested by the District and will work collaboratively to develop, coordinate and implement the tutoring support program at the above students during the 2023/24 school year.

NOW THEREFORE, THE PARTIES AGREE AS FOLLOWS:

A. Roles and Responsibilities.

- i. Provider shall provide academic tutoring sessions and/or homework support to foster youth students currently enrolled in a District elementary, middle or high school. Provider shall also adhere to Scope of Services in Attachment A;
- ii. District shall adhere to scope of service outlined in Attachment A. District shall provide and coordinate space and location of all District- sponsored expanded learning professional development, meetings, and trainings. District shall coordinate the convening of all Provider’s tutoring staff to facilitate program planning and modifications.

B. Payment. For provision of services pursuant to this Agreement, District shall pay the Provider \$65.00 per hour per student for direct services upon receipt of properly submitted invoices. Total payments to Contractor shall not exceed **\$200,000.00**.

C. Period of Agreement. The term of this Agreement shall be from August 1, 2023 – June 30, 2024.

D. Independent Contractor. While engaged in providing the services in this Agreement, and otherwise performing as set forth in this Agreement, Provider and each of its employees, is an independent contractor and not an officer, employee, agent, partner, or joint venture of the District.

E. Insurance Requirements. Insurance Requirements. Prior to commencement of services and during the life of this Agreement, Vendor shall maintain commercial general liability insurance with coverage at least as broad as Insurance Services Office (ISO) form CG 00 01, in an amount not less than two million dollars (\$2,000,000) per occurrence for bodily injury, personal injury, and property damage, including without limitation, blanket contractual liability. If a general aggregate limit applies, either the general

aggregate limit shall apply separately to this project/location or the general aggregate limit shall be twice the required occurrence limit. Vendor's general liability policies shall be primary and shall not seek contribution from the District's coverage and be endorsed with a form at least as broad as ISO form CG 20 10 or CG 20 26 to provide that District and its officers, officials, employees, and volunteers shall be additional insureds under such policies.

**Sexual Abuse and Molestation Insurance**

a. Sexual Abuse and Molestation Insurance is required with limits not less than three million dollars (\$3,000,000) per occurrence. This insurance shall cover potential claims of sexual abuse or molestation.

b. The Sexual Abuse and Molestation coverage must either be included under a General Liability policy or obtained in a separate policy. Any policy inception date, continuity date, or retroactive date must be before the effective date of this agreement, and Contractor agrees to maintain continuous coverage through a period no less than three years after completion of the services required by this agreement.

E. Fingerprinting Requirements. Contractor agrees that any employee it assigns to provide services directly to, or have any contact with, pupil(s) of the District, shall be subject to the fingerprinting/background and TB requirements set forth in the California Education Code. Any employee that Contractor assigns to provide services directly to, or have any contact with, pupil(s) of the District shall have undergone the background check required in §45125(b)&(c), including response by DOJ, before any service or contact with pupil(s) of the District is allowed.

Pursuant to Education Code §45125.1, Contractor shall provide a complete list to the District of all employees cleared by the DOJ who will provide services under this Agreement (or MOU) and shall certify in writing to the District that Contractor has no information that any of its employees who are required to have their fingerprints submitted to the Department of Justice (DOJ), and who may come in contact with pupils, have been convicted of a "violent or serious felony" as defined in §45122.1 or that they have been advised of any such arrest by the DOJ.

Contractor shall continuously monitor through DOJ, and obtain subsequent arrest notification from DOJ, regarding any individual whose fingerprints were submitted pursuant to §45125.1 and who is or will be providing service directly to, or has contact with, pupil(s) of the District. Upon receipt of a subsequent arrest notification from DOJ, Contractor shall, within 24 hours, notify the District of such arrest notification and prohibit the employee from having any further contact with any pupil(s) of the District until such time as the employee's arrest has been determined to not involve a "violent or serious felony" as defined in §45122.1 or the notification has been withdrawn by DOJ. If an employee is disqualified from working for the District pursuant to the requirements of the California Education Code, even if only temporarily, Contractor agrees to provide a replacement employee within 15 days of receiving notification that the previous employee has been disqualified.

Contractor further agrees and certifies that any employee providing services directly to any pupil(s) of the District whether qualifying as a Mandated Reporter as defined by California Penal Code §11165.7(a), or not, shall be provided annual training on child abuse and mandated reporting of child abuse or neglect utilizing an evidence-based training method which includes training on how to recognize conduct of adults which may trigger reasonable suspicion of abuse of children, i.e., "red-flag" or "grooming" behaviors.

Failure to adhere to the terms of this provision is grounds for termination of the Agreement (or MOU).

F. Confidential Records and Data. Each Party shall not disclose confidential records received from the other Party, including student records pursuant to FERPA, 20 U.S.C. § 1232g, *et seq.*, and California Education Code Section 49060, *et seq.* The Provider shall maintain the confidentiality of student or pupil records and shall not disclose such records to any third parties without the express written approval of the District. In the event a Party receives a request for disclosure of such confidential records, whether under the California Public Records Act, a duly-issued subpoena, or otherwise, said Party shall tender the request to the other Party who shall be responsible for addressing said request, including the defense of its claim of confidentiality. The Party asserting its claim of confidentiality shall hold harmless and defend the Party receiving such request from any liability, claim, loss, cost, attorney's fees and damages, as adjudged by a court of competent jurisdiction, arising out of a refusal to disclose such confidential records.

G. Data and Evaluation Requirements. The Provider shall share assessment data with the District as pursuant to scope of work. The provider shall share data and information collected via surveys and focus groups, and to collaborate with the district to standardize procedures and collection tools developed for evaluation/assessment purposes.

H. Termination. This Agreement may be terminated by either Party at any time, for any reason, with or without cause, by providing at least thirty (30) days written notice.

The District may terminate this Contract with cause upon written notice of intention to terminate for cause. A Termination for Cause shall include: (a) material violation of this Contract by the Provider; (b) any act by the Provider exposing the District to liability to others for personal injury or property damage; or (c) the Provider is adjudged a bankrupt; Provider makes a general assignment for the benefit of creditors, or a receiver is appointed on account of the Provider's insolvency.

Ten (10) calendar days after service of such notice, the condition or violation shall cease, or satisfactory arrangements for the correction thereof be made, or this Contract shall cease and terminate. In the event of such termination, the District may secure the required services from another Provider. If the cost to the District exceeds the cost of providing the service pursuant to this Contract, the excess cost shall be charged to and collected from the Provider. The foregoing provisions are in addition to and not a limitation of any other rights or remedies available to the District. Written notice by the District shall be deemed given when received by the other party or no later than three days after the day of mailing, whichever is sooner.

I. Disclosure of Student Information. The Parties understand and agree that, in order for the Provider to effectively provide the Services as described herein, the Contractor may have access to and/or generate information that may be considered confidential student information, subject to the protections of the Family Educational Rights and Privacy Act ("FERPA"), 20 U.S.C. §1232g, 34 Code of Federal Regulations Part 99, and California Education Code sections 49060-49085.

Whereas parental consent is generally required in order for a school district to disclose confidential student information, an exception exists wherein a school district may disclose confidential student information to a contractor or consultant, such as the Provider, with a legitimate educational interest who has a formal written agreement or contract with the school district regarding the provision of outsourced institutional services or functions by the contractor or consultant. (Ed. Code, § 49076, sub. (a)(2)(G)(i).)

The Provider is considered a "school official" for purposes of 34 CFR §99.31(a)(1)(i) and Education Code section 49076, subdivision (a)(2)(G)(i). The Provider and/or its employees or subcontractors shall not disclose personally identifiable student information to any other party without the consent of the parent or adult student. The Contractor and/or its employees or subcontractors shall not use student

information for any other purpose than the scope of work described herein. The Contractor shall permit the District access to any relevant records for purposes of completing authorized audits.

J. Indemnity. The Provider agrees to indemnify and hold harmless the District and its successors, assigns, trustees, officers, employees, staff, agents and students from and against all actions, causes of action, claims and demands whatsoever, and from all costs, damages, expenses, charges, debts and liabilities whatsoever (including attorney's fees) arising out of any actual or alleged act, omission, willful misconduct, negligence, injury or other causes of action or liability proximately caused by the Provider and/or its successors, assigns, directors, employees, officers, and agents related this Agreement. The Provider has no obligation under this Agreement to indemnify and hold harmless the District and is not liable for any actions, causes of action, claims and demands whatsoever, and for any costs, damages, expenses, charges, debts or other liabilities whatsoever (including attorney's fees) arising out of any actual or alleged act, omission, negligence, injury or other causes of action or liability proximately caused by the District and/or its successors, assigns, trustees, officers, employees, staff, agents or students.

The parties expressly agree that the indemnity obligation set forth in this Agreement shall remain in full force and effect during the term of this Agreement. The parties further agree that said indemnity obligations shall survive the termination of this Agreement for any actual or alleged act, omission, negligence, injury or other causes of action or liability that occurred during the term of this Agreement.

K. Severability. If any provisions of this Agreement are held to be contrary to law by final legislative act or a court of competent jurisdiction inclusive of appeals, if any, such provisions will not be deemed valid and subsisting except to the extent permitted by law, but all other provisions will continue in full force and effect.

L. Applicable Law/Venue. This Agreement shall be governed by and construed in accordance with the laws of the State of California. If any action is instituted to enforce or interpret this Agreement, venue shall only be in the appropriate state or federal court having venue over matters arising in Sacramento County, California, provided that nothing in this Agreement shall constitute a waiver of immunity to suit by the District.

M. Assignment. This Agreement is made by and between the Provider and the District and any attempted assignment by them, their successors or assigns shall be void unless approved in writing by all parties.

N. Entire Agreement. This Agreement constitutes the entire agreement between the Provider and the District with respect to the subject matter hereof and supersedes all previous negotiations, proposals, commitments, writings, advertisements, publications and understandings of any nature whatsoever, with respect to the same subject matter unless expressly included in this Agreement. The parties hereby waive the presumption that any ambiguities in a contract are read against the drafter of same. The parties further agree and represent that each of them are the drafters of every part of this Agreement.

O. Amendments. The terms of this Agreement shall not be amended in any manner except by written agreement signed by the parties.

P. Execution In Counterparts. This Agreement may be executed in counterparts such that the signatures of the parties may appear on separate signature pages. Facsimile or photocopy signatures shall be deemed original signatures for all purposes.

Q. Authority. Each party represents that they have the authority to enter into this Agreement and that the undersigned are authorized to execute this Agreement.



**IN WITNESS WHEREOF**, the parties have caused this Agreement to be executed.

**DISTRICT:**

By: \_\_\_\_\_

Jesse Castillo  
Assistant Superintendent of Business Services  
Sacramento City Unified School District

\_\_\_\_\_  
Date

**TUTOR ME LA, LLC:**

By: \_\_\_\_\_

Authorized Signature

\_\_\_\_\_  
Print Name

\_\_\_\_\_  
Date

Title: \_\_\_\_\_

DISTRICT shall:

1. Provide evaluation and/or survey of projects as required.
2. Recognize in all sponsored events and on brochures, flyers, and promotional materials as appropriate.
3. Provide a district liaison for each school that will provide the support and guidance needed to operate the Expanded Learning program.
4. Meet monthly with the FYS Coordinator & Homeless Services Coordinator to identify program needs, assistance, and successes.
5. Help recruit students into the program and provide the program access to parents of participating students.
6. Help provide care providers/parents/students forums to obtain feedback on the program, what is working and what new services/program elements need to be added or modified.
7. Provide space for the program to operate.
8. Provide a “Mid-Year” Partnership Report addressing strengths and areas for improvement for future partnership.

Provider shall:

1. Provide a comprehensive academic support program to include at least 60 minutes of homework and/or tutoring assistance (includes all instructional days) from school closure until 6:00 PM at designated tutoring site (i.e. school, Zoom, community space)
2. Work closely with school sites and District to keep student enrollment and daily attendance as close to and within the agreed upon parameters as outlined in the agreement. Student days of attendance will be monitored by the Provider.
3. Work collaboratively with the District to create a comprehensive program plan for the academic support program plan. The plan will be shared out with stakeholders.
4. Provide an “End of Year” Report on status of all outcomes and objectives.
5. Maintain and provide to the District monthly attendance and program activities records.
6. Work collaboratively with the other outside service providers contracted by the District to provide after school services at school sites.
7. Communicate progress of project/partnership development on a timely and consistent manner to the District.
8. Meet with the FYS Coordinator and Homeless Coordinator to identify program needs, successes and areas for assistance
9. Communicate new partnership opportunities with the District.
10. Other areas as agreed upon by both parties.

Attendance Policy:

- 1 hour sessions 2-3 times per week (Elementary)
  - **Can be more depending on student’s needs. Will need to talk with FYS/Homeless Coordinator prior to adding additional hours**
- 1 ½ hour sessions s – 3 times per week (Secondary)
  - **Can be more depending on student’s needs. Will need to talk with FYS/Homeless Coordinator prior to adding additional hours**
- Individual and/or small group sessions (3 students max)
- At least 2 students must be present for sessions to occur
- If there is advance notice of absence ( $\geq 24$  hours), Tutor Me Education will not charge and can reschedule the session
- Tutoring services will be placed on hold should a student miss more than 4 sessions without advance notice. TME will notify FYS Coordinator and/or Homeless Coordinator to

determine next steps.

Attachment B – Program Deliverables

Description of Service	CONTRACTOR Deliverable(s)/Activities	Timeframe
<p><b>Program Planning:</b> In collaboration with SCUSD, TME agrees to provide academic tutoring and/or homework support to foster youth students enrolled in a district elementary, middle or high school as outlined in the MOU including:</p>	<ul style="list-style-type: none"> <li>● Work with all eligible foster and homeless youth in the areas of Math and English Language Arts that are functioning at one or more years below grade level</li> <li>● Complete Pre, Mid and Post assessments on all participating students to show academic progress</li> <li>● Provide homework assistance and/or academic tutoring to middle school and high school foster youth</li> <li>● TME will track student outcomes in the areas of academic growth and attendance</li> <li>● Provide Year-End Report on program outcomes</li> <li>● Provide tutors to work both individually or in small groups not to exceed more than 3 students</li> </ul>	On-going
<p><b>Program Management &amp; Facilitation:</b> TME will provide staff, coordination and programming across designated sites, and will also:</p>	<p>TME Staff will:</p> <ul style="list-style-type: none"> <li>● Keep to 1:3 tutor to student ratio max</li> <li>● Report to SCUSD lead staff regarding progress on overall outcomes</li> <li>● Ensure that all students receive pre, mid and post assessments</li> <li>● Ensure that pre-assessments are completed 30 days from the beginning of tutoring and every 90 days thereafter</li> <li>● Maintain and provide to the SCUSD lead staff timely attendance and program activities records</li> <li>● Complete all required reports</li> <li>● Provide a final report on the impact and overall outcomes of the program</li> <li>● Communicate regularly with SCUSD lead staff regarding project progress</li> <li>● Facilitate communication between parents of participants and TME regarding announcements and information that pertains to the program participants</li> <li>● Other deliverables as agreed upon by TME and the District</li> </ul>	On-going
<p><b>Program Planning Program; Management; Program Evaluation</b> FYS will:</p>	<ul style="list-style-type: none"> <li>● Train TME staff on SCUSD protocols, mission, vision, and structure</li> <li>● Provide After School Program Manager with TME contact information and programming details in order to facilitate ongoing communication</li> <li>● Provide Principal information about TME program scope and deliverables</li> <li>● Provide classroom space for the program at each designated site</li> <li>● Assist in recruiting participants for the program through school advertising and outreach</li> <li>● Assist in marketing &amp; sharing information about TME programming</li> <li>● Collect and share data per contract agreement to be included in evaluation reports, to the extent permitted by law and regulation</li> </ul>	September 2023

## COVID-19 Addendum

**In further consideration for this Agreement, Provider enters into this COVID-19 Addendum as Provider will be providing services at school sites:**

1. Provider agrees to strictly follow all currently applicable federal, state, county, city and/or district rules regarding protection from the COVID-19. Such guidelines may be found at:
  - a. <https://www.cdc.gov/coronavirus/2019-ncov/index.html>
  - b. <https://covid19.ca.gov/>
  - c. <https://www.saccounty.net/COVID-19/Pages/default.aspx>
  - d. <https://>
  - e. <https://>
  - f. <https://returntogether.scusd.edu/return-health>
2. Provider agrees to strictly follow all currently applicable federal, state, county, city and/or district rules regarding reopening guidelines for child care providers. Such guidelines may be found at:
  - a. <https://www.saccounty.net/COVID-19/Documents/SCPH%20COVID-19%20Reopening%20guidelines%20for%20Child%20Care%20final.pdf>
3. School Administration and plant manager need to be aware of the staff and all the activities.
4. Provider will provide training to their staff on COVID-19 mitigation measures and how to remain safe at all times.
5. Provider's staff will only be at the sites during the hours agreed upon with the site administration.
6. Provider's staff are required to follow all District protocols while on-site at this time, including, but not limited to maintaining proper physical distancing, wearing a mask while inside district's facilities, partaking in the health screening, washing their hands properly etc.
7. The District reserves the right to stop the use of its facilities if it observes violation of the COVID-19 rules.

Signature:  \_\_\_\_\_

Name and Title: Elliot Farahnik, Director

Address: 1093 Broxton Ave. #240 Los Angeles, CA 90024

Work Phone: 310-896-8625

Other Phone: \_\_\_\_\_

Email Address: Info@tutormeeducation.com



July 26, 2023

Dear Edward & Giovanni,

On behalf of The Speech Pathology Group (SPG), I would like to convey our appreciation and thanks for allowing us the opportunity to collaborate once again with **Sacramento City Unified School District** in the provision of Education Services.

Because our relationship with your District is important to us, we will be discounting our 2023-24 rates for Education Services at 12.4%.

Please review, sign and date the attached SPG Contract, Projections, NPA Certification, W9, Certificate of Insurance, Staff Clearance List with Licenses and return them to our Contracts Team, at [contracts@speechpath.com](mailto:contracts@speechpath.com) (925) 945-1474 x 138. Please let us know if you would prefer a hard copy also be sent via mail.

In order to fulfill the Verification of Licenses, Credentials and Other Documents mandate that The Speech Pathology Group adheres to, we will be submitting updated license or credential information monthly with our invoices. We will also send CalSTRS/CalPERS notices monthly with invoices, if applicable.

If you have any questions or concerns, please contact me at [contracts@spgtherapy.com](mailto:contracts@spgtherapy.com) 925-945-1474 x109.

*The Speech Pathology Group* looks forward to partnering with your district for the 2023-2024 School Year and supporting its efforts in helping special education students successfully access the social and academic curriculum.

Thank you,

A handwritten signature in black ink, appearing to read 'Susan Stark', written in a cursive style.

Susan Stark, M.S., CCC-SLP  
President  
The Speech Pathology Group

**The Speech Pathology Group, Inc. dba SPG Therapy & Education**

2021 Ygnacio Valley Rd, C-103  
Walnut Creek, CA 94598  
Phone (925) 945-1474 Fax (925) 945-1768

**AGREEMENT BETWEEN**  
***Sacramento City Unified School District***  
**AND**  
***SPG Therapy & Education***

THIS AGREEMENT is effective July 1, 2023, by and between the **Sacramento City Unified School District** (hereinafter “District”) and **SPG Therapy & Education**, (hereinafter “Contractor”).

District hereby engages Contractor to render described services under the terms and conditions of this Agreement.

**1. Performance of Services:**

- a. Contractor agrees to perform the services described on “Addendums G” (hereinafter “Services”) of this Agreement as an independent contractor. Contractor will determine the means, manner, method, and details of performing the Services. Contractor shall be responsible for providing the materials and tools, necessary for the performance of the Services.
- b. Contractor represents that Contractor has the qualifications and ability to perform the Services in a professional manner, without the advice, control, or supervision of the District. Contractor shall be solely responsible for the professional performance of the Services, and shall receive no assistance, direction, or control from District. Contractor shall have sole discretion and control of Contractor’s services and the manner in which they are performed.

2. **Compensation & Terms for Payment:** Contractor shall submit written demand monthly for payment, said demand shall be made on a form and in the manner prescribed by the Contractor detailing dates/hours of services provided. Contractor shall submit said demands for payment for services rendered no later than thirty (30) days from the end of the month in which said Services were actually rendered. District shall make payment in an amount equal to the number hours of service provided multiplied by the agreed upon hourly rate within thirty (30) days of receipt of invoice. Any amounts past due shall accrue interest from the due date until paid at the rate of 18% per annum.

3. **Contract Term and Termination:** This Agreement will become effective on July 1, 2022. This Agreement will terminate upon the completion of the Services (as stated in addendum G (Education) or when terminated as set forth below.

- a. Either party may terminate this Agreement at any time by giving twenty (20) days written notice (as referenced in number 4 of this contract) to the other party. Contract changes, amendments or cancellations must be communicated directly with Contractor’s President. *As a professional courtesy, please do not discuss contract changes, costs, or pending employment changes with contractor’s employees.* The Contractor will inform its’ employees of changes or cancellations to the contract.

4. **Notice:** Any notice required or permitted to be given under this Agreement shall be deemed to have been given, served and received if given in writing and either personally delivered or deposited in the United States mail, registered or certified mail, postage prepaid, return receipt required, or fax transmission with verbal confirmation of receipt, addressed as follows:

**DISTRICT**

Sacramento City Unified School District  
5735 47th Avenue  
Sacramento, CA 95824  
Phone: 916-277-6462  
Fax:

**CONTRACTOR**

SPG Therapy & Education  
2021 Ygnacio Valley Rd, C-103  
Walnut Creek, CA 94598  
Phone: (925) 945-1474  
Fax: (925) 945-1768  
**Tax ID# 94-3290122**

Any notice personally given or sent by certified mail or fax transmission shall be effective upon receipt. Any notice sent by overnight delivery service shall be effective the business day next following delivery thereof to the overnight delivery service.

5. **Relationship of the Parties:** Please note that all Contractors' employees are employed on an "At Will" basis and therefore cannot be required to provide a 20-day notice of termination. Contractor does request that employees provide a minimum of 20-day notice of termination. Contractor shall not be responsible for any loss or claim of damage whatsoever incurred by District/Facility in the event Contractor cannot provide an Education Specialist due to resignation of Education Specialist is not able to provide services for any reason. However, Contractor will use all efforts to replace the Education Specialist if one is available in the area.
  - a. Contractor enters into this Agreement as, and shall continue to be, an independent contractor. Under no circumstances shall Contractor be considered an employee of District within the meaning of any federal, state, or local law or regulation including, but not limited to, laws or regulations governing unemployment insurance, old age benefits, workers' compensation, industrial illness or accident coverage, taxes, or labor and employment in general.
  - b. Under no circumstances shall Contractor look to District as his/her employer, or as a partner, agent, or principal. Contractor shall not be entitled to any benefits accorded to District's employees, including, without limitation, workers' compensation, disability insurance, vacation, or sick pay.
  - c. Contractor shall be responsible for providing, at Contractor's expense, and in the Contractor's name, disability, workers' compensation or other insurance, as well as licenses and permits usual or necessary for conducting the Services hereunder.
  
6. **Management of SPG Therapy & Education Staff:**
  - a. Each Education Specialist employee of Contractor is assigned a Clinical Supervisor. The Clinical Supervisor is available to provide assistance and support by helping contractor's employees access requested materials/assessments, explaining District/Facility procedures and forms, answering questions related to federal/state regulations and eligibility criteria, providing intervention suggestions and helping to resolve site related issues. The Clinical Supervisor may make site visits and/or provide Service Coverage for a contracted Education Specialist that is ill or may have excessive absences. Clinical Supervision services to be provided within contracted hours for assigned for assigned Education Specialist in Addendum G.
  
7. **Federal & State Taxes:** Contractor shall pay, when and as due, any and all local, state and federal income or other taxes incurred as a result of Contractor's compensation hereunder, including estimated taxes, and shall provide District with proof of said payment upon demand. Contractor hereby indemnifies District for any claims, losses, costs, fees, liabilities, damages, or injuries suffered by District arising out of Contractor's breach of this Section.
  
8. **Fingerprinting and Criminal Records Check of Contractor's Employees:** CONTRACTOR shall comply with the requirements of California Education Code section 44237, 3501.1 and 35021.2 including, but not limited to: obtaining clearance from both the California Department of Justice (hereinafter referred to as "CDOJ") and clearance from the Federal Bureau of Investigation (hereinafter referred to as "FBI") for CONTRACTOR'S employees and volunteers, unless CONTRACTOR determines that the volunteers will have no direct contact with LEA pupils, prior to service with any LEA pupil. CONTRACTOR hereby agrees that CONTRACTOR'S employees and volunteers, unless CONTRACTOR determines that the volunteers will have no direct contact with LEA pupils, shall not come in contact with LEA pupils until CDOJ and FBI clearance are ascertained. CONTRACTOR shall certify in writing to LEA that none of its employees, and volunteers, unless CONTRACTOR determines that the volunteers will have no direct contact with LEA pupils, or contractors, who may come into contact with LEA pupils have been convicted of a violent or serious felony as those terms are defined in California Education Code section 44237(h), unless despite the employee's conviction of a violent or serious felony, he or she has met the criteria to be eligible for employment pursuant to California Education Code section 44237 (i) or (j). In addition, CONTRACTOR shall make a request for subsequent arrest service from the CDOJ as required by California Penal Code section 11105.2.

If District/Facility policy requires contractor's employee to obtain separate and additional live scan prior to placement at facility site, they may do so at District's/Facility's expense.

9. **Rules and Regulations:** All results and regulations of the Board of Education and all federal, state, and local laws, ordinances and regulations are to be observed strictly by Contractor pursuant to this Agreement.



10. **Indemnification:**

- a. Contractor shall and does hereby indemnify, defend, and hold harmless District, and District's officers, employees, agents and representatives from and against any and all claims, demands, losses, costs, expenses, obligations, liabilities and damages, including, without limitation, interest, penalties, and reasonable attorneys fees and costs, that District may incur or suffer and that arise, result from, or are related to any breach or failure of Contractor to perform any of the representations, warranties, and agreements contained in this Agreement.
- b. District shall and does hereby indemnify, defend, and hold harmless Contractor, and Contractor's officers, employees, agents and representatives from and against any and all claims, demands, losses, costs, expenses, obligations, liabilities and damages, including, without limitation, interest, penalties, and reasonable attorneys fees and costs, that Contractor may incur or suffer and that arise, result from, or are related to any breach or failure of District to perform any of the representations, warranties, and agreements contained in this Agreement.

11. **Non-Solicitation:** District/Facility understands and acknowledges that Contractor expends extensive amounts of time, resources and money educating, training and mentoring its employees. The purpose of these company investments by Contractor is to enhance employee retention and maintain an experienced and well-trained supply of employees capable of providing the Contractor's various services at multiple Districts/Facilities. Contractor is not in the business of training or recruiting individuals to be hired as employees of District/Facility. Accordingly, District/Facility agrees that during the term of this Agreement and for the immediate six calendar months following the termination of this Agreement (the "Period"), District/Facility shall not directly solicit for employment, offer employment to, or hire any employee of Contractor working at a District/Facility, without the prior written consent of Contractor. In the event that District/Facility breaches or violates this Paragraph 12, then District/Facility agrees to and shall pay to Contractor as liquidated damages the amount of \$40,000 (forty thousand dollars) within 21 calendar days. District/Facility agrees that it would be impracticable and extremely difficult to determine the amount of actual damages caused to Contractor by a violation of this Paragraph 12, including but not limited to the loss of the return on Contractor's investment in its employee and losing key employees. The parties agree that this stated amount is a reasonable approximation of the probable damages to Contractor. District/Facility, therefore, agrees that this amount of liquidated damages is fair and reasonable under the circumstances existing at the time this Agreement is executed.

12. **Supplies & Equipment:** Contractor will provide therapy and diagnostic materials as needed, if they are not available at school district/site. Should the contracting District require computer generated reports and IEPs, then it is the District's responsibility to either provide a computer to the contracted employee or provide access to a computer at the contractor employee's assigned site(s). If a computer is not available, then it is understood that all documentation will be handwritten.

13. **California Law:** This Agreement shall be governed by and the rights, duties and obligations of the parties shall be determined and enforced in accordance with the laws of the State of California. The parties further agree that any action or proceeding brought to enforce the terms and conditions of this Agreement shall be maintained in Contra Costa County, California.

14. **Attorneys' Fees:** If either party files any action or brings any proceedings against the other arising out of the Agreement, the prevailing party shall be entitled to recover, in addition to its costs of suit and damages, reasonable attorneys' fees to be fixed by the court. The "prevailing party" shall be the party who is entitled to recover its costs of suit, whether or not suit proceeds to final judgment. No sum for attorneys' fees shall be counted in calculating the amount of a judgment for purposes of determining whether a party is entitled to its costs or attorneys' fees.

15. **Waiver:** The waiver by either party of any breach of any term, covenant, or condition herein contained shall not be deemed to be a waiver of such term, covenant, condition, or any subsequent breach of the same or any other term, covenant, or condition herein contained.

16. **Entire Agreement of Parties:** This Agreement constitutes the entire agreement between the parties and supersedes all prior discussions, negotiations and agreement, whether oral or written. This Agreement may be amended or modified only by a written instrument executed by both parties.

IN WITNESS WHEREOF, the parties hereto have executed this Agreement on the date first above written. This contract is effective on July 1, 2023, and terminates on June 30, 2024, unless sooner terminated as provided herein.

**DISTRICT**

\_\_\_\_\_  
Jesse Castillo, Assistant Superintendent  
Sacramento City Unified School District

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date

**CONTRACTOR**

*Susan Stark*

\_\_\_\_\_  
Susan Stark, M.S., CCC-SLP  
President

**7/26/23**

\_\_\_\_\_  
Date

Memorandum of Understanding Between  
Sacramento City Unified School District and  
Improve Your Tomorrow, Inc

**Overview:**

This memorandum of understanding (MOU) specifies the expectations of the partnership between Sacramento City Unified School District (SCUSD) and Improve Your Tomorrow (IYT) to implement the IYT College Academy at Luther Burbank High School and Rosa Parks K-8 School. The partnership takes effect on July 1, 2021 and is effective through June 30, 2024.

**Improve Your Tomorrow will:**

1. Serve 150 students through the College Academy annually, starting in the fall of 2021, seventy-five (75) students at Luther Burbank High School and seventy-five (75) students at Rosa Parks K-8 School.
2. Complete a facility use agreement for at all schools that have the IYT College Academy program and provide the required certificate of insurance.
3. Ensure all employees comply with Education Code requirements, which includes undergoing a criminal background check (ie: SCUSD fingerprinting).
4. Gather formative assessment data to reflect IYT's progress at each site, to include overall program attendance.
5. Provide to Research and Evaluation Department (RED) a participants' list to include the names of each student participating in the program, by school, his district identification number, and a record of his daily attendance in the program
6. Administer the SEL (Social Emotional Learning) survey to all program participants. The survey will be provided by RED.
7. Conduct a parallel evaluation of program progress to include the metrics listed in this contract and will meet with RED to discuss outcomes.
8. Coordinate all IYT activities and services with the principals at targeted campuses. College Academy Services, starting in the fall of 2021, include but are not limited to:
  - IYT College Academy career-based activities
  - Professional Mentorship and Leadership Development
  - Career Assessments and Workshops
  - Work-based Field Trips
  - Family Engagement
  - Volunteering and Internships

*Distance Learning*

In the event of school closures due to COVID 19, within 3 business days, IYT students will be supported and engaged through the IYT Virtual platform. The services provided in this platform include; mentorship sessions, live hangouts, workshops, class huddles, parent engagement and tutoring.

## **Methods of Assessment**

Sacramento City Unified School District will evaluate the effectiveness of IYT by analyzing key performance indicators for students served by IYT, including:

### **High School Key Performance Indicators**

- Qualitative survey measuring students school engagement, campus belonging, improved campus relationships and college knowledge for all students participating in program
- Reduction in the number of D's and F's as compared to the previous semester for students participating in program a minimum of 2 semesters
- High school graduation rate for students in the program a minimum of 2 semesters
- College attendance rates for students in the program a minimum of 4 semesters
- 10% of students will enter an apprenticeship program
- 20% increase in student pathway completion
- 33% of students take at least one honors or advanced placement course in their junior year

### **Middle School Key Performance Indicators**

- Promotion rate for 8th grade students
- Attendance Rate for all students participating in program
- Reduction in the number of D's and F's as compared to the previous semester for students participating in program a minimum of 2 semesters
- Qualitative survey measuring students school engagement, campus belonging, improved campus relationships and college knowledge for all students participating in program

Annually, Improve Your Tomorrow will submit an evaluation form to SCUSD and all school sites no later than 8 weeks after grades have posted for the Spring semester.

### **Sacramento City Unified School District (SCUSD) will:**

1. Provide a dedicated workspace, office keys, furniture, technology, supplies and equipment for the Improve Your Tomorrow instructional program without charging a facility use fee.
2. Provide access to school site during Improve Your Tomorrow programming
3. Complete data sharing memorandum of understanding
4. Provide funding of \$150,000 per year, \$450,000 total, to be invoiced in equal in monthly increments from July 2021 through June 2024 payable within 30 days from time of invoice to Improve Your Tomorrow.

Payments directed to the following address:

Improve Your Tomorrow  
3780 Rosin Court Suite 240  
Sacramento, CA 95834

### **Terms:**

The term of this Memorandum of Understanding shall commence July 1, 2021 and end June 30,

2024.

**Termination Clause:**

Either party may terminate this agreement without cause upon sixty (60) days written notice to the other party. Notice shall be deemed served on the date of the mailing.

**Indemnification and Hold Harmless**

To the fullest extent allowed by law, IYT shall indemnify and hold LEA and its Board Members, administrators, employees, agents, attorneys, volunteers, and subcontractors harmless against all liability, loss, damage and expense (including reasonable attorneys' fees) resulting from or arising out of this contract or its performance, to the extent that such loss, expense, damage or liability was proximately caused by negligence, intentional act, or willful act or omission of IYT, including, without limitation, its agents, employees, subcontractors or anyone employed directly or indirectly by it. The duty and obligation to defend shall arise immediately upon tender of a claim or lawsuit to the IYT. The LEA shall have the right, in its sole discretion, to select counsel of its choice to provide the defense at the sole cost of the IYT or the applicable insurance carrier.

To the fullest extent allowed by law, LEA shall indemnify and hold IYT and its Board Members, administrators, employees, agents, attorneys, and subcontractors ("IYT Indemnities") harmless against all liability, loss, damage and expense (including reasonable attorneys' fees) resulting from or arising out of this Master Contract or its performance, to the extent that such loss, expense, damage or liability was proximately caused by the negligent or willful act or omission of LEA, including, without limitation, its agents, employees, subcontractors or anyone employed directly or indirectly by it (excluding IYT and/or any IYT Indemnities).

LEA represents that it is self-insured in compliance with the laws of the state of California, that the self-insurance covers district employees acting within the course and scope of their respective duties and that its self-insurance covers LEA's indemnification obligations under this Master Contract.

**Clearance Requirements**

IYT shall provide LEA with the verified dates of fingerprint clearance, Department of Justice clearance and Tuberculosis Test clearance for all employees, approved subcontractors and/or volunteers prior to such individuals starting to work with any student.

IYT shall monitor the status of licenses, permits and/or other documents for all individuals employed, contracted, and/or otherwise hired by IYT including volunteers.

IYT shall notify LEA within thirty (30) days if any such licenses, certifications or waivers are expired, suspended, revoked, rescinded, challenged pursuant to an administrative or legal complaint or lawsuit, or otherwise nullified during the effective period of this Contract. LEA shall not be obligated to pay for any services provided by a person whose such licenses, certifications or waivers are expired, suspended, revoked, rescinded, or otherwise nullified during the period during which such person is providing services under this Contract. Failure to notify LEA of changes in licenses, certifications or suspensions shall be good cause for

termination of this Contract by LEA.

IYT shall electronically submit, within 24 hours, any accident or incident report to LEA. IYT shall properly submit accident or incident reports as required by the District.

IYT hereby agrees to annually train all staff members, including volunteers, so that they are familiar with and agree to adhere to its own child and dependent adult abuse reporting obligations and procedures as specified in California Penal Code section 11164 et seq. and California Education Code section 44691. To protect the privacy rights of all parties involved (i.e. reporter, child and alleged abuser), reports will remain confidential as required by law and professional ethical mandates. A written statement acknowledging the legal requirements of such reporting and verification of staff adherence to such reporting shall be submitted to LEA.

IYT is to read and become familiar with the District's Mandated Child Abuse and Neglect Reporting Policies (BP 5141.4 and AR 5141.4.) . In the event there is a suspicion of abuse conducted by anyone (students, staff, IYT or others) on or off campus, IYT is to file the appropriate report to the Sacramento County Sheriff. IYT is also to confidentially notify the Legal Compliance Specialist of the report. IYT is to cooperate with any investigation conducted by the District in connection with such report.

IYT shall have a Sexual and Gender Identity Harassment Policy that clearly describes the kinds of conduct that constitute sexual harassment and that is prohibited by the IYT policy, as well as Federal and state law. The policy should include procedures to make complaints without fear of retaliation and procedures for prompt and objective investigations of all sexual harassment complaints. IYT further agrees to provide annual training to all employees regarding the laws concerning sexual harassment and related procedures pursuant to California Government Code section 12950.1, including that each agency with five or more employees must provide by January 1, 2021 at least 2 hours of training regarding sexual harassment to all supervisory employees and at least one hour of training to all nonsupervisory employees. All employees must complete sexual harassment training every two years. Any new supervisory employee must complete sexual harassment training within six (6) months of starting as a supervisory employee. The training shall include information and practical guidance regarding federal and state statutory provisions concerning the prohibition against, prevention of and correction of sexual harassment, and remedies available to victims of sexual harassment in employment as well as including practical examples to instruct supervisors in prevention of harassment, discrimination, and retaliation. The training should be presented by someone with training or expertise in prevention of harassment, discrimination, and retaliation.

### **Insurance**

IYT shall, at its sole cost and expense, maintain in full force and effect, during the term of this Agreement, the following insurance coverage from a California licensed and/or admitted insurer with an A minus (A-), VII, or better rating from A.M. Best, sufficient to cover any claims, damages, liabilities, costs and expenses (including counsel fees) arising out of or in connection with IYT's fulfillment of any of its obligations under this Agreement or either party's use of the work or any component or part thereof:

Commercial General Liability Insurance, including both bodily injury and property damage, with

limits as follows:

\$5,000,000 per occurrence

\$500,000 fire damage

\$5,000 medical expenses

\$1,000,000 personal & adv. injury

\$10,000,000 general aggregate

\$2,000,000 products/completed operations aggregate

The policy may not exclude coverage for claims arising from or relating to claims for sexual molestation or abuse. IYT must provide proof that IYT's Commercial General Liability Insurance covers claims for sexual molestation or abuse.

In the event that IYT's policy should have an exclusion for sexual molestation or abuse claims, then IYT shall be required to procure a supplemental policy providing such coverage and provide proof thereof.

Certificates of Insurance, additional insured endorsement and declaration of insurance coverages shall be provided to LEA.

For any claims related to the services contracted for under this Agreement, IYT's insurance coverage, including any supplemental policy covering sexual molestation and abuse claims, shall be primary insurance with respect to the LEA, its subsidiaries, officials and employees. Any insurance or self-insurance maintained by the LEA, its subsidiaries, officials and employees shall be excess of the IYT's insurance and shall not contribute with it.

Workers' Compensation and Employers Liability Insurance in accordance with provisions of California Labor Code sections 3200 et seq., adequate to protect IYT from claims that may arise from its operations pursuant to the California Workers' Compensation Insurance and Safety Act and in accordance with applicable state and Federal laws.

IYT, upon execution of this contract and periodically thereafter upon request, shall furnish the LEA with certificates of insurance evidencing such coverage. The certificate of insurance shall include a ten (10) day non-renewal notice provision. Certificate of Insurance, additional insured endorsement and declaration of insurance coverages shall be provided to LEA.

For any claims related to the services contracted for under this Agreement, the IYT's insurance coverage shall be primary insurance as respects to the LEA, its subsidiaries, officials and employees. Any insurance or self-insurance maintained by the LEA, its subsidiaries, officials and employees shall be excess of the IYT's insurance and shall not contribute with it.

All Certificates of Insurance may reference the contract number, name of the school or agency submitting the certificate, and the location of the school or agency submitting the certificate on the certificate.

**Signatures:**

The following authorized signatures have agreed to the responsibilities stated within this Memorandum of Understanding:



\_\_\_\_\_  
Michael Lynch, CEO  
Improve Your Tomorrow

Date: 4/30/21

DocuSigned by:

*Rose Ramos*

CC6FE7C204D7402...

\_\_\_\_\_  
Rose Ramos, CBO  
Sacramento City Unified School District

Date: 07/02/2021



## Appendix A

### Data Use Agreement

This agreement governs the conditions in which Improve Your Tomorrow must use, store, and safeguard the privacy of any and all student data (hereafter referred to as “Student Data”) received from the SCUSD pursuant to the signed Agreement between Improve Your Tomorrow and the SCUSD.

Student Data includes both student-specific data (where individual students are identifiable by name or student ID) and aggregate data (where no students are specifically identifiable).

The requested individual-level data includes:

- Student ID
- Ethnicity/Race
- Class Schedule
- Standardized Test Scores (SBACC, etc)
- Unofficial Student Transcripts
- Guardian Contact Information
- Access to online student grade book portal
- Suspension and Attendance data
- Individual Education Plan (if applicable)

### General Purpose & Use of Student Data.

Improve Your Tomorrow will use the Student Data provided by the SCUSD to increase college enrollment rates for Improve Your Tomorrow students in SCUSD. Improve Your Tomorrow offers an array of strategic interventions to improve retention, including academic support, mentorship, internships, college advising, parent engagement and college tours. Regular data access will allow Improve Your Tomorrow staff to assess student progress and provide support as needed to ensure the students stay on track to enroll in college.

Improve Your Tomorrow acknowledges that it is fully familiar with the obligations of, is subject to, and will fully comply with the privacy regulations set forth in FERPA. Improve Your Tomorrow will not access, disclose or use any Student Data except to the extent such access, disclosure, or use is in full accordance with FERPA, and is explicitly permitted under this Agreement. Improve Your Tomorrow will maintain the security of the Student Data at all times and will promptly notify the SCUSD in the event of any disclosure that is inconsistent with the terms of this Agreement.

Improve Your Tomorrow agrees to maintain the Student Data received with reasonable security measures, such that the Student Data cannot be viewed or accessed electronically or in printed form by unauthorized individuals, which includes but is not limited to administrative controls, physical controls, and technical controls, electronic security, such as password sign-on and sign-off procedures as appropriate and the proper placement of the equipment so that the screen cannot be viewed from a public location.

Improve Your Tomorrow agrees to refrain from redisclosing the Student Data to any other third party.

Improve Your Tomorrow agrees to destroy any Student Data contained in print form or electronically that is no longer needed for Improve Your Tomorrow's stated purpose and in such a way that identification of a student is not possible.

If Improve Your Tomorrow terminates the Agreement, goes out of business, files a petition under the Bankruptcy Code, or stops providing services to the SCUSD, it shall return to the SCUSD all Student Data in its possession.

Data Ownership. The Parties agree that, as between them, all rights, including all intellectual property rights in and to Student Data transmitted under this Agreement, shall remain the exclusive property of the SCUSD.



CONTRACT APPROVAL AND ROUTING FORM

School Site/Department: C.A Jones Career & Edu Agreement/Contract With: CALJAC-

Provide a brief description of the agreement: The District shall contract with the CAL-JAC all instructional and training services provided in accordance with the CAL-JAC standards. The District shall retain 10% of the or rate as income from the apprenticeship revenues generated by the attendance-71963 RSI hours

This agreement consists of the following documents: Apprenticeship Program for Related and Supplemental Instruction (RSI) to California Fire Fighters at Charles A. Jones Career & Education Center

Period of Agreement: 07-01-2023 - 06-30-2024 Board Approval Date (if required):

Cancellation Terms: Either party may terminate at the end of fiscal year by giving written 30 notice

Amount \$ 718,190.74 Revenue (Grant, Award, Reimbursement for Services Provided)

Expenditure Zero-Dollar/Non-Fiscal

If Applicable, Requisition #: S24-00318

To Receive Funds, Invoicing Required: Yes No

Funding Source:

Contracts Use: Executed agreement provided to

Payment Terms:

Budget Accounting for invoicing

I have read and agree with the terms of this agreement:

By: Susan L. Gilmore, Direct. Adult I Dept. Manager/Principal (Print Name) Signature Date:

IAS or Cabinet Level Approval (required)

I approve as to substance:

By: Yvonne Wrightnt IAS or Chief (Print Name) Signature Date:

Purchasing/Contracts Review (required)

By: Tina Alvarez- Bevans Signature Date:

Legal Services Review (when necessary)

Changes necessary as specified on the document or on the attached memorandum.

Approved as to form.

By: (Print Name) Signature Date:

Risk Management Approval (required)

N/A

By: Keyshun Marshall (Print Name) Signature Date:

Insurance documents Received Issued Valid to:

Final Approval (required)

By: Lisa Allen, Interim Superintende CBO or Deputy Supt. (Print Name) Signature Date:

**AGREEMENT FOR APPRENTICESHIP TRAINING PROGRAM**  
**Between**  
**SACRAMENTO CITY UNIFIED SCHOOL DISTRICT**  
**And**  
**CALIFORNIA FIREFIGHTER JOINT APPRENTICESHIP COMMITTEE**

This agreement entered into this 1<sup>st</sup> day of July 2023, by and between the Sacramento City Unified School District, hereinafter referred to as "District", and the California Fire Fighter Joint Apprenticeship Committee, hereinafter referred to as "CAL-JAC".

WHEREAS, the CAL-JAC has established Apprenticeship Training Standards which identify the professional levels of competence required of apprentices; and,

WHEREAS, those Apprenticeship Standards specify the training, education, experience, performance objectives, and minimum requirements for professional competence of an apprentice; and,

WHEREAS, the District has approval from the California Community Colleges Chancellor's Office (CCCCO) to conduct related and supplemental instruction training programs; and,

WHEREAS, the CAL-JAC and the District will provide related and supplemental instruction for apprentice Fire Fighters, Fire Fighter II's, Fire Apparatus Engineers, Firefighter EMTs, Fire Fighter Divers, Emergency Medical Technicians, Paramedics, Engineers, Fire Officers, Fire Equipment Specialists, Fire Inspectors, Fire Marshals, Fire Prevention Officers, Hazardous Materials Technicians, Fire Department Training Officers, Wildland Fire Fighter Specialists, Arson and Bomb Investigators, Fire Fighter Paramedics, Fire Suppression Technicians and Heavy Fire Equipment Operators; with participating departments under agreements as determined by the CAL-JAC.

NOW THEREFORE, the parties agree:

**ARTICLE I – TERM OF AGREEMENT**

The term of this agreement shall be July 1, 2023 through June 30, 2024.

**ARTICLE II – RESPONSIBILITY OF DISTRICT**

1. The District agrees to participate in a training program for eligible apprentices in the CAL-JAC.
2. The District shall contract with the CAL-JAC for all instructional and training services provided in accordance with the CAL-JAC standards. The District shall retain 10% of the base rate as income from the apprenticeship revenues generated by the attendance of apprentices for a minimum of 71,963 hours of academy and related and supplemental instruction in each fiscal year during the term of this Agreement. The District shall pay to the CAL-JAC 90% of the base rate generated by apprentice attendance at an RSI rate of \$9.98 per hour of instruction. All classroom hours shall be scheduled in accordance with the California Education Code Section 8152. The District obligation hereunder is payable from funds appropriated for the purpose of this Agreement and is contingent upon the establishment of an appropriation as specified in the California Education Code, Sections 8150 and 8152 for each fiscal year this Agreement is in effect or other supplemental appropriations derived from hours of apprenticeship education. The District has no obligation for any services, which may have been provided by the CAL-JAC hereunder if such funds are not appropriated and allocated for use by the District for the purposes of this program. The District shall notify the CAL-JAC of any such non-allocation at the earliest possible date.
3. The District shall disburse funds that have been received from the State and owed to the CAL-JAC within 30 days of receiving a CAL-JAC invoice based upon reported attendance.

4. The District shall claim as income, funds received, generated by, or attributed to the Apprenticeship Program such as, but not limited to, funds derived from apprenticeship education revenues pursuant to the California Education Code, Sections 8150 and 8152 of Article 8, Chapter 1, Part 6, Title I or other appropriations based on hours of apprenticeship education.

### **ARTICLE III – RESPONSIBILITY OF CAL-JAC**

1. The CAL-JAC shall provide or arrange for all instructors, classroom space, required training equipment, and supplies for the prescribed instruction in the CAL-JAC. The CAL-JAC will provide sufficient instructional staff possessing the proper credential as established by the District, or as specified in the California Education Code, Section 8153.5, Article 8, Chapter 1, Part 6, Title I.
2. The CAL-JAC shall be responsible for payment of all salary and other employment costs for the instructors directly to and on behalf of all the persons employed for such purposes. The CAL-JAC shall also indemnify and hold the District harmless against any and all claims, which are made for salary or employment/benefits of such instructors for the period covered by the terms of this agreement.
3. The CAL-JAC shall maintain and submit to the District, records of individual apprentices' attendance and achievements within guidelines established by the District.

### **ARTICLE IV – MISCELLANEOUS**

1. All written notices, reports and other written communications under this agreement shall be deemed effective upon their deposit in the United States mail, postage prepaid, and addressed as follows:

Sacramento City Unified School District  
Attn: Susan Lytle-Gilmore, Director  
5451 Lemon Hill Avenue  
Sacramento, CA 95824

California Firefighter Joint Apprenticeship Committee  
Attn: Yvonne de la Peña, Executive Director  
1780 Creekside Oaks Drive  
Sacramento, CA 95833

2. Either party may terminate this agreement at the end of any fiscal year by giving written notice to the other party at least thirty (30) days prior to the effective termination date.
3. The District and the CAL-JAC shall, to the extent permitted by law, indemnify and hold each other harmless against any liability whatsoever arising from any act or acts of their employees participating or functioning in the apprenticeship program herein provided.
4. The CAL-JAC reaffirms its commitment to provide equal employment opportunity and an equitable and representative distribution of women and minorities in the California fire services while maintaining existing standards. It is and will continue to be the policy of the CAL-JAC not to discriminate against any applicant on the basis of race, color, national origin, marital status, sex, or other non-job related reason. Each member of the CAL-JAC, its staff, and the Sub-JACs will extend good faith efforts in accomplishing the goals of the Training Program and the departments' affirmative action plan.

**IN WITNESS WHEREOF**, the parties hereto have executed this agreement the day and year first above written.

Sacramento City Unified School District

California Firefighter  
Joint Apprenticeship Committee



\_\_\_\_\_  
Lisa Allen  
Interim Superintendent

\_\_\_\_\_  
Yvonne de la Peña  
Executive Director

Date: \_\_\_\_\_

Date: July 19, 2023  
\_\_\_\_\_

**AMENDMENT NO. 4 TO FACILITIES LEASE  
BY AND BETWEEN  
SACRAMENTO CITY UNIFIED SCHOOL DISTRICT AND  
BALFOUR BEATTY / CLARK & SULLIVAN JOINT VENTURE**

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This Amendment No. 4 to the Facilities Lease (“[Fourth] Amendment”) is made and entered into this 21st day of September 2023 (“Effective Date”) by and between the Sacramento City Unified School District (“District”) and Balfour Beatty / Clark & Sullivan Joint Venture (“Developer”) (collectively, the “Parties”) as follows:

**RECITALS**

**WHEREAS**, the Parties entered into a Facilities Lease, dated December 15, 2022, pertaining to the Cesar Chavez / Edward Kemble New Construction and Modernization Project (“Project”) at Cesar E. Chavez Elementary School and Edward Kemble Elementary School, located at 7495 29th Street Sacramento, CA 95822 and 7500 32nd Street Sacramento, CA 95822, respectively (“Project Site”); and

**NOW, THEREFORE**, the Parties agree as follows:

Section I. Fourth Amendment of Facilities Lease.

1. **Exhibit C** (Guaranteed Maximum Price and Other Project Cost, Funding, and Payment Provisions) to the Facilities Lease is amended and supplemented such that the existing Exhibit C is struck and replaced with the amended Exhibit C, which is attached hereto as **Attachment “1”** and incorporated herein by this reference. All references to Exhibit C in the Facilities Lease shall mean and refer to Attachment “1” hereto.

2. **Exhibit F** (Construction Schedule) to the Facilities Lease is amended and supplemented such that the existing Exhibit F is struck and replaced with the amended Exhibit F, which is attached hereto as **Attachment “2”** and incorporated herein by this reference. All references to Exhibit F in the Facilities Lease shall mean and refer to Attachment “2” hereto

3. **Section 11.1.2 of the Facilities Lease** is hereby replaced in its entirety by the following: It is hereby understood and agreed that the Contract Time for **Increment 1** of this Project shall be **three hundred thirty-five (335)** calendar days for construction and close-out, commencing with the Notice to Proceed construction phase and ending with completion of the construction work which will occur no later than 04/30/2024 (“Contract Time”). The Construction Schedule must be accepted by the District.

4. **Exhibit G** (Schedule of Values) to the Facilities Lease is amended and supplemented such that the existing Exhibit G is struck and replaced with the amended Exhibit G, which is attached hereto as **Attachment “3”** and incorporated herein by this reference. All references to Exhibit G in the Facilities Lease shall mean and refer to Attachment “3” hereto.

The Parties expressly acknowledge and agree that this amendment is intended to and does change payment provisions for the Project under the Facilities Lease, including, but not limited to, the amount of Tenant Improvement Payments and amount of Lease Payments.

Section II. All Other Provisions Reaffirmed.

All other provisions of the Facilities Lease shall remain in full force and effect and are hereby reaffirmed. If there is any conflict between this Fourth Amendment and any provision of the Facilities Lease or any prior amendment thereto, the provisions of this Fourth Amendment shall control.

**IN WITNESS WHEREOF**, the Parties have caused this Amendment No. 4 to the Facilities Lease to be executed by their respective officers who are duly authorized, as of the Effective Date.

**ACCEPTED AND AGREED** on the date indicated below:

Dated: \_\_\_\_\_, 2023

Dated: 09/13/2023 2023

SACRAMENTO CITY UNIFIED SCHOOL DISTRICT

BALFOUR BEATTY – CLARK/SULLIVAN A JOINT VENTURE

By: \_\_\_\_\_

By:  \_\_\_\_\_

Name: Jesse Castillo

Name: Brian H. Cahill

Title: Assistant Superintendent

Title: President, California Division (JV Managing Party)



# Attachment 1

## EXHIBIT C

### GUARANTEED MAXIMUM PRICE AND OTHER PROJECT COST, FUNDING, AND PAYMENT PROVISIONS

#### **1. Site Lease Payments**

As indicated in the Site Lease, Developer shall pay One Dollar (\$1.00) to the District as consideration for the Site Lease.

#### **2. Guaranteed Maximum Price**

Pursuant to the Facilities Lease, Developer will cause the Project to be constructed for an amount to be determined after preconstruction services are completed ("Guaranteed Maximum Price"). The Guaranteed Maximum Price shall include the preconstruction fees and costs.

##### **2.1 Cost of the Work**

The term Cost of the Work shall mean the costs necessarily incurred in the proper performance of the Work contemplated by the Contract Documents. Such costs shall be at rates no higher than the standard paid at the place of the Project except with the prior consent of the District. The Cost of the Work shall include only the items set forth in this Section 2 and approved by the District.

##### **2.1.1 General Conditions**

The General Conditions as set forth in **Attachment 1** hereto shall be included in a progress billing as incurred. Said rates shall include all costs for labor, equipment and materials for the items identified therein which are necessary for the proper management of the Project, and shall include all costs paid or incurred by Developer for insurance, permits, taxes, and all contributions, assessments and benefits, holidays, vacations, retirement benefits, incentives to the extent contemplated in **Attachment 1**, whether required by law or collective bargaining agreements or otherwise paid or provided by Developer to its employees. The District reserves the right to request changes to the personnel, equipment, or facilities provided as General Conditions as may be necessary or appropriate for the proper management of the Project, in which case, the District shall be entitled to a reduction in the cost of General Conditions based on the rates set forth in **Attachment 1**.

##### **2.1.2 Subcontract Costs**

Payments made by the Developer to Subcontractors (inclusive of the Subcontractor's bonding, if required, and insurance costs, which shall be included in the subcontract amount), which payments shall be made in accordance with the requirements of the Contract Documents.

# Attachment 1

## 2.1.3 Developer-Performed Work

Costs incurred by Developer for self-performed work at the direction of District or with the District's prior approval, as follows:

**2.1.3.1** Actual costs to Developer of wages of construction workers, excluding all salaried and/or administrative personnel, directly employed by Developer to perform the construction of the Work at the site.

**2.1.3.2** Wages or salaries and customary benefits, such as sick leave, medical and health benefits, holidays, vacations, incentive programs, and pension plans of Developer's field supervisory, safety and administrative personnel when stationed at the site or stationed at Developer's principal office, only for that portion of their time required for the Work.

**2.1.3.3** Wages and salaries and customary benefits, such as sick leave, medical and health benefits, holidays, vacations, incentive programs and pension plans of Developer's supervisory or administrative personnel engaged at factories, workshops or on the road, in expediting the production or transportation of materials or equipment required for the Work, but only for that portion of their time required for the Work.

**2.1.3.4** Costs paid or incurred by Developer for taxes, insurance, contributions, assessments required by law or collective bargaining agreements and for personnel not covered by such agreements, and for customary benefits such as sick leave, medical and health benefits, holidays, vacations and pensions, provided such costs are based on wages and salaries included in the Cost of the Work under Subparagraphs 2.1.3.1 through 2.1.3.3.

**2.1.3.5** Costs, including transportation and storage, of materials and equipment incorporated in the completed construction, including costs of materials in excess of those actually installed to allow for reasonable waste and spoilage. Unused excess materials, if any, shall become the District's property at the completion of the Work or, at the District's option, shall be sold by Developer. Any amounts realized from such sales shall be credited to the District as a deduction from the Cost of the Work.

**2.1.3.6** Costs, including transportation and storage, installation, maintenance, dismantling and removal of materials, supplies, machinery and equipment not customarily owned by construction workers, that are provided by Developer at the site and fully consumed in the performance of the Work; and cost (less salvage value) of such items if not fully consumed, whether sold to others or retained by Developer. Cost for items previously used by Developer shall mean fair market value.

# Attachment 1

**2.1.3.7** Rental charges for temporary facilities, machinery, equipment, vehicles and vehicle expenses, and hand tools not customarily owned by construction workers that are provided by Developer at the site, whether rented from Developer or others, and the costs of transportation, installation, minor repairs and replacements, dismantling and removal thereof and costs of Developer's Project field office, overhead and general expenses including office supplies, parking, office equipment, and software. Rates and quantities of equipment rented shall be subject to the District's prior approval.

**2.1.3.8** Costs of removal of debris from the site, daily clean-up costs and dumpster charges not otherwise included in the cost of the subcontracts which exceeds the clean-up provided under the General Conditions.

**2.1.3.9** This section intentionally blank.

**2.1.3.10** Costs of materials and equipment suitably stored off the site at a mutually acceptable location, if approved in advance by the District.

## 2.1.4 Allowances

Because it is impossible at the time of execution of the Facilities Lease to determine the exact cost of performing certain tasks, the Cost of the Work shall include the following Allowances for the Tasks/Work as noted here:

<b>Task/Work</b>	<b>Allowance Amount</b>
Demo of Unforeseen Site Utilities	\$42,000
Dryrot Repairs at Relocated Portables	\$26,000
Misc. Removal of Unmoved Items from Portables	\$8,800
Uzin Floor Skimming and Floating (2,856 SF of total 22,855 SF)	\$8,257
Manual Watering Irrigation Demo Areas	\$15,000
Process Wet Soils After Rain Event	\$15,000
Building Weather Protection	\$10,000
Clean, Prime, and Paint Gas Piping	\$7,200
Provide and Install Knox Boxes	\$4,877
Total Allowance Amount	\$137,134

# Attachment 1

The Allowance Value for an Allowance Item includes the direct cost of labor, materials, equipment, transportation, taxes and insurance associated with the applicable Allowance Item. All other costs, including design fees, Developer's overall project management and general conditions costs, overhead and fee, are deemed to be included in the original Guaranteed Maximum Price, and are not subject to adjustment regardless of the actual amount of the Allowance Item.

The District shall have sole discretion to authorize all expenditures from the Allowances. The District shall process expenditures from the Allowances in the form of an Allowance Expenditure Directive ("AED"). The Allowances are included in the Guaranteed Maximum Price. Any unused Allowance or unused portion thereof shall be deducted from the Cost of the Work pursuant to **Exhibit D** to this Facilities Lease to the benefit of the District.

## **2.1.5 Miscellaneous Costs**

**2.1.5.1** Where not included in the General Conditions, and with the prior approval of District, costs of document reproductions (photocopying and blueprinting expenses), long distance telephone call charges, postage, overnight and parcel delivery charges, telephone costs including cellular telephone charges, facsimile or other communication service at the Project site, job photos and progress schedules, and reasonable petty cash expenses of the site office. Developer shall consult with District to determine whether District has any vendor relationships that could reduce the cost of these items and use such vendors whenever possible.

**2.1.5.2** Sales, use, gross receipts, local business and similar taxes imposed by a governmental authority that are related to the Work.

**2.1.5.3** Fees and assessments for permits, plan checks, licenses and inspections for which Developer is required by the Contract Documents to pay including, but not limited to, permanent utility connection charges, street use permit, street use rental, OSHA permit and sidewalk use permit and fees.

**2.1.5.4** Fees of laboratories for tests required by the Contract Documents.

**2.1.5.5** Deposits lost for causes other than Developer's or its subcontractors' negligence or failure to fulfill a specific responsibility to the District as set forth in the Contract Documents.

**2.1.5.6** Expenses incurred in accordance with Developer's standard personnel policy for relocation and temporary living allowances of personnel required for the Work if approved in advance by District.

**2.1.5.7** Where requested by District, costs or expenses incurred by Developer in performing design services for the design-build systems.

# Attachment 1

**2.1.5.8** Other costs incurred in the performance of the Work if, and to the extent, approved in advance by District.

**2.1.5.9** Costs due to emergencies incurred in taking action to prevent threatened damage, injury or loss in case of an emergency affecting the safety of persons and/or property.

**2.1.5.10** Provided all other eligible costs have been deducted from the contingency and as part of the calculation of amounts due Developer for Final Payment, costs of repairing and correcting damaged or non-conforming Work executed by Developer, Subcontractors or suppliers, providing that such damage or non-conforming Work was not caused by negligence or failure to fulfill a specific responsibility of Developer and only to the extent that the cost of repair or correction is not recovered by Developer from insurance, sureties, Subcontractors or suppliers.

## **2.1.6 Excluded Costs**

The following items are considered general overhead items and shall not be billed to the District:

**2.1.6.1** Salaries and other compensation of Developer's personnel stationed at Developer's principal office or offices other than the Project Field Office, except as specifically provided in Subparagraphs 2.1.3.2. and 2.1.3.4.

**2.1.6.2** Expenses of Developer's principal office and offices other than the Project Field Office.

**2.1.6.3** Overhead and general expenses, except as may be expressly included in this Section 2.

**2.1.6.4** Developer's capital expenses, including interest on Developer's capital employed for the Work.

**2.1.6.5** Costs that would cause the Guaranteed Maximum Price (as adjusted by Change Order) to be exceeded.

## **2.1.7 Developer's Fee**

Two and eighty-nine hundredths percent (2.89%) of the Cost of the Work as described in Sections 2.1.1, 2.1.2, 2.1.3, 2.1.4 and 2.1.5.

## **2.1.8 Bonds and Insurance**

For insurance and bonds required under this Facilities Lease (exclusive of those required by Subcontractors, which costs are included in the subcontract amounts), that portion of insurance and bond premiums which are directly attributable to this Contract, which shall be calculated at a rate of One and

# Attachment 1

eight tenths percent (1.80%) of the Cost of the Work for insurance and 80/100 percent (0.80%) of the Cost of the Work for payment and performance bonds.

## 2.1.9 Owner Contingency and Developer Contingency

**2.1.9.1** The Guaranteed Maximum Price includes Owner and Developer Contingencies of three percent (3%) for the Owner Contingency and three percent (3%) of the Developer Contingency of the Cost of the Work as described in Section 2.1.1, 2.1.2, and 2.1.3. Intended Uses of Owner Contingency and Developer Contingency:

Owner Contingency is to be used for unforeseen conditions, Owner-requested scope adds, and Owner-directed schedule acceleration. The Owner is responsible for costs that exceed the Owner Contingency. Developer Contingency is to be used for scope gaps and other reasonably agreed upon usages. The Developer is responsible for costs that exceed the Developer Contingency. The Owner is responsible for costs that exceed the total Allowance amount.

**2.1.9.2** Developer Contingency is not intended for such things as scope changes.

**2.1.9.3** The Contingencies shall not be used without the agreement of the District.

**2.1.9.4** The unused portion of the Contingency shall be considered as cost savings and retained by the District at the end of the Project.

**2.2** The Guaranteed Maximum Price will consist of the amounts to be identified in **Attachment 2** to this **Exhibit C**. Except as indicated herein for modifications to the Project approved by the District, Developer will not seek additional compensation from District in excess of Guaranteed Maximum Price. District shall pay the Guaranteed Maximum Price to Developer in the form of Tenant Improvement Payments and Lease Payments as indicated herein.

## 2.3 Total Payment

In no event shall the cumulative total of the Tenant Improvement Payments and the Loan Amount for the Lease Payments ever exceed the Guaranteed Maximum Price to be defined, as may be modified pursuant to **Exhibit D** to the Facilities Lease.

## 2.4 Changes to Guaranteed Maximum Price

**2.4.1** The Parties acknowledge that the Guaranteed Maximum Price is based on the Construction Documents, including the plans and specifications, as identified in **Exhibit D** to the Facilities Lease.

**2.4.2** As indicated in the Facilities Lease, the Parties may add to or remove from the project specific scopes of work. Based on these change(s), the Parties may agree to a reduction or increase in the Guaranteed Maximum Price. If a cost impact of a change is agreed to by the Parties, it shall be paid upon the

# Attachment 1

payment request from Developer for the work that is the subject of the change in accordance with the provisions of **Exhibit D**. The amount of any change to the Guaranteed Maximum Price shall be calculated in accordance with the provisions of **Exhibit D** to this Facilities Lease.

**2.4.3** The Parties agree to reduce the Guaranteed Maximum Price for the unused portion of Allowances and/or Contingency, if any.

## **2.4.4 Cost Savings**

Developer shall work cooperatively with Architect, Construction Manager, subcontractors and District, in good faith, to identify appropriate opportunities to reduce the Project costs and promote cost savings. Any identified cost savings from the Guaranteed Maximum Price shall be identified by Developer, and approved in writing by the District. In the event Developer realizes a savings on any aspect of the Project, such savings shall be added to the Owner's Contingency and expended consistent with the Owner's Contingency. In addition, any portion of Allowance remaining after completion of the Project shall be added to the Owner's Contingency. If any cost savings require revisions to the Construction Documents, Developer shall work with the District and Architect with respect to revising the Construction Documents and, if necessary, obtaining the approval of DSA with respect to those revisions. Developer shall be entitled to an adjustment of Contract Time for delay in completion caused by any cost savings adopted by District pursuant to **Exhibit D**, if requested in writing before the approval of the cost savings.

**2.4.5** If the District exercises its Purchase Option pursuant to this **Exhibit C**, any reduction in the Guaranteed Maximum Price resulting from that exercise of the Purchase Option, if any, shall be retained in full by the District and shall not be shared with Developer.

## **3. Tenant Improvement Payments**

Prior to the District's taking delivery or occupancy of the Project, the District shall pay to Developer an amount equal to the Guaranteed Maximum Price as modified pursuant to the terms of the Facilities Lease, including **Exhibit C** and **Exhibit D**, less the Loan Amount for the Lease Payments ("Tenant Improvement Payments"). The District shall withhold a amount equal to the Loan Amount as indicated in **Attachment 3** to **Exhibit C** from the Developer for its Work on the Project. In other words, no further Tenant Improvement Payment will be made to Developer once the amount equal to Guaranteed Maximum Price minus the Loan Amount has been paid. Otherwise, the Tenant Improvement Payments will be processed based on the amount of Work performed according to Developer's Schedule of Values (**Exhibit G** to the Facilities Lease) and pursuant to the provisions in **Exhibit D** to the Facilities Lease, including withholding for or escrow of retention of five percent (5%) of the Guaranteed Maximum Price. The withholding for the Loan Amount shall be separate from and in addition to withholding for or escrow of retention.

## **4. Lease Payments**

# Attachment 1

Upon execution of the Memorandum of Commencement Date, the form of which is attached to the Facilities Lease as **Exhibit E**, the District shall commence making lease payments to Developer in accordance with the Schedule attached hereto as **Attachment 3**.

**4.1** The Lease Payments shall be consideration for the District's rental, use, and occupancy of the Project and the Project Site and shall be made in monthly installments as indicated in the Schedule of Lease Payments attached hereto as **Attachment 3** for the duration of the lease term of one (1) year, with the first Lease Payment due ninety (90) days after execution of the Memorandum of Commencement Date.

**4.2** The District represents that the annual Lease Payment obligation does not surpass the District's annual budget and will not require the District to increase or impose additional taxes or obligations on the public that did not exist prior to the execution of the Facilities Lease.

#### **4.3 Fair Rental Value**

District and Developer have agreed and determined that the total Lease Payments constitute adequate consideration for the Facilities Lease and are reasonably equivalent to the fair rental value of the Project. In making such determination, consideration has been given to the obligations of the Parties under the Facilities Lease and Site Lease, the uses and purposes which may be served by the Project and the benefits therefrom which will accrue to the District and the general public.

#### **4.4 Each Lease Payment Constitutes a Current Expense of the District**

**4.4.1** The District and Developer understand and intend that the obligation of the District to pay Lease Payments and other payments hereunder constitutes a current expense of the District and shall not in any way be construed to be a debt of the District in contravention of any applicable constitutional or statutory limitation or requirement concerning the creation of indebtedness by the District, nor shall anything contained herein constitute a pledge of the general tax revenues, funds or moneys of the District.

**4.4.2** Lease Payments due hereunder shall be payable only from current funds which are budgeted and appropriated or otherwise made legally available for this purpose. This Facilities Lease shall not create an immediate indebtedness for any aggregate payments that may become due hereunder.

**4.4.3** The District covenants to take all necessary actions to include the Lease Payments in each of its final approved annual budgets.

**4.4.4** The District further covenants to make all necessary appropriations (including any supplemental appropriations) from any source of legally available funds of the District for the actual amount of Lease Payments that come due and payable during the period covered by each such budget. Developer acknowledges that the District has not pledged the full faith and credit of the District, State of California or any state agency or state department to the payment of Lease Payments or any other payments due hereunder. The



# Attachment 1

covenants on the part of District contained in this Facilities Lease constitute duties imposed by law and it shall be the duty of each and every public official of the District to take such action and do such things as are required by law in the performance of the official duty of such officials to enable the District to carry out and perform the covenants and agreements in this Facilities Lease agreed to be carried out and performed by the District.

**4.4.5** Developer cannot, under any circumstances, accelerate the District's payments under the Facilities Lease.

## **5. District's Purchase Option**

**5.1** If the District is not then in uncured Default hereunder, the District shall have the option to purchase not less than all of the Project in its "as-is, where-is" condition and terminate this Facilities Lease and Site Lease by paying the balance of the "Loan Amount" identified in **Attachment 3**, which is exclusive of interest that would have otherwise been owed, as of the date the option is exercised ("Option Price"). Said payment shall be made on or before the date on which the District's lease payment would otherwise be due for that month ("Option Date").

**5.2** District shall provide to Developer a written notice no less than ten (10) days prior to the Option Date. The notice will include that District is exercising its option to purchase the Project as set forth above on the Option Date. If the District exercises this option, the District shall pay directly to Developer the Option Price on or prior to the Option Date and Developer shall at that time deliver to District an executed Termination Agreement and Quitclaim Deed in recordable form to terminate this Facilities Lease and the Site Lease. District may record all such documents at District's cost and expense.

**5.3** Under no circumstances can the first Option Date be on or before ninety (90) days after Developer completes the Project and the District accepts the Project.

[REMAINDER OF PAGE INTENTIONALLY BLANK; ATTACHMENTS TO FOLLOW]

# Attachment 1

## ATTACHMENT 1

### GENERAL CONDITIONS COSTS

\$104,681 (Monthly)

Allowable general conditions cost as shown per below table

Project (On Site Jobsite Staff)		Direct Cost of the Work	General Conditions	Overhead and Profit	Paid by District
1	Operations Manager		X		
2	Project Manager		X		
3	Project Superintendent		X		
4	Project Engineer		X		
5	Home Office Engineer		X		
6	Scheduling Engineer		X		
7	Field Engineer		X		
8	Draftsman/Detailer		X		
9	Record Drawings		X		
10	Field Accountant		X		
11	Time Keeper/Checker		X		
12	Secretarial/Clerk Typist		X		
13	Independent Surveyor	X			
14	Safety & E.E.O. officer		X		
15	Runner/Water Boy		X		
16	Vacation Time/Job Site Staff		X		
17	Sick Leave/Job Site Staff		X		
18	Bonuses/Job Site Staff			X	
19	Quality Control Program		X		
20	Qualified SWPPP Practitioner (QSP)	X			
21	SWPPP Creation, Approval, Notifications	X			

Temporary Utilities		Direct Cost of the Work	General Conditions	Overhead and Profit	Paid by District
1	Telephone Installation		X		
2	Telephone Monthly Charges		X		
3	Elect Power Installation	X			
4	Elect Power Distribution - Wiring/Spider boxes/ Lighting for construction	X			
5	Elect Power Monthly Charges				X
6	Water Service for construction	X			
7	Heating & Cooling Costs for construction	X			
8	Light Bulbs & Misc. Supplies for construction	X			
9	Clean-Up-Periodical	X			
10	Clean-Up-Final	X			
11	Dump Permits and Fees	X			
12	Recycling/Trash Dumpster Removal/Hauling	X			
13	Flagger/Traffic Control	X			
14	Dust Control	X			
15	Temporary Road and Maintenance if	X			
16	Trash Chute & Hopper (if applicable)	X			

# Attachment 1

Direct Job Costs		Direct Cost of the Work	General Conditions	Overhead and Profit	Paid by District
1	Wages of Construction Labor	X			
2	Labor/Fringe Benefits & Burden	X			
3	Subcontract Costs	X			
4	Material & Equipment/Included		X		
	a. Contractor Owned Equip, trucks		X		
	b. Small Tools - Purchase		X		
	c. Small Tools - Rental		X		
5	Warranty Work & Coordination			X	

Temporary Facilities		Direct Cost of the Work	General Conditions	Overhead and Profit	Paid by District
1	Office Trailers including shared office for IOR & CM (office must include lockable door, conditioned air, 3 desks, 3 chairs, 2 file cabinet, and Business Grade Hardline Internet connection)	X			
2	Storage Trailer & Tool Shed Rental	X			
3	Office Furniture/Equip/computers	X			
4	Xerox Copies/Misc Printing	X			
5	Postage/UPS/FedEx	X			
6	Project Photographs	X			
7	Temporary Toilets	X			
8	Project Sign	X			
9	Temporary Fencing/Enclosures	X			
10	Covered Walkways if required	X			
11	Barricades	X			
12	Temporary Stairs	X			
13	Opening Protection	X			
14	Safety Railing & Nets	X			
15	Drinking Water/Cooler/Cup		X		
16	Safety/First Aid Supplies		X		
17	Fire Fighting Equipment		X		
18	Security Guards	X			
19	Watchman Service	X			
20	Phone lines, cell phones, WiFi/Hardline Internet		X		
21	Temporary "Swing space" portables to house teachers and students as required for phasing				X
22	Utility connections and civil work needed for temporary "swing space" portables as required for phasing	X			

# Attachment 1

<b>Miscellaneous Project Costs</b>		<b>Direct Cost of the Work</b>	<b>General Conditions</b>	<b>Overhead and Profit</b>	<b>Paid by District</b>
1	Performance and Payment Bonds	X			
2	Developer-provided insurance				
3	Printing - Drwgs & Specs	X			
4	Initial Soils Investigation				X
5	Testing and Inspection				X
6	Maintenance After Occupancy				X
7	Facility Operator/Training	X			
8	Fees				X

<b>Hoisting</b>		<b>Direct Cost of the Work</b>	<b>General Conditions</b>	<b>Overhead and Profit</b>	<b>Paid by District</b>
1	Hoist & Tower Rental	X			
2	Hoist Landing & Fronts	X			
3	Hoist Operator	X			
4	Hoist Safety Inspections	X			
5	Hoist Material Skips/Hoppers	X			
6	Erect & Dismantle Hoists	X			
7	Crane Rental	X			
8	Crane Operators	X			
9	Crane Safety Inspections	X			
10	Erect & Dismantle Crane	X			
11	Fuel, Repairs, Maintenance	X			
12	Crane Raising/Jumping Costs	X			
13	Safety Inspections	X			
14	Forklift Rental	X			
15	Forklift Operator	X			
16	Forklift Safety Inspections	X			
17	Fuel, Repairs, Maintenance	X			

# Attachment 1

Contractor's Main Office Staff		Direct Cost of the Work	General Conditions	Overhead and Profit	Paid by District
1	Corporate Executives			X	
2	Principal in Charge			X	
3	Estimating Cost Engineering			X	
4	Value Engineering			X	
5	Scheduling			X	
6	Drafting and Detailing			X	
7	Purchasing & Contracts			X	
8	Accounting & Bookkeeping			X	
9	Safety & E.E.O Officer			X	
10	Secretarial			X	
11	Clerk/Typist			X	
12	Computer/Data Processing			X	
13	Legal (General Services/Pertaining to			X	
14	Travel & Subsistence			X	
15	Fringe Benefits & Burden			X	
16	Vacation Time/Main Office			X	
17	Bonuses/Main Office			X	

# Attachment 1

## ATTACHMENT 2

### GUARANTEED MAXIMUM PRICE

Pre-Construction Fees:	\$ 74,810
Amendment 1 Increment 01 Early Procurement of Long Lead Items:	\$ 76,836
Amendment 2 Increment 01 Early Procurement of Long Lead Items:	\$ 535,166
Amendment 3 Increment 01 Construction	\$ 11,246,889
Amendment 4 Increment 01 CCD 02 Construction	\$ (1,588,157)
Total Adjusted GMP (Pre-Construction Fees + Amendments 1-4):	\$ 10,345,544

See the following page for supporting documents.

# SCUSD Chavez-Kemble ES CCD #002

Prepared By: Michael Flores

Project Location: 7495 29th Street, Sacramento, CA 95822, United States of America



DIRECT COSTS				
Number	Name	Estimated Cost	Soft Awarded Company	Levelled Bid
1	Electrical, Communications, Underground Infrastructure		Con. J. Franke Electric	\$552,124
2	Earthwork, Rough Grade, Fine Grade & Lime Treat		O.C. Jones & Sons Inc.	\$419,941
3	Site Utilities		Waller, Inc.	\$1,067,449
<b>Total</b>				<b>\$2,039,514</b>

GC's & GR's				
Number	Description	Calculation Type	Calculation	Amount
<b>General Conditions</b>				
	General Conditions	Rate	7 x \$104,681 / months	\$732,767
	General Requirements	Rate	7 x \$35,293 / months	\$247,051
<b>Total</b>				<b>\$979,818</b>

<b>Project Subtotal</b>	<b>\$3,019,332</b>
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INDIRECT COSTS				
Number	Description	Calculation Type	Calculation	Amount
<b>Insurance &amp; Bonds</b>				
	Builders Risk Premium @.70%	Lump sum		\$25,604
	Payment & Performance Bonds @ .8%	Lump sum		\$27,174
	GL Insurance @ 1.10%	Lump sum		\$36,232
<b>Contingency (Fee Not Included)</b>				<b>\$181,160</b>
	Owner Contingency @ 3%	Lump sum		\$90,580
	Construction Contingency @ 3%	Lump sum		\$90,580
<b>Fees</b>				<b>\$87,259</b>
	GC Fee @ 2.89%	Lump sum		\$87,259
<b>Total</b>				<b>\$357,429</b>

<b>CCD #002 Project Total</b>	<b>\$3,376,761</b>
-------------------------------	--------------------

Electrical, Communications,  
Electronic Safety & Security  
Pathway

---

**Base Bid**

**Total Scope Bid**

**LINE ITEMS**

---

Electrical, Communications, Electronic Safety &  
Security (excluding trenching/backfill)

---

**OTHER COSTS**

---

LCP Tracker & Textura

---

Trenching & Backfill by Waller, Inc.

---

Offhaul of Clean Spoils by OC Jones (QTY) 250  
cuyds

---

Bond

---

**GENERAL INFORMATION**

---

Contractors License number?

---

License Classification?

---

DIR Registration number?

---

EMR Rate?

---

**Con. J. Franke Electric**

Submitted by John Shepard

---

\$446,112

---

**\$552,124**

Total Cost

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\$446,112

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**\$106,012**

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**\$15,000**

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**\$64,187**

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**\$16,325**

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**\$10,500**

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288366

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ELECTRICAL CONTRACTING & ENGINEERING  
STOCKTON CA. SINCE 1925

## **BID LETTER**

### **DIVISIONS 26**

TO: BALFOUR BEATTY/CLARK SULLIVAN  
ATTN: MICHAEL FLORES  
FAX:  
PHONE:  
E-Mail: [mflores@clarksullivan.com](mailto:mflores@clarksullivan.com)

BID DATE: 08/24/2023  
TIME: 2:00 PM

**PROJECT: KEMBLE-CHAVEZ CCD-002 – REV. 1**  
**\$446,111.13**

**ADDENDUMS NOTED: V2 DRAFT**

#### **INCLUSIONS:**

- 1) INCLUDES ALL ELECTRICAL COMPLETE PER MARKED UP SITE PLAN ATTACHED. CONDUITS TO WITHIN 5' OF BUILDING PAD. CONDUIT SYSTEM ONLY, NO WIRING!
- 2) INCLUDES COORDINATION WITH OTHER TRADES, AS NEEDED, FOR OUR INSTALLATIONS
- 3) INCLUDES CONCRETE PULL BOXES AS SHOWN.
- 4) INCLUDES ALL APPLICABLE TAXES

#### **EXCLUSIONS:**

- 1) EXCLUDES EXCAVATION, BACKFILL, AND COMPACTION FOR OUR DUCTBANK INSTALLATIONS
- 2) EXCLUDE PERMITS, FEES, UTILITY FEES AND PERFORMANCE & PAYMENT BONDS.
- 3) CON J. FRANKE ELECTRIC DOES NOT ACCEPT TYPE 1 INDEMNIFICATION LANGUAGE.
- 4) EXCLUDE ALL FEE'S ASSOCIATED WITH SOFTWARE REQUIRED BY OWNER OR CONTRACTOR IN RELATION TO BIM, PROJECT MANAGEMENT, DOCUMENTATION CONTROL, FINANCIAL CONTROL, PAYMENT MANAGEMENT, ETC
- 5) EXCLUDE ALL ELECTRICAL WORK NOT SPECIFICALLY LISTED ABOVE OR SHOWN ON THE ELECTRICAL DRAWINGS
- 6) EXCLUDE ALL CONDUCTORS AND LOW VOLTAGE WIRING.
- 7) EXCLUDE TEMPORARY CONSTRUCTION POWER AND LIGHTING
- 8) EXCLUDE TEMPORARY FACILITIES AND CONTROLS
- 9) EXCLUDE ROOFING, FENCING, DE-WATERING, STORM WATER RECOVERY & SWPPP'S, DUST CONTROL, WASH-DOWN FACILITY, LANDSCAPING AND SITE SECURITY

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- 10) EXCLUDE ALL SURVEYING AND STAKING; TO INCLUDE, BUT NOT LIMITED TO; LAND SURVEYING (COORDINATES, 4-POINT ELEVATIONS, POINT CALCULATIONS, BENCHMARKS, AND GRADING) AND IMAGING SURVEYS (I.E.: GPR OR X-RAY SCANS)
- 11) EXCLUDE ALL DEMO (EXCEPT TO MAKE ELECTRICALLY SAFE) ; BUILDING STRUCTURES, CONCRETE PADS, POLE BASES, UG CONDUITS & DUCTBANKS AND OTHER DEMO
- 12) EXCLUDE DUMPSTER AND REMOVAL OF SPOILS, INCLUDING EXCESS TRENCHING SOILS
- 13) EXCLUDE BOLLARDS, RAILINGS, AND POSTS
- 14) EXCLUDE PAINTING AND PATCHING OF WALLS AND CEILINGS FOR OUR INSTALLATIONS.
- 15) EXCLUDE PAINTING OF CONDUITS, IF REQUIRED
- 16) EXCLUDE ALL CONCRETE PADS (NOT LISTED ABOVE), FLOW METER VAULTS, LEVELLING CHANNEL, CURBS, SIDEWALKS, AND FLATWORK
- 17) EXCLUDE SUN SHIELD/SHADE STRUCTURES. WE WILL SUPPLY INDIVIDUAL SUN SHIELDS ONLY FOR OUR INSTRUMENTS WHERE REQUIRED
- 18) EXCLUDE SAWCUT, REMOVAL, DISPOSAL AND PATCH-BACK OF AC AND CONCRETE; INCLUDING CIVIL AND PAVING SPECIFICATIONS AND ASSOCIATED WORK SUCH AS FORMS, FABRIC, CUT-BACK, SCARIFICATION, SUB-GRADE AB, AND AB COMPACTION
- 19) EXCLUDE 3<sup>RD</sup> PARTY TESTING AND INSPECTIONS, IF REQUIRED.
- 20) EXCLUDE WELDING AND/OR GAS TORCH CUTTING, IF REQUIRED
- 21) EXCLUDE DEMO AND OR REMOVAL AND DISPOSAL OF HAZARDOUS MATERIALS OR WASTE; NOT BROUGHT ON SITE BY CJF
- 22) EXCLUDE ALL TRAFFIC SIGNAL WORK (NEW OR TEMPORARY), TRAFFIC CONTROL, AND/OR FLAGMEN
- 23) EXCLUDE ALL ELECTRICAL TESTING FOR EQUIPMENT, MOTORS AND OR DEVICES NOT LISTED AS INCLUDED BY CJF HEREIN

**GENERAL TERMS:**

- WE DO NOT ACCEPT OR AGREE TO ANY CHANGES TO THIS PROPOSAL
- UNLESS NOTED ABOVE, THIS BID IS LIMITED TO THE ELECTRICAL PLANS AND SPECIFICATIONS, ASSOCIATED WITH THE SCOPE INCLUDED IN THIS BID
- ALL WORK IS ESTIMATED TO BE INSTALLED ON DE-ENERGIZED EQUIPMENT, DURING NORMAL WORKING HOURS
- INCLUDES ALL APPLICABLE TAXES
- THIS PROPOSAL IS SUBJECT TO A MUTUALLY ACCEPTABLE CONTRACT & SCHEDULE
- ALL ELECTRICAL WORK SHALL BE PERFORMED BY CERTIFIED ELECTRICIANS AS REQUIRED BY CALIFORNIA STATE LAW
- ALL LABOR IS PROPOSED AT PREVAILING WAGE
- INCLUDES COORDINATION WITH OTHER TRADES, AS NEEDED, FOR OUR INSTALLATIONS
- CONTRACTOR UNDERSTANDS CJF WILL NOT PERFORM ANY WORK OR ISSUE ANY PO'S RELATED TO THIS PROPOSAL UNTIL WE ARE IN POSSESSION OF A FULLY EXECUTED CONTRACT
- CJF DOES NOT ACCEPT ANY CONTRACT LANGUAGE THAT MODIFIES THE BID SCOPE HEREIN

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- CJF SHALL NOT BE LIABLE FOR ANY DELAYS ATTRIBUTED TO EXECUTION OF A SUBCONTRACT THAT DOES NOT INCLUDE ALL TERMS, INCLUSIONS AND EXCLUSIONS AS LISTED HEREIN
- CON J. FRANKE ELECTRIC IS **NOT** CERTIFIED AS A SBE, DBE, MBE, WBE OR DVBE CONTRACTOR
- ALL IBEW UNION LABOR AND AN EQUAL OPPORTUNITY EMPLOYEES
- IF OUR PROPOSAL IS USED IN THE BID OF THE SUCCESSFUL CONTRACTOR, THE CONTRACTOR AGREES TO AWARD US A SUBCONTRACT FOR ALL WORK INCLUDED AND EXCLUDED IN OUR PROPOSAL IN ACCORDANCE WITH THE TERMS OF THE CONTRACT DOCUMENTS AS MODIFIED BY THE CONDITIONS SET FORTH IN THIS SCOPE LETTER AND IN THE AMOUNT SET FORTH IN OUR PROPOSAL
- FORCE MAJEURE: Con J Franke Electric shall not be liable for failure or delay to perform obligations under this agreement, which have become practicably impossible because of circumstances beyond the reasonable control of CJF (herein "Force Majeure Event"). A Force Majeure Event shall include, without limitation: natural disasters or acts of God; acts of terrorism; labor disputes or stoppages; war; government acts or orders; epidemics, pandemics or outbreak of communicable disease; public health emergency; quarantines; national or regional emergencies; or any other cause, whether similar in kind to the foregoing or otherwise, beyond the CJFs' reasonable control. CJF shall provide prompt notice to Contractor of any failure or delay in performance due to a Force Majeure Event. In the event of a Force Majeure Event, CJF shall be entitled to an equitable adjustment in the time of completion or contract requirements, and contract price, paid on actual costs basis.
- ESCALATION CLAUSE: In the event of a significant delay or price increase of materials, equipment, or labor during the performance of the contract, through no fault of CJFs, CJF shall be entitled to an equitable adjustment in the time of completion, contract requirements, and the contract price, in an amount reasonably necessary to cover any such significant price increases. Where the delivery of materials or equipment is delayed, through no fault of CJFs, as a result of material shortage or unavailability, CJF shall not be liable for any additional costs or damages associated with such delay(s).

**DUE TO VOLATILE MATERIAL PRICING, THIS PROPOSAL IS VALID FOR 30 DAYS**

REGARDING THIS BID, CONTACT: **JOHN SHEPARD** - [john.shepard@cjfranke.com](mailto:john.shepard@cjfranke.com)  
Direct: 209-639-4341

CA LICENSE: #288366      CLASSIFICATION: C-10      EXPIRATION DATE: 6/30/2024  
DIR#: 100000355      REGISTERED: 5/12/2016      EXPIRATION DATE: 6/30/2024

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License # 288366



**Job ID:** JOB-0873  
**Project:** KEMBLE CHAVEZ - CCD-002 - FINAL-rev.1



**IntelliBid**

### Summary by Item Number

**Vendor:** CHANGE ORDER

**Labor Level:** LABOR 3

**23 Aug 2023 11:52:13**

Item #	Size	Description	Q/M	Quantity	U/M	Mat Unit	Mat Result	Labor Unit	Lab Result
1		UG PB	M	1.00	EA	3,500.0000	3,500.00	12.0000	12.00
10001	3/4	GRC	M	40.00	FT	4.3311	173.25	0.0900	3.60
10002	1	GRC	M	10.00	FT	6.7324	67.32	0.1050	1.05
10003	1 1/4	GRC	M	30.00	FT	9.9088	297.26	0.1200	3.60
10006	2 1/2	GRC	M	10.00	FT	25.5420	255.42	0.2250	2.25
10007	3	GRC	M	20.00	FT	29.3316	586.63	0.3000	6.00
10008	3 1/2	GRC	M	30.00	FT	38.3796	1,151.39	0.3750	11.25
10164	3/4	PVC SCH 40	M	300.00	FT	1.3267	398.01	0.0540	16.20
10166	1 1/4	PVC SCH 40	M	2,400.00	FT	2.8356	6,805.52	0.0684	164.16
10169	2 1/2	PVC SCH 40	M	400.00	FT	6.3688	2,547.51	0.0717	28.68
10175	3/4	PVC SCH 40 10' LAID IN TRENCH	M	2,200.00	FT	1.3267	2,918.75	0.0550	121.00
10176	1	PVC SCH 40 10' LAID IN TRENCH	M	150.00	FT	1.9793	296.89	0.0575	8.63
10179	2	PVC SCH 40 10' LAID IN TRENCH	M	3,000.00	FT	4.0288	12,086.39	0.0506	151.88
10181	3	PVC SCH 40 10' LAID IN TRENCH	M	400.00	FT	7.7096	3,083.85	0.0675	27.00
10182	3 1/2	PVC SCH 40 10' LAID IN TRENCH	M	1,500.00	FT	10.0035	15,005.24	0.0667	100.09
10548	3/4	CONDUIT CUT/THRD/REAM	M	8.00	EA	0.0000	0.00	0.2500	2.00
10549	1	CONDUIT CUT/THRD/REAM	M	2.00	EA	0.0000	0.00	0.3000	0.60
10550	1 1/4	CONDUIT CUT/THRD/REAM	M	6.00	EA	0.0000	0.00	0.3600	2.16
10553	2 1/2	CONDUIT CUT/THRD/REAM	M	2.00	EA	0.0000	0.00	0.8100	1.62
10554	3	CONDUIT CUT/THRD/REAM	M	4.00	EA	0.0000	0.00	1.0500	4.20
10555	3 1/2	CONDUIT CUT/THRD/REAM	M	6.00	EA	0.0000	0.00	1.2700	7.62
20022	3/4	GRC 90-DEG ELBOW	M	8.00	EA	9.5042	76.03	0.6000	4.80
20023	1	GRC 90-DEG ELBOW	M	2.00	EA	14.6222	29.24	0.7500	1.50
20024	1 1/4	GRC 90-DEG ELBOW	M	6.00	EA	20.5060	123.04	0.9000	5.40
20027	2 1/2	GRC 90-DEG ELBOW	M	2.00	EA	82.4665	164.93	2.2500	4.50
20028	3	GRC 90-DEG ELBOW	M	4.00	EA	108.1462	432.58	3.0000	12.00
20029	3 1/2	GRC 90-DEG ELBOW	M	6.00	EA	137.9531	827.72	3.7500	22.50
30001	3/4	GRC/IMC COUPLING	M	8.00	EA	3.2071	25.66	0.2600	2.08

Con J Franke

**Phone:**

**Web:**

Item #	Size	Description	Q/M	Quantity	U/M	Mat Unit	Mat Result	Labor Unit	Lab Result
30002	1	GRC/IMC COUPLING	M	2.00	EA	4.6872	9.37	0.3000	0.60
30003	1 1/4	GRC/IMC COUPLING	M	6.00	EA	6.2787	37.67	0.3400	2.04
30006	2 1/2	GRC/IMC COUPLING	M	2.00	EA	28.9939	57.99	0.5200	1.04
30007	3	GRC/IMC COUPLING	M	4.00	EA	33.4568	133.83	0.6000	2.40
30008	3 1/2	GRC/IMC COUPLING	M	6.00	EA	45.0945	270.57	0.6700	4.02
31320	3/4	PVC FEMALE ADAPTER	M	8.00	EA	0.6321	5.06	0.2400	1.92
31321	1	PVC FEMALE ADAPTER	M	2.00	EA	0.8439	1.69	0.2700	0.54
31322	1 1/4	PVC FEMALE ADAPTER	M	6.00	EA	1.1709	7.03	0.3000	1.80
31325	2 1/2	PVC FEMALE ADAPTER	M	2.00	EA	3.6879	7.38	0.6000	1.20
31326	3	PVC FEMALE ADAPTER	M	4.00	EA	4.5312	18.12	0.7500	3.00
31327	3 1/2	PVC FEMALE ADAPTER	M	6.00	EA	6.0003	36.00	0.9700	5.82
40043	OUNCE	PVC (GLUE) CEMENT	M	691.00	OZ	0.8859	612.17	0.0149	10.31
40120	3/4	GRND BUSHING INSULATED	M	8.00	EA	5.4142	43.31	0.4100	3.28
40121	1	GRND BUSHING INSULATED	M	2.00	EA	4.8142	9.63	0.4500	0.90
40122	1 1/4	GRND BUSHING INSULATED	M	6.00	EA	7.6544	45.93	0.5250	3.15
40125	2 1/2	GRND BUSHING INSULATED	M	2.00	EA	13.5879	27.18	1.0500	2.10
40126	3	GRND BUSHING INSULATED	M	4.00	EA	17.8080	71.23	1.2000	4.80
40127	3 1/2	GRND BUSHING INSULATED	M	6.00	EA	22.0986	132.59	1.3500	8.10
390111	2 x 3	CARLON SNAP-LOC BASE SPACER	M	360.00	EA	2.5120	904.33	0.1200	43.20
390113	3 x 2	CARLON SNAP-LOC BASE SPACER	M	80.00	EA	2.5503	204.02	0.2700	21.60
390118	4 x 3	CARLON SNAP-LOC BASE SPACER	M	300.00	EA	2.9455	883.65	0.2550	76.50
390131	2 x 3	CARLON SNAP-LOC INTERMEDIATE SPACER	M	240.00	EA	2.4072	577.74	0.1200	28.80
390270	12" WIDE	HAND TRIM SANDY TRENCH	M	2,350.00	FT	0.5000	1,175.00	0.0300	70.50
390627	6"	RED ELECTRIC CAUTION TAPE	M	7,059.00	FT	0.0818	577.59	0.0054	38.12
390739	#3	STEEL REBAR	M	4,758.00	FT	0.6073	2,889.63	0.0360	171.29
390766	24" WIDE	3" SAND BEDDING	M	1,300.00	FT	0.4615	600.00	0.0000	0.00
390777		SAND ENCASEMENT	M	141.00	YD	25.3050	3,568.01	0.2225	31.37
400449	24 1/2"x36"x12"	N40-BOX PRECAST ELECT	M	3.00	EA	263.4700	790.41	15.0000	45.00
400453		N40-61J STL-COVER	M	3.00	EA	469.1600	1,407.48	1.5000	4.50
400454	10"	N40X10 EXTENSION	M	3.00	EA	192.3700	577.11	3.9000	11.70
400458	30 1/4"x48 1/4"x14"	N48-BOX PRECAST ELECT	M	1.00	EA	2,500.0000	2,500.00	15.0000	15.00
400462		N48-62J STL-COVER	M	1.00	EA	415.1600	415.16	1.5000	1.50
400463	10"	N48X10 EXTENSION	M	1.00	EA	222.7900	222.79	3.9000	3.90
<b>Phase/Group totals:</b>						<b>69,672.31</b>		<b>1,348.36</b>	
<b>Job totals:</b>						<b>69,672.31</b>		<b>1,348.36</b>	

**Grand Material, Quote, Equipment, and Subcontract Total: 69,672.31**

**Job ID:** JOB-0873  
**Project:** KEMBLE CHAVEZ - CCD-002 - FINAL-rev.1



### Takeoff

**Vendor:** CHANGE ORDER

**Labor Level:** LABOR 3

**23 Aug 2023 12:07:34**

**Phase:** EXCAVATION & BACKFILL

Item #	Qty	U/M	Q/M	Size	Description	Material Unit	Material Result	Labor Unit	Labor Result
390382	600.00	FT	E	24"W x 36"D	BACKHOE TRENCHING SANDY	0.0000	0.00	0.0468	28.08
390439	600.00	FT	E	24"W 48"D	BACKHOE BACKFILL SANDY TRENCH	0.0000	0.00	0.1620	97.20
390766	600.00	FT	M	24" WIDE	3" SAND BEDDING	1.0000	600.00	0.0000	0.00
390825	400.00	FT	E	4">6"W 30"D	DITCH WITCH RT12 CLAY TRENCH	0.0000	0.00	0.0580	23.19
390382	200.00	FT	E	24"W x 36"D	BACKHOE TRENCHING SANDY	0.0000	0.00	0.0468	9.36
390439	200.00	FT	E	24"W 48"D	BACKHOE BACKFILL SANDY TRENCH	0.0000	0.00	0.1620	32.40
390766	200.00	FT	M	24" WIDE	3" SAND BEDDING	0.0000	0.00	0.0000	0.00
390382	500.00	FT	E	24"W x 36"D	BACKHOE TRENCHING SANDY	0.0000	0.00	0.0398	19.89
390439	500.00	FT	E	24"W 48"D	BACKHOE BACKFILL SANDY TRENCH	0.0000	0.00	0.1620	81.00
390766	500.00	FT	M	24" WIDE	3" SAND BEDDING	0.0000	0.00	0.0000	0.00
390825	150.00	FT	E	4">6"W 30"D	DITCH WITCH RT12 CLAY TRENCH	0.0000	0.00	0.0580	8.70
390270	150.00	FT	M	12" WIDE	HAND TRIM SANDY TRENCH	0.5000	75.00	0.0300	4.50
390825	150.00	FT	E	4">6"W 30"D	DITCH WITCH RT12 CLAY TRENCH	0.0000	0.00	0.0580	8.70
390825	1,100.00	FT	E	4">6"W 30"D	DITCH WITCH RT12 CLAY TRENCH	0.0000	0.00	0.0580	63.78
390825	1,100.00	FT	E	4">6"W 30"D	DITCH WITCH RT12 CLAY TRENCH	0.0000	0.00	0.0580	63.78
390777	141.00	YD	M		SAND ENCASEMENT	1.0000	141.00	0.0000	0.00
<b>Phase Totals:</b>							<b>816.00</b>		<b>440.57</b>
<b>Job Totals:</b>							<b>816.00</b>		<b>440.57</b>

Con J Franke

**Phone:**  
**Web:**

### GENERAL SHEET NOTES

- A. CALL U.S.A. PRIOR TO UNDERGROUND WORK, 1-800-227-2600.
- B. PULLBOX AND HANDHOLE LOCATIONS ARE DIAGRAMMATIC AND NOT DIMENSIONED. LOCATE NEW HANDHOLES IN CLOSEST LANDSCAPED AREA WHEREVER POSSIBLE. COORDINATE WITH LANDSCAPE ARCHITECT. PROVIDE WITH STEEL TRAFFIC RATED LID IN ANY AREA SUBJECT TO VEHICULAR TRAFFIC.
- C. PROVIDE 6 INCH WIDE UNDERGROUND WARNING TAPE ABOVE ALL NEW UNDERGROUND CONDUITS/CABLES. INSTALL AT 12-INCHES ABOVE THE CONDUITS/CABLES. PROVIDE 'RED' TAPE FOR POWER APPLICATIONS. PROVIDE 'ORANGE' TAPE FOR LOW VOLTAGE APPLICATIONS. PROVIDE BOTH 'RED' AND 'ORANGE' TAPES FOR JOINT TRENCH APPLICATIONS.
- D. HANDHOLES/PULLBOXES FOR SITE LIGHTING SHALL BE MIN. N16. LID SHALL BE ENGRAVED "LIGHTING" - MINIMUM CONDUIT SIZE 1", MINIMUM WIRE SIZE #10 FOR SITE LIGHTING.
- E. PROVIDE A PULL STRING IN ALL EMPTY CONDUITS.

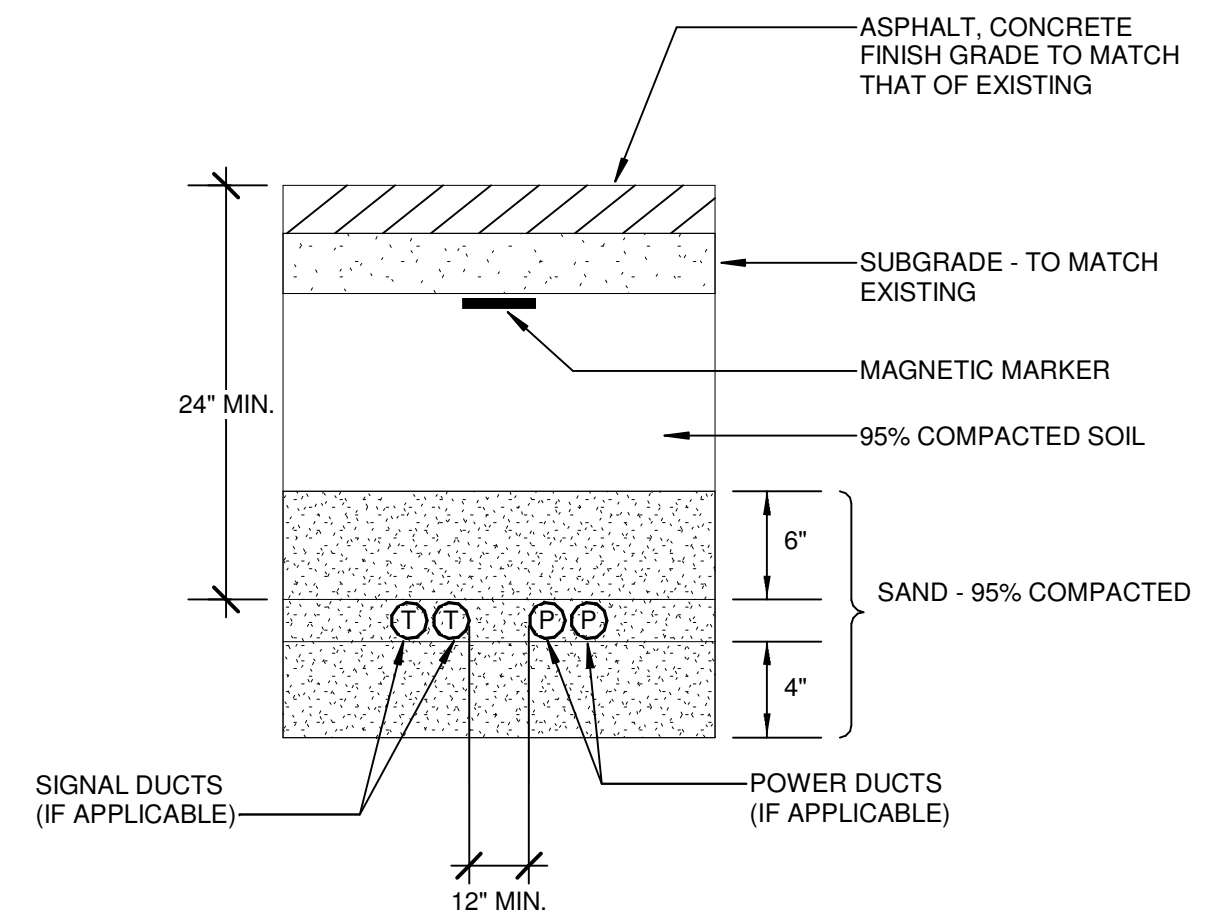
### NUMBERED SHEET NOTES

- 1. COORDINATE NEW PRIMARY RISER AT EXISTING UTILITY POLE FOR NEW SMUD SERVICE.
- 2. PROVIDE NEW SMUD PRIMARY PULLBOX, 4'-0" X 6'-0", PER SMUD COMMITMENT DRAWINGS.
- 3. EXTEND CONDUIT FOR POWER UTILITY PRIMARY, 2"-4", PER SMUD COMMITMENT DRAWINGS.
- 4. POWER FEEDER IN JOINT TRENCH, REFER TO POWER ONE-LINE DIAGRAM FOR FEEDER REQUIREMENTS.
- 5. EXTEND CONDUITS TO BUILDING ELECTRICAL OR TELECOMMUNICATIONS ROOM. REFER TO ENLARGED ROOM PLANS FOR EXACT LOCATION.
- 6. EXTEND AT&T AND COMCAST FROM EXISTING UTILITY POLE. COORDINATE POLE RISER REQUIREMENTS.
- 7. PROVIDE NEW TEICHERT PRECAST 36" X 60" PULLBOX PER AT&T STANDARDS, REFER TO AT&T ENGINEERING SPECIFICATIONS.
- 8. PROVIDE 2'-4" MTC FOR AT&T AND 1'-2" MTC FOR COMCAST LOW VOLTAGE UTILITIES. PROVIDE MULE TAPE IN EMPTY CONDUITS BACK TO UTILITY POLE.
- 9. 5'-2" LOW VOLTAGE CONDUIT DUCT BANK, REFER TO LOW VOLTAGE RISER DIAGRAMS FOR ADDITIONAL REQUIREMENTS.
- 10. PROVIDE 3/4"Ø AND 1/2"Ø FOR POWER AND DATA FOR DIGITAL MARQUEE DISPLAY BACK TO MDF AND ELECTRICAL ROOM IN BUILDING A. COORDINATE POWER CONNECTION REQUIREMENTS WITH SIGNAGE VENDOR SHOP DRAWINGS.
- 11. PROVIDE 3/4"Ø FOR PIV. STUB INTO ACCESSIBLE CEILING SPACE AND TIE INTO SLC CIRCUIT. REFER TO SHEET C.E-511A FOR ADDITIONAL INFORMATION.
- 12. PROVIDE 120V CONNECTION FOR IRRIGATION CONTROLLER. PROVIDE LOW VOLTAGE CONNECTION FROM BUILDING C IDF ROOM C112 IN 1"Ø. COORDINATE EXACT LOCATION WITH LANDSCAPE DRAWINGS.
- 13. FEEDER TO FUTURE PV PANELS AT SHADE STRUCTURE, REFER TO POWER ONE-LINE DIAGRAM.
- 14. PROVIDE A POWER PEDESTAL, LEGRAND/WIREMOLD XPP1G30 SERIES OR EQUAL WITH SEPARATE WHILE-IN-USE WEATHERPROOF COVER SUITABLE FOR THE SPECIALTY OUTLET. CONFIRM OUTLET CONFIGURATION WITH THE OWNER.
- 15. PROVIDE DISCONNECT OR SERVICE PEDESTAL FOR TEMPORARY POWER CONNECTION TO MOBILE TRAILER.
- 16. FEEDER FOR IRRIGATION PUMP, REFER TO POWER ONE-LINE DIAGRAM.

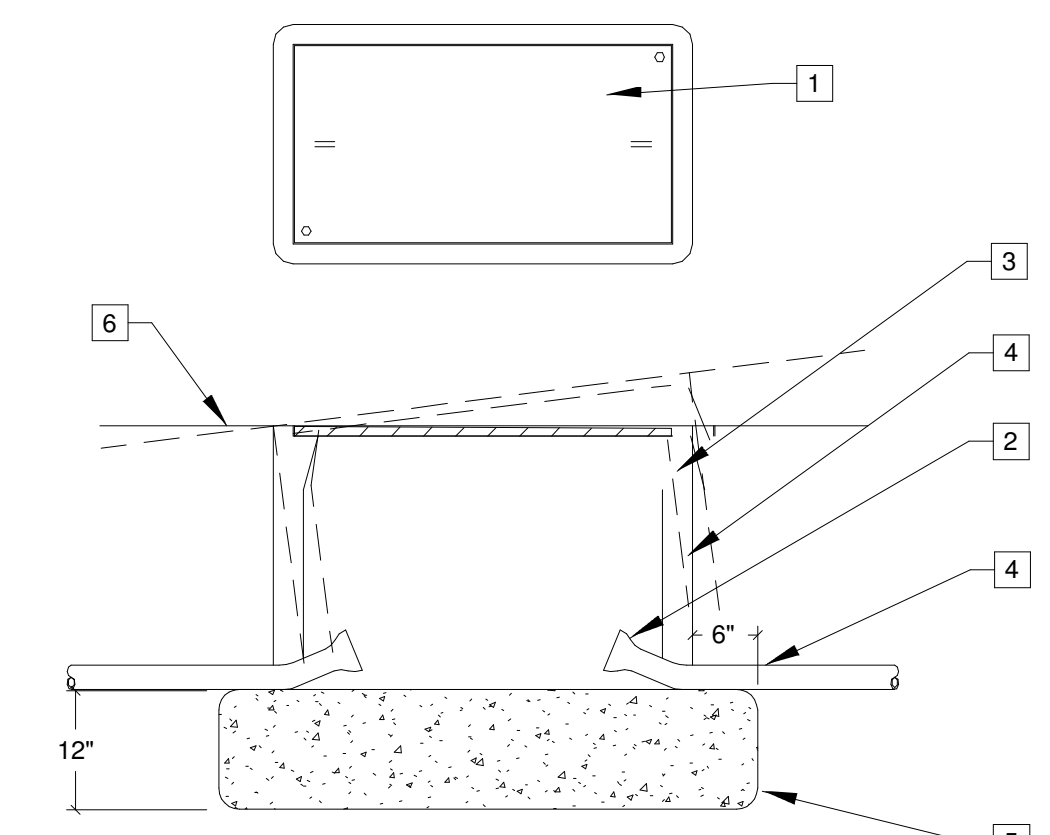
- PULLBOXES**
- 30" x 60" (N52)
  - 30" x 48" (N48)
  - 24" x 36" (N40)
  - 48" x 72" (SMUD)

- Duct Bank Trenches**
- 36" D X 24" W
  - 36" D X 18" W
  - 30" D X 12" W
  - 40" D X 24" W
  - 36" D X 24" W
  - 36" D X 24" W
  - 30" D X 18" W
  - 48" D X 36" W
  - 30" D X 12" W

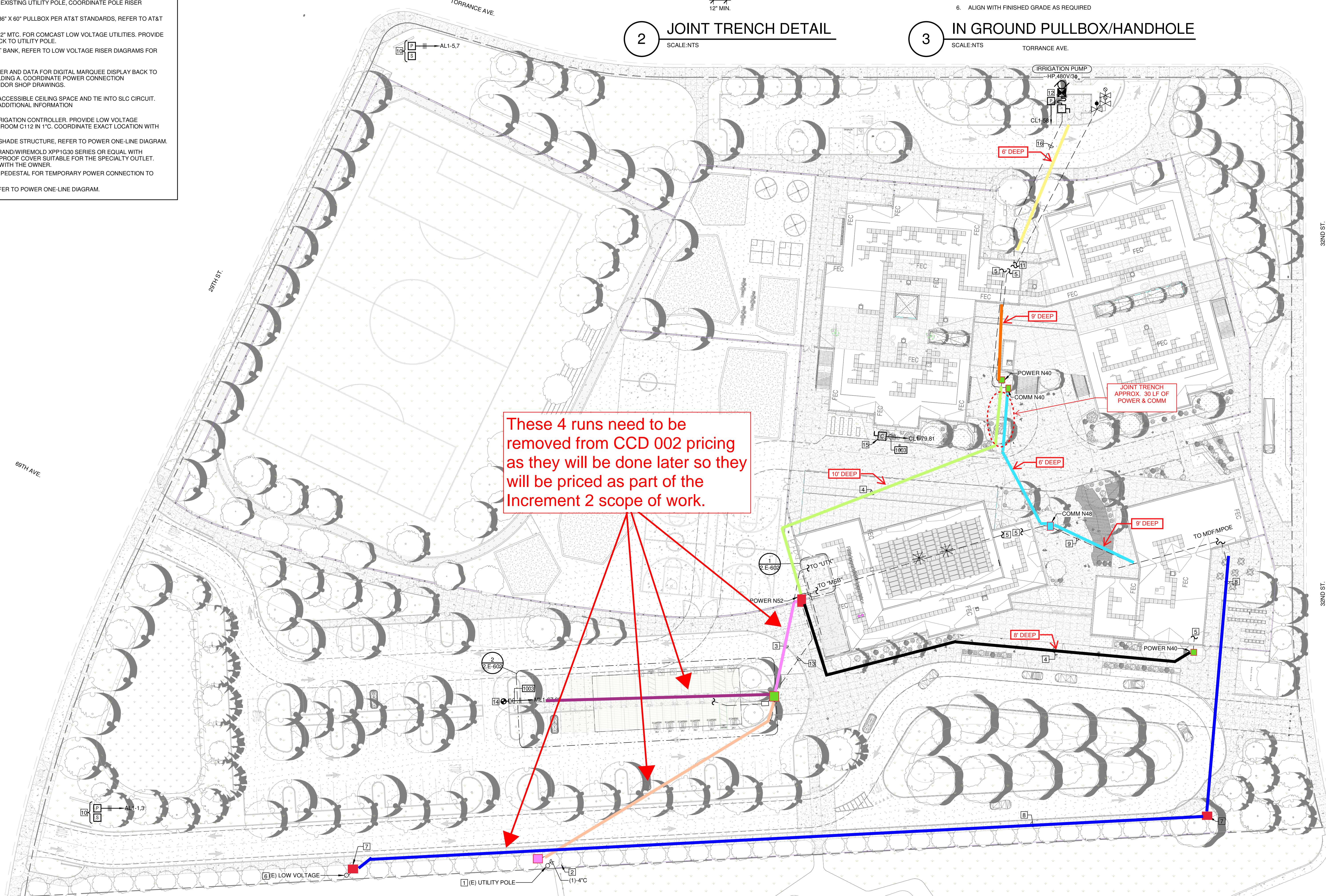
**2 JOINT TRENCH DETAIL**  
SCALE: NTS



**3 IN GROUND PULLBOX/HANDHOLE**  
SCALE: NTS

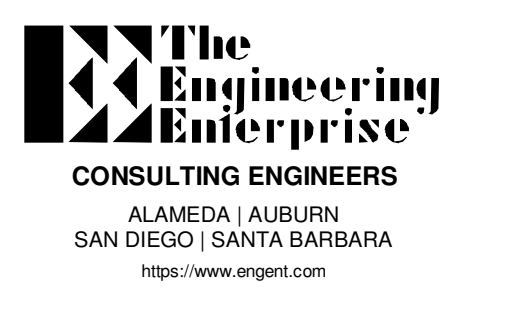


- 1. CONCRETE COVER (TO SUIT APPLICATION) WITH HOLD DOWN BOLTS. LABEL COVER AS REQUIRED.
- 2. BELL ENDS TYP.
- 3. PRE-CAST REINFORCED CONCRETE BOX, SIZE PER PLANS.
- 4. SEAL AROUND CONDUIT, BOX & JUNCTION OF EXTENSION(S) WITH MORTAR.
- 5. CRUSHED ROCK.
- 6. ALIGN WITH FINISHED GRADE AS REQUIRED.



These 4 runs need to be removed from CCD 002 pricing as they will be done later so they will be priced as part of the Increment 2 scope of work.

**1 ELECTRICAL SITE PLAN**  
SCALE: 1" = 30'-0"



PROJECT  
**KEMBLE - CHAVEZ  
ELEMENTARY SCHOOL  
PORTABLE CLASSROOM  
RELOCATION INCREMENT 1**  
7495 29TH ST  
SACRAMENTO, CA 95822

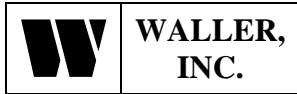
CLIENT  
SACRAMENTO CITY UNIFIED SCHOOL  
DISTRICT  
5735 47TH AVE, SACRAMENTO CA 95824

MARK	DATE	DESCRIPTION
2	06-30-2023	INC #1 CCD NO.2

MANAGEMENT	LIONAKIS PROJECT NO:	022063
	CLIENT PROJECT NO:	N/A
	COPYRIGHT:	LIONAKIS 2021

TITLE  
**ELECTRICAL SITE PLAN**

IF THIS SHEET IS NOT 30"x42", IT IS A REDUCED PRINT. SCALE ACCORDINGLY. 0.14" = 1' 7/19/2023 11:27:14 AM C:\Users\christianDocuments\022063\_ELECOMSTR\_KEMBLECHAVEZ\_R10\_CENTRAL\_chrisaia@engent.com.rvt



CA CL #879648  
 2229 Trinity Drive  
 Brentwood, CA 94513  
 Mike.WallerInc@comcast.net

**Contact:** Mike Waller  
**Phone:** 925-634-3663  
**Fax:** 925-634-3684  
**Cell:** 925-382-9762

Proposal Date: 9/7/2023  
**Union:** Yes  
**Bond:** Included  
**Sales Tax:** Included  
**Bid Date:** 08/24/2023

**Quote For: Kemble-Chavez ES, Inc. 1, Sacramento, CA**

**Quote To:** Michael Flores  
 Balfour Beatty /  
 Clark/Sullivan

**Phone:** 916-462-1196  
**Fax:**  
**Email:** Michael Flores  
 <mflores@clarksullivan.com>

**Scope: PCO#10 – CCD No. 2, Electrical Duct Banks, REV. 1**

ELECTRICAL DUCT BANKS			
ONSITE OPERATING COSTS	1.00	LS	
36"W x 48"H x 9' D PWR- EXC & BKFL, ORANGE	60.00	LF	
24"W x 36"H x 10' D PWR - EXC & BKFL, GREEN	260.00	LF	
18"W x 30"H x 8' D PWR - EXC & BKFL, BLACK	265.00	LF	
12"W x 30"H x 6' D PWR - EXC & BKFL, YELLOW	105.00	LF	
24"W x 36"H x 7.5' D COMM - EXC & BKFL, L. BLUE	170.00	LF	
30" x 60" (N52) BOX, DIG/SET/BKFL	1.00	EA	
30" x 48" (N48) BOX, DIG/SET/BKFL	1.00	EA	
24" x 36" (N40) BOX, DIG/SET/BKFL	3.00	EA	
<b>SUBTOTAL, DUCT BANKS</b>			<b>\$ 63,238</b>
<b>BOND</b>	<b>1.50</b>	<b>%</b>	<b>\$ 949</b>
<b>TOTAL PRICE</b>			<b>\$ 64,187</b>

**Notes:**

1. Approximate Spoils in UG Trenching to be left stockpiled onsite are 250 +/-cyds .

**Inclusions:**

1. All inclusions and exclusions per our base subcontract.
2. **Trenching, Bedding, Setting Boxes, and Backfilling for Electrical Duct Banks, per the attached Electrical Site Plan, 1.E-101, provided by Con J Franke.**
3. **Approx. 30 LF of PWR & COMM to be in a Joint Trench, East of Future Bldg C2.**

**Exclusions:**

1. **Equipment Mobilization Costs.**
2. **Providing Sand Bedding, Locating Tape, Concrete Encasement, Crushed Rock, and Pull Boxes (to be provided by Con J Franke).**
3. **Providing/Installing Conduits, Chairs, Pull Ropes, etc. Mandrel-ling & Brushing Ducts.**
4. **Survey for Duct Banks and Pull Boxes. Final Adjustment of Box Lids to Finish Grades.**

Waller, Inc.

Michael G. Waller  
 Michael G. Waller, Vice President



Activity Unit Price Summary

Biditem Activity	Description	Quantity	Unit	Calendar WC	Hrs/Shift	Labor	Perm Material	Constr Matl/Exp	Equip- Ment	Sub- Contract	Total
*** 1001	<b>ONSITE OPERATING COSTS</b>					Takeoff:	1.00 LS		Bid:		1.00 LS
1010	ONSITE OPERATING COST	1.00	LS	6220-1	8.00	1,881		630	4,887		7,398
Mh:	15.00	Shifts: 1.9	Mh/Un: 15.0000	Un/Sh: 0.5333		1,881.01		629.77	4,887.35		7,398.13
*****Biditem/Category 1001 *****						1,881		630	4,887		7,398
Mh:	15.00	Mh/Un: 15.0000				1,881.01		629.77	4,887.35		7,398.13
*** 6200	<b>36"W x 48"H x 9' D PWR- EXC &amp; BKFL, O</b>					Takeoff:	60.00 LF		Bid:		60.00 LF
6011	TRENCH	60.00	LF		8.00	811		72	550		1,433
Mh:	8.33	Shifts: 0.4	Mh/Un: 0.1388	Un/Sh: 144.1268		13.52		1.21	9.16		23.89
6012	BACKFILL	60.00	LF		8.00	890		84	426		1,400
Mh:	9.60	Shifts: 0.3	Mh/Un: 0.1600	Un/Sh: 200.0000		14.84		1.39	7.10		23.33
*****Biditem/Category 6200 *****						1,701		156	976		2,833
Mh:	17.93	Mh/Un: 0.2988				28.35		2.60	16.26		47.21
*** 6210	<b>24"W x 36"H x 10' D PWR - EXC &amp; BKFL,</b>					Takeoff:	260.00 LF		Bid:		260.00 LF
6011	TRENCH	260.00	LF		8.00	5,513		529	4,080		10,122
Mh:	60.67	Shifts: 2.2	Mh/Un: 0.2333	Un/Sh: 120.0203		21.20		2.03	15.69		38.93
6012	BACKFILL	260.00	LF		8.00	3,857		362	1,846		6,065
Mh:	41.60	Shifts: 1.3	Mh/Un: 0.1600	Un/Sh: 200.0000		14.84		1.39	7.10		23.33
*****Biditem/Category 6210 *****						9,371		891	5,926		16,187
Mh:	102.27	Mh/Un: 0.3933				36.04		3.43	22.79		62.26
*** 6220	<b>18"W x 30"H x 8' D PWR - EXC &amp; BKFL, B</b>					Takeoff:	265.00 LF		Bid:		265.00 LF
6011	TRENCH	265.00	LF		8.00	3,582		320	2,429		6,331
Mh:	36.80	Shifts: 1.8	Mh/Un: 0.1389	Un/Sh: 144.0217		13.52		1.21	9.16		23.89
6012	BACKFILL	265.00	LF		8.00	3,932		369	1,881		6,182
Mh:	42.40	Shifts: 1.3	Mh/Un: 0.1600	Un/Sh: 200.0000		14.84		1.39	7.10		23.33
*****Biditem/Category 6220 *****						7,514		689	4,310		12,513
Mh:	79.20	Mh/Un: 0.2989				28.35		2.60	16.26		47.22
*** 6225	<b>12"W x 30"H x 6' D PWR - EXC &amp; BKFL, Y</b>					Takeoff:	105.00 LF		Bid:		105.00 LF
6011	TRENCH	105.00	LF		8.00	1,278		114	867		2,259
Mh:	13.13	Shifts: 0.7	Mh/Un: 0.1250	Un/Sh: 159.9878		12.17		1.09	8.25		21.51
6012	BACKFILL	105.00	LF		8.00	1,298		122	621		2,041
Mh:	14.00	Shifts: 0.4	Mh/Un: 0.1333	Un/Sh: 240.0000		12.36		1.16	5.92		19.44
*****Biditem/Category 6225 *****						2,576		236	1,488		4,300
Mh:	27.13	Mh/Un: 0.2584				24.54		2.25	14.17		40.95
*** 6250	<b>24"W x 36"H x 7.5' D COMM - EXC &amp; BKF</b>					Takeoff:	170.00 LF		Bid:		170.00 LF
6011	TRENCH	170.00	LF		8.00	1,898		170	1,287		3,355
Mh:	19.50	Shifts: 1.0	Mh/Un: 0.1147	Un/Sh: 174.5738		11.17		1.00	7.57		19.73
6012	BACKFILL	170.00	LF		8.00	2,300		216	1,100		3,617
Mh:	24.81	Shifts: 0.8	Mh/Un: 0.1459	Un/Sh: 219.3548		13.53		1.27	6.47		21.27
*****Biditem/Category 6250 *****						4,199		386	2,387		6,971
Mh:	44.31	Mh/Un: 0.2606				24.70		2.27	14.04		41.01
*** 6310	<b>30" x 60" (N52) BOX, DIG/SET/BKFL</b>					Takeoff:	1.00 EA		Bid:		1.00 EA
3501	INSTALL 30"x60" BOX	1.00	EA		8.00	1,079		104	530		1,714
Mh:	11.99	Shifts: 0.5	Mh/Un: 11.9900	Un/Sh: 2.1678		1,078.95		104.40	530.19		1,713.54
*****Biditem/Category 6310 *****						1,079		104	530		1,714
Mh:	11.99	Mh/Un: 11.9900				1,078.95		104.40	530.19		1,713.54
*** 6320	<b>30" x 48" (N48) BOX, DIG/SET/BKFL</b>					Takeoff:	1.00 EA		Bid:		1.00 EA
3501	INSTALL 30"x48" BOX	1.00	EA		8.00	1,079		104	530		1,714
Mh:	11.99	Shifts: 0.5	Mh/Un: 11.9900	Un/Sh: 2.1678		1,078.95		104.40	530.19		1,713.54
*****Biditem/Category 6320 *****						1,079		104	530		1,714

Activity Unit Price Summary

Biditem Activity	Description	Quantity	Unit	Calendar WC	Hrs/Shift	Labor	Perm Material	Constr Matl/Exp	Equip- Ment	Sub- Contract	Total
Mh:	11.99	Mh/Un:	11.9900			1,078.95		104.40	530.19		1,713.54
***	6330	<b>24" x 36" (N40) BOX, DIG/SET/BKFL</b>				Takeoff:	3.00 EA		Bid:	3.00 EA	
3501	INSTALL 30"x48" BOX	3.00	EA		8.00	2,431		235	1,195		3,860
Mh:	27.01	Shifts:	1.0	Mh/Un:	9.0033	Un/Sh:	2.8916	810.22	78.30	398.23	1,286.75
*****Biditem/Category		<b>6330</b>	*****			2,431		235	1,195		3,860
Mh:	27.01	Mh/Un:	9.0033			810.22		78.30	398.23		1,286.75
<b>Mh:</b>	<b>336.83</b>	<b>***REPORT TOTALS***</b>					<b>31,830</b>		<b>3,431</b>	<b>22,229</b>	<b>57,490</b>

N = Activity not adjusted to bid quantity

Earthwork

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Base Bid

**Total Scope Bid**

**LINE ITEMS**

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Earthwork

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**OTHER COSTS**

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SWPPP, and Monthly Monitoring

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Site Survey, Staking, & Control

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Furnish Water Meter w/ Usage Fees (7 months)

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Export for own scope of work

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Dust Control / Street Sweeping

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Bond

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**GENERAL INFORMATION**

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Contractors License number?

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License Classification?

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DIR Registration number?

---

EMR Rate?

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O.C. Jones & Sons Inc.

Submitted by Donat Galicz

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\$348,531

**\$419,941**

Total Cost

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\$348,531

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**\$71,410**

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Hydro Compliance **\$25,300**

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Mid Valley Engineering **\$19,750**

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**\$11,375**

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Included

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**\$11,500**

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**\$3,485**

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759729

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1000002320

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**O.C. Jones & Sons, Inc.**  
General Engineering Contractor  
www.ocjones.com

September 8, 2023      **CCD 02 – Potential Change Order Pricing Revision No. 03**

Attn: Michael Flores  
Project Manager  
Clark/Sullivan Construction  
Re: Kemble-Chavez Elementary Inc 01 – CCD 02 Pricing – Sacramento, CA

O.C. Jones & Sons, Inc. (OCJ) proposes the following potential change order cost proposal to furnish labor, equipment, and materials for work on the above referenced project. Our proposal is based on the current civil plans only, dated August 7, 2023.

**Base Scope of Work – Lump Sum Cost - \$348,531.00 – See attached breakdown.**

1. Rough grade building pads and surrounding areas within Increment No. 02 work area except past proposed asphalt pavement areas and bioswales. Off-haul soil – 855 CY of clean soil.
2. Lime Treat Building Pads 18” deep with 5% quicklime based on a soil weight of 110 PCF.
3. Finegrade Building Pads

**Allowance/Optional bid Item: (Note Optional Bid Item(s) must be included with Base Bid).**

- **Option No. 01 – Off-haul Utility and Footing Spoils:**

**Price per Load \$ 518.00**

1. Off-haul spoils generated by others, approximately 1,100 CY.
2. O.C. Jones shall loadout all spoils from one stockpile located onsite.
3. Price to off-haul is based on the soil being clean.
4. Includes sweeping & dust control during off-haul operations.
5. Excludes analytical testing, loading out of multiple stockpiles, disposal of hazardous soil, and soil containing lime.
6. Price based on 1 mobilization.

- **Option No. 02 – Off-haul Spoils containing Lime:**

**Price per Load \$ 653.00**

1. Off-haul spoils generated by others, approximately 220 CY.
2. O.C. Jones shall load out all spoils from one stockpile located onsite.
3. Price to off haul is based on the soil being clean.
4. Includes sweeping & dust control during off-haul operations.
5. Excludes analytical testing, loading out of multiple stockpiles, and disposal of hazardous soil.
6. Price based on 1 mobilization.

**Clarifications:**

1. O.C. Jones pricing is based on completing the above-mentioned work only. Any additional work shall be negotiated separately. Rental work per OCJ rental rates.
2. The inclusions, exclusions, and conditions in this letter shall be made part of any subsequent contract.
3. Our earthwork takeoff is based on a finished floor pad elevation of 20ft above sea level and structural pad section of 9” for the building pads.
4. All above work shall be completed in standard 8 hours M-F – 7:30 a.m. to 4:00 p.m. as noted on plans.
5. Mobilization shall be completed as follows:
  - Earthwork and rough grade building pads -1 mobilization.
  - Lime treat, finegrade, (Alt 1 – 4” AB) - 1 mobilization.
6. No phasing of the work. Price based on continuous operation for that mobilization. Any phasing or piecemealing of the work would be at added cost to be negotiated separately.
7. Lime treatment must be completed prior to November 1, 2023.
8. All pricing is good until the end of 2023.
9. Finegrading, base rock, and paving will be completed without any overhead obstructions.
10. Our bid assumes metered construction water will be available from the closest city/ municipal utility hydrant. Or bid does not include the cost to haul water from alternative sources due to drought conditions. (i.e., recycled water from a water or treatment plant).
11. All soil on-site is assumed to be acceptable to be utilized as engineered fill. Should the geo-technician state the soil is not suitable, OCJ will negotiate to off-soil and import engineered fill.
12. Analytical soil testing by prime contractor will need to be conducted prior to off-haul of soil to ensure that our proposed soil dump site accept the soil. Our price is based on the soil being clean.
13. Off-haul may be delayed if dump or project site is non-accessible due to rain or wet conditions.
14. Lime treatment of building pad will be complete prior to installation of utilities that are 2.5ft deep or less as well as excavation of footings.
15. Utility lines shall be marked out by the prime contractor prior to lime treating.
16. All clarifications and exclusions apply to both base bid and optional items above.

**Exclusions:**

1. Textura and providing a weekly laborer for cleanup. If this is required per our subcontract agreement, prime contractor shall reimburse subcontractor through a separate change order.
2. Disposal of spoils generated by others or lime treated soil.
3. Excavating lime treated soil from landscape areas or importing soil to replace lime treated soil.
4. Working in wet conditions or if soil is over optimum due to weather.
5. Excludes over excavation and recompaction of subgrade.
6. Any work outside the proposed building pads areas.

7. Placement crushed rock for building pad or sand, and membrane for building pads.
8. Asphalt paving, utility locating.
9. Termite control, soil sterilant, and herbicide.
10. Steel rumble plates, dust control (except for our operations), truck wash station, hydroseeding, and erosion control.
11. Tree or utility pole removals, tree trimming, rooting pruning, or tree protection.
12. Temporary fencing, traffic control except for offsite, k-rail, traffic control plans, temporary barricades, or tree protection.
13. Structure excavation or backfill for footings or walls, seat walls, mow bands, excavation of foundations for any playground equipment which includes basketball and tether poles.
14. Shoring, waterproofing, dewatering, and cement stabilization.
15. Underground removal, relocation, abandonment, or temporary lines.
16. Utility Work, patch paving, trenches, or raising utility covers to grade.
17. Design of SWPPP Plan, SWPPP, Erosion Control Measures.
18. Builders Risk Insurance, Bond, Permits, Testing Fees, and Fees. Bond Rate 0.8%.
19. Engineering, air monitoring, guard service, testing, QC/QA, and inspection.
20. Survey, staking, or layout.
21. Handling or off-haul of any hazardous, contaminated, or asbestos laden fill.
22. Overtime or weekend work.

If you have any questions regarding our bid proposal or pricing, please contact me in our Berkeley Office at (510) 809-3498 or via e-mail at [dgalicz@ocjones.com](mailto:dgalicz@ocjones.com).

Respectfully,

Donat Galicz  
Estimator  
O.C. Jones & Sons, Inc.

Direct Cost Report

Activity Resource	Desc	Quantity Pcs	Unit	Unit Cost	Perm Labor	Constr Matl/Exp	Equip Ment	Sub-Contract	Total
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**BID ITEM = 10** Land Item SCHEDULE: 1 100  
 Description = MOB Unit = LS Takeoff Quan: 1.000 Engr Quan: 1.000

**19105 SET-UP SITE, LAYOUT PADS** Quan: 1.00 LS Hrs/Shft: 8.00 Cal: 508 WC: 1

<u>PR1</u>	(Mod) Layout & Prep Site		8.00 CH	Prod: 1.0000 S	Lab Pcs: 3.00	Eqp Pcs: 2.00			
7GPS	GPS - Total Sta	1.00	8.00 HR	50.000	416				416
8TRPIC	F250/350 Pick-Up Truck	2.00	16.00 HR	22.000		366			366
FORE	Foreman	1.00	8.00 MH	79.260	1,087				1,087
GRADE	Grade Checker	1.00	8.00 MH	62.290	901				901
LAB	General Laborer	1.00	8.00 MH	42.460	672				672
\$3,442.44	24.0000 MH/LS		24.00 MH	[ 1501.53 ]	2,660	416	366		3,442
1.0000 Un/Shift	1.0000 Shifts	*	24.0000 MH/Unit		2,660.36	416.00	366.08		3,442.44

**99345 GPS MODEL - EQUIPMENT** Quan: 1.00 LS Hrs/Shft: 8.00 Cal: 508 WC: 1

Build GPs Model for Equipment  
 4SUR Survey/Staking Subcontract 1.00 1.00 LS 4,000.000 4,000 4,000

**99415 EQUIPMENT MOVES** Quan: 15.00 EA Hrs/Shft: 8.00 Cal: 508 WC: 1

8MOVE3 ==> Zone 3 Move 1.00 15.00 EA 610.000 9,516 9,516

====> Item Totals: 10 - MOB  
 \$16,958.44 24.0000 MH/LS 24.00 MH [ 1501.53 ] 2,660 416 9,882 4,000 16,958  
 16,958.440 1 LS 2,660.36 416.00 9,882.08 4,000.00 16,958.44

**BID ITEM = 20** Land Item SCHEDULE: 1 100  
 Description = ROUGH GRADE Unit = CY Takeoff Quan: 1,375.000 Engr Quan: 1,375.000

**19228 1 - 613 CUT TO FILL** Quan: 2,015.00 CY Hrs/Shft: 8.00 Cal: 508 WC: 1

<u>SC5</u>	Cut to Fill 1-613		32.00 CH	Prod: 4.0000 S	Lab Pcs: 7.00	Eqp Pcs: 6.00			
7GPS2	GPS 2D Laser Grade	1.00	32.00 HR	38.000	1,265				1,265
8CA25P	PD 84" VIB ROLLER	1.00	32.00 HR	87.000		2,895			2,895
8G140L	CAT 140H BLADE	1.00	32.00 HR	122.000		4,060			4,060
8SC613	Cat 613 Scraper	1.00	32.00 HR	142.000		4,726			4,726
8TR36	3600 Gal Water Truck	1.00	32.00 HR	65.000		2,163			2,163
8TRPIC	F250/350 Pick-Up Truck	2.00	64.00 HR	22.000		1,464			1,464
BLADE	Blade/Excav Oper	1.00	32.00 MH	68.150	3,861				3,861
FORE	Foreman	1.00	32.00 MH	79.260	4,347				4,347
GRADE	Grade Checker	1.00	32.00 MH	62.290	3,605				3,605
LAB	General Laborer	1.00	32.00 MH	42.460	2,690				2,690
OPER	General Operator	2.00	64.00 MH	62.290	7,209				7,209
TEAM	Teamster	1.00	32.00 MH	43.000	2,860				2,860
\$41,145.21	0.1111 MH/CY		224.00 MH	[ 6.799 ]	24,572	1,265	15,309		41,145
503.7500 Un/Shift	4.0000 Shifts	*	0.1112 MH/Unit		12.19	0.63	7.60		20.42

**19375 LOAD ADL/HAZ FROM PILE** Quan: 855.00 CY Hrs/Shft: 8.00 Cal: 508 WC: 1

<u>EXL1</u>	(Mod) Load Spoils - 966/972		16.00 CH	Prod: 2.0000 S	Lab Pcs: 3.00	Eqp Pcs: 3.00			
8L544	JD 544 RT LOADER	1.00	16.00 HR	95.000		1,581			1,581
8TRPIC	F250/350 Pick-Up Truck	2.00	32.00 HR	22.000		732			732
FORE	Foreman	1.00	16.00 MH	79.260	2,173				2,173
LAB	General Laborer	1.00	16.00 MH	42.460	1,345				1,345
OPER	General Operator	1.00	16.00 MH	62.290	1,802				1,802

Direct Cost Report

Activity Resource	Desc	Pcs	Quantity Unit	Unit Cost	Labor	Perm Material	Constr Matl/Exp	Equip Ment	Sub-Contract	Total
<b>BID ITEM = 20</b>										
Description = ROUGH GRADE				Land Item Unit =	SCHEDULE: 1	100				
					CY	Takeoff Quan:	1,375.000	Engr Quan:		1,375.000
\$7,633.66		0.0561 MH/CY	48.00 MH	[ 3.512 ]	5,321			2,313		7,634
427.5000	Un/Shift	2.0000 Shifts	* 0.0561 MH/Unit		6.22			2.71		8.93
<b>19391</b>	<b>OFF-HAUL SURPLUS CLEAN SOIL</b>				<b>Quan: 855.00 CY</b>	<b>Hrs/Shft: 8.00</b>	<b>Cal: 508</b>	<b>WC: 1</b>		
Off-haul Clean Soil - Excludes off-hauling lime treated soil										
855/9CY = 95 loads										
5105	Haul Exc (Load)	1.00	95.00 LD		300.000			28,500		28,500
8RSWEP	==> RENTAL SWEEPER	1.00	16.00 HR		200.000			3,200		3,200
8RSWTR	==> Sweeper Travel Time	1.00	4.00 HR		150.000			624		624
\$32,324.00				[ ]				28,500	3,824	32,324
								33.33	4.47	37.81
<b>Item Totals: 20 - ROUGH GRADE</b>										
\$81,102.87		0.1978 MH/CY	272.00 MH	[ 12.148 ]	29,892		29,765	21,446		<b>81,103</b>
58.984		1375 CY			21.74		21.65	15.60		58.98

<b>BID ITEM = 30</b>										
Description = RE-GRADE BUILDING PADS				Land Item Unit =	SCHEDULE: 1	100				
					SF	Takeoff Quan:	75,000.000	Engr Quan:		75,000.000
<b>24410</b>	<b>RG LT/CT P-LOT/PAD - MED</b>				<b>Quan: 75,000.00 SF</b>	<b>Hrs/Shft: 8.00</b>	<b>Cal: 508</b>	<b>WC: 1</b>		
<u>SGRG3</u>	(Mod) RG - Lime Treat Lrg		16.00 CH	<b>Prod: 2.0000 S</b>		Lab Pcs:	7.00	Eqp Pcs:	7.00	
7GPS	GPS - Total Sta	1.00	16.00 HR	50.000		832				832
8G14GL	CAT 14H/14M BLADE	1.00	16.00 HR	155.000			2,579			2,579
8L310	JD 210 SKIP RT LOADER	1.00	16.00 HR	60.000			998			998
8SC613	Cat 613 Scraper	1.00	16.00 HR	142.000			2,363			2,363
8TR36	3600 Gal Water Truck	1.00	16.00 HR	65.000			1,082			1,082
8TRPIC	F250/350 Pick-Up Truck	3.00	48.00 HR	22.000			1,098			1,098
BLADE	Blade/Excav Oper	1.00	16.00 MH	68.150	1,931					1,931
FORE	Foreman	1.00	16.00 MH	79.260	2,173					2,173
GRADE	Grade Checker	1.00	16.00 MH	62.290	1,802					1,802
LAB	General Laborer	1.00	16.00 MH	42.460	1,345					1,345
OPER	General Operator	2.00	32.00 MH	62.290	3,605					3,605
TEAM	Teamster	1.00	16.00 MH	43.000	1,430					1,430
\$21,238.21		0.0014 MH/SF	112.00 MH	[ 0.091 ]	12,286		832	8,120		21,238
37,500.0000	Un/Shift	2.0000 Shifts	* 0.0015 MH/Unit		0.16		0.01	0.11		0.28
<b>Item Totals: 30 - RE-GRADE BUILDING PADS</b>										
\$21,238.21		0.0014 MH/SF	112.00 MH	[ 0.091 ]	12,286		832	8,120		<b>21,238</b>
0.283		75000 SF			0.16		0.01	0.11		0.28

<b>BID ITEM = 40</b>										
Description = LIME TREAT PADS				Land Item Unit =	SCHEDULE: 1	100				
					SF	Takeoff Quan:	75,000.000	Engr Quan:		75,000.000
<b>24100</b>	<b>LIME TREAT - SUB</b>				<b>Quan: 75,000.00 SF</b>	<b>Hrs/Shft: 8.00</b>	<b>Cal: 508</b>	<b>WC: 1</b>		
4LIM	Lime-Treat & CIP Recycle	1.00	75,000.00 SF		1.520			114,000		114,000
<b>24420</b>	<b>LIME TREAT SUPPORT (SHFT)</b>				<b>Quan: 3.00 SHF</b>	<b>Hrs/Shft: 8.00</b>	<b>Cal: 508</b>	<b>WC: 1</b>		
<u>EX6</u>	(Mod) Sm Excavation - 410		24.00 CH	<b>Prod: 1.0000 US</b>		Lab Pcs:	6.00	Eqp Pcs:	4.00	