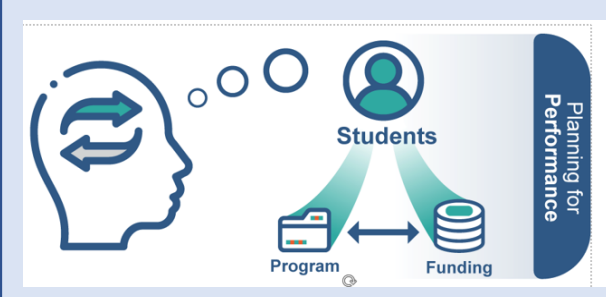


# Strategic Use of One-Time Funds:

## Coaching Tool for Aligning Resources to Recruit and Retain



This tool is designed to support a coaching conversation among district leaders, program service leaders, and fiscal leaders.<sup>1</sup> Through a mix of coaching stems and an optional activity focused on alignment of resources to recruitment and retention needs, leaders can use the tool to examine strategies for student-driven funding approaches.

### Coaching Stems

1. Recruitment needs aligned to Student/Programmatic Goals:
  - a. What are the most pressing recruitment needs in your district/county?
  - b. What are the top recruitment needs that impact your most vulnerable students?
  - c. What other contextual factors impacting student need should be considered when recruiting staff?
2. Retention needs aligned to Student/Programmatic Goals:
  - a. What are the most pressing retention needs in your district/county?
  - b. What are the top retention needs that impact your most vulnerable students?
  - c. What other contextual factors impacting student need should be considered when retaining staff?
3. Planning needs:
  - a. Based on recruitment and retention needs and available funding streams, how might you align resources to have the greatest positive impact for students with the greatest need?
  - b. What are the short-term and long-term planning implications of the identified needs?
  - c. What changes might these implications prompt in how you currently allocate funding?
    - i. Do these funds allow for blending?<sup>2</sup>
    - ii. Do these funds allow for braiding?<sup>3</sup>

**Funding Resources**

American Rescue Plan  
Elementary and  
Secondary School  
Emergency Relief Fund  
State Plan Requirements

U.S. Department of  
Education Fact Sheet—  
American Rescue Plan  
Act of 2021—Elementary  
and Secondary School  
Emergency Relief Fund  
(ARP ESSER)

ESSER III Fund Frequently  
Asked Questions

COVID-19 Relief and  
School Reopening Grants

<sup>1</sup> Educational leaders may be associated with either a school, a district, or a County Office of Education.

<sup>2</sup> “Blending” refers to when funds from two or more separate funding sources are combined to pay for a unified set of program services to eligible groups of students.

<sup>3</sup> “Braiding” refers to when funds from two or more funding sources are coordinated to support the total cost of services, but revenues are allocated, and expenditures tracked by each particular funding source.

## Planning for Uncertainty – Primary Drivers of Success

- Establish Strategic Priorities (Data Driven)
- Engage Stakeholders (Teachers, Students, Parents, Community)
- Leverage Existing Plans (Strategic Plan, LCAP, SPSA, FIT)
- One-Time Infrastructure Investments (Open and Safe Schools)
- Short-Term Program Expansion Investments (Recovery)
- Long-Term Sustainable Investments (System Innovation)

Consider the primary drivers of success listed above:

1. Identify the drivers that resonate or that are already in place in your district/county.
  - a. Are there additional key drivers that need to be considered?
  - b. How do you currently support the implementation of these drivers?
  - c. How might short-term or sustainable investments with one-time funds supplement these drivers?
2. Drivers already *in place*:
  - a. What is currently in place to meet identified staffing needs?
  - b. What additional resources might address your staffing needs through these key drivers?
  - c. How are staffing needs currently reflected in existing plans and/or the district LCAP? If not reflected, how might you incorporate them into existing plans?
3. Additional drivers *to consider*:
  - a. How do these additional drivers align to what is currently in place to meet staffing needs?
  - b. What additional resources are needed to implement these additional drivers in order to meet staffing needs?
  - c. How will these additional drivers be reflected in existing plans and/or the district LCAP?

Optional Discussion Organizer: Complete this table to document responses to the coaching stems.

<b>Identified Student Need and Programmatic Goal (based on LCAP)</b>	<b>Key Drivers Identified</b>	<b>Potential Recruitment or Retention Strategies</b>	<b>Potential Funding Stream(s) (consider one-time and recurring and options for blending/braiding)</b>	<b><u>Strategic Check:</u> Establish Strategic Objectives</b> How are we investing resources to impact students with the greatest needs?	<b><u>Strategic Check:</u> Segment Funds</b> Consider the short- and long-term implications	<b><u>Strategic Check:</u> Planning for Uncertainty</b> What are the possible uncertainties? How can the application of these funds flex based on anticipated uncertainties?