STRATEGIC BUDGETING AND ALLOCATION STRATEGY RESOURCES

August 2024

The Pupil-Centered Funding Plan provides an opportunity for more strategic use of resources (e.g., money, time, staff, materials) to meet student needs. This document contains links to resources related to strategic budget practices and resource allocation processes. Table 1 lists links to organizations that provide information on a variety of topics, including research, such as the Region 15 Comprehensive Center and the What Works Clearinghouse. Tables 2–5 include links to specific documents, podcasts, webinars, and tools designed for unique student groups, such as English learners or students with disabilities. Each table includes a link to the resource, a brief description, the author or source, and the type of material (e.g., brief, webinar, curriculum).

Table 1. Broad Resource Lists

Resource	Summary
Center for Applied Linguistics	The Center for Applied Linguistics provides a wide range of publications and products related to the teaching and learning of languages, linguistics, policy, assessment, and more.
Comprehensive Center Network: Resource Library	The Comprehensive Center Network provides a growing number (currently over 200) of briefs, guides, toolkits, webinars, videos, and other resources on a variety of education topics and subtopics. Topics include: • Education Systems and Federal Requirements ✔ Education Workforce ✔ Equity in Education ✔ Specific Population Groups • Student and Staff Well-Being • Summer and Out-of-School Time • Teaching and Learning

Resource	Summary
Comprehensive Center Network: Strategic Planning for Continued Recovery	The Comprehensive Center Network's Strategic Planning for Continued Recovery initiative aims to support state educational agencies (SEAs) as they work with local educational agencies (LEAs) to sustain effective investments funded by ESSER. The initiative provides resources around six strategies: ✓ Determine impact of investments • Prioritize efforts for ongoing recovery and transformation ✓ Achieve sustainability through financial planning • Ensure access and opportunity for all ✓ Communicate impact of investments ✓ Support/sustain systemic capacity building
Marzano Research: Resource List	Marzano Research provides webinars, reports, tools, and other resources on the following topics: ✓ Classroom Practice ✓ Remote Learning ✓ Rural Education ✓ School Improvement ✓ Teacher as Researcher
National Center for Systemic Improvement (NCSI)	NCSI provides differentiated support through universal, targeted, and intensive technical assistance to support SEAs to best use their general supervision and professional development systems to establish and meet high expectations for every student with a disability.
Region 15 Comprehensive Center	The Region 15 Comprehensive Center (R15CC) led by WestEd is part of the national Comprehensive Center Network and provides capacity-building technical assistance, content expertise, and other services in support of SEAs and their regional and local constituents in Arizona, California, Nevada, and Utah.
Regional Education Laboratory Northwest: REL Products	Regional Educational Laboratory Northwest, the region that serves Nevada, is one of 10 U.S. Department of Education-funded Regional Educational Laboratories (RELs). RELs partner with educators and policymakers nationwide to help generate and apply evidence with the goal of improving learner outcomes. Users can filter resources by topic, region, and product type.
Quality Teaching for English Learners	Quality Teaching for English Learners at WestEd provides online learning resources, curricula, publications, talks, and webinars to support English learners. This resource includes paid material/services.
What Works Clearinghouse: Resources	The federal Institute of Education Sciences What Works Clearinghouse reviews evidence of effectiveness for education programs and practices using a rigorous approach and provides summaries of research and practice guides based on those reviews.

Resource	Summary
Western Educational Equity Assistance Center (WEEAC): Resource Library	The Western Educational Equity Assistance Center (WEEAC) at WestEd provides resources that help policymakers, leaders, and practitioners promote equitable education opportunities.

The resources in Tables 2 through 5 support equitable and effective allocation of resources in education as well as state and district fiscal health and best practices.

Table 2. Strategic Resource Allocation Processes and Fiscal Health

Tags	Resource Link	Resource Summary	Author	Type of Resource
Budgeting, Resource Allocation	Allocating Resources to Improve Student Outcomes	This recorded webinar and accompanying slide deck supports leaders and educators to use data-driven processes to align resources and improve student outcomes.	WEEAC	Webinar
Budgeting, Resource Allocation	Top Podcasts of 2022 Explore Educator Well-Being, Budgeting for Equity, and More	These podcasts from 2022 examine a wide range of pressing issues facing school communities, including building cultures of well-being for students and educators and addressing disproportionality in special education.	WestEd	Podcast

Tags	Resource Link	Resource Summary	Author	Type of Resource
Budgeting, Resource Allocation	[Budgeting for Educational Equity Podcast Series](#)	In each Budgeting for Educational Equity episode, host Jason Willis, former Director of Strategic Resource Planning and Implementation for WestEd, welcomes education leaders and practitioners to discuss funding, education improvements, and strategies to advance resource equity across all levels of California's public education system.	WestEd	Podcast
Budgeting, Resource Allocation Review	Resource Allocation Review Process ✔ [Session 1](#) ✔ [Session 2](#) ✔ [Session 3](#)	This three-part series covers the Every Student Succeeds Act (ESSA) resource allocation review requirement, including how Nevada has been implementing this process and lessons learned.	Region 15 Comprehensive Center	Webinar

Tags	Resource Link	Resource Summary	Author	Type of Resource
Budgeting, ESSER	Four-Session Webinar Series on Post-ESSER Strategic Resource Allocation Processes	This webinar series is comprised of four sessions: ✔ Session 1—Strategic Resource Allocation: Aligning Resources with Student Need ✔ Session 2—Responsive Resource Management: Navigating Enrollment Challenges for Sustainability ✔ Session 3—Navigating Inflation: Leveraging Funding Sources for Financial Resilience ✔ Session 4—The Value of Fiscal Transparency: Communicating Financial Investments Post-ESSER	Region 14 Comprehensive Center	Webinar

Tags	Resource Link	Resource Summary	Author	Type of Resource
Budgeting, Evidence-Based Decision-Making	Strategic Budgeting: Using Evidence to Mitigate the "COVID Slide" and Move Toward Improvement	This resource is designed to guide SEAs and LEAs through a process that aligns agency priorities, policies, and financial allocation based on evidence of student need and program effectiveness. This guide is also set up to help agencies prioritize and make trade-off decisions based on available evidence.	National Comprehensive Center	Guide
Budgeting, Blending and Braiding	Crosswalk of Common Learning Recovery and Acceleration Priorities and Federal Funding	This resource provides information about how common ESSER-funded programs can be supported with other federal funds as well as a braiding and blending tool template.	North Carolina Department of Public Instruction	Guide

Tags	Resource Link	Resource Summary	Author	Type of Resource
Fiscal Health	Fiscal Health Management Principles: Resource and Technical Assistance Manual	This tool outlines principles to guide districts' fiscal administration, decision-making, and strategic planning to educate students. The manual can provide a solid foundation for state- or local-level guidance as it relates to fiscal health operations and supports efficient, successful delivery of services and materials for students.	Region 14 Comprehensive Center	Guide/Toolkit
Four Domains	Resource Allocation Strategies to Support the Four Domains for Rapid School Improvement	This paper outlines strategies for how school districts can maximize the use of existing resources to support the practices outlined in the Four Domains for Rapid School Improvement. This paper lays out four principles of effective resource allocation: ✓ Equitably distribute resources ✓ Consider resources beyond just funding ✓ Establish priorities through stakeholder engagement ✓ Blend, braid, and layer resources	The Center on School Turnaround at WestEd	Brief

Tags	Resource Link	Resource Summary	Author	Type of Resource
Special Education, Resource Allocation	Study of the Individualized Education Program (IEP) Process and the Adequate Funding Level for Students with Disabilities in Maryland	This study assesses program quality and adequate funding levels for students with disabilities for the Maryland State Department of Education. It shares recommendations on the cost to establish adequate funding for special education and weighted allocation of increased ongoing resources to local school systems to improve outcomes for students with disabilities.	WestEd	Brief

Tags	Resource Link	Resource Summary	Author	Type of Resource
Special Education, Resource Allocation, Budgeting	Strategic Resource Allocation for the 21st Century: How State Leaders Can Address the Silent Recession	As a follow-up on two previous "Silent Recession" reports, this paper describes state-level strategies for helping school districts address rising education costs and deploy resources strategically to improve student outcomes. The strategies focus on three key areas: special education, educator compensation and benefits, and revenue generation. The paper draws from research literature, a media review, and interviews with state leaders, directors of regional education-focused nonprofits, and leading education researchers.	WestEd	Brief

Table 3. Students with Disabilities

Tags	Resource Link	Resource Summary	Author	Type of Resource
Special Education	Special Education in the Turnaround Context: Green Dot Public Schools in Los Angeles	This brief examines an intensive effort to improve special education and related services for students with disabilities in Green Dot turnaround schools and provides recommendations for helping students with disabilities succeed.	The Center on School Turnaround	Brief
Special Education	Improving Teaching and Learning for Students with Disabilities	Aimed at school, district, and state administrators, this archived webinar presents some of the latest research-informed resources and approaches for schools and districts dedicated to improving outcomes for all students, including students with disabilities.	REL West	Webinar
Special Education	Students with Special Needs and the California Common Core Standards	This webinar provides insight into how the California Common Core Standards can provide greater opportunities for student learning and achievement of grade-level skills for students with disabilities.	WestEd	Webinar

Tags	Resource Link	Resource Summary	Author	Type of Resource
Special Education	Alternate Assessments for Special Education Students in the Southwest Region States	This brief reviews and summarizes alternate assessment policies and practices and their implementation and impact for the most significantly cognitively disabled students across the five states in the Southwest Region.	REL Southwest	Brief
Special Education	Journey Toward Special Education Improvement	Matthew Navo, Director of Special Education, Pupil Services for Sanger Unified School District, discusses the changes that took place in Sanger from 2004–2010 that resulted in improved student achievement of special education students and the establishment of a full inclusion model supported by Explicit Direct Instruction (EDI), Professional Learning Communities (PLC), and Response to Intervention (RtI).	WestEd	Brief

Tags	Resource Link	Resource Summary	Author	Type of Resource
Special Education	Serving Students With Disabilities: A Resource for Assessing the Basic Components of Your Special Education Infrastructure	This resource identifies six components an infrastructure needs to have in place to operate a well-functioning special education program: collaboration and communication, staffing, policies and procedures, data systems, resource management, and instructional practices. The publication also provides a tool for examining the degree to which these components are in place in your system.	California Department of Education, California Collaborative for Educational Excellence, WestEd	Brief
Special Education, Mathematics	Supports for Students with Disabilities in the Math in Common Districts	This report provides recommendations for districts seeking to support students with disabilities in math instruction. These recommendations are based on interviews with staff in two California districts that have shown an improvement in math achievement for students with disabilities following implementation of the Common Core State Standards in Mathematics.	WestEd	Brief

Tags	Resource Link	Resource Summary	Author	Type of Resource
Mathematics	Assisting Students Struggling with Mathematics: Intervention in the Elementary Grades Practice Guide Summary	This guide distills recent research into six recommendations for educators to use when teaching elementary students with low test scores in mathematics. This practice guide focuses on practices and principles underlying effective small group interventions for students in grades K–6.	What Works Clearinghouse IES Practice Guide	Guide
Special Education, Reading Instruction	Providing Reading Interventions for Students in Grades 4–9	This report summarizes evidence-based practices for teachers supporting students with reading difficulties, including students with disabilities.	What Works Clearinghouse Educator's Practice Guide	Brief

Table 4. English Learners

Tags	Resource Link	Resource Summary	Author	Type of Resource
English Learners	English Learner Students' Readiness for Academic Success: The Predictive Potential of English Language Proficiency Assessment Scores in Arizona and Nevada	This brief reviews the threshold that Arizona and Nevada set for reclassification of English learner students as fluent English proficient at each grade level.	REL West	Brief
English Learners	Long-Term English Learners: Spotlight on an Overlooked Population	This brief explores factors that impede literacy development for long-term English learner (LTEL) students as well as promising practices to improve outcomes.	REL West	Brief
English Learners	Focusing Formative Assessment on the Needs of English Language Learners	This resource covers challenges and opportunities in using formative assessment to enhance the teaching and learning of English learner (EL) students.	WestEd	Brief
English Learners	Fostering Academic Success for English Language Learners: What Do We Know?	This publication synthesizes information from several authoritative sources to begin answering questions about how to foster better educational practice and accountability for the success of English learners.	WestEd	Brief
English Learners	ELL Strategies & Best Practices	This list of resources provides specific ideas and strategies to support English learner (EL) language and literacy development.	Colorín Colorado	Brief
English Learners	Evidence-Based Practices for English Learners	This paper provides evidence-based practices to support English learners. Recommendations address academic instruction, progress monitoring, and family-school partnerships.	Collaboration for Effective Educator, Development, Accountability, and Reform Center	Brief

Tags	Resource Link	Resource Summary	Author	Type of Resource
English Learners	Best Practices for Educating English Language Learners: History, Controversy, and a Path Forward	This brief reviews the multifaceted challenge of EL education, a history of the debate among scholars and practitioners regarding best practices in educating English learners, major theoretical perspectives that have influenced the understanding of how best to teach English learner students, and a review of key findings from research studies and reports on both the needs of English learners and best practices for teaching them.	Center for Urban Education Success, The Warner School of Education at the University of Rochester	Brief
English Learners	Effective Literacy and English Language Instruction for English Learners in the Elementary Grades	This practice guide provides five recommendations integrated into a coherent and comprehensive approach for improving the reading achievement and English language development of English learners in the elementary grades.	What Works Clearinghouse IES Practice Guide	Guide
English Learners	English Language Learners and the New Standards: Developing Language, Content Knowledge, and Analytical Practices in the Classroom	This resource presents a clear vision and practical suggestions for helping teachers engage English learner students in simultaneously learning subject-area content, analytical practices, and language.	WestEd	GuideNote: Purchase Required

Tags	Resource Link	Resource Summary	Author	Type of Resource
English Learners	Supporting Integrated English Learner Student Instruction: A Guide to Assess Professional Learning Needs Based on the Teaching Academic Content and Literacy to English Learners in Elementary and Middle School Practice Guide	This guide was created to assess teacher professional learning needs to implement research-based recommendations for the instruction of elementary-grade English learner students. At the center of this guide are two tools—the Teacher Self-Reflection Tool and the Classroom Observation Tool—that are used to collect information about teacher practice and needs related to the recommendations from the What Works Clearinghouse Practice Guide Teaching Academic Content and Literacy to English Learners in Elementary and Middle School.	REL West	Guide
Mathematics	Math Pathways & Pitfalls: Early and Whole Number Concepts with Algebra Readiness—Lessons and Teaching Manual, Grades K–1	In rigorous research studies, the *Math Pathways & Pitfalls* curriculum provided here significantly increased achievement for diverse students, including English learners, in all grades tested.	WestEd	Curriculum Note: Purchase Required
English Learners, Literacy	Teaching Academic Content and Literacy to English Learners in Elementary and Middle School	This practice guide includes recommendations for teaching English learners in grades K–8. In particular, the guide focuses on the language and literacy skills English learners need to be successful in school: listening, reading, writing, and speaking in English for academic purposes.	What Works Clearinghouse Educator's Practice Guide	Guide
English Learners, Family Engagement	English Learner Family Toolkit	The English Learner Family Toolkit was created to help families choose education services that meet their child's needs. U.S. educators, elementary and secondary school teachers, principals, and other school staff can also share the toolkit as a resource for English learners and their families.	U.S. Department of Education Office of English Language Acquisition (OELA)	Toolkit

Tags	Resource Link	Resource Summary	Author	Type of Resource
English Learners, Policy	Examining Policy Levers for EL Course Access	This brief explores four research-based levers to support English learners' enrollment in the core content courses (math, language arts, science, and social studies) that they need to graduate and be prepared for college and life.	National R&D Center to Improve Education for Secondary English Learners	Brief
English Learners, Policy	How State, District, and School Levers Can Improve the Course Access of Students Classified as English Learners in Secondary Schools	This new research brief explores how school, district, and state decisions can impact course access for students classified as English learners in middle and high school. The brief describes existing research on the role of 11 levers related to (1) state and district policies, (2) school and programmatic decision, and (3) school staffing.	National R&D Center to Improve Education for Secondary English Learners	Brief
Newcomers	Welcoming, Registering, and Supporting Newcomer Students: A Toolkit for Educators of Immigrant and Refugee Students in Secondary Schools	This resource toolkit is intended to help educators and other stakeholders identify and use research-based practices, policies, and procedures for welcoming, registering, and supporting newcomer immigrant and refugee students who are attending secondary schools (grades 6–12) in the United States.	REL Northwest	Toolkit
Newcomers	Newcomer Toolkit	The Newcomer Toolkit is designed to help U.S. educators, elementary and secondary teachers, principals, and other school staff who work directly with immigrant students, including asylees, refugees, and their families.	U.S. Department of Education Office of English Language Acquisition (OELA)	Toolkit

Table 5. English Learner Students with Disabilities (or Resources That Apply to Both English Learners and Students with Disabilities Individually)

Tags	Resource Link	Resource Summary	Author	Type of Resource
English Learners, Special Education	Building Capacity for Improving Instructional Practice for English Learners with Disabilities	Aimed at district administrators, this webinar reviews how the state of Georgia is building statewide teacher capacity in instruction for English learners with disabilities, and how one Georgia district is working to infuse effective instruction through its schools.	WestEd	Webinar
English Learners, Special Education	When an English Learner Struggles Academically: Telling the Difference Between Second Language Acquisition and a Possible Learning Disability	This webinar discusses best practices for determining whether English learner students' academic difficulties are related to second-language acquisition, a learning disability, or some other factor. This webinar illustrates how a deep knowledge of the lives of English learners can help educators assess students' English language acquisition progress and inform decisions about when or if to seek additional supports.	WestEd	Webinar
English Learners, Special Education	Resourcing Supports for Young Multilingual Learners with Suspected Disabilities in California: Learning Collaborative Recommendations	The recommendations in this report can inform the funding and resourcing decisions of policymakers and education leaders in three areas: (1) learning opportunities for multilingual learners in PreK, (2) high-quality Tier 1 Core Instruction in elementary settings, and (3) pre-referral supports, assessment, and special education referral.	WestEd	Brief

Tags	Resource Link	Resource Summary	Author	Type of Resource
English Learners, Special Education	Identifying and Supporting English Learner Students with Learning Disabilities: Key Issues in the Literature and State Practice	This report responds to two important research questions: ✓ What issues do previous studies raise about identifying, assessing, and supporting English learner students with learning disabilities? ✓ What procedures, including guidelines and protocols, do the 20 states with the largest populations of English learner students use to identify, assess, and support English learner students with learning disabilities?	REL West	Report
English Learners, Literacy	Resources and Strategies for Identifying and Supporting English Learners with Learning Disabilities	In this webinar, two EL education experts share promising strategies and practices to support LTEL students—and all English learner students—in English writing and academic literacy.	REL West	Webinar
Science Education	Science Learning with Hero Elementary: Accessible Blended Learning Resources to Reach All Students	This report describes a case study that examines the design and use of PBS KIDS *Hero Elementary* science learning resources with diverse groups of K–2 students. It provides examples for educators as they seek to create and use learning resources that can engage diverse learners.	WestEd	Report
English Learners, Family Engagement	Structuring Meaningful Home-School Partnerships with Families of Young English Learner Students	This slide deck overviews the foundations of effective partnerships between home and school, how families can support learning, and successful family engagement efforts.	WestEd	Presentation

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