

San Francisco Board of Education

# **FY 2022-23 and FY 2023-24 Budget Balancing Plan**

*for inclusion in the FY 2021-22 First Interim Report*

December 14, 2021

# FY 2022-23 & FY 2023-24 Budget Balancing Plan

## For Inclusion in the FY 2021-22 First Interim Report

- As reflected in the FY 2021-22 First Interim Report, the San Francisco Unified School District (SFUSD) and County Office of Education (SFCOE) project budget deficits of \$125 million in FY 2022-23 and \$140 million in FY 2023-24.
- The following tables identify \$90 million expenditure reductions (current year costs) and \$35 million funding sources for each fiscal year. Accounting for cost escalation, these expenditure reductions and funding sources will address the projected deficits.
- Looking ahead to the FY 2021-22 Second Interim Report, staff will examine monitor state revenue expenditure trends in the Governor's January Budget and engage in deeper analysis of Central Office spending in an effort to identify potential changes to the balancing plan that align with our student-centered values.

# Proposed Budget Balancing Plan

## Information & Decisions Timeline

### Step 1 - Plan Introduction - Shared Learning

|             |   |   |
|-------------|---|---|
| November 2  | <a href="#"><u>Committee of the Whole</u></a>                     | Overview, School Sites, Direct Services       |
| November 9  | <a href="#"><u>Regular Meeting</u></a>                            | Funding Sources, Additional Budget Context    |
| November 17 | <a href="#"><u>Budget &amp; Business Services (Off-Cycle)</u></a> | Indirect Services, Operations, Administration |

### Step 2 - Discussion, Specific Feedback, and Iteration As Needed

|             |   |  |
|-------------|---|--|
| November 30 | Budget Town Hall ( <a href="#"><u>Presentation</u></a> / <a href="#"><u>Recording</u></a> ) | Q&A, release of community input survey   |
| December 1  | <a href="#"><u>Budget &amp; Business Services</u></a>                                       | Proposed uses of anticipated Proposition G revenues, discuss tradeoffs and identify potential changes to the Budget Balancing Plan |
| December 7  | <a href="#"><u>Committee of the Whole</u></a>   |  |

### Step 3 - Vote & Adopt Budget Balancing Plan

|             |                 |  |
|-------------|-----------------|--|
| December 14 | Regular Meeting | Adopt with the 1st Interim Report, due to the CDE on December 15th |
|-------------|-----------------|--|

# Proposed Budget Balancing Plan

## FY 2022-23 & 2023-24 Budget Balancing Measures

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| Category           | 2022-23 Current  | 2022-23 Proposed | Ongoing Change | Notes   |
|--------------------|------------------|------------------|----------------|---|
| Site Based Budgets | \$404m           | \$354m           | -\$50m         | -\$39M Weighted Student Formula (WSF), -\$11M MTSS  |
| Central Budgets    | Direct Service   | \$384m           | \$374m         | -\$10m<br>Reductions focused on programs with declining enrollment, providing service enhancements, and scaling back allocations that are less systems-oriented |
|                    | Indirect Service | \$107m           | \$92.9m        | -\$14.1m<br>Reduce supports to direct service programs, such as TSAs  |
|                    | Operations       | \$238m           | \$225.6m       | -\$12.4m<br>Reductions to operating programs, such as Transportation, Nutrition, Technology, and Custodial services at sites                                    |
|                    | Administration   | \$144m           | \$140.6m       | -\$3.5m<br>Reduce administrative support to school sites and central services, such as managerial positions, clerical staff                                     |
|                    | Central Total    | \$873m           | \$833m         | -\$40m<br>Direct, Indirect, Operations, Administration  |
| Total Expenditures | \$1,277m         | \$1,187m         | -\$90m         |   |
| Sources, New       | \$0m             | \$35m            | \$35m          | New state grants, prior/current year savings  |
| Budget Shortfall   | \$125m           | \$0m             | -\$125m        | \$125m total budget measures  |

# SITE BASED BUDGETS

# Proposed Budget Balancing Plan

## FY 2022-23 & 2023-24 Budget Balancing Measures

| Category           | 2022-23 Current  | 2022-23 Proposed | Ongoing Change | Notes   |
|--------------------|------------------|------------------|----------------|---|
| Site Based Budgets | \$404m           | \$354m           | -\$50m         | -\$39M Weighted Student Formula (WSF), -\$11M MTSS  |
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| Total Expenditures | \$1,277m         | \$1,187m         | -\$90m         |   |
| Sources, New       | \$0m             | \$35m            | \$35m          | New state grants, prior/current year savings  |
| Budget Shortfall   | \$125m           | \$0m             | -\$125m        | \$125m total budget measures  |

# Proposed Budget Balancing Plan

## FY 2022-23 & 2023-24 Budget Balancing Measures

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| Detailed Items                         | FY 2022-23 Current | FY 2022-23 Proposed | Ongoing Change | FTEs Change | Explanation of Change, Detailed alignment with ZBB Lens  |
|--|--------------------|---------------------|----------------|-------------|--|
| <b>SITE BASED BUDGETS</b>              | \$404m             | \$354m              | -\$50m         | 360         |  |
| Weighted Student Formula               | \$358m             | \$319m              | -\$39m         | 270         | -\$15m due to declines in enrollment<br>-\$34m equity weights (Priority)<br>+\$10m increase in Baseline (Core) |
| Multi-Tiered System of Supports (MTSS) | \$30m              | \$19m               | -\$11m         | 90          | -\$7m shifted to WSF (Core) supports<br>-\$4m reducing (Priority) staffing                                     |

- Weighted Student Formula (WSF) allocates funding to schools on a per-pupil basis according to enrollment and other individual student attributes.
- Enrollment has been declining for several years, but stability and continuity of supports has been an ongoing priority for budget development. When allocations have shifted into WSF (e.g. Family Liaisons) to give sites more control over their resources, the funds for those positions were also transferred to site budgets.
- Weighted Student Formula revisions include an enrollment true-up, an increase to the baseline that guarantees a minimum level of funding, and a reduction in additional funding for differentiated weights.

# Proposed Budget Balancing Plan

## FY 2022-23 & 2023-24 Budget Balancing Measures

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| Detailed Items                                | FY 2022-23 Current | FY 2022-23 Proposed | Ongoing Change | FTEs Change | Explanation of Change, Detailed alignment with ZBB Lens  |
|---|--------------------|---------------------|----------------|-------------|--|
| <b>SITE BASED BUDGETS</b>                     | \$404m             | \$354m              | -\$50m         | 360         |  |
| Weighted Student Formula                      | \$358m             | \$319m              | -\$39m         | 270         | -\$15m due to declines in enrollment<br>-\$37m Equity weights (Priority)<br>+\$10m increase in Baseline (Core) |
| <b>Multi-Tiered System of Supports (MTSS)</b> | \$30m              | \$19m               | -\$11m         | 90          | <b>-\$7m shifted to WSF (Core) supports</b><br><b>-\$4m reducing (Priority) staffing</b>                       |

- MTSS was envisioned as a comprehensive set of interventions, touching on all of Bryk's 5 Essentials. This broad range of strategies has greatly enhanced the non-instructional staffing supports in place at schools.
- The broad Theory of Action was implemented inconsistently over time, resulting in a higher level of investment in MTSS without adherence to the original vision.
- Although MTSS has returned to a consistent and clear framework, there is not strong evidence that MTSS has led to improved student outcomes since it began 9 years ago.

# DIRECT SERVICES

# Proposed Budget Balancing Plan

## FY 2022-23 & 2023-24 Budget Balancing Measures

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| Category                  | 2022-23 Current  | 2022-23 Proposed | Ongoing Change  | Notes   |
|---------------------------|------------------|------------------|-----------------|---|
| Site Based Budgeting      | \$404m           | \$354m           | -\$50m          | -\$39M Weighted Student Formula (WSF), -\$11M MTSS  |
| Central Budgets           | Direct Service   | \$384m           | \$374m          | -\$10m<br>Reductions focused on programs with declining enrollment, providing service enhancements, and scaling back allocations that are less systems-oriented |
|                           | Indirect Service | \$107m           | \$92.9m         | -\$14.1m<br>Reduce supports to direct service programs, such as TSAs  |
|                           | Operations       | \$238m           | \$225.6m        | -\$12.4m<br>Reductions to operating programs, such as Transportation, Nutrition, Technology, and Custodial services at sites                                    |
|                           | Administration   | \$144m           | \$140.6m        | -\$3.5m<br>Reduce administrative support to school sites and central services, such as managerial positions, clerical staff                                     |
|                           | Central Total    | \$873m           | \$833m          | -\$40m<br><b>Direct, Indirect, Operations, Administration</b>   |
| <b>Total Expenditures</b> |                  | <b>\$1,277m</b>  | <b>\$1,187m</b> | <b>-\$90m</b>   |
| <b>Sources, New</b>       |                  | \$0m             | \$35m           | \$35m<br>New state grants, prior/current year savings   |
| <b>Budget Shortfall</b>   |                  | <b>\$125m</b>    | <b>\$0m</b>     | <b>-\$125m</b><br>\$125m total budget measures  |

# Proposed Budget Balancing Plan

## FY 2022-23 & 2023-24 Budget Balancing Measures

| Detailed Items                         | 2022-23 Current | 2022-23 Proposed | Ongoing Change | FTEs Change | Explanation of Change, Detailed alignment with ZBB Lens   |
|--|-----------------|------------------|----------------|-------------|---|
| <b>DIRECT SERVICE</b>                  | \$384m          | \$374m           | -\$10m         | -55         |   |
| Centrally Allocated: Special Education | \$178m          | \$174m           | -\$4m          | TBD         | Reduce allocations in alignment with enrollment declines  |
| Centrally Allocated: Other Divisions   | \$40m           | \$34m            | -\$6m          | -55         | Reductions focused on programs with declining enrollment, providing service enhancements, and scaling back allocations that are less systems-oriented |
| Centrally Allocated: MTSS              | \$13m           | \$13m            | na             | -           | No impact to centrally budgeted MTSS allocations (Nurses & Social Workers)  |
| Early Education                        | \$30m           | \$30m            | na             | -           | Budget adjustments for Early Education will be shared at a future meeting.  |
| FWEA & QTEA                            | \$54m           | \$54m            | na             | -           | The use of these funds are mostly agreed upon via MOU to increase educator salaries   |
| Other                                  | \$64m           | \$64m            | na             | -           |   |
| County                                 | \$5m            | \$5m             | na             | -           | County programs will be examined and budgeted according to required County functions & revenue.   |

# Proposed Budget Balancing Plan

## FY 2022-23 & 2023-24 Budget Balancing Measures

| Division                                    | Centrally-Funded FTE                  | Rationale   | FTE         | Amount (\$M)   |
|---|---------------------------------------|---|-------------|----------------|
| Student and Family Support Division (SFSD)  | Enhanced Social-Emotional Supports    | This program is a service enhancement to sites with SOAR programs. It has already been communicated that funding will not be provided centrally for these allocations beginning in FY 2022-23.  | 5.5         | \$0.7m         |
|   | Community Schools Coordinators        | Community Schools funding and planning should take place at a systems level moving forward, rather than as a one-off, limited request.  | 2.0         | \$0.3m         |
|   | Peer Resources                        | Enrollment in Peer Resources is low and has been declining for several years.   | 9.6         | \$1.1m         |
| Curriculum & Instruction Division (C&I)     | MS Math Class Size Reduction          | These small allocations (0.1 or 0.2 FTE) should be considered in the school baseline staffing calculation.  | 5.1         | \$0.6m         |
|   | Multilingual Pathways, under-enrolled | These staffing needs should be considered in school baseline staffing calculations and for possible pathways consolidations & merges.   | 25.6        | \$2.9m         |
| Leadership Equity Achievement Design (LEAD) | Secondary School Redesign             | Staffing needs for this initiative should be considered in the school baseline staffing calculation.  | 2.1         | \$0.3m         |
|   | JROTC                                 | This program is not a shared priority of school sites and, for many students, does not serve our equity vision. Further, enrollment in JROTC programs remains low and for almost all sites below the levels necessary to justify the cost of the program. | 5.4         | \$0.5m         |
| Special Education                           | Staffing Allocations                  | The aim is to reduce allocations in alignment with enrollment declines  | TBD         | \$3.6m         |
| <b>Total</b>                                |                                       |   | <b>55.3</b> | <b>\$10.0m</b> |

# INDIRECT, OPERATIONS & ADMINISTRATIVE SERVICES

# Proposed Budget Balancing Plan

## FY 2022-23 & 2023-24 Budget Balancing Measures

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|----------------------|------------------|------------------|----------------|---|
| Site Based Budgeting | \$404m           | \$354m           | -\$50m         | -\$39M Weighted Student Formula (WSF), -\$11M MTSS  |
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|                      | Administration   | \$144m           | \$140.6m       | -\$3.5m<br>Reduce administrative support to school sites and central services, such as managerial positions, clerical staff                                     |
|                      | Central Total    | \$873m           | \$833m         | -\$40m<br><b>Direct, Indirect, Operations, Administration</b>   |
| Total Expenditures   | \$1,277m         | \$1,187m         | -\$90m         |   |
| Sources, New         | \$0m             | \$35m            | \$35m          | New state grants, prior/current year savings  |
| Budget Shortfall     | \$125m           | \$0m             | -\$125m        | \$125m total budget measures  |

# BUSINESS SERVICES - Proposed Balancing Measures

| Detailed Items       | FY 2022-23 Current | FY 2022-23 Proposed | Ongoing Change | FTEs Change | Explanation of Change, Detailed alignment with ZBB Lens   |
|----------------------|--------------------|---------------------|----------------|-------------|---|
| Business Services    | \$11.5m            | \$10.7m             | -\$0.8m        | -4.0        |   |
| CFO                  | \$1.0m             | \$1.0m              | -              | -           |   |
| Budget Services      | \$1.8m             | \$1.4m              | -\$0.4m        | -2.0        | Close vacant manager and analyst positions, resulting in lower levels of service to site leaders and resource planning  |
| PEEF Office          | \$0.6m             | \$0.6m              | -              | -           | Realign staffing to support LCAP/ budget outcomes evaluations   |
| Fiscal Services      | \$3.2m             | \$2.9m              | -\$0.3m        | -3.0        | Close vacant 4993 Federal/State Grants Director and administrative analyst position; shift vacant 1824 analyst to procurement; realign staff to absorb work of closed positions.                              |
| Procurement          | \$1.6m             | \$1.5m              | -\$0.1m        | +1.0        | Shift vacant 1824 analyst from Fiscal Services to streamline procurement of technology and student/ family contracts. Shift \$355k central allocation of multi-function printers to Weighted Student Formula. |
| Payroll              | \$2.5m             | \$2.5m              | -              | -           | Fully implement org change from '21-22 to prepare for SAP   |
| Medi-Cal/ Attendance | \$0.8m             | \$0.8m              | -              | -           |   |

# COMMUNICATIONS - Proposed Balancing Measures

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| Detailed Items                 | FY 2022-23 Current | FY 2022-23 Proposed | Ongoing Change | FTEs Change | Explanation of Change, Detailed alignment with ZBB Lens  |
|--------------------------------|--------------------|---------------------|----------------|-------------|--|
| Communications and Development | \$2.6m             | \$2.5m              | -\$70k         | -           |  |
| Communications                 | \$1.1m             | \$1.05m             | -\$40K         | -           | <p>Reduce non-personnel costs, by eliminating:</p> <ul style="list-style-type: none"> <li>- Media monitoring resulting in limited tracking and sharing of TV and radio clips about SFUSD</li> <li>- Production costs associated with staff and family communications; i.e. no annual mailers, limited support for interface improvements to the staff intranet resulting in district staff being less able to find online information and resources needed to do their jobs and less organizational coherence</li> </ul> |
| Fund Development               | \$722K             | \$692K              | -\$30K         | -           | <p>Reduce non-personnel costs, by eliminating:</p> <ul style="list-style-type: none"> <li>- Access to consultant services for fundraising</li> <li>- Access to technology platforms for fundraising</li> </ul>   |
| KALW                           | \$738K             | \$738k              | -              | -           | Enterprise fund is entirely restricted funding raised by KALW, no impact on general fund. Overall portion of budget at SFUSD reduced due to agreement with operating non-profit.   |

# CURRICULUM & INSTRUCTION - Proposed Balancing Measures

| Detailed Items   | FY 2022-23 Current | FY 2022-23 Proposed | Ongoing Change                               | FTEs Change | Explanation of Change, Detailed alignment with ZBB Lens  |
|--|--------------------|---------------------|--|-------------|--|
| <b>Curriculum &amp; Instruction</b>  | \$46.0M            | \$37.0M             | -\$8.4M                                      | -33.0       |  |
| Equity Services  | \$1.2M             | \$0.20M             | -\$1.00 M                                    | -7.0        | Equity supports delivered directly to sites would be eliminated. School leaders would be responsible for equity training.  |
| Increase coaching ratios that support induction, interns, and emergency teachers, reduce FTEs supporting sites and reduce supervisory FTEs | \$45.0M            | \$42.15M            | -\$3.15M                                     | -24.0       | Increase coaching workloads from 2 to 3; pause new curriculum development and minimize content support services to sites. Schools would receive fewer coaching and curricular resources. Reduce by:<br>-1 Executive Director<br>-4 Supervisors<br>-3 Program Managers<br>-12 TSAs<br>-4 Clerks |
| Reduction of non-personnel budgets, including mileage for travel to school sites, printing, professional development                       |                    |                     | -1.70M                                       | -           | - Math workbooks and science materials will not be printed from central office. Printing responsibilities will be shifted to school sites.<br><br>All professional development for teachers would be eliminated.   |
| PEEF (General Fund)  |                    |                     | -\$0.63M<br>-\$1.00M<br>-\$0.50M<br>-\$0.43M |             | Eliminate AVID program<br>Reduce A-G Support<br>Reduce Multilingual Program<br>Reduce Career Technical Education Program   |

# EARLY EDUCATION - Proposed Balancing Measures

| Detailed Items                                  | FY 2022-23 Current* | FY 2022-23 Proposed* | Ongoing Change  | FTEs Change | Explanation of Change, Detailed alignment with ZBB Lens  |
|---|---------------------|----------------------|-----------------|-------------|--|
| <b>Early Education</b>                          | <b>\$41.9m</b>      | <b>\$40.5m</b>       | <b>-\$1.4m</b>  | <b>+4.0</b> |  |
| Schools & Program (Infant & Toddler, PreK, OST) | \$37.0m             | \$35.5m              | -\$1.5m         | -20 FTE     | Infant & Toddler program eliminated because expenditures were consistently greater than revenue (~\$100,000+). Consolidation of classes due to low enrollment: closing positions when staff retire or resign. Consolidation of classes due school or class closure: moving staff to vacant positions |
| EED Contracts                                   | \$0.2m              | -                    | -\$0.2m         | N/A         | Reduction in contracts (ecoliteracy, curriculum, other)  |
| Program Quality & Enhancement Staff             | \$5.5m              | \$4.8m               | -\$0.7m         | ~5.0FTE     | Hold vacant 4.0FTE (1.0FTE FSS, 1.0FTE PBIS, 2.0 FTE coaches, 1TBD)  |
| Policy & Operations                             | \$1.3m              | \$1.2m               | -\$0.1m         | -1FTE       | Reduction in 1.0FTE enrollment specialist  |
| TK Paras  | \$0.4m              | \$1.9m               | \$1.5m          | +~30FTE     | TK Para Cost: CDE Mandated positions to meet new TK ratios   |
| Tuition: Pre-K & OST                            | \$2.5m revenue      | \$2.9m revenue       | -\$0.4m revenue | N/A         | EED will increase tuition fees annually so that they are close to market value. Enrollment numbers may decrease because of the closure at Presidio and the increase in TK students who would have otherwise been PreK students   |

\*Note re CDSS/CDE Revenue: SFUSD contracts are currently held harmless. In the FY 22-23, we anticipate a reduction of \$4-10 million.

# FACILITIES - Proposed Balancing Measures

| Detailed Items                   | FY 2022-23 Current | FY 2022-23 Proposed | Ongoing Change | FTEs Change | Explanation of Change, Detailed alignment with ZBB Lens   |
|----------------------------------|--------------------|---------------------|----------------|-------------|---|
| Facilities                       | \$4.0m             | \$2.0m              | -\$2.0m        | -1.0        |   |
| Custodial Services               |                    |                     |                |             |   |
| Green cleaning                   | \$1.30m            | \$1.0m              | \$0.3m         | -           | Piggy back on national procurement; implement dilution control.   |
| Zero Waste - bulk removal        | \$0.2m             | \$0.1m              | \$0.1m         |             | Implement virtual warehouse to offset costs of end of year/beginning of year school site dumping of furniture |
| Environmental Health             | \$0.9m             | \$0.8m              | \$0.1m         | -1.0        | Hire industrial hygienist to manage abatement, hazmat contracts; reduce vacant FTE in unit.                   |
| Real Estate                      |                    |                     |                |             |   |
| Real Estate - Revenue            | -                  | \$0.1m              | \$0.1m         | -           | Revenue generations - IM Scott, parking   |
| Facilities, Design, Construction |                    |                     |                |             |   |
| Deferred Maintenance             | \$1.6m             | 0                   | \$1.6m         |             | Reduce deferred maintenance budget to offset reduced unrestricted general fund expenditures                   |

# HUMAN RESOURCES - Proposed Balancing Measures

| Detailed Items         | FY 2022-23 Current | FY 2022-23 Proposed | Ongoing Change | FTEs Change | Explanation of Change, Detailed alignment with ZBB Lens  |
|------------------------|--------------------|---------------------|----------------|-------------|--|
| Human Resources        |                    |                     |                |             |  |
| Leadership Development |                    |                     |                |             | Reductions to Leadership Development supports are included in the Instruction & LEAD proposal. |

# INSTRUCTION & LEAD - Proposed Balancing Measures

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| Detailed Items   | FY 2022-23 Current | FY 2022-23 Proposed | Ongoing Change | FTEs Change | Explanation of Change, Detailed alignment with ZBB Lens  |
|--|--------------------|---------------------|----------------|-------------|--|
| Instruction & LEAD                                     | \$8.6m             | \$0.2m              | -\$1.3m        | -3.0        |  |
| Cohort & LEAD Operating Costs                          | \$0.5m             | \$0.1m              | -\$0.4m        | -           | Decrease and/or eliminate monthly cohort meetings, professional development, stipends, extended hours, travel and conferences, instructional materials, caps and gowns               |
| LEAD Team  | \$7.4m             | \$7.1m              | -\$0.3m        | -2.0        | Decrease support around priority instructional areas and reduced leadership coaching and support.  |
| Bayview Support Plan                                   | \$0.4m             | \$0.1m              | -\$0.3m        | 0           | Reduce support for Bayview Ignite and Initiatives  |
| Leadership Development & Support                       | \$0.2m             | -                   | -\$0.2m        | -1.0        | Eliminate the Executive Director for Leadership Development  |
| Note: This scope of work will move to Human Resources. | \$45k              | -                   | -\$45k         | -           | Eliminate leadership development activities (Admin Institute, All Admin Meetings, Superintendent's Leadership Fellows, Admin Handbook, Coordination of Racial Affinity Groups, etc.) |

# LEGAL - Proposed Balancing Measures

| Detailed Items | FY 2022-23 Current | FY 2022-23 Proposed | Ongoing Change | FTEs Change | Explanation of Change, Detailed alignment with ZBB Lens  |
|----------------|--------------------|---------------------|----------------|-------------|--|
| Legal Division | ~\$6.0m            |                     | \$0.12m        |             |  |
| Legal Services | \$4.2m             | \$0.12m             | -\$0.12m       | n/a         | Reduce consultant services (note: this reduction depends largely on forces outside of staff's control) |
|                |                    |                     |                |             |  |

# POLICY & OPERATIONS - Proposed Balancing Measures

23

| Detailed Items             | FY 2022-23 Current | FY 2022-23 Proposed | Ongoing Change | FTEs Change                  | Explanation of Change,<br>Detailed alignment with ZBB Lens  |
|----------------------------|--------------------|---------------------|----------------|------------------------------|---|
| Policy & Operations Team   | \$38.4m            | \$33.7m             | -\$4.7m        | -21.55                       |   |
| Student Assignment (EPC)   | \$3.9m             | \$3.7m              | -\$0.2m        | Across 4 teams:<br>20.55 FTE | Eliminate certain functions in EPC.   |
| School Portfolio Planning  | \$0.4m             | \$0.3m              | -\$0.1m        |                              | Eliminate 1.0 FTE, learning journeys, in-person community engagement, equipment and supplies.   |
| Student Nutrition Services | \$5.4m*            | \$3.3m              | -\$2.1m        |                              | Eliminate positions. Reduce: overtime, temporary clerks, printing, and postage. Eliminate conferences. Shift SDDT funds from communications to food costs. Stop paying indirect on the cost of food. Increase supper. Add snack as a 4th meal.  |
| Transportation             | \$28.5m            | \$26.4m             | -\$2.1m        |                              | Eliminate 13 general education buses and maintain 13 to serve Treasure Island and maintain some services for students in SE.<br><u>Additional Options</u> <ul style="list-style-type: none"> <li>Only maintain 4 Gen Ed buses to serve Treasure Island, i.e., eliminate 22 Gen Ed buses. This would save an additional \$1.350M for a total reduction of \$3.481M instead of \$2.131M</li> <li>Reviewing IEPs could help reduce another \$3M annually.</li> </ul> |
| Other Savings              | \$0.2m             | -                   | -\$0.2m        | -1.0                         | Eliminate position / reduce costs in Policy and Planning  |

\* SNS is funded 90 % by State & Federal Reimbursements, SDDT, and DCYF. Meal programs cost ~\$30.8M annually, and we receive ~\$25M in funding.

# RESEARCH, PLANNING & ASSESSMENTS - Budget Balancing Measures

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| Detailed Items  | FY 2022-23 Current | FY 2022-23 Proposed | Ongoing Change | FTEs Change | Explanation of Change, Detailed alignment with ZBB Lens  |
|---|--------------------|---------------------|----------------|-------------|--|
| <b>Research, Planning, and Assessments (RPA)</b>              | \$6.2m             | \$5.6m              | -\$0.6m        | -3.0        |  |
| GRANT-FUNDED<br>● Research & Evaluation<br>● Data & Analytics | \$0.5m             | \$0.46m             | -\$0.05m       | -0.4        | Grant fund reductions will be absorbed in department funding as part of data infrastructure and sharing sustainability plan  |
| Data & Analytics  | \$0.8m             | \$0.85m             | +\$0.07m       | +0.4        | Shift in grant funding as described above to sustain data infrastructure and sharing   |
| Research & Evaluation   | \$0.4m             | \$0.42m             | -              | -           | Maintain investments to prioritize research and evaluation support for district priorities   |
| Assessments   | \$4.5m             | \$3.9m              | -\$0.6m        | -3.0        | FTE reductions will impact support for Standards-Based Report Cards, school-based support for state and district assessments, and emergent Assessment for Learning support |

# SPECIAL EDUCATION - Proposed Balancing Measures

| Detailed Items           | FY 2022-23 Current | FY 2022-23 Proposed | Ongoing Change | FTEs Change | Explanation of Change, Detailed alignment with ZBB Lens                                |
|--------------------------|--------------------|---------------------|----------------|-------------|--|
| Special Education        |                    |                     | -\$0.6m        | -4.0        |  |
| Instruction - CENTRAL    |                    |                     | -\$0.2m        | -1.0        | Close open Supervisor position   |
| Instruction - CENTRAL    |                    |                     |                | -           | Add Executive Director, Programs & Instruction and close 1 Director position           |
| Instruction - CENTRAL    |                    |                     | -\$0.4m        | -3.0        | Reduce total content specialists positions from 25 to 22 FTE (close current vacancies) |
| Instruction - SITE LEVEL |                    |                     | TBD            | TBD         | TBD based on allocation changes in Spring planning                                     |
| Instruction - CENTRAL    |                    |                     | TBD            | TBD         | TBD based on site level allocation changes, programmatic needs re: Spring planning     |
|                          |                    |                     |                |             |  |

# STUDENT & FAMILY SUPPORT - Proposed Balancing Measures

| Detailed Items  | FY 2021-22 Current | FY 2022-23 Proposed | Ongoing Change | FTEs Change  | Explanation of Change, Detailed alignment with ZBB Lens  |
|---|--------------------|---------------------|----------------|--------------|--|
| <b>Student &amp; Family Support</b>                       | <b>\$83.3m</b>     | <b>\$77.1m</b>      | <b>-\$6.1m</b> | <b>-48.6</b> |  |
| Operational & Administrative Resources (indirect Support) | \$7.6m             | \$5.8m              | -\$1.8m        | -11.0        | Reduce indirect support for consultation, facilitated professional development and support to division and school site staff.                                    |
| School Based Resources (Direct & Indirect Support)        | \$27.5m            | \$25.7m             | -\$1.8m        | -15.6        | Reduce indirect support for consultation, mentoring , facilitated professional development, curriculum development and support to division and school site staff |
| Student & Family Resource (Indirect Support)              | \$5.9m             | \$3.4               | -\$2.5m        | -22.0        | Reduce support for Resource Link Line and Coordinated Care consultation support to school sites, students and families   |
| Crossing Guards program                                   | \$0.7m             | \$0.7m              | -              | NA           | Crossing Guards moving from SFSD oversight to Transportation Dept oversight  |
| Non FTE   | \$0.5m             | \$0.4m              | -\$0.1m        | -            |  |
| Non FTE Budget - Direct Services                          | \$41.1m            | \$41.1m             | -              | -            | Contracts - Athletics, Translation, After School, Wellness -   |

# SUPERINTENDENT'S OFFICE - Budget Balancing Measures

| Detailed Items          | FY 2022-23 Current | FY 2022-23 Proposed | Ongoing Change | FTEs Change | Explanation of Change, Detailed alignment with ZBB Lens |
|-------------------------|--------------------|---------------------|----------------|-------------|---|
| Superintendent's Office |                    |                     | -\$0.2m        | -1.0        |   |
| OCOF                    | \$1.0m             | \$0.8m              | -\$0.2m        | -1.0        | Scale back resources for alignment / PEEF               |
| iLab                    | \$0.9m             | TBD                 | TBD            | TBD         | Scale back resources                                    |

# TECHNOLOGY - Proposed Balancing Measures



| Detailed Items                  | FY 2022-23 Current | FY 2022-23 Proposed | Ongoing Change | FTEs Change | Explanation of Change, Detailed alignment with ZBB Lens   |
|---------------------------------|--------------------|---------------------|----------------|-------------|---|
| Technology                      |                    |                     | \$2.5m         | 11.0 FTEs   |   |
| Project Management              | \$1.7m             | \$1.2m              | \$0.5m         | -3.0        | Close 3.0 FTEs. This will result in the loss of capacity to support Enterprise Projects & Change Management for tech-enabled District projects and initiatives. This will also result in a moratorium on digital district tech-enabled projects that support district teaching, learning, and operations. |
| Publication and Distribution    | \$0.4m             | \$0.3m              | \$0.1m         | -1.0        | Close 1.0 FTE. This will result in the reduction/ elimination of intra-district mail and print services.  |
| Office of the CTO/ Operations   | \$1.5m             | \$1.1m              | \$0.4m         | -2.0        | Close 2.0 FTEs. This will decrease the dedicated resource to support the human capital capacity for both DoT and HR. This will also eliminate leadership for core enterprise systems, which impacts systems modernization and optimization.   |
| Digital Learning and Enablement | \$2.1m             | \$1.8m              | \$0.3m         | -2.0        | Close 2.0 FTEs. This will reduce digital learning support for 20-30 schools through the personalized learning program.  |
| Help Desk                       | \$1.3m             | \$1.1m              | \$0.2m         | -1.0        | Close 1.0 FTE. This will result in not having dedicated technical support on Help Desk to for the EMPowerSF transition.   |

# TECHNOLOGY - Proposed Balancing Measures

| Detailed Items                                   | FY 2022-23 Current | FY 2022-23 Proposed | Ongoing Change | FTEs Change | Explanation of Change, Detailed alignment with ZBB Lens   |
|--|--------------------|---------------------|----------------|-------------|---|
| Digital Services                                 | \$0.5m             | \$0.2m              | \$0.3m         | -           | Reduction of contracted services that support SFUSD's data systems.   |
| Digital Learning                                 | \$0.3m             | 0                   | \$0.3m         | -           | Reduction of contracted services that support digital learning professional development for educators and staff.  |
| Digital Learning                                 | \$0.6m             | \$0.4m              | \$0.2m         | -           | Reduction of digital learning tools for students.   |
| Publishing Services                              | \$0.01m            | -                   | -              | -           | Reduce/eliminate printing of paper report cards due to transition to online posting via ParentVue.  |
| Funding shifts from UGF to other funding sources |                    | TBD                 | TBD            | -           | Expenses currently on UGF could be shifted to other one-time funding sources (Bond, Spark, Prop J). Will need to shift back to sustainable funding sources once one-time funds end. |
| Technology & Innovation                          | \$1.8m             | \$1.5m              | \$0.3m         | -2.0        | Close 2.0 FTEs. This will eliminate support of Laptops for Educators (L4E) program for educator & para devices and reduce support for core technology infrastructure.               |

# FUNDING SOURCES

# Proposed Budget Balancing Plan

## FY 2022-23 & 2023-24 Budget Balancing Measures

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| Category             | 2022-23 Current  | 2022-23 Proposed | Ongoing Change | Notes   |
|----------------------|------------------|------------------|----------------|---|
| Site Based Budgeting | \$404m           | \$354m           | -\$50m         | -\$39M Weighted Student Formula (WSF), -\$11M MTSS  |
| Central Budgets      | Direct Service   | \$384m           | \$374m         | -\$10m<br>Reductions focused on programs with declining enrollment, providing service enhancements, and scaling back allocations that are less systems-oriented |
|                      | Indirect Service | \$107m           | \$92.9m        | -\$14.1m<br>Reduce supports to direct service programs, such as TSAs  |
|                      | Operations       | \$238m           | \$225.6m       | -\$12.4m<br>Reductions to operating programs, such as Transportation, Nutrition, Technology, and Custodial services at sites                                    |
|                      | Administration   | \$144m           | \$140.6m       | -\$3.5m<br>Reduce administrative support to school sites and central services, such as managerial positions, clerical staff                                     |
|                      | Central Total    | \$873m           | \$833m         | -\$40m<br><b>Direct, Indirect, Operations, Administration</b>   |
| Total Expenditures   | \$1,277m         | \$1,187m         | -\$90m         |   |
| Sources, New         | \$0m             | \$35m            | \$35m          | New state grants, prior/current year savings  |
| Budget Shortfall     | \$125m           | \$0m             | -\$125m        | \$125m total budget measures  |

# Proposed Budget Balancing Plan

## FY 2022-23 & 2023-24 Budget Balancing Measures

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| Detailed Items  | FY 2022-23 Current | FY 2022-23 Proposed      | FY 2023-24 Proposed        | FTEs Change | Explanation of Change,<br>Detailed alignment with ZBB Lens   |
|---|--------------------|--------------------------|----------------------------|-------------|--|
| <b>SOURCES</b>  | \$0m               | \$35m                    | \$35m                      | -           |  |
| Fund Balance, FY '20-21   | -                  | \$22m                    | -                          | -           | One-time source due to improved prior year ending fund balance   |
| Fund Balance, FY '21-22<br><br><i>Child Development Fund<br/>Current year savings</i> | -                  | \$3m<br><br>\$2m<br>\$1m | \$22m<br><br>\$2m<br>\$15m | -           | One-time source<br><br>Draw down available fund balance, saving PEEF Baseline Commit to reducing discretionary spending in FY '21-22 |
| <i>ELO Program:<br/>Equitable Access Grant<br/>Summer School costs</i>                |                    | -                        | \$3m<br><br>\$2m           |             | Shift current year expenses to Expanded Learning Opportunities (ELO) Program   |
| Shift to ELO Program:<br><i>Equitable Access Grant<br/>Summer School costs</i>        | -                  | \$7m<br><br>\$3m<br>\$4m | \$7m<br><br>\$3m<br>\$4m   | -<br>-      | Ongoing shift of expenses to the ELO Program. Still leaves room to absorb \$3M City funding that is phasing out in FY '22-23         |
| Educator Effectiveness Block Grant  | -                  | \$3m                     | \$3m                       | -           | Ongoing shift of expenses over the 5-year grant term   |
| Additional Shifts   |                    |                          | \$3m                       | -           | District staff will continue to examine new grants to identify opportunities to shift expenses                                       |

