

Update on Resolution No. 2526-0177 Directing the Preparation of Budget Scenarios to Address OUSD's Structural Deficit

December 3, 2025



**OAKLAND UNIFIED
SCHOOL DISTRICT**

Community Schools, Thriving Students



Creating Shared Understanding - Assessing the “Student Centered Budget”

Why is this section here?

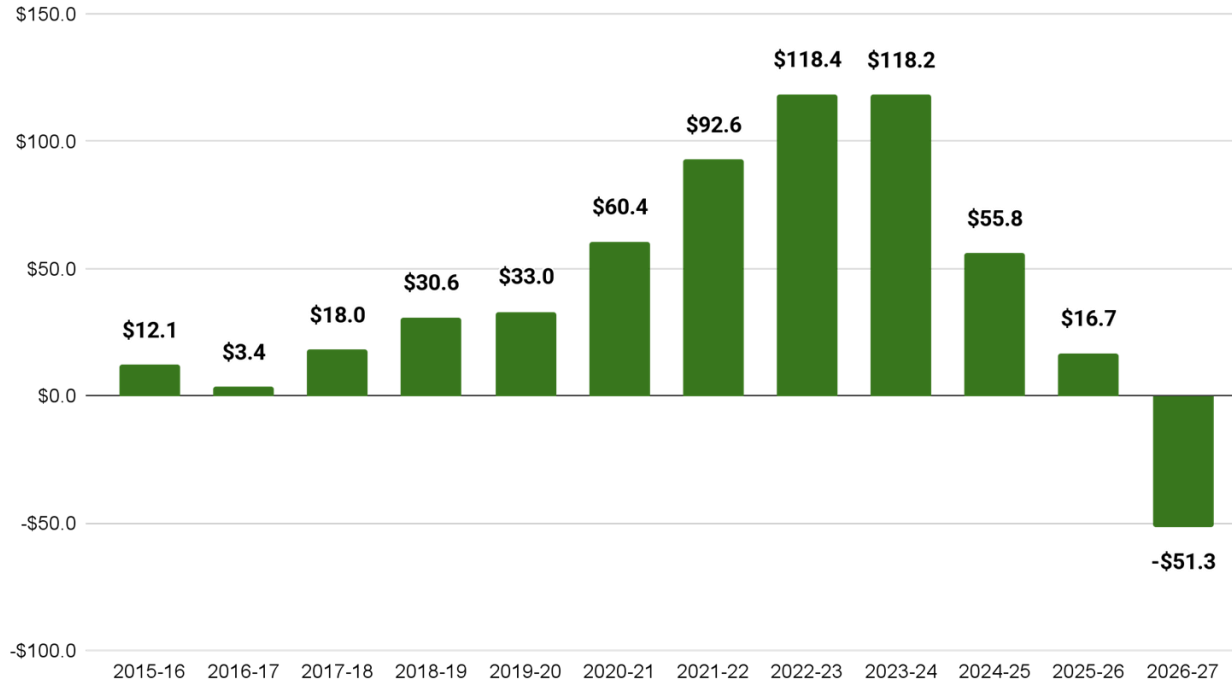
1. Clear facts are essential for making the important decisions ahead that will affect the entire Oakland community
1. Misinformation, even when well-intended, can harm decision-making and reduce trust in decision-makers
1. Despite efforts to provide accurate information, misleading information makes tough decisions even tougher



The goal of this section is to provide clarity, so decisions are made with shared understanding, not confusion.

What is the problem we're trying to solve?

The Unrestricted Fund Balance is falling to dangerously low levels*



* 2015-16 through 2024-25 based on unaudited actuals for the year. 2025-26 based on 45-day budget revision (Aug 2025) and 2024-25 Unaudited Actuals (Sep 2025). 2026-27 based on Multi-Year Projection (MYP) in 2025-26 Adopted Budget (Jun 2025).

Why the Unrestricted Balance Matters

- ★ Our State-required and Board-required reserve (savings) is based on the Unrestricted Fund Balance
- ★ Not meeting the State-required minimum reserve level is a step toward insolvency and State or County intervention
- ★ Only Unrestricted Funds can be used to cover shortfalls in all restricted resources (which already occurs at over \$100M annually).
- ★ Most restricted resources cannot be used to cover many of the expenditures paid with unrestricted resources (e.g. base teachers, principals) except where those restricted resource initially come from unrestricted contributions (e.g. Special Ed and Facilities Maintenance)
- ★ OUSD has had to pay back restricted funds after audits have found insufficient documentation of appropriate use.

Alternative Proposed - A “Student Centered Budget”

While the Philosophy is fine, the Finances of the Student Centered Budget appear to rest on faulty assumptions and misunderstandings about school district finances.



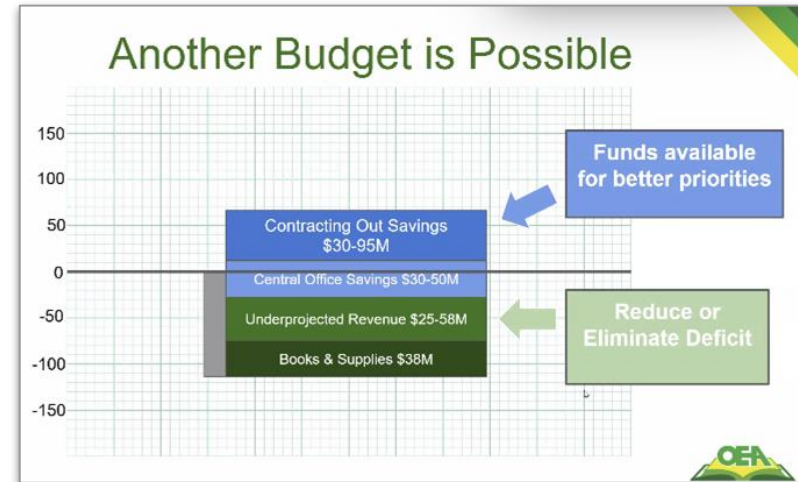
Philosophy

Oakland Students Deserve a Student Centered Budget

“We know our students need more, and we have a vision for a student-centered budget that invests in our schools. We need to restructure the budget to prioritize students and staff, making it a student-centered budget that invests in the classroom and student services and supports.”



Finances



The Alternative shows at least \$123M in “Savings”

Alternative to consider	Minimum “Savings”	Maximum “Savings”
1. Reduce contracting out	\$30M	\$95M
2. Reduce “Central Office”	\$30M	\$50M
3. Increase Revenue Projections	\$25M	\$58M
4. Decrease Books & Supplies Projection	\$38M	\$38M
Totals	\$123M	\$241M

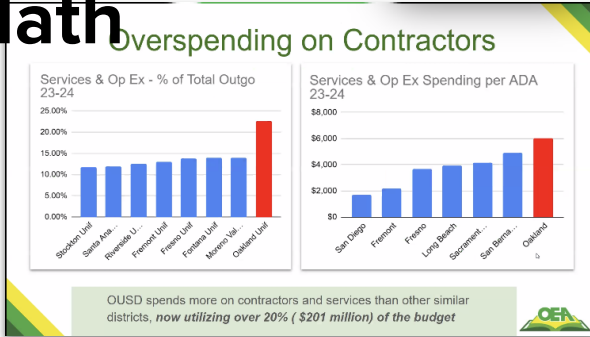
We will look at the viability of each alternative, but overall they seem based in two faulty assumptions . . .

All Financial Projections Rely on Assumptions

While the “Alternative” doesn’t provide its assumptions, it seems to rely on at least two faulty ones that deserve mention here:

- ✘ **Faulty Assumption #1:** Savings from Restricted or S&C can be effective in resolving an Unrestricted Non-S&C deficit. This assumption leads to discussions that mix apples and oranges.
- ✘ **Faulty Assumption: #2:** Moving spending from one area to another somehow changes total spending. This leads to discussions about reducing one part of the pie without realizing it would only increase another part of the pie leaving the pie the same.

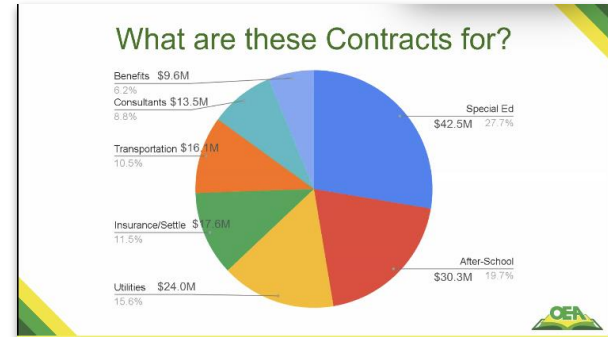
1. Reduce Contracting Out - The “Alternative” Math



Contractors 1 - Contracted Services is roughly \$200M of the overall budget



[Contracted Services Dashboard](#) is available to the public and shows 2024-25 actual spending at \$200.5M



Contractors 2 - Pie Chart of categories adds up to only \$153M



No mention of why the totals don't match, how items were categorized or where the data comes from.

Facts about “Contracting Out”

Based on the same dashboard and the “Alternative’s” own categorization:

- ⇒ Only **\$61 Million** of total \$201M of contracted expenditures were from Unrestricted resources.
- ⇒ Their own categorization shows **73.5%** spent on Special Ed Services, After School Programs, Student Transportation and Utilities which would seem “student-centered” to most.
- ⇒ There is no mention how their minimum of **\$30M** in savings is calculated.



Faulty Assumption #1: - Restricted cuts can solve Unrestricted Deficits

We found out last year that cutting contracts without regard to their resource (e.g. Restricted Funds) or program (e.g. After School) doesn’t solve Unrestricted deficits and simply reduces services to students.

Right Direction wrong Calculations

Recognizing that many contracts provide critical or required services, the “Alternative” then suggests an example of \$3M in savings by replacing contracted positions with District employees (i.e. 20 Psychologists).

Prioritizing District Employees Saves Money (and is better for our students)

In-house: OEA Psychologist	Outsourced (“SPG”) Contract Psychologist
\$140,000/year average total comp including health and retirement benefits - Located at school site - Longer term employees - Has incentives to stay: CalSTRS etc	\$287,000/year average contract cost - Can be on-site or remote - Mostly under 5 years experience
	There are currently 20 contracted Psychologists in OUSD. Bringing them in-house would save roughly \$3M/year.



Philosophy

If positions can be filled by employees, total costs are often lower and services higher quality and more stable.

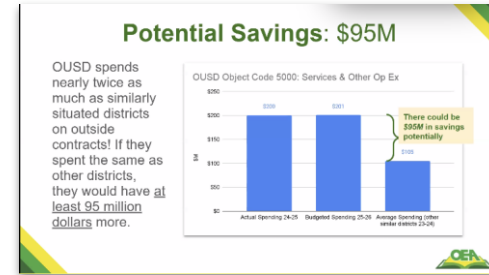


Finances

The “Alternative’s” example uses the most expensive position contracted and then over-estimates the savings by 3x (\$150K vs \$40K each) along with assuming our dozens of vacancies could be filled at current compensation levels (they can’t).

Something Doesn't Add Up

The “Alternative” says maximum “Savings” of \$95M are available by cutting nearly 50% of contracts’ spending to the average of “similar” districts.



- ✗ Faulty Assumption #1: Savings from Restricted or S&C can be effective in resolving an Unrestricted deficit.** We’ve already established only \$61M of the spending was from Unrestricted resources so most of any savings would not solve our financial problems by cutting Restricted spending on contracts.
- ✗ Faulty Assumption #2: Moving spending from one area to another somehow changes total spending.** While these unnamed “similar” districts may spend less on contracts, if they are paying for the same services (After School, Special Education, Student Transportation, etc.), they are spending more on staff and equipment. Spending on staff and equipment may be “better” but it is not a savings and it won’t solve our financial problems.

2. Reduce Central Office Management

While organizations of all types are reducing “management” of all types in difficult economic times, we should be clear about the financial realities for OUSD.



Philosophy

Reducing management, particularly layers of management, can be a way to minimize reductions to direct service when spending reductions are needed.



Finances

However, the “Alternative” shows \$30M - 50M in “Savings” based on aligning to the percentages spent by unnamed “similar” districts. In fact, it suggests a reduction of 75% of Classified Management from \$48M to \$12M.

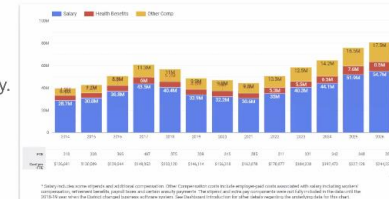
What's wrong with this picture

- ⇒ Reducing positions from Restricted resources will not resolve the Unrestricted deficit (see - **Faulty Assumption #1**).
- ⇒ A 75% reduction in Unrestricted-funded positions is likely unrealistic and would definitely not result in 75% savings. Much of that work is required (particularly Base-funded positions) and would simply raise costs in another area to complete the required work (see **Faulty Assumption #2**).

Recurring theme 3: Overspending on Central Office

"Central Office" management positions are roughly \$80M today.

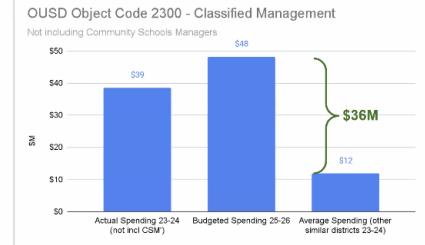
Increase in FTE over last 5 years and cost per FTE has increased **EVERY YEAR** (almost double)



*Data source: OUSD Dashboard



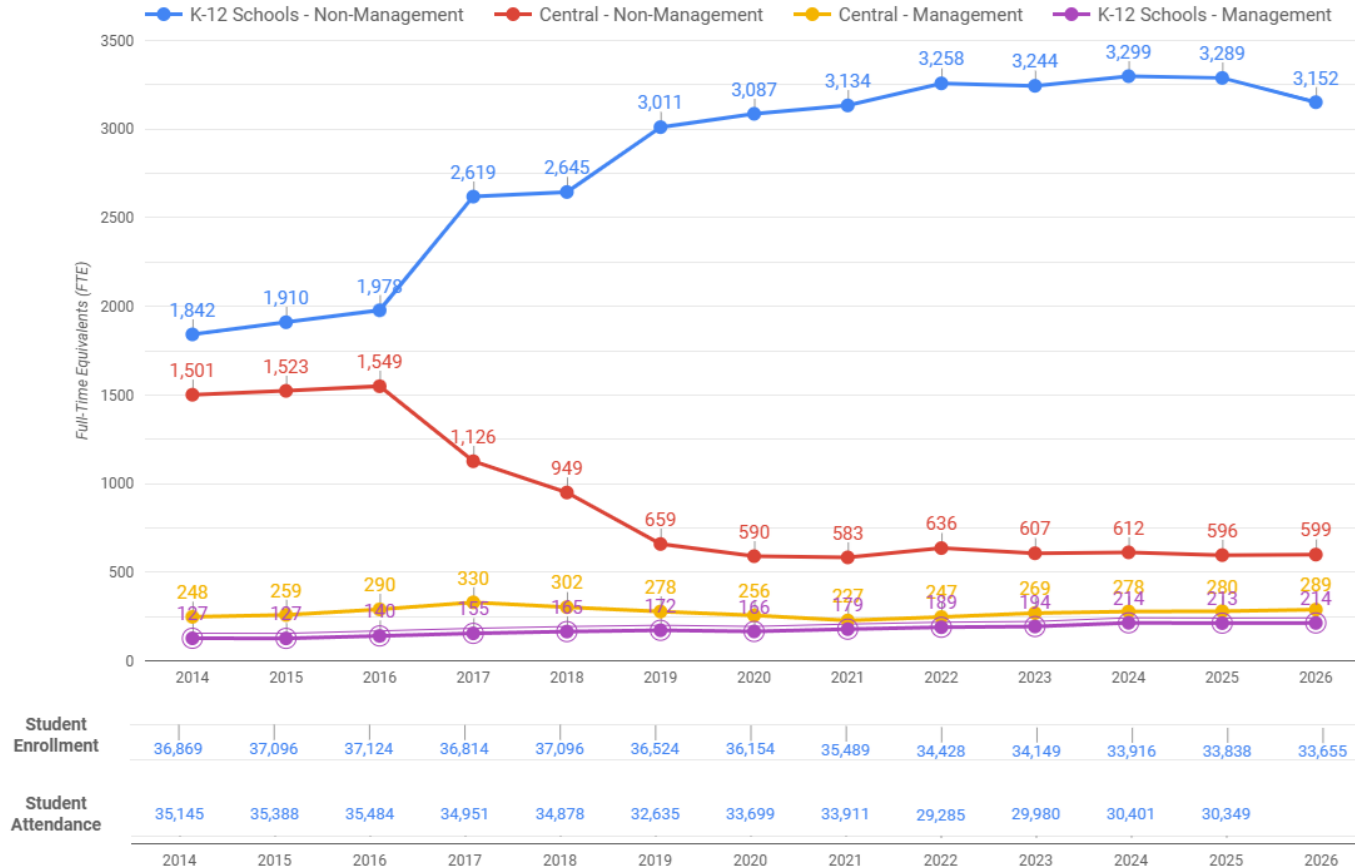
Potential savings in Central Office



So why does OUSD spend more in Classified Admin?

- ⇒ **More programs.** As programs associated with our students' diverse needs and our desire to be a Full Service Community School District grew, so did positions in management and non-management alike. See [Unpacking Our Centralized Budget](#).
- ⇒ **More money.** OUSD earns 33% more revenue per student ADA than the average CA district. Some is based on student need, some philanthropy, some local tax measures. Pandemic era resources increased FTE throughout the District even while enrollment declined (see General Fund Employees by Site Location and Employee Type)
- ⇒ **How we classify.** Districts classify “management” differently. Some only include supervisors of employees and others include managers of programs, but not people. OUSD accountants, analysts, attorneys and certain clerks are considered managers along with many program managers and coordinators.

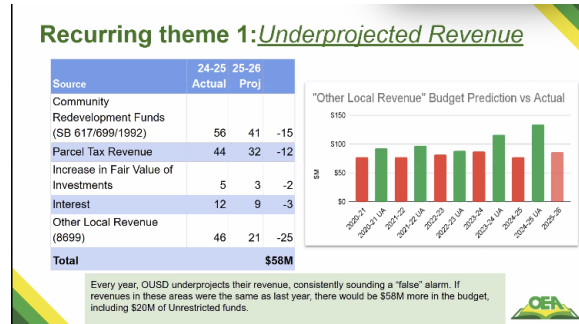
General Fund Employees by Site Location and Employee Type (FTE)



[LINK](#)

3. Increase Revenue Projections

The “Alternative” says OUSD could realistically increase revenue projections by \$25M - \$58M alleviating pressure on the budget. Let’s address these one by one:



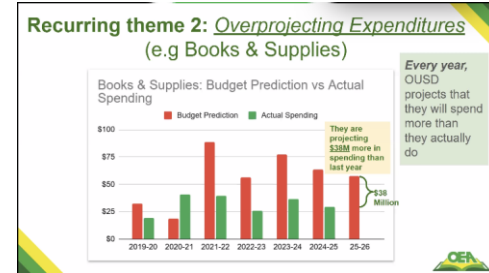
✗ Faulty Assumption #1: Savings from Restricted or S&C can be effective in resolving an Unrestricted deficit. Nearly the entire amount of supposed underprojection are in Restricted Funds or Community Redevelopment Funds set aside for use exclusively for educational facilities.

Faulty Assumption: Last year’s revenue determines this year’s revenue. While this is not always a bad assumption, Community Redevelopment Funds are based on taxes collected as provided by the County Tax Assessor’s Office.

Some of these details one might not expect OEA to know, but we shared the details before the “Alternative” was presented.

4. Decrease Books & Supplies Projection

The “Alternative” says decreasing the Books & Supplies Projection would “Save” \$38M because we ultimately spend less each year than projected.

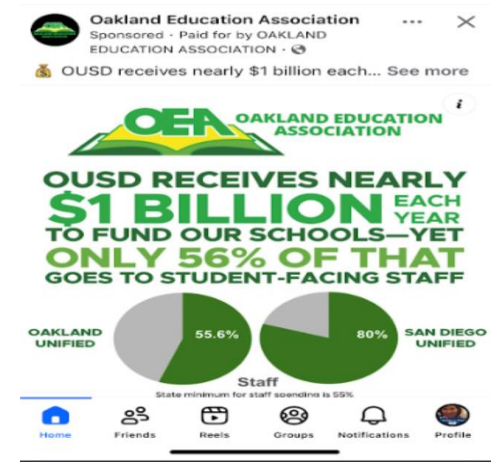
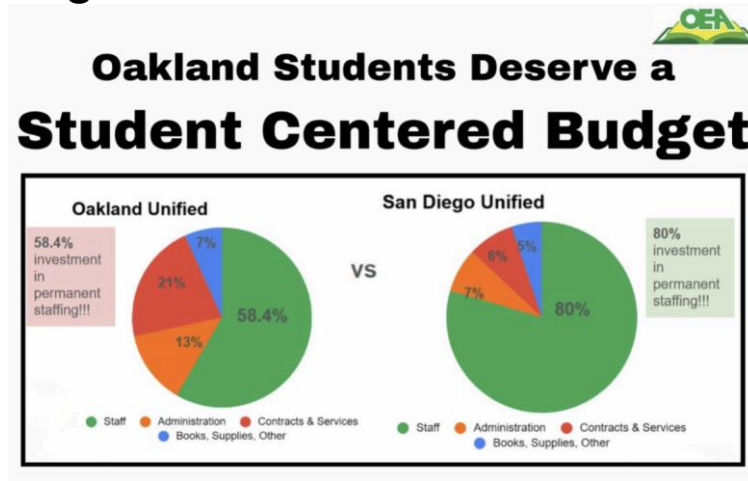


Faulty Assumption #2: Moving spending from one area to another somehow changes total spending. For more than a decade, OUSD has routinely projected higher spending in the 4000s (Books & Supplies) than it ultimately records. That’s because 439X is used as a placeholder when the exact spending category isn’t yet known.

In recent years, most of the large 439X amounts have been reserves for labor negotiations. Once agreements are finalized, those dollars move to salaries or benefits (1000s, 2000s, 3000s). The money is spent—just not in the 4000s. There’s no ‘savings’ here unless the district plans to skip the compensation increases those funds were meant to support. This has been explained in public and private, including to OEA.

Investments in Permanent Staffing/Allocation of Budget Resources

There have been two examples opposition to the District's Budget allocation centered on staffing and the correlation to student centered budgets.



Investments in Permanent Staffing/Allocation of Budget Resources

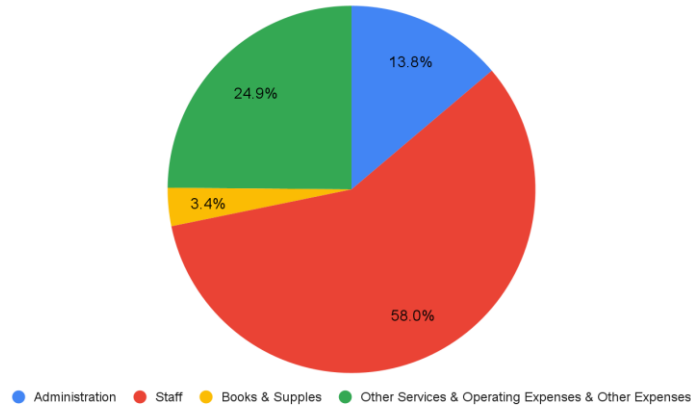
- Though the source of the data was not cited, the District recreated these charts using San Diego's 2024-25 Second Interim (2nd Int) and Unaudited Actuals (UA) for the General Fund and compared to OUSD, San Leandro, and San Francisco
- The District is not in disagreement with the aggregate totals.
 - The original and recreated charts reflect the actual investment in the cost the staff, not the positions budgeted.
 - Having more or less FTE does not mean that the District's expenditure investments are not student focused nor student facing.
 - FTE and enrollment added to the District's analysis using the 2nd Int Data and attendance using UA
 - On average, OUSD's FTE comparison is slightly lower than the comparison District's, except in the management area, where OUSD is higher.

Oakland & San Diego USD

FTE & %FTE as of Second Interim

Cert Non Management 2,968 - 52%
Class Non Management 2,128 - 37%
Management 640 - 11%
Total FTE - 5,736
2025-26 Update/First Interim 532 FTE, now 9.3%

Oakland USD 2024-25 Unaudited Actuals



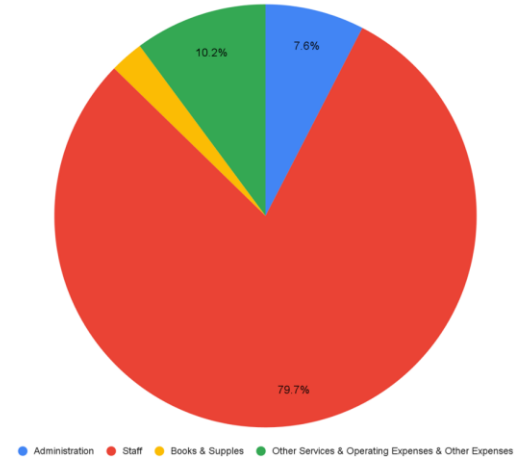
FTE/Enrollment & ADA

Enrollment: 33,835 - 1 FTE/5.9 Students
ADA: 30,716 - 1 FTE/5.4 Students
90.8% Enrollment/ADA

FTE & %FTE as of Second Interim

Cert Non Management 6,429 - 55%
Class Non Management 4,695 - 40%
Management 537 - 5%
Total FTE: 11,661

San Diego USD 2024-25 Unaudited Actuals



FTE/Enrollment & ADA

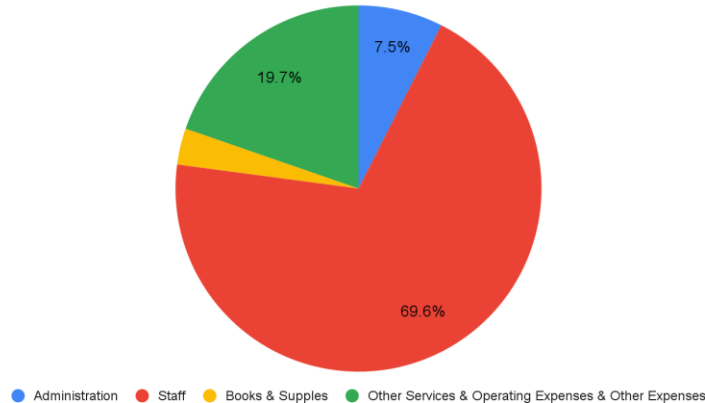
Enrollment: 94,240 - 1 FTE/8 Students
ADA: 88,394 - 1 FTE/7.6 Students
94% Enrollment/ADA

San Francisco & San Leandro

FTE & %FTE as of Second Interim

Cert Non Management: 4,007 - 55%
Class Non Management - 2,567 - 40%
Management - 166 - 2.5%
Total FTE - 6,740

San Francisco USD 2024-25 Unaudited Actuals



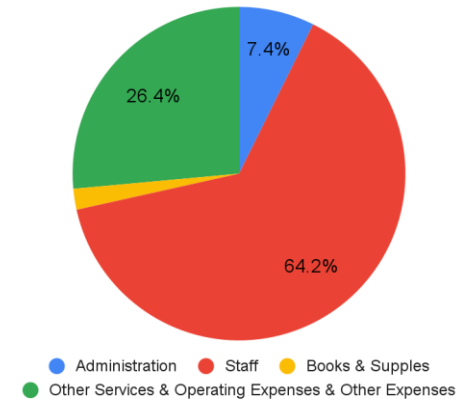
FTE/Enrollment & ADA

Enrollment: 48,732 - 1 FTE/7.2 Student
ADA: 45,523 - 1 FTE/6.75 Students
93% Enrollment/ADA

FTE & %FTE as of Second Interim

Cert Non Management: 510 - 55%
Class Non Management - 356 - 39%
Management - 57 - 6%
Total FTE - 923

San Leandro USD 2024-25 Unaudited Actuals



FTE/Enrollment & ADA

Enrollment: 8,864 - 1FTE/9.6 Students
ADA: 8,305 - 1 FTE/9 Students
94% Enrollment/ADA

Other Key Areas of Recent Focus

- San Diego may been able to recruit more positions within their logistic area than OUSD.
 - Vacancy ratios for OUSD is known challenge and not a unique one.
- OUSD is within a reasonable range in total investments
- *San Diego is an outlier* compared to the three Bay Area Districts
 - Other Services and Operating Expenses/Other Expenditures*
 - Oakland 24.9%
 - San Diego - 10.2%
 - San Francisco - 19.47%
 - San Leandro - 26.4%
 - Subagreements and Consulting Services (Objects 5100 & 5800)
 - Oakland 19.2%
 - San Diego - 6.9%
 - San Francisco - 16.9%
 - San Leandro - 17.2%

OUSD's Management Staffing Variables

- The District's intentional decisions to be an innovator in adopting a Community School District model, even prior to the receipt of the implementation funding, is a unique difference between OUSD and other Districts.
 - Management and staffing is therefore higher and mostly funded by restricted programs.
 - The number of schools we operate and with lower enrollment adds to the saturation of staffing levels.
 - Though other Districts hold similar roles that exist in management and non management positions to support student needs, being a Community School District highlights three primary positions other Districts would not invest in as deeply as reflected using our 2025-26 data.
 - Program Manager Community School - (UAOS) 78.2 FTE
 - Social Workers (OEA) - 62.3
 - Case Managers (SEIU) 92.2 FTE

OUSD's Management Staffing Variables

- Each of these positions, though funded by 3 Unrestricted and 17 Restricted Resources in the General Fund are what the District has desired to have and commonly receives requests to add more of.
 - There was never a consistent and ongoing funding model for Community Schools, but the District has supported this as a priority by adding more allocations to all schools.
- We believed that this is a note of positive differentiation of the District, not negative dissent toward the District. San Diego Unified has Community Schools as well.
- We also believe that the District has to do the work to determine how it seeks to operate wholistically.
 - This cannot be done continuing to *resolve to* “reduce” and “cut” without a strategic long term plan on how the District operates with the resources that we have.

Affirming the priorities problem and traditions.

A Priorities Problem: Large # of Upper Management

	Fremont	San Diego	Oakland
ADA	31,115	87,343	30,198
Senior Leadership	5 	25 	30 
Senior Leaders	2 Executive Directors 2 Associate Superintendents 1 Assistant Superintendent	5 Sr Executive Directors 6 Area Superintendents 11 Executive Directors 3 Other	9 Chiefs 4 Network Superintendents 15 Executive Directors 2 Other
#“Directors”	16	50	43
Schools	44	226	77

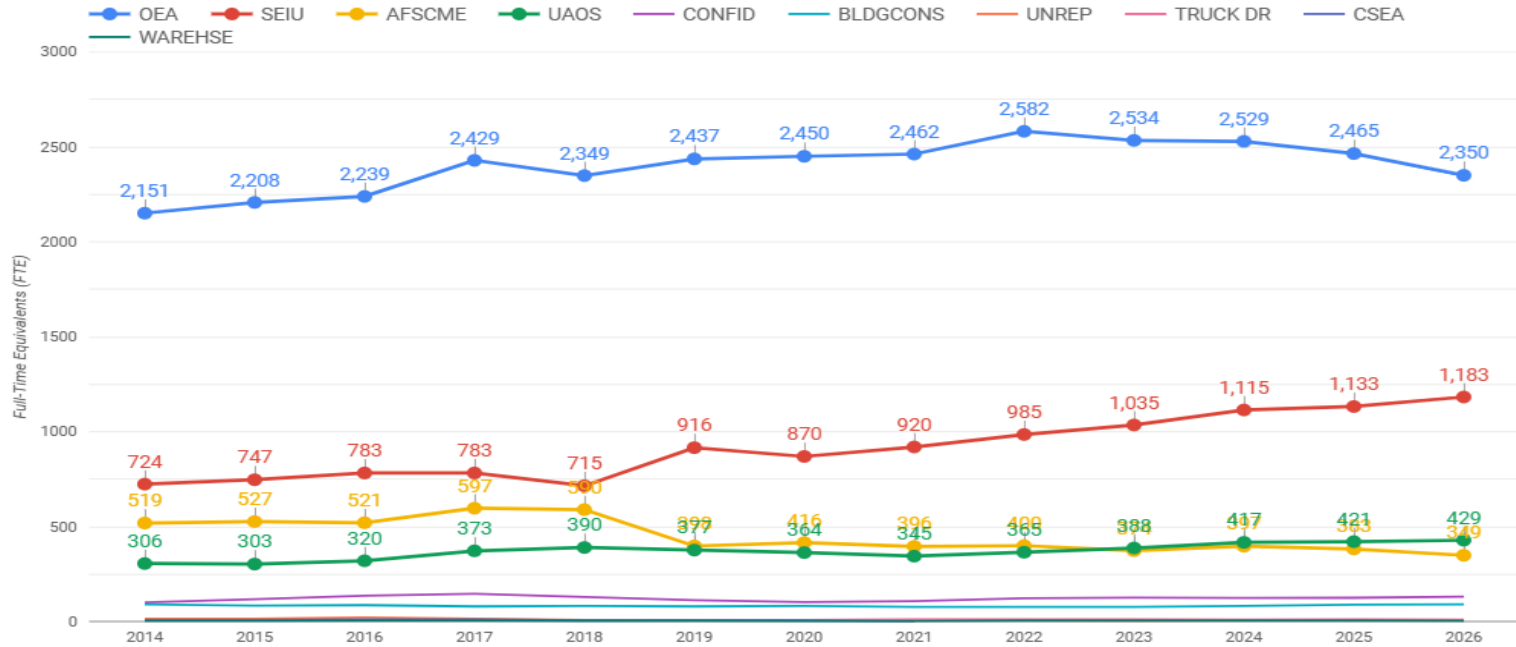
Note

- As of 2025-26, There are 8 Chiefs.
- Scenario 1 and 2 have recommendations to reduce by 2 more Chiefs to 6 by 2026-27, plus other Central Management Reductions

OUSD Historical Staffing and Retention of Staffing

- OUSD has made significant investments in adding to its permanent staffing.
 - The District has also retained positions, even after one time money and expenditures have expired.
 - To offset these decisions, the District has also reduced central and non-school based positions over time, amidst declining enrollment of 3,200 students and reduction of over 4,400 ADA over the past 10 years.
- We are unable to continue the journey of solely relying on the reduction of central management departments and expect quality in outcomes.
- The current Scenario 1 and 2 options staff has provided continue, as the board requested, what has seemingly become “tradition” rather than a solid strategy to create a strong operational culture that is student centered and financially sustainable based on the resources we have, and operated by employees with a competitive salary and benefits.
- Our historical staffing data makes this point.

Employees by Bargaining Unit (FTE)



Student Enrollment	36,869	37,096	37,124	36,814	37,096	36,524	36,154	35,489	34,428	34,149	33,916	33,838	33,655
Student Attendance	35,145	35,388	35,484	34,951	34,878	32,635	33,699	33,911	29,285	29,980	30,401	30,349	
	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026



2025-26 Attachment C - Solutions to Continue Analyzing Operationalization & Cost Projections

Attachment C - Solutions to Continue Analyzing

1. Centralize copier purchases and copier contracts, Fleet Management, Mail Services, & Procurement

6. Reduce consultant contracts

8. Eliminate/Significantly Reduce extended contracts

9. ADA target to increase attendance

14. Target to increase staff attendance, reduce sub and O/T Cost

15. Fixed Asset Revenue Strategy

19. Revise Budget Handbook guideline to decrease FTE and other allocations

20. Outsourcing annual related positions to NPA/Consultants

21. Cost Containment for Contributions

23. Eliminate/Significantly Reduce Overtime Eliminate overtime, except for emergency core services

24. Moving Highschool 6/8 Master Schedules

28. Review OUSD Safety Investments



Community Schools, Thriving Students



**OAKLAND UNIFIED
SCHOOL DISTRICT**
Community Schools, Thriving Students

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1011 Union Street, Oakland, CA 94607

Update on Resolution No. 2526-0177 Directing the Preparation of Budget Scenarios to Address OUSD's Structural Deficit

November 19, 2025

First posted November 14
Revised & re-posted November 19



**OAKLAND UNIFIED
SCHOOL DISTRICT**
Community Schools, Thriving Students

Our Vision

All OUSD students will find joy in their academic experience while graduating with the skills to ensure they are caring, competent, fully-informed, critical thinkers who are prepared for college, career, and community success.

Our Mission

Oakland Unified School District (OUSD) will build a Full Service Community District focused on high academic achievement while serving the whole child, eliminating inequity, and providing each child with excellent teachers, every day.



Overview

- I. Draft Scenarios Summary**
- II. The Approach to Implement Resolution 2526-0177**
- III. Unpacking the 2025-26 LCFF Base Fund & Investments**
- IV. Draft Scenarios as of November 14**
- V. Next Steps**

November 19 Updates:

- Added Slide 5: Summary of Scenarios To-Date
- Slides 6-7: Corrected clerical numerical errors
- Revised and relocated Slide 10 Central Office Unrestricted Expenditures
- Added Slide 12 Teaching & Learning Committee
- Slide 16 typo correction, removed “principals” from Site-Based Staffing Non-Management
- Added Slide 19
- Other minor cleanup edits



Draft Scenarios Summary

Summary of Draft Scenarios To-Date

In the overarching spirit of the Resolution, this first draft of scenarios is focused on reducing central management. However, there are other elements of the Resolution that have not yet been fully analyzed for incorporation into scenarios. Those are referenced on the Next Steps slides at the end of this presentation.

Summary of Draft Scenario 1

Chart below is as of November 14, 2025. Staff continue to explore additional options that may affect totals.

	Unrestricted Savings	Restricted Savings	Total Savings	FTE	Percentage Reduction (Slide 10)
Superintendent/Comms	\$2,014,500	\$360,000	\$2,374,500	-5.0	51%
Governance/Legal	\$767,000	\$250,000	\$1,017,000	-2.0	11.3%
Talent	\$2,539,329	\$900,446	\$3,439,775	-7.0	22%
Systems and Services (Operations)	\$6,250,000	\$2,950,000	\$9,200,000	-5.0	19%
Fiscal	\$2,232,245	\$0	\$2,232,245	-9.5	33%
Academics/CSI	\$2,603,680 (S & C)	\$456,465	\$3,545,355	-21.0	13%
Total	\$16,406,754	\$4,916,911	\$21,323,665	-49.5	

Summary of Draft Scenario 2

Chart below is as of November 14, 2025. Staff continue to explore additional options that may affect totals.

	Unrestricted Savings	Restricted Savings	Total Savings	FTE	Percentage Reduction (Slide 10)
Superintendent/Comms	\$1,442,000	\$0	\$1,442,000	-3.0	31%
Governance/Legal	\$767,000	\$250,000	\$1,017,000	-2.0	11.3%
Talent	\$2,539,329	\$900,446	\$3,439,775	-7.0	22%
Systems & Services (Operations)	\$6,250,000	\$1,950,000	\$8,200,000	-5.0	19%
Fiscal	\$1,823,655	\$0	\$1,823,655	-7.5	27%
Academics/CSI	\$2,009,909 (S&C)	\$456,465	\$2,951,584	-21.0	13%
Total	\$14,831,893	\$3,556,911	\$18,388,804	-45.5	



The Approach to Implement Resolution 2526- 0177

The Approach to Implement Resolution 2526-0177

- **Review each clause of the Resolution**

Identify the elements of the Resolution and three primary goals

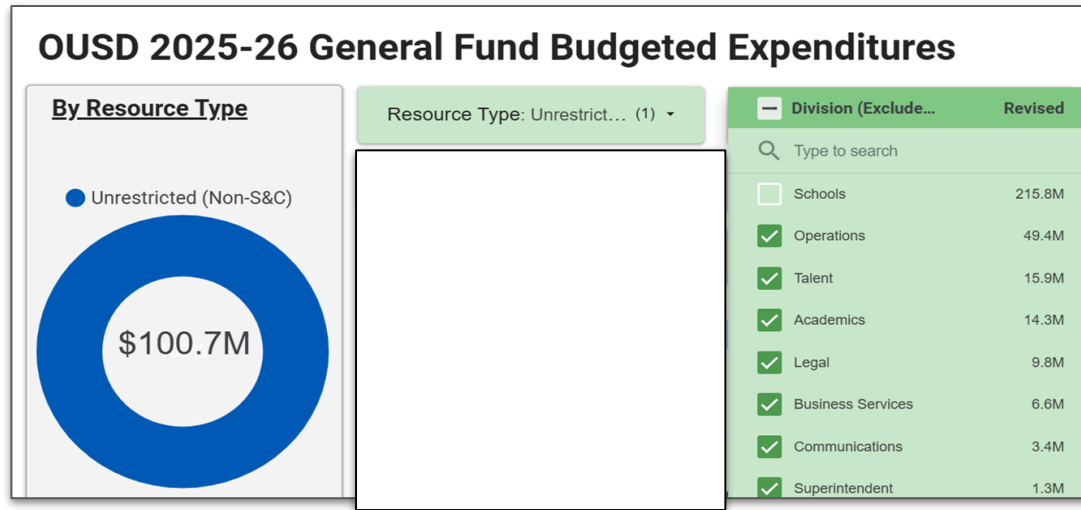
1. **Substantially reduce management positions and restructure Networks**
2. **Streamline and reduce consultants and outsourcing**
3. **Identify budget adjustments totalling \$100M**

- **Evaluate the data and analysis required to develop a proposal**

- Enrollment
- Staffing modifications and the impacts to the District
- Facility Space Utilization
- Network and Central Department configuration, potential modifications, and risks
- Current program requirements/impact
- cursory review of the San Diego Unified due to the recent comparisons
- Current success and revisions of 2025-26 centralized staffing allocations
 - TSAs, CSMs, Literacy Tutors

The Approach to Implement Resolution 2526-0177

A key component of the Resolution directs staff to **substantially restructure the central office and reduce administrative positions**. Base Central Expenditures total \$100.7M (see graphic below). It is not feasible to reduce \$100M from \$100.7M and still remain operational, but in order to deeply explore one of the Resolution's major intents, this is where staff focused their initial efforts. As referenced elsewhere in the presentation, there are more components of the Resolution that will be assessed and incorporated into future updates.



The Approach to Implement Resolution 2526-0177

- **Do more less with less:** Reduce everything in the non-school site Unrestricted General Fund Base to its bare minimum to maintain minimal compliance with statutory and contractual obligations
 - Proposals are to meet the Resolution's directives - but many cannot be considered recommendations that any of us - Board, staff, labor, families, Oakland - want for our schools.
- **Utilize a Care-Centered Framework**
 - Center needs of students and families first
 - Care for teachers and staff who support them
 - Minimize the pain
- **Keep all schools open**

The Approach to Implement Resolution 2526-0177

Note on the following Resolution directive:

a) Inventory the District's programs and services, assess their usage and impact on student achievement, and identify programs and/or services that could be consolidated or eliminated for 2025-26 and 2026-27. Staff will present to the Teaching and Learning committee, and recommendations from that committee will be brought to the full board.

b) Base allocation to school sites and prioritization of additional programs, positions, and services will be presented to Teaching and Learning for discussion and recommendation to the full board for inclusion in the final budget balancing proposal.

The Teaching & Learning Committee met on Thursday, November 13.

The Committee reviewed the following documents. No action was taken.

- [2025-2026 Strategy Map & LCAP Excerpt](#)
- [2025-2026 Budget Development Handbook & School Site Funding Profile](#)

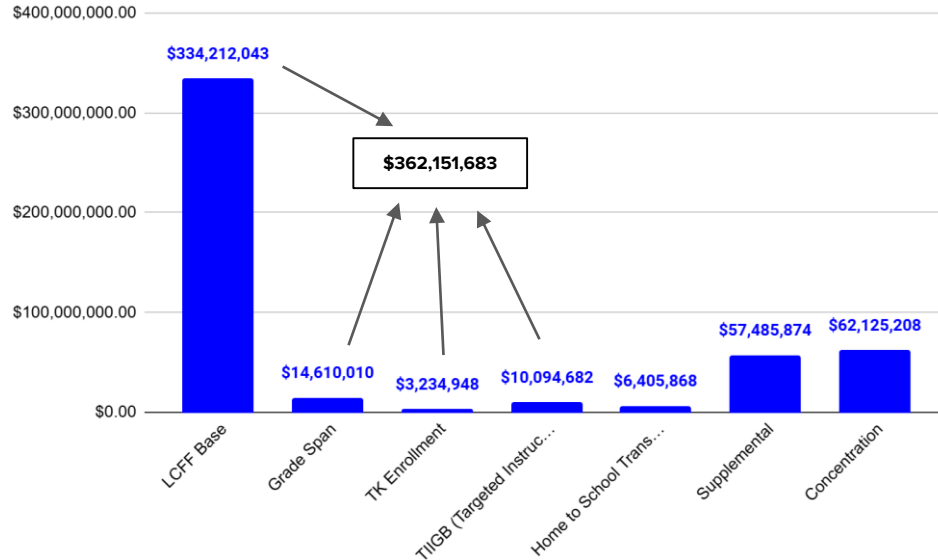


Unpacking the 2025-26 LCFF Base Fund & Investments

LCFF Funding Sources

Clarifying the \$100M Dilemma

- The District's Primary Revenue Source is the Local Control Funding Formula (LCFF) which is comprised of the following funding sources:

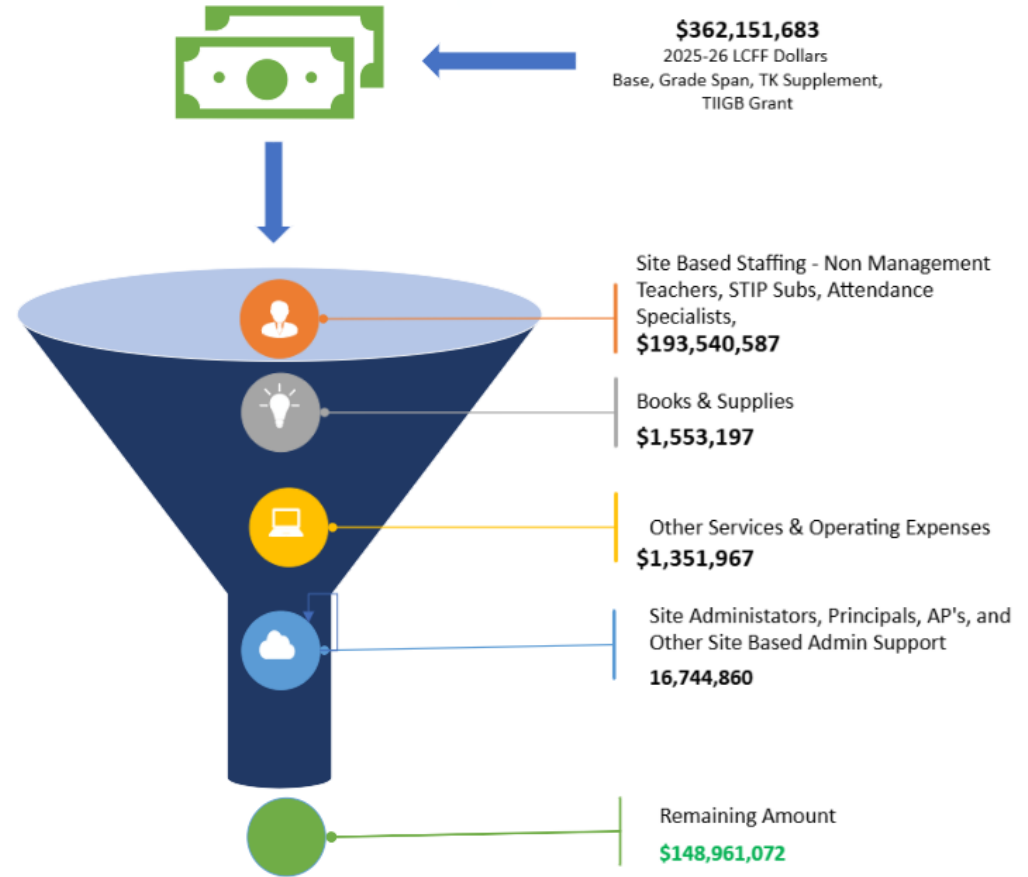


Unpacking our **Base** Funding & Investments

School Site Base Funding

Key Takeaway
**60% of
District LCFF
Expenses are
school-facing
investments**

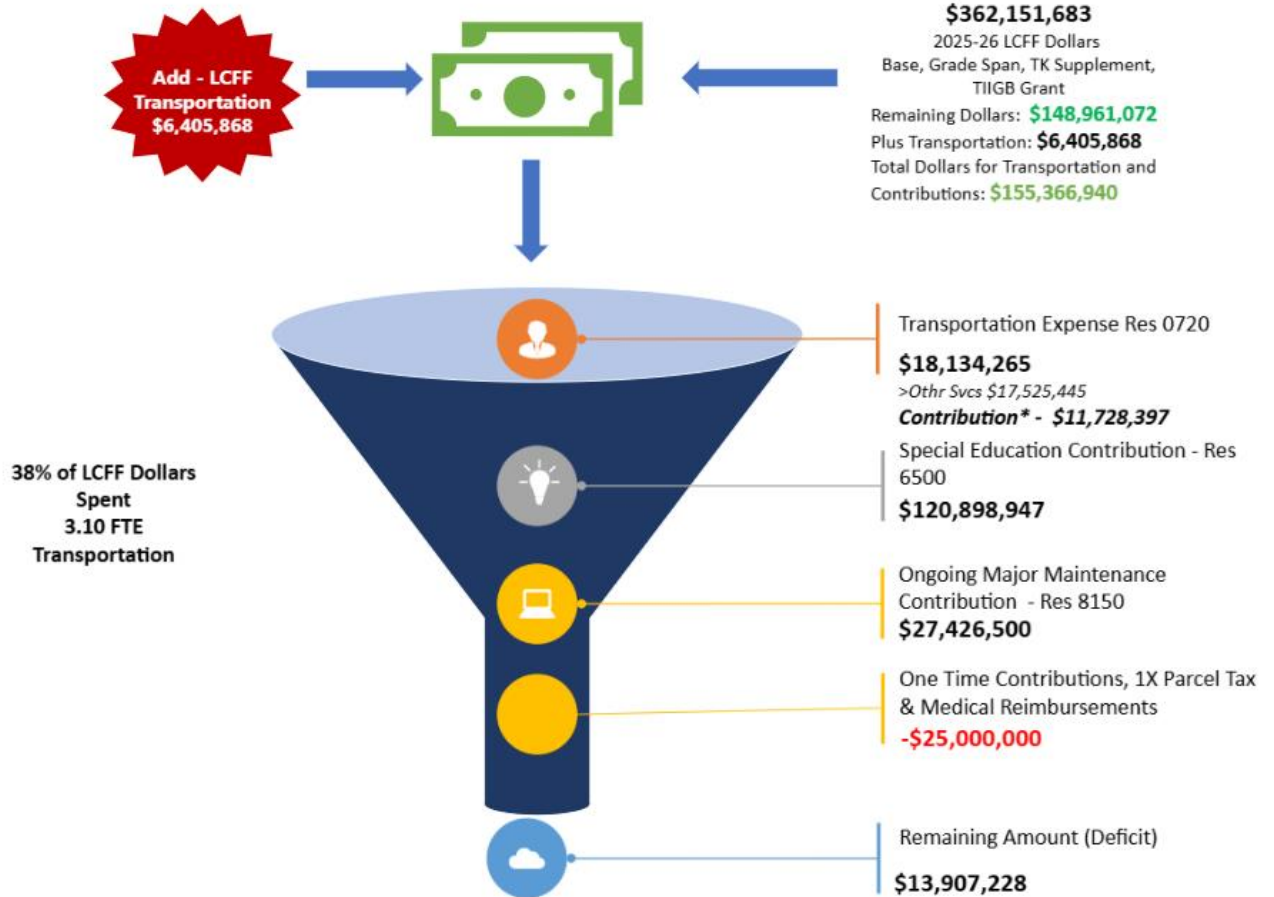
59% of LCFF
Dollars
Spent
1,447.47 FTE



Unpacking **Base** Funding & Investments

Transportation & Contributions

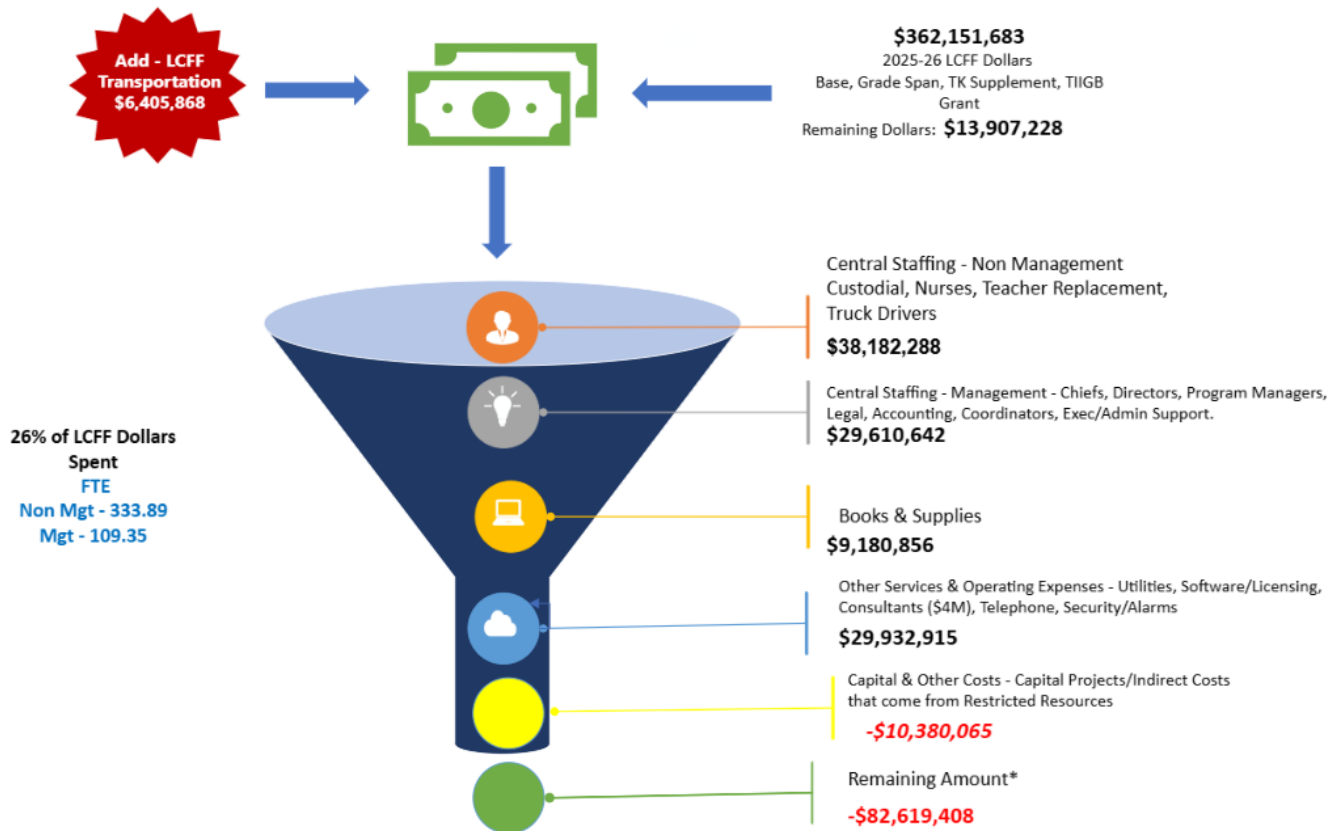
Key Takeaway
Contributions are
a key
commitment to
school-facing
Base funding



Unpacking Base Funding & Investments

Central Allocations

Key Takeaway
Limited LCFF
funds remain to
cover Base
Central
Expenditures



*See expanded footnote, next page.

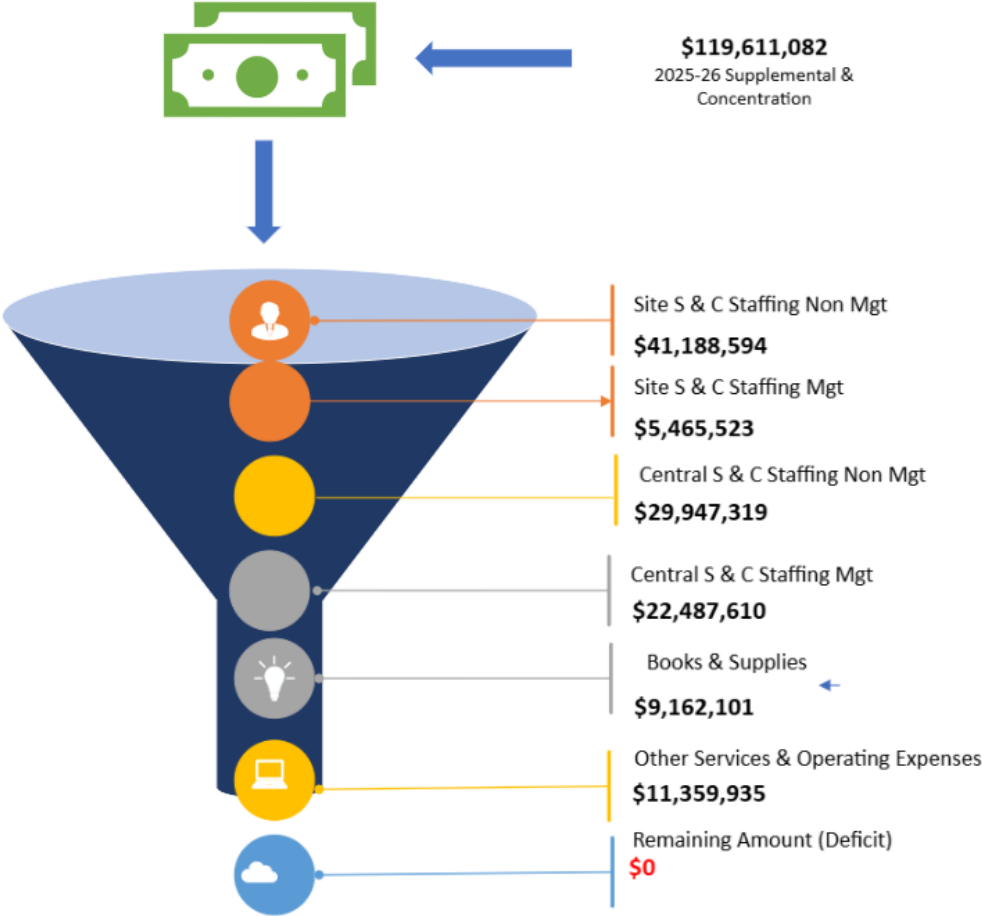
***The Districts Base LCFF structural deficit is approximately \$82.6M.**

Currently, a 3% reserve for the District is approximately \$26M. At the time the Resolution was passed, the District needed to address the **\$82.6M LCFF Base structural deficit plus approximately \$17.6M to restore the 3% reserve in 2026-27; this is a total of approximately \$100M.**

The 2025-26 Unrestricted Ending Fund Balance is currently (based on an early First Interim assessment) projected to be less than \$1.4M. \$7M in Measure N & H one-time Reserves will be added back into the Unrestricted General Fund at First Interim which will adjust the projected \$1.4M 2025-26 Ending Fund Balance to \$8.4M. The Unrestricted General Fund will not have a 3% reserve, though staff continue to identify and implement current year adjustments to prevent further erosion of the Unrestricted General Fund Balance.

Unpacking our Funding & Investments Supplemental & Concentration Budget

100% of S & C Dollars
Allocated
322.15 FTE





Draft Scenarios as of November 14

Draft Scenarios Overview

Draft Scenario 1: Doing less with the least

- A continuation of significant reductions to Central Office staff and the revision of focused operational work and modifications in capacity and turnaround times.
- Focuses on staffing and spending reductions in the central Unrestricted General Fund in an effort to maintain minimal compliance with statutory and contractual obligations.
- More centralized decisions for schools.
- Reductions in school site autonomy and flexibility to coincide with the modified central support framework.
- No reductions to school site funding beyond enrollment driven changes.

Draft Scenario 2: Doing less with less

- Building back slightly from Scenario 1 with small increases to accompanying workload; overall workloads still reduced and turnaround times still slow.
- No reductions to school site funding beyond enrollment driven changes.



Superintendent's Office

Draft Scenario 1: Superintendent's Office

Reductions in Superintendent's Office

- TBD reduction/elimination of District membership contracts

Reductions in Chief of Staff Office

- Reduce legislative advocacy & intergovernmental affairs
 - Less coordination with City of Oakland on City-District efforts
 - Narrow focus on state legislation
 - Partner with ACOE, City of Oakland, CSBA, ACSA, CASBO, CTA/CFT, SEIU, others where there is aligned advocacy
- Reduce centralized philanthropic partnership efforts and coordination
 - Less bandwidth to identify, advocate for, and align philanthropic support; possibly less philanthropic funding
- Reduce support for leadership transitions over next 1-2 years
 - Heavier burden on incoming superintendent; Comms, Safety ED become direct reports; less internal staff coordination and support
- Reduced support for District-wide safety alignment and coordination
- Eliminate Contracted School-Site Safety Personnel
 - Adjustments to current safety staff job descriptions needed to cover contract work
 - Campus adjustments at high schools needed to mitigate disruptive impact to neighboring businesses and residents

Unrestricted General Fund \$1,619,000* Management FTE - 3 FTE

Eliminated positions: Chief of Staff, Chief Partnerships Officer, Sr. Executive Assistant. Remaining position: Executive Director of Safety.

*Chief of Staff funded on restricted grant through 26-27, still in process of exploring possibilities of shifting 0000 expenses to grant

Draft Scenario 2: Superintendent's Office

Fewer reductions in Chief of Staff Office

- Maintain support for leadership transitions over next 1-2 years
 - Lower burden on incoming superintendent
 - Maintain key internal staff coordination and support
- Maintain local intergovernmental affairs
 - Maintain coordination with City of Oakland on all City-District efforts
- Maintain some centralized philanthropic partnership efforts and coordination
 - Shifted to Chief of Staff from Chief Partnerships Officer
- Maintain support for District-wide safety alignment and coordination
- Reduce state legislative affairs & advocacy
 - Partner with ACOE, City of Oakland, CSBA, ACSA, CASBO, CTA/CFT, SEIU, others where there is aligned advocacy
- Reduce overall bandwidth of Chief of Staff Office

Unrestricted General Fund **\$1,279,000** Management FTE **-2 FTE**
Eliminated positions: Chief Partnerships Officer, Sr. Executive Assistant
Chief of Staff funded on restricted grant through 26-27

Draft Scenario 1: Communications Department

Reductions in Communications Department

- Reduce number of central publications, including broad range of community-focused messages and social media engagement
- Narrow focus of District communications efforts to:
 1. School-to-family communications
Highest rated communications value for families based on past engagement feedback
 1. Attendance
 2. Enrollment
 3. Safety
 4. Crisis Communications and Public Relations
- Loss of high-quality school website support/integration (affects narrowed focus areas #1 and #3)

Restructuring of Communications & Communications-Related Contracts

- Conversations among staff across multiple departments are still in process and not ready for public discussion.
- Goal is to consolidate some communications-related work across the District to improve efficiencies and reduce duplication of effort, while increasing impact on targeted strategies.
- May be able to leverage restricted funds for partial FTE, exploration still in process
- Centralize communications-related contracts through Comms Department

Unrestricted General Fund \$395,500 Management FTE -2 FTE

Draft Scenario 2: Communications Department

Fewer Reductions in Communications Department

- Maintain high-quality school website support/integration and central website maintenance/improvements
- Reduce number of central publications, including broad range of community-focused messages
- Narrow focus of District communications efforts to:
 1. **School-to-family communications**
Highest rated communications value for families based on past engagement feedback
 2. **Attendance**
 3. **Enrollment**
 4. **Safety**
 5. **Crisis Communications and Public Relations**

Restructuring of Communications & Communications-Related Contracts

- Conversations among staff across multiple departments are still in process and not ready for public discussion.
- Goal is to consolidate some communications-related work across the District to improve efficiencies and reduce duplication of effort, while increasing impact on targeted strategies.
- May be able to leverage restricted funds for partial FTE, exploration still in process
- Centralize communications-related contracts through Comms Department

Unrestricted General Fund **\$163,000** Management FTE **-1 FTE**



Governance Division

Governance Division

The Governance Division is committed to providing strategic guidance, oversight, and support to uphold the district's mission with integrity and accountability.

Division Overview

The Governance Division provides essential guidance and oversight to ensure compliance with laws, policies, and regulations while supporting the district's mission.

- The **Legal Department** defends the District and ensures compliance with laws, policies, and regulations, fostering fairness and transparency across all operations. *(8.2 FTE)*
- **Labor Relations** is essential to advising on collective bargaining agreements, handling grievances, and ensuring fairness and legal compliance. *(4.0 FTE)*
- Includes an **Ombudsperson and Title IX Coordinator** who serves as a neutral party to address and resolve concerns from employees, families, and community members, fostering transparency and trust. Both are mandated by board policy and/or federal law. *(3.0 FTE)*
- The **Charter School Office**, a key function within the Legal Office, oversees charter school authorizations, renewals, and compliance to align with state laws and district policies. We are required by law to maintain a percentage of funding District funding for charter oversight. *(7.0 FTE)*
- The **Board Office**, including the role of a parliamentarian, ensures adherence to parliamentary procedures during board meetings, maintaining order and legality in governance processes pursuant to the Brown Act. *(3.0 FTE)*

Together, these functions uphold legal integrity, mitigate risks and legal exposure, and promote effective collaboration across the district. All positions are funded through general purpose funds with the exception of those in the Charter School Office.

Draft Scenario: Governance Division

- Eliminate 2.0 FTE from Governance Division.
- Shift Special Education legal work from outside contractors to by adding a special education attorney.
- Evaluate all contracts initiated by Legal and include reductions including those funded with restricted dollars.

Unrestricted General Fund -\$1,000,000 **FTE*** - 2.0 FTE

*** includes FTE and contract reductions**



Talent

Talent Division

Who We Are

The Talent Division is responsible for ensuring that every Oakland Unified School District employee - whether a new teacher, classified team member, or senior leader - has the support, development, and systems necessary to thrive. We are committed to creating a culture that values diversity, ensures equity, and promotes the well-being and growth of all staff across the district. There are a total of 68 staff (67.5 FTE) organized into three primary units. Each unit plays a distinct role within an integrated system that manages employee transitions, supports leadership development, ensures compliance, and advances organizational wellness:

- **Human Resources Employee & Strategic School Support Services** [55.5 FTE - 60% General Purpose & 40% Restricted & Grant Funded],
- **New Teacher Support & Development** [10 FTE - 100% Restricted funds], and
- **Peer Assistance and Review** [2 FTE - 100% Restricted funds], (the funding is housed in Talent's budget, the program is independent from HR and site administration oversight)

Our Core Services

- **People Support From Hire to Retire:** Recruitment, onboarding, leaves, employment verifications, personnel records, compensation & classification analysis, job descriptions, investigations, evaluations, and retirement processing
- **Leadership & Employee Development:** Coaching, new teacher mentoring, induction, and specialized pathways for aspiring educators
- **Systems That Enable Success:** HR data systems, classification & compensation, benefits administration, policy development, and analytics
- **Organizational Wellness & Retention:** Recognition, wellness initiatives, staff support programs, and high-touch customer service
- **Credentialing & Compliance:** State accreditation, emergency credentialing, and records accuracy for every employee

How We Measure Success in the Talent Division

We evaluate our impact through data, feedback, and outcomes that reflect the employee experience from recruitment to retirement. Our metrics focus on retention, service quality, and system effectiveness.

Draft Scenario: Talent Division

Over the past several years, the Talent Division has undergone a restructuring effort focused on streamlining leadership, increasing operational capacity, and reducing overall cost in response to year-over-year budget reductions. The Division now operates with an exceptionally lean leadership structure consisting of only two Directors and the Chief Talent Officer, with no Executive Director positions. As reductions continue, we have reached a point where additional cuts cannot be absorbed simply by redistributing work; further staffing losses will result in reduced or eliminated services and will require some positions to be reclassified due to significantly increased workload. Unlike most districts where Human Resources, as a core service, is funded primarily through General Purpose dollars, OUSD has had to shift many Talent positions onto restricted and grant funding streams. With several of these grants now sunseting or shrinking, the Division faces additional pressure that will further contribute to necessary reductions.

As the Talent Division continues to lose positions and absorb additional mandates, **several critical services will no longer be sustainable:**

- Maintaining current service levels for hiring, substitute support, evaluations and investigations
- Meeting contractual and statutory timelines at the accuracy and speed currently expected
- Sustaining all teacher pipeline programs, residency placements, and apprenticeship pathways
- Ensuring district-wide data accuracy across Escape, Zendesk and evaluation systems
- Responding to staff needs within the current customer service standards (e.g., Zendesk resolution times, onboarding survey expectations)
- Elimination of recognition, wellness, and retirement events, including district-wide appreciation efforts that reinforce staff morale, belonging, and organizational wellness.

Unrestricted General Fund - \$1,039,329 Management FTE* - 4 FTE

Restricted - \$900,446 Management FTE* - 3 FTE

Talent: Non-Position Reductions

- **Contracts:** We are evaluating all contracts that are initiated in Talent. This work is still underway. The following savings have been identified thus far - \$695,000:
 - Recognition event planning: \$100,000
 - Recruitment postings with external partners: \$60,000
 - New employee orientation, recognition, substitute teacher professional development and committee catering: \$150,000
 - Health Fair event: \$40,000
 - Teacher credential reimbursements: \$150,000
 - University partnership agreement management: \$10,000
 - Sponsorship of J-1 and H1B Visas: \$30,000+
 - Electronic personnel records: \$80,000 approx.
 - Professional development for classified staff: \$75,000

Talent: Non-Position Reductions Continued...

Non-GP Sub Accounting Code Spending 2023-2026: approx \$1.5M

	GP			Not-GP		
<i>Absence Reason</i>	23-24	24-25	25-26	23-24	24-25	25-26
PD - Prof Develop	1858	2430	1411	445	857	898
Field Trip	1608	1938	601	355	470	142
Observation/Planning	623	1191	462	64	305	86
Union Business	13	8	19	102	248	184
OAL Activities	51	74	10	1	3	
Z_Full Inclusion	17	7	1	10	44	15
Grand Total	4170	5648	2504	977	1927	1325
	GP			Not-GP		
Absence Reason	23-24	24-25	25-26 <i>As of 11.13.25</i>	23-24	24-25	25-26 <i>As of 11.13.25</i>
PD - Prof Develop	\$626,146	\$818,910	\$475,507	\$149,965	\$288,809	\$302,626
Field Trip	\$541,896	\$653,106	\$202,537	\$119,635	\$158,390	\$47,854
Observation/Planning	\$209,951	\$401,367	\$155,694	\$21,568	\$102,785	\$28,982
Union Business	\$4,381	\$2,696	\$6,403	\$34,374	\$83,576	\$62,008
OAL Activities	\$17,187	\$24,938	\$3,370	\$337	\$1,011	\$0
Z_Full Inclusion	\$5,729	\$2,359	\$337	\$3,370	\$14,828	\$5,055
Grand Total	\$1,405,290	\$1,903,376	\$843,848	\$329,249	\$649,399	\$446,525



Systems & Services Division

Technology Services: Scenario 1

Department Functions

1. Core Network Infrastructure and Cybersecurity Management
2. Device and classroom technology support.
3. Enterprise Systems, Software and data management
4. Technology, Planning, Procurement, Maintenance and Implementation.
5. Plan for anticipated shifts in technology use to support incorporation of AI.

+

Past Reductions & Restructuring

1. School Services assessment that department was undersized relative to other similar sized district.
2. 2023 Shifted shifted 5 FTE of the Technicians into Resource 0004 to yield \$474,636 and reduced software costs by \$622,453.
3. 2024-25: Eliminated 1 FTE position to create space for new leadership structure to incorporate cybersecurity into departmental priority..

+

Description

1. Transition outdated analog systems to network with cellular backup.
 - a. Elevators 2025-26 (\$1.75M)
 - b. Fire Alarm Systems 26-27 (1.5M)
2. Shift student computers into supplemental and concentration using the 4 students to 1 device ratio as a guideline. (\$2.3M of GP)
3. Look for reductions in software budget to either shift to restricted resources potentially: \$500K

OUSD's Technology Services team is significantly smaller than those in comparable districts, even while supporting a larger and more complex technology footprint. These core infrastructure and student-support systems are essential to modern instruction and daily operations. While management structures can be aligned to evolving needs, reductions would directly impact school site support and cybersecurity readiness. As reliance on technology and cyber threats grow, maintaining these core services remains critical to district stability and student learning.

Total Savings:

2025-26: \$700K
2026-27: \$4.05M
2027-28: \$1.5M

Custodial Services: Scenario 1

Department Functions

1. Cleaning and sanitation of the site
2. Facility Care and Maintenance including compliant related Quality Assurance and FIT reports
3. Stewards of the building including opening and closing site.

+

Past Reductions & Restructuring

1. 2019: Shifted 20% of Custodian into RRMA maximum level to shift eliminating 12 FTE in B and G: \$4.6M
2. 2019-20: Aligned to CASBO Formula to standardize allocations 2021-22 and shifted locations to align.
3. 2023: Eliminated Manager, Custodial Services -\$165,362
4. Shifted Custodian and Management to ELOP \$2.1M

+

Description

1. Shift custodial expenses into ELOP for total amount of allowable: \$1.2M
2. Increase pay rate for substitutes to lower overtime reliance (\$300K)
3. Reduce the cleaning standard from 18,000 to xxxxxx square feet.
4. Engage in audit of classroom usage and only allow sites to have the number of rooms by utilization formula. Need to have staffing for sites completed first.

After several years of reallocating funds from various sources to preserve General Fund flexibility, further custodial savings can now only be achieved through position eliminations through the reduction of square footage maintained and corresponding cleanliness standards across schools.

Total Savings:

Items 1&2: 2026-27-\$1.5M
Items 3&4: 2026-27- TBD
(FTE eliminations)

Custodial Services: Scenario 2

Department Functions

1. Cleaning and sanitation of the site
2. Facility Care and Maintenance including compliant related Quality Assurance and FIT reports
3. Stewards of the building including opening and closing site.

+

Past Reductions & Restructuring

1. 2019: Shifted 20% of Custodian into RRMA maximum level to shift eliminating 12 FTE in B and G: \$4.6M
2. 2019-20: Aligned to CASBO Formula to standardize allocations 2021-22 and shifted locations to align.
3. 2023: Eliminated Manager, Custodial Services -\$165,362
4. Shifted Custodian and Management to ELOP \$2.1M

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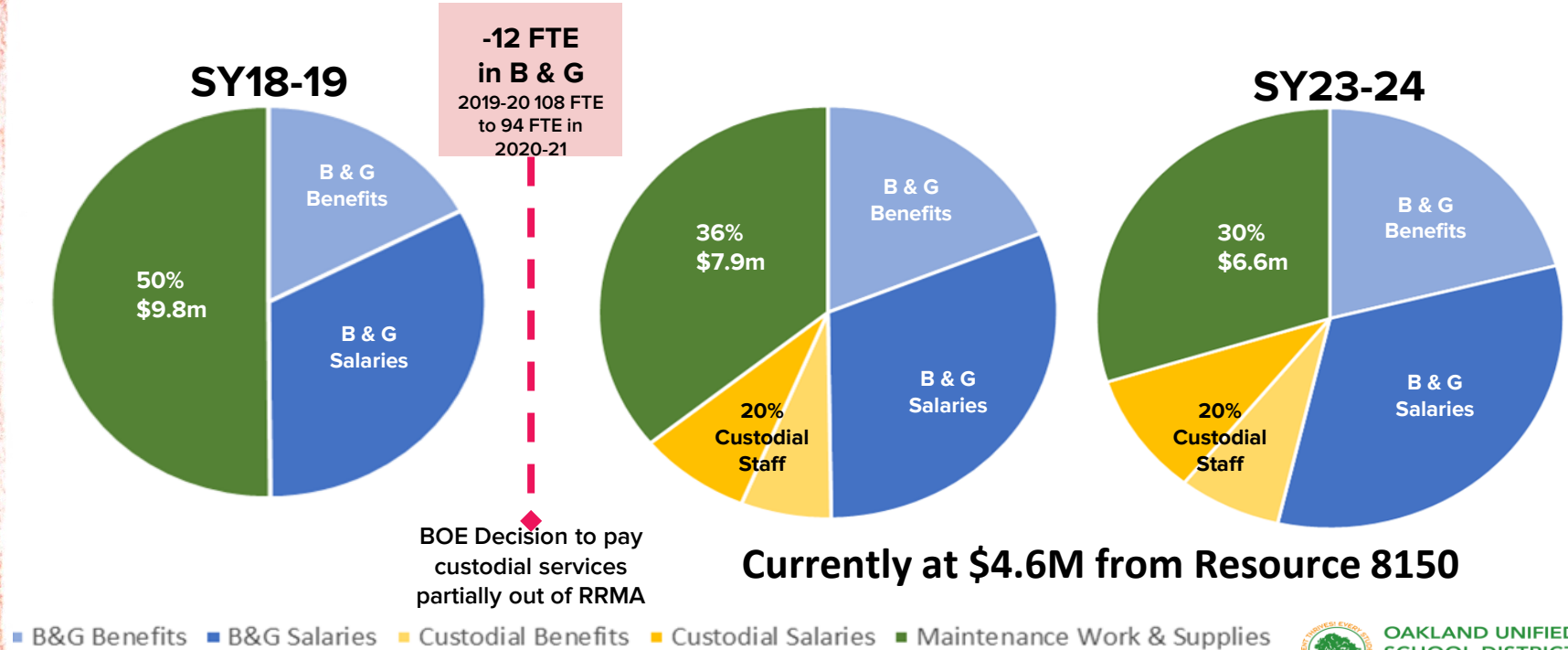
Description

1. Shift custodial expenses into ELOP for total amount of allowable: \$1.2M
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After several years of reallocating funds from various sources to preserve General Fund flexibility, further custodial savings can now only be achieved through position eliminations through the reduction of square footage maintained and corresponding cleanliness standards across schools.

Total Savings:
2026-27-\$1.5M

How Are We Spending the 3% RRMA Budget Expenditures Over Time



Buildings and Grounds: Scenario 1

Department Functions

1. Preventative and Corrective Maintenance to 108 District Facilities
2. Grounds and Exterior Maintenance
3. Planned maintenance to core systems

+

Past Reductions & Restructuring

1. Budget is legally mandated at 3% of all general expenditures to support ongoing maintenance of school facilities.
2. 2019-20 Shifted 20% of Custodian into RRMA maximum level to shift eliminating 12 FTE in B and G: -\$4.6M
3. Oakland's footprint of schools both age and number operated is significantly outside California's norms for funding

+

Description

1. Go below the 3% mandated threshold required of all California school districts that receive funding from California Facilities Program
2. District would not be eligible for state grants from Proposition 2 or other state facilities programs for not meeting the requirement.
3. Audit findings for not meeting the 3% reserve in fiscal audits.
4. Elimination of Deferred Maintenance Fund 14 by \$2M which will result more demand on B and G

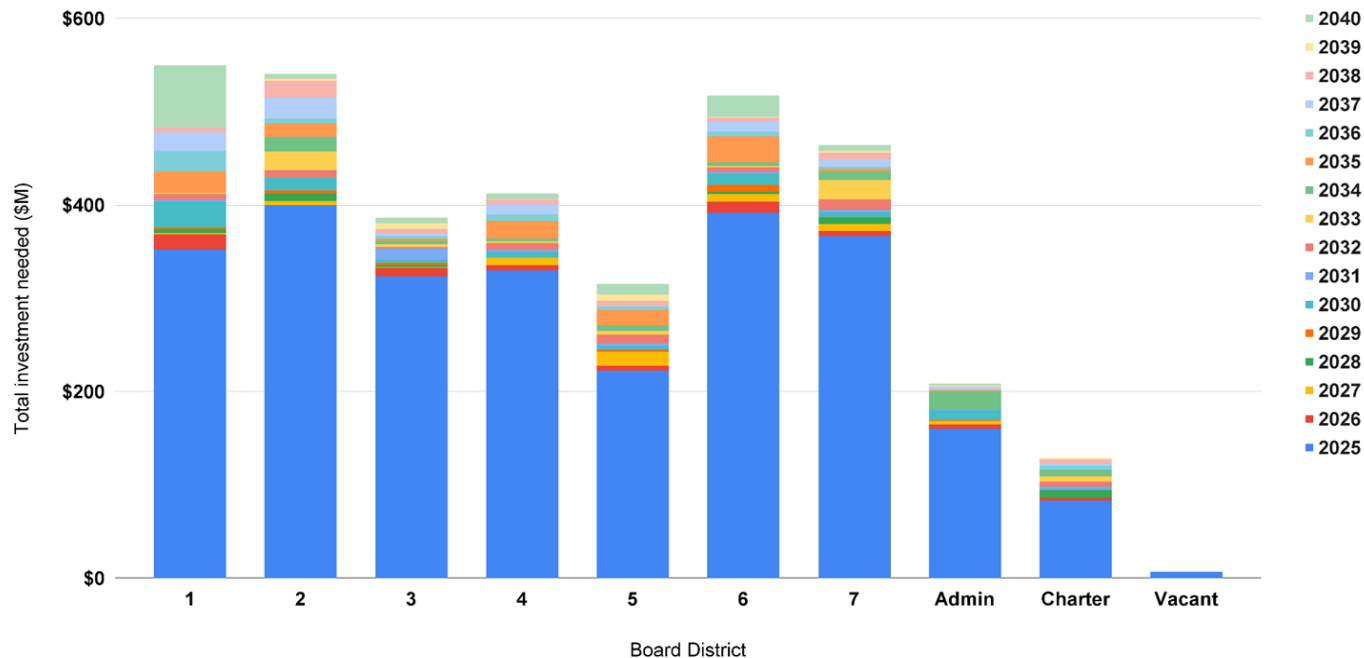
Further reductions in funding—combined with aging facilities, significant deferred maintenance needs, and rising construction costs—will limit staff capacity to complete essential work. Under-investing in deferred maintenance will drive up emergency repairs, increase overall costs, and create more work orders and service delays.

Total Savings:

General fund savings at least \$2M but would lose access to state funds.

Deferred Maintenance Needs

By Board District from 2025 to 2040



Buildings and Grounds: Scenario 2

Department Functions

1. Preventive & corrective maintenance at 108 sites
2. Grounds and exterior maintenance
3. 24/7 Emergency repairs at all school sites
4. Planned maintenance of core building systems
5. FIT inspections & Williams compliance
6. Required fire, health, and safety compliance



Past Reductions & Restructuring

1. Budget is legally mandated at 3% of all general expenditures to support ongoing maintenance of school facilities.
2. 2019-20 Shifted 20% of Custodian into RRMA maximum level to shift eliminating 12 FTE in B and G: -\$4.6M
3. Oakland's footprint of schools both age and number operated is significantly outside California's norms for funding



Description

1. Elimination of Deferred Maintenance Fund 14 by \$2M which will result more demand on maintenance team but provide relief to general fund. The Board's commitment to provide \$7M will now be at \$1M per year.

Further reductions in funding—combined with aging facilities, significant deferred maintenance needs, and rising construction costs—will limit staff capacity to complete essential work. Under-investing in deferred maintenance will drive up emergency repairs, increase overall costs, and create more work orders and service delays.

Total Savings:
2026-27: \$2.0 M

Enrollment Department: Scenario 1

Department Functions

1. Facilitate outreach and enrollment supports PK-12+SPED+
2. Recruit families through targeted engagement, marketing and messaging
3. Develop and monitor enrollment projections for the district.
4. Process and enrollment students in OUSD.

Past Reductions & Restructuring

1. Board passed the Enrollment Stabilization Policy (BP 5115) to improve enrollment systems, support schools to recruit families, and provide central recruitment efforts
2. Attachment A: Eliminate Director, Student Assignment -\$317,549 and consolidate disparate and disjointed enrollment functions
3. 25-26: All of the Enrollment Stabilization was shifted to 1-Time

Resources

The district's enrollment has stabilized and begun to rise for the first time in eight years, exceeding mathematical projections for four consecutive years and generating additional revenue, while also achieving the largest year-over-year enrollment gain since 2013–14. Through Implementation of key enrollment strategies targeting key strategic schools, the tools developed seem to be a driver in increasing our enrollment.

Description

1. Stop the Enrollment Stabilization work.

Total Investment: 0

Enrollment Department: Scenario 2

Department Functions

1. Facilitate outreach and enrollment supports PK-12+SPED+
2. Recruit families through targeted engagement, marketing and messaging
3. Develop and monitor enrollment projections for the district.
4. Process and enrollment students in OUSD.

+

Past Reductions & Restructuring

1. Board passed the Enrollment Stabilization Policy (BP 5115) to improve enrollment systems, support schools to recruit families, and provide central recruitment efforts
2. Attachment A: Eliminate Director, Student Assignment -\$317,549 and consolidate disparate and disjointed enrollment functions
3. 25-26: All of the Enrollment Stabilization was shifted to 1-Time

Resources

+

Description

1. Option 1: Continue to invest to increase revenue: Enrollment is a revenue driver and enrollment stabilization should be fully funded at the current 5 FTE (SWC + marketing), plus \$500,000 annual budget
2. Option 1A: Strategically eliminate 3.0 FTE ECE enrollment specialists to replace with 2.0 differentiated FTE and make no additions to enrollment stabilization.

The district's enrollment has stabilized and begun to rise for the first time in eight years, exceeding mathematical projections for four consecutive years and generating additional revenue, while also achieving the largest year-over-year enrollment gain since 2013–14. Through Implementation of key enrollment strategies targeting key strategic schools, the tools developed seem to be a driver in increasing our enrollment

Total Investment: \$1.0 M

Facilities Department (Fund 21)

Department Functions

1. Capital Planning, Design, and Construction Management
2. Bond Program Governance, Budget Management, and Reporting
3. Facilities Operations, Maintenance, and Environmental Health & Safety
4. Asset Management, Long-



Past Reductions & Restructuring

1. All staff are funded out of Bond and do not impact the General Fund
2. Closed the Deputy Chief Position to remove only position funded by the General Fund and consolidating leadership under the Chief Systems and Services leadership -\$273,826
3. Maximize investments in the bond program to offset the general fund



Description

Three major investments in Solar from the Bond will support general fund by reducing utilities costs by \$1.78M

1. NEM 3 Solar Online: 25-26 (\$380,297)
2. Inverter Repair Solar (\$494,599)
3. Solar Investment NEM 3 (\$908,033)

The Facilities Department manages all capital expenditures through voter-approved bond funds while supporting the district's long-term fiscal stability by delivering projects—such as district-owned solar installations—that reduce ongoing utility and operational costs to the General Fund and create structural savings over time.

Total Savings:

2025-26: \$380,297

2026-27: \$1,289,599

2027-28: TBD

Nutrition Services (Fund 13)

Department Functions

1. Meal Program Operations providing Breakfast, Lunch and Supper to approximately 33,910 students
2. Regulatory and Compliance on Food Safety
3. Student Wellness Policy implementation
4. Support to environment,

Past Reductions & Restructuring

1. All staff are currently funded out of Fund 13 and do not impact the General Fund
2. 2019: General Fund was contributing between \$1.9M to \$2.3M each year to keep program.
3. 2019-20: Pandemic based services and shifts in funding formulas created a fund balance in the program that will protect the General Fund.
4. Current program is running nearly at break even point after hiring significant staffing for the 2025-26 school year.

Description

1. Shifting all drivers for Child Nutrition Services from the General Fund to Child Nutrition Services (Fund 13) will yield \$300K

After years of requiring a \$1.9–\$2.3 million annual General Fund contribution, Nutrition Services became self-sufficient in 2019 through pandemic-related funding shifts and operational reforms. The program now operates near break-even, even after restoring essential staffing for the 2025–26 school year, reducing ongoing pressure on the General Fund.

Total Savings to 0000:
2025-26: \$300K

*Total savings will be from reduction in Warehouse as drivers funding and location were changed.



Fiscal Services Office

Draft Scenario 1: Fiscal Services

Proposed Positions Adjustments:

- 19.7 FTE to 13 FTE
 - Reduce 6.7 FTE Management
- 13.8 to 11.0
 - Reduce 2.8 Classified

Total: \$2,232,245, -9.5 FTE

Position	FTE	Funding Source	Salary Savings
Chief Business Officer	1.0	1x Source AB1840	\$455,000
Accounting Management	6.7	Unrestricted Base Resource 0000	\$1,368,775
Classified Position	2.8	Unrestricted Base Resource 0000	\$408,470

2018-19
FTE Business
Services 43.8

Draft Scenario 2: Fiscal Services

Proposed Positions Adjustments:

- 19.7 FTE to 15
 - Reduce 4.7 FTE Management
- 13.8 to 11.0
 - Reduce 2.8 Classified

Total: \$1,823,655, -7.5 FTE

Position	FTE	Funding Source	Salary Savings
Chief Business Officer	1.0	1x Source AB1840	\$455,000
Accounting Management	6.7	Unrestricted Base Resource 0000	\$960,185
Classified Position	2.8	Unrestricted Base Resource 0000	\$408,470

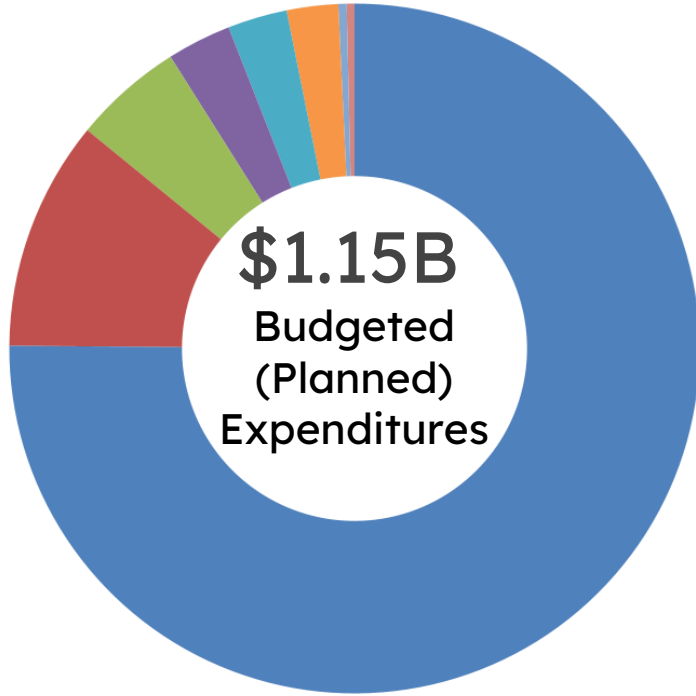
2018-19
FTE Business
Services 43.8



Continuous School Improvement (CSI) Division

Funds that Make Up The OUSD budget

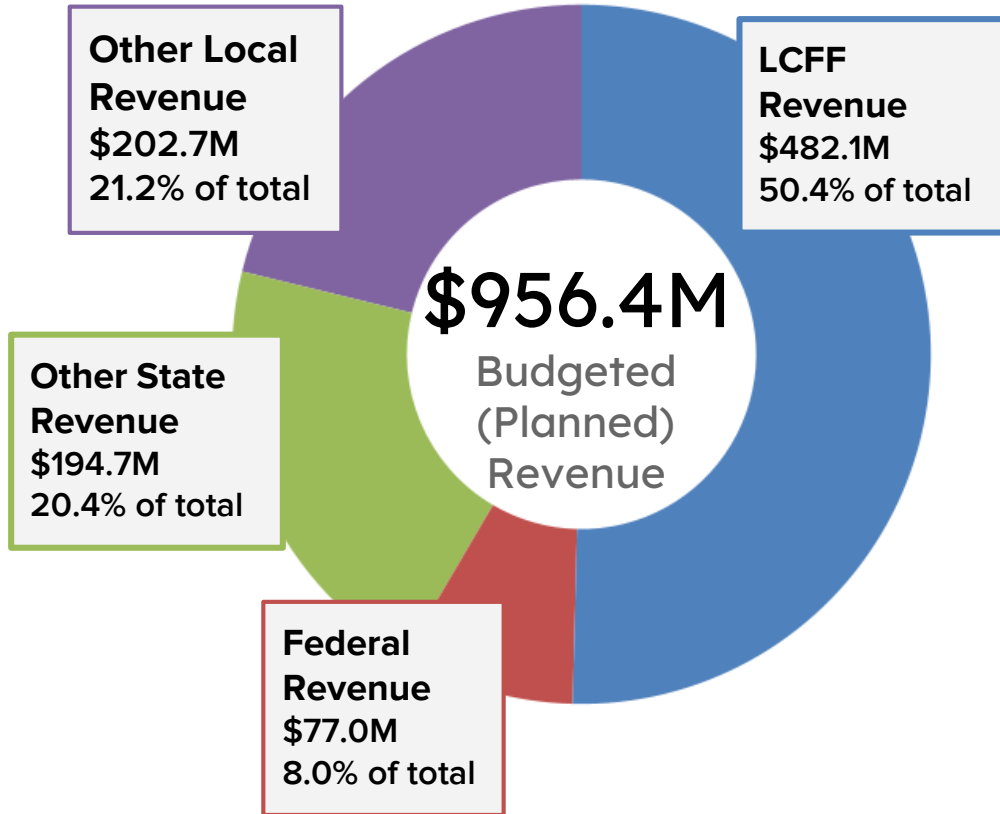
2024-25 Adopted Budget for Illustration



	Fund	Expenditures (\$M)	Percent
	General	\$867.4	75.1%
	Capital Investment (multiple)	\$124.5	10.8%
	Building	\$59.3	5.1%
	Child Development	\$34.7	3.0%
	Student Nutrition	\$32.2	2.8%
	Self Insurance	\$27.8	2.4%
	Deferred Maintenance	\$4.5	0.4%
	Adult Education	\$4.2	0.4%

Sources of dollars in the OUSD budget

2024-25 Adopted Budget **for Illustration**

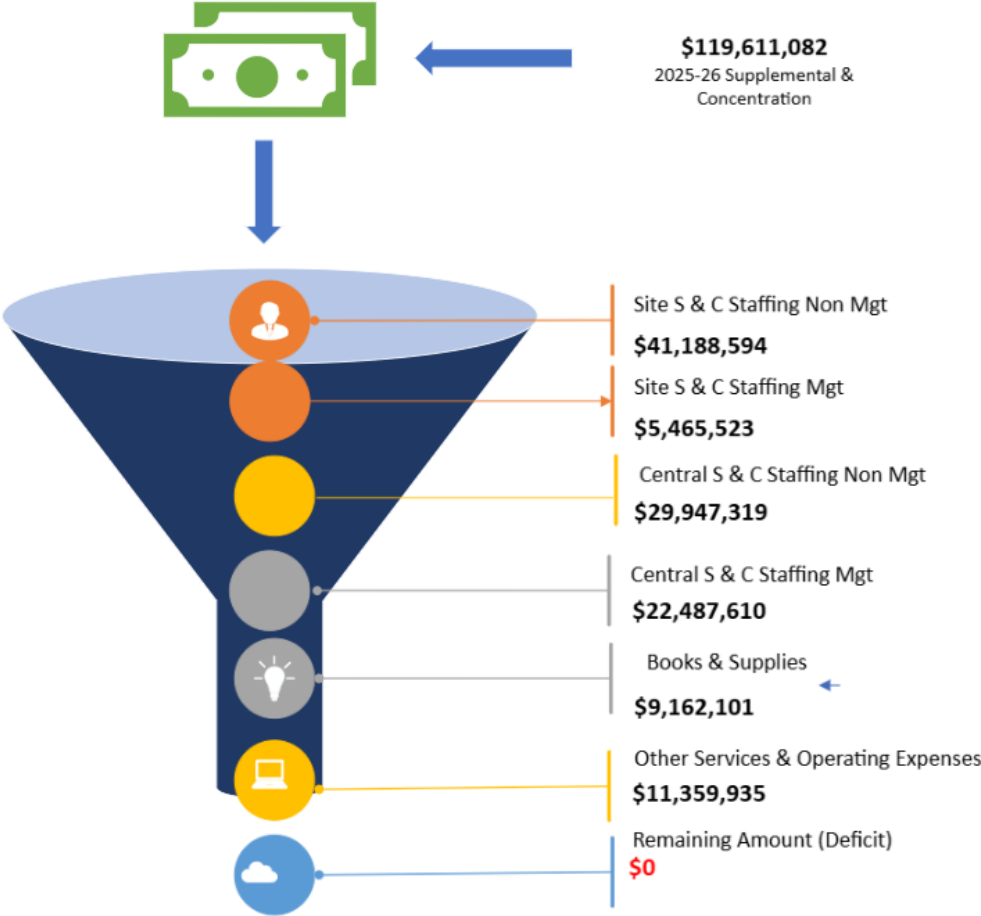


California State provides over 70% of the District's annual revenue:

- ★ ~50% from the State's Local Control Funding Formula (LCFF)
- ★ ~20% from Other State Revenue

Unpacking our Funding & Investments Supplemental & Concentration Budget

100% of S & C Dollars
Allocated
322.15 FTE



Digging Deeper: The LCFF Formula

The Local Control Funding Formula provides dollars to districts based on student attendance and demographics*.

Key Terms

- ★ **Average Daily Attendance (ADA).** Average number of students actually in school each day.
- ★ **Unduplicated Pupil Percentage (UPP).** The percentage of students in at least one of the following groups:
 - Low-income students (eligible for free or reduced priced lunch)
 - Foster Youth
 - English Language Learners

* Measurable characteristics of a population

Digging Deeper: LCFF Tiered Grants

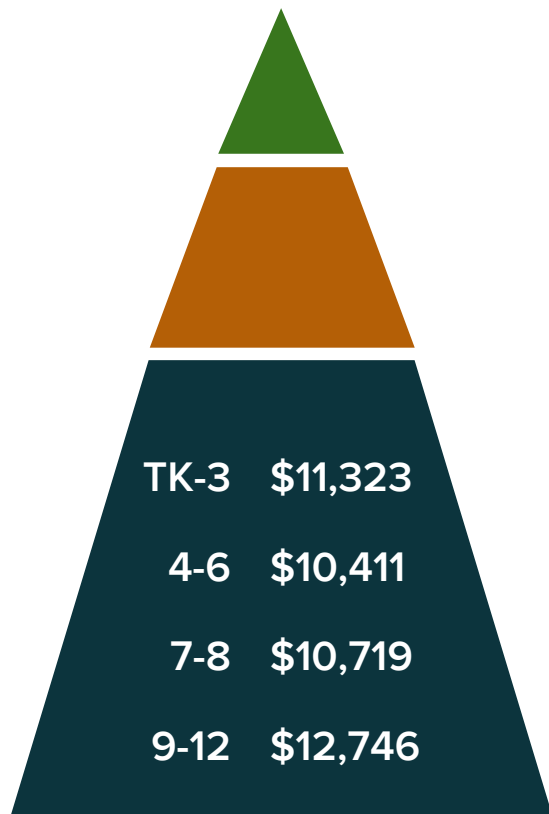
2024-25 Adopted Budget for Illustration

Concentration Grant: 65% of the Base Grant is added for the percentage of students above the 55% UPP threshold.

Supplemental Grant: 20% of the Base Grant is added to support each student who is low-income, a foster youth, or an English learner.

Base Grant: LCFF starts with a base grant based on all students attending (ADA) with different amounts per gradespan (see diagram).

Additional amounts are added to Grades TK-3 to support class size reduction and to Grades 9-12 to support career, technical education (not shown).



Digging Deeper: LCFF Examples

2024-25 Adopted Budget **for Illustration**

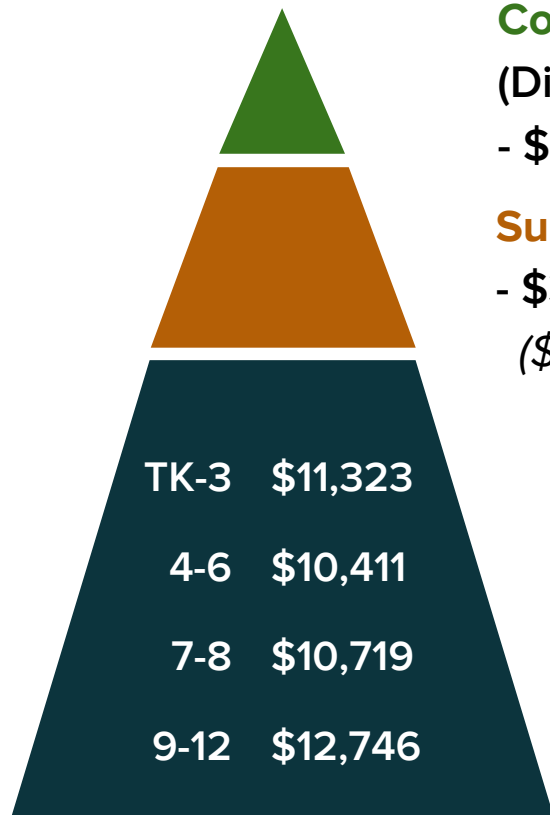
Concentration Grant: 25% eligible for Concentration

(District UPP of 80% minus 55% = 25%)

- $\$336.6\text{M} \times 65\% \text{ Grant} \times 25\% = \54.7M (*\$60.8M at 100% ADA*)

Supplemental Grant: Current UPP of 80%.

- $\$336.6\text{M} \times 20\% \text{ Grant} \times 80\% \text{ UPP} = \53.9M
(*\$59.8M at 100% ADA*)



Base Grant

Information

- Enrollment = 34,000
- Attendance = 90%
- UPP = 80%
- Average gradespan rate = ~\$11,000

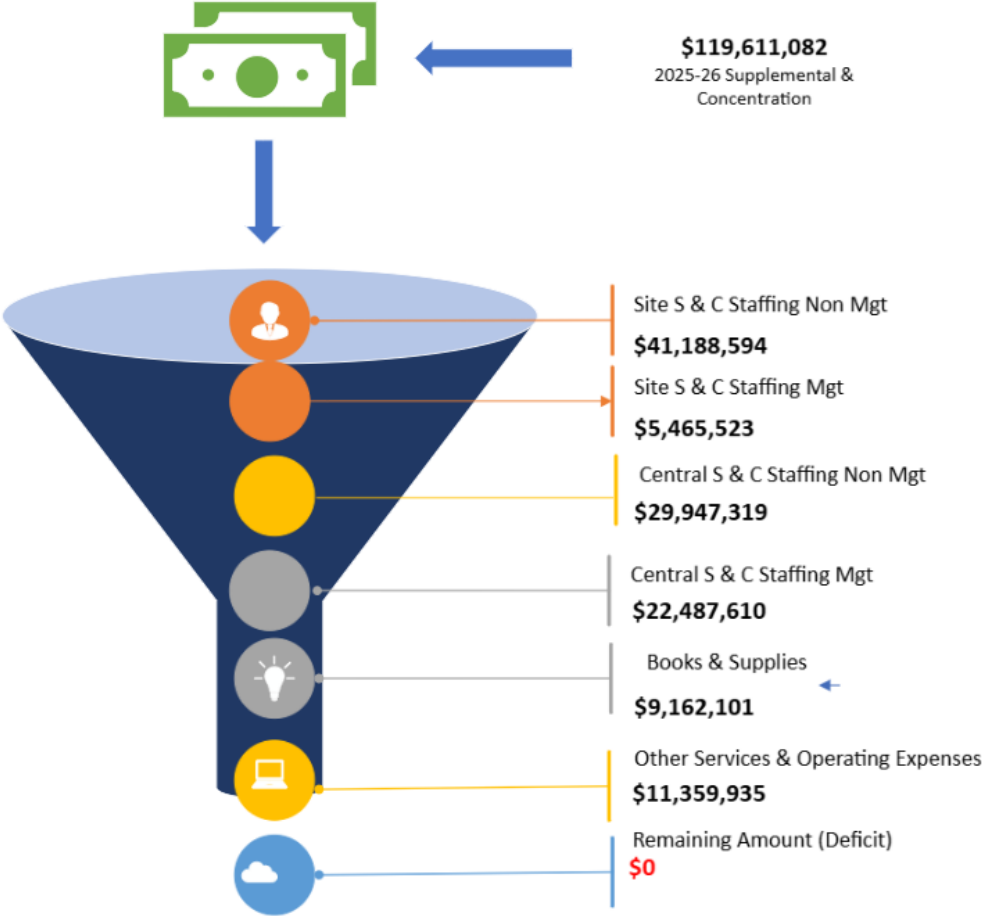
Results

$34,000 \times 90\% \text{ ADA} \times \$11,000 = \$336.6\text{M}$

100% ADA would be \$374M or \$3.7M for every 1% increase in overall attendance.

Unpacking our Funding & Investments Supplemental & Concentration Budget

100% of S & C Dollars
Allocated
322.15 FTE



Additional Funds in the Local Control and Accountability Program (LCAP)

- Local Measures: G1, G, Measure H/N;
- Titles: 1-4, projecting reduction and some carryover;
- Grants;
- Philanthropy Funds; and
- Any Fund contributing to the LCAP that is above the base program.

Draft Scenario 1 & 2: Continuous School Improvement

Scenario 1 Details:

Total Positions Reduced:-15 +1= -14

Scenario 2 Details:

Total Positions Reduced:-14

Scenario 1 & Scenario 2 Maintains the number of Departments, however, the staff within the Department is reduced.

Additional Central Reductions in CSI Division: -7

Please note: Departments will experience additional reductions based on grants that are sunseting. Positions funded in uncertain grants will receive a notice and may return depending on grant funding confirmation.

Draft Scenario 1: Elementary

Deputy Chief (5 schools)	
Deputy Network Superintendent (22 Schools)	Deputy Network Superintendent (22 Schools)
Network Partners (2)	

Changes:

- Reduce Network Superintendent (-2)
- Reduce Network Partner (-1)
- Reduce Department Partners (Academics, Community Schools, Equity Office, MTSS, ELLMA. -1 each)
- Add Deputy Network Superintendent (+1)

CSI Estimated Savings for Elementary Draft Scenario 1: **-\$1,849,262**

Position	Total Cost
Network Superintendent	\$311,040x2
Network Partner	\$249,033
Deputy Network Superintendent	+\$277,342
TSA, 11 month	\$152,155
Content Coordinator	\$219,665x2
Program Manager	\$213,818
Specialist	\$232,835
MTSS Partner	\$217,353

Draft Scenario 2: Elementary

Network A	Network B
● Network Superintendent ● Network Partner	● Network Superintendent ● Network Partner
25 Schools	24 Schools
● Department Partners, 1 each	● Department Partners, 1 each

Reductions:

- Deputy Network Superintendent (-1)
- Network Partner (-1)
- Reduce Department Partners (Academics, Community Schools, Equity Office, MTSS. -1 each)

CSI Estimated Savings for Elementary Draft Scenario 2: **-\$1,781,866**

Position	Total Cost
Deputy Network Superintendent	\$277,342
Network Partner	\$249,033
TSA, 11 month	\$152,155
Content Coordinator	\$219,665x2
Program Manager	\$213,818
Specialist	\$232,835
MTSS Partner	\$217,353

Draft Scenario 1 & 2: Secondary

Reduce Department Partners

Forms one team to support 29 schools, 6-12.

- Academics: -2 Content Coordinators
- Community Schools: -1 Program Manager
- Equity Office: -1 Specialist
- MTSS: -1 Partner
- ELLMA: -1 Teacher on Special Assignment (TSA)

CSI Estimated Savings for Draft Scenario 1 & 2 Secondary: - \$1,255,491

Position	Total Cost
TSA, 11 month	\$152,155
Content Coordinator	\$219,665x2
Program Manager	\$213,818
Specialist	\$232,835
MTSS Partner	\$217,353

CSI Central Additional Adjustments: -\$1,210,883

Position	Total Cost
Specialist	\$160,474x2
TSA, 11 month	\$152,155x2
Content Coordinator	\$219,665x2
Analyst	\$146,295

Please note: Departments will experience additional reductions based on grants that are sunseting. Positions funded in uncertain grants will receive a notice and may return depending on grant funding confirmation.



Draft Scenarios Summary

Summary of Draft Scenario 1

Chart below is as of November 14, 2025. Staff continue to explore additional options that may affect totals.

	Unrestricted Savings	Restricted Savings	Total Savings	FTE	Percentage Reduction (Slide 10)
Superintendent/Comms	\$2,014,500	\$360,000	\$2,374,500	-5.0	51%
Governance/Legal	\$767,000	\$250,000	\$1,017,000	-2.0	11.3%
Talent	\$2,539,329	\$900,446	\$3,439,775	-7.0	22%
Systems and Services (Operations)	\$6,250,000	\$2,950,000	\$9,200,000	-5.0	19%
Fiscal	\$2,232,245	\$0	\$2,232,245	-9.5	33%
Academics/CSI	\$2,603,680 (S & C)	\$456,465	\$3,545,355	-21.0	13%
Total	\$16,406,754	\$4,916,911	\$21,323,665	-49.5	

Summary of Draft Scenario 2

Chart below is as of November 14, 2025. Staff continue to explore additional options that may affect totals.

	Unrestricted Savings	Restricted Savings	Total Savings	FTE	Percentage Reduction (Slide 10)
Superintendent/Comms	\$1,442,000	\$0	\$1,442,000	-3.0	31%
Governance/Legal	\$767,000	\$250,000	\$1,017,000	-2.0	11.3%
Talent	\$2,539,329	\$900,446	\$3,439,775	-7.0	22%
Systems & Services (Operations)	\$6,250,000	\$1,950,000	\$8,200,000	-5.0	19%
Fiscal	\$1,823,655	\$0	\$1,823,655	-7.5	27%
Academics/CSI	\$2,009,909 (S&C)	\$456,465	\$2,951,584	-21.0	13%
Total	\$14,831,893	\$3,556,911	\$18,388,804	-45.5	



Next Steps

November 19 (Tonight)

Initial Board Feedback and Direction

- Which Draft Scenario should staff focus their efforts on over the next three weeks?
- How would the Board like staff to proceed?

December 3, 2025 Special Board Meeting

- I. Updates to Draft Scenarios
- I. Board Policy & Past Resolution Considerations
- I. Update on Incorporation of Outsourcing Task Force Recommendations
- I. Status of Recent Budget-Balancing Solutions: Attachment C (Spring 2025)

December 10, 2025 Regular Board Meeting

I. First Interim Report

Update on 25-26 Budget based on all revenues and expenditures from July 1, 2025 through October 31, 2025 and projected June 30, 2026 Ending Fund Balances and Cash Projections.

I. Scenario Adoption

Board vote to adopt a scenario.

If needed, Board provide additional direction to staff.

After December 10

I. January 2026

January 5: Board Organizational Meeting

By January 10: Governor's Budget Proposal (informs District 26-27 budget projections)

January 13: Board Meeting

January 27: Board Meeting - 2024-25 Audit Report

I. February 2026

February 11: Board Meeting - Approve reductions in force

February 25: Board Meeting

I. March 2026

March 11: Board Meeting - Second Interim Report

March 15: Deadline to provide layoff notices to staff

March 25: Board Meeting



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