Los Angeles Unified Board Retreat

Spring 2025

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Ready for the World

Welcome and Overview

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Agenda

Strategic Plan Target Analysis and Revision	9:30 – 11:30 a.m.
Budget Deep Dive	12:15 – 2:00 p.m.
Measure US Overview and Prioritization	2:15 – 3:45 p.m.

Strategic Plan Target Analysis and Revision

William R. Johnston

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2022-26 Strategic Plan District Goals

Literacy — **+30pts** — In order to build a strong foundation for literacy, move third-grade students, on average, 30 points closer to proficiency on Smarter Balanced Assessment English Language Arts/Literacy from 2022 to 2026.

Numeracy — **+40pts** — In order to improve Algebra I pass rates, move students, on average, 40 points closer to proficiency on Smarter Balanced Assessment Mathematics from 2022 to 2026 in Grades 3-5 and 6-8.

Postsecondary — **70%** — The percentage of students in a graduating 9th-12th grade cohort demonstrating college and career readiness with a "C" or better on University of California/California State University A-G approved courses will increase to 70% by June 2026.

Social-Emotional/Wellness — **50%** — By 2026, 50% of teachers of grades 2, 5/6, 8, 10 and 12 will support students in the creation and uploading of artifacts using the SEL portfolio. — **40%** — By 2026, a minimum of 40% of students using a portfolio will attain a "Meets Proficiency" as measured by a district wide rubric score average in the Social Emotional Learning competencies.

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3rd Grade Literacy Over Time – LAUSD Target and Statewide Average

LAUSD 3rd graders are closing the gap between their peers statewide, but the current 25-26 target remains very aggressive.

Notes: Data reflects all tested students in LAUSD. LAUSD totals include affiliated charters but not independent charters.
Data Source: CAASPP Researcher File for Smarter Balanced Assessments. Rounding may result in slight discrepancies in results across platforms.
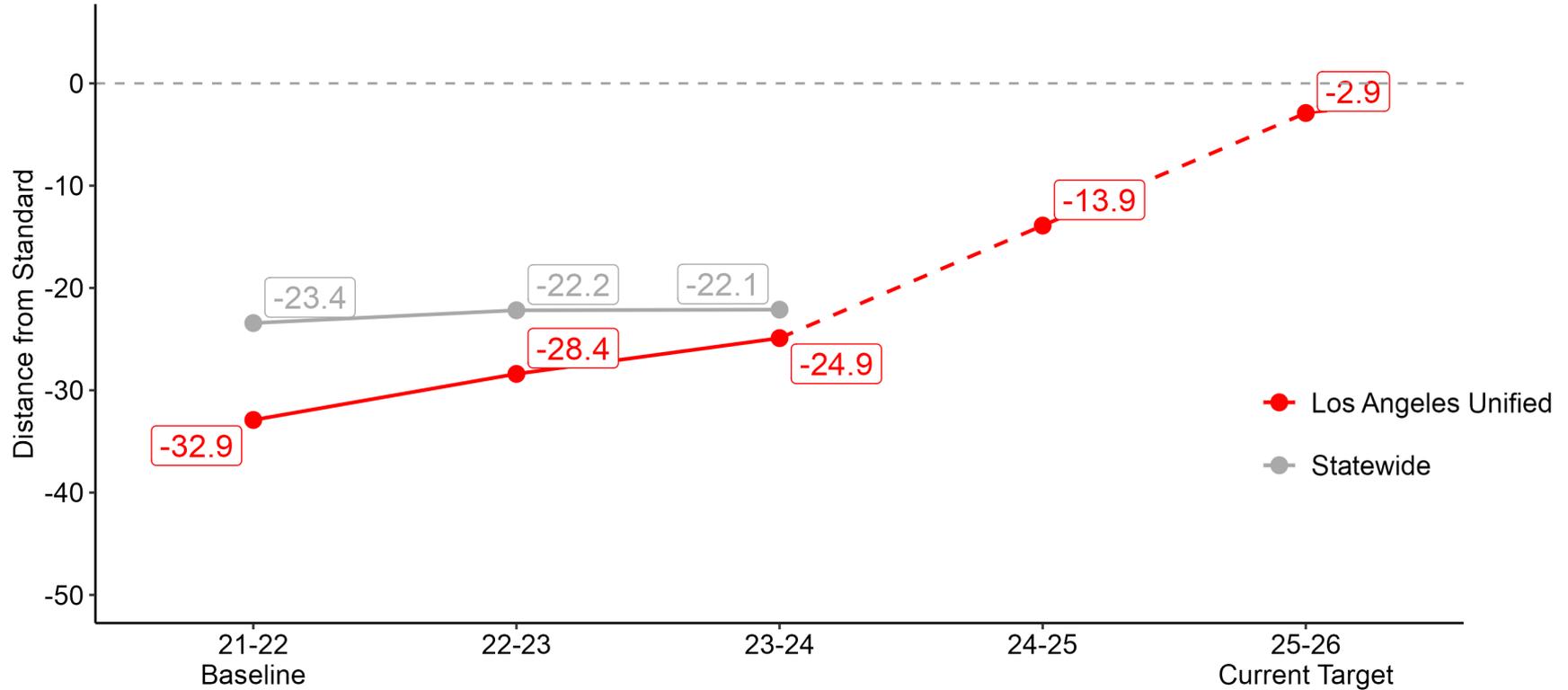
3rd Grade ELA Over Time – Student Groups as Outlined in Strategic Plan

3rd grade ELA performance is improving across most student groups, but the current 25-26 target remains very aggressive.
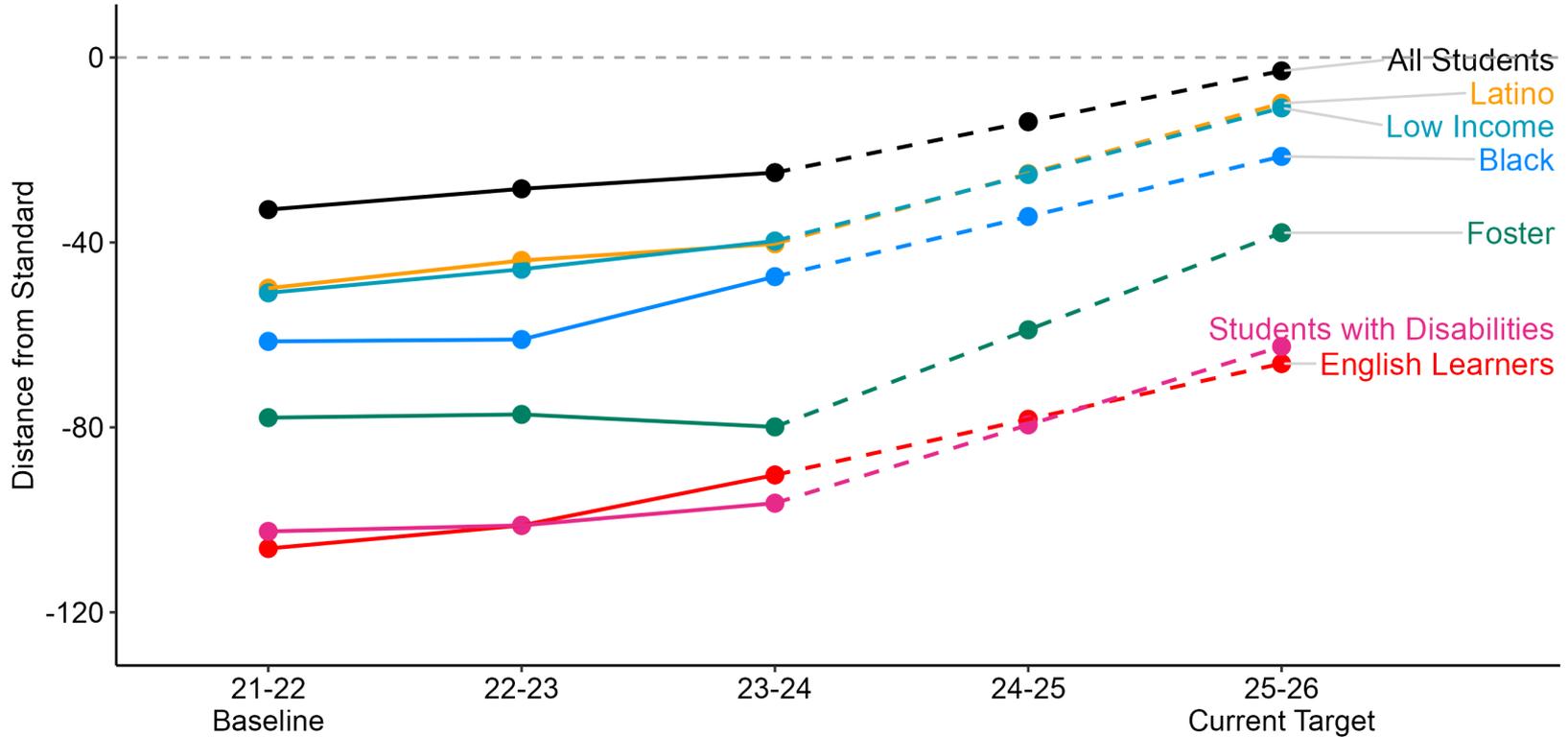
Notes: Data reflects all tested students in LAUSD. LAUSD totals include affiliated charters but not independent charters.
Data Source: CAASPP Researcher File for Smarter Balanced Assessments. Rounding may result in slight discrepancies in results across platforms.

3rd Grade ELA Over Time – All Student Groups

3rd grade ELA performance is improving across most student groups, but the current 25-26 target remains very aggressive.


Notes: Data reflects all tested students in LAUSD. LAUSD totals include affiliated charters but not independent charters.
Data Source: CAASPP Researcher File for Smarter Balanced Assessments. Rounding may result in slight discrepancies in results across platforms.
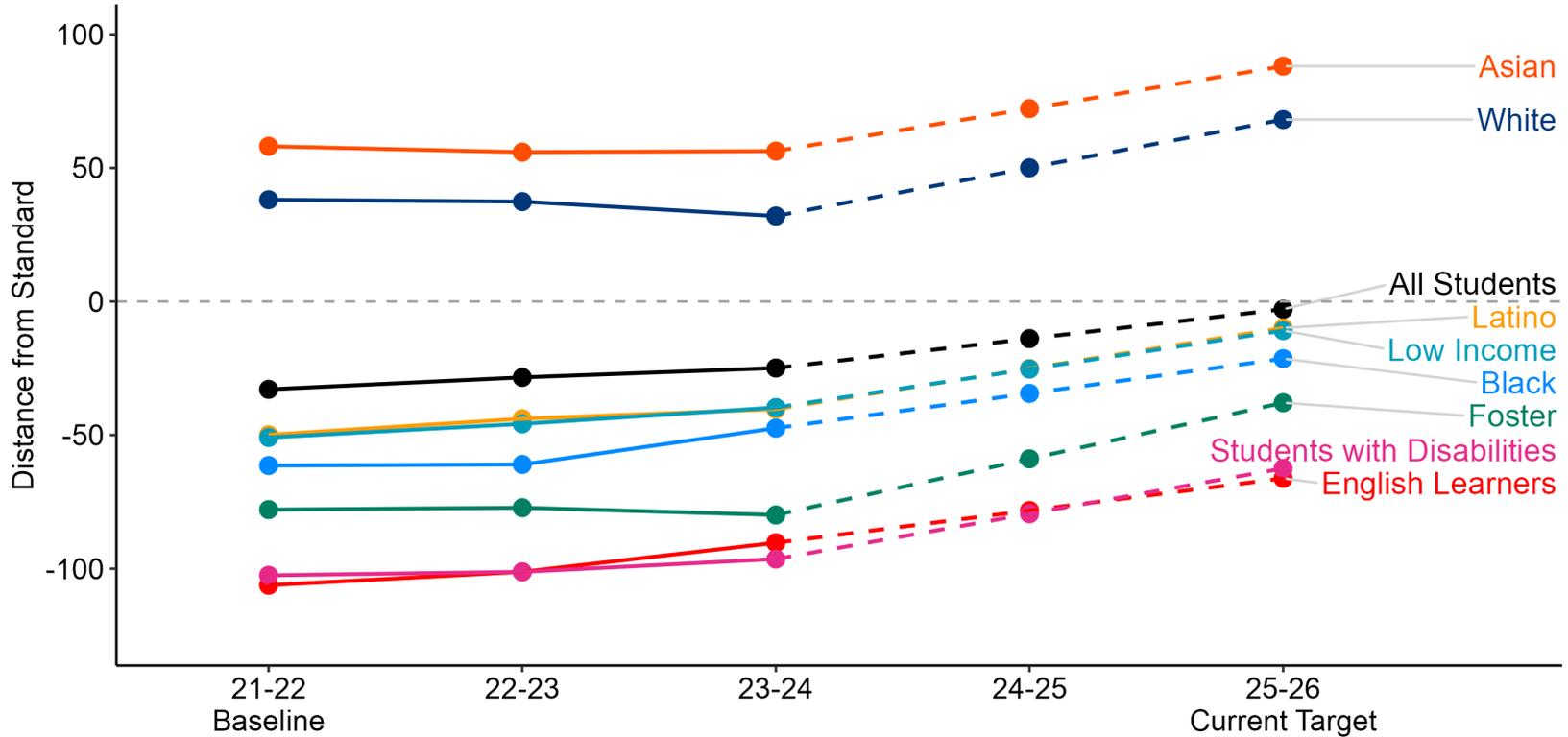
3rd Grade ELA Over Time – by School Model

There is wide variation in ELA performance across District school models, with affiliated charters being the highest-performing and Partnership schools showing the most improvement since baseline.

Notes: Data reflects all tested students in LAUSD. LAUSD totals include affiliated charters but not independent charters.
Data Source: CAASPP Researcher File for Smarter Balanced Assessments. Rounding may result in slight discrepancies in results across platforms.
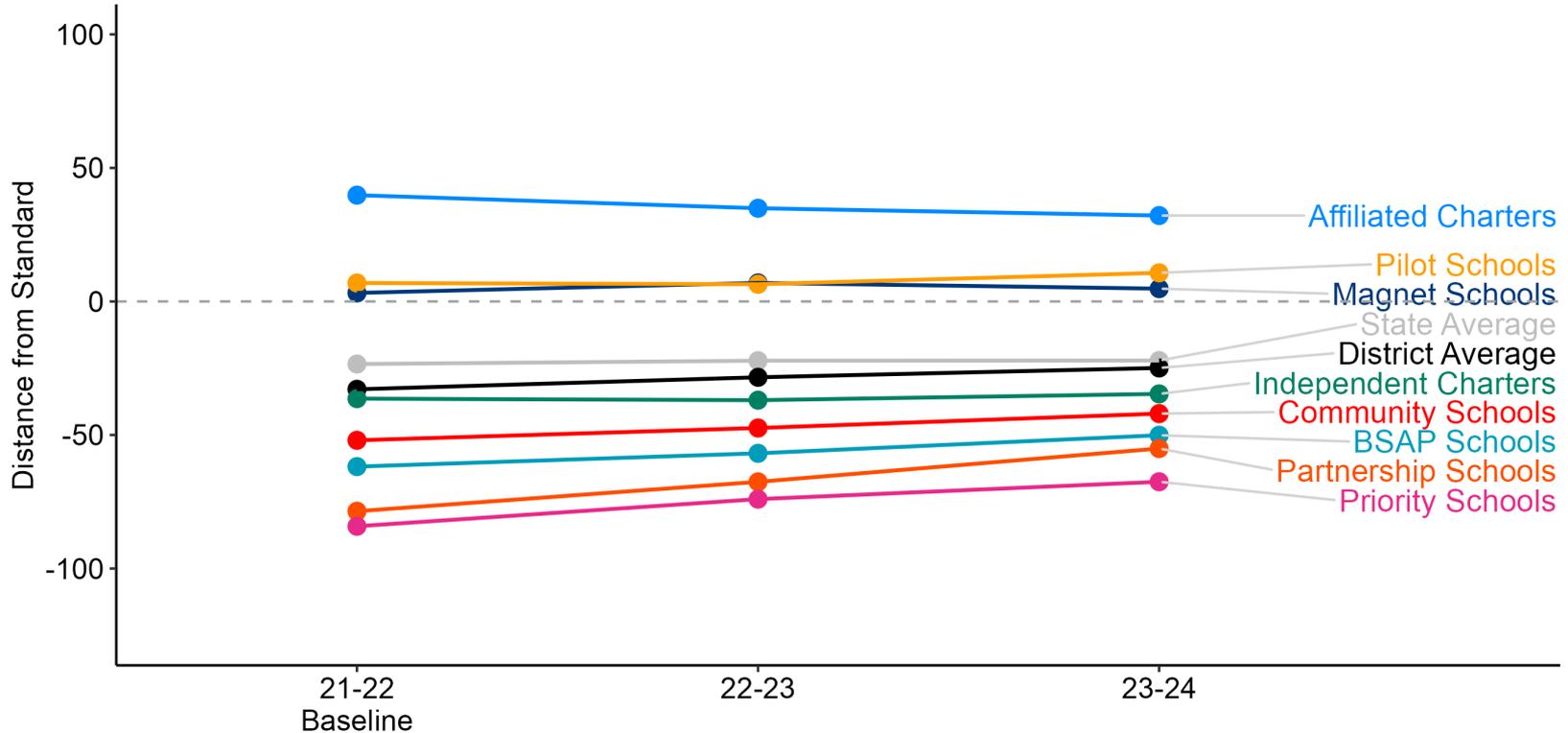
2024 3rd Grade ELA – Schools and Goal Attainment since Baseline

Approximately 60% of schools have made progress, 40% of schools are on track* to meet their 2026 target, and 40% have made no progress since baseline in 2022.

59% have made some progress

	No Progress	1-24%	25-49%	50-74%	75-100+%
Percent	41%	12%	10%	9%	28%
Number of Schools:	201	58	50	44	138

Progress to Target

Data Source: Whole Child Ad Hoc
*Assuming linear growth

13
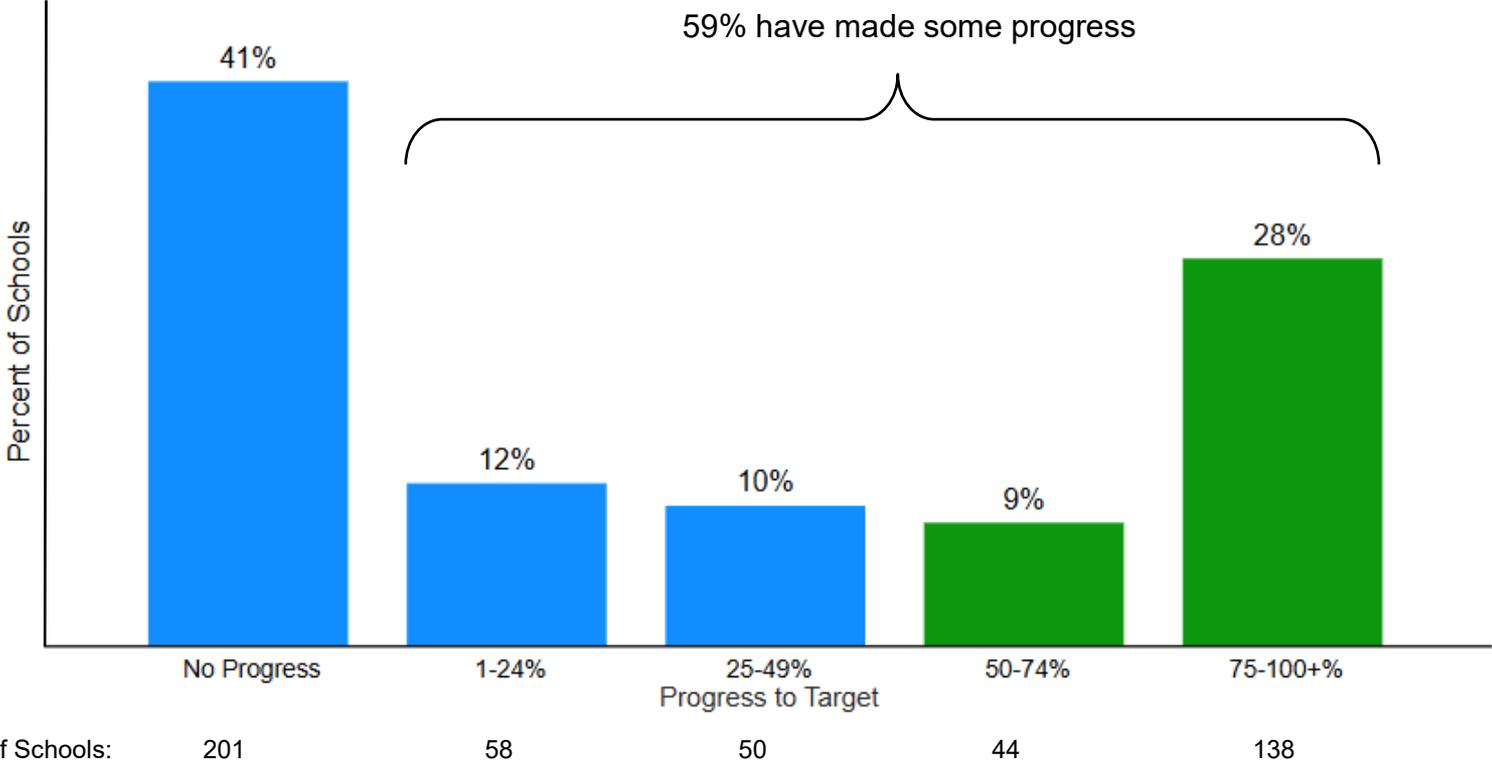
2024 3rd Grade ELA SBA – School Goal Attainment by Tier

About 25% of Tier 1 and half of Tier 2 and 3 schools are on track* to meet their 2026 target. Half of Tier 1 schools have shown no progress since baseline.
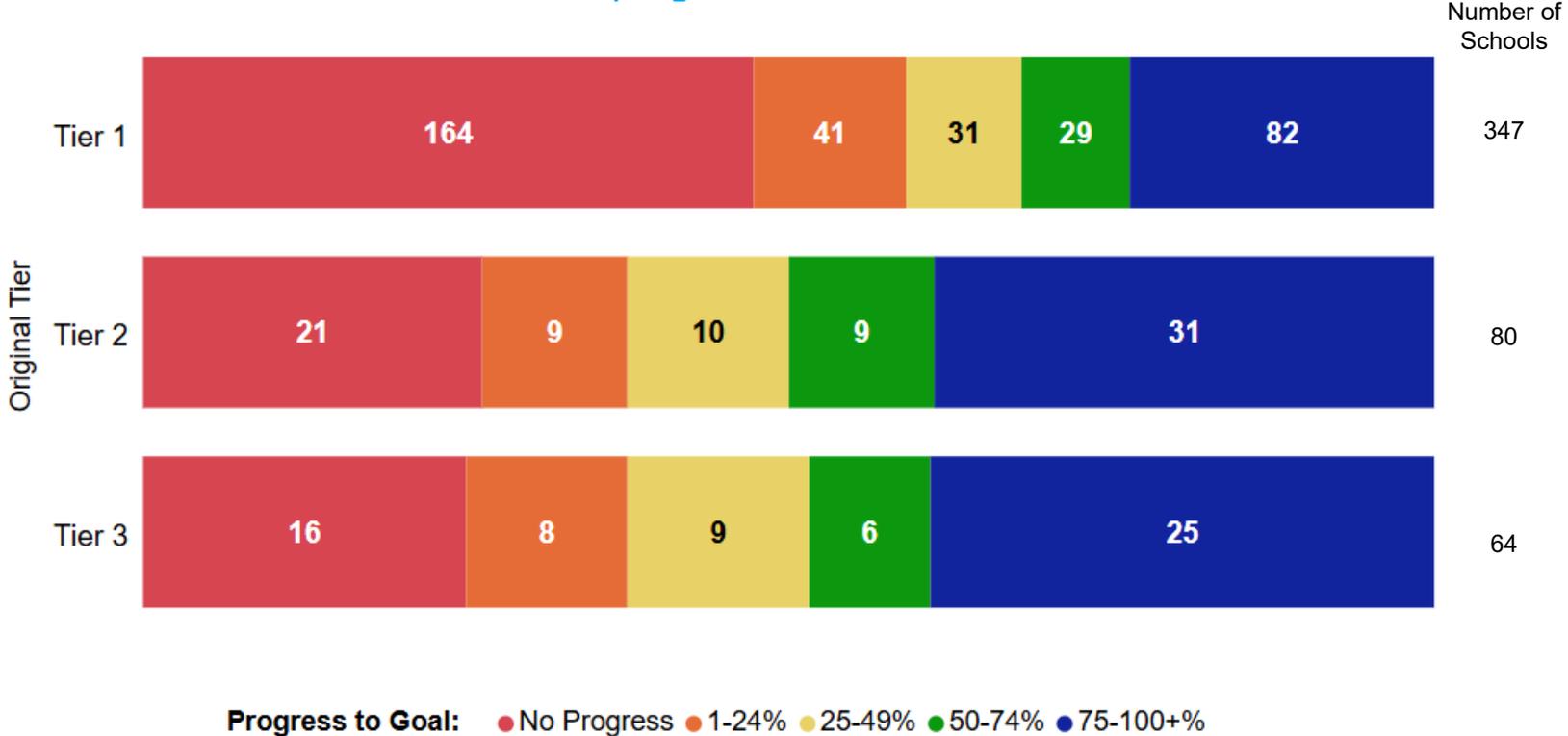
Number of Schools

					Number of Schools
Tier 1	164	41	31	29	82 → 347
Tier 2	21	9	10	9	31 → 80
Tier 3	16	8	9	6	25 → 64

Original Tier

Progress to Goal: ● No Progress ● 1-24% ● 25-49% ● 50-74% ● 75-100+%

Data Source: Whole Child Ad Hoc
*Assuming linear growth

14

Numeracy Over Time – LAUSD Target and Statewide Average *(gr. 3–5)*

LAUSD 3rd-5th graders are closing the gap between their peers statewide, but the current 25-26 target remains very aggressive.
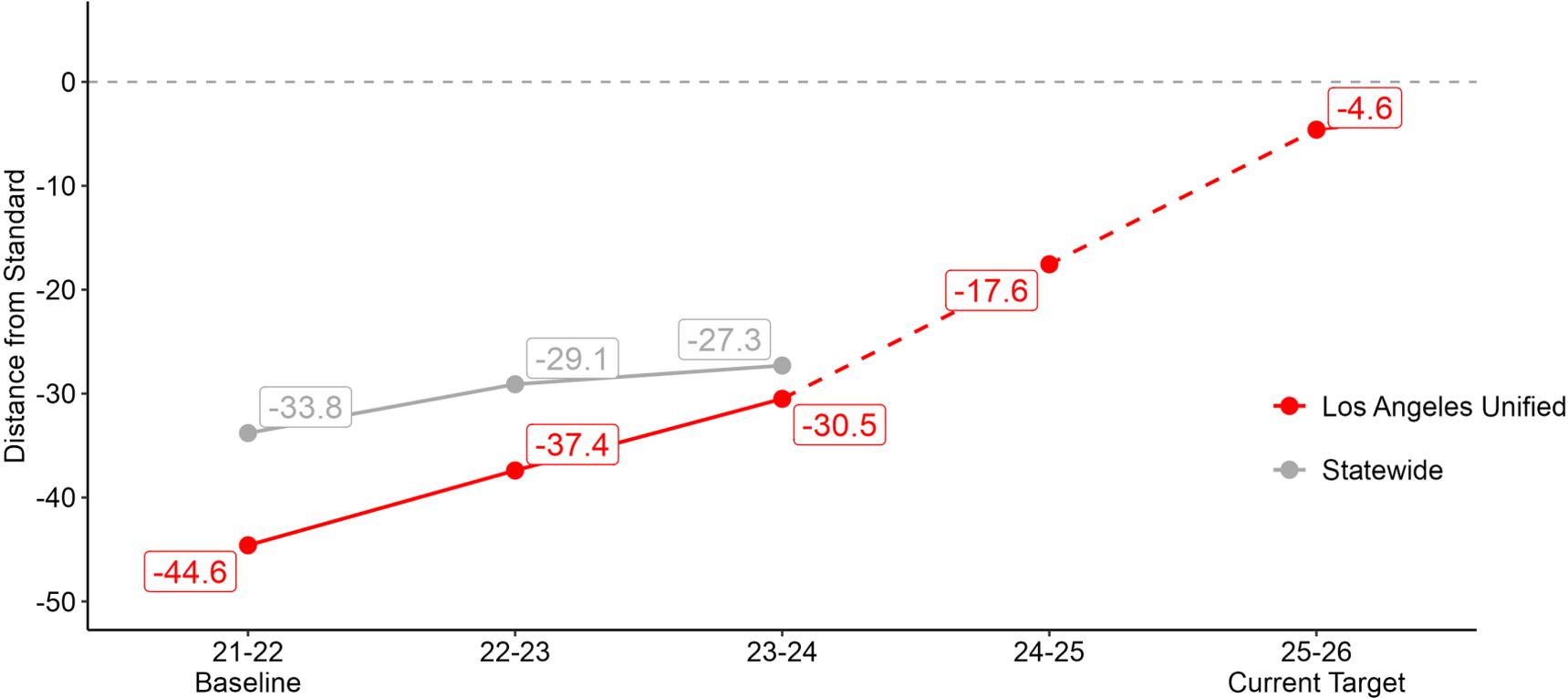
Notes: Data reflects all tested students in LAUSD. LAUSD totals include affiliated charters but not independent charters.
Data Source: CAASPP Researcher File for Smarter Balanced Assessments. Rounding may result in slight discrepancies in results across platforms.

Numeracy Over Time – Student Groups Outlined in Strategic Plan *(gr. 3–5)*

Elementary math performance is improving across all student groups, but the current 25-26 target remains very aggressive.
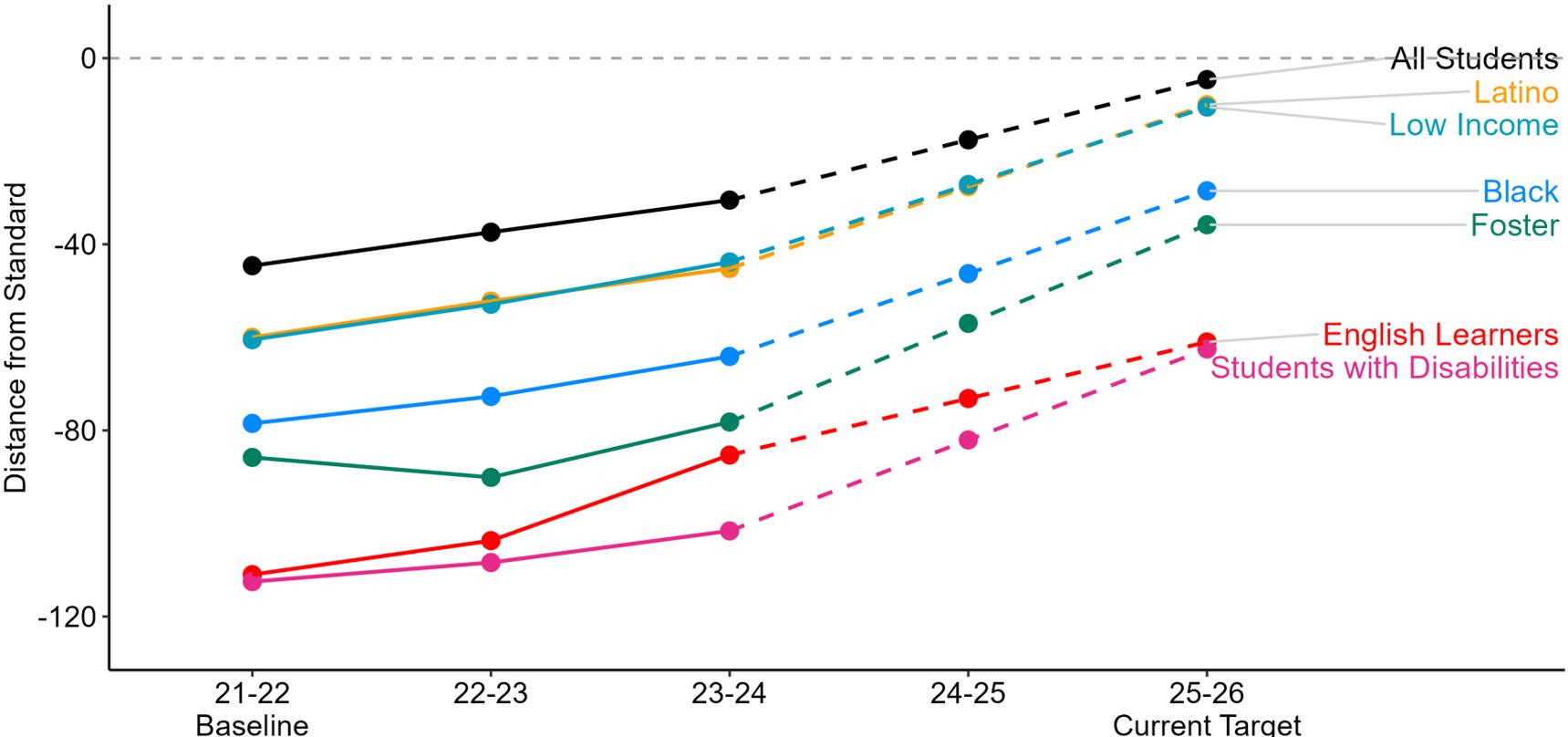
Numeracy Over Time – All Student Groups *(gr. 3-5)*

*Elementary math performance is improving across all student groups, but the current 25-26 target remains very aggressive.*
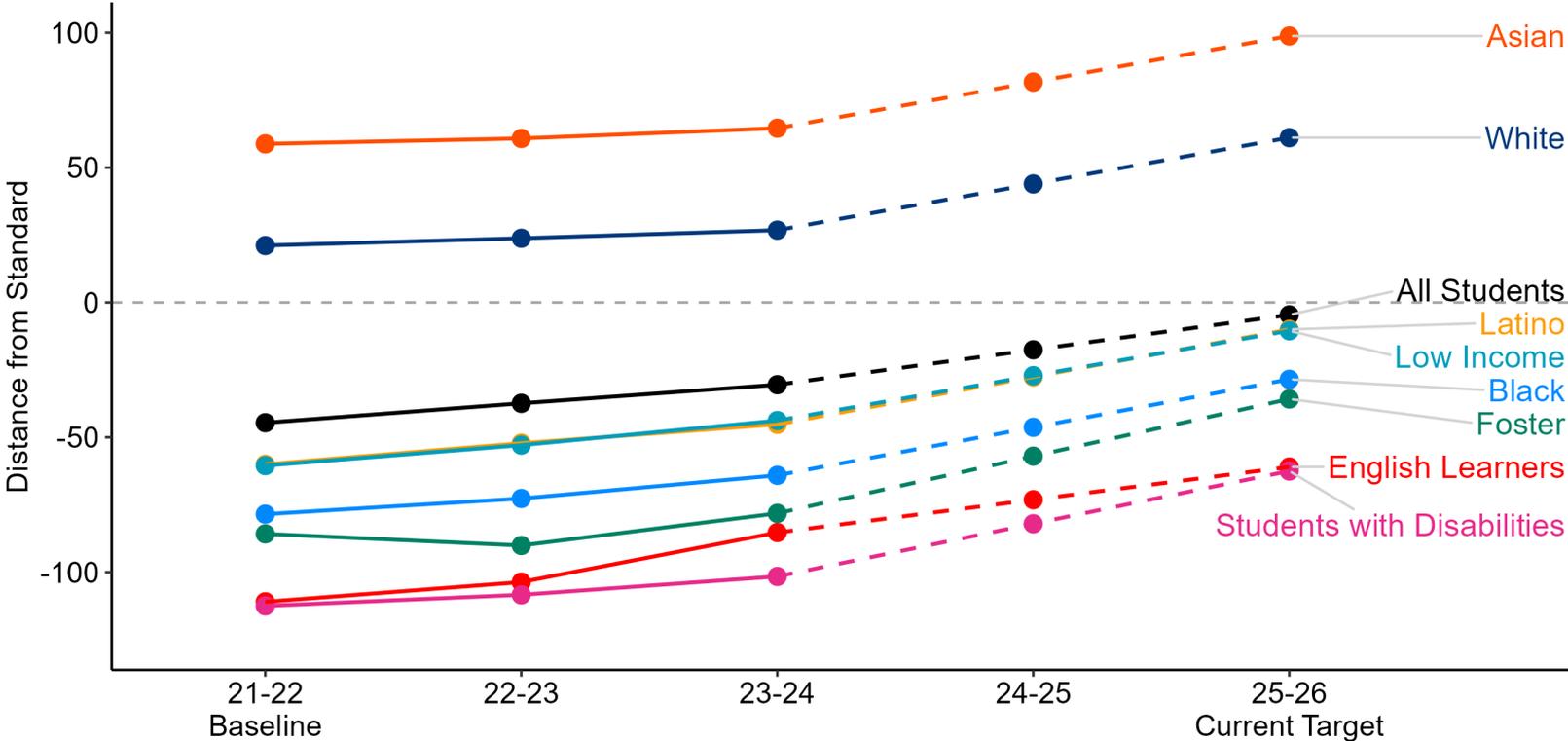
Notes: Data reflects all tested students in LAUSD. LAUSD totals include affiliated charters but not independent charters.
Data Source: CAASPP Researcher File for Smarter Balanced Assessments. Rounding may result in slight discrepancies in results across platforms.

Numeracy Over Time - by School Model *(gr 3-5)*

There is wide variation in math performance across District school models, with Priority schools showing the most improvement since baseline.

Notes: Data reflects all tested students in LAUSD. LAUSD totals include affiliated charters but not independent charters.
Data Source: CAASPP Researcher File for Smarter Balanced Assessments. Rounding may result in slight discrepancies in results across platforms.
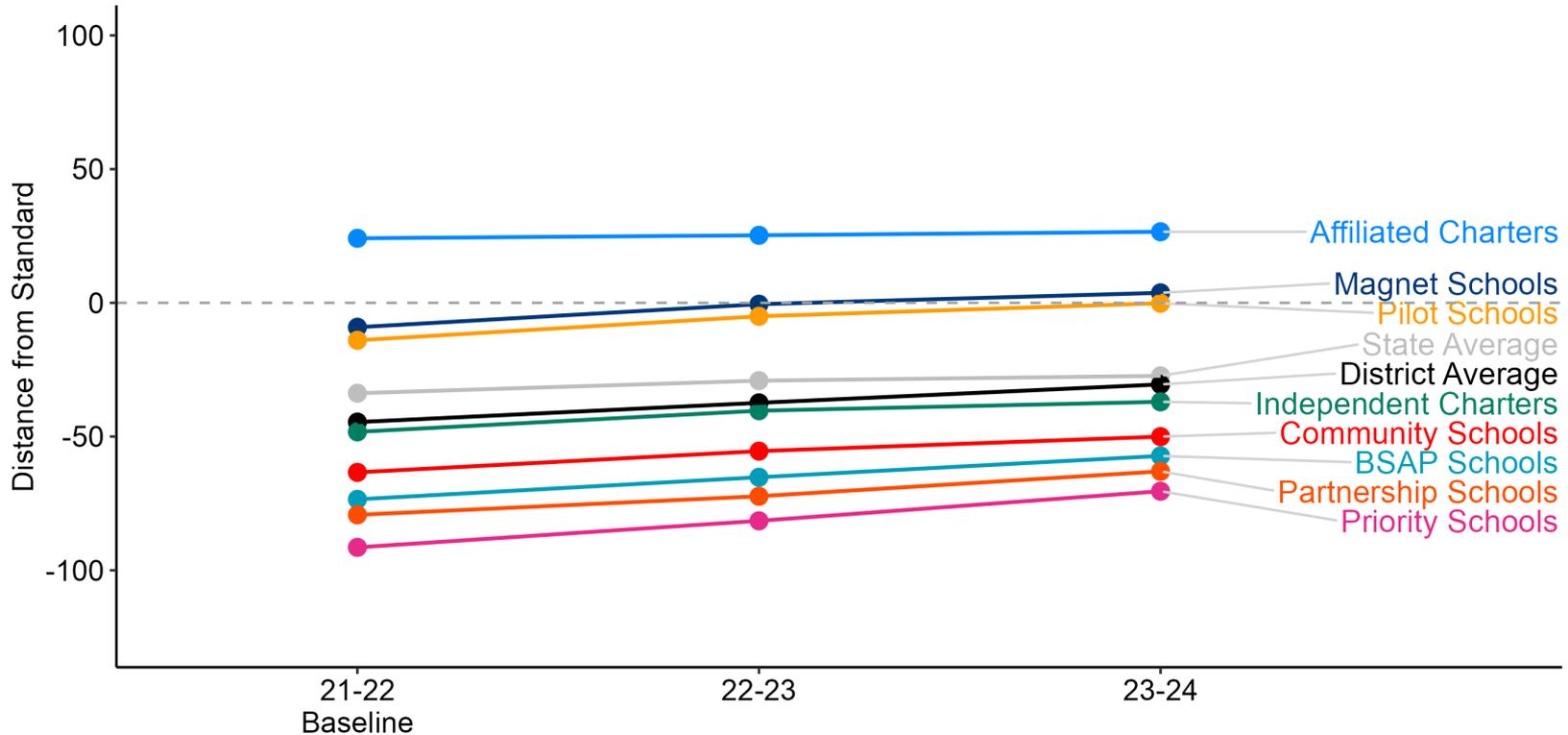
2024 Numeracy - School Goal Attainment since Baseline *(gr. 3-5)*

While 79% of schools have made progress since 2022, 32% are on track* to meet/exceed their 2026 target.
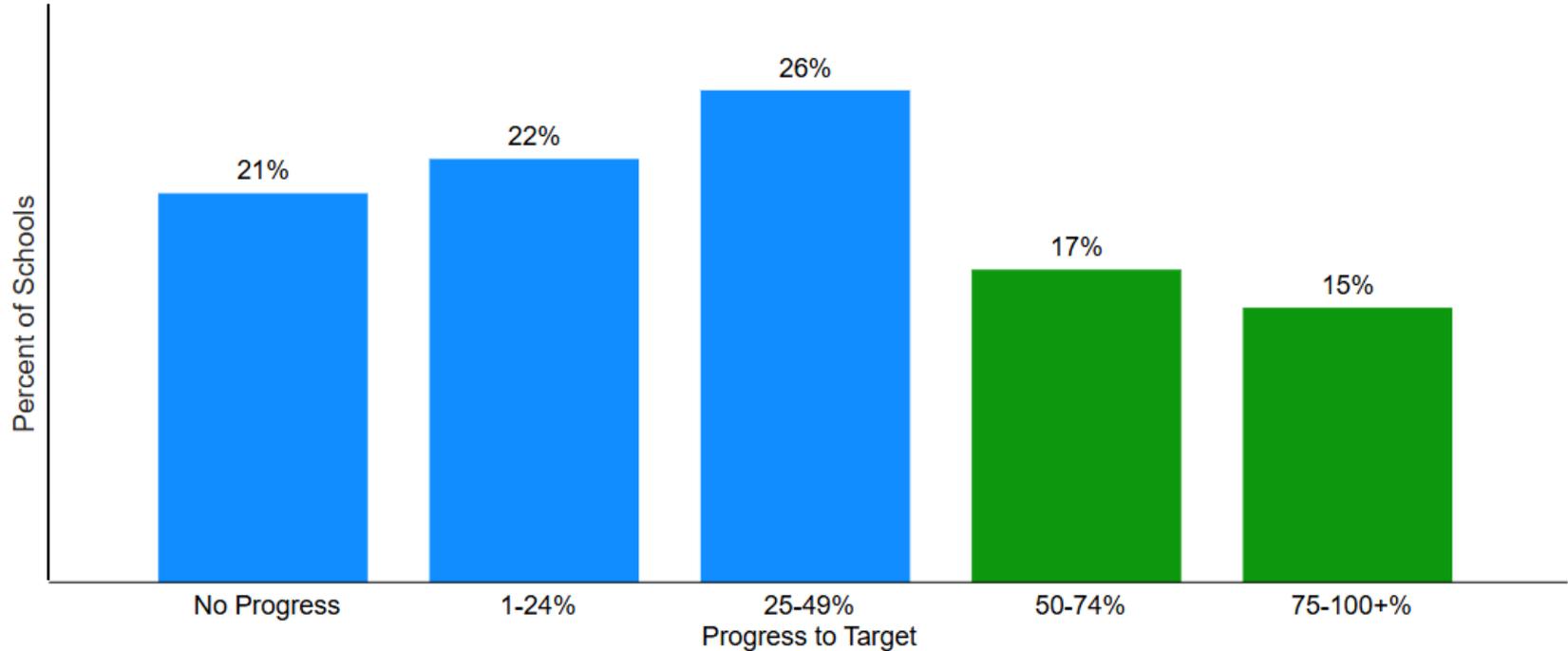
	No Progress	1-24%	25-49%	50-74%	75-100+%
Number of Schools:	102	111	129	82	72

Data Source: Whole Child Ad Hoc
*Assuming linear growth

2024 Numeracy - School Goal Attainment by Tier *(gr. 3-5)*

Tier 3 is showing the most improvement in grades 3-5 math with about 60% on track* to meet their 2026 target. Tier 1 is showing the least with 23%.

Number of Schools

Original Tier

Tier 1: 83 | 96 | 91 | 52 | 28 — 350

Tier 2: 13 | 6 | 24 | 16 | 21 — 80

Tier 3: 5 | 9 | 13 | 14 | 23 — 64

Progress to Goal: ● No Progress ● 1-24% ● 25-49% ● 50-74% ● 75-100+%

Data Source: Whole Child Ad Hoc
*Assuming linear growth

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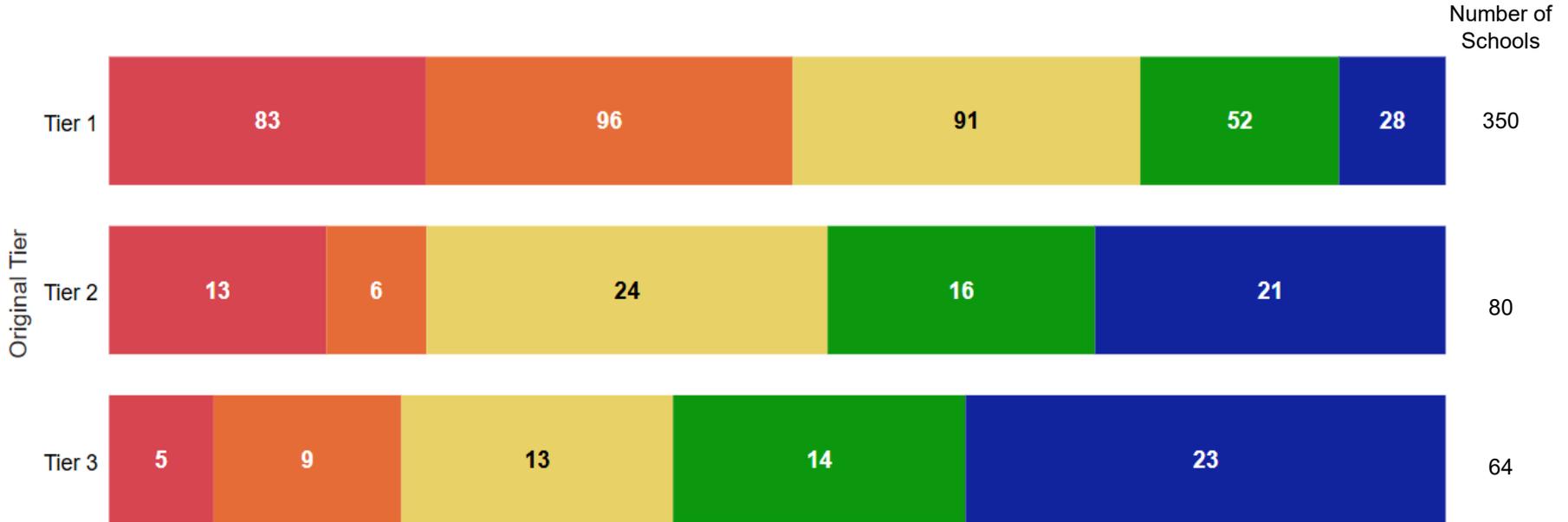
Numeracy Grades 6-8

+40pts

In order to improve Algebra I pass rates, move students, on average, 40 points closer to proficiency on Smarter Balanced Assessment Mathematics from 2022 to 2026 in Grades 3-5 and 6-8.

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Numeracy Over Time – LAUSD Target and Statewide Target *(gr. 6–8)*

LAUSD 6th-8th graders are closing the gap between their peers statewide, but the current 25-26 target remains very aggressive.
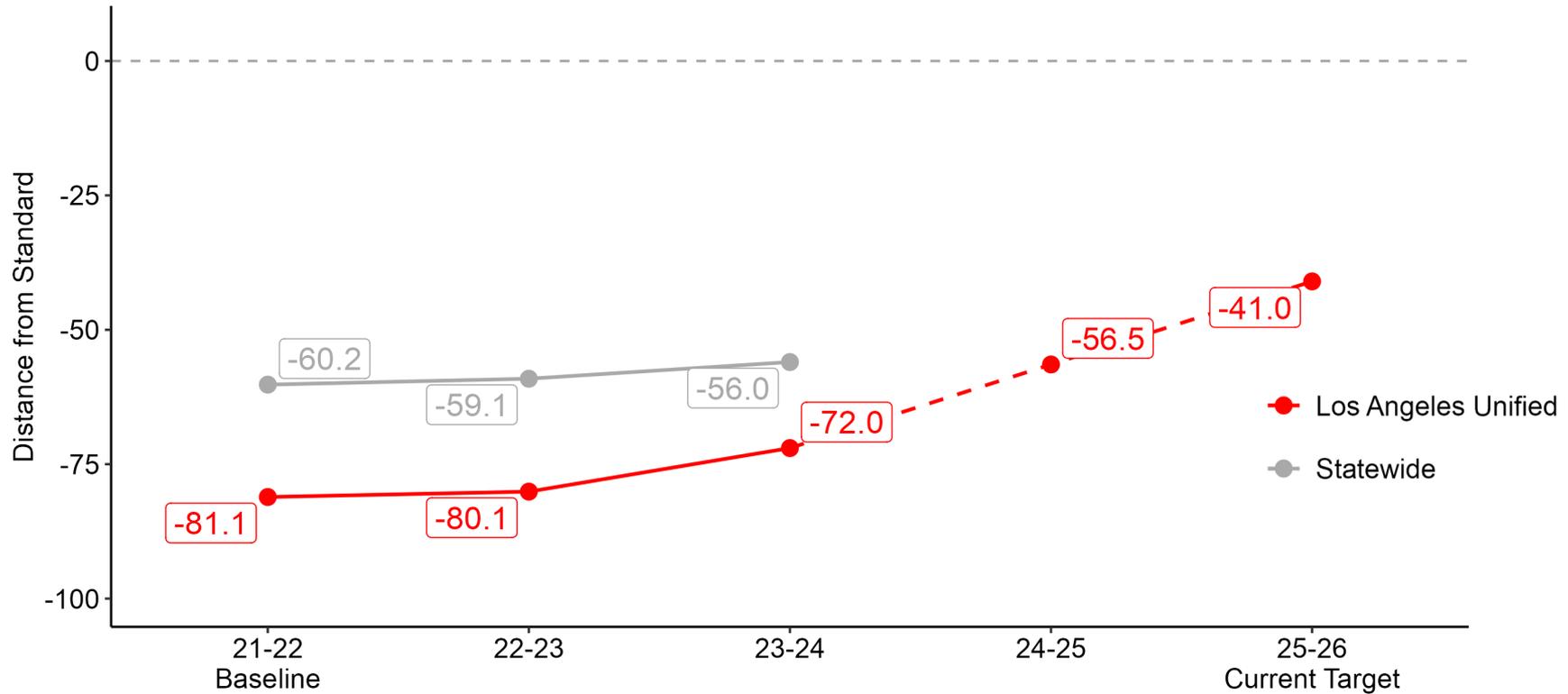
Notes: Data reflects all tested students in LAUSD. LAUSD totals include affiliated charters but not independent charters.
Data Source: CAASPP Researcher File for Smarter Balanced Assessments. Rounding may result in slight discrepancies in results across platforms.

Numeracy Over Time – Student Groups Outlined in Strategic Plan *(gr. 6–8)*

Elementary math performance is improving across almost all student groups, but the current 25-26 target remains very aggressive.
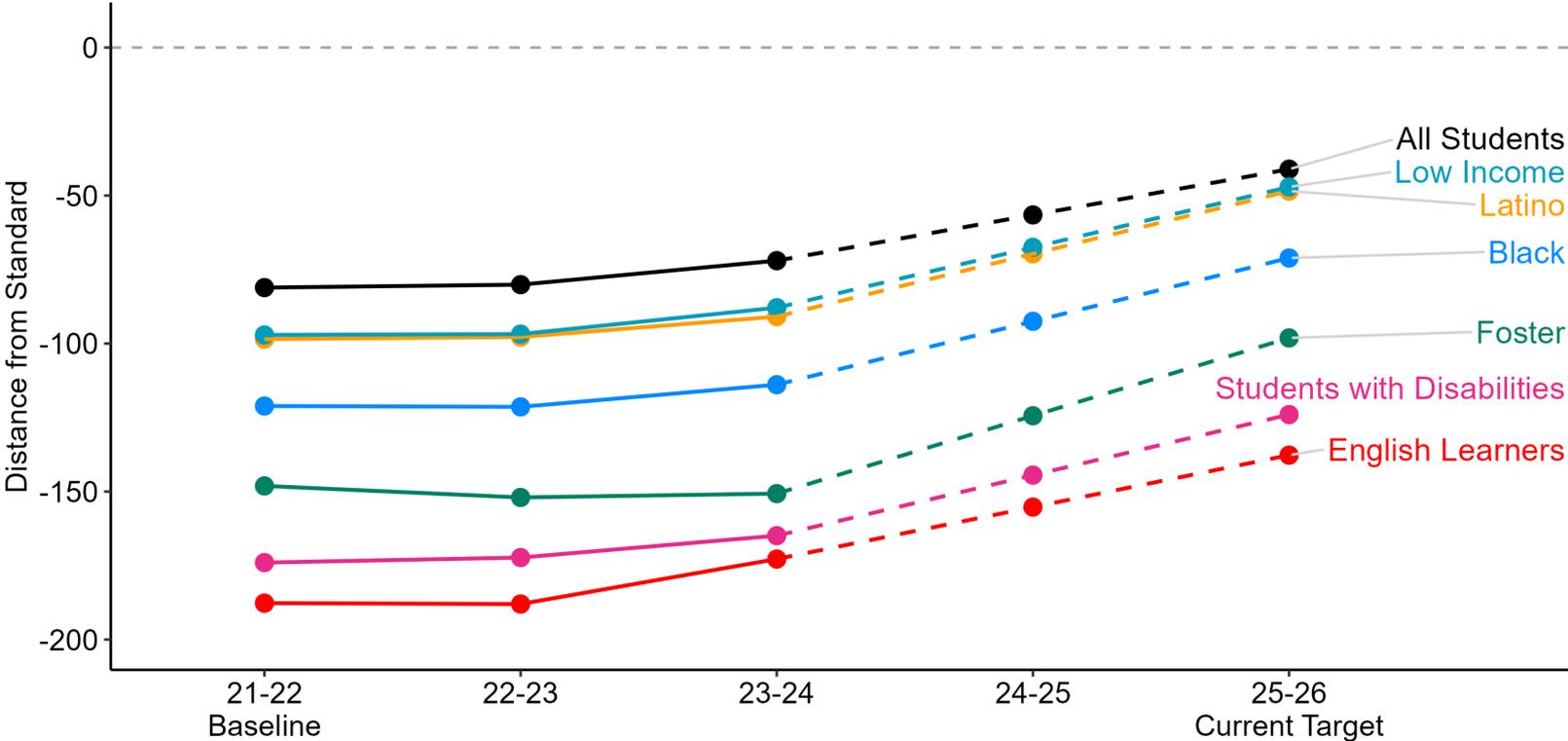
Notes: Data reflects all tested students in LAUSD. LAUSD totals include affiliated charters but not independent charters.
Data Source: CAASPP Researcher File for Smarter Balanced Assessments. Rounding may result in slight discrepancies in results across platforms.

Numeracy Over Time - All Student Groups *(gr. 6-8)*

Elementary math performance is improving across almost all student groups, but the current 25-26 target remains very aggressive.
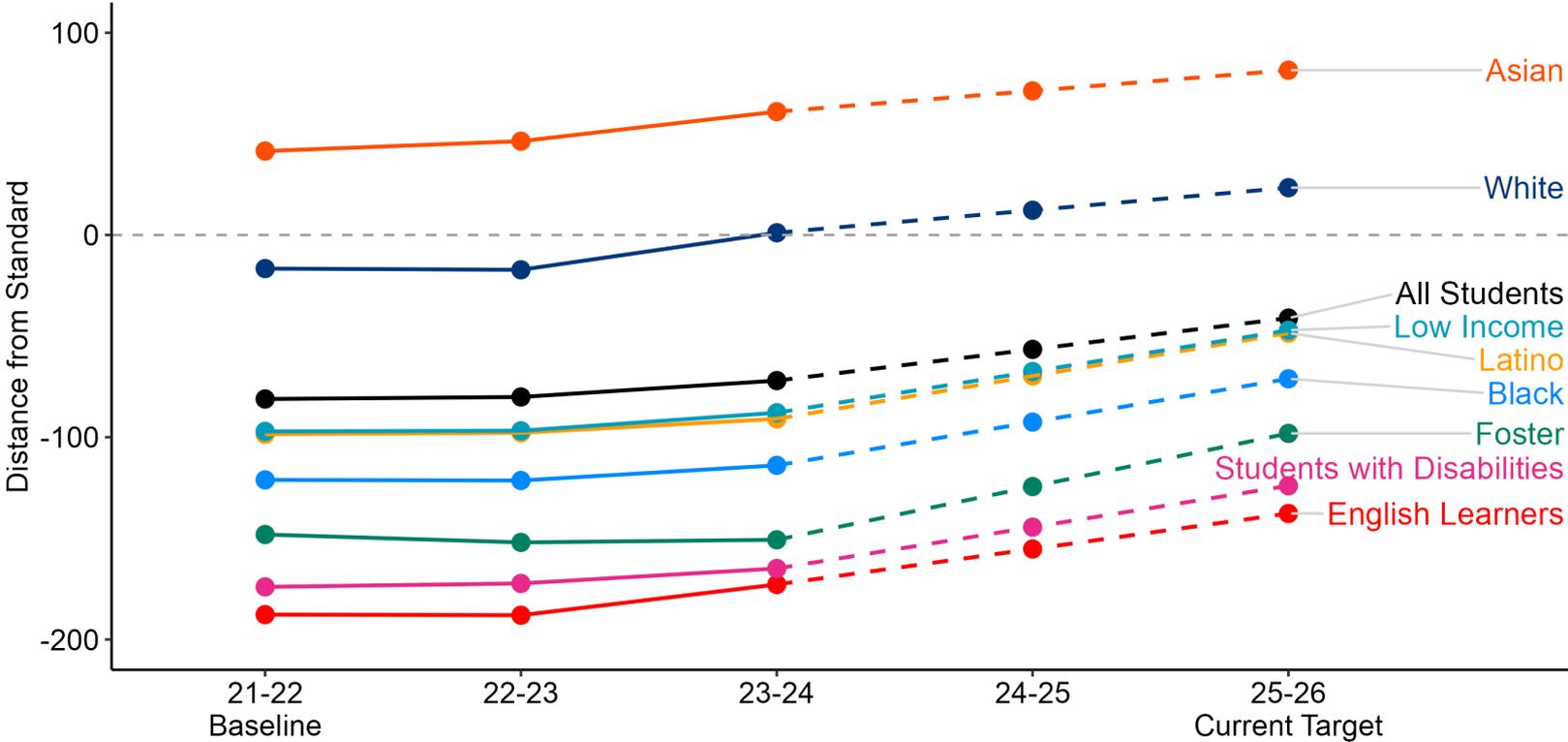
Notes: Data reflects all tested students in LAUSD. LAUSD totals include affiliated charters but not independent charters.
Data Source: CAASPP Researcher File for Smarter Balanced Assessments. Rounding may result in slight discrepancies in results across platforms.

Numeracy Over Time - by School Model *(gr. 6-8)*

There is wide variation across the District's school models, with affiliated charters being the highest-performing and magnets schools showing the most improvement since baseline.
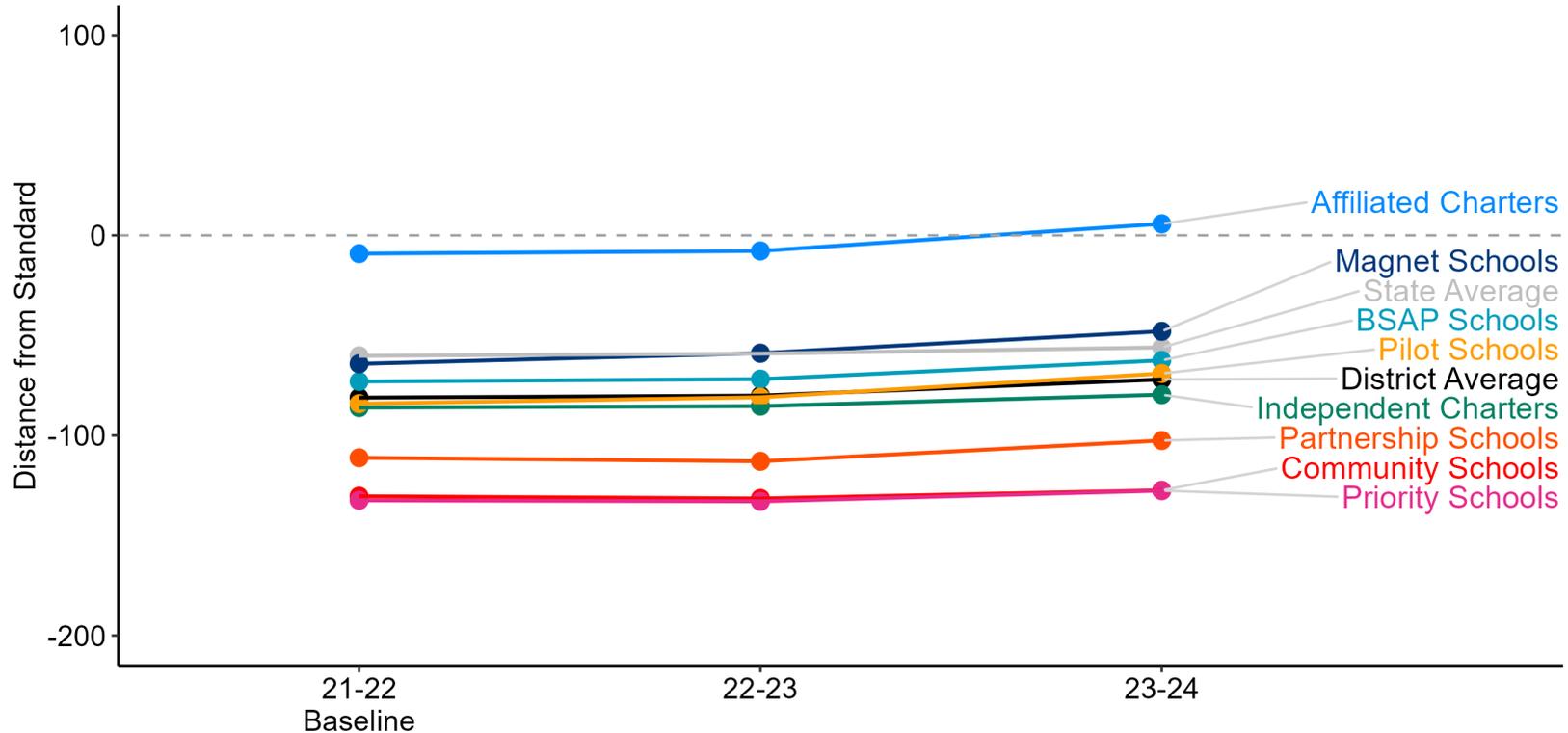
Notes: Data reflects all tested students in LAUSD. LAUSD totals include affiliated charters but not independent charters.
Data Source: CAASPP Researcher File for Smarter Balanced Assessments. Rounding may result in slight discrepancies in results across platforms.

2024 Numeracy - School Goal Attainment since Baseline *(gr. 6-8)*

While nearly a third of schools made no progress towards their 2026 target in 6th-8th grade math, 26% of schools are on track* to meet their 2026 target and ~70% made some progress.
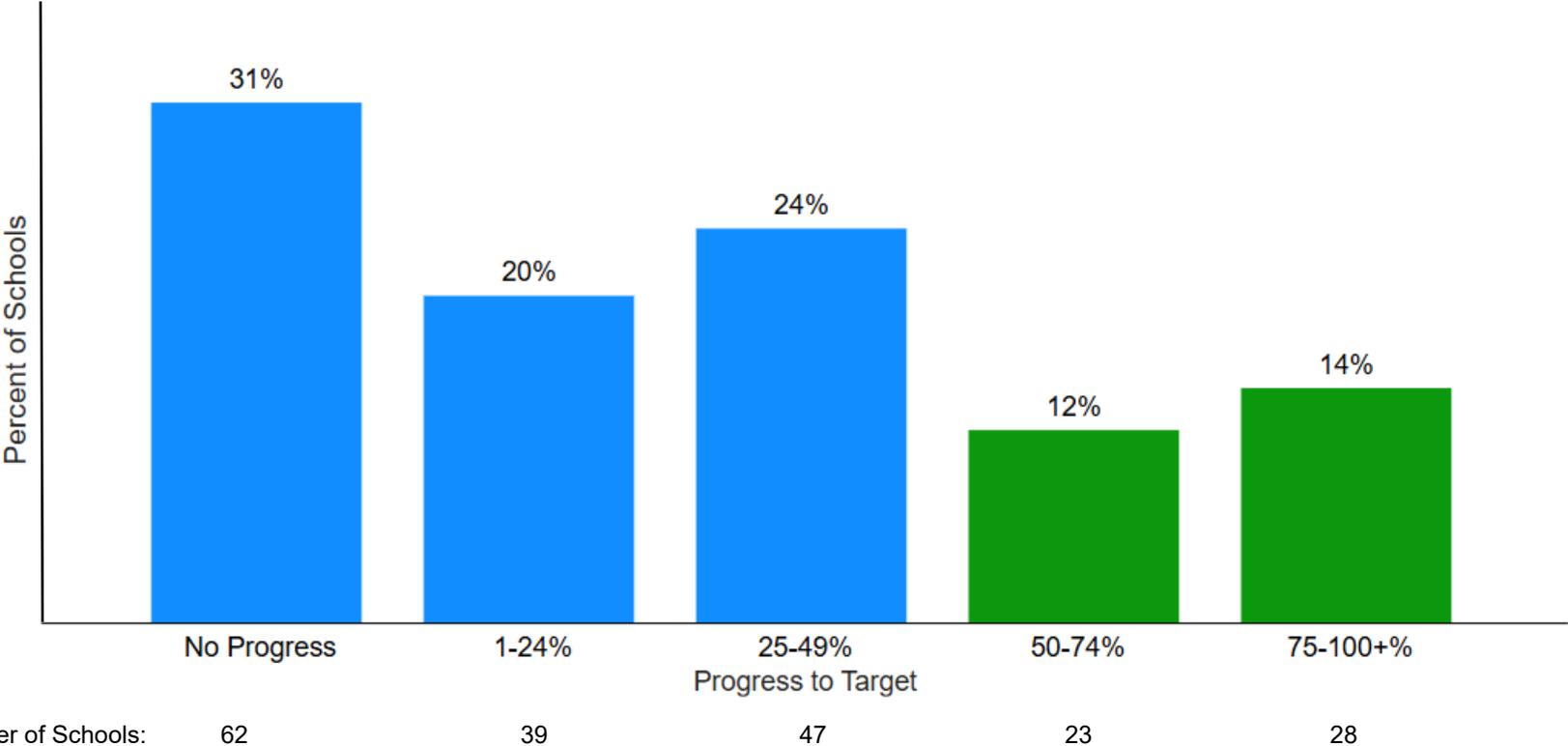
| Number of Schools: | 62 | 39 | 47 | 23 | 28 |

Data Source: Whole Child Ad Hoc
*Assuming linear growth

2024 Numeracy – School Goal Attainment by Tier *(gr. 6-8)*

Tier 2 schools are showing the highest levels of progress with nearly half of schools on track* to meet their 2026 target. About 25% of schools in Tiers 1 and 3 are on track.
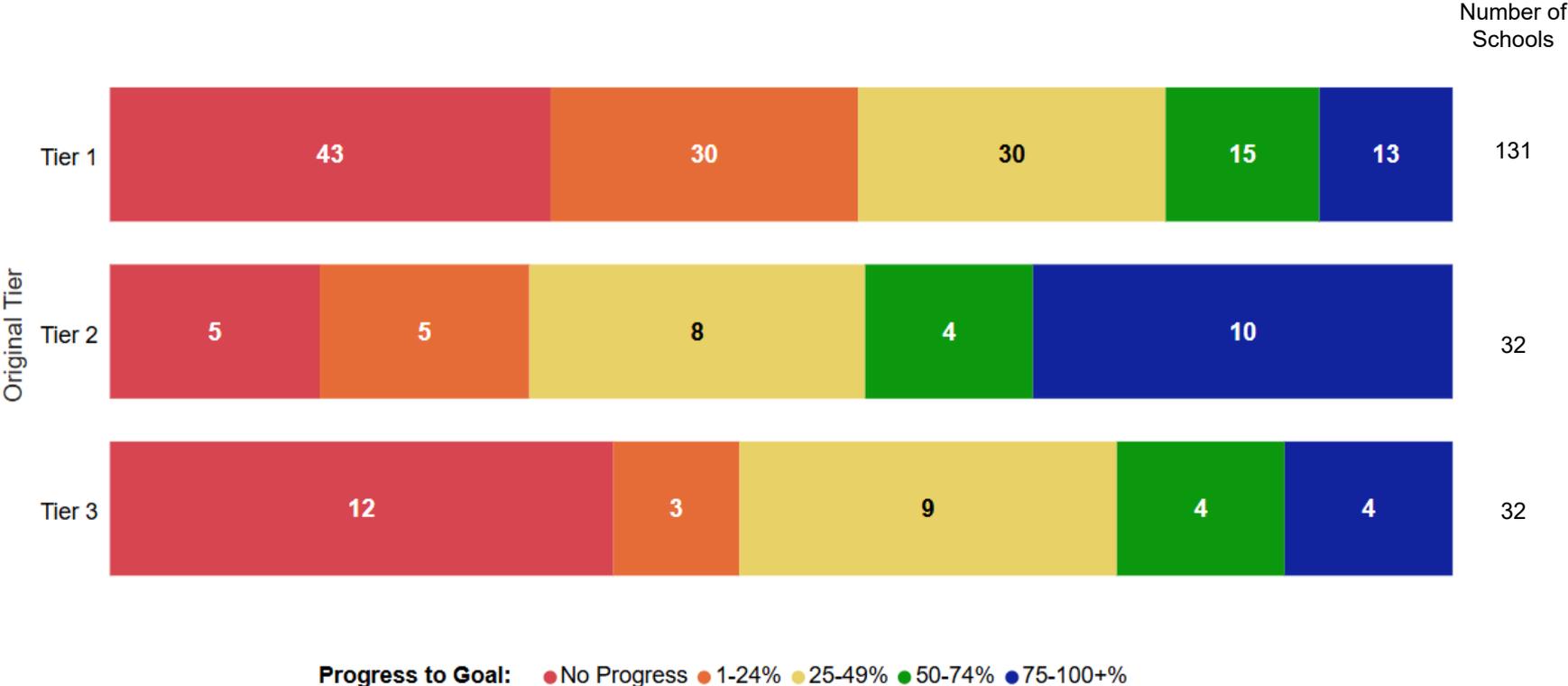
Number of Schools

Tier	No Progress	1-24%	25-49%	50-74%	75-100+%	Number of Schools
Tier 1	43	30	30	15	13	131
Tier 2	5	5	8	4	10	32
Tier 3	12	3	9	4	4	32

Progress to Goal: ● No Progress ● 1-24% ● 25-49% ● 50-74% ● 75-100+%

Data Source: Whole Child Ad Hoc
*Assuming linear growth

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Postsecondary

70%

The percentage of students in a graduating 9th–12th grade cohort demonstrating college and career readiness with a "C" or better on University of California/California State University A–G approved courses will increase to 70% by June 2026.

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Postsecondary Over Time – LAUSD Target and Statewide Average

LAUSD is increasingly outpacing the statewide average, although the 25-26 target remains very aggressive.

Percent of Students Meeting A-G Requirements with C or Better

Los Angeles Unified
- 21-22 Baseline: 50.5
- 22-23: 53.0
- 23-24: 56.4
- 24-25: 63.2
- 25-26 Current Target: 70.0

Statewide
- 21-22 Baseline: 44.7
- 22-23: 45.2
- 23-24: 44.9

Notes: Data reflects all students in the 4-year graduation cohort in California compared to all 4-year cohort students in LAUSD. LAUSD totals include affiliated charters but not independent charters.
Data Sources: DataQuest summary file (for state total) and CALPADS 4-year cohort file (for LAUSD total). Rounding may result in slight discrepancies in results across platforms.

Postsecondary – by Student Group

*All groups have increased since baseline, however the 25-26 target remains very aggressive.*

Notes: Data reflects all students in the 4-year graduation cohort in California compared to all 4-year cohort students in LAUSD. LAUSD totals include affiliated charters but not independent charters.
Data Sources: DataQuest summary file (for state total) and CALPADS 4-year cohort file (for LAUSD total). Rounding may result in slight discrepancies in results across platforms.

Postsecondary – by Student Group

All groups have increased since baseline, however the 25-26 target remains very aggressive.

Percent of Students Meeting A-G Requirements with C or Better

Asian
White
Low Income
Latino
Black
All Students
English Learners
Foster
Students with Disabilities

21-22 Baseline · 22-23 · 23-24 · 24-25 · 25-26 Current Target

Notes: Data reflects all students in the 4-year graduation cohort in California compared to all 4-year cohort students in LAUSD. LAUSD totals include affiliated charters but not independent charters.
Data Sources: DataQuest summary file (for state total) and CALPADS 4-year cohort file (for LAUSD total). Rounding may result in slight discrepancies in results across platforms.

Postsecondary Over Time – by School Model

In 2023-24, all District school models demonstrated A-G completion rates higher than the state average, with Priority schools showing the most improvement.
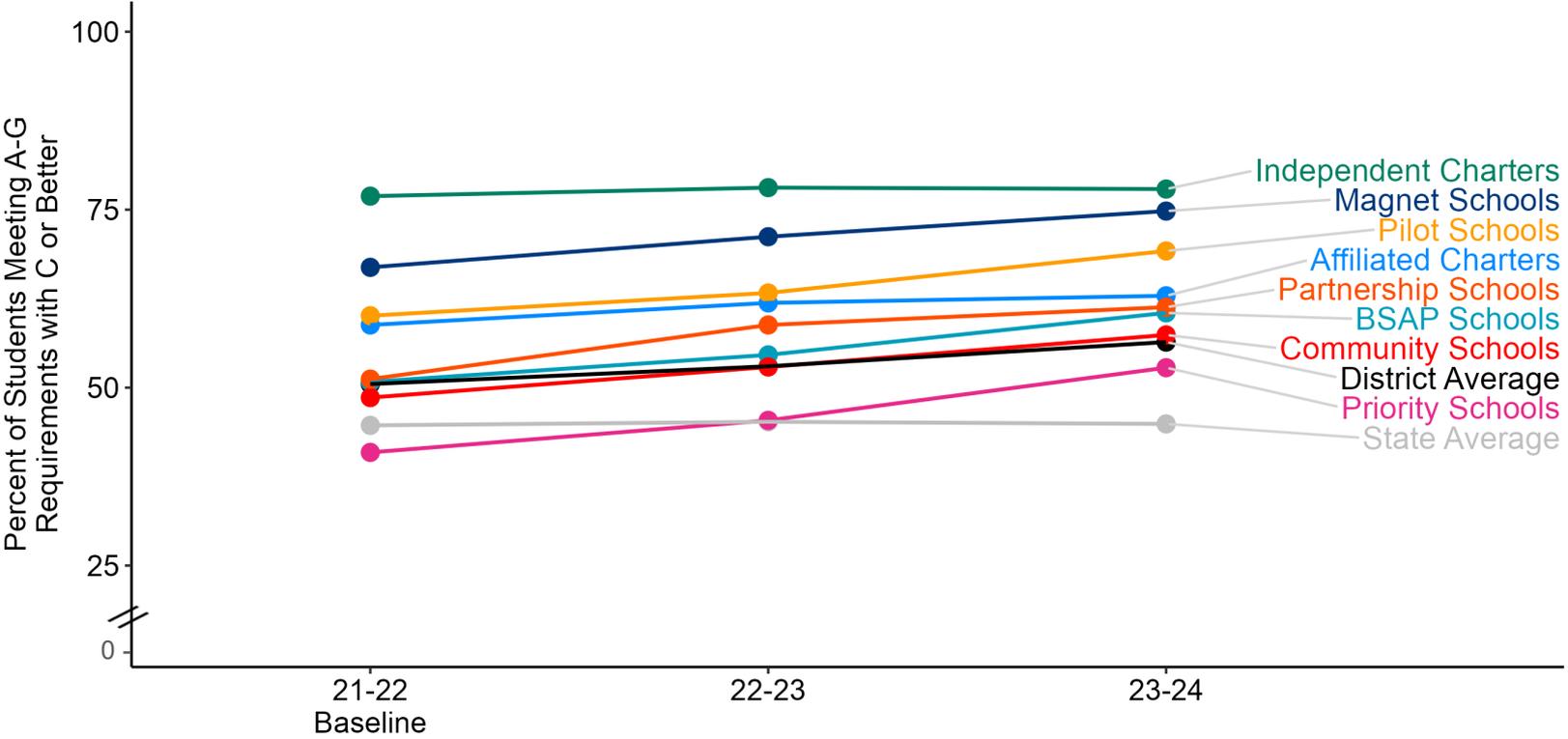
Notes: Data reflects all students in the 4-year graduation cohort in California compared to all 4-year cohort students in LAUSD. LAUSD totals include affiliated charters but not independent charters.

Data Sources: DataQuest summary file (for state total) and CALPADS 4-year cohort file (for LAUSD total). Rounding may result in slight discrepancies in results across platforms.

2024 Postsecondary - Schools and Goal Attainment since Baseline

Over 80% of schools made some progress towards their 2026 Postsecondary targets and 40% are on track* to meet them.

Progress to Target	No Progress	1-24%	25-49%	50-74%	75-100+%
	17%	28%	15%	8%	32%
Number of Schools:	30	48	25	14	55
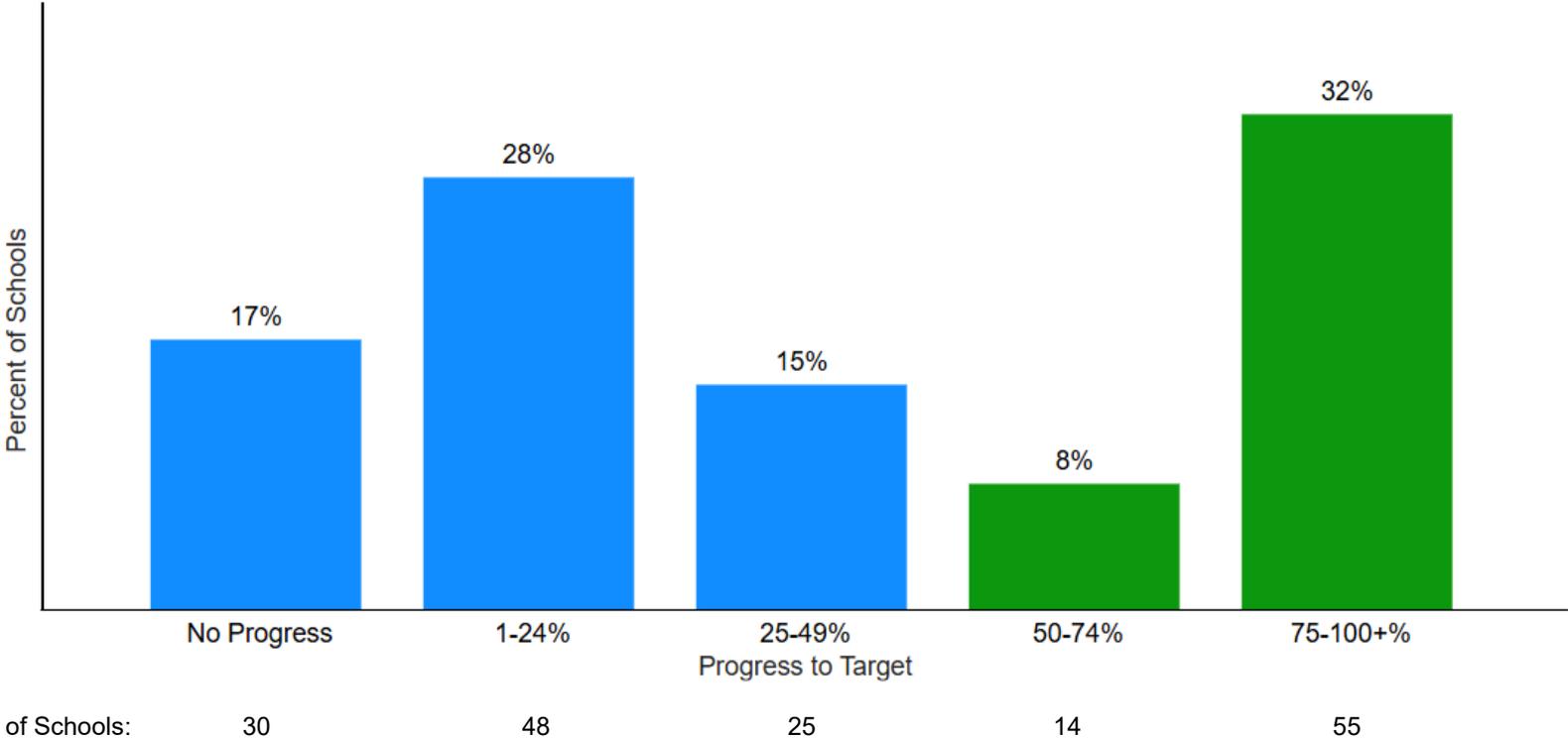
Data Source: Whole Child Ad Hoc
*Assuming linear growth

2024 Postsecondary - Schools and Goal Attainment

Almost 60% of Tier 1 and Tier 2 schools, and half of Tier 3 schools, are on track* to meet their 2026 target.
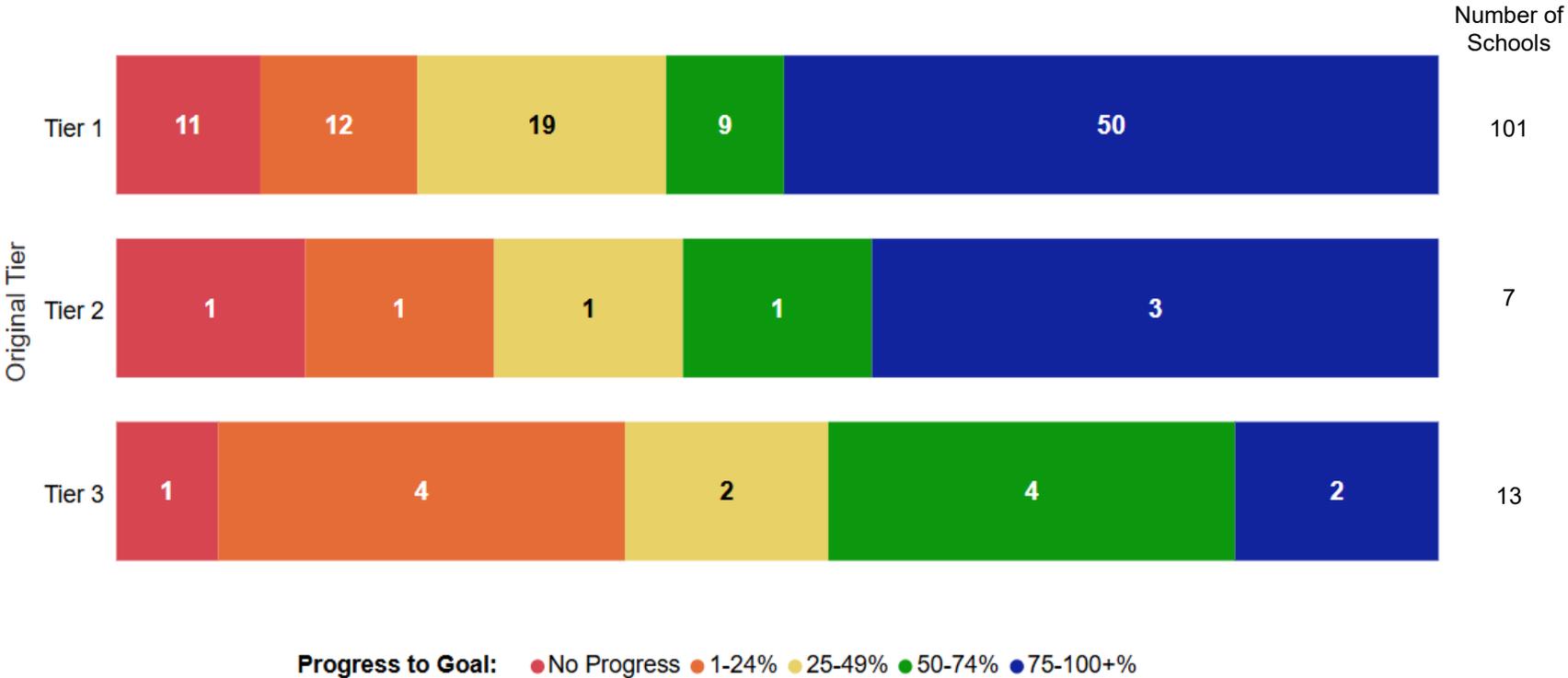
Original Tier	No Progress	1-24%	25-49%	50-74%	75-100+%	Number of Schools
Tier 1	11	12	19	9	50	101
Tier 2	1	1	1	1	3	7
Tier 3	1	4	2	4	2	13

Progress to Goal: ● No Progress ● 1-24% ● 25-49% ● 50-74% ● 75-100+%

Data Source: Whole Child Ad Hoc
*Assuming linear growth

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Social-Emotional / Wellness

50%

By 2026, 50% of teachers of grades 2, 5/6, 8, 10 and 12 will support students in the creation and uploading of artifacts using the SEL portfolio.

40%

By 2026, a minimum of 40% of students using a portfolio will attain a "Meets Proficiency" as measured by a district wide rubric score average in the Social Emotional Learning competencies.

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Districtwide SEL Integration

- Over **1,200** schools providing SEL Tier 1 instruction

- Over **800** schools *integrated SEL instruction* by implementing one or more of the following:

  - Participating as a **SEL Focus School** based on SES data

  - SEL RethinkEd **Restorative Activity Plan**

  - **Peer-to-Peer** Student **Mentoring** Program

  - **Integrating SEL into content** instruction using Inclusions and/or Optimistic Closures or Exit Tickets

  - Providing **access to multiple SEL** Family and Support Staff **Workshops**

Districtwide Growth of SEL Professional Development
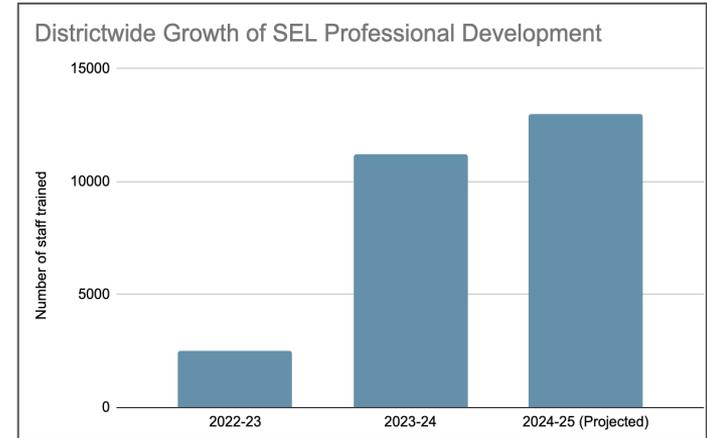
In support of the District Goal, SEL professional development has expanded to include school site support staff, which has increased the number of staff receiving training from 2,500 in 2022-23 to over 13,000 (projected for 2024-25).

SEL Portfolio Implementation

- Over **26,000** SEL Portfolio assignments have been created in Schoology as of March 2025.

- Of the **10,070** teachers in the targeted grades, we project to surpass **5,035**, 50% of targeted teachers, trained in Portfolio implementation by the end of Fall 2025.

- Teachers who have been trained will receive targeted support to teach SEL, assign portfolio lessons and use the rubric to grade assignments.

- A dashboard is being created to provide a districtwide rubric score average by July 2025.

Information to Adjust Targets

Carrie Miller
Los Angeles Education Research Institute
(LAERI)

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What is a S.M.A.R.T. Goal?

S Specific — Well-defined, clear, unambiguous

M Measurable — Reliable way to gauge progress

A Achievable — Can be done with the given time and skills

R Relevant — Helps you get to your bigger goals

T Time-Bound — Clear deadline

District Progress 2022–2024

- The District has made progress on all District goals and for most target student groups
  - 6-percentage-point increase in A-G completion
  - 8-point increase in 3rd grade ELA DFS
  - 14- and 9-point increases in 3rd-5th and 6th-8th grade math DFS, respectively

- However, not all schools are making progress
  - 17%-41% of schools did not improve on the District goal metrics 2022–2024

- Meeting the District goals would require a dramatic increase in improvement during the remainder of this school year, and during the 2025-2026 school year

Goal-Setting Options – Option 1

Based on Past Improvement

Expect the DFS/A-G completion rate from 2024 to 2026 to improve
by the average improvement that occurred
from 2022 to 2024

2022-2023 Change in DFS	2023-2024 Change in DFS	Projected 2024-2025 DFS	Projected 2025-2026 DFS
+8	+6	+7	+7
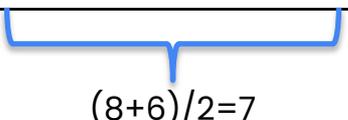
(8+6)/2=7

Goal-Setting Options – Option 2

Based on Past Improvement

Expect the DFS/A-G completion rate to improve by the larger of the two changes from 2022 to 2023 and 2023 to 2024

2022-2023 Change in DFS	2023-2024 Change in DFS	Projected 2024-2025 DFS	Projected 2025-2026 DFS
+8	+6	+8	+8

Goal-Setting Options – Option 3

Based on Comparison Districts
Expect the District's improvement from 2024 to 2025 and from 2025
to 2026 to match the average improvement from 2022
to 2024 of a set of comparison school districts

The comparison districts include the ten California districts that
were closest in size to L.A. Unified and in which at least 50% of the
students were socioeconomically disadvantaged.

Goal-Setting Options – Option 4

Based on Pre-Pandemic Performance

Expect that the District will return to pre-pandemic levels, or, for outcomes where the District has already returned to pre-pandemic levels, maintain current performance

	2019	2024
Literacy	-18.6	-24.9
Numeracy (3rd – 5th)*	-30.2	-30.5
Numeracy (6th – 8th)	-64.0	-72.0
A-G	46.7%	56.4%

The District has nearly reached pre-pandemic levels

= met or nearly met pre-pandemic level

Literacy: 3rd Grade ELA SBA Scores

Source: LAERI's tabulations of L.A. Unified student-level administrative data and public-use CDE data. This graph includes all L.A. Unified schools that enrolled 3rd graders in 2022, 2023, or 2024. The comparison data include all non-charter schools in the comparison districts that enrolled 3rd graders in 2022, 2023, or 2024.
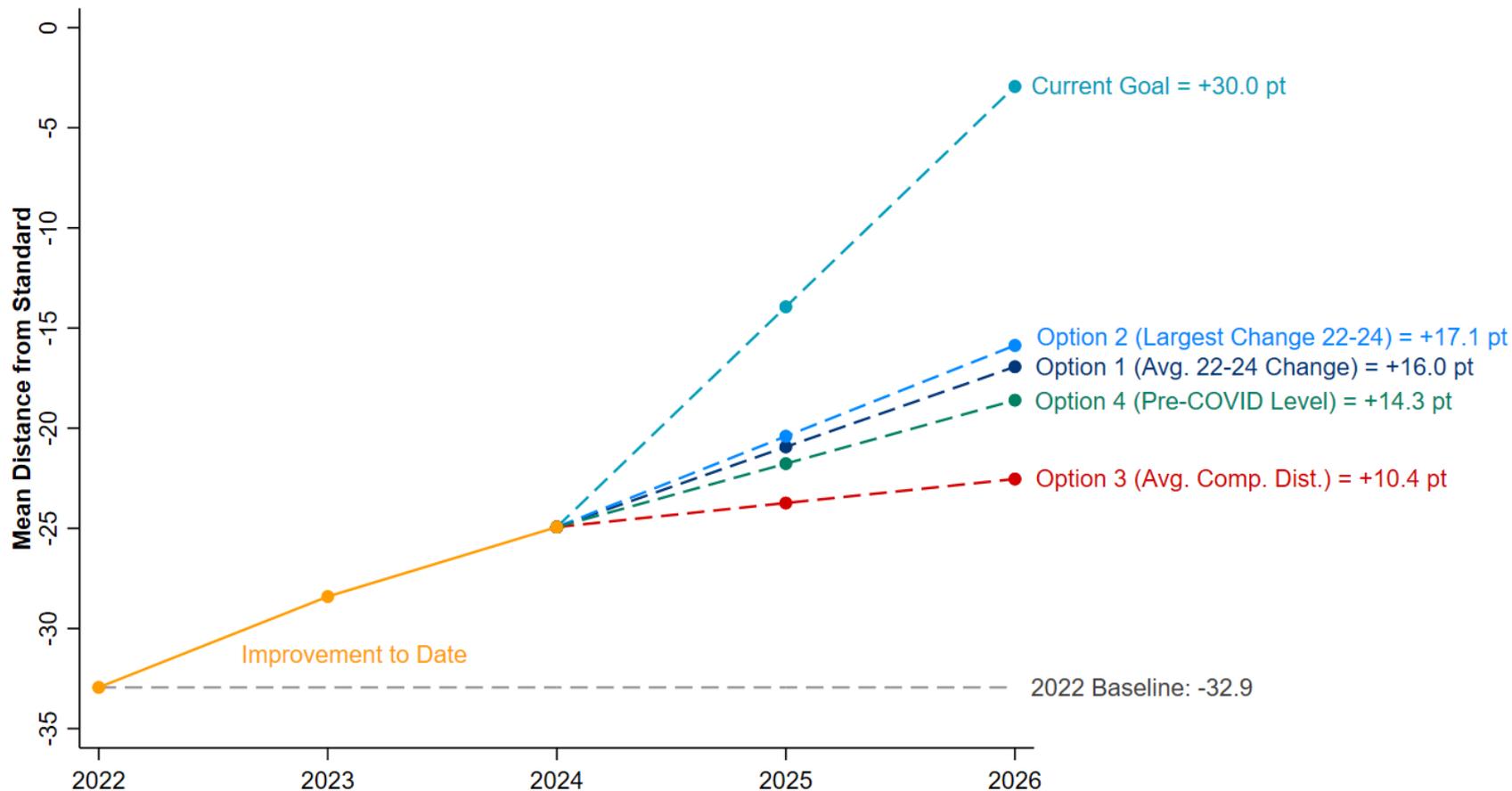
Numeracy: 3rd–5th Grade Math SBA Scores
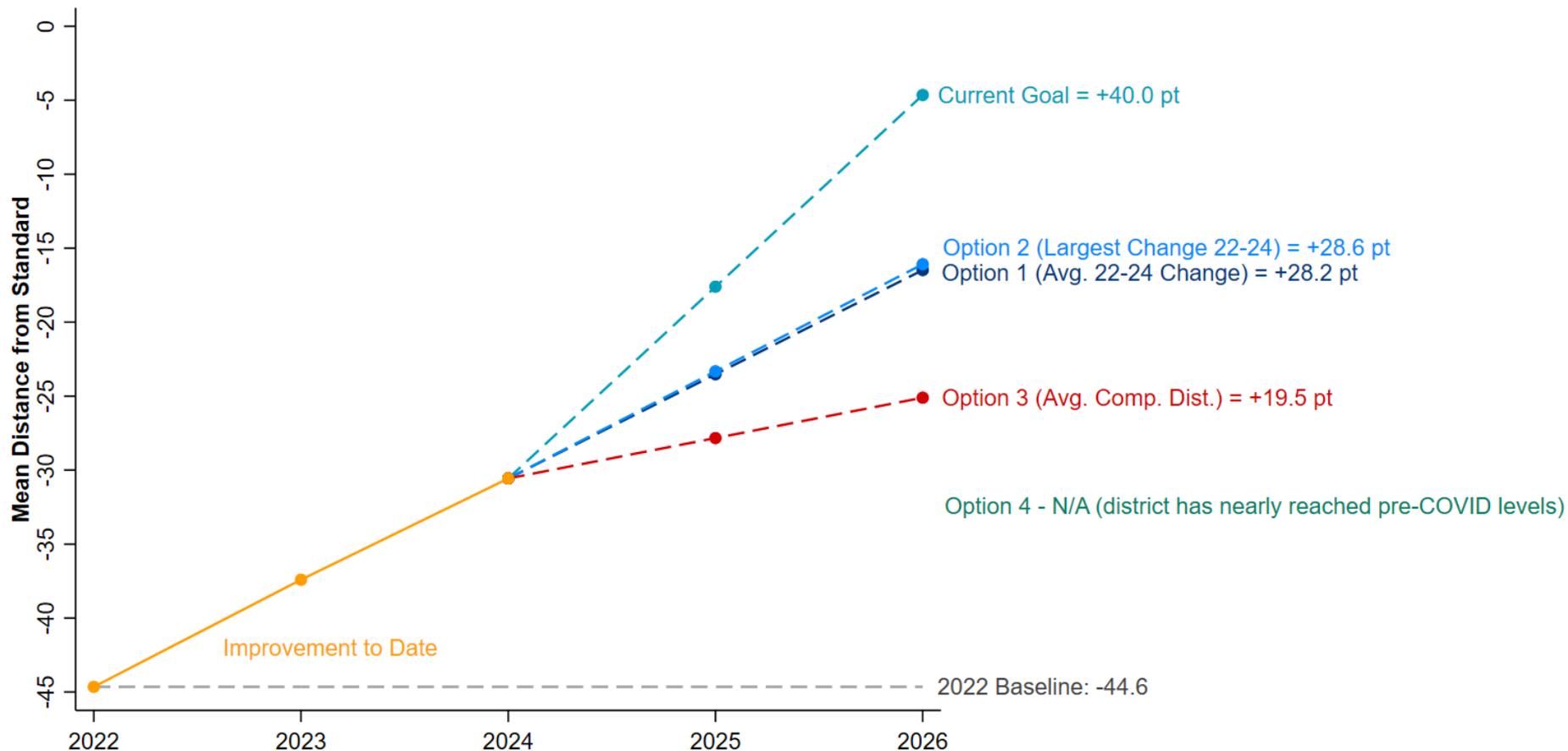
Current Goal = +40.0 pt

Option 2 (Largest Change 22-24) = +28.6 pt
Option 1 (Avg. 22-24 Change) = +28.2 pt

Option 3 (Avg. Comp. Dist.) = +19.5 pt

Option 4 - N/A (district has nearly reached pre-COVID levels)

Improvement to Date

2022 Baseline: -44.6

Mean Distance from Standard

Source: LAERI's tabulations of L.A. Unified student-level administrative data and public-use CDE data. This graph includes all L.A. Unified schools that enrolled 3rd, 4th, or 5th graders in 2022, 2023, or 2024. The comparison data include all non-charter schools in the comparison districts that enrolled 3rd, 4th, or 5th graders in 2022, 2023, or 2024.

Numeracy: 6th–8th Grade Math SBA Scores
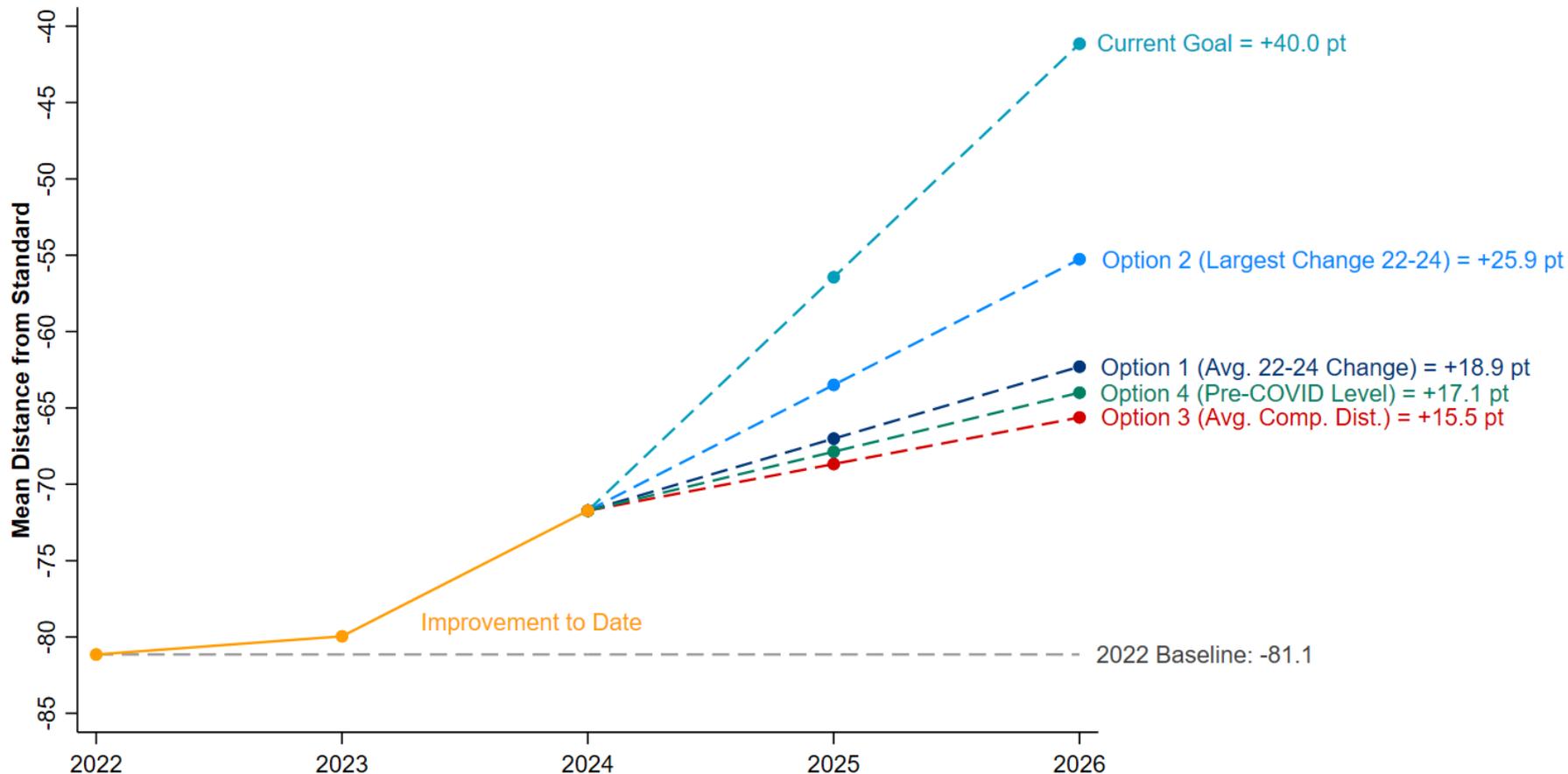
Y-axis: Mean Distance from Standard

- Current Goal = +40.0 pt
- Option 2 (Largest Change 22-24) = +25.9 pt
- Option 1 (Avg. 22-24 Change) = +18.9 pt
- Option 4 (Pre-COVID Level) = +17.1 pt
- Option 3 (Avg. Comp. Dist.) = +15.5 pt
- Improvement to Date
- 2022 Baseline: -81.1

Source: LAERI's tabulations of L.A. Unified student-level administrative data and public-use CDE data. This graph includes all L.A. Unified schools that enrolled 6th, 7th, or 8th graders in 2022, 2023, or 2024. The comparison data include all non-charter schools in the comparison districts that enrolled 6th, 7th, or 8th graders in 2022, 2023, or 2024.

Postsecondary: A–G Completion
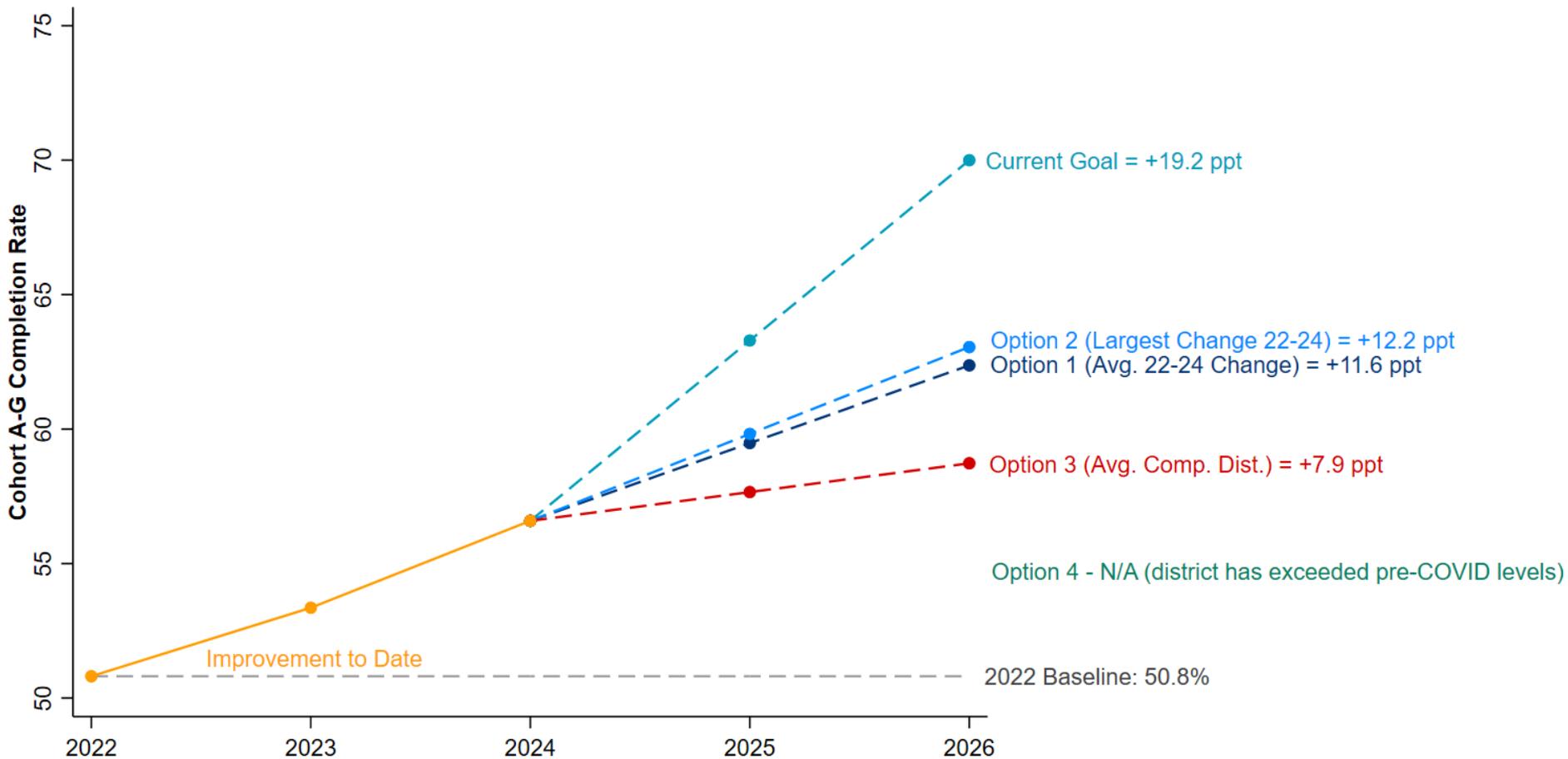
Current Goal = +19.2 ppt

Option 2 (Largest Change 22-24) = +12.2 ppt
Option 1 (Avg. 22-24 Change) = +11.6 ppt

Option 3 (Avg. Comp. Dist.) = +7.9 ppt

Option 4 - N/A (district has exceeded pre-COVID levels)

Improvement to Date

2022 Baseline: 50.8%

Cohort A-G Completion Rate

Source: LAERI's tabulations of L.A. Unified student-level administrative data and public-use CDE data. This graph includes all L.A. Unified schools with graduates in 2022, 2023, or 2024.
The comparison data include all non-charter schools in the comparison districts with graduates in 2022, 2023, or 2024.

Targets for District Goals

Carolyn Spaht Gonzalez

Revisiting District Targets and Aligning Operations
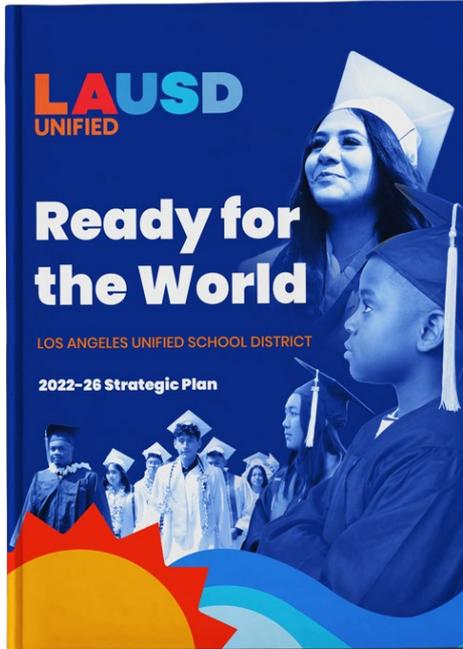
Tables 1-3

Literacy Target
Grade 3 Distance from Standard

Numeracy Target
Grades 3-5 and 6-8 Distance from Standard

Postsecondary Target
Graduation Cohort A-G Completion Rate

Tables A-C

Operational Considerations
Align operations to achieve goals

Protocol for Discussion of District Goals

- Review and discuss scenarios from LAERI

- Identify preferred targets

Protocol for Discussion of Operations

- What does success look like for each priority?

- How/what could we measure that would tell us, as a District, that we have achieved this priority?

- What are three things the District could do (adapt, adopt or abandon) moving forward to achieve this priority?

Breakout Activity

Lunch

Agenda

Strategic Plan Target Analysis and Revision	9:30 – 11:30 a.m.
Budget Deep Dive	12:15 – 2:00 p.m.
Measure US Overview and Prioritization	2:15 – 3:45 p.m.

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Budget Deep Dive

Chris Mount

@LASchools

Overview

- Budget Fundamentals
- State Fiscal Outlook
- State of the LAUSD Budget
- Goal of Fiscal Sustainability
- **Activity: Budget Balancing & Tradeoffs**
- Next Steps

Budget Fundamentals

California Education Funding

- **Proposition 98** drives how much overall state and local funding goes to TK-14 education in California, using a complex formula to set a minimum funding level that grows (and shrinks) with the economy

- While intended to serve as a minimum, Prop 98 is usually treated as a maximum by the Legislature – meaning TK-14 education rarely gets more funding than the mandated minimum amount

Main source of funding for school districts

- 58% State funds
- 21% Local property taxes
- 9%   Federal funds
- 11% Other funds
- 1%   Lottery
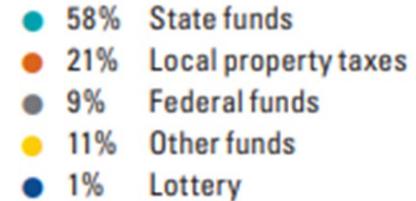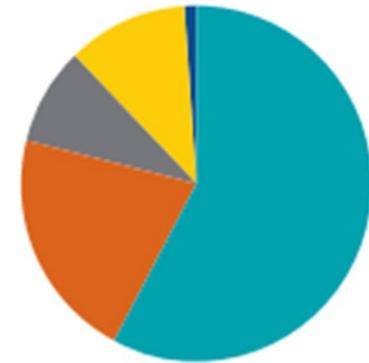
Source: California School Business Officials (CASBO) 2022

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State Fiscal Outlook

Risks to the State Budget

Stock Market Volatility

Federal Policy Uncertainty

Elevated Interest Rates

Extreme Weather Events

Delayed tax deadlines due to natural disasters

Budget Risks
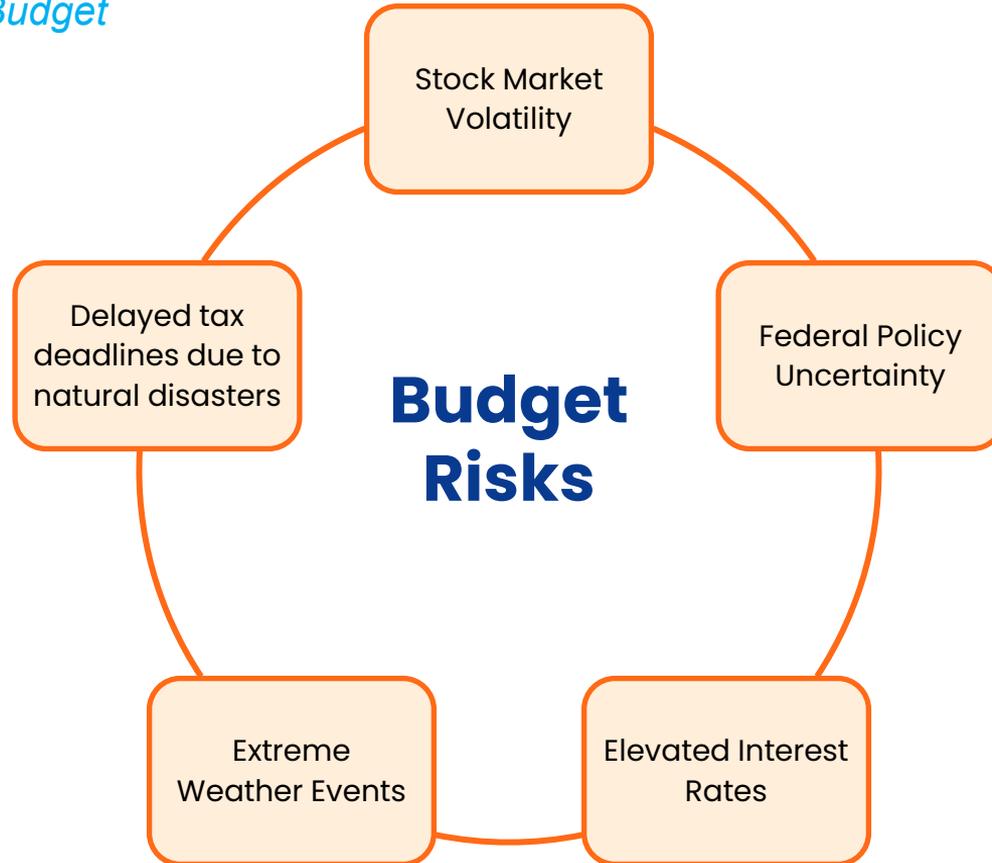
State Fiscal Outlook

Other Districts

The number of districts in financial stress, 2007-08 through winter, 2024-25

Twice yearly, school districts file interim reports. They indicate if districts are "negative"—unlikely to meet their financial obligations in the current or following year—or "qualified"—unlikely to meet obligations within the next two years.
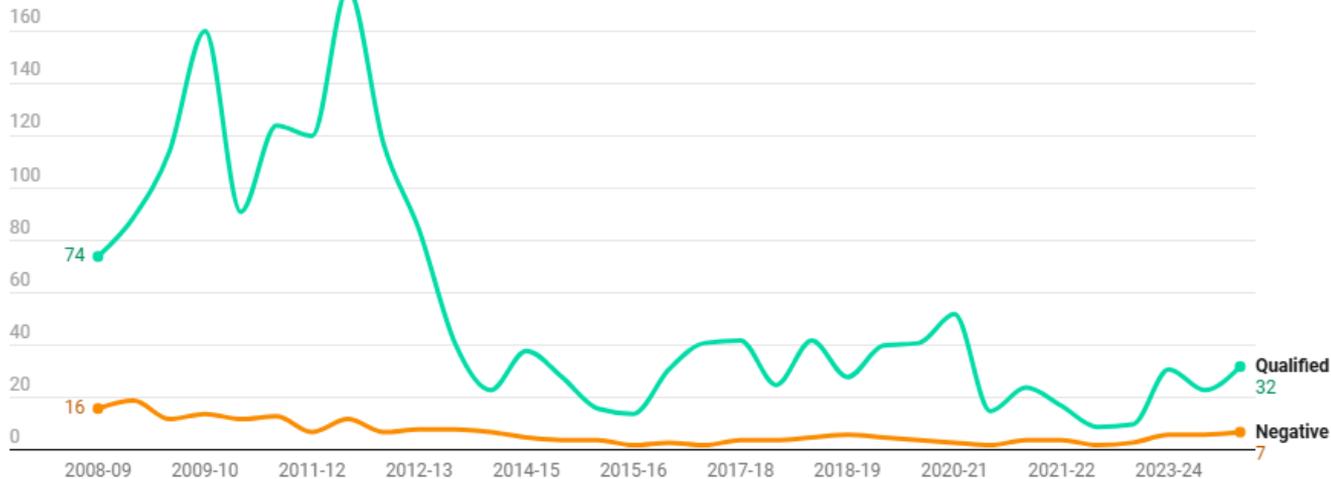
*The first interim report is due on Dec. 15 and the second on March 15.

Chart: Yuxuan Xie, EdSource • Source: FCMAT (Fiscal Crisis Management & Assistance Team) • Created with Datawrapper

Seven districts filed a negative status First Interim Report this year (FY 25):

1. Oakland
2. San Francisco
3. Hayward
4. Plumas
5. Dunsmuir
6. Weed Union
7. Yreka Union

An additional **32** filed a qualified status First Interim.

Please see Appendix A for more information on Qualified & Negative Status.

State Fiscal Outlook

Other Districts

TEACHERS

Thousands of California educators issued pink slips again this year

SF Schools Brace for Hundreds of Layoffs, Including Teachers and Counselors

Teacher of the year among hundreds getting cut from Santa Ana USD

Oakland Unified votes to issue layoffs, eliminate up to 100 full-time positions

Emotional, All-Night School Board Meeting Ends with Layoff Notices to 85 Santa Barbara Unified Teachers

LBUSD considers cutting positions that serve students with disabilities

West Contra Costa compromises on staff cuts, but may have to cut student services instead

Pasadena Unified School District to lay off 151 full-time staff

Facing budget gap, San Diego Unified turns to retirements and reorganization — but doesn't rule out layoffs

State of the LAUSD Budget

LAUSD FY25 **Revenues** by Fund
(as of Budget Adoption)
Total: $14.6 Billion

- $5.3 Billion General Fund Unrestricted
- $1.3 Billion Capital
- $1.7 Billion Internal Service
- $1.3 Billion Debt Service
- $30 Million Student Body
- $479 Million Cafeteria
- $165 Million Adult
- $234 Million Early Ed
- $4.1 Billion General Fund Restricted
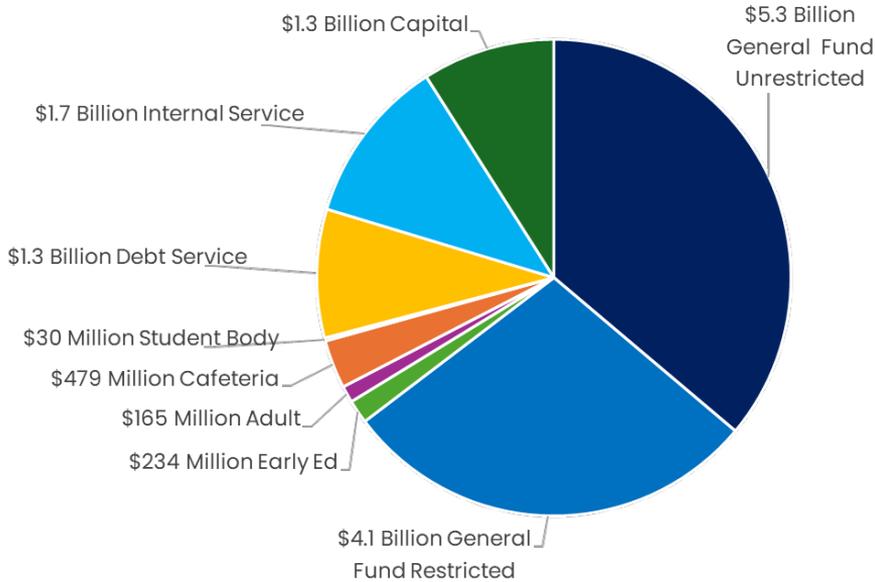
LAUSD Adopted FY25 **Budget** by Fund
Total: $18.4 Billion

- $7.2 Billion General Fund Unrestricted
- $2.3 Billion Capital
- $1.5 Billion Internal Service
- $1.2 Billion Debt Service
- $29 Million Student Body
- $503 Million Cafeteria
- $213 Million Adult
- $283 Million Early Ed
- $5.2 Billion General Fund Restricted
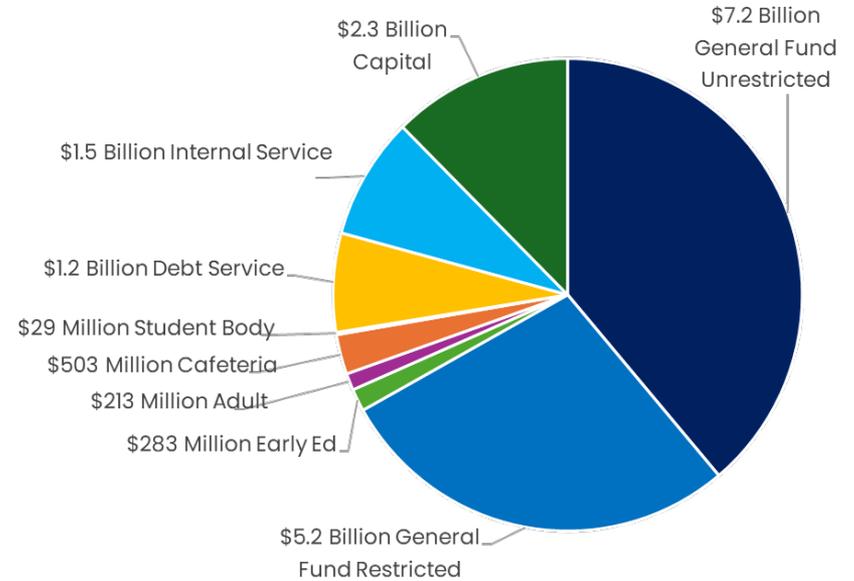
State of the LAUSD Budget

Second Interim - General Fund Unrestricted and Restricted Ending Balances
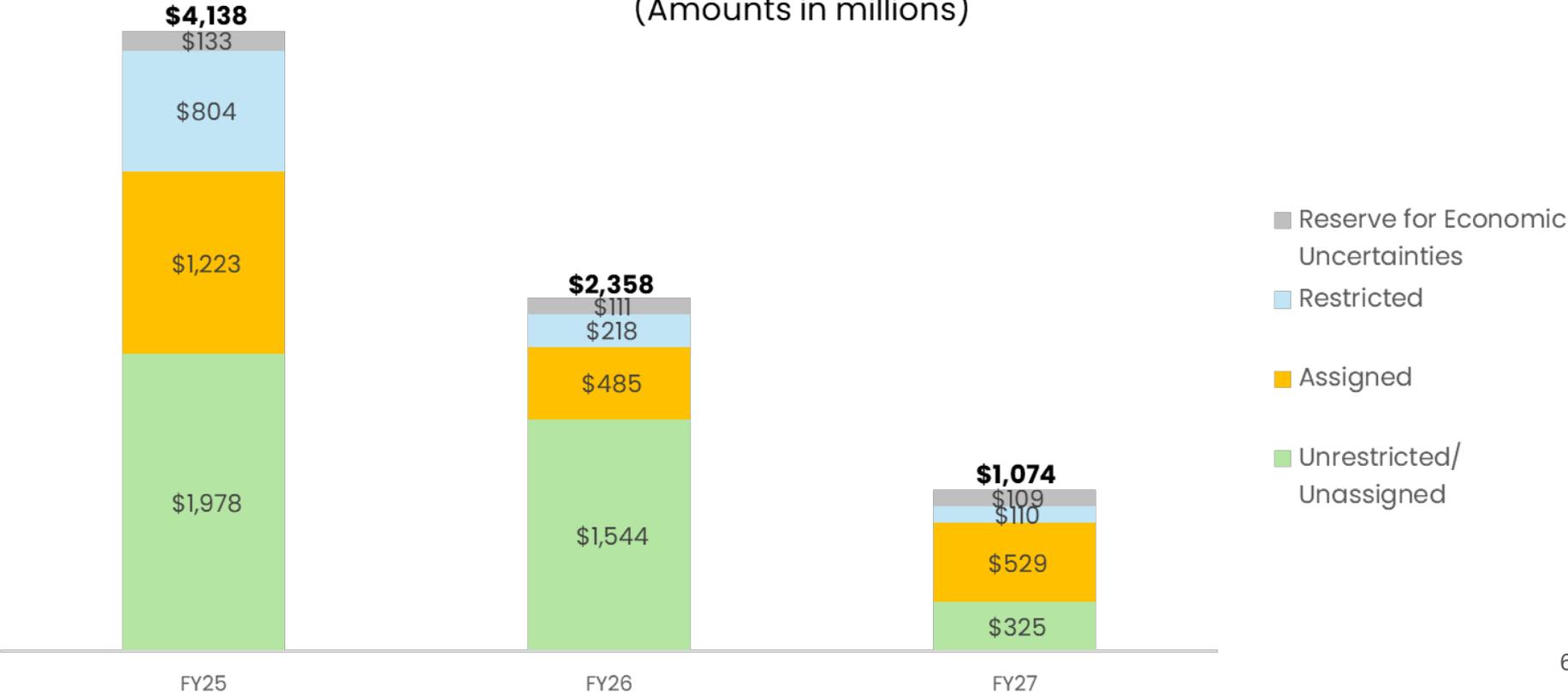
(Amounts in millions)

	FY25	FY26	FY27
Total	$4,138	$2,358	$1,074
Reserve for Economic Uncertainties	$133	$111	$109
Restricted	$804	$218	$110
Assigned	$1,223	$485	$529
Unrestricted/Unassigned	$1,978	$1,544	$325

State of the LAUSD Budget

Second Interim - General Fund Unrestricted Ending Balances

(Amounts in millions)

$3,334
$133
$1,223
$1,978

$2,140
$111
$485
$1,544

$963
$109
$529
$325

FY25   FY26   FY27

Reserve for Economic Uncertainties

Assigned

Unrestricted/ Unassigned

State of the LAUSD Budget

Cash Projection as of Second Interim

FY25 to FY26 Cashflow
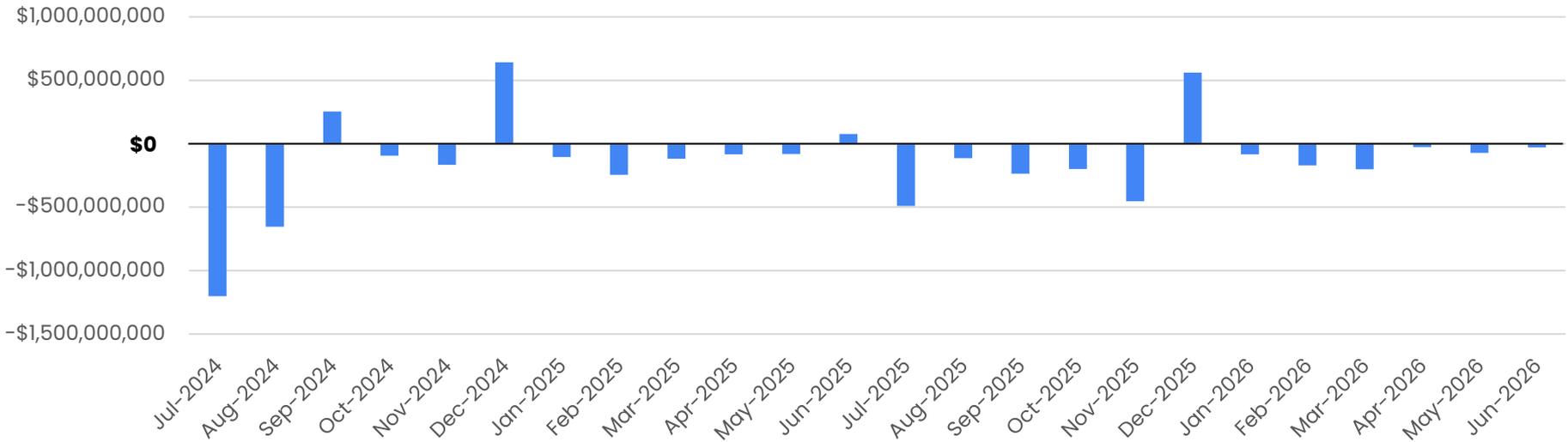
State of the LAUSD Budget

Structural Deficit and Multi-Year Projection

Projected General Fund Unrestricted Unassigned Ending Balances as of Second Interim, FY25 to FY28

(Amounts in millions)

Legend: ■ FY25 Adopted Budget ■ FY25 Second Interim

Data points:
- FY25: $225 (FY25 Adopted Budget), $1,978 (FY25 Second Interim)
- FY26: $26 (FY25 Adopted Budget), $1,544 (FY25 Second Interim)
- FY27: $13 (FY25 Adopted Budget), $325 (FY25 Second Interim)
- FY28: ($969) (FY25 Adopted Budget), ($1,285) (FY25 Second Interim)

*Projection for FY 28 still pending additional review and formally released at June budget adoption

State of the LAUSD Budget

Enrollment vs. Employee Position Counts by Type

Legend: Enrollment K-12 and Ungraded, Teachers, Classified, Other Certificated Support, Certificated Admin

Enrollment values: 566.6K, 528.1K, 486.3K, 402.6K
Teachers values: 29.9K, 30.2K, 30.6K, 26.3K, 26.8K
Classified values: 29.2K, 45.7K, 42.7K
Other Certificated Support values: 4.7K, 4.7K, 9.4K, 8.9K
Certificated Admin values: 2.5K, 3.4K, 3.7K, 2.9K

Percent Change 2012-13 to 2024-25

↓ 29% Enrollment
↑ 42% Classified
↓ 11% Teachers
↑ 90% Other Certificated Support
↑ 15% Certificated Admin

Note: Position counts include both vacant and filled positions

Fiscal Sustainability in LAUSD

Impact of Sustaining our Workforce

As of 3/18/25

Effective 7/1/2025, PC/HR teams will work with employees in unfunded positions to move to equivalent funded positions as deemed appropriate.

Remaining employees will remain at the same school or office for the start of school year 2026. HR & PC will move employees to openings throughout the year from unfunded positions.

The cost to restore (i.e. maintain the filled unfunded) positions is estimated to be **$65M – $95M**.

Total Funded Positions - Filled

74,085 positions
($8.58bn)

Total Funded Positions - Unfilled

5,494 positions
($442.22M)

Total Unfunded* Positions - Filled

3,462 positions
($354.85M)

Fiscal Sustainability in LAUSD

What have we implemented so far?

Strategic Budgeting at Central Office	Staffing Planning at Central Office	Local Reserve

- Eliminated 321 vacant positions from General Fund as of 2nd interim (**$49.7 million** value)
- Estimated non-labor savings of **$18 million** from General Fund
- Maximized restricted funds (**$27 million** per year value)

- Review of all positions to be filled in the Central Office by a Cross-Functional Committee

- Reduction of local reserve fund from 5% in FY25 to 2% in FY27 to attain positive certification

Fiscal Sustainability in LAUSD

What remains to be done?

- What else can be done to correct the deficit?

  - **Identify strategies/options to reduce expenses** to balance the budget for the long- term fiscal health of the District

  - The **sooner deficit spending is addressed**, whether incrementally or comprehensively, **the more positive the impact** on multiyear spending

    - The longer we wait, the larger the dollar amount to reduce and the less reserves for the District

Fiscal Sustainability in LAUSD

Short-Term Outlook

In June, we anticipate adopting a qualified budget along with a proposed fiscal stabilization plan.

FY25
- Implement key best practices to impact FY26
- Assess FY25 End of Year fiscal health to gauge revised MYP
- **Likely adopt qualified budget and required stabilization plan**
- Provide direction for multiyear reduction efforts

FY26
- Implement fiscal stabilization plan if Board adopts a qualified budget
- **Identify reductions that would take effect in FY27**, including potential Reductions in Force

FY27
- Implement fiscal stabilization plan if Board adopts a qualified budget
- Enact appropriate reductions, which may include potential additional Reductions in Force

FY28
- Implement additional reductions to target revised deficit and avoid negative certification

Fiscal Sustainability in LAUSD

Potential Actions and Critical Considerations

1 Continue strategic budgeting at Central Office

- Identifying savings at central office will continue to offset reductions at schools
- 96% of our investments are at school sites and school efficiencies will highly likely need to be identified.

2 Revisit norming of school positions and assess funding structure for these positions

- Trend data of discretionary school site position purchases show that schools are purchasing more positions although enrollment is declining (vs. pre-pandemic purchases).

3 Maximize Restricted Funds like ELOP or Title I for GF Relief (within statutory guidelines)

- Identify programs that are eligible to be funded with General Fund dollars.
- Standard practice to maximize grants and avoid returning dollars to respective agency (e.g. State).

Fiscal Sustainability in LAUSD

Potential Actions and Critical Considerations

| **4** | **Align Textbook Budget to three-year average of actual expenditures** | • Although the curriculum budget may be right-sized based on actual expenditures, there is a process for the department to request a budget augmentation as needed to meet required mandates. |

| **5** | **Bring Special Education students closer to their school of residence** | • This will reduce commutes and lower SPED transportation costs.
• Students will spend less time riding buses and be closer to their respective neighborhoods. |

| **6** | **Consolidate District footprint (both campuses and programs)** | • Although there may be cost savings, the focus for the plan would be on improving program offerings for the benefit of retention and increasing enrollment. |

Fiscal Sustainability in LAUSD

Potential Actions and Critical Considerations

7 — **Review District Initiatives' Return on Investment (ROI)**

- Increase awareness of the catalogue of initiatives and pros and cons for strategic abandonment to determine both fiscal and programmatic impact.

8 — **Increase awareness with labor partners for cost share to employee benefits and salary increase implications**

- Build understanding that increases in salary schedules come with fewer staff and tradeoffs, which will impact multi-year projections.
- Continue to ground in impact of declining enrollment and funding.

9 — **Crossmap vacant funded positions with unfunded filled positions**

- Move employees to equivalent positions to safeguard existing staff before hiring new ones.

Breakout Activity

Break

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Agenda

Strategic Plan Target Analysis and Revision	9:30 – 11:30 a.m.
Budget Deep Dive	12:15 – 2:00 p.m.
Measure US Overview and Prioritization	2:15 – 3:45 p.m.

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Measure US Overview and Prioritization

Krisztina Tokes

@LASchools

Overview

Bond Program Overview

Measure US

- Funding Categories and Programs
- Prioritization Methodology

Activities

LAUSD Facilities Key Facts

13,650 School Buildings

60% over 50 years old

6,370 Acres
=
~75 Disneylands

$80 Billion of unfunded school facilities needs remain

Asset	Total Inventory	Replacement /Upgrade Need
School Sites*	790	580: accessibility 475: green schoolyard 100: secure entry
School Buildings	13,650	525: earthquake safety 500: modernized
Classrooms	34,000	7,000: in portables
Roofing SF	62,000,000	18,000,000
Elementary, EEC and SPED Sites	602	580: shade structure
Paving SF	110,000,000	47,000,000
HVAC Units	80,000	50,000
Plumbing Piping Linear Feet	8,000,000	2,000,000

*Does not include independent charter school sites

School Facilities Projects Underway

Measure US Supports Program Continuation

815 projects valued at $8.6B underway

Under
Construction
(221)
$4,839.9

Pre-Construction
(594)
$3,820.1
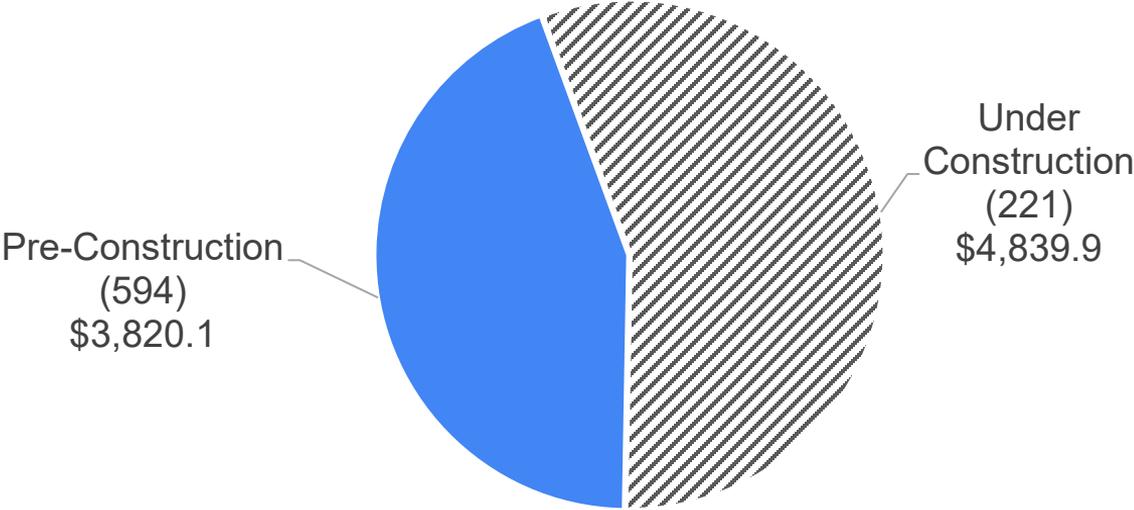
Facilities Services Division Capital Projects Dashboard:
https://www.laschools.org/new-site/fsd-projects/

Measure US Facilities Priorities and Funding Categories

Planned Execution Period: 2025-2036

Priorities

Enhance school safety

Modernize school facilities

Upgrade school sites

Enhance accessibility

Address facility inequities

Enhance and expand outdoor spaces and food services

Promote efficiency

Pie chart segments:
- Charter Schools $300M
- EEC $200M
- DACE $144M
- ADA $258M
- Cafeterias $461M
- Upgrades & Reconfigurations (WHALE) $540M
- Critical Replacements $947M
- Major Modernizations $4.99B

$7.84 Billion
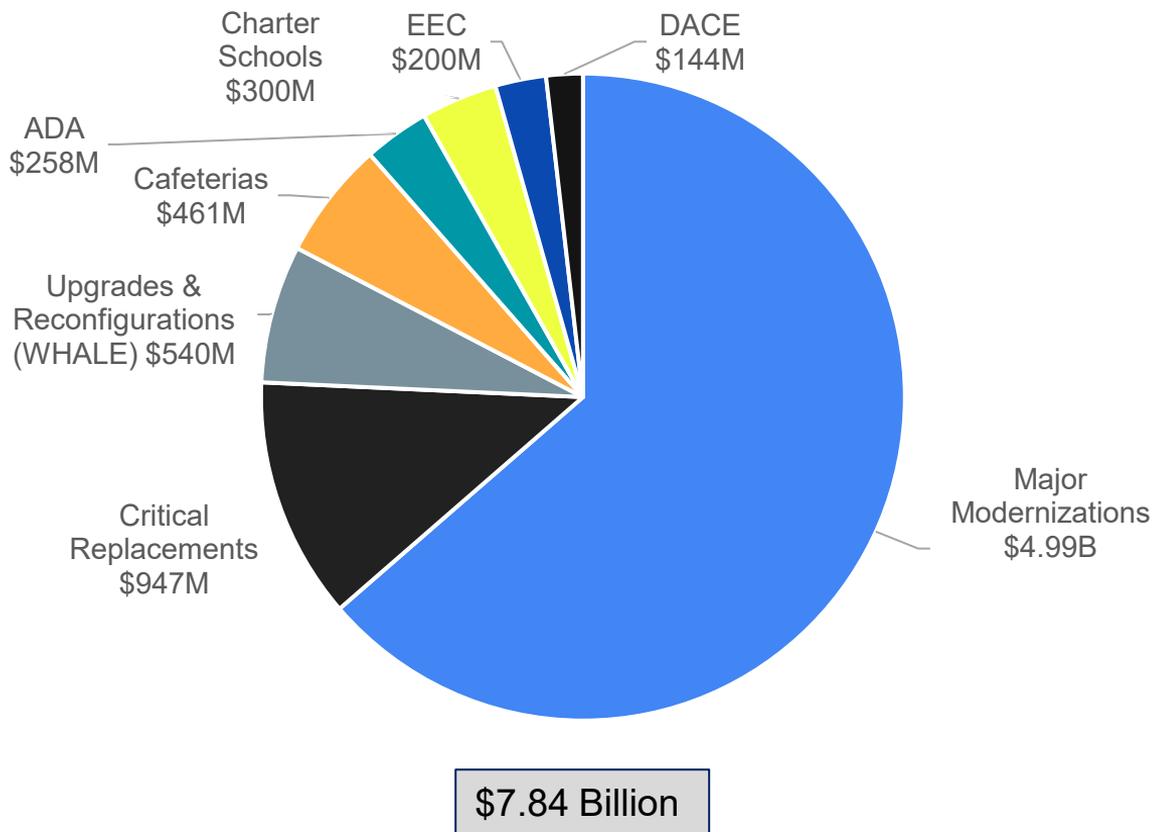
Chart does not include allocations for ITS, Transportation, and OIG
Amounts shown are before reductions for indirect costs and program reserve

Major Modernizations, Upgrades and Reconfigurations

Funding: $4.9 Billion for 7 Programs

1	2	3	4	5	6	7
Replace/ Modernize Buildings for Seismic Safety	Replace Portable Buildings	Campus Upgrades/ Alterations for New/ Realigned Programs/ Schools	UTK Upgrades	Greening Schoolyard Upgrades/ Playground Restoration	Playground and Campus Exterior Upgrades	Shade Shelters
$2.8B	$800M	$70M	$70M	$600M	$600M	$50M
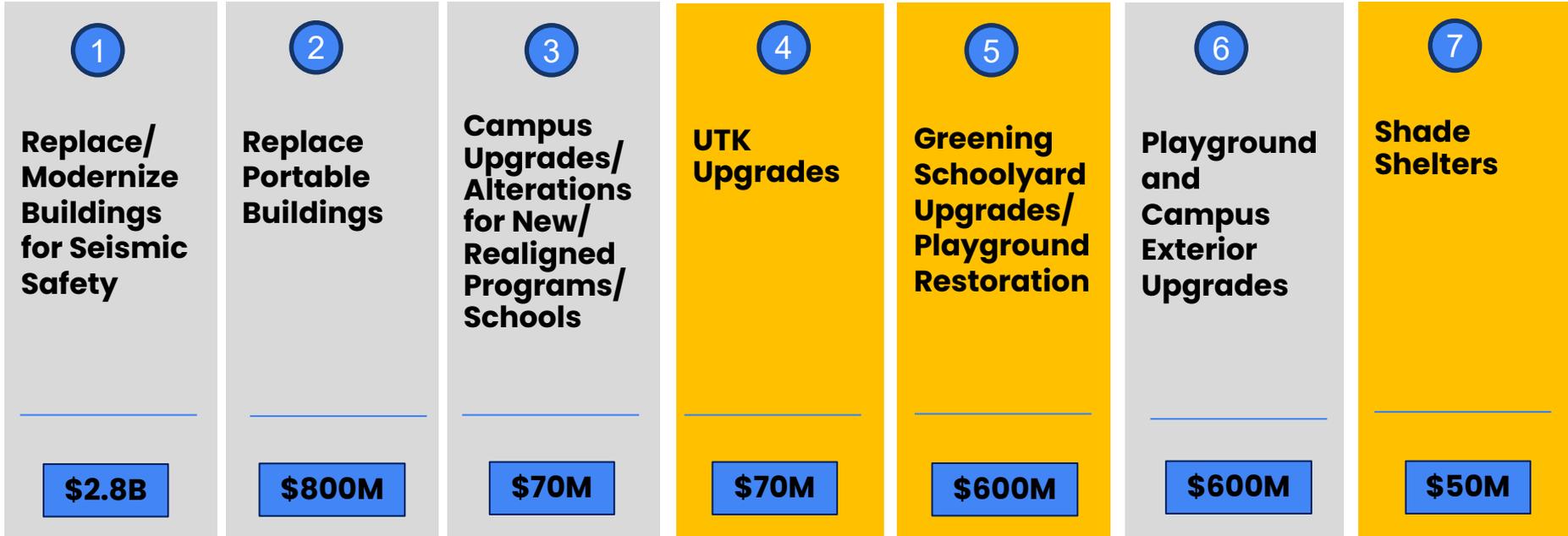
Upgrade Outdoor Areas and Play Space Funding $1.2B

🟨 = new program

Major Modernizations, Upgrades and Reconfigurations

Program	Prioritization Methodology Considerations	Project Count Anticipated	Prioritization Anticipated	First Projects Anticipated
Replace/ Modernize Buildings for Seismic Safety	FEMA seismic performance assessment	Up to 20	Summer 2025	Winter 2025-26
Replace Portable Buildings	Reliance/condition of portables	7	Fall 2026	Winter 2026-27
Greening Schoolyard Upgrades / Playground Restoration	Greening Index; elementary schools with <10% greening	Up to 45	Summer 2025	Fall 2025
Playground and Campus Exterior Upgrades	Condition of playground asphalt (worst); geographic distribution	Up to 30	Fall 2025	Winter 2025-26
Shade Shelters (EEC/ES/SPED Center)	Extreme outdoor heat conditions; existing play structure	Up to 70	Spring 2025	Fall 2025
UTK Upgrades	Enrollment demands	TBD	TBD	TBD
Campus Upgrades and Alterations	Reactive; supports efforts to reconfigure/unify schools/programs	-	-	-

🟧 = new program

Critical Replacements and Accessibility Enhancements

$947M for 2 Programs

$258M for 2 Programs

Critical Replacements

ADA Transition Plan Implementation

1 Replace Failing Building Systems

$932M

2 Secure Entrances

$15M

1 Upgrades to Remove Physical Barriers / Enhance Accessibility

$250M

2 Rapid Access Program

$8M

Critical Replacements and Accessibility Enhancements

Critical Replacements				
Program	**Prioritization Methodology Considerations**	**Project Count Anticipated**	**Prioritization Anticipated**	**First Projects Anticipated**
Replace failing building systems/ components	FCI/ safety/ operational impact	Up to 125	Spring 2026	Summer 2026*
Secure Entrances	Middle schools first/ Regionalized for execution purposes	Up to 100	Spring 2025	Spring 2025
ADA Transition Plan Implementation				
Upgrades to Remove Physical Barriers / Enhance Accessibility	Accessibility/ program availability/ geographic distribution	Up to 25	Fall 2025	Winter 2025-26
Rapid Access Program	Prioritized as needs arise through IEP's	As needed	Ongoing	Ongoing

* Projects are anticipated to be defined with Measure RR funds through Spring 2026

School Upgrades and Reconfigurations to Support Wellness, Health, Athletics, Learning and Efficiency

$540 Million for 7 Programs

1	2	3	4	5	6	7
Upgrade High School Competitive Athletics	Solar/ Electrical Infrastructure	Student Wellness Facilities	School Library Furnishing and Alterations	Partner Funded Programs	SEEDs	Board Member and Region Priorities
$230M	$175M	$40M	$10M	$10M	$5M	$70M
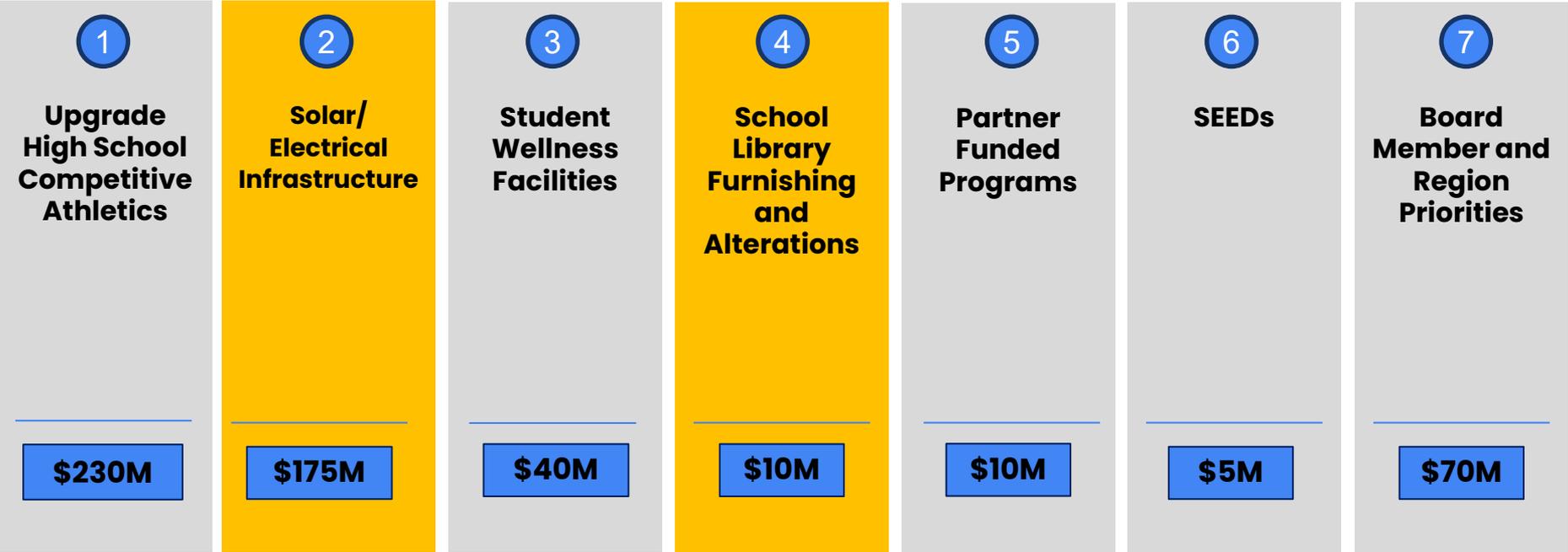
🟨 = new program

School Upgrades and Reconfigurations to Support Wellness, Health, Athletics, Learning and Efficiency

Program	Prioritization Methodology Considerations	Project Count Anticipated	Prioritization Anticipated	First Projects Anticipated
Competitive Athletic Facilities	Inadequacy, condition, regional need	Up-to 11	Spring 2026	Summer 2026
Install PV and Electrical Infrastructure	Energy use; roof condition / planned replacement	21	Complete	February 2025
School-Based Student Wellness	Access to health care services; community health statistics	1	Winter 2025-26	Spring 2026
Library Furnishings and Alterations	TBD	TBD	2026	2026
SEEDs*	Partner and school proposals; curriculum integration	Up-to 30	-	Fall 2025
Partner Funded Projects*	Applied to partner projects requiring matching funds	-	-	-
Board Member - Region Priorities	Board and Region identified needs	-	-	-

* Based on demand   █ = new program

Cafeterias, Charters, Early Education and Adult Education

$461M
4 Programs

$300M
3 Programs

$200M
1 Program

$144M
4 Programs

School Cafeterias

Regional Kitchen
1 | $300M

Upgrade or Replace Walk-in freezers
2 | $125M

Combi Ovens and Electrical Infrastructure
3 | $20M

Service Kiosks and Electrical Infrastructure
4 | $16M

Charter School Facilities

Replace/ Upgrade School Buildings, Building Systems and Components
1 | $275M

Prop 39 Renovations
2 | $20M

Prop 39 Co-Located/Shared Facilities Improvements
3 | $5M

Early Childhood Education Facilities

Provide Outdoor Classrooms, Replace / Upgrade Building Systems and Components
1 | $200M

Adult & Career Education Facilities

Replace Deficient Buildings
1 | $93M

Upgrade School Information Technology Systems /Equipment
2 | $30M

Replace/Upgrade Failing Systems & Components
3 | $13M

Exterior Upgrades
4 | $8M

☐ = new program

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Prioritization

Prioritization Methodology: Greatest Need First

School A

vs.

School B

vs.

School C

vs.

School D

Not Enough Funding to Go Around

Greatest Physical Need – Data Driven Building Condition Categories:
- Poor Condition: Older buildings and components approaching end of useful life
- Critical Condition: Systems barely functioning (e.g., HVAC units held together with band-aids)
- **Worst: Broken Systems** - Non-functional infrastructure (e.g., closed restrooms due to plumbing failure)

Secondary Considerations (When Multiple "Broken" Systems Exist):
- Equity factors
- Geographic distribution
- Socio-economic factors

Prioritization - Tools

Building Information Records – what we have:
Systems that record existing physical spaces including buildings and grounds

'COLIN' – what's underway or completed:
Records individual projects and ties them to specific school sites
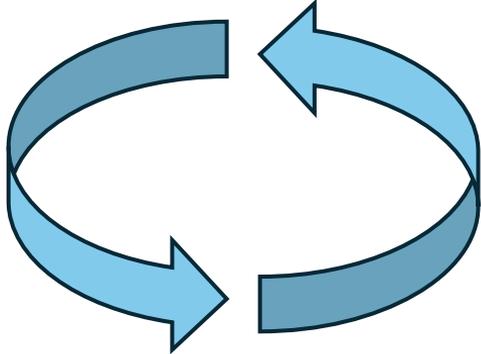
E-CAR & E-CAST – how our spaces are being used:
Documents how buildings are being used and projections for uses into the future

Building/Site Assessments – what condition our facilities are in:
Assess the condition of buildings and sites, recording the inventory for LAUSD

Breakout Activity

Closing

Ready for the World

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#AcceleratingSuccess

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