DISTRICT BACKGROUND 2009–10:
Superintendent & Tenure: Marie L. Goodloe-Johnson (since 2007)
District Enrollment: 45,800 students (INCREASING)
Operating Budget: $566 million (DECREASING)
Operating $/pp: n/a
% Free & Reduced Lunch: 39.9%
% Special Education: 14.4%
% English Language Learners: 12.4%
# of Schools in the District: 88 Schools
Average School Size: ES–387, MS–787, HS–1,090 students

SCHOOL-CONTROLLED RESOURCES:

Instructional Staff
- ES Classroom Teachers
- SS Core Subject Teachers
- ELL Teachers
- Special Ed Teachers—Mainstreamed/Resource Room
- Special Ed Teachers—Self-Contained
- Special Ed 1-1 Aides (EP-driven)
- Instructional Coaches
- Librarian

Pupil Services Staff
- Counselors
- Social Workers
- Psychologists
- Nurse & Health Services Supplies
- Related Services Staff (OT/PT/Speech)

School Administration Staff
- Principals
- Assistant Principals
- Special Ed/Casework
- Parent/Community Coordinators or Liaisons
- Secretary/Clerical Staff

Operations Staff
- Food Services Staff (Cook, Porter, etc.)
- Maintenance Staff (Plumber, Electrician)
- Custodial Staff (Custodians, Cleaners)
- Security Staff (Guard, Sentries, etc.)
- Technology Support Staff (IT Support, Help Desk, etc.)
- Transportation Staff (Drivers, Attendants, etc.)

Staff Overtime or Substitutes
- Short-term Substitutes
- Long Term Substitutes
- Overtime for Instructional Staff
- Overtime for Administrative/Maintenance Staff
- Extracurricular Supplements
- Other Extra-Duty Supplements

Staff Development
- Release time for staff development activities
- Travel expenses for school personnel
- Fees and expenses for speakers and consultants
- Staff development supplies and materials

Instructional Supplies and Services
- Computer Hardware
- Computer Software/Inst. Technology
- Extracurricular/Athletic supplies and materials
- Field Trips—Transportation
- Instructional Supplies
- Library Books and Materials
- Testing and assessment materials
- Textbooks

Admin/Operational Supplies and Services
- Custodial Supplies and Services
- Maintenance Services and Supplies
- Office/Admin Supplies and Services
- Security Services and Supplies
- Transportation Services and Supplies
- Utilities

LESSONS LEARNED:
1. Discretion % is too small.
2. Hard for the FSF formula not to become too complicated—uneven skill set across the district in working with and understanding the formula.
3. Takes principal focus away from instruction.

ACHIEVEMENTS:
1. Weighted funding for poverty.
2. Easy to estimate and adjust for financial impacts of enrollment changes.

TOP THREE REASONS FOR MOVING AWAY FROM FSF:
1. Illusion of discretion
2. Lack of transparency
3. Difficulty for people to understand FSF formula