

BOARD of SUPERVISORS



City Hall
1 Dr. Carlton B. Goodlett Place, Room 244
San Francisco, CA 94102-4689
Tel. No. (415) 554-5184
Fax No. (415) 554-5163
TDD/TTY No. (415) 554-5227

MEMORANDUM

TO: Tom Paulino, Liaison to the Board of Supervisors, Office of the Mayor
Ben Rosenfield, City Controller, Office of the Controller
Dr. Matt Wayne, Superintendent, San Francisco Unified School District

FROM: Stephanie Cabrera, Assistant Clerk, Government Audit and Oversight
Committee, Board of Supervisors

DATE: June 30, 2023

SUBJECT: Civil Grand Jury Report Received

The Board of Supervisors' Government Audit and Oversight Committee is in receipt of the San Francisco Civil Grand Jury (CGJ) report released June 15, 2023, entitled: "Not Making the Grade: San Francisco's Shortage of Credentialed Teachers":

Pursuant to California Penal Code Sections 933 and 933.05, the departments must:

Respond to the report within 60 days of receipt, or no later than August 15, 2023.
For each finding the Department response shall:

- 1) agree with the finding; or
- 2) disagree with it, wholly or partially, and explain why.

As to each recommendation the department shall report that:

- 1) the recommendation has been implemented, with a summary explanation; or
- 2) the recommendation has not been implemented but will be within a set timeframe as provided; or
- 3) the recommendation requires further analysis. The officer or agency head must define what additional study is needed. The Grand Jury expects a progress report within six months; or
- 4) the recommendation will not be implemented because it is not warranted or reasonable, with an explanation.

The Civil Grand Jury Report identified the following city departments to submit responses:

- Office of the Mayor
- Office of the Controller

- Superintendent of schools
- Board of Education

When submitting responses to the Civil Grand Jury, please forward a copy to me at the Board of Supervisors, City Hall, Room 244, 1 Dr. Carlton B. Goodlett Place, San Francisco, CA 94102 or email at: Stephanie.Cabrera@sfgov.org.

cc: Melissa Hernandez, Office of Chair Preston
Andres Power, Office of the Mayor
Todd Rydstrom, Office of the Controller
Hong Mei Pang, San Francisco Unified School District
Danielle Houck, San Francisco Unified School District
Marin Trujillo, San Francisco Unified School District
Mele Lau Smith, San Francisco Unified School District
Judson Steele, Board of Education

Not Making the Grade

San Francisco's Shortage of Credentialed Teachers

June 15, 2023



CITY AND COUNTY OF SAN FRANCISCO

2022–2023 CIVIL GRAND JURY

About the San Francisco Civil Grand Jury

The Civil Grand Jury is a government oversight panel of volunteers who serve for one year. It makes findings and recommendations based on its investigations. Reports of the Civil Grand Jury do not identify individuals by name, and disclosure of information about individuals interviewed by the Jury is prohibited.

—*California Penal Code §929*

2022–2023 Civil Grand Jurors*

Karen Kennard Foreperson

Pierre Andrada

Richard E. Bogan

Robert J. Chansler

Jonathan E. Cowperthwait

Stan Feinsod

Lorna Hill

Laurance Lem Lee

Peter J. Logan

Marvin D. Norman

Byron Norris

Rick Ohlrich

Mijung Park

Matthew Rhoa

Barbara Savitz

Pauline Soffa

Marc Uscilka

Elwyn Wong

Marina Yu

Cover Image: D. Hurst/Alamy

* This report is issued by the Grand Jury with the exception of two jurors who were recused because of a current or recent connection with organizations that are or have been involved with education in San Francisco. These grand jurors were excluded from all parts of the investigation, discussion, and deliberations related to this report, and from the writing and approval of the report.

Summary

State law and San Francisco Unified School District (SFUSD) policy require that all teaching positions be filled by credentialed teachers. However, in the 2020–2021 school year, teachers with full credentials filled only 77% of the District’s teaching assignments, while nearly 10% of its assignments were labeled “Ineffective” by the State. These figures were worse than the average rates for schools in the San Francisco Bay Area and across the state.

The 2022–2023 San Francisco Civil Grand Jury investigated this shortage by analyzing data, conducting interviews, and reviewing publications and research, and discussed challenges in teacher recruitment and retention. Our investigation yielded six findings:

1. SFUSD does not employ an adequate number of credentialed teachers to afford a quality education to all San Francisco students.
2. Recruitment and retention may be negatively affected by the District’s low starting salary for credentialed teachers.
3. Recruitment and retention may be negatively affected by a lack of awareness of the District’s competitive pension and other benefits.
4. Recruitment and retention may be negatively affected by the District’s failures to correctly administer teacher and staff payroll.
5. SFUSD’s lack of data about candidates who decline job offers and credentialed teachers who leave District jobs impairs its ability to understand and remediate its shortage of credentialed teachers.

6. SFUSD administrators' reluctance to cooperate with this investigation slowed our ability to thoroughly examine the District's shortage of credentialed teachers.

This report details the Jury's research, investigation, findings, and recommendations.

Contents

Background	1
A History of Teacher Credentialing	2
Credentialing Requirements	3
Investigating the Data	4
Methodology	5
Quantitative Research	5
SARC Definitions	6
Qualitative Research	7
Discussion	8
Table 1: 2020–2021 Teacher Assignments	9
Figure 1: Clear Credentialed Teachers Ranked by County	10
Figure 2: Ineffective and Out-of-Field Assignments Ranked by County	11
Issues Affecting Teacher Recruitment and Retention	12
Low Pay	12
Figure 3: Relative Starting Salaries by School District	14
Pathway To Teaching	15
Insufficient Publicity of Competitive Benefits	15
Payroll Fiasco	17
No Recruiting and Retention Data	18
Non-Responsive Administrators	18
Findings and Recommendations	20
Finding 1: Insufficient Credentialed Teachers	20
Finding 2: Low Pay	21
Finding 3: Insufficient Publicity of Competitive Benefits	22
Finding 4: Ineffective Payroll Administration	23
Finding 5: Lack of Employee Data	24
Finding 6: Non-Responsive Administrators	25
Required and Invited Responses	26
Appendices	27
Appendix 1: Inconsistent Data	27
Appendix 2: San Francisco Unified School District Schools	29
Appendix 3: Teacher Assignments by School (SARC)	33

Appendix 4: Teacher Misassignments by School (CTC)	37
Appendix 5: Starting Teacher Salary by Bay Area School District	40
Appendix 6: glossary	45
References	48

Background

“A student with even one ineffective teacher may not catch up to his peers for up to 3 years, and having one excellent teacher doesn’t fully compensate for the ineffective one. . . . Students with 3 bad teachers in a row rarely catch up at all. Differences in student achievement of 50 percentile points were observed as a result of teacher sequence after only 3 years. . . . Ineffective teachers tend to be ineffective for all students regardless of their ability level.”

—William L. Sanders and June C. Rivers¹

It is a legal requirement that all California teachers have a valid California teaching credential. All teachers are required to have a valid California credential administered by the Commission on Teacher Credentialing (CTC) to teach in the State.²

When fully credentialed teachers aren’t available, school districts can take advantage of a multitude of available permits and waivers by which they may staff teaching positions with other types of education employees³—or individuals without credentials of any kind.⁴ However, these provisions have always been intended as temporary exceptions to a general policy preference for credentialed teachers. This policy aligns with research that links teacher credentialing to quality educational outcomes.⁵

¹ Sanders and Rivers, “Cumulative and Residual Effects of Teachers.”

² Cal. Educ. Code § 44225 *et seq.*

³ Cal. Code Regs. Tit. 5, § 80021–80033

⁴ Mays, “Many California Teachers.”

⁵ Clotfelter, Ladd, and Vigdor, “Teacher Credentials and Student Achievement,” 673–682.

A statewide teacher staffing shortage, compounded by the COVID-19 pandemic, has resulted in many school districts relying upon more of these permits and waivers.

The San Francisco Civil Grand Jury sought to investigate how many San Francisco Unified School District (SFUSD) teaching positions the District staffed with fully credentialed teachers, and examined the District's challenges in recruiting and retaining credentialed teachers.

A History of Teacher Credentialing

The responsibility for certifying teacher qualifications and competence has not always been a state function in California. Early in state history, individual schools and districts held that responsibility.

By the 1950s, however, dissatisfaction with public school curriculum and teacher preparation led State Senator Hugo Fisher to press for stronger subject matter preparation. The Fisher Act of 1961 delegated the task of improving teacher preparation to the State Board of Education.

In the late 1960s, State Assembly Member Leo J. Ryan worked hard to educate himself and his legislative colleagues on the new educational thinking of the era. To ensure the professionalism of teachers and address demand for qualified teachers, the Ryan Act of 1970 created the nation's first independent standards board: the Commission on Teacher Preparation and Licensing (CTC).⁶

Under subsequent reforms, the CTC's role expanded to include the development of program standards, accreditation procedures, and credentialing practices.

⁶ California Commission on Teacher Credentialing, "[A History of Policies and Forces Shaping California Teacher Credentialing](#)." In 1983, the California Legislature changed this body's name to the Commission on Teacher Credentialing (CTC).

In the late 20th Century, efforts to reduce class sizes increased demand for teachers, which drew increased attention to teacher accountability. In 1998, Senate Bill (SB) 2042 expanded the minimum requirements for teacher credentials.⁷

A 2000 class action, *Eliezer Williams, et al., vs. State of California, et al.*, sought to challenge the unequal distribution of instructional materials, safe and decent school facilities, and qualified teachers across the State. After the case was settled in 2004, the State allocated additional funding for standards-aligned instructional materials and oversight activities. New state law required specified levels of service by Local Education Agencies (LEAs, i.e., school districts).

Among *Williams*' impacts were enhancements to the School Accountability Report Card (SARC), a reporting tool discussed below.⁸

Credentialing Requirements

To obtain teaching certification in California, a candidate must obtain a bachelor's degree from an accredited university or other college degree, pass the California Basic Educational Skills Test (CBEST) and an assessment of their teaching performance, and accrue teaching experience.⁹

On its hiring website, the San Francisco Unified School District (SFUSD) prominently displays its intended compliance with credentialing requirements:

Credentials are required for employment in all certificated positions at SFUSD. It is necessary for educators to hold appropriate credentials for their assignments because in doing so, we **ensure that students receive the quality education** they deserve and the district fulfills our responsibility under

⁷ S. B. 2042 (Chapter 548, Stats. 1998).

⁸ California Department of Education, "[The Williams Case, An Explanation.](#)"

⁹ CTC, "[Teaching Credentials Requirements.](#)"

Education Code §44258.9 to have evidence of the legal basis for the assignment of each educator.¹⁰

Investigating the Data

Each year, all California schools and school districts must update and publish SARC reports to report the condition of their facilities, the assignment of teachers and vacant teaching positions, and the availability of educational materials. SARC data makes it possible for watchdog bodies to determine whether districts comply with the Education Code’s mandate of adequate education to all students.

With SARC reports for San Francisco’s 112 schools as our starting point, the Jury sought to investigate how many of San Francisco’s students are taught by credentialed teachers. We supplemented this analysis with interviews with District administrators, members of the Board of Education, educators, and education advocates.

Our goal was to understand the challenges in teacher retention and recruiting that can affect SFUSD’s teacher shortage and recommend possible solutions.

¹⁰ San Francisco Unified School District, “[Credentiaing](#).”

Methodology

Quantitative Research

To determine the extent to which SFUSD follows certification requirements, the Jury reviewed State data on educator assignments.

Specifically, we consulted SARC reports,¹¹ the California Department of Education (CDE) *DataQuest* database,¹² and CTC’s teacher assignment dashboard.¹³ At the time of our research—spring 2023—the most recent data available from all three sources was from the 2020–2021 school year.

When the Jury discovered inconsistent data definitions and totals between the first two sources and the third, we elected to rely upon SARC data for our analysis. More information about the data challenges we encountered is available in *Appendix 1*.

We reviewed SARC reports for the quantities of SFUSD teachers matching specific assignment definitions—described below—and calculated these as a percentage of all SFUSD teaching positions. We subsequently compared these percentages to statewide averages as well as the average for all San Francisco Bay Area school districts.

¹¹ CDE, “[2022 School Accountability Report Card](#).”

¹² CDE Data Reporting Office, “[DataQuest](#).”

¹³ CTC, “[All Reports and Data](#).”

SARC Definitions

For SARC reporting, the California Department of Education (CDE) uses four definitions of assignments for classroom teachers.¹⁴ They are as follows:

1. Fully Preliminary or Clear Credentialed for Subject and Student Placement;
2. Intern Credential Holders;
3. Credentialed Teachers Assigned Out-of-Field; and
4. Ineffective Teachers.

1. Fully Preliminary or Clear Credentialed for Subject and Student Placement

Also known as a “clear credentialed” teacher, this designates an educator who has met all teaching certification requirements. A clear credential “permits them to teach the subject and grade levels that they are assigned.”

2. Intern Credential Holders

An individual with this credential holds a temporary license that authorizes them to teach for two years.

3. Credentialed Teachers Assigned Out-of-Field

This category encompasses a teacher who holds a credential—but not for the subject area or grade level to which he or she is assigned. These assignments are regulated by CTC permits and waivers.¹⁵

4. Ineffective Teachers

This category encompasses four sub-groups:

¹⁴ CDE, “[Updated Teacher Equity Definitions](#).”

¹⁵ Permits and waivers include the General Education Limited Assignment Permit (GELAP), the Special Education Limited Assignment Permit (SELAP), short-term waivers, and emergency permits, as well as “Local Assignment Options” used by school districts when they cannot otherwise assign a certificated employee.

- A. Teachers without a full teaching license who are assigned under an emergency permit—including short-term and substitute teachers;
- B. Individuals who are not credentialed as teachers and do not have a temporary permit, but are credentialed as school administrators, librarians, nurses, or other personnel;
- C. “Individual[s] who hold no credential, permit, or authorization to teach in California;” and
- D. “Vacant teacher positions,” i.e., positions to which no credentialed employee was assigned at the beginning of a school year (for a year-long role) or the beginning of a semester (for a semester-long course).¹⁶

Qualitative Research

Interviews were an essential part of our investigation to supplement our data analysis. To clearly understand SFUSD’s shortage of credentialed teachers, we interviewed all levels of personnel.

The Jury conducted interviews with District leadership and staff, representatives of the San Francisco Board of Education, staff from SFUSD’s teacher accreditation program, school principals, and teachers.

In adherence to the California Penal Code’s strict confidentiality standards for Civil Grand Jury investigations, this report does not disclose the interview subjects’ identities, the specific questions we asked, nor the answers that each subject furnished.¹⁷

¹⁶ In addition to their use in the SARC, these definitions are used by the Teaching Assignment Monitoring Outcomes (TAMO) reports in CDE’s *DataQuest* database. We determined that TAMO data and SARC data were the same.

¹⁷ CA Penal Code § 929 (2021).

Discussion

Federal, state, and local laws require workers in many professions to demonstrate a standard knowledge and proficiency in their field through testing and proof of training. This includes physicians and nurses, barbers, accountants, bus drivers, and peace officers. Most require a standard body of knowledge and some form of certification or licensing.

It is the Jury's belief, and the premise of this investigation, that teaching should be no exception.

It is bedeviling to precisely correlate teacher certification with student outcomes. One reason for this is that credentialed teachers are not evenly distributed across schools and school districts. For example, lower rates of credentialed teachers frequently coincide with other confounding factors that affect educational outcomes, such as poor student nutrition,¹⁸ lead paint,¹⁹ and parental incarceration.²⁰

Nevertheless, longitudinal research has isolated the effects of teacher credentialing on student outcomes.²¹ This is complemented by a wealth of scholarship that attributes student success to formal teacher training.²² Passing a certification exam is a reasonable proxy for formal training, since testing shows the mastery of a body of knowledge or subject matter acquired over a period of time through education and training.

¹⁸ Whatnall, Patterson, Burrows, and Hutchesson, "Higher Diet Quality."

¹⁹ Zhang, Baker, Tufts, Raymond, Salihu, and Elliott, "Early Childhood Lead Exposure."

²⁰ Nichols and Loper, "Incarceration in the Household," 1455.

²¹ Clotfelter, et al., *op. cit.*; Goldhaber and Brewer, "Teacher Degree Level," 79.

²² See, e.g., Harris and Sass, "Teacher Training," 798.

If we expect credentialed teachers for our students, then what follows is bad news: SFUSD does not employ enough credentialed teachers to furnish a quality education to every student in the District. For more than a decade, the District’s teacher attrition rate has averaged between 9% and 10%, and it cannot recruit sufficient new credentialed teachers to fill each teaching assignment.²³

Our analysis uncovered that in the 2020–2021 school year, approximately 77% of SFUSD teaching positions were staffed by individuals with clear teaching credentials. Put another way, nearly one quarter of teaching positions were staffed by individuals without these credentials. A subset of this group—9% of all teaching positions—were so-called “Ineffective” teacher placements.²⁴

In the same reporting year, in all Bay Area schools, 82% of teaching positions were filled by clear-credentialed teachers, a rate that is one fifth higher than SFUSD’s, and 6.3% of placements were Ineffective—almost one third fewer than in San Francisco. Statewide, 83% of teaching positions were filled by clear-credentialed teachers, and just 4% were Ineffective.

These figures are summarized in *Table 1*.

Table 1: 2020–2021 Teacher Assignments²⁵

	Clear Credentialed	Intern	Out of Field	Ineffective
California	83.12%	1.53%	4.41%	4.08%
San Francisco Bay Area	81.72%	2.38%	3.27%	6.27%
SFUSD	76.24%	2.25%	4.25%	8.92%

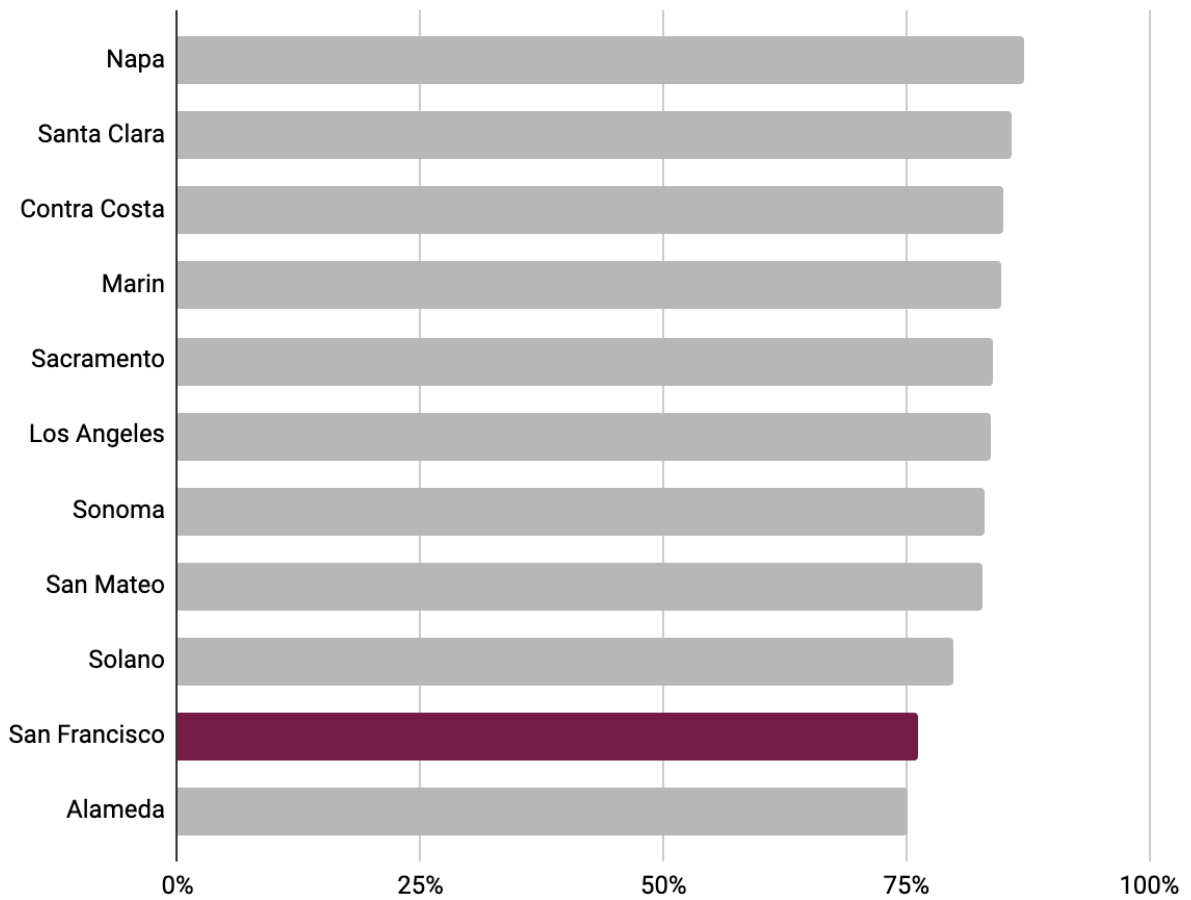
²³ SFUSD, “SFUSD Monitoring Teacher Attrition.”

²⁴ CDE, “Updated Teacher Definitions,” *op. cit.*

²⁵ 2022 SARC.

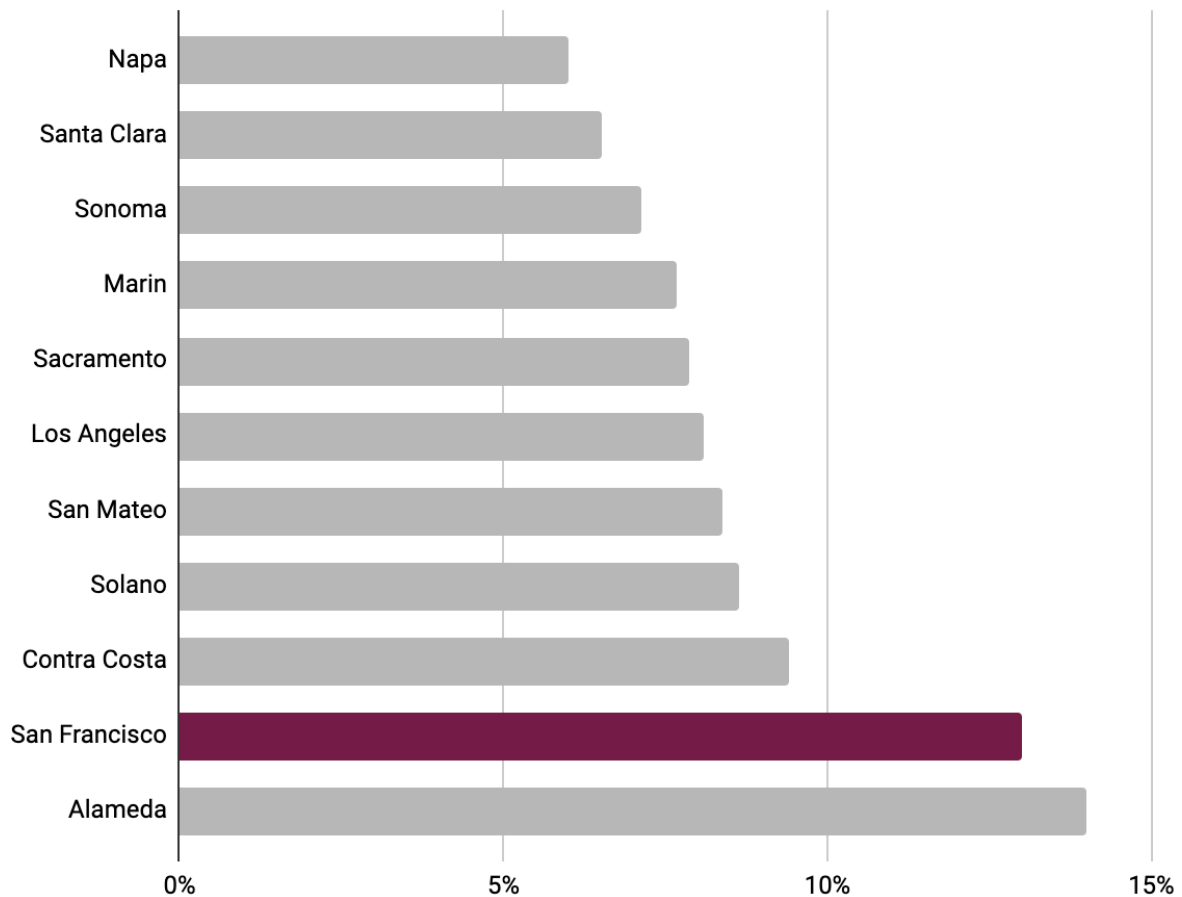
Figure 1 shows the percentage of clear credentialed teachers in several California counties. Figure 2 shows the percentage of Ineffective and Out-of-Field teachers in those counties.

Figure 1: Clear Credentialed Teachers Ranked by County²⁶



²⁶ 2022 SARC. Longer bars in this chart indicate a higher percentage of teaching positions filled by clear-credentialed teachers.

Figure 2: Ineffective and Out-of-Field Assignments Ranked by County²⁷



The State has not yet published reports for the 2021–2022 and 2022–2023 school years, but educators and District administrators told the Jury that the teacher shortage has only worsened in those years, a continued effect of the COVID-19 pandemic.

²⁷ 2022 SARC. Shorter bars in this chart indicate fewer Ineffective or Out of Field teaching assignments.

Issues Affecting Teacher Recruitment and Retention

To understand the data, the Jury turned to qualitative research, speaking with educators and administrators to identify the challenges in recruiting and retaining credentialed teachers that could account for SFUSD’s teacher shortage.

We learned that SFUSD’s human resources department does not maintain a formal database of the reasons that prospective teachers decline job offers from the District. SFUSD also does not conduct exit interviews or otherwise track the reasons that teachers depart the District.

Without these data sources, it is impossible for the Jury—or the District itself—to precisely determine why SFUSD does not recruit or retain an adequate quantity of credentialed teachers. Instead, we only can discuss the likely factors affecting recruitment and retention that were identified by the witnesses we interviewed.

Low Pay

In Jury interviews, both administrators and educators cited low teacher pay as a major factor affecting recruitment and retention.

Certainly, the problem of low teacher pay is not unique to San Francisco. The topic has received attention in academic research,²⁸ among economists,²⁹ and in public opinion.³⁰ However, in the Bay Area, the economic pressures on teachers are particularly acute. The gap between the region’s median teacher salaries and its median rent is the largest in the state.³¹

²⁸ Childs and Shakeshaft, “Meta-Analysis,” 2493.

²⁹ Loeb Page, “[Examining the Link](#),” 393.

³⁰ Jackson Newall, “[Most Americans](#).”

³¹ Lambert and Willis, “[Rising Rents](#).”

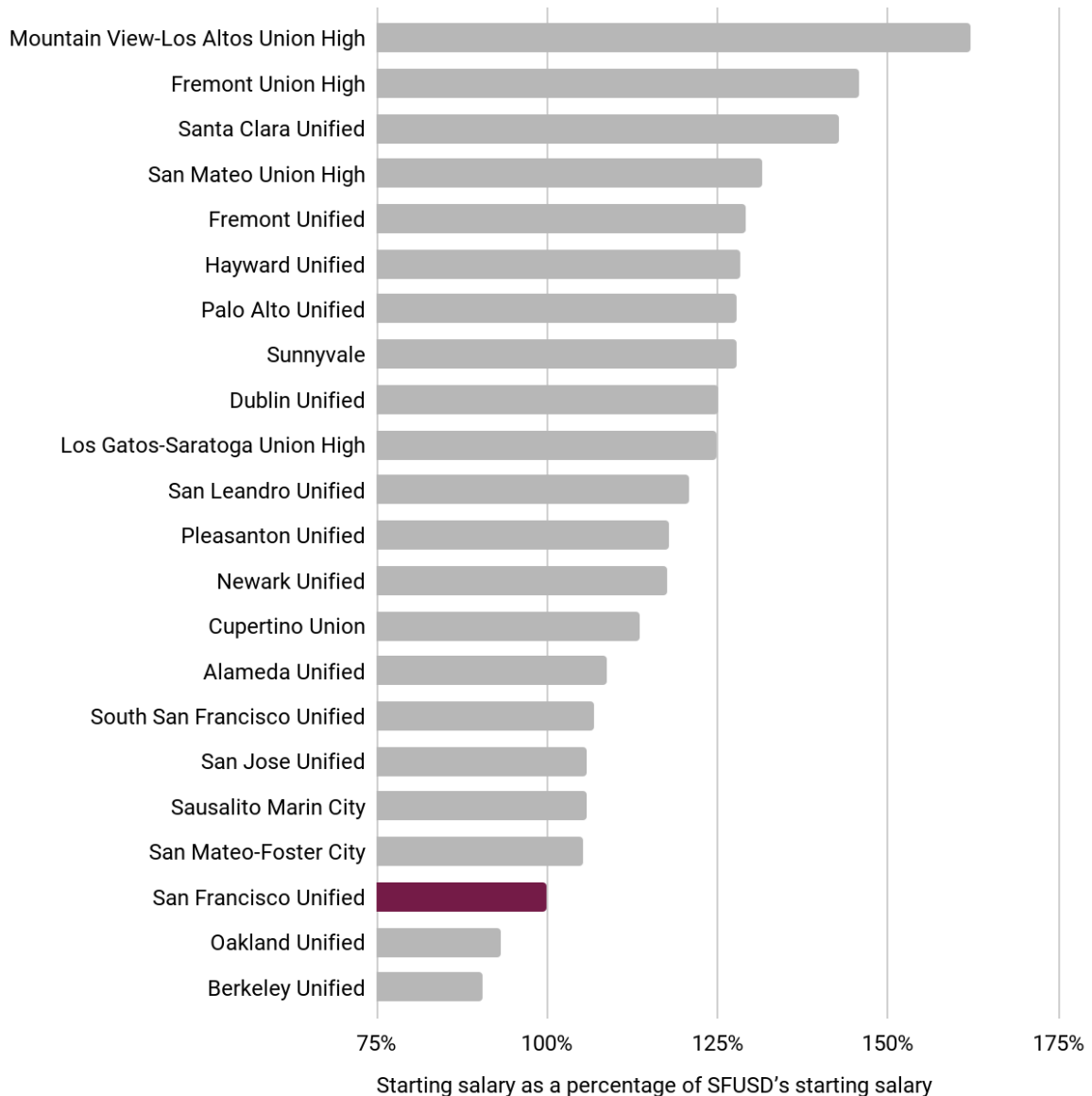
SFUSD's starting salary for a credentialed teacher is \$54,289 per year.³² This amount is 40% less than the United States Department of Housing and Urban Development (HUD)'s definition of "Very Low Income" for families in the region: \$93,200.³³

The amount also is lower than starting salaries in many other Bay Area school districts by as much as 38%, as seen in *Figure 3*. Starting salaries for all Bay Area school districts are available in *Appendix 5*.

³² CDE Office of Financial Accountability and Information Services, "Certificated Salaries & Benefits." SFUSD's contract for full-time certificated teachers specifies that teachers are paid in twelve equal monthly installments.

³³ \$93,200 is the Very Low Income limit used to define eligibility for subsidized housing for a family of four in the San Francisco, CA Metropolitan Area. United States Department of Housing and Urban Development Office of Policy Development and Research, "Income Limits."

Figure 3: Relative Starting Salaries by School District³⁴



Our interview subjects indicated that such low pay discouraged both new and experienced credentialed teachers from teaching in SFUSD.

³⁴ CDE Financial Accountability and Information Services, *op. cit.* Starting salaries for credentialed teachers in select San Francisco Bay Area school districts as a percentage of SFUSD's starting salary for credentialed teachers. Longer bars in this chart indicate higher starting salaries. For additional information about SARC's normalization of teacher salary data, see CDE, "[School Accountability Report Card Data Layout.](#)"

Pathway To Teaching

One prominent effort to increase the number of credentialed teachers in SFUSD is the District's Pathway to Teaching, a fast track to applying for a full credential and SFUSD employment.

Pathway to Teaching is a practice-based intern credential program by which a candidate can earn a salary while also completing requirements to earn a preliminary credential in 15–24 months. Candidates complete courses, receive mentorship and student teaching supervision, accrue field experience, and prepare to pass the credentialing examinations required by the CTC. Since 2019, the program has graduated 259 participants.³⁵

The Jury believes programs such as Pathway to Teaching that boost teacher recruitment merit additional study to evaluate their efficacy.

Insufficient Publicity of Competitive Benefits

Despite SFUSD's comparatively low pay, there are competitive non-salary benefits that could make the District a desirable place in which to teach.

Administrators called specific attention to SFUSD's contribution to teacher pensions, administered through the San Francisco Employees' Retirement System. SFUSD is among only 17 Bay Area school districts that provide lifetime benefits to retirees.³⁶ These benefits are indeed noteworthy—however they are not featured in SFUSD's online recruiting materials,³⁷ nor has SFUSD issued a press release promoting these benefits in at least five years.³⁸

³⁵ SFUSD, "[About Pathway to Teaching](#)."

³⁶ CDE, "Certificated Salaries & Benefits," *op. cit.*

³⁷ SFUSD, "[Join SFUSD](#)."

³⁸ SFUSD, "[Press Releases](#)."

In addition, while not administered by SFUSD, two San Francisco programs exist to assist certified teachers in combating the City’s unaffordable housing costs. The first is Teacher Next Door, a loan program from the Mayor’s Office of Housing Community and Development (MOHCD).³⁹

The second program, Educators Downpayment Assistance Loan Program (Educators-DALP), provides District employees down payment assistance to purchase their first market-rate home in San Francisco.⁴⁰

The District promotes Teacher Next Door in many teachers’ job postings,⁴¹ but has publicized the program in only one press release in five years.⁴² Educators-DALP is not featured in the District’s recruiting materials, and is mentioned only in the same February 2022 press release.

The Jury recognizes that matters of job listings and promoting benefits programs are complex—for example, they may be subject to agreements with labor partners. However, if SFUSD’s administrators believe that benefits are a differentiator in the competitive market for credentialed teachers, then an opportunity has been missed to leverage them as a recruiting tool.

³⁹ Teacher Next Door is a loan program from the Mayor’s Office of Housing Community and Housing Development (MOHCD). The program affords forgivable loans of between \$20,000 and \$40,000 to District employees purchasing their first home. City and County of San Francisco, “[About the Teacher Next Door Program](#).”

⁴⁰ The Educators’ Downpayment Assistance Loan Program (Educators-DALP) provides District employees down payment assistance of up to \$500,000 to purchase their first market-rate home in San Francisco, subject to loan pre-approval, participation in MOHCD education programs, and other eligibility requirements. CCSF, “[Educators Downpayment Assistance Loan Program \(Educators-DALP\)](#).”

⁴¹ See, e.g., SFUSD, “[Early Childhood Education Teacher](#).”

⁴² SFUSD, “[SF Board of Education Approves Ground Lease Agreements](#).”

Payroll Fiasco

Since January 2022, SFUSD has faced another impediment to effective recruiting and retention of credentialed teachers: a succession of missteps surrounding its payroll administration beginning with the unsuccessful purchase of a new payroll system, EMPowerSF.

SFUSD employees have experienced inaccurate paychecks,⁴³ canceled insurance benefits,⁴⁴ and improper deductions.⁴⁵ Concurrently, District administrators have received waves of negative media coverage chronicling the mounting complexity and expense of fixing the system as it spiraled from an initially disclosed price tag of \$2.8 million⁴⁶ to \$8 million today.⁴⁷

Images of teachers' overnight sit-ins competed with District administrators' declaration of a "payroll state of emergency"⁴⁸ to sustain negative attention on SFUSD's failures—tarnishing its reputation as an employer of choice.

In another case to receive wide media coverage, in March 2023, SFUSD administrators informed employees that their 2022 tax refunds may be affected by the District's failure to accurately report wages to the State.⁴⁹ As the District works to address its recruiting and retention challenges, additional harmful publicity is ill-timed.

⁴³ Tucker, "[S.F. Teacher Got Paid \\$0 in April.](#)"

⁴⁴ Stoughtenborough, "[S.F. Teachers Stage Overnight Sit-In.](#)"

⁴⁵ Knight, "[S.F. Teachers Are Resigning.](#)"

⁴⁶ Tucker, "[S.F. School District Paid \\$14 Million.](#)"

⁴⁷ Vainshtein, "[SFUSD Pours More Money into Fixing Troubled EMPower.](#)"

⁴⁸ Tucker, "[S.F. Teacher Payroll Fiasco.](#)"

⁴⁹ Whiting, "[SFUSD Admits to Major Payroll Problem.](#)"

No Recruiting and Retention Data

As previously discussed, the Jury learned that SFUSD does not presently track the reasons it fails to hire new credentialed teachers, nor the reasons that teachers leave the District. San Franciscans are deprived of the deeper insight and potential solutions that would be revealed by data from the types of candidate tracking and human resources management tools that are commonplace in the private sector. The Jury is concerned that the District does not centrally collect and analyze such data.

Non-Responsive Administrators

During this investigation, the Jury experienced reluctance on the part of SFUSD administrators to cooperate with our inquiries. Our requests for interviews and information frequently went unacknowledged, and multiple interview subjects either did not make themselves available or refused to participate outright. These delays required repeated interventions by the Office of the San Francisco City Attorney. This poor cooperation slowed our ability to examine the District's shortage of credentialed teachers.

A quarter century ago, the San Francisco Civil Grand Jury of 1998–1999 sought to gather information and interviews from SFUSD in an investigation of the District's bilingual education programs. That Jury met with “an almost total lack of cooperation from the various District Administrators with whom it dealt,” leading to a report that included formal findings of “delay of and interference with [the] Grand Jury's Investigation” and “manipulation of reported numbers.”⁵⁰

We draw a distinction between our predecessors' experience and our own. Eventually, we were able to conduct most of the interviews we sought, and we have no cause to

⁵⁰ San Francisco Civil Grand Jury, “San Francisco Unified School District” (1999). In a follow up report the following year, the 1999–2000 Civil Grand Jury noted that a subsequent generation of SFUSD leadership furnished “a commendable degree of cooperation.”

doubt either the accuracy of the data we analyzed or the intentions of those who compiled it. The reluctance we encountered stemmed from administrators' unfamiliarity with the San Francisco Civil Grand Jury and their obligation to cooperate with our work.

Nevertheless, SFUSD has room to improve in its willingness and ability to fully track, recognize, and communicate the challenges it faces. A more data-driven and forthright management culture would only help the District's efforts to recruit and retain credentialed teachers.

Transparency is a vital component in addressing a problem as urgent as the shortage of credentialed teachers, with nothing less than the effective education of San Francisco's students on the line.

Findings and Recommendations

Finding 1: Insufficient Credentialed Teachers

By assigning 26% fewer clear credentialed teachers to classroom roles and 56% more misassigned teaching positions than school districts statewide, the San Francisco Unified School District does not employ an adequate number of credentialed teachers to afford a quality education to all San Francisco students.

Recommendation 1

Prior to the start of the 2024–2025 school year, the San Francisco Board of Education should direct the Superintendent of schools to prepare an annual public report on SFUSD’s efforts to recruit and retain credentialed teachers.

Finding 2: Low Pay

The San Francisco Unified School District’s starting salary for credentialed teachers of \$54,289 is both lower than the United States Department of Housing and Urban Development’s limit for affordable housing in the San Francisco Bay Area, and lower than the starting salary for credentialed teachers in many other Bay Area school districts, which can negatively affect SFUSD’s recruitment and retention of credentialed teachers.

Recommendation 2.1

Prior to the start of the 2024–2025 school year, the San Francisco Board of Education should direct the Superintendent of schools to prepare an annual public report on SFUSD’s credentialed teacher salaries relative to United States Department of Housing and Urban Development (HUD) Income Limits.

Recommendation 2.2

Prior to the start of the 2024–2025 school year, the San Francisco Board of Education should direct the Superintendent of schools to prepare an annual public report on SFUSD’s credentialed teacher salaries relative to those of other school districts in the San Francisco Bay Area.

Finding 3: Insufficient Publicity of Competitive Benefits

The San Francisco Unified School District’s competitive pension benefits and San Francisco’s subsidy programs for teacher housing are not broadly publicized, which can negatively affect SFUSD’s recruitment and retention of credentialed teachers.

Recommendation 3

By December 30, 2023, the San Francisco Board of Education should direct the Superintendent of schools to expand its promotion of SFUSD’s pension and benefits programs and San Francisco’s teacher housing subsidies in its recruiting materials.

Finding 4: Ineffective Payroll Administration

The San Francisco Unified School District’s failures to correctly administer teacher and staff payroll can negatively affect SFUSD’s recruitment and retention of credentialed teachers.

Recommendation 4.1

By September 30, 2023, the Mayor should request that the San Francisco Controller’s Office prepare a public report that performs a root-cause analysis of the San Francisco Unified School District’s purchase and implementation of EMPowerSF.

Recommendation 4.2

By September 30, 2023, the Mayor should request that the San Francisco Controller’s Office prepare a public report that performs a root-cause analysis of the San Francisco Unified School District’s failure to correctly report staff tax withholdings to the California Franchise Tax Board.

Finding 5: Lack of Employee Data

The San Francisco Unified School District’s lack of data about candidates who decline SFUSD job offers and credentialed teachers who leave SFUSD jobs impairs its ability to understand and remediate its shortage of credentialed teachers.

Recommendation 5.1

By December 30, 2023, the San Francisco Board of Education should direct the Superintendent of schools to incorporate the appropriate training, protocols, and software tooling to record the reasons credentialed teachers do not accept job offers in SFUSD, and prepare an annual summary report analyzing these factors.

Recommendation 5.2

By December 30, 2023, the San Francisco Board of Education should direct the Superintendent of schools to incorporate the appropriate training, protocols, and software tooling to record the reasons credentialed teachers leave SFUSD—for example, exit interviews—and prepare an annual summary report analyzing these factors.

Finding 6: Non-Responsive Administrators

Some SFUSD administrators initially did not assist the Jury’s investigation because they were unfamiliar with our institution and their responsibility to respond to our requests. These delays slowed our examination of the District’s shortage of credentialed teachers.

Recommendation 6

By December 30, 2023, the San Francisco Board of Education should direct the Superintendent of schools to direct all SFUSD employees to cooperate with Civil Grand Jury investigations.

Required and Invited Responses

Required Responses

Pursuant to California Penal Code §933, the Jury requests from these City institutions responses to the following Findings and Recommendations:

- Mayor and Superintendent of schools within 60 calendar days;
- San Francisco Board of Education within 90 days

Respondent	Findings	Recommendations
Office of the Mayor		R4.1, R4.2
Superintendent of schools	F1, F2, F3, F4, F5, F6	R1, R2.1, R2.2, R3, R4.1, R4.2, R5.1, R5.2, R6
San Francisco Board of Education	F1, F2, F3, F4, F5, F6	R1, R2.1, R2.2, R3, R4.1, R4.2, R5.1, R5.2, R6

Invited Responses

The Jury invites responses to the following Findings and Recommendations from this City institution within 60 calendar days:

Respondent	Findings	Recommendations
San Francisco Controller's Office		R4.1, R4.2

Appendices

Appendix 1: Inconsistent Data

In its reports on teaching assignments, the California Commission on Teacher Credentialing (CTC) defines teacher *Misassignment* as follows:

The placement of a certificated employee in a teaching or services position for which the educator does not hold a legally recognized certificate, credential, permit, or waiver with an appropriate authorization for the assignment or is not otherwise authorized for the assignment under another section of statute or regulation.⁵¹

This definition bears superficial similarity to SARC’s *Teachers Without Credentials and Misassignments*, but the CTC explicitly advises that CTC’s and SARC’s totals for these terms do not directly align. The CTC’s California Educator Assignment Monitoring dashboard states that “[d]efinitions and outcomes may not be directly comparable to other teacher data reports,” including SARC.⁵²

Indeed, SARC’s *Teachers Without Credentials and Misassignments* total does not equal CTC’s number of *Teacher Misassignments*—and the two totals are different enough from one another to merit specific attention.

In our initial analysis, there appeared to be a substantial difference between SARC’s *Teachers Without Credentials and Misassignments* category and CTC’s *Teacher Misassignments*. The former data source reported 252 misassignments—i.e., 8.9% of

⁵¹ CTC, “[Data Terms](#).”

⁵² CTC, “[California Educator Assignment Monitoring](#).”

SFUSD's 2831.6 teaching positions;⁵³ the latter reported 1345 misassignments, which would represent an astonishing 47% of all teaching positions. Such a significant difference required deeper investigation.

The Jury identified several anomalies in the CTC data set that would appear to contribute to the widely different values in each source.

For example, the CTC report indicated 811 misassigned teaching positions at Five Keys Independence High School alone. As the educational program within the San Francisco County Sheriff's jail facility, Five Keys does not employ 811 teachers altogether, let alone 811 misassigned teachers.

When we filtered both data sets to remove data from Five Keys, the two data sets' numbers of misassigned teachers more closely matched each other—14.87% according to CTC data, and 7.16% according to SARC/TAMO—but they still did not align.

In another example, CTC data showed 21 misassigned teaching positions at City Arts & Leadership Academy, a charter school in Balboa Park. According to DataQuest, however, City Arts & Leadership only reported 16 teaching positions altogether. Our attempts to determine how more than 100% of a school's teaching positions could be misassigned cast further doubt on our ability to draw conclusions using the CTC's data.⁵⁴

⁵³ The aggregate effects of rounding would seem to account for a non-integer total.

⁵⁴ The Jury has concerns about the quality of SARC's data, too. In spring 2023, SARC's 2020–2021 data files and 2021–2022 files were differently organized but contained identical totals for SFUSD and statewide teachers. We requested that the California Department of Education's Data Reporting Office furnish clarification but received the same data again. It exceeds the Jury's jurisdiction to make findings or recommendations about the State's data collection and reporting.

Appendix 2: San Francisco Unified School District Schools

CDS code	School	Address	ZIP	Grade	Charter
38684780119958	Academy (The)- SF @McAteer	555 Portola Dr.	94131-1616	9-12	No
38684786040695	Alamo Elementary	250 23rd Ave.	94121-2009	K-5	No
38684786040703	Alvarado Elementary	625 Douglas St.	94114-3140	K-5	No
38684786062020	Aptos Middle	105 Aptos Ave.	94127-2520	6-8	No
38684786040737	Argonne Elementary	680 18th Ave.	94121-3818	K-5	No
38684787019417	Arise Educational Center	1760 Cesar Chavez St., Stes RS	94124-1136	K-12	No
38684783830387	Asawa (Ruth) SF Sch of the Arts, A Public School	555 Portola Dr.	94131-1616	9-12	No
38684783830288	Balboa High	1000 Cayuga Ave.	94112-3236	9-12	No
38684780132241	Brown Jr. (Willie L) Middle	2055 Silver Ave.	94122-2032	6-8	No
38684786040778	Bryant Elementary	2641 25th St.	94110-3514	K-5	No
38684786062046	Buena Vista/ Horace Mann K-8	3351 23rd St.	94110-3031	K-8	No
38684783830254	Burton (Phillip and Sala) Academic High	400 Mansell St.	94134-1829	9-12	No
38684786040752	Carmichael (Bessie)/FEC	375 Seventh St.	94103-4020	K-8	No
38684786093496	Carver (George Washington) Elementary	1360 Oakdale Ave.	94124-2724	K-5	No
38684786041149	Chavez (Cesar) Elementary	825 Shotwell St.	94110-3212	K-5	No
38684786113252	Chin (John Yehall) Elementary	350 Broadway St.	94133-4503	K-5	No
38684780120386	Chinese Immersion School at DeAvila	1250 Waller St.	94117-2919	K-5	No
38684780107300	City Arts & Leadership Academy	350 Seneca Ave.	94112-3248	9-12	Yes
38684786040828	Clarendon Alternative Elementary	500 Clarendon Ave.	94131-1113	K-5	No
38684786040836	Cleveland Elementary	455 Athens St.	94112-2801	K-5	No
38684786040968	Cobb (William L.) Elementary	2725 California St.	94115-2513	K-5	No
38684786112601	Creative Arts Charter	1601 Turk St.	94115-4527	K-8	Yes
38684786059869	Denman (James) Middle	241 Oneida Ave.	94112-3228	6-8	No
38684783830064	Downtown High	693 Vermont St.	94107-2635	9-12	No
38684786104673	Drew (Charles) College Preparatory Academy	50 Pomona Ave.	94124-2344	K-5	No
38684786908917	Edgewood Community School	1801 Vicente St.	94116-2923	9-12	No
38684786040950	El Dorado Elementary	70 Delta St.	94134-2145	P-5	No

CDS code	School	Address	ZIP	Grade	Charter
38684786062038	Everett Middle	450 Church St.	94114-1721	6-8	No
38684780111427	Feinstein (Dianne) Elementary	2550 25th Ave.	94116-2901	K-5	No
38684780101774	Five Keys Charter (SF Sheriff's)	1 Moreland Dr.	94066-1670	9-12	Yes
38684780118141	Five Keys Independence HS (SF Sheriff's)	70 Oak Grove	94107-1019	9-12	Yes
38684786041347	Flynn (Leonard R.) Elementary	3125 Cesar Chavez St.	94110-4722	K-5	No
38684786059844	Francisco Middle	2190 Powell St.	94133-1949	6-8	No
38684783831765	Galileo High	1150 Francisco St.	94109-1004	9-12	No
38684786041040	Garfield Elementary	420 Filbert St.	94133-3002	K-5	No
38684783830437	Gateway High	1430 Scott St.	94115-3510	9-12	Yes
38684780123265	Gateway Middle	1512 Golden Gate Ave.	94115-4515	6-8	Yes
38684786059828	Giannini (A.P.) Middle	3151 Ortega St.	94122-4051	6-8	No
38684786041073	Glen Park Elementary	151 Lippard Ave.	94131-3249	K-5	No
38684786041115	Grattan Elementary	165 Grattan St.	94117-4208	K-5	No
38684786041123	Guadalupe Elementary	859 Prague St.	94112-4516	K-5	No
38684786040760	Harte (Bret) Elementary	1035 Gilman Ave.	94124-3710	K-5	No
38684786041156	Hillcrest Elementary	810 Silver Ave.	94134-1012	K-5	No
38684786059851	Hoover (Herbert) Middle	2290 14th Ave.	94116-1841	6-8	No
38684786040984	Huerta (Dolores) Elementary	65 Chenery St.	94131-2706	K-5	No
38684783830197	Independence High	1350 7th Ave.	94122-2508	9-12	No
38684786041230	Jefferson Elementary	1725 Irving St.	94122-1893	K-5	No
38684780102103	Jordan (June) School for Equity	325 La Grande Ave.	94112-2866	9-12	No
38684786041008	Key (Francis Scott) Elementary	1530 43rd Ave.	94122-2925	K-5	No
38684786041602	King (Thomas Starr) Elementary	1215 Carolina St.	94107-3322	K-5	No
38684786059885	King Jr. (Martin Luther) Academic Middle	350 Girard St.	94134-1469	6-8	No
38684780101337	KIPP Bayview Academy	1060 Key Ave.	94124-3563	5-8	Yes
38684780101352	KIPP SF Bay Academy	1430 Scott St., Third Fl.	94115-3510	5-8	Yes
38684780127530	KIPP SF College Preparatory	1195 Hudson Ave.	94124-2488	9-12	Yes
38684786041305	Lafayette Elementary	4545 Anza St.	94121-2621	K-5	No
38684786041321	Lakeshore Alternative Elementary	220 Middlefield Dr.	94132-1418	K-5	No
38684786040877	Lau (Gordon J.) Elementary	950 Clay St.	94108-1521	K-5	No
38684786041339	Lawton Alternative	1570 31st Ave.	94122-3104	K-8	No
38684786089569	Lee (Edwin and Anita) Newcomer	657 Merchant St.	94111-2505	K-5	No

CDS code	School	Address	ZIP	Grade	Charter
38684786062053	Lick (James) Middle	1220 Noe St.	94114-3714	6-8	No
38684783830429	Life Learning Academy Charter	651 Eighth St., Bldg. 229 Treasure Island	94130-1901	9-12	Yes
38684786102479	Lilienthal (Claire) Elementary	3630 Divisadero St.	94123-1411	K-8	No
38684783833241	Lincoln (Abraham) High	2162 24th Ave.	94116-1723	9-12	No
38684786041362	Longfellow Elementary	755 Morse St.	94112-4223	K-5	No
38684783833407	Lowell High	1101 Eucalyptus Dr.	94132-1401	9-12	No
38684786041586	Malcolm X Academy	350 Harbor Rd.	94124-2474	K-5	No
38684786062061	Marina Middle	3500 Fillmore St.	94123-2103	6-8	No
38684783830403	Marshall (Thurgood) High	45 Conkling St.	94124-1931	9-12	No
38684786041412	Marshall Elementary	1575 15th St.	94103-3639	K-5	No
38684786041016	McCoppin (Frank) Elementary	651 Sixth Ave.	94118-3804	K-5	No
38684786041420	McKinley Elementary	1025 14th St.	94114-1221	K-5	No
38684786040919	Milk (Harvey) Civil Rights Elem	4235 19th St.	94114-2415	K-5	No
38684786041438	Miraloma Elementary	175 Omar Way	94127-1701	K-5	No
38684786089585	Mission Education Center	1670 Noe St.	94131-2357	K-5	No
38684783834082	Mission High	3750 18th St.	94114-2614	9-12	No
38684780123505	Mission Preparatory	1050 York St.	94110-3420	K-8	Yes
38684786041446	Monroe Elementary	260 Madrid St.	94112-2055	K-5	No
38684786099154	Moscone (George R.) Elementary	2576 Harrison St.	94110-2720	K-5	No
38684786041255	Muir (John) Elementary	380 Webster St.	94117-3512	K-5	No
38684786097919	New Traditions Elementary	2049 Grove St.	94117-1123	K-5	No
38684783834769	O'Connell (John) High	2355 Folsom St.	94110-2010	9-12	No
38684786981534	Oakes Children's Center	1550 Treat Ave.	94110-5234	K-8	No
38684786041271	Ortega (Jose) Elementary	400 Sargent St.	94132-3152	K-5	No
38684786041206	Parker (Jean) Elementary	840 Broadway St.	94133-4219	K-5	No
38684786041503	Parks (Rosa) Elementary	1501 O'Farrell St.	94115-3762	K-5	No
38684786041065	Peabody (George) Elementary	251 Sixth Ave.	94118-2311	K-5	No
38684786062079	Presidio Middle	450 30th Ave.	94121-1766	6-8	No
38684786041511	Redding Elementary	1421 Pine St.	94109-4719	K-5	No
38684786041487	Revere (Paul) Elementary	555 Tompkins Ave.	94110-6144	K-8	No
38684786089775	Rooftop Elementary	443 Burnett Ave.	94131-1330	K-8	No
38684786059901	Roosevelt Middle	460 Arguello Blvd.	94118-2505	6-8	No

CDS code	School	Address	ZIP	Grade	Charter
38684780119875	S.F. International High	655 DeHaro St.	94107-2727	8-12	No
38684786093488	SF Community Alternative	125 Excelsior Ave.	94112-2041	K-8	No
38684780123117	SF Public Montessori	2340 Jackson St.	94115-1323	K-5	No
38684786041545	Sanchez Elementary	325 Sanchez St.	94114-1615	K-5	No
38684786041289	Serra (Junipero) Elementary	625 Holly Park Cir.	94110-5815	K-5	No
38684786041560	Sheridan Elementary	431 Capitol Ave.	94112-2934	K-5	No
38684786041578	Sherman Elementary	1651 Union St.	94123-4506	K-5	No
38684786040851	Sloat (Commodore) Elementary	50 Darien Way	94127-1902	K-5	No
38684786041594	Spring Valley Elementary	1451 Jackson St.	94109-3115	K-5	No
38684786041529	Stevenson (Robert Louis) Elementary	2051 34th Ave.	94116-1109	K-5	No
38684786041610	Sunnyside Elementary	250 Foerster St.	94112-1341	K-5	No
38684786113997	Sunset Elementary	1920 41st Ave.	94116-1101	K-5	No
38684786041644	Sutro Elementary	235 12th Ave.	94118-2103	K-5	No
38684786040943	Taylor (Edward R.) Elementary	423 Burrows St.	94134-1449	K-5	No
38684786115901	Tenderloin Community	627 Turk St.	94102-3212	K-5	No
38684786040935	Thomas Edison Charter Academy	3531 22nd St.	94114-3405	K-8	Yes
38684786041685	Ulloa Elementary	2650 42nd Ave.	94116-2714	K-5	No
38684786041701	Visitacion Valley Elementary	55 Schwerin St.	94134-2742	K-5	No
38684786059919	Visitacion Valley Middle	1971 Visitacion Ave.	94134-2700	6-8	No
38684783830205	Wallenberg (Raoul) Traditional High	40 Vega St.	94115-3826	9-12	No
38684783839081	Washington (George) High	600 32nd Ave.	94121-2733	9-12	No
38684786040893	Webster (Daniel) Elementary	465 Missouri St.	94107-2826	K-5	No
38684783830031	Wells (Ida B.) High	1099 Hayes St.	94117-1621	9-12	No
38684786041727	West Portal Elementary	5 Lenox Way	94127-1111	K-5	No
38684786041131	Yick Wo Elementary	2245 Jones St.	94133-2207	K-5	No
38684786113245	Yu (Alice Fong) Elementary	1541 12th Ave.	94122-3503	K-8	No

Appendix 3: Teacher Assignments by School (SARC)

CDS code	School	Clear	Intern	Out of Field	Ineffective	unknown	Total
38684780119958	Academy (The)- SF @McAteer	85.17%	0%	13.89%	0.00%	0.89%	18.0
38684786040695	Alamo Elementary	91.43%	0%	0.00%	0.00%	8.57%	23.3
38684786040703	Alvarado Elementary	83.33%	4.17%	0.00%	4.17%	8.33%	24.0
38684786062020	Aptos Middle	71.79%	5.14%	1.87%	7.84%	13.34%	53.4
38684786040737	Argonne Elementary	89.09%	5.46%	0.00%	0.00%	5.46%	18.3
38684787019417	Arise Educational Center	*	*	*	*	*	*
38684783830387	Asawa (Ruth) SF Sch of the Arts, A Public School	77.31%	2.69%	16.78%	2.69%	0.54%	37.1
38684783830288	Balboa High	67.45%	1.73%	1.39%	14.08%	15.34%	57.7
38684780132241	Brown Jr. (Willie L) Middle	65.91%	0%	3.64%	14.77%	15.68%	22.0
38684786040778	Bryant Elementary	100.00%	0%	0.00%	0.00%	0.00%	10.8
38684786062046	Buena Vista/ Horace Mann K-8	80.97%	0%	2.17%	11.42%	5.44%	36.7
38684783830254	Burton (Phillip and Sala) Academic High	76.51%	3.62%	3.83%	7.41%	8.58%	60.8
38684786040752	Carmichael (Bessie)/FEC	89.52%	2.75%	0.00%	6.36%	1.37%	29.1
38684786093496	Carver (George Washington) Elementary	100.00%	0%	0.00%	0.00%	0.00%	8.0
38684786041149	Chavez (Cesar) Elementary	80.22%	6.59%	0.00%	4.40%	8.79%	22.7
38684786113252	Chin (John Yehall) Elementary	100.00%	0%	0.00%	0.00%	0.00%	9.5
38684780120386	Chinese Immersion School at DeAvila	87.30%	0%	0.00%	12.70%	0.00%	15.7
38684780107300	City Arts & Leadership Academy	70.26%	7.37%	0.00%	22.30%	0.00%	16.1
38684786040828	Clarendon Alternative Elementary	90.00%	0%	0.00%	0.00%	10.00%	20.0
38684786040836	Cleveland Elementary	76.81%	17.39%	0.00%	5.80%	0.00%	17.2
38684786040968	Cobb (William L.) Elementary	87.50%	12.5%	0.00%	0.00%	0.00%	8.0
38684786112601	Creative Arts Charter	78.27%	0%	0.00%	21.73%	0.00%	23.2
38684786059869	Denman (James) Middle	71.95%	0%	2.22%	9.81%	16.01%	44.9
38684783830064	Downtown High	35.29%	0%	56.24%	7.55%	0.62%	6.4
38684786104673	Drew (Charles) College Preparatory Academy	70.59%	5.88%	23.53%	0.00%	0.00%	8.5
38684786908917	Edgewood Community School	*	*	*	*	*	*
38684786040950	El Dorado Elementary	94.74%	0%	0.00%	0.00%	5.26%	9.5
38684786062038	Everett Middle	60.07%	2.16%	8.18%	13.62%	15.95%	34.7
38684780111427	Feinstein (Dianne) Elementary	91.67%	0%	0.00%	0.00%	8.33%	24

CDS code	School	Clear	Intern	Out of Field	Ineffective	unknown	Total
38684780101774	Five Keys Charter (SF Sheriff's)	42.07%	0%	20.48%	37.27%	0.00%	5.4
38684780118141	Five Keys Independence HS (SF Sheriff's)	18.95%	0%	28.77%	52.21%	0.05%	91.6
38684786041347	Flynn (Leonard R.) Elementary	90.36%	4.82%	0.00%	4.82%	0.00%	20.7
38684786059844	Francisco Middle	82.52%	0%	0.00%	3.53%	13.92%	32.9
38684783831765	Galileo High	80.18%	1.17%	2.17%	3.56%	12.90%	85.2
38684786041040	Garfield Elementary	100.00%	0%	0.00%	0.00%	0.00%	12.4
38684783830437	Gateway High	79.99%	0%	0.00%	19.97%	0.00%	27.9
38684780123265	Gateway Middle	48.54%	0%	0.00%	38.01%	13.39%	17.1
38684786059828	Giannini (A.P.) Middle	75.89%	0%	5.33%	5.65%	13.11%	49.9
38684786041073	Glen Park Elementary	78.13%	12.5%	0.00%	0.00%	9.38%	16.0
38684786041115	Grattan Elementary	89.19%	5.41%	0.00%	5.41%	0.00%	18.5
38684786041123	Guadalupe Elementary	87.10%	6.45%	6.45%	0.00%	0.00%	15.5
38684786040760	Harte (Bret) Elementary	100.00%	0%	0.00%	0.00%	0.00%	12.0
38684786041156	Hillcrest Elementary	76.92%	4.62%	4.62%	4.62%	9.23%	21.6
38684786059851	Hoover (Herbert) Middle	83.18%	3.15%	3.11%	3.97%	6.54%	42.8
38684786040984	Huerta (Dolores) Elementary	65.63%	12.5%	6.25%	12.50%	3.13%	16.0
38684783830197	Independence High	44.13%	0%	36.14%	19.16%	0.51%	15.6
38684786041230	Jefferson Elementary	92.11%	2.63%	0.00%	0.00%	5.26%	19.0
38684780102103	Jordan (June) School for Equity	58.48%	0%	26.92%	7.20%	7.30%	20.6
38684786041008	Key (Francis Scott) Elementary	88.37%	0%	0.00%	4.65%	6.98%	21.5
38684786041602	King (Thomas Starr) Elementary	69.23%	0%	15.38%	10.26%	5.13%	19.5
38684786059885	King Jr. (Martin Luther) Academic Middle	79.78%	0%	2.62%	10.48%	7.08%	23.2
38684780101337	KIPP Bayview Academy	54.50%	0%	5.36%	34.71%	5.36%	14.0
38684780101352	KIPP San Francisco Bay Academy	56.22%	0%	0.00%	43.78%	0.00%	15.9
38684780127530	KIPP San Francisco College Prep	55.12%	2.42%	13.91%	28.48%	0.00%	33.0
38684786041305	Lafayette Elementary	93.18%	0%	0.00%	4.55%	2.27%	22.0
38684786041321	Lakeshore Alternative Elementary	86.43%	0%	0.00%	4.52%	9.05%	22.1
38684786040877	Lau (Gordon J.) Elementary	88.52%	3.28%	1.64%	3.28%	3.28%	30.5
38684786041339	Lawton Alternative	90.06%	0%	0.00%	0.00%	9.94%	28.4
38684786089569	Lee (Edwin and Anita) Newcomer	90.00%	0%	0.00%	10.00%	0.00%	5.0
38684786062053	Lick (James) Middle	63.69%	1.28%	6.81%	14.06%	14.16%	31.2
38684783830429	Life Learning Academy Charter	49.22%	0%	29.36%	21.24%	0.00%	5.7

CDS code	School	Clear	Intern	Out of Field	Ineffective	unknown	Total
38684786102479	Lilienthal (Claire) Elementary	83.83%	3.36%	3.36%	7.39%	2.02%	29.7
38684783833241	Lincoln (Abraham) High	78.05%	2.03%	1.05%	8.06%	10.81%	88.8
38684786041362	Longfellow Elementary	91.30%	0%	0.00%	4.35%	4.35%	23.0
38684783833407	Lowell High	86.42%	1.62%	1.71%	2.26%	7.97%	113.2
38684786041586	Malcolm X Academy	71.43%	28.57%	0.00%	0.00%	0.00%	7.0
38684786062061	Marina Middle	80.78%	0%	2.75%	5.94%	10.51%	36.3
38684783830403	Marshall (Thurgood) High	69.97%	5.17%	2.59%	12.87%	9.35%	32.1
38684786041412	Marshall Elementary	84.21%	10.53%	0.00%	5.26%	0.00%	9.5
38684786041016	McCoppin (Frank) Elementary	81.82%	9.09%	0.00%	0.00%	9.09%	11.0
38684786041420	McKinley Elementary	100.00%	0%	0.00%	0.00%	0.00%	15.5
38684786040919	Milk (Harvey) Civil Rights Elem	89.47%	10.53%	0.00%	0.00%	0.00%	9.5
38684786041438	Miraloma Elementary	88.24%	0%	0.00%	0.00%	11.76%	17.0
38684786089585	Mission Education Center	100.00%	0%	0.00%	0.00%	0.00%	7.8
38684783834082	Mission High	66.49%	0%	3.59%	11.04%	18.88%	70.9
38684780123505	Mission Preparatory	38.89%	5.56%	0.00%	55.56%	0.00%	18.0
38684786041446	Monroe Elementary	90.16%	9.84%	0.00%	0.00%	0.00%	20.3
38684786099154	Moscone (George R.) Elementary	100.00%	0%	0.00%	0.00%	0.00%	15.5
38684786041255	Muir (John) Elementary	86.67%	0%	6.67%	6.67%	0.00%	15.0
38684786097919	New Traditions Elementary	100.00%	0%	0.00%	0.00%	0.00%	10.1
38684783834769	O'Connell (John) High	37.51%	1.51%	6.82%	24.05%	30.09%	39.7
38684786981534	Oakes Children's Center	*	*	*	*	*	*
38684786041271	Ortega (Jose) Elementary	100.00%	0%	0.00%	0.00%	0.00%	16.5
38684786041206	Parker (Jean) Elementary	100.00%	0%	0.00%	0.00%	0.00%	10.0
38684786041503	Parks (Rosa) Elementary	95.52%	0%	0.00%	0.00%	4.48%	22.3
38684786041065	Peabody (George) Elementary	82.61%	0%	0.00%	0.00%	17.39%	11.5
38684786062079	Presidio Middle	78.74%	1.97%	4.71%	9.42%	5.11%	42.2
38684786041511	Redding Elementary	90.29%	0%	9.71%	0.00%	0.00%	10.3
38684786041487	Revere (Paul) Elementary	66.80%	17.32%	7.19%	4.33%	4.33%	23.1
38684786089775	Rooftop Elementary	90.94%	0%	3.17%	5.88%	0.00%	26.1
38684786059901	Roosevelt Middle	86.60%	0%	0.00%	1.82%	11.53%	36.3
38684780119875	S.F. International High	65.93%	0%	29.67%	4.40%	0.00%	22.7
38684786093488	SF Community Alternative	75.16%	0%	5.52%	19.25%	0.00%	14.4

CDS code	School	Clear	Intern	Out of Field	Ineffective	unknown	Total
38684780123117	San Francisco Public Montessori	100.00%	0%	0.00%	0.00%	0.00%	8.0
38684786041545	Sanchez Elementary	78.71%	7.1%	0.00%	7.10%	7.10%	14.0
38684786041289	Serra (Junipero) Elementary	85.19%	7.41%	0.00%	7.41%	0.00%	13.5
38684786041560	Sheridan Elementary	100.00%	0%	0.00%	0.00%	0.00%	10.0
38684786041578	Sherman Elementary	94.39%	0%	0.00%	0.00%	5.61%	17.8
38684786040851	Sloat (Commodore) Elementary	100.00%	0%	0.00%	0.00%	0.00%	14.7
38684786041594	Spring Valley Elementary	66.67%	6.67%	13.33%	13.33%	0.00%	15.0
38684786041529	Stevenson (Robert Louis) Elem	80.95%	0%	4.76%	0.00%	14.29%	21.0
38684786041610	Sunnyside Elementary	87.50%	0%	6.25%	6.25%	0.00%	16.0
38684786113997	Sunset Elementary	81.25%	0%	0.00%	0.00%	18.75%	16.0
38684786041644	Sutro Elementary	100.00%	0%	0.00%	0.00%	0.00%	12.0
38684786040943	Taylor (Edward R.) Elementary	74.10%	11.1%	3.70%	3.70%	7.40%	27.0
38684786115901	Tenderloin Community	87.88%	0%	0.00%	0.00%	12.12%	16.5
38684786040935	Thomas Edison Charter Academy	76.87%	0%	0.00%	20.15%	2.96%	33.5
38684786041685	Ulloa Elementary	95.40%	0%	0.00%	0.00%	4.60%	21.7
38684786041701	Visitacion Valley Elementary	88.12%	5.94%	0.00%	0.00%	5.94%	16.8
38684786059919	Visitacion Valley Middle	85.08%	0%	1.24%	3.12%	10.49%	26.6
38684783830205	Wallenberg (Raoul) Traditional High	73.57%	0%	0.25%	1.43%	24.72%	31.5
38684783839081	Washington (George) High	82.69%	2.01%	1.01%	2.22%	12.05%	82.5
38684786040893	Webster (Daniel) Elementary	84.80%	8.68%	0.00%	6.52%	0.00%	15.3
38684783830031	Wells (Ida B.) High	69.68%	0%	15.68%	7.20%	7.20%	12.5
38684786041727	West Portal Elementary	95.52%	4.48%	0.00%	0.00%	0.00%	22.3
38684786041131	Yick Wo Elementary	84.62%	0%	0.00%	0.00%	15.38%	13.0
38684786113245	Yu (Alice Fong) Elementary	86.19%	0%	0.00%	2.94%	10.88%	21.7
SFUSD TOTAL		77.23%	2.26%	4.25%	8.92%	7.34%	2832

* denotes missing data

Source: California Department of Education⁵⁵

⁵⁵ 2022 SARC.

Appendix 4: Teacher Misassignments by School (CTC)

CDS code	School	Total Positions	Misassignments (qty)	Misassignments (pct)
38684786040703	Alvarado Elementary	24.0	1	4.17%
38684786062020	Aptos Middle	53.4	9	16.85%
38684783830387	Asawa (Ruth) SF Sch of the Arts, A Public School	37.1	2	5.39%
38684783830288	Balboa High	57.7	11	19.06%
38684780132241	Brown Jr. (Willie L) Middle	22.0	6	27.27%
38684786062046	Buena Vista/ Horace Mann K-8	36.7	7	19.07%
38684783830254	Burton (Phillip and Sala) Academic High	60.8	10	16.45%
38684786040752	Carmichael (Bessie)/FEC	29.1	8	27.49%
38684786093496	Carver (George Washington) Elementary	8.0	1	12.50%
38684780107300	City Arts & Leadership Academy	16.1	21	130.43%
38684786040836	Cleveland Elementary	17.2	1	5.81%
38684786112601	Creative Arts Charter	23.2	13	56.03%
38684786059869	Denman (James) Middle	44.9	8	17.82%
38684783830064	Downtown High	6.4.0	4	62.50%
38684786062038	Everett Middle	34.7	9	25.94%
38684780118133	Five Keys Adult School (SF Sheriff's)	*	81	*
38684780101774	Five Keys Charter (SF Sheriff's)	5.4	50	925.93%
38684780118141	Five Keys Independence HS (SF Sheriff's)	91.6	811	885.37%
38684786059844	Francisco Middle	32.9	2	6.08%
38684783831765	Galileo High	85.2	9	10.56%
38684783830437	Gateway High	27.9	12	43.01%
38684780123265	Gateway Middle	17.1	9	52.63%
38684786059828	Giannini (A.P.) Middle	49.9	9	18.04%
38684786041115	Grattan Elementary	18.5	3	16.22%
38684786059851	Hoover (Herbert) Middle	42.8	7	16.36%
38684783830197	Independence High	15.6	4	25.64%

38684780102103	Jordan (June) School for Equity	20.6	8	38.83%
38684786041008	Key (Francis Scott) Elementary	21.5	2	9.30%
38684786059885	King Jr. (Martin Luther) Academic Middle	23.2	8	34.48%
38684780101337	KIPP Bayview Academy	14.0	11	78.57%
38771310137307	KIPP Bayview Elementary	*	4	*
38684780101352	KIPP San Francisco Bay Academy	15.9	14	88.05%
38684780127530	KIPP San Francisco College Preparatory	33.0	19	57.58%
38684783830411	Leadership High	*	14	*
38684786089569	Lee (Edwin and Anita) Newcomer	5.0	1	20.00%
38684786062053	Lick (James) Middle	31.2	5	16.03%
38684783830429	Life Learning Academy Charter	5.7	3	52.63%
38684786102479	Lilienthal (Claire) Elementary	29.7	8	26.94%
38684783833241	Lincoln (Abraham) High	88.8	10	11.26%
38684783833407	Lowell High	113.2	6	5.30%
38684786062061	Marina Middle	36.3	6	16.53%
38684783830403	Marshall (Thurgood) High	32.1	14	43.61%
38684786041412	Marshall Elementary	9.5	2	21.05%
38684783834082	Mission High	70.9	4	5.64%
38684780123505	Mission Preparatory	18.0	15	83.33%
38684783834769	O'Connell (John) High	39.7	25	62.97%
38684786062079	Presidio Middle	42.2	11	26.07%
38684786041487	Revere (Paul) Elementary	23.1	1	4.33%
38684786089775	Rooftop Elementary	26.1	3	11.49%
38684786059901	Roosevelt Middle	36.3	3	8.26%
38684780119875	S.F. International High	22.7	2	8.81%
38684786093488	San Francisco Community Alternative	14.4	2	13.89%
38684786041594	Spring Valley Elementary	15.0	2	13.33%
38684786041610	Sunnyside Elementary	16.0	1	6.25%
38769270132183	The New School of San Francisco	*	4	*
38684786040935	Thomas Edison Charter Academy	33.5	15	44.78%

38684786059919	Visitacion Valley Middle	26.6	5	18.80%
38684783830205	Wallenberg (Raoul) Traditional High	31.5	2	6.35%
38684783839081	Washington (George) High	82.5	5	6.06%
38684786113245	Yu (Alice Fong) Elementary	21.7	2	9.22%
SFUSD TOTAL			1345	47.4%

* denotes missing data

Source: California Commission on Teacher Credentialing⁵⁶

⁵⁶CTC, "California Educator Assignment Monitoring."

Appendix 5: Starting Teacher Salary by Bay Area School District

County	District Code	School District	Starting Salary	vs SFUSD
Alameda	01-10017	Alameda County Office of Education	*	*
	01-61119	Alameda Unified	\$58,975.00	108.63%
	01-61127	Albany City Unified	\$51,344.00	94.58%
	01-61143	Berkeley Unified	\$49,125.00	90.49%
	01-31609	California School for the Blind	*	*
	01-31617	California School for the Deaf-Fremont	*	*
	01-61150	Castro Valley Unified	\$58,527.00	107.81%
	01-75093	Dublin Unified	\$67,947.00	125.16%
	01-61168	Emery Unified	*	*
	01-61176	Fremont Unified	\$70,171.00	129.25%
	01-61192	Hayward Unified	\$69,642.00	128.28%
	01-61200	Livermore Valley Joint Unified	\$46,467.00	85.59%
	01-61218	Mountain House Elementary	*	*
	01-61242	New Haven Unified	\$54,983.00	101.28%
	01-61234	Newark Unified	\$63,841.00	117.59%
	01-61259	Oakland Unified	\$50,639.00	93.28%
	01-61275	Piedmont City Unified	*	*
	01-75101	Pleasanton Unified	\$63,923.00	117.75%
	01-61291	San Leandro Unified	\$65,522.00	120.69%
	01-61309	San Lorenzo Unified	\$54,147.00	99.74%
01-77180	SBE - Latitude 37.8 High	*	*	
01-75119	Sunol Glen Unified	*	*	
Contra Costa	07-61630	Acalanes Union High	\$55,380.00	102.01%
	07-61648	Antioch Unified	\$50,576.00	93.16%
	07-61655	Brentwood Union Elementary	\$52,998.00	97.62%
	07-61663	Byron Union Elementary	*	*
	07-61671	Canyon Elementary	*	*
	07-10074	Contra Costa County Office of Education	*	*
	07-61697	John Swett Unified	\$48,057.00	88.52%
	07-61705	Knightsen Elementary	\$43,494.00	80.12%
	07-61713	Lafayette Elementary	\$47,953.00	88.33%
	07-61721	Liberty Union High	\$54,331.00	100.08%
	07-61739	Martinez Unified	\$44,465.00	81.90%
	07-61747	Moraga Elementary	\$53,126.00	97.86%
	07-61754	Mt. Diablo Unified	*	*

County	District Code	School District	Starting Salary	vs SFUSD
Contra Costa	07-61762	Oakley Union Elementary	\$51,269.00	94.44%
	07-61770	Orinda Union Elementary	\$36,484.00	67.20%
	07-61788	Pittsburg Unified	\$53,504.00	98.55%
	07-61804	San Ramon Valley Unified	\$52,348.00	96.42%
	07-77354	SBE - John Henry High	*	*
	07-61812	Walnut Creek Elementary	\$49,705.00	91.56%
	07-61796	West Contra Costa Unified	\$50,922.00	93.80%
Marin	21-65300	Bolinas-Stinson Union	*	*
	21-65334	Kentfield Elementary	*	*
	21-65342	Laguna Joint Elementary	\$40,980.00	75.48%
	21-65359	Lagunitas Elementary	*	*
	21-65367	Larkspur-Corte Madera	\$55,587.00	102.39%
	21-10215	Marin County Office of Education	*	*
	21-65391	Mill Valley Elementary	\$61,248.00	112.82%
	21-65318	Miller Creek Elementary	*	*
	21-65409	Nicasio	\$57,474.00	105.87%
	21-65417	Novato Unified	\$48,488.00	89.31%
	21-65425	Reed Union Elementary	\$58,979.00	108.64%
	21-65433	Ross Elementary	\$63,726.00	117.38%
	21-75002	Ross Valley Elementary	\$54,589.00	100.55%
	21-65458	San Rafael City Elementary	\$50,784.00	93.54%
	21-65466	San Rafael City High	\$59,946.00	110.42%
	21-65474	Sausalito Marin City	\$57,397.00	105.72%
21-73361	Shoreline Unified	\$58,127.00	107.07%	
21-65482	Tamalpais Union High	\$64,006.00	117.90%	
Napa	28-66241	Calistoga Joint Unified	\$70,758.00	130.34%
	28-66258	Howell Mountain Elementary	*	*
	28-10280	Napa County Office of Education	*	*
	28-66266	Napa Valley Unified	\$57,271.00	105.49%
	28-66282	Pope Valley Union Elementary	*	*
	28-66290	Saint Helena Unified	\$78,250.00	144.14%
San Francisco	38-10389	San Francisco County Office of Education	*	*
	38-68478	San Francisco Unified	\$54,289.00	100.00%
	38-77131	SBE - KIPP Bayview Elementary	*	*
	38-76927	SBE - The New School of San Francisco	*	*
San Mateo	41-68858	Bayshore Elementary	*	*
	41-68866	Belmont-Redwood Shores Elementary	\$61,515.00	113.31%
	41-68874	Brisbane Elementary	*	*
	41-68882	Burlingame Elementary	\$52,105.00	95.98%
	41-68890	Cabrillo Unified	\$53,045.00	97.71%

County	District Code	School District	Starting Salary	vs SFUSD
San Mateo	41-68908	Hillsborough City Elementary	\$67,228.00	123.83%
	41-68916	Jefferson Elementary	\$57,362.00	105.66%
	41-68924	Jefferson Union High	\$53,069.00	97.75%
	41-68940	La Honda-Pescadero Unified	\$59,302.00	109.23%
	41-68957	Las Lomitas Elementary	\$63,824.00	117.56%
	41-68965	Menlo Park City Elementary	\$67,459.00	124.26%
	41-68973	Millbrae Elementary	\$55,035.00	101.37%
	41-68932	Pacifica	*	*
	41-68981	Portola Valley Elementary	\$64,108.00	118.09%
	41-68999	Ravenswood City Elementary	\$51,823.00	95.46%
	41-69005	Redwood City Elementary	\$55,266.00	101.80%
	41-69013	San Bruno Park Elementary	\$44,293.00	81.59%
	41-69021	San Carlos Elementary	\$55,337.00	101.93%
	41-10413	San Mateo County Office of Education	*	*
	41-69047	San Mateo Union High	\$71,432.00	131.58%
	41-69039	San Mateo-Foster City	\$57,178.00	105.32%
	41-69062	Sequoia Union High	\$70,979.00	130.74%
	41-69070	South San Francisco Unified	\$58,043.00	106.91%
41-69088	Woodside Elementary	\$68,786.00	126.70%	
Santa Clara	43-69369	Alum Rock Union Elementary	\$59,197.00	109.04%
	43-69377	Berryessa Union Elementary	\$61,298.00	112.91%
	43-69385	Cambrian	\$62,388.00	114.92%
	43-69393	Campbell Union	\$64,698.00	119.17%
	43-69401	Campbell Union High	\$58,250.00	107.30%
	43-69419	Cupertino Union	\$61,648.00	113.56%
	43-69427	East Side Union High	\$61,991.00	114.19%
	43-69435	Evergreen Elementary	\$58,271.00	107.33%
	43-69450	Franklin-McKinley Elementary	\$55,315.00	101.89%
	43-69468	Fremont Union High	\$79,092.00	145.69%
	43-69484	Gilroy Unified	\$56,138.00	103.41%
	43-69492	Lakeside Joint	*	*
	43-69500	Loma Prieta Joint Union Elementary	\$51,250.00	94.40%
	43-69518	Los Altos Elementary	\$59,594.00	109.77%
	43-69526	Los Gatos Union Elementary	\$63,915.00	117.73%
	43-69534	Los Gatos-Saratoga Union High	\$67,755.00	124.80%
	43-69542	Luther Burbank	\$56,437.00	103.96%
	43-73387	Milpitas Unified	\$63,964.00	117.82%
	43-69575	Moreland	\$59,078.00	108.82%
	43-69583	Morgan Hill Unified	\$50,809.00	93.59%
43-69617	Mount Pleasant Elementary	\$59,766.00	110.09%	

County	District Code	School District	Starting Salary	vs SFUSD
Santa Clara	43-69591	Mountain View Whisman	\$68,535.00	126.24%
	43-69609	Mountain View-Los Altos Union High	\$88,066.00	162.22%
	43-69625	Oak Grove Elementary	\$53,709.00	98.93%
	43-69633	Orchard Elementary	\$63,677.00	117.29%
	43-69641	Palo Alto Unified	\$69,402.00	127.84%
	43-69666	San Jose Unified	\$57,426.00	105.78%
	43-10439	Santa Clara County Office of Education	*	*
	43-69674	Santa Clara Unified	\$77,556.00	142.86%
	43-69682	Saratoga Union Elementary	\$65,276.00	120.24%
	43-77149	SBE - KIPP Navigate College Prep	*	*
	43-77115	SBE - Perseverance Preparatory	*	*
	43-69690	Sunnyvale	\$69,388.00	127.81%
	43-69708	Union Elementary	\$66,503.00	122.50%
	Solano	48-70524	Benicia Unified	\$48,193.00
48-70532		Dixon Unified	*	*
48-70540		Fairfield-Suisun Unified	\$48,946.00	90.16%
48-10488		Solano County Office of Education	*	*
48-70565		Travis Unified	\$52,033.00	95.84%
48-70573		Vacaville Unified	\$50,189.00	92.45%
48-70581		Vallejo City Unified	*	*
Sonoma	49-70599	Alexander Valley Union Elementary	*	*
	49-70615	Bellevue Union	\$53,003.00	97.63%
	49-70623	Bennett Valley Union Elementary	\$50,339.00	92.72%
	49-70649	Cinnabar Elementary	\$50,862.00	93.69%
	49-70656	Cloverdale Unified	\$49,786.00	91.71%
	49-73882	Cotati-Rohnert Park Unified	\$43,650.00	80.40%
	49-70672	Dunham Elementary	*	*
	49-70680	Forestville Union Elementary	\$55,168.00	101.62%
	49-70698	Fort Ross Elementary	*	*
	49-70706	Geyserville Unified	\$50,079.00	92.25%
	49-70714	Gravenstein Union Elementary	\$59,503.00	109.60%
	49-70722	Guerneville Elementary	\$51,045.00	94.02%
	49-70730	Harmony Union Elementary	\$55,529.00	102.28%
	49-75390	Healdsburg Unified	\$53,337.00	98.25%
	49-70763	Horicon Elementary	\$44,766.00	82.46%
	49-70888	Kashia Elementary	\$47,537.00	87.56%
	49-70789	Kenwood	*	*
	49-70797	Liberty Elementary	\$54,140.00	99.73%
	49-70805	Mark West Union Elementary	\$55,665.00	102.53%
49-70813	Monte Rio Union Elementary	\$50,204.00	92.48%	

County	District Code	School District	Starting Salary	vs SFUSD
Sonoma	49-70821	Montgomery Elementary	\$50,980.00	93.90%
	49-70839	Oak Grove Union Elementary	\$54,178.00	99.80%
	49-70847	Old Adobe Union	*	*
	49-70854	Petaluma City Elementary	*	*
	49-70862	Petaluma Joint Union High	*	*
	49-70870	Piner-Olivet Union Elementary	\$39,998.00	73.68%
	49-70896	Rincon Valley Union Elementary	\$53,561.00	98.66%
	49-70904	Roseland	\$53,243.00	98.07%
	49-70912	Santa Rosa Elementary	*	*
	49-70920	Santa Rosa High	*	*
	49-70938	Sebastopol Union Elementary	\$47,437.00	87.38%
	49-10496	Sonoma County Office of Education	*	*
	49-70953	Sonoma Valley Unified	\$49,902.00	91.92%
	49-70961	Twin Hills Union Elementary	\$48,150.00	88.69%
	49-70979	Two Rock Union	\$47,499.00	87.49%
	49-70995	Waugh Elementary	\$48,365.00	89.09%
	49-71001	West Side Union Elementary	\$46,876.00	86.35%
	49-70607	West Sonoma County Union High	\$50,053.00	92.20%
	49-71019	Wilmar Union Elementary	*	*
	49-75358	Windsor Unified	\$47,263.00	87.06%
49-71035	Wright Elementary	*	*	

* denotes missing data

Source: California Department of Education⁵⁷

⁵⁷ CDE Financial Accountability and Information Services, "Certificated Salaries & Benefits."

Appendix 6: glossary

BOE—San Francisco Board of Education

CBEST—California Basic Educational Skills Test

CDE—California Department of Education

CDS—a unique identification number—comprises County, District, and School—for each California school, utilized in many California Department of Education data stores

certified teacher—a teacher who possesses a teaching credential to teach in California

clear credential—designates an educator who has met all teaching certification requirements. A clear credential “permits them to teach the subject and grade levels that they are assigned.”

CTC—California Commission on Teacher Credentialing

EMPowerSF—a computerized payroll system introduced by SFUSD in January 2022

ineffective teacher—an ineffective teacher is any of the following⁵⁸:

- An individual whose assignment is legally authorized by an emergency permit that does not require possession of a full teaching license; or
- A teacher who holds a teaching credential but does not possess a permit or authorization that temporarily allows them to teach outside of their credentialed area (misassigned); or
- An individual who holds no credential, permit, or authorization to teach in California.

⁵⁸ CDE, “[Updated Teacher Equity Definitions](#).”

“Ineffective” includes the following limited term emergency permits:

- Provisional Internship Permits;
- Short-Term Staff Permits;
- Variable Term Waivers; and
- Substitute permits or Teaching Permits for Statutory Leave (TSPL) holders serving as the teacher of record.

intern—a teacher who holds both a bachelor’s degree and a two-year credential

LEA—local educational agency; frequently a school district

misassignment

1. An “individual whose assignment is legally authorized by an emergency permit that does not require possession of a full teaching license” —including permits for provisional, short-term, and substitute teachers.
2. “Employees assigned to teaching or pupil services positions for which the employee does not hold the required certificate, credential, or other statutory authorization” and “does not possess a permit or authorization that temporarily allows them to teach outside of their credentialed area” —including individuals who are not credentialed as teachers but may be credentialed as administrators, libraries, school nurses, and other personnel.
3. An “[i]ndividual who holds no credential, permit, or authorization to teach in California.”
4. “Vacant teacher positions,” i.e., positions to which a specific certificated employee has not been assigned at either the beginning of a school year (for a year-long role) or the beginning of a semester (for a semester-long course).

out of field—a certified teacher who receives a permit but has not yet demonstrated competency in the subject matter in the field to which they are assigned

Pathway to Teaching—SFUSD’s Pathway to Teaching is a practice-based intern teacher credential program accredited by the California Commission on Teacher Credentialing

permits—permits are required to work in a non-teacher function at a school funded by the Department of Education

Ryan Act —1970; created the CTC and reformed requirements for teacher education

SARC—School Accountability Report Card; mandated by California Proposition 98 in 1988; an annual public report on school conditions, staffing, and performance

TAMO—Teacher Assignment Monitoring Outcomes

unknown—SARC coding for a full time equivalent teaching position in which either information about the course assignment or the teacher is either missing or has been identified as incorrect

waiver—specially granted permission from the CTC for an LEA to hire a candidate without appropriate credentials when a fully credentialed candidate is not available; types include Variable Term Waiver and Short-Term Waiver⁵⁹

Williams v. California—a class action lawsuit filed against the State of California over unequal and substandard education resources; its settlement led to additional funding for standards-aligned instructional materials and oversight-related activities, and new law requiring specified levels of service by California school districts

vacancy—a teaching position that has not been filled by the start of a school term; vacancies are counted by both SARC and CTC as a type of *misassignment*

⁵⁹ CTC, “Waiver Requests Guidebook.”

References

- Aleksey, Allyson. 2022. "SFUSD Educator Credential Program Combats Teacher Shortage" *San Francisco Examiner*, December 22, 2022.
https://www.sfexaminer.com/news/sfusd-recruits-record-number-of-intern-al-candidates-to-teach-in-classroom/article_8af100d0-7fe9-11ed-adcb-f30327da70d5.html.
- Brown, Audrey. 2022. "Struggling SF Students Could Get Extra Month Of School To Study." *San Francisco Chronicle*, December 19, 2022.
<https://www.sfchronicle.com/bayarea/article/sf-students-extra-month-17657294.php>.
- California Assessment of Student Performance & Progress. 2018. "Home."
[https://caaspp-elpac.ets.org/caaspp/DashViewReportSB?ps=true&lstTestYear=2018&lstTestType=B&lstGroup=1&lstSubGroup=1&lstGrade=13&lstSchoolType=A&lstCounty=38&lstDistrict=10389-000&lstSchool=0000000&lstFocus=.](https://caaspp-elpac.ets.org/caaspp/DashViewReportSB?ps=true&lstTestYear=2018&lstTestType=B&lstGroup=1&lstSubGroup=1&lstGrade=13&lstSchoolType=A&lstCounty=38&lstDistrict=10389-000&lstSchool=0000000&lstFocus=)
- California Commission on Teacher Credentialing. 2007. "Advisory on Teacher Assignment Option Education Code §44258.3." California Commission on Teacher Credentialing.
<https://www.ctc.ca.gov/docs/default-source/credentials/manuals-handbooks/advisory-on-teacher-assignment.pdf>.
- California Commission on Teacher Credentialing. 2015. "Waiver Requests Guidebook." California Commission on Teacher Credentialing.
<https://www.ctc.ca.gov/docs/default-source/credentials/manuals-handbooks/waiverhandbook.pdf>.

California Commission on Teacher Credentialing. n.d. "About the Commission."
California Commission on Teacher Credentialing. Accessed April 3, 2023.
<https://www.ctc.ca.gov/commission/default>.

California Commission on Teacher Credentialing. n.d. "California Educator
Assignment Monitoring." California Commission on Teacher Credentialing.
Accessed April 19, 2023.
<https://www.ctc.ca.gov/commission/reports/data/california-educator-assignment-monitoring>.

California Commission on Teacher Credentialing. n.d. "All Reports and Data."
California Commission on Teacher Credentialing. Accessed April 19, 2023.
<https://www.ctc.ca.gov/commission/reports/all-reports>.

California Commission on Teacher Credentialing. n.d. "Data Terms." Data Terms
Glossary. Accessed April 19, 2023.
<https://www.ctc.ca.gov/commission/reports/data/data-terms-glossary/misassignment>.

California Commission on Teacher Credentialing. n.d. "A History of Policies and
Forces Shaping California Teacher Credentialing." California Commission on
Teacher Credentialing. Accessed April 3, 2023.
<https://www.ctc.ca.gov/docs/default-source/commission/files/ctc-history.pdf>.

California Commission on Teacher Credentialing. n.d. "Teaching Credentials
Requirements." California Commission on Teacher Credentialing. Accessed
April 19, 2023. <https://www.ctc.ca.gov/credentials/req-teaching>.

California Department of Education. 2023. "Certificated Salaries & Benefits."
California Department of Education Financial Accountability and Information
Services. <https://www.cde.ca.gov/ds/fd/cs/>.

- California Department of Education. 2023. “Updated Teacher Equity Definitions – Educator Excellence.” California Department of Education.
<https://www.cde.ca.gov/pd/ee/teacherequitydefinitions.asp>.
- California Department of Education. n.d. School Accountability Report Card. Accessed April 19, 2023. <https://sarconline.org/public/findASarc>.
- California Department of Education. n.d. “Data Element Definitions and Sources 2021–22.” School Accountability Report Card. Accessed 4 3, 2023.
<https://www.cde.ca.gov/ls/pf/c11/documents/datadefinitions21-22.docx>.
- California Department of Education. n.d. “The Williams Case—An Explanation.” California Department of Education. Accessed April 3, 2023.
<https://www.cde.ca.gov/eo/ce/wc/wmslawsuit.asp>.
- California Department of Education, Data Reporting Office. n.d. “DataQuest.” Accessed April 19, 2023. <https://dq.cde.ca.gov/dataquest/>.
- Childs, T. S., and Carol Shakeshaft. 1986. “A Meta-Analysis of Research on the Relationship Between Educational Expenditures and Student Achievement.” *Journal of Education Finance* 12, no. 2 (autumn): 249–263.
- City and County of San Francisco. 2022. “About the Teacher Next Door Program.” City of San Francisco.
<https://sf.gov/reports/october-2022/about-teacher-next-door-program>.
- City and County of San Francisco. 2023. “Educators Downpayment Assistance Loan Program (Educators-DALP).” City of San Francisco.
<https://sf.gov/information/educators-downpayment-assistance-loan-program-educators-dalp>.
- City and County of San Francisco. n.d. “Poverty in San Francisco.” City Performance Scorecards. Accessed April 13, 2023.
<https://sfgov.org/scorecards/safety-net/poverty-san-francisco>.

Clotfelter, Charles T., Helen F. Ladd, and Jacob L. Vigdor. 2007. “Teacher Credentials and Student Achievement: Longitudinal Analysis With Student Fixed Effects.” *Economics of Education Review* 26, no. 6 (12): 673–682.

<https://www.sciencedirect.com/science/article/abs/pii/S0272775707000982>.

Commission on Teacher Credentialing. 2022. “Teacher Supply in California, 2020–21 A Report to the Legislature.” ERIC.

https://www.ctc.ca.gov/docs/default-source/commission/reports/ts-2020-2021-annualrpt.pdf?sfvrsn=ee227b1_6.

County of Santa Clara Supervisor Joe Simitian. 2019. “Teacher Housing Proposal Moves Forward: RFP Issued for Development Partner.” San Jose.

<https://district5.sccgov.org/teacher-housing-proposal-moves-forward-rfp-issued-development-partner>.

“Cumulative and Residual Effects of Teachers on Future Student Academic Achievement.” 1996.

<https://citeseerx.ist.psu.edu/viewdoc/download?doi=10.1.1.474.3738&rep=rep1&type=pdf>.

“Education, Training, and Library Occupations : Occupational Outlook Handbook: : U.S.” 2022. Bureau of Labor Statistics.

<https://www.bls.gov/ooh/education-training-and-library/home.htm>.

Flores, Jessica. 2022. “After 20 Years of Stops and Starts, Teacher Housing Breaks Ground in San Francisco.” *San Francisco Chronicle*, September 27, 2022.

<https://www.sfchronicle.com/bayarea/article/sfhousing0926-17468349.php>.

Glionna, John M. 2000. “Housing Plan for S.F. Teachers to Be Overhauled.” *Los Angeles Times*, August 7, 2000.

<https://www.latimes.com/archives/la-xpm-2000-aug-07-mn-116-story.html>

- Goldhaber, Dan D., and Dominic J. Brewer. 1996. "Evaluating the Effect of Teacher Degree Level on Educational Performance." Westat, Inc.
<https://files.eric.ed.gov/fulltext/ED406400.pdf>.
- Goldhaber, Dan D., and Dominic J. Brewer. 2001. "Evaluating the Evidence on Teacher Certification: A Rejoinder." *Educational Evaluation and Policy Analysis* 23 (1): 79–86. <https://doi.org/10.3102/01623737023001079>.
- Harris, Douglas N., and Tim R. Sass. 2011. "Teacher Training, Teacher Quality and Student Achievement." *Journal of Public Economics* 95, no. 7–8 (8): 798–812.
<https://www.sciencedirect.com/science/article/abs/pii/S0047272710001696>.
- Jackson, Chris, and Mallory Newall. 2018. "Most Americans Believe Teachers Have a Big Impact, But Are Paid Unfairly." Ipsos.
<https://www.ipsos.com/en-us/news-polls/Views-on-American-Teachers>.
- Knight, Heather. 2022. "S.F. Teachers Are Resigning in Big Numbers. The Payroll Fiasco Likely Isn't Helping." *San Francisco Chronicle*.
<https://www.sfchronicle.com/sf/bayarea/heatherknight/article/S-F-teachers-are-resigning-in-big-numbers-The-17060195.php>.
- Lambert, Diana, and Daniel J. Wells. 2019. "In Need of Teacher Housing, More California School Districts Building Their Own." *EdSource*, April 17, 2019.
<https://edsources.org/2019/in-need-of-teacher-housing-more-california-school-districts-building-their-own/611220>.
- Lambert, Diana, and Daniel J. Willis. 2019. "Rising Rents in Coastal California Outpace Teacher Pay." *EdSource*, April 17, 2019.
<https://edsources.org/2019/rising-rents-in-coastal-california-outpace-teacher-pay/611216>.

Learning Policy Institute. 2017. "Addressing California's Growing Teacher Shortage: 2017 Update." Learning Policy Institute.

<https://files.eric.ed.gov/fulltext/ED606729.pdf>.

LegiScan. n.d. "Text of Pending California Laws." LegiScan. Accessed April 3, 2023.

<https://legiscan.com/>.

Loeb, Susanna, and Marianne E. Page. 2000. "Examining the Link between Teacher Wages and Student Outcomes: The Importance of Alternative Labor Market Opportunities and Non-Pecuniary Variation." *The Review of Economics and Statistics* 82, no. 3 (8): 393–408.

<https://direct.mit.edu/rest/article-abstract/82/3/393/57185/Examining-the-Link-between-Teacher-Wages-and?redirectedFrom=fulltext#authorsTabList>.

"The Long-Term Effects of Ineffective Teachers." 2018. Brooklyn Math Tutors.

<https://www.brooklynmathtutors.com/the-long-term-effects-of-ineffective-teachers>.

Mahmood, Bilal, 2023. "64 Software Bugs and a \$15.8 Million Mistake: Why S.f. Can't Pay Its Teachers on Time." *San Francisco Chronicle*, May 6, 2023.

<https://www.sfchronicle.com/opinion/openforum/article/sfusd-teacher-payroll-san-francisco-bureaucracy-18000777.php>.

Mays, Mackenzie. 2022. "Many California Teachers Lack Proper Classroom Credentials." *Los Angeles Times*, July 1, 2022.

<https://www.latimes.com/california/story/2022-07-01/amid-staffing-shortage-46-700-teachers-in-california-classrooms-lack-proper-credentials>.

National Bureau of Economic Research. 2007. "Teacher Credentials and Student Achievement in High School: A Cross-Subject Analysis with Student Fixed Effects." National Bureau of Economic Research.

https://www.nber.org/system/files/working_papers/w13617/w13617.pdf.

National Center for Education Statistics. n.d. "General Data Clearinghouse." National Center for Education Statistics (NCES) Home Page, a part of the U.S. Accessed April 3, 2023. <https://nces.ed.gov/>.

National Council on Teacher Quality. n.d. "NCTQ State of the States 2021: State Reporting of Teacher Supply and Demand Data." National Council on Teacher Quality (NCTQ). Accessed April 3, 2023. <https://www.nctq.org/publications/State-of-the-States-2021:-State-Reporting-of-Teacher-Supply-and-Demand-Data>.

National Council on Teacher Quality. n.d. "NCTQ: Yearbook: Teacher Shortages and Surpluses: California." National Council on Teacher Quality (NCTQ). Accessed April 3, 2023. <https://www.nctq.org/yearbook/state/CA-Teacher-Shortages-and-Surpluses-89>.

Nichols, Emily B., and Ann B. Loper. 2012. "Incarceration in the Household: Academic Outcomes of Adolescents with an Incarcerated Household Member." *Journal of Youth and Adolescence* 41 (11): 1455–1471. <https://link.springer.com/article/10.1007/s10964-012-9780-9>.

Sanders, William L., and June C. Rivers. 1996. "Cumulative and Residual Effects of Teachers on Future Student Academic Achievement." University of Tennessee Value-Added Research and Assessment Center.

San Francisco Civil Grand Jury. 1999. "San Francisco Unified School District." San Francisco Civil Grand Jury. https://civilgrandjury.sfgov.org/1998_1999/San_Francisco_Unified_School_District_9899.pdf.

San Francisco Civil Grand Jury. 2000. "SFUSD Implementation of Proposition 227." San Francisco Civil Grand Jury.

https://civilgrandjury.sfgov.org/1999_2000/SFUSD_Implementation_of_Proposition_227.pdf.

San Francisco Unified School District. 2021. "Credentialing." SFUSD.

<https://www.sfusd.edu/join-sfusd/certificated-careers/credentialing>.

San Francisco Unified School District. 2021. "Pathway to Teaching Impact Data."

SFUSD. <https://www.sfusd.edu/pathwaytoteaching/impact>.

San Francisco Unified School District. 2022. "SF Board of Education Approves Ground Lease Agreements for Affordable Housing for SFUSD Educators." SFUSD.

<https://www.sfusd.edu/about-sfusd/sfusd-news/press-releases/2022-02-28-sf-board-education-approves-ground-lease-agreements-affordable-housing-sfusd-educators>.

San Francisco Unified School District. 2022. "SFUSD Monitoring Teacher Attrition." SFUSD.

<https://www.sfusd.edu/about-sfusd/sfusd-news/press-releases/2022-04-25-sfusd-monitoring-teacher-attrition>.

San Francisco Unified School District. 2022. "Facts About SFUSD at a Glance." SFUSD.

<https://www.sfusd.edu/about-sfusd/facts-about-sfusd-glance>.

San Francisco Unified School District. 2023. "Join SFUSD." SFUSD.

<https://www.sfusd.edu/join-sfusd>.

San Francisco Unified School District. n.d. "About Pathway to Teaching." SFUSD.

Accessed April 13, 2023. <https://sfusd.edu/pathwaytoteaching>.

San Francisco Unified School District. n.d. "CERTIFICATED / TEACHERS." SFUSD.

Accessed April 25, 2023.

https://careers.sfusd.edu/content/TEACHERS/?locale=en_US.

San Francisco Unified School District. n.d. “Early Childhood Education Teacher-2023-2024 School Year.” SFUSD. Accessed May 12, 2023.
<https://careers.sfusd.edu/job/San-Francisco-Early-Childhood-Education-Teacher-2023-2024-School-Year-CA-94102/966701000/>.

San Francisco Unified School District. n.d. “Press Releases.” SFUSD. Accessed April 25, 2023.
https://www.sfusd.edu/about-sfusd/sfusd-news/press-releases?field_published_date_value=All.

“San Francisco Unified Smarter Balanced Test Results.” 2022. EdSource.
<https://caaspp.edsource.org/sbac/san-francisco-unified-38684780000000>.

Sawchuk, Stephen. 2015. “Board-Certified Teachers More Effective, New Studies Affirm.” *Education Week*, March 31, 2015.
<https://www.edweek.org/leadership/board-certified-teachers-more-effective-new-studies-affirm/2015/03>.

“Senate Bill No. 550 CHAPTER 900 An act to amend Sections 1240 ...” n.d. Alameda County Office of Education. Accessed April 3, 2023.
<http://archive.acoe.org/Williams/SB550.pdf>.

“SFUSD and Teachers Union Interpret Attrition Rates Differently.” 2022. *The San Francisco Standard*.
<https://sfstandard.com/education/typical-turnover-or-cause-for-concern-school-district-and-teachers-union-interpret-attrition-rates-differently/>.

Stoughtenborough, Ryce. 2022. “S.F. Teachers Stage Overnight Sit-in at School District Office to Protest Missing Paychecks.” *San Francisco Chronicle*, March 15, 2022.
<https://www.sfchronicle.com/bayarea/article/S-F-teachers-stage-overnight-sit-in-at-school-17002494.php>.

- Sumida, Nami. 2023. "UC Admissions: UCLA, Berkeley Acceptance Rates for Every CA School." *San Francisco Chronicle*, March 27, 2023.
<https://www.sfchronicle.com/projects/2023/uc-admissions-acceptance-rates/>
- Tucker, Jill. 2020. "How Do You Get a Luxury Apartment in Oakland for \$350 a Month? Become a Teacher." *San Francisco Chronicle*, November 16, 2020.
<https://www.sfchronicle.com/local-politics/article/How-do-you-get-a-luxury-apartment-in-Oakland-for-15731704.php>.
- Tucker, Jill. 2022. "S.F. Teacher Got Paid \$0 in April. Her Principal Loaned Her \$4,500 for Rent Amid SFUSD Payroll Debacle." *San Francisco Chronicle*, May 4, 2022.
<https://www.sfchronicle.com/sf/article/This-S-F-teacher-got-paid-0-in-April-Her-17148841.php>.
- Tucker, Jill. 2022. "These Bay Area School Districts Are Racing to Hire Teachers Before the First Day of School." *San Francisco Chronicle*, August 6, 2022.
<https://www.sfchronicle.com/bayarea/article/teacher-shortage-school-education-17355669.php>.
- Tucker, Jill. 2022. "S.F. School District Paid \$14 Million for a New Payroll System. Now, It Will Spend Another \$2.8 Million to Fix It." *San Francisco Chronicle*, September 15, 2022.
<https://www.sfchronicle.com/bayarea/article/S-F-school-district-paid-14-million-for-a-new-17439987.php>.
- Tucker, Jill. 2022. "Exclusive: New SFUSD Chief Outlines His Road Map to Pull Schools Out of Crisis." *San Francisco Chronicle*, October 21, 2022.
<https://www.sfchronicle.com/sf/article/school-superintendent-crisis-17523683.php>.
- Tucker, Jill. 2022. "CA and SF Reading and Math Scores." *San Francisco Chronicle*, 10 24, 2022.

<https://www.sfchronicle.com/bayarea/article/California-reading-and-math-scores-finally-show-17530574.php>.

Tucker, Jill. 2022. "S.F. Teacher Payroll Fiasco: District Declares State of Emergency."

San Francisco Chronicle, November 7, 2022.

<https://www.sfchronicle.com/bayarea/article/S-F-teacher-payroll-fiasco-District-declares-17564951.php>.

United States Department of Housing and Urban Development Office of Policy Development and Research. n.d. "Income Limits." HUD User. Accessed April 13, 2023. <https://www.huduser.gov/portal/datasets/il.html>.

Urquhart, Molly, and Molly Osborne. 2018. "Districts Address Teacher Turnover by Providing Affordable Teacher Housing." *EdNC*, January 22, 2018.

<https://www.ednc.org/districts-address-teacher-turnover-providing-affordable-teacher-housing/>.

Vainshtein, Annie. 2023. "SFUSD Pours More Money Into Fixing Troubled EMPower Payroll System." *San Francisco Chronicle*, March 13, 2023.

<https://www.sfchronicle.com/sf/article/sfusd-payroll-fiasco-empower-angry-employees-17836783.php>.

Whatnall, M. C., A. J. Patterson, T. L. Burrows, and M. J. Hutchesson. 2019. "Higher Diet Quality in University Students is Associated With Higher Academic Achievement: a Cross-Sectional Study." *Journal of Human Nutrition and Dietetics* 32, no. 3 (6). <https://onlinelibrary.wiley.com/doi/abs/10.1111/jhn.12632>.

Whiting, Sam. 2022. "Peninsula School District Opens Affordable Apartments for Teachers and Staff." *San Francisco Chronicle*, May 1, 2022.

<https://www.sfchronicle.com/bayarea/article/Peninsula-school-district-opens-affordable-17140569.php>.

Whiting, Sam. 2023. "SFUSD Admits to Major Payroll Problem Due to Tax Filing Issue." *San Francisco Chronicle*, March 8, 2023.
<https://www.sfchronicle.com/sf/article/sfusd-payroll-taxes-17827283.php>.

Zhang, Nanhua, Harolyn W. Baker, Margaret Tufts, Randall E. Raymond, Hamisu Salihu, and Michael R. Elliott. 2013. "Early Childhood Lead Exposure and Academic Achievement: Evidence From Detroit Public Schools, 2008–2010." *American Journal of Public Health* 103, no. 3 (March).
<https://ajph.aphapublications.org/doi/full/10.2105/AJPH.2012.301164>.