

# **Master Plan Strategies Update: Streamlining District Office & Other Traditional Cost-Savings Strategies**

**Community Workshop  
10/06/09**

# **Streamlining District Office**

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## ***District Office Goals and Actions***

**In streamlining the district office, AUSD has:**

- Committed to the highest quality of education for ALL AUSD students
- Established a shared vision to provide outstanding service through draft standards
- Determined the “core business practices” of services they currently offer and should provide
- Engaged an efficiency expert and reviewed formal and informal data to determine their best practices and their needs for improvement
- Created scorecards in order to track work and monitor quality
- Committed to align human and financial resources to gain greater efficiencies and reduce redundancies

# Core Business Practices Examples

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## *Maintenance, Operations and Facilities (MOF) Department*

- Emergency response services
- Emergency cleaning including hazardous materials
- Security services
- 24-hour, 7 day a week call source/Phone requests
- Facility access and permitting
- Assessing and repairing facilities
- Routine cleaning and maintenance
- Busing for field trips
- Volunteering requests
- Managing eligibility for regulatory agencies
- Project planning

# Core Business Practices Examples

## Example Scorecard: MOF Standards

Service Scorecard										
Maintenance, Operations and Facilities Department										
Director: Leland Noll										
SERVICE STANDARDS		Current Annual Growth Target			Future Annual Growth Targets					
		% to 09/10 Target	09/10 Actual Annual	10/11 Target	11/12 Target	12/13 Target	Ultimate Target			
Work orders (2s, 3s, 4s) scheduled or completed per visit (survey)				85%	90%	95%	100%			
MOF meets with client (survey)				55%	60%	65%	100%			
Improve preventive maintenance by increasing the percentage of completed per visit (survey)				55%	60%	65%	100%			
Improve site inspection program by having coordinator of MOF meets all appointments; site cleanliness, maintenance and repair (using standardized evaluation tools); facilitate clear communication with sites and build community	Sites	N/A	65%	30%	75%	80%	100%			
Interactions with the facilities-use branch department meets customer expectations; customer service at the office; high quality maintenance of facilities; timeliness (POF survey)	User Groups	N/A	N/A	N/A	80%	N/A	85%	100%		
Interactions with the transportation department meets customer expectations (high quality customer service at the office; timeliness of scheduling and arrival) (POF survey)	Site Administrators and Teachers	N/A	N/A	N/A	90%	N/A	92%	95%	97%	100%
Principals report that school sites are cleaned daily. (survey)	Site Administrators	N/A	N/A		75%	80%	85%	90%	100%	
BUDGET										
Budget to Actual (OVER) UNDER										
Run regular (monthly, bi-monthly) department budget reports to monitor progress										
Cost Savings or Revenue Generation (select one)/Net Gain from Cost Savings and/or Revenue Generation										

Principals report that school sites are cleaned daily. (Survey)

2009-10 Target = 75%

Ultimate Target = 100%

# **Core Business Practices Examples**

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## ***Example Scorecard: MOF Standards***

### **Standard:**

- “Principals report that school sites are cleaned daily.”
- Direct Customer Served: School-site administrator
- Prior Data: To be determined by survey
- 2009-2010 Target: 75%; Ultimate Target: 100%

### **Standard:**

- “Work orders (2s, 3s and 4s) are acknowledged and scheduled or canceled within 5 business days.”
- Direct Customer Served: All School Sites
- Prior Data: None
- 2009-2010 Target: 80%; Ultimate Target: 100%
- MOF is currently working to build systems to track these and other standards.

# Technology to Transform the District Office

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## *AT&T Network*

- New and more reliable network (AT&T network)
  - Faster transfer rates
  - Greater connectivity to all sites
  - Increased access time - 99.995%
  - Greater reliability/less failure
- New updated website
- Centralized Support
  - Tech Help Desk

# Technology to Transform the District Office

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## *AERIES (New Student Information System)*

- Faster and more reliable
  - State and Federal reports / grants and funding
- Potential Automated tasks
  - report cards
  - centralized enrollment
  - centralized attendance tracking
- Cost Savings
  - Reduction in phone dialers and phone lines
  - \$5,000 per year
  - Reduced maintenance costs
  - \$22,000 vs. \$50,000 per year

# Technology to Transform the District Office

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## *Follett Destiny (New Library and Textbook Management System)*

- Facilitates state reporting requirements
- Tracks and reports on textbooks – students
  - More efficient management of inventory
  - Reduces textbook losses
- Centralizes support and maintenance of the data



# Streamlining District Office

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## *Next Steps:*

- Finalize scorecards (standards, metrics and core business practices)
- Finish work with efficiency expert to examine possible restructuring of District Office
- Accumulate baseline data for departments' standards
- Gather data from two main sources:
  - AUSD databases
  - Surveys
    - This year, principals and office managers will complete survey (using RATER = reliability, assurance, tangibles, empathy and responsiveness ).
    - In subsequent years, teachers and parents could be surveyed
- This year, evaluate district departments

# Streamlining District Office

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## *Next Steps:*

- Share efficiency expert findings and budget implications
- Share survey results during professional development
- Publish scorecards and baseline on the AUSD website promoting greater public awareness of district office efficiency
- Track progress of each standard using metrics
- Post in May/June the progress of each standard for the public to monitor district department progress toward standards

# Other Possible Cost-Savings

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*In a fiscal crisis, school districts also consider:*

- Implementing furloughs
- Reducing instructional days
- Planning CSR options

\* Requires negotiation with the Alameda Education Association (AEA)

# Furloughs and Reducing Instructional Days

Negotiate 5-10 unpaid working days through furloughs or reduce days in school by increasing daily instructional minutes throughout the year.

## Assumptions

- Maintain state-required annual instructional minutes at all grade levels

## Educational Impact

- Student fatigue - longer school day
- Staff learning - loss of professional staff development
- Planning and preparation - schools will not be ready to accept students
- Prolonged response rate - delays in services to staff/reporting requirements
- Modified family schedules - burden on parents when school is closed

\* Requires negotiation with the Alameda Education Association (AEA)

# Implementing Furloughs and Reducing Instructional Days

	Work Days	FTE	Total Salaries	Daily Cost
Certificated	185	561.57	\$36,539,940.89	\$197,391.95
Classified	182-261	306.39	10,147,276.29	47,662.17
Management	195-261	65.20	6,586,615.80	30,412.58
<b>TOTAL</b>		<b>933.26</b>	<b>53,273,832.98</b>	<b>275,466.70</b>

\* Does not include substitutes, overtime, extra duty, hourly employees, and stipends

(1) Certificated positions include:

Teacher  
Counselor  
District Nurse

(2) Classified positions include:

Accountant/Payroll/Acting Asst  
Adult Ed Accountability Specialist  
BTSA/PAR  
Campus Supervisor  
Career Guidance Specialist  
Clerical Prgm Asst  
College Career Ctr Tech  
CWA Specialist  
Database Spec/Systems Analyst  
Educational Computer Tech  
Facilities Use/Trans Tech  
FS Assistant, Mgr, Warehouse  
Genl Maint, Specialist, Leadworker,  
Grounds/Fac Attend/Gardener/Cust

HS Treasurer  
Library/Media Tech  
School Office Mgr/Staff Sec

Tech Support/Web Master  
Human Resources  
Technician  
Network Administrator  
Paraprofessional  
Personnel Specialist/Tech  
Office Assistant  
Testing Specialist  
Textbook Technician

(3) Management positions include:

Accounting Supervisor/Purch Mgr  
Adm Assistant  
Behavior Specialist  
CHRO/CFO  
Coordinator  
Data Systems Manager  
Dean of Student Support Serv.  
Director  
Occupational Therapist  
Personnel Services Mgr  
Principal/Asst Principal  
Psychologist  
Senior Accountant/Buyer  
Student Affairs/Compliance Officer  
Superintendent/Asst Supt

**\$275,466.70 x 5 days = \$1,377,333.50**

# Planning CSR Options

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- New Legislation
  - February 2009, SBX3 4 (Chapter 12/2009-10) was enacted, which allows AUSD to receive K-3 CSR funding for classrooms that exceed the 20.44 average enrollment cap. This new funding structure applies as of 2008-09 and continues through 2011-12.
- New Funding Allocations
  - Class Size 2008-09 to 2011-12
  - Up to 20.44 No penalty
  - 20.45 to 21.44 5% penalty
  - 21.45 to 22.44 10% penalty
  - 22.45 to 22.94 15% penalty
  - 22.95 to 24.94 20% penalty
  - 24.95 or more 30% penalty

# Planning CSR Options

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- Educational Impact
  - Research supports student achievement growth in class sizes of 13-17 students\*\*
  - But the California CSR program are 20 students and above
  - Measure H “protects small class sizes” – need to define small
  - Teachers report a difference when class sizes are smaller

\*\* McRel Policy Brief 2001

Reichardt, R. (2001). Reducing class size: Choices and consequences [policy brief].  
Aurora, CO: Mid-continent Research for Education and Learning.

\* Requires negotiation with the Alameda Education Association (AEA)

# Planning CSR Options

<b>Student to Teacher Ratio</b>	<b>20:1</b>	<b>&gt; 22.95</b>	<b>&lt; 24.95</b>	<b>29:1</b>
Total K-3 CSR Enrollment	2,877	2,877	2,877	2,877
CSR Apportionment	3,081,267	3,081,267	3,081,267	0
CSR Penalty	0	(616,253)	(924,380)	0
Revised Apportionment	3,081,267	2,465,014	2,156,887	0
Number of Classrooms Needed	144	125	115	99
K-3 Fiscal Implications		678,892	1,052,421	3,067,450

\* Requires negotiation with the Alameda Education Association (AEA)