

01 08 2013 Work Session

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New Business

Board Agenda Review

Discussion

Item 1

1. [8:30 - 12:00 AM Budget Discussion](#)

Attachment: [Lewis - 6 Period Scheduling Model.pdf](#)

Attachment: [Facilities Reorganization Plan - Board Handout.pdf](#)

Attachment: [Grey Savings 1-8-13.pdf](#)

Attachment: [Lewis - Calculation Process.pdf](#)

Attachment: [Transportation Budget Reduction Goals 12-12-12 Board.pdf](#)

Attachment: [Lewis - Savings 1-8-13.pdf](#)

Minutes:

Superintendent Stewart provided an update on police presence at our elementary schools. He said Hillsborough County will continue to have police presence before and after school until the end of this school year, at a cost of \$2M. The Hillsborough County Sheriff will cover the cost. Mr. Berryman would like to hear what the cost would be for us to do this. Dr. Stewart said it would cost us approximately \$2M also.

Audra Curts said the \$29M in cuts to be discussed today consists of the \$12M needed this year to "break even" and the \$16M in raises that have already been awarded (would cost \$17M to continue the raises for next year). Ms. Curts said we received the 3rd calculation on December 21st and the news was not good. We were 171 students down, which equates to \$1.2M. The McKay Scholarships are \$800,000 higher than estimated. Prior year adjustments (\$1M) were also higher than expected totalling an additional

\$3M. The Superintendent called Mr. Grey to present a list of \$13.7M in possible changes/cuts. He said he will recommend another \$300,000 in cuts at reappointment time which would bring the total to approximately \$14M.

Mr. Grey distributed the 2013-2014 Budget Reduction Suggestions - advising the Board that the list is in no particular order.

Item #1 High School Staffing Model moving to a six period day. This modification could result in approximately a \$7.3M savings. This item will be further reviewed by David Lewis and Donna Nicolodi. A change in the middle school staffing model is expected to result in higher savings than the \$300,000 listed. The total could be between \$1-3M depending on which model we choose to implement. The Superintendent said his budget reduction goal is \$16-18M (because that is what we have to have to cover the raises). He said the previous goal of \$29M was set prior to his arrival. Mr. Berryman asked if seat time in the core academics would be lost. Mr. Lewis said no, it would actually increase depending on what model we go to. The Superintendent said the key thing about going to a six period day is not so much seat time, it's that the number of electives a student will be able to attempt will be reduced. Current enrollment in electives range from 6-41 students per class. The Superintendent asked Mr. Lewis if there was another county that had moved to this type of scheduling. Mr. Lewis said one of the models they looked at is currently being used at West Port High School in Marion County. They have been considering this for two years. A 30-45 minute block is built in for remediation. All instructors would have the same amount of planning, it would be built in to what is known as the zero hour. This allows the flexibility to have specialized classes where the students would provide transportation themselves. The same thing could be accomplished at the end of the day. In other counties, teachers have been asking to move to a six period day. As we move forward we'll see more and more Districts move to a six period day due to budget constraints. The Superintendent said he knew they had not had time to work on it, but asked about the possibility of starting high school later. Mr. Lewis said he asked Rob Davis to look at the feasibility and said yes, there is the opportunity to accomplish that. Mrs. Wright asked about the impact on Level 1 & Level 2 students. Mr. Lewis said other schools have seen a benefit from this schedule because tutoring and remediation is built into the schedule as opposed to after school hours when these students are less likely to stay due to transportation issues. Mrs. Wright expressed concern over too much flexibility resulting in a loss of planning time. The Superintendent said he is also concerned about credit recovery opportunities for students and he believes this will be built in. He said if we do not do this, we will not have the money to cover the raises we have already committed to. He said we are paying people right now from reserve funds, and next year, the raise cannot be covered by reserves. Mr. Lewis said this proposal had wide spread support from principals two years ago. In practice it is working well in the schools where they have it in place. We have E2020 for credit recovery and we will continue to look at other options too. Mrs. Cunningham asked how this model would affect our academies. Mr. Lewis said there will be impact (you can't take an elective away without some impact) but no programs would be decimated. It could mean that within some

of the business programs, instead of 3 teachers, there may only be 1.5 teaching units. Teachers could work half day at one school and half a day at the school next door. Creative ideas on how to use our staff would be needed. Some schools could decide not to offer a weak or struggling program. Mr. Dunn advised the Board that we need to enact a hiring freeze effective this Friday to protect any unit that becomes vacant so we are able to repurpose all of the estimated 190 units that would be displaced if this model were implemented.

Item #3 Staff is looking at large vendor contracts, regardless of the funding source. Audra Curts compiled and distributed a list. She went through all payments to all vendors in 2011-2012. Dr. Stewart said the contract that has received the most discussion is our contract with Aramark. Aramark is the company that supervises our custodial services and grounds services (at a cost of about \$3M per year). The Superintendent asked Mr. Grey and Mr. Rivers to look at this contract, which expires in August of this year. He said Catapult will also be examined thoroughly. All of these contracts must be looked at. He has asked Rhonda Ashley about the possibility of PCSB becoming an SES provider so we can provide these services ourselves rather than contracting them out. He feels we could use and pay our own teachers to do what we are paying someone else to do. He said he will also be addressing the Boswell & Dunlap contract (they provide outside legal services at a cost of \$.5M per year). A proposal will be brought forth to reduce this amount due to a real or perceived conflict of interest on the legal advice for charter schools. This alone would reduce the contact by \$200,000. The Superintendent said please feel free to bring up any contract on the list for discussion. Mr. Harris said privatization does not always reduce your costs, it can, but not always. Mr. Mullenax said the schools he hears from are not happy with the services provided by Aramark. Mr. Berryman would like for us to look at all functions of the District in regards to the feasibility of outsourcing, not just the contracts. The Superintendent brought up the need to examine some of our labor contracts, some of which have language prohibiting outsourcing. Mr. Berryman agrees it's time to renegotiate some of those provisions in our labor contracts. Dr. Stewart said the goal is to recover \$1M from our contracted services, which he feels is a very conservative goal. From this point forward at every Work Session, an item regarding budget matters will be presented.

Item #4 The elimination of 10 bus routes. Rob Davis assured the Board it can be done. He is already running fewer bus routes for the current school year and feels confident they can eliminate ten additional routes in 2013-2014.

Items #17 The electronic processing of time worked by bus drivers and attendants. Mr. Davis said some of our buses already have the capability to have employees clock in and out via a biometric scanner. This information could be downloaded directly into SAP. This would eliminate the need for manual entry of time worked. He said he is still working on calculating the estimated cost savings, as this would require a capital investment because not all buses have this technology (140 buses have the technology and 370 do

not). There would be a \$204 per bus yearly service and maintenance fee plus the equipment cost to add the biometric readers. This would also involve some additional costs due to programming time needed from Abdu's group. Mr. Taguri said this technology could also be used by all divisions who have hourly employees. Dr. Stewart said this is a one time expenditure and could be covered out of reserves.

Item #18 Reduce 90 minutes of non-driving time for bus drivers and attendants. Mr. Davis said all bus drivers and attendants are paid 90 minutes per day for non-driving time at a cost of \$2.2M. This 90 minutes covers bus inspections, paperwork, meetings, pre-trip inspections, etc. We would still need to pay for some of that time. This item would require negotiation. Mr. Harris asked about the students being transported less than two miles. Mr. Davis said he is in the process of evaluating those situations. Dr. Stewart said he removed this item from the list because he feels they were put on the list for a reason, he is hesitant to remove anyone due to an incident that happened a few years ago. Mrs. Cunningham expressed agreement. Mrs. Sellers said the state does reimburse us for those dangerous situations. Mr. Berryman asked about the possible savings associated with newer more efficient buses. Mr. Davis said we can operate on a 12 year replacement cycle. He said 30% of our fleet is 12 years or older and 42% is 10 years or older. We have two buses being utilized in the Lakeland area that run on natural gas. There is currently not enough infrastructure in place to handle more of this. Mr. Davis will provide an update on the progress of the natural gas project with the BOCC. Mrs. Cunningham said she knows of two trucking companies that would be willing to partner with us on this project.

Item #6 Reduce courier services from three days per week to one. This would result in the elimination of two courier positions. Mrs. Cunningham asked if courier services to the Board Members could be reduced as well, Mr. Davis said yes.

Item #7 Reduce bus substitutes, they are looking for ways to entice drivers not to miss work. Mr. Harris asked if we are looking at ways to improve hiring practices to hire more healthy drivers. The Superintendent wanted to know if we ask the question "are you a current tobacco user" during the pre-employment process. He said this will soon be implemented.

Item #5 Eliminate alarm monitoring service (District wide) - Mr. Davis said that cameras catch the action. He is checking to see if alarms can be programmed to call site administrators directly. Mrs. Harris would like to have the ability to rotate phone numbers that the calls go to.

Item #8 White fleet - Mr. Davis said on December 14th a memo was sent to all Division heads who have vehicles asking them to complete the form and provide justification. This information is due back to Support Services on January 25th. At that point the Superintendent will decide on the use of temporary or permanent overnight vehicle assignments. Mr. Berryman asked how many vehicles we currently have. Mr. Davis said 460 including utility

trailers.

Item #12 Partnering with Citrus Connection for student transportation - Mr. Davidshas not met with them yet, therefore does not have information available. His meeting with them is scheduled for January 15th. Mr. Mullenax asked if we are looking into transporting students to choice schools, he said Polk County is the only county that does this.

Item #14 Magnet/Choice Program Transportation - there would be an estimated \$1.9M savings if this was eliminated. This would include every magnet or choice program, IB, Harrison, LCMS, etc., and would affect approximately 6,000 students. It was stated that of the ten counties in the Coalition, we are the only one who provides this service. Mr. Harris asked why we choose to provide transportation when the others did not. Ms. Sellers said it may not have to be all or nothing, we could look at magnet vs choice. Once unitary status is achieved you do not have to continue.

Item #9 Facilities Reorganization Plan - Mr. Rivers said due to the significant reduction in capital construction funding and a highly compartmentalized org structure; inefficient business practices have resulted. There will be no reduction of services. In his plan, \$700,000 will be returned for use toward student education. The number of management positions will be reduced from nine to three. He will also enact a hiring freeze. Mr. Berryman asked if the reduction would be immediate. Mr. Rivers said it would be. Mr. Harris asked if a significant amount of cross training would be needed. Both Mr. Rivers and Mr. Grey said no.

Item #10 Elimination of the Maintenance Warehouse (here in Bartow) - Mr. Grey said that currently material comes into the central warehouse for distribution to others. If the warehouse were eliminated, the material would be delivered directly to various maintenance shops around the county. He said that county demographics have changed, there is much more availability of maintenance material. Mr. Rivers said this would also help his Department increase efficiency. He said that currently good planning is not done in advance. He wants managers more involved in planning work so items individuals need will be available. Mrs. Sellers asked what will become of the buildings. Mr. Grey said only one section would be freed up. We would continue to own and maintain the building. Mr. Harris pointed out the extreme value of the piece of land the warehouse is located on.

Item #11 Eliminate School Supplies Warehouse - Mr. Berryman asked if this would save labor costs. Mr. Grey said yes, there would be elimination of personnel. He said he challenged the warehouse this year to reduce the inventory by \$1M. Mrs. Wright expressed concern about a possible increase in work load for school secretaries.

Item #13 Reduce Work Schedules - Mr. Grey said that no dollar amount is currently identified, this is just something to consider. Dr. Stewart suggested that everyone take a look at this and determine if some positions should be reduced to a 10 month work schedule rather than a 12 month work

schedule.

Item #16 - Race To The Top Funding - we will look to see if any local expenses could be moved into this grant for one year only.

Item #19A 19A - Increase benefit eligibility to 32 hours per week, this would be consistent with industry and the Affordable Health Care Act.

Item #19B Benefits eligibility based on percentage of hours worked, 37.5 hours receives full benefits. This would give us the possibility of providing benefits on a pro-rated basis. This item has the potential to result in a large saving, but is negotiable. Mr. Harris asked if the fact that the District pays full benefits to 18 hour employees is making us not competitive on costs. The Superintendent say yes. Mr. Berryman suggested phasing this in.

More information will be presented at the January 22, 2013 School Board Work Session. The Superintendent said this is something we must continue to discuss. He also pointed out that AFSCME and Non-Union employee raises have not been addressed yet.

Mr. Harris said that the \$75M figure was agreed upon by the Board based on meetings with Dr. Jim Hamilton. Ms. Curts said we should see a significant reduction in lapse due to our decision to remove some contributing factors. Mrs. Sellers thanked everyone and reminded Board Members that we have to make these cuts. She does not see how we can get around making the schedule model changes as we have already obligated this money to salaries. Mrs. Wright pointed out that we never downsized after a significant loss of students.

The Superintendent asked everyone to bring additional ideas or concepts to the January 22nd Work Session. He said we will continue to try to get solid numbers anywhere you see a TBD. He will continue to use the \$16-18M figure as our goal (instead of the \$29M); he doesn't feel that is feasible. He also invited PEA and AFSCME to submit recommendations as they see fit.

Item 2

2. [12:00 - 1:00 PM Break](#)

Item 3

3. [1:00 - 2:30 PM Strategic Plan Update](#)

Attachment: [Strategic Plan documents.pdf](#)

Attachment: [Strategic Plan Recommendations List Jan 2013.pdf](#)

Minutes:

Mr. Lewis said the first step was to get a short meaningful mission statement. He and Mrs. Ferrer reviewed the process used to narrow down themes/topics

and shared the mission statement survey results. The Superintendent said we are asking for consensus from the Board on a mission statement for adoption. He said his personal favorite is "Learning for All, Whatever It Takes." Board Members discussed their top picks. Consensus was reached for Quality Education for All Students. An item was added to the January 22, 2013 School Board Meeting for adoption.

Mr. Berryman asked if the goals the Board established in August would be used. Mrs. Ferrer said no, many of those goals were objectives to broader goals. Mr. Berryman disagreed, feels we need to use those as our 50,000 foot goals. The Superintendent would like for the plan to be as simple as possible.

Item 4

4. [2:30 - 3:00 PM Update on Florida Association of District School Superintendents' \(FADSS\) Report](#)

Attachment: [FADSS Recommendations List Jan 2013.pdf](#)

Attachment: [Exec Summary FADSS Jan 2013.pdf](#)

Minutes:

Mr. Dunn provided a review of the FADSS recommendations. He said he will provide an update every three months.

The Superintendent will bring updates on the priorities that were established for him during his first meeting with the Board. He announced that he would be out of the office for the next three days. Upon his return he will be meeting with teachers at Cleveland Court Elementary. He has also received feedback on LFS (Learning Focused Solutions). He said there will be a restructuring of how we use LFS.

Mrs. Ferrer will be implementing bare minimum testing.

Mrs. Wright asked for clarification on the "not accepted" verbiage used. Dr. Stewart said it meant that the supervisor was not in agreement with the suggestion but that the final decision was his.

Information

Adjournment

Meeting adjourned at 1:04PM. Minutes approved and attested this 22nd day of January, 2013.

Hazel Sellers, Board Chair

John A. Stewart, Ed.D., Superintendent