

Pacifica School District



Board Study Session
Organizational Review of Business Services
and Human Resources Divisions
February 25, 2015

Agenda:

- Background Information
 - Report and Presentations
 - Current Organization Structure
 - Historical Budget Cuts
- Review Report Based on Current District Needs
 - Business and Child Nutrition
 - Facilities, Maintenance, and Operations (FMO)
 - Human Resources
- Staff Recommendations
- Next Steps

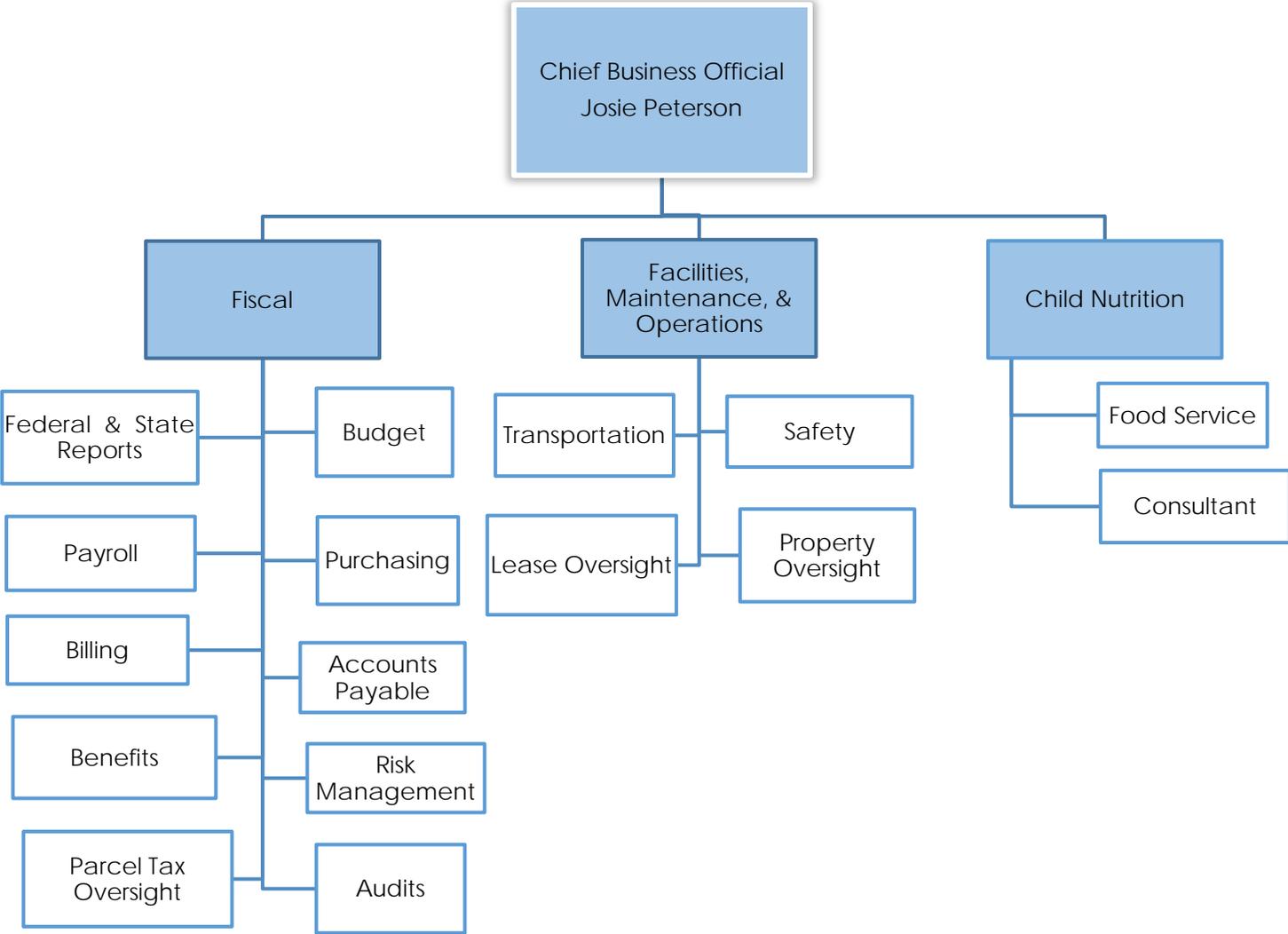
Outcomes

- Understand the Organizational and Efficiency Review with District Perspective
- Deeper understanding of District organizational structure
- Agreement on staffing needs and changes
 - Short-term
 - 2015-16

PSD BUDGET CUTS OVER 10 YEARS:	2001 - 2011
Consolidation of Accounts Payable and Receptionist	\$42,427
Reduction of Custodial & Maintenance Staffing	\$109,072
Closure of Pacific Heights, Merge Oddstad & Linda Mar	\$493,169
Elimination of the Personnel Commission	\$137,623
Elimination of 50% Dean Positions at Cabrillo/Vallemar	\$64,285
Certificated Retirement Incentive/Reduction of Certificated	\$300,000
Elimination of Controller, Personnel Specialist, Facilities Mgr	\$187,264
Eliminate crossing guard at Cabrillo School	\$3,500
Reduce school site supply allocations by \$5 per student	\$15,300
Turn off water for Linda Mar Field/Dim lights all schools	\$21,192
Charge 100% of the delivery driver to Child Nutrition	\$16,000
Reduce summer work crew	\$3,000
Improve recycling, raise field use fees	\$19,200
Freeze Salaries at Jan. 2008 levels	\$210,000
Reduce hours for school assistant positions	\$15,000
Reduce Site Support Programs, site SIP	\$589,000
Eliminate Principal at Linda Mar	\$110,000
Eliminate confidential/classified/custodial	\$90,000
Eliminate printing costs for Board packet/CSBA conf.	\$9,300
Employee Concessions (pay cut days, class size, stipends)	\$831,000
TOTAL REDUCTIONS OVER 10 YEARS	\$3,266,332

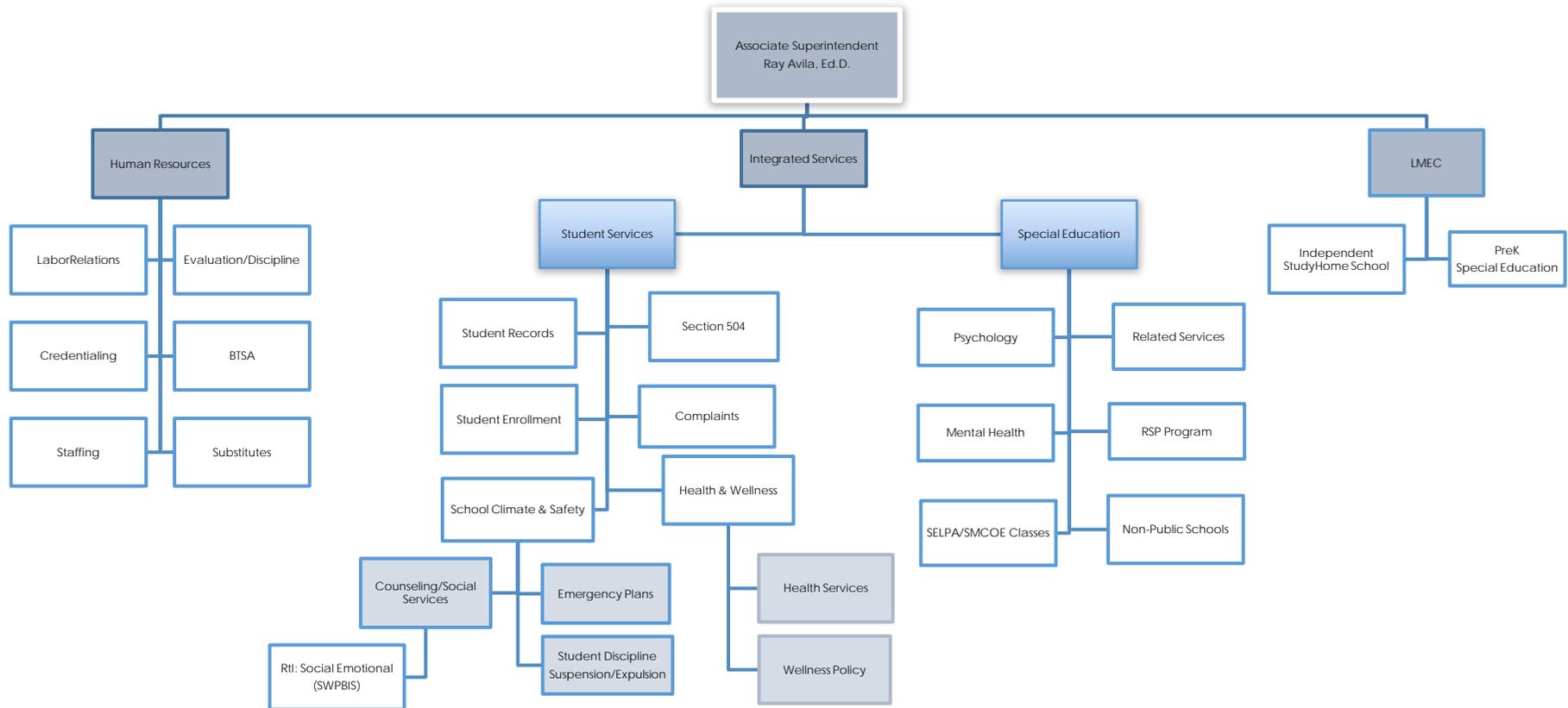
Background

District Organizational Chart: CBO



Background

District Organization Chart: Associate Superintendent



Background

School Services of CA (SSCa): Organization & Efficiency Review

- Study of Business/HR organization
 - Functions, processes, responsibilities
 - Evaluation of efficiency, coordination, management controls
- Study of staffing levels
 - In comparison to comparable school districts
 - Statewide comparable school districts of similar size and similar student demographics
- Measured through
 - Interviews (site and DO staff)
 - Review job descriptions, organization charts, Board Policies

Background

SSCa Report: Comparative Staffing

- Similarly-sized school districts were identified
- The comparative data should be used as another component of evaluation for the District's staffing, but should not be the only measure used
 - The District's unique needs and program should be of first priority
 - Almost all of the comparative districts reported that the current staffing structures are reflective of staffing reductions during the recession, and that most districts had not yet restored staffing to functional, or optimal levels
- Comparative Districts
 - Burlingame SD, Eureka Union SD, Fruitvale SD, Lowell Joint SD, and Ravenswood City SD

Background

SSCa Report: Comparative Staffing

- Overall, the District has slightly fewer staff when compared to the comparative district group
- The District's rankings are as follows :
 - Fiscal Services – 6 out of 6 (last)
 - Child Nutrition – no ranking, due to contracting out for services
 - MOF – 3 out of 6
 - Human Resources – 2 out of 6
- Note: Comparative districts reported that their Human Resources divisions had been severely reduced or even eliminated during the recession, with duties being absorbed by other existing staff, such as the Superintendent or CBO, which is not working well.

Background:

SSCa Report of Findings Process

- Report issued and presented September 17, 2014
 - Recommendations, not mandates
- Reviewed Report/Feedback with Stakeholders
 - District Office
 - FMO
 - Leadership Council
 - Labor Partners



Report of Findings and Recommendations by Divisions

Business Services Division Overview

Fiscal Services Department

- Chief Business Official (CBO)
 - Strategic leadership position
 - Functions as controller as well (eliminated position)
- No dedicated clerical support
- No high-level Accountant or Budget Analyst position to provide a second-tier of support as backup

Business Services Division Overview

Child Nutrition Department

- Supported by a contract with Sodexo
 - Ensures district follows Federal and State Food guidelines
 - Professional Development
- Kitchen Staff at each school
 - Supervisor – School Principal
- Food Service Drivers
 - Supervisor – FMO Director
- Overall management is the responsibility of the CBO

Business Services Division

Fiscal Services and Child Nutrition Areas of Responsibility

- Risk Management
- Benefits
- State Reporting - Attendance
- Management Contracts/Leases
- Affordable Care Act - ACA (benefits)
- US Healthier Family Act (sick leave)
- Bond Compliance
- Budget
- State and Federal Child Nutrition Regulations

Underline= New regulations

Business Services Division Recommendations

SSCa

1. Add Accountant /Budget Analyst position
 - Back-up the essential duties of the CBO and perform complex technical work
2. Add a clerical position to support the CBO
3. Formalize cross-training and backup assignments for the Fiscal Services department
4. Restructure the Child Nutrition department and create a Child Nutrition Supervisor position

PSD

1. Concur
 - 2015-16 Start time
2. Not at this time
3. Concur
4. Concur
 - Spring 2015 start time
 - Eliminate Regional Kitchen Manager
 - Eliminate 4 hour Account Clerk
 - Hire 3 hour Satellite Kitchen at Cabrillo

Business Services Division Facilities, Maintenance, Operations Department Overview

- Director was hired to oversee all FMO functions
 - Grounds
 - Maintenance
 - Facilities
 - Transportation
 - Supports custodial
 - Summer Cleaning
 - Emergency Facilities needs

Business Services Division

Additional Staff Considerations – Operations

- Custodial absences reviewed from 2011/12- current
 - Hiring sub custodians at a rate of 1.5-1.93 FTE since 2011
- Inability to find subs (custodial, driving)
 - Safety Issues
 - Schools not cleaned
 - Staff Time (Principal, Secretary, Director, DO clerical)
 - Maintenance covering driving/lunch periods
 - Costs of advertising
 - Impact of Affordable Care Act & US Healthy Families Act

FMO Department Recommendations

SSCa

1. Change Facilities Manager position to Director
 - Accomplished in summer 2014
2. Change custodial supervision structure to centralized with principal engagement
 - Increase consistencies in supervision and the direction and evaluation of custodial work
3. Consider hiring a Supervisor of Operations in the future

PSD

1. Completed
2. Concur
 - 2015-16 start
3. Future consideration dependent on changes
4. Addition: Hire 2 full time floating positions
 - New job description: Serves multiple duties

Human Resources Division Overview

- The Human Resources division has experienced a significant amount of transition in the last few years in terms of the administrative structure
 - Associate Superintendent of Integrated Services and Human Resources is in the second year of implementation
 - Two staff positions, the Confidential Personnel Specialist and the Personnel Assistant, with no dedicated clerical support
- Concern from report: Communication with departments and school sites is limited

Human Resources Department Areas of Responsibility

- HQT
- Monitor Evaluation Process (Classified/Certificated)
- Hiring/Releasing/Retirements
- Substitute Management System
- Labor Relations Support
- ACA
- Healthy Families

Underline= New Regulations

Human Resources Division Recommendations

SSCa

1. Establish a training program for all Human Resources staff to ensure all staff are classically trained in employment law and regulations
2. Eliminate the Personnel Assistant position and create another Personnel Specialist position for cross-training and cohesive support
3. Additional support to the Associate Superintendent in the Human Resources functions such as Manager so the division has a supervisor dedicated only to Human Resources functions and provide flexibility to the Associate Superintendent to delegate some Human Resources functions in order to focus on the management of Integrated Services

PSD

1. Concur
 - Began in 2014-15
2. Concur
 - Begin change now
 - Personnel Assistant moving to Student Services Department
3. Not at this time

Summary of Staff Recommendations

- Hire Fiscal Technician; 15-16
 - Estimated \$70-90K
- Hire 2 Floating Positions in M&O – No cost
 - Immediately hire short term subs to fill in
 - Hire Permanent positions beginning July 1
- Restructure Food Service Program -\$5K-\$10K
- Change Personnel Assistant Position to Personnel Specialist – Spring 2015
 - Current: Personnel Assistant moving to Student Services
 - Estimated \$47-71K (cost difference approx. 7K)
- Future considerations
 - Supervisor of Operations
 - Manager of Human Resources

Next steps

Thank you!

- Questions
- Direction from Board