

# **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

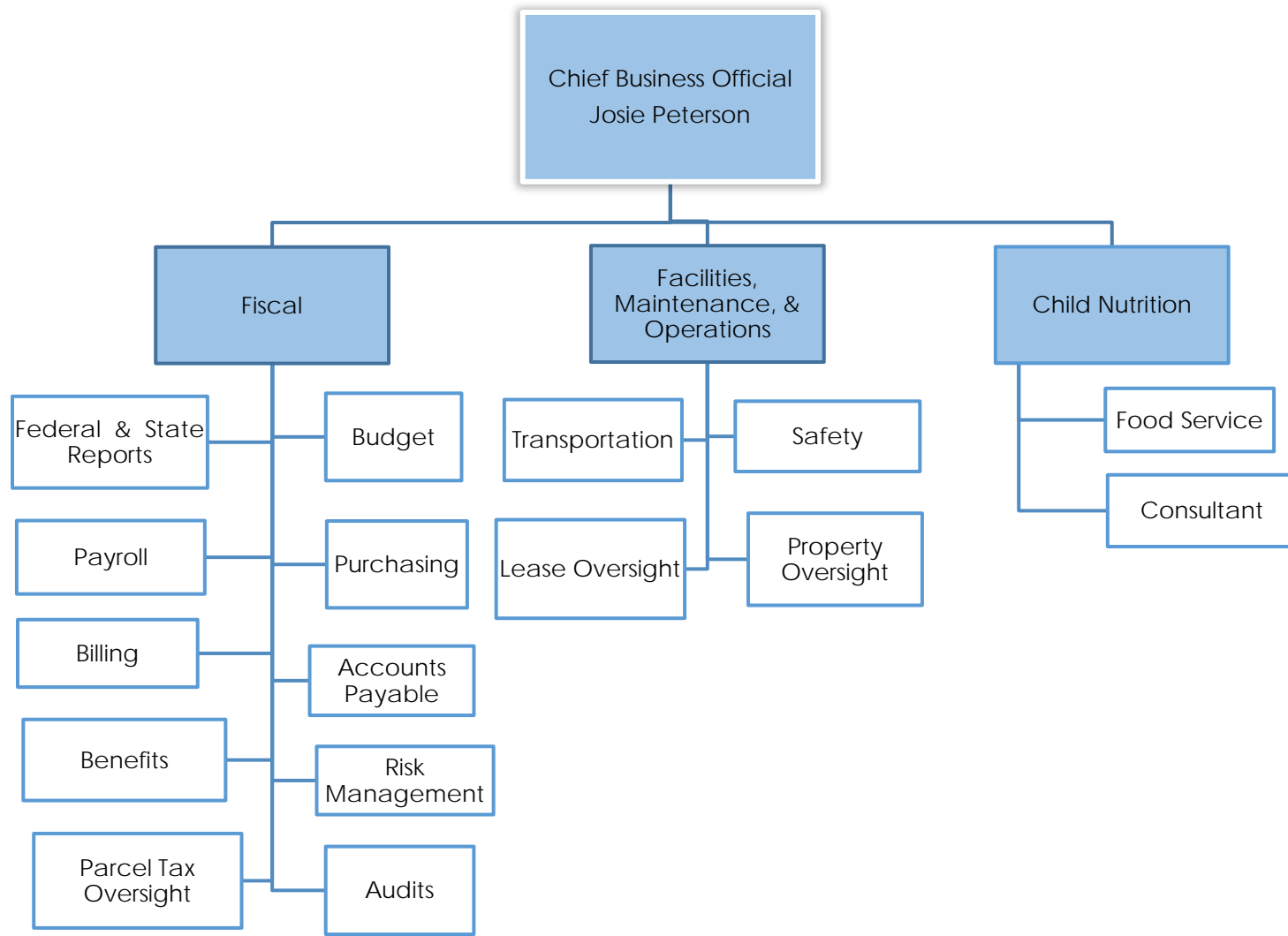
# Outcomes

- 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

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

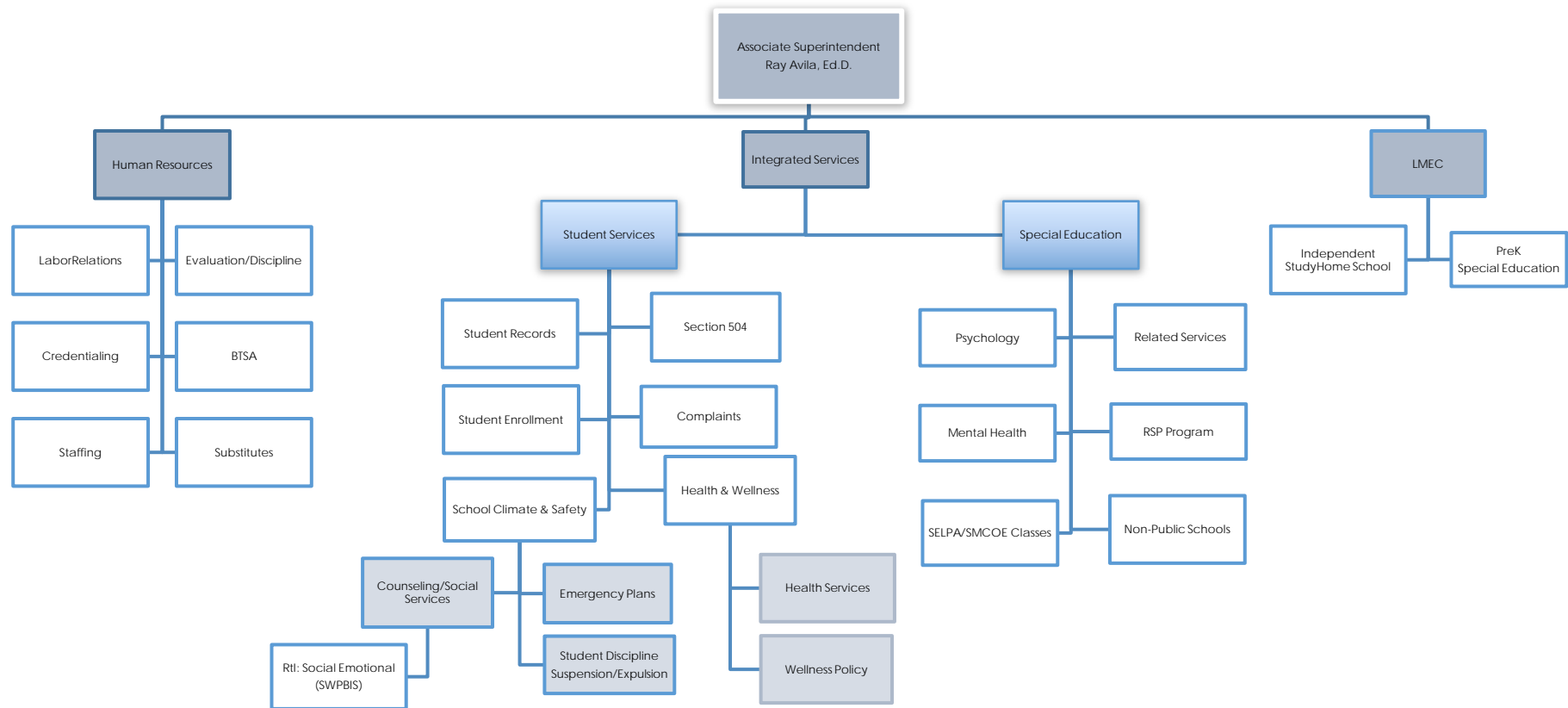
# Background

## 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