

## Lake Oswego School District

**Short-Term Cost Control Staffing Recommendation**

Given the enormity of the state's economic problems and the uncertainties surrounding the future of school funding, the following short-term staffing guidelines are recommended to help conserve resources for what promise to be the extremely challenging times ahead. It is also anticipated that a second set of short-term non-staffing cost control recommendations will be presented to the School Board at the November 16 meeting.

In these challenging and unpredictable economic times, the district is now beginning a more narrowly focused strategic planning analysis for the 2010-11 school year. A significant part of the district's strategic planning process begins with determining reasonable best-case and worst-case funding scenarios for 2010-11. At this point, based on our reasonable worst-case scenario, the district will be facing a \$4M funding gap going into the 2010-11 school year. To begin preparing for next year, the district is going to start reviewing program and service options, as well as potential staffing scenarios.

It is also important to thank staff, parents and community members for the tremendous amount of thought and effort that went into the district's zero-based strategic planning efforts during the 2008-09 school year. Fortunately the district will be building from an extensive body of work that includes organizational assumptions, program and service delivery models, human resource distinctions, reorganization of instructional day schedules and parent survey data.

**SHORT-TERM NATURAL CHANGE STAFFING STRATEGY RECOMMENDATION**

The district should immediately begin taking advantage of the natural change within the organization when positions are vacated through leaves of absence, retirements or resignations. This strategy allows the district to control staffing costs and lessen the magnitude of significantly reduced resources in the future.

1. The goal is to maintain an acceptable level of staffing to meet essential program and service needs while reviewing every employee staffing decision to determine if staffing costs can be minimized through reorganization and redefinition of roles, responsibilities and expectations.
2. When a staffing position is vacated in any program or service area, the district will evaluate the position.
  - a. The district will determine if a short-term acceptable level of service can be provided by eliminating the position and reshaping service delivery, thus controlling costs.
  - b. If the district determines that the position must be filled, existing staff will be evaluated to determine if a current employee can be appropriately transferred into the position. This strategy choice would then require an evaluation of the transferred employee's position to determine if that position can be eliminated or reorganized to control costs.
  - c. If the district determines that the position must be filled and cannot be appropriately reorganized or redefined to control short-term costs, then the district will hire to fill the position.

A short-term natural change strategy will help to save resources and result in helping the district provide future job opportunities for existing employees, but it will also require some staff to assume different job responsibilities. Most often these short-term staffing cost control decisions will be accompanied by some measure of reorganization of roles and responsibilities.