



# Lake Oswego School District

## Strategic Perspectives - Phase II Proposals and Recommendations

### Overarching Objectives

Reducing costs is a necessary survival strategy in a recession. To do this successfully, an organization must adapt programs, services and operations to fit the emerging conditions and foreseeable future. The strategic challenge is to determine the most effective combination of decisions and actions that simultaneously disassemble what will not be maintained while continuing to strengthen, innovate, improve and initiate what will form the foundation of future district educational offerings and support operations.

1. We must be future oriented, yet grounded in the pragmatic imperative to make things work.
2. We must be progressive while striving for continuous improvement in our core competence.
3. We must be focused on the relative value and impact of all of our programs and operations.
4. We must be protective of core programs, values and intangibles that define what we aspire to be.

### Strategic Perspectives

The district has faced numerous downsizing challenges in recent years. Determining effective actions has involved repeated valuing, prioritization, reorganization, innovation, and judgment. The downsizing process has been more complex and measured than simply reducing the same percentage of district financial support across all programs and services, although all entities have a shared responsibility to control costs. The impact of choices and changes will continue to receive thoughtful consideration and be strategically sequenced over a period of years.

1. In 2003, the district made significant reductions to non-teaching support staff, including management and classified employees. This strategy, which adjusted support staff and operations to essential service levels in order to allocate scarce resources to teaching positions, has been continued since that time.
2. When additional resources have been available, essential infrastructure has been held at the same level, and additional teaching positions have been added. This strategy has allowed us to hire as many teachers as possible each year, depending on the level of state, local and Foundation resources.
3. It is anticipated that for the 2011-13 biennium, staffing for nonteaching administrative, management and classified support will have to be changed because as programs and services are adapted, reconstructed, upscaled and downscaled, what are currently essential service levels are going to change.

### Phase II Proposals and Recommendations

#### SPECIAL SERVICES

Proposal: Special Services should make staffing and non-staffing reductions that accomplish a Maintenance of Effort budget for 2010-11. (Reduce up to \$350,000 from a budget of approximately \$7 million.)

#### Administrative Recommendation

Non-Licensed:	Reduce 8.15 FTE (65.25 hours/day) in the following categories: File clerks, speech language assistants, building support, motor team support services	\$293,000
Licensed:	Reduce .17 FTE in ELL services	\$13,000
Non-Staff:	Reduce the operating budget	\$30,000
<b>TOTAL REDUCTION</b>		<b>\$336,000</b>

Timeline: The administration is requesting this recommendation be approved at the April 19 School Board meeting to be implemented for the 2010-11 school year.

#### TALENTED AND GIFTED (TAG)

Proposal: The district's service model should be reviewed with the goal of not increasing program costs for 2010-11, and with the assumption that the service model will need to be re-evaluated, and potentially reorganized, for 2011-12. (Reduction undetermined.)

#### Administrative Recommendation

Program: The Talented and Gifted service model should be re-evaluated and reorganized during the 2010-11 school year to provide the highest possible value with the available resources for the 2011-12 school year.

Licensed:	Reduce .17 FTE TAG Coordinator	\$13,000
	<b>TOTAL REDUCTION</b>	<b>\$13,000</b>

Timeline: The administration is requesting this recommendation be approved at the April 19 School Board meeting for implementation in the 2010-11 school year. This recommendation is contingent upon the level of staffing needed for elementary accelerated math groupings taught by TAG specialists.

**SECONDARY LIBRARY STAFFING**

Proposal: The district should give serious consideration to a shared librarian model between the two high schools similar to the current shared librarian model between the two middle schools.

Administrative Recommendation

Program: The district's two high schools should adopt a shared librarian staffing design similar to the shared librarian staffing design currently employed between the district's two middle schools.

Licensed:	Reduce 1.0 FTE Librarian	\$75,000
	<b>TOTAL REDUCTION</b>	<b>\$75,000</b>

Timeline: The administration is requesting this recommendation be approved at the April 19 School Board meeting to be implemented for the 2010-11 school year.

**ELEMENTARY BAND AND STRINGS PROGRAM**

Proposal: The elementary band and strings program should continue charging \$150 for beginning band and strings, and \$225 for orchestra participation. The district should also continue its efforts to develop an acceptable approach to changing school start and ending times, while operating within transportation constraints and providing a high-quality elementary band and strings program.

Administrative Recommendation

Program: The elementary band and strings program should be re-evaluated and reorganized during the 2010-11 school year to accommodate anticipated school schedule changes in 2011-12, while continuing to provide a high-quality elective music program for elementary students.

Licensed:	No reductions for 2010-11	\$0
	<b>TOTAL REDUCTION</b>	<b>\$0</b>

Timeline: The administration is requesting this recommendation be approved at the April 19 School Board meeting so the study can be undertaken this coming year and approved changes can be implemented for the 2011-12 school year.

**SECONDARY SCHOOL ATHLETICS**

Proposal: Secondary School Athletics should continue charging \$300 per athlete per sport at the high school level and \$150 per athlete per sport at the middle level. A comprehensive financial and participation analysis should be undertaken for all high school, middle school, and Community School athletic offerings from which to base cost benefit staffing and expenditure decisions for 2011-12. (Reduction undetermined.)

Administrative Recommendation

Program: The district's secondary schools competitive athletics program has recently instituted participation fee increases and cost reduction and revenue increase strategies. This year the middle level athletics program decreased its budget by 50%, saving the district approximately \$15,000. After a recent financial review, it is estimated that the cost to the district will be below the proposed 50% reduction. Middle level athletics has not seen a decrease in participation and the overall experience and quality of the program has remained largely the same.

It is recommended that the district undertake an extensive and comprehensive study of its competitive athletics program, including analyzing fees, operational costs, and student

participation, as well as staffing levels and compensation during the 2010-11 school year, upon which to base program and staffing decisions for the 2011-12 school year.

No reductions for 2010-11	\$0
<b>TOTAL REDUCTION</b>	<b>\$0</b>

Timeline: The administration is requesting this recommendation be approved at the April 19 School Board meeting so the study can be undertaken this coming year and approved changes can be implemented for the 2011-12 school year.

**ADMINISTRATION**

Proposal: Administrative staffing should remain at its current service level for 2010-11. The district should undertake an organizational analysis of its administrative staffing model prior to making staffing decisions for 2011-12. Additionally, a reduction in administrative staffing is expected in conjunction with changes in the configuration of district schools.

Administrative Recommendation

Staffing Design: The district should continue to have an elementary principal at each of the district's nine elementary schools; a principal and a vice principal at each of the district's two middle schools; a principal, assistant principal, vice-principal, and athletic director at each of the district's two high schools; and a central office administrative staff of a superintendent, a finance executive director, a human resources executive director, a special services executive director, and two curriculum and instruction executive directors – one specializing in secondary schools and the other specializing in elementary schools. Administrative staffing is currently at essential service levels and should not change for the 2010-11 school year. The district should undertake an organizational analysis of its administrative staffing model during the 2010-11 school year such that approved changes could be implemented in 2011-12, assuming the staffing model may need to be reconfigured below essential service levels.

Licensed:	Continue reduction of .10 FTE (unpaid leave) for 2010-11 The Executive Director of Human Resources is requesting a continuation of .10 FTE (unpaid leave) for 2010-11	\$14,000
	<b>TOTAL REDUCTION</b>	<b>\$14,000</b>

Timeline: The administration is requesting this recommendation be approved at the April 19 School Board meeting for implementation in 2011-12.

**MANAGEMENT**

Proposal: Management staffing in Computer Network Services, Facility Operations, Extended Care, Community School, Swimming Pool, Food Service, and Engineering Services should be re-evaluated and structured to fit future expectations and cost reduction opportunities. Extensive analysis of management services should be undertaken prior to making staffing decisions for 2011-12. (Reduction undetermined.)

Administrative Recommendation

Staffing Design: The district should undertake an organizational analysis of its management staffing model, including roles, relationships, and responsibilities, during the 2010-11 school year for implementation in 2011-12, assuming the staffing model may need to be reconfigured below essential service levels.

Non-licensed:	Reduce .20 FTE (unpaid leave) for 2010-11 The Extended Care Director is requesting unpaid leave of .20 FTE for 2010-11	\$22,000
Licensed:	Continue reduction of .33 FTE in CNS Director position for teaching. The district has already enacted the reduction of .33 FTE in CNS director time for the purpose of providing expert instruction in computer programming at the district's two high schools.	\$25,000
	<b>TOTAL REDUCTION</b>	<b>\$47,000</b>

Timeline: The administration is requesting this recommendation be approved at the April 19 School Board meeting for implementation in 2010-11.

## OFFICE AND SUPPORT STAFF

Proposal: Office and support staff in all buildings should be evaluated to determine what staffing reductions could be made and still maintain essential service levels for 2010-11. (Reduction undetermined.)

### Administrative Recommendation

Staffing Design: All district office and support staff have been operating at what the district has considered to be essential service levels for several years. With the economic realities the district is currently facing, a limited number of hours in office and support staff is being recommended for reduction in the 2010-11 school year. The changes recommended for Central Office and the high schools would reduce support staffing at those locations below what has been considered to be essential service levels.

Non-licensed:	Reduce .25 FTE in Central Office support staff for 2010-11.	\$14,000
	Reduce up to 2.0 FTE (1.0 FTE at each high school) for 2010-11.	\$82,000
	No changes recommended at the middle level for 2010-11.	
	No changes recommended at the elementary level for 2010-11.	
	<b>TOTAL REDUCTION</b>	<b>\$96,000</b>

Timeline: The administration is requesting this recommendation be approved at the April 19 School Board meeting for implementation in the 2010-2011 school year.

## COMPUTER NETWORK SERVICES

Proposal: Computer Network Services should continue efforts to control cost expenditures without reducing staffing for 2010-11. A plan to reduce staffing costs should be developed for implementation for 2011-12.

### Administrative Recommendation

Staffing Design: It is recommended that no computer network staffing be reduced for 2010-11. For 2011-12 it is recommended that computer network services reduce 1.0 FTE in technology service. It is also recommended that the district reduce energy costs with a new automated computer management system, which will produce significant savings by 2011-2012.

Non-staff:	Reduce energy costs with a new automated computer management system. Savings to be realized in 2011-12. Attaining the total reduction is contingent upon the district being selected by the Oregon Department of Energy for an automated computer management system pilot project.	\$25,000
	<b>TOTAL REDUCTION</b>	<b>\$25,000</b>

Timeline: The administration is requesting this recommendation be approved at the April 19 School Board meeting for implementation in 2011-12.

## FACILITY OPERATIONS

Proposal: Facility Operations should reorganize to reduce costs for 2010-11. (Reduction up to \$240,000.) Facility Operations should also develop a service reorganization plan to significantly reduce costs for 2011-12. (Reduction undetermined.)

### Administrative Recommendation

Staffing Design: Facilities operations must provide essential support staffing while continuing to reduce costs through planned as well as natural change. For the 2010-2011 school year, it is recommended that two currently open custodial positions remain unfilled while reducing an additional 2.0 FTE in custodial positions. For the 2011-12 school year, the district should prepare to implement a reorganization of service delivery which would allow the district to further reduce costs in Facility Operations.

Non-licensed:	Reduce 2.0 FTE in custodial staff across junior high and elem levels	\$120,000
	Reduce 2.0 FTE in custodial staff at high school level (already enacted)	\$120,000
	<b>TOTAL REDUCTION</b>	<b>\$240,000</b>

Timeline: The administration is requesting this recommendation be approved at the April 19 School Board meeting for implementation in 2010-11.

### COMMUNITY SCHOOL

Proposal: Community School should reach revenue levels for 2010-11 that cover the costs of all Community School staffing and operations. (Cost neutral.)

#### Administrative Recommendation

Program: The district should re-envision Community School enrichment and athletic offerings in keeping with its original mission of providing direct support to the district's educational programs in an extremely challenging economic environment. The Community School should continue its entrepreneurial efforts, while developing additional program and service opportunities, including online enrichment course offerings.

**COST NEUTRAL**

**\$0**

Timeline: The administration is requesting this recommendation be approved at the April 19 School Board meeting for implementation in the 2010-11 school year.

### EXTENDED DAY

Proposal: Extended Day should continue to reduce staffing levels and reorganize its program service delivery model to ensure that all program and staffing costs are covered by program revenues for 2010-11. (Cost neutral.)

#### Administrative Recommendation

Program: The Extended Day program should streamline and reduce its program operations where indicated to be cost neutral to the district. This recommendation will require Extended Day to discontinue under-enrolled morning extended kindergarten day programs (9:00-11:30 a.m.) currently available for p.m. kindergarten students at Bryant, Oak Creek, and Palisades; and reduce one section (of two) of pre-k at Westridge.

Non-Licensed: A reduction of 1.2 FTE (48.25 hours per week) in support staffing has already taken place this year to help achieve the district's cost neutral program expectation. Next year the recommendation is to reduce an additional 1.37 FTE (55 hours per week) in support staffing hours.

**TOTAL REDUCTION**

**\$98,000**

Timeline: The administration is requesting this recommendation be approved at the April 19 School Board meeting for implementation in the 2010-11 school year.

### FOOD SERVICES

Proposal: Food Services should continue working assertively to become self-supporting by 2011-12.

#### Administrative Recommendation

Program: Food Services management should continue pursuing a combination of improving technology and reorganizing staffing to become as self-sustaining as possible during the 2010-11 school year. The goal of being completely self-sustaining by the end of the 2011-12 school year is also recommended.

Non-Licensed: Reduce 3.6 FTE for 2010-11

\$60,000

POS Purchase: Implement Point of Sale (POS) computer system in 2010-11

(\$20,000)

**TOTAL REDUCTION**

**\$40,000**

Timeline: The administration is requesting this recommendation be approved at the April 19 School Board meeting for implementation in the 2010-11 school year.

### TRANSPORTATION SERVICES

Proposal: Transportation Services, including bus routes, should be re-evaluated for 2010-11 to control cost increases while providing essential services. The district contracts Transportation Services with First Student. (Reduction undetermined)

Administrative Recommendation

Service: Transportation services should work with the district to review and enact changes in bus routes with the goal of providing essential services while controlling costs.

**TOTAL REDUCTION UNDETERMINED**

Timeline: The administration is requesting this recommendation be approved at the April 19 School Board meeting for implementation in the 2010-11 school year.

**SWIMMING POOL**

Proposal: The district should continue working to develop a plan for reducing the pool's operating cost deficit by 50%, which could include increasing fees, reducing operational hours, developing a new organizational structure, as well as closing the pool for extended timeframes during 2010-11. (Reduction approximately \$50,000).

Administrative Recommendation

Operation: The district reviewed swimming pool operational costs and assessed proposals and suggestions for management reorganization and cost controls during the 2008-09 school year. Because the district was unwilling to embrace any of the "whole package" proposals for changing its operations going into the 2009-10 school year and wanted to explore a partnership with the city to help support pool operations, the district did not make substantial changes in pool operations for 2009-10. Now that the district knows through the City Manager that the city is not interested in participating with the district in support of pool operations, the administration is recommending a short-term and a long-term strategy for the pool.

**Short-term (2010-11 school year)**

As stated above, the district benefitted from several proposed strategies to reduce pool operating costs in 2008-09. For next year, the administration is recommending a combination of those proposed strategies as follows:

- Reduce lifeguard costs. \$ 34,000  
All team and contracted pool users would be required to provide their own lifeguards, including high school water polo, swimming, and club practices.
  - Close the pool to general public open swim on Sundays \$ 9,000  
(approx. 50 Sundays).  
Use of the pool on Sundays would be restricted to team and contracted pool users, who would be required to provide their own lifeguards.
  - Charge for non-district team usage. \$ 2,000  
In 2009-10 the district allowed five non-district teams to have home meets in the pool without charge and hosted the district swim meet without charge. Charging fees for non-district team usage as well as for the district swim meet would increase usage fees in the range of a couple of thousand dollars.
  - Increase pool usage fees by 10% for all fee usage categories. \$ 6,000
- PROJECTED SAVINGS                    \$51,000**

**Long-term (2011-12 and beyond)**

Evaluate the strategy changes implemented in 2010-11 and develop a plan to continue pool operations in 2011-12, taking into consideration the economic challenges the district will be facing. It is recommended that the Board appoint an ad hoc committee of district staff and pool user stakeholders to develop strategy proposals for presentation to the School Board. Additionally, the district should invite swim pool advocates, including clubs and patrons, to offer their own suggestions for Board consideration.

Timeline: The administration is requesting approval at the April 19 School Board meeting of both the short-term cost control strategies and the formation of a swim pool ad hoc committee for implementation in the 2010-11 school year.

## ENERGY SAVINGS

Proposal: Continue to develop and initiate a comprehensive energy conservation and sustainability plan. A proposed energy conservation plan will be presented to the School Board at the May 3 Board meeting.

### Administrative Recommendation

Program: Install city grant-funded software to track daily energy utilization by site and implement regulations to facilitate energy conservation.

Non-Staff	Energy pilot project		\$100,000
		<b>TOTAL REDUCTION</b>	<b>\$100,000</b>

Timeline: The administration is requesting this recommendation be approved at the April 19 School Board meeting to be implemented in the 2010-11 school year.

### **Process Overview and Next Steps**

Effective long-term strategic planning is a continuous process and has long formed the bedrock of the district's continuous improvement, evolution, and adaptability to changing conditions.

Proposals and recommendations for the 2010-11 school year and the 2011-13 biennium encompass the following phases:

- **Phase I: Licensed staffing and scheduling**

Recommendations approved by the school board include the reduction of approximately 15 teaching positions, modifications to the elementary PE program delivery model, and changes to the junior high schedule. These recommendations were made first in order for the secondary level forecasting and scheduling process for 2010-11 to get under way.

**TOTAL PROJECTED SAVINGS** **\$1,125,000**

- **Phase II: Support staffing and operations**

These proposals and recommendations include reductions in operations, program areas, licensed and non-licensed support staff. The school board will consider these recommendations at its meeting on April 19.

**TOTAL PROJECTED SAVINGS** **\$1,135,000**

- **Phase III: Instructional Program Initiatives**

The next phase will encompass program improvement initiatives for next year and the near future. For example, the Elementary Second Language Study Committee will be sharing its recommendations with the School Board on April 19, which will be followed later by a program initiatives administrative proposal and recommendation.

The School Board is scheduled to make decisions on Phase II recommendations in its April 19 meeting taking place in the library at Lake Oswego High School. The Board will be in work session talking about the recommendations from 5:30-6:00 p.m. followed by a public hearing on the recommendations from 6:00-7:00 p.m. The regular School Board meeting will begin at 7:00 p.m. Individuals who are interested in providing perspective to the Board have the opportunity to do so in writing, by giving public comment at the public hearing, or by calling individual Board members.

Dr. Bill Korach