



Date: February 17, 2010
 To: Dr. J. Brian Sarvis, Superintendent
 From: Eric D. Smith, Deputy Superintendent
 Subject: Approval of Fiscal Solvency Plan Phase 3

Action Item (Time Required: 120 min.)

Background

In October of last year, the board directed staff to develop an accelerated time frame for making budget reductions for the 2010-11 fiscal year budget. This timeline included the following milestones:

- First interim report and multi-year projections and establishment of budget reduction amount (December 15, 2009).
- Report on governor's 2010-11 education budget and revision to budget reduction amount, if necessary (January 12, 2010)
- First reading of fiscal solvency plan phase 3 (February 9, 2010)
- Second and final reading of fiscal solvency plan phase 3 (February 23, 2010)

Issue

In theory, starting the budget reduction process early may allow the board to consider, and act on reductions, prior to when certificated staff must be noticed in accordance with statutory deadlines. This may enable the board to make decisions regarding the elimination of programs prior to the March 15 deadline. It should be noted, however, that unless we once again "over-notice" certificated staff the districts may be placed at risk in the event that the state changes the assumptions used to build the budget, either during the release of the May revise or during the final adoption of the state budget. For this reason, based on the governor's proposed budget, we are asking the board to make at least six million in reductions for the 2010-11 fiscal year.

Results

The attached fiscal solvency plan reflects the changes requested by the board at the February 9, 2010 board meeting.

Recommendation

That the board identify \$6M in expenditure reductions for the 2010-11 fiscal year.

Attachment(s)?	X	Yes	No	Powerpoint	Ovrhead	Consultant
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Adams Elementary School Cesar Chavez Charter School Cleveland Elementary School Franklin Elementary School	Harding Elementary School McKinley Elementary School Monroe Elementary School Open Alternative School	Peabody Charter School Roosevelt Elementary School Santa Barbara Charter School Santa Barbara Community Academy Washington Elementary School	Goleta Valley Junior High School La Colina Junior High School La Cumbre Junior High School Santa Barbara Junior High School	Dos Pueblos High School La Cuesta Continuation High School San Marcos High School Santa Barbara High School
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Santa Barbara
SCHOOL
DISTRICTS

FISCAL SOLVENCY PLAN

Phase 3

February 23, 2010

720 Santa Barbara Street / Santa Barbara, CA 93101 / (805) 963-4338 / www.sbsdk12.org

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INTRODUCTION

On January 6, 2010 Governor Schwarzenegger delivered his state of the state address, during which he pledged to protect public education from another round of devastating budget cuts. Two days later, the governor unveiled his budget plan for fiscal year 2010-11, and the pledge to protect public education was nowhere to be found. Citing a decrease in the Proposition 98 minimum guarantee, the governor proposes roughly \$2 billion in cuts to public education for the 2010-11 fiscal year. Although it appears that districts will not be faced with mid-year cuts this fiscal year, the governor's proposal conveniently moves the problem into fiscal year 2010-11.

If the governor's proposal stands, it is anticipated that revenue limit districts will have their income reduced in the following ways:

Deficit Factor

The current revenue limit deficit factor of 18.335 percent for school districts continues. This means that revenue limit school districts are receiving approximately 81 cents on the dollar for every \$100 of general purpose revenue they are entitled to.

Cost of Living Adjustment

Unlike last year, the governor proposes to fully "fund" the statutory cost-of-living-adjustment (COLA). Unfortunately, the projected COLA is a negative number (i.e. -0.38 percent) and thus a district's revenue limit is reduced by that amount under the normal operation of law. Staff estimates this equates to roughly \$23 per average daily attendance (ADA) in the elementary district and \$28 per ADA in the secondary district.

Revenue Limit Reduction

Additionally, the governor proposes ongoing "targeted cuts" of \$1.5 billion, which includes \$1.2 billion from "school district administrative costs," and recaptured savings of \$300 million from the "elimination of barriers to contracting out." Staff estimates this calculates to an additional \$191 per ADA cut to the elementary district and a \$231 ADA cut to the secondary district. It is anticipated that both this reduction and the negative COLA above may manifest themselves in an increase in the 5.81 percent "fair share" reduction targeted toward Tier III and Tier II categorical funding for districts in basic aid.

Lastly, the governor is proposing a number of what he calls personnel and administrative reforms that target the protections of certificated employees. Among other things, the governor proposes eliminating the March 15 deadline for certificated layoffs; granting school districts the authority to lay off certificated employees with 60 days notice from the time the state budget is adopted or amended; eliminating the use of seniority as a criteria to lay off, assign, reassign, or transfer; and to make substantive changes to the teacher dismissal process.

In addition to the savings projected from the implementation of the above initiatives, the governor's proposal includes the risky assumption that the federal government will provide \$1 billion in revenue for special education. The governor's proposed elimination of sales tax on fuel in favor of an excise tax of .10 percent would have a negative impact on Proposition 98 of \$836 million.

At this point, it is unclear whether any of the non-financial aspects of the governor's budget will gain traction with the state legislature. However, it is clear that the governor's proposal serves as clarion call and that, in all likelihood, the district will have to make cuts much deeper than the \$5 million figure anticipated during the presentation of the First Interim Financial Report in December 2009.

PHASE 3 FISCAL SOLVENCY PLAN COMPONENTS

The proposed plan is our best work to-date given the unknown factors from the governor's January budget. The plan also represents our best attempt to make expenditure reductions in accordance with the board's desire to adhere to a compressed time frame.

Plan Assumptions

The cost savings identified in this document are based on the following assumptions:

- That the average total compensation (medical and statutory benefits) for a replacement teacher in FY 2010-11 is estimated at \$73,100. Actual certificated costs were used when known.
- Classified personnel total compensation (medical and statutory benefits) is calculated at the actual cost of the identified position.
- Estimated cost savings have been rounded.
- Cost savings are identified as ongoing unless explicitly identified as one time.
- For the purposes of the plan, expenditure reductions and revenue enhancements are both construed as cost savings.
- Only the cost savings to the unrestricted general fund are quantified, even though some cost savings may accrue to the restricted general fund.
- Cost savings are identified by district. Cost savings that are not identified by district pertain to jointly funded expenses and are assumed to be split seventy percent secondary and thirty percent elementary.
- The plan already presumes that there will be a reduction of approximately 3.6 certificated full time equivalents, respectively, to account for declining enrollment in fiscal year 2010-11.
- Certain items contained in the plan may be negotiable and will require the cooperation of our employee associations to implement. In the event the board approves these recommendations and staff fails to negotiate their implementation, the board will need to adopt additional measures to reduce expenditures and/or enhance revenues equal to the dollar value of those items that could not be negotiated.
- Education Code Section 35110 enables the districts to report their financials combined. However, the Santa Barbara County Education Office requires that each district demonstrate that it meets the three percent recommended minimum reserve for economic uncertainties. As such, cost savings have been identified by the district.
- No Measure H or Measure I funds are being used to offset expenditure reductions. However, it is anticipated that these funds are being charged indirect cost as was originally contemplated in the development of the measures.
- Revenue limit and state categorical deficits are applied in accordance with the School Services of California Financial Dashboard.

BUDGET CRAFTSMANSHIP AND REVENUE ENHANCEMENT

A. Reduce Routine Restricted Maintenance Account from Three to Two Percent

The state budget affords districts the latitude to reduce their routine restricted maintenance account (RRMA) from three percent of total general fund expenditures to two percent. When staff developed a plan to offset the one-time reduction of \$3.4 million in revenue earlier this year, an amount of \$523,443 was used as a placeholder in the secondary district even though specific expenditures were not tied to the budget. Staff proposes sustaining and increasing this amount to include the RRMA in both districts. A reduction to the RRMA budget of this magnitude will result in a reduction in force of classified employees. If this percentage was increased to 2.5 percent, then these savings would be reduced by \$193,571 and \$400,844 for the elementary and secondary districts, respectively.

Savings elementary: \$360,000	Savings secondary: \$840,000	Total: \$1,200,000
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B. Eliminate Funding for Crossing Guards

In June 2009, the Santa Barbara Police Department (SBPD) notified the district that due to the city's budget crisis it would not be able to provide funding nor operate a crossing guard program for the 2009-10 school year. In August 2009, the board authorized the administration to negotiate a memorandum of understanding with the SBPD for crossing guard services and appropriated \$112,000 from the unrestricted general fund to pay for these services on a one-year basis. Staff believes that the provision of crossing guards is a public safety function, and as such, is the responsibility of the SBPD.

Savings elementary: \$112,000	Savings secondary: N/A	Total: \$112,000
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C. Shift Expense of Transporting Students from Program Improvement Schools to Non-Program Improvement Schools to Title I, Part A

During analysis of the parent pay program, it was noted that a significant number of elementary students who reside in the attendance area of program improvement schools are being transported to non-program improvement schools. Staff proposes that the district use Title I revenues to fund the transportation costs for all intra-district program improvement transfers. Title I, Part A requires school districts to provide students enrolled in program improvement schools the option to transfer to non-program improvement schools within the district, with paid transportation. Public school choice is a critical component of No Child Left Behind because it offers a student enrolled in a Title I school that is identified for school improvement, corrective action, or restructuring, an opportunity to attend a public school that has not been so identified.

Savings elementary: \$75,000	Savings secondary: N/A	Total: \$75,000
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D. Reduce Telephone Expense at Four Elementary Schools Due to Implementation of Voice Over Internet Protocol

The elementary district will receive federal E-rate funds to provide voice over internet protocol (VOIP) at four elementary schools. By replacing local telephone lines with VOIP, staff anticipates an ongoing reduction in telephone expense of \$12,000 per year. However, the actual instruments will be funded through proceeds from I98.

Savings elementary: \$12,000	Savings secondary: N/A	Total: \$12,000
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E. Eliminate 2-way Communication Devices at Adams Elementary School

The district has maintained thirty-three Nextel 2-way radios at Adams for emergency communication purposes. These radios are no longer needed. School staff have Verizon Wireless cell phones and Motorola radios for use in emergencies.

Saving elementary: \$ 6,500	Savings secondary: N/A	Total: \$ 6,500
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F. Bid Contract for Waste Hauling Services in Unincorporated Areas of the Secondary District

The secondary district budgets approximately \$115,000 annually for waste hauling and recycling services in Goleta and the unincorporated areas. These services are currently provided by haulers operating under the City of Santa Barbara franchise agreement; however, the district has statutory authority to contract directly for waste hauling services. Staff estimates that awarding a contract through a competitive bid process could reduce the annual outlay to \$80,000 with no decrease in current service levels.

Savings elementary: N/A	Savings secondary: \$33,000	Total: \$33,000
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G. Recognize Revenue from Inter-district Students from Revenue Limit Districts of Residence Attending District Charter Schools

Education Code 47633 requires the superintendent of public Instruction to apportion 70 percent of a revenue limit district's base revenue to basic aid school districts that receive inter-district students into their charter schools. Staff reviewed enrollment data of students from revenue limit districts that attend district charter schools and identified 25 ADA who attend district charter schools from revenue limit districts.

Savings elementary: \$85,000	Savings secondary: N/A	Total: \$85,000
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H. Recognize State Allocation Board Waiver of Unused Site Fees for the Hidden Valley and Tatum Sites

The districts are currently assessed unused school site fees totaling approximately \$125,000 per year. The current cost to the elementary district for the Hidden Valley site is \$44,798; the cost to the secondary district for the Tatum site is \$79,000. In October 2009, the board directed that a waiver application for these fees be filed with the State Allocation Board (SAB) pursuant to Education Code Section 17219. The SAB agenda for January 27 includes both waiver requests. Although the districts will have to reapply each year, approval this year makes it more likely that future fee waiver requests will be granted.

Savings elementary: \$44,798	Savings secondary: \$79,000	Total: \$123,798
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I. Charge Associated Student Body Accounts Indirect Cost Rate

Last year staff attempted unsuccessfully to charge their associated student body (ASB) bookkeepers' at each of the three comprehensive high schools for a portion of their salary and benefit costs. Since ASBs do impose additional costs on the district office in terms of their impact on the districts' accounting, personnel, auditing, professional development and payroll functions, it is appropriate that they pay an indirect cost rate to the unrestricted general fund as part of their "cost of doing business". Alternately, the districts could rescind the student parking fees the ASB's are currently imposing on their student bodies for parking, and levy district student parking fees instead (although this would most likely result in a much lesser amount).

Site	2008/09 Expenditures	2009/10 Indirect Cost Rate	2009/10 Estimated Indirect Cost
La Colina JHS	71,673	4.74%	3,397
La Cumbre JHS	74,631	4.74%	3,538
Goleta Valley JHS	133,262	4.74%	6,317
Santa Barbara JHS	129,151	4.74%	6,122
Dos Pueblos HS	1,305,350	4.74%	61,874
San Marcos HS	1,191,728	4.74%	56,488
Santa Barbara HS	1,080,488	4.74%	51,215
Total ASB Indirect			\$188,950

Savings elementary: N/A	Savings secondary: \$188,950	Total: \$188,950
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J. Streamline Accounts Payable Process to Reduce Late Fee Penalties and Finance Charges

The director of fiscal services, internal auditor and purchasing coordinator investigated the amount of late fees and finance charges the district is assessed annually and believe significant savings can be achieved by streamlining the payment approval process. Staff is working with Nigro, Nigro & White and the Santa Barbara County Education Office (SBCEO) on revised practices and internal controls.

Savings elementary: \$ 2,500	Savings secondary: \$7,500	Total: \$ 10,000
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PROGRAM REDUCTIONS

J1. Option One - Enforce Class Size Maximums in the Secondary District

An in depth review of how secondary district schools are staffed revealed significant overstaffing in relationship to class size maximums contained in the Santa Barbara Teachers Association (SBTA) collective bargaining agreement. The following table shows current unrestricted staffing allocations in the secondary district versus class size maximums contained in the current SBTA collective bargaining agreement. For illustrative purposes, San Marcos High School (SMHS) is staffed at 33:1 based on their current memorandum of understanding.

Current Unrestricted Staffing/Class Sizes			Maximum Unrestricted Staffing/Class Sizes				
A	B	C (A/B)	D	E	F (D/E)	G (B-F)	
Enrollment	FTEs	Ratio (Class Size)	Enrollment	Ratio (Class Size)	FTEs	Difference	
SBHS	2236	74.00	30.22	2236	35	63.89	10.11
SMHS	1812	63.76	28.42	1812	33	54.91	8.85
DPHS	2281	76.90	29.66	2281	35	65.17	11.73
GVJH	817	31.20	26.19	817	33	24.76	6.44
La Colina	950	36.60	25.96	950	33	28.79	7.81
La Cumbre	464	18.00	25.78	464	33	14.06	3.94
SBJH	717	27.60	25.98	717	33	21.73	5.87
La Cuesta	262	13.00	20.15	262			
La Cuesta - CDS	17	2.00	8.50	17			
Total Difference						54.76	

By staffing at class size maximums, the number of certificated staff can be reduced by 54.76 full time equivalents. Even taking into account that teachers teach five out of six periods and subtracting the amount needed for prep period coverage, the number of certificated staff in the secondary district can be reduced by 45.63 for a savings of \$3,335,797.

Certificated FTEs Reduction	54.76
Five periods teaching	5
Six total periods	6
Ratio (5/6)	0.8333
Factor (1-.8333)	0.1667
FTE Adjustment (54.76 x .1667)	9.127
Adjusted Certificated FTEs Reduction (54.76-7.743)	45.63
Estimated Salaries & Benefits Cost per FTE	\$ 73,100
Total Cost Savings (45.63 x 73,100)	\$ 3,335,797

The figures are based exclusively on unrestricted staffing ratios and do not contemplate the use of categorical funds and/or parcel taxes to “buy down” class sizes.

Savings elementary: N/A	Savings secondary: \$3,335,797	Total: \$3,335,797
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J2. Option Two - Enforce Class Sizes One below Maximums in the Secondary District

The following table shows current unrestricted staffing allocations in the secondary district versus class sizes one below the maximums contained in the current Santa Barbara Teachers Association (SBTA) collective bargaining agreement. For illustrative purposes, SMHS is staffed at 32:1 based on their current memorandum of understanding.

Current Unrestricted Staffing/Class Sizes				Maximum Unrestricted Staffing/Class Sizes			
A	B	C (A/B)		D	E	F (D/E)	G (B-F)
Enrollment		FTEs	Ratio (Class Size)	Enrollment		Ratio (Class Size)	FTEs Difference
SBHS	2236	74.00	30.22	2236	34	65.76	8.24
SMHS	1812	63.76	28.42	1812	32	56.63	7.14
DPHS	2281	76.90	29.66	2281	34	67.09	9.81
GVJH	817	31.20	26.19	817	32	25.53	5.67
La Colina	950	36.60	25.96	950	32	29.69	6.91
La Cumbre	464	18.00	25.78	464	32	14.50	3.50
SBJH	717	27.60	25.98	717	32	22.41	5.19
La Cuesta	262	13.00	20.15	262			
La Cuesta - CDS	17	2.00	8.50	17			
Total Difference							46.46

By staffing at class sizes one below the maximums, the number of certificated staff can be reduced by 46.46 full time equivalents. Even taking into account that teachers teach five out of six periods and subtracting the amount needed for prep period coverage, the number of certificated staff in the secondary district can be reduced by 38.72 for a savings of \$2,830,188.

Certificated FTEs Reduction	46.46
Five periods teaching	5
Six total periods	6
Ratio (5/6)	0.8333
Factor (1-.8333)	0.1667
FTE Adjustment (46.46 x .1667)	7.743
Adjusted Certificated FTEs Reduction (46.46-7.743)	38.72
Estimated Salaries & Benefits Cost per FTE	\$ 73,100
Total Cost Savings (38.72 x 73,100)	\$ 2,830,188

The figures are based exclusively on unrestricted staffing ratios and do not contemplate the use of categorical funds and/or parcel taxes to “buy down” class sizes. Moreover, ninth grade English is staffed at 25:1 per prior board action, the Visual Arts & Design Academy (VADA) and the Multimedia Arts & Design Academy (MAD) are staffed at 25:1 per state guidelines and the additional full time equivalents for electives are still allocated to each junior high.

Savings elementary: N/A	Savings secondary: \$2,830,188	Total: \$2,830,188
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J3. Option Three - Enforce Class Sizes Two below Maximums in the Secondary District

The following table shows current unrestricted staffing allocations in the secondary district versus class sizes two below the maximums contained in the current SBTA collective bargaining agreement. For illustrative purposes, SMHS is staffed at 31:1 based on their current memorandum of understanding.

Current Unrestricted Staffing/Class Sizes				Maximum Unrestricted Staffing/Class Sizes			
A	B	C (A/B)		D	E	F (D/E)	G (B-F)
Ratio				Ratio			
Enrollment	FTEs	(Class Size)		Enrollment	(Class Size)	FTEs	Difference
SBHS	2236	74.00	30.22	2236	33	67.76	6.24
SMHS	1812	63.76	28.42	1812	31	58.45	5.31
DPHS	2281	76.90	29.66	2281	33	69.12	7.78
GVJH	817	31.20	26.19	817	31	26.35	4.85
La Colina	950	36.60	25.96	950	31	30.65	5.95
La Cumbre	464	18.00	25.78	464	31	14.97	3.03
SBJH	717	27.60	25.98	717	31	23.13	4.47
La Cuesta	262	13.00	20.15	262			
La Cuesta - CDS	17	2.00	8.50	17			
Total Difference							37.63

By staffing at class sizes two below the maximums, the number of certificated staff can be reduced by 37.63 full time equivalents.

Even taking into account that teachers teach five out of six periods and subtracting the amount needed for prep period coverage, the number of certificated staff in the secondary district can be reduced by 31.36 for a savings of \$2,292,294.

Certificated FTEs Reduction	37.63
Five periods teaching	5
Six total periods	6
Ratio (5/6)	0.8333
Factor (1-.8333)	0.1667
FTE Adjustment (37.63 x .1667)	6.272
Adjusted Certificated FTEs Reduction (37.63-7.743)	31.36
Estimated Salaries & Benefits Cost per FTE	\$ 73,100
Total Cost Savings (31.36 x 73,100)	\$ 2,292,294

The figures are based exclusively on unrestricted staffing ratios and do not contemplate the use of categorical funds and/or parcel taxes to “buy down” class sizes. Moreover, ninth grade English is staffed at 25:1 per prior board action, the VADA and MAD academy are staffed at 25:1 per state guidelines and the additional full time equivalents for electives are still allocated to each junior high. Moreover, ninth grade English is staffed at 25:1 per prior board action, the VADA and MAD academy are staffed at 25:1 per state guidelines and the additional full time equivalents for electives are still allocated to each junior high.

Savings elementary: N/A	Savings secondary: \$2,292,294	Total: \$2,292,294
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K. Reduce Psychologists in Accordance with the Fiscal Crisis Management Team Recommendations

Two years ago the board approved reducing the number of psychologists in the districts by five full time equivalents, from 17.4 to 12.4 (.4 of one of these positions is paid for by categorical funds). Due to circumstances in the special education department at that time, the board approved reductions never occurred. In June 2009, the board received a study from Fiscal Crisis Management Team on the districts' special education program; a finding in the study suggested that the districts were overstaffed by five full time equivalent psychologists.

State ratio: 1328/1

Current district ratio: 923/1

If the number of psychologist positions was reduced by five full time equivalents based on seniority, the cost savings would be \$457,588. If a "skip" provision was included for the position of bilingual psychologist, then the savings would be \$492,716. The retirement of one psychologist is contemplated in these figures (i.e. we would not replace that position).

Savings elementary: \$137,246	Savings secondary: \$320,342	Total: \$457,588
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L. Eliminate Home School Santa Barbara, Grades K-6

Home School Santa Barbara (HSSB) is an independent study program that currently operates under the umbrella of La Cuesta High School in the secondary district and as a stand alone program in the elementary district. When the program was created both districts were funded through the revenue limit and there existed a fiscal incentive to operate this type of program to generate increased average daily attendance. Now that both districts are transitioning into basic aid, it is no longer financially advantageous to operate the elementary program. The elimination of HSSB will result in a savings of \$200,029 in the elementary district. Textbooks purchased for HSSB students can be checked out to families as needed. The HSSB resource library can be relocated to the district office curriculum lab with weekly open hours.

Alternately HSSB could be scaled down to a .2 full time equivalent teacher to review student work records and hourly clerical support for a savings of \$180,000.

Savings elementary: \$200,029	Savings secondary: N/A	Total: \$200,029
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M. Eliminate Unrestricted Expense on Summer School in Elementary District

For the past few years, the elementary district has run a decentralized summer school program. Since this program was funded through the supplemental hourly program, and those funds have been severely curtailed, it no longer makes financial sense to operate this program.

Savings elementary: \$85,000	Savings secondary: N/A	Total: \$85,000
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N. Eliminate Unrestricted Expense on Summer School in Secondary District

Similarly for the past few years, the secondary district has run a more centralized summer school program, both at the junior high and high school levels. Since this program was funded through the supplemental hourly program, and those funds have been severely curtailed, it no longer makes financial sense to operate this program.

Savings elementary: \$	Savings secondary: 70,702	Total: \$70,702
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O. Reduce Alternative Education Certificated Staffing

Enrollment at La Cuesta Dos Pueblos High School (HS) does not justify keeping a continuation program open with two fulltime teachers. Maintaining a continuation program in Goleta can be accomplished through Alta Vista’s independent study program.

- Move La Cuesta Dos Pueblos HS county-district-school code over to Dos Pueblos High School (DPHS) (as has been done at Santa Barbara High School (SBHS) and SMHS, creating a Bridge Program at DPHS)
- Eliminate one teaching position (1.0 full time equivalent); reduce the second teaching position by .4 FTE (transfer the other .6 FTE to Alta Vista—see below)

Potential Savings	1.0 FTE	.4 FTE	Head Teacher Stipend	Total
(newly hired teacher)	\$60,873.40	\$32,665.00	\$4,944.00	\$98,482.40

Savings elementary: N/A	Savings secondary: \$98,482.40	Total: \$98,482.40
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P. Eliminate Youth Service Specialist at Secondary Sites and Reallocate Pupil Retention Block Grant Funding

The secondary district currently contracts with the Council on Alcoholism and Drug Abuse for the provision of seven youth service specialists for each of the junior high and comprehensive high school campuses. The district administration funds this contract from a combination of pupil retention block grant funds, federal safe and drug free monies and tobacco-use prevention education. Since pupil retention block grant funds are designated as Tier III categorical funding, these funds can be reallocated to offset decreased funding.

Savings elementary: N/A	Savings secondary: \$122,308	Total: \$122,308
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Q. Eliminate Community Day School

Community Day School (CDS), housed in two classrooms, currently enrolls 21 students. The staffing consists of one counselor/administrative intern, two teachers, two instructional assistants and one secretary. The school serves students in the seventh and eighth grades with specialized intervention and support. By the board's direction, CDS accommodates students, particularly seventh graders who have been expelled from their regular district schools. The school could be reduced by one teacher and one instructional assistant for a savings of \$123,050. Elimination of the program would require a plan for accommodating seventh grade expelled students. The savings from eliminating the program would be \$226,952. Adopting this proposal will negate some of the cost savings identified in item Y.

Savings elementary: N/A	Savings secondary: \$262,952	Total: \$262,952
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ADMINISTRATIVE REDUCTIONS

R. Replace Principal at Santa Barbara Community Academy with a Head Teacher Position

Santa Barbara Community Academy is a smaller school with an enrollment of 265 students. Effective leadership could be provided by a head teacher instead of a principal.

Savings elementary: \$43,000	Savings secondary: N/A	Total: \$43,000
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S. Reorganize Child Development Program

Child Development is currently managed by two coordinators who administer preschool and child care programs. Child Development could be restructured to reduce the number of administrators from two to one. Although, this reorganization will result in less encroachment on the unrestricted general fund, it should not be construed as a current expenditure reduction in the unrestricted general fund and therefore is not included in our total savings tally.

Savings elementary: \$114,011	Savings secondary: N/A	Total: \$114,011
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T. Reduce Administrative Assignments at Junior High Schools

Administrative assignments at junior high schools (principal + assistant principals) are close to an administrative staffing ratio of one administrator to 300 students.

District Supported Junior High School Administrators

Junior High Schools	Current Enrollment	Current Number Of Administrators	Projected Ratio 400:1	Projected Ratio 500:1
Goleta Valley JHS	860	2.6	2.2	1.8
La Colina JHS	960	3.0	2.4	2.0
La Cumbre JHS	470	1.6*	1.2	1.0
Santa Barbara JHS	730	2.6	1.8	1.5

The assistant principal position at La Cumbre JHS is a teacher on special assignment/administrative intern calculated as a .6 administrative position

Based on a review of current enrollment and administrative staffing at the junior high schools, it is possible to reduce this assignment by 2 FTEs for the 2010-11 school year.

Savings elementary: N/A	Savings secondary: \$219,538	Total: \$219,538
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U. Eliminate the .6 Full Time Equivalent Safety, Welfare And Attendance Position at the District Office

The administrative position, director of safety, welfare and attendance carries a number of responsibilities including expulsions, administrative hearing panel, truancy amelioration, school safety plans, safety training and district address verification. In a re-organization of administrative services, the responsibilities could be assigned to the director of student services and compliance.

Savings elementary: N/A	Savings secondary: \$82,176	Total: \$82,176
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V. Administrative Furloughs

Staff was directed to consider furlough days as its contribution toward the districts' effort to sustain fiscal solvency. We have calculated that a 3 percent reduction to all administrators - for both district office and site administrators - equals \$203,319. This translates to roughly 6.4 work days.

These amounts exclude senior management on contracts since those contracts would have to be re-negotiated. A lower number of furlough days would yield the following savings:

All Administrators

1 percent reduction (2.13 days)	\$ 67,773
2 percent reduction (4.27 days)	\$135,546
3 percent reduction (6.40 days)	\$203,319

While we firmly believe that the administration should contribute toward solving the fiscal crisis, we continue to have serious reservations about the use of furlough days. For one, we feel the use of furlough days is a one size fits all approach to deal with budgetary problems. Rather than implement a uniform reduction in work days district-wide, we prefer to look at the operations of the districts independently and then make systematic reductions that don't impair the districts' entire organizational capacity.

Savings elementary: \$55,416	Savings secondary: \$147,904	Total: 203,319
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W. Require all Certificated Administrators to Sub Three Days per Year

In an effort to curtail substitute costs for certificated staff it has been brought forward that all certificated administrators could substitute at schools as a part of a cost savings measure. We currently have forty-three administrators with teaching credentials both at the school sites and district office. If each administrator was a substitute for three days at the going substitute rate of \$105 a day, the district would yield a savings of \$13,545.

Savings elementary: \$4,063	Savings secondary: \$9,481	Total: \$13,544
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SUPPORT STAFF REDUCTIONS

X. Eliminate Community Service Portion of the Three Career Center Technicians at Each Comprehensive High School

The three comprehensive high schools use their career center technicians to coordinate the work of students performing community service, and compile the information required for students to track their community service hours. The district administration funds the career center technicians four hours per day out of unrestricted funds. In the event this requirement was eliminated, or these duties were absorbed by other school staff, the total savings would be \$86,500 per year.

Savings elementary: N/A	Savings secondary: \$86,500	Total: \$86,500
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Y. Reduce Community Day School Classified Staffing

Despite repeated outreach efforts at the CDS, enrollment numbers have remained low, therefore the following actions are recommended:

- Have the site secretary serve a dual role as secretary and classroom aide at current salary; (this requires negotiation with the California School Employee Association (CSEA), although it is a common practice during the summer).
- Depending on enrollment, eliminate one or both aide positions.

Potential Savings	Secretary-Aide	Aide 1	Aide 2	Total
Enrollment ≥ 20	No Savings	No Savings	\$20, 664.00	\$20, 664.00
Enrollment < 20	No Savings	\$29,286.00	\$20, 664.00	\$49, 950.00

Savings elementary: N/A	Savings secondary: \$49,950	Total: \$49,950
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Z. Eliminate Athletic Trainers at Each Comprehensive High School

The district currently spends \$155,825 on athletic trainers, one for each of the comprehensive high schools. Although not all high schools in California have athletic trainers, a compelling argument can be made that athletic trainers reduce risk by preventing and treating student injuries.

There are Regional Occupation Program (ROP) sports medicine classes taught at both SMHS and DPHS that use district teachers funded by ROP. Santa Barbara High School, however, uses their athletic trainer to teach this class. For that section, the athletic trainer is actually an employee of the SBCEO ROP.

Savings elementary: N/A	Savings secondary: \$155,825	Total: \$155,825
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AA. Eliminate Support Staff at District Office

The district currently has a six hour senior office assistant vacancy in the payroll department. The office assistant in the personnel department has recently requested a reduction in hours. By transferring the office assistant position to the vacancy in the payroll department (this will require negotiations with CSEA), the district can eliminate the office assistant position in the personnel department. However, this will require that the receptionist only greet pedestrians and that outside callers be greeted by an auto attendant during working hours.

Savings elementary: \$14,661	Savings secondary: \$ 34,210	Total: \$48,871
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BB. Eliminate School Health Assistants

The district recently conducted a survey regarding the number of health assistance and school nurses among districts in the tri-county area. Although the district is not significantly out of alignment with other school districts in the tri-county that have health assistants, it does appear that our level of health services is richer than most when you factor in the number of school nurses in other districts.

SCHOOL DISTRICT (SD)	HEALTH ASST	HOURS/MONTH (M)	NUMBER OF SCHOOLS	RATE OF PAY	RN/NURSE
SBSD	1 per school	6 hr/10 m	23	\$15.88-19.59	6
Hope SD	1 per school	4.5 hrs/ 10 m	3	\$13.85-\$17.67	None
Las Virgenes	1 per school	6.5 hrs/10 m	15	\$14.92-\$18.51	1
Moorpark	Health tech (RN/LVN)	6 hrs/ 10	12	\$15.30-\$20.52	1 RN per school (total12) 2 SD RNs
Ocean View	1 dist health clerk	8 hrs/10 m	15	\$14.29-\$17.54	None
Ojai	None (ins. aids and clerical are trained minimum care)	None	8		.40 FTE RNs
Pleasant Valley SD	1 per school	10 m	11	\$15.93-\$19.01	3 SD RNs
San Luis Coastal	None	None	16		3 SD RNs
Santa Maria Bonita	1 per school	3.5 hrs/9 m	20	\$14.94-\$19.17	7 SD RNs
Santa Paula HS	Health specialist 1 per two sites	6 hr/10 m	2	\$15.75-\$19.15	None
SBCEO	Health advocates (home visits)	8 hrs/12 m	County wide	\$15.97-\$19.79	None
Simi Valley	1 per middle school 1 per HS	8 hrs/10 m	7	\$13.93-\$16.96	1 SD RNs
Ventura Unified	1 per school	6.5 hrs/10 m	29	\$14.32-\$17.89	9 SD RNs
William S. Hart	1 per school	10 m	17	\$16.67-\$19.87	6 SD RNs

Savings elementary: \$336,067	Savings secondary: \$ 235,247	Total: \$571,314
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