

BOARD OF EDUCATION Attachment: Discussion 11
PALO ALTO UNIFIED SCHOOL DISTRICT Date: 02.09.10

TO: Kevin Skelly, Superintendent
FROM: Scott Bowers, Assistant Superintendent, Human Resources
Bob Golton and Cathy Mak, Co-Chief Business Officers
SUBJECT: 2010-11 Budget Balancing Plan

STRATEGIC PLAN INITIATIVE
Budget Trends and Infrastructure

BACKGROUND

For 2008-09 and 2009-10, the state has faced unprecedented budget shortfalls. To balance the state budgets, K-12 education funding was reduced in each year. PAUSD's projected share of the state funding reductions for these two years is a \$2.6 million one-time reduction in 2009-10 and an estimated ongoing reduction of \$4.4 million starting 2010-11. Because the reduction was known in July 2009 after the fiscal year had started and is a one-time reduction in 2009-10, the District was able to use one-time federal stimulus funds, categorical fund balances, and some of the general fund ending balance to cover the funding loss in 2009-10. For 2010-11 and beyond, the reduction is ongoing, and there are no ongoing resources to offset the funding loss.

Property tax revenue accounts for about 70% of the general fund income. Projected property tax growth for the current year is 1.88% and zero for 2010-11. The flat revenue growth is a reflection of the housing market meltdown, massive reassessment activities, and a negative inflation adjustment factor to the 2010-11 tax roll.

At the same time, enrollment continues to grow at a rate of about 2% a year. Next year's enrollment growth is projected at 299 based on the latest December 2009 enrollment projection and using the average between the medium and high projections. As a basic aid district, PAUSD does not receive additional funding for enrollment growth.

The state funding reductions, flat property tax growth, and continued enrollment growth all lead to an imbalance in the general fund budget. The general fund budget is currently estimated to have a structural deficit of \$5.1 million for 2010-11 as of the First Interim Financial Report.

The Governor released his budget proposal for 2010-11. Two items in his budget proposal will have negative impacts to K-12 education. The first is a negative COLA adjustment of -0.38% to school funding. The second is a proposal to reduce school district administration funding by \$1.2 billion. The total estimated impact of these two items is about \$2.5 million (\$250,000 in negative COLA and \$2,200,000 in estimated funding reductions to administrative costs). This will increase the estimated structural deficit from the \$5.1 million estimated in December 2009 in the First Interim Financial Report to a current estimate of \$7.6 million.

The District is taking a three-pronged approach to balance the 2010-11 budget. The tools for balancing the budget include:

• Using the general fund undesignated fund balance	\$2.1 million
• Increased parcel tax revenue	\$1.8 million
• Proposed budget reductions	<u>\$3.7 million</u>
Total	<u>\$7.6 million</u>

At this time, there still are many unknowns that can affect the 2010-11 budget. The key unknowns include: the updated projection for the current year and ending fund balance, outcome of the May 4, 2010, parcel tax election, the adopted state budget for 2010-11, updated estimates to property tax revenue, and the actual 2010-11 enrollment. This plan will be adjusted as new information is received.

It is important to note this is the first of a series of projected budget reductions the District will need to make over the next few years to balance further projected structural deficits.

BUDGET BALANCING INPUT PROCESS

On September 22, the Board of Education adopted the following values to guide the budget balancing process:

- ✓ Maintain academic excellence
- ✓ Avoiding layoffs is a high priority
- ✓ Transparency and openness about our challenge
- ✓ Continued support and fidelity to the district’s Strategic Plan
- ✓ Participation by all stakeholder groups
- ✓ Understanding of and dedication to what works educationally
- ✓ Optimism about ability to solve problems
- ✓ Long term fiscal health – no gimmicks
- ✓ Staffing levels that sustain program quality as we grow

District administrators collaborated to create a budget balancing input process to provide stakeholders in our community with information about the PAUSD budget challenge and an opportunity to share their thoughts on ways to address the budget deficit. District administrators and school principals facilitated discussions with their staffs and site councils and gathered input from these groups on a broad list of budget balancing possibilities. In addition, the PTA Council prepared a survey for the parent community to gather targeted information on parent views around the budget challenge issue. The input from these groups and the additional ideas that came in to the District through balancedbudget@pausd.org helped inform the discussions among the Superintendent’s staff.

The table below is an updated version of the table prepared and presented to the Board in September. It has been updated with additional activities and a timeline has been adjusted to reflect the actual meeting dates (in italics).

PAUSD Budget Balancing Process for 2010-11

Step 1	Responsibility	Stakeholders	Timeline
Produce a Draft for Input Process	Bowers/Common	Cabinet	Sept 21
Gather Budget reduction information from 03-04	Mak		Sept 24

Step 2	Responsibility	Stakeholders	Timeline
K-12 admin meets to explain process and gather input on the draft process	Skelly/Bowers	Admin Team	Oct 6
Revise Process based on K-12 input	Bowers/Common		Oct 9

Step 3	Responsibility	Stakeholders	Timeline
Leadership Team meets to generate ideas for budget savings	Skelly/Bowers	Leadership Team	Oct 21

Step 4	Responsibility	Stakeholders	Timeline
Meetings with various stakeholders to generate ideas for budget savings: Prioritize items	Bowers	PTA Council PIE, etc	Nov
Classified meetings within each division to generate ideas for budget savings: Prioritize items	Bowers/ Supervisors	Classified	Nov
Department/staff meetings within each site to generate ideas for budget savings: Prioritize items	Principals Instr. Sups.	Certificated	Nov
Site Council meetings within each site to generate ideas for budget savings: Prioritize items	Principals	Site Council	<i>Nov/Dec/Jan</i>

Step 5	Responsibility	Stakeholders	Timeline
Master spreadsheet created of cost saving ideas from the input process	Bowers	All	<i>Jan 11</i>
<i>Cabinet meeting to draft cost saving recommendations</i>	Skelly	Cabinet	<i>Jan 4, 11</i>
K-12 admin meeting to review input and recommendations	Skelly/Bowers	Admin Team	<i>Jan 26</i>
Cabinet meeting to complete recommendations for Board Study Session and Regular Meeting	Skelly	All	<i>Feb 1</i>

Step 6	Responsibility	Stakeholders	Timeline
Board Study Session: Invite PAMA, PAEA, CSEA, Conf/Sup, others	Skelly	All	Feb 9

Step 7	Responsibility	Stakeholders	Timeline
Cabinet meeting to finalize recommendations to Board for action	Skelly	Cabinet	<i>By Feb 17</i>

Step 8	Responsibility	Stakeholders	Timeline
Board Discussion and Action	Skelly	All	Feb 9/Feb 23

(Updated 2/1/10)

Participation in this process was outstanding. The District received budget balancing input from:

- ✓ 17 school staffs
- ✓ 17 school site councils
- ✓ 6 District classified departments
- ✓ 50 budget ideas submitted to balancedbudget@pausd.org
- ✓ Over 1,400 participants in PTAC survey
- ✓ Over 200 additional budget saving ideas collected from sites

The PowerPoint presentation on the budget balancing process given during the Board Study Session the afternoon of February 9 is also included as an attachment.

The input from the stakeholder groups is captured in Appendices A, B, C, and D. Appendix A is a compilation of all the school sites (staffs and site councils) and classified departments. Appendix B depicts the PTAC survey results. The additional ideas generated by the sites and the emails to balancedbudget@pausd.org are listed in Appendix C and Appendix D.

RECOMMENDATION

Pending the discussion at this meeting, it will be recommended the Board of Education approve the list of budget reductions, items 1 to 25 (see next page) totaling \$3,712,000 for the 2010-11 school year, at their regular meeting of February 23, 2010.

PROPOSED BUDGET REDUCTIONS FOR 2010-11

The following table lists the proposed budget reductions for 2010-11 totaling \$3.7 million.

#	Type	Level	Item Description	Cert FTEs	Class FTEs	Amount
1	Revenue	Other	Transfer State Deferred Maintenance income to the general fund.			\$350,000
2	Revenue	Elem	PiE funds \$40,000 more of the Spectra Art program cost.			\$40,000
3	Operational	All	Reduce per student site discretionary allocation by \$35 (from \$105 to \$70).			\$402,500
4	Operational	All	25% of site rental income goes to the general fund.			\$125,000
5	Operational	Sec	Close Middle School pools from November to March.			\$75,000
6	Operational	Elem	Suspend "remediation" payments due to zero growth in property tax revenue projected for 2010-11 (per PAEA contract). Remediation applies when individual class size exceeds the ratio in the contract.			\$40,000
7	Operational	All	Reduced General Fund support of summer school by increasing tuition.			\$100,000
8	Operational	All	Reduce General Fund support to the Student Nutrition Services Program by increased sales.			\$50,000
9	Operational	All	Eliminate off-site rentals for district events.			\$19,000
10	Operational	All	Reduce pony run to three days per week and reduce the warehouse hourly personnel budget.			\$25,000
11	Operational	All	Reduce district print shop hourly personnel budget.			\$12,000
12	Operational	All	Reduce legal budget.			\$50,000
13	Operational	All	Reduce district-wide back to school event (chow-down) cost.			\$5,000
14	Operational	Other	Reduce district office contracted services/supplies budgets.			\$160,000
15	Operational	All	Additional employee medical opt out savings.			\$128,000
16	Operational	All	Savings in health benefit budget based on open enrollment plan changes.			\$158,000
17	Operational	All	Reduce vacation day payouts by encouraging employees to take vacation.			\$20,000
18	Operational	Other	Use December 2009 enrollment projection for 2010-11 budget - fewer growth teachers needed than the previous projection.	3.00		\$300,000
19	Other	All	Reduce primary language tutors to serve the neediest students.			\$92,500
20	Staffing saving	Elem	Increase elementary class size by 1 student. 2010-11 class sizes will be at 22:1 for K-3 and 24:1 for 4/5.	6.00		\$600,000
21	Staffing saving	Sec	Increase middle school class size incrementally.	2.40		\$240,000
22	Staffing saving	Sec	Increase Math and English class size in grade 9/10 by 1.	0.80		\$80,000
23	Staffing saving	Elem	Collapse 6 under enrolled classes at 2 elementary schools to 4 classes in 2010-11 to align with 2010-11 K-5 class sizes - savings of 2 classes.	2.00		\$200,000
24	Staff reduction	All	Further reduce district administrative personnel.	0.80		\$120,000
25	Staff reduction	All	Reduced classified support positions by 5.75 FTE. Details to be worked out.		5.75	\$320,000
TOTAL				15.00	5.75	\$3,712,000
Breakdown:						
Revenue						\$390,000
Operational						\$1,669,500
Other						\$92,500
Staffing saving						\$1,120,000
Staff reduction						\$440,000

Palo Alto Unified School District



BUDGET UPDATE

FEBRUARY 9, 2010

Budget Balancing Values



- Maintain academic excellence
- Avoiding layoffs is a high priority
- Transparency and openness about our challenge
- Continued support and fidelity to the district's Strategic Plan
- Participation by all stakeholder groups
- Understanding of and dedication to what works educationally
- Optimism about ability to solve problems
- Long term fiscal health – no gimmicks
- Staffing levels that sustain program quality as we grow

Budget Situation

	Structural Deficit	Ending Balance
September	\$5.7 million	\$5.9 million
First Interim (December)	\$5.1 million	\$6.4 million
Governor's Budget Proposal	\$7.6 million	\$6.4 million

Note: This is an estimate based on data from School Services of California from analysis of the Governor's proposed budget.

Budget Savings Enacted to Date

- **There have been major effects to preserve resources. In the staffing budget, there is a total savings of over \$2 million through the First Interim budget review in December.**
 - Not hiring additional teachers for enrollment growth at the elementary level
 - Increased K-5 class sizes incrementally
 - Tighter staffing at secondary level
 - Soft hiring freeze
 - Savings include 15 new teacher positions, 1 director position, and 3.5 FTE classified support positions

2009-10 Budget Savings Enacted to Date

- In other areas of the budget, there is a total savings of over \$450,000 through the First Interim budget review in December. Although mostly one-time savings in 2009-10, the savings will add to the ending fund balance.

○ Board election costs	\$125,000
○ Legal services/consultants/supplies budget	\$250,000
○ Summer School	\$ 91,000

Sources to Address Structural Deficit

1/3 of Ending Balance	\$2.1 million (rest of money to be used in "out" years)
Parcel Tax*	\$1.8 million
Budget Cuts	\$3.7 million
TOTAL	\$7.6 million

Notes:

- There may be further savings during 2009-10 year that could increase the ending balance and/or reduce structural deficit.
- This assumes district pays "fair share" of state budget cuts and reduced COLA.
- **If passed May 4, 2010.*

Budget Balancing Input

- Budget Balancing Process developed to provide PAUSD stakeholders with information on the budget challenge and an opportunity to share their views on the issue.
 - Purpose of the input is to provide the Superintendent's staff with a wide range of perspective on the budget issue.
 - The input is not to prescribe which budget saving ideas are recommended to balance the budget.
- At school sites, both certificated staff, classified staff, and Site Councils reviewed budget balancing ideas and shared views on the priority levels for the various ideas.

Budget Balancing Input

- District departments (maintenance, transportation, district office, etc.), also had an opportunity to review budget balancing ideas and to provide input on priorities.
- PTA Council sent surveys to parents and to the community to gather their perspectives on budget.
<http://palaltopta.org/index.shtml>
- All groups invited to identify additional budget saving ideas during budget discussions and through emails.

Budget Input Timeline

- List of budget balancing possibilities generated by Leadership Team – October
- Budget balancing possibilities shared with PAUSD stakeholder groups – November/December
- Stakeholder groups have opportunity to provide input on budget balancing ideas – December/January
- Superintendent's Cabinet/Council reviews input and creates a draft of budget balancing recommendations – December/January/February
- Leadership Team reviews draft of budget balancing recommendations – January/February
- Board Study Session – February 9

Overview of Input

- The District received budget input from:
 - 17 School Staffs
 - 17 Site Councils
 - 6 District Departments
 - 50 budget ideas submitted to balancedbudget@pausd.org
 - Over 1,400 Participants in PTAC survey
 - Over 200 additional budget saving ideas collected from sites
- Budget input from sites & departments
 - (see Appendix A)
- PTAC survey results
 - (see Appendix B)

Items Not Being Recommended At This Time

- **March 15 Certificated Staffing Layoff Notices**
- **Elimination/Reductions to Major Programs**
- **Reductions to Professional Development**
- **Furlough Days**

Areas of Focus

- **Energy usage and savings**
 - × Close facilities during breaks
 - × Green toilets
 - × Pool operation costs
- **Special Ed Study**
- **District Office organization review**
- **Further review of health benefits**
- **Residency verification**
- **Continue soft hiring freeze**
- **Continue to manage use of employee overtime**
- **Examine how technology can be used to realize cost efficiencies**
 - × Electronic vs. print
- **Delay adoption of new instructional materials when appropriate**

Areas of Focus

- Parcel Tax election May 4, 2010

2010 Budget Balancing Recommendations

- Total Budget Reduction = \$3.7 million
- 25 items impacting all levels of the district

Revenue Shifts and Increases (Items 1-2)	\$ 390,000
Operational Savings (Items 3-18)	\$1,669,500
Other (Item 19)	\$ 92,500
Staffing Savings (Items 20-23)	\$1,120,000
Staff Reductions (Items 24-25)	\$ 450,000
TOTAL	\$3,712,000

Revenue Increases

Transfer State Deferred Maintenance income to the General Fund	\$350,000
PAPiE Funds \$40,000 more of the Spectra Art program costs	\$ 40,000

Operational Reductions/Savings

Reduce per student site discretionary allocation by \$35	\$402,500
25% of site rental income goes to the General Fund	\$125,000
Close middle school pools, November to March	\$ 75,000
Suspend "remediation" payments for 2010-11	\$ 40,000
Reduce General Fund support of summer school	\$100,000
Reduce General Fund support to Student Nutrition Services	\$ 50,000
Eliminate off-site rentals for District events	\$ 19,000
Reduce pony run to three day schedule	\$ 25,000

Operational Reductions/Savings

Reduce District print shop costs	\$ 12,000
Reduce legal budget	\$ 50,000
Reduce District-wide back-to-school event (Chow Down) cost	\$ 5,000
Reduce District Office contracted services/supplies budgets	\$160,000
Additional employee medical opt out savings	\$128,000
Savings in health benefits	\$158,000
Reduce vacation day payouts	\$ 20,000
Use December 2009 enrollment projection for 2010-11	\$300,000

Other Reduction

Reduce primary language tutors to serve the neediest students	\$ 92,500

Staffing Savings

Increase elementary class size by one student	\$600,000
<ul style="list-style-type: none"> • K-3: 22 to 1 • 4/5: 24 to 1 	
Increase middle school class size incrementally	\$240,000
Increase Math and English class size in 9th/10th grades by one	\$ 80,000
Collapse 6 under enrolled classes to 4 classes in 2010-11 (savings of 2 classes)	\$200,000

Staff Reduction

Further reduce District administrative personnel	\$120,000
Reduce classified support positions by 5.75 FTE	\$320,000

**Board Study Session
Appendix A
School Site and Department Input**

		Composite of Budget Input from Staff/Site Councils/Departments		Overall
#	Level	Possibilities	Savings	Avg
1	1	Close Middle School Pools during winter months (don't heat)	\$75,000	1.13
2	1	Increase rental use fees of school facilities		1.22
3	1	Eliminate Off-Site Rentals for retreats/district events	\$19,000	1.25
4	1	Review & consolidate District Office staff & administrative duties-job audit		1.30
5	1	Reduce district cell phone costs	\$21,000	1.32
6	1	Enforce residency requirement for enrollment		1.32
7	1	Energy Savings: Adjust Energy Management System, green toilets, solar, etc		1.34
8	1	Eliminate ERB Testing	\$45,000	1.39
9	1	Eliminate parent conference stipend (minimum days instead)	\$150,000	1.42
10	1	Reduce Board/Superintendent contingency budget		1.43
11	1	Charge a Summer School rate to make it revenue neutral	\$133,000	1.44
12	1	Reduce general fund support of Food Service Program	\$100,000	1.46
13	1	Continue soft hiring freeze		1.48
14	1	Eliminate MARS testing	\$5,000	1.49
15	1	Eliminate district funding for refreshments	\$7,000	1.51
16	1	Review/reduce DO staff development program		1.52
17	1	Increase Elementary Class (by 1 student/class)	\$588,000	1.54
18	1	Reduce one Assistant Superintendent	\$193,000	1.56
19	1	Reduce BTSA coaches (depends on number of new teachers)		1.57
20	1	Reduce Transportation Costs		1.57
21	1	Freeze Professional Development/Conferences funds	\$56,000	1.61
22	1	Eliminate Professional Development Funds for Administrators	\$15,000	1.62
23	1	Eliminate Math/Literature lead teacher stipends	\$53,000	1.62
24	1	Eliminate remediation payments at elementary level	\$40,000	1.63
25	1	Start new Spec Ed classes to save Non-Public School Placements		1.63
26	1	Reduce number of pool maintenance staff	\$78,000	1.66
27	1	Review efficiency of Maintenance staff and reduced scheduling		1.68
28	1	Reduce/Eliminate Mileage Allowance		1.68
29	1	Eliminate all non-required bussing (Sp Ed & VTP required)	\$30,000	1.69
30	1	Review Special Education Budget		1.70
31	1	Limit printing costs		1.70
32	1	Restrict classified overtime		1.70
33	1	Eliminate volunteer coordinator position (.5 fte each school)	\$25,000	1.72
34	1	Cross train staff in schools for better use of staff and then savings in subs		1.73
35	1	Eliminate Stipends in Maintenance		1.73

**Board Study Session
Appendix A
School Site and Department Input**

36	2	Energy Savings: Mandatory facility shut down during breaks		1.76
37	2	Reduce Pony run to a three day schedule (1 to .6)	\$25,000	1.77
38	2	Eliminate Instructional Materials Center (IMC) (Reduce .5 fte)	\$269,000	1.77
39	2	Reduce Academy Program by one half	\$90,000	1.77
40	2	Eliminate Professional Devel. Funds for Confidential/Supervisory Staff	\$1,000	1.80
41	2	One Furlough day for all employees	\$570,000	1.80
42	2	Increase Production Profitability		1.83
43	2	One furlough day for certificated employees (could be staff dev. day)	\$428,000	1.84
44	2	Extend school day and reduce days (increase by 10 minutes/175 days)		1.85
45	2	Eliminate all custodial overtime (except where paid by rental agreement)		1.86
46	2	Utilize Kindergarten Teachers in the PM		1.87
47	2	Move Student Information System (SIS) to remote host		1.87
48	2	Increase Math and English in 9th and 10th class size (by 2 students) (by 1)	\$150,000	1.92
49	2	Reduce District TOSA's (approximate savings per 1 fte)	\$98,000	1.93
50	2	Reduce one assistant principal at each high school (approx savings of 2 fte)	\$292,000	1.93
51	2	Increase 6th grade Class size to 28 (to 26)	\$490,000	1.94
52	2	Reduce Substitute Pay Rate by \$5 (currently \$135 daily/\$180 long-term)	\$28,000	1.95
53	2	Eliminate lunch program (except free & reduced)	\$72,000	1.95
54	2	Eliminate/Reduce contract labor		1.96
55	2	One furlough day for non-certificated employees	\$140,000	1.97
56	2	Reduce H.S./M.S. data processing from 4.75 fte to 3.5 fte	\$72,000	1.99
57	2	Eliminate IS positions; have Dept. Chairs (savings from \$100,000 - \$400,000)		2.04
58	2	Reduce per student site discretionary allocation by \$20 (currently \$105) (\$35)	\$233,000	2.04
59	2	Two Furlough day for all employees	\$1,140,000	2.06
60	2	Review/Reduce all technology expenditures		2.06
61	2	Energy Savings: Remove all small appliances from classrooms & offices		2.07
62	2	Review/Reduce Staffing in Transportation, Maintenance, Custodial, Grounds		2.08
63	2	Half of all site rental income goes to the general fund (25%)	\$175,000	2.10
64	2	Shift Music/Art programs to a Block grant?		2.11
65	2	Eliminate Primary Language Tutors	\$185,000	2.11
66	2	Eliminate Academy Program	\$180,000	2.12
67	2	Reduce data processing position (approximate savings per 1 fte)	\$73,000	2.12
68	2	Reduce Tech Lead periods (approximate savings .5 fte)	\$43,000	2.15
69	2	Close centralized attendance office: shift registration to sites		2.16
70	2	Reduce classified clerical support at the District Office (2 fte)	\$130,000	

**Board Study Session
Appendix A
School Site and Department Input**

71	3	Reduce Spectra Art Program-- PIE to take on program funding	\$40,000	2.16
72	3	Reduce secretary/clerk in Business (approximate savings per 1 fte)	\$60,000	2.16
73	3	Reduce HS Instructional Asst. positions (approx savings for 1hr/day at H.S.)	\$10,000	2.18
74	3	Reduce secretary/clerk in Art program (approximate savings per 1 fte)	\$57,000	2.22
75	3	Reduce dept clerical support (approx savings for 6hrs/day for total 1.5 fte)	\$75,000	2.22
76	3	Reduce Elementary School Clerk hours (saving for 1hr/day at each school)	\$96,000	2.23
77	3	Reduce secretary/clerk in Ed Services (approximate savings per 1 fte)	\$60,000	2.23
78	3	Reduce secretary/clerk in Information Technology (approx savings per 1 fte)	\$70,000	2.24
79	3	Reduce secretary/clerk in Music program (approximate savings per 1 fte)	\$60,000	2.25
80	3	Reduce secretary/clerk in Human Resources (approximate savings per 1 fte)	\$60,000	2.26
81	3	Reduce Children's Hospital school staffing (approximate savings per 1 fte)	\$98,000	2.29
82	3	Close Middle School Pools completely		2.30
83	3	Reduce classified staff for MS and HS libraries (approx savings for 2 fte)	\$100,000	2.30
84	3	Reduce Library Media Teachers (savings of .1 fte per school totals 1.2 fte)	\$103,000	2.32
85	3	Reduce specialty periods – student activities, production (1 period per site)	\$86,000	2.33
86	3	Eliminate all inter-district transfers (including children of employees)	\$690,000	2.36
87	3	Reduce elective offerings/wheel at the MS (approximate savings per 1 fte)	\$86,000	2.38
88	3	Reduce Elem Instructional Aides (SIP/PIE funded-no general fund \$)	Site Funded	2.40
89	3	Employ classified librarians instead of certificated librarians (5 fte)	\$250,000	2.41
90	3	Replace certificated teacher librarians with classified librarians (10.65 fte)	\$547,000	2.43
91	3	Reduce all site and district budgets by 3% (includes staffing costs)	\$4,565,000	2.44
92	3	Reduce Traveling Music Team by one half (4.7 fte)	\$458,000	2.45
93	3	Reduce front office staff support (approximate savings for 1.5 total fte)	\$75,000	2.45
94	3	Reduce Traveling P.E. Team by one half (3.7 fte)	\$362,000	2.45
95	3	Eliminate District funding for Reading Specialists (3 fte)	\$258,000	2.47
96	3	Reduce custodial cleaning (A, B schedule)	\$250,000	2.49
97	3	District paid benefits for employees plus one	\$2,000,000	2.54
98	3	Eliminate Spectrum Art Program	\$40,000	2.55
99	3	Eliminate ELD Teachers at secondary level (4 fte)	\$344,000	2.60
100	3	Eliminate ELD Teachers at elementary level (6.95 fte)	\$667,000	2.61
101	3	Increase in Secondary Schools Counseling ratio (360:1 to 400:1)	\$170,000	2.62
102	3	Reduce Salary Schedule by 1%	\$1,098,000	2.63
103	3	District paid benefits for employee only	\$7,000,000	2.70
104	3	Eliminate Music traveling team (9.35 fte)	\$916,000	2.72
105	3	Eliminate P.E. traveling team (7.4 fte)	\$725,000	2.76

2009 PTA Council Survey of PAUSD Budget Savings Ideas
All Respondents 1/12/2010

	Option	Rec	Neutral	Not Rec
1	Provide credit to students who pass on-line non-core required classes (i.e Living Skills)	68%	19%	14%
2	Eliminate 1 out of 3 assistant superintendent positions	56%	28%	16%
3	Require supplementary programs to be entirely self supporting (i.e., summer school , school lunch program-except for free/reduced lunches)	60%	21%	19%
4	Replace high school Instructional Supervisor positions with Department Chairs	51%	31%	17%
5	Do not replace the district administrator who advises sites about elem curriculum	50%	32%	18%
6	Do not replace the district administrator who advises secondary sites about curriculum	48%	33%	19%
7	Reduce non-teaching staff work days	48%	31%	21%
8	Eliminate district funding for primary language tutors	54%	21%	25%
9	Reduce staff training days (3 paid days/year)	49%	26%	26%
10	Reduce data processing personnel by 50 percent	39%	40%	21%
11	Transfer 50% of school site rental income to the district	43%	31%	26%
12	Reduce clerk/secretarial staff in district administration office	37%	40%	23%
13	Increase elementary class size by one student/classroom	51%	17%	32%
14	Reduce number of school days	54%	10%	36%
15	Restructure special education program for cost savings	44%	25%	31%
16	Eliminate 1 out of 3 Assistant Principals at each high school	43%	25%	32%
17	Reduce library non-teaching staff	36%	36%	28%
18	Reduce school clerk/secretary hours by one hour/day	39%	29%	31%
19	Eliminate district funding for English language learner teachers	45%	18%	37%
20	Eliminate inter-district transfers for children of employees and special cases	37%	27%	36%
21	Rollback 2008-09's 2.5 percent staff and teacher salary increase to 1.5 percent	39%	22%	39%
22	Eliminate district funding for English language learner pullout teaching staff	39%	20%	41%
23	Reduce district health benefit costs by paying employee plus one family only	34%	28%	38%
24	Reduce district health benefit costs by paying employee premiums only	36%	19%	45%
25	Eliminate district language arts specialist who trains teachers (TOSA)	28%	33%	39%
26	Replace librarians who hold teaching certificates with those who do not	31%	26%	43%
27	Close middle school swimming pools for year and exclude swimming from PE program	32%	20%	48%
28	Eliminate staffing at the teacher curriculum support library (IMC)	25%	35%	40%
29	Replace librarians who hold teaching certificates with those who do not	27%	28%	45%
30	Increase 9th and 10th grade Math and English classes from an average of 22 to 24	29%	19%	52%
31	Total elimination or 50 percent reduction of the district math specialists (TOSAs)	25%	25%	50%
32	Total elimination or 50 percent reduction of district funding for the Academy Program	26%	20%	54%
33	District reduces by \$20/student the \$105 it currently gives to the sites to spend	23%	27%	50%
34	Total elimination or 50 percent reduction of district funding for traveling P.E. teachers	25%	14%	61%
35	Increase Class Size in 6th Grade from 25 to 28 Students	22%	16%	63%
36	Total elimination or 50 percent reduction of district funding for traveling music teachers	21%	14%	65%
37	Reduce custodial cleaning staff	14%	23%	63%
38	Eliminate district funding for reading specialists who work with struggling readers	12%	16%	73%
39	Total elimination of parent teacher conferences	9%	12%	79%
40	Decrease funding for guidance, career and college counseling	8%	12%	81%

Additional Possibilities from Staff	
1	Stop printing board packets
2	Reduce Maintenance Manager/Supervisor
3	Eliminate middle management positions
4	No overtime
5	Do not bring in retired personnel to do work
6	Eliminate all mileage stipends
7	Change maintenance uniform company/eliminate laundry service
8	Reduce 2 classified managers-maintenance
9	Reduce 1 supervisor - maintenance
10	Close 1 elementary or middle school
11	Review and reduce staffing in HR, Admin, supervision & Board of Trustees
12	Reduce pay salary for all employees earning over \$100,00 by 5%
13	Eliminate luxury perks
14	Eliminate union dues or reduce by half
15	Reduce employee contribution to CalPers to offset any reductions in salary
16	Eliminate storage compartment rentals & leases
17	Stop all new construction/Eliminate B4E & CID
18	Paid non-work days in Dec/encourage employees to stay home
19	Efficient central A/C in business office
20	Eliminate paper communications for HR Dept.
21	Increase deductibles on property/risk insurance
22	Install wood chip boilers to reduce heating costs
23	Renovate District Office/long term energy savings
24	Mandatory shutdown over holidays ie: December non-work days
25	30 or 32 hour work week (versus one or two day furloughs)
26	Reduce Primary Language Tutors vs. eliminating
27	Reduce ELD teachers vs eliminating
28	Reduce number of Reading Specialist vs eliminating
29	Stop M & O vehicles being used to run errands/do not load vans/buses for personal use
30	Everyone reports all absences, long lunches, late or leaving early time
31	Eliminate degree stipends for certificated
32	Eliminate all aide positions except student attendants
33	Eliminate Transportation Manager
34	Stop grandfathered coverage of PT employee benefits
35	Charge \$5 for printed staff directory`
36	Investigate industrial accidents better
37	Find faster ways of terminating poor-performing employees
38	Reject unnecessary new program-growth spending initiatives
39	Audit "revenue centers", revamp, reduce or close negative-revenue operations
40	Restructure supervisory staff with few or no reportees
41	Restructure Classified & Certificated HR into one department
42	Phone out unsustainable 20:1 CSR as soon as politically possible

43	Eliminate comp days for 6th grade conferences & make them minimum days instead
44	Eliminate 6th grade conferences
45	Conduct fundraisers
46	Implement more "green" ideas - GOOS paper
47	project)
48	Eliminate consultants for staff development days
49	Examine & reduce the use of consultants at the district level
50	Check cost of televising school board meetings
51	Audit fleet services
52	Eliminate outside technology support (InClass, Infosnap, Cruncher)
53	Reduce landscaping costs/mow grass less
54	Open to purchasing something other than Apple products
55	Look at PiE funding for essentials
56	Force/Set photocopying machines to default at low-toner modes
57	Mandate 2-sided printing campus-wide
58	Go WholeHog Electronic! *Allow laptops in staff meetings U stop printing the agenda on paper; *Office staff, all staff default to using email, rather than putting notices in mailboxes
59	Online site registration for all JLS families (saves paper & postage)
60	Reevaluate expenditures for non-academic giveaways to students (does teambuilding=free tee shirts?)
61	Remain actively vigilant about PAUSD residency requirements
62	Adhere strictly to Special Ed admission guidelines, rather than trying to slide students who do not qualify into this long-term commitment of expenses
63	Get rid of landscaping turf in favor of no-mow, no-blow, low-water plant
64	Take a harder look at expensive gadget purchases (i.e. SmartBoards)
65	Review release periods--eliminate or replace with stipend
66	Review support period allocation for cost effectiveness
67	Eliminate Choice Programs
68	Go to year round school
69	Move 6th graders back to elementary
70	Open up third high school (Cubberly)
71	Solicit corporations for large donations
72	Eliminate Kid-by-Kid meetings
73	Eliminate District life insurance
74	Eliminate all stipends for meetings/extra duties
75	Give "Golden Handshakes"
76	Have school office open only 30 min. before & 30 min. after school
77	Group staff development days at the beginning of the year
78	Reduce lamination & binders for parents @ elementary level
79	Reduce prep time & make children's artwork - art by the children not art by the numbers
80	Think before discarding materials - improve mechanism for offering non-used items to other schools
81	If waste costs are reduced give the money to the school as an incentive
82	Reduce wastage in school lunch program - plastic boxes, etc.
83	Provide better food, made from scratch at a sensible cost

84	Cut energy costs
85	Cut paper copying/monitoring printing
86	Cover staff & families with only lowest cost health coverage (Kaiser).
87	When making fiscal cuts, top admin/business office has to cut first and some functions just do not get done. Goal would be ZERO program cuts. At least one Asst Super has to go.
88	Go after non resident students
89	Contract janitorial services
90	Eliminate Golden parachute
91	Cut superintendant bonuses
92	Classrooms are very hot-lower maximum temperature of classrooms
93	Salary reduction 15-20% top admin; 10-15% middle management; 5-10% credentialed personnel; 3-5% classified personnel
94	No layoffs - everyone gives up something for the good of the whole
95	Hire a grant writer to get funding for very large projects they pay for their own salary at the same time
96	Pass the Parcel Tax
97	Lobby for increasing state funding for education
98	5 furlough days for everyone (\$2,850,000.00)
99	Eliminate all district provided cell phones
100	Eliminate all bonuses
101	Fine tune all heating & AC units-too many classes are over heated & over AC
102	Do an energy audit
103	Unplug unused appliances; teach teachers how to reduce energy use. Make teachers responsible for energy consumption-have buildings compete to reduce energy
104	Eliminate PAR
105	Eliminate site mentor (for new teachers) stipend
106	Eliminate Cruncher
107	Eliminate food supplied at staff events (Chow down)
108	Don't subsidize "Full price" lunches
109	Do job audit & combine jobs/reorganize and combine jobs of workers
110	Have sites do some work of central attendance
111	Raise fee from \$10 up for transcripts sent to college schools
112	Raise fee for after school athletics to pay for coaches and energy
113	Raise fees to pay for music - afterschool to pay for classroom rental, teacher, etc.
114	Share EDM materials by grade level (check out policy ie: thru library)
115	No purchasing of EDM materials for Bubble classes - share with other classes
116	Sub hours for office staff (do not utilize sub, if able)
117	Organize warehouse & distribute list of items so school sites can utilize and share items
118	Utilize school supply sales (back to school) if possible to purchase items in bulk)
119	EDM consumables - if possible to not purchase - Book consumables each year (ie: workbooks)
120	Overlap clerk/secretary hours to save on labor & benefits
121	Eliminate Pre-K program expansion
122	Increase "Green" focus throughout District
123	Turn off lights
124	Reduce custodial/hire out

125	Parent donation of school supplies
126	Reduce irrigation
127	Bottle water/payment if used
128	Cut aides hours
129	Reduce school supplies
130	Replace jet printers to laser printers
131	Reduce Sprectra Art
132	Eliminate Jr. Museum lessons
133	Reduce BTSA classes
134	Eliminate TOSAs
135	Reduce Release days
136	Reduce buying library books
137	Eliminate math specialist
138	Eliminate reading specialist
139	Eliminate science specialist
140	Eliminate sub days for staff development
141	Eliminate PDC/out of class days
142	Increase class size
143	Restructure Kindergarten teaching
144	Continue soft hiring
145	Cut lunch program
146	Investigate money-saving postentials such as the use of Google Apps & more process automation. Will allow people resources toward projects/tasks which cannot be automated . Certain positions can then be phased out overtime.
147	Strongly review cost/benefit of administrative positions.
148	Reduction of custodial clenaing outght not be a consideration. School facilities need more not less cleaning (especially at times of flu or other epidemics).
149	District Office furlough days
150	Reduce or eliminate grounds/maintenance
151	Athletics - Examine budget for cuts
152	Furlough Days - Take 2 during Thanksgiving for a one week break
153	Eliminate IB Exploration Table for now
154	Cut pay for teachers who do not attend tutorial
155	Reduce staff at District Office
156	Reduce salary/benefits of people in charge
157	Reduce Super & Assoc. Super salaries
158	Postpone opening ELD progaram at Paly
159	Redirect building renovation money to more vital needs
160	Increase load for Special Ed teachers
161	Consolidte guidance classified staffing
162	Put registration back at school site
163	Limit number of AP classes per student
164	No increase for District Management
165	Use Reserve
166	Review management salary schedule

167	Reduce prep time in MS & HS
168	Eliminate chow down
169	Reduce number of MS & HS minimum days
170	Use PTA mini fund for classroom materials
171	Eliminate Supervisor in IT, Business Services
172	Eliminate CO-CBO
173	Eliminate Director positions
174	Eliminate Manager in Business Service, Assessment
175	Eliminate consultants for Literarcy, etc.
176	Software licenses (need to audit first)
177	Offer incentives for people who would like to retire early
178	Review tenure process
179	Review/reduce new to District teacher courses
180	Printing student handbooks on as needed basis
181	Purchase quality desks that last longer
182	Timers for light switches
183	Review District calendar (semester ends in December)
184	Review attendance program (accountability)
185	Review/change class XP/SASI
186	Review/reduce Data Processor Position
187	Install better insulation in all buildings
188	Review book exchange (use all sites resources)
189	Reduce SAC clerks to 1
190	AP classes should have additional cost passed onto families
191	Adult Ed Program needs to be self funding
192	Put out a bid to energy Service Companies. Can do with other disdistricts for better pricing
193	Reduce mailing paper costs, send report cards/warning notices on line
194	Eliminate Gate Coordination position/stipend. Shift to Admin
195	No cable television
196	Eliminate Aprenda testing
197	Reduce secondary art/music, p.e. if eliminated at elementary level
198	Across the board pay cut of 12% for full-time non-clerk district office positions
199	Reduce number of directors at district office by 1-2 full-time positions
200	Eliminate paid dinner break for night custodians
201	Sell kids crafts on internet
202	Let solar companies use our roofs and split power savings
203	Reduce the number of secondary preps by one for full-time position
204	
205	

Additional Ideas from balancedbudget@pausd.org

1	Residency Requirements/families not leaving here have students going to our schools
2	Ask vendors for 10% reduction/hiring freeze/revenue fund raiser - auction
3	Seek input from children - how to avoid waste
4	Saving achieved through energy, building system & budget audits - has 3 volunteers from Oracle Engery Prog. willing to help
5	Making Palo Alto residents aware - cutting programs; lower property value
6	Wants to know where to find budget online - where does money go
7	Offer eary retirement enticements to older teachers/make employees pay for part of medical and retirement
8	Do not cut Art Education
9	Utilize parent volunteers as much as possible
10	Watch utility bills - heat on, doors open
11	Eliminate class size reduction - research does not support benefits
12	Revenue generation idea - lease PAUSD rooftops to solar power generation co.
13	Reduce payroll - principals teach as subs
14	Wants to be hired as an Energy Mgr. to balance budget
15	Require proof of marriage & children full time students to be covered for medical
16	Having volunteers working at the district/have employees donate time
17	Buy only one set of books per student
18	Fully disclosure of cuts in budget already taken
19	Put all TOSA assignments on hold - return teachers to classroom
20	Having students/parents volunteer to clean-up, maintenance/have parents donate supplies
21	Teacher pay - Rollback of recent raises
22	Re-evaluate MI program - using scarece tax dollars to benefit small segment
23	Take close look at all choice programs offered - benefit a few students
24	City allowing large residential projects=more students/PAUSD gets little or no resource to compensate
25	Paperless paychecks
26	Lower engery bill by limiting heat
27	Extend Thanksgiving break to the full week off/eliminates two teaching days
28	Close middle school pools altogether
29	Pay schools to manage elections
30	Looking for Budget Book for 2009-2010
31	Eliminate supervisory postions/give responsibilities to manage of dept.
32	Lowering healthcare bills - cut out middleman, pay PAMF directly and have them deal with medical needs of employees
33	Change Facility Secretary to 6 hours per day
34	Fund raisers/rent out facilities during vacations/no more landscaping facilities/sell Pinewood campus
35	Get rid of MARS & ERB test/send TOSAs back to classroom/Staff Development Days-pay on volunteering basis
36	Observing dog lease laws - no off lease running on school property or charge a daily use fee per dog
37	12 reduction suggestions - see sheet in folder
38	Save money by conservation - over watering of landscape
39	Publish charts as to where PAUSD money is spent/Cut back on textbooks - ebooks
40	No district cell phones/use of volunteer coordinators/utilize school district liquidation website/employees give up one day of sick leave
41	City over crowding schools with additional building/pay cuts across board of District employees (cut salary not school programs)
42	Phase out Tinsley transfer program
43	Every new housing project must incorporate funds for schools/access all new remodelilng projects with a school fee/equalize what homeowners are paying for schools - based on true value of home

44	Do not balance budget at expense of special ed students
45	School District receive funding under the Recovery Act
46	District should function as a private sector (many suggestions)
47	Using more technology within the district
48	Way to make money - sell coffee in the morning when parents drop off children
49	Make money using Shareativity.com--internet search for students