



SOUTH SAN ANTONIO INDEPENDENT SCHOOL DISTRICT

Agenda Item Summary

Meeting Date: April 11, 2020

Purpose:  Presentation/Report  Recognition  Discussion/ Possible Action

Closed/Executive Session  Work Session  Discussion Only  Consent

From: Gilbert Rodriguez, Board Vice President/Budget Committee Chairman

Item Title: Receive, review and take appropriate action on the Budget Committee’s recommendation regarding the re-opening of Athens Elementary, Kazen Middle School, West Campus High School, Olivares complex, and related matters.

Description:

The Budget Committee is recommending the attached plan to re-open schools. The Plan was based on information that was provided by the Superintendent (February 13, 2019) and staff updates. The Plan serves as a framework to reopen schools. Cost estimates are at the high end and reduced costs should be realized as the implementation of the plan begins. Reduced costs will be realized by cooperative work between district staff and outsourced units. Cost savings in staffing can only be realized by the Superintendent’s due diligence within the Budget Committee’s framework.

Recommendation:

[Empty box for recommendation]

District Goal/Strategy:

Select a Goal, Strategy, or Objective

Funding Budget Code and Amount:

CFO Approval

[Empty boxes for funding code and CFO approval]

APPROVED BY:

SIGNATURE

DATE

Chief Officer:

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Superintendent:

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## **FINANCIAL ACCOUNTABILITY CONSIDERATIONS**

### **GENERAL FUND BALANCE**

The General Fund Balance should be used on a limited basis.

The most recent Annual Financial Report indicated that the school district had \$26.3 million in the general fund balance as of August 31, 2018.

The approximate monthly operating expense for the school district is between \$6-7 million.

We could safely use \$6.5 million from the general fund balance, if it becomes necessary and still maintain a 3-month operating expense balance in the general fund balance.

### **TAX SUBSIDY FUND**

Any expenditure from this fund is restricted and must have Board approval. The fund balance in this fund will be approximately \$3.8 million on August 31, 2019.

The Board of Trustees should use these funds as a first priority.

The funds should be used for one-time costs such as, capital outlay, contractor make-ready costs, contractor transfer of furniture, equipment, instructional materials, etc.

The funds should be used for minor renovation costs.

The funds should be used for transportation costs, if necessary.

The funds should be used for HVAC replacements which are located in the small footprint of each re-opened campus.

## **FOOD SERVICE FUND**

The school district has a good history of having a healthy fund balance in this fund.

The school district can safely use approximately \$500,000 from the fund balance to use in the re-opening of schools.

The school district should use these funds for cafeteria equipment, tables and chairs and other cafeteria related expenses, as necessary.

## **WORKERS COMPENSATION FUND**

The school district has a good history of having a healthy fund balance in this fund.

The school district can safely use approximately \$500,000 from the fund balance to use in the re-opening of schools.

The Board of Trustees should transfer these funds to the general fund (199) to assist in additional staffing costs as recommended in this committee plan.

## **2018-2019 BUDGET-EOY FUND BALANCE**

The school district should realize a surplus of at least \$1.0 million on August 31, 2019.

The Board of Trustees should transfer these funds to the general fund (199) to assist in additional staffing costs as recommended in this committee plan.

## **PLANT UTILIZATION CONSIDERATIONS**

### **ATHENS ELEMENTARY (SMALL FOOTPRINT)**

The following areas should be used in the re-opening:

Outside playing fields

Gym

Cafeteria

Library

Main Floor Support Areas-Main Office, Attendance, Nurse, Counselor

First Floor Early Childhood classrooms (leading to cafeteria) for grades PK, K, 1<sup>st</sup>, 2<sup>nd</sup>.

Upstairs Classrooms for grades 3<sup>rd</sup>, 4<sup>th</sup> and 5<sup>th</sup>.

Note: Outside new wing is to be dedicated as the Parent Development Center (Depending on costs)

### **KAZEN MIDDLE SCHOOL (SMALL FOOTPRINT)**

The following areas should be used in the re-opening:

Buildings closer to front of school (Gillette Blvd.)

New Wing Classrooms (West)

Main Gym

Cafeteria

Support Offices

Central Wing Classrooms

Library

Note 1: One advantage the Kazen MS facility has is that most of its buildings are detached and, therefore, can be secured, placed in mothballs for cost effectiveness.

Note 2: The following buildings should be on the mothball list:

Aux. Gym

The two most southern classroom wings (detached)

Several portables

### **WEST CAMPUS HIGH SCHOOL (SMALL FOOTPRINT)**

The following areas should be used in the re-opening:

Staff Café

Auditorium

Board Room

Detached Science Building

Offices-Board Room Level

Cubicle City

Note: The following major functions will remain at WCHS for SY 2019-2020:

Transportation

Food Service

Maintenance

Security

Warehouse

Classroom availability concept:

The staff café will be transformed into the student cafeteria. Additional tables and chairs can be acquired and placed in the immediate area of the staff café area, for example, the space between the stair landing and staff café. There should be two lunch periods. Additional kitchen equipment will probably have to be acquired. Superintendent should consult with the Food Service Director to ascertain if the Food Service fund can be used for these purchases.

The Detached Science Building will be used for Biology, Chemistry and other science related subjects. Necessary hook-ups are still available.

The Auditorium will be transformed into the gym. For boys and girls PE.

The Board Room will be transformed into a classroom suited for Theatre Arts, Speech, and Drama.

The offices at the Board Room Level will be used for the Principal, Asst. Principal, Nurse, Campus Secretary, Attendance Clerk, Counselor and the Academic Coach.

The Cubicle City areas will be used as classrooms. Once the departments have been transferred to the Olivares Complex, portable room dividers will be purchased to establish individual classrooms. The Rm. 261 area should be considered for the Library. Shelving will have to be acquired and other library accessories. A start-up library book inventory must come from SSS. Additional library books may be considered by the Board upon a recommendation by the superintendent.

### **OLIVARES COMPLEX (SMALL FOOTPRINT)**

The 1<sup>st</sup> and 2<sup>nd</sup> floor of the main building can be used for the cubicle city departments and other support areas.

The new wing (west) can be used for the Alternative School.

## FACILITY MAKE-READY TIMELINE

### ATHENS AND KAZEN

- April 15-30 Make assessment of smaller footprint areas at Athens & Kazen.
- May 1-15 Make informal contractor bids for make-ready needs for Athens & Kazen.
- May 1-15 Administration initiates RFP's to expedite the purchase of those items that will be required to re-open Athens and Kazen.  
(Painters, electrical, HVAC, plumbing, etc.)
- May 15-31 Contractors selected and make-ready work begins at Athens & Kazen.
- May 15-31 Make informal bids for moving contractors for student/teacher furniture, equipment, instructional materials, etc. from Price and Carrillo moved to Athens.
- Jun 1-30 Transferring of the aforementioned items to Athens begins and is completed.
- Jul 1-5 School district closed
- Jul 8-19 Custodial staffs begin to situate classroom furniture.
- Jul 8-19 Cafeteria staffs begin to situate cafeteria tables, chairs and cafeteria equipment.
- Jul 22-Aug 2 Principals and Support Staff make final adjustments to facilities and prepare classrooms and support functions.

## **FACILITY MAKE-READY TIMELINE**

### **OLIVARES COMPLEX**

- Apr 15-30      Make assessment of entire complex at the former Olivares Elementary. To include; HVAC, plumbing, electrical, IT and minor renovations.
- May 1-15        Initiate informal contractor make-ready bids for needs at the Olivares complex.
- May 15-30      Contractors selected and make-ready work begins.
- Jun 1-15        Work completed at Olivares complex.
- Jun 17-19      First “cubicle department” from administrative offices is packed, transferred and re-situated at the Olivares complex.
- Jun 20-21      Second “cubicle department” from administrative offices is transferred and re-situated at the Olivares complex.
- Jun 24-26      Third “cubicle department” from administrative offices is transferred and re-situated at the Olivares complex.
- Jun 27-28      Final “cubicle department(s) from administrative offices is transferred and re-situated at the Olivares complex.



## **FACILITY MAKE-READY TIMELINE**

### **WEST CAMPUS HIGH SCHOOL**

- Jun 1-15      Make assessments of the smaller footprint areas to be used. Identify what modifications are required. Identify contractor make-ready tasks. Secure informal bids.
- Jun 16-30    Purchase necessary equipment, instructional materials and other capital outlay items required to re-open WCHS.
- Jun 17-28    Selected administrative departments have completed their transfer to the Olivares Complex.
- Jul 1-31      Even though school district is closed Jul 1-5 contractor work begins. All tasks completed by Jul 31.

## **ADMINISTRATIVE AND SUPPORT STAFFING**

### **ATHENS ELEMENTARY**

1-PRINCIPAL

1-ASST. PRINCIPAL

1-COUNSELOR

1-ACADEMIC COACH

1-LIBRARIAN

1-NURSE

Principal, Assistant Principal and Academic Coach should be filled from existing positions. These positions should come from Function 41 or 21. The school district has not been able to close the gap in our financial rating, specifically, the Administrative Cost Ratio. If these positions are not presently authorized in this year's budget, the superintendent needs to get Board approval for these positions. If authorization is not problematic and the superintendent insists in filling these positions from the outside or promote from within then the Board has the prerogative to eliminate positions from the current budget.

If there are no authorized positions for Counselor, Librarian, or Nurse in the current budget, the Board should approve these additional positions. This will allow the superintendent to advertise and fill those positions.

### **KAZEN MIDDLE SCHOOL**

Same as above. Except increase by one academic coach.

Explanation and rationale is the same as above.

## **WEST CAMPUS HIGH SCHOOL**

- 1-PRINCIPAL
- 1-ASST. PRINCIPAL
- 1-ACADEMIC COACH
- 1-NURSE
- 1-LIBRARIAN
- 1-COUNSELOR

Note: Principal-Designates for Athens, Kazen and West Campus HS should be identified and selected by May 1, 2019. Hopefully, these individuals will be assigned from within the organization. Therefore, these individuals will have to wear "two hats" until their replacements are identified. Principal-Designates will be able to supervise the re-opening of their schools.

## **NON-PROFESSIONAL SUPPORT**

### **ATHENS ELEMENTARY**

- 1-Campus Secretary
- 1-Attendance Clerk
- 1-Computer Lab Aide
- 1-PE Aide
- 3-Custodians

Note: The above positions are new hires and must be advertised and selected by HR/Principal.

The paraprofessionals in SPED, Bilingual, Pre-Kinder, Bilingual Pre-K, Head Start and At-Risk Para must be transferred from Price and Carrillo, as appropriate. After the adjustments, if it is determined that some of the above paraprofessionals must be new hires the superintendent must bring those budget authorizations to the Board.

1950-1951

1952-1953  
1954-1955  
1956-1957  
1958-1959  
1960-1961

Additional information regarding the above mentioned years is available in the following pages. The information is presented in chronological order. The information is presented in chronological order.

1962-1963

1964-1965  
1966-1967  
1968-1969  
1970-1971  
1972-1973

The information for the years 1962-1963 is presented in the following pages. The information is presented in chronological order.

The information for the years 1964-1965 is presented in the following pages. The information is presented in chronological order.

## 5-Cafeteria

Perhaps 1 cafeteria worker from Price and Carrillo can be reassigned to Athens. If not, new hire budget authorizations must be approved by the Board. The superintendent should consult with the Food Service Director to ascertain whether these salaries can be dedicated from the Food Service Fund.

## **KAZEN MIDDLE SCHOOL**

1-Campus Secretary

1-Attendance Clerk

1-Security Officer

1-Office General Clerk (to assist all support functions)

3-Custodians

5-Cafeteria

Note: The above positions are new hires and must be advertised and selected by HR/Principal. Because students will be coming from Zamora and Dwight then some custodians and cafeteria workers should be transferred to Kazen. The ESL Aide should come with the students from Zamora and Dwight.

## **WEST CAMPUS HIGH SCHOOL**

1-Campus Secretary

1-Attendance Clerk

1-Security Officer

3-Cafeteria

2-Custodian

Note: The above positions are new hires and should be advertised and selected by HR/Principal.

## **TEACHERS**

### **ATHENS ELEMENTARY**

14-Current teachers at Carrillo and Price will be transferred to Athens

New teachers at Athens to be advertised and selected by HR/Principal:

1-Music teacher

1-PE teacher

1-SPED teacher

1-Reading teacher

### **KAZEN MIDDLE SCHOOL**

14-Current core teachers at Zamora and Dwight will be transferred to Kazen

New teachers at Kazen to be advertised and selected by HR/Principal:

1-Avid

1-ISS

1-Spanish

1-Theatre Arts

1-Tech Apps

1-Exp Career

1-Reading

1-SPED

1-Band

1-Art

2-PE

Note: Except for the 2- PE, 1- Band, and 1- ISS. Look for opportunities with teachers having teaching fields/certifications that could reduce the need for additional elective teachers. The student elective opportunities must be the same for each middle school since the projected enrollments are not that dissimilar. If

we can accomplish this arrangement at each middle school there will be a cost savings in FTE's.

## **WEST CAMPUS HIGH SCHOOL**

8-Current core teachers at SSSHS will be transferred to WCHS

New elective teachers at WCHS to be advertised and selected by HR/Principal such as:

2-PE

1-Art

1-Health

1-Foreign Language

1-Speech

1-Computer Literacy

Note: Again, there may be an opportunity for teachers with at least dual teaching fields who teach two different electives and save money. For example, PE & Health, etc.

## **West Campus High School-The School Day-Plan A**

Any incoming freshman (195 students) scheduled to attend WCHS and who does not want to participate in Athletics, Band, Dance Team, ROTC, Drama/Theatre Arts/One Act Play, Health Science Academy or CTE classes WILL ATTEND WCHS ALL DAY.

Students will be offered the opportunity to apply for the Early College High School program, take core classes and selected elective classes. Since WCHS will be close to their home, transportation requirements will be in effect. The students will have breakfast and lunch available.

It has been estimated that 40-50 freshman students will elect to attend SSHS because of participation in extra-curricular activities, Health Science Academy or CTE classes as listed in the first paragraph.

On the other hand, there may be equal amount of students who are currently attending SSHS as 9<sup>th</sup> graders (current freshman) who live in the WCHS attendance zone who have no interest in extra-curricular activities, Health Science Academy or CTE classes who may want to attend WCHS as Early College High School students (and eventually Dual Credit students). These students could be offered 10<sup>th</sup> grade core classes along with electives. A student/parent survey will disclose how many 10<sup>th</sup> graders would opt to attend WCHS under these circumstances.

Plan A would eliminate numerous bus runs and travel time between SSHS and WCHS. Transportation costs would be tremendously reduced.



## **WEST CAMPUS HIGH SCHOOL-THE SCHOOL DAY-PLAN B**

Any incoming freshman (195 students) who wants to participate in Athletics, Band, Dance Team, ROTC, Drama/Theatre Arts/One Act Play, Health Science Academy or CTE classes will be transported to SSHS and partake in their desired program. At different intervals during the school day these students will be bused to WCHS for their core classes and electives. These students will have breakfast at SSHS and lunch at WCHS.

It would be helpful if the SSHS Master Schedule would be modified so that the above extra-curricular programs, CTE classes and Health Science Academy classes for 9<sup>th</sup> grade students would be scheduled in the morning so that irregular bus transportation would be avoided.

Because of travel time and required minutes in courses. The dismissal time for this Plan B would have to be approximately 30 minutes later.

# RE-OPENING OF ATHENS ELEM, KAZEN MIDDLE SCHOOL & WEST CAMPUS HS

## ESTIMATED COSTS

### ASSUMPTIONS:

The Superintendent's Plan dated February 13, 2019 will be used as the basis for estimating costs. Total cost of his plan is approx. \$29 million.

We can safely assume that major renovations at West Campus HS and other future bond projects in his plan such as HVAC replacements (unless in the smaller footprint), bus purchases and other transportation costs CAN BE POSTPONED FOR A FUTURE BOND. The total costs we can deduct for these kinds of costs from his plan total approx. \$16.5 million.

Therefore, the superintendent's plan, after these deducts, is now approx. \$12.5 million.

Of the \$12.5 million, staffing is the greatest cost. So, to re-cap the committee's plan we offer the following staffing recommendations and estimates;

### ADMINISTRATIVE, TEACHER AND SUPPORT STAFFING

Principals, Asst. Principals, Academic Coaches	\$ -0-
Counselors, Librarians, and Nurses	\$ 700,000
Non-Professional Support	\$ 950,000
Teachers	\$ 1,625,000
Sub-Total	\$ 3,275,000

Note 1: The superintendent's approximate projection for total staffing costs for Athens, Kazen and WCHS totaled: \$ 6,600,000

Note 2: This sub-total can be reduced by examining recommendations found in the committee report. This sub-total will be a recurring cost, therefore, the general fund balance must be used.

**CLASSROOM TEACHER DESKS AND CHAIRS; STUDENT DESKS; TEACHER INSTRUCTIONAL MATERIALS; CAFETERIA TABLES AND CHAIRS; EQUIPMENT**

Note: The administration has indicated that when Athens and Kazen were closed the above items were re-distributed to Price, Carrillo, Dwight, Zamora and other district campuses. The items were then “cannibalized” i.e., older items were disposed of and the newer conditioned items were kept.

There are 311 students scheduled for Athens, 462 students for Kazen and 195 students for WCHS. In addition, numerous teachers are being transferred to Athens, Kazen and WCHS. These students and teachers currently occupy desks, etc. Therefore, when the students and teachers move to Athens, Kazen and WCHS they will take these items with them. Just makes sense.

This transfer of property will considerably reduce costs initially projected in the superintendent’s plan.

The superintendent’s plan just for classroom furniture totaled \$ 984,750.

**START-UP COSTS-SUPERINTENDENT’S PLAN-APPROXIMATE  
(Minus classroom furniture, HVAC, Bus, Cafeteria Equipment)**

ATHENS	\$ 676,500
KAZEN	\$ 786,250
WCHS	\$ 1,290,500
Sub-Tot	\$ 2,753,250

Note: The start-up costs in the superintendent’s plan seem to be overly inflated. Nevertheless, even if there are some adjustments made, we will need some start-

up costs for the Olivares Complex, public relations campaign and parent notification strategies/costs. All of these start-up costs are one-time expenditures and, therefore, can be expended from the Tax Subsidy Fund. There will be \$3.8 million available in this fund. Because full Board approval is required to expend these funds, an automatic check and balance system exists. Therefore, the committee can monitor recommended expenditures from this fund.

The committee's preliminary estimate to re-open Athens, Kazen and WCHS is:

Staffing	\$ 3,275,000
Start-Up	\$ 2,753,250
<b>Sub-Tot</b>	<b>\$ 6,028,250</b>

The committee realizes that adjustments will have to be made. We can only estimate what information the administration has provided. However, we believe that the re-opening of Athens Elementary, Kazen Middle School and West Campus High School can be accomplished.

The committee further believes that after our schools are re-opened the general fund balance will have at least a three month operating expense in the fund. We are hopeful that a successful legislation session will provide the school district with some financial relief, however, we are not counting on that success to reopen our schools.

The committee recommends, after the full Board approves the plan, that the scope of the committee's duties be expanded. The committee should have a monitoring and oversight responsibility on the execution of this plan by the superintendent. The committee will report to the full Board, as required.