

**ESCONDIDO UNION SCHOOL DISTRICT**  
**Superintendent's Office**

**TO:** Budget Communications Committee

**FROM:** Jennifer Walters, Superintendent

**DATE:** March 11, 2008

**SUBJECT:** Employee Suggestions for Budget Reductions Categorized, Edition 2

The following suggestions were received from employees throughout the district and have been summarized and categorized but not altered. Some suggestions cross over and are shown in more than one category. Suggestions added from the first edition have been put in italics.

**Energy and Utilities**

1. Decrease energy usage by reviewing heating, cooling, and all other energy usage; set thermostats to 68 degrees for heating and 72 degrees for cooling; install low-wattage light bulbs at all sites through the district; set electrical systems like lighting and air conditioning at all schools to turn off at night, weekends, and breaks
2. Decrease water usage; perhaps replacing ornamental lawns and replace with drought-tolerant shrubs and ground cover; install low-flush toilets; do a districtwide check for leaky faucets/sprinklers/*water fountains*
3. Re-introduce S.A.V.E. program at schools not currently using it; not turn all the lights on in classrooms and offices; lights in school hallways used only on rainy days
4. Eliminate use of small refrigerators/*microwaves* in offices/classrooms as they are not energy efficient
5. Turn down air conditioning at Ed Center (conference rooms too cold)
6. In air conditioned areas, keep doors leading to outside closed

**Conservation of Resources (non-energy)**

1. Standardize printers throughout district to save on toner supplies; refill toner cartridges at a fraction of the price purchased new

2. Decrease paper usage by increasing electronic communication, including intra-school; one public copy of meeting notes posted in staff lounge; eliminate hard copies of Power Point presentations
3. Put controls on copying machines at school sites that set maximum quantities for each teacher; send more copying to district print shop; use half sheets for short memos; be exact with number of copies made/ordered to reduce waste
4. Limit homework packets and consider homework objectives/plans instead
5. Go “green” and go paperless everywhere possible
7. Mandatory recycling of paper, cardboard, aluminum, Styrofoam, plastic shopping bags (which Wal-Mart will redeem them) and return them for money to be used by the school
8. Cut back on supplies; ask for parent/community donations; purchase small pencils used at golf courses; instead of supplying all students with basic supplies, just give them to students who haven’t brought their own
9. ~~Consider putting project specialists at schools with less than 400 enrollment.~~ **See Employee-related; Contractual**
10. Print on both sides of paper in all duplication
11. Cut back on laminating (saves money and landfills)
12. Eliminate bottled water and electric coolers for employee use
13. Turn off sprinklers in areas where there is no vegetation; replace all unnecessary landscaping that requires watering or at least replace with drought-resistant plants

***Additional suggestions – effective 3/11/08***

14. *Replace leased storage with district-owned storage facilities*
15. *Increase the amount charged to auto dealer for lot storage at Aldergrove location*
16. *Sell Del Dios; rework middle school boundaries; go back to K-6 elementary schools*
17. *E-mail rather than print report cards to parents and print one copy for the student cum*
18. *Charge a non-refundable fee for all plans and spec books given to contractors for bids*

19. *Eliminate all district-paid cell phones except for cabinet members*
20. *Charge employees who check out equipment for damages or replacement*
21. *Any employee making purchases without going through the authorization process would not be reimbursed*
22. *No district-paid catering*
23. *Reduction of assistant principals at middle schools will result in more student suspensions, which equates to less revenue from the loss of ADA*
24. *Cancel Employee Recognition event and have principals and department heads give out awards*
25. *Cut/reduce non-academic classes, e.g., music, art, P.E.*
26. *Stop home visits*

#### **Employee-related; Contractual**

1. Employees pay for dependent health benefits; offer HMO free to employee and family but have a payroll deduction toward the cost of PPO for employee and family; employee pay toward dental and/or vision insurance; *charge \$100 for the PPO and \$50 for Kaiser*
2. Offer 2+2 Golden Handshake
3. Reduce work year for administrators by 5 days; administrators take a 1, 2, or 3% salary reduction
4. No Maintenance overtime (incentive for working faster)
5. Vote down 2% raise with a district commitment to restore increase during better economic times
6. Reduce the number of employees for whom the district is paying benefits if they have a spouse also working in the district and receiving benefits; give employee a stipend for not being fully covered for benefits by the district if they are covered by a spouse
7. If 2 % raise is accepted, make it effective January 1, 2008, instead of July 1, 2007
8. Delay by one year giving classified substitutes 2% raise

9. If district cannot afford a Golden Handshake incentive for retirement, offer employee-only medical coverage for employees who have 18 years of service in the district for two years
10. Consider putting project specialists at schools with less than 400 enrollment. **Moved from Conservation of Resources**

***Additional suggestions – effective 3/11/08***

11. *Reduce cost of administration at Community Day School by opening up 2 additional Opportunity classes at schools that do not have the program*
12. *Ask for voluntary reduction in work hours/year rather than mandate them*
13. *Have administrators lose 12 days to their work year the same as other 12-month employees*
14. *Reduce number of positions that must be bilingual*
15. *Reduce administrators for categorical programs in proportion to categorical program funding reductions; consolidate categorical programs under one administrator*
16. *Eliminate multiple administrators in support departments*
17. *Reduce staff in Human Resources since there will be a hiring freeze and layoffs*
18. *Eliminate Home Education Program with Independent Study or charter schools*
19. *Replace receptionist with automated telephone system*
20. *No service kitchen at education center*
21. *Reduce staffing in staff development*
22. *Reduce special education staffing*
23. *Reduction of assistant principals at middle schools will result in more student suspensions, which equates to less revenue from the loss of ADA*
24. *Close education center and require employees to use the days not designated as holidays as unpaid days:*
  - *Thanksgiving would be 3 unpaid days*
  - *Winter break would be 5 unpaid days*
  - *Spring break would be 4 unpaid days*

25. *Pay subs for the time they work and not by minimum time blocks (4 hours)*
26. *Replace coaches with a lead teacher at each grade level for Language Arts, Math, and Technology*
27. *Eliminate Parent Involvement Tech position*
28. *Offer to potential retirees an incentive to retire at the end of this school year by matching their current health/dental benefits for up to 2 years*
29. *For teachers retiring this year, increase their base salary by 4%, effective June 30, 2008, giving them their highest possible salary to base STRS retirement benefits on (this assumes a 2% COLA for 2 years if they stayed)*
30. *Give teachers within 2 years of retirement a half-time contract with full service credit; wherever possible team these teachers together to free up a classroom for a teacher on layoff*
31. *Bring in representatives from STRS and CalPERS for employees considering retirement to calculate the difference between leaving at the end of this year or waiting 1 or 2 more years*
32. *Have education center employees who work 8 hours a day and 12 months a year work 7 or 7.5 hours a day*
33. *Require site custodians to take vacation when office staff take their time off*
34. *“Grandfather” in all employees already working for the district but have new employees pay for dependent coverage*
35. *Reduce Maintenance staff to coordinator, secretary, painter, plumber, and electrician; subcontract all other specialties*
36. *Restructure Special Education department; replace assistant superintendent with a director of Pupil Services and Special Education; promote a program specialist to a coordinator; reduce number of program specialists; return 2 program specialists to speech pathologist positions; have psychologists assume some administrative responsibilities now done by program specialists; each year 1 liaison person from each group of SLPs, resource specialists, and psychologists could be selected, and paid a stipend, to train and mentor new staff members*
37. *Site custodians reduced from 12 to 11 months*
38. *Before cutting further the work year for classified personnel who work 11 months already, cut all classified 12-month employees to 11 months*

- 39. *Reduce 2 program specialist positions*
- 40. *Replace consultant for Director of Classified Personnel with permanent employee*
- 41. *Eliminate using special education retirees as consultants*
- 42. *Eliminate Personnel Analyst position*
- 43. *Keep full-day kindergarten at the schools that have them currently but have 3 teachers teaching 2 classes of 30 students*

### **Instructional**

- 1. Reduce/eliminate some district-mandated assessment tests such as math and language arts benchmarks, summatives, theme skills tests, etc.
- 2. Teach the Positive Action program from the manual without purchasing consumables that support the program; eliminate all consumables; have students use journal format instead of workbooks for social studies and keep only one master set; eliminate science consumables because teachers do their own experiments
- 3. Make summer Reading First trainings optional, especially for veteran teachers; *eliminate Reading First training and work through curriculum with grade levels at either staff trainings or at grade-level meetings*
- 4. Consider eliminating K-3 class size reduction
- 5. Reconsider full inclusion for SPED students; combine caseloads for RSP/SDC teachers to equal 28; add another aide or add two aides per teacher, reducing the need for teaching positions
- 6. Eliminate middle school benchmark sets for each class
- 7. Reduce kindergarten teachers and have only one teach both AM and PM classes; *have kindergarten 4 days instead of 5*
- 8. No curriculum adoptions until California's budget is in better shape
- 14. Reduce or eliminate BTSA requirements; instead provide new teachers support at their site through mentor teachers
- 15. Reduce or eliminate the need for subs for teachers doing DAIT visits; reduce or eliminate all requirements for teachers to be out of classroom requiring subs; *hold in-service on days/times when subs are not needed; pay subs for actual time rather than by minimums*

16. Eliminate Edusoft if it's costing money
17. If eliminating class size reduction, start at third grade first and progress down to kindergarten if budget shortfalls span multiple years
18. Eliminate Safe & Drug Free Advisory Committee and funnel funds into core curricula
19. Eliminate ELD Coaches; reduce all coaches
20. Offer certification programs at the district instead of requiring conference attendance
21. Have two sets of math texts (one for school, one for home) if it reduces the cost of printing
22. Eliminate unnecessary at-will contracts
23. Eliminate professional development day for Leadership Team or get corporate sponsorship

***Additional suggestions – effective 3/11/08***

24. *Eliminate all district-paid purchases of Spanish language library and textbooks except for Spanish classes*
25. *Reduce administrators for categorical programs in proportion to categorical program funding reductions; consolidate categorical programs under one administrator*
26. *Eliminate Home Education Program with Independent Study or charter schools*
27. *Replace coaches with a lead teacher at each grade level for Language Arts, Math, and Technology*
28. *Eliminate the community time class and include main concepts into exploratory classes*
29. *Cut/reduce non-academic classes, e.g., music, art, P.E.*

**Doing Things Differently**

1. Eliminate things that require extra-hour pay for teachers like Anytime School, etc.
2. Return teachers on special assignment to the classroom; limit teachers on special assignment to no more than one per site
3. Make pilot K-6 schools

4. Pioneer and Farr Avenue elementary schools—make one a K-3 and make the other a 4-5
5. Unify with the high school district
6. Designate only one child per household to bring home school/district notices
7. Limit students moving from school to school since days are lost during the transition
8. Increase outside printing jobs to bring in more revenue
9. Revamp custodial coverage at schools; shift custodial duties at schools to school staff and students for routine cleaning and custodians do more thorough cleaning once weekly
10. Increase efforts to get attendance up; follow up with parents sooner for students with attendance issues; SARB parents after three absences; provide a flu shot program for students and increase ADA
11. Reduce school week to 4 days, 10 hours a day
12. Grounds keeping biweekly instead of weekly
13. No Maintenance overtime (incentive for working faster)
14. Increase employee attendance, especially when it means hiring a substitute
15. Increase employee efficiency; monitor doing personal things during work time, especially if employee is claiming overtime
16. Cut back on expenses associated with Employee Recognition event; move event to school site; solicit donations for awards, refreshments, flowers, etc.
17. Close Felicita and move students to Miller or vice versa; close Miller and distribute students and staff among Bernardo, Felicita, and L. R. Green
18. Close a school or two and sell property; *sell Del Dios; rework middle school boundaries; go back to K-6 elementary schools*
19. Cut back on supplies; ask for parent/community donations; purchase small pencils used at golf courses; instead of supplying all students with basic supplies, just give them to students who haven't brought their own
20. Cancel summer school

24. Eliminate ELD coaches; reduce all coaches
25. Rent or use online textbooks versus purchasing
26. Actively solicit corporate sponsors
27. Offer certification programs at the district instead of requiring conference attendance
28. Reduce School Library Techs to half time and have teachers check out books to their own students
27. Centralize School Computer Techs and send them to schools based on need; replace School Computer Techs with qualified teachers
28. Have two sets of math texts (one for school, one for home) if it reduces the cost of printing
29. Generate revenue by: offering summer camps, renting facilities, parent grant-writing groups, relax restrictions on fund-raising
30. Reduce Ed Center work week to 4 days; change work hours at Ed Center from 7:30-3:30 or 8:00-4:00 with half-hour lunch; close the Ed Center one month in summer; close Ed Center 1 day a month
31. Realign boundaries to eliminate as many relocatable classrooms as possible throughout the district
32. House Opportunity at education center
33. Deliver district mail to employees internally rather than through USPS; reduce staff time placing notices in staff mailboxes by timing notices with payroll checks
34. Replace publications supervisor with purchasing director for oversight of that department
35. Eliminate all clerical substitutes at the education center before reducing or eliminating permanent positions
36. Relieve Accounting department of responsibility for First Years/preschool programs by hiring an accountant using categorical funds received for these programs

**Additional suggestions – effective 3/11/08**

- 37. Keep full-day kindergarten at the schools that have them currently but have 3 teachers teaching 2 classes of 30 students*

38. *Reduce cost of administration at Community Day School by opening up 2 additional Opportunity classes at schools that do not have the program*
39. *Ask for voluntary reduction in work hours/year rather than mandate reductions*
40. *Cross reference timesheets/absence records to verify time taken for doctor appointments*
41. *End the practice of reimbursing employees for TB tests since they are a condition of employment and are offered free through county run-clinics*
42. *Replace receptionist with automated telephone system*
43. *No service kitchen at education center*
44. *Increase work day/year for Grants and Foundation department to bring more revenue*
45. *Solicit from employees periodically more cost-saving ideas and check to see if cost-saving ideas already implemented are being followed*
46. *Ask outside vendors to help the district reduce its expenses by giving discounts or suggesting ways to help district save*
47. *Get an energy audit done by SDG&E*
48. *Eliminate the community time class and include main concepts into exploratory classes*
49. *Restructure Special Education department; replace assistant superintendent with a director of Pupil Services and Special Education; promote a program specialist to a coordinator; reduce number of program specialists; return 2 program specialists to speech pathologist positions; have psychologists assume some administrative responsibilities now done by program specialists; each year 1 liaison person from each group of SLPs, resource specialists, and psychologists could be selected, and paid a stipend, to train and mentor new staff members*

### **Required by the State Department**

1. Replace Power School if it's costing too much
2. Increase class size reduction numbers from 20 to 24

### **Special Funding Needed**

1. Make summer Reading First trainings optional, especially for veteran teachers

2. Consider eliminating K-3 class size reduction
3. No curriculum adoptions until California's budget is in better shape
4. Reduce or eliminate BTSA requirements; instead provide new teachers support at their site through mentor teachers
5. ~~Reduce or eliminate the need for subs for teachers doing DAIT visits; reduce or eliminate all requirements for teachers to be out of classroom requiring subs~~ **See Instructional**
6. If eliminating class size reduction, start at third grade first and progress down to kindergarten if budget shortfalls span multiple years
7. ~~Increase class size reduction numbers from 20 to 24~~ **See Required by State Department**
8. Cancel summer school
9. Eliminate Safe & Drug Free Advisory Committee and funnel funds into core curricula
10. Eliminate unnecessary at-will contracts
11. Eliminate professional development day for Leadership Team or get corporate sponsorship
12. Eliminate free and reduced lunch program, free and reduced breakfast program, and summer feeding program

### **Students and Parents**

1. Increase efforts to get attendance up:
  - a. Follow up with parents sooner for students with attendance issues
  - b. SARB parents after three absences
  - c. Provide a flu shot program for students and increase ADA