

## MEMORANDUM

**DATE:** February 7, 2010

**TO:** Steven Lawrence, Superintendent

**FROM:** Pete Pedersen, Assistant Superintendent

**RE:** **Proposed Budget Reduction: Interdivisional Reorganization of Maintenance and Operations and Technology and Information Services Departments**

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As a result of concurrently evolving needs and organizational circumstances, the District is poised to take advantage of a unique opportunity to preserve the delivery of both Maintenance and Operations and Technology and Information services while affecting a modest level of relief to the general fund. While somewhat non-traditional, the following proposal recommends an interdivisional reallocation of existing staffing resources/funding to sustain and optimize the effectiveness of both the Technology and Information Services and Maintenance and Operations Divisions.

### **Introduction**

Prompted by the findings and recommendations of a 2005-06 Fiscal Crisis Management and Assistance Team Audit report, the Board of Education approved the adoption of a job description for an Integrated Systems Project Manager on July 17, 2007. This temporary position, which was created with a fixed duration (scheduled to terminate on June 30, 2010), was developed and implemented specifically to oversee and direct multi-departmental projects involving the District's integrated personnel, fiscal, payroll and other business systems. An appointment was made under a separate action during that same Board meeting promoting an incumbent Director of Technology Applications to the Integrated Systems Project Manager position. On February 25, 2008, the Board of Education took action to freeze the vacant Director of Technology Applications position for both the 2008-09 and 2009-10 fiscal years. The internal controls and automation implemented through the efforts of the Integrated Systems Project Manager have yielded extraordinary efficiencies and dramatically improved information management across the District. Responding to the burgeoning needs for automation and data exchanges and transmission in an era of program and staffing reductions, the District is now reliant on the services provided in this single incumbent classification. So recognized, we would respectfully propose that the 'frozen' Director of Technology Applications be eliminated and a permanent position of Integrated Systems Program Manager be created, effective July 1, 2010.

Through the nearly nine and a half years which have transpired since the Plan was inaugurated, the Maintenance and Operations organization has found regular necessity in reinventing itself, adjusting to accommodate and respond to changing regulatory mandates, increasing facility maintenance demands, large capital improvement and modernization programs, internal initiatives intended to provide enhanced support to underperforming schools, self-imposed challenges to improve capacity and, more recently the need to sustain services with a dramatically reduced management team. While we believe that the current organizational structure provides for remarkably efficient and effective management, we are confident that the organization can demonstrate further improvements in efficiency and economy through the following proposed actions: 1) the elimination of the District Custodial Supervisor position; 2) the elimination of the Grounds and Facilities Assessment Manager position; 3) the elimination of an Area Facilities Manager position; 4) the creation of a Building and Grounds Manager position; and 5) the creation of an Assistant Building and Grounds Manager position. So as to allow sufficient time to adjust departmental operations to accommodate the recent reduction of two (2) Area Facility Manager positions as well as the deployment of a new departmental leadership model, we are proposing that implementation of said actions be deferred, becoming effective January 1, 2011.

Implemented collectively, the preceding organizational changes would optimize existing staff resources and would further result in significant direct savings to the General Fund. The funds liberated through the proposed position eliminations would fully fund the proposed position enhancements, yield a savings and mitigate the otherwise disruptive and calamitous effects associated with the loss of the Integrated Systems Program Manager position.

## **Discussion**

### **I. Elimination of the 'frozen' Director of Technology Applications position and creation of a permanent position of Integrated Systems Program Manager**

All tasks and functions previously performed in the Director of Technology Applications position have been assumed by, and are presently being performed by the Integrated Systems Program Manager. Moreover, the Integrated Systems Program Manager is the exclusive position dedicated to implementing new systems and reporting architectures for critical and essential personnel and payroll operations. Projects such as: the automation of the exchange of data in the new applicant tracking system; the implementation and customization of the employee reporting/absence system; the automation and re-implementation of the classified evaluation process and preparation of custom reports related to certificated lay off, NCLB, OSHA, CMIS and SARC are representative of some of the critical work performed in this single employee classification.

Absent Board action to create a permanent Integrated Systems Program Manager position, the position will be abandoned and the incumbent will return to the already budgeted Director of Technology Applications position on July 1, 2010. In an effort to retain what has now arguably become a pivotal and constitutive position, we are respectfully requesting that the Director of Technology Applications position be eliminated and that the Integrated Systems Program Manager position be permanently created, effective July 1, 2010, with the incumbent retained in that classification. Applying the funding from the 'frozen' Director of Technology Applications position toward this proposed, permanent position, the net increase in cost for 2010-2011 would be **\$29,905.00**.

**II. Elimination of the District Custodial Supervisor, Grounds and Facilities Assessment Manager and One (1) Area Facilities Manager position and creation of a Buildings and Grounds Manager and an Assistant Building and Grounds Manager position**

The Maintenance and Operations organizational model, as well as the processes related to the dissemination of work, distribution of resources, facility use, scheduling, compliance enforcement and communication have evolved dramatically since the Area Facility Managers were assimilated into the management structure. Increasingly, the role of the Area Facility Managers is expanding so as to more effectively support all facets of the greater Maintenance and Operations division. And though the original cadre of six(6) Area Facility Managers will be reduced to four(4) on July 1, 2010 as a result of budget reductions, we are confident this reduction will not adversely impact the level of service presently enjoyed by the sites and centers. Anecdotal and empirical evidence reveal that the Area Facility Manager model has proven to lend positively toward markedly increased efficacy in all areas of Maintenance and Operations purview. So acknowledged, we are confident that this improved delivery model can now be further leveraged, providing an opportunity to consolidate existing position-specific functions and reduce management staffing.

Presently, all District housekeeping operations are administered and overseen by a single, dedicated District Custodial Supervisor position. Likewise, Landscape operations are centralized, directed by the single incumbent Grounds and Facilities Assessment Manager. The latter classification is also responsible for all regulatory and compliance activities (e.g. hazardous materials business plans, statutory training requirements, Williams Act, etc.) as well as the District's Fixed Asset program. Based on a task assessment of these two particular positions, we believe that District and departmental needs can be enhanced, and genuine efficiencies realized, through an amalgamation of centralized leadership of these work divisions. As such, we are proposing that both the existing District Custodial Supervisor and Grounds and Facilities Assessment positions be eliminated effective December 31, 2010, and that a new position, Building and Grounds Manager be created at Range 8 of the Management Salary Schedule effective January 1, 2011. Further, given the appreciable direct administrative and supervisory demands associated with both housekeeping and landscape operations, we are further proposing that a single Area Facilities Manager position be eliminated in favor of the creation of an Assistant Building and Grounds Manager position placed at Range 6 of the Management Salary Schedule, also effective July 1, 2011. The net savings realized in these actions for Fiscal Year 2010-2011 would be **\$48,300.00**.

**Recommendation**

Implemented collectively, the above-cited actions would result in a net savings to the General Fund of **\$18,395.00** in Fiscal Year 2010-2011. Moreover, if authorized as presented, the District would retain highly qualified staff and remain the beneficiary of the essential services provided through the Integrated Systems Project Manager position as well as the efficient consolidation of centralized facilities management in the Maintenance and Operations Division.

Your consideration of this proposal is very much appreciated.

c: Gail Isserman, Julie Braun-Martin