

GLENDALE UNIFIED SCHOOL DISTRICT
223 North Jackson Street
Glendale, California 91206
(818) 241-3111

BOARD OF EDUCATION
AGENDA

February 26, 2019
Meeting No. 23
Special Meeting

GLENDALE UNIFIED SCHOOL DISTRICT
223 North Jackson Street
Glendale, California 91206
(818) 241-3111

BOARD OF EDUCATION SPECIAL MEETING NO. 23
Administration Center

February 26, 2019
4:30 P.M.

In compliance with Education Code 35144, the presiding officer of the Board of Education is calling a Special Meeting on Tuesday, February 26, 2019 at 4:30 P.M. in Boardroom at the Administration Center, 223 North Jackson Street, Glendale.

In accordance with the Americans with Disabilities Act (ADA) the District will provide accommodations, with reasonable advanced notice, for any individual with a disability needing to access the information herein. Please contact the Glendale Unified School District Public Information Office to request such accommodations.

AGENDA

ITEM

A. OPENING – 4:30 P.M.

- 1. Call to Order**
- 2. Pledge of Allegiance**
- 3. Certification of Compliance**

To accommodate the requirement of Government Code Section 54954.2 in accordance with the Brown Act revisions; the agenda for the meeting was posted on the bulletin board in the Administration Center and the Glendale Unified School District website 24 hours prior to this meeting.

- 4. Approval of Agenda Order**

B. COMMUNICATIONS FROM PUBLIC (On agenda items only)

1. Public Communications

ADDRESSING THE BOARD OF EDUCATION—An individual or group representative may address the Board of Education on any agenda item or subject within its jurisdiction by completing a request card. Speakers are requested to state their name and address prior to speaking to the Board. Not more than five minutes may be allotted to each speaker and no more than twenty minutes to each subject, except by unanimous consent of the Board of Education. A Speaker's allotted time cannot be deferred to another speaker. Board Members may question the speaker but there will be no debate or decision. The Superintendent may refer the matter to the proper department for review.

C. CLOSED SESSION

- 1. Instructing designated representative, Dr. Kelly King, Interim Superintendent of Schools, regarding collective bargaining matters pursuant to Government Code §54957.6.**
- 2. Personnel matters relating to the appointment, employment or evaluation of school based and non-school based**

D. RETURN TO REGULAR MEETING

1. Call to Order

E. COMMUNICATIONS FROM PUBLIC (On agenda items only)

1. Public Communication

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F. STUDY SESSION

1. Update on the Plan to Maintain District Solvency and Financial Responsibility

4

The Board has received several budget updates over the past few months with focused information and discussions on several specific budget topics. The Budget Study Session will allow the Board to bring all of the topics together and provide direction and consensus in preparation for the 2018-19 Second Interim Report in March, as well as the adoption of the 2019-20 Budget in June.

G. CLOSED SESSION

1. Public Employment - Government Code §54957

Title: Superintendent of Schools

2. Conference with Legal Counsel - Anticipated Litigation – pursuant to paragraph (2) or (3) of subdivision (d) of section 54956.9: One potential case

H. RETURN TO REGULAR MEETING

I. STUDY SESSION – continued

2. Superintendent's Search Process

25

The study session provides an opportunity for the Board to discuss details with the search consultants from Hazard, Young, Attea & Associates (HYA) to include the timeline, characteristics the Board is looking for in the next Superintendent, advertising strategies, and the process for engaging stakeholders in the search process.

J. ADJOURNMENT

GLENDALE UNIFIED SCHOOL DISTRICT

February 26, 2019

BUDGET STUDY SESSION

TO: Board of Education

FROM: Dr. Kelly King, Interim Superintendent

SUBMITTED BY: Stephen Dickinson, Chief Business and Financial Officer

SUBJECT: **Update on the Plan to Maintain District Solvency and Financial Responsibility**

This agenda item is in support of Board Priority No. 4 – Maintain District Solvency & Financial Responsibility.

The Board has received several budget updates over the past few months, with focused information and discussions on several specific budget topics. The Budget Study Session will allow the Board to bring all of the topics together and provide direction and consensus in preparation for the 2018-19 Second Interim Report in March, as well as the adoption of the 2019-20 Budget in June.

Update on the Plan to Maintain District Solvency & Financial Responsibility

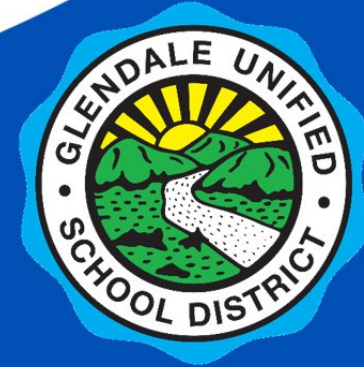
February 26, 2019

Budget Study Session

Presented by: Stephen Dickinson

Chief Business and Financial Officer

Stephen Dickinson, Chief Business & Financial Officer
Karineh Savarani, Director, Financial Services



Preparing our students for their future.



Agenda

- 1) Preview/Summary of 2nd Interim Report – with impact of recommended budget reductions and the Governor's January budget proposal
- 2) Enrollment Information – presentation from Hagop Eulmessekian, Director of Student Support Services – Consensus on 2019-20 projected enrollment
- 3) Additional Information – to reference as needed
- 4) Recommended Budget Reductions

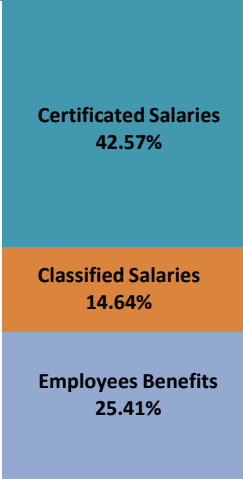
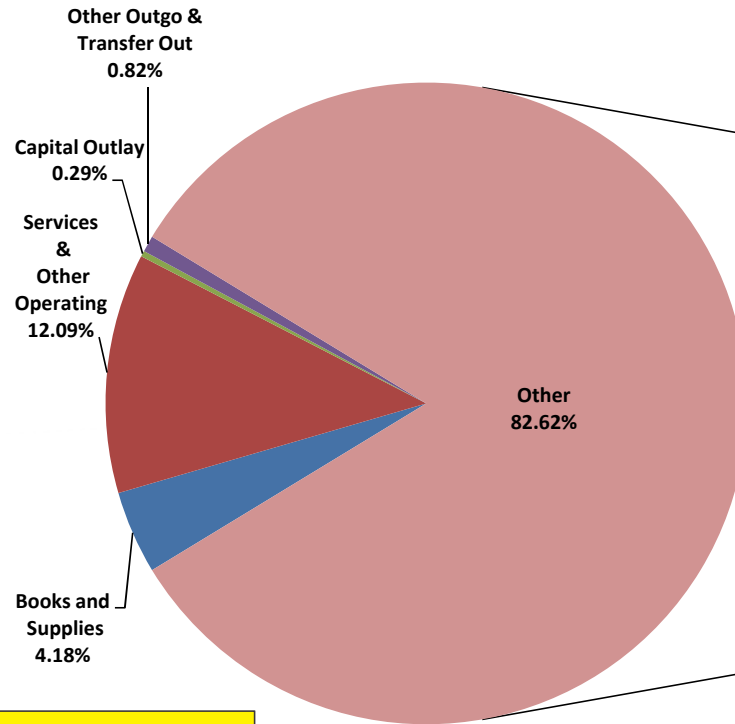
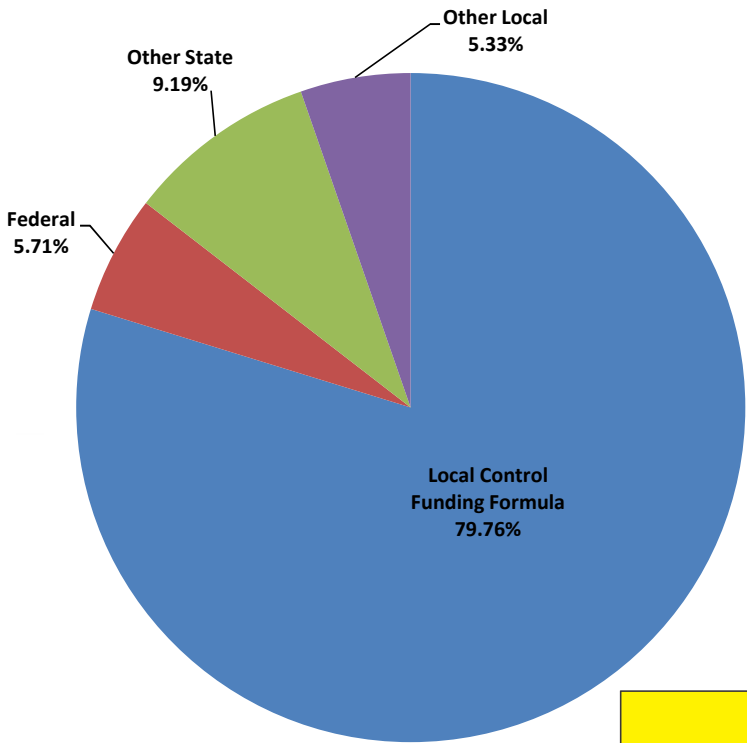


Additional Information

- 1) Enrollment
- 2) Carry-Over Process
- 3) Health and Welfare Costs
- 4) Minimum Wage Impact on CSEA Schedule
- 5) Legal Costs
- 6) District Office Department Budget Reductions
- 7) Assistant Principal Staffing Ratio
- 8) Summary of Prior Years' LACOE Budget Letters
- 9) January 4, 2019 Information Packet
- 10) School Services of California Report



DRAFT 2018-19 Second Interim TOTAL REVENUES & EXPENDITURES – GENERAL FUND



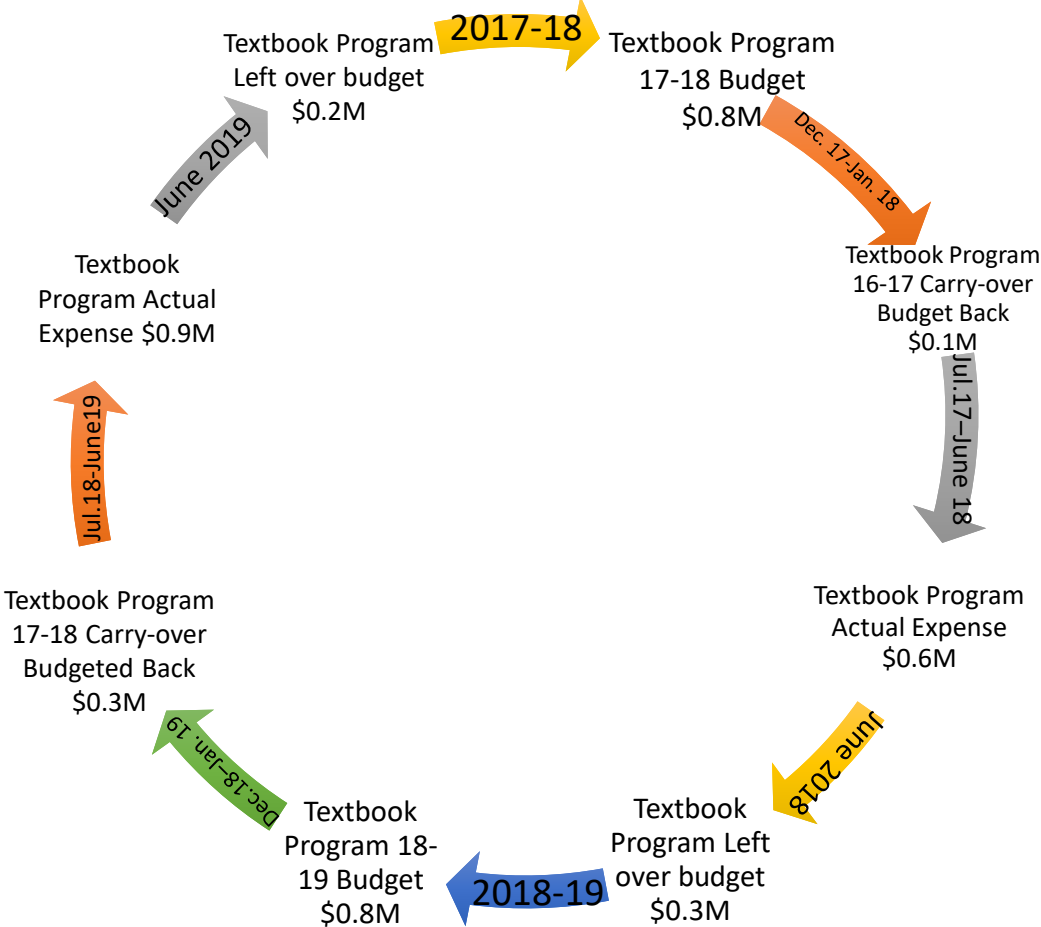
Rev **\$295.36m**
- Exp **\$298.24m**
Current Deficit = **\$2.88m**

Be aware of the annual carryover process

Total Revenues \$295,363,465

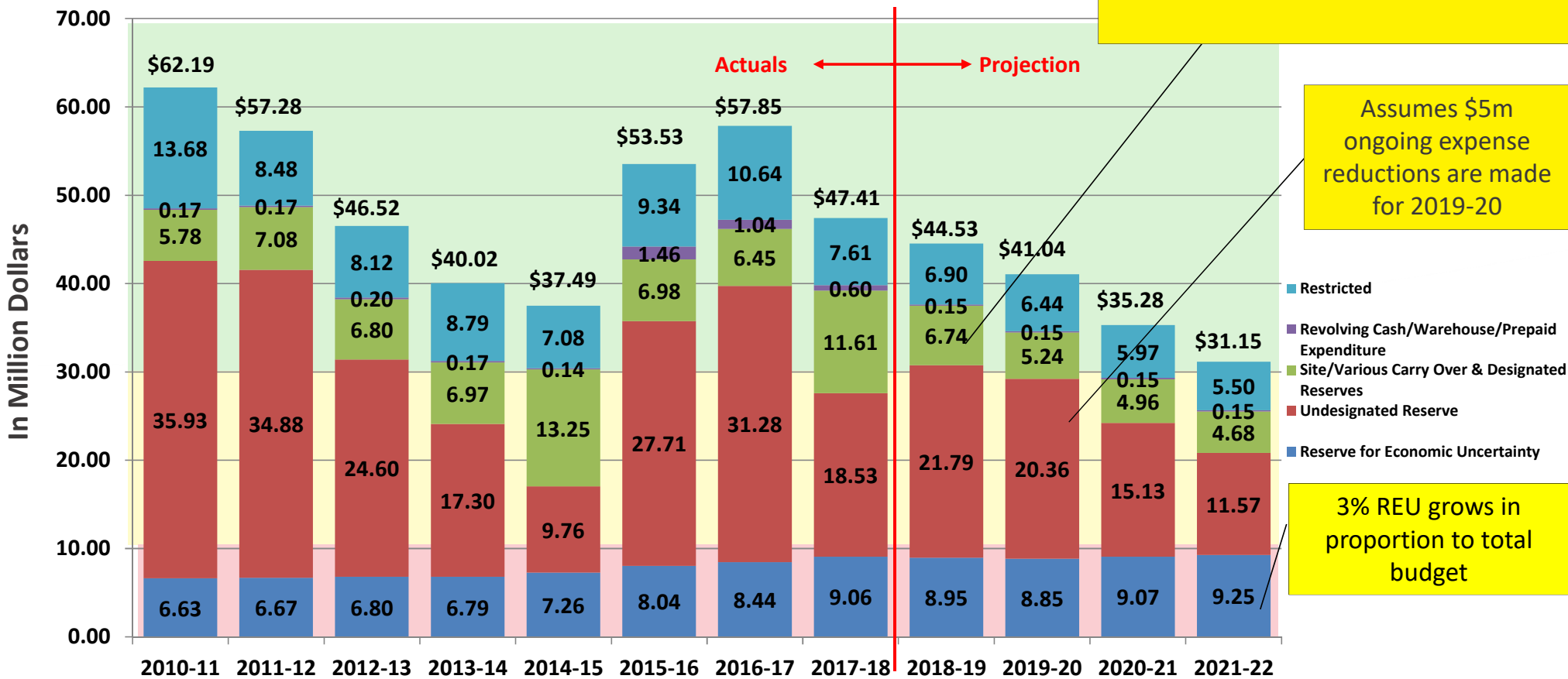
Total Expenditures \$ 298,243,198

Example: Illustration of Textbook Program Carry-Over



Draft Second Interim 2018-19 Summary of General Fund Ending Fund Balances

Designated Reserves:
• LACOE charges = \$0.84m
• Carry over/MAA = \$4.7m
• One Time 17-18 Disc. Fund = \$1.2m



Assumes \$5m ongoing expense reductions are made for 2019-20

3% REU grows in proportion to total budget



Budget Modes: Deficit – Balanced – Surplus

Surplus/ Additions	8	
	7	
	6	Innovation
	5	Build reserves
	4	Increase employee compensation
	3	Build/expand programs
	2	Reduce class size
	1	LCAP goals
Balanced Budget		
Deficit/ Reductions	1	LCFF revenue increases above projections
	2	Use of one-time funds and/or current reserves
	3	Supplies & Equipment
	4	Contracted services
	5	Administrative and management staffing
	6	Classified staffing (reduce support and service)
	7	Certificated staffing (reduce programs and
	8	increase class size)



Possible Budget Reduction Options to Close the Two-Year Deficit of \$6.83m

**Holding everything else constant, the range of options are:*

- 1) 2019-20 = \$5.63m / 2020-21 = \$1.2m – most conservative option
- 2) 2019-20 = \$0m / 2020-21 = \$6.83m – least conservative option
- 3) 2019-20 = \$3.5m / 2020-21 = \$3.33m – middle option
- 4) Or any variation between that totals \$6.83m

**Holding everything else constant* – this analysis does not include the future impacts of negotiated compensation increases, additional LCFF improvements, one-time funds, increase/decrease in enrollment, and other budget variables



Solution: We Only Have Three Options to Address the 2-Year \$6.83 Million Deficit

1. Implement reductions – Start furthest from the classroom and scale back programs instead of eliminating programs
2. Maximize restricted dollars (Routine Restricted Maintenance and Low-Performing Students Block Grant)
3. Use of Reserves



1. Potential Reductions – District Office

Current (2018-19)	Proposal for 2019-20	
- 1 ETIS Sr. Info Analyst	- Eliminate position – vacant	\$104,000
- 1 Purchasing Agent	- Eliminate position – vacant	\$122,000
- 1 Accounts Payable Supervisor	- Realignment to Accounting Tech – vacant	\$6,000
- 1 Typist Clerk III - HR	- Eliminate position – vacant	\$36,000
- 2.5 Typist Clerks – CTE, T&L and Student Services	- Eliminate positions – vacant	\$111,000
- Department budgets – supplies, services, conferences	- 4.5% reduction to all department budgets within Supt. Office, Business, HR and Educational Services	\$1,130,000
- Copier/printer equipment and service costs	- Lower contract rate (phase-in over 2-3 years)	\$150,000
- Budgeted annual increase in projected H&W rates +9%	- Lower projection to +8%	\$300,000
Budget Savings: \$1,959,000		



1. Potential Reductions – FASO

Current (2018-19)	Proposal for 2019-20	
- FASO Asst. Operation Coordinator	- Eliminate position – vacant	\$91,000
- 1 Grounds	- Remain vacant	\$85,000
- 1 Electronics Tech	- Remain vacant (RRM funding \$85,000)	
- 1 Glazier	- Remain vacant (RRM funding \$85,000)	
- 1 Plumber	- Remain vacant (RRM funding \$85,000)	
<p>Budget Savings: \$176,000</p>		



1. Potential Reductions – Elementary Schools

Current (2018-19)	Proposal for 2019-20	
<ul style="list-style-type: none"> - 1 Asst. Principal position - 2.5 FTE teaching positions 	<ul style="list-style-type: none"> - If available through attrition - *Eliminate due to declining enrollment 	<ul style="list-style-type: none"> \$154,000 \$265,000
<p>*Retirements, resignations and release of temporary teachers</p> <p>Budget Savings: \$419,000</p>		



1. Potential Reductions – Middle and Secondary Schools

Current (2018-19)	Proposal for 2019-20	
<ul style="list-style-type: none"> - 2 Asst. Principal positions - 7.2 FTE Middle School teaching positions - 7.2 FTE High School teaching positions 	<ul style="list-style-type: none"> - Eliminate due to declining enrollment - *Eliminate due to declining enrollment - *Eliminate due to declining enrollment 	<ul style="list-style-type: none"> \$308,000 \$617,000 \$617,000
<p>*Retirements, resignations and release of temporary teachers</p>		
<p>Budget Savings: \$1,542,000</p>		



2. Leverage Restricted Funding

Targeted Professional Development (PD)

- Low-Performing Students Block Grant : \$1m (one-time funding, only available for two years)

Current (2018-19)	Proposal for 2019-20	
February 19, 2019 – Information Report #2	February 19, 2019 – Information Report #2	\$500,000
Budget Savings: \$500,000		



2. Leverage Restricted Maintenance Funding

Current (2018-19)	Proposal for 2019-20
Restricted Routine Maintenance currently is not paying for landscaping/grounds (even though it is allowable)	Move up to 9 Grounds Positions from General Fund to Restricted Routine Maintenance. - Impact: less RRM funds for projects; “break-fix” only - Related to three other RRM vacancies being unfilled - Sustainable for up to four years \$720,000
Budget Savings: up to \$720,000	



2. Potential Reductions – Planning & Development

Current (2018-19)	Proposal for 2019-20
- Executive Director position	- Remain vacant and realignment (Measure S \$175,000)
Measure S Net Budget Savings: \$175,000	



2019-20 Potential Budget Balancing Ideas				Est. Savings
Dept	Program			
T&L	Restructure funding source for professional development to LPS Block Grant			\$ 500,000
DO	Eliminate (1) ETIS Sr. Info Analyst			\$ 104,000
DO	Eliminate (1) Purchasing Agent			\$ 122,000
DO	Eliminate (1) Accounts Payable Supervisor and Realign to Accounting Tech			\$ 6,000
DO	Eliminate (1) Typist Clerk III in HR			\$ 36,000
DO	Eliminate (2.5) Typist Clerk in CTE/T&L/Student Services			\$ 111,000
DO	4.5% reduction in all District Office department budgets - supplies, services, conferences			\$ 1,130,000
DO	Reduce copier/printer equipment and supply costs due to new contract (phase-in over 2-3 years)			\$ 150,000
DO	Reduce annual increase in projected H&W rates from +9%/yr to +8%/yr			\$ 300,000
FASO	Move up to 9 Grounds positions to Routine Restricted Maint funding			\$ 720,000
FASO	Eliminate (1) Asst. Operations Coordinator			\$ 91,000
FASO	Eliminate (1) Grounds position			\$ 85,000
FASO	Eliminate (1) Plumber position	\$ 85,000	RRM	\$ -
FASO	Eliminate (1) Electronics Tech position	\$ 85,000	RRM	\$ -
FASO	Eliminate (1) Glazier position	\$ 85,000	RRM	\$ -
Elem	Eliminate (1) Asst. Principal			\$ 154,000
Elem	Eliminate (2.5) Teaching positions			\$ 265,000
Middle	Eliminate (7.2) Teaching positions due to declining enrollment			\$ 617,000
Middle	Eliminate MS Summer School			\$ 0
HS	Eliminate (2) Asst. Principals due to declining enrollment			\$ 308,000
HS	Eliminate (7.2) Teaching positions due to declining enrollment			\$ 617,000
P&D	Executive Director of Planning & Development to remain vacant and realign with stipends	\$ 175,000	Meas S	\$ -
			Total	\$ 5,316,000



Future Options to Increase Enrollment and/or Revenue

- Fundraising
- Grants
- Parcel Tax
- Advertising/Promotion
- Full-Day Kindergarten



PRELIMINARY DRAFT Plan for 2020-21

Proposed Action	Target	Estimated Actual
2020-21 LCFF Improvement over current COLA projection	TBD	\$0
Any other revenue assumption changes	TBD	\$0
Services, supplies and all other non-personnel budgets	TBD	\$0
Admin/Mgmt staffing level	TBD	\$0
Classified staffing level	TBD	\$0
Certificated staffing level	TBD	\$0
Plus/minus staffing adjustments for actual enrollment of 2019-20	TBD	\$0
Subtotals	TBD	\$0
Target Total	TBD	\$0



Next Steps

- March 12, 2019 Second Interim Report
- June 18, 2019 Adoption of 2019-20 Budget

GLENDALE UNIFIED SCHOOL DISTRICT

February 26, 2019

STUDY SESSION

TO: Board of Education
FROM: Dr. Kelly King, Interim Superintendent
PREPARED IN: Office of the Superintendent
SUBJECT: Superintendent's Search Process

The study session provides an opportunity for the Board to discuss details with the search consultants from Hazard, Young, Attea & Associates (HYA) to include the timeline, characteristics the Board is looking for in the next Superintendent, advertising strategies, and the process for engaging stakeholders in the search process.

Background

At its meeting on February 19, 2019, the Board of Education voted, 5-0, to select Hazard, Young, Attea (HYA) & Associates to support the Board in its effort to recruit and employ the next Superintendent of Schools for Glendale Unified School District. Dr. Rudy Castruita and Dr. David Cash are the search consultants representing HYA.

Attached is the "Letter of Agreement" documenting the working arrangement between Hazard, Young, Attea and Associates and GUSD.

The all-inclusive cost of \$29,650 includes:

- The search fee for all items in the Scope of Work (including the online survey in English and Spanish)
- Associates Travel
- The California Advertising Package which includes:
 - Two advertisements in the ACSA (Association of California School Administrators) EdCal CareerConnect print and 7 days online
 - CALSA (California Association of Latino Superintendents and Administrators) online advertisement for 30 days
 - Posting on the HYA Active Searches website
 - Milestone search updates on HYA's Facebook, LinkedIn, and Twitter Online listing on K12JobSpot for the length of the search
 - Third party Due Diligence background check on one finalist.
 - All materials will be presented to the Board online via a Board Portal

The following expenses not included in the all-inclusive are optional and will only be incurred if the Board chooses to do so:

- Travel expenses of candidates to interview with the district
- If the Board elects to have the search materials shipped and printed as opposed to using the Board Portal
- Any additional advertising (national or other) or due diligence background checks on more than one finalist (some Boards choose to do the Baker-Eubanks reports on 2 or 3 semi-finalists)
- The survey translated into any other languages other than English and Spanish

LETTER OF AGREEMENT
HYA Signature Search

Purpose

The purpose of this Letter of Agreement (the "Agreement") is to document the working arrangement between Hazard, Young, Attea and Associates ("HYA"), and Glendale Unified School District (the "District") and its Board of Education (the "Board") to support the Board in its effort to recruit and employ talented leadership. All schedules hereto are an integral part of this agreement and are deemed incorporated by reference herein.

Section I: HYA Responsibilities

HYA shall provide the following services and deliverables:

Engage Phase:

- A. Conduct a Planning Meeting with the Board and provide a summary of said meeting which will detail the timeline and steps of the search process and decisions made by the board;
- B. Survey community constituents electronically and provide a report of findings; The HYA Community Engagement Survey is a research based instrument that is specifically designed for the search process and has a specific analysis, scoring logic and reporting framework that does not allow for customization. If the client wants a customized survey, it will include a customized report that will not look like the current report template. A customized survey is \$5,000 plus translation at \$315 per language including Spanish. Administering the survey in paper format is not supported as part of the consulting fee (IV.A.); paper administration can be quoted but note it will change the timeline for delivery of the leadership profile report.
- C. Provide up to four individual consultant days for interviews, focus groups and/or town hall meetings to gather in-person input from constituent groups as decided by the board; additional days are billed at \$1000/day.
- D. Prepare and Present a *Leadership Profile Report* to the Board, and propose *Desired Characteristics* based on the data from the survey, interviews with district and community representatives and other material made available to the consultants;

Recruit Phase:

- E. Coordinate and place advertisements as selected and paid for by the Board;
- F. Recruit and contact candidates utilizing state and national networks;
- G. Correspond with candidates regarding the search process, timeline, *Leadership Profile* and desired characteristics;
- H. Interview candidates;
- I. Conduct reference checks;
- J. Identify best qualified candidates;
- K. Prepare application materials of selected slate of candidates for the Board consideration;

Select Phase:

- L. Present a slate of candidates, the number of candidates to be determined by the Board with a recommendation from HYA;
- M. Conduct the Interview Workshop and provide materials and protocol to ensure informative effective Board interviews;
- N. Schedule interviews for the Board with selected semi-finalists and finalists;
- O. Facilitate Board discussion to narrow candidate pool after each round of interviews;
- P. Coordinate and provide investigative background check(s) of candidates as selected and paid for by the Board;

Transition Phase:

- Q. Communicate with all unsuccessful candidates at the close of the search and the appointment of the new superintendent;
- R. Hold a transition meeting with the new superintendent (after he/she is employed) and Board President and if desired, the full board, regarding information learned throughout the search and next steps in the transition process;
- S. Offer other transitional services to be considered by the Board and if desired, paid for by the Board.

Section II: Board and District Responsibilities

To effectuate the search and selection of a successor superintendent, the Board will:

- A. Approve the search process at the Planning Meeting;
- B. Select advertising and executive due diligence services to be paid for by the Board;
- C. Conduct interviews (and site visits, if desired) of finalists shortly after a slate is presented. The consultants will not be present at the Board interviews or site visit but will assist the Board in the scheduling of the interviews and preparation. The consultants will be available by phone during the scheduled interviews.
- D. Write and execute the employment contract with the selected superintendent, with the assistance of its attorney. The Associates will support the Board and its attorney, if requested.
- E. Communicate with local media regarding the search process and appointment of a superintendent with its community relations/public relations designee. The consultants will support the Board and its designee, if requested.

Section III: Guarantees

- A. Throughout the search process the consultants will be available to counsel with the Board about the search. The consultants will assist the Board until the Board determines it has found the appropriate candidate for the position.
- B. The superintendent appointed with HYA's assistance will not be presented to another Board as a candidate if it would result in the Superintendent leaving the District within three (3) years of employment unless the Board provides written authorization to HYA that they may do so.
- C. If the Superintendent departs from the position during the first year under any circumstances or within two (2) years if a majority of the Board by vote is still in place and departure is due to dissatisfaction and not personal or familial reasons, HYA will recruit new candidates for the Board at no additional cost barring travel, advertising and due diligence expenses.
- D. Should the Board choose to end the search before a superintendent is selected, the Board is responsible for the search fee, advertisement, background checks and all expenses incurred prior to their decision based on the fee and payment schedule outlined herein.

Section IV: Fees and Payment Schedule

In consideration for Services, the District will pay to Hazard, Young, Attea and Associates for:

- A. Consulting Fee for the search in the amount of \$27,500. This fee is due in three installments:
 - 50% will be invoiced upon contract signing and completion of the Planning Meeting
 - 25% will be invoiced after the *Leadership Profile Report* is presented
 - 25% will be invoiced after the slate is presented
- B. Advertisement pursuant to the Advertising Services Schedule attached to this agreement as selected and paid for by the Board. HYA suggests the California Advertising Package for \$1050.
- C. Background checks pursuant to the Executive Due Diligence Services Schedule attached to this agreement as selected and paid for by the Board. HYA suggests one Basic Due Diligence Report on the finalist for \$1100.
- D. Printing and Postage; HYA is a green corporation whereby all documents related to the search will be provided via a Board portal. If the Board wishes to have hard copies, 3% of the Consulting Fee (See IV, A above) will be added to the agreement as an additional fee to cover the costs associated with printing, binding and shipping all materials.

Estimated all-inclusive amount: \$29,650

Optional Expenses

- E. Translation of survey into other world languages; *the Community and Leadership Profile Survey* will be provided in English and Spanish. Additional languages are available for \$315 per language.
- F. Recruitment for other positions; if the Board employs an HYA recruited candidate in addition to the position of Superintendent, 10% of the base salary will be due to HYA for the recruitment of said candidate.

Section V: Reimbursement Costs

Expenses related to travel of the candidates will be borne by the Board (if the Board chooses to reimburse candidates for traveling to interview.) The IRS mileage rate is used for personal vehicle travel (not rental cars).

- A. Travel expenses of candidates invited for interview by the consultants or by the Board will be billed after initial Board interviews and at the conclusion of the search;
- B. The HYA Associates are local so there are no travel expenses for the Associates to meet with the Board.

Section VI: Additional Services

- A. If and when selected, the workshop(s) costs will be added pursuant to the Transition Services Schedule of this agreement. (The Interview Workshop is included in the consulting fee for the search.)
- B. If the Board wishes to secure additional services beyond those described in this agreement or to design customized workshops and services, these services can be discussed and defined with the consultants and added to the contract as an addendum.

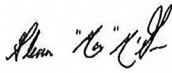
Section VII: Business Relationship

- A. The District and HYA agree that HYA does not have the status of employee, shall not be entitled to any employee fringe benefits, and shall function as an independent contractor.
- B. The District agrees that any and all Intellectual Property and technology designed, made or conceived by HYA (solely or jointly with others) arising from HYA's work for the District, is the sole property of HYA, without royalty or other consideration to the District.
- C. All information, notes, interview sheets, lists, and other documents developed by HYA consultants shall remain the property of HYA.
- D. The District and the Board understands that it is unlawful for it to either disclose to any person outside of the District's employment or make any unauthorized use of HYA trade secrets or confidential information unless it can be shown that such information has become public knowledge through no act of the District or Board.
- E. As the eventual decision to hire the candidate will be the Board's, the Board hereby agrees to save, indemnify and hold harmless the Consultants for any decision the Board makes in the employment process relative to the hiring or failure to hire of any candidate(s) recommended by the Consultants.

Section VIII: Term and Termination

This Agreement shall become effective on the date the Agreement is signed by the District and will continue in effect until the search is completed and mutually terminated by both parties.

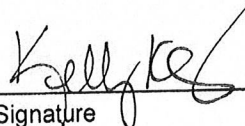
Hazard, Young, Attea and Associates:



 Signature Date

Glenn "Max" McGee, President
 Name and Title

Glendale Unified School District:



 Signature Date

Kelly King, Ed.D., Interim Superintendent
 Name and Title