

CUSD Citizens Advisory Committee Meeting Minutes

August 20, 2020

ATTENDEES

FACILITATOR: Greg Dannis

COMMITTEE MEMBERS: Janhavi Agashe, Samantha Allred, Sandy Baba, Polly Bove, Shivani Chadha, KaiQi Chen, Zongbo Chen, MaryAnn Cunningham, Poornima Dilip, JR Fruen, Waqar Hashim, Sudha Kasamsetty, Jennifer Kerwin, Varinder Kumar, Christine Leung, Alan Li, Mark Loundy, Ann Mitchell, Joseph Nuno, Chemba Ranganathan., Sheila Routh, Dhivya Shanmugan, Aneesh Sharma, Manuela Silveira, Parimi Srinivas, Anuradha Subramaniam, Rahul Vasanth, Sam Vichrilli, Jingli Wang

DISTRICT RESOURCES: Jeff Bowman, Chief Business Officer; Leslie Mains, Asst. Superintendent for Human Resources; Stacy McAfee-Yao, Interim Superintendent

ABSENT: Committee Member Archana Pandit

MEETING MINUTES

Superintendent Mc-Afee Yao opened the first 2020 CUSD Citizens Advisory Committee (CAC) meeting at 5:30 p.m. She welcomed the committee and introduced the facilitator, Greg Dannis, as well as the other district administrators and resource personnel, Leslie Mains and Jeff Bowman.

[Click HERE](#) to view the slides presented by Superintendent Mc-Afee-Yao during the meeting.

COMMITTEE CHARGE:

After reviewing the agenda and committee timeline, Superintendent Mc-Afee-Yao reviewed the Committee Charge from the CUSD Board of Education.

- Develop **a concrete plan** to use facilities in new ways that takes into account both immediate/urgent budgetary issues as well as provide long-term fiscal solvency and stability.
- The plan must also **address ways to balance enrollment, in concert with the Board's stated criteria/guiding principles** for both elementary and middle schools, across the entire District.
- *A first draft of this plan must be ready for presentation to the Board for consideration on October 22, 2020.*

Following each CAC Meeting, there will be a debriefing/planning meeting to review committee minutes and to make recommendations for future agendas and board updates. Board Updates will take place at all Board

Meetings throughout the process. This will provide the community the opportunity to give public comment throughout the process.

COMMITTEE SELECTION:

The committee selection process was managed by an outside contractor with final selection by a Judge in February 2020. Our contractor interviewed each of the 55 applicants in person or by phone, with the goal of choosing representation from all CUSD stakeholders. The group was chosen with both staff and parent representatives from all school sites (if there were applicants), middle school and elementary school administrators, union representatives and community members at large.

Our intention was to begin the committee work in March. However, the committee start was postponed until August, 2020 due to the unexpected and unprecedented effects of the COVID-19 virus on CUSD and our community. All members were contacted in May and again in August to confirm their intention and ability to participate. All originally selected committee members remain on the committee.

BOARD'S GUIDING PRINCIPLES FOR CAC:

Superintendent Mc-Afee Yao reviewed the CUSD Board's Guiding Principles for the committee:

- Elementary CLIP program shall have its own school campus (currently shared with neighborhood school)
- Alternative School programs shall continue to be offered (Faria, McAuliffe, Murdock-Portal, & CLIP)
- Elementary schools shall have a range from 3-6 Kindergarten classrooms
- Middle Schools shall have a range of 1000-1200 students
- Financial savings target is 5 - 7 million dollars, ongoing dollars annually
- Provides long term financial stability
- Plan shall begin implementation in the 2021-2022 school year
- Provide opportunities for Parent Choice

STATE OF THE DISTRICT:

- Continue in declining enrollment
- Yearly reduction in staff
- Cost of COVID
- Multi-year budget forecast

Enrollment Decline and Staffing Reductions

Extensive enrollment and teacher staffing data was shown by school and by year from the 2015-16 school year through the 3rd day enrollment for the current 2020-2021 school year, as summarized below. (For specific data by school, please reference the slides.)

YEAR	ELEMENTARY		ALTERNATIVE		MIDDLE		TOTALS	
	Students	Teachers	Students	Teachers	Students	Teachers	Students	Teachers
2015-16	10,689	480	1,752	75	6,485	303	18,926	858
2016-17	10,241	465	1,771	73	6,503	307	18,515	845
2017-18	10,077	455	1,767	76	6,169	300	18,013	831
2018-19	9,713	445	1,758	76	5,883	288	17,354	809
2019-20	9,240	428	1,756	75	5,714	277	16,710	780
2020-21	8,609	400	1,735	73	5,469	269	15,813	742

Based on input from our demographer, comparison data for student enrollment for the next 5 years continues to show a decline:

YEAR	ELEMENTARY	MIDDLE	TOTAL
2019-20	10,912	5,808	16,720
2020-21 (3 day count)	10,344	5,469	15,813
2024-25	9,300	4,760	14,060
DIFFERENCE	1,612	1,048	2,660

Our rough target for the average size of our **elementary schools** will be 576 students, with leeway for a few schools to be smaller (around 432/site), with flexibility to allow a few schools to be larger than that, **roughly** as follows:

Classes/Grade	Students/Site	# of Schools
3	432	3-4
4	576	11-13
5	720	2
6	864	1-2

Currently, our elementary schools have the following number of kindergarten classes:

- 1 K Class: Dilworth, Muir, Regnart (1.5)
 - 2 K Classes: Blue Hills, Meyerholz (*neighborhood/not CLIP*), Stevens Creek
 - 3 K Classes: DeVargas, Eaton, Garden Gate, Lincoln, Montclair Nimtz, Sedgwick, W Valley, Eisenhower (3.5)
 - 4+ K Classes: Collins (4), Stocklmeir (6.5)
- (Any .5 class means there is a Kindergarten/1st grade combo class.)

With regard to **middle schools**, our rough target would be between 1,000 and 1,200 students, or on average 1100 students per site. With this in mind, if we were to evenly divide today's student population across the 5 middle schools, we'd have approximately 1,150 students per site. By 2025, the revised evenly divided number would be approximately 950 per site.

These target school size numbers are considered to allow the schools to operate most efficiently, be fiscally responsible, as well as support programmatic considerations. Lower numbers make it difficult for teachers to collaborate with colleagues. Higher numbers mean support staff and facilities are stretched to meet the needs of the student population.

Cost of COVID-19

The CUSD cost of COVID is expected to be approximately \$9.1 million dollars as of August 1, 2020, for the following expenses:

1. Loss of COLA: 2.31% as a result of the impact on State economy ~\$3 million (reduced in current multi-year and outyears)
2. Instruction (includes technology) ~\$1.6 million additional cost
3. Cleaning costs and equipment: ~\$39K additional cost
4. PPE supplies: \$160,000 additional cost
5. Student Nutrition Services (SNS) Impact ~\$1.6 million
6. Loss of Facility Use Revenue: ~\$900K
7. Personnel costs: \$1.7 million additional cost
 - a. Increases in school support or leaves (sub costs, stipends, etc.)
8. Other:
 - a. Enrollment: TBD
 - b. HVAC: ~\$60K additional cost

We expect to receive a one-time revenue contribution in each of the categories below, to total approximately \$6.6 million dollars, with use restricted to COVID-related expenses.

- Senate Bill 117 LEA Response Fund
- Cares Act – Elementary & Secondary School Emergency Relief Funds (ESSER)
- Senate Bill 98 Section 110 – Learning Loss Mitigation Funds (LLMF)
- CRF - Coronavirus Relief Fund, based on LEA's supplemental and concentration grant funding
- GEER - Governor's Emergency Education Relief Fund, based on pupil age 3-22 with exceptional needs
- GF - General Fund, based on LEA's LCFF base grant entitlement

To date, we have received about \$347K in COVID dollars that we are counting on, which is a long way from the \$6.6 millions we have been promised.

Multi-Year Budget Forecast

Our multi year budget projections illustrate our expenditures exceeding our revenues. The multi-year shows a 0% cost of living adjustment (COLA) for the next five years. The multi -year projections do not include any salary increases for any employees for the next five years.

FY 2020-2021 MULTI-YEAR PROJECTION
45 DAY BUDGET UPDATE
 GENERAL FUNDS (01-09)

	2020-21	21-22	2022-23	2023-24*	2024-2025
Estimated Average Daily Attendance (P-2 ADA)	15,763	15,136	14,611	14,378	14,052
Funded ADA	16,336	16,336	15,136	14,611	14,378
COLA	0.00%	0.00%	0.00%	0.00%	0.00%
AUDITED BEGINNING FUND BALANCE, 7/1	\$ 29,471,190	\$ 24,515,085	\$ 23,741,515	\$ 19,605,909	\$ 11,707,727
DESCRIPTION REVENUE					
LCFF SOURCE 8010-8099	145,932,749	146,333,038	145,261,608	149,997,824	148,820,059
FEDERAL REVENUES 8100-8299	3,352,684	3,352,684	3,352,684	3,352,684	3,352,684
STATE REVENUE 8300-8599	14,133,748	14,133,748	14,133,748	14,133,748	14,133,748
LOCAL REVENUE 8600-8799	15,716,844	16,538,844	16,463,844	8,135,094	8,135,094
OTHER FINANCING 8900-8999	2,493,317	2,453,509	2,453,509	2,453,509	2,453,509
TOTAL REVENUE	181,629,342	182,811,823	181,665,393	178,072,859	176,895,094
DESCRIPTION EXPENDITURES					
CERTIFICATED SALARIES	84,152,489	83,324,472	82,341,262	82,340,294	83,575,398
CLASSIFIED SALARIES	34,666,902	35,090,059	35,519,563	36,042,274	36,582,908
EMPLOYEE BENEFITS	46,495,296	46,854,189	49,473,501	49,271,801	49,728,695
BOOKS & SUPPLIES	9,048,063	6,093,976	6,093,976	6,093,976	6,093,976
SERVICES & OTHER OPERATING	12,223,136	12,223,136	12,373,136	12,223,136	12,223,136
CAPITAL OUTLAY	145,271	145,271	145,271	145,271	145,271
OTHER OUTGO	(145,710)	(145,710)	(145,710)	(145,710)	(145,710)
TOTAL EXPENDITURES	186,585,447	183,585,393	185,800,999	185,971,041	188,203,674
REVENUE LESS EXPENDITURES	(4,956,105)	(773,570)	(4,135,606)	(7,898,182)	(11,308,580)
ESTIMATED ENDING FUND BALANCE	24,515,085	23,741,515	19,605,909	11,707,727	399,146
COMPONENTS OF ENDING BALANCE (GASB 54)					
Nonspendable (Working Capital)	206,518	204,094	204,094	134,094	134,094
Restricted Categorical Programs	4,298,981	3,317,529	3,234,590	3,186,071	265,052
Unrestricted Various Carryovers	8,814,456	9,204,764	5,019,162	2,614,959	0
3% Reserve for Economic Uncertainties	5,597,564	5,507,562	5,574,030	5,579,131	0
3% Board Reserve	5,597,564	5,507,562	5,574,030	193,469	0
Total 6% Reserve	11,195,127	11,015,124	11,148,060	5,772,600	0
Reserve Total %	6%	6%	6%	3%	0%
Unassigned Fund Balance	0	(0)	(0)	0	0

* Measure A (Parcel Tax) ends June 30, 2023

Numbers associated with closing/consolidating sites - operational cost savings of \$400-500K/elementary and \$1.2 million/middle school. About \$900k earned revenue from leasing sites, if able to lease

The Restricted Funds line item includes funds raised by PTAs and other parent organizations. It also includes the approximately \$180K which was raised by CUSD25.

2020-21 STAFFING DATA

Currently we have 1480.38 full time equivalent positions (FTE) which equates to approximately 1,700 total employees since many employees are part time.

Certificated	776.15 FTE
<i>CEA Union - teachers and support staff with teaching credentials (counselors, speech pathologists, etc.)</i>	
Classified	617.85 FTE
<i>CSEA Union-Instructional Aides, secretaries, librarians, accounting, IT, etc.</i>	
<i>SEIU Union-custodians, facilities/maintenance workers, grounds personnel, bus drivers, etc.</i>	
Management	86.38 FTE

Staff did not receive a raise last year. Cost of a 1% raise to all staff would be approximately \$1.4 million. The District needs to ensure adequate compensation to maintain our outstanding work force.

Recent legislation was passed which prohibits certain personnel classifications from being laid off during the COVID-19 pandemic. The classifications include teachers, bus drivers, custodians and cafeteria assistants.

NORM SETTING

Stay objective. Be hard on the problem and soft on the people.

CAC Meeting Protocol

Join the meeting with your video on and sound off.

Will stop screen share during discussions, so everyone can see each other speaking.

Opened *CHAT* so committee can address one another real time during the meeting.

Requested everyone raise their hand and wait for Leslie to call on them to talk (in order hands were raised) - some recommended removing Hand Raising requirement, but many talked over those with hands up.

Outside Communication

Need guidance on how to communicate outside of the meeting - unlike board of trustees, CAC members are not precluded by law.

CAC members do not want factions to go off between meetings to come up with ideas or positions on issues that come up in the meetings. Need to maintain cohesiveness of the committee.

Social Media responsibilities: ground rules on how we message, without differing opinions out there. Our job is to make recommendations to the CUSD governing board, not act as ambassadors to the community. Board will be updated after every CAC meeting. Committee commits to refrain from mentioning on social media what happens in these meetings. We need a group chat that goes to everyone in the group, so everyone has the situational awareness and the breaking news at the same time.

Requested canned response/protocol to use if approached by someone outside the committee. i.e. Talking Points

Pressure is going to mount. Way to create factual information that we can use to bring the public along. We may stick with how we are thinking or it may change over time. We need a way for the community to follow the journey we are taking. Load slides and minutes from every meeting on the website. Regular update and transparency will serve as a pressure release valve.

When FUHSD modified Lynbrook attendance, someone took copious notes. Shared minutes with the entire committee. Everyone had 48 hours to give input, then sent to the broader FUHSD community. Vital record of

how committee got to where it ended up. Will help future community members to understand it. FUHSD has referred to those minutes many times.

Minutes should reflect what was done, not what was said. Never quote anyone in written materials or in discussions outside the meetings.

Non-communication has set the community swirling. Transparency and regular quick communication helps keep people informed and engaged in real time.

2 possible approaches:

- Major point take-aways at the end of the meeting
- Minutes, reviewed by committee, then put out to the community

Best result would be to use both approaches.

Protocol to reserve 5-10 minute to summarize the night's discussion, and where we are going. Between Leslie & Sandy there could be a draft of minutes - all members get 24 or 48 hours to input, then release to the community.

We are creating a record as we go along. We will keep the community informed, as many feel we have not been transparent in the past.

GROUP BREAK-OUT SESSIONS

Group breakout, knowing what we know now and the board's charge, what other factors or considerations should inform the plan we present to the board. CAC broke into 4 sub-groups for a 15 minute discussion.

After reviewing input, groups took another 10 minutes break-out to ensure they are using the charge of this committee to frame thoughts and activities, specifically looking at long term stability and facility use.

[Click HERE](#) for notes taken during Group Break-Outs.

The committee felt the charge was unclear and requested that the board clarify more specifically what the committee needs to do. The committee asked that the board clarify if it is the board's intention for the committee to pull the trigger on closing schools, and not review budget and income, brainstorm revenue generation ideas, or identify creative programming that could be more cost effective or bring in more revenue.

There are a lot of great singular ideas to increase enrollment and add attractive programming that will generate income. The trustees might have to pull additional levers to make up for savings we are not able to achieve by CAC recommendations alone.

Some questions and comments raised by members of CAC for consideration were:

- Has CUSD considered unifying with FUHSD - Would that shift the funding model?
- Would there be advantages to that unifying?
- Can CUSD break up the district, reunite schools in other cities with their own city's districts?
- Could zoning be affected if we close schools?
- We need to be careful not to lose more kids.

- Are there any political implications of closing schools, particularly if they are in another city?
- Is there is actual data, could you provide each year how many kids are leaving for private schools and how many are entering CUSD from private schools?

All surrounding districts also have declining enrollment, as do most private schools in our area. Is there a way to find out the number of kids who live in our boundaries vs the number of kids who attend CUSD? There's no reporting mechanism for the number of kids living in the area.

Interdistrict Transfers (IDT): Every family that has requested an IDT, has been offered a spot at a CUSD school. But many want a specific school or program that was not available (ie, CLIP or Faria where we have along wait list for CUSD families.) Also, students must be released by their own districts before applying to CUSD; due to declining enrollment across the state, many districts will not release kids.

Balance enrollment = equitable number of kids in each elementary school. District staff has shared the following size recommendation (elementary schools of 430-600) with the Board and CAC in order to optimize facility usage, staffing level, and program efficiency. Our smallest elementary school, Muir has 249 students while our largest, Stocklmeir has 1,063 - very different learning environments.

Revenue generation has been addressed aggressively by the district over the last few years, and CUSD will continue to pursue it in every way. But it cannot solve our fiscal problems. We have been and will continue pursuing:

- Facility rentals
- Preschools in place - making money but cut back during COVID
- Open to bringing inter-district transfer students
- Before/after school programs

Can we expand alternate schools? Would there be a fiscal advantage to that?

\$5-7 million needs to be there every year to pay teachers, pay the water bill, and to serve the kids.

Unprecedented fundraising a few years ago raised a large sum, but it was for one year. It's a challenge to hire folks on soft money (fundraised money.) \$5-7 m doesn't involve any raises - will need to give staff a raise to keep them around. How can we give families a solid place for 3-5 years? We've tried a lot of other things, and our road is narrowing.

The CAC charge is not clear. Let the community specifically know that the charge of the CAC is to close schools. The required outcome needs to clearly reflect the magnitude of savings required. We need (1) clear criteria for closing schools, (2) a plan on how we implement school closure, and (3) a transition plan for the communities affected by school closure. Obvious areas of consideration are:

- Transportation
- Proximity to schools
- Equitable impact
- Due regard for SPED students, and other special needs programs
- Emotional impact
- Crisis plan-do we have any precautions or actions in place to try to avoid run into this again (long range strategic planning)
- Is there a way to enhance parent choice? Expand alternate programs? STEAM, Arts & Music?

Follow Board criteria and guiding principles for the process.

Does the committee want the district to provide 3 or 4 scenarios that will provide a possible solution? What can the district do to help CAC move forward?

Have other school districts experienced this. Can we review their process and data?

Didn't CUSD close schools in the 80's? Is there any historical information on that process?

MEETING TAKE-AWAYS

- Next agenda: A more concise statement of the charge, and a clearer statement of the fundamental assumption, the problem.
- Identify if the board wants CAC to operate with the assumption that the board has decided to close schools and if so, clarify the CAC charge.
- Bring a sample scenario/program from the board - provide one or more possibilities of how it will look.
- Comparative data either within or outside the state from other districts with a similar problem
- Find data from the 80s when CUSD last closed schools
- Importance of a transition plan - impact on entire school community: any guidance from the board
- Is the presence of a school in all 6 cities important, and what unforeseen impact will it have to close in cities outside of Cupertino?
- Prepare minutes then get consensus from entire committee before distributing to our community for transparency
- Create a Google group to connect this group - private to this group only, not able to share outside of our group

ADJOURNMENT

Superintendent McAfee-Yao adjourned the meeting at 9:20 p.m.

NEXT CAC MEETING: Tuesday, September 8, 2020 from 5:30-8:30 pm

Virtual connection information will be provided in advance of the meeting.