

TOWN OF SAN ANSELMO

Staff Report

April 18, 2012

For the Meeting of April 24, 2012

TO: Town Council

FROM: David P. Donery, Community Services Director

SUBJECT: Parkside Preschool Report

BACKGROUND

Parkside Preschool has been managed by the San Anselmo Recreation Department since 1977. The 35 year-old program began as a morning preschool. There weren't as many options for families as there are today, so the the program quickly flourished.

In the 1980's the program opened full-time, operating from 7:30am to 6:00pm, Monday through Friday. This schedule added an afternoon day care component to the traditional morning preschool program. The program continued operating full-time, eventually changing its operational hours to 8:00am to 5:00pm. The date for this change cannot be determined but staff is assuming that this took place during the mid-1990's.

In 2006, in an effort to save costs, the program eliminated Fridays and began offering a Monday through Thursday schedule. This decision was made due to the lack of enrollment in the program on Fridays. In the fall of 2010, Parkside reintroduced Fridays into its schedule in an effort to provide a wider variety of schedule options to the community. It was decided at that time that because of the lack of families enrolling during the 3:00pm to 5:00pm time slot, and to avoid committing to the cost for staffing these hours and therefore lessening the financial risk related to the change, that the program would operate from 8:00am until 3:00pm, Monday through Friday.

REFORMATTED SUMMER PROGRAM

In 2010, staff launched a new format for Parkside's summer program. The program operated as a summer camp under the name Camp KidMarin – Mini Camp. The program served potty-trained 2.5 year olds through children entering kindergarten. The program was launched in conjunction with another summer camp serving children entering 1st grade through youth entering 6th grade. This program operates under the name Camp KidMarin –Mighty Camp. The concept had two goals. The first was to bring new children into the Parkside facility to meet the staff and potentially join the year-round preschool program. It was assumed that marketing the program as a summer camp as opposed to simply a continuation of Parkside's school year program could bring in new children. The second goal was to provide a continuum of service to families by providing a program where kids could join Camp KidMarin at an early age and stay until the enter middle school. A Counselor-in-Training program was included as an option for the first time in several years. This program provided youth entering 7th grade and older the chance to become volunteer staff at the summer camps.

BUDGET

Budget data for Parkside Preschool can be tracked back to the 2003/2004 fiscal year. For comparison purposes, the following charts demonstrate some historical data regarding the history of the Parkside Preschool budget. TABLE A shows Parkside's annual budget history beginning in fiscal year 2003/2004. TABLE B shows a month-by-month comparison of Parkside Preschool's revenues and expenditures beginning in fiscal year 2007/2008:

**TABLE A
Parkside Preschool Budget History**

<u>Year</u>	<u>REV</u>	<u>EXP</u>	<u>Gain/(Loss)</u>	
2003/04	\$135,857.00	\$98,901.00	\$36,956.00	
2004/05*	\$155,826.00	\$101,549.00	\$54,277.00	*Info through 5/31/2005
2005/06	\$133,655.00	\$117,621.00	\$16,034.00	
2006/07	\$119,708.00	\$112,550.00	\$7,158.00	
2007/08*	\$151,506.00	\$132,674.00	\$18,832.00	*Reduced schedule eliminating Fridays
2008/09*	\$135,478.00	\$130,461.00	\$5,017.00	
2009/10	\$141,526.00	\$138,182.00	\$3,344.00	*Remarketed summer program
2010/11*	\$121,553.00	\$147,351.00	-\$26,287.00	*Added Fridays back to schedule
2011/12	\$95,321	\$119,263.00	-\$23,936.00	As of 3/18/2012

At this point in the Fiscal Year of 2010/11, Parkside had a reported deficit \$30,025.

**TABLE B
Budget Information – Cumulative Month to Month Comparison**

2007/2008	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June
Rev	35,748	61,667	72,693	83,341	86,301	98,193	116,085	129,388	143,305	151,506
Exp	(29,112)	(39,602)	(50,350)	(62,627)	(72,969)	(84,134)	(95,868)	(107,188)	(126,867)	(132,674)
	6,636	22,065	22,343	20,714	13,332	14,059	20,217	22,200	16,438	18,832
2008/2009										
Rev	39,866	50,766	52,126	73,958				113,657	114,337	135,478
Exp	(31,684)	(43,022)	(51,034)	(61,031)	no	data	available	(112,126)	(117,046)	(130,461)
	8,182	7,744	1,092	12,927				1,531	(2,709)	5,017
2009/2010										
Rev	20,968	29,817	48,634	57,073	72,197	75,611	89,970	103,756	125,532	141,526
Exp	(30,241)	(42,771)	(54,327)	(65,578)	(76,711)	(88,080)	(99,772)	(111,622)	(123,222)	(138,182)
	(9,273)	(12,954)	(5,693)	(8,505)	(4,514)	(12,469)	(9,802)	(7,866)	2,310	3,344

2010/2011										
Rev	17,679	33,259	40,148	53,271	63,734	66,669	79,004	81,191	115,766	121,553
Exp	(38,196)	(49,208)	(61,846)	(73,233)	(84,915)	(96,694)	(109,149)	(119,951)	(131,901)	(147,839)
	(20,517)	(15,949)	(21,698)	(19,962)	(21,181)	(30,025)	(30,145)	(38,760)	(16,135)	(26,286)
2011/2012										
Rev	23,671	29,637	45,191	52,236	64,871	75,521	78,267	95,321	As of 4/18/12	
Exp	(37,598)	(48,214)	(60,246)	(72,891)	(84,339)	(103,888)	(114,620)	(119,263)	<<	
	(13,927)	(18,577)	(15,055)	(20,655)	(19,468)	(28,367)	(36,353)	(23,936)		

DISCUSSION

As stated, Parkside Preschool’s school year program currently operates Monday through Friday from 8:00am to 3:00pm. When Fridays were reintroduced into the schedule during the last fiscal year, enrollment on Fridays approached the same level as other days of the week but overall enrollment did not increase. Staff noted that some of the children who had previously attended two or three days per week did not increase their number of days of attendance but moved one of their regular days to Friday making the overall enrollment remain flat.

OPERATIONAL CHANGES

Staff has decided that in order to have a chance to regain its sustainability, that the program be expanded to a full-time schedule of 7:30am to 6:00pm, Monday through Friday. The goal of this expansion is to provide a quality, affordable alternative for working families in the Ross Valley. Staff acknowledges that the current schedule does not achieve this goal. At a new rate of \$995 per month for a full-time student attending five days per week, the program would be the most affordable full-time preschool in the area. Telephone and email inquiries over the past year have indicated that most of the inquiries are looking for operating hours beyond what is currently being provided by Parkside.

In February, staff conducted a brief survey which was sent to families within the Recreation Department’s database who have children of preschool age. Forty-five responses to this survey yielded the following results:

- Awareness: 82.2% (37) stated that they were aware of Parkside Preschool.
- Scheduling Needs: 37.8% (17) were seeking full-time care (7:30am to 6:00pm)
 46.7% (21) were seeking morning care (9:30am to 1:00pm)
 2.2% (1) was seeking extended morning care (7:30am to 1:00pm)
 17.8% (8) were seeking morning care with extended afternoon hours (9:30am to 6:00pm)
- Parkside Option: 55.6% (20) stated that they have considered Parkside Preschool for their children
 44.4% (16) stated that they had not considered Parkside
 9 respondents did not answer
- Days of Week: 82.2% (37) needed Mondays
 62.2% (28) need Tuesdays
 88.9% (40) needed Wednesdays
 66.7% (30) needed Thursdays
 60% (27) needed Fridays

“Potty Training” Spots: 60% (27) indicated that they would be interested in this.
40% (18) indicated they would not be interested in this.

Determining Factors*: 91.1% (41) chose STAFF
*Top three factors in 66.7% (30) chose PRICE
selecting a preschool. 64.4% (29) chose FACILITIES
46.7% (21) chose SCHEDULING OPTIONS
26.7% (12) chose RECOMMENDATION
4.4% (2) chose FRIENDS ATTENDING

Although these results are neither scientific nor conclusive, they give some idea of what these families are looking for when choosing a preschool.

STAFFING

Current staffing at Parkside Preschool includes a .67 FTE Coordinator (25 hours per week), a .67 FTE Instructor, a part-time instructor and a part-time Aide. Staffing levels have been adjusted to minimum levels as revenues have declined. In an effort to reduce costs, staff has decided to eliminate the FTE Instructor position and hire two additional part-time Instructors and one additional part-time Aide. The new staffing levels will allow for full-time coverage for the extended program hours.

This change is a difficult one, as it impacts a longtime employee, but staff has concluded that reducing costs as much as possible is critical to the plan to revive the program. This change reduces costs by approximately \$10,000 per year.

FACILITIES

Parkside Preschool is housed in the Isabel Cook Community Center at 1000 Sir Francis Drake Blvd. The facility, which uses the former stage of the multi-purpose room along with a classroom, is functional, and the outdoor play area is small when compared to other preschools in the area. These facts are acknowledged and staff has done their best to make the preschool the best it can be considering that there is not currently adequate funding to improve the many Town facilities in need up upgrading. Parkside’s two large rooms each contain a loft area, which are unique and well-used.

Recently, one of the two rooms was painted. Prior to the launch of the summer program, volunteers will be adding color to trim and other details within the room. The Town will be replacing the gates at either end of the play area due to the need to add ADA hardware. Staff has identified a new play structure that would provide a commercial grade mini-playground and a fundraising campaign is being considered to raise the funds needed.

REVISED BUDGET PLAN

Until the Fiscal Year of 2010/2011, when the program ended the year with a \$26,287 deficit, the program had generated an operational profit which contributed to the Recreation Fund’s bottom line.

Staff has revised the Parkside budget for fiscal year 2012-13. The revised budget has been developed using a conservative number of participants. The budget also adds in a small budget for staff training. Funding for training was cut from the Parkside budget in the mid-2000’s in an effort to reduce costs. Training funds would only be utilized if revenues allowed.

The revenues contained in the revised budget reflect actual numbers from the summer program of 2011, along with projected school-year enrollment that includes seven full-time students along with various assumptions for part-time participation.

REGISTRATION and OUTREACH PLAN

Staff has developed a plan to conduct outreach and increase awareness about the program. In March, staff launched a "Priority Registration" period. A two-sided banner was placed in front of the Isabel Cook Community Center to announce this. The following information demonstrates key elements of this plan:

Registration:

- Priority Registration Start Date: March 1, 2012. Priority Registration was opened to current Parkside families and San Anselmo residents.
- Open Registration Start Date: March 31, 2012 Registration opened to the general public.
- Early Registration Discount: Register before April 15th and the \$75 application fee will be waived

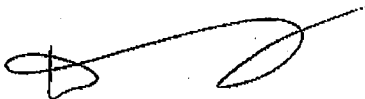
Outreach:

- i. Announce on the Town's website and in Town Newsletter
- ii. Hold two OPEN HOUSE events – One in March and another in May 2012
- iii. Post two-sided 4x8 ft banner in front of the Isabel Cook Building announcing new FT status, Reg Start Date + FT Tuition
- iv. Purchase web AD on Patch.com
- v. Update web listings on Patch.com, MC3.org, marinmommies.com, Yelp, Yahoo Local, FindTheBest.com, daycarecentersite.com and other e-listing areas
- vi. Featured booth at annual Children's Egg Hunt (Apr 7)
- vii. Feature a "Living Social Deal" for the June sessions of Camp KidMarin – Mini Camp (May)

COMMISSION INPUT

The Parks and Recreation Commission has been following the progress on Parkside Preschool since 2010 and has been helpful in advising staff about making changes that might aid in making the program sustainable. At their February meeting, after much discussion, the Commission made a motion to recommend that staff move forward with the program expansion. Three Commissioners voted to not support the expansion, citing the inadequate facilities as the primary barrier to success for Parkside.

Respectfully submitted,



David P. Donery
Community Services Director

Attachment #1 – Parkside Preschool – Draft Budget for fiscal year 2012-13

Preschool 2012-2013

ATTACHMENT #1

~ Revenue ~									
School-Year	Fee Per Month	Average Participants	Number of Months Per Year	Per Month	Sub-Totals	Anticipated Revenues	Expenses	Profit	
KEY									
2 days/wk HD	\$ 255	4	10	1,020	10,200	TYPE	DETAIL		
3 days/wk HD	\$ 359	4	10	1,436	14,360				
4 days/wk HD	\$ 458	2	10	916	9,160	HD	Half Day (9am to 12:30pm)		
5 days/wk HD	\$ 578	2	10	1,156					
2 days/wk HDX-A	\$ 329	1	10	329	3,290	HDX-A	Half Day Extended Care-AM (7:30am to 12:30pm)		
3 days/wk HDX-A	\$ 465	1	10	465	4,650				
4 days/wk HDX-A	\$ 589	1	10	589	5,890	HDX-P	Half Day Extended Care-PM (1:00 to 6:00pm)		
5 days/wk HDX-A	\$ 726	1	10	726	7,260				
2 days/wk HDX-P	\$ 301	1	10	301	3,010	FD	Full Day (7:30am to 6:00pm)		
3 days/wk HDX-P	\$ 426	1	10	426	4,260				
4 days/wk HDX-P	\$ 540	1	10	540	5,400	FT	Full Time (M-F) (7:30am to 6:00pm)		
5 days/wk HDX-P	\$ 671	-	10	-	-				
2 days/wk FD	\$ 464	1	10	464	4,640				
3 days/wk FD	\$ 643	-	-	-	-				
4 days/wk FD	\$ 805	-	-	-	-				
FT	\$ 995	7	10	6,965	69,650				
				per month					
School-Year Revenues				15,333	141,770				
~ Personnel Expenses ~									
Summer	Fee	Average Participants	Number of Weeks		Sub-Totals				
Mini-Day (9am to 1pm)	\$ 129	7	9		\$ 8,127				
Full-Day	\$ 175	7	9		\$ 11,025				
Extended Care	\$ 238	4	9		\$ 8,550				
Summer Pass	\$1,400	4	1		\$ 5,600	\$ 141,770	\$ -	\$ -	
Summer Revenues					\$ 33,302				
Fee Based	Fee	Number of Participants	Activities Per Year	Number of Hours	Sub-Totals	Anticipated Revenues	Expenses	Profit	
Drop-in Fees	\$ 9	15	1	20	\$ 2,700				
Diaper					\$ 300				
Pre Reg Fees	\$ 75	15	1		\$ 1,125				
					\$ 4,125	\$ 175,072			
Total Revenue						Anticipated Revenues	Expenses	Profit	
~ Personnel Expenses ~									
Salary	each pay period	12 months = 24 periods			Employee Pay				
PS Salaries	\$ 1,498	24			\$ 35,952				
PS Benefits & PERS	\$ 981	24			\$ 23,544				
PS Cashback	\$ 182	24			\$ 4,368	\$ 4,125	\$ -	\$ -	
Totals	\$ -	-	-	-	\$ 63,864	\$ 179,197	\$ -	\$ -	
Salaried Staff Expenses					\$63,864.00				
Hourly	Pay Rate	hours per week	weeks per year		Employee Pay	Anticipated Revenues	Expenses	Profit	
Instructors	\$ 18.00	75	48		\$ 64,800				
Aides	\$ 12.00	37	48		\$ 21,312				
Assistant	\$ 9.00	40	9		\$ 3,240				
Totals	\$ -	-	-	-	\$ 89,352	\$ -	\$ 63,864	\$ -	
Hourly Expenses					\$89,352.00	\$ 179,197	\$ 63,864	\$ 115,333	
~ Expenses ~									
Supplies	Amount	Number of Items	Number of Months	Number of Sessions per	Sub-Totals	Anticipated Revenues	Expenses	Profit	
Arrowhead	\$ 40.00	1	12		\$ 480.00				
Food	\$ 200.00	1	12		\$ 1,800.00				
Supplies	\$ 350.00	1	4		\$ 1,400.00				
Equipment	\$ 350.00	1	3		\$ 1,050.00				
Other	\$ 250.00	1	6		\$ 1,500.00	\$ 179,197	\$ 153,216	\$ 25,981	
Services (Summer)	\$ 375.00	1	9		\$ 3,375.00				
Staff Training	\$ 1,000.00	1	1		\$ 1,000.00				
Total	\$ -	-	-	-	\$ 10,605.00	Anticipated Revenues	Expenses	Profit	
						\$ 179,197.00	\$ 163,821	\$ 15,376	
						\$ 179,197	\$ 163,821	\$ 15,376	
Total Profit								\$15,376	