

**Board Study Session  
Discussion Items  
September 13, 2004  
7:45 a.m.**

**7:45 a.m.**

- Review Revenue Generating Task Force Report
- Review Building Rental Policy GKD (Local)

**Tour of Barton Creek, West Ridge, Hill Country following meeting.**

**EANES INDEPENDENT SCHOOL DISTRICT**

**REVENUE GENERATING TASK FORCE**

**FINAL REPORT**

**DRAFT**

**September 9, 2004**

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# **EANES INDEPENDENT SCHOOL DISTRICT REVENUE GENERATING TASKFORCE COMMITTEE REPORT AUGUST 2004**

## **Introduction**

Eanes ISD depends upon local property tax revenue as its primary source of funding. Since 59% of our local property taxes are “recaptured” by the state under the state’s “Robin Hood” plan, an EISD Board of Trustees goal was to explore other revenue opportunities that are not subject to recapture.

In April 2004 the EISD Board of Trustees authorized the formation of a Revenue Generating Task Force charged with examining asset utilization, and revenue generating ideas that would provide significant financial resources both in the short-term and long-term. Eanes ISD formed a 15-member community task force comprised of volunteers with professional experience and varied business backgrounds. The task force members set a goal of seeking recommendations that generate one million dollars additional revenue annually for the district. The task force narrowed the quest to larger revenue producing ideas, targeting those over \$100,000. The task force members sought ideas that were congruent with the mission of education of students and not intrusive or interruptive to that mission. It is important to note that the task was not a cost-saving review, but rather ways to increase revenue. These stakeholders worked four months exploring opportunities. This report presents various options for the Board of Trustees to consider, including both new ideas and improvements to existing revenue sources.

## **Committee Work**

The task force organized the work in three committee structures—real estate, marketing, and grants and fees. Each committee delved into the issues of its assigned area by making phone calls, visiting sites, contacting individuals who provided additional insight into the issues. The challenge was finding new ways to generate revenue with the assets and specific circumstances of this district and community. It became apparent that some of the ideas would take considerable investment of time and resources to realize positive outcome.

The recommendations list the cost to implement and any potential hurdles to implementation. Each recommendation is based on an analysis of costs compared to benefits. The taskforce members discussed the need to plan thoroughly for communication processes for each recommendation that is acted upon. They felt that preparing for the implementation of each recommendation requires informing stakeholders of the recommended plan and providing them with pertinent information to ensure effective implementation.

**REVENUE GENERATING TASK FORCE COMMITTEE  
MEMBERS**

# **REVENUE GENERATING TASK FORCE MEMBERS**

**Jayna Burgdorf**

**Steve Burt**

**Jon Conant**

**Al Cowan**

**Bryan Dabbs**

**Rhonda Dirvin**

**Thom Farrell**

**George Hillhouse**

**James Kimery**

**Gail King**

**Karen Manroe**

**Stuart McManus**

**Susan Pulis**

**Danny Roth**

**Nola Wellman**

**Martin Otto**

**Clint Sayers**

## REAL ESTATE SUBCOMMITTEE

The Real Estate subcommittee primarily focused on examining rental revenue on existing facilities and ways to generate recurring revenue on property owned by EISD. The sale of these parcels of land was also considered. The subcommittee concluded the district should explore further the possibility of selling the 86-acre River Hills tract, (the 18 acre River Hills tract is already deemed excess property) and two residential lots. Because the real estate held by EISD is currently intended for future schools, additional due diligence should be performed by EISD in evaluating its future needs before proceeding. The subcommittee supports examining a potential sale due to other parcels held by EISD, including the Baldwin Tract, Shriner Tract, and excess land at Barton Creek Elementary. Typically, revenues generated from the sale of these properties would not be recurring, but rather a one time hit to revenue and thus should be closely evaluated. However, an alternative transaction that does not constitute a sale and could generate recurring revenue should be considered. (i.e.: a long-term lease with an option to buy) Also, depending on the buyer and planned use, it could create additional tax revenue and increased enrollment.

The subcommittee believes EISD should consider long-term ground leases on pad sites on the Baldwin, Shriner, and Forest Trail tracts. Potential types of tenants and projected revenue are included in the attached reports. This would provide recurring revenue and preserve a large portion of the land for future development of schools or related facilities. Another potential consideration was for the development of facilities that could be leased to youth and community groups in the West Lake and Lake Travis area.

At **no cost** to EISD, Bury & Partners provided site assessments and Heritage Title provided title work on three tracts of land, Baldwin, Shriner and River Hills. This provided excellent information that will serve as a road map for future development of these sites. These generous contributions by Bury & Partners and Heritage Title will be very helpful to the district regardless of what uses are eventually made of these parcels.

**REVENUE GENERATING TASK FORCE  
SUBCOMMITTEE RECOMMENDATIONS**

JUNE 2004

**Subcommittee – Real Estate – Rental Revenue**

**Recommendation:**

Increase rental revenue generated from EISD facilities and implement consistent operating procedures through-out the district. The committee recommends the Board finalize the facilities use policy which includes the pricing policy and procedures. Rental revenue will recover some of the variable and fixed costs associated with the use of the facilities.

**Estimated revenue:** (Indicate recurring and/or nonrecurring and include assumptions for how revenue is calculated.)

EISD school administration has a DRAFT of REVISIONS TO Board policy GKD (Local), "Non-school Use of School Facilities," which is currently being considered by the Board. The committee believes that organizations raising funds to support EISD sanctioned groups should not be charged rental fees for facilities, but continue to pass on the costs of any staffing time that is utilized (i.e.: custodial, child nutrition, maintenance). The committee supports the notion that non-profit fees should be less than for-profit organizations, as well as charging a \$25 per participant fee to sport organizations. Implementing this type of fee structure could generate approximately 150,000 to \$200,000 in additional revenue per year. The largest piece is associated with the per participant fee charged to athletic groups for the use of fields and/or gymnasium.

**Potential Implementation Hurdles:** (Ex: TEA guidelines/restrictions, staff resources)  
Additional staff resources will need to be assigned to comply with the new standard operating procedures.

**Estimated Implementation Cost:**

Staff time would be the most significant implementation cost.

**Implementation timeline:**

Short term after Board approval of revisions to rental policy.

If new rates go into effect midyear at the earliest, full benefit would be realized next year.

**Impact of Recommendation:** (include community, campus, or concerned party impact)  
The rental rate schedule would be a significant change to users of our facilities. EISD needs to effectively communicate the changes to reduce potential negative feedback from community members. These community members may already feel they have "paid" for the use of these facilities when they paid their taxes.

**Associated Risk:**

The rental rates are out of market and users find other facilities to use or simply build and maintain their own.

**Background Information for Recommendation:**

See attached DRAFT rental rates and report from school administration Rental Revenue Committee Information

**Other comments:**

**REVENUE GENERATING TASK FORCE  
SUBCOMMITTEE RECOMMENDATIONS**

JUNE 2004

**Subcommittee – Real Estate – Doe Trail and Austin Lake Estates**

**Recommendation:**

Sell residential lot located at 0 Doe Trail and 1809 Miami.

**Estimated revenue:** (Indicate recurring and/or nonrecurring and include assumptions for how revenue is calculated.)

Unknown, input from R/E broker would be necessary.

**Potential Implementation Hurdles:** (Ex: TEA guidelines/restrictions, staff resources)

Doe Trail Lot currently does not have access. Easement or right of way would be required before it could be sold. Unable to locate Miami Dr. property, however, it is a residential lot in Austin Lake Hills Section One.

**Estimated Implementation Cost:**

Legal costs associated with implementing right of way.

**Implementation timeline:**

Unknown

**Impact of Recommendation:** (include community, campus, or concerned party impact)

Neighbors dispute access on Doe Trail lot.

**Associated Risk:**

**Background Information for Recommendation:**

**Other comments:**



**Estimated Implementation Cost:**

Phase 1: RFP Process

Public auction process - \$50,000 (estimated)

Phase 2: Lease Implementation

Legal costs to structure transaction – estimated at \$50,000 (estimated)

**Implementation timeline:**

One year to gather RFP's for review.

**Impact of Recommendation:** (include community, campus, or concerned party impact)

There is no foreseen impact from this recommendation unless this site was acquired by eminent domain (turn property into a commercial use).

**Associated Risk:**

The clear risk of a long-term lease is the fact that it is long term. A long-term lease would need to be at least 20 to 30 years at a minimum.

The civil construction costs to developing a school on this site will never go away. The excavation and site preparation may make this site cost prohibitive. If that is the case, then a sale of this site may be the most logical.

**Background Information for Recommendation:**

The background information used for this recommendation is the prior school development plans performed in 2000, a topographical map of the site, an offer letter from Rhonna Wallerstein representing a buyer dated May 25, 2000 and a site visit.

**Other comments:**

Informal discussions with the Library regarding a branch at this site might be worthwhile before pursuing the RFP process.

Informal discussions with the “right of first refusal” holder may be worthwhile to explore its interest in the site and potential win/win scenarios before offering the site available for lease.

**Trade:**

The land trade idea is perhaps the simplest solution to explore. There is an investor group that holds a right of first refusal to buy this property if the district ever offers the site for sale. This investor group also owns land that borders the Baldwin Tract. It may be prudent to contact this investor to determine if the investor owns any other property in the district that may be more suitable for a school site. If amenable to the idea, this investor may be willing to swap properties. The Real Estate group has not attempted to contact the option holder. The trade may be possible for a school site but may not provide the near term revenue to the district.

**REVENUE GENERATING TASK FORCE  
SUBCOMMITTEE RECOMMENDATIONS**

JUNE 2004

**Subcommittee - Real Estate – Shriner Tract Long-Term Ground Lease**

**Recommendation:**

Consider entering into a long-term lease for a pad site on the corner of the Shriner tract.

**Estimated revenue:** (Indicate recurring and/or nonrecurring and include assumptions for how revenue is calculated.)

Depending on the tenant lease revenues could range \$60,000-\$150,000 per year.  
Potential tenants could be fast food, drug stores or banks.

**Potential Implementation Hurdles:**

(Ex: TEA guidelines/restrictions, staff resources)

Hurdles are specifically outlined in the Site Assessment prepared by Bury + Partners  
City of Westlake zoning procurements (not zoned for commercial use).

**Estimated Implementation Cost:**

Upfront expenses such as legal, etc.

**Implementation timeline:**

6 months to a year

**Impact of Recommendation:** (include community, campus, or concerned party impact)  
Reduces available space for future development of EISD facilities.

**Associated Risk:**

Long term lease for pad sites range from 20-60 years depending on the tenant.

Using portion of property acquired through eminent domain for purposes other than originally planned.

**Background Information for Recommendation:**

Site assessment provided by Bury + Partners

**Other comments:**

**REVENUE GENERATING TASK FORCE  
SUBCOMMITTEE RECOMMENDATIONS**

JUNE 2004

**Subcommittee – Real Estate – Forest Trail Tract**

**Recommendation:**

Forest Trail tract – ground lease for mid term length (25-50 years) for commercial uses. Commercial tenant adjacent to the property at one time needed additional land for parking.

**Estimated revenue:**

(Indicate recurring and/or nonrecurring and include assumptions for how revenue is calculated.) 7% of value on annual basis

**Potential Implementation Hurdles:**

(Ex: TEA guidelines/restrictions, staff resources)  
TEA guidelines – alcohol; utility and ingress/egress issues

**Estimated Implementation Cost:**

Appraisal, survey, legal - \$10-25,000

**Implementation timeline:**

3-6 months

**Impact of Recommendation:**

(include community, campus, or concerned party impact)

**Associated Risk:**

Proximity to school and topography of site.

**Background Information for Recommendation:**

This land appears to be excess land; it is the south west corner of the Forest Trail property adjacent to the fire station and commercial building.

**Other comments:**

**REVENUE GENERATING TASK FORCE  
SUBCOMMITTEE RECOMMENDATIONS**

JUNE 2004

**Subcommittee: Real Estate - River Hills Tracts 1 and 2 Totaling 105 Acres**

**Recommendation:**

Two potential courses of action are most viable in achieving the goals for revenue generation.

- 1) Sell the subject property to generate incremental nonrecurring revenue.
- 2) Trade the subject property to obtain property which is more viable in generating recurring revenue and/or a better fit to satisfy potential long term district property needs.

It is important to note that the above two recommendations are not mutually exclusive. It is possible that the EISD board may decide to retain either tract 1 or tract 2 while selling or trading one of the other tracts.

**Estimated revenue:**

To be determined through the RFP process.

**Trade Scenario:**

It is not feasible to estimate potential revenue until trade options are presented. At that time analysis of lease scenarios can determine potential recurring revenue streams and associated costs, if any, to obtain those revenue streams.

**Potential Implementation Hurdles:**

There do not appear to be any hurdles which would prevent the sale of the subject tracts. A title search and land use evaluation is in process (services are provided at no cost to the district) and once complete, should highlight any hurdles unknown at this time.

Prior to completing a trade for one or more of the river hills tracts, it is advised that the district gain an opinion from counsel regarding the proposed transaction to ensure it would satisfy legal scrutiny.

**Estimated Implementation Costs:**

The costs of the sale of the tracts are nominal and limited to the production of property information sales packets, associated advertising, and staff resources required to tabulate and respond to the property offers.

Costs relative to a potential trade include the above costs in addition to legal fees, and other costs required to analyze, and potentially improve the acquired property to generate recurring revenue for the district.

**Implementation timeline:**

The time required to consummate a sale of the subject tracts is estimated to be 90 to 120 days, in addition to any time requirement to prepare an RFP and give public notice of the proposed sale.

The effort to consummate a trade for the subject tracts is much greater and will require significant analysis to ensure that such a transaction is the highest and best management of district real property. In addition, the potential approval and subsequent construction of leasehold improvements could require 6 months to 1 year or more to complete.

## MARKETING SUBCOMMITTEE

The marketing subcommittee discussed strategies to provide visibility to advertisers that could generate an on-going revenue stream. The district currently has a beverage contract that is not as desirable as others that have been negotiated in other districts. The EISD contract does not expire for several more years. The subcommittee weighed the buyout costs of the current contract and the potential for increased revenue and is recommending that the district seek other providers for a new contract.

The district does not provide driver's education training at this time. Local businesses have stepped in to fill the void. The cost of providing the training, especially the classroom time, seems to be minimal considering the annual needs of our students to get this training. The subcommittee is recommending that the district offer the classroom portion in 2005 and do a risk analysis on providing the driving portion at some future time.

Another recommendation includes pursuing advertising on the district and campus websites and the phone system. There is significant potential in this option, given the number of hits on the district websites. This is a new arena for school districts, but requires little investment of district resources to accomplish.

Bridge Point Elementary has piloted a model of selling merchandise on their website. This method of purchasing logo items has been quite popular. The sub-committee recommends pursuing a similar on-line store for the district and other schools for logo articles and school supplies. If parents could purchase the grade level supplies on-line, this has the potential to generate revenue and provide a convenience for parents and the community.

**REVENUE GENERATING TASK FORCE  
SUBCOMMITTEE RECOMMENDATIONS**

JUNE 2004

**Subcommittee: Marketing – Beverage Contract**

**Background:**

EISD negotiated a 15 year contract with Coca-Cola Enterprises in June, 1997. The district was paid \$350K for exclusive pouring and promotional rights, and commissions on product sold was also provisioned. As of 2005, the buyout of this contract will be \$170K.

**Recommendation #1:**

Issue a beverage contract RFP including provision for buyout of current Coke contract. Solicit Coke/Dr Pepper bottler in Austin (current contract holder), Pepsi Houston, Turner Bottling Group in Dallas and Big Red Bottling in San Antonio. Focus on non-carbonated beverages for in-school, including tea, bottled water and isotonic. Focus on leading brand carbonated beverages for stadium, including a cola, diet, lemon-lime, Dr Pepper and a water. Offer major branding opportunities, such as stadium naming, jumbotron ads, website ads, on-field and in-school promotions. Also offer exclusive pouring and vending rights. Negotiate lower pricing and richer commissions on product sold. Limit contract term to five years.

**Estimated revenue:** (Indicate recurring and/or nonrecurring and include assumptions for how revenue is calculated.)

Non-recurring: \$500K, net \$330K after buyout.

Recurring: (waiting on current volume figures to calculate projection)

These estimates are based on other school's recent renegotiations as well as TEA averages.

**Potential Implementation Hurdles:** (Ex: TEA guidelines/restrictions, staff resources)

None

**Estimated Implementation Cost:**

None

**Implementation timeline:**

Contract negotiation could take 3-6 months. We can specify in the contract how quickly money changes hands once it is awarded.

**Impact of Recommendation:** (include community, campus, or concerned party impact)

Increasing soft drink brand exposure could upset parents. This will likely facilitate the need for a concerted community communication effort, rationalizing the new contract.

**Associated Risk:**

None.

**Background Information for Recommendation:**

Major beverage manufacturers have been pulling out of schools of late, due to increased emphasis on nutritional standards. There has been some evidence recently that non-carbonated, in-school contracts may be a growing trend. It remains to be seen what impact this will have on the larger schools' multi-million dollar contracts, which include elaborate branding efforts for the advertisers' lead, carbonated brands.

**Other comments:**

**REVENUE GENERATING TASK FORCE  
SUBCOMMITTEE RECOMMENDATIONS**

JUNE 2004

**Subcommittee: Marketing – Drivers Education**

**Recommendation:**

It is Texas State law that a teenager under 18 must complete driver's education before they can receive a license. We recommend EISD provide at least the classroom portion of Driver Education in WHS, charging students \$100 and scheduling it as a zero hour or after-school option. We will then refer students to Austin Driving School, or some other third party vendor, to administer the driving portion. AISD partners with Austin Driving School and offers both the classroom portion as well as the driving portion.

**Estimated revenue:** (Indicate recurring and/or nonrecurring and include assumptions for how revenue is calculated.)

\$25,000 - \$50,000 per year (250 – 500 kids at \$100 per child classroom portion only)

\$75,000 - \$150,000 per year (250-500 kids at \$300 per child classroom and driving)

**Potential Implementation Hurdles:** (Ex: TEA guidelines/restrictions, staff resources)  
Staff must be certified to teach in public schools (if they come from the Driving School)

**Estimated Implementation Cost:**

- Added burden to scheduling, added burden to collecting and tracking fees
- Stipend for teacher/coach or money back to the partner company teaching TBD
- Initial time translating curriculum into the zero hour time slot

**Implementation timeline:**

Spring 2005 or Fall 2005

**Impact of Recommendation:** (include community, campus, or concerned party impact)

- Major convenience for working/busy parents
- Improvement for students – instead of spending 2 hours a day in class, they can spend an hour leaving more time for homework and extracurricular activities
- Could be expanded to include defensive driving – a service to the community

**Associated Risk:**

More kids may take the DPS home course than estimated above

**Background Information for Recommendation:**

In AISD the coaches are the teachers of the Driver's Education classes. Austin Driving School already partners with Bowie and Crockett to offer driver's ed (both classroom and driving). Other driving schools that could be approached include Longhorn Driving

School 257-7099 and ABC Driving School 479-0009. I contacted Lauralea Bauer, the TEA consultant on public school driver education. 463-9574. Pricing for Austin Driving School (behind Delaware subs in Westlake) is: \$200 classroom only; \$230 driving only; both for \$315. AISD Pricing is \$79 classroom only, \$170 driving only; both for \$239 for in district students, \$10-\$20 additional for out of district students.

**Other comments:**

There has been stated that there is some concern with EISD offering the driving portion. It is unclear what this historical concern is, but it is important to point out that AISD offers both through their community education department.

**REVENUE GENERATING TASK FORCE  
SUBCOMMITTEE RECOMMENDATIONS**

JUNE 2004

**Subcommittee: Marketing – Website and Phone Advertising**

**Recommendation:**

Initiate an RFP for development, redesign and implementation of Eanes websites and phone system, to include banner and sponsorship advertising.

**Estimated revenue:** (Indicate recurring and/or nonrecurring and include assumptions for how revenue is calculated.)

**\$200K+ in annually recurring revenue:**

10 Eanes websites  
X 5 advertising opportunities per site  
50 advertising opportunities  
X52 weekly rotations in a year  
2600 total opportunities  
X \$100/week cost to advertisers  
\$260K per year

**Potential Implementation Hurdles:** (Ex: TEA guidelines/restrictions, staff resources)

- Authorship of RFP and interviewing of ad agencies.
- Significant one time and ongoing management of ad agency, including monitoring creative content, revenue, etc.

**Estimated Implementation Cost:**

Would first want to pursue having the work done pro-bono. If this is not an option, there are likely relatively small advertising agency with low overheads that would take the project. Thereby, initial design costs could be as much as \$15K, with ongoing retainer for maintenance as low as \$5K per month.

**Implementation timeline:**

After RFP is issued, contract negotiation typically takes 2-4 months. Design process takes 4-6 weeks, during which time advertisers would be aggressively pursued.

**Impact of Recommendation:** (include community, campus, or concerned party impact)  
None.

**Associated Risk:**

None.

**REVENUE GENERATING TASK FORCE  
SUBCOMMITTEE RECOMMENDATIONS**

JUNE 2004

**Subcommittee: Marketing – E-Commerce**

**Recommendation:**

Initiate the development of an EISD online store that sells Eanes and individual school merchandise, as well as school supplies. Currently, Bridge Point is selling merchandise on their website and just under half the families have visited the online store since its launch in May 2004. A parent donated the hosting services and installation of shopping cart software. A district-wide online store would be a collaborative effort between the administration and the booster clubs.

**Estimated revenue:** (Indicate recurring and/or nonrecurring and include assumptions for how revenue is calculated.)

Schools' booster clubs currently receive all revenue from merchandise and school supply sales. Logically, they would continue to when the process was taken online. But since Westlake High School does not have a sponsored school supply sale at all, the district could conceivably benefit. The following estimates are based on taking revenue for online sale of Westlake High School supplies only:

2400 students  
X 30% estimated % of students buying online  
720 purchases  
X \$100 average per purchase  
\$72,000  
X 20% estimated margin  
\$14,400

While this number is well below the target for this task force, there are other strategic reasons for implementation:

- Increased number of website hits increases web advertising income potential
- Reduced booster club manpower over the long-term
- Improved community communications over the long-term

**Potential Implementation Hurdles:** (Ex: TEA guidelines/restrictions, staff resources)  
There will be staff resources required for implementation. Someone will need to coordinate all items, pricing, vendor agreements and fulfillment.

**Estimated Implementation Cost:**

Unknown- dependant on parents' willingness to continue pro-bono hosting and design, as well as the extend-ability of current software.

**Implementation timeline:**

Eight (8) months to one year, depending on available manpower to manage the process.

**Impact of Recommendation:** (include community, campus, or concerned party impact)

This should be perceived as a time-saver and great convenience to parents. Booster clubs should also enjoy a jump in sales/revenue and a reduction in manpower requirements.

**Associated Risk:**

None.

**Background Information for Recommendation:**

Bridge Point contacts: Ellen Maynard and Amy Baker. Current host is ENBS.

## GRANTS AND FEES SUBCOMMITTEE

The Grants and Fees subcommittee investigated new outside sources of funding that could be used to fund district operations without significant investment of district staff time or restrictions on the use of those funds. Sources of income discussed included other government partnerships and enhancements of current income strategies.

By default the Grants and Fees subcommittee explored options that were outside the realm of the Marketing and Real Estate subcommittees. The recommendations included in this section not only have the ability to generate revenue, but also have the potential to increase partnership opportunities in the Westlake community.

The highlights of the recommendations are as follows: renegotiate the Westbank Community Library lease; expand the existing childcare programs offered by Eanes; create a grant writing function in conjunction with the Eanes Educational Foundation; and lease real estate for the purpose of developing a community athletic field center on Eanes property.

**REVENUE GENERATING TASK FORCE  
SUBCOMMITTEE RECOMMENDATIONS**

JUNE 2004

**Subcommittee: Grants and Fees – Westbank Community Library Lease**

**Recommendation:**

Renegotiate the lease with the Westbank Community Library or sell them the property on long-term debt reduction. The current lease calls for the Library to pay Eanes ISD \$1 per year for 100 years. Approximately 10 years have expired on the lease. The Library is interested in buying out the lease. Prior to entering into contract discussions, Eanes should have the property appraised to determine its value. Eanes does not own the building that is located on the property.

**Estimated revenue:** (Indicate recurring and/or nonrecurring and include assumptions for how revenue is calculated.)

Revenue from the sale or renegotiated lease price of the property would either be one time or recurring, respectively. An appraiser would need to determine the value of the land. Depending on how the land was purchased, the proceeds of a sale may simply reduce bonded indebtedness, which should be taken into consideration in establishing a negotiating position for Eanes.

**Potential Implementation Hurdles:** (Ex: TEA guidelines/restrictions, staff resources)

The Executive Director of the Library, Beth Fox, has indicated that their board is willing to discuss the contract and would like the flexibility of owning the land their facility is on.

**Estimated Implementation Cost:**

The sale or renegotiation of the lease would require some staff time, some board time, the services of an appraiser and the services of an attorney.

**Implementation timeline:**

The appraisal could begin immediately. Lease negotiations could take up to six months beyond the results of the appraisal.

**Impact of Recommendation:** (include community, campus, or concerned party impact)

Overall this recommendation would have a positive impact on the community. The Library, which now has its own taxing district and therefore its own revenue stream of \$900,000 per year, has the ability to pay a fair value for the property. The school district is unlikely to be able to do anything else with the land as they do not own the building. This recommendation has the potential to be a win-win for both parties involved.

**Associated Risk:**

On the surface, there would appear to be no risks, unless for example, the Library would be unwilling to give Eanes an easement for any utilities that are underground on the property. This would seem unlikely.

**Background Information for Recommendation:**

A meeting with Beth Fox indicated that the Library Board had approached the Eanes ISD Board of Trustees in 2003 about a buyout of the lease. She indicated that the Library Board recognized the financial condition of the school district and the fact that the library now had an ability to pay. The idea was not pursued and Ms. Fox indicated that her perception was that Eanes had too many other urgent issues to resolve, not necessarily an unwillingness to pursue this negotiation.

**Other comments:**

**REVENUE GENERATING TASK FORCE  
SUBCOMMITTEE RECOMMENDATIONS**

JUNE 2004

**Subcommittee: Grants and Fees – Child Care Programs**

**Recommendation:**

Expand the Eanes ISD Child Development Center (CDC) and the Eanes After School Youth (EASY) programs, and price the services at market rates based on comparable childcare providers. The committee is not recommending that the prices offered to staff and teachers be increased, but continue to be offered at a discount as an employee fringe benefit.

**Estimated revenue:**

Expanding the number of students served under the EASY and CDC programs by serving all EISD elementary campuses, increasing enrollment in each program, and potentially increasing pricing could generate an additional \$75,000 - \$125,000 in net revenue to the District.

For the 2003-2004 year, the CDC Program generated approximately \$100,000.00 of net revenue to the EISD, including rental fees and utility charges. This revenue is based on serving roughly 160-180 children at the Barton Creek, Bridgepoint, and Valley View campuses, with the Eanes Elementary campus adding another 40 children in the 2004-2005 school year.

For the same school year, the EASY program generated approximately \$80,000 in net revenue to the District. The EASY program served roughly 180 full-time participating students and 220 part-time participating students.

As part of the recommendation to expand the CDC and EASY programs, the committee also recommends that a pricing study be performed comparing the CDC and EASY pricing structures to other providers of child care with comparable facilities and levels of service. Currently the District Staff feels that given the high quality of the service being provided, the service is being provided at a discount to market rates. In addition, given the number of students involved, the low implementation costs, and the currently relatively small profit margin per student, a change in pricing could have a highly positive percentage change in net revenue from the programs.

**Potential Implementation Hurdles:**

As these programs currently are being offered by EISD, the implementation hurdles are relatively low. Given the surplus of underutilized classrooms at some campuses, additional space to expand the programs is available. However, the feasibility of

converting existing underutilized classroom space for DCD and EASY use must be evaluated on a campus-by-campus basis. In order to add new units, or classrooms, under the CDC program, the classrooms require minor modifications to meet State of Texas licensing standards. These modifications include hot water, phone service, appropriate furnishings, and chain link fencing around the playground. The implantation hurdles for the expanding the EASY program also are expected to be extremely low, given that all campuses are offering the service except for Forest Trail, which uses the Valley View facilities.

**Estimated Implementation Cost:**

The cost to prepare a classroom for CDC use is approximately \$5,000.00 per classroom. An average size classroom can accommodate up to sixteen preschoolers with two staff members, or eight infants with two staff members. If a chain link fence is required to be installed on the playground, the estimated cost is from \$2,500-\$5,000 per school.

As all of the elementary schools except Forest Trail currently have some form of the EASY program, the costs for implementing the EASY program at those schools is zero. Currently Forest Trail students are walked over to Valley View to participate in the EASY program at that campus. Should sufficient enrollment warrant implementing the EASY program at Forest Trail, the estimated additional implementation costs are \$1,500-\$2,500.

District Staff have expressed concern that the current marketing efforts for the EASY program have not been entirely successful, based on the numbers of parents unaware of the service. Therefore there may be additional costs to better market the service as part of the program's expansion.

Costs attributable to acquiring additional teachers, including training if necessary, have not been included as part of the implementation costs but should be included under the operational costs of the programs.

**Implementation timeline:**

The time required to implement the CDC program at a new school is under one year. Classrooms must be modified, and staff members hired and trained, if necessary. As there is a waiting list, the marketing costs are currently zero, but would increase if those on the waiting lists were fully served.

The time required for expanding the EASY program is shorter, as changes to facilities are minimal, with the limiting factor being the time required to hire/recruit staff to administer the program at the various campuses.

**Impact of Recommendation:**

Given that there exists waiting lists for the CDC program, expanding this program would benefit all involved. If fees were increased for children whose parents are not staff or teachers, theoretically some households might be priced out of the service. However,

according to the District Staff, few if any parents have stated that potential price increases, within reason, would result in their not using the service. The committee estimates that the EASY program is similarly price inelastic for relatively small changes in pricing.

**Associated Risk:**

The most significant marketing risk for expansion of the CDC is managing the effect of variable elementary school enrollment from year to year and therefore the potential impact on the availability of space for the CDC at that campus. If parents become concerned that their child may not be able to attend from year to year or from campus to campus, it may be difficult to increase CDC enrollment.

**Background Information for Recommendation:**

The committee spoke with parents who have had children in the DCD and EASY programs, and District Staff. Additionally, research revealed that a number of other states have public schools that offer after school and preschool day care as a source of additional revenue.

**Other comments:**

The Committee also recommends that a volunteer be recruited to help the District Staff perform some analysis on the pricing of the EASY and CDC services, and some scenario modeling to determine the percentage increase to net revenue resulting from a change in pricing. The committee also recommends that a volunteer be recruited to analyze the current marketing of the EASY program and provide recommendations to improve the visibility of that program.

**REVENUE GENERATING TASK FORCE  
SUBCOMMITTEE RECOMMENDATIONS**

JUNE 2004

**Subcommittee: Grants and Fees – Grant Writing**

**Recommendation:**

Establish a central grant writing and administration service bureau within the offices of the Eanes Education Foundation, staffed initially by volunteer labor and managed by the new Director of Development, with periodic oversight provided by the Superintendent and the Assistant Superintendent for Business Services.

Perform internal research needed to determine the status of all existing grants, including who is currently managing them at EISD, who are the funding sources and what is the revenue stream from existing grants, what are the time restrictions on any existing grants and what are the possibilities of reapplying for future funding.

Perform further research (Hogg Foundation Library, TEA, etc.) on grant applications to determine additional areas for grant writing, to maximize our returns from potential revenue source. Non-traditional sources of funds, such as homeland security and mobility funds should be evaluated to determine if existing budget expenditures can be supplemented or replaced by grant monies.

**Estimated revenue:**

(Indicate recurring and/or nonrecurring and include assumptions for how revenue is calculated.) To fully calculate the potential revenue from grants, additional feasibility and needs assessments will need to be performed. Additionally, the scope of existing grants will need to be determined, as well as the possibility of reapplication in subsequent years.

**Potential Implementation Hurdles:**

Initially, it will require some EISD staff time to identify all existing grants and determine the current status of each. Volunteer grant writers will not be hard to find, but it will require both EEF and EISD staff resources and may be lower priority than other pursuits. Research needs to be focused on what types of funding EISD may be eligible for and likely to receive, as this should not be undertaken without an expectation of a positive result. Education/Government grants are probably somewhat easier to acquire than private foundation or corporate grants but more time consuming to manage. A communication plan is necessary to establish the role of the business office vs. the Foundation vs. volunteer participation - who writes the grant, what organization would be the grant recipient, how the grant is administered, etc. will all need to be defined.

**Estimated Implementation Cost:**

EISD and EEF staff time and cost would vary based on grant writing activity levels, funds received, etc.

**Implementation timeline:**

The implementation timeline is two to four months to identify what grants exist and what should be applied for and up to six months once grants have been written to find out if funding is approved.

**Impact of Recommendation:**

The entire district would benefit if private dollars were raised.

**Associated Risk:**

Based on the information gathered from private foundations, there is money available but before writing a grant, the district must identify what they need and the cost of the project. It is also necessary to be very specific about the measurable outcomes of the proposed project. Another risk is that the demographics of our community do not necessarily demonstrate the financial need that many funding organizations seek to address.

**Background Information for Recommendation:**

The subcommittee spoke with two private foundations, and received feedback that funds were available for identified needs, and defined projects with costs and outcomes forecasted, and documentation regarding the administration of funding.

**Other comments:**

Volunteer grant writers are available but staff involvement is necessary and time consuming.

## REVENUE GENERATING TASK FORCE SUBCOMMITTEE RECOMMENDATIONS

JUNE 2004

### **Subcommittee: - Grants, Fees, and Others – Community Partnerships**

#### **Recommendation:**

Along with the Real Estate subcommittee, we are recommending that the EISD be a catalyst for and support the development of athletic fields and park facilities to generate revenue from existing parcels of land that are held for long term expansion. Following completion of the title search by Heritage Title and review of deed restrictions, and the completion of the engineering site assessments by Bury + Associates, we recommend that the EISD administration and board appoint another task force, which would be charged specifically with further study of the feasibility of, and suggested structure for, a venture to develop athletic fields and park facilities on either the Shriner and/or Baldwin tracts that currently belong to the District. We suggest that the task force be facilitated by a volunteer who has the time and passion to see the project through to fruition, and possibly operate under the oversight of both the EISD Board and a subcommittee of the EEF. Our feedback from discussions with several fundraising groups suggest that the Foundation would have more success raising grant monies than the school district. Such a venture should only be undertaken once it can be established that it will generate substantial lease revenue to the District. The subcommittee also suggests that the EISD only operate as a lessor under the venture arrangement. The management of the facilities could potentially be contracted with West Austin Youth Association or some other organization that already performs similar functions under their existing activities.

Once the financial feasibility has been established, we recommend that the task force evaluate various sources of development funds, including:

- Existing bond capacity. We understand that the EISD has some available bond capacity, but will leave it to the board and your bond counsel to determine the feasibility of using this capacity for this purpose.
- Grant monies. We recommend that several different sources of grant funds be investigated further. LCRA has a Partnership in Parks (PIP) grant program for up to \$200,000 for outdoor community parks, recreation facilities or environmental/nature center facilities in LCRA's service area (note that the grant documents do not currently provide for school district owned land, only municipal, county or MUD owned land, but this may be negotiable). The PIP grant program does require a 1:1 match of funds. Additionally, we understand that CAMPO may have park facility money for development along major thoroughfares. Additionally, private foundations have indicated that such a project might meet their funding guidelines once more planning and documentation of the project has been accomplished.
- Donated time and materials. There are construction and service organizations run by parents with children in EISD schools who may be willing to donate substantial time and materials to a project of this scope and visibility.

- Naming rights. We suggest that donors may be willing to fund portions of the development costs for the ability to name portions of the facility. Additionally, memorial/recognition markers or bricks could be sold as part of an on-going fundraising function.
- Western Hills Optimist money. When the Optimist Club of Western Hills, Inc. sold Hatley Park to the City of Rollingwood in 1992, the Optimist Club of Western Hills contractually agreed that the net proceeds of the sale were to be for the acquisition and development of recreational sports fields within the Westbank area and serviceable to Eanes Independent School District
- Involvement of one or more local youth sports organizations. As part of the feasibility study, we suggest contacting WAYA, WYSA, Western Hills Little League etc. to determine interest in joint development, use of the facilities, etc.

**Estimated revenue:**

Our subcommittee did not have the time or resources available to make this determination, but there is clearly a need for such facilities based on feedback from parents in the District. Such a facility would not only generate revenue for real estate parcels that are currently unproductive, but would also serve a greater community purpose and generate goodwill within the District. Additional revenue may be realized if a for-profit activity center (such as concessions, miniature golf, batting cages, etc.) were included as part of the project.

**Potential Implementation Hurdles:**

Ultimately, the project may be determined not to be feasible based on economic grounds. Obviously, this would be a substantial undertaking, and may not generate sufficient income to justify moving forward.

**Estimated Implementation Cost:**

Implementation cost cannot be determined until further planning and feasibility studies are done. These studies should not be cost prohibitive and can help determine whether the project is justifiable.

**Implementation timeline:**

We estimate the development of this project would take eighteen to twenty-four months from the start date.

**Impact of Recommendation:**

This project could have a tremendous positive community benefit. Other organizations such as the Westbank Community Library may be interested in expanding to such a community park location.

**Associated Risk:**

Early start-up effort may be sunk costs if the determination is made not to move forward. If project is implemented and day-to-day maintenance is contracted out to a third party, issues related to liability need to be addressed as part of that contract. Finally, if enrollment projections indicate that there will be a significant decline in the number of

students in the Eanes ISD, there may be a corresponding decrease in the number of participants in youth sports and therefore the need for such a facility.

**Background Information for Recommendation:**

Project was initially discussed based on possible uses of existing real estate tracts that are not currently productive. The full committee agreed that this use was responsive to a widely perceived need in the community.

**Other comments:**

**REVENUE GENERATING TASK FORCE  
SUBCOMMITTEE RECOMMENDATIONS**

JUNE 2004

**Subcommittee: Grants, Fees, & Other – Interest Income**

**Recommendation:**

Improve interest income through cash flow management techniques and higher yield investment options.

**Estimated revenue:** It is unclear how much additional revenue could be earned through improved cash flow management and higher yield instruments, however, other school districts have increased annual interest earnings by \$5,000-\$8,000 annually.

**Potential Implementation Hurdles:**

There are restrictions on investments and staff resources are currently focused on budgeting for the new school year.

**Estimated Implementation Cost:**

Staff time would be the most significant implementation cost.

**Implementation timeline:**

Chief Financial Officer, Susan Pulis, estimated that a cash flow management review was planned subsequent to approval of the 2004-05 school year budget.

**Impact of Recommendation:**

None anticipated.

**Associated Risk:**

None anticipated.

**Background Information for Recommendation:**

The source for these recommendations is the Texas School Performance Review project managed at the time through the Texas State Comptroller. Complementary recommendations include ensuring that every checking account used by the district earns interest and investing checking account funds overnight. If these recommendations are not currently used by Eanes and are also implemented, it could result in additional revenue.

**Other comments:**

## DEFERRED IDEAS/RECOMMENDATIONS

REVENUE GENERATING TASK FORCE  
DEFERRED IDEAS/RECOMMENDATIONS

**Subcommittee: Real Estate – Baldwin Tract**

**Idea #1: Sell**

Reason for deferral:

Until there is a better site for a future school site in the District, selling the Baldwin site is not recommended. It would be beneficial, however, to assess the value of this site to determine if a higher and better use of this site may be to a residential developer. The issue with selling to a residential developer will increase the capacity needs within the District.

However, the costs associated with developing a school on this site demonstrate that the Baldwin tract is a less than ideal site.

The other concern with selling this property at this point in time may be that the offers received for the tract will not exceed the minimum threshold required to take it forward. This is an assumption.

**Idea #2: Lease – Short Term**

Reason for deferral:

Not viable for a tract of this size given the infrastructure and physical site development required. Too costly for a developer to enter into a short term lease.

**Idea #3: Do Nothing**

Reason for deferral:

There is clearly not high demand for developing a school at this location at this time. Consequently, there is the ability to generate revenue from this site.

REVENUE GENERATING TASK FORCE  
DEFERRED IDEAS/RECOMMENDATIONS

**Subcommittee – Real Estate – Undeveloped Small Tracts**

**Idea #1:**

All other undeveloped small tracts appear to be green belts or small parcels next to campuses should continue to be held by EISD.

**Reason for deferral:**

They would most likely not provide significant sources of revenue with limited potential buyers. Some of the land is required for impervious cover. See attached list.

**Idea #2:**

Tower/Antennae Lease Income

**Reason for deferral:**

Lease rental may generate \$800 to \$2,000 per month on long-term contracts. The location and tower characteristics have to comply with various authorities and codes. Potential revenue is not commensurate with resulting negative community concerns.

REVENUE GENERATING TASK FORCE  
DEFERRED IDEAS/RECOMMENDATIONS

**Subcommittee - Marketing**

**Idea #1:** Issue Eanes ISD or Individual Campus Logo Credit Cards

There was not enough revenue potential in this idea and there is a cost to the district to issue the cards.

**Idea #2:** Offer Branded Foods in the Cafeteria

The potential for conflict with the nutrition rules of the state and the concern of parents for nutritional foods were the limiting factors.

**Idea #3:** Offer SAT Preparation Courses

The high school already has a system for offering these courses.

**Idea #4:** Sponsorship for Facilities and Events

The idea is to have specific facilities or events named after a sponsor (i.e. Chick-Fil-A Night at the stadium). Some of the schools/organizations have such events on a sporadic basis. The amount of funds that could be generated was not a sufficient amount for the effort of coordination. The beverage contract would include the naming.

**Idea #5:** Rental of Underutilized Space

It was suggested that retail space or other educational or institutional agencies might rent our space for their endeavors (i.e., central kitchen, space for Starbucks, Austin Community College satellite campus for summer school, rehabilitation program in summer, etc.) It would take significant effort to seek out these partnerships and work out the contract. If an opportunity presented itself to the district without the district having to find a partnership, it would be pursued.

**Idea #6:** Consolidation of School Picture Contracts

Consider a consolidation of school picture contracts through the district much like the Beverage Contract. Determine if a district-wide fee could be gained in addition to revenue currently collected by individual campuses.

**Idea #7:** Naming Rights

Naming facilities such as the stadium, the Fine Arts Facility, or even libraries or gyms at individual schools may generate revenue. District staff would be

required to pursue potential sponsors, which may be labor intensive. Negotiations with beverage contract will include naming rights for duration of contract.

**Idea #8:** Tutoring

Consider providing rooms and scheduling as a convenience to parents and teachers. There was some concern that there wasn't enough revenue gain to proceed.

**Idea #9:** Marketing of the Curriculum

There was discussion about whether the district was set up to market our curriculum. The feeling was that additional staff would be needed to support the sale and that the generated revenue wouldn't support additional salaries.

**Idea #10:** Advertising on Busses

There is concern about the amount of work that would be required to monitor the selection of appropriate advertisers and the revenue return would not merit pursuing the idea.

**Idea #11** Privatizing Outsourcing Bussing

There was some discussion on privatizing outsourcing bussing or combining with Lake Travis ISD. The committee did not have the interest to pursue.

**Idea #12** Marketing of Our Facilities

Consider marketing our facilities to interested parties such as ACC Satellite Summer School, rehabilitation centers after school, or for social events. No follow-up was done by the committee.

**Idea #13** Broadening Activity Fee Structure

The fee structure would extend to other activities including drama, choir, orchestra, etc. Discussions also centered around charging incremental fees when a student participated in more than one activity. Changes were deferred at this time as the committee felt EISD fees were comparable to other districts.

At this time, the committee did not consider charging fees sufficient to offset the cost of extra and co-curricular activities. However, without a change in the school finance system, this could be a future possibility.

**Idea #14** Soliciting Sponsors for Equipment

The decision was made not to pursue because of minimum revenue return.

**Idea #15**      Broadening Athletic Summer Programs

There may be UIL rules that would prohibit high school students from participating, but it could be done for elementary and middle school students.

**Idea #16**      Jumbotron Advertising

The Chap Club will be handling the solicitation for advertisement.

**REVENUE GENERATING TASK FORCE**  
**DEFERRED IDEAS/RECOMMENDATIONS**

JUNE 2004

**Subcommittee: Grants, Fees, and Other**

**Idea # 1: Medicaid Reimbursement for Special Education**

Actively pursue Medicaid reimbursement for Special Education services provided by the District to Special Education students.

Many school districts receive significant reimbursement under the SHARS and MAC Medicaid reimbursement programs for a portion of the Special Education services provided to their students. However, the demographics of the EISD community prevents the District from generating any meaningful additional revenue under these programs.

Both the SHARS and MAC Medicaid reimbursement programs apply only to Medicaid eligible children. Children are Medicaid eligible based, in part, on their family income. Eligibility for children ages six and over, and in a family of four, is that the family have income less than \$24,472. According to a 2003 report by the Texas Education Agency, Maximizing Federal Reimbursement for Medicaid School Health and Related Services (SHARS), the percent of Medicaid enrolled children in EISD is 1.59%. This represents one of the lowest reported participation percentages by a public school district in the State of Texas, with the median percentage being above 15%.

Of that 1.59% of the EISD population which is enrolled in Medicaid, a fraction of those students will be receiving Special Education services, and a fraction of those students are receiving certain services, such as speech therapy, that are reimbursable through Medicaid. Therefore it is highly unlikely that EISD could generate a significant amount of revenue from being reimbursed by Medicaid for Special Education services provided to EISD students.

REVENUE GENERATING TASK FORCE  
DEFERRED IDEAS/RECOMMENDATIONS

**Subcommittee – Grants, Fees, and Other - Homeland Security Funding and Interlocal Initiative**

Funding Opportunities

The Homeland Security Grant Program is federally funded by the U.S. Department of Homeland Security, Office of Domestic Preparedness (ODP). ODP sets the guidance for grant funding, eligibility, and spending and has determined that counties and cities (defined as “local units of government”) will be eligible.

The Texas Engineering Extension Service (TEEX), as the State Grant Administrator designated by the Office of the Governor, uses multiple variables such as data from a jurisdiction’s Domestic Preparedness Assessment and population size to determine grant awards. Two types of awards are made: base grants which are given directly to a jurisdiction’s top elected official and regional allocations “parked” at the Council of Governments temporarily until the COG along with key stakeholders and elected officials can decide how to distribute the funds back out to eligible jurisdictions. Each jurisdiction that receives a base grant determines how it will be spent locally (within the federal guidelines). The COG determines what special regional preparedness projects the regional funds can be used for. TEEX provides guidance on eligible use of funds for both the base grants and regional allocations.

Under current OPD rules, if an entity such as a school district, health department, etc. wishes to access these funds, they would need to contact the top elected official in their jurisdiction and express their needs to them. It is within the purview of the jurisdiction to “locate” equipment purchased with their base grant with one of the above entities. There is also the possibility of using the City of Austin, West Lake Hills or Rollingwood to include funding in their grants for use by the School.

Three grant years of funding have been awarded by TEEX; a third year of grant funding is possible and the Capital Area Council of Governments (CAPCOG), the 10-county regional planning organization for this area, is currently assessing this possibility.

Interlocal Initiative

The Travis County Emergency Services Office has met with the EISD Superintendent to exchange ideas on current homeland security activities, as well as future needs and opportunities. The county’s emergency services coordinator, Mr. Danny Hobby, is including discussions on the Eanes homeland security situation in his weekly meetings with the several emergency services organizations in this area. One aspect of this dialogue is an effort to find ways to improve radio communications interoperability which is especially challenging in the Eanes context because of the numerous governmental jurisdictions in which the school district resides.

While this initiative may not result in a substantial increase in funds for the district, it is intended to enhance the efficiency of emergency communications among the district and the emergency organizations which serve the district.

## **CONCLUSIONS**

## REVENUE GENERATING TASK FORCE

### CONCLUSIONS AND PRIORITIES

The task force approached the charge from the Board of Trustees by seeking opportunities to maximize the assets of the school district with minimal investment of resources. Although there is potential to develop the district's assets that could produce long-term revenue, the task force felt strongly that it was not the charge to assume a development role. Rather the members sought recommendations to enhance assets, as they exist now, not to expend resources to further develop those assets for another use.

The subcommittees prioritized their recommendations to those that are already in process, have been discussed, or can be accomplished with reasonable resource expense. As a result, the subcommittees listed the first priorities as having the highest potential benefit with acceptable effort.

The real estate subcommittee supports the proposal that the Board of Trustees is considering for facilities rental and usage. The other recommendations require more time to realize gain and involve legal requirements and expense.

The marketing subcommittee believes the beverage contract should be renegotiated and the timing is optimal to do so. The revenue potential exceeds the cost to terminate the previous contract. In addition, the trend in the last couple of years is toward beverages in schools being more nutritious kinds which supports a change in the terms of the district's beverage needs and contract conditions.

The grants and fees subcommittee has investigated the feasibility of converting the Westbank Library lease to generate revenue annually or to sell the property to the library district. A new lease would generate on-going revenue, and selling the land would generate one time only funds. Both approaches have benefits and limitations for the future needs of the district. This subcommittee also recommends as a priority that the district seek ways to maximize the potential of the childcare programs in the district including marketing and more visibility. It was noted that the priority for use of space for the k-12 program and expectations of parents for continuity of these programs might cause some frustrations at various times. It is recommended that the expectations be communicated clearly so there is no misunderstanding about the priorities of the district.

The recommendations were further prioritized in the report in the order of the recommendations. The task force members are willing to delve deeper into any individual recommendation in which the Board of Trustees wants additional information.

# APPENDIX

# **EANES INDEPENDENT SCHOOL DISTRICT**

## **REVENUE GENERATING TASK FORCE APRIL 2004**

### **BACKGROUND**

The Board of Trustees set governance goals for 2003-04 including the following:

- Develop a plan for marketing district assets to receive an Optimum return.

### **TASK FORCE**

The task force is comprised of approximately 12-15 professionals with varied backgrounds. Members include Trustee Gail King, Superintendent Nola Wellman, Assistant Superintendent Susan Pulis, and additional members to be selected.

### **CHARGE**

To examine asset utilization and revenue generating ideas that would provide significant financial resources for EISD both in the short-term and long-term.

### **TIMELINE AND TIME COMMITMENT**

The task force is committed to a short time frame of mid-April to mid-June, two hours weekly.

### **PRODUCT**

The task force will produce a written plan with recommendations to the Eanes administration and Board of Trustees by August 1.



*Eanes Independent School District  
Facilities Management and Operations*

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*Thursday, September 13, 2004*

*Presentation to the Board of Trustees  
Eanes Independent School District*

***Revisions to Facility Use Policy GKD(LOCAL)  
COMMUNITY RELATIONS: NONSCHOOL USE OF SCHOOL FACILITIES***

COMMUNITY RELATIONS:  
NONSCHOOL USE OF SCHOOL FACILITIES

GKD (R)  
(LOCAL)

GENERAL  
CONDITIONS

The Board desires to permit and encourage the use of school facilities and specific interior and exterior spaces ~~school facilities inside and outside~~ in a manner that will best serve the needs of the District community within the laws, rules, and regulations that govern the operation of a public independent school district.

School facilities are designed for educational purposes and shall be used for these purposes by the District without ~~rental~~ facility use costs.

Other organizations may apply for use of school facilities for activities of an educational, civic, philanthropic, social or recreational nature intended to promote the public welfare and not create conflict with activities of the District. **The District will assess charges for use of school facilities by these organizations.**

SUPERVISION  
AND AUTHORITY

All school facilities shall be under the general supervision of the Superintendent, subject to the terms and provisions of this policy and any other law, rule, and regulation that may be enacted by an authority governing the operation of the District. **The Superintendent shall have sole authority to waive the requirements of this policy. Any use of school facilities can be cancelled at the discretion of the Superintendent without advanced notice, if the activities are determined to be detrimental to the District's purposes. In the case of cancellations, the District assumes no liability other than the return of any previously paid fees for charged for unused facilities.**

A school principal ~~or authorized director~~ shall have authority to approve availability of a facility, schedule the event, and assign District personnel to ensure access, maintenance, and security.

The ~~support services director~~ **Department of Facilities Management** shall review applications for compliance with this policy and inform the school principal or director whether the application is in compliance.

The school principal or director shall inform ~~support services~~ **the Department of Facilities Management** when the ~~rental~~ use of the facility is completed, the date(s) and time(s) of ~~rental~~ facility use, personnel support, equipment rental, and any other information pertinent to the ~~rental~~ activity.

~~Support Services~~ **Facilities Management** shall prepare billing for ~~rental~~ activity and forward the invoice to the business office for mailing.

The District Business Procedures Manual, Section I: Use of Facilities, Equipment,

and Inventory Control, shall govern all accounting and collection of accounts due.

The Business Office shall receive all payments for ~~rental~~use of facilities-fees.

PERSON AND  
PROPERTY  
CONTROL

Approved organizations renting school facilities shall guarantee orderly behavior of any and all persons using the facilities and shall be liable for any damages to property or injury or death to any ~~partieipant or spectator~~person. A deposit against liabilities ~~damages~~ may be required prior to use. The amount of deposit shall be determined by the Superintendent. The deposit shall be in the form of a cashier check or money order payable to Eanes Independent School District, Austin, Texas.

**At the discretion of the District, staff may be assigned to an rental event as needed to provide for safety and security or to maintain the facilities for its educational purposes. All charges will be borne by the organization where appropriate.**

All persons using District facilities shall comply with all applicable law at all times during such use. A person using, under the influence of, or in possession of alcohol or illegal drugs within the premises is in violation of state law. Organizations or persons renting facilities shall be wholly responsible for the conduct and action of all participants and spectators. Organizations or persons renting facilities may not authorize any person to be in possession of any weapon or exercise law enforcement without prior approval of the Board. Organizations renting facilities shall be responsible for the safe conduct and safe use of facilities by participants and spectators.

PROGRAM  
CONTROL  
ADVERTISING

Use of school facilities shall not be allowed for activities that may be detrimental or destructive to the facilities and contents.

All advertising by eOrganizations in groups 1, 2, 3, and 4 may, in connection with use of district facilities, (i) display posters related to the proposed program, (ii) sell related merchandise and (iii) distribute related printed matter other than school events or school related events, with the exception of posters incidental to the program during the event, and sale of merchandise, printed matter, and any other materials shall be forbidden on public school premises. Organizations in all other categories shall not be permitted to display posters or banners, sell merchandise or distribute printed matter in or on district facilities. In no event shall No advertisement of tobacco products or alcoholic beverages shall be permitted.

PRIVATE USE

**School facilities shall not be used for private gain. Under the Community Education program,** school facilities may be used for private academic instruction in the event that District students profit from the private instruction. Prior written approval from the Superintendent shall be required.

Private academic instruction, with the exception of tutoring programs approved by the Superintendent, shall ~~also be~~ either an approved District community education program or shall provide all insurance requirements set forth in this policy.

INELIGIBILITY

Any organization or authorized representative of such organization that, in the process of application for rental, approved to approval to use school facilities or in the process of using a school facility, that is-is determined to make or have made

inaccurate, incomplete, or untrue statements or violated any law, rule and/or regulation governing the operation of a public school shall immediately become ~~cause the authorized representative and the organization to become immediately~~ ineligible for rental use of facilities and shall be to become liable for any damages to the District resulting therefrom ~~incurred by the District.~~

PAYMENT OF  
RENTAL FACILITY  
USE FEES

Total payment of all fees and any deposit may be required not later than five days prior to the scheduled use date, or upon receipt of a District invoice. The organization shall make complete payment within 30 days from the ~~last date of rental use~~ **invoice date. All amounts due but not paid to the District within such thirty (30) day period shall** ~~a or agree to a penalty fee of six percent per calendar day in addition to the costs for use of the facilities bear interest at a per annum rate equal to the lesser of 18% per year or the maximum lawful contractual amount of interest that is permissible and nonusurious under the weekly ceiling from time to time in effect provided by Chapter 303 of the Texas Finance Code.~~ Deposits shall be a cashier's check or money order payable to Eanes Independent School District.

~~Support Services~~ **The Department of Facilities Management** shall inform the Business Office of all rental facility use fees due. The business office shall collect all fees as required.

PERSONNEL  
SUPPORT

School officers responsible for providing access to the organization shall be required to assign authorized school employees to provide access to facilities.

**The Department of Facilities Management shall assign personnel including security, custodial and maintenance support, as needed to maintain the school facilities for educational purposes. and security to the school facility.**

**District employees assigned to the rental event will provide access to all rented facilities used during the event. The District will not issue keys to people who are not employees of the school district. Duplication of District keys by applicant lessee is prohibited.**

Federal law prohibits payment of honorarium or "tips" to any public employee in lieu of or in addition to services provided on behalf of the public.

Contracted services for security shall comply with all laws, regulations, and rules. Armed security service must have the ~~expressed prior~~ written approval of the Superintendent and Board, and shall comply with all District insurance requirements.

SUPPLY AND  
EQUIPMENT USE

Use of school supplies, furniture, and equipment shall be at the discretion of the school officer responsible for the custodial care of the equipment. No school equipment shall be removed from the facilities or any other school property without the written consent of the Superintendent.

RENTAL FACILITY  
USE FEES AND  
INSURANCE  
REQUIREMENTS

RENTAL  
FACILITY USE  
FEES

~~Support Services-~~ The Department of Facilities Management shall publish rental rates for facilities facility use and authorized for rental purposes. Rental rates shall be updated them on an annually basis. Rental Facility use fees shall include, but not be limited to, charges for use of buildings, staff, security personnel, equipment rental and disposal services.

Priority Groups 1, 2, 3, and 4 are exempt from ~~rental facility use~~ fees.

Priority Group 4 is exempt from rental facility use fees except for events sponsored by Community Education and governed by Board Policy EHBI(Legal) and EHBI(Local).

Priority Groups 5, 6, 7, and 8 may be required to pay ~~rental facility use~~ fees if the use requires additional services by the District beyond normal school hours.

Priority Group 9 must pay ~~rental facility use~~ fees.

INSURANCE  
REQUIREMENTS

Priority Groups 6, ~~7~~, 8, and 9 are required to provide to the District, prior to facility use, a certificate of insurance with the District named as a certificate holder for limits posted on the application and agreement for use of District facilities.  naming the District as an additional insured for the limits posted on the application and agreement for use of District facilities.

Organizations in Priority Group 7 are also required to provide a certificate of insurance naming the District as an additional insured, unless under Texas law they have been declared by State of Texas to be without are immune from liability and can provide a evidence thereof statement to that effect.

Organizations in Priority Group 5, School-Sanctioned Groups, that qualify as "charitable organizations" under the Charitable Immunity and Liability Act, may be required to produce a certificate of insurance with limits prescribed for Priority Groups 6, 8, and 9.

A certificate of insurance for the term of ~~rental facility use event~~ must be provided by an insurance agency licensed to provide insurance by the Texas State Board of Insurance. The certificate of insurance must be underwritten by an insurance company acceptable to the District.

PRIORITY OF USE  
BY  
ORGANIZATIONS

The "Priority Rating List" shall govern priority of use at all times in the use of school facilities.

The District shall not be obligated to locate and/or provide substitute space for an approved organization should the space be required by an approved organization with ~~greater~~ higher priority.

PRIORITY RATING LIST

The Priority Rating List is as follows:

Priority Groups 1, 2, 3 and 4 (as defined below) shall have priority over all other Priority Groups with regard to usage of District facilities are intended to set aside the school facilities for the education of district students at the schools. There is also a distinction between district children using district facilities and groups who organize to support the children.

Priority Groups:

1. Emergency use under authority of the Superintendent.
2. Local school using own facilities.
3. Local school having area-wide school activity. Examples: athletic games, school dances, debate tournaments, career days, Hyline events, etc.
4. Local school using another school facility, including community education. Examples: Westlake High School wrestling team if they use the using Cedar Creek Elementary gym, or art displayed at another school, but not including groups organized for the purpose of supporting District students, which are included in Group 5 below.

Priority Groups 5 and 6 include school-related activities and groups who support the students in school-related activities. These groups are required to complete rental facility use agreements and are usually required to provide a certificate of insurance.

5. School-sanctioned groups: UIL events, parent and teacher clubs, student clubs, booster clubs, athletic clubs, band booster clubs, and the like. Examples: booster clubs, parent/teacher organizations, band booster clubs, Eanes Education Foundation events, UIL events that do not include our students, such as AISD Youth Orchestra.
6. Community youth sponsored groups: Boy Scouts, Girl Scouts, chartered nonprofit community athletic groups, and the like. Examples: lacrosse, soccer, flag football, basketball and baseball leagues, BSA and GSA meetings.

Priority Groups 7, 8 and 9 are not necessarily formed to support the educational goals of the District, although some students may participate in the activities of these groups.

7. Governmental: Elections; national, state, county, city or local meetings of approved organizations; water control and improvement districts; Travis County Fire Districts; and the like. Examples: Travis County Elections, Austin Community College Elections, meetings held by Westlake Fire Department.

8. Nonprofit neighborhood organizations and community civic, service, welfare, recreational, and religious organizations. Examples: Farmer's Market, Frisbee golf games, churches using school facilities for their meetings, Austin Westlake Rotary Club and Austin Jaycees.
9. Private groups, tutorials, after-school, nonprofit child care groups that receive written approval from the Superintendent. Examples: Westlake Tai Kwon Do plus, Semi-pro football games, dance academies.

FACILITIES  
 AUTHORIZED FOR  
 USE BY  
 APPROVED  
 ORGANIZATIONS  
 TEMPORARY USE  
 BY NONPROFIT  
 ORGANIZATIONS

The ~~director of support services~~ Department of Facilities Management, with the consent of the school principal/director and Superintendent, shall publish a list of school facilities and specific interior and exterior spaces to be available for rental use by Priority Groups 5, 6, 7, 8, and 9.

School facilities may be made available to chartered nonprofit community organizations for a temporary period not to exceed one year nor for use more than two days per week. Chartered nonprofit community organizations may apply for renewal. These organizations include neighborhood, civic, community service, community welfare, recreational, and religious organizations.

The following documents shall comprise the application and shall be maintained in full force during the term of the agreement:

1. An application submitted and signed by a resident of the District who is an officer of the organization and who shall remain a resident of the District and an officer of the organization during the term of the agreement. The organization shall submit an amended application for any status change.
2. ~~A statement that no other suitable facility within the community is available for use by the organization.~~
3. A list of the District residents who are active members of the organization.
4. If applicable, assurance that all instructors are trained and qualified or certified in the activity being conducted, that public safety and health will be maintained, that a reasonable ratio of participants to supervisors will be maintained, and that all laws, rules, and regulations of any regulatory authority have been met and will be maintained.

RENTAL USE OF  
WESTLAKE HIGH  
SCHOOL FINE  
ARTS FACILITIES

~~Upon approval by the Superintendent, the Fine Arts Facility may be rented by approved community or noncommunity, and profit or nonprofit groups.~~

~~Specific rules governing use and rental rates for the facility shall be published by the manager of the Fine Arts Facility and shall be subject to review and approval by the Superintendent.~~

RENTAL OF  
WESTLAKE HIGH  
SCHOOL  
ATHLETIC  
FACILITIES

~~The District athletic director shall manage and publish special rules and rates for rental of the athletic facilities at Westlake High School.~~ The Fine Arts Facility and athletic facilities at Westlake High School, including Chaparral Stadium, the baseball stadium, practice fields, the athletic gymnasium and

fieldhouse, and the physical education gymnasium and locker rooms, ~~subject to review and approval by the Superintendent. are available for rent for~~ may be rented by community and non-community groups.

Rental Facility use rates and rules shall be reviewed and published on an annual basis for review and approval by the Superintendent.

~~The athletic director shall receive the consent of the Westlake High School principal prior to rental of the physical education gymnasium and locker rooms.~~

APPLICATION  
PROCEDURE

Organizations desiring to rent school facilities shall complete and submit to the appropriate school officer for consideration the following forms:

1. Application and Agreement for Use of Eanes Independent School District Facilities-only a ~~patron person living within~~ of the District shall be authorized-permitted to sign as the authorized representative and is be responsible-identified as the party responsible for payment of rental facility use fees. Exceptions shall be requested in writing to the Superintendent.
2. Certificate of insurance for the term of the requested use produced by an insurance agency licensed to produce insurance by the Texas State Board of Insurance. The insurance company or companies underwriting the insurance policy shall be acceptable by the District, and the District shall be named as a primary beneficiary certificate holder, for the minimum limits of coverage posted on the Application and Agreement for Use of Eanes Independent School District Facilities.

The "Application and Agreement for Use of Eanes Independent School District Facilities" shall be completed and presented to the school official in charge of the appropriate facility.

The school official, upon consent in writing, will forward the application to the ~~director of support services~~ Department of Facilities Management for review and action.

Applications must be filed no ~~less-fewer~~ than 21 days and no more than 60 calendar days prior to the requested date(s) of use, with the exception of approved annual agreements with governmental organizations and special groups approved by the Superintendent.

Incomplete or disapproved applications shall be returned to the school official with whom the application originated.

The school official from whom the application originates shall be responsible for notification to the applicant of all transactions related to the application and use of the facility including access, utility needs, and personnel support.

DISTRIBUTION OF  
NONSCHOOL

Written or printed materials, handbills, photographs, pictures, films, tapes, or other visual or auditory materials over which the District does not exercise control shall

## LITERATURE

not be sold, circulated, or distributed by persons or groups not associated with the school or a school support group on any school premises in the District without permission in accordance with this policy.

~~during the school day. The District's classrooms during the school day are to be used provided~~ for the limited purpose of delivering instruction to students in the courses and subjects in which they are enrolled. Hallways in school buildings are ~~provided to be used~~ for the limited purpose of facilitating the movement of students between classes and allowing access to assigned lockers. Classrooms and hallways shall not be used for the distribution of any materials over which the school does not exercise control.

Each school campus shall designate an area where materials that have been approved for distribution, as provided below, may be made available or distributed to students or others in accordance with the time, place, and manner restrictions developed and approved by the campus principal. The Superintendent shall designate appropriate areas and determine appropriate time, place, and manner restrictions regarding distribution of non-school materials at District buildings other than school campuses.

## PRIOR REVIEW

All written material ~~over which the school does not exercise control and that is intended for distribution on District property shall be submitted for prior review according to the following procedures:~~

1. Materials shall be submitted to the Superintendent or designee for review.
2. To be considered for distribution, materials shall include the name of the organization or individual sponsoring the distribution.
3. Using the standards below at LIMITATIONS ON CONTENT the Superintendent or designee shall approve or reject submitted material within two school days of the time the material is received.
4. The requestor may appeal the decision of the Superintendent or designee to the Board in accordance with GF(LOCAL), beginning at the appropriate Level.

Appropriate law enforcement officials may be called when a person refuses to follow the procedures for submitting materials and fails to leave the premises when asked. [See GKA]

## LIMITATIONS ON CONTENT

Non-school materials shall not be distributed if:

1. The materials are obscene, vulgar, or otherwise inappropriate for the age and maturity of the audience.
2. The materials endorse actions endangering the health or safety of students.
3. The distribution of such materials would violate the intellectual property rights, privacy rights, or other rights of another person.

4. The materials contain defamatory statements about public figures or others.
5. The materials criticize Board members or school officials or advocate violation of school rules and fall within the standard described at LIMITATIONS ON EXPRESSION at FNAA (LEGAL).
6. The materials advocate imminent lawless or disruptive action and are likely to incite or produce such action.
7. The materials include hate literature that scurrilously attacks ethnic, religious, or racial groups, and similar publications aimed at creating hostility and violence if they fall within the standard described at LIMITATIONS ON EXPRESSION at FNAA(LEGAL).

[See CPAB regarding use of the District's internal mail system and FNAA regarding distribution of non-school literature by students]

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DATE ISSUED: ~~07/01/2002~~ 09/01/2004

UPDATE 68

GKD(LOCAL)-X

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**This online presentation of your district's policy is an electronic representation of TASB's record of the district's currently adopted policy manual. It does not reflect updating activities in progress. The official, authoritative manual is available for inspection in the office of the Superintendent. [See BF (LOCAL) for further information.]**



*Eanes Independent School District  
Facilities Management and Operations*

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*Thursday, September 13, 2004*

*Presentation to the Board of Trustees  
Eanes Independent School District*

***Draft of Tiers for Facility Use***

Fee Structure

**Priority Groups**

**1 Emergency use**

a None in record

Tier 1	Tier 2	Tier 3	Tier 4
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**2 Local school using own facilities**

a Normal activities of educating children

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**3 Local school having area-wide school activity**

a BCE Destination Imagination

b Football games

c Project Graduation

d Special Olympics

e Westlake High School Choir

f Westlake Hyline

g WHS Forensics (our kids, local event)

h WHS Student Council

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**4 Local school using another school.**

a Community Education events

Determined by event type			
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**5 School sanctioned groups\***

a Asst. Principals Conference

b Capital Region CPSO - Destination imag.

c Chaps Club Events

d Cougar Club Events

e Eanes Education Foundation Breakfast

f Eanes Orchestra Parents Assoc.

g School Booster Club meetings

h School Booster Clubs - Fund-raising Events

i Texas Music Educator's Assoc. (MS Band Clinic)

j Westlake Band - Marchfest

k Westlake Band Parents - Fall Poinsettia Sale

l WHS Band Parents - Chili Supper

m WHS Basketball Parents Organization

n WHS Forensics (Area-wide event)

o WHS PTO Events

p Wildcat Club Events

q WHS fund-raising dances (FAF)

r Westlake Hyline Booster-sponsored event (Zenith)

s WHS Choir Booster-sponsored concert

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\* Events will be charged for staff assigned and misc. charges needed in support of event that occur outside of school days/times.

**6 Comm. Youth Sponsored Groups (district children) and Staff Training**

a Athletes in Motion (Volleyball)

b Austin Youth Orchestra

c BSA Meetings

d Chaps Legion Baseball

e GSA Meetings

f Hearts of Texas (Softball)

g Non-UIL Athletic Fundraiser (Lacrosse)

h UCA Cheer (Cheerleader's Clinic)

i UIL Athletic Fundraiser (Soccer)

j West Austin Youth Association (Flag football)

k Western Hills Little League

l Westlake Boys' Lacrosse

m Westlake Middle Schools Lacrosse (Practice/Game)

n Westlake Pop Warner Football

o Westlake Stars Basketball

p Westlake Women's Lacrosse (Practice/Game)

q Westlake Youth Basketball Association

r Westlake Youth Soccer (Practice/Game)

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*Eanes Independent School District  
Facilities Management and Operations*

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*Thursday, September 13, 2004*

*Presentation to the Board of Trustees  
Eanes Independent School District*

***Draft of Facility Use Charges***

		Eanes ISD									
Facility and Staff Rates		EE	CCE	VVE	FTE	BCE	BPE	HCMS	WRMS	WHS	
Facility Rates	Elementary	\$42.00 /hr \$42.00 /hr	\$45.00 /hr \$45.00 /hr	\$48.00 /hr \$48.00 /hr	\$58.00 /hr \$58.00 /hr	\$58.00 /hr \$58.00 /hr	\$62.00 /hr \$62.00 /hr				
	Gym Cafeteria/Cafetorium Stage/Theater/Lecture hall Classroom										
	Middle	\$42.00 /hr	\$45.00 /hr	\$48.00 /hr	\$58.00 /hr	\$58.00 /hr	\$62.00 /hr	\$64.00 /hr \$64.00 /hr	\$76.00 /hr \$76.00 /hr		
Staff Rates	High School	\$20.00 /hr \$30.00 /hr	\$20.00 /hr \$30.00 /hr	\$20.00 /hr \$30.00 /hr	\$20.00 /hr \$30.00 /hr	\$20.00 /hr \$30.00 /hr	\$20.00 /hr \$30.00 /hr	\$20.00 /hr \$30.00 /hr	\$20.00 /hr \$30.00 /hr	\$200.00 /hr \$177.00 /hr \$178.00	
	Gym Cafeteria FAF Theater Lecture Hall / Choir Hall Black Box Theatre Stadium Field Classroom										
	Custodial Maintenance										

Facility and Staff Rates		Eanes ISD (Revised)			
		Tier 1	Tier 2	Tier 3	Tier 4
<b>Facility Rates</b>		<b>EISD Klds</b> School Organizations for whom all costs are absorbed by EISD	<b>NonProfits - Kids</b> Minimal charges to include actual expenses only	<b>NonProfits - Adults</b> Charges to include actual expenses, and a nominal revenue-generating fee.	<b>For Profits</b> Charges to include actual expenses, and a nominal revenue-generating fee.
Elementary	Gym Cafeteria/Cafetorium Stage/Theater/Lecture hall Classroom	\$0.00 /hr \$0.00 /hr \$0.00 /hr \$0.00 /hr	\$15.00 /hr \$15.00 /hr \$20.00 /hr \$10.00 /hr	\$30.00 /hr \$35.00 /hr \$35.00 /hr \$20.00 /hr	\$80.00 /hr \$85.00 /hr \$85.00 /hr \$70.00 /hr
Middle	Gym Cafeteria Stage/Theater/Lecture hall Classroom	\$0.00 /hr \$0.00 /hr \$0.00 /hr \$0.00 /hr	\$20.00 /hr \$20.00 /hr \$25.00 /hr \$12.00 /hr	\$40.00 /hr \$45.00 /hr \$45.00 /hr \$35.00 /hr	\$120.00 /hr \$125.00 /hr \$125.00 /hr \$80.00 /hr
High School	Gym Cafeteria FAF Theater Lecture Hall / Choir Hall Black Box Theatre Stadium Field Classroom	\$0.00 /hr \$0.00 /hr \$0.00 /hr \$0.00 /hr \$0.00 /hr \$0.00 /hr	\$25.00 /hr \$25.00 /hr TBD by FAF Director \$35.00 /hr \$125/hr, 4hr minimum \$0.00 /hr \$15.00 /hr	\$60.00 /hr \$75.00 /hr \$278/hr, 4hr minimum \$78/hr, 4hr minimum \$125/hr, 4hr minimum \$50.00 /hr	\$175.00 /hr \$190.00 /hr \$278/hr, 4hr minimum \$78/hr, 4hr minimum \$125/hr, 4hr minimum \$125.00 /hr
<b>Staff Rates</b>	Custodial Maintenance	\$28.00 /hr \$34.00 /hr	\$28.00 /hr \$34.00 /hr	\$28.00 /hr \$34.00 /hr	\$28.00 /hr \$34.00 /hr

1. Addendum of information for Section B, *Draft of Tiers for Facility Use*

**Summary of changes to facility use fees:**

Facility use fees will be standardized for elementary schools, as well as for middle schools. Currently there are different rates charged for each elementary school and middle school. Facility use fees will also be restructured to incorporate different rates for different types of spaces at the schools, both interior and exterior, such as meeting rooms, classrooms, cafeterias, gymnasiums, parking lots and playing fields. The current system charges the same rate for a gymnasium as it does for a classroom and does not provide a structure for fees to use district playfields or parking lots. A tiered system will be added to assess facility use fees in the future. This tiered system is described as:

**Tier 1**

*School Organizations for whom all costs will be absorbed by EISD. These are our kids involved in the daily activities of education.*

**Tier 2**



*Minimal costs to include actual expenses of staff involvement and other costs such as rental of equipment and security, but not to include building use fees. The groups in this tier are non-profit, community youth sponsored groups involving our kids, and other groups that provide staff training.*

**Tier 3**

*Charges to include those in Tier 2 plus a building use fee, and a nominal revenue-generating fee. This group is usually comprised of government entities.*

**Tier 4**

*Charges to include those of Tier 2, plus a larger revenue-generating fee. These are adult non-profit groups and for-profit groups.*

2. Addendum of information for Section C, *Draft of Facility Use Charges*

**Assessment of facility use fees for exterior spaces:**

Facility use fees will be assessed for exterior spaces such as parking lots and playfields. Fees for use of playing fields will be assessed at a rate per participant per season of activity.

Fees will be as follows:

	<b><i>Parking Lots</i></b>	<b><i>Playfields</i></b>
→ <b><i>Tier 1:</i></b>	<i>No charge</i>	<i>No charge</i>
<b><i>Tier 2:</i></b>	<i>No charge</i>	<i>No charge</i>
<b><i>Tier 3:</i></b>	<i>\$75/hr</i>	<i>\$25/participant/season</i>
<b><i>Tier 4:</i></b>	<i>\$100/hr</i>	<i>\$25/participant/season</i>