

Transmittal Letter

November 19, 2003

The Honorable Rick Perry, Governor
The Honorable David Dewhurst, Lieutenant Governor
The Honorable Thomas R. Craddick, Speaker of the House
Chief Deputy Commissioner Robert Scott

Fellow Texans:

I am pleased to present this report on the progress of the Aransas County Independent School District (ACISD) in implementing my Texas School Performance Review (TSPR) recommendations.

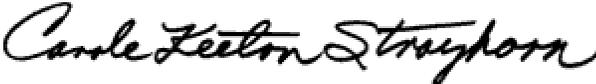
In May 2002, I released the results of my review of the district's operations. This review offered 114 recommendations that collectively could save ACISD taxpayers a net of more than \$3.9 million by 2006-07. The review also noted a number of ACISD's exemplary programs and model services provided by district administrators, teachers and staff.

In May 2003, we returned to check on how well the district's leadership put these proposals into practice. Over the last year, ACISD has implemented, or is in the process of implementing, 110 of the proposals, or 96 percent. The district has saved a net of nearly \$1.3 million to date, and expects those savings to grow to nearly \$7.6 million over five years.

This report is available on my Web site at
<http://www.window.state.tx.us/tspr/aransascopr/>.

Thanks for all that you do for Texas.

Sincerely,



Carole Keeton Strayhorn
Texas Comptroller

c: Senate Committee on Education
House Committee on Public Education
The Honorable Kenneth L. Armbrister, State Senator, District 18
The Honorable Eugene J. Seaman, State Representative, District 32

Progress Report Aransas County Independent School District

November 2003

Introduction

In October 2001, Comptroller Carole Keeton Strayhorn began a comprehensive review of the Aransas County Independent School District (ACISD) at the request of ACISD's Board of Trustees. In May 2002, the Comptroller issued a final report detailing 114 recommendations that could result in a net savings of more than \$3.9 million by 2006-07 if fully implemented. During May 2003, TSPR staff returned to assess the district's progress in implementing the recommendations.

ACISD has implemented, or is in the process of implementing, 110 of the proposals, or 96 percent. The district has saved a net of nearly \$1.3 million to date and expects those savings to grow to nearly \$7.6 million over five years, or nearly double the originally estimated amount of savings.

Since 1991, TSPR has recommended more than 7,600 ways to save taxpayers more than \$780 million over a five-year period in more than 100 public school districts throughout Texas. TSPR also conducts follow-up reviews of districts that have had a least one year to implement recommendations. More than 60 subsequent reviews show that school districts have acted on more than 90 percent of TSPR's proposals, saving taxpayers nearly \$135 million, with the full savings estimated to grow in the future.

Improving the Texas School Performance Review

Comptroller Strayhorn, who took office in January 1999, consulted school district officials, parents and teachers from across Texas and carefully examined past reviews and progress reports in an effort to make the Texas School Performance Review (TSPR) more valuable, even vital, to the state's more than 1,000 school districts. With the perspective of having served as a teacher, and later a school board president, the Comptroller has vowed to steer TSPR toward being more accountable to local school districts and the communities they represent.

Comptroller Strayhorn began by establishing new criteria for selecting school districts for future reviews. Priority is given to districts judged poor

performing-academically or financially-and to hands-on reviews that will benefit the greatest number of students.

Recognizing that only about 51 cents of every education dollar is spent on instruction, Comptroller Strayhorn's goal is to drive more of every education dollar directly into the classroom. In addition, no longer are school districts' best practices and exemplary models buried inside individual TSPR reports. Instead, Comptroller Strayhorn has ordered best practices and exemplary programs to be shared quickly and systematically among all the state's school districts and with anyone who requests such information. There is simply no reason for a district that has solved a problem well to keep the solution to itself. Comptroller Strayhorn has directed TSPR to serve as an active clearinghouse of the best and brightest ideas in Texas public education. Best practices identified in the original review are now included in the Comptroller's best practices database, *A+ Ideas for Managing Schools (AIMS)*, which is accessible on the Web at www.aimsdatabase.org.

Under Comptroller Strayhorn's approach, the TSPR team and consultants work with districts to:

- ensure students and teachers receive the support and resources necessary to succeed;
- identify innovative options to address core management challenges;
- ensure administrative activities are performed efficiently, without duplication and in a manner that spurs education;
- develop strategies to ensure the districts' processes and programs are continuously assessed and improved;
- understand the links among the districts' functional areas and determine ways to provide a seamless system of services;
- challenge any process, procedure, program or policy that impedes instruction and recommend ways to reduce or eliminate obstacles; and
- put goods and services to the "Yellow Pages test"-government should do no job if there is a business in the Yellow Pages that can do that job better and at a lower cost.

Finally, Comptroller Strayhorn has opened her door to Texans who share her optimism about TSPR's potential. Suggestions to improve school reviews are welcome at any time. The Comptroller is a staunch believer in public education and public accountability.

Detailed information can be obtained from TSPR by calling 1-800-531-5441 extension 5-3676, or by visiting the Comptroller's Web site at www.window.state.tx.us.

TSPR in the ACISD

On October 15, 2001, TSPR began conducting on-site work in Aransas County. The Comptroller contracted with SoCo Consulting, Inc., an Austin-based firm, to assist with the review. The review team interviewed district employees, school board members, parents, business leaders and community members and held a public forum in the cafeteria of the high school, on October 15, 2001 from 5 p.m. to 8 p.m.

To obtain additional comments, the review team conducted small focus group sessions with teachers, principals, district employees and community members in Aransas County. The Comptroller's office also received letters and phone calls from a wide array of parents, teachers and community members.

To ensure that all stakeholder groups had input, TSPR sent surveys to students, parents, teachers, campus and central administrators, and support staff.

The review team received 702 responses from 82 administrative and support staff; 11 principals and assistant principals; 99 teachers; 338 students; and 172 parents. The review team also consulted two databases of comparative educational information maintained by the TEA – the Academic Excellence Indicator System (AEIS) and the Public Education Information Management System (PEIMS).

ACISD selected peer districts for comparisons based on similarities in student enrollment, student performance and community characteristics along with student demographics. The selected peer districts were Kerrville, Point Isabel, Tuloso-Midway, Flour Bluff and Gregory-Portland ISDs. TSPR also compared ACISD to district averages in TEA's Regional Education Service Center II (Region 2), to which ACISD belongs, and the state as a whole.

During its six-month review, TSPR developed recommendations to improve operations and save taxpayers nearly \$4.3 million by 2006-07. Cumulative net savings from all recommendations (savings minus recommended investments or expenditures) could reach more than \$3.9 million by 2006-07.

ACISD in Profile

Located in Texas' Coastal Bend region about 30 miles from Corpus Christi, ACISD serves the towns of Rockport and Fulton along with the majority of Aransas County. The district covers about 200 square miles. ACISD residents range from low-income families to significantly wealthy

retirees located in Rockport. The main source of the district's property wealth comes from local housing, specifically the Key Allegro community.

In 2002-03, ACISD served 3,374 students consisting of 60.4 percent Anglo, 32.5 percent Hispanic, 2.5 percent African American and 4.5 percent other. The district has 52.6 percent of its students classified as economically disadvantaged.

In 2001-02, 94.8 percent of all students passed the reading portion of the Texas Assessment of Academic Skills (TAAS) test; 95.9 percent passed the math portion of the test; 90.5 percent passed the writing portion of the test; and 89.4 percent of students passed all tests taken. TEA rated ACISD as *Recognized*. In spring 2003, 81.1 percent of ACISD grade 11 students met the English Language Arts standard of the Texas Assessment of Knowledge and Skills (TAKS) test; 78.8 percent met the mathematics standard; 70.1 percent met the science standard; 94.4 percent met the social studies standard; and 56.4 percent met the standard for all tests taken, exceeding state and regional averages in all of these areas.

The district's annual budget for 2002-03 was more than \$23.7 million. In 2002-03, ACISD budgeted 51.2 cents of every tax dollar on classroom instruction compared to the state average of 51 cents. In 2002-03, the district employed a staff of 528 individuals of which teachers made up 50 percent.

Over the last year, the district experienced significant changes. The district completely realigned its schools and closed Rockport Elementary in 2002-03, eliminating the need for attendance zones. The new alignment includes pre-kindergarten through kindergarten at Little Bay Primary School; grades 1 through 3 at Live Oak Learning Center; grades 4 and 5 at Fulton Learning Center; grades 6 through 8 at Rockport-Fulton Middle School and grades 9 through 12 at Rockport-Fulton High School. Students now attend their neighborhood schools.

While work continues in the district, both ACISD staff and TSPR team members have a sense both of steady progress and commitment to progress. The district has implemented 74 recommendations; has 36 in various stages of progress; three have been reviewed but not implemented; and one was rejected. (See **Appendix A** for details on the recommendations' status.)

Aransas County ISD Report Card

Chapter	Total	Complete	In Progress	Not Implemented	Rejected	Percent Complete/ In Progress	Grades
District Organization and Management	14	9	4	1	0	64%/29%	Satisfactory
Educational Service Delivery	11	9	2	0	0	82%/18%	Excellent
Personnel Management	11	9	2	0	0	82%/18%	Excellent
Facilities Use and Management	16	8	8	0	0	50%/50%	Satisfactory
Asset and Risk Management	9	5	4	0	0	56%/44%	Satisfactory
Financial Management	7	5	2	0	0	71%/29%	Satisfactory
Purchasing	5	3	1	1	0	60%/20%	Satisfactory
Computers and Technology	6	5	1	0	0	83%/17%	Excellent
Food Services	12	7	5	0	0	58%/42%	Satisfactory
Transportation	10	5	5	0	0	50%/50%	Satisfactory
Safety and Security	13	9	2	1	1	69%/15%	Satisfactory
Overall Grade	114	74	36	3	1	65%/32%	Satisfactory

Excellent = More than 80% complete

Satisfactory = 80% to 100% complete or in progress

Needs Work = Less than 80% complete or in progress

Exemplary Programs and Practices

TSPR identified numerous "best practices" in ACISD. Through commendations in each chapter, the report highlights model programs,

operations and services provided by ACISD administrators, teachers and staff. The Comptroller encourages other school districts throughout Texas to examine these exemplary programs and services to see if they could be adapted to meet local needs. TSPR's commendations include the following:

- ***The superintendent prepares a monthly calendar of board events, outlining major board activities.*** The calendar of board events reminds the board of the main activities it must complete each month. The calendar helps the board know what to expect at any given time of year, ensures the board does not overlook any major responsibilities, helps prepare in advance for regular tasks, assists in scheduling work and ensures the board receives the regular information on district progress and operations.

Since the review, ACISD has prepared the board agenda as an administrative team. Board members receive their packets one week in advance of the meeting. The superintendent e-mails the board members important activity dates and school newsletters.

- ***The ACISD Education Foundation provides grants for creative and innovative approaches to education.*** Aransas County business leaders and community members formed an education foundation to benefit the district through private grants and community involvement. The foundation provides private funds for educational programs and activities, which either have not been funded or have been under-funded by the district's normal operating budget. These funds will be used to facilitate student achievement and skill development, to recognize and encourage staff excellence and to expand community involvement in education.

The ACISD Education Foundation has distributed about \$116,000 in four rounds of grant awards to teachers for innovative projects. The ACISD Education Foundation hosted a "Shining Stars Over Aransas County" banquet in May 2003 honoring teachers and students.

- ***While serving students of many languages and nationalities, few LEP students in ACISD are being exempted from the TAAS.*** ACISD serves students representing many nationalities and many languages, including Spanish, Vietnamese, Laotian, German, Japanese, Libyan and East Indian, however almost all of these students take the TAAS test. ACISD exempted 0.5 percent of its LEP students from taking the TAAS in 2000-01 districtwide.

Since the review, ACISD has continued the practice of allowing LEP students to take the state assessment, exempting only 0.7 percent of its LEP students districtwide in 2002-03.

- ***Implementing a newspaper campaign that identifies delinquent taxpayers has increased tax collections.*** In May 2001, the ACISD Board of Trustees passed a resolution to allow the Aransas County tax assessor collector to post an advertisement of the top 100 delinquent taxpayers. The district's law firm also sent letters to the past-due taxpayers warning them of the pending advertisement if their taxes were not paid. As a result of the campaign, the district entered into 40 written installment agreements with delinquent taxpayers boosting the district's amount of delinquent taxes collected.

In April 2003, the ACISD board again approved publishing a list of delinquent taxpayers in the local newspaper. The district has entered into 434 written installment agreements with delinquent taxpayers since beginning this practice.

- ***ACISD has standardized information technology hardware and software.*** While making a significant investment in its network and communications infrastructure, ACISD has standardized its hardware and software to ensure it can provide good support to staff and management. Using this infrastructure, ACISD can transmit data at high speeds and is capable of delivering large volumes of data directly to any computer system anywhere in the district.

Since the review, ACISD has continued to improve technology. The district hired an additional technician and developed a five-year technology plan.

- ***The district reduced their transportation costs by leasing vehicles for its driver education program.*** ACISD leases two new minivans in its driver education program that would cost \$25,310 each to purchase excluding the cost of insurance and vehicle maintenance. The monthly lease is \$300 each, for a total cost of \$5,400. By leasing, the district gets the use of brand new vehicles each year and returns them when the school year is over.

ACISD continued this practice in 2002-03, eliminating one van due to a decrease in enrollment. In 2003-04, the driver education program was discontinued and now no vehicles are leased.

- ***The Human Resources Department advertises for open positions using the Internet and select nonprofit agencies to attract qualified applicants and save money.*** The district posts job openings on the Internet to save advertising expenditures. In previous years, the district posted job openings in various local papers and some of the major newspapers in the state. However, ACISD found in recent years that advertising on the Internet and with select nonprofit groups saves money while producing qualified applicants. In 1997-98, the district spent \$14,312 on advertising expenditures for vacant positions. In 2000-01, the district reduced expenditures to \$2,498.

ACISD continues to post job openings on the Internet, reducing its recruitment expenditures. In 2002, the district spent \$1,040 and in 2003 just \$162 for newspaper advertisements.

TSPR Key Recommendations

The following are some of the key recommendations that administrators and staff said they believe had the greatest impact on district operations. The highlighted recommendations are organized by chapter and by the area of operation as contained in the original report. The comments came from district administrators during the TSPR team's follow-up visit to the district.

District Organization and Management

Recommendation 4: Encourage board members to take their required hours of training each year. In addition to all board members completing the minimum number of required hours, the board has discussed the need for training to be effective as a team and focuses on issues important to helping children receive the best education possible. For the last two years, board members had a 100 percent attendance at the Texas Association of School Administrators/Texas Association of School Boards convention and are a 2003 Regional Honor Board.

Educational Service Delivery

Recommendation 19: Train appropriate staff to provide services to gifted and talented students. A board member who is a retired teacher and holds a master's degree in gifted education and a teaching certificate in G/T education donated time to provide the 30-hour G/T comprehensive training to all elementary school teachers and the six-hour update to middle school and high school teachers. By training all teachers in the techniques for teaching G/T students, the district has improved the

delivery of instruction and instructional lesson plans as well as the level of instruction for all children.

Personnel Management

Recommendation 29: Conduct a salary and compensation study and create a salary schedule that is equitable for all employees and positions. During summer 2002, Human Resources completed and implemented a salary study and compensation range for all district positions, resulting in districtwide equity. After surveying Region 2, comparable-sized districts, the City of Rockport and local area businesses, the district developed criteria and salary ranges so it can be competitive in the market. This recommendation has enabled ACISD to achieve position and gender equity, improving district morale.

Facilities Use and Management

Recommendation 50: Appoint a full-time energy manager. The director of Operations has been working with energy managers in other districts and exploring the feasibility of a contract with an energy management company. The contract would guarantee district energy savings by providing an energy manager and an extensive staff education training program to help improve management of energy operations and reduce energy costs.

Asset and Risk Management

Recommendation 57: Create an action plan to adopt the state health plan for 2002-03. The board unanimously approved the TRS Active Care plan in September 2001, and after training sessions for benefits administration and presentations on the new plan for employees in spring 2002, it became effective in October 2002. This recommendation helped the district review its current health plan and determine what would be best for its employees. The plan, which offers increased levels of coverage with increased premiums, surpasses benefits offered by the previous provider and is more affordable for employees. The enrollment and renewal process is also easier for administration and employees.

Financial Management

Recommendation 64: Revise the budget process to include campus and department management while incorporating program budgeting concepts. The budget process has been broadened to include program budgeting for the departments. The department heads from the campus and district level meet with the business manager and superintendent to develop a viable budget and also produce five-year plans. As a result,

more people are involved in the budget planning process, helping to produce tighter controls on spending and ensuring good programs are adequately funded.

Purchasing

Recommendation 70: Implement an automated purchasing process for the Purchasing Department. The ACISD Technology Department designed an automated purchasing system to replace the old "paper" system. Now all requisitions are easily tracked online saving time while ensuring checks and balances, resulting in increased accountability and ensuring the district receives the best value for its purchasing dollar.

Computers and Technology

Recommendation 79: Automate the service order request within the district to allow the technology users to submit requests electronically. In 2002-03, the Technology Department designed and implemented the Online Technology Work Order System, resulting in increased speed and efficiency when responding to technology problems and user needs.

Food Services

Recommendation 81: Install a point-of-sale system in district cafeterias. The board approved a POS system at its March 2003 meeting, which will be fully operational in 2003-04. Fulton Elementary received the first POS system in May 2003. The district believes the POS systems will be more accurate and help improve student participation rates. In addition, the system will enable free and reduced-price lunch students to participate without other children knowing their financial situation.

Transportation

Recommendation 98: Automate the routing process to maximize bus capacity. The board approved bus routing software that was installed in May 2003. The district will actively employ the program during 2003-04. Replacing the manual efforts with the software system should result in efficient routing, increased ridership, inventory control and reduced costs.

Safety and Security

Recommendation 106: Repair safety and security equipment that is not in working condition and develop a plan to ensure equipment is repaired. At all campuses, safety and security equipment has been repaired or new equipment has been purchased and installed. The custodial supervisor continuously inspects fire safety equipment, and all

classes have a call button and intercom systems. This recommendation has resulted in increased safety for students and staff.

What Still Needs to be Done?

ACISD has made great progress in implementing TSPR recommendations. The district has implemented 74 recommendations, has 36 in various stages of progress, reviewed but not implemented three recommendations and rejected one out right. This section addresses the key areas requiring additional attention.

Facility Use and Management

Facilities planning and management is very important for school districts. Good planning involves the community helping to identify future facility needs by evaluating enrollment, budget limitations and laws and results in a plan with actions to meet the district's facility needs. Recommendation 47 called upon the district to develop a facilities master plan, including a demographic study. ACISD started this process by entering into contract with an architect in March 2003 to assess all buildings and grounds and provide a written report to the administration and board with recommendations for future needs. ACISD has begun this plan by working with an architect to establish what types of facilities the district needs. Based on input from school board workshops, campus and district site-based decision-making meetings and administrative staff meetings, ACISD realigned grade levels pre-kindergarten through grade 5 and closed one campus. The district has not conducted any demographic study of potential future enrollment.

ACISD should move forward by more directly involving parents and community members instead of relying solely on an architect to determine the number and type of facilities the district needs for the next 10 years. Part of this plan should include a demographic study so that enrollment projections can aid in the decision-making process. Facility needs may fluctuate with student enrollment changes. However, having an initial facilities plan written and in the hands of the community will spur additional discussion allowing the plan to be a living document that is adjusted as needs change. However, without a written facilities master plan as the starting point, ACISD cannot begin to budget or plan for future facilities needs.

District Organization and Management

ACISD has begun to look at enrollment numbers to determine staffing levels, as suggested in recommendations 6 on overall staffing and recommendation 41 regarding maintenance personnel. The district has

eliminated some maintenance and custodial positions and primarily used the realignment of schools and attrition to reduce other staffing levels, but now ACISD should expand this effort to also include developing staffing formulas linked to student enrollment to assist in planning, recruiting, hiring and budgeting. Workforce planning is critical to the success of a district and its students. Consistent staffing guidelines for all categories of employees enable districts to increase or reduce staff when student population increases or declines. The district should initiate periodic reviews of enrollment compared to all staffing levels to ensure that staffing numbers keep in line with any enrollment changes.

ACISD's Ideas for Improving the Texas School Performance Review

The Texas School Performance Review team does not assume that its process for performing school reviews works so well that it cannot be improved. Therefore, as part of the progress report preparation, TSPR asked Aransas County ISD staff members and administrators to discuss what went right and what went wrong-and then talk about how the process could be improved.

The feedback TSPR has received from other districts led to improvements in the review process. For example, early reports did not include implementation strategies, and districts told TSPR they needed help in getting started. As a result, the reports now include IMPLEMENTATION STRATEGIES AND TIMELINES to complement the recommendations. Districts have told TSPR these blueprints are invaluable to achieving the desired results. It is important for TSPR to continually be mindful of those things that did not work as intended so that the review process can be improved.

ACISD administrators and board members made the following observations. Administrators felt that TSPR should try to identify more precise standards when comparing districts. For example, they believe the Southern Association of Colleges and Schools (SACS) standards are outdated and not that appropriate for Texas schools. TSPR welcomes this comment and will investigate other sources that might be used for comparisons.

Another suggestion was for TSPR to follow-up with the district earlier, possibly four to six months after a review, to initially help the district see where they are in implementing the recommendations. This is a suggestion that TSPR has heard from a number of districts. The major drawback has been a lack of people and resources for this level of follow-up, but TSPR will continue to explore other methods for providing follow-up earlier in the process.

Appendix A

Status of Recommendations and Savings

Rec. #	Recommendations	Implementation Status	TSPR Projected Five-Year Savings (Costs)	ACISD Savings (Costs) to Date	ACISD Projected Five-Year Savings (Costs)	Comments
Chapter 1 - District Organization and Management						
1	Hold six of the twelve regularly scheduled board meetings at the district's six schools. p. 31	Complete	\$0	\$0	\$0	During 2002-03, the district conducted a board meeting at each of the five campuses (one campus, Rockport Elementary, was closed in 2002-03), with a tour of each facility occurring prior to the meetings. Although it did not increase attendance at board meetings, this practice did make board members more familiar with the campuses and their conditions.
2	Expand the existing board recommendation format and content to include more information about recommendations. p. 34	Complete	\$0	\$0	\$0	The superintendent works with the central office to prepare board packets and the agenda. All discussions on the rationale sheet have been expanded with more extensive backup materials included. The administration sends complete board packets on the Wednesday prior to the Monday meeting and conducts a

						rehearsal presentation for the board. Because board members are better prepared, the new procedure has expedited board meetings and strengthened the administration's relationship with the board.
3	Prepare more detailed meeting minutes. p. 37	Complete	\$0	\$0	\$0	The superintendent's executive assistant has expanded the board minutes to include more details about the board meetings. After the board meetings, the superintendent and staff have a debriefing about issues discussed in the meeting. They send information requested to all board members in a follow-up packet. For example, after questions about the point-of-sale (POS) system were asked in a board meeting, the district had a presentation at the next board meeting on the POS system from the vendor, helping to remove doubts that board members might have had about purchasing the system.
4	Encourage board members to take their required hours of training each	Complete	\$0	\$0	\$0	All members have completed the minimum number of required training

	year. p. 40					hours. The superintendent sent letters to board members about training opportunities, and the superintendent and board members have discussed the need for training in board meetings. The board president has ensured that training hours are properly reported at the appropriate board meeting.
5	Reduce the number of positions reporting directly to the superintendent by consolidating some positions and reorganizing the reporting structure. p. 43	Complete	\$0	\$0	\$0	The superintendent reduced the number of employees who report directly to him from 15 to 11. The district also closed a school, reducing the number of principals from six to five. The superintendent continued to have the principals report to him in 2002-03 because of the realignment and budget constraints. The principals now report to the assistant superintendent of Curriculum and Instruction.
6	Implement a staffing allocation formula. p. 46	In Progress	\$1,191,635	\$1,029,928	\$5,149,640	The district set staffing ratios as follows for classroom settings: 22-24:1 minimum student/teacher ratio (except where classroom reduction

						grants stipulate ratios); and 15:1 minimum student/teacher ratio in specialized classrooms. The district reviews enrollment numbers to determine staffing levels and considers possible reductions through realignment to more effectively use staff. In 2002-03, ACISD eliminated 20 positions through realignment and natural attrition, saving more than \$1 million in salaries and benefits. When the district closed Rockport Elementary, it reviewed staffing patterns to ensure they were equitable.
7	Track and report performance measures to management monthly and to the board annually. p. 47	Complete	\$0	\$0	\$0	ACISD now has reports from the departments presented every month at board meetings. The Finance Department attends every meeting, and departments are now more accountable to the board.
8	Evaluate the legal-service contract every five years to ensure competitive pricing and a legal team experienced with school-district issues. p. 50	Complete	\$0	\$0	\$0	A request for proposal for legal services was advertised through the newspaper and opened May 13, 2003. At the July 14, 2003 board meeting, the board approved one law firm for special

						education legal matters and another law firm for other legal issues.
9	Review all real estate contracts and service contracts over a specified dollar amount or exceeding a one-year term. p. 51	Complete	\$0	\$0	\$0	All business-related contracts with budget impacts, real estate or other contracts that may have a major impact to the district are reviewed by an attorney.
10	Implement a planning process whereby the board sets the vision, mission and overall goals for the district while staff develops specific strategies for accomplishing the goals. p. 53	In Progress	\$0	\$0	\$0	The board has determined the vision, mission and goals for the district and is working on objectives with the community. In June 2003, the board conducted a strategic planning session with district management. After identifying critical issues facing the district, the 35 participants brainstormed solutions. Another planning workshop is scheduled for fall 2003 with community members, parents and school staff to solidify the objectives.
11	Annually evaluate attendance zones. p. 55	Complete	\$0	\$0	\$0	The district realigned its schools and closed Rockport Elementary in 2002-03, eliminating the need for attendance zones. The new alignment has grades pre-kindergarten through

						<p>kindergarten at Little Bay Primary School; grades 1 through 3 at Live Oak Learning Center; grades 4 and 5 at Fulton Learning Center; grades 6 through 8 at Rockport-Fulton Middle School; and grades 9 through 12 at Rockport-Fulton High School. Students now attend their neighborhood schools.</p>
12	<p>Develop a strategic plan to prepare for Chapter 41 status. p. 55</p>					<p>In preparing for Chapter 41 status, the administrative team is developing a strategic plan and has taken aggressive steps to reduce staff and balance the budget. The superintendent and administration set a fund balance goal of \$3 million by 2005 and have tightened the budget to add \$250,000 to \$300,000 each year. The district now has a grant writer to augment funding for programs, facilities, personnel and capital improvements. The district has also built its contingency funds, delayed hiring an assistant principal and looked for ways to generate additional dollars.</p>
		In Progress	\$0	\$0	\$0	

13	Establish a pilot volunteer program for the district. p. 58	In Progress	\$0	\$0	\$0	In April 2003, a grant enabled the district to hire a parent involvement/volunteer program coordinator. The coordinator, who is bilingual, will design a pilot volunteer program, develop classes and train volunteers. Little Bay Primary School already has an active volunteer program with guidelines and procedures.
14	Write a weekly or monthly column for the newspaper to inform the public of what is going on in the district. p. 58	Not Implemented	\$0	\$0	\$0	The administration decided that a weekly or a monthly column in the newspaper was unnecessary. At present, the local newspaper provides excellent coverage of school athletic and academic events. The district sends information on activities to the newspaper, which the newspaper includes. The editors run notices of special events, honor rolls, perfect attendance and "The Counselor's Corner" for scholarships. One of the local newspapers publishes a "Back to School" edition, board actions and state reports. Also, the district has a Web site that provides school

						information.
	Totals-Chapter 1		\$1,191,635	\$1,029,928	\$5,149,640	
Chapter 2 - Educational Service Delivery						
15	Develop and adopt a comprehensive curriculum management policy. p. 72					<p>A five-year Curriculum Management Plan has been developed, partially implemented and budgeted. The plan requires a commitment from all segments of the district through a collaborative effort that produced goals, time and fiscal allocations. The plan includes the timeline, scope and sequence by grading period, activity summary, lesson summary, unit objective alignment sheets and curriculum walk-throughs and evaluations. All core areas have curriculum writing plans for grades 6 through 12. Curriculum writing plans for grades 1 through 5 should be complete by the end of 2003-04. The district used outside consultants from Region 2 to work with the teachers. Evaluations occur at the end of each semester to keep the plan updated and current as a living document and</p>
		Complete	\$0	\$0	\$0	

						continuous process.
16	Revise the job descriptions of curriculum and instruction personnel to ensure that all job titles, qualifications, line and staff relationships and duties and responsibilities are clearly defined. p. 74	In Progress	\$0	\$0	\$0	The district is updating its job descriptions. The draft descriptions of assessment coordinator, secondary curriculum facilitator and curriculum coordinator have all been through a first draft re-write and are being finalized through Human Resources. The new job descriptions include proper job titles, qualifications and staff relationships and clearly define duties and responsibilities. Evaluations will be performed annually in February. The district plans to complete job descriptions before filling positions.
17	Develop a plan for creating a coordinated series of curriculum guides for all PK-12 subjects and courses. p. 79	In Progress	(\$17,500)	(\$25,300)	(\$40,000)	The series of curriculum guides are plotted on a five-year timeline as evidenced in the Curriculum Management Plan. Costs cover regional service center personnel and materials, including TexStar and Web-based materials.
18	Develop plans for encouraging and preparing students	Complete	\$0	\$0	\$0	ACISD developed the <i>"Rockport-Fulton High School</i>

	to take college entrance examinations. p. 81					<i>Counselor Plan to Encourage and Prepare Students for SAT/ACT College Entrance Examination,"</i> which included the district becoming an ACT testing site to encourage students to take the test in November 2002. The district also holds four SAT preparatory courses for students and monitors success.
19	Train appropriate staff to provide services to gifted and talented students. p. 84	Complete	(\$8,250)	\$0	\$0	A retired board member with a master's degree in gifted education donated time to conduct the initial 30-hour training and the six-hour update at no cost to the district.
20	Develop a plan to comply with the state's requirement that the district identify gifted and talented students in all grades. p. 85	Complete	\$0	\$0	\$0	In 2002-03, the district began using the new <i>Gifted and Talented Program Guidance Manual</i> , developed in 2001-02 through collaboration with the curriculum coordinator as project manager, curriculum facilitators, G/T teachers, campus and central administration and the board. The new manual includes goals and purpose, student identification process, program description and design. student

						evaluation, parent and community involvement, teacher competencies and staff development, program evaluations, timeline, fiscal responsibility and new forms.
21	Update and upgrade the district's gifted and talented improvement plan. p. 86	Complete	\$0	\$0	\$0	The detailed <i>Gifted and Talented Program Guidance Manual</i> includes an improvement plan, assigns responsibilities to teachers and staff and involves parents and the community in the process.
22	Expand curricular options for gifted and talented students to earn TEA's exemplary rating. p. 88	Complete	\$0	\$0	\$0	The <i>Gifted and Talented Program Guidance Manual</i> expands student options to include cluster groups in which critical and creative thinking skills are emphasized, challenge classes where teachers differentiate curriculum in specific subject areas to challenge students and collaborative efforts by teachers to enrich learning experiences to support the Texas Essential Knowledge and Skills (TEKS).
23	Create a business advisory council to provide direction	Complete	\$0	\$0	\$0	In spring 2002, the district formed a Career and

	for the Career and Technology programs. p. 92					Technology Education (CATE) Advisory Committee that includes business and community members, CATE teachers and district administrators. The committee, which meets four times each year to review job skills needed in the business world, is developing a five-year plan.
24	Enhance campus improvement plans to meet state requirements governing compensatory fund management. p. 95	Complete	\$0	\$0	\$0	The district has worked on developing the campus improvement plans (CIPs) in the same format as the programs, program evaluations and budget documents. Campus action plans, which are part of CIPs, are used in training and linked to the programs and budget to show how the district spends money. Compensatory funds are linked to the budget and block grant money is specified by budget area.
25	Standardize discipline procedures and consequences for violations at all district schools and provide the staff	Complete	\$0	\$0	\$0	In May 2003, ACISD revised the Student Code of Conduct to reflect age appropriateness. The district has collaborated to

	training needed to implement these procedures consistently. p. 102					standardize discipline procedures as a district priority. The secondary schools use the "Bert Simmons" approach and elementary schools use the "Responsive Classroom." All the staff has been trained. The central placement committee, which includes the superintendent, assistant superintendent, middle school principal, high school principal, security officers, diagnostician (if a special education student was involved) and the assistant principal who dealt with the discipline issue, reviews infractions and reaches consensus.
	Totals-Chapter 2		(\$25,750)	(\$25,300)	(\$40,000)	
Chapter 3 - Personnel Management						
26	Create a district telephone directory and place the directory on the district's Web site. p. 109	Complete	\$0	\$0	\$0	In August 2002, Human Resources and the Technology Department created an employee telephone directory on the district's Web site. The Human Resources Office handles the administrative side of the software and the Technology Department updates

						telephone numbers.
27	Export pertinent payroll data directly from the Region 2 payroll system into the Human Resource Department's Access database. p. 110	In Progress	\$0	\$0	\$80,000	ACISD is working with Region 3 to research the Regional Service Center Computer Cooperative (RSCCC) Windows application to make the Personnel and Payroll modules integrated through RSCCC software and make the Human Resources database compatible with Payroll. Using Region 3 and conducting the process in-house will save an estimated \$20,000 annually starting in 2003-04.
28	Rearrange the vaults in central administration to secure personnel files and develop sound records management procedures. p. 111	Complete	\$0	\$0	\$0	There are two vaults in the Central Administration offices. The vault in the Business Office contains pertinent business management records: activity accounts, general ledger accounts, accounts payable, purchase orders, invoices, deeds, maps, real estate contracts and audits. The vault in the administrative wing contains personnel files, which are in the process of being updated, as well as permanent student records, permanent board minutes and other documents

						<p>directly linked to the superintendent's office. The assistant superintendent along with an outside vendor manages records. Access to files is now more controlled. Personnel files are locked in the vault in a locked cabinet and access to personnel files is very limited. Certain prior year business office records have been relocated to the old Rockport Elementary campus, thereby separating the information in the two vaults and setting up a "file map" to more readily locate the information needed. The Records Retention Plan and Records Control Schedule are located in the assistant superintendent's office. The staff reviews a checklist of items needed in new files to ensure personnel files contain all the items.</p>
29	<p>Conduct a salary and compensation study and create a salary schedule that is equitable for all employees and positions. p. 118</p>	Complete	\$0	\$0	\$0	<p>During summer 2002, Human Resources completed and implemented a salary study and compensation range for all district positions. Also. to</p>

						retain and attract teachers with 20 or more years experience, the district added a \$300 longevity bonus, which was federally funded, for 2002-03. The plan is not performance based but based on years of service.
30	Create a performance-based incentive plan that rewards superior performance and provides incentives to poor performers to improve their work habits. p. 119	Complete	\$0	\$0	\$0	To give the superintendent latitude to award raises on written job evaluations based on experience, job duties and performance, the board approved a performance-based incentive plan for auxiliary staff in 2002-03.
31	Track all compensatory time earned, and report it to the superintendent on a monthly basis. p. 120	Complete	\$0	\$0	\$0	In August 2001, departments began monthly reports to the superintendent on compensatory time earned and used. Employees get paid for compensatory time every month, and compensatory time earned is tied to payroll by employee and department.
32	Draft a policy regarding accumulated sick time and personal time when employees retire or leave the district. n.	In Progress	\$0	\$0	\$0	Legal statute restricts the district from paying accumulated state personal leave and "old" state sick leave. District policy DEC (local) and the

	123					employee handbook clearly address the accumulation of sick leave. The district has surveyed other districts and is exploring assigning cash value to local sick leave at retirement only.
33	Institute a formal nepotism policy for the district. p. 126	Complete	\$0	\$0	\$0	Board policy DBE (legal) addresses employment requirements and restrictions regarding nepotism. The ACISD practice, which is actually an administrative procedure, requires that when consanguinity exists in the first, second or third degree regarding employees, there will be no direct or indirect supervision or performance evaluation, and these individuals may not be involved with financial controls and physical inventories of district properties.
34	Evaluate all non-certified employees once a year. p. 128	Complete	\$0	\$0	\$0	For 2001-02, ACISD conducted written performance reviews on all employees. The district distributed standardized Texas Association of School Board forms to supervisors that had to be completed by set due dates. Evaluations

						are kept in personnel files. This will be a continuing and required annual practice in the district.
35	Track and report the employee turnover rate and reasons for leaving by department on a quarterly basis to identify trends and problems in employee retention. p. 132	Complete	\$0	\$0	\$0	In 2001-02, the Human Resources director enhanced the employee information database to retain information on inactive employees, termination dates, termination codes or reasons for leaving. Employees complete an exit form. Reports, which are generated annually, show that the majority of employees leave as a result of retirement. To monitor employee turnover, the superintendent signs the personnel action form.
36	Develop a comprehensive staff development plan that includes mechanisms for monitoring and evaluating ACISD's training programs. p. 135	Complete	\$0	\$0	\$0	The district implemented a five-year staff development plan for district initiatives and campus needs. Monitoring and evaluating is accomplished by formal curriculum walk-throughs, surveys to track implementation and improved student achievement.
Totals-Chapter 3			\$0	\$0	\$80,000	

Appendix A

Rec. #	Recommendations	Implementation Status	TSPR Projected Five-Year Savings (Costs)	ACISD Savings (Costs) to Date	ACISD Projected Five-Year Savings (Costs)	Comments
Chapter 4 - Facilities Use and Management						
37	Hire a qualified facilities director to manage the facilities' custodial, maintenance, grounds and construction projects. p. 148	Complete	\$15,275	\$110,129	\$550,645	When the district reduced the number of schools from six to five, it reassigned one of the principals as director of Operations. The district also eliminated a Transportation supervisor position. The savings result from eliminating one supervisor position and not hiring an additional administrator.
38	Determine accurate measurements of the district's facilities and grounds. p. 149	Complete	\$0	\$0	\$0	ACISD completed district square footage and campus acreage measurements in August 2002.
39	Develop and follow a rotation schedule for future groundskeeping operations. p. 150	Complete	\$0	\$0	\$0	In September 2002, the director of Operations developed a rotating mowing and groundskeeping schedule. In addition, the district contracted with an external company in summer 2003 to

						maintain two schools in a pilot project.
40	Implement cleanliness and maintenance standards for custodial, grounds and maintenance operations. p. 152	In Progress	\$0	\$0	\$0	The director of Operations is developing cleanliness and maintenance standards for custodial, grounds and maintenance operations. Currently, the director previews all work order requests, assigns priorities, monitors progress and inspects each school weekly for cleanliness, safety and appearance. Job descriptions have been developed for all maintenance, custodial and grounds personnel. The district is examining different ways to save money. It uses a program called Team Clean for Health that requires less supervision and has developed a preventive maintenance schedule.
41	Assign maintenance personnel based on an acceptable staffing allocation formula. p. 153	In Progress	\$439,305	\$29,312	\$506,560	The directors of Operations and Human Resources have consolidated positions and reorganized others. The district has not

						<p>yet developed a staffing formula but has reduced staff, including eliminating the Maintenance supervisor position in 2002-03 (\$29,312 x 5 years=\$146,560), two custodial and two groundskeeper positions for 2003-04 (\$90,000 x 4 years = \$360,000).</p>
42	<p>Develop and follow a preventive maintenance program for the district. p. 154</p>					<p>The custodial supervisor directs the district's preventive maintenance program. The program addresses electrical, lighting, air conditioning and heating, painting, plumbing, roofing and playground safety. Maintenance personnel perform air conditioning and heating inspections and change filters quarterly; staff clean lighting lenses and covers quarterly; maintenance workers inspect fire extinguishers quarterly; the designated safety officer conducts monthly playground inspections; and the director of Operations conducts</p>
		Complete	\$0	\$0	\$0	

						periodic walk-through inspections to check for problems.
43	Prepare a comprehensive deferred maintenance list annually by school and prioritize work orders. p. 156	Complete	\$0	\$0	\$0	Now each May, the district generates a prioritized list from the deferred work order system. School principals add summer work order requests and capital improvements to the list. The superintendent and director of Operations prioritize the work order list by safety and its impact on educational delivery.
44	Develop and implement a standard work order process for all district personnel. p. 159	Complete	\$0	\$0	\$0	The district developed and implemented a standard online work order system in October 2002. Designated staff at each school submit requests to the director of Operations. The director of Operations prioritizes the requests, passes them to the maintenance foreman and enters the data into the system. While the requesting party receives an

						acknowledging e-mail, the work order is printed and delivered to the assigned personnel. Once the task is completed, the secretary enters the time and materials it took to complete the assignment. The original requesting individual receives an e-mail that the job is completed.
45	Develop standards for parts and equipment. p. 160	In Progress	\$0	\$0	\$0	Although complete standards have not been developed, improvements have been made. The warehouse and Shipping and Receiving have been moved to Rockport Elementary. The district uses a computerized inventory, and the director of Operations must approve necessary equipment and parts needed for repairs prior to purchase.
46	Create an equipment replacement plan for the district. p. 162	In Progress	(\$16,400)	\$0	\$0	The Business manager maintains the fixed assets inventory list generated by the external vendor. The Technology Department is creating an informative

						database so employees can locate needed equipment. Obsolete equipment will be deleted once tagged for the bi-annual "district garage sale." In addition, the district outsources more now.
47	Develop a planning methodology and prepare a facilities master plan which includes a demographic study. p. 164	In Progress	(\$28,000)	(\$7,500)	(\$27,500)	The district is in the process of developing a facilities master plan. After realigning pre-kindergarten through grade 5, the district closed one school. Lack of funds have prevented a demographic study; however, the district's architect is developing the facilities master plan in two phases, with an initial cost of \$7,500 and a total cost of \$27,500 over five years.
48	Establish a policy about the use of portables and eliminate the use of portables at under-used schools. p. 168	Complete	\$0	\$0	\$0	The district moved all of the portable buildings from Rockport Elementary and Rockport-Fulton High School to the Fulton Learning Center and Live Oak Learning Center to

						accommodate the realignment of grade levels. There are no excess portables and both the high school and middle school have space available for growth.
49	Establish and implement a new architect selection process for future projects. p. 169	Complete	\$0	\$0	\$0	Using a revised selection process, the district submitted a request for proposals for a new architect. The superintendent and staff reviewed the proposals, looking for one familiar with problems of the Coastal Bend area and recommended one to the board. The district contracted with the new architect in 2002-03.
50	Appoint a full-time energy manager. p. 171	In Progress	(\$3,590)	(\$1,740)	(\$8,700)	Since funding was not available to employ a full-time energy manager, the director of Operations has been working with other districts' energy managers and exploring the feasibility of a contract with an energy management company. The contract would guarantee energy savings to the

						district through an energy manager and an extensive education training program for staff. The \$1,740 cost will pay for annual staff training.
51	Create a districtwide energy management policy. p. 172	In Progress	\$0	\$0	\$0	The director of Operations is reviewing energy management policies from area districts and considering the use of an energy management company. Currently, the director of Operations monitors all water, electricity and gas bills monthly to ensure there are no variances and to identify possible problems.
52	Implement a comprehensive energy management program. p. 177	In Progress	\$0	\$0	\$0	The district is reviewing a possible contract with an energy management company that would guarantee energy savings to the district through an energy manager and an extensive education training program for staff. A proposal should be ready for the board to review in fall 2003.
Totals-Chapter 4			\$406,590	\$130,201	\$1,021,005	

Chapter 5 - Asset and Risk Management

53	Create sound internal controls to ensure that district assets are safeguarded. p. 185	Complete	\$0	(\$4,500)	(\$22,500)	The Business manager keeps an up-to-date internal control checklist. ACISD contracts with a vendor to update the district's asset list. Annually, the district investigates changes in assets by school and records adjustments. Also, the check-signing machines have had the signature plates removed. All check stock is now kept in a locked cabinet in the vault. The combination to the safe is secure. The Business manager has designated a finance clerk to reconcile all district bank accounts.
54	Develop an automated cash flow forecasting system to invest idle funds in higher-yielding securities. p. 187	Complete	\$21,600	\$2,367	\$2,367	As a result of board policy, the district formed an investment committee that meets, at a minimum, during the first two weeks of each quarter. The committee invested funds in higher yielding securities that produced the one-time savings. The Business manager now uses a template to prepare.

						cash flow statements for the monthly board packets.
55	Develop a procedure to ensure compliance with board-approved investment policies. p. 188	Complete	\$0	\$0	\$0	Upon the recommendation of the investment committee, the board approved a change in the investment policy in November 2002. ACISD changed a previous investment policy, which allowed maturities for only one year, to securing long-term bonds.
56	Develop procedures to regularly review petty cash and student activity funds to ensure their safekeeping. p. 189	Complete	\$0	\$0	\$0	The Business manager reviews elementary activity accounts on a monthly basis. The Business Office maintains secondary activity accounts. The district's external auditors audit the activity accounts on an annual basis. The Business manager has procedures in the Business Office manual to regulate all petty cash accounts.
57	Create an action plan to adopt the state health plan for 2002-03. p. 194	Complete	\$0	\$0	\$0	The district requested bids for a health plan, reviewed the self-directed plan and adopted the state

						plan. The board unanimously approved the TRS-Active Care in September 2001. The plan became effective for ACISD employees on October 1, 2002.
58	Annually contract for a property appraisal to ensure the district's insurance coverage is adequate to protect the district's property in the event of catastrophic loss. p. 195	In Progress	(\$1,000)	\$0	(\$9,800)	The Business manager requested proposals for a property appraisal to ensure the district's insurance coverage protects the district's property in the event of a catastrophic loss. The district will include the lowest bid, which was \$9,800 in the 2003-04 budget.
59	Develop policies and procedures to control the district's workers' compensation claims. p. 197	In Progress	\$254,802	\$137,420	\$137,420	The superintendent transferred responsibility for developing policies and procedures from the Business manager to the director of Human Resources in May 2002. The insurance company is developing safety training for the district. The district has reduced workers' compensation claims by \$137,420. Workers' compensation insurance is

						purchased through a three-year interlocal agreement with Deep East Texas. In 2003-04, the district began its third year in the agreement. Projecting future reductions in premiums because of reductions in claims is difficult and will depend on general insurance market conditions.
60	Implement a "return-to-work" program and fully educate all employees on its provisions. p. 198	In Progress	\$0	\$0	\$0	The director of Human Resources has contacted the insurance provider, the Texas Workers' Compensation Commission and other entities to research and develop a "return-to-work" policy.
61	Develop written fixed asset policies and procedures. p. 200	In Progress	\$0	\$0	\$0	The district is in the process of writing procedures and currently contracts with an external vendor annually. The consultant provides all documentation regarding fixed assets to the Business manager and the superintendent.
	Totals-Chapter 5		\$275,402	\$135,287	\$107,487	
Chapter 6 - Financial Management						
62	Establish a policy	Complete	\$0	\$0	\$0	As of January 2003.

	for management of the general fund and require reports to the board. p. 207					ACISD identified five of six areas that the Business manager should include in the financial reports. The Business manager provides the board monthly reports covering cash projections, financials, fund balance, budget to actual and a cafeteria report. The district projects a \$500,000 increase in fund balance every year through prudent budgeting.
63	Prepare a complete set of monthly financial reports for administrative staff and the board. p. 208	Complete	\$0	\$0	\$0	The board and administration receive financial comparisons on a monthly basis. The Business manager provides budget comparisons by function, estimated balance and actual expenditures. Other worksheets include combined balance sheets (all fund types and account groups) and combined statements of revenues, expenditures and changes in fund balances.
64	Revise the budget process to include camrus and	Complete	\$0	\$0	\$0	Effective 2003, the district expanded the budget process

	department management while incorporating program budgeting concepts. p. 212					to include program budgeting for the departments. The department heads, including choir, band and athletics from each campus, meet with the administrative team to develop a viable budget.
65	Develop a detailed written procedures manual for all Business Office processes. p. 216	Complete	\$0	\$0	\$0	The Business manager and Business Office staff developed a manual of business procedures in 2002-03.
66	Research automation options available for the payroll and accounts payable processes. p. 218	In Progress	\$0	\$0	\$0	The district is researching integrated packages through RSCCC Windows software with Region 3 and working with Region 2 to print checks and plans to have the research completed in 2003-04.
67	Develop an external auditor selection policy to ensure that Requests for Proposals are issued at least every five years and are objectively evaluated. p. 220	Complete	\$0	\$0	\$0	The Business manager issued a request for proposals for auditing services. The bids were opened May 13, 2003, and the board approved a new audit firm on May 19, 2003.
68	Develop a tax collection policy and procedures manual	In Progress	\$940,743	\$0	\$850,000	A committee appointed by the county

	that maximizes the timely and efficient collection of delinquent taxes within the guidelines of state law. p. 223					commissioners is evaluating the current services of the delinquent tax attorney. Policies to delineate duties, policies and procedures of the tax collector and tax attorneys are being developed to increase the collection rate by 1 percent up to 97 percent annually. The projected savings will result from increased collection of delinquent taxes.
	Totals-Chapter 6		\$940,743	\$0	\$850,000	
Chapter 7 - Purchasing						
69	Revise the purchasing procedure manual and provide training to all district staff on purchasing policies, procedures and practices. p. 232	In Progress	\$0	\$0	\$0	The department of Operations is currently revising and updating procedures and policies in the purchasing manual and plans to rewrite it in the future.
70	Implement an automated purchasing process for the Purchasing Department. p. 234	Complete	(\$31,860)	\$0	\$127,440	The ACISD Technology Department designed an automated purchasing system to replace the old "paper" system in September 2002. Now all requisitions are tracked online. This enabled the district to eliminate

						the Purchasing agent position for 2003-04, resulting in the savings (\$31,860 x 4 years = \$127,440).
71	Sell all warehouse contents, ship all orders to the departments and schools and close the warehouse. p. 236	Not Implemented	\$234,390	\$0	\$0	The district administration decided not to close the central warehouse. Purchasing procedures and policies are being revised with tighter control through the district's central office. The Receiving Department and the warehouse have been moved to Rockport Elementary. The purchase order system is online, and the district maintains a smaller inventory.
72	Standardize the textbook procedures at all schools. p. 239	Complete	\$0	\$0	\$0	A textbook manual with procedures, guidelines, responsibilities and an activity calendar has been standardized and implemented by the assistant superintendent's assistant, who attended TEA textbook coordinator training. Textbook custodians at each

						school have been trained and work with campus staff.
73	Evaluate cost structure and determine ongoing effectiveness of operating a district Print Shop. p. 242					The Print Shop has been moved to Rockport-Fulton High School. After evaluating print shop operations, the superintendent directed all departments to use the Print Shop unless it is a job that must be outsourced because the district does not have the proper machinery. Since the Print Shop does all of the copying, it saves the district \$24,000 annually by terminating four copier leases.
		Complete	\$0	\$24,000	\$120,000	
	Totals-Chapter 7		\$202,530	\$24,000	\$247,440	

Appendix A

Rec. #	Recommendations	Implementation Status	TSPR Projected Five-Year Savings (Costs)	ACISD Savings (Costs) to Date	ACISD Projected Five-Year Savings (Costs)	Comments
Chapter 8 - Computers and Technology						
74	Ensure the proper department head reviews PEIMS data before it is submitted to TEA. p. 250	Complete	\$0	\$0	\$0	At the end of each six weeks, each campus PEIMS clerk prints a report containing the required data for each program. Each department head, director and administrator receives the reports for verification, signature and resubmission to clerks. Copies of signed reports are sent to the superintendent and PEIMS coordinator for record keeping. The data in the reports is cross-checked against TEA's EDIT + Reports that is run before final submissions are made to TEA. The PEIMS coordinator is in the process of training all pertinent personnel.
75	Develop and implement a staffing allocation methodology for technology. p. 253	In Progress	\$0	(\$15,517)	(\$215,990)	The staffing allocation methodology devised by the Technology supervisor assigns one technician for

						<p>every 400 computers. The district employs a supervisor, network administrator, webmaster, computer technician and technology support assistant. Future staffing will consist of seven full-time employees dedicated to supporting Technology and five campus technology contacts plus a clerical person. The actual five-year costs to date of \$15,517 represents the salary of the technician who started in January 2003. The estimated five-year cost of all the additional personnel, including the technician, is \$215,990.</p>
76	<p>Require a cost-benefit analysis and justification for each planning component before it is included in the adopted technology plan. p. 257</p>	Complete	\$0	\$0	\$0	<p>A section has been added to the technology plan that addresses every item of the plan. The Technology Department meets with the superintendent, assistant superintendent and director of Operations to discuss the technology plan. The Technology Department maintains a detailed inventory of</p>

						<p>technology resources, allowing the district to evaluate what needs to be replaced because of age and the inventory available to handle certain needs. The Technology Department performs a needs assessment of each school annually to help determine how budgeted funds will be spent. Software functions are driven by curriculum and administrative functions.</p>
77	<p>Write and implement technology policies and procedures. p. 258</p>	Complete	\$0	\$0	\$0	<p>Policies and procedures have been created and are posted on the Technology Department Web site. The policies and procedures cover the district's technology plan, acceptable use policy, minimum hardware specifications, software applications and licensing, technology support work orders, removal of technology components and computer maintenance.</p>
78	<p>Prepare a comprehensive disaster recovery plan and ensure</p>	Complete	\$0	\$0	\$0	<p>ACISD developed a disaster recovery plan in 2002-03, which identifies team</p>

	that the district's administrative and instructional computer systems are backed up. p. 260					members, responsibilities and steps involved to return to normal business operations within 48 hours. Backups occur nightly, and the district maintains three weeks worth of backup data.
79	Automate the service order request within the district to allow technology users to submit requests electronically. p. 264	Complete	\$0	\$0	\$0	In 2002-03, the Technology Department designed and implemented the Online Technology Work Order System.
Totals-Chapter 8			\$0	(\$15,517)	(\$215,990)	
Chapter 9 - Food Services						
80	Write and implement written policies and procedures for all food service operations. p. 272	Complete	\$0	\$0	\$0	In 2002-03, the Business Office worked with Food Services personnel to develop and write a handbook for the Food Services operations.
81	Install a point-of-sale system in district cafeterias. p. 273	Complete	(\$65,515)	(\$55,714)	(\$79,314)	The Food Services supervisor researched, with the help of the Technology Department, different point-of-sale (POS) systems. The Business Office called for bids and chose a POS system that best fit ACISD's needs. At the March 2003 board meeting.

						<p>some board members expressed reservations regarding the system. Although the vote was 6-0 for the superintendent's recommendation, before moving forward the superintendent decided to have a POS demonstration at the high school main kitchen. The first POS system was installed in May 2003, and one school, Fulton Elementary, is up and running. Participation rates increased at Fulton Elementary by 5 percent. POS systems will be placed in all schools by fall 2003. The actual costs cover hardware and software. The five-year projection includes cost plus maintenance fees less the savings from increased student participation.</p>
82	Analyze and adjust meal prices annually to ensure that the district recovers costs. p. 277	Complete	\$0	\$0	\$0	<p>New meal prices were implemented for 2002-03. Breakfast meals are 75 cents at all schools. Lunch meals are \$1.35 for pre-kindergarten through kindergarten, \$1.50 for grades 1 through</p>

						5 and \$1.75 for grades 6 through 12. At the end of each school year, the district will evaluate prices and make adjustments to recover costs.
83	Use industry staffing standards and staff cafeterias accordingly. p. 282	Complete	\$670,611	\$59,700	\$298,500	Through natural attrition, eight Food Services positions have not been replaced. A productivity measurement formula has been implemented by the Business Office for internal controls on meals/days/labor/man hours. The district chose not to use industry staffing standards in the cafeteria. As per TASBO certification course, FDS101, staffing cost should not exceed 45 percent, food cost should not exceed 45 percent and the remaining 10 percent should be used for administrative expenditures. The district is currently trying to adhere to this formula.
84	Use standard inventory management practices to reduce food costs. p. 283	Complete	\$313,830	\$23,896	\$119,480	ACISD conducts a monthly inventory of all commodity and Type A meats and vegetables. When placing orders, each

						<p>employee responsible for a food category checks existing inventory before ordering that item. ACISD will have an inventory computer program as part of the POS package. Food costs were reduced by 2 percent for 2002-03.</p>
85	<p>Develop a cost-allocation system to allow the district to recover costs for utilities, custodial and maintenance services. p. 284</p>	In Progress	\$0	\$0	\$0	<p>A cost allocation model has been designed to recover costs for utilities by square footage. The cafeteria pays custodial and maintenance services at the high school, while Food Services employees perform these tasks at the other schools.</p>
86	<p>Develop strategies to ensure a fund balance for the Food Services Department. p. 285</p>	In Progress	\$0	\$0	\$0	<p>In 2002-03, the district increased meal prices, closed the campus during lunch at Rockport-Fulton High School and closed all Rockport-Fulton Middle School snack bars and made meals count as reimbursable. These measures contribute to better eating habits and financially benefit the Food Services program. Although the Food Service Department has an ending fund</p>

						balance of \$48,414 for 2002-03, it must pay for the new POS system.
87	Compile and distribute accurate, detailed and useful school-specific financial and performance reports for the board and cafeteria managers on a quarterly basis. p. 286	In Progress	\$0	\$0	\$0	The Business Office provides the board with a revenue and expense report monthly. Detailed reports from the schools have not yet been implemented. After the new POS system goes online in fall 2003, kitchen costs will be allocated to campuses.
88	Develop strategies to increase meal participation. p. 290	In Progress	\$0	\$0	\$0	Snack bars have been removed from the middle school to increase Type A participation. Cross-referencing free/reduced applications to ensure siblings are listed has increased participation. Once the POS system is in place, the district projects meal participation will increase and free and reduced-price meal identification will be easier.
89	Develop strategies to increase the identification of students eligible for free and reduced-price meal benefits. p. 294	Complete	\$0	\$0	\$0	The Food Services supervisor works in conjunction with principals to identify all children who qualify for the free/reduced

						breakfast and lunch programs. Schools submit the application online. Implementing cross-referencing has been successful. The district uses other ways to identify these students, including: census cards to check status, sending letters to parents about application forms and talking with principals at staff meetings.
90	Establish rules to control competitive food sales during cafeteria operating hours. p. 295	Complete	\$0	\$0	\$0	No soft drink vending machines operate during lunch periods. The only other cafeteria vending machines that do run during lunch have the same foods that students can buy in the snack line.
91	Consider developing an integrated plan for preventative maintenance and equipment replacement. p. 296	In Progress	\$0	\$0	\$0	The director of Operations and the Food Services supervisor are developing a routine replacement plan for equipment on a rotating basis.
Totals-Chapter 9			\$918,926	\$27,882	\$338,666	
Chapter 10 - Transportation						
92	Develop or modify board-approved transportation policies. p. 305	In Progress	\$0	\$0	\$0	Policies specifying when an aide is required on a bus, the maximum length of time a regular/special

						<p>education child should ride the bus and appropriate behavior are being developed by the district's policy consultant at TASB. The other policies being developed include: bus seating capacity, guidelines regarding when an external group charters a district bus, and finally, transporting special education students to and from locations where they receive special services. About 70 percent of students ride the bus.</p>
93	<p>Assign responsibility of developing and updating bus driver files with current legal requirements to one department. p. 306</p>	Complete	\$0	\$0	\$0	<p>The Transportation Department ensures that all drivers' files are updated, meet legal requirements and are the responsibility of the Transportation Office.</p>
94	<p>Evaluate bus driver turnover problem and formulate strategy to reduce turnover. p. 307</p>	Complete	\$0	\$0	\$0	<p>After the district evaluated the bus driver turnover rate, it raised the driver pay rate to compete with local districts and added benefits for all full-time drivers. The Transportation Department strives for high retention rate of drivers. At the end of 2002-03. three</p>

						<p>Transportation employees left the district out of a total of 29 employees for a turnover rate of 10 percent. However, one employee resigned to move to another city and the two others were a husband and wife who retired together. ACISD did not receive complaints this year because of the rate of pay.</p>
95	<p>Develop a recognition program to reduce bus driver absenteeism. p. 309</p>	In Progress	(\$10,500)	\$0	\$0	<p>Transportation personnel are networking with other districts to develop a recognition program. Currently, extra-curricular trips are assigned on a rotating basis. The district is considering a point system based on attendance. Drivers would be awarded extra-curricular trips using points earned from attendance. The district has an Extra Mile Award based on attendance plus performance and implemented a "Driver of the Year" honor.</p>
96	<p>Conduct a comprehensive evaluation of the trends in ridership, mileage. linear</p>	In Progress	\$0	\$0	\$0	<p>In 2003, district transportation routes were changed to conform with the realignment of</p>

	density and state funding in planning and budgeting for each new school year. p. 312					schools. Attendance zones no longer apply. The director of Operations reviews a report each month on rider count as well as mileage. The data will be evaluated at mid-year to determine how state funding will be impacted. Past documentation is of little value because routing systems were changed each of the previous four years. Historical data will begin with 2002-03.
97	Implement a spare bus ratio policy. p. 315	In Progress	\$65,820	\$3,850	\$10,000	ACISD reduced its bus fleet by 11 buses. In summer 2002, the district sold six buses and five more were sold in 2002-03. Another bus has been removed from the fleet and is used only when a bus breaks down. The fleet now consists of 33 buses, which includes regular and special needs buses. Transportation still maintains a dual system, running 19 regular and four special education routes every day. The district would like to maintain a 32-bus fleet with a replacement schedule of 16 years. or two

						buses each year. The district projects savings from the sale of old buses.
98	Automate the routing process to maximize bus capacity. p. 318	Complete	(\$5,000)	(\$11,183)	\$21,743	The Transportation Department evaluated several different software programs that not only will monitor inventory, but also will perform routing functions. The department would like to have a software package that is compatible with WinSchool so that the two programs can interface. The board approved a system that was installed in May 2003. The vendor says it will take approximately six months to fine tune it to ACISD's specifications. Transportation staff are working on a daily basis to integrate the program. The \$11,183 represents the cost of the software, with \$32,926 representing savings from reduced routes, for a net savings of \$21,743.
99	Implement the inventory module of Edulog or ACT1000 to track and monitor	Complete	(\$3,495)	\$0	\$0	Inventory software has been purchased. The cost to purchase the software was included in

	inventory. p. 320					Recommendation 98 as part of the total software package.
100	Develop and implement a bus replacement program. p. 322	In Progress	(\$171,845)	\$0	\$0	The Transportation Department developed three scenarios for the bus replacement program that are under consideration: purchasing two new buses each year; purchasing two used buses each year; or retro-fitting air conditioning on buses that are not presently equipped.
101	Equip bus drivers and monitors with the proper training necessary for discipline management. p. 324	Complete	(\$3,400)	(\$2,041)	(\$10,205)	Annual in-service training before the start of school consists of three hours of discipline management training. The monthly driver meetings cover the topic throughout the year. Bus rider contracts are signed by each student and parent of those who ride the bus. Bus problems are addressed in the Student Code of Conduct. The administration supports and backs the Transportation Department when discipline management problems arise. The district has 12 buses with cameras and is

						considering equipping all of the buses with cameras. Incurred costs cover director and bus driver training.
	Totals-Chapter 10		(\$128,420)	(\$9,374)	\$21,538	
Chapter 11 - Safety and Security						
102	Discontinue the practice of requiring police officers to accompany extracurricular out-of-town activity trips. p. 332	Rejected	\$12,000	\$0	\$0	The district decided that security for out-of-town activity trips should continue. The annual \$3,000 cost for two officers for five or six trips each year is offset by the sense of well being and safety felt by students, staff, parents and community members.
103	Prepare one parent/student handbook centrally and distribute it to school principals so that each school can customize the handbook to fill its particular needs. p. 333	Complete	\$0	\$0	\$0	One student handbook was prepared by the assistant superintendent's staff for 2002-03. The district provided customized books with schedules and staff, and a disk to each campus. Handbooks will be updated at the campus level in the future.
104	Place the emergency procedures in a location that all staff and management can immediately locate.	Complete	\$0	\$0	\$0	The Crisis Management Plan has been distributed to each school and department. A copy of the plan has been placed on every staff

	p. 335					member's computer desktop. The schools submit the names of the Crisis Team members to the assistant superintendent. Training occurs each year on procedures, evacuation routes and the district's emergency contact list.
105	Evaluate safety and security incident information and statistics in planning the district's short and long-term resources. p. 336	Complete	\$0	\$0	\$0	Campus action plans now contain security goals. The chief of security has formatted an incident report template, so staff can complete incident reports each six weeks at every school. In March 2003, the chief of security gave an annual report to the board.
106	Repair safety and security equipment that is not in working condition and develop a plan to ensure equipment is repaired. p. 338	Complete	\$0	\$0	\$0	At all schools, safety and security equipment has been repaired or newly installed. Every district classroom has a call button for communication to the school office. Annually, fire extinguisher inspections are contracted out and completed in a timely manner. The custodial supervisor continuously inspects fire safety equipment.

						and the district conducts fire drills.
107	Complete a security threat assessment of each campus to enforce better physical security measures. p. 339	Complete	\$0	\$0	\$0	The chief of security has developed a security threat assessment of exterior entrances at all schools and identified doors that need to be locked. The chief also listed all "blind spots" at each location. Random walk-throughs of the buildings are being conducted by the Security Department at night, on weekends and holidays.
108	Establish a districtwide badge system and enforce its use to improve security. p. 341	In Progress	\$112,482	\$0	\$0	The POS system has been purchased and by 2003-04, all students will have identification cards to use for cafeteria sales, library checkout and dances. The district has considered using identification cards for staff.
109	Take an inventory of alarm codes and master keys issued and develop a policy and procedure to control their issuance. p. 343	Complete	\$0	\$0	\$0	The Custodial supervisor inventoried all alarm codes and master keys. Keys are issued with the permission of the director of Operations. Teachers turn in keys at the end of the year, and checkout is conducted by

						department and by school if an employee leaves. The Operations Department is updating locks and door hardware in the district.
110	Conduct a clean-up effort in the welding and woodshop areas, the maintenance areas and the grounds near the alternative education classrooms. p. 344	Complete	\$0	\$0	\$0	All weeds are kept under control and mowed on a rotating schedule throughout the district. The alternative classes have been relocated to Rockport Elementary. Portable classrooms were relocated to Live Oak Elementary and Fulton Elementary. The metal trades shop was cleaned at the end of the school year. The new building trades teacher has discarded excessive "junk" and reorganized the wood shop into a presentable facility. Capital improvements for 2003-04 include the construction of a new facility for these classes.
111	Install speed bumps at the same time that the student parking lot is paved to reduce speeding. p. 345	Not Implemented	(\$4,500)	\$0	\$0	The district is unable to install either rubber or asphalt speed bumps since the student parking lot has not been paved. The superintendent plans

						to include paving the student parking lot in the budget in the future.
112	Assign one person in the district to follow-up on community service sentences. p. 350	Complete	\$0	\$0	\$0	A security officer liaison is performing home visits to counsel students. The liaison works with Juvenile Probation staff to monitor the status of students on probation and the number of community hours completed. Juvenile Probation staff keeps a running total of completed hours in a log at the courthouse, which is available to the liaison.
113	Increase the amount of time students have to change classes. p. 351	Complete	\$0	\$0	\$0	The district changed bell schedules in 2002-03 to allow students more time to reach classes.
114	Provide continuing discipline management training for principals and teachers. p. 352	In Progress	(\$105)	\$0	\$0	The administration believes that well-planned/hands-on lessons keep students engaged, which research shows drastically diminishes discipline management problems. At the elementary level, character education is taught through "morning meetings" provided through in-depth training in Responsive

						<p>Classroom. All high school and middle school teachers use elements of the Bert Simmons discipline management model. To assure quality of education in a safe secure environment, all principals have completed their Instructional Leadership Training and Instructional Leadership Development (ILD), in advance of upcoming 2004 state requirements. Teachers at Live Oak Learning Center, Rockport-Fulton Middle School and Rockport-Fulton High School have also completed the ILD training. All teachers districtwide will complete the ILD training by 2004.</p>
	Totals-Chapter 11		\$119,877	\$0	\$0	
	TOTALS		\$3,901,533	\$1,297,107	\$7,559,786	