

# Introduction

For nearly six years, the *Texas School Performance Review* (TSPR) has helped public school districts across the state take on an increasingly difficult challenge-keeping their scarce education dollars in the classroom, where they belong.

Created by the Texas Legislature in 1990, TSPR accepts invitations from public school districts of every size and shape-large or small, rich or poor, rural or urban. We settle in for months of detailed study, at no charge to district taxpayers. With the help of outside management experts, we consult a wide range of administrators, principals, teachers, parents, community groups, and business leaders. We solicit suggestions from front-line district employees and students. And we encourage everyone to call our special hot line and tell us what they think.

Our goal is to help public school districts operate more effectively and efficiently by identifying ways to hold the line on costs, reduce administrative overhead, streamline operations, and improve educational services.

Most of our recommendations come directly from teachers, parents, students, and others who live or work in the district. Many of these hard-working men and women have known for years what would help them improve their schools, but no one has ever asked for their ideas before. *We ask.*

Since 1991, we've offered more than 2,200 ways to net taxpayers savings of nearly \$275 million in 22 public school districts throughout Texas-all without recommending the firing or laying off of a single classroom teacher. The districts studied by our team to date include San Antonio, Richland Springs, San Saba, Cherokee, Lubbock, Victoria, West Orange/Cove Consolidated, Lake Travis, Dallas, Austin, Calhoun County, Midland, Paris, San Marcos Consolidated, Brownsville, Longview, Waco, San Angelo, United in Laredo, Tyler, Houston, and, of course, Beaumont. We are completing a detailed study of the Texarkana Independent School District and expect to announce a new round of school performance reviews early next year.

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TSPR's work is not a financial audit in the traditional sense. It's not intended to uncover financial wrongdoing or other potential criminal activities. Instead, each school performance review tries to show the district how it might accomplish more with the same amount of money.

We've recommended ways to streamline administrative functions, transportation and food service, improve campus security, reduce maintenance costs, and more efficiently manage facilities. We've proposed revamped investment strategies, better strategic planning, and privatization of certain district services.

Many of our recommendations are not simply cost-cutting measures or easily quantifiable in dollar terms. Some have no direct fiscal effect, while others entail increased spending to attract greater public and private funding. All, however, promise great improvements in student services and administrative efficiency.

The response to TSPR has ranged from enthusiasm to caution. In more than one district, the superintendent and a majority of board members signaled their support early on and ultimately went above and beyond the proposals in our report to make major improvements in areas not even suggested. In others, TSPR reports were about as welcome as fire ants at a picnic. Even then, however, district officials eventually recognized the value of our proposals and achieved impressive results by implementing them.

Some school districts have even learned that TSPR reports can be useful as a foil against the backlash of unpopular but necessary changes. Sometimes only an impartial third party is truly able to broach certain "untouchable" topics.

By acting on TSPR's proposals, all of the districts we've reviewed have cut their operational costs. In Lubbock, for example, then-Superintendent Mike Moses (now the state's Commissioner of Education) wrote that the 1992 *Texas School Performance Review* was one of the primary reasons [that] the Lubbock Independent School District was able to regain credibility with this community."

It should be noted that some of our recommendations, particularly in the earliest reports, have proven to be unworkable, either because TSPR's knowledge of the facts was incomplete or because the proposals lacked sufficient detail for implementation. In a few cases, sound recommendations were simply rejected out-of-hand.

***We believe [parents and families, taxpayers and students] deserve to know that their public schools are being held accountable for both the cost and quality of the education they deliver.***

Three years ago, after reviewing 11 public schools districts across Texas, TSPR paused long enough to take a look at its own performance. What we found was that 74 percent of our total recommendations had been

implemented, for a savings of nearly \$25 million. And that was only the beginning. Since that first progress report, TSPR has examined the operations of another 11 public school districts. Of those, five had sufficient time as of late last year to act on our recommendations and allow us to measure their success. Our second progress report, issued in November 1995, found that school districts had implemented 87 percent of our recommendations and already saved taxpayers nearly \$40 million. A separate progress report on the San Angelo Independent School District also reported outstanding results.

As always, our hope is that this work will spark similar efforts in other school districts. We encourage them to use these reports as a tool for developing and testing their *own* improvement agendas. Anyone seeking detailed information on a particular district's performance review should feel free to contact that district. Copies of all school district reviews may be obtained for a nominal fee by calling the *Texas Performance Review*.

## **TSPR Findings in the Beaumont Independent School District Review**

The *Texas School Performance Review* is guided by one mission above all-to help remind school districts, large and small, that their principal goal is to keep the customers satisfied. Who are those customers? First, they are the children whose future is shaped in large part by what they learn in the classroom. Their parents and families are customers, too, and so are the teachers, principals and other employees throughout the typical school district. The taxpayers who dig into their pockets to support their local schools are also important customers.

At a time when Texas faces the critical challenge of how to pay for the education of its school children, we believe all of these customers deserve to know that their public schools are being held accountable for both the cost and quality of the education they deliver. Only then will they be willing to invest the time, energy and dollars necessary to support the most important task our society has today-ensuring the educational well-being of all future Texans.

Such was the case in April 1995 when we began our review of the Beaumont Independent School District. With the help of experts from the outside management firm of KMPG Peat Marwick LLP, the TSPR team interviewed a variety of representatives from education and business organizations, district employees, school board members, and community leaders. More than 150 people participated in focus groups or individual interviews. More than three dozen district residents attended one of three

open forums, and TSPR received hundreds of comments and suggestions in special surveys and over our toll-free hot line.

Fifteen members of TSPR's project team worked in the district. They targeted 12 areas of operation:

- District organization and management
- Educational service delivery and performance measures
- Personnel management
- Community involvement
- Facilities use and management
- Asset and risk management
- Financial management
- Purchasing and warehouse services
- Food service
- Transportation
- Safety and security
- Management information systems

We found a school district, the largest of six in Jefferson County, serving more than 20,200 students on 37 campuses, including two high schools. The student population was diverse-63 percent African-American, 30 percent Anglo, and 5 percent Hispanic-and nearly 58 percent of them came from economically-disadvantaged backgrounds.

We found an annual budget of \$101 million, a total staff of more than 2,500, including some 1,280 classroom teachers, and challenges in such important areas as board governance, construction and facility maintenance, and management policies.

When we returned to BISD a year later, we found a district making dramatic progress toward the goals outlined in our report. BISD had changed direction in important ways. At the top of TSPR's list of recommendations had been governance issues: the need to improve credibility throughout the community, relationships among board members, and communication between the board and the new superintendent. These important issues are being addressed. Indeed, district leaders report that meetings are now shorter, more cordial and more productive, and that they lead to consensus, not conflict, more often than not-an accomplishment, according to BISD officials, that would have been out of reach prior to TSPR's report.

The district's finances have improved, too. Classroom space has been reassessed, and a streamlined use of BISD's facilities is well underway. Employee health insurance has been restructured. A three-tier

transportation system is saving taxpayer dollars. And bond money, already approved by voters, is being used more effectively.

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Thanks to the installation of equipment by Southwestern Bell, schools are now linked to one another and to the Internet. A financial software package is in use, and a team from Lamar University, the Texas Education Agency's Region V Service Center, and BISD's own experts is now drafting a five-year plan to make sure the district moves into the next century taking full advantage of the latest technology.

The community is now more aware of district activities. A communication liaison has been named on each campus, and schools are being encouraged to stay in regular touch with parents, who have also been included in BISD's campus improvement committees. Quarterly luncheons with city and county officials, chamber of commerce members, and other local leaders have begun to break down barriers to open communication.

Additionally, job descriptions in BISD's administration have been rewritten to clearly define the financial and budget responsibilities of district personnel and to designate assistant superintendents for primary and secondary schools.

### TSPR's Estimated Savings and Costs

	Total 5-year			One Time		
	1995-1996	1996-1997	1997-1998	1998-1999	1999-2000	(Costs) or Savings
	(Costs) or Savings					
Estimated						
Annual Savings	\$1,953,200	\$4,399,101	\$4,963,445	\$5,067,239	\$4,611,033	\$20,994,018
(Estimated						
Annual Costs)	(\$365,994)	(\$742,251)	(\$587,651)	(\$592,251)	(\$462,651)	(\$2,750,798)
(One Time Costs)						
				(\$58,000)		
Total Net Savings	\$1,587,206	\$3,656,850	\$4,375,794	\$4,474,988	\$4,148,382	\$18,243,220
	(\$58,000)					
<b>Grand Total Five Year Savings</b>					<b>\$18,185,220</b>	

Source: *Texas School Performance Review of the Beaumont ISD, September 1995.*

All of these changes have been made in response to TSPR's original report, which offered 147 specific recommendations to improve district operations while saving Beaumont taxpayers \$21 million over five years. The report also called for reinvestments of \$2.8 million during the same

period. In the first year (1995-96), TSPR anticipated savings of \$2 million, an amount projected to double during the second full year of implementation. BISD has exceeded these estimates, implementing 132 recommendations or 89.8 percent and realizing more than \$20 million in net savings during the first year and a half - savings exceeding the five-year projections by almost \$2 million. In all fairness, \$11.8 million of this amount is bond money that was saved and redirected to more productive projects - but, over the long haul, these are still savings to Beaumont taxpayers.

If this were all BISD accomplished, Beaumont taxpayers could be proud. But district officials promise more. Over the next five years, in fact, they hope to reach savings of as much as \$44.6 million based on the following schedule:

### **BISD's Actual and Projected Savings and Costs**

	1995-1996	1996-1997	1997-1998	1998-1999	Total 5-Year 1999-2000	(Costs) or Savings
<i>Estimated</i>						
Annual Savings	\$3,649,233	\$18,446,635	\$10,249,815	\$7,399,815	\$6,893,147	\$46,638,645
<i>(Estimated</i>						
Annual Costs)	(1,246,000)	(420,467)	(125,334)	(125,334)	(125,334)	(2,042,469)
<b>Total Net Savings</b>	<b>\$2,403,233</b>	<b>\$18,026,168</b>	<b>\$10,124,481</b>	<b>\$7,274,481</b>	<b>\$6,767,813</b>	<b>\$44,596,176</b>

Source: *BISD, November 1996*

## **Exemplary Practices**

During our review, TSPR identified a number of exemplary programs and practices and highlighted them in our final report. These programs and services are presented below, with updates on how BISD has enhanced them even further. We encourage other districts to study them and determine whether they can be successfully adapted to meet their own needs.

- The Career and Technology programs provided by BISD in cooperation with local industry are helping prepare students for the jobs of the future. The Metal Trades program at the Taylor Career Center, for example, uses equipment donated by businesses and maintained by community volunteers. Earlier this year, BISD expanded its Career and Technology programs with a new hydroponics project in conjunction with a number of area businesses. Since the release of the report, BISD continues to expand the Career and Technology offerings. In September, 1996,

BISD opened a horticulture program incorporating high-tech hydroponics. The Bricklayers Apprenticeships and numerous businesses contributed \$25,000 in materials and labor to complete the hydroponics growing area.

- Annual retreats for board members are being held to improve working relationships among the trustees and help them with their planning activities-at no cost to the district, thanks to financial contributions from the Temple-Inland Corporation. The next board retreat is planned for January 11th. Also, board members now host quarterly luncheons that include city officials, county commissioners, Port of Beaumont directors, representatives from the drainage district board, and members of the board of directors for the Beaumont Chamber of Commerce.
- TAAS results for 1995 showed significant improvements in grades 3, 4, and 5. In 1996, these improvements continued in grades 4, 5, 6 and 7. The 1996 district TAAS results showed a 61 percent passing rate for all tests in Grade 4 compared to 51 percent in 1995; 66 percent passing rate in Grade 5, compared to 58 percent the previous year, and a 50 percent passing rate in Grade 6, compared to 42 percent in 1995, and a 53 percent passing rate for Grade 7 compared to 48 percent in 1995. In addition, many Title I schools are demonstrating improvements in their TAAS results. Eleven Title I elementary schools and four middle schools recently received monetary awards from the state for performance gains on the TAAS in 1996.
- For the last two years, BISD has received Retention Reduction Grants from the Texas Education Agency. The grants list major objectives for eliminating retention (holding students back in a grade) as a strategy for mastery of the essential elements, and to train parents to help their children succeed. In 1995-96 BISD received additional funds for the program and has expanded its summer program to include grades K-5. The program has doubled the number of students served since the first year of operation.
- BISD has developed a comprehensive program to serve gifted and talented students in the areas of general intellectual ability, specific subject matter, aptitude, creative and productive thinking, and leadership ability. The district has increased efforts to identify more students from minority populations by using the Structure of Intellect (S.O.I.) assessment. The S.O.I. model of instruction is being used in several elementary schools and is to be expanded to middle schools during 1997-98. Teachers, counselors and administrators throughout the district have received S.O.I. training.
- A comprehensive salary and compensation study was conducted for the district's non-teaching administrative and professional positions prior to the review. This study helped the district identify inequities and allowed the district to set competitive salary

structures for these employees. At the Comptroller's urging, a similar salary study has now been performed for teachers, support staff, and auxiliary employees. Plans are being drafted to make salary and compensation packages equitable for all employees of the district as funds become available.

- The district has automated many of its personnel functions and replaced many of its manual processes. Since the review, automation continues with the implementation of an Employee Management system, a Financial Management system and a Human Resources system, which includes position control and a new substitute calling and tracking system.

***The number of volunteer hours more than tripled to \$1,000,000 worth during 1995-96, and 61 business partners have demonstrated a significant level of support for the district.***

- During 1993-94, the school volunteer program resulted in more than \$326,000 worth of volunteer hours, but the number of volunteer hours more than tripled to \$1,000,000 worth during 1995-96, and 61 business partners have demonstrated a significant level of support for the district. BISD also has established a strong partnership with the Jefferson County Commissioners, Lamar University, Beaumont Chamber of Commerce, Port Arthur ISD, City of Port Arthur and the Southeast Texas Regional Planning Commission. More than \$30,000 of corporate and private funds have been procured for students to film city council, county commissioner's court, and school board meetings. In addition to the government cablecast, BISD continues its partnership with the Lamar University Communications Department in the Joint Educational Channel. Plans are underway to expand the use of this cable channel, as it could be an opportunity for students in the new Magnet High School to learn about broadcast technologies.
- Since showcasing the activities and achievements of BISD students and employees is one of the district's priorities, a member on each campus has been designated as a liaison to the Communications Department to highlight success stories. All information from campus liaisons is directed to the Communications Department. Procedures have been put in place enabling staff administrators and teachers on each campus to forward news items for public dissemination. Schools are encouraged to communicate regularly with parents both with success stories and volunteer needs that encourage parent participation. A record is kept in the Communications Department of the stories submitted, along with a record of the media exposure acquired for the district. Personnel in the Communications Department serve on multiple service and education-related boards and committees. The Communications

Department continues to work closely with the Beaumont Board of Realtors by providing informational materials and speakers for newcomers to the city.

***More than 89 percent of our recommendations... have already been implemented or are in progress.***

- BISD's business office recently streamlined its process by eliminating the number of approvals needed to process a requisition.
- BISD participates in the General Services Commission's purchasing cooperative, the Region V Food Service Cooperative, and Southeast Texas Cooperation Purchasing Organization.
- The district's purchasing department has begun to use blanket purchase orders for maintenance equipment and supplies and for music department supplies.
- BISD is minimizing the need for a traditional warehousing function by instituting "just-in-time" delivery systems for office and school supplies.
- The district has effectively minimized capital outlay debt commitments each year through effective planning, auctioning retired buses, and acquiring newer buses when needed.

## **TSPR Key Recommendations**

TSPR has found room for improvement in even the best-run public school districts. BISD was no exception. Much of the district's leadership is committed to positive change; in fact more than 89 percent of our recommendations that have already been implemented or are in progress.

Following are some of the key recommendations identified by administrators and staff members as having the greatest effect on the district's operations. The highlighted recommendations are arranged by chapter and area of operation as contained in TSPR's report. The comments come from district administrators.

### **District Organization and Management**

**#17 Develop an evaluation tool to accompany any request for the use of priority funds.**

*In April 1994, BISD adopted the Covenant or agreement with the community. Oversight of the Covenant's provisions rests with the Citizens United for Academic Excellence Committee (CUAEC). CUAEC oversees priority funds allocated to schools with enrollments of 75 percent*

*economically or educationally disadvantaged students. TSPR found that few accountability controls were in place for spending these priority funds.*

*As a result of the recommendation, the district has established clearer parameters for the decision-making process. Constant dialog has improved control of spending. Any request for priority funds must be approved by the CEIC, principal, appropriate assistant superintendent, superintendent and made available for review by CUAEC.*

## **Education Service Delivery**

### **#24 Align curriculum essentials to tests administered by BISD.**

*Mathematics K-12 is being aligned to district testing. Vertical team training has been provided. On October 4, work sessions were held on the vertical alignment of mathematics; on November 8, a session was held on the vertical alignment of language arts districtwide. This ever-evolving process includes setting benchmarks and standards from one grade level to another.*

## **Personnel Management**

### **#43 Conduct a salary and compensation review of paraprofessional, auxiliary, and teaching positions.**

*At the time of TSPR's review, a comprehensive salary and compensation study had been conducted for the district's non-teaching administrative and professional positions. By completing a study of the paraprofessional, auxiliary, and teaching positions, the district can now equitably address salary and compensation for all district employees. This means not only addressing the relative value the district places on a position when compared to other district positions, but also applies to the value of the position in the external market place. Achieving external equity in salaries and compensation will enable the district to recruit and retain employees. While BISD was unable to fund all of the salary adjustments called for in the study during the first year, the district now knows what must be done, and can work toward these goals in a planned and systematic way over the next few years.*

#### **#45 Evaluate and focus on minority recruitment efforts.**

*District officials report that focusing on minority recruitment has been an eye opening experience. Minority representation among teachers has remained at about 35 percent for the past five years, compared to a minority student population of more than 71 percent. BISD plans to continue efforts that have been successful in the past, while enlisting more community support for recruitment efforts and attempting to make better use of the Alternative and Emergency Certification programs. In addition, the district is moving toward a long term program to attract high school students to the teaching professions. The timeline for the high school program includes setting up a high school committee in May 1996, developing a program in Fall 1996 and beginning to work with students in early 1997.*

*Having the opportunity to meet with board members in open forums, where a true exchange of ideas can take place, has improved both the board's reputation in the community and its credibility.*

### **Community Involvement**

#### **#61 School board members should seek opportunities to actively participate in discussions with members of the community.**

*District officials report that encouraging BISD board members to take an active role in the community has already paid dividends. At the time of TSPR's review, there was a general public perception that the board was unable to govern the district, and BISD's credibility was at an all time low. Having the opportunity to meet with board members in open forums, where a true exchange of ideas can take place, has improved both the board's reputation in the community and its credibility.*

### **Facilities Use and Management**

#### **#63 Establish a minimum cleaning standard of 18,000 square feet per custodian.**

*Establishing a staffing ratio for custodians has allowed BISD to do two things it would never have been able to*

*accomplish otherwise-equitable distribution of custodial resources and savings of \$134,000 annually.*

**#69 BISD should reevaluate the use of its school facilities to reduce the need for portable classrooms and consider redirecting some approved bond money.**

*BISD's superintendent has called this recommendation the most significant of all the proposals in TSPR's report. In November 1996, as the review team was returning for its follow-up visit, the board of trustees approved a new assignment plan for the district. The plan will close two schools, add a third high school with a magnet program, and abolish 9th grade campuses.*

*To put this in perspective, district voters in 1994 approved \$53.9 million in bonds for a long list of priority construction projects. In 1995, BISD began construction on two new schools and a number of renovation projects at existing schools. Cost overruns caused the district to stop all renovations, and controversy enveloped the new construction projects. TSPR discovered that the campuses weren't used efficiently; many were underused, others overcrowded. The new construction and renovation projects were failing to address these problems.*

***By thoroughly reassessing the district's construction priorities, community leaders and BISD officials saved more than \$14 million in construction funds.***

*By pausing long enough to thoroughly reassess the district's construction priorities and compare them to real needs, community leaders and BISD officials saved more than \$14 million in construction funds that might otherwise have been squandered on unnecessary projects. The district redirected those funds to actual needs. The final phase in this process was a change in the assignment plans; the community, board, and advocacy groups joined in unanimous support of the changes.*

## **Asset and Risk Management**

**#82 The district should expand its level of managed care to include physician services.**

*During the first nine months of 1996, BISD's administrators report that claims paid totaled some \$3.6 million, while the contract adjustment amount came to slightly more than \$2 million. This indicates a savings to BISD and district employees of about 40 percent over what indemnity plan prices would have been. In a time of rapidly rising health care prices, avoiding this cost increase represents significant savings to the district.*

## **Financial Management**

**#104 Develop a plan to increase the fund balance to an optimum level.**

*BISD is pleased to report that the district's fund balance has reached an optimum level of \$21.7 million-and continues to grow with interest earnings. Through the cost cutting measures outlined in TSPR's report the district was able to reverse a trend of spending down the fund balance to unacceptably low levels.*

## **Purchasing**

**#108 Upgrade or replace the automated finance system to support enhanced purchasing functionality.**

*Although implementation of our software recommendations is incomplete, routine purchasing functions are now on-line, and further planned reforms will lead to more decentralization and greater efficiency in BISD's purchasing operations.*

## **Food Service**

**#116 Monitor, identify and track trends in food costs, revenues, recipe compliance and costs, and waste.**

**#118 Implement the "Menu and Recipe" and "Inventory and Purchasing" modules for the Bon Appetit software.**

**#119 Budgets should be prepared to include both monthly projections as well as annual projections.**

*Implementation of these proposals is still in progress, but the district's food service director reports that increased*

*management control will soon be in place over all aspect of food service operations.*

## **Transportation**

**#126 BISD should adopt a staggered three-tier school time system to optimize the district's bus usage.**

*This recommendation, implemented during the 1995-96 school year, resulted in an understandable period of adjustment for parents and students. This year, reported problems have been few, and efficiency is greatly improved. BISD reports savings of \$339,000 during the first year.*

## **Safety and Security**

**#141 Adopt a staffing plan for security officers that includes a balanced deployment of peace officers and security guards and ensures equal or better-quality security for the district.**

*A staffing plan was developed and salaries were renegotiated to produce a more balanced deployment of peace officers and security guards on BISD campuses and to reduce costs by \$95,000 per year.*

## **Management Information Systems**

**#145 Finalize and adopt plans to procure and install a WAN.**

*Implementation of a WAN, or wide area network, was in progress at the time of TSPR's review. Nevertheless, the district estimated that it would take five years to complete, and the availability of funds for the project was in question. Now, BISD reports that the system will be paid for in two years and that its implementation has enhanced the district's overall strategic planning efforts.*

## **What Still Needs to Be Done**

During this first year, Beaumont ISD made impressive progress in putting TSPR's recommendations into place. However, work remains to be done.

**Technology.** BISD has developed a five-year technology plan. Implementation of technology improvements are underway in an effort to address most of the district's administrative needs and many of its instructional technology needs. This plan was approved by the board, and money has been budgeted for most of the projects.

Some of the recommendations that are considered to be "in progress" but not yet fully implemented depend on the installation of the new computer equipment and software.

***The district estimated that it would take five years to complete [the WAN], and the availability of funds for the project was in question. Now, BISD reports that the system will be paid for in two years.***

**Staffing and Organization.** BISD analyzed and rejected several of TSPR's recommendations in this area. The new superintendent came into the district with a vision somewhat different than the vision of the Comptroller's review team, although he expressed a similar focus on streamlining operations and realigning functions.

Some of the recommendations not implemented because of this shift in vision include: renaming the executive director of personnel to director of personnel (9); renaming the assistant superintendent for administration to the assistant superintendent for plant and auxiliary services (12); reinstating the job placement program and assigning a coordinator (34); assigning a separate at-risk coordinator to focus on program development (36); creating a director of Planning and Budgeting (96); and moving the systems manager in the business office to computer services (143).

Another recommendation dealing with the consolidation of insurance functions in the personnel department (42) was tried and eventually returned to the original plan because of a span of control issue resulting from the superintendent's organizational realignment.

**Personnel Management.** BISD has elected not to implement a recommendation to eliminate the district's hard copy absence reports following implementation of the new computer system (55), stating that employees are still skeptical of the new system and prefer to have a hard copy for verification purposes. After employee confidence levels are higher, the district will revisit this recommendation.

**Asset and Risk Management.** BISD's outside legal counsel continues to advise the district against a recommendation to obtain general liability insurance (87), despite advice to the contrary from the Texas Association of School Boards (TASB), the Texas Association of School Business Officials (TASBO), and the Comptroller. Once again, we caution that the

state immunity granted under the Texas Tort Claims Act doesn't prevent individuals from filing suit against a school district for violations of such federal laws as the Americans with Disabilities Act or the Civil Rights Act.

***Maintenance.*** A recommendation to eliminate one painter I and all six painter II positions (96) was initially rejected, however, the district *is* providing closer supervision to these positions and reports that productivity is improved. BISD will reevaluate this recommendation in the future.

***Transportation.*** Four transportation-related recommendations haven't been acted upon because BISD chose to continue doing business as they had prior to TSPR's review. Their decisions were based on administrative and community concerns, and probably won't be revisited in the near future. The original proposals included: eliminating the maintenance department's auto mechanic position (67); identifying neighborhoods where the Beaumont Metropolitan Transit could transport some children (128); providing parents less expensive alternatives to current majority-to-minority transfers (129); and eliminating the district's route manager position (122).

Another recommendation, this one having to do with the crossing guard program (139), wasn't implemented because of a misunderstanding about the need for a volunteer program and possible financing of an expanded program. TSPR staff members have discussed the issue with district leaders and been assured that the district will give this proposal additional consideration.

## **Appendix A**

# **BISD's Ideas For Improving the School Performance Review Process**

Every public school district faces unique challenges. That's why every *Texas School Performance Review* is different.

Common themes, however, emerge in each review-including recommendations from district officials and others for improving the review process itself. TSPR welcomes these ideas. After all, if we accept an invitation to study a community's schools and sound off on ways to improve them, we should be willing to take some constructive criticism in return.

BISD administrators who participated in the performance review have generally commended TSPR for providing the district with a blueprint to help them meet their immediate challenges, as well as identifying additional opportunities for improvement-and the giving them the detailed proposals to proceed. The original review offered BISD, its board and the community it serves, a rallying point.

The review also brought forth a number of helpful hints from BISD administrators about how TSPR can do its own job better-reviewing the reviewers, if you will. The following is a compendium of comments from the district's officials.

- Some of the cost and savings estimates provided by the TSPR team were low, while others were high or based on numbers the district could not replicate. In some cases, the district was able to contact the TSPR team and provide clarification. In others, the information provided by the district to the review team contained assumptions that weren't effectively communicated.
- Although TSPR helped the district throughout the implementation phase, the formal follow-up session made it possible for BISD officials to focus on completing their efforts. Similar follow-ups by TSPR on an annual basis would be beneficial, the district says.
- Although the review process was very successful, it came years after it was needed. One board member suggested that every school district in Texas wanting a review should be given the opportunity to have one.
- During the initial release of the report to the board, the sheer volume of information provided seemed overwhelming. Giving school districts more structure for how to implement the recommendations would be helpful.

# APPENDIX B

## Status of Recommendations and Savings - Part 1

Rec #	Description	Implementation Status	Projected Five -Year Savings (Costs)	Actual Savings (Costs) to Date	Comments
<b>DISTRICT ORGANIZATION AND MANAGEMENT</b>					
1	Develop Covenant accountability policies and procedures.	Intact			All expenditures of priority funds must be approved by Campus Education Improvement Committee (CEIC) and the building's principal. These expenditures must be specifically addressed in CEIC minutes. Approved minutes must be attached to the purchase order request for priority funds and must be a part of the campus improvement plan. The plan then is submitted to the appropriate assistant superintendent for approval and made available for review by members of Citizens United for Academic Excellence Committee (CUAEC).
2	Develop a timed agenda for board meetings.	Modified			Although the format remains basically the same for board agendas, current meetings are now better managed and average 90 minutes.
3	Revise board policy to follow the board's plan of action, and consistently follow the revised policy.	Intact			The district has entered into a contract with Texas Association of School Boards (TASB) to coordinate the writing of board policy.
4	Institute a board policy concerning the format and timeline for	Intact			Procedure now calls for a specific format and timeline for submitting agenda items Exhibit summary is

	submitting agenda items.				due Wednesday following agenda meeting. Exhibit item is due Thursday after agenda meeting. Agenda is sent to print shop Friday at noon the week of agenda meeting. Agenda items must be submitted by assistant superintendents one week prior to board meetings. Agenda items are discussed at agenda staff meetings conducted by the superintendent with his executive council.
5	Place the District Education Improvement Committee on the district's organization chart and clarify its direct reporting relationship with the superintendent.	Intact			District Education Improvement Committee (DEIC) was restructured and organized as of September 1996. The superintendent is chair of committee.
6	Hire a qualified internal auditor to fill the vacancy in the district's Internal Audit Department.	Intact			The administration will recommend this position to the board and the position will be posted and filled when a qualified applicant is found.
7	Realign assistant superintendent positions to improve the management of district operations, finances and educational service delivery.	Intact			In September 1996, a new administrative organization chart was developed by the superintendent. Four assistant superintendents have been identified with specific job descriptions.
8	Retitle the assistant superintendent for Finance and Special Programs as assistant superintendent for Business and Computing Services and focus this position's responsibilities on	Modified			The assistant superintendent for Business Operation no longer oversees the Special Programs.

	strategic planning, financial reporting, technology and personnel.				
9	Retitle the executive director of Personnel and redirect the position to report to the assistant superintendent for Business and Computing Services.	Not Implemented			BISD administration believes that this position is appropriate at the level of executive director.
10	Create a director of Planning and Budgeting. Retitle the district comptroller position as director of Finance.	Intact			Director of Finance position was created and filled by the former comptroller. The duties of comptroller have been redefined.
11	Assign all curriculum, instruction, and educational program responsibilities to the assistant superintendent for Curriculum and Instruction and create two new director positions to manage elementary and secondary education program delivery.	Modified	(\$539,600)	(\$80,000)	Curriculum, instruction, and educational program responsibilities have been assigned to the assistant superintendents for Elementary Schools and Secondary Schools.
12	Retitle the assistant superintendent for Administration as the assistant superintendent for Plant and Auxiliary Services to accurately reflect the change in responsibilities.	Not Implemented			This position was retained in the superintendent's reorganization of the district.
13	Establish an in-house legal	Modified	\$563,100	\$75,000	Although in-house counsel was not hired, significant

	counsel to handle BISD's routine legal matters.				reductions in legal expenditures have been achieved by severely limiting district employees' access to the attorney.
14	Revise the strategic planning process.	Intact			Strategic Planning goals and objectives are included in individual campus plans and the district overall education improvement committee plan. Goals Night was held on every campus in early fall to review goals and solicit input from parents and patrons. Staff Development plans and technological advances also are part of the effort to address Strategic Planning goals.
15	Update the strategic plan to reflect BISD's current status and include priorities and detailed implementation plans.	Intact			The new student attendance plan has precipitated priorities including those addressed in all major Strategic Planning Action Teams.
16	Develop budget priorities focused on goals and objectives outlined in the strategic plan.	Intact			CEIC goals address facilities, technology, and priority money and objectives as outlined in the Strategic Plan.
17	Develop an evaluation tool to accompany any request for the use of priority funds.	Intact			The district has established clearer parameters for the decision-making process. Constant dialog has improved control of spending. Any request for priority funds must be approved by CEIC, the principal, appropriate assistant superintendent, and superintendent and made available for review by CUAEC.
18	Review and update all board policies.	Intact	(\$13,800)	(\$13,800)	BISD has entered in to a contract with TASB and all policies are being updated.
19	Automate BISD	Intact			The board policy is on the

	policy manuals to increase their accessibility to staff and the public.				wide area network as of March 19, 1996, and has been available to users. This policy is maintained through the Superintendent's Department.
20	Develop a comprehensive procedure manual that is clearly coded and cross-referenced to the district's policy manual.	Intact			Once the board policy manual is updated, a comprehensive procedure manual will be compiled. Individual departments are developing their own procedures in advance of the formal update of the policy manual.
21	Modify the process for evaluating principals to include direct observation by central administrators and direct input from the superintendent and the assistant superintendent for Curriculum and Instruction.	Intact			In August 1996, the assistant superintendents for Elementary and Secondary Schools implemented an evaluation plan, including regular direct campus observations.
22	Develop a comprehensive district improvement plan to be used by campuses in developing their individual plans.	Intact			A district plan was developed and distributed in August 1996, based on Academic Excellence Indicator System (AEIS) indicators. Campus plans were developed based on specific campus data tying campus goals to the district's overall plan.
23	Provide additional SBDM training with emphasis on how campuses can appropriately exercise their authority and how campuses and central office can work together to meet board targets.	Intact			At the beginning of the 1996-97 school year, assistant superintendents for curriculum provided training for all principals, who in turn trained their faculties.

**Educational Service Delivery and Performance Measures**

24	Align curriculum essentials to tests administered by BISD.	Intact			Mathematics K-12 is being aligned to district testing. Vertical team training has been provided. On October 4, 1996, work sessions were held on the vertical alignment of mathematics; on November 8, a session was held on the vertical alignment of language arts districtwide. This ever-evolving process includes setting benchmarks and standards from one grade level to another.
25	Increase representation of minority teachers to reflect the ethnic makeup of students served by BISD.	Intact			The number of minority teachers is increasing due to an ongoing, aggressive effort to recruit minority teachers to BISD through increased participation of community members, the alternative certification program, and emergency teaching certificates.
26	Eliminate four curriculum supervisor positions.	Modified	\$885,520	\$873,308	The district decided to keep the four curriculum supervisor positions and eliminate a series of other positions related to curriculum development instructional services. Positions eliminated include two athletic secretaries, two library processing clerks, media specialist, special education resource center clerk, and the directors of elementary education, guidance library and arts related curriculum.
27	Investigate models for block scheduling and consider implementing block scheduling at the secondary level.	Intact			Models were investigated. The board decided to implement block scheduling at all high schools in the 1997-98 school year. Training is under way to educate the faculty on teaching strategies using the block scheduling model.
28	Appoint a	Intact			A committee was formed

	committee to research year-round education alternatives that might be attractive to the Beaumont community.				and a survey conducted regarding year-round education. Results indicated insufficient interest in this concept.
29	Coordinate all staff development efforts through the director of Staff Development.	Intact			The director of Staff Development coordinates all district staff development efforts including those for auxiliary and support staff.
30	Consolidate the duties of the finance and personal secretary positions and eliminate one secretary position in Special Education.	Intact	\$101,700	\$34,300	Transportation secretary's position was eliminated in May 1995. Duties were transferred to other clerical personnel.
31	Realign special education student and staff assignments.	Intact			In May 1996, BISD implemented Content Mastery Learning on 18 campuses and hired additional teachers and aides.
32	Reevaluate the total referral/assessment system for Special Education to determine the cause of the backlog and make logistical plans for correcting the problems, including the assignment of additional diagnosticians as needed.	Intact	(492,528)	\$0	In October 1996, BISD realigned the job duties of diagnosticians so that they now do less counseling and have more time for testing. Also, group testing has been done periodically. At this time, the backlog of Special Education referrals has been significantly reduced.
33	Maximize reimbursements by billing Medicaid and private insurers for all services rendered to special education students	Intact	\$1,234,347	\$152,861	BISD rebid their Medicaid billing contract. Their new vendor checks with private insurers to see if costs are covered and if not, refiles the claim. Revenues increased in the current school year by \$42,000

	and contracting with a consulting firm to assist with the claims process.				
34	Reinstate the Job Placement program and assign a coordinator from within the district.	Not Implemented			Under study for future implementation.
35	Develop and implement a plan for increasing the number of minority students served in the Gifted and Talented (GT) program.	Intact			BISD is training additional teachers in the identification of more GT students. The Structure of Intellect test is used for identification purposes and all counselors are trained in this area.
36	Assign a separate at-risk coordinator to focus on program development.	Not Implemented	(\$225,000)	\$0	The At-Risk program remains assigned to the Coordinator of Gifted and Talented, but more emphasis is now being placed on the at-risk programs.
37	Evaluate the criteria for referring students to the alternative education program and prepare a plan for modifying the referral process, changing educational service delivery to certain student populations currently served by the alternative center, and improving facilities.	Intact			In August 1996, Pathways Learning Center became strictly punitive. The Pathways booklet was rewritten and criteria for referral clarified. Students requiring concentrated instructional programs are now being handled by the home campuses.
38	Continue efforts to develop programs for students with severe discipline problems.	Intact			Alternative setting has been restructured and the district's focus now is to alter unacceptable behavior. Jefferson County Alternative Placement Center has been developed in cooperation with

					Jefferson County authorities. Students who are unsuccessful at the Pathways center are recommended for placement at the Jefferson Alternative Placement Center.
39	Hire a central grant writer for the district.	Modified	\$1,125,000	\$612,500	The district has elected not to hire a grant writer, but has identified a group of people who work under the assistant superintendents for Secondary and Elementary Education with skills in this area. Since using this group, the district has secured a \$3.5 million Math/Science grant that will be paid out over five years.
40	Encourage expansion of the CEASA program by seeking additional support from community businesses, grants, and cooperative arrangements with city and county agencies.	Intact			Community members are being trained to work with at-risk students. Three individuals were trained in the week of 11/11/96.
41	Seek local support and cooperative arrangements with county health offices, hospital districts and colleges or universities for providing health-care services to BISD students through school-based or school-linked clinics.	Modified			While a school-based clinic was not implemented, BISD has established closer relationships with the Beaumont Public Health Department (BPHD), St. Elizabeth Hospital, and Lamar University. BPHD works very closely with the district in providing services including information on H.I.V. in middle schools and Sexually Transmitted Diseases in the high schools. They also provide screenings for the Texas Health Plan, and medical assessments and treatment for older children who qualify. The lab does

					hemoglobin and hematocrit testing for the preschool students (Headstart). BISD's Health Service Department also works cooperatively with Lamar University. Students in particular programs rotate through the Health Services Department observing nurses. Third-year students in the family practice program at St. Elizabeth Hospital will begin rotating through BISD schools in spring 1997. These organizations were involved in helping the district select a health textbook.
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**PERSONNEL MANAGEMENT**

42	Consolidate personnel functions in the Personnel Department.	Not Implemented			The insurance supervisor was placed under the Personnel Department for about a year. In shifting responsibilities and realigning the district under the new superintendent, the position was transferred back to the business area, where it remains.
43	Conduct a salary and compensation review of paraprofessional, auxiliary, and teaching positions.	Intact	(\$15,000)	\$0	TASB was engaged to perform this review and make recommendations, some of which have not been fully implemented because of budget constraints.
44	Discontinue the practice of granting salary increases to any employee that has reached the maximum compensation levels of their assigned pay grades.	Modified			The structure of the current salary schedule has been adjusted according to TASB's recommendations. In practice, the district is holding firm to salary schedules.
45	Evaluate and improve minority recruitment	Intact			Minority recruitment has been given additional focus. See

	efforts.				Recommendation 25.
46	Continue to use the Alternative and Emergency Certification Process to attract and place qualified teachers.	Intact			See Recommendation 25.
47	Reduce teacher absenteeism by evaluating its causes and instituting polices that lead to improved teacher attendance.	Intact			The superintendent has introduced a new attendance incentive plan, and teachers are being made aware of retirement incentives that pays them for unused sick leave days. The district reports that absenteeism is down for the current school year.
48	Adopt a comprehensive policy for the appraisal of paraprofessional and auxiliary staff.	Intact			The Personnel Evaluation Book containing job descriptions and evaluations was updated for paraprofessionals and auxiliary staff in May 1995. This process is ongoing. When new positions are filled or staffing changes are made, the manual is updated.
49	Develop and distribute an employee handbook with personnel policies and procedures.	Modified	(\$13,200)	\$0	The employee handbook has been completed and placed on diskette. In addition, the School Board Policies Handbook has been updated and placed in all administrative offices and libraries.
50	Strengthen the approval process for overtime expenditures and require assistant superintendent approval for overtime.	Intact	\$400,500	\$50,000	Efforts have been made to eliminate or reduce overtime. All overtime must be reviewed and approved at the assistant superintendent level.
51	Integrate automated personnel and payroll information.	Intact			On September 1, 1996, the district implemented CIMS III Employee Management, and Financial Management systems. Human Resources systems including position

					control and a new substitute calling and tracking system, are now being implemented.
52	Allow selected users to access relevant applicant information in the automated personnel system.	Intact			The district is in the process of an overall conversion to AS400. Completion is anticipated during the 1997-98 school year.
53	Review and modify position descriptions to accurately reflect responsibilities expected of district positions.	Intact			Ongoing. See Recommendation 48.
54	Upgrade the personnel and payroll systems by integrating the automated personnel and payroll systems and investigating options for capturing time and leave information.	Modified	\$53,900	\$15,400	BISD's new Employee Management and Human Resource system is an integrated system. A new substitute calling/tracking system is being implemented. This call-in system will provide for absence tracking on the payroll system. BISD made an attempt to reduce the payroll staff, but increased overtime offset any gain, and morale was very low. Therefore, the position was not eliminated.
55	Eliminate the maintenance of hard-copy absence reports.	Not Implemented			During the system conversion, employees said they wanted to continue hard-copy verification of their absences. Once conversion is complete and employee confidence is increased, this recommendation may be revisited.
<b>COMMUNITY INVOLVEMENT</b>					
56	Develop the existing educational public access channel using community support.	Intact			BISD continues its partnership with Lamar University Department of Communications with the Joint Educational Channel (separate from Governmental Cablecast)

					Plans are underway to expand the use of this cable channel. This would provide a wonderful opportunity for mass communications experience for students in the new Magnet High School in the 1997-98 school year.
57	Measure the performance of Public Relations and Communications activities.	Intact			The Communications Department coordinates inservice for Parent Teacher Association (PTA) and community groups. Feedback from campus liaisons, board members, community members, and staff helps measure performance. A record is kept of what news items are submitted for publication. A record of media exposure is kept in a historical record and is submitted to board members and made available to the public. This document is kept in the Communications office. Reports are made regularly to board members regarding School Business Partners and success stories of staff and students. Board members receive weekly copies of school and staff news letters and calendars of events.
58	Assign the customer service function to the Public Relations and Communications office and publicize its existence to the community.	Intact			A communications liaison has been designated at each campus. Public relations procedures have been formulated and shared with liaisons and principals. The general public has been informed of this process through back-to-school issues, staff newsletters, and the public access television channel. A central Phonemaster system will be installed to allow community members to easily access information regarding campus PTA

					athletic, and board-related events.
59	Establish district policies for information dissemination to parents from individual campuses.	Intact			E-mail has been established. Board agendas are provided to every campus prior to board meetings, followed by a detailed report of action taken at the meetings. Assistant superintendents have established procedures whereby principals must provide a form for parents to sign indicating the receipt of information.
60	Increase the community and parent representation requirements for CEIC and DEIC and facilitate meetings to encourage participation.	Intact			On August 15, 1996, the board adopted new district and campus committee composition/makeup and increased parent participation/representation.
61	Seek opportunities for school board members to participate in discussions with members of the community.	Intact			Board members have hosted several public hearings at school sites and have participated in Goals Night held at every campus. On a rotating basis, board members host quarterly interface luncheons that include city officials, county commissioners, Port of Beaumont directors, representatives from the drainage district board, and members of the board of directors for the Beaumont Chamber of Commerce. Trustees represent BISS at several community and civic functions.
62	Modify the Multi-Ethnic Advisory Committee charter.	Intact			The Multi-ethnic Advisory Committee has new leadership and new members who have agreed to study and address charter-related concerns.

# APPENDIX B

## Status of Recommendations and Savings - Part 2

Rec #	Description	Implementation Status	Projected Five - Year Savings (Costs)	Actual Savings (Costs) to Date	Comments
<b>FACILITIES USE AND MANAGEMENT</b>					
63	Establish a minimum cleaning standard of 18,000 square feet per custodian.	Intact	\$2,070,000	\$558,714	To date, BISD has reduced approximately 25 custodial positions through attrition, and expects to reduce an additional 25 positions over the next four years.
64	Implement effective management and reporting processes for custodians by: (1) consolidating the Operations supervisor and assistant supervisor positions, redefining the new job duties, and hiring the best qualified individual for the new supervisor position; (2) training foremen and head custodians in effective management skills; (3) developing performance measures, and (4) establishing accountability controls for monitoring and evaluating departmental goals.	Intact	\$171,000	\$62,250	BISD eliminated an assistant supervisor of Operations and started doing campus surveys or evaluations on the housekeeping function in the Spring and Fall. If the housekeeping function at the campus does not receive a 90 percent approval rating from the teachers and campus staff, the head custodian is sent to a training session. If the second survey does not show improvement they are moved out of the head custodial position. Several head custodians have been moved.

65	Reorganize custodial staffing to eliminate confusion and better reflect duties and responsibilities.	Modified	\$1,536,600	\$8,370	Combined head custodian jobs at two schools as a pilot project. Plans for further implementation will be developed based on the pilot study. See recommendation 63.
66	Eliminate one painter I and all six painter II positions.	Not Implemented	\$535,000	\$0	This recommendation was found to be unacceptable at this time. The district is providing closer supervision and productivity has improved. BISD will reevaluate this recommendation in the future.
67	Eliminate the Maintenance Department's auto mechanic position and make the Transportation Department responsible for all BISD vehicle repairs and services.	Not Implemented	\$154,500	\$0	Both the transportation and maintenance departments disagree with this approach and have elected not to implement this recommendation.
68	Give the Maintenance Department sole responsibility over the energy management system and program.	Modified	\$269,500	\$52,000	The administrative energy program, safety, and compliance have been placed under the Energy Manager.
69	Reevaluate the use of school facilities to reduce the need for portable classrooms and consider redirecting some approved bond money.	Intact	\$103,750	\$11,750,000	A new student assignment plan and a reprioritization of facility needs were approved by the board on November 18, 1996. These will allow two schools to be closed and other school facilities to be used more fully. These changes will

					also allow more than \$14.2 million in bond money to be applied to other priority projects. Instead of being able to address eight to 10 of the 31 priority projects from the original bond package, as many as 15-20 of the priority projects may now be addressed.
70	Design and adopt a set of school space guidelines for use in making facility planning and budgeting decisions.	Intact			As the review was concluding, a consultant from the Texas Association of School Administrators (TASBO) developed educational specifications for the district.
71	Evaluate the property owned by the district and determine which properties are no longer needed. Make plans to sell these properties for the best price available.	Intact		\$366,000	Excess property has been sold to the city of Beaumont. Other property is expected to be sold.
72	Direct the Maintenance and Operations Department to actively pursue opportunities for sharing services with local organizations and business partners.	Intact			The Sheriff's Department is supplying inmate labor at the football stadium for maintenance purposes and for the demolition of houses on purchased property.
73	Direct Maintenance to capture all material costs, labor costs, and time required to complete work orders on the work order system.	Intact	(\$4,000)	(\$18,000)	BISD has purchased Applied Computer Technology software. Computers had to be upgraded to handle the software and conversion is under way.
74	Document all work	Intact			Implementation is in

	assignments on work orders and develop productivity standards for each craft department.				progress. This recommendation is tied to full implementation of recommendation 73.
75	Document the scheduling of work order assignments for each craft department and have supervisors monitor the status of work daily.	Intact			Implementation is in progress. This recommendation is tied to full implementation of recommendation 73.
76	Develop and design standardized management reports that provide job status, personnel cost, productivity and performance information for management's analysis.	Intact			Implementation is in progress. This recommendation is tied to full implementation of recommendation 73.
77	Establish a comprehensive preventive maintenance program that identifies all district equipment requiring maintenance and develop a schedule for routine service.	Intact			The Maintenance Department is picking a school in each zone and developing a preventive maintenance program for that campus that will be expanded to other schools in the zone.
78	Develop a policies and procedures manual for Maintenance and Operations and communicate district policy and accepted practices through standard training.	Intact			In connection with recommendation 20. Projected completion of a comprehensive manual is targeted for September 1997.
79	Develop and maintain a computerized inventory of Maintenance	Intact			An inventory of capital fixed-asset inventory was conducted in August 1996. An inventory of

	Department equipment and parts.				the parts is pending.
80	Identify ADA deficiencies in the district and develop a plan to comply with ADA requirements.	Intact	(\$150,000)	(\$618,000)	A study was conducted in 1995-96 at a cost of \$59,000. Elevators at South Park Middle School and Central High School will cost \$250,000 and be implemented with construction projects in future years.
<b>ASSET AND RISK MANAGEMENT</b>					
81	Renegotiate stop-loss coverage to ensure the district receives coverage merited by the fees spent.	Intact	\$270,000	\$341,280	Stop-loss coverage was renegotiated and savings are estimated as 15 percent of premium. Included as part of the Health Insurance Bid. Managed care plan, including physicians services, was implemented January 1, 1996. Also, principal property and casualty insurance policies were awarded by bid process for an annual savings of \$102,290.
82	Expand managed care to include physician services.	Intact	\$756,000	\$4,400,000	According to BISD's insurance representative, the district has avoided a premium increase of \$2.3 million in the first nine months following implementation of this recommendation. If the district had not renegotiated this contract, rates would have increased by this amount. Although budget expenditures remain unchanged, the district has avoided additional

					expenses of this amount.
83	Alter BISD's contract with the administrator to include incentive clauses to ensure that the district receives quality service.	Intact			BISD replaced the administrator in January 1996. The new contract has incentive clauses.
84	Require management reports from the claims administrator with sufficient summary information for claims analysis.	Intact			The Claims administrator provides the district with monthly reports of detail and analysis under the new bid.
85	Improve financial analysis of contributions and costs for workers' compensation.	Intact			Reports indicating incurred costs are now available to the Business Office. Further analysis will take place. A staffing recommendation is pending.
86	Improve risk assessment and develop a full safety program.	Modified			The duties of Safety manager have been assigned to the Energy manager, who has been charged with developing a safety program for the district.
87	Obtain general liability insurance in the most cost-effective manner.	Not Implemented			The district's legal counsel continues to advise against this recommendation, but district officials said that the Texas Association of School Boards and the Texas Association of School Business Officials have both advised them that liability insurance is needed. In light of this, BISD officials said they will continue to evaluate this recommendation. The

					Comptroller stands behind the original recommendation.
88	Include a "sweep account" in the next depository contract.	Intact	\$24,100	\$9,640	The sweep account was a feature in the depository contract implemented by the district for the 1996-97 biennium contract. The feature had not been available as an option from banks bidding on previous contracts.
89	Consider the use of armored car or secured transfer service.	Intact			This was implemented for Food Service cafeteria deposits, Student Activity Fund deposits from the campuses, and Business Operations deposits. Offsets cost of runners.
90	Revise Board Policy 3011 to comply with Attorney General's Opinion DM-347 and competitively bid all insurance for the district through a cooperative or regional bidding process.	Intact			All district insurance is bid in accordance with the appropriate Attorney General's opinion. As part of the policy manual update, board policies concerning purchasing are being revised.
91	Establish a board policy for the capitalization of fixed assets. Consider raising the threshold to \$5,000 and maintaining a separate controllable inventory listing of lower-dollar items.	Intact			As part of TASB's update of the board's policy manual, BISD is developing a policy to address this recommendation. The district has not yet decided whether to raise the threshold.
92	Convert fixed assets to the AS400 computer system as soon as possible	Intact	(\$10,000)	(\$10,000)	All fixed assets are being converted to the AS400 software. RISD is purchasing

	and purchase the required module to assist in tagging all untagged fixed assets.				scanning equipment to assist in inventory, and all district fixed assets have been bar coded and inventoried.
93	Conduct a physical inventory of all assets.	Intact			A physical inventory of all district assets has been completed.
<b>FINANCIAL MANAGEMENT</b>					
94	Reorganize the district to improve financial management, planning, and budgeting, and reduce the span of control for more effective oversight.	Modified			TASBO conducted a study and the district is making improvements to the management planning and budgeting processes. However the personnel changes do not exactly track the recommended approach.
95	Retitle the district comptroller position to director of Finance.	Intact			This change is on the current organization chart put out by the superintendent in September 1996.
96	Create a director of Planning and Budgeting position.	Not Implemented	(\$200,000)	\$0	The district has elected not to implement this recommendation.
97	Perform a job analysis and change job duties to reduce fragmentation and facilitate productivity.	Intact			TASBO has conducted this study and a report will be given to the board in early 1997.
98	Develop better financial information for internal use and for apprising the board.	Modified			The Business Office Report has been updated to show self-insurance funds with contributions, claims history and other information, and fund balances. Outstanding encumbrances have been added to the fund reports. BISD's revised report includes priority reports designations

					and reserves. Further improvements are planned.
99	Develop a long-range financial plan in accordance with board policy.	Modified			Actions taken to date include a board adopted foreign trade zone agreement that generates \$400,000 a year.
100	Automate the receiving function.	Modified	\$88,768	\$42,500	Modified implementation on receiving. Software implementation and controls are not very far along. A position has been left unfilled for some time. In 1996-97, the district transferred an A/P clerk.
101	Develop an accounting procedures manual.	Intact			Business Office personnel are documenting detailed job procedures for incorporation in an accounting manual. New procedures are being documented as a part of software implementation.
102	Update the business practices handbook for use by campuses and departments.	Intact			In progress. TASB policy updates are expected in Spring 1997.
103	Incorporate budget priorities developed from the strategic plan in the budget preparation process.	Intact			Some strategic planning priorities were not completed in time for the 1996-97 budget. Plans are under way to incorporate remaining budget goals in the Strategic Plan for 1997-98.
104	Develop a plan to increase the fund balance to an optimum level.	Intact	\$0	\$350,000	Cost cutting measures implemented as a result of the Comptroller's school performance review have allowed the

					district to balance its budget for the 1996-97 school year, with an anticipated general fund balance of \$21.7 million. This balance will generate additional interest earnings.
105	Improve the documentation given to the board on budget revisions, particularly those amendments with a negative impact on the fund balance.	Intact			New process requires amendments to be presented with a reason for each and a summary showing any negative effect on the fund balance.
106	Engage a qualified professional architectural or engineering firm to review the spending plan for the capital program.	Modified	(\$20,000)	\$0	The district chose not to hire an external person. Instead, they used the engineer on loan to the district from Mobil Oil to review spending and formulate a plan for capital programs. A plan was presented to the board in July 1996, and formed the basis for the reprioritization of bond projects.
107	Hire an internal auditor and establish a board audit committee.	Intact	(\$226,670)	(\$22,667)	See Recommendation 6.
<b>PURCHASING AND WAREHOUSE SERVICES</b>					
108	Upgrade or replace the automated finance system to support enhanced purchasing functionality.	Intact	\$425,550	\$15,975	Software implementation is not complete. Routine purchasing functions are on-line, and BISD is reviewing procedures to allow further decentralization of purchasing.
109	Seek and establish cooperative	Modified			Purchasing agent met with city of

	purchasing agreements with other public sector entities.				Beaumont purchasing representatives in May 1996. Unable to establish a co-op at this time. BISD continues to use Region V Co-op bids. In addition, the district has increased use of General Services Commission contracts for purchasing copiers, telephone systems, fax machines, and various other equipment.
110	Grant limited purchasing authority to principals and other individuals for purchases under \$500.	Modified			BISD expects to grant some authority in this area in the next few months, when the on-line purchasing function is tested further and budgets can be accessed on-line.
111	Revise the district's procurement policy to allow flexibility in bidding practices, including the solicitation of bids for purchases greater than \$10,000 and less than \$25,000.	Modified			A revised purchasing policy has been prepared and will be presented for adoption as requested.
112	Increase communication with district vendors to explain state regulations and district policies and practices.	Intact			Purchasing Department has revised its standard bid form to include regulations outlined in Texas Education Agency's (TEA's) Resource Guide and Senate Bill 1 (SB 1). A revised purchasing policy will address additional communication to vendors.
113	Realign functions assigned to	Modified	\$257,450	\$93,153	TASBO evaluated the warehouse. The

	warehouse personnel and eliminate six positions by implementing a Just-In-Time inventory strategy for custodial supplies.				administrative annex warehouse was moved to the maintenance facility warehouse, and the staff was reduced from 12 to nine positions.
<b>FOOD SERVICES</b>					
114	Test market a "breakfast-to-go" concept.	Intact	\$1,404,967	\$132,000	Tested four models. Implemented two at two locations where students, parents, and staff were receptive. BISD plans to fully implement at all campuses with highest rate of students eligible for free and reduced meals by Spring 1997.
115	BISD should test market a food mart "look-alike" concept in middle schools.	Intact	\$1,464,000	\$20,000	Cost to renovate five locations deducted from first-year earnings. Four remaining locations are undergoing student assignment changes and/or bond project renovations or construction. Anticipated revenues are being realized at the high school campuses, but the middle schools are not generating the level of income anticipated, primarily because the student's have less money to spend in middle schools.
116	Monitor, identify, and track trends in food costs, revenues, recipe compliance and, costs and waste.	Intact	\$531,000	\$145,000	Implementing new software in Food and Nutrition Department and Business Office to achieve this. Implemented "offer vs serve" K-3 and

					will eliminate much waste in this area. Full implementation of the automated system is expected by January 1998.
117	Reduce equipment losses by 50 percent by enlisting the help of students, teachers, principals, and Food Service Department staff.	Intact	\$40,000	\$10,500	High school students developed an advertisement for student viewing that helped to heighten awareness. Cafeteria staff worked with campus principals and in Senior High to purchase additional collection stations that don't allow the tray to be thrown out. Changed tray color to red to be more visible in the trash. Awareness announcements were made in district staff meetings.
118	Implement the "Menu and Recipe" and "Inventory and Purchasing" modules for the Bon Appetit software.	Intact			Implementation in progress. See recommendation 116 above. Target completion in January 1998.
119	Prepare budgets to include both monthly projections and annual projections.	Intact			New Business Office software with this capability will replace the old Food and Nutrition Department's system in November 1996. Target completion in Spring 1997. This will save a considerable amount of time and effort when fully implemented.
120	Update the Food Service procedural manual.	Intact			The district is developing a manual for campus and central office use. Target completion

					date July 1997, with August 1997 workshops scheduled for campus managers.
<b>TRANSPORTATION</b>					
121	Develop board policy to control extracurricular transportation costs in the district and establish a goal to be comparable with the state average for extracurricular transportation costs.	Modified	\$949,804	\$169,176	BISD has not established any board policy of this nature, but the number of extracurricular trips was controlled in the campus budgets.
122	Eliminate the route manager position in Transportation.	Not Implemented	\$182,904	\$0	The position has not been eliminated pending a review of the effectiveness of campus-level budget controls on extracurricular trips.
123	Require Transportation management to work five eight-hour days each work week in a flexible time schedule.	Intact			Fully implemented.
124	Eliminate the shop manager position and upgrade one of the mechanic positions to that of head mechanic.	Modified	\$163,144	\$56,000	The shop manager position was reevaluated and additional duties assigned, including safety officer and video camera manager. Terminated mechanic helper.
125	Reclassify one Transportation secretary as special transportation secretary and hire a part-time secretary for the mechanic shop.	Modified		\$44,000	Before the report came out, the special education secretary position was eliminated based on a recommendation made in another study. A new secretary position, when filled will be a

					full-time position with additional office duties assigned as well as shop responsibilities.
126	Adopt a staggered three-tier school time system to optimize the district's bus usage.	Intact	\$2,964,000	\$1,156,941	Three-tier system was implemented for the 1995-96 school year.
127	Increase the number of route assignments for each bus to between 2.25 and 2.5 routes per bus per shift.	Intact	\$788,600	\$382,800	Each regular bus averages 2.3 trips.
128	Identify neighborhoods with easy access to Beaumont Metropolitan Transit (BMT) routes and offer students the option of riding BMT buses.	Not Implemented	\$42,500	\$0	This recommendation runs contrary to existing board policy, and the district does not believe a change in policy is warranted at this time.
129	Provide parents with less costly options for transporting majority to minority transfers.	Not Implemented	\$204,360	\$0	This recommendation runs contrary to existing board policy, and the district does not believe a change in policy is warranted at this time.
130	Discontinue separate male and female after-practice routes and design a policy that governs after-practice transportation that includes adjusting practice schedules.	Intact	\$60,800	\$21,200	BISD transports all students after practice. Due to facility limitations, it is not always possible for males and females to practice at the same time. Whenever possible, BISD has combined the transportation.
131	Eliminate the "route value" salary payment schedule for bus drivers and effectively manage	Modified	\$656,910	\$0	Management is monitoring driver reported times and reducing variances, but BISD believes the route-value salary

	drivers' time.				payment is the most effective way to pay drivers. The district is continuing to evaluate the route value salary payment system and may revisit this recommendation in the future.
132	Develop mechanic wage and salary guidelines that reflect competitive wages for position qualifications based on other school district and local market demands.	Intact			Salary tables for the positions are reworked on a yearly basis.
133	Train all Transportation management and clerical personnel in the Edu-Log system and knowledge and make its use part of their annual appraisals.	Intact	(\$8,000)	\$0	All personnel are fully trained and are using the system.
134	Direct BISD Transportation management to download student address information in the Edu-Log system in a timely manner.	Intact			The district downloads all student information with an automated process nightly. This provides new student information in fewer than 24 hours after the student is registered at the campus.
135	Perform a physical inventory count and establish controls over inventory parts and supplies.	Intact			BISD has purchased and is waiting to install a system that will track usage of all vehicle fuel, oil, and other supplies automatically. BISD is taking an inventory of parts and removing all outdated items. The district has established a formal

					process to track parts used on buses. The Edu-Log program is being updated and will provide a better way to track all inventory and vendor use.
136	Implement a formal preventive maintenance schedule and tracking system that uses vehicle mileage as an indicator for service.	Intact			BISD has established a schedule that keys service on all necessary parts of a vehicle, and expects to automate this with the Edu-Log upgrade due soon.
<b>SAFETY AND SECURITY</b>					
137	Formalize employment contracts with Beaumont Police Department (BPD) and county sheriff deputies.	Modified			A Memorandum of Understanding defines the relationship between the city and county police agencies and BISD. This document was prepared by the attorney for BPD and reviewed by the district external counsel. Formal contracts with BPD and Jefferson County for police services are on hold, because the new superintendent has a goal of starting a district police force by the 1997-98 school year.
138	Centrally control and monitor security budgets.	Intact			The security budget is not centrally accounted at present. Food Services still has its security fund, as does the athletic department. BISD is considering the consolidation of some of the accounting as well as other services administered in these locations.

139	Implement a volunteer crossing-guard program to prevent accidents at hazardous intersections near schools.	Not Implemented	(\$1,000)	\$0	The district is still investigating this option.
140	Adopt a policy governing the use of weapons and firearms on campus by BISD security officers.	Modified			The district has begun talks with the Beaumont Police Department and entered into a Memorandum of Understanding about the use of firearms by police officers on campus.
141	Adopt a staffing plan for security officers that includes a balanced deployment of peace officers and security guards and ensures equal or better-quality security for the district.	Modified	\$514,744	\$95,000	A staffing plan was developed and salaries renegotiated to produce a more balanced deployment of peace officers and security guards on BISD campuses and to cut costs.
142	Assign safety coordinator duties to the Maintenance and Operations department and implement an effective safety program.	Intact			See Recommendations 68.
<b>MANAGEMENT INFORMATION SYSTEMS</b>					
143	Move the systems manager in the Business Office to Computer Services.	Not Implemented			The district has chosen not to implement this recommendation at this time.
144	Thoroughly evaluate the district's administrative computing needs, identify alternatives to meet these needs, and purchase	Intact	(\$390,000)	(\$240,000)	Financial software and an IBM AS400 were purchased to allow for increasing demands of memory and disk space. All student, financial and personnel applications will now

	replacement or upgraded hardware and software as needed.				use the same software. Data from all three areas will be available to all locations within the district.
145	Finalize and adopt plans to procure and install a WAN.	Intact	(\$500,000)	(\$664,000)	After studying ways to implement a wide area network (WAN), BISD chose to communicate over T1 lines. Southwestern Bell is delivering T1 service over fiber wherever possible. All fiber installation costs have been paid by Southwestern Bell in compliance with HB 2128. The wide area network and the ability to surpass old communication limitations with a direct connection to the Internet and e-mail will dramatically expand educational resources and empower educators.
146	Develop specific implementation plans with timelines, staff assignments and measurable criteria for technology action steps.	Intact			The technology study team of teachers, administrators, parents, and business leaders, was formed in 1990 and meets on a regular basis to update the district's five-year plan. This plan has timelines, responsibility assignments, and action steps. A new five-year plan is being written at present.
147	Create a Technology Committee to provide direction for the district's technology decisions.	Intact			The technology study team formed in 1990 has been broadened to include not only teachers and administrators, but parents and

					representatives of business, Lamar University, and the Region V Service Center. The committee meets regularly to make decisions about technology for the district.
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**TSPR's Estimated Savings and Costs**

	<b>1995-1996</b>	<b>1996-1997</b>	<b>1997-1998</b>	<b>1998-1999</b>	<b>1999-2000</b>	<b>Total 5-Year (Costs) or Savings</b>	<b>One Time (Costs) or Savings</b>
Estimated Annual Savings	\$1,953,200	\$4,399,101	\$4,963,445	\$5,067,239	\$4,611,033	\$20,994,018	
(Estimated Annual Costs)	(\$365,994)	(\$742,251)	(\$587,651)	(\$592,251)	(\$462,651)	(\$2,750,798)	
(One Time Costs)							(\$58,000)
Total Net Savings	\$1,587,206	\$3,656,850	\$4,375,794	\$4,474,988	\$4,148,382	\$18,243,220	(\$58,000)
<b>Grand Total Five Year Savings</b>						<b>\$18,185,220</b>	

*Source: Texas School Performance Review of the Beaumont ISD, September 1995.*

**BISD's Actual and Projected Savings and Costs**

	<b>1995-1996</b>	<b>1996-1997</b>	<b>1997-1998</b>	<b>1998-1999</b>	<b>1999-2000</b>	<b>Total 5-Year (Costs) or Savings</b>
Estimated Annual Savings	3,649,233	18,446,635	10,249,815	7,399,815	6,893,147	46,638,645
(Estimated Annual Costs)	(1,246,000)	(420,467)	(125,334)	(125,334)	(125,334)	(2,042,469)

Total Net Savings	2,403,233	18,026,168	10,124,481	7,274,481	6,767,813	44,596,176
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*Source: BISD, November 1996*