

July 2, 2002

The Honorable Rick Perry  
The Honorable William R. Ratliff  
The Honorable James E. "Pete" Laney  
Members of the 77th Legislature  
Commissioner Felipe T. Alanis, Ph.D.

Fellow Texans:

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

In May 2001, I released the results of my review of the district's operations. This review offered 95 recommendations that could save DVISD taxpayers more than \$3.9 million by 2005-06. Cumulative net savings from all recommendations (savings less recommended investments) were projected to reach more than \$2.9 million by 2005-06. The review also noted a number of DVISD's exemplary programs and model services provided by district administrators, teachers, and staff.

After a little more than one year, we returned to check on how well the district's leadership put these proposals into practice. Over the last year, DVISD has implemented, or is in the process of implementing, 92 of the proposals, or 97 percent. The district has realized net savings of \$344,770 to date and expects those savings to reach more than \$2.2 million over five years.

This report is available on my Web site at [www.window.state.tx.us/tspr/delvallepr/](http://www.window.state.tx.us/tspr/delvallepr/).

Thanks for all that you do for Texas.

Sincerely,



Carole Keeton Rylander  
Texas Comptroller

# Introduction

In May 2001, Texas Comptroller Carole Keeton Rylander released the results of her school performance review of the Del Valle Independent School District. Based upon more than five months of work, this report identified 95 recommendations that could, if fully implemented, result in net savings of more than \$2.9 million over the next five years. During June 2002, TSPR staff returned to assess the district's progress in implementing the recommendations.

## Improving the Texas School Performance Review

Comptroller Rylander, 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 Rylander 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 52 cents of every education dollar is spent on instruction, Comptroller Rylander's goal is to drive more of every education dollar into the classroom. In addition, no longer will school districts' best practices and exemplary models be left buried inside individual TSPR reports. Instead, Comptroller Rylander 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 Rylander 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 of MISD will be included in the Comptroller's best practices database, *A+ Ideas for Managing Schools (AIMS)*, which is accessible on the Web at [www.aimsdatabase.org](http://www.aimsdatabase.org).

Under Comptroller Rylander's approach, the TSPR team and consultants works 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 continually 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 Rylander 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](http://www.window.state.tx.us).

## TSPR in the Del Valle Independent School District

On August 22, 2000, the Del Valle ISD (DVISD) Board of Trustees voted to request a performance review of the district and agreed to pay 25 percent of the \$125,000 cost or up to \$31,250. State Representative Terry Keel also wrote the Comptroller requesting a performance review and State Representative Glen Maxey concurred on a review of the district. On November 7, 2000, TSPR began its performance review of the district. In the final report issued in May 2001, the greatest challenges facing DVISD were inadequate financial controls and inadequate planning for the future. Student enrollment was growing by 10 percent per year, yet the district lacked plans for managing its money and building schools to meet student growth.

The Comptroller contracted with IBM, the international computer, software and consulting firm headquartered in New York, at a cost of \$124,588. The team interviewed district employees, school board members, parents, business leaders and community members and held

four public forums at Del Valle High School, Del Valle Junior High, Baty Elementary and Hornsby-Dunlap Elementary. The review team conducted additional focus group sessions with teachers, business leaders, site-based decision-making committees, students and parent volunteer groups. The Comptroller's office also received letters, e-mails and phone calls from a wide array of parents, teachers and members of the community.

A total of 383 respondents answered surveys. Forty-seven central administrators and support staff; 11 principals and assistant principals; 183 teachers; and 142 parents completed written surveys. The review team also consulted two databases of comparative educational information maintained by the Texas Education Agency (TEA)—the Academic Excellence Indicator System (AEIS) and the Public Education Information Management System (PEIMS).

DVISD selected peer school districts for comparisons based on similarities in student enrollment, student performance and community and student demographics. The selected peer school districts were Bastrop, Eanes, Georgetown, Hays, Lockhart, Manor and San Marcos. TSPR also compared DVISD to district averages in TEA's Regional Education Service Center XIII (Region 13), to which DVISD belongs, and the state as a whole.

## **DVISD in Profile**

DVISD spans 174 square miles and serves the suburban communities of Montopolis, Frontier Valley, Sundridge Park and Pleasant Valley, and the rural communities of Garfield, Creedmoor, Mustang Ridge, Elroy, Pilot Knob, Webberville and Hornsby Bend. For 2001-02, the district served a culturally diverse population of more than 7,000 students in eight schools: five elementary schools, one middle school, one high school and one special and/or alternative education school. DVISD's student profile is 18.8 percent Anglo, 64.2 percent Hispanic, 15.4 percent African American, 1.2 percent Asian Pacific Islander and .4 percent Native American. Economically disadvantaged students make up 70.5 percent of the district's student population.

In 2001, four of DVISD's campuses received a *Recognized* rating from TEA, and the district received an overall *Recognized* rating.

In 2000-01, 87.9 percent of all students passed the reading portion of the Texas Assessment of Academic Skills (TAAS); 89.1 percent passed the math portion of the test; 87.6 percent passed the writing portion; and 81.2 percent of students passed all tests taken.

In 2001-02, the district employed a staff of 1,006 employees, with teachers accounting for 529, or more than 52.6 percent, of DVISD staffing. The district had expenditures of \$53.4 million that same year. In 2001-02, 73.9 percent of DVISD's budgeted revenues were generated from local taxes, and 2.5 percent came from local and intermediate sources. About 20.2 percent came from the state, while 3.4 percent came from the federal government.

In 2001-02, DVISD budgeted 50.4 cents of every tax dollar on classroom instruction compared to the state average of 52 cents.

Over the last year, significant changes have occurred in the district.

- The district completed the investigation recommended by the State Comptrollers Office into possible fraudulent activities. *No evidence of fraud was identified.*
- The school district's single-member election district boundaries were redrawn based on the 2000 census, and elections have been held in three of the nine single-member districts.
- A committee of community members and district staff redrew elementary school attendance boundaries due to the planned opening of the district's sixth elementary school. Construction has begun on the district's second junior high school and renovations on three existing schools.
- Three national bond rating agencies—Standard & Poors, Moodys and Fitch—have upgraded the district's bond rating to an "A."
- The Texas Education Agency completed a District Effectiveness and Compliance (DEC) audit, which is required for all districts every five years. Preliminary findings show the district is complying with state rules and regulations and that funds are being spent according to state requirements.

While the district still has a lot of work to do, both DVISD staff and TSPR team members have a sense of steady progress. The district has implemented 71 recommendations; 21 are in various stages of progress, and three have been reviewed but not implemented. (See **Appendix A** for details on the recommendations' status.)

## Del Valle ISD Report Card

Chapter	# of Recommendations	Complete	In Progress	Not Implemented	Rejected	Percent Complete/In Progress
District	9	4	5	0	0	44% / 56%

Organization and Management						
Educational Service Delivery	15	12	2	1	0	80% / 13%
Personnel Management	9	7	1	1	0	78% / 11%
Facilities Use and Management	4	1	3	0	0	25% / 75%
Asset and Risk Management	21	18	2	0	1	86% / 10%
Financial Management	6	2	4	0	0	33% / 67%
Purchasing and Contract Management	6	3	3	0	0	50% / 50%
Food Service	6	5	1	0	0	83%/17%
Transportation	5	5	0	0	0	100%/0%
School Safety and Security	5	5	0	0	0	100%/0%
Computers and Technology	9	9	0	0	0	100%/0%
<b>Overall Grade</b>	95	71	21	2	1	75% / 22%

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

DVISD is a school district with some notable successes, and TSPR has identified numerous “best practices.” Through commendations in each

chapter, the original report highlighted model programs, operations and services provided by DVISD administrators, teachers and staff members. Other school districts throughout Texas are encouraged to examine these exemplary programs and services to see if they could be adapted to meet local needs. TSPR's commendations include the following:

- **DVISD's Crisis Management Plan contains guidelines to ensure the safety of students and employees in the event of crises within the district.** The district's plan is a model for other districts and includes such useful tools as crisis day checklists, emergency procedures, staff assignments for securing buildings and specific plans for each type of crisis.

*Since the review, DVISD has updated its Crisis Management Plan and provided each campus with a complete crisis management manual.*

- **DVISD has competitive salaries and benefits for bus drivers, thereby eliminating a need to recruit drivers.** Most school districts experience bus driver shortages due to low wages, often without benefits, and local or regional competition from other employers. DVISD, however, provides higher salaries (\$13.41 per hour on average) than the average provided in the region (\$12.88 per hour) and provides benefits to its drivers. Consequently, the district consistently has more applicants than the available number of open slots.

*Over the last year, DVISD has continued to review its salaries and benefits for all employees. The district increased its contribution for health insurance by \$50 per month per employee in 2001-02 so it could continue paying 100 percent of the employee-only cost for all employees.*

- **DVISD's campuses, particularly its elementary schools, have received numerous grants, awards and recognition.** All of the elementary schools have received the Texas Successful School Award, which is a financial award for schools that have demonstrated high levels of sustained academic success. Several schools have received the award more than once. Baty Elementary has been chosen a Texas Blue Ribbon School of Excellence for 2000-01. More than \$450,000 in grants has been awarded to DVISD for math, science, reading and at-risk student programs.

*DVISD has been selected to participate with the University of Texas Center for Reading and Language Arts in coordination with the National Institute for Child Development to develop a nationwide model program for language development.*

- **DVISD developed a new cash-forecasting tool, which allows the district to manage its investment portfolio more effectively.**

Beginning in August 2000, DVISD made weekly cash expenditure projections and invested any surpluses during the month. This process allowed the district to maximize its investment potential.

*DVISD continues to monitor its cash flow position to better manage its investment portfolio and has revised its investment policies to include benchmarks for investments.*

- **DVISD uses many local and statewide cooperative-purchasing organizations, which saves tax dollars through bulk and competitive bidding practices.** DVISD uses these purchasing cooperatives whenever possible to obtain the best prices available and has saved more than \$250,000 between 1998 and 2000.

*In March 2002, DVISD joined the Texas Association of School Board's "Buy Board" purchasing program, a statewide online purchasing program designed specifically for public schools.*

- **DVISD distributes comprehensive district and school-specific employee handbooks to the staff each year.** The district publishes a comprehensive employee handbook for the faculty and staff annually. The handbook describes the school district's mission statement, goals, objectives, procedures, employee conduct requirements, Code of Ethics and Standard Practices for Texas Educators and schedules of all district meetings.

*DVISD continues to provide employees information about policies and procedures and is soliciting feedback from employees on ways to improve employee satisfaction. In February 2001, the district surveyed all employees and reported the results to the district administrative team and the board. Among the issues addressed in the survey was parking, which is being addressed via the last bond issue. In addition, the district has started a wellness program, and paid stipends for hard-to-fill special needs positions.*

- **DVISD targets at-risk students with a variety of programs.** The district operates a family literacy program, Even Start, a migrant workers program, Project L.I.F.E. (Learning Involving Family Education) and a Pregnancy, Education and Parenting program.

*To address the needs of students who are at-risk of failure in middle school and high school, DVISD has begun offering targeted tutoring programs and has enhanced its Secondary Improvement Plan. The district also has improved its Saturday TAAS Academies*

*for academic core classes and has increased staffing levels and staff development at the middle school and high school.*

- **DVISD distributes a comprehensive Student Code of Conduct.** Parents and students are required to sign an agreement form concerning the student's conduct. The code contains detailed explanations of student responsibilities and obligations, procedures for dealing with violations and the consequences of breaking the code.

*DVISD, at TSPR's recommendation, conducted an audit of its In School Suspension (ISS) program. Based upon some of the changes that were implemented because of the audit, referrals to ISS are down by 38 percent.*

- **DVISD has a state-of-the-art information technology infrastructure.** DVISD spent almost \$3 million from its 1997 bond issue to design and develop a comprehensive districtwide network, linking individual local area networks into a high speed, high bandwidth wide area network.

*To ensure the infrastructure is used to its fullest, the district has created the Management Information Systems Department (MIS) and appointed a Director of MIS.*

- **The DVISD child care program benefits school-age parents who might otherwise not finish school.** DVISD provides licensed child care for student parents. The program enables high school teens to finish their education.

*DVISD's child care program for school-age parents continues to place a major emphasis on keeping teen parents in school.*

## TSPR Key Recommendations

Listed below 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 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 1: Establish a system to reimburse board members and administrators for district-related expenses and discontinue the practice of issuing personal credit cards.**

In October 2001, the board adopted an amended travel policy that eliminated the use of credit cards. Board members now are given cash advances, and board members return any unused cash and submit invoices for all expenses incurred. The checks and balances are solid; district administrators said that this recommendation established a strong system of financial controls.

**Recommendation 6: Develop a comprehensive strategic plan that links the various existing plans and ties them to the budget.**

Administrators told the review team that despite the fact that the recommendation's implementation is still in progress, it has helped them to focus resources and attention on the district's goals. At the beginning of the 2001-02 school year, the district moved the goal setting and planning portion of the budget process from February to November and developed a budget development timeline to guide the work of the board and the administration. All parties are using this timeline to reinforce the links between the district's goals, budget and plans. The district also changed the superintendent's evaluation instrument to emphasize the board-adopted goals. In February 2002, the DVISD board used the Texas Association of School Board's facilitator to help it conduct a full-scale strategic planning process that will involve the community, the board and the administration in the long-range planning process.

## **Educational Service Delivery**

**Recommendation 10: Develop and implement strategies to ensure the vertical alignment of curriculum and instruction across grade levels and the vertical teaming of elementary, middle and secondary teachers.**

The curriculum directors for both Secondary and Elementary Curriculum for the district said that by designating early release dates on the school calendar specifically as "vertical alignment days," the district has been able to bring teachers from all grade levels together to discuss transitioning issues and develop strategies for helping students move smoothly from grade to grade. Early release days for this purpose were particularly beneficial, because teachers often have difficulty if meetings are held after school hours. This change made it possible for all teachers to participate without interruption.

**Recommendation 16: Conduct a special education program review and implement internal performance measures to evaluate performance.**

The superintendent said he was well aware that special education was a weak area that needed attention. Even before the release of the final TSPR report, he started a special education program review on the advice of the review team. Initially, the review was conducted internally, but the superintendent decided an external contractor would be needed and shifted about \$21,000 of existing funds to this project. The initial review was completed around the time that the performance review was released in May 2001, and the contractor has continued to work with the district to implement the recommendations in that report. In the superintendent's opinion, the district threw resources at the problem when, actually, it needed to improve the process. By implementing a number of recommendations, including a pre-referral process, he said he believed the district has significantly improved both special education services and probably avoided costly lawsuits in the process.

## **Personnel Management**

**Recommendation 25: Review and update all job descriptions for each position every three years and standardize the format.**

The new director of Human Resources said this recommendation would be extremely difficult to implement, but one that she felt was critical. As she reviewed the more than 200 job descriptions, she identified not only outdated and non-existent positions, but also pay inequities and misclassifications that had to be remedied. The new job descriptions revised in May 2002 will provide the basis for employee evaluations, staff development and justifications for termination, if necessary.

**Recommendation 22: Develop strategies to lower class sizes in physical education classes.**

**Recommendation 29: Develop staffing guidelines for all employee categories.**

These two recommendations addressed an equity issue for the district, according to key administrators. About 25 to 30 people were moved between campuses because of campus-level staffing formulas, and some additional types of employees were hired, while other positions were eliminated. The administrators said that this recommendation forced them to look at equity in a way they had not done before. It has also allowed them to improve financial accountability, an issue that is particularly important for a growing district like DVISD.

### **Recommendation 30: Develop an employee retention plan.**

The District Advisory Team formed a Human Resources Committee, which surveyed all employees to identify recruitment and retention issues. The district is using the committee's findings to make adjustments, such as providing additional parking at some campuses, revising the sick bank policy, and giving perfect attendance awards. Employee recruitment and retention also was written into the district goals for 2002-03, and early indicators in 2001-02 show that the turnover rate has dropped to less than 10 percent, down from 23.8 percent in 1999-2000.

## **Facilities Use and Management**

### **Recommendation 34: Develop a long-range facilities master plan.**

When the new superintendent and business manager assumed their positions in 2000, they both said they were "behind the eight ball" as far as facilities were concerned. The issue was not about the need for brand new facilities, although some of the facilities were deteriorating badly. The issue was having enough space to house the influx of children to the district. In some cases, the schools had no more space even for portables. While work remains in progress and will be ongoing for as long as the growth in the district continues, developing a basic plan with the assistance of the community, staff and board was a critical step in gaining the community's trust for the passage of a bond in 2001.

## **Asset and Risk Management**

### **Recommendation 57: Hire an internal auditor.**

DVISD may still be too small for a full-time internal auditor, but the district's administrators said that they are asking for funds during the next fiscal year for internal audit services because they feel that a sound internal audit program can provide a proactive approach to maintaining a strong system of internal controls. By contracting for a systematic internal audit of high-risk functions like activity funds and contract management procedures, the district can become more proactive in ensuring a strong system of internal control.

## **Financial Management**

**Recommendation 59: Develop a formal procedures manual for the business office that details day-to-day operations and use this manual to cross-train business office staff.**

Developing the manual has been an eye-opening experience for both staff and board members, according to district administrators. The process has helped staff to identify areas where controls and accountability could be strengthened, and the board was able to see the processes from beginning to end and better understand how the administration was implementing board policy.

**Recommendation 62: Make financial accounting information available to campus and department administrators.**

The superintendent said that when he was a principal he had to maintain a separate set of books at the campus-level so he could monitor the budget. Effective August 1, 2002 access to financial information will be immediate, and campuses will be able to obtain goods or services faster because financial information and requests will be transmitted electronically.

## **Purchasing and Contract Management**

**Recommendation 65: Develop a comprehensive purchasing policy and procedures manual for all offices in the Purchasing Department, campuses and departments, and place the manual on the district's Web page.**

Like the business office procedures manual, the purchasing manual has been distributed to everyone, including members of the board, and it is posted on the district's Web site. There are no longer any excuses for failure to follow policies or procedures.

## **Food Services**

**Recommendation 76: Develop a Child Nutrition program budget each year.**

Neither the food service contractor, nor the district fully understood the financial condition of the food service fund until this recommendation was implemented. According to district administrators, they were asking how things were going and being told everything was fine. Once reports were run, the situation was found to be anything but fine. Last year, the district lost more than \$142,000 in the food service fund. A budget was developed in 2001-02, and now monthly reports are distributed to the board and administration, which show the budgeted expenditures compared to actual expenditures. This system has helped the contractor and the district to better manage the operation.

## **Transportation**

**Recommendation 78: Conduct a transportation service analysis.**

The Transportation director has rerouted all of the buses because the elementary boundaries were redrawn. As a result, the reimbursement that the district is eligible to receive from the state has risen from \$.88 per mile to \$.97 per mile. State reimbursement is based on linear density, which is the ratio of the average number of regular program students transported daily to the number of miles operated daily for those students. Routes that are more efficient mean larger reimbursements, which is what DVISD has been able to achieve. Annual reimbursements increased by \$104,000 in 2001-02.

## **School Safety and Security**

**Recommendation 82: Develop a long-range safety and security plan.**

A special committee began work during the summer of 2001 to develop a safety and security plan for the district. The board approved the final document and it was distributed to each campus just in time to be thoroughly tested during the flooding that occurred in the district on November 11, 2001. The plan worked. The administration highlighted the Popham Elementary School principal as a model for the rest of the district in the way she worked with the committee as well as how she has implemented the plan.

## **Computers and Technology**

**Recommendation 87: Fill the vacant technology director position.**

The district promoted an individual who had filled a technical position in the district to director of Management Information Systems. This person has enhanced the district's technology efforts and has been instrumental in ensuring that all staff is well trained.

**Recommendation 92: Develop a training plan for DVISD technology staff.**

**Recommendation 93: Activate the technology-user committees and ensure that they meet on a regular basis.**

**Recommendation 94: Revise the existing Technology Plan to include specific activities and assignments, funding sources, timelines and measurable objectives.**

Putting the technology committee together again and developing a technology plan that includes training, funding sources, timelines and

measurable objectives has changed the way the district operated in the past. As a result, technology is now seen as a solution rather than an obstacle for administrative issues, and instructional technology is being put to better use in the classrooms.

## What Still Needs to be Done?

DVISD has made steady progress in implementing TSPR recommendations. Seventy-one recommendations have been implemented, 21 are in various stages of progress and three have not been addressed. This section addresses the key areas requiring additional attention.

### **Personnel Management**

DVISD administrators and board members have deferred action on Recommendation 28, which suggested a controlled retirement incentive plan, because they were concerned they would lose some of their best educators. An incentive plan, however, does not necessarily restrict the district from re-employing a retired participant to the extent permitted by the Teacher Retirement System (TRS) rules of employment. Consequently, if a large number of experienced teachers accepted the offer, the district would be able to rehire or contract with some of them, perhaps with more flexible schedules to encourage their continued involvement in the education of children and mentoring of less experienced teachers. TSPR encourages the district to examine all aspects of an incentive plan while considering the possible negative affects and the legal and management issues surrounding such a plan.

## **DVISD'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 Del Valle ISD staff members and administrators what went right and what went wrong—and 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 getting started. As a result, the reports now include implementation strategies and timelines to complement the recommendations. District officials have told TSPR these blueprints are invaluable to achieving the desired results. It is important however, for TSPR staff to be mindful of

those things that did not work as intended so that the review process can be improved.

Del Valle administrators and board members made the following observations:

The superintendent said one of the best parts of the review was the time the review team spent with administrators during the follow-up process. There was a great deal of “give and take,” ideas were tossed around, and suggestions were made for overcoming some obstacles to full implementation of certain recommendations. He said this kind of session might have been helpful midway through the year, rather than at the end of the year.

He also said that whether he agreed or disagreed with the report, it forced the district to look at all of the issues. And he said that some of the more difficult decisions were made possible because the recommendations came from the Comptroller. No one likes to change the way things have been done, but the report motivated them to change—even when it was not easy.

In addition, some district staff believed the review team did not always interview a wide array of people, or sometimes did not interview the right people. Consequently, some of the findings were based on the perceptions of a single person. In the future, efforts will be made to identify all of the key stakeholders in a process to ensure that all sides have been heard.

Surveys sent to board members requesting their observations about the review process were generally positive, but two areas for improvement were suggested. More realistic timelines and implementation strategies would have been helpful, and the board may not have fully understood the scope of the review at the onset.

Clearly, DVISD has had a lot on its plate over the last year, making some of the timelines unrealistic. The superintendent put it more gently when he said that the report forced officials to move more quickly than they might have without the report. If a single recommendation is looked at in isolation, the timeline might appear to be realistic. In response, TSPR staff plans to do a better job of estimating the total impact of all of the recommendations on a district when establishing suggested timelines for implementing any single recommendation.

Early on in the process, TSPR representatives met with DVISD administrators and ultimately attended a board meeting to explain the process. However, from the reaction of the board members, it appears that some of their expectations were not fully met despite these initial efforts.

TSPR staff will research this issue more and seek out suggestions for better communication in the early stages of the review process to try to mitigate these issues.

## Appendix A: Status of Recommendations and Savings

### Chapter 1: District Organization and Management

Rec#	General Recommendation	Implementation Status	TSPR's Projected Five-Year Savings (Costs)	Actual Savings (Costs) to Date	MISD's Projected Five-Year Savings (Costs)	Comments
1	Establish a system to reimburse board members and administrators for district-related expenses and discontinue the practice of issuing personal credit cards. p.26	Complete	\$0	\$0	\$0	In October 2001, the board amended the travel policy and cancelled all credit cards. The board also adopted a new travel reimbursement policy for expenses. The district now gives board members cash advances, and board members return any unused cash and submit invoices for all expenses incurred.
2	Establish a policy and procedure to comprehensively review board policy every five years. p.27	Complete	\$0	\$0	\$0	In June 2002, the board adopted a policy to review all board policies

						every five years. Central and campus administrators review TASB policy updates and revise them to fit district needs. Administrators present policy revisions to the board for approval as needed.
3	Develop standard operating procedures to implement board policy. p.29	In Progress	\$0	\$0	\$0	Once the district reviews all policies, it will adjust the corresponding administrative procedures. In addition to working on these procedures, the district is developing a manual that outlines standard operating procedures.
4	Restructure the district organization to position the district for growth. p.30	In Progress	\$0	\$0	\$0	The district has been discussing this issue, and the superintendent will be restructuring the organization over the 2002 summer to

						best fit the district's needs.
5	Provide more of the information the board desires in the board packets. p.32	Complete	\$0	\$0	\$0	Effective September 2001, the district provides additional information, including data for special requests, to the board in the board's Friday Mail Out.
6	Develop a comprehensive strategic plan that links the various existing plans and ties them to the budget. p.35	In Progress	\$0	\$0	\$0	In October 2001, the district developed an official goal-setting timeline. As a part of the new timeline, the district began its goal-setting process in November 2001 instead of February 2002 for the 2002-03 budget cycle and linked the budget to its goal-setting process. In February 2002, TASB began facilitating the district's strategic planning

						process.
7	Identify, evaluate and determine the cost effectiveness of all major activities and programs in the Office of Community Relations. p.38	In Progress	\$0	(\$8,000)	(\$8,000)	The district has hired a public relations firm to assist in the evaluation of the Office of Community Relations. The district developed a survey that it will mail to all households in the Del Valle area to get input on the district newsletter. In addition, the district is identifying all activities in the Office of Community Relations so that it can complete a comprehensive evaluation of those activities.
8	Train community liaisons and establish performance benchmarks. p.39	Complete	\$0	\$0	\$0	The district trained community liaisons; entered information on the district's training database and is developing performance benchmarks.

9	Communicate with and involve small and minority-owned businesses in school district strategic planning. p.40	In Progress	\$0	\$0	\$0	The district is recruiting minority-owned businesses to serve on the Adopt-A-School Board. DVISD also recruited representatives from minority-owned businesses to serve on the bond planning and elementary rezoning committees.
<b>Totals-Chapter 1</b>			<b>\$0</b>	<b>(\$8,000)</b>	<b>(\$8,000)</b>	

## Appendix A: Status of Recommendations and Savings

### Chapter 2: Education Service Delivery

Rec#	General Recommendation	Implementation Status	TSPR's Projected Five-Year Savings (Costs)	Actual Savings (Costs) to Date	MISD's Projected Five-Year Savings (Costs)	Comments
10	Develop and implement strategies to ensure the vertical alignment of curriculum and instruction across grade levels and the vertical teaming of elementary, middle and secondary teachers. p.54	Complete	\$0	\$0	\$0	During 2001-02, DVISD scheduled designated early release days into the school year to be used as vertical alignment days. Specifically, the district scheduled transition meetings for vertical alignment of grades 6 and 7 and grades 8 and 9. District officials continually revise curriculum documents. Additionally, the district completed the alignment of new textbooks between the elementary and junior high and

						established a process for transferring materials.
11	Develop strategies to provide consistent educational technology curriculum and instruction on every campus. p.55	Complete	\$0	\$0	\$0	In October 2001, the district re-established the technology committee and implemented training on integrating technology into the curriculum. District administrators also have identified the personnel needed to implement the strategies at each campus.
12	Eliminate the position of deputy assistant superintendent for Curriculum. p.56	Complete	390,000	\$80,000	\$160,000	The district eliminated the position of deputy assistance superintendent for Curriculum on September 1, 2001. District administrators, however, anticipate that the position may be needed again in 2003-04 as the district grows with the opening of

						new schools, which could include a new high school.
13	Develop targeted strategies to improve TAAS scores at the middle and secondary grade levels. p.62	Complete	\$0	\$0	\$0	DVISD began a targeted tutoring program during the day at the junior high and high school. The district also developed an Enhanced Secondary Improvement Plan that included increased Saturday TAAS Academies, Academic Core Classes and increased staff development. The district hired additional bilingual staff at the junior high and high school to assist in math tutoring. The district increased emphasis on secondary TAAS scores raised the high school's test scores from

						81.9 to 89.0 in Math and from 84.6 to 87.0 in Language Arts.
14	Increase the district's emphasis on testing all students. p.66	Complete	\$0	\$0	\$0	The district is following state guidelines. All students are tested using TAAS or the State Developed Alternative Assessment (SDAA) for testing special education students. The only exception is for first year immigrants and students who are exempted because of Admission, Review and Dismissal Committee (ARD) decisions.
15	Encourage students to take and pass advanced academic courses and college entrance examinations. p.68	In Progress	\$0	\$0	\$0	The district administrators are reviewing student schedules and end-of-year results. DVISD included additional information about advanced

						<p>placement courses and college entrance exams in the parent information handbooks, which the district distributed at the beginning of the school year. In addition, the district increased mail-outs to parents and students on advanced placement testing and college entrance exams. The district also purchased the practice SAT and ACT software to help prepare students for these exams.</p>
16	<p>Conduct a special education program review and implement internal performance measures to evaluate performance. p.72</p>	Complete	\$0	\$0	\$0	<p>An outside consultant completed the review of the special education program in May 2001. The district implemented performance</p>

						measures that it will use to evaluate the special education program.
17	Restructure Bilingual/ESL services to include a focus on student participation and continuous improvement in TAAS reading, mathematics and writing. p.76	Complete	\$0	\$0	\$0	All Bilingual/ESL students now participate in the state assessment program as mandated by the Texas Education Agency. The TAAS scores for elementary bilingual students in comparison to the state were higher for 2002. For example, grade 4 students in DVISD had a 96 percent passing rate in Math while the state average is 87 percent. In reading, DVISD students had a 95 percent passing rate while the state average is 79 percent and in writing DVISD students had a

						93 percent passing rate compared to the state average of 75 percent. The district noted similar advances in all grade levels.
18	Develop and implement innovative strategies to expand the number of Bilingual/ESL teachers employed by the district. p.77	Complete	\$0	\$0	\$0	In October 2001, the district implemented stipends for bilingual teachers and reduced pupil/teacher ratios. The district also hired more teacher assistants and targeted its recruitment efforts at particular institutions of higher education to expand the number of bilingual teachers in the district. DVISD filled all but one position for 2001-02.
19	Develop strategies to improve the gifted education program. p.80	Complete	\$0	\$0	\$0	The district used focus groups from each elementary

						campus to review the gifted education program. This review led to increased training for staff and increased identification and services to low-income gifted and talented students. Secondary-level staff and consultants are reviewing policies, procedures, manuals and student folders. Teacher and administrator training is ongoing. The district's last District Effectiveness and Compliance (DEC) report confirmed that the district is meeting the 5-percent identification criteria mandated by the state.
20	Appoint gifted and talented	Complete	(\$15,000)	\$0	\$0	Existing staff at each

	education coordinators at all elementary schools. p.81					campus carry out the coordinator responsibilities without receiving stipends.
21	Employ an additional freshman counselor at Del Valle High School to prevent school dropouts, provide vocational counseling and meet the needs of the growing student population. p.87	Complete	(\$238,180)	(\$14,560)	(\$72,800)	Instead of hiring a new counselor, the district hired a part-time employee to administer tests so that existing counselors could focus on counseling.
22	Develop strategies to lower class sizes in physical education classes. p.91	In Progress	\$0	(\$84,000)	(\$126,000)	The district adopted new elementary staffing guidelines. DVISD supplemented staffing for elementary physical education by adding one special area staff at each campus with an enrollment of more than 900 students. The district hired additional special area teachers and placed them at the junior high

						school in anticipation of building of a second junior high school to alleviate overcrowding. The costs shown reflect the additional special area teachers who will be reassigned to the new junior high school.
23	Require the athletic director to evaluate the physical education staff in collaboration with the principal for that campus. p.91	Not implemented	\$0	\$0	\$0	The staff teaching physical education is curricular and not part of the athletic department. Therefore, the responsibility of evaluating their position should remain in the instructional realm.
24	Report revenues earned from athletic events to all interested parties each month. p.92	Complete	\$0	\$0	\$0	In January 2002, the business office began reporting athletic revenues to the Athletic Director monthly.
<b>Totals-Chapter 2</b>			<b>\$136,820</b>	<b>(\$18,560)</b>	<b>(\$38,800)</b>	

## Appendix A: Status of Recommendations and Savings

### Chapter 3: Personnel Management

Rec#	General Recommendation	Implementation Status	TSPR's Projected Five-Year Savings (Costs)	Actual Savings (Costs) to Date	MISD's Projected Five-Year Savings (Costs)	Comments
25	Review and update all job descriptions for each position every three years and standardize the format. p.103	Complete	\$0	\$0	\$0	Effective May 2002, the format was standardized, and all job descriptions were reviewed and revised as needed for all staff positions.
26	Develop standard operating procedures to ensure performance evaluations are completed properly and submitted to the Human Resources office in a timely manner. p.105	Complete	\$0	\$0	\$0	DVISD developed standard operating procedures for performance evaluations and sent a memorandum to all administrators describing timelines for completing evaluations and administrators' responsibilities.
27	Eliminate the position of administration office receptionist. p.106	Complete	\$116,850	\$11,740	\$105,220	The district eliminated the position on May 10, 2002.
28	Implement a controlled	Not Implemented	\$1,339,686	\$0	\$0	Due to the impending

	retirement incentive plan. p.110					teacher shortage, district officials have been reluctant to implement this recommendation. Further review of this recommendation has been assigned to the recently hired assistant superintendent for Human Resources.
29	Develop staffing guidelines for all employee categories. p.112	In Progress	\$0	\$210,000	\$1,050,000	The district established elementary school staffing guidelines as part of attendance rezoning. DVISD also established equity in staffing levels among campuses. The district will complete secondary school staffing guidelines in 2002-03 as part of attendance rezoning for the second junior high school.
30	Develop an employee retention plan. p.114	Completed	\$0	\$0	\$0	The District Advisory Team (DAT) formed a Human Resources Committee that

						<p>surveyed all employees and reported the results to the DAT and the board. Important issues included parking, revising the sick bank policy, stipends, staff development, mentoring, perfect attendance incentives and other employee benefits. The district also began a wellness program and is using the findings of the survey to address employee retention. Improving employee retention and recruitment was also written into the district goals for 2002-03.</p>
31	<p>Develop a policy and standard operating procedure to permit job sharing and flextime. p.115</p>	Completed	\$0	\$0	\$0	<p>The district implemented job sharing and individual flextime schedules, which are individually structured based on district and employee needs. DVISD also developed a draft</p>

						policy that it will revise contingent on new direction from the state related to health insurance and retirees.
32	Evaluate hiring permanent substitutes for teachers at each campus. p.117	Complete	\$0	\$0	\$0	The district evaluated using permanent subs and found that substitute teachers were being used in permanent positions rather than as substitute teachers. A new automated sub-finder system and changing economic conditions have helped the district find substitutes.
33	Survey faculty needs for staff development to better plan for development activities. p.120	Complete	\$0	\$0	\$0	District administrators continuously survey the elementary staff for staff development needs through meetings and emails. The district also surveys secondary staff through the Campus Improvement Teams on an ongoing basis, and bases staff

						development training on the results.
	<b>Totals-Chapter 3</b>		<b>\$1,456,536</b>	<b>\$221,740</b>	<b>\$1,155,220</b>	

## Appendix A: Status of Recommendations and Savings

### Chapter 4: Facilities Use and Management

Rec#	General Recommendation	Implementation Status	TSPR's Projected Five-Year Savings (Costs)	Actual Savings (Costs) to Date	MISD's Projected Five-Year Savings (Costs)	Comments
34	Develop a long-range facilities master plan. p.129	In Progress	\$0	\$0	\$0	The district developed a facilities plan as part of the 2001 bond issue. The plan was developed with the assistance of staff and community and includes current and future project needs. DVISD completed a demographic study in December 2001 and plans to conduct a facilities assessment this summer (2002) in anticipation of a fall bond election.
35	Develop and implement a work order management system. p.134	Complete	\$0	(\$17,000)	(\$17,000)	The district purchased an automated work order processing system for maintenance and is developing

						operating procedures for staff in the Maintenance Department. The automated work order processing system has been operational since March 2002.
36	Institute ASBO and APPA staffing formulas for custodial and maintenance staff. p.136	In Progress	(\$448,340)	(\$50,000)	(\$250,000)	The district plans to hire additional custodians as needed based on campus input. The district has budgeted money for additional staff, but due to budget constraints, implementing this recommendation has been delayed.
37	Create a preventive maintenance schedule for each of the district's buildings. p.137	In Progress	\$0	\$0	\$0	The new automated work order system contains a module that will allow the district to track and maintain a preventive maintenance schedule. Custodial and maintenance staff will use palm pilots to track their work.

	<b>Totals-Chapter 4</b>		<b>(\$448,340)</b>	<b>(\$67,000)</b>	<b>(\$267,000)</b>	
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## Appendix A: Status of Recommendations and Savings

### Chapter 5: Asset and Risk Management

Rec#	General Recommendation	Implementation Status	TSPR's Projected Five-Year Savings (Costs)	Actual Savings (Costs) to Date	MISD's Projected Five-Year Savings (Costs)	Comments
38	Revise board policy to increase investment diversification. p.147	Complete	\$0	\$0	\$0	The board revised the policy in August 2001.
39	Verify that depository "sweep" repurchase agreements are secured in compliance with the Public Funds Investment Act. p.148	Complete	\$0	\$0	\$0	The district has not established a sweep of accounts into repurchase agreements, so it does not need security.
40	Review Policies CDA (H) and CDA (L) Investments and update the policies to include benchmarks for investment vehicles. p.150	Complete	\$0	\$0	\$0	The board revised the policy in August 2001.
41	Post direct deposit payrolls on the actual pay date. p.151	Complete	\$305,440	\$3,222	\$16,110	Effective September 1, 2001, DVISD posts the direct deposit payroll on the actual pay date.
42	Require financial institutions to	Complete	\$0	\$0	\$0	On September 1, 2001. the

	provide quotations for DVISD employee accounts as part of the district depository quotation process. p.152					district asked for employee quotations to be part of the depository bid. DVISD distributed information about available banking services to all employees.
43	Develop procedures that require two employees to participate in counting cash receipts and deposit of funds. p.153	In Progress	\$0	\$0	\$0	The district implemented this recommendation for all athletic receipts and is in the process of implementing this procedure for all cash handled in the business office.
44	Develop procedures to secure the check machine signature plate during the day when not in use. p.154	Complete	\$0	\$0	\$0	Effective November 2001, the district secured all checks via a keypad locking system to prevent unauthorized access. In addition, the Business Office secured access to the check-signing machine.
45	Process accounts payable on a monthly basis. p.155	Rejected	\$139,235	\$0	\$0	The board accepted the administration's recommendation that accounts

						payable continue to be processed weekly since surrounding districts appear to be paying vendors as frequently. The board was also concerned about the possible impact on vendors.
46	Only purchase district checks containing a watermark to enhance fraud security. p.155	Complete	\$0	\$0	\$0	As part of a new district depository agreement, the bank added watermarks to district checks.
47	Complete bank reconciliations in a timely manner and make corrections to accounts before the end of the month. p.157	Complete	\$0	\$0	\$0	DVISD now completes bank reconciliation before the end of the month. The district implemented a formal bank reconciliation policy in September 2001. The bookkeeper and the assistant superintendent now perform the reconciliation and are cross-trained in the event that one is unable to complete the task.
48	Develop a district	Complete	\$0	\$0	\$0	Effective

	policy and standard operating procedures for the use and administration of petty cash. p.158					August 2001, DVISD adopted formal policies for petty cash and instituted the use of a procedures manual. The district annually trains staff on these procedures in August.
49	Issue a Request for Proposals (RFP) for dental program management services. p.163	Complete	\$0	\$0	\$0	DVISD issued a successful request for proposal (RFP) for dental program management services for the 2001-02 school year. The district plans to publish another RFP during the 2002-03 school year.
50	Eliminate the position of risk manager and consolidate the duties with the deputy superintendent for Business and the benefits secretary. p.164	Complete	\$337,635	\$67,527	\$337,635	The district eliminated the risk manager position on September 1, 2001 and assigned the duties of this position to the Purchasing director.
51	Contact surrounding districts to determine if DVISD employees could receive better	Complete	\$0	\$0	\$0	DVISD contacted surrounding districts, but found that most districts are now required to join

	healthcare coverage under a cooperative arrangement. p.167					the state health insurance plan. Consequently, no change in coverage was made at this time.
52	Require employees to adhere to the open enrollment period for regular changes to employee insurance coverages. p.168	Complete	\$0	\$0	\$0	Effective with the 2001-02 school year, the district requires employees to strictly adhere to open enrollment periods.
53	Explore the feasibility of a regional alliance among school districts for the purchase of general insurances. p.168	Complete	\$0	\$0	\$0	In March 2002, the district became a part of Texas Association of School Boards' (TASB's) risk management insurance pool, which consists mostly of public schools in Texas.
54	Provide all employees with on-going workplace safety training. p.170	Complete	\$97,928	\$0	\$0	In August 2001, the district implemented a procedures manual for workers' compensation. Included in the manual is information on workplace safety. In addition, all district employees receive

						workplace safety training on an on-going basis, or at least quarterly each year.
55	Develop and maintain a comprehensive fixed assets management system to ensure that district fixed assets are properly identified, monitored and safeguarded. p.172	Complete	(\$15,000)	\$0	\$0	DVISD has adopted a revised fixed asset threshold of \$5,000. With implementation of GASB 34, fixed assets costing more than \$5,000 were inventoried and identified and a physical in-house inventory was performed with existing resources.
56	Adopt a policy on the issuance of Tax and Revenue Anticipation Notes (TRANS) and issue TRANS in each year the district qualifies under IRS Code. p.173	Complete	\$318,557	\$0	\$0	DVISD will issue more than \$10 million in bonds in 2001, 2002 and 2003. The district also is in the process of starting a bond committee that will look at the need for expanding the high school. The district does not anticipate being eligible to issue Tax and Revenue Anticipation Notes (TRANS) until 2005 at the

						earliest and will issue TRAns when the district is eligible.
57	Hire an internal auditor. p.177	In Progress	(\$259,650)	\$0	(\$100,000)	While the district has not chosen to hire an internal auditor, the business manager is proposing an internal audit function on a contract basis beginning September 1, 2002.
58	Conduct a fraud audit of the district's financial records, giving careful consideration to the unexplained losses of funds in food service, health insurance and the general fund. p.179	Complete	(\$12,000)	(\$55,000)	(\$55,000)	An audit was completed in January 2002, and there was no evidence of fraud.
<b>Totals-Chapter 5</b>			<b>\$912,145</b>	<b>\$15,749</b>	<b>\$198,745</b>	

## Appendix A: Status of Recommendations and Savings

### Chapter 6: Financial Management

Rec#	General Recommendation	Implementation Status	TSPR's Projected Five-Year Savings (Costs)	Actual Savings (Costs) to Date	MISD's Projected Five-Year Savings (Costs)	Comments
59	Develop a formal procedures manual for the business office that details day-to-day operations and use this manual to cross-train business office staff. p.190	In Progress	\$0	\$0	\$0	Staff has documented their day-to-day activities. The district is formalizing these activities into a procedures manual for the business office. DVISD administrators anticipate a completion date of September 1, 2002.
60	Schedule and conduct community budget forums in each school building in July prior to adoption of the budget. p.192	In Progress	\$0	\$0	\$0	District administrators will discuss the schedule for the budget forums with the Board of Trustees in June 2002.
61	Implement a board policy restricting capital project funds to the use of school construction only. p.194	Complete	\$0	\$0	\$0	This recommendation relates to the one-time use of City of Austin funds. Because capital project funds are

						typically bond funds and are restricted legally as to their use, no policy was required. However, officials stated that internal control would prevent such actions in the future.
62	Make financial accounting information available to campus and department administrators. p.194	In Progress	\$0	\$0	\$0	The Business Office is implementing a system that will provide all departments with access to financial information. This system should be operational by August 1, 2002.
63	Develop and issue a Request for Information for a new administrative software solution. p.197	In Progress	\$0	\$0	\$0	The Regional Education Service Center XX (Region 20) is currently developing a windows-based relational database system for public school use that should be operational by August 2002. DVISD will implement the system in August 2003.
64	Develop verification procedures to	Complete	\$0	\$0	\$0	The new requisition svstem.

	require that budgeted funds be available prior to issuing and approving purchase orders. p.198					discussed in Recommendation 62, will prevent purchase orders from being issued if funds are not available. This system should be operational by August 1, 2002.
	<b>Totals-Chapter 6</b>		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	

## Appendix A: Status of Recommendations and Savings

### Chapter 7: Purchasing and Contract Management

Rec#	General Recommendation	Implementation Status	TSPR's Projected Five-Year Savings (Costs)	Actual Savings (Costs) to Date	MISD's Projected Five-Year Savings (Costs)	Comments
65	Develop a comprehensive purchasing policy and procedures manual for all offices in the Purchasing Department, campuses and departments and place the manual on the district's Web page. p.207	Complete	\$0	\$0	\$0	The board approved a new purchasing policy developed by the district on August 28, 2001. The district implemented the policy on September 1, 2001, as part of the Purchasing Department's policies and procedures manual.
66	Automate the purchase requisition and order process. p.210	In Progress	\$0	\$0	\$0	The new requisition system should be operational by June 30, 2002, and will be tested on transportation and travel expenditures

						first.
67	Develop and use key performance measures to aid in the management of DVISD's purchasing operations. p.211	In Progress	\$0	\$0	\$0	The Purchasing Department is in the process of developing performance measures.
68	Conduct a feasibility study to determine if opening a central warehouse would be beneficial. p.212	In Progress	\$0	\$0	\$0	The district is developing a new maintenance and transportation facility. The results of the feasibility study will be used to assist with any decisions made about the facility.
69	Establish standard operating procedures for textbook distribution and collection. p.215	Complete	\$0	\$0	\$0	The district hired a textbook coordinator who has developed written procedures for textbook distribution and collection.
70	Purchase a textbook management inventory system for each elementary campus and maintenance	Complete	(\$8,475)	\$0	\$0	The district has an automated textbook management system for the junior high and high

	agreements for elementary, junior high and high school campuses. p.216					school. The elementary assistant principals, in coordination with the district textbook coordinator, manage textbooks manually due to volume.
	<b>Totals-Chapter 7</b>		<b>(\$8,475)</b>	<b>\$0</b>	<b>\$0</b>	

## Appendix A: Status of Recommendations and Savings

### Chapter 8: Food Service

Rec#	General Recommendation	Implementation Status	TSPR's Projected Five-Year Savings (Costs)	Actual Savings (Costs) to Date	MISD's Projected Five-Year Savings (Costs)	Comments
71	Develop performance standards for Child Nutrition that will accurately measure the effectiveness and efficiency of service provided to DVISD students, faculty and administration. p.227	Complete	\$0	\$0	\$0	Sodexo, the private entity that DVISD contracts with for Child Nutrition management services, has developed written standards, however, these standards are not currently in the proposed 2002-03 contract. These written standards will be implemented during the 2002-03 school year.
72	Establish Meals Per Labor Hour (MPLH) standards and evaluate each cafeteria's productivity. p.228	Complete	\$0	\$0	\$0	Effective September 1, 2001, MPLH evaluations were completed monthly for each cafeteria and the results are communicated

						to cafeteria managers each month.
73	Publish the district's Child Nutrition policy and related standard operating procedures on-line. p.230	Complete	\$0	\$0	\$0	The district has published its Child Nutrition policy and related standard operating procedures online.
74	Publish a plan for a Child Nutrition staff development program. p.230	Complete	\$0	\$0	\$0	DVISD completed a staff development program for Child Nutrition staff on September 1, 2001 and institutionalized the program as part of the department's procedures.
75	Expand the employee recognition program. p.231	In Progress	\$0	\$0	\$0	The employee recognition program has been developed and information has been communicated to the employees for 2002-03.
76	Develop a Child Nutrition program budget each year. p.234	Complete	\$0	\$0	\$0	The district developed a budget for the Child Nutrition program in August 2001.
	<b>Totals-Chapter 8</b>		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	

## Appendix A: Status of Recommendations and Savings

### Chapter 9: Transportation

Rec#	General Recommendation	Implementation Status	TSPR's Projected Five-Year Savings (Costs)	Actual Savings (Costs) to Date	MISD's Projected Five-Year Savings (Costs)	Comments
77	Implement procedures for using the email system for scheduling and approving extracurricular trips and field trips. p.248	Complete	\$0	\$0	\$0	The district implemented an upgraded routing system which allows each campus to access route information and electronic field trip reporting. DVISD will use the improved routing system to plan and report summer school field trips in 2002.
78	Conduct a transportation service analysis. p.250	Complete	\$0	\$104,079	\$520,393	The district conducted a complete re-routing of bus routes due to the rezoning of elementary boundaries. The rerouting increased the district's linear density from \$0.88 to \$0.97 per mile, which

						will increase subsequent transportation reimbursements from the state. DVISD will conduct a complete analysis as part of any decision to relocate the Transportation Department.
79	Review all routes within the two-mile limit and designate them as hazardous where appropriate. p.251	Complete	\$0	\$0	\$0	The board approved hazardous routes for 2001-02 at the July 17, 2001 board meeting.
80	Fully implement the computerized school bus maintenance system. p.252	Complete	(\$2,050)	\$0	\$0	Three staff members have been trained and currently are using the system.
81	Develop a formal school bus expansion and replacement cycle. p.256	Complete	\$880,000	\$88,000	\$440,000	The board approved a 12.5-year replacement cycle as part of its adoption of the 2001-02 budget. The director of Transportation will present a formal policy to the board at the November 2002 meeting.
<b>Totals-Chapter 9</b>			<b>\$877,950</b>	<b>\$192,079</b>	<b>\$960,393</b>	

## Appendix A: Status of Recommendations and Savings

### Chapter 10: School Safety and Security

Rec#	General Recommendation	Implementation Status	TSPR's Projected Five-Year Savings (Costs)	Actual Savings (Costs) to Date	MISD's Projected Five-Year Savings (Costs)	Comments
82	Develop a long-range safety and security plan. p.265	Complete	\$0	\$0	\$0	In July 2001, the superintendent appointed a special committee to develop a districtwide safety plan. In November 2001, an extensive crisis management plan was completed and distributed to each campus. The plan was put into action shortly after it was completed during a major flood in the district in November 2001.
83	Develop an annual report of violent and criminal incidents occurring within	Complete	\$0	\$0	\$0	The complete report will be published in the Back-to-School

	DVISD schools and share the information with teachers, parents, administrators and the community. p.267					newsletter in summary form.
84	Standardize and update the visitor procedures in the DVISD Parent-Student Handbooks. p.268	Complete	\$0	\$0	\$0	The district standardized procedures governing visitors and included them in the 2001-02 handbook at all campuses. DVISD trained all campus secretarial staff on the visitor procedures and regularly discuss the procedures at administrators meetings.
85	Install security cameras and monitor "blind spots" to reduce potential for criminal activity on campus. p.269	Complete	(\$4,620)	(\$56,000)	(\$56,000)	DVISD installed a high school security system on September 1, 2001. The district also plans to install a security system in the new junior high school.
86	Conduct an audit of the In School Suspension (ISS) program. p.274	Complete	\$0	\$0	\$0	The audit was completed in May 2002 on the number of

						In School Suspension (ISS) referrals. The number of referrals has decreased by 38 percent since the audit was completed.
	<b>Totals-Chapter 10</b>		<b>(\$4,620)</b>	<b>(\$56,000)</b>	<b>(\$56,000)</b>	

## Appendix A: Status of Recommendations and Savings

### Chapter 11: Computer and Technology

Rec#	General Recommendation	Implementation Status	TSPR's Projected Five-Year Savings (Costs)	Actual Savings (Costs) to Date	MISD's Projected Five-Year Savings (Costs)	Comments
87	Fill the vacant technology director position. p.282	Complete	\$0	\$0	\$0	In November 2000, the district restructured the Technology Department and renamed it the Management Information Systems Department (MIS). An MIS director was appointed at that time.
88	Hire an instructional technology coordinator and fund the position using the budget for the network coordinator. p.284	Complete	\$35,310	\$64,762	\$323,810	DVISD now has staff members at each campus who are responsible for integrating technology into the curriculum.
89	Establish departmental procedures for the responsibilities of the Technology Department. p.285	Complete	\$0	\$0	\$0	District officials drafted procedures for the new MIS Department during the fall of 2001 and finalized and implemented the procedures in May 2002.

90	Design and develop standard service management reports to communicate department service activity, analyze service request data and develop performance standards and measures. p.287	Complete	\$0	\$0	\$0	The MIS Department now performs all audio and visual repair maintenance. The department also developed standardized reports to monitor and analyze department activities.
91	Evaluate service requests to locate and address frequently occurring problems. p.288	Complete	\$0	\$0	\$0	As part of the standard management reports, the district is conducting an analysis of location and frequency of technology problems to help identify and address problem areas.
92	Develop a training plan for DVISD technology staff. p.291	Complete	\$0	\$0	\$0	The district addressed technology staff development and training in the improvement plan for technology.
93	Activate the technology-user committees and ensure that they meet on a regular basis. p.293	Complete	\$0	\$0	\$0	As part of the District Advisory Team, the technology committee now meets on a regular basis and has developed an improvement

						plan for technology. [See Recommendation 94]
94	Revise the existing Technology Plan to include specific activities and assignments, funding sources, timelines and measurable objectives. p.297	Complete	\$0	\$0	\$0	The improvement plan for technology now addresses staff development and training as well as planning the activities and assignments of the department.
95	Develop a comprehensive disaster recovery plan and test it regularly. p.300	Complete	\$0	\$0	\$0	In September 2001, the district implemented a disaster recovery plan.
	<b>Totals-Chapter 11</b>		<b>\$35,310</b>	<b>\$64,762</b>	<b>\$323,810</b>	
	<b>Grand Total</b>		<b>\$2,957,326</b>	<b>\$344,770</b>	<b>\$2,268,368</b>	