

February 19, 2003

The Honorable Rick Perry, Governor  
The Honorable David Dewhurst, Lieutenant Governor  
The Honorable Thomas R. Craddick, Speaker of the House  
Commissioner Felipe T. Alanis, Ph.D.

Fellow Texans:

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

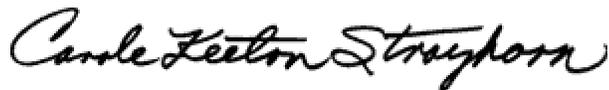
In August 2001, I released the results of my review of the district's operations. This review offered 28 recommendations that could save KCISD taxpayers more than \$599,000 by 2005-06. Cumulative net savings from all recommendations (savings less recommended investments) were projected to reach more than \$590,000 by 2005-06. The review also noted a number of KCISD'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, KCISD has implemented, or is in the process of implementing, 24 of the proposals, or 86 percent. The district has invested a net of \$1,000 to date and although significant savings are anticipated, the district conservatively said the precise amount could not be estimated at this time.

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

Thanks for all that you do for Texas.

Sincerely,



Carole Keeton Strayhorn

Texas Comptroller

c: Senate Committee on Education  
House Committee on Public Education  
The Honorable Gabi Canales, State Representative, District 35  
The Honorable Judith Zaffirini, Ph. D., State Senator, District 21

# **KARNES CITY INDEPENDENT SCHOOL DISTRICT PROGRESS REPORT**

## **Introduction**

In January 2000, Texas Comptroller Carole Keeton Strayhorn selected the four Karnes County school districts - Falls City ISD, Karnes City ISD, Kenedy ISD and Runge ISD - for a school performance review. After more than six months of work, final reports were issued in August 2001. In November 2002, Texas School Performance Review (TSPR) staff returned to assess the districts' progress towards implementing the recommendations.

Since 1991, TSPR has recommended more than 7,000 ways to save taxpayers more than \$700 million over a five-year period in more than 80 different Texas public school districts and higher education institutions. TSPR also conducts follow-up reviews of districts that have had at least one year to implement its recommendations. These 55 subsequent reviews show that school districts implemented more than 90 percent of the recommended changes, saving Texas taxpayers more than \$120 million with additional savings anticipated in the future.

## **Improving the Texas School Performance Review**

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

Comptroller Strayhorn began by establishing new criteria for selecting school districts for future reviews. Priority is now given to districts judged poor performing academically or financially, and to hands-on reviews that benefit the greatest number of students. To ensure this process also serves small districts, reviews of numerous school districts in close proximity, regardless of academic or financial status, are also completed to achieve some economy of scale, as was the case with the smaller districts reviewed in Karnes County.

Recognizing that only about 51 cents of every education dollar is spent on instruction, Comptroller Strayhorn's goal is to drive more of every education dollar directly into the classroom. In addition, no longer are school districts' best practices and exemplary models left buried inside individual TSPR reports. Instead, Comptroller Strayhorn has ordered best practices and exemplary programs to be shared quickly and systematically among all the state's school districts and with anyone who requests such information. There is simply no reason for a district that has solved a problem well to keep the solution to itself. Comptroller Strayhorn has directed TSPR to serve as an active clearinghouse of the best and brightest ideas in Texas public education. Best practices identified in the original review 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 Strayhorn's approach, the TSPR team and consultants work with districts to:

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

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

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

# TSPR in the Karnes City Independent School District

TSPR contracted with the IBM Corporation to assist with the review of the Karnes City Independent School District (KCISD). The team interviewed district employees, school board members, parents, business leaders and community members and held a public forum at Karnes City High School. The review team conducted additional focus group sessions with teachers, business leaders, site-based decision-making committees, students and parent volunteer groups. Parents, teachers and community members voiced their opinion by writing or calling the Comptroller's office.

To ensure that all stakeholders had an opportunity for input, TSPR also sent out surveys to teachers, parents, students, administrative and support staff. A total of 163 individuals responded to the surveys: including 44 campus and central administrators and support staff, 49 teachers, 54 parents and 16 students.

The review team also consulted two Texas Education Agency (TEA) databases of comparative educational information, the Academic Excellence Indicator System (AEIS) and the Public Education Information Management System (PEIMS).

KCISD selected peer districts for comparisons based on similarities in student enrollment, student performance and community and student demographics. The selected peer districts were Ballinger, Colorado, Corrigan-Camden, DeKalb, Floydada and Freer Independent School Districts.

## KCISD in Profile

Located just 55 miles south of San Antonio, KCISD is the largest school district in the County. In 2000-01, KCISD served 960 students in one elementary school, one junior high school and one high school and enrollment for 2002-03 is 954 students. In 2002-03, KCISD's student population is 55.8 percent Hispanic, 38.7 percent Anglo and less than 5 percent other. More than 55 percent of the students are classified as economically disadvantaged.

In 2002, KCISD continued its *Recognized* rating from TEA. The district's high school and elementary school are rated *Exemplary*, and the junior high school is *Recognized*. (The junior high school would have received an *Exemplary* rating except for its 81.9 percent score in social studies.)

In 2001-02, 96.4 percent of all students passed the Reading portion of the Texas Assessment of Academic Skills (TAAS) test; 96.9 percent passed the Math portion of the test; and 94.6 percent passed the Writing portion.

In 2001-02, the district employed a staff of 169.5 individuals. Teachers made up 48 percent of the district staff. The district spent \$6.66 million in 2000-01. Local taxes generated 29.1 percent of KCISD revenues and other local and intermediate sources contributed 3 percent; the state provided 64.6 percent; and the federal government supplied 3.3 percent.

In 2001-02, KCISD spent 53.8 cents of every tax dollar on classroom instruction compared to the state average of 51 cents. In fact, KCISD consistently spends above the state average on classroom instruction.

Since TSPR released its report in August 2001, the former superintendent left the district taking a position in Orange Grove ISD and KCISD promoted the high school principal to superintendent in July 2002. The new superintendent's goals include preparing a vision for the district and improving curriculum. KCISD experienced a turnover of 36 employees, including the directors for technology, athletics, transportation and special programs. The director of special programs' position has not yet been filled and the superintendent has assumed its roles. The new superintendent has also taken over curriculum development. He has begun to meet monthly with K-12 teachers to redesign the scope and sequence of the curriculum so that TAKS and TEKS can be aligned for all grade levels by the end of the 2003-04. KCISD also plans to release a complete curriculum document by the end of 2003-04.

During 2001-02, the district faced the possibility of ending the year with a fund balance deficit. To prevent this, the district chose to operate with 2.5 fewer positions and reduce its overall operating expenditures. These changes made it possible to put money back into the fund balance. For 2002-03, the district eliminated an additional 7.5 positions, which reduced personnel costs by \$270,000.

KCISD won a \$1.9 million grant from the U.S. Department of Education to use for alcohol reduction in grades 6 through 12. The grant also provides funds to increase academic achievement, improve student self-esteem and provide family counseling and intervention. In cooperation with other Karnes County districts, KCISD also secured \$2.2 million in a safe schools grant. The district hires a program coordinator in January 2003.

## **KCISD's Progress**

While the district still has work to do, KCISD staff and TSPR team members concur that the district has made steady progress. Eleven recommendations have been implemented; 13 are in various stages of development; and three have not been addressed. KCISD officials rejected one recommendation because they believed implementation was not feasible at this time. (See **Appendix A** for details on the recommendations' status.)

## Karnes City ISD Report Card

Chapter	Total	Complete	In Progress	Not Implemented	Rejected	Percent Complete/ In Progress	Grades
District Organization and Management	2	1	1	0	0	50%/50%	Satisfactory
Financial Management	12	5	3	3	1	42%/25%	Needs Work
Educational Service Delivery	8	2	6	0	0	25%/75%	Satisfactory
District Operations	6	3	3	0	0	50%/50%	Satisfactory
<b>Overall Grade</b>	<b>28</b>	<b>11</b>	<b>13</b>	<b>3</b>	<b>1</b>	<b>39%/46%</b>	<b>Satisfactory</b>

*Excellent = More than 80% complete*

*Satisfactory = 80% to 100% complete or in progress*

*Needs Work = Less than 80% complete or in progress*

## Exemplary Programs and Practices

TSPR identified numerous "best practices" in KCISD. Through commendations in each chapter, the report highlights model programs, operations and services provided by KCISD administrators, teachers and staff. TSPR encourages other school districts to examine these exemplary programs and services to see if they could adapt the recommendations to meet their local needs. TSPR's commendations include the following:

- ***Board members exceed annual training requirements.*** KCISD board members exceed and prioritize State Board of Education (SBOE) suggested in-service training in the areas of communication, education service delivery, legislation and legal issues to foster professional development and enhance their service to the district. Individual board members attend from seven to 27 hours of professional development over the eight recommended by the SBOE including training in communication, education, legislation and legal issues.

*Because the KCISD School Board believes that school boards need continued training, this area remains a priority.*

- ***KCISD staff and community members collaborate to achieve district goals.*** Business and community members, parents, teachers, administrators and the superintendent jointly create the district improvement plan and serve as the district site-based decision-making committee. This collaboration at the district and campus level ensures that the needs of students, administrators, staff and community members are addressed and reflected in the district and campus annual goals.

*The district and all campus site-based committees include business and community members, parents, teachers, administrators and, in some cases, student representatives. All district and campus goals incorporate input from these committees.*

- ***KCISD aggressively recruits teachers.*** KCISD posts job vacancies at campus and district locations in local and surrounding community newspapers, at the Regional Education Service Centers III and XX and on the district's interactive Web site. Additionally, the district lists teacher opportunities through the job banks at Texas A&M University - Kingsville and Corpus Christi, the University of Texas at San Antonio, Southwest University and the University of Houston at Victoria and receives lists of new education graduates from the University of Houston at Victoria and the University of Texas at San Antonio.

*KCISD continues to use all of the cited processes to recruit teachers and also uses the local and area newspapers to advertise positions. Teacher and administrative vacancies are posted on the Internet via the Region III Education Service Center job bank, the TASA job site, the Texas Troops Web site and the TASB Web site.*

- ***The superintendent actively participates in community organizations.*** The superintendent's personal involvement in a

wide array of business and community organizations helps disseminate information about district activities and encourages community involvement in school functions.

*The new superintendent continues his predecessor's practice of community involvement. He is active in the local Rotary Club, the Karnes County Youth Show Board, the Karnes County Federal Credit Union, the Goliad Special Education Advisory Board, the Region III Advisory Board, the Karnes County Juvenile Advisory Board and the Karnes County Technology Development Board.*

- ***Teachers are provided a variety of instructional software resources to enrich the curriculum design and address various student needs.*** KCISD's technology coordinator has obtained more than \$490,000 in grants since 1997-98 from multiple funding sources, which has provided teachers with instructional resources to enrich their curriculum design and cater to students' learning styles and requirements at each grade level through both network and workstation-based instructional software.

*KCISD continues to pursue technology grant opportunities for the district. In cooperation with other partners in Karnes County, the district obtains grants to advance classroom technology.*

## **TSPR Key Recommendations**

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

### **District Organization and Management**

**Recommendation 2 - Elevate the part-time PEIMS clerk position to full-time and develop standard procedures for all reporting personnel for data collection and submission.**

The PEIMS clerk oversees the submission and accuracy of all PEIMS student data and trains KCISD staff. Through the full-time position, the district has improved the accuracy of the PEIMS data submissions to the state and has also improved the efficiency of the accounting process.

### **Financial Management**

**Recommendation 8 - Develop and maintain a comprehensive fixed-asset management system to ensure that district fixed assets are properly identified, monitored and safeguarded.**

KCISD implemented and currently maintains a comprehensive, ongoing, fixed-asset management system. In October 2000, the district contracted with RCI Technologies to annually tag, scan and update fixed asset records. RCI Technologies sends KCISD a report, which KCISD business office staff reconcile to district records. The implementation of the fixed-asset management system enabled the district to comply with all reporting requirements of Governmental Standards Accounting Board (GASB) No. 34.

**Recommendation 13 - Provide formal training for the textbook coordinator and develop a detailed textbook coordinator's manual.**

After formal training, the textbook coordinator developed a textbook coordinator's manual, which was distributed to all principals. The handbook's guidelines instruct principals to take inventories of textbooks at the beginning and end of each semester. Although the district has not seen a decrease in the cost of textbooks, collection for lost textbooks has increased, which enables the district to start the school year with textbooks for all students.

## **Educational Service Delivery**

**Recommendation 16 - Coordinate a K-12 curriculum development process.**

The new superintendent has assumed responsibility for curriculum coordination among all grades and campuses. The superintendent has monthly meetings with K-12 teachers to align scope and sequence and timelines to prepare for TAKS. The district will complete its curriculum document by the end of 2004 school year. The superintendent has set a goal to ensure that all KCISD students will pass the TAKS.

## **District Operations**

**Recommendation 23 - Verify all data collection and reports with the business manager or Public Education Information Management System (PEIMS) clerk and explore the use of a Point of Sale (POS) system to streamline Food Services Department operations.**

The PEIMS clerk now enters all district student information. Following a review by the principal, the superintendent must approve the final report. This method has improved the accuracy of the data collected and used by

the district. The district also installed a POS system, which has enabled it to coordinate meal purchases by family members among campuses more effectively. The new POS system has helped increase the number of lunches served, despite a decline in student enrollment.

**Recommendation 25 - Develop strategies to achieve an annual 4 percent increase in meal participation in each of the next five years by enlisting the support of staff, students and parents and using industry best practices.**

KCISD serves 1,000 additional meals each month because of district staff efforts to increase student meal participation. Staff members routinely encourage students to participate in the lunch program. In addition, the district changed its lunch application to help coordinate meals purchased by students in the same household. The district invites students to participate in menu planning. The district collects larger reimbursements because of this increase but does not have a dollar figure for the increase at this time.

**Recommendation 27 - Implement a bus safety program that includes two bus evacuation drills a year.**

The Transportation Department implemented a school bus safety program for all bus drivers and now conducts two bus evacuation drills for each bus annually. The superintendent said that any program to prevent a KCISD student's injury is a district priority.

## **What Still Needs to be Done?**

Despite a new superintendent and a number of key staff, KCISD made steady progress in implementing TSPR's recommendations during the past year. Eighty-five percent of the TSPR recommendations either have been implemented or are in the process of being implemented. The district provided reasons for not yet implementing three of the report's recommendations, as well as plans to complete implementation of these items. KCISD rejected one recommendation because the district felt it was unworkable. This section addresses the areas that require additional attention.

### **Financial Management**

The district has made significant progress in implementing the recommendations related to its financial management duties but continued progress is needed. TSPR encourages the district to revisit the recommendation to bond employees who have responsibility for handling large sums of cash. While it may not be cost effective to bond all

employees who deal with cash, the district should bond those employees who handle large amounts of cash, such as the business manager, the athletic director, the student activity advisors and the high school principal. Bonding these employees will not only help protect the district from loss, but also protect those employees from personal liability. The district should continue to monitor its investments and the interest rates paid by the depository bank and investment in pools to ensure that district funds are invested safely and to provide the district with the highest possible interest.

## **Educational Service Delivery**

The new superintendent's leadership in curriculum development and alignment should provide the district with continued and increased success in student learning. His belief that all KCISD students are capable of passing the TAKS and his goal for the district to be ten percentage points higher than the state average set the tone for future achievements. To ensure that achieving these goals is not impeded, the district should complete a disaster recovery plan to protect computer resources and records. The district also should continue to evaluate school security to keep unauthorized individuals off its campuses.

## **KCISD'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 KCISD staff members and administrators how they felt the evaluation process could be improved.

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

Karnes City administrators and board members made the following observations about the review process:

KCISD board member survey responses were generally positive, stating that the report helped move the district forward. One board member

commented, "The recommendations of the Comptroller's Office did force our board and administration to carefully assess operations." Another board member comment addressing the recommendation to Coordinate a K-12 curriculum development process stated, "I feel that it is significant because this is a weakness in our district and implementing a coordinated effort would lead us to improved academic performance at all levels."

District administration staff said that the process was beneficial and that the review was thorough. In addition to what was presented in the report, the superintendent said that the district received beneficial information from discussions with the review team while they were in the district talking with staff members. In addition, the superintendent suggested that the consultants who specialize in education services delivery should know more about the specifics of the Texas Education Code and Texas Education Agency requirements. TSPR heard this from other districts; although the agency consultant evaluation process tries to address this issue, TSPR will assess this requirement more closely.

# Appendix A

## Status of Recommendations and Savings

Rec. #	Recommendation	Implementation Status	TSPR's Projected Five - Year Savings (Costs)	Actual Savings (Costs) to Date	KCISD's Five - Year Savings (Costs) Estimates	Comments
<b>Chapter 1 District Organization and Management</b>						
1	Increase efforts to attract and retain minority teachers. p. 24					The district continues to work very closely with the surrounding university placement offices. The district is also placing teacher vacancy ads in the <i>San Antonio Express News</i> , and although the ads are expensive, the results have been good. KCISD helps exemplary students by trying to ensure that they have scholarships and grants to assist them in college and hopefully to bring them back into the district as teachers in the future. In addition, a goal in the district improvement plan is to help minority students participate in upper-level courses so they are better prepared for college. The district also posts job vacancies on
		In Progress	\$0	\$0	\$0	

						the Internet. The district's main recruitment problem stems from the fact that it cannot compete with salaries in the large urban districts.
2	Elevate the part-time PEIMS clerk position to full-time and develop standard procedures for all reporting personnel for data collection and submission. p. 25	Complete	(\$39,310)	(\$3,500)	(\$17,500)	In September 2001, the district created a full-time PEIMS clerk position. The district increased the number of days the PEIMS clerk worked, minimizing the cost to the district. The district also plans to network the campuses so that all information can be entered only once, reducing the risk of data loss and errors.
<b>Totals-Chapter 1</b>			<b>(\$39,310)</b>	<b>(\$3,500)</b>	<b>(\$17,500)</b>	
<b>Chapter 2 Financial Management</b>						
3	Diversify the investment portfolio to maximize investment revenue. p. 37	In Progress	\$57,309	\$0	\$0	KCISD reports that the district continually addresses the process of diversification of KCISD investments, even though it has not yet diversified. The district said it monitors the rate of returns for various investments and prepares monthly and quarter

						reports for the board. The board has not found a need to make a change at this time. If the interest rate margin increased substantially between its current investments, all with its depository bank, a district administrator said that he felt the board would diversify further but added that the decision would be based on the rate of return.
4	Arrange for overnight sweep investments to maximize investment-earning potential on idle checking account funds. p. 39	Rejected	\$29,897	\$0	\$0	The district's depository bank does not offer nor is it capable of overnight sweeps at this time. Funds are monitored weekly and monthly, and idle cash is moved into the money market or into longer-term investments. The administrative staff said, that should the district's depository bank offer such a service, the district would consider using it.
5	Implement a direct deposit plan for district employees. p. 40	In Progress	\$0	\$0	\$0	District research found that its depository bank does not provide an option for <i>employee direct</i>

						deposit. For KCISD to offer direct deposit to district employees, at this time, the business office would have to complete payrolls six to eight days earlier in order for the payrolls to be processed by a bank in San Antonio. KCISD is still considering direct deposit now that the district has more help in the business office, and its depository has indicated that they are moving toward providing these services.
6	Develop a plan to transition the district to the state's new health insurance plan. p. 45	Complete	\$0	\$0	\$0	As of October 1, 2002, the district is participating in the TRS Active Care program. The transition required considerable work by the business office, but most employees appear to be satisfied with the coverage and experiences with the state program.
7	Obtain a cash bond for all persons who are responsible for handling cash. p. 46	Not Implemented	(\$1,500)	\$0	\$0	Although this is a prudent business move, KCISD has not bonded any additional employees At

						<p>least 25 different district employees handle varying amounts of cash. The board felt the cost of bonding all employees who handle cash was prohibitive. The administration is currently considering making another recommendation to the board where only certain key positions that handle the largest amounts of cash would be bonded.</p>
8	<p>Develop and maintain a comprehensive fixed-assets management system to ensure that district fixed assets are properly identified, monitored and safeguarded. p. 48</p>	Complete	(\$8,000)	(\$1,500)	(\$7,500)	<p>KCISD currently has a comprehensive and ongoing fixed-asset management system. The contract with RCI Technologies, entered into in October of 2000, includes an annual inventory. The district takes the information from the annual inventory and reconciles it to the district's accounting records. Although the contract was in effect at the time of the review, the reconciliation had not been completed. Today the system</p>

						is working well; the inventory is being performed annually; reconciliations are being completed and requirements for GASB 34 reporting are fulfilled.
9	Adopt a policy on the issuance of Tax and Revenue Anticipation Notes and issue TRAN's in each year the district qualifies under IRS Code. p. 49	Not Implemented	\$52,644	\$0	\$0	KCISD's auditor and investment counselor advised against adoption of a policy on the issuance of Tax and Revenue Anticipation Notes at this time because the district is not currently in a cash-flow crunch. Should the district find itself in that position in the future, it would consider this as an alternative. The district, however, does not agree that the money raised in this way would always result in a savings.
10	Contract with the Karnes County Tax Assessor Collector for tax collection services and eliminate the in-house function. p. 53	Not Implemented	\$345,458	\$0	\$0	The district evaluated current costs and revenues that would result from a contract with the Karnes County Tax Assessor for tax collection services. It did not concur with the TSPR savings projections

						<p>KCISD believes that contracting out the tax collection process at this time would actually result in lower tax collections and therefore a loss of funds for the district. In contrast to county efforts, the district is very aggressive in its tax collection efforts. The superintendent has discussed the possibility of a cooperative tax office for the county districts in the future.</p>
11	<p>Develop a formal procedure manual for the business office that details day-to-day operations. p. 58</p>	In Progress	\$0	\$0	\$0	<p>The business manager maintains a number of procedure lists for conducting daily business office operations, which are continually updated. The business manager is currently combining all procedure lists into a consolidated manual with a target of the end of the school year for completion.</p>
12	<p>Develop an implementation strategy for GASB Statement No. 34 to meet annual</p>	Complete	\$0	\$0	\$0	<p>For the 2001-02 external audit, a complete fixed-asset inventory was completed</p>

	external financial reporting guidelines and TEA's regulatory reporting requirements. p. 59					and reconciled to inventory records, and the required external reporting for GASB 34 was fully completed.
13	Provide formal training for the textbook coordinator and develop a detailed textbook coordinator's manual. p. 61	Complete	\$0	(\$1,000)	(\$5,000)	The district textbook coordinator attended training in December 2001 and will attend December 2002 training as well. He developed a textbook coordinator handbook and distributed it to principals in January 2002. While the district has not seen real dollar savings, this has forced campus principals to conduct pre and post inventories each school year. The campus secretaries follow-up with parents requesting payment for lost textbooks. District accountability has improved and textbooks are ordered in a timely manner so that they are now available to all students at the beginning of the school year.
14	Form a committee of superintendents, Region 3	Complete	\$0	\$0	\$0	The committee was created and meetings occurred

	representatives and representatives from the Texas Education Agency to explore the opportunities for shared financial services. p. 65					Committee members discussed several possible suggestions, but to date, no financial services have been changed. With every suggestion presented there was always concern for the loss of control, the lack of financial gain and the effect on education. KCISD does not oppose this recommendation but has not been able to accomplish any change to date.
	<b>Totals-Chapter 2</b>		<b>\$475,808</b>	<b>(\$2,500)</b>	<b>(\$12,500)</b>	
<b>Chapter 3 Educational Service Delivery</b>						
15	Set specific goals and create an instructional delivery plan to improve TAAS performance of economically disadvantaged students. p. 76	In Progress	\$0	\$0	\$0	KCISD has set reducing the student group academic performance gaps as a constant goal. Developing a fully aligned scope and sequence for district curriculum is a strategy being employed into this process. In recent years, the gaps between economically-disadvantaged students and non-economically-disadvantaged students have decreased significantly. The

						gap in 1996-97 was 12.8 percentage points and has now declined to just 4 percentage points in 2001-02.
16	Coordinate a K-12 curriculum development process. p. 79					<p>Since the superintendent has assumed responsibility for curriculum, he has begun meeting monthly with K-12 teachers to rebuild or create a scope and sequence. The alignment of curriculum with TAKS and TEKS for all grade levels will be completed by the end of the year. It will also complete a comprehensive curriculum document by the end of 2004 as well. The district's Campus Improvement Plans and the District Improvement Plan address the goals of high academic and accountability expectations. The superintendent believes that a sound curriculum and high expectations are critical to success. He not only expects the students to pass the new TAKS</p>
		In Progress	\$0	(\$1,500)	(\$7,500)	

						<p>he has told principals and teachers that he wants the district to be 10 percent above the statewide averages. Using Brazosport ISD documents as a model, KCISD is adapting the documents to KCISD needs. The superintendent does not want the district to be in a reactive mode when the new TAKS testing instruments are administered.</p>
17	<p>Test all children and use the test results to strengthen the district's curriculum and instruction. p. 82</p>					<p>With the use of the SDAA, the district's participation rates on tests increased from 87.3 percent in 1996-97 to 96.1 percent in 2001-02. The district refers fewer children to special education, and the district employs a number of intervention strategies before labeling the child as needing special education. KCISD officials said the district is consistently testing all students with the most appropriate age-specific, grade placement</p>
		In Progress	\$0	\$0	\$0	

						and ability tests available. The district anticipates a steady increase in the percent of students tested on grade level.
18	Implement student identification procedures that correspond with the Texas Association of Gifted and Talented (TAGT) guidelines. p. 85	Complete	\$0	\$0	\$0	In 2001-02, the district made adjustments to the student-testing procedures to include teacher, parent and student input. KCISD's current student identification system complies with the Texas GT standards.
19	Establish procedures to support district technology management and operations. p. 101	In Progress	\$0	\$0	\$0	The district hired a new technology director for the 2001-02 school year and is training two computer aides to be technicians. One of the aide's tasks for the coming year will be to complete the KCISD technology management and operations manual. The district also uses students from the career and technology classes to supplement the district's technical needs.
20	Develop a disaster recovery plan that is applicable to the district's size and environment	In Progress	\$0	\$0	\$0	Key individuals in the district have met to develop a disaster recovery

	and test. p. 103					plan. The maintenance director is researching other districts' disaster plan efforts. The district plans to have a basic disaster plan in place during 2003-04.
21	Limit campus access by locking all but the main entrance during school hours and enforcing guest registration. p. 105	In Progress	\$0	\$0	\$0	Campus administrators are currently studying safety and security efforts and have reinforced the sign-in procedures. Doors are locked if traffic and access by students are not hampered. The district is presently examining ways to make the campuses accessible to parents and students, while ensuring the safety of each campus.
22	Develop and implement an aggressive policy and set of procedures relating to the security of keys. p. 105	Complete	\$0	(\$1,000)	(\$5,000)	The district has inventoried and accounted for most school district keys. If keys could not be found, locks were rekeyed. KCISD now assigns keys to staff for only the rooms for which they need access, and the district maintains a list of all key assignments. The district provides

						only key administrators master keys. KCISD is also researching the use of an electronic key access system, which the district believes will be less expensive than paying for rekeying every time keys are lost or misplaced.
	<b>Total-Chapter 3</b>		<b>\$0</b>	<b>(\$2,500)</b>	<b>(\$12,500)</b>	
<b>Chapter 4 District Operations</b>						
23	Verify all data collection and reports with the business manager or Public Education Information Management System (PEIMS) clerk and explore the use of a Point of Sale (POS) system to streamline Food Services Department operations. p. 114					The cafeteria budget is now part of the main budget accounting procedures. Beginning in August 2000, the PEIMS clerk began entering all student information. Principals review the reports, and the superintendent approves them. KCISD implemented a new POS computer program in August 2001. From August 2001 to August 2002, the district increased the number of lunches served from 5,829 to 6,794. This increased participation should increase the district's federal revenues
		In Progress	\$0	\$0	\$0	

						and can potentially decrease the district's subsidy of the program.
24	Adopt an MPLH standard and staff accordingly. p. 115	In Progress	\$84,170	\$5,000	\$25,000	Meals-per-labor-hour (MPLH) calculations are constantly considered for staff and production decisions. Particular attention is given to MPLH when staff turnover occurs. KCISD eliminated one part-time position for an annual savings of \$5,000. Some additional reductions may be possible as employee turnover occurs.
25	Develop strategies to achieve an annual 4 percent increase in meal participation in each of the next five years by enlisting the support of staff, students and parents and using industry best practices. p. 117	In Progress	\$52,109	\$0	\$0	As noted under Recommendation #23, lunch participation is increasing. The district changed its lunch application to include information for all persons in the same household, enabling the district to track more students. The district includes students in planning menus to add more student choice to the menu. Staff encourages students to participate in the lunch program

						The district is collecting larger reimbursements but was unable to report the dollar increases at this time.
26	Establish procedures to regularly test and maintain safe food temperatures and plan to replace warming carts. p. 119	Complete	\$0	\$0	\$0	In 2001-02, the cafeteria director implemented a plan to monitor food temperature daily. Employees test food when it is shipped from the kitchen and again before it is served. Beginning in January 2002, the district trained each food service employee in food-handling techniques and stressed the importance of maintaining food at safe temperatures.
27	Implement a bus safety program that includes two bus evacuation drills a year. p. 126	Complete	\$0	\$0	\$0	In fall 2002, the transportation director implemented a program to train all bus drivers on school bus safety. Each driver conducts at least two bus evacuation drills per year.
28	Review all routes within the two-mile limit to determine whether they are hazardous and designate those that are as "hazardous." p. 128	Complete	\$18,770	\$2,500	\$12,500	In May 2001, the KCISD board designated in-town routes as "hazardous" routes. TEA approved this designation in June 2001. Providing transportation to

						students on the in-town routes has increased attendance and reimbursement funds.
	<b>Totals-Chapter 4</b>		<b>\$155,049</b>	<b>\$7,500</b>	<b>\$37,500</b>	
	<b>Totals</b>		<b>\$591,547</b>	<b>(\$1,000)</b>	<b>(\$5,000)</b>	