

July 23, 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 Kingsville Independent School District (KISD) in implementing my Texas School Performance Review (TSPR) recommendations.

In February 2001, I released the results of my review of the district's operations. This review offered 87 recommendations that could save KISD taxpayers \$6 million in gross savings by 2005-06. Cumulative net savings from all recommendations (savings less recommended investments) were projected to reach more than \$5 million by 2005-06. The review also noted a number of KISD'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, KISD has implemented, or is in the process of implementing, 79 of the proposals, or 91 percent. The district has realized net savings of \$201,299 to date and expects those savings to reach more than \$2.4 million over five years.

This report is available on my Web site at www.window.state.tx.us/tspr/kingsvillepr/.

Thanks for all that you do for Texas.

Sincerely,

A handwritten signature in cursive script that reads "Carole Keeton Rylander".

Carole Keeton Rylander
Texas Comptroller

Kingsville ISD Report Card

Chapter	# of Recommendations	Complete	In Progress	Not Implemented	Rejected	Percent Complete/ In Progress	Rating
District Organization and Management	6	1	4	1	0	17%/67%	Satisfactory
Educational Service Delivery	18	7	11	0	0	39%/61%	Satisfactory
Personnel Management	7	0	6	0	1	0%/86%	Satisfactory
Community Involvement	6	4	2	0	0	67%/33%	Satisfactory
Facilities Use and Management	6	0	6	0	0	0%/100%	Satisfactory
Asset and Risk Management	4	3	1	0	0	75%/25%	Satisfactory
Financial Management	7	1	5	0	1	14%/71%	Satisfactory
Purchasing and Contract Management	6	4	1	1	0	67%/17%	Satisfactory
Food Services	10	1	6	2	1	10%/60%	Needs Work
Transportation	4	2	1	0	1	50%/25%	Needs Work
Safety and Security	10	4	6	0	0	40%/60%	Satisfactory
Computers and Technology	3	1	2	0	0	33%/67%	Satisfactory
Overall Grade	87	28	51	4	4	32%/59%	Satisfactory

Introduction

In January 2000, Texas Comptroller Carole Keeton Rylander selected the four districts in Kleberg County-Kingsville ISD, Ricardo ISD, Riviera ISD and Santa Gertrudis ISD for a school performance review. Reviews of the three smaller districts concluded in August of 2000 and work began in Kingsville in September 2000, with a final report issued in February 2001. During April 2002, Texas School Performance Review (TSPR) staff returned to assess the district's progress in implementing the recommendations.

Since 1991, TSPR has recommended nearly 6,500 ways to save taxpayers more than \$690 million over a five-year period in 77 public school districts throughout Texas. TSPR also conducts follow-up reviews of districts that have had at least one year to implement its recommendations. These 45 subsequent reviews show that more than 90 percent of TSPR's combined proposals have been acted upon, saving taxpayers more than \$112 million, with the full savings estimated to grow in the future.

Improving the Texas School Performance Review

Comptroller Carole Keeton 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 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 as 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 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 Kleberg County.

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 directly into the classroom. In addition, no longer are school districts' best practices and exemplary models 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 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.

Under Comptroller Rylander'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 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.

TSPR in the Kingsville Independent School District

In January 2000, Texas Comptroller Carole Keeton Rylander selected the four districts in Kleberg County for a school performance review. The Kingsville ISD (KISD) review was initiated in response to a local call for

assistance from former-superintendent Charles Greenwalt to conduct a performance review of the district. In the final report issued in February 2001, three key challenges quickly surfaced—a decline in student enrollment, a need to address existing facility conditions and the need to address staffing at all levels.

Based upon more than six months of work, the original report identified KISD's exemplary programs and suggested concrete ways to improve district operations. If fully implemented, the Comptroller's 87 recommendations could result in net savings of more than \$5 million over the next five years.

The Comptroller contracted with SDSM Inc., an Austin-based firm, at a cost of \$123,000, which was borne by the Comptroller's office. The TSPR team interviewed district employees, school board members, parents, business leaders and community members and held two public forums at H.M. King High School and Memorial Middle School on September 12 and 14, 2000 respectively from 5:00 p.m. to 8:00 p.m. The review team conducted additional focus group sessions with teachers, business leaders, site-based-decision-making committees (SBDMCs) and parent volunteer groups. The Comptroller's office also received letters and phone calls from a wide array of parents, teachers and community members.

A total of 787 respondents answered surveys. Forty-nine campus and central administrators and support staff; 4 principals; 130 teachers; 192 parents; and 412 students 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).

KISD selected peer districts for comparisons based on similarities in student enrollment, student performance and community and student demographics. The selected peer districts were Alice, Calallen, Flour Bluff, Gregory-Portland and Tulos-Midway. TSPR also compared KISD to district averages in TEA's Region 13 Education Service Center, to which KISD belongs, and the state as a whole.

Kingsville ISD in Profile

Kingsville ISD is located in Kleberg County approximately 40 miles west of the city of Corpus Christi. KISD has one high school, one intermediate school, one middle school, six elementary schools, an alternative education campus and a night school. Enrollment for 2001-02 is 4,644 students, or a 9.6 percent decrease since 1996-97 when the district reported 5,136 students.

In 2001-02, KISD's students were 79.4 percent Hispanic, 15.5 percent White, 4.0 African American and 1.1 percent Asian/ Pacific Islander or Native American. Sixty-six percent of KISD's students were classified as economically disadvantaged.

In 2001, four of KISD's six elementary campuses received an Exemplary rating from the TEA; two elementary schools, the intermediate school and the middle school received Recognized ratings; and TEA rated the high school as Acceptable. The district received an overall Recognized rating.

In 2000-01, 90.6 percent of all students passed the reading portion of the Texas Assessment of Academic Skills (TAAS) test; 88.2 percent passed the math portion of the test; 89.3 percent passed the writing portion of the test; and 81.5 percent of students passed all tests taken.

In 2001-02, the district employed a staff of 757 employees, with teachers accounting for 341, or more than 45 percent of KISD staffing. The district had expenditures of \$20.01 million in 2001-02. That same year, 37.2 percent of KISD's budgeted revenues were generated through local taxes; 4.1 percent came from other local and intermediate sources; and 55 percent came from the state, while 3.7 percent came from the federal government.

In 2001-02, KISD budgeted 50.5 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. Superintendent Charles Greenwalt resigned in May of 2001, and Superintendent Dr. Martha Salazar-Zamora was named as his replacement. A number of key administrative positions have been filled, and these new administrators are in the process of reviewing and reorganizing their respective areas.

In addition to the many tasks associated with changes in administration, the district also has had a District Effectiveness and Compliance (DEC) Monitoring visit from TEA within the last year. Facility planning and evaluation has been a major issue for the district. Based upon a decline in enrollment and the poor condition of the facility, in April 2002, district officials announced the closing of Mc Roberts Elementary in 2002-03. In all, the district has not only been faced with implementing the Comptroller's recommendations, but also has undertaken a number of difficult and controversial projects that ultimately will have significant benefits for the district, both academically and administratively.

While work continues in the district, both KISD staff and TSPR team members have a sense of steady progress. Twenty-eight recommendations

have been implemented; 51 are in various stages of progress; and eight have been reviewed but not implemented. (See Appendix A for details on the recommendations' status.)

Exemplary Programs and Practices

KISD 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 KISD 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 are listed below followed by updated information on each topic in italics.

- KISD formed a citizen's committee to assess facilities. In May 2000, more than 69 percent of district voters approved a \$30-million bond package. KISD gathered support by forming an 85-member citizen committee that toured facilities, developed an assessment of facility needs and eventually were advocates for a bond program in the community. The formation of this committee represented a major effort by the district to reach out to the community and include residents in an important decision-making process.

Since the review, KISD has not yet been able to qualify for the state's funds and consequently has had to find alternative ways to address its facility issues. The board and administration have continued to seek community support and guidance as they have made some difficult decisions concerning the district's facilities.

- Alternative Education settings help students become successful. Through its night school and K.E.Y.S. Academy, KISD offers alternative educational services both day and night to students who require an alternative educational setting to succeed. These programs meet the needs of students at risk of dropping out of school, students at risk of not graduating from high school within a four-year plan, students who must work, and students who report "not fitting in" the regular school. The K.E.Y.S. Academy also features a childcare center and offers parenting and essential living skills classes among its more traditional offerings.

As part of the district's overall dropout prevention program, KISD is evaluating the effectiveness of its alternative education programs to ensure the program is meeting the needs of the children served. Further, the high school counselor provides

support for students returning to the regular classroom from alternative programs.

- KISD provides health services in every school. In 1999, KISD coordinated services with the Texas Department of Health (TDH) and implemented an immunization project for KISD schools. The immunization project served 2,624 students. In addition, KISD nurses provide information and distribute application forms to all students about the statewide children's insurance program, TexCare Partnership, which provides health insurance for uninsured Texas children.

KISD continues to coordinate efforts with external entities to ensure students and their families receive social services, health care and counseling. KISD officials believe that healthy students are better prepared to learn and succeed in school.

- The Personnel Department participates in the Texas Association of School Personnel Administrators' (TASPA) annual salary surveys and uses these surveys to determine the competitiveness of KISD's employee pay. By using survey results as one of several tools, the district strives to maintain competitiveness within its limited resources, particularly for teacher salaries.

KISD continues to annually review salary schedules and has developed a new teacher salary schedule for the 2002-03 school year that proposes a 3 percent salary increase for teachers. While the board has not yet approved this increase, the action would continue to keep KISD teacher salaries competitive with peers and neighboring districts.

- KISD's investment strategies take advantage of changing interest rate trends. In fiscal 1999, when interest rates were declining, the district's investment officer locked in higher interest rates by purchasing Fannie Mae Discount Notes. In September 1999, the district's investment officer increased the percentage of the district's portfolio invested in investment pools to take advantage of the daily recalculation of rising rates. The most recently completed quarterly report for the district shows KISD's portfolio was \$10.1 million in May 2000.

Since the review, the KISD board has amended its investment policy and is producing a quarterly investment report to report the type of funds used to purchase investments as stipulated in its board-approved investment policy and the Public Funds

Investment Act. In this way, the board can better monitor its investment activities and make adjustments when needed.

- Principals are granted access to the financial system. Principals are issued a copy of their approved budget at the beginning of the year and have the capability of generating budget to actual reports directly from the computer system. Schools are also able to initiate purchase requisitions and electronically transfer the requests to the Finance Department for review and approval. This hands-on access allows principals to anticipate and control their budgets.

KISD is revising its budget format to include more supplemental information on campuses and programs. This revision should help principals as they plan and monitor expenditures throughout the year.

- KISD takes advantage of cooperative agreements. Approximately \$1.7 million of the district's fiscal 2000 total purchases were made through cooperative agreements with the state and the Education Service Center Region 2. Participation in these cooperatives eliminates the need for district personnel to solicit bids and allows KISD to take advantage of pricing discounts that would not be available to it otherwise.

In response to Recommendation #56, concerning the need to obtain quotes or bids for those items that KISD anticipated would exceed the purchasing threshold, district administrators said they are making even greater use of cooperatives. Price discounts and the district's ability to buy items without soliciting bids make cooperative purchasing an attractive option.

- Energy management program saves money. KISD's utility bills are 28 percent less than 1990 when the energy management program began, due to upgrades in the district's heating ventilation and air conditioning systems (HVAC). In addition, the district has taken steps to further reduce its energy bills by joining the State Energy Program offered by the General Land Office (GLO). The program will reduce the cost of energy the district by four percent or more than \$32,000 per year.

KISD continues to replace older equipment with energy efficient equipment, but officials have had some difficulty with the GLO program. The first utility bills from GLO show increases in utility rates.

TSPR Key Recommendations

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

District Organization and Management

Recommendation 1 - Develop a consent agenda of items that require routine board approval. According to district administrators, this recommendation is having a significant impact on the length of the board meetings. The KISD board began using a consent agenda June 5, 2001. Items on the consent agenda are voted on as a group. If a board member has questions about a specific item on the consent agenda, it is moved out and discussed separately, but those items not requiring additional discussion are moved on quickly.

Educational Service Delivery

Recommendation 15 - Fund and implement strategies that will increase the number of students completing advanced courses and taking Advanced Placement exams. During the review process, a district task force had already begun to review the entire gifted and talented program. As a result, the identification process was modified so that the percentage of students actually identified as gifted were being counted. The district is now paying the fees for students who score an 85 percent or above in the Advanced Placement class and for any economically disadvantaged students. KISD also takes the students to lunch on the day of the practice test to encourage participation. The district has consulted Region 1 to see what other districts are doing to improve their programs. Sharing these strategies gave KISD some new ideas, which administrators said have greatly improved the process.

Recommendation 18 - Develop campus improvement plans that comply with state mandates for compensatory funds. Implementing this recommendation was critical for the success of the District Effectiveness and Compliance (DEC) visit from TEA. Because of the work that was accomplished in advance of the visit, the DEC personnel gave the district an oral commendation on the campus improvement plans (CIPs) and the district improvement plans (DIP). Administrators said that the CIP could now be used as a working document. The principals now better understand the connection between the plan and the district's overall educational goals. The District officials plan to provide more training for site-based decision-making committee members to help everyone to use and understand the purpose of the CIPs and DIP.

Recommendation 20 - Establish campus intervention teams at each school to develop and monitor pre-referral practices. District administrators said they knew that too many students were being referred to Special Education, but this recommendation gave them a mechanism for addressing the issue. The Special Education director arranged for all principals, assistant principals and counselors to attend training on a new SOS (Successful Opportunities for all Students) pre-referral program. The counselors at every campus will be responsible for overseeing the program on their campus. Although the assistant superintendent for Curriculum and Instruction position is vacant right now, the superintendent is overseeing the development of the program. Administrators said this SOS system provides more accountability and ensures every child is receiving the help they need to succeed, but that only the children who really need Special Education services are referred and enrolled in that program.

Recommendation 22 - Review the district's TAAS exemption procedures to ensure that every possible special education student is included in the state testing system. The director said that the exemption process had been a concern of hers for some time. The report gave her the authority to implement a new system to ensure that all kids were tested. Through a concerted effort begun during the Spring Admissions, Review and Dismissal (ARD) process, the district reviewed every exemption and made certain that all children who could were taking the TAAS. As a result, the exemption rate dropped from 13.3 percent in 1999-2000 to 2.0 percent in 2000-01. KISD tested 12.9 percent of its students using the State-Developed Alternative Assessment (SDAA) designed for special education students who were unable to take the Texas Assessment of Academic Skills (TAAS).

Personnel Management

Recommendation 25 - Develop a personnel procedures manual. While this recommendation remains in progress, district administrators said they believe a formal procedures manual will help ensure all employees understand the district's policies and procedures covering personnel management. The district has an employee handbook that provides some of this information, but KISD has contacted the Fort Bend and United ISDs to obtain copies of personnel procedure manuals to use as a starting point for creating a more comprehensive procedures manual.

Recommendation 29 - Develop staffing guidelines for all employee categories. In January 2002, staffing plans were developed based on the Angleton ISD's model, and formulas are to be presented to the board by June 2002. The Personnel director said this recommendation was key because of the potential for savings that exists, as well as the opportunity to ensure resources are distributed equitably throughout the district.

Facilities Use and Management

Recommendation 43 - Prepare a Custodial Plan to improve building conditions. The new director of Maintenance is developing a custodial handbook and hopes to have it ready by the beginning of the 2002-03 school year. The handbook will contain dates and topics for future training sessions, general information, building locations and general cleaning standards or guidelines. This significant tool will hold custodians accountable for their work by ensuring they know what is expected of them and by providing them the information they need to do their jobs effectively.

Asset and Risk Management

Recommendation 45 - Amend the district's investment policy to provide specific direction and a timetable to be followed by the superintendent in the event of changes to the district's authorized investment officers and the institutions used to transact district investments. According to the assistant superintendent, the revision of the policy provided direction to the administration in the event that someone left the district; also, it provided a better system of internal controls.

Financial Management

Recommendation 48 - Cross-train accounting staff and designate a staff backup to reconcile bank statements each month within 30 days of the receipt without exception. KISD has hired an accounting supervisor and now has two staff capable of reconciling bank statements. All bank reconciliations are now current. This recommendation has been most beneficial because, according to the business manager, the district needed someone to assist with this function because there was insufficient time to complete all of the functions that the business manager was required to handle. The district now has stronger internal control procedures and is in a better position if personnel leave the district.

Purchasing and Contract Management

Recommendation 58 - Report maximum student enrollment data to the TEA when placing annual and supplemental textbook orders.

Recommendation 59 - Conduct a detailed physical inventory of all district textbooks and reconcile the results to the inventory listing compiled by the coordinator of Educational Services.

Recommendation 60 - Adopt a formal policy to hold principals, teachers, parents and students accountable for missing or damaged

textbooks. The textbook coordinator cited all three of these recommendations as key. She said that she believes the fact that she is tracking lost textbooks and regularly reporting this information to the board is making principals and teachers more aware of the issue and accountability is improving.

Transportation

Recommendation 71 - Purchase automated bus routing software to design a more efficient and cost effective route scheduling system. The Transportation director is examining available software options and plans to make a purchase during the summer of 2002. He was unable to estimate whether savings could be realized, because the district is closing a school and the routes will be significantly changed. He believes implementing this recommendation can be profitable and it will help the district to redraw routes when the school is closed.

Recommendation 74 - Develop preventive maintenance policies and procedures to assist Transportation Department staff with tracking and planning maintenance activities. The district purchased a preventive maintenance tracking software. The district had previously used paper documents, and because workloads are heavy at times, there were occasions when routine maintenance was overlooked or delayed. The new system will alert the mechanic when a bus is ready for inspection, oil change or other specific maintenance tasks.

Safety and Security

Recommendation 80 - Include measurements for accomplishing safety goals in staff performance appraisals. Instead of evaluating individuals, the district has determined that campuses should be evaluated and rewarded when improvements are made. In the 2002-03 budget, the coordinator of Educational Services has earmarked funds to provide incentives to campuses that show improvement in meeting safety goals. The coordinator said that this recommendation was particularly beneficial because it brought the issue to the attention of the district's administration. The new program is making people aware of the costs of unsafe conditions and is making them a part of the solution.

Computers and Technology

Recommendation 85 - Develop a districtwide technology plan that includes instructional and administrative technology needs and ties the plan to the annual budget. While administrative technology remains to be addressed in a formal plan, the district created a 2002-05 instructional technology plan that is an update of the plan originally

created in 2000. The district has attempted to tie the limited in-house budget to the instructional technology plan and has received approximately \$500,000 in grants to help fund some of the plan's strategies. An equipment replacement cycle is addressed in the plan and the district has added a new technician to meet the need for computer support. The instructional technology coordinator said that creating this plan has heightened the board's and administration's awareness of the instructional technology needs and has helped to focus them on grant applications that will compliment the plan.

What Remains to be Done?

KISD has made steady progress in implementing TSPR recommendations, particularly considering that the district hired a new superintendent during the original review process. The district has implemented 28 recommendations: 51 are in various stages of progress and eight have not been addressed. This section addresses the key areas requiring additional attention.

Facility Management

The district has gathered a great deal of information on the condition of the district's facilities and demographic information to project future student enrollment. The new director of Maintenance has begun reviewing all of the information gathered. One school closing in 2002-03 and the implementation of a multi-phased \$1 million facility grant will significantly affect the district's facilities and facility management. It is imperative, therefore, that all of this information be tied together into a comprehensive facility master plan (Recommendation #38) as quickly as possible, and that the community and the board be a part of the planning process.

Food Service

The Food Service Department has implemented a new point-of-sale system in the last year. This new system is capable of producing management reports to monitor productivity and, according to the Food Service director, the system has already improved participation rates. Many of the recommendations in this section of the review are in progress. At least one recommendation to develop a comprehensive nutrition program for KISD students (Recommendation #58) has been put on indefinite hold, because the implementation of the new system has taken all of the director's time and resources. Once the system is fully operational, however, TSPR urges the district to re-examine its recommendations and consider how the new system could be used to

improve productivity, save money and improve educational programs, including nutritional programs to combat a national trend toward child obesity and juvenile diabetes.

Transportation

One recommendation that could potentially produce savings for the district is the purchase of an automated bus routing system (Recommendation #71). The Transportation director is examining the available software options and plans to make a purchase during the summer of 2002. In other districts that have implemented automated bus routing systems, significant savings have been possible. TSPR, therefore, encourages the district to move forward with this purchase, even though there will be an initial capital outlay, so that efficiencies can be achieved in the coming school year.

KISD'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 Kingsville ISD staff members and administrators discussed 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 in getting started. As a result, the reports now include implementation strategies and timelines to complement the recommendations. Districts have told TSPR these blueprints are invaluable to achieving the desired results. It is important for TSPR to continually be mindful of those things that did not work as intended so that the review process can be improved.

Kingsville administrators and board members made the following observations:

Surveys sent to board members requesting their observations about the review process were generally positive, stating that the report helped the district to move forward with some unpopular, but necessary recommendations such as the closing of a school. One board member commented, "It made us aware that it is not money that makes a school district great, but how you use those funds. The curriculum alignment was the most significant aspect of your report."

Board members also shared their concerns about the review process. One board member said that it would have been beneficial for the staff to be notified that the review would not be critical of their work, but was intended to look at management issues. Although TSPR met with the superintendents of the school districts in Kleberg County at the onset of the reviews, TSPR did not meet with staff. In an effort to address the concern voiced by this board member as well as those in other districts, TSPR has begun meeting with superintendents and their key staff to go over the logistics of the review process and to provide some level of assurance to staff about the nature and intent of the review.

Members of the KISD administration said they felt that the process was beneficial as a whole and were pleased and proud of the many commendations given to the district in the original report. Many administrators, however, were concerned that during the follow-up visit they were asked to explain the status of recommendations. They said this gave the impression that TSPR's "suggestions" were expected to be implemented. While the Comptroller has no statutory authority to force a district to implement a recommendation, TSPR does tell districts from the onset that it will return to check on its progress at the end of a year. This follow-up is scheduled partly to motivate districts to move forward, but also because the Legislature asks TSPR to report on the number of recommendations implemented as part of its performance measures. More importantly, however, TSPR is interested in knowing what recommendations were useful to the district and which ones were unworkable. When a district does not benefit from a recommendation, TSPR attempts to learn why and modify future recommendations based upon the district's feedback.

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	EISD's Projected Five - Year Savings (Costs)	Comments
1	Develop a consent agenda of items that require routine board approval. p. 26	Complete	\$0	\$0	\$0	The KISD board began using a consent agenda June 5, 2001. This change has shortened the board meetings, which appear to run more efficiently.
2	Develop a summary reporting format to present financial, management and program-related information to the board. p. 27	Not Implemented	\$0	\$0	\$0	The district continues to give the board the same reports it received at the time of the review.
3	Implement minimum staffing guidelines for elementary, middle and high schools to reflect actual enrollment. p. 33	In Progress	\$1,213,680	\$0	\$0	Recommendation #29 is in progress, and during 2002-03, these staffing formulas will be applied to all remaining schools following the closure of McRoberts Elementary.
4	Reassign central administrator responsibilities to more logically group functions. p. 36	In Progress	\$0	\$0	\$0	The district restructured job responsibilities to place supervision of the director of Personnel under the assistant superintendent for Support Services, and the district is planning to move Data Processing under the assistant superintendent during the summer months.
5	Implement a strategic planning process that links existing plans, the budget and performance evaluations into one integrated districtwide plan. p. 40	In Progress	\$0	\$0	\$0	The Campus Improvement Plans (CIPs) and District Improvement Plan (DIP) are now linked to the budget, but the district has just begun to implement a strategic planning process.
6	Conduct a demographic study to determine student enrollment projections for the next five years. p. 42	In Progress	(\$25,000)	\$0	\$0	KISD contracted with a consulting firm to conduct a demographic study with student enrollment projections for the next five years. The firm presented its findings to

						the board in a workshop June 26, 2001. The board adopted its own plan, which included closing McRoberts Elementary School. Decisions about future closings depend upon future enrollment trends.
	Totals - Chapter 1		\$1,188,680	\$0	\$0	
	Grand Total (all Chapters)		\$5,010,423	\$201,299	\$2,406,000	

Appendix A

STATUS OF RECOMMENDATIONS AND SAVINGS

Chapter 2: Educational Service Delivery

Rec. #	General Recommendation	Implementation Status	TSPR'S Projected Five - Year Savings (Costs)	Actual Savings (Costs) to Date	EISD's Projected Five - Year Savings (Costs)	Comments
7	Ensure appropriate students are selected to take the practice TAAS by developing guidelines and procedures for TAAS practice testing. p. 58	In Progress	\$0	\$0	\$0	The district had one campus that was giving tests every six weeks. Two of the three elementary schools reduced the number of TAAS practice tests to one pre-test and one middle-of-the-year test.
8	Hire an attendance officer to develop and implement a plan to increase attendance. p. 61	In Progress	\$516,375	\$0	\$0	Counselors still are responsible for truancy. The district made one change; counselors now send a list of truant students to the county attorney, and a constable delivers parents an order to appear before the precinct judge concerning the truancy. According to school administrators, this change has heightened awareness, and parents exhibit more responsibility for getting students to school. Attendance rates at the high school are improving, and state funding will increase accordingly.
9	Develop an instructional plan that specifically addresses the needs of students who have been retained. p. 64	In Progress	\$0	\$0	\$0	The first-grade summer school program is in place and became operational during summer 2001. The district will expand the first-grade pilot to grades 4-8 during summer 2002. District officials also are developing forms that regular education teachers will use to show the areas where a student needs help, which will give summer school teachers a needs list for work during the summer.
10	Develop strategies to increase the number of students taking and passing the PSAT/SAT and the ACT. p. 66	In Progress	\$0	\$0	\$0	The district implemented a program called SureScore at the high school and plans to implement a middle school program next year. SureScore trains the teachers on testing

						techniques, vocabulary and timing of tests so that they can better prepare students for the Preliminary Scholastic Assessment Tests (PSAT), Scholastic Assessment Tests (SAT) and the American College Testing (ACT). The director of Instructional Services said that some students have increased their scores by as much as 100 points. Preliminary numbers are expected on the tests in the coming weeks.
11	Develop and implement a districtwide evaluation agenda to provide a systematic review of all programs on a five-year cycle. p. 69	In Progress	(\$269,720)	\$0	\$0	This recommendation still is in the planning stages. The superintendent and directors have met and are attempting to set up a format for the evaluation. District officials want to incorporate the information they have received through the Texas Education Agency's (TEA) District Effectiveness and Compliance (DEC) visit into the overall evaluation process as well. The district does not plan to hire a research specialist, therefore, there is no cost associated with this recommendation.
12	Establish a curriculum management plan that includes all programs. p. 72	In Progress	(\$40,000)	\$0	\$0	The director of Instructional Services and a consultant from Region 2 met and developed a draft curriculum management plan that has been given to the superintendent for review. The director said that district administrators will present the plan to the board during the summer of 2002.
13	Assess the need to continue an accelerated block schedule and make the necessary modifications, or return to a traditional schedule. p. 76	In Progress	\$0	\$0	\$0	The district will go to a hybrid block schedule for the 2002-03 school year. This change will have an impact on staffing, but district officials believe that this system will benefit students.
14	Prepare a comprehensive dropout prevention plan that includes all of the district's programs and efforts. p. 82	In Progress	\$0	\$0	\$0	Over the last year, the district has been drafting a more comprehensive dropout prevention plan that will include earlier identification of students, more concentrated counseling efforts at

						grades 7, 8 and 9; remediation and tutoring programs; and the evaluation of the alternative programs to determine if they are meeting the needs of the students served in those facilities. KISD is applying for a federal grant to target tutoring and assisted instruction. While the director responsible for overseeing drop out prevention anticipates that the plan will be finalized in fall 2002, the district already has begun implementing parts of the plan.
15	Fund and implement strategies that will increase the number of students completing advanced courses and taking Advanced Placement (AP) exams. p. 85	Complete	(\$12,320)	(\$2,000)	(\$10,000)	During the review process, a task force had already begun to review the entire gifted and talented program. The identification process was modified so that the percentage of students actually identified as gifted were being counted as gifted and talented students. The district pays the fees for students who have an 85 percent or above in the AP class and for any economically disadvantaged students. The district also takes the kids to lunch on the day of the practice test to encourage participation.
16	Fully implement the Texas State Plan for Education of Gifted/Talented Students. p. 88	Complete	(\$269,720)	(\$4,500)	(\$214,500)	During the DEC visit, TEA found that KISD was in full compliance with the Texas Plan for Education of Gifted/Talented (G/T) Students. A G/T teacher was designated as a contact at each campus in 2001-02, and each contact was given a \$500 stipend. The district now has an administrator to oversee the secondary school program for gifted/talented students.
17	Ensure all gifted and talented students are identified and served. p. 90	Complete	\$0	\$0	\$0	The board approved a revised gifted and talented identification process. Using the new process reduced the percentage of students identified to a more appropriate range in 2001-02, and should allow the district to better serve the truly gifted students as well as the students who have potential for high achievement.
18	Develop campus	Complete	\$0	\$0	\$0	During TEA's DEC visit the

	improvement plans that comply with state mandates for compensatory funds. p. 93					district received an oral commendation on the Campus Improvement Plans (CIPs) and the District Improvement Plan (DIP).
19	Equitably distribute compensatory funds among campuses. p. 95	Complete	\$0	\$0	\$0	During TEA's DEC visit, the district received high marks. Senate Bill 702, which limited the amount of compensatory education dollars that could be spent on alternative programs, caused the district some budgetary concerns because 100 percent of the Keys Academy costs were being budgeted from compensatory funds. The district had to redo the entire budget to accommodate this change in law.
20	Establish campus intervention teams at each school to develop and monitor pre-referral practices. p. 102	In Progress	\$0	\$0	\$0	The Special Education director arranged for all principals, assistant principals and counselors to attend training on a new Successful Opportunities for all Students (SOS) pre-referral program. The counselors at every campus will be responsible for overseeing the program on their campus. Although the assistant superintendent for Curriculum and Instruction position was vacant at the time of the report visit, the superintendent is overseeing the program's development.
21	Improve communications and coordination to ensure special education teachers have appropriate support from the Department of Special Education. p. 103	Complete	\$0	\$0	\$0	The Special Education director said that teachers and staff in special education have regular meetings. Better coordination is occurring between the Department of Instructional Services and the Special Education Department due to the State-Developed Alternative Assessment (SDAA). There also is better communication and staff development conducted for regular education and special education teachers.
22	Review the district's TAAS exemption procedures to ensure that every possible special education student is included in the state testing system. p. 105	Complete	\$0	\$0	\$0	Through a concerted effort begun during the spring 2002 Admissions Review and Dismissal (ARD) process, the district reviewed every exemption and made certain that all children who could take the TAAS were doing so. Consequently, the exemption rate

						dropped from 13.3 percent in 1999-2000 to 2 percent in 2000-01. KISD tested 12.9 percent of its students using the SDAA designed for special education students who were unable to take the TAAS.
23	Consolidate bilingual/ESL services in selected schools. p. 110	In Progress	\$60,000	\$8,000	\$48,000	The district modified the plan and gave \$500 stipends to teachers at Gillette Intermediate, Memorial Middle and King High School. Then, the district reduced the number of teaching units at the elementary level by approximately 10 teaching positions by combining existing bilingual classrooms so that fewer teachers were needed. KISD decreased teaching stipends from \$37,000 to \$29,000 for a savings of \$8,000. In the out-years, the closure of McRoberts Elementary and the further consolidation of teaching units, KISD anticipates a savings of \$10,000 annually.
24	Develop a plan to establish a stronger technology program. p. 117	In Progress	\$0	\$0	\$0	KISD began to develop a plan to establish a stronger technology program by sending out student surveys to determine students' areas of interest. The advisory committee of business and community members also told the district what they needed in terms of technology education. The district also has conducted vertical and horizontal planning of curriculum with business teachers from the middle and high school to ensure more continuity among the various programs. As a result, KISD is making a number of changes to its Career and Technology Education (CATE) programs. KISD has contracted with Coastal Bend College, and students can take six dual credit courses. As part of the CISCO program, the first group of nine students passed the course, and five received their course certification and now are working on the CISCO II program. If students start taking the CISCO courses in their junior year, they could be fully certified and eligible

						for full-time employment upon graduation. In addition, KISD is offering four new in-house courses, including Desk-top Publishing, Digital Graphics and Animation, Multi-Media and Web Mastering. Keys Academy has a Diversified Career Preparation course that better prepares students for the work force.
	Totals - Chapter 2		(\$15,385)	\$1,500	(\$176,500)	
	Grand Total (all Chapters)		\$5,010,423	\$201,299	\$2,406,000	

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	EISD's Projected Five-Year Savings (Costs)	Comments
25	Develop a personnel procedures manual. p. 128	In Progress	\$0	\$0	\$0	KISD has contacted the Fort Bend and United ISDs to obtain copies of personnel procedure manuals. When the district receives the copies, it will review them and begin drafting its own procedures.
26	Update all job descriptions and establish a schedule for routine update. p. 129	In Progress	\$0	\$0	\$0	In October 2001, the district updated job descriptions for the manual trades and will begin updating the technical and professional positions in the near future. While the district has not yet developed a formal schedule for job description updates, it is updating job descriptions as needed. District officials said they plan to review job descriptions twice each year to ensure that all job descriptions are current.
27	Develop a recruiting plan that includes goals and strategies for staff recruitment and track the outcomes. p. 133	In Progress	\$0	\$0	\$0	In September 2001, the district developed a recruitment plan; however, officials have not begun to track the results. Administrators are developing a database to begin that process.
28	Develop hiring and budgeting procedures so that qualified teachers can be given contracts with sufficient lead-time before the new semester. p. 135	In Progress	\$0	\$0	\$0	The director has developed a 2002-03 salary schedule for teachers; however, the board has not formally approved it. The new salary schedule includes a 3-percent increase, but teachers are being told this remains tentative.
29	Develop staffing guidelines	In Progress	\$0	\$0	\$0	In January 2002 KISD

	for all employee categories. p. 137					developed staffing plans based on Angleton ISD's model. District administrators plan to present the formulas to the board in June 2002.
30	Track employees and prepare a plan to address the reasons for leaving. p. 139	In Progress	\$0	\$0	\$0	Currently, the district's exit packet asks the employee to document his or her reason for leaving. To accumulate the information, the district is working with a computer vendor to produce annual reports that show the reasons employees leave and calculate corresponding percentages.
31	Define the needs of substitute teachers and consider alternatives for managing the substitute teacher program. p. 144	Rejected	\$0	\$0	\$0	KISD personnel say they have no problem finding suitable substitutes with the university so close, and consequently have chosen not to implement this recommendation.
	Totals - Chapter 3		\$0	\$0	\$0	
	Grand Total (all Chapters)		\$5,010,423	\$201,299	\$2,406,000	

Appendix A

STATUS OF RECOMMENDATIONS AND SAVINGS

Chapter 4: Community Involvement

Rec. #	General Recommendation	Implementation Status	TSPR'S Projected Five - Year Savings (Costs)	Actual Savings (Costs) to Date	EISD's Projected Five - Year Savings (Costs)	Comments
32	Maximize coordination by inventorying all community involvement programs and improving communication. p. 155	In Progress	\$0	\$0	\$0	While district officials still believe that more can be done in this area, they have begun the process as part of the overall reworking of the DIP and CIPs. These plans now contain information and strategies about the parental involvement center and related programs. The administrators said they would prefer, however, to develop a more independent mechanism for coordination, but this effort with the DIP and CIPs is a good first step in that direction.
33	Establish a KISD education foundation to address special needs that would not otherwise be possible with operating funds. p. 156	In Progress	\$0	\$0	\$0	KISD has established a working group called the Education Foundation Board that is in the process of obtaining a non-profit designation from the federal government. The district's goal is to use the foundation to apply for grants and outside funding. Members of the working group include a cross-section of business leaders, community members, other higher education representatives and military representatives.
34	Expand communication with parents and community to include nontraditional approaches. p. 159	Complete	(\$98,000)	\$0	\$0	The district now is providing transportation to literacy classes and other events for Title I parents. The district has published a parent handbook and has started to hold sessions in the evening hours for parents who cannot come in during the day. The Parent Center's literacy class attendance has increased by 115 percent.
35	Evaluate the costs and benefits of retaining the media center or	Complete	\$217,125	\$60,000	\$300,000	The media center was closed in June 2001.

	outsource the function. p. 161					
36	Aggressively recruit school volunteers across the district. p. 164	Complete	\$0	\$0	\$0	The number of volunteers has increased by 50 percent.
37	Conduct a consumer survey to identify parent interests and needs and adjust the Parent Involvement Center's schedule, hours of operation and focus to reach more parents. p. 165	Complete	\$0	\$0	\$0	The district now distributes consumer surveys annually. Based on the survey results, the district added tutoring to the evening classes along with educational family activities. After September 11, a debate about how to address Halloween was settled by having a carnival at the Family Involvement Center. An overflow crowd attended.
	Totals - Chapter 4		\$119,125	\$60,000	\$300,000	
	Grand Total (all Chapters)		\$5,010,423	\$201,299	\$2,406,000	

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STATUS OF RECOMMENDATIONS AND SAVINGS

Chapter 5: Facilities Use and Management

Rec. #	General Recommendation	Implementation Status	TSPR'S Projected Five - Year Savings (Costs)	Actual Savings (Costs) to Date	EISD's Projected Five - Year Savings (Costs)	Comments
38	Update the long-range facilities master plan. p. 174	In Progress	\$0	\$0	\$0	The director of Maintenance has only been in the district for a few months, but has been reviewing all of the information gathered on the status of the district's facilities. The closing of one school in 2002-03 and the implementation of a multi-phased \$1 million facility grant will impact facilities and facility management in the district significantly. The first phase of the project is to replace the cooling towers at the high school and middle school; another phase is bringing schools into compliance with the American with Disabilities Act. The district also plans to abate asbestos floor tile at the high school, install fire alarms at six different campuses and renovate four science labs at the high school. All of this work will be performed during the summer 2002 and may carry over into the early fall. By the spring of 2003, the district should have a better idea of its facilities issues and then can begin to assess future plans.
39	Close two elementary schools and reinvest the savings into renovation and expansion of remaining four elementary schools. p. 177	In Progress	\$1,182,780	\$0	\$2,000,000	In April 2002, the district announced the closing of McRoberts Elementary in 2002-03. KISD based this decision on a decline in enrollment and the condition of the facility. The district estimates that closing the school will save approximately \$500,000 per year over the next four years. No further closings are anticipated, however, administrators cautioned that decisions about any future closing

						depend upon future enrollment trends.
40	Prepare a Capital Improvements Plan with a detailed description of each capital project. p. 180	In Progress	\$0	\$0	\$0	In 2000-01, a capital improvement project was approved and completed for approximately \$187,000. In 2001-02, the district is implementing the renovations and repairs associated with the grant mentioned in Recommendation 38. Completion of this recommendation (#40) is closely tied to the completion of a new comprehensive facility master plan next year.
41	Increase the capability of Maintenance Department staffing by providing training to upgrade helper positions to journeyman levels and eliminate substitute bus driver responsibilities. p. 184	In Progress	(\$14,400)	\$0	\$0	The new director is attempting to schedule some additional training opportunities but is concerned about the use of maintenance staff to drive buses. This entire process is under review.
42	Improve the work order management process by developing work order priorities with a list of typical maintenance work for each priority level. p. 185	In Progress	\$0	\$0	\$0	The new director has begun to meet more regularly with the maintenance foreman and is in the process of buying preventive maintenance software, which should help to improve preventive maintenance throughout the district.
43	Prepare a Custodial Plan to improve building conditions. p. 190	In Progress	\$0	\$0	\$0	The new director is developing a custodial handbook and hopes to have it ready by the beginning of the 2002-03 school year. The handbook will contain dates and topics for future training sessions, general information, building locations and general cleaning standards or guidelines.
	Totals - Chapter 5		\$1,168,380	\$0	\$2,000,000	
	Grand Total (all Chapters)		\$5,010,423	\$201,299	\$2,406,000	

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STATUS OF RECOMMENDATIONS AND SAVINGS

Chapter 6: Asset and Risk Management

Rec. #	General Recommendation	Implementation Status	TSPR'S Projected Five - Year Savings (Costs)	Actual Savings (Costs) to Date	EISD's Projected Five - Year Savings (Costs)	Comments
44	Revise the quarterly investment report to report the type of funds used to purchase investments as stipulated in board-approved investment policy and the Public Funds Investment Act. p. 205	Complete	\$0	\$0	\$0	In February 2002, for the second quarter of this year, KISD revised the investment report.
45	Amend the district's investment policy to provide specific direction and a timetable to be followed by the superintendent in the event of changes to the district's authorized investment officers and the institutions used to transact district investments. p. 206.	Complete	\$0	\$0	\$0	The board amended KISD's investment policy effective with a second reading in March 2002.
46	Establish a benefits committee to review health insurance benefits and make recommendations regarding plan offerings for each fiscal year. p. 212	Complete	\$0	\$0	\$0	The district is self-insured and will not be participating in the state health insurance plan because the district's rates are cheaper and the benefits are better than the state plan. A management team made up of the superintendent, assistant superintendents and consultants who work with the plan meet annually to discuss and revise the plan as needed
47	Annually review the detailed reconciliation of district assets and any fixed asset purchases approved in the district's annual budget process	In Progress	\$0	\$0	\$0	The district has a list of all fixed assets, which officials will be sending out with the request for proposal for insurance coverages in November or December 2002.

	prior to negotiating for property insurance coverage. p. 215					
	Totals - Chapter 6		\$0	\$0	\$0	
	Grand Total (all Chapters)		\$5,010,423	\$201,299	\$2,406,000	

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STATUS OF RECOMMENDATIONS AND SAVINGS

Chapter 7: Financial Management

Rec. #	General Recommendation	Implementation Status	TSPR'S Projected Five - Year Savings (Costs)	Actual Savings (Costs) to Date	EISD's Projected Five - Year Savings (Costs)	Comments
48	Cross-train accounting staff and designate a staff backup to reconcile bank statements each month within 30 days of the receipt without exception. p. 226	Complete	\$0	\$0	\$0	KISD has hired an accounting supervisor and now has two staff capable of reconciling bank statements. All bank reconciliations now are current.
49	Revise the budget calendar to include early formal input from the board and the community in establishing goals and spending priorities. p. 229	In Progress	\$0	\$0	\$0	The board met during the summer of 2001 to review goals and priorities with the new superintendent and her staff. Campuses received their allocation numbers in February 2002, which was earlier than they previously had obtained them, and the formal budget workshops are occurring during summer 2002. The district will formalize this practice in the budget calendar.
50	Revise the district's published budget document format, organizing the appro-priations budgets by organization code to facilitate the district's planning process and improve the ability to determine total costs by program. p. 230	In Progress	\$0	\$0	\$0	KISD has examined a number of different budget formats and will be using a different format for supplemental reports in the 2002-03 budget. Reports will include supplemental information organized by campus and department to determine respective costs.
51	Create, adopt and implement a formal policies	In Progress	\$0	\$0	\$0	Individuals are creating their own operating procedures, and the assistant superintendent for

	and procedures manual that reflects the department's operating environment. p. 233					Support Services is gathering all of that information together so that it can be standardized and placed in a single manual.
52	Outsource the payroll processing function. p. 234	Rejected	\$58,344	\$0	\$0	District officials believe that this change would increase costs, because a payroll clerk's duties include more than just payroll processing.
53	Expand the job duties of the department staff to include internal control reviews. p. 236	In Progress	\$0	\$0	\$0	While KISD has not changed its job descriptions, the Accounting supervisor reviewed the student activity funds operations and the accounts payable functions. She also will be conducting on-site reviews of these functions to ensure compliance with district policies.
54	Apply for the \$8 million maximum in funding available through the federal Qualified Zone Academy Bond (QZAB) program. p. 240	In Progress	\$1,877,000	\$0	\$0	A bond consultant is assisting the district with this recommendation and attended the May 2002 board meeting for further consultation. At this point, the board and administration are exploring all options, including the QZAB program.
	Totals - Chapter 7		\$1,935,344	\$0	\$0	
	Grand Total (all Chapters)		\$5,010,423	\$201,299	\$2,406,000	

Appendix A STATUS OF RECOMMENDATIONS AND SAVINGS

Chapter 8: Purchasing and Contract Management

Rec. #	General Recommendation	Implementation Status	TSPR'S Projected Five-Year Savings (Costs)	Actual Savings (Costs) to Date	EISD's Projected Five-Year Savings (Costs)	Comments
55	Update the purchasing procedures manual to include the district's board-approved purchasing policy and timetables for the steps involved in the purchasing process. p. 249	In Progress	\$0	\$0	\$0	Training topics for fall 2002 will include purchasing policy. The district placed timetables on each month's finance calendar, which administrators sent to campuses and departments. In the fall of 2002, the district will include the policy in the new purchasing manual that it will distribute to campuses.
56	Revise the budget calendar to include steps to review proposed	Complete	\$0	\$0	\$0	At the beginning of 2001-02, KISD

	expenditures in aggregate so that the appropriate purchasing procedures can be initiated. p. 252					examined all budgeted expenditures and obtained quotes or bids for those items that the district anticipated would exceed the purchasing threshold. The district uses the Region 2 purchasing cooperative for many items to obtain the best price and to stay within purchasing thresholds.
57	Evaluate the efficiency and effectiveness of the warehouse function by using the management reporting capabilities of the ACT 1000, FASTPAC and Unix systems. p. 254	Not Implemented	\$0	\$0	\$0	The district has not implemented any type of performance monitoring or evaluation system for the warehouse operation.
58	Report maximum student enrollment data to the TEA when placing annual and supplemental textbook orders. p. 256	Complete	\$0	\$0	\$0	The coordinator of Educational Services receives the weekly enrollment report from

						the attendance office. The coordinator reviews the data and now uses the highest enrollment figures to calculate the number of textbooks to order when placing annual and supplemental textbook orders.
59	Conduct a detailed physical inventory of all district textbooks and reconcile the results to the inventory listing compiled by the coordinator of Educational Services. p. 258	Complete	\$0	\$0	\$0	A detailed district report was obtained from the state's electronic textbook accounting system (EMAT) at the end of 2000-01. Campus and district inventories were conducted and the results compiled when ordering for 2001-02. The district conducts this procedure

						annually, thus accounting for all textbooks as well as teacher materials.
60	Adopt a formal policy to hold principals, teachers, parents and students accountable for missing or damaged textbooks. p. 259	Complete	\$52,846	\$0	\$0	The parent handbook now states that if a student fails to return a book, the district has the right to have free textbooks assigned until the textbooks are paid for or returned. In the meantime, the student will not be allowed to take home books, but will have access to a classroom copy.
	Totals - Chapter 8		\$52,846	\$0	\$0	
	Grand Total (all Chapters)		\$5,010,423	\$201,299	\$2,406,000	

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STATUS OF RECOMMENDATIONS AND SAVINGS

Chapter 9: Food Services

Rec. #	General Recommendation	Implementation Status	TSPR'S Projected Five - Year Savings (Costs)	Actual Savings (Costs) to Date	EISD's Projected Five - Year Savings (Costs)	Comments
61	Reduce staffing levels to achieve the recommended MPLH level of productivity. p. 269	In Progress	\$370,930	\$28,799	\$143,500	Food Service partially has implemented this recommendation by eliminating two part-time positions and not filling five other part-time positions throughout the year. With the closing of McRoberts elementary and the implementation of the Food Service automated management system, the Food Service director believes that other positions can and will be eliminated in the future.
62	Identify kitchens with high absentee rates and implement corrective action plans including disciplinary action and incentive programs to encourage attendance. p. 270	Not Implemented	(\$7,700)	\$0	\$0	While this recommendation is something that the Food Service director is interested in pursuing, the prior administration thought that it is a districtwide problem that should be addressed districtwide, rather than in a single department.
63	Reinstitute the policy of filling vacant positions from the substitute worker pool, and develop alternative sources of substitute workers. p. 272	Complete	\$0	\$0	\$0	KISD now fills vacancies from the substitute pool.
64	Develop and implement a plan to recognize food service workers who complete certification classes. p. 273	Not Implemented	(\$82,500)	\$0	\$0	Management has not yet considered this recommendation.
65	Solicit annual input from	In Progress	\$0	\$0	\$0	The district is in the

	students, parents and district employees about food quality, quantity, price, variety, nutrition and any other areas of food operations, and implement corrective action where needed. p. 274					process of making suggestion boxes. A survey is being developed for Perez Elementary.
66	Develop and implement additional strategies to increase lunch meal participation rates. p. 279	In Progress	\$116,000	\$0	\$0	The new point-of-sale system has increased participation at the secondary level, and the district is now using "bonus dollars" as an incentive to increase participation. In the program, a student is given \$1 for every \$10 dollars they put in their food service account. Although district personnel believe there will be additional revenues because of implementing this recommendation, it is difficult to estimate a dollar figure at this time.
67	Develop strategies to increase overall breakfast participation at H.M. King High School. p. 281	In Progress	\$12,460	\$0	\$0	Toward the end of 2000-01, the district conducted a study to determine the cost and benefit of serving all students a free breakfast. KISD found that the fiscal impact was sound, but district officials believe they do not have sufficient staff to begin implementation.
68	Develop and implement a comprehensive nutrition program for KISD students. p. 283	Rejected	\$0	\$0	\$0	The director said she recognizes the need, but due to the implementation of a new computer system, she simply does not have the staff or time to begin such a program.
69	Compile and distribute accurate, detailed and useful school-specific financial and performance reports to cafeteria managers on a quarterly basis. p. 286	In Progress	\$0	\$0	\$0	The new food service software will provide all the recommended reports when fully implemented by the end of summer 2002. According to staff, the new software is an excellent

						management tool for cost controls in all areas.
70	Use part of the available Food Services fund balance to replace critical equipment and make necessary enhancements. p. 289	In Progress	(\$200,000)	\$0	\$0	Part of the available fund balance was used to purchase the Food Service Management software. The district is developing an implementation plan to purchase equipment, and budgeted about \$15,000 in 2001-02 for the most critical equipment purchases.
	Totals - Chapter 9		\$209,190	\$28,799	\$143,500	
	Grand Total (all Chapters)		\$5,010,423	\$201,299	\$2,406,000	

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STATUS OF RECOMMENDATIONS AND SAVINGS

Chapter 10: Transportation

Rec. #	General Recommendation	Implementation Status	TSPR'S Projected Five - Year Savings (Costs)	Actual Savings (Costs) to Date	EISD's Projected Five - Year Savings (Costs)	Comments
71	Purchase automated bus routing software to design a more efficient and cost effective route scheduling system. p. 299	In Progress	\$103,560	\$0	\$0	The Transportation director is examining the available software options and plans to make a purchase during the summer of 2002. He could not estimate whether savings could be realized, because a school is closing and the routes will be changed significantly.
72	Develop a school bus replacement plan based on new criteria. p. 302	Complete	\$104,000	\$104,000	\$104,000	The district lost some buses due a fire at the bus barn, but was able to sell some of its older buses. In the future, the district's criteria for purchasing buses will include the age, cost of repairs and mileage.
73	Increase the ratio of vehicles per mechanic to the industry standard. p. 304	Rejected	\$94,463	\$0	\$0	The director of Transportation disagreed with this recommendation. The district has one mechanic and two helpers. The helpers do all of the miscellaneous work, such as refueling buses, washing buses, etc. The only mechanic performs all repairs and eliminating a position would jeopardize this department's operation.
74	Develop preventive maintenance policies and procedures to assist Transportation Department staff with tracking and planning maintenance activities. p. 305	Complete	\$0	\$0	\$0	The district purchased preventive maintenance software to help track preventive maintenance activities.
Totals - Chapter 10			\$302,023	\$104,000	\$104,000	
Grand Total (all Chapters)			\$5,010,423	\$201,299	\$2,406,000	

Appendix A

STATUS OF RECOMMENDATIONS AND SAVINGS

Chapter 11: Safety and Security

Rec. #	General Recommendation	Implementation Status	TSPR'S Projected Five - Year Savings (Costs)	Actual Savings (Costs) to Date	EISD's Projected Five - Year Savings (Costs)	Comments
75	Review the safety and security functions throughout the district, defining the Educational Services coordinator's duties and role according to the district's goals for safe schools. p. 314	In Progress	\$0	\$0	\$0	The Educational Services coordinator now coordinates efforts inside and outside the district. For example, in early May 2002, the coordinator, city officials and area law enforcement officials conducted a mock crisis drill. A simulated terrorist attack on a chemical plant resulted in a toxic cloud, which led to the evacuation and sheltering of students and staff. Through this effort, the participants realized a need for coordinated communication equipment. The district provided each teacher with an instruction chart to guide them when dealing with a crisis and helping students with any special needs.
76	Clearly, communicate the district's safety priority ranking to the staff responsible for daily operations. p. 317	In Progress	\$0	\$0	\$0	KISD has established a district safety committee, and hopes to have a representative from each campus by next year. This committee is helping the district to record and compile statistical information. The district is requesting additional funds in the next year's budget for campuses with the best safety records.
77	Develop a districtwide	In Progress	\$0	\$0	\$0	The Educational Services

	strategic plan for safety issues that integrates all individual safety plans and ties to budget development procedures. p. 318					coordinator is working with the director of Maintenance to develop a plan for addressing safety and Americans with Disabilities Act (ADA) needs in the district. KISD began documenting the goals and strategies that are needed in the schools, but additional work is needed to develop the district's safety and security programs.
78	Establish an annual review of school or department level safety and security related procedures for consistency and appropriateness. p. 319	Complete	\$0	\$0	\$0	The district's principals work together to develop one student code of conduct so that everyone has a stake in the process. The safety committee also meets regularly to review injuries and annually reviews the PEIMS incident records and makes recommendations for corrective strategies.
79	Regularly evaluate the effectiveness of all safety and security programs. p. 320	Complete	\$0	\$0	\$0	District safety staff has conducted campus safety and security walkthroughs and training, and will continue to conduct them until all district personnel have received training in various areas of risk management. The district's safety committee reviews reported injuries each month and a detailed report is generated at the end of the school year for comparison and to identify areas in which future training is needed.
80	Include measurements for accomplishing safety goals in staff performance appraisals. p. 321	In Progress	\$0	\$0	\$0	Instead of evaluating individuals, the district has determined that campuses should be evaluated and rewarded when they achieve improvements. In the 2002-03 budget, the coordinator of Educational Services has earmarked funds to provide

						incentives to campuses that show improvement in meeting safety goals.
81	Develop campus appropriate plans to prevent entry to the campus by unauthorized individuals. p. 323	Complete	\$0	\$0	\$0	Shelter-in-place drills have become a component of practice drills conducted on most campuses. Signs directing visitors to the office prior to entering a campus also have been provided. This activity still needs to be practiced by the campuses, but the process is in place.
82	Provide training to students and teachers on proper enforcement of visitor identification policy. p. 324	In Progress	\$0	\$0	\$0	KISD is working with the assigned resource officers to provide training and to help enforce the new policies. Training is being provided at Parent Teacher Association (PTA) meetings and at staff meetings to ensure that everyone understands the policy and procedure as well as the reason for its implementation.
83	Develop a reintegration program that provides a continuity of social services and counseling at the home school. p. 327	In Progress	\$0	\$0	\$0	As a part of the dropout recovery plan, the high school counselor provides support to students returning to the regular classroom from the alternative programs. She coordinates social services for at-risk students both through community-provided social services as well as with the district's program coordinators who provide special education services. Through the 9 th Grade Initiative Grant, the counselor also provides assistance to 9 th graders who are having difficulty with attendance and/or academics.
84	Maintain disciplinary information in a database by use of electronic reporting forms that	Complete	\$0	\$0	\$0	The PEIMS data records are now used to track and compile these statistics.

	capture all data necessary for good analysis of disciplinary treatments. p. 328					
	Totals - Chapter 11		\$0	\$0	\$0	
	Grand Total (all Chapters)		\$5,010,423	\$201,299	\$2,406,000	

Appendix A

STATUS OF RECOMMENDATIONS AND SAVINGS

Chapter 12: Computers and Technology

Rec. #	General Recommendation	Implementation Status	TSPR'S Projected Five - Year Savings (Costs)	Actual Savings (Costs) to Date	EISD's Projected Five - Year Savings (Costs)	Comments
85	Develop a districtwide technology plan that includes instructional and administrative technology needs and tie the plan to the annual budget. p. 338	In Progress	\$0	\$0	\$0	The district created a 2002-05 instructional technology plan, which is an update of the plan that was originally created in 2000. The administrative technology uses a different platform than the instructional technology uses and is managed by a separate group. While there is not formal updated plan for administrative technology, as administrative software becomes outdated, the district is moving everything under Pentamotion or is purchasing compatible software. The district attempted to tie the limited in-house budget to the instructional technology plan and applied for, and received, approximately \$500,000 in grants to help fund some of the strategies in the plan. KISD addressed an equipment replacement cycle in the plan and will address technology support needs by adding a new technician.
86	Develop a comprehensive disaster recovery plan and test it. p. 341	In Progress	\$0	\$0	\$0	This will be a summer 2002 project. District staff have assessed what needs to be done, but district IT staff first need to make major changes during the summer prior to developing a plan because the district is moving from one computer platform to another at that time. In the administrative area, the district established off-site backups

						but does not have a comprehensive disaster recovery plan in place.
87	Analyze the current financial and student administration system software and hardware maintenance agreement components and take action to minimize maintenance costs. p. 346	Complete	\$50,220	\$7,000	\$35,000	The district has reduced the number of annual maintenance agreements by eliminating unnecessary custom programming.
	Totals - Chapter 12		\$50,220	\$7,000	\$35,000	
	Grand Total (all Chapters)		\$5,010,423	\$201,299	\$2,406,000	