

*oppaga*

# Performance Review



August 2000

Report No. 00-06

## Lee County School District Saves \$12.6 Million by Implementing Review Recommendations

### *at a glance*

The 1996 Legislature funded a performance review of the Lee County School District. A private consulting firm selected competitively, MGT of America, Inc., conducted the review in 1997 under contract with OPPAGA.

As of March 2000, the Lee County School District has implemented or is in the process of implementing 86% of the performance review recommendations. As a result, the district reports that it has saved \$12,581,849 to date.

District administrators provided several reasons why the school district has chosen not to implement the remaining recommendations. These include disagreements with report findings and the perceived undesirable effects of some recommendations.

### Background

This report provides the Florida Legislature with information on the status of the School District Performance Review Program conducted by private consultants under contract with the Office of Program Policy Analysis and Government Accountability (OPPAGA). The 1999 Legislature directed OPPAGA to conduct post-review evaluations of

the school districts that underwent performance reviews during Fiscal Year 1996-97. Our evaluation examines the performance review recommendations that the district has implemented and the cost savings it has realized from these improvements. We also examined reasons why the district has not implemented the remaining recommendations.<sup>1</sup>

### *Performance reviews identify ways school districts can improve and save funds*

The 1996 Legislature created the School District Performance Review Program to assist Florida school districts in identifying ways to save funds, improve management, and increase efficiency and effectiveness.

School districts that undergo performance reviews are either designated in the General Appropriations Act or selected by OPPAGA. Since 1996, nine school districts have participated in the School District Performance Review Program.<sup>2</sup> Participating districts retain any cost savings resulting from implementing review recommendations. However, the law

<sup>1</sup> OPPAGA conducted this status report with assistance from MGT of America, Inc., which conducted the initial performance review.

<sup>2</sup> The nine districts are Hillsborough, Lee, Hamilton, Glades, Clay, Orange, Broward, Martin, and Brevard. OPPAGA will release progress reports on the Hillsborough, Lee, and Hamilton districts this year.

does not require school districts to implement recommendations. In 1996, the Legislature appropriated funding for a performance review of the Lee County School District.

Pursuant to Florida law, the performance review examined 11 broad school district management and operational areas. These areas are presented in Exhibit 1. OPPAGA worked with school district officials to finalize the scope for each area and to tailor the reviews to the districts' needs.

#### Exhibit 1

#### Performance Review Examined 11 Areas

1. School district organization and management
2. Educational service delivery
3. Community involvement
4. Facilities use and management
5. Personnel management
6. Asset and risk management
7. Financial management
8. Purchasing
9. Transportation
10. Food service
11. Safety and security

Source: Section 11.515, F.S.

OPPAGA used a formal request for proposal process to select a private consulting firm, MGT of America, Inc., to conduct the review. OPPAGA monitored the contract to ensure that the firm examined each area and that the final report was useful to the school district. This monitoring included attending key meetings between consultants and school district officials and reviewing report drafts to ensure the findings were soundly presented, clearly and credibly communicated, and provided needed context.

#### *The Lee performance review projected approximately \$24.8 million in cost savings*

The review of the Lee County School District documented major problems and barriers facing the district and proposed 205 recommendations for addressing the district's current and long-range problems. The report

included implementation strategies, recommended timelines, and fiscal impacts for each recommendation. The consulting firm's report estimated that the district could save \$24,762,375 over five years by implementing its recommendations (see Exhibit 2). Sixty-six of 205 (32%) had fiscal implications.<sup>3</sup>

#### Exhibit 2

#### The Report Projected Approximately \$24.8 Million in Savings Over Five Years

Year Savings Begin	Total
Year 1 - Initial annual net savings	\$ 2,756,729
Year 2 - Annual net savings	4,718,389
Year 3 - Annual net saving	5,382,871
Year 4 - Annual net savings	5,504,852
Year 5 - Annual net savings	5,626,834
<i>One-Time (Cost) Savings</i>	<i>772,700</i>
<b>Total Savings Projected for Five Years</b>	<b>\$24,762,375</b>

Source: Performance review final reports.

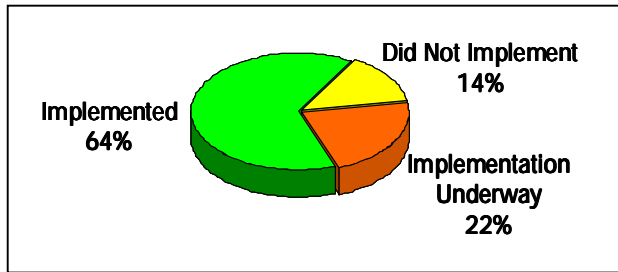
**Follow-up process.** OPPAGA evaluated the implementation status of recommendations as of March 2000. We based our conclusions on a review of a district-completed assessment, discussions with district staff, and documentation inspected during the course of the evaluation.

#### *Lee is addressing 86% of report recommendations*

Since July 1997, the Lee County School District has implemented 64% (131 of 205) of the recommendations and is in the process of addressing an additional 22% (see Exhibit 3). This includes district actions that varied slightly from the recommended action, but generally addressed the problems described in the report.

<sup>3</sup> The \$24,762,375 is adjusted from the \$25,095,175 reported in the consultant's original report due to a calculation error in the original report.

### Exhibit 3 Lee School District Implemented or Is



#### Implementing 86% of the Recommendations

Source: OPPAGA analysis of information provided by the Lee County School District.

Further, many of the recommendations implemented by the district required major change. The district has implemented approximately two-thirds (26 of 42) of the recommendations that the report projected to have major impact. These recommendations either were expected to have a substantial fiscal impact, required major organizational or staffing changes, or significantly improved services or resources for students.

Of the recommendations that the district is still in the process of implementing, 10 will be implemented after full installation of various computer software packages. For instance, the district anticipates that one package, a new human resources payroll program, will eliminate the need to manually identify teachers needing recertification and keep track of training hours for teachers teaching out-of-field. The district was in process of customizing this human resources system during our follow-up site visit. The district also is implementing another five recommendations related to review and redesign of school board policies and procedures as part of contract with the Florida Association of District School Superintendents. The district expects these recommendations to be completed by July 2000.

#### *Overall, the district estimates saving approximately \$12.6 million to date*

The Lee County School District estimates that it has already saved \$12,581,849 by implementing

the specific recommendations or addressing the problems described in the report in a different manner.<sup>4</sup>

Some of the larger cost savings the district reports so far are listed below.<sup>5</sup>

- The district saved \$1,610,600 to date by reducing cost overruns associated with new school projects and substantial renovation projects through the employment of an outside construction manager.
- The district saved \$2,135,000 to date by implementing multi-level routing (transporting middle and high school students on the same bus routes) and due to other bus routing changes.
- The district obtained \$1,500,000 to date by adjusting bus routing data prior to the state's survey, thus ensuring that the district provides more accurate figures and maximizes state funding.

#### *The district provided several reasons for not implementing the remaining recommendations*

Lee County School District has chosen not to implement the 28 remaining recommendations that the consultant projected could have saved the district an additional \$4,459,827 over five years. Over one-half of the recommendations not implemented were in the areas of School District Organization and Management, Educational Service Delivery, and Financial Management. For more information on implementation status of all report recommendations, refer to Appendix A.

<sup>4</sup> The district's estimate of \$12,581,849 in cost savings for implemented recommendations, combined with the \$4,459,827 projected cost savings for recommendations not implemented, will not total the consultant's five-year projection of \$24,762,375 due to variances in the amount projected by the consultant and actual estimates of cost savings by the Lee County School District.

<sup>5</sup> The Hamilton, Hillsborough, and Lee county school districts had difficulty estimating fiscal impacts. District staff provided estimates of cost savings but had limited documentation to clearly substantiate their estimates. Therefore, OPPAGA verified reported cost savings based on the availability of limited documentation and interviews of district staff. State law does not require that districts implement performance review recommendations or track cost savings associated with their implementation.

The primary reasons the district offered for not implementing some recommendations are listed below.

- The district concluded that no change was needed, often citing philosophical differences regarding the desirability of the end results of particular corrective actions, statutory prohibitions, or inconsistency with other district priorities such as site-based management.
- The district opted to reorganize differently, most often using the new superintendent's plan rather than the organizational changes recommended in the consultant's report. However, these organizational changes did not address the specific adverse findings described in the report.

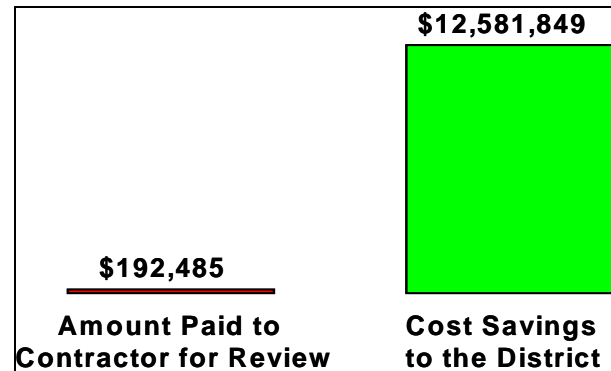
For example, the district chose not to implement five recommendations to reorganize selected administrative units, such as merging duties and eliminating specified positions. These five recommendations were projected to save \$1,378,387. The report also recommended the district eliminate two personnel specialist positions, which would save the district an estimated \$225,208 over five years. However, due to reorganization of the Personnel Department and resulting shifts in workload, the district chose not to eliminate these positions.

### ***Savings reported by Lee County School District exceed the state's investment in the review***

The overall savings reported by the Lee County School District as a result of implementing recommendations are greater than the cost of the review. As shown in Exhibit 4, the reported net cost savings to date represent a 65 to 1 benefit to cost ratio.<sup>6</sup>

<sup>6</sup> The consultant was paid \$192,485 to conduct the performance review. This total does not include costs incurred by OPPAGA or the district to participate in the review.

### **Exhibit 4 Lee's Reported Cost Savings Represent a 65 to 1 Benefit to Cost Ratio**



Source: OPPAGA analysis of information provided by the Lee County School District and OPPAGA's records.

### ***Additional observations about the performance reviews***

The 1997 Legislature directed OPPAGA and the Auditor General to create a separate process for evaluating school district performance (s. 230.23025, *F.S.*). In this effort, OPPAGA and the Auditor General have established Best Financial Management Practices that can be used to assess school district operations. These best practices were adopted by the state Commissioner of Education. OPPAGA and the Auditor General jointly examine school district operations to determine whether they are using the Best Financial Management Practices.

Best Financial Management Practice Reviews are designed to encourage school districts to

- use performance and cost-efficiency measures to evaluate programs;
- use appropriate benchmarks based on comparable school districts, government agencies, and industry standards to assess their operations and performance;
- identify potential cost-savings through privatization and alternative service delivery; and
- link financial planning and budgeting to district priorities, including student performance.

To date, four Best Financial Management Practice Reviews have been completed in the Manatee, Polk, Martin, and Brevard school districts (the Martin and Brevard reviews used a combined performance review/Best Financial Management Practice review process).

The 2000 Legislature directed OPPAGA to expand the Best Financial Management Practices to include four additional areas—school safety, community involvement, administrative and instructional involvement, administrative and instructional technology, and educational service delivery. The Legislature also considered, but did not pass, bills that would have integrated the school district performance reviews and the Best Financial Management Practice Reviews into a single process. Under these proposals, OPPAGA would have been required to develop best practices for performance review areas not currently included in Best Financial Management Practice reviews. Consultants whose work would have been closely monitored by OPPAGA and the Auditor General would have conducted the studies. While the consultants would have conducted fieldwork, OPPAGA would have retained the authority to determine whether districts are meeting the best practices, which is needed to ensure statewide consistency.

Combining the two programs would eliminate overlap between the two types of reviews, simplify administration, resolve confusion among school districts about the reviews, and enable all school districts to participate.

## OPPAGA's Home Page Contains More Information

Additional information on the Florida School District Performance Review Program, and OPPAGA's Best Financial Management Practice Reviews of school districts, is provided on the OPPAGA website, The Florida Monitor, at <http://www.oppaga.state.fl.us/>. The site provides information on the status of current and future Performance Reviews and Best Financial Management Practice Reviews of school districts.

OPPAGA provides objective, independent, professional analyses of state policies and services to assist the Florida Legislature in decision making, to ensure government accountability, and to recommend the best use of public resources. This project was conducted in accordance with applicable evaluation standards. Copies of this report in print or alternate accessible format may be obtained by telephone (850/488-0021 or 800/531-2477), by FAX (850/487-3804), in person, or by mail (OPPAGA Report Production, Claude Pepper Building, Room 312, 111 W. Madison St., Tallahassee, FL 32399-1475).

**The Florida Monitor:** <http://www.oppaga.state.fl.us/>

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## Appendix A

### Status of Recommendations: Lee County School District

Appendix A provides OPPAGA's conclusions on the implementation status of each recommendation as of March 2000. Line 131, General Appropriations Act for 1999-2000 directed OPPAGA to evaluate (1) the recommendations from the performance reviews that have been implemented and (2) the cost savings realized from the performance reviews. If OPPAGA determined that school districts had not implemented specific recommendations, the law required that the districts specify why such recommendations were not implemented.

The district's report of estimated savings or costs are generally not comparable to the consultant's five-year projections for two reasons. First, the district's estimates are through March 2000, which represents slightly over two and one-half years of the five-year projections made by the consultant. In addition, the district implemented some recommendations on a schedule different than the schedule proposed by the consultant.

OPPAGA based its conclusions on a review of a district assessment, discussions with district staff, and documentation inspected during the course of the evaluation. "Implemented" and "Implementation Underway" include district actions that vary slightly from the recommended action, but generally address the problem described in the report. In these cases, "OPPAGA Comments" includes an explanation when the modification differs significantly from the original recommendation.

Consultant			OPPAGA	District	OPPAGA Comments
No.	Recommendations	Projected Five-Year Savings or (Cost)	Conclusions of Implementation Status	Estimated Savings or (Cost)	
			As of March 2000		
Chapter 4: School District Organization and Management					
4-1	Provide training on a continuing basis for board members on school district governance, team-building, and sensitivity. (p.4-6)	(\$50,000)	Implemented	\$0	No additional costs are associated with this training since the school board training is already part of the district's annual budget.
4-2	Reduce the number and extent of special information requests and establish a clear process for board requests. (p.4-9)		Implemented		
4-3	Evaluate all decisions of the board to determine the educational impact of each decision and its relationship to the mission and goals of the board and the district. (p.4-10)		Implemented		
4-4	Establish clear guidelines and procedures for preparing the board agenda developing minutes and filing the supporting documentation. (p.4-11)		Implemented		
4-5	Ensure that signed, official board minutes are secured and that records of board and advisory committee meetings are managed as permanent records. (p.4-14)		Implemented		
4-6	Prepare a policy that provides guidelines for policy development. (p.4-19)		Implementation Underway		

Consultant			OPPAGA	District	OPPAGA Comments
No.	Recommendations	Projected Five-Year Savings or (Cost)	Conclusions of Implementation Status	Estimated Savings or (Cost)	
			As of March 2000		
4-7	Conduct a full review of the district's policy manual to purge policies that are no longer needed, eliminate areas of duplication in policy, and assess the need for additional policies. (p.4-20)		Implementation Underway		
4-8	Update all board policies and ensure that they are consistent with changes in state and federal legislation and changes in local governance initiatives. (p.4-21)		Implementation Underway		
4-9	Automate the Lee County School District policy manual to increase accessibility by the staff and the public. (p.4-22)	\$2,400	Implemented	\$2,000	
4-10	Develop one comprehensive administrative procedures manual or series of department/division manuals, as appropriate and hold administrators accountable for their development. (p.4-23)		Implementation Underway		
4-11	Realign the assistant superintendent and director positions to create a more focused approach to managing educational and non-instructional support services. (p.4-30)	\$702,091	Not Implemented		The district reclassified the assistant superintendent position to an executive director but has not implemented other aspects of this recommendation.
4-12	Develop a plan to monitor and reduce administrative stipends by at least 20%. (p.4-36)	\$231,930	Implemented	\$233,574	
4-13	Eliminate the secretary position assigned to District Operations. (p.4-37)	\$197,406	Implemented	\$37,500	
4-14	Realign the Office of Accountability, Planning and Educational Equity to create an enhanced focus on program evaluation and accountability. (p.4-42)	(\$595,058)	Implemented	(\$48,062)	The district chose to implement this recommendation differently than as described in the report by using existing staff to focus on the board goals and limiting the number of student data elements collected, analyzed, and distributed. Additionally, the district did not hire a program evaluator, an assistant director of Choice Planning, or spend district funds on a consultant for program evaluation. Therefore, the district did not incur the costs projected by the consultant.
4-15	Develop a new comprehensive District Improvement Plan that reflects the goals and objectives of the district. (p.4-44)		Implemented		
4-16	Evaluate all programs for effectiveness and eliminate programs that do not meet program goals and objectives. (p.4-46)		Implemented		
4-17	Evaluate the capacity of the Department of Accountability, Planning and Educational Equity to meet the information requests of schools and departments. (p.4-47)		Implemented		

Consultant			OPPAGA	District	OPPAGA Comments
No.	Recommendations	Projected Five-Year Savings or (Cost)	Conclusions of Implementation Status	Estimated Savings or (Cost)	
			As of March 2000		
4-18	Assign the Grants Unit to the Office of Accountability, Planning and Educational Equity. (p.4-49)		Not Implemented		The district chose to assign only two grant units, educational grants and Federal Title VI grants, to this office. Responsibility for other grants programs continue to reside with other units within the district.
4-19	Establish a policy for grant development and administration. (p.4-49)		Implementation Underway		
4-20	Develop an annual cost benefit analysis to monitor fees paid to outside consultants. (p.4-50)		Implemented		
4-21	Reduce legal costs by improving employee relations and monitor costs. (p.4-53)	\$346,500	Implemented	\$80,000	
4-22	Implement collaborative bargaining techniques to facilitate productive discussions among the board, district administrators, and union representatives. (p.4-56)		Implementation Underway		
4-23	Evaluate the use of an expedited arbitration process. (p.4-57)		Implementation Underway		
4-24	Hold student expulsion hearings only when requested, according to the process established by state statute. (p. 4-58)	\$21,250	Implemented	\$5,000	
4-25	Order full transcripts of student hearings only when necessary to change the disciplinary action of the hearing officer. (p.4-59)	\$22,500	Implemented	\$5,000	
4-26	Assign to the Steering Committee for School Improvement and Restructuring, the task of developing a plan for zone councils. (p.4-62)		Implemented		
4-27	Establish a database that records the membership of SACs districtwide. (p.4-66)		Implemented		Florida law defines School Advisory Council (SAC) membership.
4-28	Establish a stable and permanent position to manage the school improvement process. (p.4-67)	(\$65,000)	Implemented	\$0	The district has had an executive director for School Improvement for seven years and a teacher on assignment for School Improvement for three years. Thus, the district indicated there was no additional cost associated with implementing this recommendation.
4-29	Develop a systematic procedure to review all School Improvement Plans annually. (p.4-69)		Implemented		
4-30	Establish a consistent process for documenting the work of the Steering Committee for School Improvement and Restructuring. (p.4-70)		Implemented		



Consultant		OPPAGA	District	
No.	Recommendations	Projected Five-Year Savings or (Cost)	Conclusions of Implementation Status As of March 2000	
4-31	Rewrite the mission and role of the Steering Committee for School Improvement so that the purpose and scope of the committee's work includes specific responsibilities for ensuring further development of the district's system of school improvement. (p.4-70)		Implemented	
4-32	Revise the operational bylaws of the District Steering Committee for School Improvement and Restructuring to include a plan for a smaller, more viable working group of approximately 10 people. (p.4-71)		Not Implemented	Subsequent to the performance review, the district replaced the steering committee with the Zone Advisory Councils Committee. However, the district believes that the large number of individuals on the districtwide committee is needed to ensure diverse representation.
4-33	Develop an annual summary and analysis of school improvement data. (p.4-74)		Implemented	
4-34	Hold schools accountable for the continuous quality improvement of key management skills such as site-based decision making and research-based school improvement practices. (p.4-75)		Implemented	
4-35	Expand the liaison duties to include a strong mentoring role for SACs. (p.4-77)		Not Implemented	The district discontinued the use of liaisons in the fall of 1998.
4-36	Expand the planning process for school improvements to include greater representation from administrators, teachers, parents, and members of the community. (p.4-78)		Implemented	
4-37	Prepare a list of policy areas which may be waived, and update the list annually. (p.4-80)		Not Implemented	District administrators indicated that they did not prepare a list of policy areas that may be waived because schools have always been able to request a waiver to any school board policies. However, the district administrators indicated that the board now is providing clearer rationale for its decisions on waiver requests.
4-38	Develop a formal policy on the dispute resolution process for School Improvement Plans. (p.4-81)		Not Implemented	The district chose not to implement this recommendation under advisement of its attorney. In the event of a dispute, the district indicated it would call upon the Department of Education for assistance.
4-39	Revise the board policies on implementing participatory decision making at the school level. (p.4-83)		Implementation Underway	
4-40	Create procedures manuals for elementary, middle and secondary principals. (p.4-87)		Implementation Underway	

Consultant			OPPAGA	District	OPPAGA Comments
No.	Recommendations	Projected Five-Year Savings or (Cost)	Conclusions of Implementation Status	Estimated Savings or (Cost)	
			As of March 2000		
4-41	Revise the draft principal job description to include specific responsibilities for the development of standards-based curriculum, performance assessments, shared decision making, and the school improvement process. (p.4-87)		Implemented		
4-42	Revise Job Descriptions A-36.01 and A-36.02 for assistant principals to more accurately describe the three types of assistant principal responsibilities which exist in the district. (p.4-88)		Implemented		
4-43	Revise the HRMD Procedures Manual to reflect in all sections the competencies, trainings, processes which are aligned with current district initiatives in quality management, site-based decision making, and leadership for the school improvement process. (p.4-89)		Implemented		HRMD is Human Resource Management and Development.
4-44	Eliminate the assistant principals at schools with enrollment significantly below the district's allocation formula. (p.4-91)	\$664,248	Implementation Underway	\$0	The district no longer allocates assistant principals directly to schools by the formula it used during the performance review. Under the revised allocation method, schools are provided funding, and staffing decisions are school based. There are no net savings since schools that eliminate assistant principals are able to use those funds to employ additional teachers or to redirect the savings to student programs.
<b>Chapter 5: Educational Service Delivery</b>					
5-1	Evaluate class size on an annual basis. (p. 5-5)		Implemented		
5-2	Realign the organizational structure of the Division of Instruction Services to provide a comprehensive approach that supports instruction. (p. 5-12)		Not Implemented		The district opted not to reorganize as suggested in this recommendation.
5-3	Identify specific action tasks and benchmarks associated with student achievement and the district's goals, and include this action plan as part of the District Improvement Plan. (p.5-14)		Implemented		
5-4	Fill the position for assistant superintendent for Curriculum, Instruction and School Improvement. (p.5-15)		Implemented		
5-5	Implement a quality management model to support continuous improvement of student learning. (p.5-16)		Implemented		

Consultant			OPPAGA	District	OPPAGA Comments
No.	Recommendations	Projected Five-Year Savings or (Cost)	Conclusions of Implementation Status	Estimated Savings or (Cost)	
			As of March 2000		
5-6	Develop measurable benchmarks and instructional strategies to support the learner objectives and to measure student progress based on the core curriculum. (p.5-20)		Implemented		
5-7	Reconfigure the Curriculum Services and Operations Departments into two units—the Early Childhood and Elementary Programs and the Secondary Education Programs. (p.5-23)		Implemented	\$220,000	The district implemented a modified version of this recommendation and saved money by combining units and reducing the number of director and coordinator positions.
5-8	Maximize collaboration between Curriculum and Instruction, Student Services, and Special Programs. (p.5-24)		Implemented		
5-9	Eliminate the director of Curriculum Services position that is currently vacant. (p.5-24)	\$335,947	Implemented	\$166,000	
5-10	Eliminate three secretarial positions.	\$518,400	Implemented	\$0	The district eliminated four secretarial positions, but retained the employees within the district. The positions and cost savings are included in the reconfiguration of the Curriculum Services Department referred to in 5-7.
5-11	Assign the Environmental Education Nature Center to the new proposed Department of Non-Traditional Programs. (p.5-26)		Not Implemented		The district chose not to implement this recommendation, but rather assigned Environmental Education to Curriculum Services.
5-12	Eliminate frequent office relocations. (p.5-27)		Implemented	\$1,000,000	The district conducted an analysis of ancillary space and found that by developing a master plan the district could better use existing space. The cost savings are due to not needing to move people around and avoiding anticipated expenditures for renting additional space, by using space more efficiently.
5-13	Assign the Early Intervention Unit to the proposed Early Childhood and Elementary Education Department and combine services under one director. (p.5-32)		Not Implemented		The district chose to house all Title I programs together to ensure they work collaboratively. The district indicated that the recommendation conflicts with its current organization that already has a multi-agency steering committee providing leadership to this unit.
5-14	Establish a clear continuum of reading/language arts services for all students. (p.5-33)		Implemented		
5-15	Establish consistent educational leadership at the district level for elementary and early childhood programs. (p.5-35)	\$34,515	Implementation Underway	\$0	The district stated the issue was turnover in this position. There is not a cost savings because when assistant superintendents leave, they are immediately replaced.

Consultant			OPPAGA	District	OPPAGA Comments
No.	Recommendations	Projected Five-Year Savings or (Cost)	Conclusions of Implementation Status	Estimated Savings or (Cost)	
			As of March 2000		
5-16	Expand the functions of the new director of Elementary and Early Childhood Instructional Programs to include responsibility for educational leadership in curriculum, instruction, and school improvement. (p.5-38)		Implemented		
5-17	Enhance communication among principals. (p.5-38)		Implemented		
5-18	Establish consistent educational leadership at the district level for middle school and high school programs. (p.5-40)	(\$350,860)	Implementation Underway	\$0	
5-19	Expand the functions of the new director of Secondary Operations to include responsibility for educational leadership in curriculum, instruction, and school improvement. (p.5-42)		Not Implemented		The district stated the recommendation was inconsistent with its efforts to consolidate elementary and secondary programs.
5-20	Establish a comprehensive action plan for improving the district's secondary education programs. (p.5-43)		Implemented		
5-21	Conduct ongoing program evaluation of Dropout Prevention Programs. (p.5-52)		Implemented		
5-22	Provide consistency in leadership for Dropout Prevention. (p.5-52)		Implementation Underway		
5-23	Continue to expand the consultative and cooperative teaching models. (p.5-58)		Implementation Underway		
5-24	Return ESE coordinators to 12-month contracts. (p.5-59)		Implemented		ESE is Exceptional Student Education.
5-25	Develop a screening process for at-risk students. (p.5-60)		Implemented		
5-26	Provide ESE inservice training to principals on ESE and increase the level of responsibility assigned to schools. (p.5-61)		Implemented		
5-27	Explore alternative distribution and collection methods for parent survey to ensure confidentiality. (p.5-63)		Implemented	(\$8,000)	The district experienced a cost with mailing the surveys to parents from the superintendent's office and then back to the superintendent. Students used to take the surveys home and bring them back to the teachers, or they were handed out at PTA meetings. With this method, the principal does not review them directly.
5-28	Merge Alternative Education, ESOL, Title I, and Title I Migrant Programs under a new unit called At-Risk Programs. (p.5-64)	(\$211,086)	Implemented	\$0	The district moved the programs, such as ESOL (English Speakers of Other Languages) and Alternative Education, to the Department of Intervention Services. However, this consolidation involved no deletion or addition of positions. Therefore, the district did not incur the costs projected by the consultant.
5-29	Automate the transfer of student records in accordance with state standards. (p.5-70)		Implemented		

Consultant			OPPAGA	District	OPPAGA Comments	
No.	Recommendations	Projected Five-Year Savings or (Cost)	Conclusions of Implementation Status	Estimated Savings or (Cost)		
			As of March 2000			
5-30	Explore options for storage of student records including possible use of compact disks. (p.5-70)		Implementation Underway			
5-31	Reestablish ratios per student for psychologists, nurses, and social workers. (p.5-71)		Not Implemented		The board has not adopted the recommended ratios. District administrators stated that social workers are in the school budget, and psychologists and nurses are allocated to schools directly from central office.	
5-32	Evaluate the guidance counselor position. (p.5-73)		Implemented			
5-33	Administer the Magnet Program, Career and Technological Education, Environmental Education and Adult Education Programs under the proposed Non–Traditional Education Department. (p.5-75)	\$75,839	Not Implemented		\$0	The district chose not to create the proposed Non–Traditional Education Department.
5-34	Evaluate options to create similar magnet programs in each of three controlled choice zones. (p.5-77)		Implemented			
5-35	Increase the career and technology options available for all students through increasing district support, coordination, and program options. (p.5-80)	(\$184,320)	Implemented		\$0	This recommendation was implemented no cost to the district. According to district administrators, the recommendation was implemented using existing staff and did not need to hire the program specialist as suggested in the report to meet the intent of the recommendation.
5-36	Increase revenues from Community Schools by providing a full-time Adult and Community Schools coordinator who is assigned the recruiting responsibilities. (p.5-82)	\$850,000	Implemented		\$0	The district reassigned dropout prevention programs to the Department of Intervention Programs. However, according to district administrators, because the state formula reduced the weighting (the amount of additional funding provided) for dropout prevention programs, the savings anticipated by the consultant were no longer possible.
5-37	Adopt one or two primary textbooks (and list of supplemental materials) in each subject area and establish a waiver process for schools who may want to use different materials (exceptions). (p.5-86)		Implemented			
5-38	Eliminate the cumbersome textbook purchase verification system and hold principals accountable for following board-approved procedures. (p.5-87)		Not Implemented			The district continues to use the verification process in place during the performance review.
5-39	Reassign the director of Media Services and the positions relating to library services and textbooks to the proposed new Division of Curriculum and Instruction. (p.5-87)		Implemented			

Consultant			OPPAGA	District	OPPAGA Comments
No.	Recommendations	Projected Five-Year Savings or (Cost)	Conclusions of Implementation Status	Estimated Savings or (Cost)	
			As of March 2000		
5-40	Hire a Library/Media coordinator to provide instructional leadership for school-based personnel. (p.5-88)	(\$247,680)	Implemented	\$0	The district transferred someone already in the department into this position and eliminated their old position so it did not cost the district money because the positions were exchanged.
5-41	Ensure that job-alike positions are all on the same pay level regardless of department. (p.5-90)		Implementation Underway		
<b>Chapter 6: Personnel Management</b>					
6-1	Eliminate two personnel specialist positions. (p.6-6)	\$225,208	Not Implemented	\$0	The district completed reorganization of the personnel area in July 1997, but chose not to eliminate these two positions.
6-2	Evaluate the work responsibilities and processes performed by personnel specialists and identify tasks that can be automated, consolidated or assigned to schools, other departments, or to employees themselves. (p.6-7)		Implementation Underway		
6-3	Eliminate one secretarial position. (p.6-8)	\$136,453	Not Implemented	\$0	According to district administrators, the district did not implement this recommendation because the district workload justified retaining the position.
6-4	Eliminate the position of coordinator. (p.6-10)	\$314,636	Not Implemented	\$0	The district did not eliminate the position due to increased responsibilities.
6-5	Conduct a comprehensive salary and supplemental study and simplify the process. (p.6-12)	(\$25,000)	Implementation Underway	\$0	
6-6	Develop a procedures manual for the Department of Personnel Services. (p.6-13)	(\$200)	Implementation Underway	\$0	
6-7	Develop a Personnel Handbook for employees. (p.6-15)	(\$1,000)	Implementation Underway	\$0	
6-8	Develop a program to electronically link student class codes with teacher class codes so that Personnel Services can identify and track teachers teaching out of field. (p.6-21)		Implementation Underway		
6-9	NO RECOMMENDATION				Consultant misnumbered the recommendations in the original report in Chapter 6.
6-10	Develop a policy that provides clear guidelines for the use of compensatory time and overtime pay. (p.6-25)		Implementation Underway		
6-11	Complete the process of rewriting, revising, and updating all job descriptions in the district and develop procedures for updating descriptions every two years. (p.6-27)		Implementation Underway		
6-12	Provide an area near the records room for staff to review files. (p.6-28)		Implemented		



Consultant			OPPAGA	District	OPPAGA Comments
No.	Recommendations	Projected Five-Year Savings or (Cost)	Conclusions of Implementation Status	Estimated Savings or (Cost)	
			As of March 2000		
6-13	Organize employee's personnel file so documents are grouped together for easy location. (p.6-29)		Implemented		
6-14	Develop a process whereby administrators and supervisors are held accountable for consistently appraising staff. (p.6-31)		Implemented		
6-15	Finalize the appraisal process for principals and teachers and have the process in place by the beginning of 1998. (p.6-32)		Implemented		
6-16	Eliminate one secretarial position. (p.6-35)	\$136,453	Implemented	\$27,654	
6-17	Set annual goals for staff development that are consistent with board goals and the District Improvement Plan. (p.6-37)		Implemented		
Chapter 7: Community Involvement					
7-1	Realign the Public Information Office organizationally so that it reports directly to the superintendent and rename it the Public Relations Office. (p.7-4)		Implemented		
7-2	Complete the hiring of a Public Information director. (p.7-6)		Not Implemented		The district chose not to implement this recommendation but rather combined the Public Information Office, Governmental Relations, and Policy Development into the District Operations Department to provide comprehensive public information services.
7-3	Transfer the secretarial position assigned to the assistant superintendent of Federal, State and Community Relations Office to the Public Relations Office. (p.7-9)		Implemented		
7-4	Create a quarterly public forum system as a way for the community to speak on educational issues. (p.7-12)		Implemented		
7-5	Eliminate the Calendar Advisory Committee and the Public Relations Advisory Committee. (p.7-15)		Implemented		
7-6	Review and update the Citizen Advisory Committee Guidelines. (p.7-16)		Implemented		
7-7	Adhere to the established guidelines for Citizen Advisory Committees. (p.7-17)		Implemented		
7-8	Limit the number of advisory committees and task forces an individual can serve on to a maximum of two at any point in time. (p.7-17)		Implemented		
7-9	Review and adjust assignments and responsibilities of the Volunteer TEAM Program coordinator. (p.7-20)		Implemented		
7-10	Implement a more stringent data recording and reporting procedures for the volunteer programs in the schools (p.7-21)		Implemented		

Consultant			OPPAGA	District	OPPAGA Comments
		Projected Five-Year Savings or (Cost)	Conclusions of Implementation Status	Estimated Savings or (Cost)	
No.	Recommendations		As of March 2000		
7-11	Develop a mechanism to share volunteer data between the foundation and TEAMS that will meet the district's reporting needs. (p.7-24)		Implemented		
<b>Chapter 8: Facilities Use and Management</b>					
8-1	Combine the Maintenance and the Facilities Design and Construction Departments under one director. (p.8-3)	\$146,615	Implemented	\$1,145, 346	The district stated that several things added up to the cost savings reported here, including cost savings from eliminated positions: foreman of pest control, assistant supervisor for air conditioning, a secretary, a stock clerk, a carpenter, and two supervisors.
8-2	Prepare educational specifications for all new and substantial renovation projects. (p.8-10)		Implemented		
8-3	Employ an outside construction management firm for all new school projects and substantial renovation projects to ensure consistency throughout the planning and construction phases. (p.8-14)	\$693,700	Implemented	\$1,610,600	The district used a single construction manager for its projects, and as of March 2000, this manager was on the fifth district project. As a result of better management of these projects, the district actually spent less than what was budgeted for these projects.
8-4	Ensure that the Maintenance Department procedures are enforced at all levels of the district. (p.8-19)		Implemented	\$250,000	The district eliminated several layers a request had to go through; the director and assistant director no longer are part of the process. The cost savings increased efficiency and resulted in less staff time.
8-5	Track works order response time and use the data to evaluate departmental and staff performance. (p.8-20)		Implementation Underway		
8-6	Increase the frequency of work order status reports to the schools. (p.8-21)		Implemented		
8-7	Develop performance work standards for commonly repeated work tasks and increase staff efficiency. (p.8-21)	\$500,000	Implementation Underway	\$250,000	
8-8	Implement a standardized training program for all building engineers and custodians. (p.8-24)	(\$851,200)	Implemented	(\$431,500)	The district contracted with a private company to provide training instead of doing it themselves.
8-9	Create a passive ordering system for custodial supplies based on professionally set guidelines. (p.8-25)	\$425,250	Implemented	\$250,000	

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			As of March 2000		
8-10	Adjust the Lee County District custodial staffing model so that the overall average is based on the industry standard of one custodian per 19,000 gross square feet of space. (p.8-26)	\$5,570,400	Implementation Underway	\$480,000	The district is in the process of increasing square footage per custodian to meet the industry standard; they are currently at 17,607 of internal square feet per custodian. However, the district's custodians are also responsible for maintaining outside areas, which adds additional square footage and was not taken into consideration in the consultant's analysis.
8-11	Employ a full-time conservation educator to conduct an intensive education program throughout the school district. (p.8-31)	\$1,211,864	Implementation Underway	\$0	The district instituted an energy conservation training program where each school has an energy champion to monitor the use of energy/ electricity. Since this is the first year of the program, according to district administration, no information on cost savings has been reported yet.

### Chapter 9: Asset and Risk Management

9-1	Develop and implement a comprehensive disaster recovery plan. (p.9-5)		Implemented		
9-2	Continue to provide for regular coordination and communication between the Risk Management function and the safety coordinator function. (p.9-6)		Implemented		
9-3	Continue to pursue avenues to acquire additional property coverage, either through the purchase of additional coverage or by setting up contingency funds. (p.9-9)		Implemented	\$660,000	The price of the property coverage has decreased by over half a million dollars, even though the district purchased an additional million dollars worth of property coverage.
9-4	Reduce the number of TSA companies and agents used by the district and finalize procedures for new TSAs. (p.9-15)		Implemented		TSA is Tax Sheltered Annuity.
9-5	Discontinue the practice of giving employees informal investment and tax planning advice regarding their tax sheltered annuity plans. (p.9-16)		Implemented		
9-6	Develop and implement detailed procedures for the cash management function in the district. (p.9-18)		Implementation Underway		
9-7	Develop an automated weekly cash flow projection model to facilitate cash forecasting for accounts payable, payroll, and investment activity. (p.9-19)		Implementation Underway	\$150,000	The district completes cash flow projections as a function of the zero balance accounts to ensure that all available funds are moved to an interest-bearing account at the end of each business day. The zero balance accounts increased the amount of interest revenue.
9-8	Increase the value threshold for tracking assets to \$750. (p.9-22)		Implementation Underway		

Consultant			OPPAGA	District	OPPAGA Comments
No.	Recommendations	Projected Five-Year Savings or (Cost)	Conclusions of Implementation Status	Estimated Savings or (Cost)	
			As of March 2000		
9-9	Partner with the country or other local government entity to maximize cash received for surplus assets. (p.9-24)		Implemented	\$300,000	The district merged its auction with the county to make one of the largest auctions in the area and increased the revenues from surplus assets.
9-10	Hold custodians responsible for protecting assets. (p.9-24)		Implemented	\$250,000	The school board has a policy that custodians are responsible justifying why something is being written off and the preventative actions taken for the future. The board reviews the information each month. The district administrators said the new process has resulted in fewer write-offs and a cost savings to the district.
9-11	Centralize the asset receiving function in the district. (p.9-25)		Implementation Underway	\$50,000	The district receives everything, except of school-based computer equipment, centrally. The cost savings is due to the reduction of property, records, and inventory staff.
9-12	Implement a bar coding inventory tracking system. (p.9-26)		Implementation Underway		
<b>Chapter 10: Financial Management</b>					
10-1	Modify the mainframe budget system to reject any instance causing a credit balance for a budgeted line item. (p.10-8)		Not Implemented		The district stated that implementing the recommendation would interfere with timely payment of invoices.
10-2	Hire temporary employees to help the department alleviate the current work overload. (p.10-10)	(\$1,300)	Implemented	(\$100,000)	District administrators explained that the district had a lot of the work overload related to the Y2K transition. Additionally, the district is taking steps to reduce need for COBOL so the district entered into supplemental contracts, with existing staff, to do additional work at home. Those issues resulted in a substantial cost to the district.
10-3	Document procedures and develop a procedures manual for the Payroll Department. (p.10-12)		Implementation Underway		
10-4	Increase the rates charged for room rentals and custodial services at the schools. (p.10-15)	\$300,000	Implemented	\$175,000	
10-5	Modify mainframe accounting software to allow for download capabilities. (p.10-16)		Implemented	\$25,000	The district now uses File Transfer Protocols (FTPs), which allows staff to download files as recommended. Downloading this way saves staff time, and thus cost, and allows for more flexibility using data. The consultant did not project cost savings associated with these efficiencies.

Consultant			OPPAGA	District	OPPAGA Comments
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			As of March 2000		
10-6	Require all non-sufficient funds (NSF) write-offs be approved by the school board. (p.10-17)		Implemented		
10-7	Eliminate providing free meals to children who do not financially qualify for free meals. (p.10-18)	\$180,000	Not Implemented	\$0	District administrators explained that the recommendation does not make sense because all Head Start children fall under the poverty line based on federal program eligibility requirements.
10-8	Develop and implement an audit routine for monitoring student FTE counts at the school level. (p.10-21)		Implemented		
10-9	Amend the current job description for staff auditors in the district to require a bachelor's degree in accounting. (p.10-22)		Implemented		
10-10	Amend current school policy to require that funds be delivered to the bank within five business days, or whenever funds on hand exceed \$200, whichever comes first. (p.10-24)		Not Implemented		District administrators stated that the \$200 limit would require deposits be made every day, which the district considers impractical.
10-11	Move the Internal Audit Department to report directly to the superintendent and the board. (p.10-25)		Not Implemented		The district stated the rationale for not implementing this recommendation is that these audits are a management tool; they currently receive a summary report on audit findings.
Chapter 11: Administrative and Instructional Technology					
11-1	Transfer the computer repair and audio/visual equipment repair support functions from Media Services to MIIS. (p.11-5)		Implemented		MIIS is Management and Instructional Information Services.
11-2	Develop a Request for Proposals (RFP) that seeks to outsource all of the computer repair, audio/visual repair, and network support functions. (p.11-7)		Not Implemented		District administrators explained that they have done multiple cost-benefit analyses that found that it would not be cost-effective to outsource these functions.
11-3	Transfer the ITV support unit from Media Services to MIIS. (p.11-9)		Implemented		ITV is Instructional Television.
11-4	Establish a formal means of setting priorities to facilitate MIIS development efforts. (p.11-11)		Implemented		
11-5	Improve communications between MIIS and its users. (p.11-11)		Implemented		
11-6	Approve the recommendations that will come from MIIS for the replacement of equipment for 1997-98 and subsequent years. (p.11-15)		Implemented		
11-7	Acquire a software package that will enable users whose data does not reside under DATACOM DB to download data from the mainframe to their PCs to enhance the usefulness of that information. (p.11-18)		Implemented	\$10,000	The district stated this is part of the new Human Resources system and the savings are due to a reduction in programming costs.

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			As of March 2000		
11-8	Modify the Textbook and Budget Systems so that the interface between the two will accommodate the new procedures that are necessary to administer the new textbook policy. (p.11-19)		Implemented		
11-9	Acquire new systems that support the Personnel and Payroll functions. (p.11-20)	(\$250,000)	Implementation Underway	(\$400,000)	A more elaborate software package was purchased that includes human resources, benefits, and payroll. The software package has not been fully implemented yet.
11-10	Establish standards for productivity tools that may be acquired. (p.11-21)		Implementation Underway		
11-11	Establish a process for developing recommended lists of instructional courseware, which will facilitate school-based selections. (p.11-23)		Not Implemented		The district stated that a recommended list counter the theory of site-based management given the size of the district because school-based users are in better position to determine needs.

### Chapter 12: Purchasing

12-1	Reduce the number of employees in the Purchasing and Supply Department. (p.12-5)	\$1,424,894	Implemented	\$437,093	
12-2	Ensure that efforts supporting implementation of the automated external purchase order (APO) system are not halted. (p.12-14)		Implemented	\$35,000	The savings realized, according to district administrators, were primarily due to the elimination of the manifold copy style of purchase orders. Other savings realized were associated with drastic reduction in the internal mail processing of purchase orders.
12-3	Ensure that the Wide Area Network, once in place, has the necessary file transfer protocol capabilities to allow for schools to transmit their internal purchasing data directly to Internal Audit. (p.12-18)		Implementation Underway		
12-4	Standardize the purchasing of classroom furniture, and consider standardizing any other items that may result in volume discounts. (p.12-20)	\$500,000	Implemented	\$400,000	
12-5	Develop a procedure that requires an assessment of a school's existing classroom furniture prior to purchasing new classroom furniture. (p.12-21)	\$625,000	Implementation Underway	\$125,000	
12-6	Increase the capacity at the Canal Street location to house the distribution warehouse currently located at the Central Avenue location. (p.12-24)	(\$485,000)	Implementation Underway	\$250,000	Instead of increasing the capacity, the district reduced the number of items stored from 1,900 line items to 113 items. The cost savings is associated with the reduction in the number of personnel needed at the site.
12-7	Implement bar coding of warehoused inventory. (p.12-25)	(\$50,000)	Implementation Underway	\$0	The district is currently looking at different plans, but there is no timeline for implementation.



Consultant			OPPAGA	District	OPPAGA Comments
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		As of March 2000			
12-8	Utilize permanent storage space at the Canal Street facility to store surplus goods. (p.12-26)	\$24,900	Implemented	\$60,000	
12-9	Discontinue stocking items that can spoil before being distributed to schools. (p.12-28)	\$92,970	Implemented	\$25,000	
12-10	Reduce, by at least 50%, the inventory levels maintained by the district. (p.12-29)	Savings included in recommendation 12-1	Implemented		
12-11	Monitor inventory items schools purchase directly from vendors, and ensure that this practice occurs only when it is more cost-effective. (p.12-31)		Implemented	\$25,000	The district saved money because it now uses bulk discount catalogs with major vendors to get better discounts than the district can obtain through contracts. The district no longer has stocking, warehousing, inventory, and spoilage costs and the deliveries are made directly to teachers by the vendor.
12-12	Centralize the delivery function in the district. (p.12-33)	\$127,200	Implementation Underway	\$100,000	
Chapter 13: Transportation					
13-1	Eliminate the guarantee of six working hours per day for bus operators. (p.13-8)	\$1,998,000	Not Implemented		The district stated they did not need to do this because they virtually eliminated standby time and do not have part-time drivers.
13-2	Reorganize the Transportation Department plan to centralize leadership oversight and routing functions, and prepare for operating within a Controlled Choice environment. (p.13-9)	\$718,332	Implemented	\$0	The district centralized the routing and scheduling function, changed routing strategies to ensure decisions are made that optimize districtwide requirements, upgraded the computer assisted routing system, and leveled workloads. The result was decreased operating cost. The district stated it is virtually impossible to segregate the impact of the changes from recommendation 13-7 so all savings accrued are reflected in 13-7.
13-3	Develop a plan to recruit and employ bus operators to fill all assignments. (p.13-12)	(\$60,000)	Implemented	\$10,000	The district consolidated bus routes to make them more efficient and eliminate the need for employing additional drivers. The cost savings reported by the district reflects savings associated with additional efficiency, such as a reduction in overtime pay.
13-4	Develop an incentive program to retain trained operators. (p.13-15)		Implementation Underway		
13-5	Adopt the industry standard spare bus ratio of 15%. (p.13-17)	\$248,000	Not Implemented	\$0	The district considers the recommendation it a short-sighted approach to fleet management.

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			As of March 2000		
13-6	Limit the number of daily non-route trips that affect regular routing to the number of available substitute bus operators. (p.13-20)		Implemented		
13-7	Transport middle and high school students on the same routes. (p.13-21)	\$4,105,305	Implemented	\$2,135,000	
13-8	Adjust routing immediately after the October state reporting period and again after the February reporting period to reflect the actual ridership of students. (p.13-34)	\$2,128,545	Implemented	\$1,500,000	
13-9	Eliminate the direct T1 leased communications line. (p.13-36)	\$144,000	Implemented	\$20,000	
13-10	Use MapNet to reduce the number of bus routes and provide a more effective routing plan that will eliminate bus wait time, delayed schedules, and excessive riding times. (p.13-37)	\$868,480	Implemented	\$100,000	
13-11	Approve plans for purchasing the Six-Mile Cypress location and the building of a new maintenance facility. (p.13-40)		Implemented	\$150,000	The new maintenance facility is more centrally located and, thus, saved the district resources by substantially cutting down the driving time to and from the facility (saves driver time, bus mileage, and fuel). The district achieved additional cost savings by sharing the cost of the facilities with local governmental agencies.
13-12	Expand the maintenance facility at the East region to include two enclosed maintenance bays and a small office and storage space. (p.13-41)	(\$212,920)	Implementation Underway	\$0	District administrators indicated that they could not reliably estimate the fiscal impact associated with the implementation of this recommendation because the district was just beginning to implement it during our review.
13-13	Modify hourly rate to fully reflect the cost of performing vehicle maintenance. (p.13-43)	\$72,350	Implemented	\$30,000	
13-14	Enhance tracking of maintenance and performance information about general fleet. (p.13-45)		Implemented	\$20,000	
13-15	Develop a transportation plan for Controlled Choice prior to Phase I implementation in 1998-99. (p. 13-47)		Implemented		
<b>Chapter 14: Food Service</b>					
14-1	Increase student lunch participation at all senior high schools. (p.14-12)	\$75,800	Implemented	\$3,000	
14-2	Implement a breakfast program at middle and senior high schools. (p.14-14)	\$61,560	Implemented	\$5,000	
14-3	Continue to phase out full-time food service positions at district kitchens and replace these positions with part-time personnel. (p.14-17)	\$582,458	Implementation Underway	\$10,000	

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			As of March 2000		
14-4	Discontinue separate staff menus and separate staff serving lines. (p.14-19)	\$579,600	Not Implemented	\$0	The school district currently receives over \$2 million annually in staff meals which, according to the district administrators would decrease if the district eliminated separate staff serving lines.
14-5	Discontinue the district subsidy for the snack bar operation and evaluate alternative operating arrangements to eliminate the risk of future operating losses. (p.14-21)	\$120,000	Implemented	\$100,000	
14-6	Develop and implement an accurate and detailed departmental budgeting and financial reporting system. (p.14-23)		Implementation Underway		
14-7	Provide Lee County food service administrators the appropriate degree of authority to operate an efficient and uniform food service program. (p.14-24)		Not Implemented		The district stated this recommendation runs counter to the philosophy of school-based management. The district has decided to continue with the policy of delegating the responsibility of overseeing school food service programs to school principals.
14-8	Evaluate the potential for further food cost reduction opportunities through the bidding process and more flexible district procurement practices. (p.14-26)		Implemented	\$62,068	The district began participating in "opportunity buys" (purchasing at a discount production overages or things don't meet the specifications of the original purchaser). For example, the district has purchased, at a substantial discount, pizza with too much cheese on it so that is does not meet the nutritional information on the package so the producer cannot use it, so the district purchases the food at a reduce price.
14-9	Evaluate the costs associated with leased storage space for frozen food commodity products and the future storage requirements for these products. (p.14-28)		Implemented	\$302,576	The district stated they have the capacity to warehouse dry goods in a central location and then the school district delivers them to the schools; frozen items are delivered directly to schools. Currently, the district does not have a reduction in the leased part since the "opportunities buy" food uses the leased space.
14-10	Formalize the capital budgeting process for kitchen equipment and establish an annual reserve for capital replacement. (p.14-29)	(\$506,500)	Implemented	\$100,000	The district stated the savings resulted from installing equipment with substantial life into new facilities from facilities that have closed instead of purchasing new equipment. All food services equipment inventoried which allows establishment of projected life cycle.

Consultant			OPPAGA	District	OPPAGA Comments
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14-11	Review menu pricing strategies for paid reimbursable lunch meals, and plan future prices to ensure minimal negative impact to student participation. (p.14-32)		Not Implemented		The district stated that the board chair has made it clear that the board would not be open to budget increases and therefore, administrators have not asked for a price increase.
Chapter 15: Safety and Security					
15-1	Complete the full transfer of the safety and security function to the Facilities Department in time for the 1997-98 school year. (p.15-2)		Implemented		
15-2	Eliminate the full-time contracted safety coordinator/inspector and establish second full-time safety coordinator/inspector position within the district. (p.15-3)	\$103,500	Implemented	\$207,000	
15-3	NO RECOMMENDATION				Consultant misnumbered the recommendations in the original report in Chapter 15.
15-4	Ensure that the design of the newly constructed Canal Street (or the newly renovated/adapted warehouse space) is such that manual lifting is minimized. (p.15-6)		Implemented		
15-5	Focus efforts on improving communication with the public about campus safety and security issues. (p.15-7)		Implemented		
15-6	Continue working to eliminate any safety issues related to poor air quality conditions in district facilities. (p.15-8)		Implemented		
15-7	Link each portable into the school's fire alarm system. (p.15-10)	(\$140,000)	Implementation Underway	(\$75,000)	
15-8	Coordinate with the fire department to hold an in-service day on fire safety. (p.15-11)		Implemented		
15-9	Enhance the district's attempt to provide a secure working environment for the central office by implementing a waiting area. (p.15-12)		Implemented		
15-10	Perform security system and fire system monitoring in-house using the existing energy management system as the platform from which to base the monitoring. (p.15-14)	\$605,000	Implementation Underway	\$50,000	The recommendation is currently underway so the full savings have not yet been realized.
15-11	Promote consistent implementation of discipline programs at individual schools. (p.15-17)		Implemented		