



# Action Plans

*If the Miami-Dade County School Board agrees by a majority plus one vote to implement the action plans in this Appendix, the district could meet the best practices within two years and receive the seal of Best Financial Management from the State Board of Education.*

## Management Structures

### Action Plan 3-1

<b>Strengthen Board Member Training</b>	
Strategy	Strengthen the ongoing training of Board members to ensure a consistent understanding about their roles and responsibilities and how they should work with the Superintendent; as part of this effort the Board should take steps to attain Master Board status.
Action Needed	<p>Step 1: Review Board rules and policies to clearly summarize the roles and responsibilities of Board members.</p> <p>Step 2: Meet with each individual Board member to discuss their understanding of their roles and responsibilities; how they work with the superintendent, and procedures for contacting District staff.</p> <p>Step 3: Meet with the Superintendent and a cross section of District administrators and staff to understand, from their perspective, issues and problems relating to Board member roles and responsibilities.</p> <p>Step 4: Design Board member training program to address the issues identified.</p> <p>Step 5: Hold training program.</p> <p>Step 6: Seek Board approval for requirement to attain Master Board status.</p> <p>Step 7: Repeat steps 1 through 5 on an annual basis.</p>
Who Is Responsible	Superintendent and Board Chair
Time Frame	June through August 2002
Fiscal Impact	None

### Action Plan 3-2

<b>Establish A Formal Process For Evaluating The Superintendent</b>	
Strategy	Establish a formal process for evaluating the Superintendent.
Action Needed	<p>Step 1: Establish a task force to develop recommendations and alternatives for evaluating the superintendent's performance.</p> <p>Step 2: This task force should collect information on the approaches other large school Districts use to evaluate the performance of their superintendents.</p> <p>Step 3: The task force should develop a range of measures that might be used to evaluate performance.</p> <p>Step 4: The task force should develop methodologies for evaluating performance against potential performance measures.</p> <p>Step 5: The task force should recommend to the Board an approach to evaluating the superintendent's performance along with alternatives (the advantages and disadvantages of each alternative should be clearly documented).</p>

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	Step 6: The Board should select a desired approach to evaluating superintendent performance.
	Step 7: Processes for measuring performance should be put in place.
Who Is Responsible	Board Chair
Time Frame	March through June 2002 <sup>1</sup>
Fiscal Impact	None

### Action Plan 3-3

#### Formally Establish District Priorities And Superintendent Performance Expectations

Strategy	Establish an annual process for developing District priorities and formally setting Superintendent performance expectations.
Action Needed	Step 1: Hold annual Board workshop at which District priorities will be summarized and quantified. Step 2: Establish annual performance expectations for the Superintendent that reflect and consistent with District priorities. Step 3: Meet with the Superintendent at least once very six months to informally review progress in achieving District priorities and personal goals established for the Superintendent. Step 4: Using the performance expectations for the Superintendent, the Board should evaluate his or her performance each year.
Who Is Responsible	Board Chair
Time Frame	June through August 2002
Fiscal Impact	None

### Action Plan 3-4

#### Modify Procedures For Handling Controversial Board Items

Strategy	Revise procedures for handling controversial Board items to ensure controversial Board items are identified well in advance, that Board members receive the information they need to evaluate these items, and to ensure these items are discussed in committee meetings (or other public settings) prior to be considered by the entire Board.
Action Needed	Step 1: Review Board agendas for the past year to identify Board items that were “controversial”. Step 2: Meet with Board members to discuss the information they would have appreciated receiving to evaluate these items. Step 3: Meet with Board members to understand perceived shortcomings in how the controversial items were handled. Step 4: Meet with Board members to discuss for what types of controversial items additional discussion in committee meetings would have been helpful. Step 5: Meet with Board members to discuss for what types of controversial items additional input from the public would have been helpful and what forum would have been most appropriate for soliciting this public input. Step 6: Use the information developed in Steps 1 through 5 to categorize general types of controversial items. Step 7: Develop Board policies for handling each type of controversial item. Step 8: Implement these policies. Step 9: Repeat steps 1 through 4 for at least three years to ensure policies are effective and make modifications as appropriate.
Who Is Responsible	Superintendent and Board Chair
Time Frame	June through August 2002

<sup>1</sup> This process is already underway.

Fiscal Impact	None
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**Action Plan 3-5****Change The Time Board Meetings Start And Rotate The Location Of Board Meetings**

Strategy	Make it easier for the public to attend Board meetings by changing the time at which Board meetings start and rotating the location of Board meetings around the District.
Action Needed	<p>Step 1: Survey a random sample of persons who currently attend Board meetings as well as a sample of citizens from the community as a whole to determine what Board meetings times would be most conducive to public participation at Board meetings.</p> <p>Step 2: Use this information to determine at what time Board meetings should start (or whether some Board meetings should be held on weekends).</p> <p>Step 3: Pass Board resolution changing the time Board meetings start.</p> <p>Step 4: Pass a Board resolution approving the rotation of Board meetings around the District.</p> <p>Step 5: Identify suitable locations for Board meetings.</p> <p>Step 8: Schedule future meetings at these.</p>
Who Is Responsible	Board Chair
Time Frame	June through August 2002
Fiscal Impact	None

**Action Plan 3-6****Review Role Of Board Committees**

Strategy	Convene a workshop to discuss the role of Board Committees.
Action Needed	<p>Step 1: Convene workshop.</p> <p>Step 2: Reach a consensus among Board members about the role of committee meetings.</p> <p>Step 3: Reach a consensus with regard to the frequency with which Board committees should meet.</p> <p>Step 4: Summarize the results of these discussion for future Board members.</p>
Who Is Responsible	Board Chair
Time Frame	June through August 2002
Fiscal Impact	None

**Action Plan 3-7****Establish Consent Agenda**

Strategy	Modify the process for setting the agendas for Board meetings and establish a consent agenda.
Action Needed	<p>Step 1: Review approaches other school Boards use for establishing consent agendas.</p> <p>Step 2: Reach agreement on the type of information that should be included on consent agendas.</p> <p>Step 3: Reach agreements on the process for removing items from the consent agenda, as needed.</p> <p>Step 4: Modify Board policies, as appropriate, to implement this.</p>
Who Is Responsible	Board Chair and Superintendent
Time Frame	June through August 2002
Fiscal Impact	None

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### Action Plan 3-8

<b>Ensure Board Members Receive All The Information They Need To Make Informed Decisions</b>	
Strategy	Develop approaches to ensure Board members receive the information they need to make informed decisions about all agenda items.
Action Needed	Step 1: Review a sample of recent Board agendas with Board members to discuss Board member information needs for each agenda item. Step 2: Discuss the best format for providing this needed information. Step 3: Discuss the time frame for providing this information to Board members Step 4: Establish procedures to ensure Board members receive the information they need to make informed decisions in a timely manner.
Who is Responsible	Superintendent And Board Chair
Time Frame	June through August 2002
Fiscal Impact	None

### Action Plan 3-9

<b>Ensure Policies And Procedures Are Formally Evaluated Each Year</b>	
Strategy	Establish procedures to ensure that policies and procedures are formally evaluated each year.
Action Needed	Step 1: Assign responsibility to Board Committee(s) for ensuring policies and procedures are formally reviewed each year. Step 2: Assign responsibility to a staff person in each major organizational unit who will be charged with ensuring that policies and procedures for that unit are updated on a regular basis. Step 3: Develop a schedule for reviewing and revising policies and procedures. Step 4: Board Committee(s) should review revised policies and procedures each year. Step 5: Board should adopt revised policies and procedures each year.
Who is Responsible	Superintendent and Board Chair
Time Frame	August through December 2002
Fiscal Impact	None

### Action Plan 3-10

<b>Develop Systems Needed To Evaluate The Cost Of Legal Services On An Ongoing Basis</b>	
Strategy	Develop the management infrastructure needed to evaluate the cost of legal services on an ongoing basis.
Action Needed	Step 1: Develop procedures for billing time on cases. Step 2: Determine hourly rates for each staff members. Step 3: Work with the Office of Information Technology to develop a system to track time expended per case. Step 4: Use information from this billing system to evaluate the costs of in-house legal services.
Who is Responsible	Board Attorney
Time Frame	April through August 2002
Fiscal Impact	Office of Information Technology staff will need to devote time to developing the recommended system to track expenditures.

**Action Plan 3-11****Develop Evaluation Framework For Determining What Legal Services Should Be Provided By Outside Counsel**

Strategy	Establish a formal process for determining what legal services should be provided by in-house counsel and what legal services should be provided by outside attorneys.
Action Needed	<p>Step 1: Review and document informal evaluation criteria currently used to determine when to “outsource” legal work.</p> <p>Step 2: Formalize these informal evaluation criteria into an assessment framework.</p> <p>Step 3: Develop systems and procedures to capture information needed to evaluate the need for outside counsel using this framework.</p> <p>Step 4: Use the framework to systematically evaluate the mix of in-house and outside legal work performed.</p> <p>Step 5: Modify the mix of in-house and outside legal work performed, as appropriate.</p> <p>Step 6: Review analysis on an annual basis.</p>
Who is Responsible	Board Attorney
Time Frame	April through August 2002
Fiscal Impact	None

**Action Plan 3-12****Explore Hiring Additional Attorneys To Handle Work Currently Assigned To Outside Counsel**

Strategy	Explore hiring additional in-house attorneys to handle legal work currently assigned to more expensive outside counsel.
Action Needed	<p>Step 1: Estimate the costs associated with hiring two Senior Assistant Board Attorneys and one Assistant Board Attorney to handle approximately 60 percent of the personal injury cases currently performed by outside counsel.</p> <p>Step 2: Estimate the secretarial support needs of these additional staff.</p> <p>Step 3: Determine how the space needs of these staff can be met.</p> <p>Step 4: Develop a list of the type of disruption, if any, that would be caused by implementing this recommendations and the potential impact of this disruption.</p> <p>Step 5: Weigh the savings associated with assigning additional work to in-house staff against the impact of the potential disruption that will be caused.</p> <p>Step 6: Use the analyses developed in Steps 1 through 5 to assess the appropriateness of increasing the volume of personal injury cases handled in-house.</p> <p>Step 7: Hire additional Board attorneys, as appropriate based on the results of this analysis.</p>
Who is Responsible	Board Attorney
Time Frame	April to August 2002
Fiscal Impact	Legal costs will be reduced by approximately \$76,300 each year.

**Action Plan 3-13****Revise The District’s Overall Organizational Structure**

Strategy	Revise the District’s overall organization to reduce costs and facilitate more effective operations.
Action Needed	<p>Step 1: Review the organizational recommendations presented in this chapter.</p> <p>Step 2: Make modifications to these organizational recommendations, as appropriate.</p> <p>Step 3: Develop position descriptions for all new positions.</p> <p>Step 4: Conduct a search for these positions.</p> <p>Step 5: Select leaders and implement organizational structure.</p>
Who is Responsible	Superintendent

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Time Frame	Steps 1 through 3 of this recommendation have already been completed and Step 4 is underway.
Fiscal Impact	Implementing the recommended organizational structure will reduce costs by approximately \$120,000 per year.

### Action Plan 3-14

<b>Systematically Review The Organization Of All Major Units</b>	
Strategy	Revise the organization of all major units to reduce costs and facilitate more effective operations.
Action Needed	Step 1: Define organizational principles to guide the development of revised organizational structure in each unit. Step 2: Review organizational structures to identify unnecessary positions, excessive management layers and inappropriate spans of control. Step 3: Identify other factors that hinder the effectiveness of current organizational arrangements. Step 4: Develop recommendations to modify organizational recommendations. Step 5: Develop plan to implement organizational recommendations. Step 6: Implement organizational recommendations. Step 7: Review organizational arrangement on an ongoing basis.
Who is Responsible	Superintendent and the leaders of each organizational unit.
Time Frame	July to November 2002
Fiscal Impact	Fiscal impact will depend on the results of the analysis. For some units, the financial implications of reorganizations are presented in other chapters of this report.

### Action Plan 3-15

<b>Supplement Budget and Financial Management Training Board Members Receive</b>	
Strategy	Take additional steps to ensure Board members receive needed and individualized training relating to budget and financial management.
Action Needed	Step 1: Meet with Board members individually to assess their needs for budget and financial management related training Step 2: Supplement budget and management training currently provided to address the needs of each Board member Step 3: Review training success with Board members and provide additional training as necessary
Who is Responsible	Chief Financial Officer
Time Frame	April to May 2002
Fiscal Impact	None

### Action Plan 3-16

<b>Modify Approach To Strategic Planning</b>	
Strategy	Modify the District's approach to strategic planning that the strategic plan so that a limited number of truly strategic objectives are identified and so that an evaluation of the strengths and shortcomings associated with the District's approach to achieving these objectives is facilities.
Action Needed	Step 1: Interview Board members to understand the perceived strengths and weaknesses of the strategic plan as a tool for both setting the District's overall direction and evaluating its success in achieving goals. Step 2: Interview District level, region, and school-based staff to understand their perspectives on the strengths and shortcomings of the strategic plan.

Step 3:	Through the interviews performed in Step 1 and Step 2 to determine the extent to which the strategic plan focuses attention on the most important issues facing the District.
Step 4:	Also use the interviews performed in Step 1 and Step 2 to determine the extent to which the strategic plan can be used to assess the strengths and shortcomings of the approaches currently used to achieve strategic objectives.
Step 5:	Develop an approach to identify a small number of areas on which the District must focus to fulfill its mission and achieves its overall objectives.
Step 6:	Develop an approach to identifying the strategies and approaches that should be put in place to improve performance in these areas.
Step 7:	Develop an approach to objectively assessing whether performance in these areas has improved.
Step 8:	Develop an approach to using the performance measures established in Step 7 to assess the efficacy of the strategies and approaches used to improve performance in the high priority area.
Step 9:	Develop a strategic planning process that incorporates the activities performed in Steps 5 through 8.
Step 10:	Implement strategic planning process.
Step 11:	Use strategic plan goals and objectives to drive budgetary and resource allocation decisions.
Step 12:	Specify strategic goals and objectives in District budget documents.
Step 13:	Detail, as part of the budget document, how resources have been allocated to implemented the strategies reflected in the strategic plan.
Who is Responsible	Deputy Superintendent – Management and Accountability; Chief Financial Officer
Time Frame	August 2002 to August 2003
Fiscal Impact	None

## Performance Accountability System

### Action Plan 4-1

<b>Establish Quantifiable Goals And Objectives For Each Organizational Unit</b>	
Strategy	Establish quantifiable goals and objectives for each organizational unit and link these goals and objectives to the strategic plan or other operational plans.
Action Needed	<p>Step 1: Articulate the role of each organizational unit in achieving overall District goals and objectives.</p> <p>Step 2: Establish performance measures that can be used to assess the extent to which each organizational unit is achieving its goals.</p> <p>Step 3: Assess the strengths and shortcomings of each organizational unit is achieving its goals.</p> <p>Step 4: Set priorities based on an systematic assessment of where improvement is needed most.</p>
Who Is Responsible	Deputy Superintendent – Management and Accountability
Time Frame	April 2002 to February 2003
Fiscal Impact	No immediate impact.

### Action Plan 4-2

<b>Modify Management Information Systems To Facilitate The Tracking Of Information On Performance Indicators</b>	
Strategy	Modify management information systems so that information on performance indicators can be tracked on an ongoing basis.

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Action Needed	Step 1: Identify performance indicators developed in Action Plan 4-1. Step 2: Determine the information needed to track performance against those indicators. Step 3: Work with the Office of Information Technology to modify systems to track performance using these indicators. Step 4: Develop procedures for recording information on performance indicators. Step 5: Implement system and procedures.
Who is Responsible	Deputy Superintendent – Management And Accountability
Time Frame	April 2002 to February 2003
Fiscal Impact	No immediate impact.

### Action Plan 4-3

<b>Perform Benchmark Comparisons For Non-Instructional Programs</b>	
Strategy	Perform benchmark comparisons for non-instructional programs on an ongoing basis to help calibrate the level of performance that should be provided by each organizational unit.
Action Needed	Step 1: Identify high performing organizations in each non-instructional area. Step 2: Identify data needed for comparison. Step 3: Develop data collection templates. Step 4: Contact other organizations to gather data. Step 5: Summarize data and assess implications. Step 6: Identify “lessons” learned from benchmark organizations. Step 7: Develop plans to implement lessons. Step 8: Implement improvement plans. Step 9: Repeat this process every two to three years.
Who is Responsible	Unit heads for each operational unit
Time Frame	June 2002 to September 2002
Fiscal Impact	No immediate impact.

### Action Plan 4-4

<b>Develop And Implement A Framework For Evaluating Performance And Cost Effectiveness</b>	
Strategy	Develop and implement an overall framework to guide the District’s overall approach to evaluating the performance and cost-effectiveness of major educational and operational programs.
Action Needed	Step 1: Identify the types of factors that should be considered when evaluating the performance do of a major educational and/or operational program. Step 2: Identify the types of factors that should be considered when determining whether a program is cost-effective. Step 3: Identify the factors that should be considered when making tradeoffs between program costs and program effectiveness. Step 4: Use the factors developed in Steps 1, 2 and 3 to develop a framework and guidelines that all managers can use when evaluating program performance and effectiveness. Step 5: Charge the leadership of each organizational unit to use this framework to develop guidelines for evaluating the performance and cost effectiveness of their operations. Step 6: Develop a schedule for completing programs evaluations for each organizational unit. Step 7: Evaluate the performance and cost-effectiveness of each major educational and operational program.



	<p>Step 8: Develop improvement initiatives based on this evaluation.</p> <p>Step 9: Develop plans to implement needed improvements.</p> <p>Step 10: Implement plans</p> <p>Step 11: Re-evaluate program performance and cost-effectiveness every two to three years.</p>
Who is Responsible	Deputy Superintendent – Management And Accountability
Time Frame	April 2002 to February 2003
Fiscal Impact	No immediate fiscal impact.

**Action Plan 4-5**

<b>Develop And Implement A Framework For Evaluating Alternative Service Delivery</b>	
Strategy	Develop an overall framework to guide decisions with regard to what services should be provided in-house and what services should be provided by outside contractors or by using some alternative service delivery approach.
Action Needed	<p>Step 1: Identify types of alternative service delivery approaches (including outsourcing).</p> <p>Step 2: Systematically identify the potential benefits associated with each services delivery alternative.</p> <p>Step 3: Systematically identify the potential costs and risks associated with each service delivery alternatives.</p> <p>Step 4: Develop approaches for weighting costs and risks against benefits.</p> <p>Step 5: Summarize the results of Steps 1 through 4 in an evaluation framework.</p> <p>Step 6: Charge the leaders of each unit to use this framework to make a preliminary assessment of functions and services that are good candidates for outsourcing (or another alternative service delivery approach).</p> <p>Step 7: Develop a schedule for completing a more detailed analysis of the costs, risks, and benefits associated with each candidate function or service.</p> <p>Step 8: Determine for which specific functions and services outsourcing or some other alternative delivery approach should be pursued.</p> <p>Step 9: Develop plans to implement these alternative service delivery approaches.</p> <p>Step 10: Implement the plans.</p> <p>Step 11: Re-evaluate programs and services using the evaluation framework every two to three years.</p>
Who is Responsible	Deputy Superintendent – Management and Accountability
Time Frame	April 2002 to February 2003
Fiscal Impact	No immediate fiscal impact.

**Action Plan 4-6**

<b>Develop And Implement A System For Determining When Formal Program Evaluations Should Be Conducted</b>	
Strategy	Develop criteria for determining when formal program evaluations and assessment of performance (including costs) should be conducted and use these criteria to set priorities for program evaluation.
Action Needed	<p>Step 1: Develop criteria for determining when formal program evaluations and assessments of performance should be conducted.</p> <p>Step 2: Use these criteria to develop a scheduled for completing evaluations of major programs.</p> <p>Step 3: Develop criteria to determine when evaluations should be done by the Research and Evaluation and when they should be performed by department staff.</p> <p>Step 4: Assess the resources required to perform needed performance evaluations (both by departments and by Research and Evaluation).</p>

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	Step 5: Assess the resources required to conduct follow-up evaluations to determine whether evaluations findings have been used to improve performance.
	Step 6: Adjust priorities to reflect the resources available to perform evaluations.
	Step 7: Use the resulting schedule to perform evaluations.
Who is Responsible	Deputy Superintendent – Management and Accountability
Time Frame	April 2002 to September 2002
Fiscal Impact	No immediate impact.

### Action Plan 4-7

<b>Disseminate information on non-instructional performance.</b>	
Strategy	Disseminate information on non-instructional performance as this information is developed.
Action Needed	Step 1: Using the approaches currently used to disseminate information on non-instructional performance as a starting point identify stakeholders with which information on non-instructional performance should be shared Step 2: Develop cost-effective approaches to sharing information on non-instructional performance with these stakeholders. Step 3: Develop plans to share information on non-instructional performance. Step 4: Implement these plans as information on non-instructional performance is developed.
Who is Responsible	Deputy Superintendent – Management and Accountability
Time Frame	October 2002 to October 2003
Fiscal Impact	No immediate impact.

## Educational Service Delivery

### Action Plan 5-1

<b>Initial Evaluation and Placement Process</b>	
Strategy	Develop a system for completing the initial evaluation and placement process within 60-90 days of referral and to reduce the number of inappropriate referrals.
Action Needed	Step 1: Assistant Superintendent for ESE and Executive Director of Psychology review current data on evaluation and placement timelines to determine where delays in the process are occurring and the source of the greatest number of inappropriate referrals Step 2: Assistant Superintendent for ESE, Executive Director of Psychology and Regional ESE Directors modify evaluation process to address activities causing delays and inappropriate referrals Step 3: Executive Director of Psychology and Regional ESE Director provide training to regional and school staff in the modified process Step 4: Regional ESE Directors and Assistant Superintendent for ESE ensure accountability systems are used to address schools where the process is not being followed and timelines are not being met Step 5: On a quarterly basis, Assistant Superintendent for ESE, Executive Director of Psychology and Regional Directors review accountability data and make modifications as needed
Who is Responsible	Assistant Superintendent for ESE and Support Services
Time Frame	July 2004

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Fiscal Impact	<p>The fiscal impact of this recommendation comes from improvement in two aspects of the referral and placement process, reducing delays/pending referrals and reducing inappropriate referrals for ESE evaluations.</p> <p><b>Fiscal Impact of Reducing Delays/Pending Referrals</b></p> <p>Reducing the time between referrals and assessments will reduce the number of pending referrals. Pending referrals at the time of the October FTE survey represent potential lost funding for ESE students for the District. Special education students in Florida are provided additional state funding and federal funding through the Individuals with Disabilities Education Act (IDEA). The amount of lost revenue over the next five years will depend on annual legislative and federal appropriations per ESE student.</p> <p>State Funding</p> <p>According to the current formula for Districts' ESE guaranteed allocation, the Miami-Dade County Public Schools received \$130,694,373 for 2001-02. Assuming the District had approximately 380 pending referrals at the prior October FTE survey count, 59% of these referrals would have qualified for ESE services, and all the pending referrals would have been assessed prior to the February FTE survey count (the District reported 387 pending referrals for December 2001 and a 59% qualification rate), the District's guaranteed ESE allocation for 2001-02 would have been \$130,814,465, an increase of \$120,092.</p> <p>Federal Funding</p> <p>According to the Florida Department of Education the federal entitlement per special education student for the Miami-Dade County Public Schools was \$686. The District would have received an additional \$153,664 in federal funds (380 pending referrals X 59% qualifying X \$686 federal funding).</p> <p>Total District funding for ESE students (Levels 1-3) would have been approximately \$274,000 in 2001-02 if all pending referrals had been assessed. Actual revenue increases due to reducing delays and pending referrals will depend on annual legislative appropriations and federal funding.</p> <p><b>Fiscal Impact for Reducing Inappropriate Referrals</b></p> <p>Inappropriate referrals cost the District approximately \$1,600,000 in 2000-01 (\$500 per assessment X 3,350 inappropriate referrals). If the District reduces its inappropriate referrals by 40% over the next five years, the District could save as much as \$670,000.</p>
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**Action Plan 5-2**

<b>Return ESE students to their neighborhood schools</b>	
Strategy	Increase inclusion models available and transition appropriate students from cluster and center programs to age-appropriate neighborhood schools

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## Action Plans

Action Needed	<p>Step 1: Assistant Superintendent, Regional ESE Directors, and staff from the Florida Inclusion Network develop a five-year plan which includes targets for each region for new inclusion models for each school year.</p> <p>Step 2: Assistant Superintendent and Regional ESE Directors review data related to placement of ESE students in center and cluster programs and identify settings which are not age-appropriate and settings where, based on students' level of functioning, IEPs and/or educational/social needs they are not being served in the least restrictive environment.</p> <p>Step 3: Assistant Superintendent and Regional ESE Directors develop a three-year plan to transition students in need of less restrictive settings and programs that are inappropriately sited into age-appropriate, neighborhood schools.</p> <p>Step 4: Identify exemplary inclusion programs that currently exist with the District, determines what components of those models are responsible for success, and uses these models to develop new programs.</p> <p>Step 5: Assistant Superintendent for ESE and Support Services and Regional ESE Directors develop a five year plan to increase the number of schools utilizing an inclusion model of service delivery.</p>
Who is Responsible	Assistant Superintendent for ESE and Support Services, Regional Superintendents, Regional ESE Directors, Principals
Time Frame	January 2003
Fiscal Impact	To be determined based on the number of students returned each year, reduced transportation costs and any start-up/transition costs

### Action Plan 5-3

#### Cost-efficiency and programmatic effectiveness indicators

Strategy	Develop ESE performance indicators that evaluate the cost-efficiency and programmatic effectiveness of services
Action Needed	<p>Step 1: Assistant Superintendent for ESE oversees a review of all current systems and databases to evaluate the effectiveness and cost-efficiency of ESE programs</p> <p>Step 2: Assistant Superintendent works with central, regional and school-based staff to develop measurable objectives by which ESE programs and initiatives can be evaluated</p> <p>Step 3: Assistant Superintendent, in conjunction with ESE staff determines additional data requirements and works with the Office of Information Technology to develop systems to collect that data</p> <p>Step 4: Assistant Superintendent and Regional ESE Directors develop performance indicators for ESE</p> <p>Step 5: Regional and school-based staff develop performance indicators for ESE programs in coordination with central ESE performance indicators</p>
Who is Responsible	Assistant Superintendent for ESE and Support Services
Time Frame	December 2003
Fiscal Impact	None

### Action Plan 5-4

#### Suspension and Expulsion Rates of ESE Students

Strategy	Review the rates of suspension and expulsion of ESE students from middle and high schools and develop systems to reduce this rate.
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Action Needed	<p>Step 1: Assistant Superintendent for ESE assembles a work group to review data on suspension and expulsion rates for ESE students</p> <p>Step 2: Assistant Superintendent for ESE and Regional ESE Directors ensure District policies related to FAB (Functional Assessment of Behavior) and BIP (Behavior Intervention Plans) are consistently implemented in all schools</p> <p>Step 3: Workgroup review suspension and expulsion data to identify patterns and trends.</p> <p>Step 4: Based on patterns and trends, the work group determines causes of suspensions and expulsions of ESE students</p> <p>Step 5: Work group develops strategies to address these causes</p> <p>Step 6: Central and regional administration ensure that training is provided to principals and school based staff in these strategies</p> <p>Step 7: Work group determines if additional data collection and/or analysis systems are needed to effectively manage and monitor ESE student suspension and expulsion</p> <p>Step 8: Quarterly review and modification of strategies based on student data takes place</p>
Who is Responsible	Assistant Superintendent for ESE and Support Services
Time Frame	July 2004
Fiscal Impact	No immediate impact

**Action Plan 5-6**

<b>Used and lost/damaged/unreturned books policies</b>	
Strategy	Revise District policies regarding the sale of used books and payment for books which are lost, damaged, and unreturned
Action Needed	<p>Step 1: Review current District policies regarding the sale of used books and payment for books which are lost, damaged, and unreturned</p> <p>Step 2: Determine where current policies do not comply with state regulation and/or best practices</p> <p>Step 3: Revise District policies and present to school board for approval</p> <p>Step 4: Distribute revised policies to schools</p> <p>Step 5: Provide training to principals, curriculum staff and District leaders on new policies</p> <p>Step 6: Monitor schools to ensure revised policies are being implemented</p>
Who is Responsible	Assistant Superintendent for Curriculum Services
Time Frame	Three to Twelve Months
Fiscal Impact	Potential additional revenue available upon implementation

**Action Plan 5-7**

<b>Establish Quantifiable Goals And Objectives For Each School And Educational Program and Service</b>	
Strategy	Establish quantifiable goals and objectives for each educational program and service and link these goals and objectives to the strategic plan.
Action Needed	<p>Step 1: Articulate the role of each educational program and service in achieving overall District goals and objectives</p> <p>Step 2: Establish performance measures that can be used to assess the extent to which each educational program and service is achieving its goals</p> <p>Step 3: Assess the strengths and shortcomings of each educational program and service in achieving its goals</p> <p>Step 4: Set priorities based on a systematic assessment of where improvement is needed most</p>
Who Is Responsible	Deputy Superintendent – Management and Accountability

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Time Frame	July 2003
Fiscal Impact	No immediate impact.

### Action Plan 5-8

<b>Revise the overall organization of the three divisions responsible for educational service delivery</b>	
Strategy	Revise the overall organization of the three divisions responsible for educational service delivery to reduce costs and facilitate more effective operations
Action Needed	Step 1: Create a Senior Deputy Superintendent position to oversee all aspects of educational service delivery Step 2: Survey principals and regional administrators regarding the level of service and support provided to them through current structure Step 3: Evaluate current structure of each of the three divisions supporting schools to determine functions provided by each and areas of duplication Step 4: Develop a new organizational structure which streamlines support and services to schools and region
Who is Responsible	Superintendent
Time Frame	January 2003
Fiscal Impact	Potential impact depends on the new structure

## Administrative and Instructional Technology

### Action Plan 6-2

<b>Develop a District-wide Strategic Technology Plan to be adopted by the Miami-Dade County Public Schools Board of Education</b>	
Strategy	The Superintendent of MDCPS assigns responsibility for developing a District-wide Strategic Technology Plan to the Chief Information Officer.
Action Needed	Step 1: Assign responsibility for developing Plan to the CIO. Step 2: The CIO organizes a District Technology Plan Committee of technology stakeholders that include District staff, business and community leaders. Step 3: The District Technology Plan Committee develops RFP to be issued for developing the Plan that includes an independent analysis by a 3rd party. Step 4: The District Technology Plan Committee presents the proposal to the Technology Steering Committee, which reviews the proposal and makes a recommendation to the Board. Board approves the RFP. Step 5: The Technology Steering Committee selects the 3 <sup>rd</sup> party vendor. Step 6: Working with the District Technology Plan Committee the vendor develops the District-wide Strategic Technology Plan. Step 7: The District-wide Strategic Technology Plan is reviewed by the Technology Steering Committee and presented to the Board for approval. Board approve the plan. Step 8: CIO is responsible for implementing the Plan. Step 9: CIO updates the Board quarterly on the Plan's progress.
Who is Responsible	Chief Information Officer
Time Frame	May 2002 through May 2003

Fiscal Impact	<p>We recommend that a qualified 3<sup>rd</sup> party vendor be hired to assist with developing a District-wide Strategic Technology Plan.</p> <p>We estimate that the one-time cost to the District for a 3<sup>rd</sup> party vendor to assist in developing the Strategic Technology Plan is \$1.3 million. In developing the plan, we believe the District can identify areas of significant savings. We estimate that depending on the approach taken by the District, at least \$29 million of savings over a five-year period can be identified. The \$29 million in savings is largely due to the District substantially reducing the number of hardware vendors and implementing a seat management strategy, which would enable it to reduce technical support staff positions.</p>
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**Action Plan 6-3**

<p><b>The District should perform a cost/benefit analysis of merging the technical support functions of Administrative Support and Instructional Technology Support</b></p>
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Strategy	The Superintendent of MDCPS assigns responsibility for developing a cost/benefit analysis of merging the technical support organizations for OIT and Instructional Technology to the Chief Information Officer.
Action Needed	<p>Step 1: Assign responsibility for developing analysis to the CIO.</p> <p>Step 2: The CIO organizes a committee of technology stakeholders to develop cost/benefit analysis.</p> <p>Step 3: Committee of stakeholders reviews current practices and develops alternative technical services delivery methods.</p>
Action Needed	<p>Step 4: Committee presents alternatives with a recommendation to the CIO.</p> <p>Step 5: CIO makes a recommendation to Superintendent of MDCPS.</p> <p>Step 6: Superintendent updates the Board on the recommendation.</p>
Who is Responsible	Chief Information Officer
Time Frame	May 2002 through December 2002
Fiscal Impact	This recommendation can be accomplished with existing resources.

**Action Plan 6-4**

<p><b>Review the criteria for determining the assignment of full-time technical support staff for elementary schools</b></p>
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Strategy	The District should develop a detailed analysis to determine whether adequate technology resources have equitable distribution among all schools.
Action Needed	<p>Step 1: Assign responsibility for analysis to the Director for Instructional Technology.</p> <p>Step 2: The Director heads a committee to determine the equitable distribution of technical resources and if and how many additional staff are required.</p> <p>Step 3: The Director makes a recommendation to the Deputy Superintendent.</p> <p>Step 4: The Deputy Superintendent presents the recommendation to the Superintendent and the Board of Education.</p> <p>Step 5: The recommendation is adopted for implementation.</p> <p>Step 6: The Director reports progress on the recommendation implementation.</p>
Who is Responsible	Administrative Director of the Division of Instructional Technology and Media Support Services.
Time Frame	May 2002 through May 2003
Fiscal Impact	This recommendation can be accomplished as part of the District-wide technology planning process.

## Action Plans

### Action Plan 6-5

<b>Standardize hardware platforms acquisitions to one, or possibly two, vendors</b>	
Strategy	ITMAP assigns the Technology Standards Committee with the task of standardizing workstations, file servers, and printer platforms and assigns Procurement and Materials Management staff with the task of writing the RFP.
Action Needed	Step 1: The Committee develops specifications for desktop computers, printers and file servers. Step 2: Procurement and Materials Management staff develops an RFP to accommodate the hardware specifications and the vendor requirements. Step 3: The Information Technology Management Advisory Panel (ITMAP) reviews, approves and issues the RFP. Step 4: ITMAP reviews the proposals. Step 5: ITMAP recommends one or two vendors for the various platforms. Step 6: The District begins purchasing from the standard hardware vendor platforms.
Who is Responsible	Information Technology Management Advisory Panel (ITMAP)
Time Frame	May 2002 through May 2003
Fiscal Impact	This recommendation can be accomplished as part of the District-wide technology planning process.

### Action Plan 6-6

<b>The District should analyze the costs and benefits of implementing a seat management strategy</b>	
Strategy	Assign responsibility to the CIO for developing a seat management strategy.
Action Needed	Step 1: The CIO brings together a committee to review a seat management strategy. The review should incorporate the research done by OIT, the Technology Standards Committee and the Procurement and Materials Management staff. Step 2: As part of developing a District-wide strategic technology plan (in Action Plan 6-2), create a component of the plan to perform a cost/benefit analysis of a seat management strategy. This component will include District staff working with the 3 <sup>rd</sup> party vendor used in Action Plan 6-2. Step 3: ITMAP approves the proposed component, which should have a heavy emphasis on approach to evolve a per unit cost of the seat. Step 4: The component is integrated into the RFP in Action Plan 6-2. Step 5: ITMAP and the vendor perform the analysis.
Who is Responsible	CIO and Seat Management Committee
Time Frame	May 2002 through May 2003
Fiscal Impact	This recommendation should be accomplished as part of the District-wide technology planning process.

### Action Plan 6-8

<b>Review the strategy of developing customized software and consider alternative methods such as an ERP solution for delivering IT products and services</b>	
Strategy	The District and an independent consultant review alternative methods for delivering IT products and services.
Action Needed	Step 1: The CIO forms a committee to develop a component of the strategic technology plan (in Action Plan 6-2) that includes reviewing alternative methods for delivering IT products and services with the objective of minimizing the District's dependence on developing customized software. Step 2: The committee develops the component. Step 3: The component is integrated into the RFP in Action Plan 6-2.
Who is Responsible	CIO



Time Frame	May 2002 through May 2003
Fiscal Impact	This recommendation should be accomplished as part of the District-wide technology planning process.

**Action Plan 6-10****The District should assess future infrastructure needs and develop cost-effective strategies to maximize service delivery**

Strategy	Determine the value to students, teachers, and District staff for having a more robust, scalable and highly reliable WAN infrastructure.
Action Needed	<p>Step 1: Identify stakeholders to sit on a review committee.</p> <p>Step 2: As part of developing a District-wide strategic technology plan (in Action Plan 6-2), include a component that assesses future infrastructure needs and cost-effective strategies to maximize service delivery.</p> <p>Step 3: Determine whether there are circuit cost savings in changing T-1 methodologies and whether Florida has an Education House Bill that puts service fee caps on regulated carriers.</p> <p>Step 4: Develop funding and E-rate discount strategies.</p> <p>Step 5: Integrate the component into the RFP in Action Plan 6-2.</p>
Who is Responsible	CIO and stakeholder review committee
Time Frame	May 2002 through May 2003
Fiscal Impact	This recommendation should be accomplished as part of the District-wide technology planning process.

**Action Plan 6-16****Assign responsibility of the Office of Information Technology to the Superintendent MDCPS**

Strategy	Reassign OIT to the Superintendent.
Action Needed	<p>Step 1: Assign responsibility for information technology to the recommended Chief Information Officer.</p> <p>Step 2: Assign the Chief Information Officer to report directly to the Superintendent.</p>
Who is Responsible	MDCPS Superintendent
Time Frame	June 2002
Fiscal Impact	This recommendation can be accomplished with existing resources.

**Action Plan 6-17****The District Should Perform A Data Base Inventory And Consolidate Where Possible**

Strategy	Collect disparate data base information to determine if capability already exists in OIT or if new systems are required.
Action Needed	<p>Step 1: CIO assigns an individual to develop data collection methodology.</p> <p>Step 2: Inventory forms provided to disparate data base developers/users.</p> <p>Step 3: Results collected and analyzed.</p> <p>Step 4: Report provided to CIO, OIT for action.</p>
Who is Responsible	CIO
Time Frame	May 2002 through March 2003
Fiscal Impact	This recommendation can be accomplished with existing resources.

## Personnel Systems and Benefits

### Action Plan 7-4

<b>Reward High Levels of Performance</b>	
Strategy	Design and implement a performance based compensation system.
Action Needed	<p>Step 1: Develop and recommend to the school board a policy for performance-based compensation.</p> <p>Step 2: Establish a committee of stakeholders composed of teachers, administrators, and support staff to provide input and develop recommendations for performance based compensation system. (Similar to Joint Labor Management Committee on Benefits)</p> <p>Step 3: Align the compensation system with the performance management system for respective employee groups using criteria for improved student, school and district performance.</p> <p>Step 4: Submit the performance based compensation system to the school board for approval.</p> <p>Step 5: Negotiate the performance based compensation system with respective employee groups</p> <p>Step 6: Implement the performance based compensation system.</p> <p>Step 7: Evaluate the effectiveness of the performance based compensation systems and assess its impact on student performance.</p> <p>Step 8: Make modifications and improvements as necessary</p>
Who is Responsible	Chief Personnel Officer, Chief Financial Officer, Chief negotiator, Executive Director Wage and Salary Administration
Time Frame	June 30, 2003
Fiscal Impact	The recommendation should be implemented within existing resources. Phase in new system with new employees replacing current compensation system that rewards length of service, course credits and degrees.

### Action Plan 7-5

<b>Discontinue The Use Of Early Retirement Incentives</b>	
Strategy	Assess the impact of all active district retirement incentives.
Action Needed	<p>Step 1: Analyze the impact of all active district retirement incentives.</p> <p>Step 2: Develop a plan to phase out current district retirement incentive plans.</p> <p>Step 3: Incorporate as part of performance based compensation system recognition and reward for performance and longevity (Action Plan 7-4)</p> <p>Step 4: Obtain school board approval to phase out District sponsored retirement incentives.</p> <p>Step 5: If unable to phase out current retirement incentives, develop a policy stating that no new retirement incentive should not be established</p> <p>Step 6: Assess the impact on workforce stability for future planning purposes.</p>
Who is Responsible	Chief Personnel Officer; Chief Financial Officer
Time Frame	June 30, 2002
Fiscal Impact	The recommendation can be implemented within existing resources. District should realize reduction in benefit costs over time.

**Action Plan 7-6**

<b>Develop And Implement Strategies To Improve Workforce Stability</b>	
Strategy	Develop and implement a workforce stability and succession plan for the District and update it annually.
Action Needed	Step 1: Review and revise school district policies that negatively impact workforce stability. Step 2: Analyze factors that currently contribute to workforce instability. Step 3: Analyze district turnover data Step 4: Conduct and analyze exit interviews for all staff that leave the District. Step 5: Conduct salary and benefits comparisons Step 6: Implement internal pay equity plan. Step 7: Use data obtained in steps 3 to 6 to develop a workforce stability and succession plan for the District that identifies and addresses organizational needs Step 8: Update workforce stability and succession plan annually Step 9: Conduct annual evaluation of workforce stability and succession planning and assess additional opportunities to improve workforce stability
Who is Responsible	Chief Personnel Officer
Time Frame	June 30, 2002
Fiscal Impact	The recommendation should be implemented within existing resources.

**Action Plan 7-11**

<b>Improve Communication with Employees</b>	
Strategy	Develop a systematic process to receive feedback and input from employees.
Action Needed	Step 1: Systematically assess the effectiveness of current District communications Step 2: Conduct an employee survey to ascertain methods of communication most helpful and useful to employees Step 3: Develop and implement a variety of strategies to receive feedback and obtain input from employees. Step 4: Communicate to employees how feedback and input is used Step 5: Evaluate annually the effectiveness and usefulness of the communication plan and make modifications, as necessary.
Who is Responsible	Chief Personnel Officer and Communications Director
Time Frame	June 30, 2002
Fiscal Impact	This recommendation can be implemented with existing resources.

**Action Plan 7-12**

<b>Automate the Deployment of Substitute Personnel</b>	
Strategy	Develop and issue a Request for Proposal (RFP) for an automated substitute management system.

## Action Plans

Action Needed	<p>Step 1: Establish a task force to assess school substitute needs that includes principals, teachers and region office staff.</p> <p>Step 2: Benchmark what other Districts are doing with regard to substitute management</p> <p>Step 3: Incorporate local district needs and best practices when developing RFP for Automated Substitute Management System</p> <p>Step 4: Issue RFP.</p> <p>Step 5: Make recommendations to school board on recommended system</p> <p>Step 6: Train school district staff and substitutes on enrollment procedures and use of the automated management system.</p> <p>Step 7: Review with task force and make modifications, as necessary.</p>
Who is Responsible	Chief Personnel Officer
Time Frame	June 30, 2003
Fiscal Impact	Initial estimated cost \$250,000 plus an estimated \$50,000 per year for updates. The costs may be offset by savings associated with reduced substitute costs (as monitoring and management of absenteeism improves) and by eliminating the need for substitute callers at school sites. (The District currently spends approximately \$350,000 a year with projected savings of \$1.75 million over a five-year period.)

### Action Plan 7-13

#### Strengthen Process For Recruiting and Compensating Substitute Personnel

Strategy	Develop and implement a strategic plan to recruit, train and compensate substitute teachers.
Action Needed	<p>Step 1: Establish a task force made up of teachers, administrators, and district/region personnel to examine the District's substitute needs</p> <p>Step 2: Develop plans for recruiting, training and compensating of substitute teachers (similar to plan for recruitment presented in Action Plan 7-1)</p> <p>Step 3: Develop a District cadre of substitutes similar to pool substitutes who are compensated full-time and must be available each day to work where needed. (This district-wide cadre of substitutes should serve as the priority pool for filling vacancies. These substitutes should be permitted access to health benefits.)</p> <p>Step 4: Develop a system with processes to evaluate the performance of substitutes.</p> <p>Step 5: Evaluate giving partial experience credit for salary placement purposes for those who have worked in the District as a part of the substitute teacher cadre.</p> <p>Step 6: Evaluate the effectiveness of the plan for recruiting, hiring and compensating substitute teachers. Revise and modify for program as appropriate.</p>
Who is Responsible	Chief Personnel Officer
Time Frame	March 2002
Fiscal Impact	Can be implemented using existing resources.

### Action Plan 7-14

#### Develop, implement and support a quality, on-going records management program

Strategy	Develop a records retention schedule for all personnel records in accordance with state and federal guidelines.
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Action Needed	<p>Step 1: Complete a comprehensive records inventory creating a list of all personnel related data and records.</p> <p>Step 2: Establish a task force (which should include a representative of each Personnel and Management Services unit) and charge this task force with identifying District employee record issues and with developing a strategic plan for managing department records.</p> <p>Step 3: Develop policies for creating, storing and retrieving personnel files.</p> <p>Step 4: Implement and post a retention schedule for all personnel documents consistent with requirements set forth in Florida Statutes and established by the State Division of Archives, History, and Records Management.</p> <p>Step 5: Assess and establish appropriate methods of records destruction that reflects confidentiality, legal and environmental standards.</p> <p>Step 6: Develop a records management manual.</p> <p>Step 7: Develop a plan to image all records currently not imaged. (Outsource this project as necessary to eliminate the current backlog.)</p> <p>Step 8: Assess records management procedures, identify areas and sources for improved processes, to include technology upgrade, update records management manual annually, train personnel staff regularly and review district, state and federal mandates relating to records retention to ensure compliance</p>
Who is Responsible	Executive Director of the Office of Personnel Operations and Records Management; Executive Director, Office of Information Technology
Time Frame	June 30, 2002
Fiscal Impact	This recommendation can be implemented using existing resources.

### ***Action Plan 7-16***

#### **Develop Strategic Plan That Includes Performance Standards And Measures**

Strategy	Revise and update the Hallmark of Leadership (current strategic plan).
Action Needed	<p>Step 1: Obtain data and feedback in each of 15 critical success factor areas <sup>2</sup></p> <p>Step 2: Analyze data and feedback</p> <p>Step 3: Use analysis to guide strategic planning process</p> <p>Step 4: Hire a consultant to lead strategic planning process</p> <p>Step 5: Review current vision and mission for relevance</p> <p>Step 6: Establish performance goals</p> <p>Step 7: Set performance indicators and measures in the critical success areas as determined by the data analysis</p> <p>Step 8: Define appropriate responsibilities</p> <p>Step 9: Align program activities to expenditures</p> <p>Step 10: Evaluate effectiveness of program activities</p> <p>Step 11: Make program change and modifications as needed</p>
Who is Responsible	Chief Personnel Officer
Time Frame	June 30, 2002
Fiscal Impact	This recommendation can be implemented within existing resources.

<sup>2</sup> Critical success factors for typical human resource management practices should be used to measure the Department's performance. These factors should guide the strategic planning process and serve as the basis for evaluation Department performance. These critical success factors are: leadership and stewardship; visionary and strategic planning; organizational structure; human resources effectiveness measures; operational efficiency; customer service orientation; organizational culture and work environment; recruitment and staffing; employee benefit administration; compensation and salary administration; performance management; training and development; technology; and compliance.

**Action Plan 7-17**

<b>Review Organizational Structure And Staffing Levels</b>	
Strategy	Assess organizational structure and staffing levels using clearly defined criteria.
Action Needed	Step 1: Conduct customer surveys to ascertain level of satisfaction with current levels of service. Step 2: Evaluate organizational structure, systems and processes to determine what changes are needed to improve service. Step 3: Benchmark other organizations to understand how they have addressed similar issues Step 4: Determine areas needing modification/change Step 5: Develop criteria recommendations for organizational change and staffing modifications Step 6: Draft revised organizational and structural plans Step 7: Obtain school board approval for any reorganization/restructuring Step 8: Evaluate and update organizational structure annually to meet changing District needs and priorities.
Who is Responsible	Chief Personnel Officer
Time Frame	June 30, 2002
Fiscal Impact	This recommendation can be implemented within existing resources.

**Action Plan 7-18**

<b>Assess Service Delivery and Personnel Practices</b>	
Strategy	Conduct a needs assessment and solicit employee feedback with regard to the effectiveness and efficiency of human resource program services.
Action Needed	Step 1: Conduct a needs assessment of the District relative to human resource needs. Step 2: Conduct an employee survey to obtain feedback about the efficiency and effectiveness of human resource programs Step 3: Use results to set strategic goals and objectives for the program Step 4: Define criteria or measurement for services Step 5: Identify assumptions, limitations and resources needed to accomplish goals Step 6: Re-assess and make program changes, modifications, improvements based on results of assessment evaluation.
Who is Responsible	Chief Personnel Officer
Time Frame	June 30, 2002 and on-going
Fiscal Impact	This recommendation can be implemented within existing resources.

**Action Plan 7-19**

<b>Mandate Direct Deposit of Pay</b>	
Strategy	Develop policies that increase the use of direct deposit of employee pay.
Action Needed	Step 1: Develop policies to increase the use of direct deposit of employee pay, such as requiring it for new employees, and identifying criteria for allowing exceptions to this practice. Step 2: Work with labor leaders to establish timelines for implementing this policy and identify exceptions. Step 3: Submit policy to the Board for approval. Step 4: Communicate policy and timelines to staff. Step 5: Implement policy.
Who is Responsible	Deputy Superintendent Personnel Management and Services
Time Frame	June 30, 2002 and on-going
Fiscal Impact	This recommendation can be implemented within existing resources.

## *Use of State and District Construction Funds*

### *Action Plan 9-1*

<b>Alternatives to Construction</b>	
Strategies	Systematically consider alternatives to construction prior to authorizing the expenditure of capital funds.
Actions Needed	Step 1: An analysis of specific alternatives to construction should be prepared prior to including projects in the five-year capital plan.
Who is responsible	Executive Director of Capital Construction Budgets
Time Frame	June 2002
Fiscal Impact	This recommendation will require establishing an additional position in the Capital Construction Budget office. See Action Plan 9-5

### *Action Plan 9-2*

<b>Make More Extensive Use of Double Sessions and Year-Round Schools</b>	
Strategies	Make more extensive use of double sessions and year round schools as a way to relieve current and projected overcrowding at the middle and high school levels.
Actions Needed	<p>Step 1: Identify middle and schools and high schools where overcrowding can be relieved by implementing double sessions.</p> <p>Step 2: Assign responsibility to the School Operations Department for developing site-specific plans for converting these overcrowded schools to double sessions by the opening of school in September 2002.</p> <p>Step 3: Assign responsibility to the School Operations Department for surveying elementary schools to determine which ones have staff and parents who might be willing to convert to a year-round schedule.</p> <p>Step 4: Once candidate schools are identified, consult with affected unions and develop site-specific plans for effecting the change at the start of the 2002-2003 school year.</p>
Who is responsible	Deputy Superintendent of Operations
Time Frame	September 2002
Fiscal Impact	Based on a savings of \$15,000 for each student station not built minus \$2,000 in implementation costs per station, this recommendation could avoid \$365,300,000 in construction costs if the District converted 28,100 total student stations over a 5-year period.

### *Action Plan 9-3*

<b>Ensure Compliance With Statutory Requirements Regarding The Use of “two-mill” Funds</b>	
Strategies	MDCPS should make an annual determination of its compliance with the spending limits imposed by s. 236.25, <i>Florida Statutes</i> .
Actions Needed	Step 1: Prepare an annual accounting of the use of “two-mill” funds at the end of each fiscal year. (This accounting should delineate each use of “two-mill” funds consistent with the categories shown in s. 236.25, <i>Florida Statutes</i> . A calculation should also be made to determine if the annual limits on certain uses have been exceeded.)

## Action Plans

	Step 2: Notify the Florida Department of Education immediately if spending limits have been exceeded.
	Step 3: Establish budget controls to ensure that the spending limits are not exceeded in future years.
Who is responsible	Chief Budget Officer
Time Frame	September 2002
Fiscal Impact	This recommendation can be implemented with existing resources.

### Action Plan 9-4

<b>Acquire Integrated Project Cost Accounting Software</b>	
Strategies	Acquire an integrated project cost accounting software package for capital projects.
Actions Needed	Step 1: Develop and issue an RFP for project cost accounting software and software implementation services. Step 2: Select staff to serve on a proposal review committee. Step 3: Review proposals and make recommendation for award to the Board of Education. Step 4: After receiving Board approval, enter into contract negotiations and award contract. Step 5: Identify members of a project cost accounting executive steering committee. Step 6: Review and approve a project implementation schedule. Step 7: Conduct fit analysis. Step 8: Perform functional testing. Step 9: Perform acceptance testing. Step 10: Schedule staff training and design-standardized reports. Step 11: Begin tracking project costs using the new software.
Who is responsible	Chief Financial Officer and Chief Technology Officer
Time Frame	February 2003
Fiscal Impact	To Be Determined-The acquisition cost of the project cost accounting software and the implementation services.

### Action Plan 9-5

<b>Increase the Staff of the Capital Construction Budget office</b>	
Strategies	Improve control of capital construction funds by hiring additional budget analyst.
Actions Needed	Step 1: Obtain funding for additional budget analyst position. Step 2: Post position announcement Step 3: Interview candidates. Step 4: Select person for new position and commence on the job training.
Who is responsible	Chief Budget Officer & Chief Facilities Officer-Construction
Time Frame	June 2002
Fiscal Impact	Additional funding of approximately \$375,000 needed over five years.

### Action Plan 9-7

<b>Develop Systems To Ensure The Regular Transfer of Maintenance Cost Data to Facilities Planning and Standards Office</b>	
Strategy	Generate COMPASS reports that will provide maintenance life cycle cost data to the Facilities Planning and Standards Office so that this data can be used to develop designs that reduce maintenance and operations costs.
Action Needed	Step 1: Assign responsibility for coordinating the design of useful work order reports to the Executive Director of Operations Management. Step 2: Meet with Facilities Planning and Standards staff to finalize report design.



	<p>Step 3: Obtain timeline for completion of report coding from the Office of Information Technology.</p> <p>Step 4: Review draft of work order report with Facilities Planning and Standards staff.</p> <p>Step 5: If report is satisfactory, jointly agree on a reporting schedule.</p> <p>Step 6: Upon receipt of quarterly report, Facilities Planning and Standards should incorporate conclusions into design standards.</p>
Who is Responsible	Chief Facilities Officer-Maintenance
Time Frame	June 2002
Fiscal Impact	This recommendation can be implemented with existing resources.

**Action Plan 9-8**

<b>Establish Additional Architect or Engineer Position To Conduct Life Cycle Cost Studies</b>	
Strategy	Increase professional staff by one position in order to double the number of post occupancy reviews, adequacy of design reviews and design standards compliance reviews.
Action Needed	<p>Step 1: Interview and select an additional architect or professional engineer.</p> <p>Step 2: Train new professional in District design standards and the need for cost estimates or cost savings estimates.</p> <p>Step 3: Prepare quarterly review schedule.</p> <p>Step 4: Commence reviews and report results to Chief Facilities Officer-Construction. These results should include recommendations to change design standards.</p> <p>Step 5: Immediately refer to the Executive Director of Project and Contract Management the results of any reviews that disclose the failure of contractors to adhere to District design standards.</p>
Who is Responsible	Assistant Chief Facilities Officer-Construction
Time Frame	September 2002
Fiscal Impact	This recommendation will require an additional professional position in the Facilities Planning & Standards office. The costs of this position will be offset by projected maintenance and construction cost savings from improved facility design.

## **Facilities Construction**

**Action Plan 10-1**

<b>Reactivate School Site Planning and Construction Committee</b>	
Strategy	The District should activate the new School Site Planning and Construction Committee facility planning committee, assign it appropriate responsibilities and staff it appropriately.
Action Needed	<p>Step 1: Convene School Site Planning and Construction Committee and ask committee members to reformulate the proposed new School Board Rule (October 10, 2001) to reflect the best use for its input and oversight.</p> <p>Step 2: Take revised section on the external educational facilities committee to School Board for approval.</p> <p>Step 3: Based on the recommended scope of the Committee's work, assign sufficient resources to staff the Committee.</p> <p>Step 4: Maintain a regular meeting schedule with timely notice, well-formulated agendas, minutes and specific topics for public input.</p>
Who is Responsible	Chief Facilities Officer
Time Frame	June 2002
Fiscal Impact	None

**Action Plan 10-2**

<b>Establish facilities planning department</b>	
Strategy	Create a planning office that aligns site, boundary, and capital planning functions and ensures that decision-making about facilities is consistent with educational operations.
Action Needed	<p>Step 1: Create a planning department that reports the Chief Facilities Officer for Planning and Construction.</p> <p>Step 2: On an interim basis establish the planning department in the Government Affairs and Land Use Policy and Acquisition Office.</p> <p>Step 3: Prepare description of planning functions.</p> <p>Step 4: Develop job descriptions and job qualifications for planning office staff and determine appropriate pay grades for these staff.</p> <p>Step 5: Post the new positions and encourage existing staff with capital facilities, maintenance, and education experience to apply.</p> <p>Step 6: Interview applicants.</p> <p>Step 7: Identify personnel to be assigned to the planning department.</p> <p>Step 8: Establish a four to six month training program for newly reassigned planning staff.</p>
Who is Responsible	Chief Facilities Officer and Director of Government Affairs
Time Frame	September 2002
Fiscal Impact	Can be implemented using existing resources.

**Action Plan 10-3**

<b>Engage public in long-rang educational planning</b>	
Strategy	Develop a long-range educational plan with broad community input and update it on a regular basis.
Action Needed	<p>Step 1: Assign the responsibility for a public engagement initiative to the head of the recommended planning department.</p> <p>Step 2: Pass a School Board resolution in support of a long-range master planning process engaging the broad public—parents, teachers, school based support staff, community members and the business community.</p> <p>Step 3: Establish a Master Planning Task Force.</p> <p>Step 4: Develop a plan framework and schedule for providing information to the public and getting feedback from the public about facility issues, community priorities and values, the educational program and community needs.</p> <p>Step 5: Use the Task Force to synthesize the values, concerns and priorities of the community into a long-range plan.</p> <p>Step 6: Hold public hearings in each region to receive feedback on a draft long-range educational facilities master plan.</p> <p>Step 7: Revise plan based on hearings.</p> <p>Step 8: Approve long-range educational facilities master plan.</p>
Who Is Responsible	Chief Facilities Officer, Planning and Construction
Time Frame	May 2003
Fiscal Impact	This can be implemented with existing resources.

**Action Plan 10-4**

<b>Explore small site acquisition for construction of small schools and offer design competition for prototype small schools</b>	
Strategy	Determine the potential for relieving overcrowding and the estimated cost per student station through building small schools on small sites.

Action Needed	<p>Step 1: Ask land review task force to prepare cost benefit analysis on the real estate and construction side of buying smaller pieces of land and building small schools.</p> <p>Step 2: Create an education committee to work with the Facilities Planning and Standards unit to develop the educational specifications for a prototype small school from each level.</p> <p>Step 3: Integrate educational specifications and findings and real estate and construction specifications and findings into a report with recommendations to the Superintendent.</p> <p>Step 4: Make a recommendation to school board on potential for construction and utilization of small schools.</p> <p>Step 5: If small schools on small sites appear to hold potential for improving education and reducing overcrowding, organize a design competition for prototype small schools—including adaptive reuse for small schools.</p>
Who Is Responsible	Chief Facilities Officer, Planning and Construction
Time Frame	April 2002-Sept 2003
Fiscal Impact	The analysis could be done with existing staff and pro bono services of task force members. The design competition should be able to be financed with corporate or foundation support.

### ***Action Plan 10-5***

#### **Establish Financing Task Force**

Strategy	Establish a school construction and modernization task force to develop financing proposals for implementation of long-range educational facilities master plan.
Action Needed	<p>Step 1: Announce the creation of a construction financing task force.</p> <p>Step 2: Appoint a small, but recognizably influential group of business leaders to serve on the financing task force after soliciting advice from County leaders, business leaders and Board of Education members.</p> <p>Step 3: Charge the task force with finding ways to fund the implementation of the long-range master plan.</p> <p>Step 4: Use the task force to develop recommendations for the superintendent.</p> <p>Step 5: Publicize task force recommendations.</p> <p>Step 6: Hold public hearings on financing recommendations.</p> <p>Step 7: Submit recommendations to the Board of Education for review and action.</p>
Who Is Responsible	Superintendent
Time Frame	June 2003; Task force is put in place near the end of master planning process.
Fiscal Impact	No fiscal impact.

### ***Action Plan 10-6***

#### **Establish a standing capital planning committee**

Strategy	Create a public committee to provide input on setting priorities for the capital plan and advising the District on site selection.
Action Needed	<p>Step 1: Revise the responsibilities of the proposed standing committee to reflect a more realistic and manageable role.</p> <p>Step 2: Establish a public school site planning and construction committee to focus attention on these important responsibilities.</p> <p>Step 3: Appoint members representing parents, business community, construction and real estate professionals (without conflict of interests) and other community stakeholders. (These appointments should be made by the School Board.)</p> <p>Step 4: Charge committee with reviewing the recommended planning department's five-year Work Plan recommendations to ensure their consistency with the long-range master plan.</p>

## Action Plans

	Step 5: Hold public hearings on capital project priorities and proposed site purchases.
Who Is Responsible	Chief Facilities Officer of Planning and Construction
Time Frame	Establish in time to advise school District on long-range master planning.
Fiscal Impact	No fiscal impact.

### Action Plan 10-17

#### Review organization and staffing of capital program

Strategy	Review the cost and organization of the capital program management with the objective of reducing staffing of the capital management, operations and oversight by 20-35% within 3 years.
Action Needed	Step 1: Conduct desk audits, including clerical support positions. Step 2: Examine approval procedures for design and construction related decisions. Step 3: Examine approval procedures for budget related decisions. Step 4: Assess impact of personnel policy toward capital employees—work related travel, the union’s role, training, compensation, and seniority. Step 5: Examine school board influence on hiring. Step 6: Plan and initiate phased in staff reorganization and reduction.
Who Is Responsible	Chief Facilities Officer
Time Frame	July 2004
Fiscal Impact	Cost for evaluation may be \$100,000; gross savings with 20% staff reduction, phased in over three years, could be \$7.8 million over a five-year period.

### Action Plan 10-23

#### Provide orientations to all new facilities

Strategy	Ensure that an orientation is provided for each new facility.
Action Needed	Step 1: Each year, identify all new facilities to be brought on-line. Step 2: Develop an orientation for the users of each new facility. Step 3: Provide orientations as facilities are brought on-line.
Who Is Responsible	Chief Facilities Officer
Time Frame	July 2002
Fiscal Impact	This recommendation can be completed with existing resources.

### Action Plan 10-24

#### Link post occupancy with planning and require post occupancy reviews

Strategy	Place the responsibility for post occupancy evaluations with the planning department and require reviews for all major construction projects.
Action Needed	Step 1: Review “Post Construction” procedures in Section 8 of the MDCPS Facilities, Planning, Design and Construction Manual. Step 2: Develop a simplified post occupancy review process that focuses on building performance from the point of view of school-based staff, students and community and school based engineers and custodians. Step 3: Modify guideline to made simplified post-occupancy reviews mandatory for all major construction projects. Step 4: Establish criteria for in-depth post occupancy evaluations—for example, when determining whether or not to re-use design, to evaluate contractor performance, or to fully understand issues of cost. Step 5: Undertake a limited number of in-depth post-occupancy evaluations.

	Step 6: Bring results of post occupancy evaluations back to the Technical Review Committee on a regular basis and to the citizen's School Site Planning and Construction Committee.
Who Is Responsible	Chief Facilities Officer
Time Frame	June 2003
Fiscal Impact	This recommendation can be completed with existing resources.

## *Facilities Maintenance*

### *Action Plan 11-2*

<b>Develop Short and Long Term Goals and Objectives</b>	
Strategy	Prepare and disseminate to Maintenance Operations managers and staff short and long-term goals and objectives.
Action Needed	<p>Step 1: Chief Facilities Officer-Maintenance should meet with his leadership team to develop specific and measurable short and long-term goals and objectives.</p> <p>Step 2: Prepare draft goals and objectives.</p> <p>Step 3: Obtain feedback from Facilities Construction and the Superintendent.</p> <p>Step 4: Receive approval from the Superintendent.</p> <p>Step 5: Distribute goals and objectives to Maintenance Operations staff.</p> <p>Step 6: Make quarterly report to the Superintendent on progress towards achieving goals and objectives.</p>
Who is Responsible	Chief Facilities Officer-Maintenance
Time Frame	September 2002
Fiscal Impact	This recommendation may be implemented with existing resources.

### *Action Plan 11-3*

<b>Include Projections Of In-House Maintenance Staff Needs in Five –Year Work Plan</b>	
Strategy	Modify the five-year plan to include services provided by in-house maintenance staff and a projection of future staff needs.
Action Needed	<p>Step 1: Establish standards for various types of work orders.</p> <p>Step 2: Develop annual projections of actual staff hours required to achieve approved goals based on specific numbers and types of work orders expected.</p> <p>Step 3: Include staffing projections for next five years in the five-year work plan to meet existing and expected future workload.</p> <p>Step 4: Determine what future projects or types of projects can (or cannot) be completed with various levels of staffing.</p> <p>Step 5: Provide Five-Year Maintenance and Operations Capital Outlay Budget to Superintendent, school board, public and District staff.</p>
Who is Responsible	Maintenance and Operations Department
Time Frame	September 2002
Fiscal Impact	This recommendation may be implemented with existing resources.

### *Action Plan 11-4*

<b>Estimate Costs for All Work Orders</b>	
Strategy	Require all shop foremen and coordinators to estimate the time and materials needed for each work order using a standardized methodology.

## Action Plans

Action Needed	Step 1: Train all satellite trades staff in the use of the R.S. Means estimating software. Step 2: Modify operating procedures to require a cost estimate for all work orders regardless of size. Step 3: Begin placing time and material estimates in all work orders prior to beginning work.
Who is Responsible	North and South Area Maintenance Directors
Time Frame	January 2003
Fiscal Impact	Implementing this recommendation is estimated to cost \$375,290 over the next five years but improvement management capabilities may offset some or all of the costs.

### Action Plan 11-5

<b>Develop And Implement An Annual Training Plan</b>	
Strategy	Develop and implement an annual training plan for maintenance workers and supervisors.
Action Needed	Step 1: Review staff job descriptions and interview maintenance supervisors to identify training needs. Step 2: Develop a flexible training proposal that can adjust to any funding level. Step 3: Request funding during the annual budget development process. Step 4: Determine method of tracking and recording actual courses attended so that supervisory staff and managers can easily access data. Step 5: Upon approval of funding, inform all maintenance staff of new training program. Step 6: Schedule training.
Who is Responsible	Executive Director of Maintenance Employment/Employee Resources, Policies and Procedures
Time Frame	January 2003
Fiscal Impact	This recommendation will require an investment of \$250,000 annually for a total of \$1,250,000 over the next five years.

### Action Plan 11-6

<b>Subscribe To Magazine And Reimburse Memberships in Professional Societies</b>	
Strategy	Subscribe to trade journals and provide partial reimbursement of memberships in professional societies.
Action Needed	Step 1: Interview staff, and collect background information on specific professional societies and job-related magazines. Step 2: Determine method of tracking staff participation in this program so that supervisors and management can refer to it in performance evaluation process. Step 3: Compile list of approved organizations and magazines. Step 4: Prepare flexible budget proposal. Step 5: Request funding during annual budget development process. Step 6: Subscribe to selected magazine and begin partial reimbursements.
Who is Responsible	Executive Director for Maintenance Employee Resources, Policies and Procedures.
Time Frame	September 2002
Fiscal Impact	This recommendation will require an investment of \$100,000 annually and \$500,000 over the next five years.

**Action Plan 11-7**

<b>Conduct Annual and Quarterly Customer Feedback Surveys</b>	
Strategy	Continuously solicit customer feedback both in writing and via e-mail (on a quarterly basis) and through an anonymous customer survey (on an annual basis).
Action Needed	<p>Step 1: Create a link on the Maintenance Operations web page where District staff and the public can provide comments on the quality of maintenance services.</p> <p>Step 2: Summarize and report on these comments quarterly by sharing results with satellite directors.</p> <p>Step 3: Require satellite directors to describe improvements or corrective actions taken as a result of comments.</p> <p>Step 4: Develop an annual anonymous customer service survey.</p> <p>Step 5: Distribute the survey to all principals, teachers' union chapter chairpersons and central site administrators.</p> <p>Step 6: Summarize survey results and report them to the Superintendent.</p>
Who is Responsible	North and South area District Directors of Maintenance
Time Frame	June 2002
Fiscal Impact	This recommendation may be implemented with existing resources.

**Action Plan 11-8**

<b>Benchmark Maintenance Services</b>	
Strategy	Use data from other school Districts to assist in developing performance and cost efficiency measures.
Action Needed	<p>Step 1: Identify sample Districts inside and outside of Florida to use for comparisons.</p> <p>Step 2: Develop performance measures that will be used for comparisons.</p> <p>Step 3: Survey identified sample Districts.</p> <p>Step 4: Prepare comparative analysis of Districts' data with Miami-Dade County Public Schools.</p> <p>Step 5: Summarize results of survey and share with Maintenance Operations managers, the Superintendent and the cabinet.</p> <p>Step 6: Institute operational and/or procedural improvements to address most common issues raised in survey unless they conflict with collective bargaining agreements, statutes or are too costly.</p>
Who is Responsible	Chief Facilities Officer - Maintenance
Time Frame	January 2003
Fiscal Impact	This recommendation may be implemented with existing resources.

**Action Plan 11-9**

<b>Monitor Maintenance Performance and Cost Data</b>	
Strategy	Regularly assess the reliability of performance and cost data.
Action Needed	<p>Step 1: Select or design appropriate maintenance work order reports.</p> <p>Step 2: Establish performance and cost standards initially for 100 most common maintenance tasks and eventually for all other 1 work orders.</p> <p>Step 3: Begin generating monthly reports and distribute them to appropriate Maintenance Operations staff.</p> <p>Step 4: Begin using reports as a management tool.</p> <p>Step 5: Develop process to audit the reliability of the performance and cost data reported on these reports.</p> <p>Step 6: Implement audit process.</p>
Who is Responsible	Executive Director of Operations Management and Planning

## Action Plans

Time Frame	June 2002 for 100 most common work orders and January 2003 for all others.
Fiscal Impact	These recommendations may be implemented with existing resources.

### Action Plan 11-10

<b>Establish A Formal Process For Evaluating And Improving Cost Estimates</b>	
Strategy	Establish a formal process for evaluating and improving the accuracy of cost estimates including undertaking a periodic comparison of in-house estimates and actual costs.
Action Needed	Step 1: Maintenance managers responsible for JOCs, term bids, and in-house project estimating should work together to develop a system for tracking initial cost estimates and actual job costs for all projects. <sup>3</sup> Step 2: Develop a quarterly report that summarizes and provides the back-up detail on the accuracy of the various groups' cost estimates compared to actual expenditures. Step 3: Pending contract negotiations, revise personnel performance evaluation process to include a review of estimation accuracy for cost estimators. Step 4: Revise contractor performance evaluation process to include a review of estimation accuracy.
Who Is Responsible	Executive Director of Maintenance Contract Management, North and South Area District Directors
Time Frame	June 2002
Fiscal Impact	The resources spent by the District will not be change but budget and planning processes will be improved.

### Action Plan 11-11

<b>Use An Estimated Inflation Rate To Develop Five-Year Maintenance Operations Budgets</b>	
Strategy	Include an estimated inflation rate when developing five-year maintenance operations budgets to improve the accuracy of maintenance cost estimates in the out years.
Action Needed	Step 1: Select a readily accessible inflation index from a reliable source such as the Consumer Price Index. Step 2: Apply the adopted inflation rate for years two through five to all spending categories in the five-year Capital Outlay Budget.
Who Is Responsible	North and South Area District Directors, Executive Director of the Division of Management Systems and Controls
Time Frame	September 2002
Fiscal Impact	The resources spent by the District will not change but budget and planning processes will be improved.

### Action Plan 11-12

<b>Conduct A Through Cost Benefit Analysis Of The Deferred Maintenance Program</b>	
Strategy	Conduct a thorough cost/benefit analysis of deferred maintenance program to determine if increasing expenditures on preventative maintenance could save significant long-term resources.
Action Needed	Step 1: Establish spending categories of maintenance work orders: <ul style="list-style-type: none"><li>• Under \$5,000</li><li>• \$5,000 to \$24,999.99</li><li>• \$25,000 to \$99,999.99</li><li>• \$100,000 or more</li></ul>

<sup>3</sup> This system should be electronic, should track the individual providing the estimates, and should track material and labor separately for in-house projects.



Step 2:	Sort all work orders for the last year into these spending categories.
Step 3:	Review a random sample of work orders from each category (not fewer than 50 from each group) and make a determination as to whether the work order could have been avoided or delayed had routine preventative been performed.
Step 4:	Determine the work that would be avoidable with preventative maintenance and estimate the cost (both time and materials) associated with the requisite preventative maintenance for each work order.
Step 5:	Based on the sample averages, estimate the percentage of work orders from each spending category that could have been avoided with a preventative maintenance program as well as the estimated costs of such programs.
Who Is Responsible	Chief of Facilities Maintenance and Operations
Time Frame	June 2003
Fiscal Impact	The amount of potential savings will depend upon the analysis.

**Action Plan 11-13**

<b>Modify The Custodial Staffing Formula</b>	
Strategy	Modify custodial staffing formula to more closely reflect national and State of Florida standards for custodial coverage.
Action Needed	Step 1: Adjust the base allocation rate to one custodian for every 19,000 square feet regardless of school size. Step 2: Recalculate custodial allocations for all schools using the base allocation plus additional District modifiers. <sup>4</sup> Step 3: Plan and initiate phased in staff reduction.
Who Is Responsible	Director, Department of Plant Operations
Time Frame	July 2004
Fiscal Impact	The District could reduce its personnel budget by \$6 million per year based on a reduction of District custodial staff by 208 positions. This represents an 8.5 percent reduction in custodial staffing. Phased in over a three-year period this would generate \$18.5 million in savings.

**Action Plan 11-14**

<b>Require Head Custodians To Work The Second Shift</b>	
Strategy	Require head custodians to work during the shift when most non-supervisory custodians are working and when most cleaning activity occurs.
Action Needed	Step 1: Revise job descriptions and collective bargaining agreements to reflect the second shift requirement. Step 2: Make all promotions to head custodian contingent upon working the second shift.
Who Is Responsible	Chief of Facilities Maintenance and Operations, Director of Department of Plant Operations
Time Frame	December 2002
Fiscal Impact	Implementation of this recommendation will cost the District approximately \$185,000 per year in additional shift differential pay for Head Custodians. Over the next five years the total expense will be \$925,000. <sup>5</sup>

<sup>4</sup> Under the District's current formula, the base rate can range from as little as 1:8,000 square feet up to 1:17,500 square feet. The existing modifiers in the District's formula will still allow some flexibility for unique conditions in some District schools. As a result, the District will continue to allocate custodians at a higher rate than the State formula suggests. The long-term goal, however, should be to attain the 1:19,000 ratio suggested by the state.

<sup>5</sup> By existing labor agreement standards, custodians are given an additional 40¢ per hour for second shift and 45¢ per hour for third shift. For 315 schools, 40 weeks per year on second shift, this amounts to \$176,400. The additional \$8,600 is an estimated "cushion" to cover any added differential expense for those Head Custodians that will be required to work third shift.

**Action Plan 11-15**

<b>Establish Staffing Formulae For The Maintenance Trades Areas</b>	
Strategy	Establish staffing formulae for the maintenance trades areas based on historical work order activity data.
Action Needed	<p>Step 1: Identify a target average number of “hands-on” maintenance personnel for the District based on industry standards. <sup>6</sup></p> <p>Step 2: Review work orders from a recent 12-month period to determine the amount of staff hours spent by District maintenance staff. <sup>7</sup></p> <p>Step 2: Compare the percentage of work order hours generated by trade group to corresponding percentages of trade staff.</p> <p>Step 3: Determine the proper ratio of trades based upon a ranking of work order demand. <sup>8</sup></p> <p>Step 4: Ease the hiring freeze for high volume trades where insufficient staffing exists.</p>
Who Is Responsible	Chief of Facilities Maintenance and Operations
Time Frame	December 2002
Fiscal Impact	The fiscal impact of this recommendation will depend upon the analysis. However, by reducing overall staffing levels to industry standards, the District would eliminate 71 trades positions for an approximate savings of up to \$17 million over five years. <sup>9</sup>

**Action Plan 11-17**

<b>Establish A Dollar Limit Over Which All Projects Must Be Formally Evaluated To Determine The Least Expensive Service Delivery Approach</b>	
Strategy	Establish a dollar limit over which all projects must be formally analyzed to determine the least expensive service delivery method.
Action Needed	<p>Step 1: Determine who will be responsible for analyzing and comparing expected costs.</p> <p>Step 2: Determine how many such analyses can be completed by that individual or group in a given time frame.</p> <p>Step 3: Review the average number of work orders generated by the District over the given time frame.</p> <p>Step 4: Back into the dollar threshold based on the amount of expected analysis workload.</p> <p>Step 5: Assess whether this threshold is reasonable.</p> <p>Step 6: Without regard for internal capacity, review all new work orders with cost estimates above the dollar threshold to determine the least costly method of completion.</p> <p>Step 7: If outside contractors are less costly than in-house trade areas with excess capacity, the District should consider downsizing in those areas.</p>
Who Is Responsible	Chief of Facilities Maintenance and Operations
Time Frame	June 2002
Fiscal Impact	The amount of potential savings will depend upon the analysis.

<sup>6</sup> According to one private sector specialist in institutional facilities maintenance, some urban school Districts attain ratios in the range of one maintenance worker for every 35,000 to 40,000 square feet of occupied building space. Currently Miami-Dade’s ratio last year was one maintenance worker for every 32,500 square feet. (These figures are for production staff only, not for administration.)

<sup>7</sup> Work orders should be sorted by trade group. In addition, if sampling is used, the samples should be drawn evenly from each month.

<sup>8</sup> Some of the higher-use trade categories may warrant a higher portion of staffing than the work orders would indicate because the District may decide to eliminate in-house staffing of some lower-use trade categories altogether.

<sup>9</sup> Staff reports that 70 trades positions have recently been eliminated from the District’s budget.

**Action Plan 11-18**

<b>Incorporate Feedback From End Users Into The Evaluation Of In-House Trades Personnel And Outside Contractors</b>	
Strategy	Incorporate customer feedback from end users for all work orders and use this feedback to evaluate in-house staff and outside contractors.
Action Needed	<p>Step 1: Develop a customer service rating form for maintenance work.<sup>10</sup></p> <p>Step 2: Require customer service rating forms for all work orders not completed by the in-school Zone Mechanics. School administrators should complete forms, though delegation of this responsibility to Zone Mechanics would be acceptable.</p> <p>Step 3: Compile and track customer service ratings for various categories:</p> <ul style="list-style-type: none"> <li>• By satellite</li> <li>• By trade</li> <li>• By service provider (in-house, JOC, term bid)</li> </ul> <p>Step 4: Use customer service rating data for internal and external evaluations.</p>
Who Is Responsible	North and South Area District Directors, Executive Director of the Division of Management Systems and Controls
Time Frame	December 2002
Fiscal Impact	The amount of resources spent by the District will not be affected, but the information will help the District to identify staff and contractors who need to improve their performance.

**Action Plan 11-19**

<b>Reassign Responsibility For Unskilled Maintenance Tasks To Custodians Or To Outside Contractors</b>	
Strategy	Shift the responsibility for unskilled maintenance tasks, such as changing light bulbs and filters, to custodial staff or to contracted services in order to allow the Zone Mechanics to focus on more technical routine maintenance.
Action Needed	<p>Step 1: Amend job descriptions, collective bargaining agreements and resource allocations for outside contracting, as necessary, to allow the reassignment of responsibility from Zone Mechanics for changing air filters and burned out light bulbs.</p> <p>Step 2: Develop an estimate, by building, of the amount of time required to change bulbs and air filters.</p> <p>Step 3: If custodial staff cannot assume these responsibilities, enter into agreements with outside contractors to provide bulb and filter changing services.</p>
Who Is Responsible	Director of Department of Plant Operations, Executive Director of Maintenance Contract Management
Time Frame	December 2002
Fiscal Impact	The District can avoid as much as \$18 million in costs over the next five years by shifting responsibilities for unskilled maintenance from zone mechanics to custodians. This will enable the District to increase the work done by the zone mechanics without increasing the number of mechanics on staff. Based on the number of work-hours spent on this kind of maintenance, and the lower salaries of custodians as compared to the higher paid zone mechanics, this District could avoid up to \$3.6 million per year, or \$18 million over a five-year period.

<sup>10</sup> This form should solicit information on the timeliness with which work orders are completed, the courteousness of maintenance staff, and the quality of the workmanship.

**Action Plan 11-20**

<b>Consider Life Cycle Costs When Acquiring New Equipment</b>	
Strategy	Consider ongoing preventative maintenance costs when evaluating the cost of replacement equipment. <sup>11</sup>
Action Needed	Step 1: Amend the approval process for all major equipment purchases to require the consideration of annualized maintenance costs. Step 2: Calculate the present value of the projected maintenance costs for the expected life of the equipment and consider those costs when making acquisition decisions.
Who Is Responsible	Chief of Facilities Maintenance and Operations, Chief Facilities Officer (Facilities Planning & Construction), Executive Director of the Division of Management Systems and Controls.
Time Frame	September 2002
Fiscal Impact	The amount of potential savings will depend upon the results of the analysis performed.

**Action Plan 11-21**

<b>Establish Replacement Scheduled For Major Equipment</b>	
Strategy	Establish replacement schedules based on actual historical data for major equipment and adhere to the schedule in order to minimize “emergencies.”
Action Needed	Step 1: Review historical life cycle information and determine the average actual life for major equipment. Step 2: Use calculations to modify the District’s five-year Capital Outlay budget.
Who Is Responsible	Chief of Facilities Maintenance and Operations, North and South Area District Directors
Time Frame	December 2002
Fiscal Impact	The amount of potential savings will depend upon the results of the analysis performed

**Action Plan 11-22**

<b>Allocate More Resources To Preventive Maintenance Activities</b>	
Strategy	Allocate more resources to preventative maintenance activities—especially the Zone Mechanic program—to help reduce excessive deferred maintenance costs.
Action Needed	Step 1: Review a recent 12-month period of work orders and sort out those that could have been handled by “generalist” Zone Mechanics. Step 2: Calculate the number of full-time equivalent Zone Mechanics that would be required to complete those work orders. Step 3: Shift the equivalent number of trade staff to the Zone Mechanic program.
Who Is Responsible	Chief of Facilities Maintenance and Operations
Time Frame	July 2002
Fiscal Impact	The amount of resources spent by the District will not immediately be affected, but the reduced effort that will need to be devoted to corrective maintenance as preventive maintenance practices are implemented and efficiencies in the completion of school-based work orders will, over time, free maintenance resources for other priorities.

<sup>11</sup> The District might set a cost threshold for this strategy over which an evaluation would be required.

**Action Plan 11-23**

<b>Conduct Annual Performance Evaluations for Maintenance Workers</b>	
Strategy	Conduct annual performance evaluations and use the process to enhance the productivity of all maintenance staff.
Action Needed	<p>Step 1: Develop draft annual performance evaluation document and procedures.</p> <p>Step 2: Obtain feedback from District's labor relations office.</p> <p>Step 3: Revise draft and share it with the leadership of affected unions.</p> <p>Step 4: Finalize performance evaluation document and procedures for administering it.</p> <p>Step 5: Develop training plan for staff that will be responsible for administering the performance evaluation document.</p> <p>Step 6: Commence training of coordinators, forepersons and all others who supervise maintenance workers.</p> <p>Step 7: Administer performance evaluations.</p>
Who is Responsible	Executive Director Maintenance Employment/Employee Resources, Policies and Procedures
Time Frame	October 2002
Fiscal Impact	This recommendation can be implemented with existing resources.

**Student Transportation****Action Plan 12-1**

<b>Develop Transportation Plan to Increase Bus Occupancy</b>	
Strategy	The Department should analyze options to increase bus occupancy including options regarding revised bell schedules and transportation of ESE and magnet school students.
Action Needed	<p>Step 1: Identify policy options to evaluate that have the greatest impact on increasing bus occupancy such as bell schedules and transportation of ESE and magnet school students.</p> <p>Step 2: Conduct cost-benefit analysis of policy options.</p> <p>Step 3: Produce a report and present it to the superintendent and school board to make a decision on how to increase bus occupancy.</p> <p>Step 4: Implement school board decision.</p>
Who Is Responsible	Administrative Director, Department of Transportation
Time Frame	December 2002
Fiscal Impact	By increasing bus occupancy, the District should realize an increase in state funding annually. By matching the bus occupancy of the Broward County School District, the District could realize an additional \$1.7 million annually and \$8.5 million over five years in state funding. By increasing bus occupancy, the District could reduce the number of bus routes operated, which would reduce the number of buses needed, number of drivers needed, and reduce maintenance and fuel costs. The District could reduce its fleet in daily use by over 300 buses by matching the Broward County School District's operation. The transportation plan to increase bus occupancy should detail these savings and how to phase them in over time.

**Computerized Routing and Scheduling System**

Strategy	The District should move rapidly to complete the installation of an effective computerized routing and scheduling system.
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## Action Plans

Action Needed	<p>Step 1: Assign the responsibility for the implementation of an effective computerized Routing and Scheduling System to one of the DOT's executive directors.</p> <p>Step 2: Complete the evaluation, testing, and selection of a new system on an expedited schedule.</p> <p>Step 3: Provide the new computerized routing and scheduling resource to the centralized routing staff with the appropriate training on its effective utilization..</p> <p>Step 4: Conduct routing and scheduling activities for the 2002-03 school year utilizing the new system.</p> <p>Step 5: Evaluate and report improvements in the number routes and related ride-times and develop process for identifying and implementing additional procedural improvements.</p>
Who Is Responsible	Administrative Director, Department of Transportation
Time Frame	July 2002
Fiscal Impact	Resources for this project are currently in the District's budget.

### Centralize Bus Routing Function

Strategy	Centralize the routing staff currently located at each of the Transportation centers to improve the efficiency of designing routes that overlap the geographic areas, improve route planning staffing efficiency, and to ensure consistent adherence to District routing standards.
Action Needed	<p>Step 1: Assign the responsibility for District-wide routing and scheduling of school buses to one of the DOT's executive directors</p> <p>Step 2: Analyze and modify, as appropriate, routing protocols and procedures.</p> <p>Step 3: Physically bring together routing resources and train staff on uniform standards and procedures.</p> <p>Step 4: Conduct routing and scheduling activities for the 2002-03 school year in a centralized and coordinated fashion.</p> <p>Step 5: Evaluate and report improvements in the number of routes and related ride-times and develop process for identifying and implementing additional procedural improvements.</p>
Who Is Responsible	Administrative Director, Department of Transportation.
Time Frame	July, 2002
Fiscal Impact	<p>This recommendation will result in the reduction of resources required for this function. There are currently 40 route managers and specialists involved in this function at an estimated annual payroll cost of \$1.7 million. A saving of at least \$500,000 (or 30 %) per year can be achieved in this area and \$2.5 million over five years.</p> <p>In addition, the more efficient routing achieved through this and other related recommendations in this report should reduce the number of routes. The specific dollar savings from reductions in the number of routes is indeterminate.</p>

### Complaint Monitoring

Strategy	The District should establish and maintain an effective complaint monitoring system to log and summarize the concerns of parents, schools, and the community, and to document the efforts to resolve these concerns.
Action Needed	<p>Step 1: Assign the responsibility for the implementation of a complaint monitoring system to the Coordinator of Operations and Training.</p> <p>Step 2: Establish a system for the uniform reporting of complaints from schools, students, parents and the community.</p> <p>Step 3: Establish a system for the collection, summarization, and analysis of complaint data.</p> <p>Step 4: Evaluate and report complaint information on a timely basis and institute changes in operations and communications reduce complaints and improve customer relations.</p>

Who Is Responsible	Administrative Director, Department of Transportation
Time Frame	July, 2002
Fiscal Impact	This recommendation can be implemented within existing resources.

**Action Plan 12-2****Employee Turnover Data and Exit Interviews**

Strategy	Maintain turnover statistics for bus drivers and other job classifications and conduct exit interviews with employees to determine the District's effectiveness in retaining trained and experienced employees.
Action Needed	<p>Step 1: Assign the responsibility for turn over statistics to the coordinator operations and Training.</p> <p>Step 2: Establish system for the uniform collection of retirement, resignation, and termination data by employee classifications.</p> <p>Step 3: Establish a process for conducting exit interviews to determine factors in employee resignations.</p> <p>Step 4: Evaluate and report turnover statistics and documented reasons for employee resignations.</p> <p>Step 5: Identifying and implement systemic improvements to help retained quality employees.</p>
Who Is Responsible	Administrative Director, Department of Transportation.
Time Frame	July, 2002
Fiscal Impact	This recommendation can be implemented within existing resources

**Decentralize Bus Driver Job Applications and Interviews**

Strategy	Bus driver job applications and initial interviews should be completed at the transportation centers to help draw job applicants from throughout the District.
Action Needed	<p>Step 1: Assign the responsibility for the process bus driver job applications and initial interviews to the coordinator of Operations and Training.</p> <p>Step 2: Establish system, in coordination with Human Resources Department, for the dissemination of bus driver job applications at the transportation centers.</p> <p>Step 3: Establish a process, in coordination with Human Resources Department, for the initial job interview of potential bus drivers at the transportation centers.</p>
Who Is Responsible	Administrative Director, Department of Transportation.
Time Frame	July, 2002
Fiscal Impact	This recommendation can be implemented within existing resources.

**Action Plan 12-5****Analyze 12-Year Bus Replacement Schedule**

Strategy	Conduct a cost/benefit analysis of the cost-effectiveness of maintaining a 12-year bus replacement schedule. This analysis should be repeated periodically as conditions, vehicle costs, maintenance labor costs and other major factors change.
Action Needed	<p>Step 1: For a representative sample of the entire bus fleet, determine year-by-year life cycle maintenance costs.</p> <p>Step 2: Determine the average age and sale price for District buses of differing sizes and configurations when sold at auction.</p> <p>Step 3: Use service records to determine the average and peak number of buses out of service at any one time</p> <p>Step 4: Adjust purchase schedule if indicated by the analysis results.</p> <p>Step 5: Repeat the analysis every five years to determine if policies need to be changed.</p>

## Action Plans

Who Is Responsible	District Director of Vehicle Maintenance
Time Frame	December, 2002
Fiscal Impact	This recommendation can be implemented within existing resources.

### Reduce the Spare Bus Ratio to No More Than 12 % of Daily Routes

Strategy	Set a cap of 12 % of daily routes for the number of spare buses maintained by the District.
Action Needed	Step 1: Submit new policy wording to the school board for approval. Step 2: Change standard operating procedures to reflect the change to 12 %. Step 3: Plan a scheduled reduction in the new school bus purchases to reflect the change without radically increasing the age of the spare fleet. Step 4: Auction off the District's fleet of "emergency" buses stored at its auction yard.
Who Is Responsible	District Director of Vehicle Maintenance
Time Frame	December, 2002
Fiscal Impact	This recommendation will result in a one-time cost recovery of \$173,000. Additional annual savings will accrue to the District in reduced maintenance costs. In addition, the District could receive as much as \$290,000 from the sale of the emergency buses.

### Review Bus Sizes in the Transportation Fleet

Strategy	Review District bus capacity needs more critically once routing efficiency has been improved. If warranted at that time, the District should purchase smaller buses for those routes where the higher seating capacity is not needed
Action Needed	Step 1: See Action Plan 12-1 for issues relating to improved routing efficiency. Step 2: Review all assigned routes to determine required seating capacity. Step 3: Alter new bus purchases to reflect actual seating capacity needs.
Who Is Responsible	Administrative Director, Department of Transportation
Time Frame	December, 2002
Fiscal Impact	Based on current routes, this recommendation will result in an annualized capital savings of \$616,666 in reduced bus purchases and \$3.1 million over five years. In addition, savings in reduced diesel fuel expenditures will exceed \$438,000 per year and \$2.2 million over five years. However, until routing efficiencies are implemented, estimated savings from operating smaller buses could change.

## Action Plan 12-9

### Modify the Mechanic's Staffing Allocation Formula to Better Reflect Actual District Experience

Strategy	Tailor the mechanics staffing allocation formula to better reflect actual District experience.
Action Needed	Step 1: Review 12 months' worth of work orders to determine the time spent maintaining and repairing various categories of vehicle types. Step 2: For non-bus vehicles, determine the average amount of time spent by mechanics on each vehicle type. Step 3: Establish corresponding formulae for each vehicle type based on average repair times. Step 4: Compare projected mechanic needs by vehicle type to the current 40 to 1 ratio to determine if the current staffing formula should be changed.
Who Is Responsible	District Director of Vehicle Maintenance
Time Frame	December, 2002
Fiscal Impact	This recommendation can be implemented within existing resources.



### **Develop a Staffing Formula That Can Be Used to Determine The Number of Vehicle Maintenance Managers Needed**

Strategy	Develop a staffing formula that the District can use to determine the proper number of managers in its vehicle maintenance operations.
Action Needed	<p>Step 1: Collect peer and industry information on management practices in other school district vehicle maintenance operations.</p> <p>Step 2: Compare industry and peer information with the District's current organizational structure.</p> <p>Step 3: Gather information on how managers currently spend their time and the types of factors that increase their workload.</p> <p>Step 4: Develop a management to staff ratio based on collected information and apply it to current operations to determine if there is an imbalance.</p>
Who Is Responsible	District Director of Vehicle Maintenance
Time Frame	December, 2002
Fiscal Impact	This recommendation can be implemented within existing resources.

#### **Action Plan 12-10**

### **Authorize Maintenance Managers to Control the Use of Visa Purchases At Each Maintenance center**

Strategy	Allow maintenance managers to control the use of Visa purchases at each maintenance center to reduce delays in obtaining parts and supplies needed for repairs.
Action Needed	<p>Step 1: Amend the standard operating procedures for Visa purchases to allow maintenance managers final purchase approval within established limits.</p> <p>Step 2: Train maintenance managers to use the required monthly reconciliation process for Visa purchases.</p> <p>Step 3: Implement the new procedures at all maintenance centers simultaneously.</p>
Who Is Responsible	District Director of Vehicle Maintenance
Time Frame	December, 2002
Fiscal Impact	This recommendation can be implemented within existing resources.

### **Ensure That Visa Purchases Are Entered Into the Work Order System**

Strategy	Enter parts and service purchases made through the Visa program into the work orders system so that accurate life-cycle analysis can be completed
Action Needed	<p>Step 1: Revise standard operating procedures for Visa purchases to require the Lead Mechanic or Foreperson to input parts and services purchased with Visa cards into the work order system when the transaction is completed.</p> <p>Step 2: Implement the new procedures at all maintenance centers simultaneously.</p>
Who Is Responsible	District Director of Vehicle Maintenance
Time Frame	December, 2002
Fiscal Impact	This recommendation can be implemented within existing resources.

### **Select Motor Oil Vendor(s) Through a Competitive Process**

Strategy	Establish a competitive process for the purchase of motor oil to ensure the best price is received
Action Needed	<p>Step 1: Establish specifications for motor oil purchases.</p> <p>Step 2: Issue an RFP for motor oil suppliers.</p> <p>Step 3: Identify potential vendors and inform them of the opportunity to bid.</p> <p>Step 4: Establish and apply proposal criteria that heavily weights lowest price.</p>
Who Is Responsible	District Director of Vehicle Maintenance
Time Frame	June, 2002
Fiscal Impact	This recommendation can be implemented within existing resources.

## Action Plans

### Consider Outsourcing Warehouse Activities

Strategy	Consider contracting with large-scale vendors instead of operating its parts and supplies warehouse.
Action Needed	Step 1: Determine the annual operating costs for the District's vehicle maintenance warehouse activities. Step 2: Complete a market analysis on local competition in the parts and supplies industry to determine if adequate scale exists in the local market. Step 3: If so, seek out competitive bids for the supply of parts and supplies to the maintenance centers.
Who Is Responsible	District Director of Vehicle Maintenance
Time Frame	December, 2002
Fiscal Impact	This recommendation can be implemented within existing resources.

### Replace the Computerized Work Order System With One That Allow for the Life-Cycle Tracking of Warranty Information

Strategy	Replace the computerized work order system with one that allows for the life-cycle tracking of warranty information and automatically flags warranted items when they are due to be serviced.
Action Needed	Step 1: See Action Plan 12-6, Recommendation 1. Step 2: Ensure that any new system has the capability of tracking and flagging warranty information.
Who Is Responsible	District Director of Vehicle Maintenance
Time Frame	December, 2002
Fiscal Impact	The costs of implementing this recommendation are presented in Action Plan 12-6.

## Action Plan 12--11

### Integrate Existing Systems

Strategy	Electronically integrate existing systems to eliminate redundancies thereby improving accuracy and operational efficiency.
Action Needed	Step 1: In coordination with OIT, prioritize the integration of existing systems. Step 2: Build computerized links to integrate systems.
Who Is Responsible	Administrative Director, Department of Transportation and the Director of the Office of Information Technology.
Time Frame	July, 2002
Fiscal Impact	This recommendation can be implemented within existing resources

### Computerized Routing And Scheduling System

Strategy	The District should move rapidly to complete the installation of an effective computerized routing and scheduling system.
Action Needed	See Action Plan 12-1.
Who Is Responsible	Administrative Director, Department of Transportation
Time Frame	July, 2002
Fiscal Impact	Resources for this project are currently in the District's budget.

**Action Plan 12-12**

<b>Accountability system with goals and measurable performance indicators</b>	
Strategy	Adopt an accountability system with performance indicators and measurable goals. Benchmark performance within the DOT and to peer districts and report the results these efforts to the School Board and public.
Action Needed	<p>Step 1: The administrative director of the DOT should assume the responsibility for the development and implementation of an accountability system.</p> <p>Step 2: Select performance indicators that are measurable and in general use in the industry. These might include such indicators as cost per mile, on-time arrivals, accidents per million miles, bus occupancy rates, breakdown rates, average ride times, and other measures of effectiveness and efficiency.</p> <p>Step 3: Establish uniform system of data collection for selected performance indicators.</p> <p>Step 4: Establish and disseminate to managers and staff measurable goals and objectives based on selected performance indicators.</p> <p>Step 5: Benchmark performance indicators both within the organization (e.g., among Transportation centers) and with peer school districts.</p> <p>Step 6: Evaluate these statistics and document reasons for variances.</p> <p>Step 7: Report performance related to goals and benchmarks to the superintendent, board of education and the public on an annual basis</p> <p>Step 8: Develop improvement plans, as needed, to assist managers and other employees in meeting individual and department goals in the future.</p>
Who Is Responsible	Administrative Director, Department of Transportation
Time Frame	July, 2002
Fiscal Impact	This recommendation can be implemented within existing resources.

<b>Measure Customer Service</b>	
Strategy	Institute customer service measurement instruments and utilize this information to make organizational improvements.
Action Needed	<p>Step 1: Assign the established "measurement" committee of the DOT the responsibility to develop a survey instrument to measure customer satisfaction.</p> <p>Step 2: Widely disseminate the survey instrument.</p> <p>Step 3: Collect and analyze data from the survey.</p> <p>Step 4: Use information obtained from survey to improve customer service and customer communications.</p> <p>Step 5: Report customer satisfaction survey results to the Superintendent, Board of education, and the public on an annual basis.</p>
Who Is Responsible	Administrative Director, Department of Transportation.
Time Frame	July, 2002
Fiscal Impact	This recommendation can be implemented within existing resources

**Action Plan 12-13**

<b>Board Review of Current Transportation Policies</b>	
Strategy	Review the cost implications of current policies in the areas of ESE transportation, Magnet Student transportation, bell schedules, and potential cost saving alternatives at the Superintendent and Board level of the District.
Action Needed	Step 1: Develop comprehensive review of the cost implication of current transportation policies for ESE, Magnet, and bell schedules along with cost saving alternatives.

## Action Plans

	Step 2: Present to the superintendent and the governing board the cost implications of current policies and alternatives for consideration.
Who Is Responsible	Administrative Director, Department of Transportation
Time Frame	July, 2002
Fiscal Impact	This recommendation can be implemented within existing resources.

### Action Plan 12-14

#### Allocation Of Overtime

Strategy	Bus driver overtime accounts should be allocated to a level where they can be effectively controlled and offsetting revenue data should be provided to DOT managers on a regular basis to assist them in monitoring these accounts.
Action Needed	Step 1: Assign the responsibility for the implementation of bus driver overtime allocation to the Executive Director of DOT. Step 2: Determine appropriate allocations to centers and other offices based on prior experience and expected needs. Step 3: Train center managers in the use of budget monitoring tools. Step 4: Provide managers data on offsetting revenue to assist them in managing the overtime accounts. Step 5: Generate periodic reports on overtime usage and offsetting revenues for the Administrative Director's review. Step 6: Hold managers accountable to control overtime expenditures within budgeted allocations.
Who Is Responsible	Administrative Director, Department of Transportation and the Chief Financial Officer.
Time Frame	July, 2002
Fiscal Impact	This recommendation can be implemented within existing resources.

#### Replace Current Job Cost Computer System

Strategy	Replace or modify the current job cost system, COMPASS, so that it can be integrated with other related systems, such as the payroll system, and so that DOT garages will not be limited in tracking the history of expenses charged to the various vehicles in the fleet.
Action Needed	See Action Plan 12-6.
Who Is Responsible	Administrative Director, Department of Transportation
Time Frame	July, 2002
Fiscal Impact	Resources for this project are currently in the District's budget.

### Action Plan 12-15

#### Compare Cost of District Vs. Private School Bus Operations

Strategy	Develop key cost information and prepare a cost comparison of contracted vs. in-house bus operations to use as a basis for decision-making regarding the expansion or contraction of contracted bus services.
Action Needed	Step 1: Assign the responsibility for the development of comparative cost information to the Executive Director of DOT. Step 2: Develop a comprehensive analysis of the cost of District in-house bus operations. Step 3: Conduct a Request for Qualifications (RFQ) to determine the market of viable contract bus providers followed by a bid process for bus routes. Step 4: Conduct a comparison of the cost of in-house bus operations to contracting for these services. Step 5: Use the comparative analysis as a basis for expansion or contraction of the number of bus routes contracted out.

Who Is Responsible	Administrative Director, Department of Transportation.
Time Frame	July, 2002
Fiscal Impact	This recommendation can be implemented within existing resources

**Action Plan 12-16**

<b>Centralize Selected Functions</b>	
Strategy	At a minimum, the routing, dispatching, and personnel record keeping functions should be consolidated and centralized within the DOT to improve operational efficiency, reduce costs and ensure uniformity. The DOT should also present options to the superintendent and school board to further flatten the DOT organizational structure.
Action Needed	<p>Step 1: See Action Plan 12-1 relating to the centralization of school bus routing and scheduling functions.</p> <p>Step 2: Assign the responsibility for District-wide radio dispatch operations to the DOT's Executive Director. Assign the responsibility for centralization of personnel record keeping to the Coordinator of Operations and Training.</p> <p>Step 3: Analyze and modify, as appropriate, radio dispatch protocols and procedures.</p> <p>Step 4: Physically bring together bus dispatching resources and train staff on uniform standards and procedures.</p> <p>Step 5: Evaluate and report on the effectiveness of centralized bus dispatch operations and the centralization of personnel record keeping.</p> <p>Step 6: Present other options to the superintendent and school board to further flatten the DOT organizational structure.</p>
Who Is Responsible	Administrative Director, Department of Transportation.
Time Frame	July, 2002
Fiscal Impact	This recommendation will result in cost saving in the area of radio dispatch operations. There are currently 36 radio dispatch operators located at the transportation centers that cost approximately \$1.2 million per year. These costs can be reduced by at least 30 % or about \$350,000 per year and \$1.75 million over five years through the centralization of these services.

## **Food Service Operations**

**Action Plan 13-2**

<b>Develop Accurate Staffing Formula</b>	
Strategy	Determine the number of hours needed to efficiently operate the cafeterias. The review should include a review of products available commercially as well as those items made from scratch.
Action Needed	<p>Step 1: District to review current menus and make any changes that are anticipated.</p> <p>Step 2: Review current scratch cooked items and provide amounts made by site by menu frequency.</p> <p>Step 3: Determine if any menu item could be replaced with a more cost effective alternative that maintains quality and specifications.</p> <p>Step 4: Perform a time and motion study to determine actual hours needed to accomplish the food service mission.</p>
Who is Responsible	Administrative Director
Time Frame	June 2002
Fiscal Impact	Can be accomplished with current District resources. Initiation of this recommendation should at least reduce labor costs by \$4.5 million per year, or \$22.5 million over 5 years.

## Action Plans

### Action Plan 13- 3

<b>Hire an Administrative Director</b>	
Strategy	Recruit and hire an administrative director to operate the department under the oversight of the chief business officer.
Action Needed	Step 1: Review the current job description and salary level for the vacant food service director position. Step 2: Open position and conduct nation wide search for an administrative director. Step 3: Advertise the position on the American School Food Service Association (ASFSA) web site and announce the opening on meal talk as well as the normal postings. <sup>12</sup> Step 4: Hire a new director using District hiring procedures.
Who is Responsible	Supervisor or the Food Service Administrative Director
Time Frame	June 2002
Fiscal Impact	\$60,000 additional net cost to the program per year, or \$300,000 over five years. At the time of our review, the supervisor of the food service program had split responsibilities.

### Action Plan 13- 4

<b>Eliminate the Use of Outside Food Vendors</b>	
Strategy	Eliminate the use of outside food vendors.
Action Needed	Step 1: Notify all food service vendors that the contracts will not be renewed for the next school year. Step 2: Food Service develop a list by school of additional food service locations and products needed to replace vendors. Step 3: Food Service develop a school by school plan, reviewed with the principal, for implementing additional sales locations at each school at the start of the 2002/2003 school year. Step 4: Purchase equipment and train staff to open the new locations.
Who is Responsible	Chief Business Officer
Time Frame	September 2002
Fiscal Impact	Can be accomplished with current District resources. The cost of equipment and staffing will not exceed the additional net of revenue beyond expenses.

### Action Plan 13- 5

<b>Survey Student Food Preferences</b>	
Strategy	Survey students to determine current preferences and recommendations for possible future improvements.
Action Needed	Step 1: Contact ASFSA and University of Mississippi State School Food Service Department to obtain survey instruments. Step 2: Make changes and develop the survey instrument for each type of school in the District. Step 3: Review the proposed survey with staff and students and make changes as necessary. Step 4: Send the survey out to a representative sample. Step 5: Review completed surveys and makes changes in the program as necessary.
Who is Responsible	Administrative Director
Time Frame	June 2002
Fiscal Impact	Can be accomplished with current District resources.

<sup>12</sup> Meal talk is a popular chat room of the Food and Nutrition Information Center (FNIC) of the USDA.

**Action Plan 13-6**

<b>Develop Accurate Theoretical Food Cost Data</b>	
Strategy	Develop accurate theoretical food cost data.
Action Needed	Step 1: Eliminate use of commodity discount price for breakfast. Step 2: Cost lunch menus with and without commodities. Step 3: Cost menu changes made at the District level. Step 4: Provide menu cost data to area coordinators.
Who is Responsible	Administrative Director
Time Frame	January 1, 2003
Fiscal Impact	Can be accomplished with current District resources.

**Action Plan 13-7**

<b>Develop Information Compatibility Between OIT and Food Services</b>	
Strategy	Receive information from Office of Information Technology in a format that may be electronically input into the food services software.
Action Needed	Step 1: Prepare a sample of all the reports currently produced by food services. Step 2: Prepare a sample of all reports currently received by Food Services from OIT and highlight requested format changes. Step 3: Develop a priority list for implementation of various requested changes. Step 4: Develop a timeline for the implementation of changes.
Who is Responsible	Director of OIT and Administrative Director
Time Frame	June 30, 2003
Fiscal Impact	Can be accomplished with current District resources.

**Action Plan 13-8**

<b>Include operational information of visitation form</b>	
Strategy	Revise the supervisor's compliance visitation criteria form.
Action Needed	Step 1: Revise the current visitation form to include frequency of menu substitutions, timely completion of daily production reports, amount of overproduction and amount of underproduction. Step 2: Review revised form with cafeteria managers and school principals. Step 3: Implement use of new form.
Who is Responsible	Administrative Director
Time Frame	July 1, 2002
Fiscal Impact	Can be accomplished with existing District resources.

**Action Plan 13-9**

<b>Study For Contracting Of Services</b>	
Strategy	Determine if contracting for delivery of services such as small wares, preventive maintenance or meal trays can be better obtained from private contractors. The action plan below uses small wares as the illustration.
Action Needed	Step 1: Develop comparison of small wares delivered by the District and amount of small wares delivered to the District. Step 2: Develop actual cost of storage and delivery of small wares by the District warehouse Step 3: Prepare estimate of small wares to be used by the District in the 2002-03 school year.

## Action Plans

	Step 4: Prepare a Request For Proposal for delivery of small wares by current vendor. Step 5: Compare actual cost of District delivery with cost from vendor. Step 6: Use most cost effective method of small wares delivery.
Who is Responsible	Administrative Director
Time Frame	July 1, 2002
Fiscal Impact	Can be accomplished with existing District resources.

### ***Action Plan 13-10***

#### **Develop Five-Year Plan With Detailed Revenue And Cost Projections**

Strategy	Develop a five-year plan that includes both anticipated revenues and expenditures.
Action Needed	Step 1: Develop a five-year revenue forecast based on District projections, food service growth, campus closures, and anticipated changes. Step 2: Develop a five-year plan for District expenditures, including a priority list of kitchen modifications and the cost for each. Step 3: Modify the projections each year for change and the addition of a new 5th year.
Who is Responsible	Administrative Director
Time Frame	July 1, 2002
Fiscal Impact	Can be accomplished with existing District resources.

### ***Action Plan 13- 11***

#### **Ensure Daily Production Reports Are Completed And Claim Forms Are Submitted To The State In A Timely Fashion**

Strategy	Develop procedures to ensure daily production reports are completed and that claim forms are submitted to the state in a timely fashion
Action Needed	Step 1: Develop department procedure that specifies daily production reports must be completed at each site. Step 2: Develop department procedure that specifies timelines for submitting claim forms to the state. Step 3: Ensure that sites are monitored to ensure daily production reports are completed and claims forms are submitted to the state in accordance with District procedures.
Who is Responsible	Administrative Director
Time Frame	July 1, 2002
Fiscal Impact	Can be implemented using current District resources. Can generate about \$600,000 of additional interest per year for the District program, or \$3,000,000 over 5 years.

### ***Action Plan 13-13***

#### **Effectively Utilize Commodity Processing**

Strategy	Determine which commodities can be processed with significant savings to the District.
Action Needed	Step 1: Review commodity entitlement with the state department of agriculture to determine what commodities will be available. Step 2: Meet with manufactures to determine which menu items can be processed. Step 3: When bidding potential items using commodity ingredients have a price for the product with and without commodities. Step 4: Award contracts with both commodity and non-commodity pricing. Step 5: Purchase commodity or non-commodity from the manufacturer depending on the commodity supply and cost effectiveness.
Who is Responsible	Administrative Director
Time Frame	July 1, 2002



Fiscal Impact	Can be accomplished using current District resources. Improved practice should be able to reduce food costs by \$600,000 per year, or \$3,000,000 over five years.
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**Action Plan 13-14****Use Manufacturer Direct Pricing On Major Items**

Strategy	Obtain manufacturer direct pricing on major items before distribution bid.
Action Needed	Step 1: Determine which items the manufacturer can directly bid. Step 2: Bid items by manufacturer and make awards. Step 3: Bid the distribution as a %age mark-up over District pricing.
Who is Responsible	Administrative Director
Time Frame	July 1, 2002
Fiscal Impact	Can be accomplished with current District resources

**Action Plan 13- 15****Evaluate Quality With Cost In Purchasing Decisions**

Strategy	Purchase the best quality products and the best price.
Action Needed	Step 1: Change purchasing award criteria to include taste test, recall history, packaging, and other non-price factors affecting the product. Step 2: Determine which products and manufacturers meet District specifications. Step 3: Base award on overall value of the product using District criteria from Step 1.
Who is Responsible	Administrative Director
Time Frame	July 1, 2003
Fiscal Impact	Can be accomplished using existing District resources

**Action Plan 13-16****Evaluate The Use of Non-Fat Chocolate Milk**

Strategy	Use non-fat chocolate milk in place of 1% chocolate milk.
Action Needed	Step 1: Have the dairy provide pricing for non-fat chocolate milk based on mark-up over fixed prices for raw milk from Bid award 099-ZZ03. Step 2: Substitute non-fat chocolate milk for 1% chocolate milk and determine student reaction. Step 3: Change bid specifications to non-fat chocolate milk if the price is less and the students accept the product.
Who is Responsible	Administrative Director
Time Frame	July 1, 2003
Fiscal Impact	Can be accomplished with existing District resources. For this product alone, the District should be able to reduce food costs by about \$176,000 per year, or \$880,000 over five years.

**Action Plan 13-17****Evaluate Purchase Of Items From Commodity Distributor**

Strategy	Evaluate purchase of chicken nuggets through the commodity distributor.
Action Needed	Step 1: Obtain direct manufacturer price for commodity and non-commodity chicken nuggets. Step 2: Order chicken nuggets into the commodity distributor to a par stock level based on the menu cycle.

## Action Plans

	Step 3: Order will be commodity if available, non-commodity if commodity is not available. Step 4: Distributor will price and deliver as awarded under the current District contract.
Who is Responsible	Administrative Director
Time Frame	July 1, 2003
Fiscal Impact	Can be accomplished within existing District resources. For this product alone, the District should be able to reduce food costs by about \$100,000 per year, or \$500,000 over five years.

## Cost Control Systems

### Action Plan 14-2

<b>Implement the District's Plan to Purchase Project Tracking Software</b>	
Strategy	Implement the District's plan to purchase and install project-tracking software that will accumulate life-to-date project costs and detail expenditure and budget information on a functional basis.
Action Needed	Step 1: Identify and define user requirements for project-tracking software. Step 2: Coordinate the feasibility of using software-tracking packages currently utilized by other departments in the District. Step 3: Procure software based on most responsive provider of District needs. Step 4: Install and implement the project tracking software.
Who is Responsible	Chief Facilities Officer – construction, Chief Financial Officer, Chief Technology Officer, and the Controller
Time Frame	June 30, 2002
Fiscal Impact	Currently, the District is conducting a feasibility study on the needs of Capital Construction and Financial Management. Once completed, a cost benefit analysis will be conducted and a determination made as to whether to develop an in-house program that interfaces with the current general ledger system or to retain an outside vendor.

### Action Plan 14-3

<b>Inventory Documents Evidencing Property Rights</b>	
Strategy	Develop and document the critical processes necessary to inventory documents that evidence property rights.
Action Needed	Step 1: Ascertain existing informal procedures for conducting inventories of documents evidencing property rights. Step 2: Ascertain the feasibility and appropriateness of existing procedures and develop and modify critical processes as necessary. Step 3: Assign the responsibility of developing formal procedures to the controller or another senior member of the administrative staff that reports to the controller.
Who is Responsible	Controller and the Office of Management and Compliance Audits
Time Frame	December 31, 2002
Fiscal Impact	This recommendation can be implemented with existing resources.

### Action Plan 14-4

<b>Alternative Inventory Services</b>	
Strategy	Analyze the costs and benefits of contracting the storage and distribution of supplies by private companies.

Action Needed	<p>Step 1: Determine the costs associated with maintaining inventories in-house by review and analysis of activity cost reports and all other variables.</p> <p>Step 2: Ascertain the types of inventory related services available in the industry and the costs associated with the services.</p> <p>Step 3: Determine the costs and benefits associated with utilizing alternative inventory management resources.</p> <p>Step 4: Document the results of the study and present the analysis and the recommendations to the superintendent.</p> <p>Step 5: If more beneficial, the associate superintendent of Bureau of Procurement &amp; Materials Management should pursue contracting the storage and distribution of supplies to private companies.</p>
Who is Responsible	Associate Superintendent of Bureau of Procurement & Materials Management
Time Frame	June 30, 2002
Fiscal Impact	This recommendation can be implemented with existing resources.

**Action Plan 14-5****Implement a Natural Disaster Recovery Plan**

Strategy	Implement a comprehensive natural disaster recovery plan.
Action Needed	<p>Step 1: Review of the draft of the comprehensive natural disaster recovery plan developed by the Office of Risk and Benefits Management for completeness.</p> <p>Step 2: Obtain appropriate review of the plan and approval by deputy superintendent, superintendent and the board.</p> <p>Step 3: Disseminate approved plan.</p> <p>Step 4: Provide review or training for the appropriate District personnel.</p>
Who is Responsible	Administrative Director, Office of Risk and Benefits Management
Time Frame	As soon as possible
Fiscal Impact	This recommendation can be implemented with existing resources.

**Action Plan 14-6****Develop a Formal Procedures Manual**

Strategy	Combine policies, procedures, and processes into a single document for reference and training.
Action Needed	<p>Step 1: Identify all major policies, procedures, and processes of the risk management function.</p> <p>Step 2: Review existing documentation and update as needed.</p> <p>Step 3: Develop written documentation for the major policies for which no documentation currently exists.</p> <p>Step 4: Combine all written documentation into a policies and procedures manual for the risk management function.</p>
Who is Responsible	Administrative director, Office of Risk and Benefits Management
Time Frame	As soon as possible
Fiscal Impact	This recommendation can be implemented with existing resources.

**Action Plan 14-7****Establish a No Conflict of Interest Policy for Participants in the Selection Process for Group Providers**

Strategy	Establish a “no conflict of interest” policy for all participants in the review of the proposers to provide group insurance services.
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## Action Plans

Action Needed	Step 1: Draft a policy that states that participants in the selection of the providers for group insurance coverage should not have financial, professional, or personal relationships with the providers that might be construed as being a conflict of interest. Step 2: Obtain board approval of the policy. Step 3: Establish procedures to ensure that participants review the policy and acknowledge their understanding at the beginning of the selection process
Who is Responsible	Administrative director, Office of Risk and Benefits Management
Time Frame	June 30, 2002
Fiscal Impact	This recommendation can be implemented with existing resources.

### Action Plan 14-8

<b>Issue a Request for Proposal for the Third Party Employee Benefits Administration Services</b>	
Strategy	Issue a request for proposal for the third party employee benefits administration services, which has not been competitively bid since 1991.
Action Needed	Step 1: Request approval from the board to issue a request for proposal for third party administration services. Step 2: Obtain board approval of the request of proposal. Step 3: Issue request for proposals, ensuring that the RFP is appropriately disseminated.
Who is Responsible	Administrative Director, Office of Risk and Benefits Management
Time Frame	June 30, 2002
Fiscal Impact	This recommendation can be implemented with existing resources.

### Action Plan 14-9

<b>Develop An Employee Ethics Policy</b>	
Strategy	Establish an employee ethics policy and clearly communicate to all employees.
Action Needed	Step 1: Develop ethics policy. Step 2: Establish procedures to ensure that employees review the policy and acknowledge their understanding.
Who is Responsible	Department Of Professional Standards and the School Board
Time Frame	June 30, 2002
Fiscal Impact	This recommendation can be implemented with existing resources.

### Action Plan 14-10

<b>Revise Procedures Manuals</b>	
Strategy	The critical processes for all financial management activities should be identified, reviewed, and updated in the procedures manuals.
Action Needed	Step 1: Determine the existing procedures for critical functions. Step 2: Ascertain the feasibility and appropriateness of the existing procedures, and develop and modify the critical processes, as necessary. Step 3: Assign the responsibility of developing formal procedures to the controller or another senior member of the administrative staff that reports to the controller. Step 4: Submit the revised procedures manuals to the Office of Management and Compliance Audits for review. Step 5: Submit the revised procedures manuals for school board approval. Step 6: Distribute the approved procedures manuals to all users.
Who is Responsible	Chief Financial Officer
Time Frame	December 31, 2002

Fiscal Impact	This recommendation can be implemented with existing resources.
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**Action Plan 14-11**

<b>Develop Policy for Reporting Suspected Improprieties</b>	
Strategy	Develop a District policy for reporting suspected improprieties.
Action Needed	Step 1: Preparation of and subsequent submission to school board of proposed policy.
Who is Responsible	Department of Professional Standards and the school board
Time Frame	June 30, 2002
Fiscal Impact	This recommendation can be implemented with existing resources.

**Community Involvement****Action Plan 15-2**

<b>Use data included in reports to assess progress and identify improvements and cost savings</b>	
Strategy	Bureau directors or staff regularly compare data included in reports and plans to community involvement goals and objectives to assess program progress and identify specific opportunities for program improvements and potential cost savings.
Action Needed	Step 1: Program managers compare data to related program goals and objectives for their area of work and develop recommendations for program improvements and cost savings (June 2002). Step 2: Program managers present recommendations for approval (July 2002). Step 3: Implement changes (August 2002).
Who Is Responsible	Bureau/Division/Program Directors and or staff.
Time Frame	June – August 2002
Fiscal Impact	None