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Appendix A

Educational Services—Basic Education and Disaggregate for all special student populations (ESE, ESOL, At-Risk, Title 1, Low SES, etc.) of sufficient numbers who expected to receive a regular diploma

School Board and Management Level	Program Level
School Grades	Suspension rates
FCAT Scores	Interim test scores (district choice of test)
Graduation rates	Retention rates
College placement test scores (SAT/ACT)	Absenteeism
Remediation rates (post graduation for students going to higher education)	

Educational Services—ESE1 (in addition to measures given above)

School Board and Management Level	Program Level
	Average time from referral to provision of services
	Percentage of referrals found in need of services
	Percentage of time ESE students spend in regular classes
	SEC characteristics of ESE students compared to regular students or state averages

Educational Services—ESOL1 (in addition to measures given above)

School Board and Management Level	Program Level
	Average time from referral to provision of services
	Average time in program

Educational Services—Vocational/Technical

School Board and Management Level	Program Level
Placement rates	Technical skill acquisition rates
Post-placement wages	Academic skill acquisition rate

Technology

School Board and Management Level	Program Level
Percentage of students with desired technology skills (ISTE standards)	Percentage of teachers using technology for instruction
	Percentage of teachers using technology for administration
	Percentage of teachers using technology for communication
	Percentage of teachers using technology to assess student performance
	Percentage of principals with desired technology skills (ISTE standards)
	User satisfaction with tech support (teachers/administrators/other staff)

Construction

School Board and Management Level	Program Level
Cost per square foot (new projects, renovations, remodeling)	Average number and dollar amount of change orders per contract
Cost per student station	Percentage of project cost due to change orders

Maintenance

School Board and Management Level	Program Level
Maintenance/operation cost per gross square foot	Customer satisfaction with maintenance services
	Customer satisfaction with custodial services
	Energy cost per gross square foot
	Cost of custodial operations per net square foot
	Number of custodians per net square foot
	Number of maintenance crafts persons per gross square foot
	Number of maintenance crafts persons per gross square foot

Note: Because Franklin County’s schools are operating below capacity, maintenance performance measures based on square footage do not provide a true picture of district operations. We recommend that the district consider the performance measures in Action Plan 8-1, as they more accurately measure and reflect current district conditions.

Transportation

School Board and Management Level	Program Level
Cost per student (operational only)	Cost per mile
Percentage of buses arriving/departing on time	Average bus occupancy
	Vehicle breakdowns per 100,000 mile
	Accidents per million miles
	Driver absentee rate

Food Service

School Board and Management Level	Program Level
Gross margin (revenue less expenses)	Labor margin (percentage of total expenses comprising labor and benefits)
Participation rates (regular and free and reduced lunch)	Materials margin (percentage of total expenses comprising food and materials)
	Average meals served per labor hour

Safety and Security

School Board and Management Level	Program Level
Property damage due to accidents/incidents.	
Personal injury requiring physician care due to accidents/incidents.	