

Brian Wheeler

From: Pam Moran
Sent: Monday, January 07, 2008 10:36 PM
To: School Board
Subject: Resource Utilization Study

Attachments: RUS Summary.pdf



RUS Summary.pdf
(38 KB)

Board Members,

The accompanying attachment includes my considerations for implementation of the nineteen primary Resource Utilization Study recommendations. Dr. Bosher, in oral and written remarks, noted that the Board and Superintendent must carefully review and analyze each recommendation's potential to improve allocation of resources so that staff can more efficiently and effectively work to achieve immediate and strategic goals. The Commonwealth Educational Policy Institute team members noted that numerous primary and secondary recommendations inter-connect across departments and schools. Thus, most recommendations in the study can not be addressed in isolation but must be prioritized and addressed systemically. Over the past week, staff has provided input to me regarding the recommendations. I anticipate that the Board will need to devote time at each Board meeting through the June Retreat to decide which recommendations to implement and the order of priority.

The initial Superintendent's review of the study's recommendations provided to you in the attachment is organized using the following format: primary and secondary strategic goals, key issue recommendations, considerations, and budget/timeline implementation. Specifically, areas that I believe the Board and staff must critically consider and complete no later than September 2008 include:

- 1) Transportation - delay bus replacement cycle; hire a director in training; evaluate and implement routing technology; evaluate costs/benefits of fleet diversification;
- 2) Central Leadership - review organizational staff structure for the purpose of aligning staff with primary offices of responsibility; identify, catalog and communicate core business processes by department; determine leadership decisions reserved to central staff or school staff by task; review leveled positions and determine which positions can be collapsed, eliminated or split to maximize efficiency and effectiveness in serving school staff members and learners; develop a position with full responsibility for operational services (chief officer/assistant superintendent level position);
- 3) Student Learning - add funding to comprehensively support specialty center planning in 2008-09 to determine budget implications and make a recommendation to the Board regarding International Baccalaureate programming;
- 4) Communication - provide an Intranet site for direct communication with staff; implement a memorandum format to communicate policy changes and Superintendent and Board direction to staff; identify and communicate the position of responsibility and contact for all areas of responsibility;
- 5) Facilities Planning - determine recommended actions after review of staffing standards, class size ratios, program offerings, enrollment data, space use/capacity formulas, specialty center models and scheduling options; analyze and report the costs/benefits associated with actions that potentially will impact CIP planning, redistricting, staffing, class size, and current programs; and,
- 6) Professional Development - restore funding to the professional development department with specification that funding must be used for development of skill-sets

essential to achieving Goals 1 and 2.

Please contact me if you have questions about the attachment or your further focus upon the study report.

Pam

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KEY ISSUES SUMMARY
Albemarle County Schools
Resources Management Review

Rec #	Primary Strategic Goal	Secondary Strategic Goal(s)	Key Issue Recommendations	Considerations	Possible Implementation/Budget Implications		
					08-09	09-10	10-11
1	5	1,2,3,4	Monitor small elementary schools for their high costs related to staffing and facilities.	Additional information regarding class size, staffing, administration, transportation, school community engagement, and instructional benefits will be collected and analyzed for all schools with enrollments below 400 students.		X	X
2	5		Evaluate class and school size to control the cost per pupil.	Staffing meetings with principals for the 2008-09 school year begin in January 2008.		X	X
3	5		Delay recommendations to the Capital Improvement Plan for capacity additions until the internal review of capacity/utilization standards can be confirmed or modified and evaluated in context of student growth projections.	Staff is in the process of reviewing the CEPI space utilization metrics, as well as updated capacity requirements by the Virginia Department of Education. This work will inform CIP recommendations that will be brought to the Board in Fall 2008.	X	X	X
4	5		Develop both a two-year operating forecast and a five-year internal budget document to assist school leadership in planning for variations in both expenditures and revenue.	Staff began addressing this recommendation while preparing the 2008-09 Superintendent's Funding Request. Additional work will be done to develop and 5-year internal budget document, including staffing, programmatic, and inflationary considerations.	X	X	X
5	5		Use detailed GIS and census-type methodologies for membership projections and attendance zone planning at individual school levels.	The software application used for membership and attendance zone planning is not currently linked to GIS data available in the county. Staff will determine whether or the not the current software has this capability, investigating other applications if necessary.	X	X	X

6	5		Review collaboratively with the Department of Instruction and principals the higher staffing and reduced capacity of facilities, especially at the secondary level.	Staff is in the process of reviewing the CEPI space utilization metrics, as well as updated capacity requirements by the Virginia Department of Education. Office of Instruction staff will be working with principals to review staffing at the secondary level.	X	X	X
7	5	1,2	Evaluate the current staffing formula used to establish pupil-teacher ratio guidelines for <u>each content area</u> .	Staff is developing a list of courses that may not be offered if division-wide minimum class sizes were set (12-15 students). In addition, staff is developing a list of all electives offered at each of the secondary schools. Staff will be researching scheduling practices and parameters in place in other school divisions.	X	X	X
8	1	2	Increase efforts to more fully integrate and sequence the training and implementation for the three primary initiatives: Framework for Quality Learning (FQL), Professional Learning Communities (PLC), and Teacher Performance Appraisal (TPA). This strategy can be helpful to communications between and among teachers, administrators and parents. Clearer identification of the office of primary responsibility for these initiatives also can assist.	Staff will work to improve communication, support, and understanding related to core work in the Division. Work in this area will include the rollout of a new internal communications web site and greater emphasis on job-embedded follow-up and accountability. Offices of primary responsibility will be clearly identified and communicated.	X	X	X

9	1	2	<p>Enhance the academic program by expanding AP courses; offering the IB (International Baccalaureate) program; utilizing regional programs, such as specialty centers; offering electronic or distance learning options; and initiating additional joint ventures with private schools, local colleges/universities and other community agencies to address changing student demographics and competition from home and private schooling.</p>	<p>Division staff will continue to research and develop opportunities to enhance the Division's academic program through a specialty center model, including long-term fiscal implications, facility availability, benefits, and transition issues. Staff recommends the Board set aside the February work to focus on AP courses, IB, AVID, and the Community Charter School.</p>	X	X	X
10	4	5	<p>Review current level of technology funding, planning and organization for service delivery (including lease agreements and cost comparisons of direct purchases) and design a more cost-effective rotation plan to use allotted technology to support the overall integration of all technologies into the system.</p>	<p>The Office of Instruction and Department of Technology will conduct a review and present recommendations for consideration.</p>	X	X	X

11	3		<p>Continue to support and/or to develop important human resource support issues:</p> <ul style="list-style-type: none"> - Expand utilization and collaboration with county government for classified employee training; - Sustain commitment to teacher salaries comparable to 4th quartile market competitors and median market for classified employees; - Increase financial support for teacher coursework; - Expand efforts for minority hiring; - Continue development of the performance appraisal systems for teachers, administrators and classified employees. - Ensure that any evaluation and compensation plan also reflects a commitment to the removal of unqualified and/or poor performing staff. 	<ul style="list-style-type: none"> - Resources are needed in order to expand training for classified staff. The Division currently budgets \$25,000 to purchase seats in county government training opportunities. - A commitment to maintain competitive teacher salaries is included in the Superintendent's 2008-09 funding request. - Previously cut professional development funds were restored in the Superintendent's 2008-09 funding request. - Expanded efforts in the areas of minority staffing are included in 2007-09 Board/Superintendent Priorities. 	X	X	X
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12	4	5	Continue the collaborative effort with county government in the development of the new data management technology program known as “Access Albemarle.”	Staff continues to work with county government in this area.	X	X	X
13	4	5	Continue and apply in other service areas the Albemarle County schools and government collaborative model for service provisions in the organization and management of the Human Resources Department.	Staff will work with county government to identify possible additional areas for collaboration.	X	X	X
14	3		Give the highest priority to the recruitment and employment of a permanent and experienced Director of Transportation	Funding for a transition plan to address this recommendation is included in the Superintendent’s 2008-09 funding request.	X		
15	5		Complete the upgrade implementation to transportation’s automated student tracking system.	Transportation staff will be participating in training related to the upgrade in the coming months.	X		
16	3	4	Continue efforts to develop a human resource information system (HRIS).	Staff will continue to partner with county government in this effort.	X	X	X
17	4	5	Reexamine the size, organization, titles and job descriptions of the central administration staff to create an organizational structure more closely aligned with current leadership and management expectations.	Staff is reviewing organizational structures of comparable school divisions. HR will be coordinating an analysis of responsibilities for all positions that include ‘ <i>director</i> ’ in the title. A revised organizational structure will be developed and implemented.	X	X	X

18	4		Conduct an internal review of both the formal and informal communication networks between and among the schools and central administrative department and operations as part of the school division's continued commitment to organizational development and capacity for service delivery.	A review will be conducted that will utilize new on-line survey capability available in the Division.	X	X	X
19	4		Research and implement a mechanism to evaluate the division's communication strategies.	Staff will utilize new on-line survey capability available as one mechanism to evaluate the Division's communication strategies.	X	X	X

The following additional recommendations are also currently being reviewed in connection to the 19 key issue recommendations and/or work already begun in these areas:

Part 1: Fiscal Planning, Budgeting, and Related Services

- Improve planning information by requesting monthly or quarterly updates from the planning/zoning office on actual building and housing occupancy permits to refine student growth projections.
- Evaluate class offerings vs. costs, particularly at the high school level, including electives, and recommend a minimum student enrollment (12 or 15) before it is feasible and cost effective to offer. This evaluation should be conducted by the finance and instructional staffs.
- Review non-instructional staff training opportunities. This review should be conducted by the financial and human resource staff. Ongoing training is a significant component of maintaining a well educated work force in state of the art techniques and enhancements in all aspects of the daily operation of a school system, like nutrition information, environmental issues, energy management ideas, etc.

Part 3: Curriculum, Instruction, and Student Services

- Evaluate and make appropriate revisions to the current stipend program commensurate with the number of teachers; the number of students supervised; and, the division priorities.
- The superintendent should work with staff and advisory groups to determine the appropriate instructional decisions to be made at the school level and those to be made at the Central Office level.
- Separate school counseling from CTE coordination.
- Develop memorandum document model.
- Initiate review of central office instructional staff functions to determine where reductions can be made.
- Develop and implement system-wide Code of Student Conduct.

Part 4: Technology Planning, Systems, and Utilization

- Examine the organizational structure to have technology resource personnel properly aligned with technology and curriculum.
- Evaluate and rewrite a new technology plan for the next three years to incorporate assessment and evaluation.
- Increase training and use of Blackboard.
- Examine distance learning.
- Educate staff and parents on how to use Blackboard and SchoolNet as communication tools.

Part 5: Human Resources

- Expand opportunities for feedback from employees regarding the services provided by the Human Resources Department. In addition, consider conducting a climate survey at the various school sites, as requested from the field. Currently, one is in place on the local government side.
- Increase efforts to develop a succession plan to meet the need for more administrators, as more of this class reaches retirement age, and provide additional opportunities for current teachers who wish to move into administration.
- Restore support for teacher coursework and conference attendance.

Part 6: Policy Development, Communications, and Community Relations

- Implement a staff legislative consultant/liaison model
- Consider establishing a process to confirm new or revised policies are acknowledged and implemented by the appropriate parties to ensure effective policy implementation.
- Establish guidelines for appointment of citizens and staff as members of the various division advisory committees.

Part 7: Support Operations: Building, Food Services, and Transportation

- Ensure bus driver pay is equitable.
- Evaluate size of buses being purchased.

Part 8: Organizational Development, Leadership, Central Administration

- Have Human Resources study all positions that incorporate director in their titles to determine breadth of responsibility and assigned pay grades, including executive director, director, assistant director, deputy director, etc. This study should be conducted in addition to HR’s regularly scheduled classification studies to determine the appropriateness of the titles to each of these positions, keeping internal and external customers as to its function.
- Study the organizational models of other school divisions and devise a plan for an organizational structure that is both efficient and effective, and that best meet the needs of the school division. Develop a plan that clearly delineates the school division’s organizational structure: 1) An organization flow chart that specifies reporting protocol; 2) Offices of Primary Responsibility (OPR); and 3) updated job descriptions for all classifications.
- Revisit and review the Department of Community Engagement and Strategic Planning in view of its purpose and effectiveness in meeting the defined goals. Further, determine if the responsibilities of the various positions can be merged for greater effectiveness and efficiency.