

## Chapter 1. Educational Service Delivery

Recommendations (NR, SM, RR, Inst. Coaches, CPs, RtIs)

- Comprehensive Curriculum Framework (RR, CPs, Instr. Coaches)
  - Steps needed to implement PISD curriculum
  - Procedures to address student achievement gaps
    - Documentation of effective RTI process
- Implement a comprehensive teacher attendance improvement action plan (SM and Campus Principals)
- Monitor the implementation of the student behavior management plan
  - Discipline Management Plan
  - Principal review of data
  - Board meeting reports
- Create a comprehensive CTE plan (RR, VP)
- Create a districtwide guidance plan (SM, Counselors)
- Conduct a comprehensive needs of library related services (SM, Eva Biediger)
- Build a College Culture (RR, Campus Principals)

## Chapter 2. District Organization and Management

Recommendations (NR, RR)

- Implement a framework for Board Operating Procedures (NR)
- Develop timelines for accountability (NR, SM, and RR)
- Require CEIC committee meetings be held monthly (NR)
- Narrow the superintendents span of control (NR)

## Chapter 3. Human Resources Management

Recommendations (NR, SM, CPs)

- Develop strategies to attract teachers and lower the attrition rate (NR, SM, and CPs)
- Implement formal staffing guidelines (NR, SM, and CPs)
- Determine market rates for employee apartments (NR, SM, and DK)
- Develop human resource procedures (SM)
- Ensure all employees receive an annual performance appraisal (NR, SM)
- Revise board policies and grievance practices to include the HR Department (NR)

## Chapter 4. Community Involvement

Recommendations (all central office staff, CPs)

- Strengthen campus-based parent involvement initiatives (everyone)
- Improve communications and stakeholder involvement with community members (everyone)

## Chapter 5. Facilities Management

Recommendations **(JH, JV, AC, FE, RoR, DK)**

- Develop a long range facilities master plan (NR)
- Initiate safety training (JV, AC, RoR)
- Implement preventative maintenance programs (JV, AC, FE, RoR)
- Test and implement the automated work order system (RT, JV, AC, FE, RoR)
- Assess the number, roles, and responsibilities of custodial positions (RoR)
- Review the terms of the swimming pool lease agreement (NR, DK)
- Conduct cost analysis of auxiliary facilities to determine potential options for minimizing costs (NR, DK)

## Chapter 6. Business Services

Recommendations **(NR, DK, BF, JH)**

- Establish budget development process that aligns with the District Improvement Plan (NR, BF)
- Provide training to campus administrators and budget managers regarding the budget process (NR, DK)
- Establish a fund balance policy to protect the district's fund balance and ensure that it remains adequate for unforeseen future events (NR, DK)
- Develop a system of internal controls and segregation of duties in the Business Office to deter and prevent fraudulent activity (NR, DK)
- Develop a comprehensive fixed assets management system to guide the identification, recording, inventorying, tracking, and disposal of the district's fixed assets (NR, DK, RT)
- Devise guidelines and procedures for identifying, collecting, storing, and disposing of surplus equipment and obsolete warehouse items (NR, DK, RT)
- Provide ongoing professional development opportunities to business office staff to ensure that employees are cross trained (DK)
- Establish guidelines and procedures for the reconciliation process that include a timeline for completing regular reconciliations (DK)
- Streamline the accounts payable process by eliminating redundancy in the three way match (DK)
- Make the purchasing policies and procedures available on the district website to ensure that employees have access to them when making purchases (DK, RT)
- Establish a system to track and monitor aggregate purchases to reduce the district's risk exposure and ensure compliance with state competitive procurement requirements (DK)
- Establish guidelines to improve and regularly evaluate the budget document to ensure that it provides information to stakeholders regarding the district's financial plan, goals, and future initiatives (NR, DK)
- Develop student activity fundraising procedures that include written cash-handling guidelines (NR, DK)

- Develop a coding system for student activity funds that would allow expense reports to be generated by campus (DK)

## Chapter 7. Food Service

### Recommendations (SM, SS, DK)

- Develop reporting requirements and short and long term planning processes to guide Food Service operations (SM, SS)
- Establish staffing standards to keep total labor costs in line with industry standards (SM, SS)
- Establish a process for pre-costing and post-costing menu items (SS)
- Establish procedures to monitor meal participation rates by school each month and make adjustments when rates increase or drop (SS)
- Establish a process to capture labor and overhead costs of preparing food for catering events (SS)
- Develop an equipment replacement plan (SS)

## Chapter 8. Transportation

### Recommendations (DK, JV, SG)

- Redesign the manual data management processes to ensure that the collection of transportation data is consistent and accurate for the required transportation reports (DK, JV, and SG)
- Define hazardous traffic areas within the two-mile eligibility radius and determine if pick-up zones within this radius are eligible for hazardous traffic area funding (DK, JV, SG)
- Develop detailed practices and procedures to clearly define the level of transportation services that can be provided and how those services will be delivered (DK, JV, SG)
- Establish a fleet and asset management guidelines and develop a fleet replacement schedule to ensure that the district maintains an affordable fleet to meet its transportation needs (DK, JV, SG)
- Develop fuel purchasing practices and procedures to ensure accuracy in reporting and to reduce the potential for loss due to theft or inaccurate reporting (DK, JV, and SG)
- Implement a structured fleet maintenance management program with the ability to track and schedule preventative maintenance and to track and analyze the labor, parts, and supply cost for all fleet maintenance activities (JV, SG)
- Investigate the viability of installing two-way radios or global positioning system-based (GPS based) vehicle locating systems to support and ensure communications between the supervisor and the route buses during daily operations and especially in the event of an accident, incident, or other emergency situations (JV, SG)
- Develop budget monitoring procedures that support the accurate tracking of the cost of transportation services (DK, JV, SG)
- Examine driver recruiting activities and job practices to ensure that an essential number of drivers are readily available to support effective and efficient transportation services and to reduce the impact on other departments (JV)

## Chapter 9. Computers and Technology

### Recommendations (JH)

- Evaluate the effectiveness of having the director of technology also serve as the PEIMS coordinator at the district level (NR)
- Assess the needs for and, if cost effective, create a dedicated instructional technology position to coordinate and manage the identification, integration, and training for technology tools (NR, RT)
- Establish procedures for keeping the website current and compliant with state requirements and establish guidelines for campus websites to keep them consistent with the district website (RT)
- Evaluate and identify new technology requirements and develop a three or five year long range plan that considers the District Improvement Plan (DIP) and Campus Improvement Plans (CIPs), and incorporate a computer replacement strategy (NR, RT)
- Develop written procedures to govern the handling of technology support activities (RT)
- Develop key performance indicators with targets to measure technology support effectiveness and maximize the use of the HELPDesk system to monitor these indicators (RT)
- Develop a comprehensive disaster recovery/business continuity plan that allows the district to continue operations in the event that the data center is damaged and/or computer operations fail (RT)

## Chapter 10. Safety and Security

### Recommendations (CM)

- Develop a security staffing allocation model, a behavior management program, and a security guard professional development plan that work together to maximize staff availability, control discipline incidents, and ensure a well-trained security staff (CM)
- Maintain a continuous action plan to address safety and security issues as they arise and conduct annual safety and security reviews that safety and security issues are being resolved (CM)
- Develop a procedures manual to guide the safety and security operations on the district and to document the leadership directives in this area (CM)

### Initials

NR – N. Rodriguez (4)

SM – S. Martinez (3)

RR – Ricky Ramon (2)

CPs – campus principals (3)

Inst. Coaches – instructional coaches (1) DK – Debbie Kloth (2)

BF – Brandi Feldhousen (1)

JH – J. Hinojosa (3)

AC – A. Cuevas (1)

FE – Freddy Esquivel (1)

RoR – R. Riojas (1)

JV – J. Ventura (1)

SG – S. Gonzales (1)

CM – C. Marquez (1)

SS – Shawn Sheets (1)

RtIs – Response to Intervention (1)