



Efficiency Study

**Presentation to the
Board of Trustees**

June 1, 2009



Efficiency Study Objectives

- Encourage increased efficiency and effectiveness.
- Maximize funds available to improve education in the classroom.
- Identify opportunities for reductions in expenditures without adversely affecting student academic performance, losing District productivity, or reducing service quality.
- Increase public confidence that the District is using resources efficiently and wisely.

Methodology

1. Use lessons learned in the more than 150 Efficiency Studies MGT has completed.
2. Compare AISD to 8 other Texas school districts.
3. Review best practices.
4. Gather stakeholder input by surveys, interviews, focus groups and public forum.
5. Review prior efficiency studies.
6. 16 Member Team visit District, both central office and the schools.
7. Review District operations.

Findings

- Best Practices.
- Areas Where Additional Study Is Needed.
- Efficient Processes or Process Improvements.
- Areas Where AISD Should Increase Investment.
- Options for Cost Savings.

Findings – Best Practices

- **Technology Use in Pupil Transportation.**

Transportation demonstrated best practices in the implementation and optimal use of technology to effectively and efficiently operate its pupil transportation system.

- **Energy Efficiency.**

AISD is following a best practice in aggressively reducing its energy use, building sustainable schools, and maintaining its facilities in an environmentally friendly way.

Findings – Additional Resources

- Counselor Positions

To more effectively deliver guidance services to AISD students, the District should maintain pupil-counselor ratios as close to levels recommended by the American School Counselor Association and the Texas Association of Secondary School Principals and assign full-time counselors to the 10 elementary schools that exceed the 350:1 ratio.

Cost: \$225,907

Findings – Process Improvements

- Internal Audit
- Strategic Sourcing
- Purchasing Cooperatives
- Performance Measures for Purchasing and the Bond Program
- Continuing and One-year Term Contracts
- Bell Schedules
- Executive Decision-Making

Findings – Options for Cost Savings

Options Total Five Year Savings: **\$441.5 million**
Savings for 2009-10:Options Total **\$25.3 million**

- Health Insurance - \$1,000,000
- Central Supply Warehouse - \$1,812,543
- Custodial Staffing - \$2,263,285
- Food Service Charges - \$1,860,000
- Signing Bonuses - \$664,750
- Hardship Leave - \$733,675
- Strategic Compensation - \$3,815,764

Findings – Options for Cost Savings

Options for 2009-10 (continued):

- Tactical Compensation - \$1,334,000
- National Board Certified Teachers - \$437,277
- Former Johnston Teachers - \$420,000
- Purchase Cards - \$1,200,000
- Food/Refreshment Expenditures - \$250,000
- Central Office Staff Allowances - \$1,100,000
- Central Office Extra Duty Pay - \$3,000,000

Findings – Options for Cost Savings

Options for 2009-10 (continued):

- Field Trips - \$361,717
- Late Activity Trips - \$1,006,206
- Special Education Transportation - \$2,250,000
- Benchmark Testing - \$260,000
- Student Support Services - \$59,530
- School Nurses - \$350,000
- Summer ESOL Program - \$315,000
- Assistant Principals - \$1,704,795

Findings – Options for Cost Savings

- School Consolidations - \$7,129,827
- Reorganization of HR Office - \$375,961
- Reorganization of Central Office - \$645,261
- Executive Principals - \$867,734
- Office of Redesign - \$860,133
- Strategic Compensation Staff - \$484,236
- Student Support Services - \$122,695
- Program Evaluation Office - \$337,016
- Curriculum Staffing - \$1,763,500
- Special Education Staffing - \$528,330
- Non-Classroom Staffing - \$1,726,833
- Director of Diversity - \$114,418

Findings – Options for Cost Savings

- Support Positions - \$11,691,840
- Account for Learning - \$1,107,870

- Special Education Instructional Assts. - \$7,664,933
- All Day Pre-Kindergarten - \$4,484,232
- Small Classes - \$9,455,813
- Block Scheduling - \$4,560,250
- Elementary Art, Music, PE - \$15,330,131

Findings – Additional Studies

- Facilities Master Plan.

AISD should contract with an outside firm to develop a facilities master plan. Cost \$500,000 to \$750,000

- Information Technology Study

AISD should conduct an administrative and instructional technology study to ensure effective and efficient services. Cost: \$175,000 to \$400,000

Fiscal Impact

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|------------------|---------------|
| 2009 – 10: | \$ 25,266,910 |
| 2010 – 11: | \$104,059,178 |
| 2011 – 12: | \$104,059,178 |
| 2012 – 13: | \$104,059,178 |
| 2013 – 14: | \$104,059,178 |
| Five Year Total: | \$441,503,622 |

Next Steps

1. Convene a Task Force.
2. Appoint one individual to oversee the implementation process, report progress to the Board, and act as liaison.
3. Assign each issue to a District staff member.
4. Hold periodic meetings to discuss progress.
5. Report monthly to Board and Superintendent.
6. Maintain communication with public and media.

QUESTIONS & ANSWERS