



# Warren County School District

## **Keystone Educational Accountability Review**

September 2005



As a result of the Keystone Educational Accountability (KEA) signed into law in December of 2003, the Board of School Directors, through the Superintendent of Schools, has asked the Consultants to conduct a cursory assessment of the status of the WCSD in relation to these impending Standards of Accountability.

Dr. John DeCaro, in his interviews with the Executive level of Administrators and Administrative Director, reviewed the appropriate KEA Standard areas. In addition, Dave Stephany reviewed standards related to organizational areas studied during the Organizational Review.

Following is an overview of the KEA language related to those standards as of 12/22/04 and areas identified as needing to be addressed. These activities will provide the WCSD with a "self assessment" required by the Implementation Timeline.

Please note that those areas meeting standards means these activities, procedures, etc. are in place and not necessarily operating at the highest level of efficiency.

# Keystone Educational Accountability

## Summary

In December 2003, the General Assembly passed legislation and the Governor signed into law Keystone Educational Accountability (KEA).

### **Purpose of Keystone Educational Accountability**

The purpose of KEA is to put in place an assessment system aimed at improving school district management practices and use of resources, as well as to identify potential cost savings, by providing for the establishment of a series of standards and related indicators covering a broad range of school district administrative and operational areas that will be reviewed for compliance on a six-year cycle.

The reviews are intended to:

- Increase public confidence in and support for school districts that demonstrate efficient use of taxpayer resources.
- Encourage cost savings.
- Link financial planning and budgeting to district priorities, including student performance.
- Improve school district management and use of resources.

### **Eleven Standard Areas**

The KEA legislation specifically identified ten standard areas to be addressed. One area, Safety and Security, subsequently was added by the Department of Education.

The eleven standard areas are as follows.

- Management Structures (board and superintendent roles and responsibilities, organization, staffing and resource allocation)
- Performance Accountability (goals and measurable objectives)
- Cost Control Systems (financial management)
- Administrative and Instructional Technology
- Personnel Systems and Benefits
- Facilities Construction
- Facilities Maintenance
- Transportation
- Food Service Operations
- Safety and Security
- Educational Service Delivery (effective and efficient instructional programs and support)

## **Implementation Timeline**

### December 22, 2004

The Secretary of Education forwarded the standards and indicators to the State Board of Education for adoption.

### January 20, 2005

The State Board of Education adopted the standards and indicators to be promulgated as regulations.

### February - December 2005

Standards and indicators are promulgated as regulations.

### January 2006

Standards and indicators are issued as regulations to school districts and the general public. Six-year schedule of school district compliance reviews is issued. School districts in the first year of the review cycle are given six-months notice to come into compliance with the regulations and conduct a self-assessment.

### June 2006

Legislature approves budget that includes funding to conduct and administer compliance reviews.

### July 2006 - December 2006

First school district compliance reviews are conducted.

## **Review Process**

The reviews will be conducted each year to the extent that funds are appropriated by the Legislature.

Firms external to the Department of Education will conduct the reviews.

When the report is issued, the school board will hold a public meeting to communicate the results.

A district in compliance will be certified as a Keystone District for up to six years.

A district in non-compliance will prepare an action plan that details how it will come into compliance in three years and establish a local management advisory team with 11 specified members to implement the plan. A follow-up review will occur in three years.

## **Management Structures**

- 1. The roles and responsibilities of the board and superintendent have been clearly delineated, and there are policies and procedures in place to ensure that they have an effective and efficient working relationship.**
  - a. The board has adopted written policies that clearly delineate the responsibilities of the board and the superintendent.
  - b. Board members receive orientation and ongoing training in board/district operations and school law.
  - c. The board and superintendent follow procedures for how board members are to access district staff or direct staff to respond to constituent inquiries.
  - d. The board evaluates its performance on a regular basis.
  - e. The board evaluates the superintendent's performance on a regular basis using agreed upon criteria, including student achievement data.
  - f. The superintendent regularly reviews the dates of major events and actions needed to meet legal requirements and ensures that these matters are placed on the board agenda in a timely matter.
  - g. Board meetings are scheduled at a time and place that allows the public to attend.
  - h. The board receives an agenda with back-up materials in sufficient time prior to board meetings to allow for a thorough review.
  - i. The board routinely updates its policies and procedures for relevancy and completeness.
  - j. Board policy includes statements on ethics and conflict of interest.
  - k. The district staff has easy access to and is able to use policies and procedures in performing their duties.
  
- 2. The district obtains necessary legal services.**
  - a. The board has an attorney (either in-house or on contract) with the primary responsibility of advising the board, reviewing policy, and reducing the risk of lawsuits.
  - b. The district procures legal services using policies and procedures that conform to accepted practices of the industry.
  - c. Procedures exist for the board, superintendent, staff and other stakeholders to obtain information on legal matters when appropriate.
  - d. The district retains outside counsel (counsel other than the board attorney) as necessary.

## **Management Structures** (Con't.)

### **3. The district's organizational structure has clearly defined lines of authority to deliver services effectively and efficiently.**

- a. The district has clearly defined the responsibilities of each organizational unit and communicated these responsibilities to staff and stakeholders.
- b. The district, at least annually, reviews the organizational structure and operating procedures and implements changes where appropriate to improve effectiveness and efficiency.
- c. The district periodically assesses staffing levels using appropriate measures, stakeholder input and considering compliance requirements.
- d. The board, superintendent and staff adhere to established policies and procedures and are held accountable for achieving federal, state, district and school educational goals.

### **4. The district's financial condition and resources are effectively overseen.**

- a. Board members receive training in school district budgeting and finance.
- b. The board is provided a proposed budget in a clear, concise and understandable format.
- c. The board is informed about the short and long-term fiscal implications and impact on fund balance of proposed budgets or budget amendments.
- d. The board and district management receive and review and make available to the public monthly and annual financial reports with month and year to date budget versus actual results and other financial information that effectively summarize financial operations and financial condition in a clear, concise and understandable format.
- e. The board is informed in a timely manner of changes or concerns in financial condition.
- f. The board has established policies for spending authority and purchasing practices.
- g. The district pursues alternative revenue sources such as partnering options and obtaining private, state and federal grants.
- h. The district takes advantage of opportunities to improve management structures, increase effectiveness and efficiency, and minimize costs.

## **Management Structures** (Con't.)

- 5. The district actively informs and seeks the involvement of stakeholders.**
- a. The district uses a variety of effective and efficient means of communication to provide timely information to stakeholders in multiple languages as appropriate.
  - b. Information on school policies and programs is distributed annually to parents and students in a clear and understandable format.
  - c. Information on student performance and measurements of cost versus performance are made available to stakeholders.
  - d. Annual parent/teacher conferences and open houses are conducted.
  - e. The district has active Parent Teacher Associations/Parent Faculty Organizations and other effective methods of involving and encouraging parent leadership and participation.
  - f. The district actively seeks the involvement of business partners community organizations and local institutions of higher education to improve educational programs.
  - g. The district has considered the feasibility of establishing a nonprofit support foundation with a board of directors that reflect a wide variety of interests.

**The first standard relates to Management structures. Areas that need to be addressed are:**

- 1b. Board members receive orientation and ongoing training in board/district operations and school law.
- 1d. The Board evaluates its performance on a regular basis.
- 1e. The Board evaluates the Superintendent's performance on a regular basis using agreed upon criteria including student achievement.
- 5. The district actively informs and seeks the involvement of stakeholders.
- 5a. The district uses a variety of effective and efficient means of communication to provide timely information to stakeholders.
- 5g. The district has considered the feasibility of establishing a non-profit support foundation with a Board of Directors that reflect a wide variety of interests.



## **Performance Accountability**

### **1. The district has a multi-year strategic plan with annual goals and measurable objectives.**

- a. The plan provides vision and direction for the district's efforts and clearly delineates the district's goals and objectives, including student performance, strategies to be used to reach the goals and objectives; the performance measures and standards to be used to assess progress toward meeting the goals and objectives; the areas/staff responsible for implementing the strategies; and the time frames for implementation.
- b. In developing the plan, the board identifies and adopts a limited number of improvement-focused priorities to guide the district's strategies and major financial and program decisions.
- c. In the budget and financial planning process, the district focuses its resources on achieving the identified goals and objectives.
- d. The district reviews the plan annually and assesses the progress made toward achieving its goals and objectives.
- e. The plan is amended as necessary to reflect changes in student population, educational priorities, funding, community expectations or board direction.

### **2. The district formally evaluates its programs and presents reports on performance and cost-effectiveness to the school board and stakeholders.**

- a. The district compares the performance of its programs to appropriate benchmarks as available, including past performance, the performance of comparable districts and business sector standards.
- b. The district uses the evaluation results and data driven decision-making to improve the performance and cost-effectiveness of its programs.
- c. The district at least annually makes available the evaluation results and actions to improve the performance and cost-effectiveness to the board and stakeholders.
- d. The district receives comments from stakeholders and responds appropriately.

**The second standard relates to Performance Accountability.  
Areas that need to be addressed are:**

- 1d. The district reviews the plan annually and assesses the progress made toward achieving its goals and objectives.
- 1e. The plan is amended as necessary to reflect changes in student population, educational priorities, funding, community expectations or board direction.

## **Cost Control Systems**

- 1. The district reviews the structure, staffing and procedures governing its financial operations to ensure effective delivery of these services.**
  - a. Financial staff receives appropriate training and professional development.
  - b. The district adheres to the Manual of Accounting and Financial Reporting for Pennsylvania Public Schools.
  - c. The district has established and periodically reviews internal controls.
  
- 2. The district has adequate financial information and subsidy related data systems that provide useful, timely and accurate information.**
  - a. The financial accounting system has integrated financial software components that minimize manual processes.
  - b. The district staff analyzes financial accounting and reporting procedures to minimize or eliminate duplication of efforts.
  - c. The accounting system facilitates accountability for restricted sources of funds through fund/grant/project accounting.
  - d. The district provides timely and accurate data for use in subsidy related calculations.
  - e. The district analyzes expenditures for control and reviews unusual fluctuations.
  
- 3. The district develops and adopts an annual budget that supports the strategic plan and provides useful and understandable information to stakeholders.**
  - a. The district uses appropriate revenue-estimating practices when developing budget sources for appropriation.
  - b. The district has established a budget planning process and timeline that is clearly communicated to all of the involved stakeholders.
  - c. The district has established guidelines for maintaining appropriate levels of unreserved fund balance.
  - d. The district has a process for funding activities and projects that meet strategic plan objectives.
  - e. The district has established appropriate procedures for adopting budget amendments.

## **Cost Control Systems (Con't.)**

- 4. The district receives a timely annual external audit and uses the audit to improve its operations.**
  - a. The district ensures that required information is available in a timely manner to complete the district's audit.
  - b. The district responds to audit comments in a timely and appropriate manner.
  
- 5. The district has policies and procedures for cash management and investment activities.**
  - a. The district has appropriate policies and procedures for cash management, maintains its cash deposits in qualified public depositories, and has cash forecasting processes that ensure adequate liquidity throughout the year.
  - b. The district has appropriate policies and procedures for the investment of public funds that in part address risk level versus expected return, and periodically reports to the board the results of its investing activities.
  
- 6. The district has policies and procedures for the effective management of capital assets.**
  - a. The district has implemented procedures to ensure purchases are capitalized in accordance with established capital asset thresholds.
  - b. The district maintains detailed subsidiary records of capital assets.
  - c. The district physically safeguards and periodically inventories capital assets.
  
- 7. The district has policies and procedures for effective debt management.**
  - a. The district tracks debt service requirements and ensures timely payment.
  - b. The district complies with debt service financial reporting requirements in a timely manner.
  - c. The district evaluates debt capacity prior to issuing debt.
  - d. As part of issuing debt, the district adheres to the requirements of the Sarbanes-Oxley Act of 2002, if applicable, and maintains compliance.
  - e. The district evaluates the advantages and disadvantages of various financing alternatives when acquiring major capital assets.

## **Cost Control Systems (Con't.)**

- 8. The district has policies and procedures to ensure compliance with various laws and regulations for effective risk management.**
  - a. The district has adequate insurance coverage and analyzes current insurance plans including deductible amounts, co-insurance levels, and types of coverage provided.
  - b. The district has procedures to evaluate and identify various risk exposures and provides for a comprehensive approach to reducing the potential for loss.
  - c. The district periodically analyzes alternatives for providing insurance coverage.
  
- 9. The district has policies and procedures to take full advantage of competitive bidding, volume discounts, and special pricing agreements.**
  - a. The district conducts its purchasing program in accordance with established policies.
  - b. The district periodically evaluates purchasing practices to maximize the cost-effectiveness of the purchasing function.
  - c. The district utilizes procedures outlining the preparation and processing of purchases.
  - d. The district utilizes competitive bidding as required by statutes, regulations and standards.
  - e. The district has established a policy to govern the acceptance of gifts and gratuities by staff and board members.
  
- 10. The district has policies and procedures to provide for the effective management of inventories.**
  - a. The district monitors inventory usage.
  - b. Inventory storage areas are reasonably safeguarded to prevent unauthorized access and protect inventory items from physical deterioration.
  - c. The district periodically identifies and evaluates the costs to maintain inventories.

**The third standard relates to Cost Control Systems. Areas that need to be addressed are:**

- 1a. Financial staff receives appropriate training and professional development.
3. The district develops and adopts an annual budget that supports the strategic plan and provides useful and understandable information to stakeholders.
6. The district has policies and procedures for the effective management of capital assets.
10. The district has policies and procedures to provide for the effective management of inventories.

## **Administrative and Instructional Technology**

- 1. The district has a board-approved technology plan that provides direction for making decisions regarding administrative and instructional technology.**
  - a. The district's technology plan is compatible with state reporting requirements and aligned with federal initiatives.
  - b. The objectives in the technology plan are measurable and reflect the desired outcomes for educational and operational programs.
  - c. The district's annual budget provides funds for technology initiatives as reflected in the plan.
  - d. The district takes advantage of opportunities to improve technology operations, increase effectiveness and efficiency, and reduce costs.
  - e. The district has identified an individual(s) responsible for implementing and updating the technology plan.
  - f. The district collaborates with other educational, governmental, private sector and nonprofit organizations concerning technology and takes advantage of consortium opportunities.
  - g. The district periodically assesses the progress it has made toward achieving its technology plan objectives and reacts appropriately.
  
- 2. The district acquires technology in accordance with its technology plan and in a cost-effective manner that will best meet its instructional and administrative needs.**
  - a. The district bases its technology acquisitions on identified needs in its technology plan.
  - b. The district uses the results of research and evaluations of previous decisions to identify technology that will best meet instructional and administrative needs.
  - c. The district has policies for acquiring hardware, software and related instructional materials for administrative and instructional use.
  - d. The district provides procedures for stakeholders to preview, evaluate, and recommend acquisition of technology strategies, software and instructional materials.
  - e. The district makes decisions regarding major technology acquisitions based on Total Cost of Ownership (TCO) analysis.
  - f. The district has an upgrade/repair/replacement policy that establishes a strategy for quantifying the impact of various time frames for technologies to be upgraded/repared/replaced.

## **Administrative and Instructional Technology (Con't.)**

- 3. The district provides technical support and training that enables educators and district staff to implement technology in the workplace.**
  - a. The district budgets for costs associated with the installation and support of its technology.
  - b. The district appropriately assigns technical support responsibilities to specific personnel at both the district and the school level.
  - c. The district establishes service levels and provides timely technical support in accordance with its service priorities.
  - d. The district continuously evaluates the quality and timeliness of the technical support provided in relationship to its service levels.
  - e. The district provides appropriate professional development to district staff that is based on feedback from stakeholders.
  - f. The district budgets for and adequately funds technology training and professional development.
  - g. The district makes efforts to secure funds from available sources for technology training and professional development.
  - h. The district provides a variety of opportunities in terms of time, location and delivery mode for educators and other district staff to obtain technology training and professional development.
  
- 4. The district maintains a dependable infrastructure based on industry standards and employs strategies that meet its network and Internet access and performance goals.**
  - a. The district employs practices that provide a consistently available and fully operational network that supports effective instruction management and communication.
  - b. The district has network and computer protection software and update procedures in place.
  - c. The district protects systems from unauthorized users by using safeguards such as room locks, passwords, firewalls, and other needed means as conditions warrant.
  - d. The district has in place controls and processes that limit access to confidential and sensitive data, prevent the unauthorized release of data, and determine the source of any unauthorized release.



## **Administrative and Instructional Technology (Con't.)**

### **5. The district uses technology to improve communication.**

- a. The district uses available technologies in an effective and efficient manner to improve and enhance communication with and between staff, teachers, students, parents, and other stakeholders.

### **6. The district has written policies that apply safe, ethical, legal and appropriate use practices.**

- a. The district provides guidelines to staff, teachers, students, and parents describing appropriate and inappropriate uses of technology.
- b. The district implements policies and procedures to prevent access to inappropriate material.
- c. The district provides staff, teachers, students, and parents with guidelines describing legal uses of digital materials, both instructional and non-instructional.
- d. A district that engages an outside source to process transactions on its behalf executes appropriate agreements with the provider and establishes appropriate control procedures.

**The fourth standard relates to Administrative and Instructional Technology. Areas that need to be addressed are:**

- 2f. The district has an upgrade/repair/replacement policy that establishes a strategy for quantifying the impact of various time frames for technologies to be upgraded/repared/replaced.
- 3f. The district budgets for and adequately funds technology training and professional development.

## **Personnel Systems and Benefits**

### **1. The district effectively and efficiently recruits, hires, and retains qualified personnel.**

- a. The district completes pre-employment background and reference checks for new employees; verifies any required qualifications and/or certifications; and conducts its employment procedures in a manner that assures equal opportunity in accordance with applicable statutes.
- b. The district maintains up-to-date, clear, concise, and readily accessible position descriptions that accurately identify the duties of each position and the education, experience, knowledge, skills, and abilities required.
- c. The district's recruiting practices are designed to generate qualified applicants to fill vacant positions in a timely manner.
- d. The district takes steps to identify and remedy factors that adversely affect the working environment.
- e. The district maintains clear and effective channels of communication with its employees.

### **2. The district provides a comprehensive staff development program.**

- a. The district conducts training, orientation and/or mentoring programs for new employees, and has a professional development program that meets the requirements of statutes, regulations and standards.
- b. Professional development is planned and implemented in a cost-effective manner based on an ongoing analysis of student and district needs aligned to statutes, regulations and standards.
- c. The district provides training and orientation for substitute teachers.
- d. The district solicits employee feedback on professional development activities and uses this feedback to evaluate the quality and effectiveness of the training.

## **Personnel Systems and Benefits (Con't.)**

### **3. The district has a system for evaluating employee performance.**

- a. The district has established and implemented criteria and procedures to evaluate on a regular basis the performance of instructional personnel in accordance with statutes, regulations and standards and non-instructional personnel in accordance with district policy.
- b. Employees not meeting the district's performance criteria are informed in writing and the employee is provided with clear direction for improvement.
- c. The district provides training for supervisors on how to appropriately evaluate and document unsatisfactory performance and the procedures and issues associated with working with employees needing improvement.
- d. The district has established and implemented policies regarding drug and alcohol testing in accordance with statutes, regulations and standards.

### **4. The district uses cost control practices for its employee benefits programs.**

- a. The district reviews and evaluates its employee benefits to ensure it is attaining appropriate value.
- b. The board is informed as to the short and long-term fiscal impact of changes to the district's benefit package prior to approval of employee contracts.
- c. The district evaluates both the short and long-term fiscal impact of early retirement proposals.
- d. The district reviews and evaluates workers' compensation claims and payments, and uses the results in an effort to reduce the number and cost of claims.

### **5. The district's human resource function is managed effectively and efficiently.**

- a. The goals and objectives for the human resource function are aligned with the district's strategic plan.
- b. The district's staffing levels are reasonable based on applicable comparisons and/or benchmarks.
- c. The district considers the use of automation, technology and outsourcing to enhance the effectiveness and efficiency of delivering human resource services.
- d. The district maintains personnel and confidential records in accordance with applicable statutes, regulations and standards.
- e. The district provides for cross training and succession planning as appropriate.

## **Personnel Systems and Benefits (Con't.)**

**6. The district maintains an effective employment/labor relations program and conducts effective labor contract negotiations.**

- a. The district assigns responsibility for employment/labor relations and labor contract negotiations to individuals and groups with appropriate experience and knowledge.
- b. The district has established procedures to deal with employee complaints.
- c. The district has established appropriate labor meet and discuss procedures.
- d. The district establishes labor contract negotiating teams well in advance of negotiations and clearly defines the roles and responsibilities of the team and individual members.
- e. Labor contract negotiating teams have access to an attorney with appropriate knowledge and experience.
- f. Labor contract proposals developed and presented by the district are aligned with the goals and objectives contained in the district's strategic plan.
- g. The district estimates the short and long-term costs and considers the advantages and disadvantages of each labor contract proposal item that is developed by the district or presented to the district.

## **The fifth standard relates to Personnel Systems and Benefits.**

In this area, the key standard areas are all being addressed at least on a minimal level. It should be noted that the district does have a difficult time retaining professional employees due to the previous salary schedule. The job descriptions are in existence, but are in need of revision. The current level of staffing appears to be adequate but needs to be reviewed based upon new technology consolidation, class sizes, decreasing enrollment, etc. The grievance process is utilized, but there appears to be an over abundance of grievances.

## **Facilities Construction**

### **1. The district has an effective long-range planning process.**

- a. The district has established a long-range facilities work plan that addresses the needs of the district, including future expansion, and generally covers a period of three to five years or longer.
- b. When developing a long-range facilities work plan that includes new construction, the district evaluates alternatives including building reuse to minimize the need for new construction.
- c. The long-range facilities work plan includes budgetary plans and priorities.
- d. The district considers the most effective and practical sites for current and anticipated needs in the context of municipal and county land use policies.
- e. The district has established authority and assigned responsibilities for facilities planning.
- f. The district evaluates facilities and site needs based upon demographic projections that are regularly updated as part of a feasibility analysis.
- g. The district routinely assesses facilities for physical condition, educational suitability and technology readiness.
- h. The district prioritizes construction needs.

### **2. The district ensures responsiveness to the community through open communication about construction projects and the long-range planning process.**

- a. The district holds public meetings at which information regarding the long-range plan is provided.
- b. The district provides information about a construction project in a format that allows for public comment.

## **Facilities Construction (Con't.)**

- 3. The district develops construction projects based upon building, site and educational specifications.**
  - a. The district maintains a process for selecting and retaining qualified and experienced planning, design and construction professionals.
  - b. The architectural design fulfills the building and educational specification needs as determined by the district.
  - c. The educational specifications address educational program components and include staff input regarding teaching strategies and instructional methods.
  - d. New construction, remodeling and renovations incorporate safety and security features.
  - e. Facilities are designed to be adaptable to changes and innovations in education and incorporate the use of technology.
  
- 4. The district minimizes construction, maintenance and operations costs through the use of cost-effective designs and construction practices.**
  - a. The district evaluates and compares the costs of construction, maintenance and operation for various designs, including green building designs.
  - b. The district evaluates the advantages and disadvantages of various financing alternatives for construction projects.
  
- 5. The district has effective management processes for construction projects.**
  - a. The district has given the authority and responsibility to keep major facilities construction projects within budget and on schedule to an individual or individuals with the appropriate credentials and construction related experience.
  - b. A construction schedule that coordinates and minimizes disruptions of instruction is developed and the district analyzes progress against the schedule and takes action as necessary.
  - c. The board receives financial updates during the design and construction process.
  - d. The district controls project costs by minimizing changes to project designs after final working drawings are initiated and properly substantiates and authorizes change orders.
  - e. Construction projects meet applicable building code requirements with a final inspection conducted and a certificate of occupancy issued following the completion of construction.



## **Facilities Construction (Con't.)**

- 6. The district follows generally accepted contracting procedures.**
  - a. The district uses legal counsel to review construction related contracts, including documentation required of the contractor, before execution.
  - b. An authorized official of the district executes construction related contracts.
  - c. The district has a system of internal controls to ensure that timely payments are made only after the design professional's approval of the completed work and with the concurrence of the district official in charge of the project.
  
- 7. The district conducts an orientation for staff of completed projects and regular facility evaluations to determine the efficiency and effectiveness of the construction program.**
  - a. The district conducts a comprehensive orientation of completed projects for staff and maintenance personnel prior to use.
  - b. The district conducts regular comprehensive facility evaluations that assess facility use, operating costs and performance.
  - c. An evaluation of major facility systems and equipment is conducted before the end of the first year of occupancy or prior to end of warranty.
  - d. Evaluation results are used to make changes as necessary to the district's construction program for future projects.

**The sixth standard relates to Facilities Construction. Areas that need to be addressed are:**

- 1a. The district has established a long-range facilities work plan that addresses the needs of the district, includes future expansion, and generally covers a period of three to five years or longer.
- 1c. The long-range facilities work plan includes budgetary plans and priorities.

## **Facilities Maintenance**

- 1. The facilities operations and maintenance department has defined goals and objectives and is operated in an effective and efficient manner.**
  - a. The operations and maintenance department uses performance benchmarks and cost-effectiveness measures.
  - b. District operated and contracted services are regularly evaluated to determine cost-effectiveness and to explore alternatives.
  - c. Feedback is used to improve the effectiveness and efficiency of the operations and maintenance department.
  - d. Facilities are maintained to create an atmosphere conducive to student learning and work productivity.
  
- 2. The facilities operations and maintenance department has operational procedures and staff performance standards, and provides for training and professional development.**
  - a. The operations and maintenance department has procedures that provide for effective purchasing and use of personnel and resources.
  - b. Operational procedures are up to date and accessible.
  - c. Operations and maintenance performance standards are regularly updated to consider new technology and procedures.
  - d. Staff is provided with the tools, equipment and training required to accomplish assigned tasks.
  - e. Professional development is provided in order to remain current with maintenance issues, new technology, equipment, materials and procedures.

## **Facilities Maintenance (Con't.)**

- 3. The district develops an annual operations and maintenance budget and capital expenditures budget.**
  - a. The budget for operations and maintenance is developed using historical and benchmark data.
  - b. A preventative maintenance program is budgeted and implemented to reduce long-term maintenance costs and service outages.
  - c. The budget includes funds to correct deficiencies identified in periodic safety and/or insurance inspections.
  - d. Actual versus budgeted operations and maintenance expenditures are routinely evaluated.
  - e. The district maintains a financial contingency plan for emergency capital repairs.
  
- 4. The operations and maintenance department identifies and implements energy management strategies to contain energy costs.**
  - a. The district uses energy efficiency benchmarks and implements actions to increase cost-efficiency.
  - b. The operations and maintenance department regularly monitors energy consumption.
  - c. Plans have been developed to address corrective actions in facilities where the energy management is inefficient.
  
- 5. An efficient work order system is used to register, acknowledge, prioritize and assign work orders.**
  - a. Work order reports are routinely produced and analyzed to meet the information and tracking needs of the district.
  - b. The operations and maintenance department prioritizes maintenance needs based on its prioritization guidelines and completes maintenance repairs accordingly.

**The seventh standard relates to Facilities Maintenance.**  
**Areas that need to be addressed are:**

1. The facilities operations and maintenance department has defined goals and objectives and is operated in an effective and efficient manner. This is due to a lack of a master plan for facilities.
- 1c. Feedback is used to improve the effectiveness and efficiency of the operations and maintenance department.
- 2b. Operational procedures are up to date and accessible.
- 3a. The budget for operations and maintenance is developed using historical and benchmark data. This is used for utilities, but not other areas.
- 3b. A preventative maintenance program is budgeted and implemented to reduce long-term maintenance costs and service outages.
- 3c. The budget includes funds to correct deficiencies identified in periodic safety and/or insurance inspections.
- 4c. Plans have been developed to address corrective actions in facilities where the energy management is inefficient.

## **Transportation**

- 1. The district coordinates planning and budgeting for student transportation.**
  - a. An assessment of transportation requirements and priorities is conducted annually.
  - b. Information on the transportation program and related costs is developed as part of the annual budget process and presented to the school board.
  - c. A process is in place to provide sufficient vehicles and drivers to meet the district's transportation needs.
  
- 2. The district maintains accurate transportation data.**
  - a. The district provides timely submission of required data to multiple agencies of the Commonwealth of Pennsylvania.
  
- 3. The district reviews and updates routes, stops and staffing to provide effective, efficient and safe transportation services for eligible students.**
  - a. The district annually reviews and updates bus routes, bus stops and designated walking routes to be effective and efficient without compromising safety.
  - b. The district evaluates hazardous walking routes and submits documentation to the Pennsylvania Department of Transportation.
  - c. All bus routes and activity trips are operated in accordance with established guidelines.
  - d. Transportation services are provided in an effective and efficient manner for eligible students, in compliance with statutes, regulations and standards.
  - e. Proper vehicle maintenance is performed.
  - f. Drivers are properly licensed and certified, and receive training in compliance with state and federal requirements.
  - g. The district is responsive to parent and public inquiries pertaining to transportation.
  
- 4. Appropriate student behavior is maintained on buses, with students being held accountable for misbehavior during transportation.**
  - a. Parents and students are informed of district policy and procedures involving misbehavior during transportation and the related consequences.
  - b. Drivers follow established policies and procedures to report disciplinary infractions.

**The eighth standard relates to Transportation.**

This area of accountability has been outsourced and is managed by a District employee and appears to be well managed and meeting the appropriate established standards.

## **Food Service Operations**

- 1. The food services program has an approved operational plan and budget that is consistent with the district's strategic plan.**
  - a. A budget is prepared that is based on the program's plan, goals and objectives, and not limited to historical, incremental increases.
  - b. The district integrates technology, updated equipment and facilities renovation needs into its plans and budgets.
  - c. The district solicits and considers input for food service facilities when designing and planning for new and existing school facilities.
  
- 2. The district has procedures and training designed to meet the needs of the food services program.**
  - a. The district has developed and keeps current a program procedures manual for staff that is consistent with overall district policy.
  - b. The district assesses the needs of new and existing staff and develops comprehensive training plans.
  
- 3. The district maintains an effective and efficient food services program and continually reviews and evaluates its performance.**
  - a. The district adheres to good cash and account management practices and files state and federal reimbursement requests in a timely manner.
  - b. The district utilizes an array of food and supply procurement procedures, including USDA commodities, to provide quality products in a cost-effective manner.
  - c. The pricing of meals and a la carte items are periodically reviewed to determine if the rates are appropriate and meeting the budget.
  - d. The program has a reporting system that provides accurate and timely information to management.
  - e. Program staffing levels are appropriate considering such information as the number of meals served, serving periods, student participation, and other relevant factors.



## **Food Service Operations (Con't.)**

- f. The district uses menu costs, trends, production, and wasted food from school sites to evaluate food and labor costs.
  - g. Periodic reviews are conducted to determine that the program is in compliance with district policies and procedures as well as federal, state and local rules and regulations.
  - h. The district has established a preventive maintenance and long-range equipment replacement program.
  - i. The district identifies barriers to student participation and develops strategies to address.
  - j. The district has an effective system that readily accepts and ensures the consideration of suggestions.
4. **The food services program complies with federal, state and district policies to meet nutrition requirements.**
- a. The program passed its most recent Coordinated Review Effort (CRE) and School Meal Initiative for Healthy Children (SMI) review.

**The ninth standard relates to the Food Service Operation.**

This is another area that is outsourced to Nutrition, Inc., is well managed, meets the appropriate standards and utilizes district employees to deliver services.

## **Safety and Security**

**1. District policies and procedures provide for the safety and security of students, employees and visitors while under the responsibility of the district.**

- a. The district periodically reviews and updates its safety and security policies and procedures to determine if they are appropriate for the current conditions.
- b. The district works with and integrates its safety and security program with the local/county/regional homeland security and emergency response programs.
- c. The district completes drills required by the state, including fire drills and bus evacuations, and tests emergency preparation for other conditions.
- d. The district has a plan to address school violence.
- e. The district has guidelines for what is appropriate conduct for students, teachers, and staff.
- f. District procedures include a plan of how to communicate important information effectively to parents and the general public under all types of adverse situations, including weather, environmental and manmade.
- g. District procedures include a plan to address the care of students and employees as necessary under adverse conditions or shelter in place requirements.

**2. District policies and procedures address the health and safety condition of facilities and the district complies with federal, state and local requirements for its facilities.**

- a. The district has established health and safety guidelines.
- b. Evaluations are made and documented for the health and safety conditions of district facilities in accordance with federal, state and local requirements.
- c. The district has a corrective action plan for identified facility health and safety deficiencies.
- d. The district participates in and documents voluntary efforts regarding facility health and safety conditions.
- e. The district has an emergency response plan.
- f. The district periodically evaluates the physical building security.

**The tenth standard relates to Safety and Security.**

It appears, based upon a cursory review, that WCSD adequately addresses the identified standards. This has become an area of emphasis for school districts in the state of Pennsylvania and nationwide.

## **Educational Service Delivery**

- 1. The district's strategic plan includes strategies to improve teaching and learning and student performance in a cost-effective manner.**
  - a. The district monitors the implementation of its strategic plan, evaluates the impact it is having on student performance, and takes actions as needed.
- 2. The district uses both academic and non-academic data to guide it in making decisions about improving teaching and learning.**
  - a. The district reviews and evaluates student assessment results disaggregated by subgroups to improve teaching and learning.
- 3. The district provides effective and efficient instructional programs for its students.**
  - a. The district analyzes the needs of its students in determining instructional programs.
  - b. The district periodically evaluates the effectiveness and efficiency of its instructional programs.
- 4. The district provides effective and efficient instructional programs for special education, English language learners and at-risk students.**
  - a. The district reviews and evaluates disaggregated student assessment results and other performance measures as available to improve the performance of special education, English language learners and at-risk students.
  - b. The district provides teachers with appropriate support and training to assist them in developing and implementing strategies to improve the performance of special education, English language learners and as-risk students.
- 5. The district allocates adequate resources to properly support instruction and promote effective teaching and learning.**
  - a. The district periodically evaluates staffing levels at individual schools and between schools to determine optimal utilization and allocation of resources to meet the educational needs of students in the district.
  - b. Schools have an adequate supply of current instructional materials.
  - c. Instructional technology is utilized in the classroom as appropriate to enhance the curriculum and improve teaching and learning.

**The eleventh standard relates to Educational Service Delivery. Areas that need to be addressed are:**

4. The district provides effective and efficient instructional programs for special education, English language learners and at-risk students.

Although the overall program is comprehensive, there are perceived instances where the needs of the special education population were not handled in a customer service, fiscally appropriate and effective manner.

5. The district allocates adequate resources to properly support instruction and promote effective teaching and learning.

- 5b. Schools have an adequate supply of current instructional materials. It must be noted that many of the instructional areas identified are addressed through Grants and not by budgeted expenditures.

