

			Current Status Complete On Hold Continuing Declined at this time				
	Recommendation	Contact Person		Action #1	Action #2	Action #3	Action #4
	Chapter 1 District Governance and Administration						
1-1	Continue to evaluate potential opportunities for additional shared services with other governmental agencies and private organizations.	Scott Lempe	Continuing	Currently working with County staff on two opportunities--Athletic field use and energy management	January - April 2013. Presented options related to Parks and Recreation to the January 2013 Convocation of Governments. Completed two half-day sessions with the new Assistant county administrator and County Facility Director to familiarize them with challenges and options. Long Range Planning has identified the players to select the best "bad examples." Once selected we'll discuss options and solutions.	November 2013 - Long Range Planning has worked with county staff to identify areas in the county that have little or no immediate access to parks facilities but where an existing school may be able to provide some access. We are now working with the county to articulate what a joint use agreement might look like.	December 2014 - We continue to focus on shared services where ever possible. Recent examples include: 1) South County Transportation Depot. Interlocal agreement with SCGOV SCAT services to share the south county depot for both parking and fuel. 2) Suncoast Technical College North Port. SCGOV also plans a second library in North Port. Both elected bodies have agreed to build those two facilities as a joint venture—with a focus on sharing property, spaces, and a design team. 3) Venice Performing Arts Center. We held the grand opening for a state of the art, 1072 seat performing arts center last month—a facility made possible through a collaboration between the City of Venice and the School Board. 4) A three-way partnership with the School Board, SWFWMD and SCGOV Estuary to clean up and improve the waterways that run along and through the campus of SHS. 5) Comcast. We renewed our agreement with Comcast for another five years. The agreement is made fiscally possible as a result of a partnership between the School Board, SCGOV, and the City of Sarasota where we each pay for our linear miles of cable; 6) Food and Nutrition Services Department partnered with All Faiths Food Bank to expand our summer feeding program. As a result, we were able to increase the number of meals served and sites available —including three sites in Desoto County.
1-2	Develop a comprehensive local school board orientation program for newly elected members.	Lori White	Completed	Jan 2013 - May 2013 An Induction Program for new administrators has been designed and implemented. This program will serve as a model for the board orientation program for newly elected members.			
1-3	Review and approve the superintendent's recommended guidelines for implementing further reductions in operating revenues.	Lori White	Completed	February - April 2013 The Superintendent's recommended guidelines for implementing further reductions in operating revenues have been reviewed and approved.			
1-4	Develop and implement cross training for key board and superintendent support positions.	Lori White	Completed	August 2012 -Two administrative assistants have volunteered to receive training with the E-agenda system to serve as temporary replacement School Board secretaries.			
1-5	Implement actions designed to reduce superintendent position turnover.	Lori White	Continuing	The Board continues to support open communication and demonstrates respectful discourse during workshops and meetings.			
1-6	Increase the usefulness of the online policy manual through a subject matter index, revised (key-word) topic search capability, and hyperlinks to referenced documents.	Gary Leatherman	Continuing	Key word topic search is operational and linked to applicable policy sections. Subject matter index has been created.	April 18, 2013 Hyperlinks to State Legislature and Department of Education sites to access referenced statutes and rules have been created. Development of links to referenced district department procedures is in progress.	December 1, 2014 Procedure documents have been identified and located. Hyperlinks are being created to provide direct access from online policy document to corresponding procedures. Process is approximately 50 percent complete.	

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1-7	Amend Board Policy 8.60 with specific reference to social media use or develop a policy to govern student and employee use of social media.	Gary Leatherman	Completed	Proposed recommendation to be reviewed by Technology Advisory Committee.	February 18, 2014 School Board adopted Policy 5.381: Student Use of Social Media and Policy 6.322: District-related Social Media Accounts to prescribe appropriate use of social media by students and staff respectively. The Communications and Informational Technology departments created and distributed comprehensive guideline documents to inform students and staff of the policies and potential consequences for violations.		
1-8	Assign policy manual control and editing to the communications department.	Lori White	Completed	September 2012 - School Board policy manual control and editing has been assigned to the Communications Department.			
1-9	Execute agreements for legal services.	Lori White	Completed	The existing arrangement for legal services allows the Board to discontinue the relationship at any time. There is no contractual obligation. This degree of flexibility seems to be the most beneficial for the Board.			
1-10	Evaluate legal services and identify means for reducing legal services expenditures.	Lori White	Completed	An analysis of legal costs over the past three years indicates a reduction in basic legal service expenditures. Board members and administrative staff have expressed satisfaction with the quality of the services.			
1-11	Reorganize central administration, reducing the number of direct reports to the superintendent.	Lori White	On-Hold				
1-12	Delegate the superintendent's routine e-mails to an administrative support position.	Lori White	Declined at this time				

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1-13	Enhance the Sarasota County Schools Crisis Communication Guidelines with a topical index and communications checklist.	Darrell Reyka	Complete with ongoing review	Met the week of October 8, 2012 with key staff including the 911 call center to discuss challenges in the crisis communication process. Work sessions are planned with essential departments to review and update current guidelines and procedures.	4/18/2013 - Work sessions with departments and first responder agencies are ongoing, emergency response resource document revisions are in progress, and comprehensive safety & security training plans are being developed for 2013-2014. District and site-based emergency plans/crisis communication guidelines are being reformatted for continuity district-wide.	11/23/2013 - In order to evaluate district emergency management preparedness, school emergency plans, and emergency management communications, the school district worked with all local emergency management officials to conduct a comprehensive training exercise on July 30th for all district administrators. The school district worked for six weeks with local law enforcement, fire/rescue, and emergency management agencies to plan the training exercise utilizing the National Incident Management System (NIMS), with an intended outcome to evaluate and improve local response to school emergencies. The district has also issued to all schools an updated Site Emergency Plan for distribution to all instructional spaces, i.e. classrooms, computer labs, resource rooms, lunchrooms, and athletic areas. The Site Emergency Plan provides staff with an easy to use reference document when responding to any emergency; including but not limited to lockdown, shelter-in-place, severe weather, weapons on school property, and fire/explosions. Safety and Security Department personnel continue to work with school administrators and local emergency management officials in response to school emergencies and to provide school based emergency management training for staff.	12/1/2014 - Emergency plans and crisis communication guidelines have been standardized using Site Emergency Guides distributed to all classrooms and instructional rooms. Content is reviewed annually with first responders and emergency management officials to ensure guidelines reflect emergency management and school safety best practices.
1-14	Adjust high school administrative staffing to industry standards when economic conditions permit.	Steve Cantees	Continuing	12/1/14 - Based on recommendations made in the MGT study the ratio for high schools was at a deficit of 5 (when SCTI was taken from the equation). With the addition of assistant principals at Oak Park and by replacing the administrative interns at North Port HS and Pine View School we have made progress towards increasing the administrative supports at some schools. As budgets improve the district will continue to find ways to provide additional administrative support at the high school level while weighing against other budget priorities.			
1-15	Re-institute the Leadership Academy when improved economic conditions permit.	Kelly Ellington	Continuing	An analysis of past procedures for selecting candidates for the Leadership Academy is underway. Applications for a new cohort will be disseminated by January 2013.	Applications were posted on the SCSB Web site in March and have been distributed at four information nights during March and April. All applications will be reviewed in May. A "Kick-Off" session is being planned for the new Leadership Academy Cohort in August.	The kick-off for the new Leadership Academy was held in September at the Community Foundation of Sarasota. Monthly seminars are currently underway. Fellows have been given shadowing assignments and are participating in many group and individual projects.	We are half-way through the second year of Leadership Academy: Cohort VI that began in September 2013. Approximately 38 teachers aspiring to be school leaders have participated in monthly sessions/presentations, shadowing experiences, mock interviews, book studies, and annual retreats. Also, each Leadership Academy Fellow is completing an action research project at their schools. In addition to building capacity and contributing to our district's leadership pool, the members of Leadership Academy: Cohort VI planned, organized, and realized the Leadership Legacy Fundraiser. Approximately \$15,000 was raised for the Wilma Hamilton Leadership Fund ensuring future activities, projects, and workshops for our aspiring and current school leaders. Plans are underway to start Leadership Academy: Cohort VII in September 2015.

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1-16	Consider converting the director of safety and security/chief of school police position to director of safety and security.	Scott Lempe	Completed	With the resignation of the existing Chief of School Police in July 2012, the position was modified to a Director of Safety and Security.			

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	Chapter 2 Human Resources Management						
2-1	Develop and implement strategies to improve customer satisfaction with communication and understanding needs.	Roy Sprinkle	Continuing	April 2013 - the application process is currently being reviewed.	December 2013 - The application process is continuing to be reviewed.		
2-2	Conduct an editorial review of HR policies and make corrections as needed.	Roy Sprinkle	Complete with ongoing review				
2-3	Complete development of the operations manual and place it on the intranet with printed copies for employees without intranet access.	Roy Sprinkle	Complete with ongoing review	automate by August 2013	December 2013 - Continuing		
2-4	Revise the employee handbook, post the updated version on the district's website, and provide printed copies to employees without intranet access.	Roy Sprinkle	Complete with ongoing review	April 2013 - anticipate completion by the beginning of school year 2013/2014.	October 2013 - Complete		
2-5	Update job descriptions for all positions as needed.	Roy Sprinkle	Complete with ongoing review				
2-6	Revise labor agreement provisions that hinder essential personnel decisions when lay-offs may be required.	Roy Sprinkle	Continuing	April 2013 - pending collective bargaining negotiations	December 2013 - On hold pending collective bargaining negotiations	December 2014 - Contract language has been proposed for bargaining to alter the reduction in force process in order to exclude seniority as the main criteria. Bargaining is ongoing.	
2-7	Negotiate a reduction in the employment days for teacher aides.	Roy Sprinkle	Completed	May 2012 - A commitment was made through negotiations that the teacher aide calendar would be studied to see which classifications could meet the job function requirements with fewer contractual calendar days (up to ten). All newly hired teacher aides would be on a 186 day calendar.			
2-8	Revise labor agreements to significantly curtail or eliminate provisions that allow board-paid time for bargaining unit members to conduct union business.	Roy Sprinkle	Completed				

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2-9	Review all salary schedules and develop proposals to align them with state averages, adjusted for increased area cost-of-living.	Roy Sprinkle	Continuing	September 2012 - This project has not yet begun due to multiple ongoing projects including the adoption of the District's 2012-2013 budget and the completion of the 2011-2012 financial statements and current annual audit. This project is anticipated to begin sometime late 2012 or early 2013.	April 2013 - Funding for this project is not available from current resources. In-house analysis conducted using data published by the Florida Dept of Education (FDOE). For an appropriate comparison, we used the district closest to the state avg (Hillsborough (HCS)-\$45,763) to make appropriate adjustments to comparative data. First, the cost of housing differential of 19.54%, as published by the Economic Development Council of Sarasota County was applied to HCS salaries for an adjusted average salary of \$54,705. In addition SCS's average teacher has 14.05 yrs of experience versus the state average of 12.29 yrs. Using 1.5% per year salary differential, this equals an additional 2.64% to equalize avg salaries for yrs of experience. This adjusts HCS's salaries to \$56,149, a salary difference of \$155 from SCS's average teacher salary of \$55,994.	December 2014 - Salary schedules are currently undergoing revision as part of bargaining. In particular, provisions required by Senate Bill 736 related to performance pay are being negotiated for inclusion. Bargaining is ongoing.	

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	Chapter 3 Financial Management						
3-1	Evaluate ongoing opportunities for additional staff reduction through attrition and position consolidation.	Mitsi Corcoran	Completed with ongoing review	July 2012 - An SSP-10 Non-degreed Accountant position which was vacated through a retirement has been eliminated.	April 2013 - No Change. Unable to reduce staffing levels further as workloads are being stretched against already strained resources		
3-2	Evaluate progress on the financial services department goals and objectives on an ongoing basis.	Mitsi Corcoran	Completed with ongoing review	July 2012 - The financial services department performs ongoing reviews of their strategic plans including their goals and objectives			
3-3	Develop mission, vision, and value statements for the financial services department that are aligned with the district's statements.	Mitsi Corcoran	Completed with ongoing review	July 2012 - The financial services department has mission, vision and value statements already in place that align to the District's statements.			
3-4	Promote stakeholder engagement, fiscal transparency, and public understanding of the SCS budget during the budget development process.	Al Weidner	Completed with ongoing review	Budget workshops are held monthly with review by the Financial Advisory Committee. Budget workshop materials are posted on the web site			
3-5	Redesign the Annual Budget document using guidelines recommended by NACSLB and GFOA to develop a professional budget document that provides information readily understood by the public.	Al Weidner	Completed	The 2012-2013 budget contains a Executive Summary of all funds with 10 year trend information.			
3-6	Evaluate the ongoing use of \$10.3 million in one-mill levy revenue to extend the duty day for teachers and teacher aides by 30 minutes.	Lori White	Continuing	The report to the Board from the Financial Advisory Committee made on December 10, 2013 included an analysis of student achievement during the period of time that the referendum has funded the additional 30 minutes of instruction.			
3-7	Implement the full budget functions of the CrossPointe ERP system for management of revenue and appropriation budgeting.	Mitsi Corcoran	Continuing	Working with Education Solutions Development on a time line for Developing the system. Currently the budget is uploaded through Excel CSV files and will be expanded to use more of the online system.	November 2013 - Reports and access have been provided in the Test system. A refresh of current production data into the Test system has also been performed.	December 2014 - Issues have arisen due to timing variances due to staffing, etc. which have delayed to implementation. Continuing to work with vendor to develop viable solutions for Position Control system integration.	
3-8	Post links to the monthly financial reports provided to the superintendent and the board on the SCS website to promote full fiscal transparency to the public.	Mitsi Corcoran	Completed with ongoing review	September 2012 - Website updated with all of FY 2011-2012 reports and ongoing monthly updates after Board approval will be posted for increased fiscal transparency	April 2013 - Complete review of website content being performed with inclusion of all published financial information.	November 2013 - All financial information including Budget documents, monthly and annual financial reports are now organized with current and historical information and published on our website for full transparency. Easy access to information is provided with content shown down the left margin of every Financial Services webpage.	

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3-9	Optional: Implement a formal audit committee to participate in the selection process of the external financial auditor, to review the results of the annual audit and audit findings, to review management's response to audit findings, and to confirm successful completion of any corrective actions necessary.	Mitsi Corcoran	Completed	September 2012 - At this time, the District is currently in the middle of an operational and financial audit. Once these audits have been completed, SCS staff will investigate further into the need for a formal audit committee. The District will be competing, through an RFP process, for external auditing functions during the course of the fiscal year and will ensure that multiple stakeholders are participants in the selection process.	April 2013 - RFP for auditing services was Board approved on 2/5/13. The RFP review committee consisted of the CFO, Treasurer and Acctg Supervisor with ranking of proposer pricing performed by Purchasing. Review of audit findings and mgmt's response is conducted by the Board Chair, Superintendent and Finance personnel. The financial statements and audit results are also reviewed by the Financial Advisory Committee. In addition, there is a review performed by the FL Dept. of Education requiring follow-up on all findings and corrective actions. There are additional reviews and follow-up performed by the Legislative Audit Committee as well as Federal and State grantor agencies.		
3-10	Update the Accounting Procedures Manual and the School Internal Funds Manual to ensure currency and accuracy; supplemented by periodic newsletters, and post the documents on the SCS SharePoint site.	Carrie Hannabass / Nancy Wilson	Completed with ongoing review	September 2012 - The project to update the District's Accounting Procedures Manual including School Internal Funds is currently underway and is also a District Strategic Plan project	April 2013 - Existing procedures have been sent to content leaders for their review and update. The School Internal Accounts Manual has been updated and distributed to school bookkeepers.	November 2013 - Procedures have been updated in most content areas.	December 2014 - Procedures have been updated, but are continuously reviewed as new technologies are introduced and process changes are implemented.
3-11	Implement duty rotation and mandatory vacations for financial services staff.	Mitsi Corcoran	Completed with ongoing review	September 2012 - Mandatory vacations do not seem to be a system that is required to be implemented as all Financial Services staff have taken time off every year. Duty rotation is being reviewed and has already been implemented in some areas in order to ensure cross training as well as an internal control function.	April 2013 - Review of Financial Services staff shows that all staff members have taken time off during the year so mandatory vacation implementation is not necessary. Duty rotation has been performed to ensure appropriate cross training as well as providing an internal control function. Payroll and Risk Mgmt staff are assessing needs and workloads		
3-12	Review SCS fiscal policies on a periodic basis and revise as required.	Mitsi Corcoran	Completed with ongoing review	September 2012 - Policies are reviewed by both SCS staff and EMCS to be in compliance with Florida Statutes and the terms of the collective bargaining agreements.			
3-13	Develop a cross-departmental task force to drive completion of the remaining ERP components and expectations for any remaining software development, training, and deployment.	Mitsi Corcoran	Completed with ongoing review	August 2012 - District went live with the employee portal for the online delivery of HR/Payroll information for employees. All paper check stubs will be stopped in November	April 2013 -The District has stopped printing all paycheck information and produced and distributed W-2 forms electronically through the employee portal. The District went live in October 2012 with an electronic employee benefit system in time for the open enrollment process. This system is used to maintain all employee benefits and provides interface uploads into the Payroll system.	November 2013 - Currently working on integrating the In-County mileage reimbursement form and the employee absence form into the Employee Portal including automated workflow approval processes. Automated absence documentation will also provide direct posting to employee timesheets. Investigating the use of the ESD system for Internal Accounts processing.	December 2014 - ESD, formerly Crosspointe, has been fully implemented from the ERP side and went live on the Student Information System in fiscal year 2013-2014. The ESD suite is constantly reviewed and proposed enhancements and modifications are sent to the vendor for development and implementation.

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3-14	Evaluate additional technology integration into SCS financial management including CrossPointe workflow systems, electronic signatures, and electronic submission of all vendor checks.	Mitsi Corcoran	Completed with ongoing review	September 2012 - Beginning the implementation of an online open enrollment system to employees to elect benefit coverages to reduce manual processes and employee overtime. Working with software vendor to eliminate printing of employee notifications of reimbursement (check stubs). Payment is made via ACH and notification is being pursued using e-mail.	April 2013 - The District went live in October 2012 with an electronic employee benefit system in time for the open enrollment process. This system is used to maintain all employee benefits and provides interface uploads into the Payroll system. The District is in the process of receiving quotes to expand payments to vendors using electronic payment cards to maximize rebate revenue and eliminate check printing.	November 2013 - Currently working on integrating the In-County mileage reimbursement form and the employee absence form into the Employee Portal including automated workflow approval processes. Automated absence documentation will also provide direct posting to employee timesheets. Investigating the use of the ESD system for Internal Accounts processing. Review of SQL report writing options to provide real-time data to end users.	December 2014 - Implementation of second online open enrollment system was completed in October 2014 with interfaces built to transfer employee benefit information into ESD payroll. In-County mileage is now entered via the Employee Portal for reimbursement via direct deposit. Inquiry capabilities built into the HR/Payroll system and distributed to all authorized staff. Finalizing workflow rules for implementation of automated time off request process.
3-15	Transition payment of full-time employees to a monthly basis only.	Mitsi Corcoran	Declined at this time	May 2012 - All payroll checks are now handled through direct deposit, therefore there is no savings that would occur through a once monthly pay schedule.	November 2013 - Further analysis shows that processing payroll once per month would incur overtime costs and result in a greater number of payroll corrections.		
3-16	Determine if current collective bargaining agreements directing SCS to provide benefits to all part-time employees are in conflict with Board Policy 7.53 and amend or waive the policy to be in alignment with contractual legal obligations.	Mitsi Corcoran	Continuing	September 2012 - Reviewing Board Policy 7.53 to determine whether policy needs to be amended or waived by School Board.	April 2013 - Policy 7.53 will require amendment to be in compliance with the provision of the Affordable Care Act. At such time as the final requirements of the law are determined, the policy will be reviewed and amended as needed to be in compliance with collective bargaining agreements and the Affordable Care Act.	November 2013 - With the implementation of the Patient Protection Affordable Care Act (PPACA) provisions, health benefits must be provided to all employees who work 30 hours or more. If benefits are not provided to 95% of eligible employees, then the penalty is assessed for every eligible employee so the District will continue to cover all Board appointed employees. The District annually reviews the requirements of the collective bargaining agreements as well as compliance with federal and state laws.	December 2014 - School Board Policy 7.53 is in process of being updated to incorporate collective bargaining changes that have occurred and to provide for the provisions of the Patient Protection Affordable Care Act (PPACA). It is anticipated that the updated policy will be presented to the Board for approval to advertise in January 2015.
3-17	Optional: Reorganize the benefits functions to align with payroll functions when the district deems the change can be implemented without disruption or impact to services provided.	Mitsi Corcoran	Declined at this time	September 2012 - Alignment of benefits functions with payroll functions would not reduce the number of personnel required to complete the necessary job related tasks. Currently reviewing technology related automations of processes such as online open enrollment.	April 2013 - The District went live in October 2012 with an electronic employee benefit system in time for the open enrollment process. This system is used to maintain all employee benefits and provides interface uploads into the Payroll system.	November 2013 - Maintaining segregation of duties between the implementation of benefits and the payroll functions associated with such benefits is an internal control function that is further validated through the reconciliation process on the payment to benefit providers.	
3-18	Develop the 2012-13 proposed budget appropriating fund balance such that the undesignated fund balance is maintained at a minimum threshold of 7.5 percent and a maximum of 10 percent as directed by board policy.	Al Weidner	Completed	The 2012-2013 budget contains a ending unassigned fund balance above the 10%			
3-19	Review the cost of maintaining in-house inventory of commonly ordered supply items to the cost of outsourcing the process to a third party.	Pat Black	Completed	September 2012 - A cost analysis of the warehouse has been performed several times and the results have been consistent. It is more cost effective to maintain the warehouse than it is to outsource the process.			

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3-20	Re-bid the PCard contract on a three- to five-year periodic basis to ensure the highest possible rebate is being received.	Mitsi Corcoran	Declined at this time	September 2012 - Nine other districts have been contacted regarding their rebate percentage. The rebate we are receiving is greater than all of these districts who utilize different banks. In addition, we have analyzed this information in the past and changed contracts in order to receive a greater rebate.	October 2013 - Another survey of Districts was performed by the FL School Finance Officers Association which reflected the highest rebate being received was by those participating in the bid for our vendor. We are currently receiving a rebate of 155 basis points with our vendor. Regions Bank is the next closest vendor at 125 basis points.	November 2014 - Chase Bank presented a proposal that provided competitive rebate pricing for single transactions, but had lower rebate pricing for high volume vendors such as Grainger and Office Depot. These vendors make up the bulk of our P-Card transactions.	
3-21	Implement analytics and monitoring software for PCard transactions as an additional internal control to detect split purchases and other inappropriate PCard usage.	Pat Black	Completed	September 2012 - The current Pcard software contains a program to monitor split purchases as well as having other controls in place.			
3-22	Automate records retention processing, implement a fee for student record requests, and eliminate one SSP-8 records retention position.	Pat Black	Declined at this time	March 13, 2012 - Staff plans to pursue the automation of the record ordering process. The fee would be intended to offset costs of the system. Automation saves about 1 minute per request in the 30 minute process. The elimination of the Record Retention warehouse position would require the outsourcing of the shredding function in addition to the cost to have a staff member directly observe the shredding process which is required by statute. There are no plans to eliminate this position at this time.	September 2012 - Staff continues to pursue the legally allowable fees associated with automating the record ordering process. The fees would be intended to help offset costs of the system. Automation saves about 1 minute per request in a 30 minute process and would not be enough of a time saver to eliminate an office position. The elimination of the Record Retention warehouse position would result in the expense to outsource the shredding function in addition to the cost to have a staff member directly observe the shredding process in accordance with statute requirements. There would also be an additional cost to hire a delivery clerk. There are no plans to eliminate this position at this time.	April 2013 - Per legal counsel, only \$.15 per page can be collected in accordance with Florida Statutes. The process to implement and report fees outweighs the projected income of \$500 -\$600 per year so this recommendation will not be implemented	
3-23	Conduct a cost comparison of print shop functions prior to the expiration of equipment leases in 2014 and 2015 to determine if SCS should expand the print shop function, turn to complete outsourcing, or continue the status quo.	Pat Black	Completed	September 2012 - We are currently negotiating with the vendor to replace the existing equipment with newer, faster equipment at no additional cost. A cost analysis of the Print Shop has been performed several times and the results have been consistent. It is more cost effective to maintain the Print Shop than it is to outsource the process. It is not feasible or necessary to expand the Print Shop function.			

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3-24	Send an annual letter from the superintendent to all SCS staff reminding them of their responsibilities to act ethically, to safeguard the system's resources, to follow board policy and procedures, and to report any wrongdoing with regard to fiscal assets.	Roy Sprinkle	Completed	September 2012 - Memorandum being drafted for distribution to all cost center heads for them to share with staff during a faculty meeting.	April 2013 - Consideration has been given to this recommendation, but it is felt that the existing procedures used to convey the duties and responsibilities of SCS staff are adequate. Currently, staff receive reinforcement of their responsibilities through orientations,, employee handbooks, published school board policies and procedures and annual ratification of the collective bargaining agreements.	December 2014 - A letter from the Superintendent is included in each year's employee handbook. The employee handbook outlines expectations on behavior and ethics.	
3-25	Implement an anonymous hot-line managed by an outsourced third party where individuals may report allegations of wrongdoing within the district.	Roy Sprinkle	Completed	March 13, 2012 - The District current system of internal controls and reporting functions as defined in School Board policy 6.28 is designed to identify and reduce fraud risk. Although the cost of this annual subscription service is small (about \$1,000 annually) there are investigative costs of time and money that is increased because of the anonymous reporting status. Staff does not feel that this additional expenditure is necessary at this time.	December 3, 2014 - A link is provided on the Human Resources web site and posters have been placed at all schools that allows anyone access to the DOE educator misconduct reporting site. This is an anonymous outside party who investigates teacher misconduct.		
3-26	Optional: Create an internal audit function.	Mitsi Corcoran	Declined at this time	March 13, 2012 - The District estimates the annual cost of this function is \$288,487. Financial Services staff currently conducts an annual risk assessment prior to each audit. District staff receive training on the anti-fraud policy at new employee orientation. The District has a long history of unqualified audit opinions with an absence of audit findings or significant deficiencies within the District's system of internal controls. The considerable annual cost for this additional safeguard does not seem justified at this time.			

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	Chapter 4 Food Services						
4-1	Ensure that all staff working with the point-of-sale system understand the importance of following all procedures and update the procedures manual to include staying at the point-of sale register.	Beverly Girard	Completed	Update to FNS Policy and Procedures manual, page 20, which states, "The cashier should minimize anytime away from the register when students are present."			
4-2	Review food storage procedures and guidelines with food service staff and expand the guidelines to consider including transferring leftover canned food to appropriate containers.	Beverly Girard	Completed	Part of existing training, which was readdressed following the MGT review.			
4-3	Instruct cafeteria managers to label and calibrate all thermometers on a weekly basis.	Beverly Girard	Completed	Part of existing training, which was addressed following the MGT review. However, as stated in feedback to MGT, weekly thermometer calibrations are not required by the Health Department. The requirement is "as needed" with a suggestion of once every 3 weeks. This finding does not constitute a violation.			
4-4	Ensure that all students have appropriate opportunity and time to eat breakfast in the schools.	Beverly Girard	Completed	The schools that had been holding students on buses now release all students for breakfast. Additionally, these schools have begun to strongly promote the breakfast program.			
4-5	Optional: Determine the best approach for serving options and personnel to reduce wait time during meal service.	Beverly Girard	Completed	Food items that can be self-service have been expanded. The meal periods are scheduled by the individual schools, and FNS continues to work with the schools to maximize meal time for students while protecting instructional time.			
4-6	Optional: Explore the option of having cafeteria managers defrost freezers on a regular schedule to avoid ice buildup.	Beverly Girard	Declined at this time	FNS has worked with Facilities Services for years to address walk-in freezers that have ice build-up. The summer months are the only time units can be shut down and maintenance performed, which is an existing process. In the summer of 2012, seven units received maintenance. FNS has one of the most aggressive walk-in cooler and freezer preventive maintenance plans in the State of Florida.			

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	Chapter 5 Facility Use and Management						
5-1	Eliminate the use of portables where sufficient capacity exists.	Scott Lempe	Continuing	March 13, 2012 - There are current plans to eliminate portables. Twenty-five portables will be eliminated in Summer 2012. Sixty-five portables are expected to be eliminated in Summer 2013.	April 19, 2013 - the March 2012 update remains on-target, but with an additional 15-20 units to be demolished summer 2013. Cabinet's acceptance of a Relocatables Use protocol will enable further demolitions summer 2014.	December 3, 2014 - We continue to reduce our reliance on portables—most recently at Venice High School and SCTI South where we just eliminated 20 and 9 portables respectively. In 2005 our portable inventory was 649, today that inventory is 330, a reduction of about 50 percent. We do still have a small handful of unused portables that we're keeping in anticipation of enrollment increases at some of our schools for the 15/16 school year. As part of the 14/15 capital plan we are building a classroom wing at Fruitville Elementary School, which will further reduce our portable inventory by an additional 18 portables. Additionally, the current 5-year plan includes three other classroom wings—aimed specifically at reducing our reliance on portables. This year we will likely lease eight portables to use as swing space in support of the Pine View renovation project.	
5-2	Establish a goal to reduce overall construction costs and architectural fees to be in line with the state averages.	Mark Smith	Completed with ongoing review	September 21, 2012 - CSD has negotiated an architectural design fee of 5.2% on the Sarasota High Rebuild project which is below the state average of 5.6%.	December 2, 2013 - CSD has negotiated an architectural design fee of 6.14% on the Bay Haven Renovation/Rebuild project which is below the State of Florida Architectural fee calculator estimated fee schedule. The negotiated fee also includes design services which are added fees in the state fee calculator .		
5-3	Establish cleaning supply budgets for all schools.	Jody Dumas	Declined at this time	March 13, 2012 - On average, 80% of the custodial supply costs are being spent on consumable items such as trash bags, paper towels, hand soap and toilet tissue. Only about 19% of the costs are associated with actual cleaning supplies. The suggested reduction equates to a 22.38% decrease. It would not be possible to have adequate custodial supplies with such a significant reductions. The budget for this current year is 16.92% less than the amount spent in 2009.			
5-4	Adopt a policy that eliminates personal appliances from all classrooms and offices.	Scott Lempe	Completed.	Worked with the SC/TA to develop "models" for appliances in classrooms. While not in policy or contract all agree on the scope and expectations. We've implemented these procedures and will monitor them using our energy education managers.			

			Current Status Complete On Hold Continuing Declined at this time				
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5-5	Install trash compactors at each school site.	Jody Dumas	Complete with on going review	Sept 27,2012 - Currently working on lease agreement to place compactor at RHS. We will use RHS as a test site to determine if any savings will be realized utilizing compactors. Anticipate the compactor will be operational in late Oct.	April 2013. Since last update district has been able to implement a revamped recycling program which eliminates all associated costs of the recycling program and actually generates revenue per ton to the school site. This has resulted in an increase in recycling which has in turn allowed us to decrease the size of the garbage containers at each site. This is an alternative method to achieve the same estimated savings, but also receive the added benefit of increased recycling and green initiative awareness in the entire student population.		

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	Chapter 6 Transportation						
6-1	Develop a succession plan in anticipation of upcoming resignations and retirements that includes a comprehensive strategy for recruitment and selection of high quality and diverse candidates who can provide vision and leadership to the transportation department.	Ellery Girard	Completed, with ongoing review.	August 2012. Beginning last summer we started cross-training by assigning administrators, on a part time basis, into positions for which they may ultimately be considered. For example, three administrators being cross-trained in routing.	November 2013. All routing staff cross trained and have three inside candidates able to meet qualifications	12/1/2014. Completed. Replaced administrators retired after time of MGT audit with in house candidates.	
6-2	Optional: Consider reduction, through attrition, of one administrative position in the transportation department.	Ellery Girard	Completed.	March 13, 2012 - Currently each supervisor is responsible for over forty employees and six and one-half schools. The loss of a route supervisor would negatively impact response time to parents, schools and drivers with issues on their buses.	12/1/2014. Completed. Penny Miller retired - position not filled.		
6-3	Increase professional development training for bus drivers and attendants that focuses on professionalism, respect for others, appropriate workplace attitudes and behaviors, and clarifying the line between personal and professional lives and issues.	Ellery Girard	Completed, with ongoing review.	Add professional development classes during our twenty hour safety school prior to school opening	August 2012 safety school included dealing with difficult children and children with discipline concerns. Reviewed safety vest techniques, have included Ruby Payne in the past. Similar topics will be included in future safety schools.	August 2013. Provided bus drivers and attendants with training during annual safety school.	12/1/2014. Completed. August 2013 & 2014 week of trainings added professional development trainings for transportation employees.
6-4	Optional: Consider a feasibility study to determine if a computerized time and attendance system will improve the accuracy, availability, and timeliness of data reported for transportation department employees.	Ellery Girard	Continuing	Scott Lempe, Beverly Girard, and Al Weidner meeting with Pat Gardner the week of October 15, 2012 to discuss merits of this proposal	April 2013. Have union support to proceed. Meeting with possible provider to review pilot and overall program. Working with ESD on interfaces. Goal is to have a pilot in place in FNS for August 2013.	November 2013. Food and Nutrition Services currently working toward implementing a Pilot of a time and attendance system.	12/1/2014. We have selected Novatime as our vendor and paid the deposit to start deployment. We will pilot the program at eight schools, with employees from both Food Services and Facilities. Assuming the pilot goes well we'll expand the deployment to other schools and departments.
6-5	Optional: Examine the return on investment for new buses, additional video cameras, and for enhancing the routing and Radio Frequency Identification Device (RFID) software.	Ellery Girard	Completed.	New cameras purchased and being installed. RFID has been put on hold for budget reasons. Software for enhancing routing has been purchased	April 2013. Have installed cameras on most ESE buses. Ordering all new buses with cameras. Reviewing alternatives to RFID.	November 2013. Ordered new buses with cameras. Working with Sarasota County to upgrade bus radios.	12/1/2014. Completed. All new buses ordered with cameras front and back. Updated all 800 mghz radios and added new GPS units for routing/transportation.
6-6	Examine bell schedules and principals' prerogatives regarding pick-up and wait times at schools in light of more efficient and effective bus routing.	Ellery Girard	Completed.	Bell schedules examined each year as part of the budget process	Bell schedules adjusted where needed to ensure routing efficiency.		
6-7	Conduct an analysis and return on investment study for a fourth satellite bus compound or to relocate the south county compound, in order to reduce "deadhead" time and associated costs.	Ellery Girard	Completed	Site identified, CM and Architect selected.	November 2013. Preparing to move into South County transportation depot on or around January 1, 2014.	Completed. Opened new bus compound December 2013.	

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6-8	Evaluate the allocation policies, processes, and procedures that guide principals in the use of funds for extracurricular activity transportation.	Ellery Girard	Completed	Clarified flexibility of "vans" assigned to each high school. Met with principals and ADs to discuss access to School Board Buses and School drivers as "field trips" to avoid costly coaches. Process is in place. Goal is to reduce reliance on both rented vans and buses.	August 2013. Completed. Each high school received an additional white fleet vehicle and the use of charter services must be validated against the cost of in-house transportation delivery to assure the most economical mode of transportation is being used for extracurricular activities.	12/1/14 Completed. Met with principals and field trip users to better utilize our own transportation. Purchased cargo boxes for 5 buses. Changed window time of field trips to accommodate extracurricular activities.	
6-9	Seek changes in the collective bargaining agreement to address inequities among drivers and high driver costs associated with the practice of "rounding up" minutes.	Ellery Girard	Hold	Will address during the coming year's bargaining sessions	November 2013. Will again address when whole Contract is opened	Hold for impact bargaining. Will address again when contract opens.	
6-10	Seek changes in the collective bargaining agreement regarding bus driver use of accumulated sick time on Fridays and Mondays.	Ellery Girard	Hold	Will address during the coming year's bargaining sessions	November 2013. Will again address when whole Contract is opened	Hold for impact bargaining. Will address again when contract opens.	
6-11	Optional: Consider changes in the collective bargaining agreement to implement a "flat rate shop" system for transportation department maintenance/service personnel and operations.	Ellery Girard	Continuing	12/1/14 Partially completed. Implemented a shop rate for repairs and produce a monthly productivity report for District.			

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	Chapter 7 Technology Management						
7-1	Reassign the three virtual instructional positions currently reporting to the information services department to curriculum and instruction.	Lori White	Complete	April 19, 2013 - The alignment of the district virtual course offerings will be with Suncoast Polytechnical High School/SCTI for the 2013/14 school year. The program has been redesigned to include four 12-month teaching positions with part-time teachers contracted as needed. There will be rolling enrollment of students to accommodate a larger student enrollment. The program will be re-evaluated for cost effectiveness at the end of the 2013-14 school year.			
7-2	Reduce travel costs and out of school time through increased use of the district videoconferencing system.	Joe Binswanger	Completed with ongoing review	March 13, 2012 - The District is continuing to expand the appropriate use of videoconferencing to reduce travel costs and improve productivity.	September 19, 2012 - This monthly principal meeting will be conducted through videoconferencing.	April 9, 2013 - The District is continuing to expand the appropriate use of videoconferencing to reduce travel costs and improve productivity. Both school budget meetings and staffing meetings were facilitated through video conferencing; saving valuable time for both the finance and human resources departments.	
7-3	Develop a coordinated communications plan to disseminate information about the status and purpose of major technology initiatives in SCS.	Joe Binswanger	Completed with ongoing review	Exploring current technologies within District to accomplish a communication portal for staff within the District.	April 9, 2013 - The Information Technology Department is working with the Communications Department to accomplish a redesign of both the public space on the district website and on the intranet on SharePoint for the community and staff to gain access to pertinent information. Anticipated completion date of Summer 2013.		
7-4	Continue the hosting agreement with Sarasota County to house the district data center.	Joe Binswanger	Completed	Contract in approval process.	April 9, 2013 - The hosting agreement has been approved. The hosting agreement for the coming year is currently being negotiated.		
7-5	Consider a formal bid process at the conclusion of the current fiber optic network agreement with Comcast.	Joe Binswanger	Completed	Cost-benefit analysis being developed in partnership with Sarasota County Government IT Department.	April 9, 2013 - Currently having discussions with Sarasota County Government IT Department and Comcast about the current network agreement.	December 3, 2014 - In analyzing the fiber optic network agreement with Comcast, the best option was to allow for the automatic renewal for another 5 years to take place if all parties were acceptable to that solution. The automatic renewal took place during April 2014 with execution in September 2014. As the renewal approaches again in 5 years, the school district will look at a formal bid process at that time in comparison with the potential for an automatic 5 year renewal again.	
7-6	Maintain and communicate a detailed checklist of benchmarks to indicate the current status of the Crosspointe.net implementation.	Joe Binswanger	Completed	Benchmarks tied to payment to the vendor are articulated in the formal agreement between the Board and now ESD. A communication strategy has been developed and the first update to stakeholders will go out this month. Periodic updates will follow.	November 2013 - Since the initial update several periodic communications updates have been sent to the broad user base. We went live with SIS at four pilot schools on November 18. Communication with those schools has been on a daily basis. Pilot updates will be sent to the broader user base as experience develops.	December 2014 - The implementation of all ESD (formerly Crosspointe.net) applications was completed during Spring 2014. A detailed project plan was put into place that was reviewed weekly with the vendor and key stakeholders in the implementation of the remaining systems. The school district is now in the documentation and maintenance mode of the implementation of all ESD applications. The documentation and maintenance will be ongoing efforts for the life of the applications.	

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7-7	Develop a plan to coordinate district training initiatives that optimize technology delivery systems, are part of a district-wide technology implementation, or require the use of technology within schools.	Joe Binswanger	Completed with ongoing review	Reasonable Suspicion training converted to be delivered through LEARN for all Administrators. Material remains archived on LEARN for Administrators to reference when needed.	April 9, 2013 - Discussions being held between the Professional Development Department, Curriculum and Instruction Department, and Information Technology on opportunities for cross departmental training for Common Core for the coming summer 2013.		

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	Chapter 8 Educational Service Delivery						
8-1	Revise the current organization of student instruction and services functions to ensure consistent communication and enhance effective and efficient service delivery by reducing potential duplication of services and resources.	Natalie Roca	Completed with ongoing review	A study of the functions and operations of the departments of Curriculum, Professional Development, and Research and Assessment was completed. Several organizational models will be presented to Cabinet.	Inter-departmental admin meetings are routinely scheduled to ensure consistent communications. PD offerings and internal staff trainings are integrated by design and delivered jointly across departments with collaboration from ESE and ESOL. 4-18-13	The ongoing review of department functions and services continues to show evidence of integration of services. Feedback from school-based administrators and teachers in response to various common core institutes and trainings delivered jointly by assessment, PD and curriculum staff has been positive. 11-7-13	
8-2	Review curriculum and instructional policies that have not been examined since the 2005-06 school year or before.	Natalie Roca	Completed with ongoing review	Staff examined existing policies and identified 4.10 and 4.45 as in need of revision. Other policies were reviewed and are accurate and relevant at this time.	Delayed. Language revisions are not yet completed. Target date for completion is May 22.	Policies related to student progression plans were completed in September 2013. Work on updating school choice and testing policies is underway. 11-7-13	
8-3	Conduct a needs assessment specifically targeting use of differentiated instruction techniques with low performing students and design a comprehensive training plan that partners professional development, curriculum and instruction, and ESOL staff to ensure differentiated instruction is being provided for low performing students.	Kelly Ellington	Completed with ongoing review	In August a needs assessment was conducted to identify and align PD resources to the PRIDE teacher competencies. The district is also working to design the PD component of the Instructional Improvement System (IIS). In the interim, PD staff have delivered the first in a series of DI training.	A high school cohort of teachers and all high school administrators have been trained in differentiated instruction throughout this school year by expert consultant, Jessica Hockett. In addition, district trainers were invited to attend one of these sessions with Jessica. Future differentiated instruction training is planned especially related to how it is aligned with PRIDE, the performance part of the teacher evaluation.	Our high school DI Cohort is continuing with training with outside consultant, Jessica Hockett. Online PDA courses in Differentiated Instruction have been offered to all teachers. Future trainings will be considered.	A Professional Development Needs Assessment is conducted annually. Results are used to plan future PD opportunities as well as determine how to allocate funds. Regarding training in the area of Differentiated Instruction, we have continued working with consultant, Jessica Hockett. A cohort of high school teachers are participating in their third year with Jessica. This PD addresses Differentiation and state standards, formative assessment, and literacy. In addition, teams of teachers and administrators from all levels participated in Carol Tomlinson's Summer Institute on Academic Diversity in July, 2014. Much follow up PD has been implemented based on these workshops. The district's FDLRS staff have continued offering numerous online PD modules in Differentiated Instruction. All Differentiated Instruction courses will count for the new SB 1108 requirement for teacher certification in which teachers need to take at least 20 hours of PD that addresses students with disabilities.
8-4	Optional: Study the impact on elementary school programs if significant additional state funding reductions occur.	Lori White	Declined at this time	March 13, 2012 - Given the requirements of class size for core subject areas, the only teachers that could be eliminated under this recommendation are teachers of art, music and physical education. The continuation of these positions with appropriate certification was a commitment made in the referendum campaign.			
8-5	Optional: Appoint a special curriculum task force assigned responsibility for assessing the need for small enrollment classes and develop a priority and schedule for governing the reduction in the number of these classes.	Natalie Roca	Completed	March 13, 2012 - During the budget cycles of the past three years, schools have continually evaluated and eliminated positions based on priorities. We recommend that schools continue to reduce where possible through scheduling and staffing practices.	Small enrollment classes are kept at a minimum. Scheduling, staffing and budget are significant factors. Consideration is given to offering computer online courses in those cases where few students need/show interest in a given course as a way to minimize small class/course enrollment.		

			Current Status Complete On Hold Continuing Declined at this time				
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8-6	Optional: Review the job assignments of all non-teaching positions and consider reducing the number of positions by 10 percent, with consideration to placing the staff in classroom teaching positions.	Roy Sprinkle	Completed	March 13, 2012 - There has been a significant reduction in non-classroom positions in previous budget reductions (i.e., data coaches, literacy coaches, instructional technology coaches). The District will continue to evaluate and monitor the need for specific non-classroom positions and recommend reductions if necessary. The impacts for the reduction of specific non-classroom positions including high school testing coordinators, behavior specialists, ELL trainers, ESE liaisons, ESOL liaisons, program specialists, social workers, and administrative interns are described in detail in the documents associated with the March 13, 2012 Board Workshop.	April 19, 2013 - There has been further reduction of non-classroom positions with the elimination of media specialists in all middle and high schools. Media Specialists had previously been eliminated in all elementary schools.	December 3, 2014 - In the 2007-2008 school year there were 5,848 positions. For 2014-2015 school year there are 5,258 positions. That is a reduction of 590 positions which is a 10% reduction of staff.	
8-7	Create a comprehensive evaluation design to measure the effectiveness of the discipline/behavior management program and the alternative placement components.	Sonia Figaredo-Alberts	Continuing	September 2012- Step 1: The effectiveness of discipline practices can only be evaluated by analyzing school level data. Longitudinal data necessary for initial review include: Total enrollment with ethnicity, Total SWD enrollment with ethnicity, Total number of out-of-school suspension days, Number and percent of students greater than or equal to 10 days out-of-school suspension with ethnicity, Number and percent of SWD greater than or equal to 10 days out-of-school suspension with ethnicity and District totals of each category above. Step 2: (1) Monitor by school on a quarterly basis: (a) The number of students being suspended (OSS) divided by the total school population. (b) The number of students recommended for expulsion for alternative placement divided by the total school population. (2) Compare this data annually to determine the effectiveness of the disciplinary policies and their impact on increasing student performance. (3) Successful policies would reflect decreases in (OSS) data and increases in student performance data (attendance and graduation rate). (4) Monitor district wide data on an annual basis.	December 2014 - See next page for complete update on status of this recommendation.		
8-8	Design a partnership between the curriculum, professional development, and research departments to ensure timely and comprehensive learning experiences for district staff related to FCAT-2, state standards, and End of Course Exams.	Natalie Roca	Completed	The revised PD program includes sessions for central staff on the same topics delivered to school-based administrators and teachers. Secondly, cross-training and integrated PD sessions are being designed and delivered.	The departments of Professional Dev., Curriculum and Research & Assessment are under the same Division and share a collective mission to provide relevant products and services of the highest quality to support schools and improve teaching and learning.		

	Recommendation	Contact Person	Current Status Complete On Hold Continuing Declined at this time	Action #1	Action #2	Action #3	Action #4
8-9	Develop a partnership between communications and community relations and curriculum and instruction to design and create best teaching practice video vignettes to support teachers in the use of the Instructional Focus Calendars.	Kelly Ellington	Completed with ongoing review	To support the new teacher evaluation system, the first priority is to refine and enhance the best practice "look fors" and to update the PRIDE rubric. Once completed, staff will review and search for exemplars and appropriate resources.	This revision work is still in progress. In the meantime, we have been utilizing the teaching vignettes aligned with the Common Core State Standards on The Teaching Channel Web site, a free and high-quality resource.	We are continuing to utilize the available videos on The Teaching Channel Website. Plans are being explored to solicit videos from teachers as follow up to certain professional development courses.	Free videos accessed from <i>The Teaching Channel</i> that are aligned to our district's Teacher Evaluation System continue to be updated and used in professional development courses and training for teachers and school leaders. Grant money was utilized as the Professional Development Department worked with the Communications Department (specifically The Education Channel) to videotape lessons in some Sarasota County teachers' classrooms. The Curriculum and Instruction department worked collaboratively with teachers to develop the new Instructional Focus Guides in all core subject areas and a few elective courses. The goal is to work with these teacher volunteers on editing the videos so that they can be aligned to individual PRIDE teaching competencies for use by collaborative planning teams in designing unit and lesson plans based on our district's revised Instructional Focus Guides.