

# The School Board of Sarasota County, FL MGT Study

## Commendations and Recommendations

(Please select the Commendations or Recommendations link for the Chapter you wish to review)

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## Chapter 1.0 District Governance and Administration

### Commendations

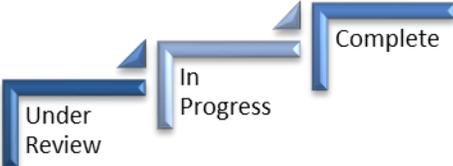
<a href="#"><u>Commendation 1-A</u></a>	The school board uses the electronic board agenda and supporting information for board meetings and providing related information on the district's website.
<a href="#"><u>Commendation 1-B</u></a>	The board and superintendent seek organized labor support and ideas regarding necessary actions resulting from the ongoing decline in revenues.
<a href="#"><u>Commendation 1-C</u></a>	The board and administration have implemented interlocal agreements to reduce costs for services and increase efficiencies.
<a href="#"><u>Commendation 1-D</u></a>	Sarasota County Schools has a comprehensive School Board Policy Manual with updates provided at a modest cost.
<a href="#"><u>Commendation 1-E</u></a>	The superintendent implemented structured meetings and communications to ensure discussions between the superintendent and stakeholders prior to decision-making.
<a href="#"><u>Commendation 1-F</u></a>	The administration and board have developed and implemented a refined, assessment-based strategic plan that integrates all district functions and focuses on student learning.
<a href="#"><u>Commendation 1-G</u></a>	The district and communications department support a unique program, the PALS Partners in Education initiative.
<a href="#"><u>Commendation 1-H</u></a>	The district and communications department have developed the Sarasota County School District Crisis Communications Guidelines.
<a href="#"><u>Commendation 1-I</u></a>	The district's administrative school staffing levels are within best practice ranges.

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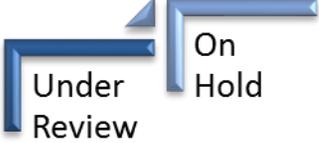
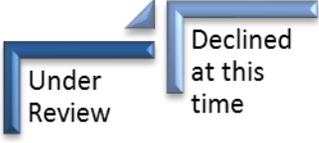
## Chapter 1.0 District Governance and Administration Recommendations

Description	Two Year Fiscal Impact		Progress
	Projected	Actual	
<p><a href="#"><u>Recommendation 1-1</u></a> Continue to evaluate potential opportunities for additional shared services with other governmental agencies and private organizations.</p>	N/A	N/A	
<p><a href="#"><u>Recommendation 1-2</u></a> Develop a comprehensive local school board orientation program for newly elected members.</p>	N/A	N/A	
<p><a href="#"><u>Recommendation 1-3</u></a> Review and approve the superintendent's recommended guidelines for implementing further reductions in operating revenues.</p>	N/A	N/A	
<p><a href="#"><u>Recommendation 1-4</u></a> Develop and implement cross training for key board and superintendent support positions.</p>	N/A	N/A	
<p><a href="#"><u>Recommendation 1-5</u></a> Implement actions designed to reduce superintendent position turnover.</p>	N/A	N/A	

## Chapter 1.0 District Governance and Administration Recommendations

Description	Two Year Fiscal Impact		Progress
	Projected	Actual	
<a href="#"><u>Recommendation 1-6</u></a> Increase the usefulness of the online policy manual through a subject matter index, revised (key-word) topic search capability, and hyperlinks to referenced documents.	N/A	N/A	
<a href="#"><u>Recommendation 1-7</u></a> 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.	N/A	N/A	
<a href="#"><u>Recommendation 1-8</u></a> Assign policy manual control and editing to the communications department.	N/A	N/A	
<a href="#"><u>Recommendation 1-9</u></a> Execute agreements for legal services.	N/A	N/A	
<a href="#"><u>Recommendation 1-10</u></a> Evaluate legal services and identify means for reducing legal services expenditures.	N/A	N/A	

## Chapter 1.0 District Governance and Administration Recommendations

Description	Two Year Fiscal Impact		Progress
	Projected	Actual	
<a href="#"><u>Recommendation 1-11</u></a> Reorganize central administration, reducing the number of direct reports to the superintendent.	N/A	N/A	
<a href="#"><u>Recommendation 1-12</u></a> Delegate the superintendent's routine e-mails to an administrative support position.	N/A	N/A	
<a href="#"><u>Recommendation 1-13</u></a> Enhance the Sarasota County Schools Crisis Communication Guidelines with a topical index and communications checklist.	N/A	N/A	
<a href="#"><u>Option 1-14</u></a> Adjust high school administrative staffing to industry standards when economic conditions permit.	N/A	N/A	
<a href="#"><u>Option 1-15</u></a> Re-institute the Leadership Academy when improved economic conditions permit.	N/A	N/A	

## Chapter 1.0 District Governance and Administration Recommendations

Description	Two Year Fiscal Impact		Progress
	Projected	Actual	
<p><a href="#"><u>Option 1-16</u></a></p> <p>Consider converting the director of safety and security/chief of school police position to director of safety and security.</p>	N/A	N/A	

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## Chapter 2.0 Human Resources Commendations

<a href="#"><u>Commendation 2-A</u></a>	The SCS Human Resources Department has reduced operating costs, while receiving high levels of satisfaction in professionalism and responsiveness.
<a href="#"><u>Commendation 2-B</u></a>	SCS has established an effective system for the collection, protection, storage, and retrieval of personnel records.
<a href="#"><u>Commendation 2-C</u></a>	SCS uses a best practices comprehensive job description format.
<a href="#"><u>Commendation 2-D</u></a>	SCS has reduced its recruitment costs while continuing to hire qualified employees.
<a href="#"><u>Commendation 2-E</u></a>	The district has established multi-faceted electronic hiring and staffing processes.
<a href="#"><u>Commendation 2-F</u></a>	SCS has established and implemented performance evaluation/appraisal systems that are comprehensive in scope, grounded in research, and reflective of requirements of law.
<a href="#"><u>Commendation 2-G</u></a>	SCS offers an array of training opportunities in varied formats to accommodate individual needs and learning styles.

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## Chapter 2.0 Human Resources Recommendations

Description	Two Year Fiscal Impact		Progress
	Projected	Actual	
<a href="#"><u>Recommendation 2-1</u></a> <p>Develop and implement strategies to improve customer satisfaction with communication and understanding needs.</p>	N/A	N/A	
<a href="#"><u>Recommendation 2-2</u></a> <p>Conduct an editorial review of HR policies and make corrections as needed.</p>	N/A	N/A	
<a href="#"><u>Recommendation 2-3</u></a> <p>Complete development of the operations manual and place it on the intranet with printed copies for employees without intranet access.</p>	N/A	N/A	
<a href="#"><u>Recommendation 2-4</u></a> <p>Revise the employee handbook, post the updated version on the district's website, and provide printed copies to employees without intranet access.</p>	N/A	N/A	
<a href="#"><u>Recommendation 2-5</u></a> <p>Update job descriptions for all positions as needed.</p>	N/A	N/A	

## Chapter 2.0 Human Resources Recommendations

Description	Two Year Fiscal Impact		Progress
	Projected	Actual	
<a href="#"><u>Recommendation 2-6</u></a> Revise labor agreement provisions that hinder essential personnel decisions when lay-offs may be required.	N/A	N/A	
<a href="#"><u>Recommendation 2-7</u></a> Negotiate a reduction in the employment days for teacher aides.	\$1,798,500	\$300,056	
<a href="#"><u>Recommendation 2-8</u></a> Revise labor agreements to significantly curtail or eliminate provisions that allow board-paid time for bargaining unit members to conduct union business.	\$115,652	\$115,652	
<a href="#"><u>Recommendation 2-9</u></a> Review all salary schedules and develop proposals to align them with state averages, adjusted for increased area cost-of-living.	N/A	\$149,056	

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## Chapter 3.0 Financial Management Commendations

<a href="#"><u>Commendation 3-A</u></a>	The financial services leadership has streamlined overall operations through the elimination of positions, while maintaining pre-economic downturn work-load levels.
<a href="#"><u>Commendation 3-B</u></a>	The financial services department has clearly articulated objectives and goals that are aligned with the SCS District Strategic Plan, that are measurable, and that focus on driving customer service up and costs down.
<a href="#"><u>Commendation 3-C</u></a>	In conjunction with human resources, the financial services department maintains detailed job descriptions, with clear expectations of work to be performed.
<a href="#"><u>Commendation 3-D</u></a>	The SCS budget development process is clearly defined, with a timeline that serves department, schools, and the board effectively.
<a href="#"><u>Commendation 3-E</u></a>	SCS uses clearly defined formulas for allotting personnel resources to schools.
<a href="#"><u>Commendation 3-F</u></a>	SCS uses automated position control effectively.
<a href="#"><u>Commendation 3-G</u></a>	SCS continues to provide media, arts, music, security, and technology support staff to schools using a portion of the revenues derived from the one-mill levy.
<a href="#"><u>Commendation 3-H</u></a>	The financial services department provides monthly financial reporting to the superintendent and the board that is clearly articulated, comprehensive, and detailed.
<a href="#"><u>Commendation 3-I</u></a>	The financial services department staff produce the Comprehensive Annual Financial Report internally, thus eliminating the costs associated with outsourcing it to an external auditor or other third party.
<a href="#"><u>Commendation 3-J</u></a>	SCS has received both the GFOA Certificate of Achievement for Excellence in Financial Reporting and the ASBO Certificate of Excellence in Financial Reporting for seven consecutive years.
<a href="#"><u>Commendation 3-K</u></a>	The SCS financial services staff maintains internal controls and produces financial reports that withstand the test of external audits such that they can be relied upon to contain accurate information.
<a href="#"><u>Commendation 3-L</u></a>	SCS uses a committee structure and competitive procurement as good fiscal process and management in awarding the contract for external financial auditor.
<a href="#"><u>Commendation 3-M</u></a>	Financial services provides school and departmental users with detailed online guidance on finance-related procedures and work-flows for conducting financial transactions and properly managing school based internal funds.
<a href="#"><u>Commendation 3-N</u></a>	SCS maintains comprehensive internal controls to safeguard its financial resources.

## Chapter 3.0 Financial Management Commendations

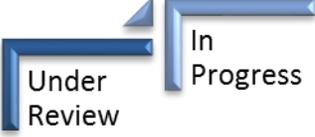
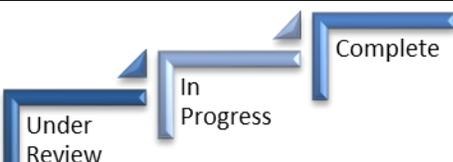
<a href="#"><u>Commendation 3-O</u></a>	SCS integrates technology into financial management and transaction processing, thereby lowering administrative costs, increasing accuracy, and improving customer service.
<a href="#"><u>Commendation 3-P</u></a>	SCS successfully negotiated new employee health insurance plans, leading to an estimated reduced cost of 9.3 percent (an estimated savings of over \$3.3 million) for calendar year 2012.
<a href="#"><u>Commendation 3-Q</u></a>	SCS has established well-managed and appropriately funded self-insurance programs to manage financial risks associated with workers' compensation, general liability, and transportation liability claims.
<a href="#"><u>Commendation 3-R</u></a>	SCS uses a strategic approach to risk management of its property by layering commercial insurance with participation by SCS, with loss limits in place.
<a href="#"><u>Commendation 3-S</u></a>	Materials management provides school and departmental users with detailed, up-to-date online guidance to purchase order and bid procedures, workflows, ethics, and compliance, and provides a periodic newsletter providing relevant and timely information to its customers.
<a href="#"><u>Commendation 3-T</u></a>	Materials management has established standards for furniture, copier, and printer purchases, leading to increased effectiveness and resource maximization.
<a href="#"><u>Commendation 3-U</u></a>	SCS Materials Management conducted a detailed study in Fiscal Year 2008-09 comparing the cost of maintaining a warehouse inventory to an outsourced just-in-time delivery system.
<a href="#"><u>Commendation 3-V</u></a>	SCS Materials Management administers the district-wide P-Card Program efficiently and effectively.
<a href="#"><u>Commendation 3-W</u></a>	Materials management conducts an annual inventory of all SCS fixed assets with minimal staff by leveraging bar code technology and related inventory management software
<a href="#"><u>Commendation 3-X</u></a>	Materials management provides print shop/copier services to schools and departments efficiently and effectively, without a charge back to the schools and departments, driving full utilization of the print shop.
<a href="#"><u>Commendation 3-Y</u></a>	Financial services has conducted two detailed cost studies of the print shop (in 1996 and 2004) comparing the costs of in-house to outsourced services.

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## Chapter 3.0 Financial Management Recommendations

Description	Two Year Fiscal Impact		Progress
	Projected	Actual	
<p><a href="#"><u>Recommendation 3-1</u></a> Evaluate ongoing opportunities for additional staff reduction through attrition and position consolidation.</p>	\$64,417	\$98,950	
<p><a href="#"><u>Recommendation 3-2</u></a> Evaluate progress on the financial services department goals and objectives on an ongoing basis.</p>	N/A	N/A	
<p><a href="#"><u>Recommendation 3-3</u></a> Develop mission, vision, and value statements for the financial services department that are aligned with the district's statements.</p>	N/A	N/A	
<p><a href="#"><u>Recommendation 3-4</u></a> Promote stakeholder engagement, fiscal transparency, and public understanding of the SCS budget during the budget development process.</p>	N/A	N/A	
<p><a href="#"><u>Recommendation 3-5</u></a> 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.</p>	N/A	N/A	

## Chapter 3.0 Financial Management Recommendations

Description	Two Year Fiscal Impact		Progress
	Projected	Actual	
<a href="#"><u>Recommendation 3-6</u></a> 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.	N/A	N/A	
<a href="#"><u>Recommendation 3-7</u></a> Implement the full budget functions of the CrossPointe ERP system for management of revenue and appropriation budgeting.	N/A	N/A	
<a href="#"><u>Recommendation 3-8</u></a> 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.	N/A	N/A	
<a href="#"><u>Recommendation 3-9</u></a> 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	N/A	N/A	
<a href="#"><u>Recommendation 3-10</u></a> 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.	N/A	N/A	

## Chapter 3.0 Financial Management Recommendations

Description	Two Year Fiscal Impact		Progress
	Projected	Actual	
<a href="#"><u>Recommendation 3-11</u></a> Implement duty rotation and mandatory vacations for financial services staff.	N/A	N/A	
<a href="#"><u>Recommendation 3-12</u></a> Review SCS fiscal policies on a periodic basis and revise as required.	N/A	N/A	
<a href="#"><u>Recommendation 3-13</u></a> Develop a cross-departmental task force to drive completion of the remaining ERP components and expectations for any remaining software development, training, and deployment.	N/A	N/A	
<a href="#"><u>Recommendation 3-14</u></a> Evaluate additional technology integration into SCS financial management including CrossPointe workflow systems, electronic signatures, and electronic submission of all vendor checks.	N/A	N/A	
<a href="#"><u>Recommendation 3-15</u></a> Transition payment of full-time employees to a monthly basis only.	\$99,114	\$0	

## Chapter 3.0 Financial Management Recommendations

Description	Two Year Fiscal Impact		Progress
	Projected	Actual	
<a href="#"><u>Recommendation 3-16</u></a> 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.	N/A	N/A	
<a href="#"><u>Recommendation 3-17</u></a> 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.	N/A	N/A	
<a href="#"><u>Recommendation 3-18</u></a> 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.	N/A	N/A	
<a href="#"><u>Recommendation 3-19</u></a> Review the cost of maintaining in-house inventory of commonly ordered supply items to the cost of outsourcing the process to a third party.	N/A	N/A	
<a href="#"><u>Recommendation 3-20</u></a> Re-bid the PCard contract on a three- to five-year periodic basis to ensure the highest possible rebate is being received.	N/A	N/A	

## Chapter 3.0 Financial Management Recommendations

Description	Two Year Fiscal Impact		Progress
	Projected	Actual	
<a href="#"><u>Recommendation 3-21</u></a> Implement analytics and monitoring software for PCard transactions as an additional internal control to detect split purchases and other inappropriate PCard usage.	N/A	N/A	
<a href="#"><u>Recommendation 3-22</u></a> Automate records retention processing, implement a fee for student record requests, and eliminate one SSP-8 records retention position.	\$89,604	\$0	
<a href="#"><u>Recommendation 3-23</u></a> 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.	N/A	\$450,000	
<a href="#"><u>Recommendation 3-24</u></a> 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.	N/A	N/A	
<a href="#"><u>Recommendation 3-25</u></a> Implement an anonymous hot-line managed by an outsourced third party where individuals may report allegations of wrongdoing within the district.	\$(2,000)	\$0	

**Chapter 3.0 Financial Management  
Recommendations**

Description	Two Year Fiscal Impact		Progress
	Projected	Actual	
<a href="#"><u>Recommendation 3-26</u></a> Create an internal audit function.	\$(550.000)	\$0	

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## Chapter 4.0 Food Services Commendations

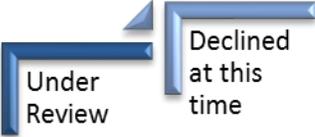
<a href="#"><u>Commendation 4-A</u></a>	The food and nutrition services department uses a unique and effective approach to reviewing food and beverage orders prior to order submission.
<a href="#"><u>Commendation 4-B</u></a>	The use of student taste testing with response forms is a best practice for increased student awareness and potential participation in the food service program.
<a href="#"><u>Commendation 4-C</u></a>	The food and nutrition services department has created an effective method to track the capital needs for the district related to food service operations.
<a href="#"><u>Commendation 4-D</u></a>	The food and nutrition services department follows a preventative maintenance schedule for schools.
<a href="#"><u>Commendation 4-E</u></a>	The food and nutrition services department has created an innovative and unique program for interns.

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## Chapter 4.0 Food Service Recommendations

Description	Two Year Fiscal Impact		Progress
	Projected	Actual	
<a href="#"><u>Recommendation 4-1</u></a> 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.	N/A	N/A	
<a href="#"><u>Recommendation 4-2</u></a> Review food storage procedures and guidelines with food service staff and expand the guidelines to consider including transferring leftover canned food to appropriate containers.	N/A	N/A	
<a href="#"><u>Recommendation 4-3</u></a> Instruct cafeteria managers to label and calibrate all thermometers on a weekly basis.	N/A	N/A	
<a href="#"><u>Recommendation 4-4</u></a> Ensure that all students have appropriate opportunity and time to eat breakfast in the schools.	N/A	N/A	
<a href="#"><u>Recommendation 4-5</u></a> Determine the best approach for serving options and personnel to reduce wait time during meal service.	N/A	N/A	

## Chapter 4.0 Food Service Recommendations

Description	Two Year Fiscal Impact		Progress
	Projected	Actual	
<p><a href="#"><u>Recommendation 4-6</u></a> Explore the option of having cafeteria managers defrost freezers on a regular schedule to avoid ice buildup.</p>			

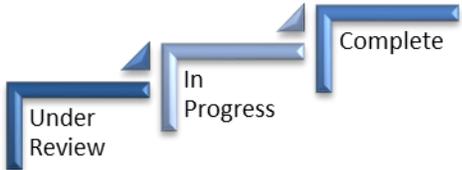
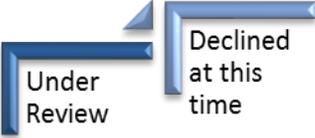
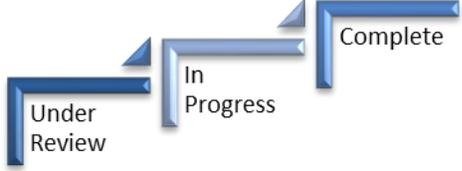
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## Chapter 5.0 Facility Use and Management Commendations

<a href="#"><u>Commendation 5-A</u></a>	SCS has implemented an efficient organizational structure for the facilities functions.
<a href="#"><u>Commendation 5-B</u></a>	SCS follows best practices in planning and designing schools.
<a href="#"><u>Commendation 5-C</u></a>	SCS is effectively managing the construction program.
<a href="#"><u>Commendation 5-D</u></a>	SCS operates an effective maintenance department.
<a href="#"><u>Commendation 5-E</u></a>	SCS operates effective custodial services.
<a href="#"><u>Commendation 5-F</u></a>	SCS has an aggressive energy management program.

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## Chapter 5.0 Facility Use and Management Recommendations

Description	Two Year Fiscal Impact		Progress
	Projected	Actual	
<a href="#"><u>Recommendation 5-1</u></a> Eliminate the use of portables where sufficient capacity exists.	\$362,920	\$72,000	
<a href="#"><u>Recommendation 5-2</u></a> Establish a goal to reduce overall construction costs and architectural fees to be in line with the state averages.	\$1,284,660	\$611,160 Capital Savings	
<a href="#"><u>Recommendation 5-3</u></a> Establish cleaning supply budgets for all schools.	\$310,850	\$0	
<a href="#"><u>Recommendation 5-4</u></a> Adopt a policy that eliminates personal appliances from all classrooms and offices.	N/A	N/A	
<a href="#"><u>Recommendation 5-5</u></a> Install trash compactors at each school site.	N/A	\$100,000	

## Chapter 6.0 Transportation Commendations

<a href="#"><u>Commendation 6-A</u></a>	The Sarasota County Schools Transportation Department is in compliance with state statutes and regulations.
<a href="#"><u>Commendation 6-B</u></a>	The transportation department staff exhibit high levels of commitment and pride in their work.
<a href="#"><u>Commendation 6-C</u></a>	The transportation department leadership demonstrates high levels of care for employee well-being and camaraderie.
<a href="#"><u>Commendation 6-D</u></a>	The transportation department has implemented many private industry practices that have resulted in cost efficiencies and improved operational effectiveness and accountability.
<a href="#"><u>Commendation 6-E</u></a>	The transportation department recycles parts and accessories from vehicles no longer in service in order to save costs and maximize the value of salvaged vehicles
<a href="#"><u>Commendation 6-F</u></a>	The transportation department has implemented exemplary operational practices that have been adopted as statewide models.
<a href="#"><u>Commendation 6-G</u></a>	The transportation department effectively sets targets and has been doing so for several years, thereby permitting data-based comparative and progress measurements.
<a href="#"><u>Commendation 6-H</u></a>	The transportation department has invested in extensive training that includes staff cross-training, documentation, and proficiency training for new drivers, veteran drivers, and attendants.

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## Chapter 6.0 Transportation Recommendations

Description	Two Year Fiscal Impact		Progress
	Projected	Actual	
<a href="#"><u>Recommendation 6-1</u></a> 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.	N/A	N/A	
<a href="#"><u>Recommendation 6-2</u></a> Consider reduction, through attrition, of one administrative position in the transportation department.	\$144,582	\$0	
<a href="#"><u>Recommendation 6-3</u></a> 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.	N/A	N/A	
<a href="#"><u>Recommendation 6-4</u></a> 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.	N/A	N/A	
<a href="#"><u>Recommendation 6-5</u></a> Examine the return on investment for new buses, additional video cameras, and for enhancing the routing and Radio Frequency Identification Device (RFID) software.	N/A	N/A	

## Chapter 6.0 Transportation Recommendations

Description	Two Year Fiscal Impact		Progress
	Projected	Actual	
<a href="#"><u>Recommendation 6-6</u></a> Examine bell schedules and principals' prerogatives regarding pick-up and wait times at schools in light of more efficient and effective bus routing.	N/A	N/A	
<a href="#"><u>Recommendation 6-7</u></a> 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.	N/A	\$393,609	
<a href="#"><u>Recommendation 6-8</u></a> Evaluate the allocation policies, processes, and procedures that guide principals in the use of funds for extracurricular activity transportation.	N/A	\$341,917	
<a href="#"><u>Recommendation 6-9</u></a> Seek changes in the collective bargaining agreement to address inequities among drivers and high driver costs associated with the practice of "rounding up" minutes.	N/A	N/A	
<a href="#"><u>Recommendation 6-10</u></a> Seek changes in the collective bargaining agreement regarding bus driver use of accumulated sick time on Fridays and Mondays.	N/A	N/A	

## Chapter 6.0 Transportation Recommendations

Description	Two Year Fiscal Impact		Progress
	Projected	Actual	
<p><u><a href="#">Recommendation 6-11</a></u> Consider changes in the collective bargaining agreement to implement a “flat rate shop” system for transportation department maintenance/service personnel and operations.</p>	N/A	N/A	

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## Chapter 7.0 Technology Management Commendations

<a href="#"><u>Commendation 7-A</u></a>	The SCS Information Services Department reduced operating costs over the past three years through the reduction of staff and the use of shared resources.
<a href="#"><u>Commendation 7-B</u></a>	The district uses videoconferencing for multi-site meetings, such as the monthly high school principal meetings, which are regularly held via Safari Live.
<a href="#"><u>Commendation 7-C</u></a>	SCS is implementing an innovative replacement plan for all school computers that will result in equitable access to modern computers.
<a href="#"><u>Commendation 7-D</u></a>	SCS provides outstanding school-based technology support in a way that is efficient and accountable.
<a href="#"><u>Commendation 7-E</u></a>	The SCS Information Services Department uses an automated system to manage software and computer operating systems efficiently and effectively.
<a href="#"><u>Commendation 7-F</u></a>	SCS uses virtual servers and shared storage for critical systems, creating efficiencies in management and reducing power and maintenance requirements.

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## Chapter 7.0 Technology Management Recommendations

Description	Two Year Fiscal Impact		Progress
	Projected	Actual	
<p><a href="#"><u>Recommendation 7-1</u></a> Reassign the three instructional positions currently reporting to the information services department to curriculum and instruction.</p>	N/A	\$251,910	
<p><a href="#"><u>Recommendation 7-2</u></a> Reduce travel costs and out of school time through increased use of the district videoconferencing system.</p>	\$10,676	\$0	
<p><a href="#"><u>Recommendation 7-3</u></a> Develop a coordinated communications plan to disseminate information about the status and purpose of major technology initiatives in SCS.</p>	N/A	N/A	
<p><a href="#"><u>Recommendation 7-4</u></a> Continue the hosting agreement with Sarasota County to house the district data center.</p>	N/A	N/A	
<p><a href="#"><u>Recommendation 7-5</u></a> Consider a formal bid process at the conclusion of the current fiber optic network agreement with Comcast.</p>	N/A	N/A	

## Chapter 7.0 Technology Management Recommendations

Description	Two Year Fiscal Impact		Progress
	Projected	Actual	
<p><a href="#"><u>Recommendation 7-6</u></a> Maintain and communicate a detailed checklist of benchmarks to indicate the current status of the Crosspointe.net implementation.</p>	N/A	N/A	
<p><a href="#"><u>Recommendation 7-7</u></a> 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.</p>	N/A	N/A	

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## Chapter 8.0 Educational Service Delivery

### Commendations

<a href="#"><u>Commendation 8-A</u></a>	The SCS PALS program provides valuable support to school volunteers and business partners. The SCS PALS program provides valuable support to school volunteers and business partners.
<a href="#"><u>Commendation 8-B</u></a>	SCS curriculum staff support teachers through the innovative Instructional Focus Calendars.
<a href="#"><u>Commendation 8-C</u></a>	The district has maintained a district grade of A for the last three academic years.
<a href="#"><u>Commendation 8-D</u></a>	SCS students consistently excel on the SAT and ACT.
<a href="#"><u>Commendation 8-E</u></a>	Curriculum and Instruction uses a variety of non-general fund sources to support training efforts.
<a href="#"><u>Commendation 8-F</u></a>	Sarasota County School's student FCAT scores are consistently higher than both the state scores and the scores of the five peer districts for the years 2006 through 2010.
<a href="#"><u>Commendation 8-G</u></a>	SCS provides a rigorous series of challenging courses to support career pathways for students.

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## Chapter 8.0 Educational Service Delivery Recommendations

Description	Two Year Fiscal Impact		Progress
	Projected	Actual	
<p><a href="#"><u>Recommendation 8-1</u></a> 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.</p>	\$(41,090)	\$455,342	
<p><a href="#"><u>Recommendation 8-2</u></a> Review curriculum and instructional policies that have not been examined since the 2005-06 school year or before</p>	N/A	N/A	
<p><a href="#"><u>Recommendation 8-3</u></a> 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.</p>	N/A	N/A	
<p><a href="#"><u>Recommendation 8-4</u></a> Study the impact on elementary school programs if significant additional state funding reductions occur.</p>	\$1,763,624	\$0	
<p><a href="#"><u>Recommendation 8-5</u></a> 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.</p>	\$1,269,810	\$1,268,428	

## Chapter 8.0 Educational Service Delivery Recommendations

Description	Two Year Fiscal Impact		Progress
	Projected	Actual	
<p><a href="#"><u>Recommendation 8-6</u></a></p> <p>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.</p>	\$1,269,810	\$1,922,654	
<p><a href="#"><u>Recommendation 8-7</u></a></p> <p>Create a comprehensive evaluation design to measure the effectiveness of the discipline/behavior management program and the alternative placement components.</p>	N/A	N/A	
<p><a href="#"><u>Recommendation 8-8</u></a></p> <p>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.</p>	N/A	N/A	
<p><a href="#"><u>Recommendation 8-9</u></a></p> <p>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.</p>	N/A	N/A	

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