

**Petersburg City Public Schools
Implementation Status of
Fiscal Impact Recommendations from
MGT's 2006 School Efficiency Review**



**Petersburg City Public Schools
"We Are Becoming a World
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Presentation Overview

- **Summary of 2006 Efficiency Review**
- **Current Project Overview**
- **Status Report of Non-Fiscal Recommendations**
- **Status Report of Fiscal Impact Recommendations**
- **Fiscal Summary**
- **Questions and Answers**





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Summary of 2006 Efficiency Review

- In the fall of 2006, a six-member team of MGT consultants conducted an efficiency study of the school division which was commissioned by the Department of Planning and Budget with joint oversight by the Virginia Department of Education



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Summary of 2006 Efficiency Review

- The operational areas reviewed during the onsite visit to the division included the following:
 - Division Organization and Administration
 - Cost of Educational Services Delivery
 - Financial Management
 - Technology
 - Personnel and Human Resources
 - Facilities
 - Food Services
 - Transportation



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Summary of 2006 Efficiency Review

- MGT provided a report to the Petersburg City Public Schools Board in January 2007
- The efficiency review produced findings in all eight operational areas which resulted in 91 recommendations, 48 of which had fiscal impacts



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Current Project Overview

- On July 28-29, 2008, MGT consultants revisited the school division for the following purposes:
 - To follow-up on the key elements of the original PCPS efficiency review report
 - To verify that the efficiency review recommendations with accompanying fiscal impacts are being implemented and sustained over the long term



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Current Project Overview

- **In conducting the follow-up review, MGT consultants:**
 - Interviewed central office personnel including the Superintendent, and members of the School Board
 - Reviewed documentary evidence of actions taken by the division since the 2006 review to address report recommendations



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**Review of Project Findings:
Non-Fiscal Impact Recommendations**

- **In addition to determining the implementation status of recommendations with fiscal impacts, the division provided the results of actions taken to address non-fiscal recommendations**



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**Review of Project Findings:
Non-Fiscal Impact Recommendations**

- **There were 43 non-fiscal impact recommendations**
 - 29 are fully implemented (67%)
 - 12 are pending or in process (28%)
 - 2 are abandoned (5%)



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**Review of Project Findings:
Division Organization and Administration**



**9 of 15
recommendations
(60%) have been
fully or partially
implemented!**



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Fiscal Impact Recommendations:
Division Organization and Administration

| REC NO. | RECOMMENDATION | IMPLEMENTATION LEVEL | PROJECTED ANNUAL OR ONE-TIME FISCAL IMPACT | ACTUAL FISCAL IMPACT |
|---------|--|----------------------|--|----------------------|
| 2-1 | Conduct a Comprehensive Board Member Training Program | FULL | (\$3,000) | (\$14,296) |
| 2-2 | Conduct Member Training | FULL | (\$3,700) | * |
| 2-3 | Use the Services of a Qualified Provider to Revise Outdated School Board Rules | FULL | (\$3,000) | (\$28,327) |
| 2-4 | Establish Formal Procedure for Legal Services | PARTIAL | (\$22,200) | \$0 |
| 2-5 | Eliminate Gifted and Talented Coordinator Position | NONE | \$82,954 | \$0 ¹¹ |



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Fiscal Impact Recommendations:
Division Organization and Administration

| REC NO. | RECOMMENDATION | IMPLEMENTATION LEVEL | PROJECTED ANNUAL OR ONE-TIME FISCAL IMPACT | ACTUAL FISCAL IMPACT |
|---------|--|----------------------|--|----------------------|
| 2-5 | Eliminate the Supervisor of Instructional Media Position | FULL | \$84,426 | \$8,701 |
| 2-5 | Eliminate Two Subject Area Specialists | FULL | \$135,803 | \$271,606 |
| 2-5 | Eliminate Director of Elementary Education Position | PARTIAL | \$107,599 | * |
| 2-5 | Eliminate Director of Secondary Education Position | PARTIAL | \$103,146 | * |
| 2-5 | Eliminate Security Specialist Positions (8) | NONE | \$164,891 | \$0 ¹² |



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**Fiscal Impact Recommendations:
Division Organization and Administration**

| REC NO. | RECOMMENDATION | IMPLEMENTATION LEVEL | PROJECTED ANNUAL OR ONE-TIME FISCAL IMPACT | ACTUAL FISCAL IMPACT |
|---------|--|----------------------|--|----------------------|
| 2-5 | Eliminate Jail Coordinator Position | NONE | \$70,042 | \$0 |
| 2-6 | Eliminate six and one-half Assistant Principal (AP) Positions | PARTIAL | \$442,970 | \$56,034 |
| 2-6 | Eliminate 14 Clerical Positions | FULL | \$428,627 | \$555,405 |
| 2-7 | Establish and implement a division-wide shared decision-making process | FULL | (\$10,000) | \$0 |
| 2-8 | Develop and implement a strategic plan | PARTIAL | (\$5,000) | \$0 |

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**Review of Project Findings:
Fiscal Management**



**2 of 2
recommendations
(100%) have been
fully or partially
implemented!**



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**Fiscal Impact Recommendations:
Fiscal Management**

| REC NO. | RECOMMENDATION | IMPLEMENTATION LEVEL | PROJECTED ANNUAL OR ONE-TIME FISCAL IMPACT | ACTUAL FISCAL IMPACT |
|---------|---|----------------------|--|----------------------|
| 3-3 | Purchase three fire-rated cabinets for storage of financial records | FULL | (\$4,500) | (\$6,615) |
| 3-5 | Make direct deposit mandatory | FULL | \$12,000 | \$2,550 |

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**Review of Project Findings:
Personnel and Human Resources**



**7 of 7
recommendations
(100%) have been
fully or partially
implemented!**



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Fiscal Impact Recommendations:
Personnel and Human Resources

| REC NO. | RECOMMENDATION | IMPLEMENTATION LEVEL | PROJECTED ANNUAL OR ONE-TIME FISCAL IMPACT | ACTUAL FISCAL IMPACT |
|---------|---|----------------------|--|----------------------|
| 4-3 | Purchase HR Management Software and Annual Upgrades | PARTIAL | (\$1,180) | (\$396) |
| 4-4 | Purchase Three Fire-Rated File Cabinets | FULL | (\$4,500) | (\$6,615) |
| 4-5 | Use VSBA Services to Revise Outdated HR Policies | FULL | (\$3,000) | \$0 |
| 4-8 | Work With Local Community and Higher Education Agencies for Teacher Recruitment | FULL | (\$2,000) | (\$1,655) |



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Fiscal Impact Recommendations:
Personnel and Human Resources

| REC. NO. | RECOMMENDATION | IMPLEMENTATION LEVEL | PROJECTED ANNUAL OR ONE-TIME FISCAL IMPACT | ACTUAL FISCAL IMPACT |
|----------|---|----------------------|--|----------------------|
| 4-10 | Mentor Teacher Stipends and Substitute Pool | FULL | (\$27,125) | (\$30,000) |
| 4-11 | Restructure Salary Schedule for All Employee Groups | PARTIAL | (\$2,447,255) | (\$1,000,000) |
| 4-14 | Develop and Implement a Division-wide Professional Development Plan | PARTIAL | (\$398,151) | (\$37,191) |



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**Review of Project Findings:
 Cost of Educational Services Delivery**



**2 of 2
 recommendations
 (100%) have been
 fully or partially
 implemented!**



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**Fiscal Impact Recommendations:
 Cost of Educational Services Delivery**

| REC. NO. | RECOMMENDATION | IMPLEMENTATION LEVEL | PROJECTED ANNUAL OR ONE-TIME FISCAL IMPACT | ACTUAL FISCAL IMPACT |
|----------|---|----------------------|--|----------------------|
| 5-10 | Evaluate Feasibility of Phasing Out 50 Secondary Teachers | FULL | \$1,266,390 | \$1,200,000 |
| 5-14 | Purchase SOL Tracker Data Reporting Software | FULL | (\$6,900) | \$0 |



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Review of Project Findings:
Transportation



6 of 9
recommendations
(67%) have been fully
or partially
implemented!



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Fiscal Impact Recommendations:
Transportation

| REC NO. | RECOMMENDATION | IMPLEMENTATION LEVEL | PROJECTED ANNUAL OR ONE-TIME FISCAL IMPACT | ACTUAL FISCAL IMPACT |
|---------|---|----------------------|--|----------------------|
| 6-1 | Hire a Part-Time Bus Driver for 20 hours per week | FULL | (\$13,700) | \$0 |
| 6-5 | Review Crisis Management Plan | PARTIAL | (\$1,000) | \$0 |
| 6-8 | Establish a 12-year Bus Replacement Cycle | PARTIAL | (\$210,000) | (\$308,000) |
| 6-9 | Sell 18 Excess Buses | FULL | \$48,600 | \$26,657 |



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Fiscal Impact Recommendations:
Transportation

| REC. NO. | RECOMMENDATION | IMPLEMENTATION LEVEL | PROJECTED ANNUAL OR ONE-TIME FISCAL IMPACT | ACTUAL FISCAL IMPACT |
|----------|--|----------------------|--|----------------------|
| 6-10 | Reduced Annual Maintenance Costs | PARTIAL | \$21,600 | \$0 |
| 6-11 | Hire Automated Computer Trained Maintenance, Parts and Fleet Pro Administrator | FULL | (\$28,800) | \$0 |
| 6-12 | Hire Edulog Administrator | FULL | (\$25,052) | \$0 |
| 6-12 | Reduce Four Buses | NONE | \$280,000 | \$0 |
| 6-12 | Reduce Four Bus Driver Positions | NONE | \$86,400 | \$0 |



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Review of Project Findings:
Technology



4 of 4
recommendations
(100%) have been
fully or partially
implemented!



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**Fiscal Impact Recommendations:
 Technology**

| REC. NO. | RECOMMENDATION | IMPLEMENTATION LEVEL | PROJECTED ANNUAL OR ONE-TIME FISCAL IMPACT | ACTUAL FISCAL IMPACT |
|----------|---|----------------------|--|----------------------|
| 7-6 | Implement and Test the PPS Disaster Recovery Plan | PARTIAL | (\$65,000) | \$0 |
| 7-7 | Purchase Computers For Student Use | FULL | (\$274,500) | (\$696,869) |
| 7-9 | Update and Enhance the PPS Web site | FULL | (\$35,000) | \$0 |
| 7-13 | Eliminate 50 Percent of Cellular Phones | PARTIAL | \$17,928 | \$10,398 |



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**Review of Project Findings:
 Facilities**



**5 of 5
 recommendations
 (100%) have been
 fully or partially
 implemented!**





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Fiscal Impact Recommendations:
Facilities

| REC NO. | RECOMMENDATION | IMPLEMENTATION LEVEL | PROJECTED ANNUAL OR ONE-TIME FISCAL IMPACT | ACTUAL FISCAL IMPACT |
|---------|---|----------------------|--|-----------------------|
| 8-1 | Accelerate The Consolidation Plan | PARTIAL | \$1,700,000 | UNKNOWN |
| 8-3 | Conduct a Physical Assessment and Educational Suitability Study | PARTIAL | (\$150,000) | UNKNOWN |
| 8-4 | Close Existing Warehouse | PARTIAL | \$27,500 | UNKNOWN |
| 8-6 | Reduce Custodial Staff in Closed Schools | FULL | \$87,000 | \$190,794 |
| 8-9 | 200-Hour Annual Rental of Classrooms and Multipurpose Rooms | FULL | \$32,400 | UNKNOWN ²⁷ |



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Review of Project Findings:
Food Services



4 of 4
recommendations
(100%) have been
partially implemented!



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Fiscal Impact Recommendations:
Food Services

| REC. NO. | RECOMMENDATION | IMPLEMENTATION LEVEL | PROJECTED ANNUAL OR ONE-TIME FISCAL IMPACT | ACTUAL FISCAL IMPACT |
|----------|---|----------------------|--|----------------------|
| 9-1 | Eliminate Excessive Administrative Food Service Staff Positions | PARTIAL | \$167,862 | \$91,185 |
| 9-6 | Reduce Labor Costs | PARTIAL | \$148,570 | \$138,365 |
| 9-8 | Use USDA Commodities | PARTIAL | \$630,352 | \$115,832 |
| 9-11 | Purchase and Implement a Food Service Point-of-Sale System | PARTIAL | (\$80,000) | (\$22,000) |



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Review of Project Findings:
Fiscal Summary



39 of 48
recommendations
(81%) have been fully
or partially
implemented!





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FISCAL SUMMARY

| OPERATIONAL AREA | PROJECTED ANNUAL OR ONE-TIME FISCAL IMPACT | ACTUAL FISCAL IMPACT |
|--|--|----------------------|
| DISTRICT ADMINISTRATION RECOMMENDATIONS | \$1,573,558 | \$849,123 |
| FINANCIAL MANAGEMENT RECOMMENDATIONS | \$7,500 | (\$4,065) |
| HUMAN RESOURCES RECOMMENDATIONS | (\$2,883,211) | (\$1,075,857) |
| COST OF EDUCATIONAL SERVICE DELIVERY RECOMMENDATIONS | \$1,259,490 | \$1,200,000 |
| TRANSPORTATION RECOMMENDATIONS | \$158,048 | (\$281,343) |
| TECHNOLOGY RECOMMENDATIONS | (\$356,572) | (\$686,471) |
| FACILITIES RECOMMENDATIONS | \$1,696,900 | \$190,794 |
| FOOD SERVICES RECOMMENDATIONS | \$866,784 | \$323,382 |
| TOTAL FISCAL IMPACT OF ALL COST/SAVINGS RECOMMENDATIONS | \$2,322,497 | \$515,563 |

