MS RFP 011020

A Performance Audit of Three School Districts in Mississippi

Glimpse

Performance Review

Hinds County School District

December 2020

Glimpse

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This report is solely intended to be a resource guide for Hinds County School District.

Limitations

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GlimpseK12 conducted a performance audit of three Mississippi school districts for the Mississippi Office of the State Auditor, one district of which was Hinds County Schools District (HCSD). Throughout the performance audit, district leaders and personnel were forthcoming with data, accessible upon request, and overall interested in potential opportunities for improvement that may be identified. During the initial startup meeting with HCSD, it was determined they have had consistent leadership in the Superintendent position for the last several years but have had turnover in executive leadership within the district office. Interviews revealed a consistent plan and tracking related to instruction. Operations have undergone the most change with leadership. While a focus on raising student achievement was evident from interviews with the Superintendent and curriculum leaders, it was noted that COVID-19 potentially impacted expected improvements that could have been reflected on the system report card issued had 2019-20 completed in normal fashion. Non-instructional activities are different for HCSD than other districts in the performance audit due primarily to the geographic area encompassed by the district.

Demographically, HCSD has a student enrollment of approximately 5,450. HCSD has an annual revenue of just under $65,000,000, from which they served 10 schools operating with approximately 597 employees led by 13 executive-level leaders in the district office. The annual cost of the executive leadership positions is approximately $1,263,832 (FY20) which represents 1.95% of total revenue. HCSD has placed a focus on improving the overall district report card score as issued by the Mississippi Department of Education.

The outcomes of the performance audit for HCSD resulted in an identified opportunity of ineffective spending reduction in the range of $2,367,500 to $3,715,200. To maximize the district's return on investment, this report provides the key metrics used to determine the potential opportunities, descriptions of key performance drivers, and next steps HCSD should undertake to recapture the ineffective spending and increase overall performance both instructionally and operationally. A breakdown of relevant findings and their associated opportunities is provided by performance area on the following pages.

Hinds County School District

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Digital Resources and Learning

- HCSD invested $6,253,490 in digital devices in FY18. They spend, on average, approximately $265,000 annually on digital programs from the district office. Schools are also allowed to make additional digital resource purchases to meet specific needs.
- HCSD transitioned to Curriculum Associates I-Ready program to deliver diagnostic assessments and supplemental digital instruction in FY20.
- During the 2019-20 school year, subtracting school closure time due to COVID-19, HCSD had a non-utilization rate of the I-Ready program at approximately 62% based on the programs recommended minimum effective usage.
  - The nonusers and partial users accounted for just under $98,000.00 in ineffective spending due to non-utilization.

Transportation Services

- HCSD sub-contracts its transportation services. Overall cost reduced by 4.6% between 2018-19 and 2019-20 but appears to be a result of reducing the number of schools from 11 to 10, rather than of optimizing bus routes.
- Annual cost per rider is significantly above the national peer range ($752 to $1,529) and the regional peer median ($756.47).
- The ratio of buses per school is significantly higher than that of national peers (4 to 7) and above the median for regional peers (6.61).
- The ratio of buses per mechanic is higher than that of regional peers.
  - If performance could be brought in line with peer school systems, HCSD could realize an annual savings between $750,000 and $848,000.

Hinds County School District

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Maintenance and Operations

- Operations costs rose by 1.6% ($78,118) from the 2018-19 school year to the 2019-20 school year. This increase appears to have been primarily driven by increased maintenance costs.
- Custodial-only costs decreased by 1.7% ($15,877). Custodial workload measures are exaggerated as the district employs only four Custodians. All other custodial services are sub-contracted.
- Maintenance cost per square foot is significantly higher than that of national and regional peers. Maintenance and Operations costs are higher than regional peers, yet below national peers.
  - If Maintenance and Operations costs were brought in line with regional peer performance, the district could reduce costs by $684,000 to $999,800 annually.

Nutrition Services

- At first glance, it appears that Nutrition Services performance is either in line or better than both national and regional peers regarding student participation and cost. A deeper look reveals there may be some issues with the supplied performance data.
- It was reported that both breakfast participation (43%) and lunch participation (80%) rates were equal in both the 2018-19 school year and the 2019-20 school year. This seems to be unlikely as the district was reporting a slight rise in overall student head count school year over school year (by approximately 74 students) and the total meal equivalent served appears to be running approximately 25.6% lower than the previous year.
- While the district's ability to provide data may have been negatively impacted by the onset of the COVID-19 pandemic, the district should do some due diligence to ensure performance levels are accurate and in line with peer performance.

Technology

- Technology spending as a percentage of the overall district budget has increased year over year, bringing the district closer in line with technology spending of both national and regional peers. Unlike other cost measures, technology costs are often investments in the delivery of service to students and staff.
- While the district has significantly increased the number of devices being supported, Technology staffing levels have remained the same.

Hinds County School District

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Human Resources

- When reviewing human resources costs, cost per $100K of revenue ($294.54) is significantly below both national and regional peers, yet when reviewing cost per district staff member, the cost is slightly higher than that of regional peers. This anomaly often occurs in school districts with small employee populations (HCSD has approximately 597 employees) and is not a reflection of cost control performance.
- While the employee separation rate has improved (reducing by a little over half from 46% to 24%) over the last two school years, it remains significantly higher than both national and regional peers. Substantial progress was made specifically in reducing teacher separations.

Supply Chain

- HCSD does not have dedicated Purchasing/Procurement staff. Purchasing (including bidding) is handled at the school or department level. A "bid" book is kept in the Finance department to consolidate information regarding purchasing throughout the district.
- The district would benefit from standardizing bid templates, measuring procurement effectiveness, and increasing competitive bidding. Through standardizing, measuring, and increasing competitive bidding, the district could see a reduction of 5 to 20% in overall cost of goods and services.

Financial Services

- Expenditure efficiency as measured by comparing the adopted budget as a percentage of actual outcomes was significantly higher than both national and regional peers over the two school year periods reviewed. When comparing the final budget as a percentage of the actual budget, the district was still significantly higher than national peers but in line with the regional peer median. These measures highlight a need for the district to further review the current budget development and management process to determine how the process could be improved.
- Several payroll processing measures were higher than both national and regional peers. The payroll process would also benefit from a deeper review to identify opportunities for improvement.
- There is potential to optimize the district's current worker's compensation claim management process. Bringing worker's compensation claim costs in line with peer districts could save the district approximately $70,000 annually.

Hinds County School District

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Key Performance Indicators for Central Office Administrative positions point to elements that influence service levels and district leadership. The primary purpose of Executive Leadership in a school district is to support the mission and objectives of the school district. The activities performed by district leaders include oversight of the instructional program, daily operations, and finances of the district as they support the staff and students in achieving the desired outcomes.

HCSD Executive Leadership Positions and Salary	
Position	**Salary**
Superintendent	$182,986.00
Assistant Superintendent Student Services	$130,423.00
Associate Superintendent of Curriculum, Instruction, & Assessment	$126,000.00
Associate Superintendent Community Relations	$120,391.00
Executive Director of Business Services (CFO)	$108,150.00
Executive Director of Facilities and Maintenance	$103,000.00
Director of Exceptional Services	$87,197.00
Director of Technology	$87,197.00
Curriculum Coordinator	$72,934.00
Human Resources Coordinator	$67,070.00
Coordinator of State and Federal Programs	$66,802.00
EL Coordinator	$56,057.00
District Test Coordinator	$55,625.00

Total Enrollment
5364

Annual Revenue
$64,752,519

Total Executive Salary
$1,263,832

Percentage of Revenue
1.95%

Factors that influence performance and can steer improvements include:

- District Performance
- Student Achievement
- Compliance with federal and local laws
- Adherence to state and local policy
- Enrollment
- Fiduciary Responsibility
- Ethical Standards

Hinds County School District

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Program ROI

2017-2018

Product/Program	Amount
ACT, INC	$13,680.00
APPLE INC	$6,253,490.00
BLACKBOARD INC.	$33,823.18
EDGENUITY, INC	$163,490.00
EDMENTUM, INC.	$1,700.00
LEARNING A-Z, LLC	$4,007.14
MOBYMAX, LLC	$5,180.00
RENAISSANCE LEARNING	$59,324.04
ROSETTA STONE, LTD	$13,500.00
SCHOOLSTATUS, LLC	$24,400.00
Grand Total	**$6,572,944.36**

2018-2019

Product/Program	Amount
ACT, INC	$6,966.00
APPLE INC	$83,345.10
BLACKBOARD INC.	$17,249.82
CURRICULUM ASSOCIATE	$23,400.36
EDGENUITY, INC	$79,900.00
EDMENTUM, INC.	$3,420.00
LEARNING A-Z, LLC	$1,678.90
RENAISSANCE LEARNING	$30,617.21
ROSETTA STONE, LTD	$6,750.00
SCHOOLSTATUS, LLC	$12,200.00
Grand Total	**$266,445.52**

2019-2020

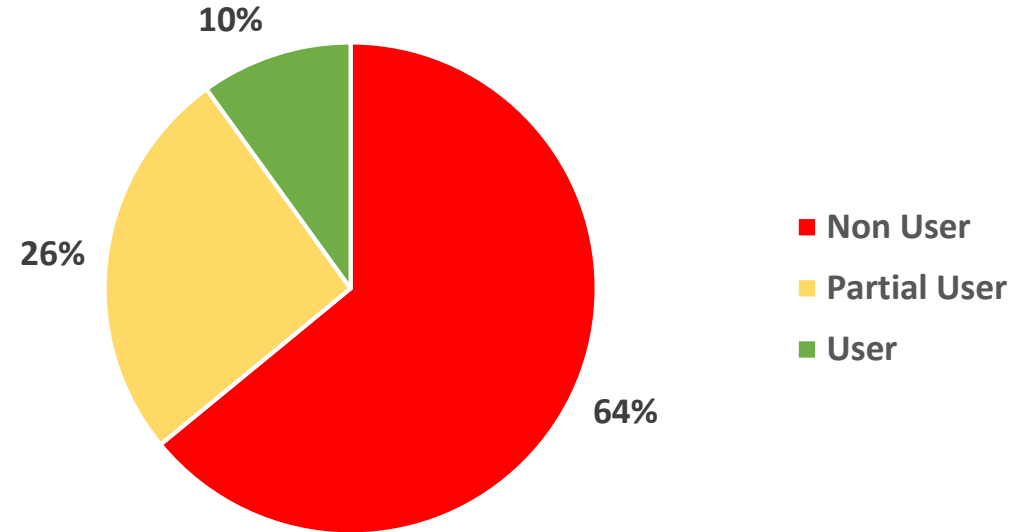| Product/Program	Amount
ACT, INC	$45,459.50
APPLE INC	$17,531.85
BLACKBOARD INC.	$17,465.43
CURRICULUM ASSOCIATE	$129,843.45
EDGENUITY, INC	$30,250.00
LEARNING A-Z, LLC	$1,499.05
RENAISSANCE LEARNING	$7,018.60
SCHOOLSTATUS, LLC	$12,200.00
Grand Total	**$261,267.88**

HCSD made a significant investment in digital learning devices in the 2017-2018 school year. Accounting for this investment, HCSD spent $319,454.36 on instructional and/or student reporting software in FY18. The cost for the same in FY19 reduced to $266,445.52, primarily due to paying only renewals and eliminating or reducing other programs.

Digital Devices & Programs

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I-Ready ELA Utilization 2019-20

13%

28%

59%

- Non User
- Partial User
- User

I-Ready Math Utilization 2019-20

10%

26%

64%

- Non User
- Partial User
- User
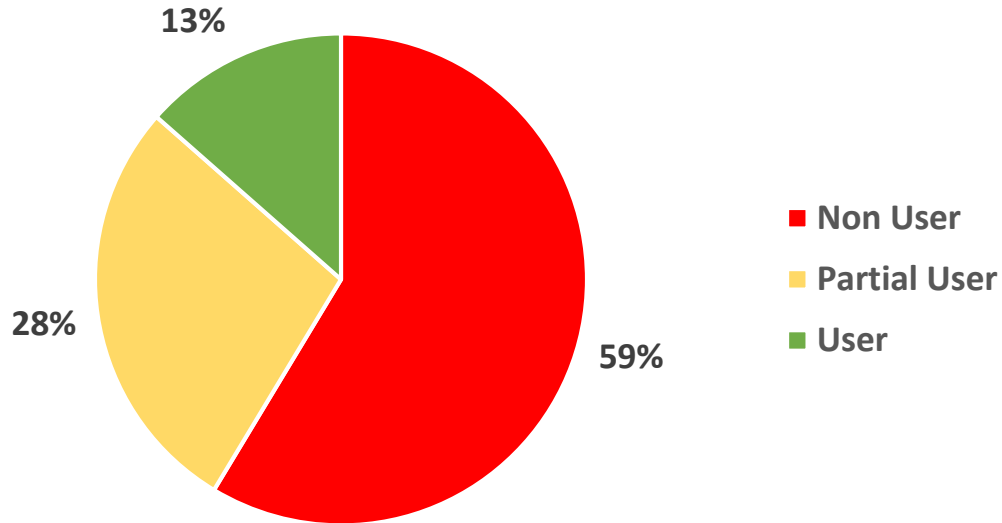
In 2019-20, I-Ready Math Utilization and I-Ready Reading Utilization resulted in $97,380.73 of ineffective spending calculated by the number of students not meeting the required minimum effective dosage of 45 minutes usage/week based on 12 full weeks of instruction throughout the school year. (COVID-19 impacted instructional weeks.)

36.88% of Math students and 39.97% of ELA students reached or passed the benchmark level by end of year when using the I-Ready mid-year score. Students classified as users were too small to determine significance of benchmark ability.

Digital Resource Usage

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Program Utilization Edgenuity

2018-2019	
Completed	575
Active Enroll	793
Total Enroll	2372

2019-2020	
Completed	433
Active Enroll	438
Total Enroll	1436

2020-2021	
Completed	0
Active Enroll	49
Total Enroll	54

HCSD utilizes Edgenuity for 6th to 12th grade Mississippi core courses to facilitate students in earning course credits in traditional and non-traditional delivery methods. Students may continue course completion beyond the bounds of the academic calendar to ensure progress toward graduation requirements. HCSD pays $30,250 in 2020-21, which represents a year over year reduction from 2018-19 ($163,490) and 2019-20 ($79,900). HCSD should continue to monitor usage or lack thereof so they may lower the licensing cost to match actual need.

Digital Resource Usage

Glimpse

HCSD made a significant investment in instructional technology devices and network infrastructure in the 2018-19 school year. STAR Early Literacy and I-Ready is utilized to administer universal screener diagnostics. Additionally, students have access to I-Ready instructional activities for ELA and Math, grades 6th to 12th use Edgenuity to earn course credits, and the district uses SAAVAS, formerly Pearson, for digital curriculum.

HCS would be well served to:

- Implement an accountability process related to teacher and student usage of the I-Ready digital program
- Develop a process for ensuring compliance with the intended usage strategy
- Systematically measure the impact of digital usage as it relates to the diagnostic and summative assessments of students
- Competitively utilize Edgenuity for course completion in a more specific model (2020-21 indicates this may now be the case)

In the absence of the above opportunities, HCSD should seek to revise the number of students served to match current usage rates. This will either maximize the expenditure ROI or minimize the non-usage cost of $97,380.73.

Additionally, HCSD allows school-based decisions on additional digital resources. While this is a common practice across school districts, it should be well-monitored to ensure schools are not purchasing duplicative digital tools to be used in place of district initiatives.

Student Grade Correlations

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Non-Instructional Performance Review

Hinds County School District

December 2020

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Transportation Services

Key Performance Indicators for Transportation Services point to elements that influence service levels and cost efficiency. Some indicators are comprehensive in nature, such as Cost per Mile and Transportation Cost per Rider, while other indicators pinpoint exact inefficiencies and excessive expenses. Attention should be paid not only to each indicator, but also in the overall performance impact represented through the relationship of each indicator.

Performance Indicator	2018-2019	2019-2020	Trend	National Peers*	Regional Peers**	Description
Transportation as a Percentage of the Total District Expense	8%	9%	↗	4-6%	4.40%	A point of reference illustrating the general size of the transportation operation as a function of the district
Average Annual Cost per Bus Overall	$43,120.88	$43,797.75	↗	$48,683-$72,698	$41,230.39	Total direct transportation costs plus total indirect transportation costs, divided by total number of buses
Annual Cost per Rider	$1,293.63	$1,234.30	↘	$752-$1529	$756.47	Total direct cost plus total indirect cost plus total contractor cost of bus services, divided by number of riders
Annual Cost per Mile	$2.66	$2.68	↗	$3.96-$5.70	$4.55	Total direct cost plus total indirect cost plus total contractor cost of bus services, divided by total miles operated
% of Spare Buses	11%	12%	↗	9%-15%	15.00%	Total spare buses divided by total scheduled for daily routes
Ratio of Buses per School	9.00	9.30	↗	4-7	6.61	Total number of buses divided by total number of schools within the district
Ratio of Buses per Mechanic	33.00	31.00	↘		26.38	Total number of maintenance staff divided by the total number of buses

Factors that influence performance and can steer improvements include:

- Types of transported programs served
- Bell schedule
- Effectiveness of the routing plan
- Spare bus factor needed
- Age of fleet
- Driver wage and benefit structure and labor contracts
- Maximum riding time allowed
- Earliest pickup time allowed
- Enrollment projections

* National Peer Data gathered from the National Council for Great City Schools
** Regional Peer Data based on the performance assessments of 40 School Systems in the Southeastern United States from 2015-2020

Key Performance Indicators

Hinds County School District sub-contracts transportation services. Overall Transportation Services expenditures reduced by approximately 4.6% ($195,776) from the 2018-19 school year to the 2019-20 school year. This was achieved by reducing six regular route buses and decreasing total annual miles from 8,592 to 8,134. This appears to have been the result of the district reducing the overall number of schools from 11 to 10 and not of optimizing bus routes.

While costs have reduced, overall transportation costs as a percentage of total district expense is still significantly above both the national peer range (4 to 6%) and the regional peer median (4.4%). Other performance indicators (as follows) also point to a potential opportunity to optimize transportation routes:

- Annual cost per rider is significantly above the national peer range ($752 to $1,529) and the regional peer median ($756.47)
- Ratio of buses per school is significantly higher than that of national peers (4 to 7) and above the regional peer median (6.61)
- Ratio of buses per mechanic is higher than that of regional peers

A detailed review of existing bus routes should take place to evaluate the possibility of further reducing the number of daily route buses to reduce costs. When evaluating routes and the number of buses needed, the district should also review school bell schedules to determine if schedule standardization and possibly splitting the start times of the high school and middle schools could allow time for buses to service multiple schools through route tiering (one bus with staggered routes, allowing them to service multiple locations) or by "domino" routing techniques (one bus picking up students for/from multiple schools). Other adjustments that may be considered would be the length of the allowed ride time and the earliest/latest rider pick-up/drop-off allowed.

If performance could be brought in line with peer school systems, HCSD could realize an annual savings between $750,000 and $848,000.

Potential Improvement Opportunities (1 of 2)

Glimpse

Key performance indicators also revealed that the district had only ten regular route spare buses. This is approximately 12% of the current fleet. Most school systems will experience service issues if their spare bus fleet drops below 15%. The district should review to determine if the low number of spare buses is negatively impacting services throughout the year. If a negative impact is occurring, the district may find it beneficial to add a few spare buses (2 to 3).

Potential Improvement Opportunities (2 of 2)

Glimpse

Operations

Key Performance Indicators in Operations assess the cost efficiency and service levels of a district's facilities management and labor. Areas of focus include custodial, maintenance, and energy management activities. These indicators should give district leaders a general sense of both where they are doing well and where they can improve. Attention should be paid not only to each indicator, but also in the overall performance impact represented through the relationship of each indicator.

Performance Indicator	2018-2019	2019-2020	Trend	National Peers*	Regional Peers**	Description
Operations as a Percentage of overall District Expense	11.0%	12.0%	↗	6%-13.8%	6.50%	A point of reference illustrating the general size of the operations department as a function of the district
Average Square Feet per Student	169.88	168.53	↘	160 - 190	166.81	Total square fotage of all facilities within the district divided by total number of students
Custodial cost per square foot	$0.99	$0.97	↘	$1.20-$2.28	$1.10	Total cost of district-operated custodial work plus total cost of contract-operated custodial work, divided by total square footage
Custodial cost per student	$168.80	$163.63	↘	$239-$427	$214.35	Total custodial work costs (contractor and district operated), divided by total student enrollment.
Custodial workload (Square Footage per Custodian)	183,815	231,054	↗	22,446-30,552	41,372	Total square footage of non-vacant buildings that are managed by the district, divided by total number of district custodial field staff.
Custodial Supply Cost per Square Foot	Data Not Available	Data Not Available	→	$0.07-$0.14	$0.20	Total custodial supply cost divided by total square footage of all buildings.

Custodial Services - Factors that influence performance and can steer improvements include:

- Cost of labor, supplies, and materials
- Size of schools
- Space usage rates
- Number of employees
- Scope of duties assigned to Custodians
- Work schedule assigned to Custodians
- Custodian cleaning methods
- Custodial cleaning equipment supplied
- Custodial cleanliness expectations/requirements

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** Regional Peer Data based on the performance assessments of 40 School Systems in the Southeastern United States from 2015-2020

Key Performance Indicators (1 of 3)

Glimpse

Performance Indicator	2018-2019	2019-2020	Trend	National Peers*	Regional Peers**	Description
Maintenance Cost per Square Foot	$4.27	$4.34	↗	$0.99-$1.32	$2.18	Cost of maintenance work divided by total square footage of all buildings.
Maintenance and Operations cost per student	$724.67	$732.03	↗	$837-$1,710	$607.18	Total custodial costs plus total grounds work costs plus total routine maintenance costs plus total major maintenance/ minor renovations costs plus total major rehab/ renovations divided by enrollment.
Maintenance workload (Square Footage per Maintenance Tech)	76,590	102,691	↗	■	178,716	Total square footage of non-vacant buildings that are managed by the district, divided by total number of district Maintenance Technicians/Tradesmen.
Average Number of Days to Complete a Maintenance Work Order	5	3	↘	5-29	10	Total aggregate number of days to complete all work orders, divided by total number of work orders.
Square Acre per Landscape Technician	Not tracked	Not tracked	→	■	91.21	Total acreage of maintained property divided by total number of Landscape Technicians

Maintenance - Factors that influence performance and can steer improvements include:

- Cost of labor, supplies, and materials
- Age of infrastructure
- Number of employees
- Management effectiveness
- Automated work order tracking
- Existence of work-flow management process
- Experience of Maintenance staff
- Training of Custodial staff to assist in auxiliary support (i.e., maintenance and lawn care)
- Deferred maintenance backlog

* National Peer Data gathered from the National Council for Great City Schools
** Regional Peer Data based on the performance assessments of 40 School Systems in the Southeastern United States from 2015-2020

Key Performance Indicators (2 of 3)

Glimpse

Operations

Performance Indicator	2018-2019	2019-2020	Trend	National Peers*	Regional Peers**	Description
Utility Costs per Square Foot	**$1.40**	**$1.30**	↘	$1.14-$1.59	$1.47	Total utility costs divided by total square footage of all non-vacant buildings.
Electricity Usage per Square Foot (in KW)	Not provided	Not provided	→			Total electricity usage (in kWh), divided by total square footage of all non-vacant buildings.
Heating Fuel Usage per Square Foot (in kBTU)	Not provided	Not provided	→	0.1-32.2		Total heating fuel usage (in kBTU), divided by total square footage of all non-vacant buildings.
Water Usage per Square Foot (in gallons)	Not provided	Not provided	→	8.3-16.3		Total water usage (in gallons), divided by total square footage of all non-vacant buildings.

Energy Management - Factors that influence performance and can steer improvements include:

- Overall number of students and staff
- Student and staff density per facility
- Size and age of school facilities
- Student and staff day-to-day behaviors
- Number of non-district supplied appliances in use
- Speed of leak/drip identification and repair
- Implementation of energy efficient lighting, appliances, and HVAC
- Implementation of water efficient faucets and toilets

* National Peer Data gathered from the National Council for Great City Schools
** Regional Peer Data based on the performance assessments of 40 School Systems in the Southeastern United States from 2015-2020

Key Performance Indicators (3 of 3)

Glimpse

Operations

Operations costs rose by 1.6% ($78,118) from the 2018-19 school year to the 2019-2020 school year. This increase appears to have been primarily driven by increased maintenance costs.

Custodial-only costs decreased by 1.7% ($15,877). Custodial workload measures are exaggerated as the district employs only four Custodians. All other custodial services are sub-contracted. The district was unable to break out custodial supply costs from other costs. Overall, custodial costs are significantly below both national and regional peer performance.

Maintenance cost per square foot is significantly higher than national and regional peers. Maintenance and Operations costs are higher than regional peers, yet below the performance of national peers. If Maintenance and Operations costs were brought in line with regional peer performance, the district could reduce costs by $684,000 to $999,800 annually. A deeper look into Operations is recommended to understand where inefficiencies or ineffectiveness measures could be improved to drive the above-noted savings.

Utility costs per square foot have reduced year over year and are below both national and regional peers. The district could not provide detailed usage information for electricity, heating fuel, and water usage.

We recommend tracking detailed usage information for electricity, heating fuel, and water usage at the overall district level and at each school campus. This information can be used to drive future improvements and to pinpoint potential issues (e.g., water leaks) early on.

Potential Improvement Opportunities

Glimpse

Nutrition Services

Key Performance Indicators in Nutrition Services include measures of productivity, broadly measured in Meals per Labor Hour, cost efficiency as determined by food and labor costs per revenue, and service levels as measured by meal participation rates. Attention should be paid not only to each indicator, but also in the overall performance impact represented through the relationship of each indicator.

Performance Indicator	2018-2019	2019-2020	Trend	National Peers*	Regional Peers**	Description
Breakfast participation rates	43%	43%	→	29.3%-52.5%	37.00%	Total breakfast meals served, divided by total district student enrollment times the number of school days in a year.
Lunch participation rates	80%	80%	→	54.2%-78.6%	68%	Total lunch meals served, divided by total distict student enrollment times the number of school days in a year.
Cost per meal	$2.34	$2.72	↗	$3.15-$3.80	$3.64	Total costs of the food service program divided by the total meals equivalent served annually.
Food costs per meal	$1.38	$1.52	↗	$1.44-$1.82	$1.49	Total food costs, divided by the total meals equivalent served annually.
Fund balance as percent of revenue	47.3%	61.2%	↗	11.2%-38.9%	50.00%	Fund balance divided by total revenue
Food costs as a percent of revenue	40.0%	42.9%	↗	38.4%-46.7%	38.6%	Total food costs divided by total revenue
Labor costs as percent of revenue	25.3%	30.8%	↗	37.8%-47.5%	45.0%	Total labor costs divided by total revenue
USDA Commodities percent of total revenue	7.5%	10.3%	↗	5.8%-6.6%	5.9%	Total value of commodities received divided by total revenue
Meals Per Labor Hour	12.3	9.2	↘	13.6-18.8	13.7	Annual meal equivalents divided by the average daily labor hours annually.

Factors that influence performance and can steer improvements include:

- Menu selections
- Provision II and III and Universal Free
- Free/Reduced percentage
- Food preparation methods
- Attractiveness of dining areas
- Adequate time to eat
- School opening procedures
- Timing of morning student arrival
- Participation in after school programs, supper programs, and summer feeding

* National Peer Data gathered from the National Council for Great City Schools
** Regional Peer Data based on the performance assessments of 40 School Systems in the Southeastern United States from 2015-2020

Key Performance Indicators

Glimpse

At first glance, it appears that Nutrition Services performance is either in line or better than both national and regional peers regarding student participation and cost. A deeper look reveals there may be some issues with the supplied performance data. For instance, it was reported that both breakfast participation (43%) and lunch participation (80%) rates were equal in both the 2018-19 school year and the 2019-20 school year. This seems to be unlikely as the district was reporting a slight rise in overall student head count school year over school year (approximately 74 students) and the total meal equivalent served appears to be running approximately 25.6% lower than the previous year. Also, while labor rates per meal appear to be in line with peers, the number of Meals per Labor Hour (MPLH) is very low compared to peers and has declined school year over school year. It would be very difficult for labor costs to be in line when the MPLH number is significantly lower than national and regional peers.

While the district's ability to provide data may have been negatively impacted by the onset of the COVID-19 pandemic, the district should do some due diligence to ensure performance levels are accurate and in line with peer performance. The district would benefit from reaching out to both students that participate and those that do not to determine their current view of food quality and service factors. This information may be helpful in driving up participation levels.

If it is determined that the provided MPLH number is accurate, the district should take a deeper review to determine if this is a temporary issue related to COVID-19 restrictions or if there is potential for this being a longer-term program structural issue. If it is determined that the issue is long-term in nature, the district should take action to improve MPLH performance. The district should review the current staffing levels by school to determine what participation rates should be to increase MPLH to meet peer performance. The district should develop strategy around driving up participation to meet current staffing levels or consider reducing staffing levels through natural attrition (i.e., choosing not to replace retirees or other individuals that leave employment from Nutrition Services over the upcoming year).

Potential Improvement Opportunities

Glimpse

Technology

Key Performance Indicators in Technology assess the productivity, cost efficiency, and service levels of the Technology department. As more districts employee technology to deliver and aide in student instruction, focus should be on the effective deployment and maintenance of technology versus on reducing expenditures. Attention should be paid not only to each indicator, but also in the overall performance impact represented through the relationship of each indicator.

Key Performance Indicator	2018-2019	2019-2020	Trend	National Peers*	Regional Peers**	Description
IT Spending as percent of District Budget	1.3%	1.6%	↗	1.77%-2.83%	1.7%	Total IT staffing, hardware, systems and service costs divided by total district operating budget.
Average Age of Computers	7.50	1.50	↘	3.19-4.01	3.33	Weighted average (number of 1 year old computers, plus 2 year old x 2, plus 3 year old x 3, plus 4 year old x 4, plus 5 year and older x 5)
Devices per employee	0.75	0.70	↘	0.97-1.63	1.1	Total number of employee laptops and desktops divided by the total number of district employees
Devices per student	0.58	1.04	↗	0.79-1.07	0.77	Total number of desktops, laptops and tablets that are for student use only or mixed-use divided by total stuent enrollment
IT Spending per student	$126.62	$137.78	↗	$196-$324	$159.33	Total IT staffing, hardware, systems and service costs divided by total student enrollment

Factors that influence performance and can steer improvements include:

- School board and administrative policies and procedures
- School district strategy regarding instructional technology pedagogy
- Existing school district business systems
- Implementation and project management for new software applications in both instructional and operations areas
- Type of devices in use by district (i.e., desktop, laptop, netbook, tablets, etc.)
- Age of technology and applications
- District technology standards and support model deployed

* National Peer Data gathered from the National Council for Great City Schools
** Regional Peer Data based on the performance assessments of 40 School Systems in the Southeastern United States from 2015-2020

Key Performance Indicators (1 of 2)

Glimpse

Technology

Key Performance Indicator	2018-2019	2019-2020	Trend	National Peers*	Regional Peers**	Description
Network-Bandwidth per Student	148	146	↘	79.6-223	156	Total standard available bandwidth divided by total student enrollment
Network days usage exceeded 75% of capacity	0.00	0.00	→	3-100	49	Number of days that peak daily internet usage reaches more than 75% of standard available bandwidth for 5 minutes or longer.
Advanced-presentation Devices per teacher	0.33	0.52	↗	1.67-2.50	1.83	Total number of devices (video/data projectors/document cameras/whiteboards, etc.) divided by total number of teachers
Devices per IT Staff	712	1228	↗		617.32	Total student and employee devices (excluding presentation devices) divided by total number of IT staff FTEs.

Factors that influence performance and can steer improvements include:

- School board and administrative policies and procedures
- School district strategy regarding instructional technology pedagogy
- Existing school district business systems
- Implementation and project management for new software applications in both instructional and operations areas
- Type of devices in use by district (i.e., desktop, laptop, netbook, tablets, etc.)
- Age of technology and applications
- District technology standards and support model deployed

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** Regional Peer Data based on the performance assessments of 40 School Systems in the Southeastern United States from 2015-2020

Key Performance Indicators (2 of 2)

Glimpse

Technology spending as a percentage of the overall district budget has increased year over year, bringing the district closer in line with technology spending by both national and regional peers. Unlike other cost measures, technology costs are often investments in the delivery of service to students and staff. Technology costs should correspond with the district's strategic plan in relationship to service needs. While technology costs have increased, overall spend per student remains below both regional and national peers.

Over the period of review, the district has greatly reduced the average age of computers from 7.50 years to 1.5 years and has increased the availability of computers for student use by adding 2,600 devices overall. The ratio of devices to students (1.04) is significantly better than the regional peer median of 0.77 and is in line with top-performing national districts. Network bandwidth per student (as measured by Mbit/s) is slightly lower than regional peers but in line with national peers.

Following the COVID-19 pandemic and the return of students full-time to schools, the district may want to review the use of advanced presentation devices (i.e., smart boards, etc.). The district's number of these devices per teacher is significantly lower than both regional and national peers.

The district should keep a close eye on Technology department staff needs. While the district has significantly increased the number of devices being supported, Technology department staffing levels have remained the same. Currently, the district is running at approximately double the number of devices per Technology staff member than regional peers. The district may need to increase support to make full use of the previously-made technology investments. This support may be in the form of contracted assistance, co-oping district employees to also serve in technology support roles, or in the actual addition of staff.

Potential Improvement Opportunities

Glimpse

Human Resources

Key Performance Indicators in Human Resources include district-wide effectiveness measures such as Teacher and Employee Separation Rates as well as indicators that focus more narrowly on the operation of the district's Human Resources department. Attention should be paid not only to each indicator, but also in the overall performance impact represented through the relationship of each indicator.

Performance Indicator	2018-2019	2019-2020	Trend	National Peers*	Regional Peers**	Description
HR Cost per $100K Revenue	$296.93	$294.54	↘	$444-$703	$356.61	Total HR department costs, divided by total district operating revenue over $100,000
HR Cost per District Staff Member	$259.82	$261.37	↗	$492-$894	$235.61	HR Department costs divided by total number of District Staff (FTEs)
Number of Employees per HR Staff Member	293	299	↗		319.06	Total number of district staff (FTEs) divided by total number of HR staff.
Overall Employee Separation Rate	46%	24%	↘	10.1%-15.4%	16.51%	Total number of employees that left the district divided by the total number of district employees (FTEs).
Teacher Separation Rate	37%	16%	↘	7.8%-14.0%	16%	Total number of Teachers that left the district divided by the total number of district employees (FTEs).
Employee Misconduct Investigations per 1,000 Employees	35.84	13.40	↘	5.2-38.8	8.79	Number of misconduct investigations, divided by total number of district employees (FTEs) over 1,000.
Employee Discrimination Investigations per 1,000 Employees	0.00	5.03	↗	0.65-2.01	1.54	Number of complaints/charges of discrimination filed by employees) divided by total number of district employees (FTEs) over 1,000.

Factors that influence performance and can steer improvements include:

- Human Resources role definition within the district
- Ability of existing technology to automate work
- Hiring practices
- School culture and staff supports
- Local or regional competition
- Effectiveness of recruiting efforts
- Salary and benefits offered
- Employee satisfaction and workplace environment
- Availability of skills in local labor market
- Personnel policies and practices

* National Peer Data gathered from the National Council for Great City Schools
** Regional Peer Data based on the performance assessments of 40 School Systems in the Southeastern United States from 2015-2020

Key Performance Indicators

Glimpse

Human resources costs are typically measured by cost per $100K of revenue and cost per district staff member. When reviewing HCSD human resources costs, we find that the cost per $100K of revenue ($294.54) is significantly below both national and regional peers; yet, when reviewing cost per district staff member, the cost is slightly higher than regional peers. This anomaly often occurs in school districts with small employee populations (HCSD has approximately 597 employees) and is not a reflection of cost control performance. The same effect can be seen when comparing the number of employees per Human Resources staff member. Overall, these measures are in line with performance expectations for similarly-sized districts, especially when considering the number of employee separations and the number of misconduct/discrimination investigations that have occurred over the last two school years.

While the employee separation rate has improved (reducing by a little over half from 46% to 24%) over the last two school years, it remains significantly higher than both national and regional peers. Substantial progress was made specifically in reducing teacher separations. The teacher separation rate is still higher than national peers but is equal to the median of regional peers. HCSD should take a deeper look to understand the root causes for the high employee separation rates. There may be linkages between the high number of employee separations and the high number of employee misconduct and discrimination investigations. Regardless of any connectivity between these measures, the district should make a focused effort to bring all three (i.e., employee separations, misconduct investigations, discrimination investigations) in line with national and regional peers.

Potential Improvement Opportunities

Glimpse

Supply Chain

Key Performance Indicators in Supply Chain include an Accounts Payable (AP) focus on the cost of efficiency, productivity, and service quality of invoice processing, as well as a focus on improving efficiency and effectiveness of procurement practices. Attention should be paid not only to each indicator, but also in the overall performance impact represented through the relationship of each indicator.

Performance Indicator	2018-2019	2019-2020	Trend	National Peers*	Regional Peers**	Description
AP Cost per 100K revenue	$81.75	$79.30	↘	$35.5-$60.5	$115.17	Total AP department personnel costs plus AP department non-personnel costs divided by total district operating revenue over $100,000
AP Cost per invoice	$3.54	$5.61	↗	$3.68-$10.24	$19.52	Total AP department personnel costs plus AP department non-personnel costs, divided by total number of invoices handled by the AP department.
Avg Days to Process Invoices	4	10	↗	4-20.7	23.3	Aggregate number of days to process all AP invoices, divided by the total number of invoices handled by the AP department
Invoices processed per FTE per month	986.6	624.5	↘	605-1,626	531.12	Total number of invoices handled by the AP department, divided by total number of AP staff (FTEs), divided by 12 months
Invoices past due at time of payment	3%	4%	↗	2.55%-20.46%	1%	Number of invoices past due at time of payment, divided by total number of invoices handled by the AP department.
Payments voided	0.26%	0.63%	↗	.50%-1.67%	1.82%	Number of payments voided, divided by total number of AP transactions (payments)
P-card Purchasing Ratio	0.00%	0.00%	→	2.3%-10.3%	4%	Total dollar amount purchased using P-cards, divided by total procurement outlays (including P-card purchases).

Factors that influence performance and can steer improvements include:

- Administrative policies and procedures
- Level of automation
- Existing business technology systems
- Departmental and individual employee responsibilities and competencies
- Performance management systems
- Monitoring and reporting systems
- Total dollar amount of invoices paid annually
- Utilization of Purchasing Cards (P-Cards)

* National Peer Data gathered from the National Council for Great City Schools
** Regional Peer Data based on the performance assessments of 40 School Systems in the Southeastern United States from 2015-2020

Key Performance Indicators (1 of 2)

Glimpse

Supply Chain

Performance Indicator	2018-2019	2019-2020	Trend	National Peers*	Regional Peers**	Description
Procurement Costs per 100K	**$96.99**	**$89.38**	↘	$73-$113	$74.49	Total Procurement department costs, divided by total district revenue over $100,000
Costs per PO	**$19.43**	**$19.45**	↗	$38-$111	$25.23	Total Purchasing department costs, divided by the total number of purchase orders that were processed by the Purchasing department, excluding P- card transactions and construction.
Procurement Savings Ratio	**Not provided**	**Not provided**	→	0.9%-4.7%	5%	Total savings from Invitations for Bids, Requests for Proposals and informal solicitations, divided by total procurement outlays (excluding P-cards and construction).
Competitive Procurement Ratio	**Not provided**	**Not provided**	→	46.8%-85.3%	28.73%	Total amount of purchasing that was through competitive procurements, divided by the sum of total procurement outlays, total P-card purchasing and total construction spending.
Procurement staff with professional certification	**0.00**	**0.00**	→	4.0%-38.8%	1%	Number of Purchasing department staff with a professional certificate, divided by total number of Purchasing staff (FTEs)
Warehouse Operating Expense Ratio	**Not provided**	**Not provided**	→	4.1%-24.4%		Total operating expenses of all measured warehouses (including school/office supplies, textbooks, food service items, facility maintenance items, and transportation maintenance items), divided by total value of all issues/sales from the warehouse(s).

Factors that influence performance and can steer improvements include:

- Procurement policies
- Utilization of blanket purchase agreements
- Number of highly complex procurements
- Departmental and individual employee responsibilities and competencies
- Performance management systems
- Level of automation

Key Performance Indicators (2 of 2)

Glimpse

Accounts payable processing performance and costs are in line with both national and regional peers.

The school district does not have dedicated Purchasing/Procurement staff. Purchasing (including bidding) is handled at the school level or department level. A "bid" book is kept in the Finance department to consolidate information regarding purchasing throughout the district. The district does not have standardized bid templates. The district does not track performance measures related to procurement effectiveness.

The district would benefit from standardizing bid templates, measuring procurement effectiveness, and increasing competitive bidding. Through standardizing, measuring, and increasing competitive bidding, the district could see a 5 to 20% reduction in overall cost of goods and services.

Potential Improvement Opportunities

Glimpse

Financial Services

Key Performance Indicators in Financial Services assess operational efficiency and effectiveness regarding debt service, budgeting, payroll processing, worker's compensation management, and grant management. Attention should be paid not only to each indicator, but also in the overall performance impact represented through the relationship of each indicator as to the overall financial health of a district.

Performance Indicator	2018-2019	2019-2020	Trend	National Peers*	Regional Peers**	Description
Debt Service Costs Ratio to District Revenue	5.02%	4.480%	↘	3.1%-10.6%	1.6%	Total Servicing costs divided by Total Operating Revenue
Expenditures Efficiency-Adopted Budget as a percent of actual	218%	241%	↗	93.0%-103.1%	168%	Total budgeted expenditures in the adopted budget, divided by total district operating expenditures
Expenditures Efficiency-Final Budget as percent of actual	128%	144%	↗	98.4%-106%	150%	Total budgeted expenditures in the final budget, divided by total district operating expenditures.
Revenues Efficiency-Final Budget as percent of actual	123%	121%	↘	93%-102%	123%	Total budgeted revenue in the final budget, divided by total district operating revenue.

Factors that influence performance and can steer improvements include:

- Leadership and governance
- School board and administrative policies and procedures
- Budget development and management processes
- Revenue experience, variability, and forecasts
- Expenditure trends, volatility, and projections
- Per capita income levels
- Real property values and/or local retail sales and business receipts
- Age of district infrastructure
- Monitoring and reporting systems

* National Peer Data gathered from the National Council for Great City Schools
** Regional Peer Data based on the performance assessments of 40 School Systems in the Southeastern United States from 2015-2020

Key Performance Indicators (1 of 3)

Glimpse

Financial Services

Performance Indicator	2018-2019	2019-2020	Trend	National Peers*	Regional Peers**	Description
Paychecks processed per FTE per month	586.0	398.0	↘	1,223-2,504	727.55	Total number of pay checks processed by Payroll department, divided by total number of Payroll staff (FTEs), divided by 12 months.
Payroll costs per 100K spent	$201.08	$231.55	↗	$110-$240	$179.84	Total Payroll personnel costs plus total payroll non-personnel costs, divided by total district payroll spend over $100,000
Payroll cost per paycheck	$9.41	$11.20	↗	$2.66-$5.99	$6.76	Total Payroll personnel costs plus total payroll non-personnel costs, divided by total number of payroll checks
Paycheck errors per 10K	Not Tracked	Not Tracked	→	3.6-31.6	32.11	Total number of pay check errors, divided by total number of pay checks handled by Payroll department over 10,000
Paychecks Direct Deposit	100.0%	100.0%	→	92.2-99.8%	96.00%	Total number of pay checks paid through direct deposit, divided by the total number of pay checks issued

Factors that influence performance and can steer improvements include:

- School board and administrative policies and procedures
- Pay practices
- Number of annual payroll runs
- Implementation of direct deposit
- Level of automation
- Departmental and individual employee responsibilities and competencies
- Performance management systems

* National Peer Data gathered from the National Council for Great City Schools
** Regional Peer Data based on the performance assessments of 40 School Systems in the Southeastern United States from 2015-2020

Key Performance Indicators (2 of 3)

Glimpse

Performance Indicator	2018-2019	2019-2020	Trend	National Peers*	Regional Peers**	Description
Workers' Compensation Cost per $100K Payroll Spend	**$775.02**	**$808.14**	↗	$545-$1,192	$737.03	Total workers' compensation premium costs plus workers' compensation claims costs incurred plus total workers' compensation claims administration costs for the fiscal year, divided by total payroll outlays over $100,000.
Workers' Compensation Cost per Employee	**$435.44**	**$469.22**	↗	$213-$486	$349.11	Total workers' compensation premium costs plus workers' compensation claims costs incurred plus total workers' compensation claims administration costs for the fscal year, divided by total number of district employees
Grant Funds as Percent of Total Budget	**0.47%**	**0.13%**	↘	9.6%-16.8%	6.09%	Total grant funds expenditures, divided by total district operating revenue
Grant-Funded Staff as Percent of District FTEs	**21.5%**	**21.8%**	↗	7.3%-13.3%	14.07%	Number of grant-funded staff (FTEs), divided by total number of district employees (FTEs)
Days to Access New Grant Funds	**30**	**30**	→	20-45	24.8	Total aggregate number of days that passed after new grant award notifcation dates to the frst expenditure date, divided by the total number of new grant awards in the fscal year

Factors that influence performance and can steer improvements include:

- Existing policies and procedures to help prevent injuries
- An organization's overall worker's compensation claim history - number of claims and severity of claims
- Size of district's payroll and staff member classification
- Effective claim management
- Grant seeking tied to district's strategic plan
- Knowledge of available grants
- Availability of resources required to pursue grants
- District competitive attributes to meet grant criteria in comparison to peers
- Grant writing experience

* National Peer Data gathered from the National Council for Great City Schools
** Regional Peer Data based on the performance assessments of 40 School Systems in the Southeastern United States from 2015-2020

Key Performance Indicators (3 of 3)

Glimpse

Expenditure efficiency as measured by comparing the adopted budget as a percentage of actual outcomes was significantly higher than both national and regional peers over the two school year periods reviewed. When comparing the final budget as a percentage of the actual budget, the district was still significantly higher than national peers but in line with the regional peer median. These measures highlight a need for the district to further review the current budget development and management process to determine how the process could be improved.

Several payroll processing measures were higher than both national and regional peers. The payroll process would also benefit from a deeper review to identify opportunities for improvement.

There is potential to optimize the district's current worker's compensation claim management process. Bringing worker's compensation claim costs in line with peer districts could save the district approximately $70,000 annually.

The amount of grant funds as a percentage of the total budget is significantly lower than both national and regional peers. While it is evident that the district should pursue more competitive grants, the district should also consider how grant funds are used. Currently over 21% of district FTEs are grant-funded; typically, this number should run below 14.5%.

Potential Improvement Opportunities

Glimpse

Non-Instructional Performance Review

Appendix: Supporting Data

Hinds County School District

Glimpse

Data Source	Requested Data	2018-2019	2019-2020
Transportation	Annual Transportation Operational Costs	$ 4,268,967.00	$ 4,073,191.00
Transportation	Average number of students transported daily	3300	3300
Transportation	Average number of Miles Driven Daily	8592	8134
Transportation	Regular Education Route Buses In Operation	83	77
Transportation	Special Education Route Buses in Operation	6	6
Transportation	Spare Route Buses	10	10
Transportation	Spare SPED Buses	NA	NA
Transportation	Number of Bus Mechanics	3	3
General District	Total Number of Schools within System	11	10
Finance	Total district operating expenditures	$ 53,352,679.00	$ 47,799,253.00
General District	Number of School Days Annually	187	187

Provided Performance Data

Glimpse

Data Source	Requested Data	2018-2019	2019-2020
Operations	Annual Maintenance Costs Overall	$ 3,920,472.00	$ 4,014,468.00
Operations	Annual Custodial Costs Overall	$ 913,206.96	$ 897,329.10
Operations	Annual Custodial Supply Costs	NA	NA
Operations	Total Square Feet Maintained By District	919074	924216
Operations	Number of Maintenance Technicians/Tradesmen Employed by District (FTE)	12	9
Operations	Square Acre per Landscape Technician**	NA	NA
Operations	Number of Custodians Employed by District (FTE)	5	4
Operations	Operations as a Percentage of overall District Expense	11.0%	12.0%
Operations	Average Number of Days to Complete a Maintenance Work Order	5	3
General District	Total Number of Students Enrolled	5410	5484
Operations	Total Utility Costs (including electricity, heating fuel, water, sewer)	$ 1,289,839.44	$ 1,203,210.07
Operations	Total Electricity Usage (in KW)	NA	NA
Operations	Total Heating Fuel Usage (in kBTU)	NA	NA
Operations	Total Water Usage (in gallons)	NA	NA
Finance	Total district operating expenditures	$ 53,352,679.00	$ 47,799,253.00

Provided Performance Data

Glimpse

Source	Requested Data	2018-19	2019-2020
Child Nutrition	Total meal equivalents served annually	1,221,414.00	907598
Child Nutrition	Total annual labor hours	99589	98654
Child Nutrition	Total annual revenue	$ 4,224,119.08	$ 3,218,745.27
Child Nutrition	Annual fund balance	$ 1,995,910.47	$ 1,969,475.43
Child Nutrition	Total value of USDA Commodities	$ 316,596.10	$ 330,980.71
Child Nutrition	Total annual food costs	$ 1,688,827.33	$ 1,380,054.73
Child Nutrition	Total annual labor costs	$ 1,068,207.00	$ 989,889.42
Child Nutrition	Total annual direct costs	$ 100,000.00	$ 100,000.00
Child Nutrition	Breakfast participation rates	0.43	0.43
Child Nutrition	Lunch participation rates	0.8	0.8
General District	Total Number of Students Enrolled	5410	5484
General District	Number of School Days Annually	187	187

Provided Performance Data

Glimpse

Source	Requested Data	2018-19	2019-2020
Information Technology	Total IT staffing costs	$ 405,000.00	$ 455,590.00
Information Technology	Total IT hardware, systems and service costs	$ 280,000.00	$ 300,000.00
Information Technology	Business Systems Costs	$ 134,871.45	$ 97,778.68
Information Technology	Instructional Systems Cost	$ 1,099,401.82	$ 1,111,109.68
Information Technology	IT Spending-Capital Investment	$ 50,037.89	$ 560,271.90
Information Technology	Total annual support/incident tickets	1580	1020
Information Technology	Average Number of Days Support/incident tickets remain open	4	4
Information Technology	Total available bandwidth (in Mbit/s)	800000	800000
Information Technology	Average Age of Computers	7.5	1.5
Information Technology	Network days usage exceeded 75% of capacity	0	0
General District	Total Number of Students Enrolled	5410	5484
General District	Total Number of School Personnel (FTE)	586	597
Finance	Total district operating expenditures	$ 53,352,679.00	$ 47,799,253.00
General District	Total Number of Teachers (FTE)	382	382

Provided Performance Data

Glimpse

Source	Requested Data	2018-19	2019-2020
Human Resources	Annual Human Resource Costs Overall	$ 152,252.51	$ 156,039.25
Human Resources	Number of HR Department Staff	2	2
Human Resources	Total Number of Overall Staff Separations (FTE)	272	143
Human Resources	Total Number of Teacher Separations (FTE)	216	93
Human Resources	Total Number of Employee Discrimination Complaints	0	3
Human Resources	Total Number of Employee Misconduct Investigations	21	8
Human Resources	Human Resources as a Percentage of overall District Expense	0.0013	0.0013
Human Resources	Total Number of School Personnel (FTE)	586	597
Finance	Total district operating revenue	$ 51,275,874.00	$ 52,976,402.00

Provided Performance Data

Glimpse

Source	Requested Data	2018-19	2019-2020
Supply Chain	Total Procurement Dept. Costs	$ 49,730.00	$ 47,352.77
Supply Chain	Total Procurement Staff	1	1
Supply Chain	Total Procurement staff with professional certification	0	0
Supply Chain	Total # PO's/fiscal year (exclude P-card & construction)	2560	2434
Supply Chain	Total P-card Transactions	0	0
Supply Chain	Total construction Transactions	$ 5,397,566.97	$ 10,247,901.31
Supply Chain	Total amount of procurement outlay	NA	NA
Supply Chain	Total savings from invitations for bids, request for proposals & informal solicitations	NA	NA
Supply Chain	Average # days to administer invitations to bid	10	10
Supply Chain	Total purchasing through competitive procurement	NA	NA
Supply Chain	Total spent under cooperative agreements	NA	NA
Supply Chain	Total district warehouse operating expenses	NA	NA
Supply Chain	Total value sales/issues from district warehouse	NA	NA
Finance	Total district operating revenue	$ 51,275,874.00	$ 52,976,402.00

Provided Performance Data (1 of 2)

Glimpse

Source	Requested Data	2018-19	2019-2020
Supply Chain	Total Accounts Payable Dept. Costs	$ 41,916.00	$ 42,012.72
Supply Chain	Total AP staff	1	1
Supply Chain	Total # invoices processed	11839	7494
Supply Chain	Average # days to process invoice	4	10
Supply Chain	Total # AP payments	11985	8039
Supply Chain	Total # AP payments past due	389	284
Supply Chain	Total # AP payments voided	31	51

Provided Performance Data (2 of 2)

Glimpse

Source	Requested Data	2018-19	2019-2020
Finance	Total Debt Principal	$ 74,945,022.41	$ 73,028,939.71
Finance	Total Debt Servicing costs	$ 2,573,068.38	$ 2,373,456.64
Finance	Total fund balance	$ 83,554,704.00	$ 82,333,415.00
Finance	Total budgeted expenditures	$ 116,321,611.00	$ 115,103,988.00
Finance	Total district operating expenditures	$ 53,352,679.00	$ 47,799,253.00
Finance	Total budgeted revenue	$ 64,758,957.00	$ 64,752,519.00
Finance	Total district operating revenue	$ 51,275,874.00	$ 52,976,402.00
Finance	Total budgeted expenditures in final budget	$ 68,310,266.00	$ 68,680,273.00
Finance	Total liability premiums, claims & admin costs	$ 220,260.00	$ 186,949.00
Finance	# liability claims filed	4.00	15.00

Provided Performance Data (1 of 4)

Glimpse

Source	Requested Data	2018-19	2019-2020
Finance	Total # Staff in Financial Dept.	7.00	7.00
Finance	Total # Directors/Managers	2.00	1.00
Finance	Total # Secretaries/Admin Assistants	1.00	0.00
Finance	Total # Staff in Payroll Dept.	1.00	1.50
Finance	Total Payroll Dept. costs	$ 66,203.65	$ 80,260.98
Finance	Total District Payroll	$ 32,924,341.90	$ 34,663,000.00
Finance	# paychecks processed	7032.00	7164.00
Finance	Total # paycheck errors	7032.00	7164.00
Finance	Total # paychecks direct deposit	7032.00	7164.00

Provided Performance Data (2 of 4)

Glimpse

Source	Requested Data	2018-19	2019-2020
Finance	Total Debt Principal	$ 74,945,022.41	$ 73,028,939.71
Finance	Total Debt Servicing costs	$ 2,573,068.38	$ 2,373,456.64
Finance	Total fund balance	$ 83,554,704.00	$ 82,333,415.00
Finance	Total budgeted expenditures	$ 116,321,611.00	$ 115,103,988.00
Finance	Total district operating expenditures	$ 53,352,679.00	$ 47,799,253.00
Finance	Total budgeted revenue	$ 64,758,957.00	$ 64,752,519.00
Finance	Total district operating revenue	$ 51,275,874.00	$ 52,976,402.00
Finance	Total budgeted expenditures in final budget	$ 68,310,266.00	$ 68,680,273.00
Finance	Total budgeted revenue in final budget	$ 63,181,393.00	$ 64,297,949.00
Finance	Total liability premiums, claims & admin costs	$ 220,260.00	$ 186,949.00
Finance	# liability claims filed	4.00	15.00

Provided Performance Data (3 of 4)

Glimpse

Source	Requested Data	2018-19	2019-2020
Finance	# liability claims litigated	0.00	2.00
Finance	Total workers' comp.premium, claims & admin costs	$ 255,170.12	$ 280,126.81
Finance	Total Workers' comp claims filed	24.00	17.00
Finance	Total lost days for all workers' comp claims	182.00	197.00
Finance	Total workplace accidents reported	24.00	17.00
Finance	Total grant fund expenditures	$ 3,058,506.00	$ 3,267,598.00
Finance	Number of grant funded staff	126.00	130.00
Finance	Total grant funds returned	$ 40,358.00	$ 6,073.00
Finance	Total grant funds expenditures from competitive grants	$ 239,784.44	$ 70,061.79
Finance	Average days to access grant funds	30.00	30.00
Finance	Average days to process grant receivable invoices	45.00	45.00
General District	Total Number of School Personnel (FTE)	586.00	597.00

Provided Performance Data (4 of 4)

Glimpse