

Garnet Valley School District
Strategic Direction: Management of Systems (MOS)
Six Year Progress Report (01/02; 02/03; 03/04; 04/05; 05/06; 06/07)
August, 2007

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Aim Statement

“In support of student achievement, growth and safety, the Garnet Valley School District will endeavor to manage its facilities, transportation, food service, and finance operations effectively and efficiently.

The district will demonstrate good stewardship and communication of its accountability of systems to its stakeholders. The district will seek opportunities to diversify and develop alternate economic resources.”

Background

On August 28, 2001, the Garnet Valley School Board adopted the 2001 – 2007 district strategic plan. Three strategic directions were identified: (1) Student Learning; (2) Safe and Caring Environment; and, (3) Management of Systems. The Management of Systems (MOS) direction further identified three key goals: Goal 1 - Maximize the Efficiency and Effectiveness of Operations; Goal 2 - Enhance Stakeholder Satisfaction and Involvement; and, Goal 3 - Provide for Long-Term Financial Stability.

General measures for each of the three MOS goals were identified as follows:

Measures for Goal 1 - Maximize the Efficiency and Effectiveness of Operations

Cost reduction and cost containment compared to county, regional, state, national, business, or academic benchmarks.

Increased output per unit of measure

Paperwork reduction

Measures for Goal 2 - Enhance Stakeholder Satisfaction and Involvement

Surveys (informal or formal)

Performance reports

Annual reports

Increased number of stakeholders involved in district committees, activities, and as volunteers

Increased participation by the school board with community groups

Measures for Goal 3 - Provide for Long-Term Financial Stability

Increased fund balance and budgetary reserves

Improved credit rating and borrowing capacity

Enhancement of non-residential revenues

In February 2007, these goals were reviewed by community task force members as part of the new strategic planning process and are being recommended to the School Board for continuation without change.

Progress Summary

Goal 1: Maximize The Efficiency and Effectiveness of Operations

Key Indicator – Cost per Student vs. Neighboring Districts

Key Indicator – Property Tax vs. Neighboring Districts

Key Indicator Results

In the base year, 00/01, the total cost per student was \$9,941 and the district ranked fifth in the county. (There are 15 districts in the county.) For 06/0, the district was budgeting a cost per student of \$13,963, which represents a 5.83% average annual increase in spending per student over six years. The district ranks sixth in the county for budgeted cost per student for the upcoming school year.

In the base year, 00/01, the property tax for an assessment of \$200,000 was \$3,900.00. The district's 00/01 property tax rate of 19.50 mills ranked seventh in the county. For 06/07, the district's property tax for a \$200,000 assessment was \$4,890.00, which represents an average annual tax increase of 3.84% over the past six years. The district's tax rate for 07/08 ranks ninth overall in the county.

While spending per student increased above the rate of inflation, the cost to taxpayers was more in line with inflation. The additional spending was funded with additional non-property tax revenues and new tax assessment base growth to the district.

Initiatives

Wages:

Student Labor. The district's food service department employs student labor in the cafeterias when feasible, which not only reduces costs but also provides a learning experience for students.

Benefits:

Medical Premium Prefunding. Annually, the district's business office now pre-funds the total district Blue Cross medical premium saving 4.31 percent on total healthcare costs or about \$160,087 in savings for 06/07.

Health Plan Changes. The district's business office and its benefits coordinator has changed district healthcare coverage plans from PC 5 to PC 10; from PC 10 to PC 10, 20, 70; and, from PC 10 to PC 20, 30, 70 further reducing increases in healthcare costs. Similarly, the district has changed its prescription drug plan from a \$3 / \$5 card to a \$5 / \$10 card.

Employee Opt-Out. The district has implemented an employee opt-out benefit for employees who can obtain healthcare coverage elsewhere, reducing overall district healthcare premium cost, and the volume of claims.

Self Insured Plans. The district has implemented self-insured drug and dental plans in an effort to control plan costs.

IRS Sec 125 Plan. The district offers an IRS Sec 125 flex benefit plan to employees to allow them to pay for healthcare benefits on a pre-tax basis.

Benefits Fair. The district's business office and its benefits coordinator introduced and continue to expand, an annual benefits fair event for employees, improving wellness and reducing district health costs.

Tuition Caps. The district's human resource department monitors individual staff tuition limits and overall district-wide tuition limits imposed on bargaining groups and all administrators.

Workers Comp. The district's maintenance department has maintained its district safety committee workers compensation certification, reducing workers compensation premiums by five percent, annually.

Retirement Benefits. The district's business office assisted in implementing early retirement incentive plans (ERIP plans) for June 2003 and June 2004, and June 2006 - 2009 reducing staffing costs.

The district has implemented 403b, 457b, and health retirement accounts (VEBA Trust) upon severance, reducing employer taxes.

Purchasing:

District RFP's (Requests for Service Proposals).

Food service provider (Chartwells) RFP, cell phone RFP (shared with municipalities, and area fire and ambulance services, pool services RFP, phone equipment RFP, insurance brokerage RFP, liability insurance RFP, workers compensation insurance RFP, student athletic insurance RFP, auditing firm RFP, bond counsel fee RFP, paying agent fee RFP, banking services RFP.

Participation In County and Regional Consortium Bids and RFP's.

Electric power supplier RFP, computer supplies (toner, paper, etc.) bid, office supplies (60 % off catalog) bid, bus run consortium (shared services), group life insurance RFP, disability income protection RFP, healthcare consortium, PCS (prescription drug) purchasing consortium, fiber optic network – county wide consortium, trash disposal bid, pesticide services bid, fuel oil bid, motor fuels bid (shared with municipalities and area fire and ambulance services), bulk paper bid, local and long distance phone service carrier.

Participation in State- wide Purchasing Consortiums (State Contracts).

State contract participation includes: synthetic turf athletic fields, athletic track facilities, roof replacement, computer equipment, copier equipment, GVEC Board/Admin. furniture (constructed by inmates of the State Correctional Facility) ,Concord, GVES, GVMS, & GVHS classroom furniture.

Bulk Purchasing of Cafeteria Food. The district’s food service department bulk purchases its food and supplies from its low bid supplier to reduce its operating costs.

Procurement Cards. The district’s business office implemented and revised procurement card purchasing for key department heads and teachers. The district saves the cost of processing minor and recurring purchase orders, and now is generating purchase rebates for spending volumes within the procurement card program.

Phone Charges and Communications. The district’s business office changed the local and long distance phone carriers; reduced the number of outside phone lines; reconfigured the district internal phone lines; audited the district phone bills; added caller ID to the district phone system; replaced the district phone system; installed cell phone communications in all buses and school vehicles; and further enhanced the caller ID feature by specific internal phone identification to reduce phone costs and improve security.

Technology:

Lockbox. The district business office implemented and is maintaining, a new property tax “commercial lockbox” system with a local bank. The lockbox system allows for immediate investment of deposits. Electronic transfer of deposit data from the bank to the district reduces district staff time to post the payment data for nearly 9,200 properties, improving the overall accountability of property tax collections.

SASI Software. The district curriculum office is introducing new enrollment, grading, scheduling, and student absence reporting software. Data entry and maintenance by teachers will be more accessible. Required state and federal reports will be generated more easily from data files that can be quickly identified and linked into changing reporting formats.

Paperless Office. The district’s business office created and maintains a “Paperless Office” by using e-cabinet technology to facilitate district finance and facilities reporting and the accessibility of data.

Power Port Training. The district's business office assisted all employee PDE Power Port users in access and training for internet based state filings.

Prison ADM Reporting. The district's business office now processes incarcerated youth reporting (prison) average daily memberships (ADM)s using PDE Power Port, an internet based data warehouse, increasing accuracy and the timeliness of filings.

Child Accounting & Reporting. The district's business office now processes the filing of child accounting reports to PDE by internet, reducing cost and improving the timely submittal of data.

W-2 Reporting. The district's business office now processes its IRS W2 form data using the internet to reduce costs and improve submission time.

Bus Routing Software. The district's transportation department staff have been extensively trained and use Edulog (transportation bus routing software) to plan for maximum loads, and to minimize bus purchases, and to maximize state subsidies annually.

Work Order Database. The district's maintenance department has created a database of job work-orders and maintains this database to accumulate time and related costs for heating, ventilating, and air conditioning (HVAC) repairs. This cost data is used to determine if internally serviced HVAC units should be contracted to outside vendors.

Event Scheduling Software. The district's maintenance department has obtained event-scheduling software and maintains the scheduling of district facility requests by all users.

Energy Control Systems. The district's maintenance department has obtained networked energy control system software to control heating and cooling levels within the various district buildings.

Café Central Software. The district's food service department has installed "Café Central" software that collects all sales data from each school building location and summarizes that data for accounting, reporting, and subsidy maximization purposes.

Comalex Software. The district's food service department introduced point of sale software (Comalex) to improve food line traffic, provide convenience to parents, and to increase sales.

Other Program Cost Reductions:

Charter Schools. The district’s business office has reduced its charter school costs by monitoring students enrolled in cyber charter schools; by reviewing charter school invoiced billings; and by thoroughly reviewing applications for new charter schools within the district for compliance.

Residency. The business administrator and child accounting coordinator regularly review the residency status of students. They review outside school tuition billings, for enrollment verification, so as to only provide and pay for school services for district students. Both district and outside investigators have been used more frequently to curtail any misuse of residency.

Spec. Ed. Student “Take-Back”. The district’s special education department has expanded to allow the district to educate more special needs students within the district who were attending outside schools. The district’s overall special education costs for these students was reduced by the excess costs formerly paid to outside schools.

“Extended Kindergarten”. The district curriculum office introduced extended kindergarten as a lower cost alternative to implementing full – day kindergarten, while enhancing instructional services to students who need additional help in learning.

Athletic Field Maintenance. The district’s maintenance department, together with the district’s business office, has contracted with outside service providers for athletic field restoration and annual maintenance that will reduce operating costs over time.

Low Energy Lighting. The district’s maintenance department has installed low energy lighting throughout the district buildings, reducing the district’s need for electric energy.

Geothermal Heating. The district’s newest building, Concord Elementary School, has geothermal heating installed as a means to reduce heating and cooling operating costs.

School Boundary Lines. The district’s transportation department has created school boundary lines for bussing. Boundaries help control and balance classroom size by building, improving the distribution of students and maintaining building equity throughout the district. By balancing building class size, busloads are similarly affected; reducing overcrowding and bus run delays.

Three Run Bus System. The district's transportation department maintains a three run bus system to reduce operating costs. By maintaining a three run system, versus a two run system, the district has avoided the need to purchase additional buses and reduced operating cost by over \$60,000 annually.

In-House vs. Contract Transportation. The district's transportation department has purchased wheelchair buses in order to reduce the cost of contracted transportation.

Food Courts. The district's food service department introduced food courts to expand student participation. More students are being served with the same staff, reducing the per student cost per meal served.

Goal 2: Enhance Stakeholder Satisfaction and Involvement

(Satisfaction = Accountability & Communication)

Key Indicator - Excellence In Accountability & Communication Awards

Key Indicator - Reduced Taxpayer or Parent Correspondence

Key Indicator - Increased Community Involvement

Key Indicator Results

During the past year, the district business office has received no audit management comments from their public auditors. The State Auditor General's Office has formally recognized the district by commending it for having no audit exceptions during the past four years. Awards for accountability and communication include recognition from GASB, PDE, Penn State, PICPA and PASBO.

The base year, 00/01 happened to be the year that the county reassessed all property in Delaware County. The district processed over 100 assessment appeals in 00/01 and thereafter the assessment appeal volume has dropped to less than a dozen properties annually.

Parent calls about transportation issues are minimal, and there was no significant turnout the last four years for the annual transportation meeting held each September. No parent calls about food service or building cleanliness or safety have reached the level of the business office in the past several years.

Community involvement is improving in volunteer and fund raising activities. But community participation during the Act 1 and Act 72 (tax reform) presentations was surprisingly low.

Initiatives

External Reporting & Communication:

Using Technology to Communicate. For the first time, the district used GVTV, its district website, and its circular, “Voices of the Valley”, as means to communicate timely and important tax information to the community during the recent tax reform sessions. Community members responded to the district by email, and the school board was able to accurately gauge the community’s opinion about opting-in or out of Act 1 income tax.

Audit Committee. The district’s business office helped to create, and participates in, a new standing internal district audit committee. The audit committee has undertaken separate initiatives including:

Payroll Audit. The district’s business office performed an internal audit of its payroll functions.

Tax Collection Audit. The district contracted with its outside auditors to perform an external audit of its tax collection, reporting, and reconciliation functions.

Cost Center Reporting. The district’s business office has created new cost center accounting codes and cost center reports to report and control costs by responsibility area.

Thorough Cost Identification. The district’s business office has created and is maintaining, additional supply, energy, and service account codes by building location for the district’s maintenance department in order to improve budgetary control and reporting to the school board.

Variance Report. The district’s business office created, and maintains a monthly board report that summarizes all significant budget variations with supporting explanations.

Quicken Software. The district’s business office implemented Quicken software for its payroll journal reporting, athletic fund and student fund check processing, and to facilitate monthly reporting to the school board.

GASB 34 Reporting. The district’s business office introduced, and is complying with, GASB 34 reporting criteria (full reporting and disclosure by fund accounting and accrual accounting).

S&P Reporting. The district’s business office introduced, and is complying with, Standard and Poors School Evaluation and Reporting Criteria (benchmarking performance against self and peer school districts).

School Report Card. The district’s business office introduced, and is complying with, “School Report Card” reporting criteria (school performance reporting to the State and to the Philadelphia Inquirer to benchmark district performance vs. other school districts).

YSYM Reporting. The district’s business office introduced, and is complying with, Your Schools, Your Money (YSYM) reporting criteria (building, grade, and subject matter reporting).

Debt Report. The district’s business office and the district financial advisor, have created, and maintain, a school board annual report that summarizes all debt issues outstanding, including purpose, terms, and financing opportunities.

Community Annual Report. The district’s business office introduced, the “Community Annual Report”, that summarizes financial and operational performance, as well as providing multi-year trend performance data.

Bus Cards. The district’s transportation department now prepares bus cards that are sent regularly to the community by Aug 15.

Annual Transportation Meeting. The district’s transportation department has continued to receive few complaints from either the District Advisory Council (DAC) or parents by conducting annual meetings and providing newsletter updates to the community.

BAC Food Service Annual Meetings. The district’s food service department supervisor attends at least one Building Advisory Council (BAC) meeting per school annually, to answer questions about the menu, the nutritional content of meals served, the point-of sale (POS) program, and the National School Lunch Program (NSLP).

Facility Users Meeting. The district’s maintenance department annually meets with all facility users to discuss building use regulations, and health and safety procedures.

Internal Accounting & Communication:

NCLB. The district's business office created various databases to comply with No Child Left Behind (NCLB) reporting criteria (income, gender, ethnicity, and grade).

Paraprofessional Wage Controls. The district's business office payroll supervisor regularly reviews and maintains bus paraprofessional timesheets by regular reconciliation to the approved hours, rates, and account numbers as approved by school board action in order that payroll costs do not exceed appropriations.

Transp. & Maint. Wage Controls. The district's business office has created and is maintaining additional wage accounts for: Transportation Dept. - athletic trip wages and field trip wages
Maintenance Dept. – overtime, in order that costs are appropriately recognized and charged to district users.

Supplemental Contract Wage Controls. The district's business office payroll supervisor has created and is maintaining, Excel spreadsheets for staff supplemental contracts in order that periodic supplemental contract payments do not exceed approved total contract amounts.

Overtime and Extra work Reporting. The district's business office payroll supervisor has created and is maintaining bi-weekly Excel departmental payroll worksheets that document all overtime and extra work.

Fixed Assets. The district's business office has inventoried all district fixed assets and is maintaining this new database for purchases, obsolescence, renovations, disposals, and depreciation; with particular attention for technology equipment and other high value items.

Bus Driver Handbook. The district's transportation department has completed a school bus drivers' handbook as well as a separate substitute bus drivers' handbook to familiarize drivers with procedures. The handbooks help reduce bus travel time and improve safety and communication. The handbooks also promote consistent practice in driver job assignments.

Maintenance/Facilities Manual. The district's maintenance department has completed a manual to familiarize custodians and mechanics with procedures. The manual promotes consistent practice in: cleaning procedures, work order processing, supply

ordering, approved cleaning chemicals, time card procedures, cell phone communication procedures, assignment of overtime and extra work, requests for leave, and appropriate workplace attire.

Meeting – Building Principals. The business administrator meets with all district building principals and department heads monthly to review budgetary performance.

Meeting – Dept. Supervisors. The business administrator meets with support department supervisors weekly to review performance.

Meeting – Bargaining Group Reps. The business administrator meets monthly with the district’s transportation department and food service department bargaining group representatives to address issues and concerns.

Meeting – Cook Managers. The business administrator meets monthly during the school year with the various building cook managers to address issues and concerns.

Meeting – Business Office and Human Resources. The district’s business office benefit staff meets weekly with human resource department staff to coordinate changes in personnel.

Meeting – Transportation Dept. & Spec. Ed. The district’s transportation department supervisor has coordinated with the district’s special education department supervisor and staff for the effective use of bus paraprofessionals, both during the year and for extended school year programs.

EAP Meetings. The district’s transportation department supervisor, its maintenance department supervisor, and its food service supervisor individually schedule regular Employee Assistance Program (EAP) meetings with staff to promote a positive work environment.

Community Involvement:

Board. The school board has worked with local, county and state officials to attract new business into the region; to reduce construction costs for various district building programs; and, to expedite signage, roadway, and utility permits and construction with state agencies. Regular liaison meetings are conducted with government officials to update one another on current issues and concerns.

School board members attend various community group meetings to discuss school board actions, make presentations, and receive taxpayer and parent perspectives on local issues.

RSVP. The district's business office implemented and maintains a community Retired Substitute Volunteer Program (RSVP) to provide paid, work opportunities to senior citizens and to communicate the success of district educational programs to those senior citizens.

Fund Raising Promotion. Fund raising activities are well publicized in the local newspapers and more community members now attend events. Not only are more funds being raised, community members consider themselves more a part of the Garnet Valley School District and its programs.

Food Service Support. The district's food service department works with Winterfest, cheerleaders, girl scouts, and other groups, and supports those outside functions by ordering supplies, organizing work areas, scheduling cafeteria labor, and requiring adherence to kitchen safety procedures.

Goal 3: Provide for Long Term Financial Stability

Key Indicator – Improving Fund Balance

Key Indicator – Improving Credit Rating and Borrowing Capacity

Key Indicator – Non Property Tax Resources per Student

Key Indicator Results

The district's fund balance has increased annually by maintaining budgetary controls and by experiencing strong tax base growth. The fund balance now meets or exceeds the State's recommended level. At June 30, 2001 (base year), the district's total fund balance was \$2,470,504 and represented about 6.4% of the succeeding year's expenditures of \$38,301,352. As of June 30, 2007, the district's estimated fund balance was \$7,036,700. The total estimated fund balance is about 9.7% of the projected 07/08 budgeted expenditures. Part of the estimated fund balance will be applied to 07/08 operating transfers for one-time expenditures, and another part is designated as a reserve for future debt service.

The district's business office was successful in upgrading and maintaining the district's overall Moody's credit rating from "A3" to "A2" as a result of the district's growing assessment base and because of the district's improving fund balance. The rating continues unchanged in spite of new taxing limitations imposed by Act 1 of 2006.

In 00/01, the base year, the district's net borrowing capacity was \$525,939. Since then, the district has issued new debt, excluding refunding issues, of \$50,000,000, consisting of \$15,500,000 issued in 2004; \$26,500,000 issued in 2004; and \$8,000,000 issued in 2006 for various capital improvements including the

construction and renovations to the HS, MS and the new Concord Elementary School. In spite of these new debt issues, the district has managed to increase its current borrowing capacity by payment of its existing debt as scheduled, and by formally obtaining approval from the Department of Community and Economic Development to allow future debt rental subsidy offsets against its existing debt. The district's current remaining borrowing capacity is \$8,665,954.

In 00/01, the base year, non property tax resources totaled \$9,073,285, or \$2,607 per student. For 06/07 the estimated non-property tax resources are estimated to total \$16,880,961 or \$3,679 per student. The non property tax revenue per student has increased an average of 5.90% over each of the last six years, which is more than the average annual increase in millage rates over the same period. Property tax increases have not been as large as they otherwise would have been.

The district's business office and school board continue to keep property tax rates low and in line with neighboring districts by controlling spending, limiting capital purchases, monitoring cost center budget allocation increases, and planning for growth to offset increases in future operating costs.

Initiatives

Provide Alternative Funding Sources:

Charitable contributions solicited or received:

Fund raisers

Auctions

Buy-a-Brick

Promotional sales

Cash Contributions:

Developer impact fees (residential developer) – offsetting construction costs

Trust Funds (Scholarships)

Donated Property:

NAEIR Surplus Center Participation (instructional materials and maintenance items)

HS Fitness Center equipment

Electronic scoreboards

Personal computers, library books, office equipment, jackets, musical instruments

Traffic signal installation (thru Concord Township)

Snack shack food service equipment (Wawa)

Donated Services:

Snack Shack construction (SB Conrad Inc)
Football field lighting and installation
Facility scheduling software and service
Service organization volunteers (GV Foundation, BAC,
DAC, booster clubs)
District volunteers

Local Business Support:

The district's athletic department has obtained new funding from local businesses that help support district athletic events by purchasing stadium fence signs and by buying district advertising space in district circulars, as well as making contributions of goods and services.

Building Lease – DCIU. The district has entered into two leasing relationships with Delaware County Intermediate Unit for Francis Harvey Green School, and the rental of the Pennington School. These lease arrangements have allowed the district to help subsidize and offset future debt service costs and will help reduce increases in future property tax rates.

Grants. The district curriculum office and special education department have introduced new grant programs, such as Keystone Accountability Block Grants, Read to Succeed Grants, and new federal ACCESS funds, that have added additional funds to the district. Federal IDEA funds have expanded significantly over the past five years.

Grant. The district's transportation department received funding for a new, low sulfur alternative fuel grant award. The \$286,650 federal grant was used to retrofit the existing bus fleet to burn cleaner fuels, that will be required to be used in the near future by all school districts.

Shared Services – Salt. The local municipalities allow the district to purchase salt for snow removal from them at cost; and they provide supplemental snow removal services when available.

Shared Services – Photo ID Badges. The district now provides low cost employee identification badges to Concord Township, reducing its cost of security while generating fees to the district.

Shared Services – Traffic Guards. Concord Township reimburses the district half of the total cost of school traffic guards at school building locations situated in Concord Township.

Facility Fees. The district's maintenance department and business office have revised district facility fees; met with users; and, developed alternative fee arrangements with major users to add additional funds to the district and to remain competitive with neighboring districts.

Catering. The district's food service department has expanded catering functions to improve profits to underwrite other district-sponsored events.

Fees for Prison Administration. The district's business office now generates fees from its administration of the educational program for incarcerated youth in the Delaware County prison that is located within district boundaries.

Auctions of Surplus Property. The district routinely sends obsolete equipment (buses, computer technology, classroom furniture and equipment) to auction to generate funds for operations.

Improved Investment Earnings. The use of new lockbox property tax collection procedures has accelerated the collection and same day investment of funds, improving cash flow and investment earnings.

Assessment Growth – Ericson. The district's school board, together with Concord Township, was successful in inducing the new retirement community to develop its 1,510 unit retirement residential community in the district, and to agree to pay property tax now and into the future, even though it had some healthcare and charitable exemption potential as a nursing facility.

Assessment Growth – LERTA. The district's business office assisted in the creation of a LERTA tax district to attract commercial assessment base growth.

Active Defense Against Major Tax Appeals. The district's business office and solicitor actively contest significant tax appeals using independent appraisals, multi-year settlements, and negotiation to reduce the tax impact of potential claims.

Financing:

Debt Management. The district's business administrator and the district's financial advisor regularly review with the school board finance committee opportunities to maximize savings on new debt issues or to reduce debt service costs on current debt issues through interest rate reductions, market timing, phased-in debt, arbitrage, debt re-structuring, innovative debt issuances, and by re-balancing the total debt portfolio.

Refunding Savings. Since the base year, (00/01), the district has actively pursued debt refinancing opportunities when market interest rates are favorable. A summary of these refinancings and net present value savings is as follows:

2001 \$14,300,000 GOB, saving	\$ 129,319
2002 \$14,815,000 GOB, saving	\$ 906,339
2002 \$28,080,000 GON, saving	\$1,200,000
2003 \$ 9,480,000 GOB, saving	\$ 220,568
2005 \$19,350,000 GON, saving	\$ 606,130
2005 \$23,255,000 GOB, saving	\$ 192,577
2006 \$ 8,650,000 GOB, saving	\$ 257,992
2007 \$ 8,650,000 GOB, saving	\$1,025,339
Total refinancing savings:	\$4,538,264

All refinancing savings were applied towards reducing future debt service. \$3,512,925 of present value refinanced savings is equivalent to annual reductions in debt service of \$358,190 / year, based upon a 5.5% borrowing rate for 22 years. Cumulatively, over \$7,934,551 in future debt service payments was saved.

Equipment Financing. The district's business office has minimized major fluctuations in property tax rates arising from annual capital equipment acquisitions by establishing a series of four-year revolving equipment notes that standardize funding levels from year to year.

Long-Term Planning:

Planning Building Capacity. The district staff and school board have worked jointly with the district's building architect to plan for expected student growth over the next ten years. New building additions are now complete at the HS and MS, and the new elementary school is opening to replace the Concord Elementary School. These new instructional areas will provide sufficient instructional space for the projected student population.

Athletic Field Plan. The district's maintenance department has developed a master athletic facility plan.

Technology Plan. The district's technology department has developed a five-year technology plan.

Coordinated Strategic Direction - Safe and Caring Environment

Initiatives

Business Office

Healthcare Data Security. The district's business office introduced, and is maintaining, employee healthcare data confidentiality procedures (HIPAA) by training and communications to workers; and has improved its healthcare database maintenance and security.

Technology Department

Data Security. The district's technology department has developed written data backup and security procedures.

Transportation

Emergency Contacts. The district's transportation department has programmed building cell phones with assigned bus phone numbers to enhance safety.

Maintenance

District Safety Committee. The district's maintenance department supervisor is the chairperson of the district's safety committee that meets monthly to discuss safety issues within the district. The safety committee is composed of representatives from all school buildings and departments, and includes community and YMCA (pool) members.

Building Safety. The district's maintenance department supervisor conducts monthly building walk-thrus with each building principal to observe building cleanliness, security, and the performance of operating equipment.

Shop Safety. The district's maintenance department has conducted, and adheres to, insurance safety inspections and recommendations, particularly in the school shop areas.

Shop Safety Manuals. The district's maintenance department has introduced HS and MS shop safety compliance procedures using state and industry standards and guides.

Safeguarding Hazardous Chemicals. The district's maintenance department, together with district science lab teachers, have identified and disposed of all unneeded hazardous chemicals. Those chemicals that are needed for lab or maintenance purposes have been secured and labeled. Material safety data sheets are being kept and maintained in the maintenance office and schools.

Custodial Responsibility Areas. The district’s maintenance department has identified and mapped custodial duties by building, wing and assigned areas.

Food Service

Nutrition Training. One staff member at each building location has been trained in Serv-Safe, a program that promotes nutritionally balanced meals.

Nutrition Promotion. A “Wellness Wednesday” program has been introduced in all school buildings. Nutritionally appropriate foods are promoted on Wednesdays.

Nutrition Education. The “Balanced Choices” program was introduced in the elementary schools. The district’s food service department promotes balanced choices in vending machines and snack lines.

Accident Reduction. The district’s food service department has reduced the number of accidents by employee training and student safety posters.