

Transmittal Letter

September 15, 2003

The Honorable Rick Perry, Governor
The Honorable David Dewhurst, Lieutenant Governor
The Honorable Thomas R. Craddick, Speaker of the House
Chief Deputy Commissioner Robert Scott

Fellow Texans:

I am pleased to present this report on the progress of the Cedar Hill Independent School District (CHISD) in implementing my Texas School Performance Review (TSPR) recommendations.

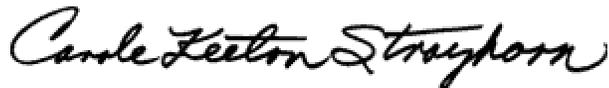
In August 2002, I released the results of my review of the district's operations. This review offered 68 recommendations that collectively could save CHISD taxpayers a net of nearly \$2.8 million by 2006-07. The review also noted a number of CHISD's exemplary programs and model services provided by district administrators, teachers and staff.

In June 2003, we returned to check on how well the district's leadership put these proposals into practice. Over the last year, CHISD has implemented, or is in the process of implementing, 67 of the proposals, or 99 percent. The district has saved more than \$297,000 to date, and expects net savings to grow to nearly \$2.6 million over five years.

This report is available on my Web site at www.window.state.tx.us/tspr/cedarhillpr/.

Thanks for all that you do for Texas.

Sincerely,



Carole Keeton Strayhorn
Texas Comptroller

c: Senate Committee on Education
House Committee on Public Education
The Honorable Robert F. Deuell, M.D., State Senator, District 2
The Honorable Christopher J. Harris, State Senator, District 9
The Honorable Royce B. West, State Senator, District 23

The Honorable Ray Allen, State Representative, District 106
The Honorable Helen Giddings, State Representative, District 109
The Honorable Yvonne M. Davis, State Representative, District 111

Progress Report

Cedar Hill Independent School District

September 2003

Introduction

In February 2002, Comptroller Carole Keeton Strayhorn announced her intent to conduct a review of the Cedar Hill Independent School District (CHISD).

The Texas School Performance Review (TSPR) division of the Comptroller's office conducts school district reviews. TSPR began work in Cedar Hill in March 2002. Based upon six months of work, the August 2002 report identified CHISD's exemplary programs and suggested concrete ways to improve district operations. If fully implemented, the Comptroller's 68 recommendations could result in net savings of nearly \$2.8 million over the next five years. During June 2003, TSPR staff returned to CHISD to assess the district's progress in implementing the recommendations.

Since 1991, TSPR has recommended more than 7,600 ways to save taxpayers more than \$780 million over five-year periods in more than 100 public school districts throughout Texas. TSPR also conducts follow-up reviews of districts that have had at least one year to implement the recommendations. More than 60 subsequent reviews showed that school districts have acted on more than 90 percent of TSPR's proposals, saving taxpayers nearly \$135 million. The Comptroller's office expects the full savings to grow in the future.

Improving the Texas School Performance Review

Comptroller Carole Keeton Strayhorn, who took office in January 1999, consulted school district officials, parents and teachers from across Texas and carefully examined past reviews and progress reports in an effort to make TSPR more valuable, even vital, to the state's more than 1,000 school districts. With the perspective of a former teacher, and school board president, the Comptroller has vowed to steer TSPR toward increased accountability to local school districts and the communities they represent.

Comptroller Strayhorn began by establishing new criteria for selecting school districts for future reviews. Priority is now given to districts judged poor performing academically or financially, and to hands-on reviews that benefit the greatest number of students. To ensure this process also serves

small districts, reviews of numerous school districts in close proximity, regardless of academic or financial status, are also completed to achieve some economy of scale.

Recognizing that only about 51 cents of every education dollar is spent on instruction, Comptroller Strayhorn's goal is to drive more of every education dollar directly into the classroom. In addition, no longer are school districts' best practices and exemplary models left buried inside individual TSPR reports. Instead, Comptroller Strayhorn has ordered TSPR to share best practices and exemplary programs quickly and systematically among all the state's school districts and with anyone who requests such information. There is simply no reason for a district that has solved a problem well to keep the solution to itself. Comptroller Strayhorn has directed TSPR to serve as an active clearinghouse of the best and brightest ideas in Texas public education. Best practices identified in the original review will be included in the Comptroller's best practices database, *A+ Ideas for Managing Schools (AIMS)*, which is on the Web at www.aimsdatabase.org.

Under Comptroller Strayhorn's approach, the TSPR team and consultants work with districts to:

- ensure students and teachers receive the support and resources necessary to succeed;
- identify innovative options to address core management challenges;
- ensure administrative activities are performed efficiently, without duplication and in a manner that spurs education;
- develop strategies to ensure the districts' processes and programs are continuously assessed and improved;
- understand the links among the districts' functional areas and determine ways to provide a seamless system of services;
- challenge any process, procedure, program or policy that impedes instruction and recommend ways to reduce or eliminate obstacles; and
- put goods and services to the "Yellow Pages test"-government should do no job if there is a business in the Yellow Pages that can do that job better and at a lower cost.

Finally, Comptroller Strayhorn has opened her door to Texans who share her optimism about TSPR's potential. Suggestions to improve school reviews are welcome at any time. The Comptroller is a staunch believer in public education and public accountability.

Detailed information can be obtained from TSPR by calling 1-800-531-5441 extension 5-3676, or by visiting the Comptroller's Web site at www.window.state.tx.us.

TSPR in the Cedar Hill ISD

TSPR began its performance review of CHISD on March 18, 2002. The Comptroller contracted with WCL ENTERPRISES-a Houston-based consulting firm-to assist with the review of CHISD. The team interviewed district employees, school board members, parents, business leaders and community members. The team also conducted a public forum in the Cedar Hill High School cafeteria, on March 18, 2002 from 5:00 p.m. to 8:00 p.m.

To obtain additional comments, the review team also conducted three focus group sessions, one with business, city and community leaders, one with teachers and one with principals and assistant principals. The Comptroller's office also received letters, e-mails and phone calls from parents, teachers and community members. To ensure that all stakeholder groups had input, TSPR sent surveys to students, parents, teachers, support staff and administrators at the schools and district offices.

The team received 913 survey responses from: 27 administrative and support staff; 11 principals and assistant principals; 174 teachers; 195 parents; and 506 students.

The review team also consulted two databases of comparative educational information maintained by the Texas Education Agency (TEA), which compiles information from school districts in its Academic Excellence Indicator System (AEIS) and the Public Education Information Management System (PEIMS).

CHISD selected peer districts for comparisons based on similarities in student enrollment, student performance and community and student demographics. CHISD chose DeSoto ISD, Duncanville ISD and Grand Prarie ISD as its peer districts. TSPR also compared CHISD to district averages in TEA's Regional Education Service Center X (Region 10), to which CHISD belongs, and the state as a whole.

Cedar Hill ISD in Profile

CHISD served a culturally diverse population of 7,331 students in 2002-03 of which 51.7 percent were African American, 29.8 percent were Anglo, 16.2 percent were Hispanic, 1.9 percent were Asian Pacific Islander and 0.5 percent were Native American. Economically disadvantaged students made up 26.1 percent of the district's student

population. CHISD has ten schools: 11 elementary schools, three intermediate schools, one middle school, and one high school.

Bray Elementary, one of CHISD's schools, received an Exemplary rating from TEA in 2002. Four schools, Highlands Elementary, Belt Line Intermediate, West Intermediate and Cedar Hill High School received a Recognized rating, and four received an Academically Acceptable rating from TEA. Joe Wilson Intermediate and Lake Ridge Elementary, newly opened in 2002-03, has not yet been rated.

According to preliminary results, CHISD's students exceeded statewide averages on the new Texas Assessment of Knowledge and Skills (TAKS) on the following portions of the test: grade 3 mathematics (91 percent); grade 3 reading (91 percent); grade 4 reading (86 percent) and writing (87 percent), grade 8 social studies (94 percent); grade 9 reading (84 percent); and grade 10 English language arts (73 percent); grade 10 social studies (91 percent). In 2001-02, 89.6 percent of all CHISD students passed the reading portion of the Texas Assessment of Academic Skills (TAAS); 91.5 percent passed the math portion of the test; 91.4 percent passed the writing portion of the test; and 84.1 percent of students passed all tests taken.

In 2002-03, the district employed a staff of 899 full-time employees including 466 teachers, or 52 percent of its staff, and budgeted \$44 million in expenditures. CHISD generated 59.4 percent of the district's budgeted revenues through local taxes; 4.3 percent from other local and intermediate sources; 34.4 percent from the state; and 1.8 percent from the federal government.

CHISD budgeted 52.4 cents of every tax dollar on classroom instruction in 2002-03 compared to the state average of 51 cents of each tax dollar.

CHISD's staff and the TSPR team members have a sense of steady and significant progress. The district has implemented 64 of the Comptroller's recommendations. The district is working toward completing another three recommendations. The district chose to reject one recommendation although they effectively implemented it in the spirit of the recommendation. **Appendix A** provides the details on the status of each recommendation that TSPR made in its original report.

Cedar Hill ISD Report Card

Chapter	Total	Complete	In Progress	Not Implemented	Rejected	Percent Complete/ In Progress	Grades
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District Organization and Management	9	8	1	0	0	89%/11%	Excellent
Educational Service Delivery	8	7	0	0	1	88%/0%	Excellent
Personnel Management	6	5	1	0	0	84%/16%	Excellent
Facilities Use and Management	7	7	0	0	0	100%/0%	Excellent
Asset and Risk Management	7	7	0	0	0	100%/0%	Excellent
Financial Management	8	8	0	0	0	100%/0%	Excellent
Purchasing and Contract Management	13	13	0	0	0	100%/0%	Excellent
Computers and Technology	3	3	0	0	0	100%/0%	Excellent
Safety and Security	7	6	1	0	0	86%/14%	Excellent
Overall Grade	68	64	3	0	1	95%/4%	Excellent

Excellent = More than 80% complete

Satisfactory = 80% to 100% complete or in progress

Needs Work = Less than 80% complete or in progress

Exemplary Programs and Practices

CHISD is a school district with some notable successes, and TSPR has identified many "best practices." Through commendations in many chapters, the original report highlighted model programs, operations and services provided by CHISD administrators, teachers and staff members. The Comptroller's office encourages other school districts throughout Texas to examine these exemplary programs and services to see if they could be adapted to meet local needs. TSPR lists its original

commendations below and provides updated information on each topic in italics underneath the original commendation.

- ***CHISD's board enhances internal and external working relationships.*** The CHISD board is undertaking a multi-part board-training program to improve working relationships. The training includes emphasis on the board working as a whole, on the roles and responsibilities of individual members and on the board's relationship with district staff. The program includes development of formal policy and operating procedures and institution of a code of conduct.

The board also continues to prioritize training, fostering collaborative efforts with administration and refining board-operating procedures. The board continues to conduct both a formative or ongoing and a summative review of the superintendent's performance ensuring accountability for a series of board adopted performance goals. In addition, the board established operating procedures to govern board members individually and collectively.

- ***CHISD invests district funds according to policy guidelines.*** The associate superintendent, Business and Support Services, follows cash management policies and procedures to ensure that the district's idle funds are invested in accordance with investment policy guidelines.

The district's chief financial officer, hired in September 2002, continues to follow all district policies regarding investment practices. She has furthered investment practices by updating procedures and routinely comparing investment rates to maximize earnings through board approved investment vehicles.

- ***CHISD processes accounts payables efficiently and effectively.*** The district pays vendors once a month, reducing the number of personnel and time required to process invoices and make necessary payments. This process effectively saves the district money in salaries and provides longer periods of time for investment of excess cash.

The district continues the practice of paying vendors on a monthly basis allowing longer investment periods for district funds.

- ***CHISD collaborates with the Cedar Hill community to attract and retain minority teachers.*** CHISD uses innovative programs such as a community and district sponsored host program for

potential teaching candidates, collaborative efforts with local churches and the Chamber of Commerce and personal recruiting trips to historically black colleges and universities to increase the district's potential to attract and retain minority teachers.

The district reports that these collaborative efforts continue to be a success. The Assistant Superintendent of Personnel and Student Services and the assistant superintendent for School and Community Services continue to promote increased community participation in programs such as local church sponsorship of minority teaching candidates during informative visits to the district and during the interview process.

- ***CHISD developed an enhanced master teacher appraisal system with districtwide support.*** CHISD included teachers, principals and central administrators on a task force that created and received board approval for an alternative appraisal system providing customized professional growth for teachers with documented leadership activities and responsibilities. This system meets the needs of all teachers especially maximizing benefits for experienced and master teachers who did not receive as much benefit from the standard Professional Development and Appraisal System.

The superintendent reports that the district's customized appraisal system continues to provide valuable feedback to the district's teachers.

- ***CHISD accelerates the teacher hiring process through a Web-based talent assessment system.*** CHISD implemented another Gallup tool, the Gallup TeacherInsight Interview in 2002. This system already has saved time for applicants completing the Web-designed interview and potentially will save the district administrative costs as well.

The associate superintendent of Human Resources said that use of this Web-based system in 2002-03 continues to be a cost-effective and efficient departmental tool.

- ***CHISD developed a long-range facility master plan with community input and extensive data analysis.*** In February 2001, the CHISD board formed a citizens advisory group to develop goals and objectives for secondary education facility needs, including district growth, facilities condition and classroom size. The committee, which included parents, teachers, business and community members, was instrumental in passing the district's

\$89.7 million bond package and in forming the board-approved facility master plan.

Community involvement and input continue to be key components of the district's Facilities Development committee and CHISD's long-range strategic plans to address a growing student population. The district's enrollment increased 19 percent over the past five years from 6,172 students in 1998-99 to 7,331 students in 2002-03. The superintendent and associate superintendent for Support Services both said that business and community expertise and input are integral to the district's facilities' expansion efforts.

- ***CHISD effectively used a citizen advisory committee for attendance boundary changes.*** The district formed an advisory committee in December 2001, comprised of parents, site-based decision making members, principals, central administrators and members from the District Advisory Committee to recommend attendance boundary changes to the board. The committee analyzed demographic data and considered criteria including future growth potential, physical hazards and student diversity in its recommendations. By using this diverse committee, CHISD revised its attendance boundaries with districtwide and community support.

District administrators plan to continue to use this type of diverse committee for input into similar future situations due to the success of the advisory committee during attendance boundary decisions in 2001-02.

- ***CHISD maintains a community Technology facility with free Internet access.*** The CHISD Technology Committee created a Technology Opportunities for the Public Sector (TOPS) Lab at the district's West Intermediate School to provide the community with a facility that encourages the use and understanding of computer technology as well as Internet access to those in need.

The district continues to promote computer literacy and provide Internet access to the community through operation of the TOPS lab and, with increasing student enrollment, projects a greater impact on families in need of technological access and assistance.

TSPR Key Recommendations

Administrators and staff identified the TSPR recommendations that they said had the greatest impact on district operations. The recommendations are organized by chapter and area of operation in the original report. The

comments came from district administrators during the TSPR team's follow-up visit to the district.

District Organization and Management

Recommendation 1: Reorganize the central administration.

The superintendent and several of his key staff said this recommendation assisted the district in reorganizing staff in 2002-03. The recommendation helped the district improve financial operations by hiring a chief financial officer with previous school district experience. The district also streamlined departmental administration by eliminating one Assistant Superintendent position and two Director's positions, while maintaining logical assignment of duties and responsibilities to administrators.

Recommendation 3 : Eliminate low enrollment classes at the secondary level.

The district needed to identify ways to cut costs while effectively educating students and providing a pay raise to the district's quality staff to become more competitive with the local market. By reevaluating staffing ratios at all levels and the instructional schedule at the secondary level, the district anticipates more than \$7.3 million in savings over five years to immediately reinvest in a staff pay raise. This is \$4.4 million more in savings than TSPR projected, a 251 percent increase in savings, to provide directly to staff.

Recommendation 4 : Implement procedures for PEIMS data collection, review and submission.

One of the chief financial officer's initial projects included developing new, detailed procedures for the PEIMS data collection and review process to ensure accurate report submissions to TEA. The superintendent and chief financial officer report that the PEIMS reporting process is running smoothly and staff report that they understand the process better and can therefore implement the necessary steps more efficiently, effectively and accurately. The chief financial officer reports that several changes made in budget coding impacted the PEIMS program intent codes.

Educational Service Delivery.

Recommendation 17: Implement a credit recovery program.

After discussing a variety of related ideas in the past, the district's administrators used this recommendation to move forward and implement

a credit recovery program assisting ninth grade students at-risk of failing in math and reading. The district sought and received \$150,000 in grant funding through the Ninth Grade Initiatives Grant in November 2002 to begin CHISD's Credit Recovery Program in January 2003. The district funded a full-time teacher and purchased educational materials with grant monies. The district's ninth grade TAKS scores in reading (84 percent) were higher than the state average (82 percent) and within 7 percentage points (56 percent) of the state's 63 percent passing average in math.

Personnel Management .

Recommendation 19: Increase teacher salaries to be more competitive with peer districts.

The district immediately effected a \$1,650 minimum pay increase in 2002-03 for all teachers and other staff members and immediately engaged the Texas Association of School Boards (TASB) to conduct a salary study of market districts. TASB recommended a compensation plan raising districtwide teachers' salaries to median market rates. CHISD's board approved the recommended new-hire salary schedule and salary increases for 2003-04 implementation. The district directly linked savings realized from reevaluation of staffing ratio at all levels and the instructional schedules at the secondary level to fund this recommendation.

Facilities Use and Management .

Recommendation 27: Consolidate the management of maintenance and custodial services when the current Maintenance director retires and do not renew the ServiceMaster contract.

The district hired a new director of Maintenance in January 2003 with structural maintenance, custodial, and electrical background, and previous school district maintenance experience of 10 years. In March 2003, the district discontinued the ServiceMaster contract for custodial services. The superintendent and director of Maintenance anticipate more than \$1.3 million in savings over five years or 59 percent more than TSPR projected, and report that both maintenance and custodial services districtwide are operating more efficiently and effectively solely using district staff and management.

Asset and Risk Management .

Recommendation 36: Adopt procedures to set premiums and district contributions to the district's self-funded health plan based upon actuarial projections and monitor actual activity quarterly to ensure solvency of the plan.

The superintendent and chief financial officer identified this recommendation as key to the district addressing historical problems in 2000-01 and 2001-02 with the self-funded insurance plan. The district worked with an actuary and presented a 2002-03 forecasting plan to the board in October 2002 based upon historical and projected enrollments and applicable health insurance industry trends. District staff presented an updated plan to the board including 2003-04 projections in January 2003. The district created a Health Insurance Committee in February 2003 to study available health insurance options and make a recommendation to the board. Based upon this information, the district entertained insurance bids and, in June 2003, the board approved districtwide coverage through the Texas Retirement Systems Active Care effective October 2003. The district has also developed financial plans with the help of an actuary to target closure of the self-funded insurance at a zero balance in August, 2005.

Computers and Technology .

Recommendation 61: Establish a uniform method for measuring the technology integration skills of teachers.

The district's director of Information Systems and director of Instructional Technology established Guidelines for Evaluating Technology Integration including evaluation procedures to establish baseline data measuring teachers' technology integration skills. The district based guidelines on the Texas School Technology and Readiness (STAR) guidelines. Principals, the associate superintendent of Curriculum and the superintendent all approved the guidelines and evaluation procedures and said they were excited about the opportunity to use this measuring tool and set of guidelines as a means of furthering the integration of technology into the classroom through training and tailored professional development.

What Still Needs to be Done?

CHISD has made significant progress towards implementing TSPR's recommendations. The district has implemented 64 recommendations and three are in various stages of progress. The board chose to reject one of the review team's recommendations despite implementing a portion of the recommendation and realizing savings for the district. This section addresses the key areas that require additional attention from the district.

CHISD has made significant progress on all but one recommendation made by TSPR. The district, which at the time of the review was encountering financial difficulties has reorganized its administration and taken bold steps to reduce costs and rebuild its ailing fund balance. But as with all school districts in this state, challenges remain.

The challenge for CHISD in the future will be maintaining the momentum that has moved the district forward during this last year. The first critical step will be institutionalizing processes and procedures so that lessons learned over this year are not quickly forgotten when there is turnover in employees or boards in the future.

Secondly, because this is a fast growth district, the challenge of meeting the needs of children moving into this district appears to be one that will continue for many years to come. In 2001, CHISD created a comprehensive 10-year facility master plan, and has successfully used a team of community members, parents and teachers to update and assess the district's growth needs in the area of facilities. To meet this challenge, CHISD must continually plan for its future and continue to build and maintain trust with the community it serves. It is increasingly important for the district to expand its long-range planning to not only include facilities, but also the human resources and operational needs such as recruiting highly qualified teachers and staff, and meeting growing transportation needs; all of which will be taxed by the growth and changing demographics of the district.

Finally, CHISD has been a strong district academically and its students have traditionally received a good education at all levels. Holding to a steady course that values each student and addresses the needs of students at all levels of need and at all grade levels, will become more and more difficult and the district grows and the demographics of the students changes over time. Maintaining its strong focus on education must remain the primary mission of CHISD as it moves to the future.

CHISD's ISD's Ideas for Improving the Texas School Performance Review

TSPR does not assume that its process for performing school reviews works so well that it cannot be improved. Therefore, as part of the progress report preparation process, TSPR asked CHISD staff members and administrators to discuss what went right and what went wrong-and how the process could be improved.

The feedback TSPR has received from other districts led to improvements in the review process. For example, early reports did not include implementation strategies, and districts told TSPR they needed help getting started. As a result, the reports now include IMPLEMENTATION STRATEGIES AND TIMELINES to complement the recommendations. Districts have told TSPR these blueprints are invaluable to implementing the recommendations. It is important for TSPR to continually be mindful of things that did not work as intended so the review process can be improved.

CHISD administrators made the following observations.

The superintendent and key administrators who visited with the Comptroller's staff also said that the report helped the district move forward with some difficult reorganization plans and cost-cutting measures necessary to ensure financial solvency of the district. They said the report assisted them on tackling some difficult projects, which may not have been possible without supporting documentation provided in the report.

Many of the administrators concurred with the statement that while the review was a labor-intensive process for district staff, overall it was a positive process because it helped the district focus on examining its operations and making any necessary changes within the timeframe of the report.

Two administrators questioned the thoroughness of the instructional program review and the expertise of one of the consultants. TSPR takes this comment seriously and will examine its procedures to ensure that consultants expertise is matched to the district under review.

Appendix A - Status of Recommendations and Savings

Chapter 1-District Organization and Management

Rec #	Recommendation	Implementation Status	TSPR Projected Five-Year Savings (Costs)	CHISD Savings (Costs) to Date	CHISD Projected Five-Year Savings (Costs)	Comments
1	Reorganize the central administration. p. 32	Complete	\$0	\$0	\$0	The board immediately implemented this reorganization that included hiring a certified public accountant and experienced school business manager August 2002. The district effected all remaining reorganization changes through attrition, planned retirement and voluntary reductions in force by the end of 2002-03. The district reports that this change has greatly improved the financial operations and reporting structure districtwide without compromising the high level of services provided to students, staff, administrators

						and the community. Savings and expenditures are realized in chapter recommendations.
2	Evaluate staffing formulas annually against Southern Association of Colleges and Schools standards and revise as necessary. p. 37	Complete	\$351,367	\$0	\$0	The district evaluated all existing staffing formulas against the Southern Association of Colleges and Schools standards and also compared them to formulas used by other districts in the Dallas area. In January 2003, the board approved the district's staffing formulas and instituted an annual review of the formulas.
3	Eliminate low enrollment classes at the secondary level. p. 39	Complete	\$2,927,808	\$76,000	\$7,372,000	In order to effect a districtwide teacher pay raise (recommendation #19) the district examined course enrollments, staffing formulas and long-range enrollment projections to reorganize teaching assignments and course offerings at the secondary level. In September 2002.

						the district eliminated two positions from the high school resulting in first year salary savings. In 2003-04 through 2006-07, the district anticipates \$1,748,000 in additional annual salary savings by eliminating 17 high school positions and seven positions at each of the middle, intermediate and elementary levels for a total of 38 positions.
4	Implement procedures for PEIMS data collection, review and submission. p. 41	Complete	\$0	(\$100)	(\$500)	The district adopted board policy regarding PEIMS submissions and subsequently recoded its budget following an October 2002 budget amendment. The chief financial officer also drafted a detailed procedures manual for the PEIMS data collection, review and submission process.
5	Use a qualified survey instrument to assess	In Progress	(\$31,215)	(\$15,325)	(\$46,125)	The board approved

	organizational health and enhance recruiting and retention strategies. p. 44					districtwide use of the Organizational Health Instrument (OHI) with an initial summary report due in fall 2003. OHI representatives provided training to staff and administrators on survey administration, data disaggregation and summary report generation and review. The district will review all resulting data with principals and department heads and estimates five-year expenditures including supplies and OHI support to reach \$46,125.
6	Revise district policy to allow the site-based decision making (SBDM) committee to elect a chair and to have broader decision-making authority. p. 52	Complete	\$0	\$0	\$0	The district changed board policy BQB (LOCAL) in January 2003 to reflect election of the Campus Advisory Team (CAT) chairperson from amongst the membership and effectively broadened the site-based

						decision-making committee's authority.
7	Assign the Public Information director to report to the superintendent as the Communications Director. p. 58	Complete	\$0	\$0	\$0	The director of Public Information, whose title was changed to the Communications director, reports directly to the superintendent improving the logical reporting structure and improving efficiency for the Public Information Department.
8	Develop and implement district wide volunteer and community involvement tracking and reporting procedures. p. 61	Complete	\$0	\$0	\$0	In January 2003, the board adopted policy establishing community involvement campus liaisons and a districtwide volunteer tracking system ensuring equitable access districtwide to business and community volunteers. The School and Community Services Office staff will coordinate all volunteer efforts.
9	Ensure that tuition and fees for community education classes recover	Complete	\$21,600	(\$1,034)	\$0	Although the district implemented a

	all district costs. p. 63				variety of cost cutting and revenue generating measures in 2002-03, Community Education program expenditures exceeded revenues. The district eliminated mass postal mailings, reduced brochure printing costs, implemented selective newspaper advertising, and reduced the number of spring 2003 course offerings. The district also increased spring 2003 registration fees by an average of \$42 per course- a 20 percent increase from fall 2002 rates- and initiated flexible course scheduling to include one-day courses offered on Saturdays. The district plans to continue to identify ways to ensure future cost recovery, including the 2002-03 loss
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						without compromising community education services. The superintendent said the district plans to have a zero five-year total cost for these courses.
	Totals-Chapter 1		\$3,269,560	\$59,541	\$7,325,375	
	TOTALS - ALL CHAPTERS		\$2,757,686	\$297,408	\$2,592,999	

Appendix A - Status of Recommendations and Savings

Chapter 2 - Educational Service Delivery

Rec #	Recommendation	Implementation Status	TSPR Projected Five-Year Savings (Costs)	CHISD Savings (Costs) to Date	CHISD Projected Five-Year Savings (Costs)	Comments
10	Reorganize CHISD's Instruction and Administrative Services Department and change the title to the Curriculum and Instruction Department. p. 86	Complete	\$555,960	\$85,086	\$849,666	The board approved reorganization of the Instruction and Administrative Services Department including a title change and the elimination of the director of Staff Development, Program Planning and Evaluation, in June 2002 and the assistant superintendent for Administrative Services in June 2003. Staff reductions resulted in first year salary savings of \$85,086 and \$191,145 in projected annual savings thereafter. The district also rewrote the job description for the position of assistant superintendent for Curriculum and streamlined the reporting relationship of the Public Information director from the

						Curriculum and Instruction Department directly to the superintendent.
11	Develop and adopt a local board policy to provide direction for curriculum management. p. 91	Complete	\$0	\$0	\$0	The district developed and implemented board approved policy to provide direction for curriculum management. The policy defines curriculum, details the development process, requires written documents for all subjects and courses, includes a provision for professional development and procedures that connect the budgetary process with curricular and program needs.
12	Include strategies for improving student pass rates on end-of-course exams in the Campus Improvement Plans and the District Improvement Plan. p. 93	Complete	\$0	\$0	\$0	CHISD implemented a modified version of this recommendation to address the increased academic rigor of the TAKS and the portions of the test that replaced end of course exams. The associate superintendent of Curriculum and Instruction, director of Curriculum and high school staff

						created and included detailed action plans in the 2002-03 and 2003-04 high school Campus Improvement Plans (CIP) and the annual District Improvement Plans (DIP).
13	Develop a coordinated staff development plan that focuses on district and campus goals. p. 96	Complete	\$0	\$0	\$0	The director of Curriculum and the director of Special Programs designed a coordinated staff development plan and accompanying handbook based on district and campus goals, input from districtwide site-based decision-making teams and review of similar information from Ennis, DeSoto, and Midlothian ISDs. Technology and Instructional administrators also created a districtwide data tracking system to electronically manage all professional development training and certification requirements.
14	Align the high school student handbook and the curriculum catalog of high school course	Complete	\$0	\$0	\$0	The district reviewed and corrected any discrepancies

	offerings with actual practice. p. 109					identified between actual course offerings, required prerequisites and descriptions in the high school student handbook and the curriculum catalog. The district aligned the Advanced Placement/honors placement guidelines in the student handbook to the curriculum catalog and distributed the change to students and staff prior to 2002-03 course selections.
15	Implement the Texas Incentive Program for Advanced Placement and track subsidies, awards and teacher training. p. 111	Rejected	\$0	\$0	\$0	Although the district implemented a modified version of this recommendation, the board chose to reject the recommendation as written. A committee of teachers and administrators and the District Advisory Committee reviewed the district's Advanced Placement Program incentives and stipends. In December 2002 the board discontinued subsidies for

						students' exam fees beyond standard TEA reimbursement. The board also discontinued student bonuses for scores of 3, 4 or 5 on AP exams and financing summer AP training for any teacher wishing to attend. The board continues to provide stipends to teachers for students who receive a 3, 4 or 5 on AP exams.
16	Establish a discipline management committee at Cedar Hill High School to review incident data each six weeks and develop a plan to address areas of concern. p. 131	Complete	\$0	\$0	\$0	CHISD's high school discipline management committee developed a 2003-04 action plan including specific strategies and a timeline to decrease discipline referrals at Cedar Hill High School. The CIP also addresses identified areas of need in the area.
17	Implement a credit recovery program. p. 133	Complete	(\$114,280)	\$150,000	\$300,000	CHISD implemented a Credit Recovery Program in January 2003 for ninth graders identified as students in at-risk situations in math and reading. The district received a \$150,000 Ninth Grade Initiatives

						Grant awarded in November 2002 for a two-year period funding a full-time teacher and educational materials. The district funded a full-time teacher and purchased educational materials with grant monies. The district's ninth grade TAKS scores in reading (84 percent) were higher than the state average (82 percent) and within 7 percentage points (56 percent) of the state's 63 percent passing average in math.
	Totals-Chapter2		\$441,680	\$235,086	\$1,149,666	
	TOTALS - ALL CHAPTERS		\$2,757,686	\$297,408	\$2,592,999	

Appendix A - Status of Recommendations and Savings

Chapter 3 - Personnel Management

Rec #	Recommendation	Implementation Status	TSPR Projected Five-Year Savings (Costs)	CHISD Savings (Costs) to Date	CHISD Projected Five-Year Savings (Costs)	Comments
18	Consolidate all personnel responsibilities under the assistant superintendent, Personnel and Student Services. p. 140	Complete	\$80,960	\$16,192	\$80,960	The district transferred all benefits responsibilities to the personnel Department to more logically align duties.
19	Increase teacher salaries to be more competitive with peer districts. p. 148	Complete	(\$2,318,708)	(\$785,500)	(\$7,295,000)	The district contracted with the Texas Association of School Boards to conduct a salary study of market districts and accordingly develop a compensation plan for immediate implementation. The district funded these raises with savings realized from class reorganizations at the secondary level (recommendation #3). In August 2002, the district implemented a minimum guarantee salary

						increase of \$1,650 to more closely match the salary schedules of the local economy. Based on figures from the salary study, the district anticipates annual salary increases totaling \$1,627,375 from 2003-04 through 2006-07 equaling a five-year expense of nearly \$7.3 million.
20	Explore collaborative opportunities for employment advertising and recruiting with CHISD and the City of Cedar Hill. p. 153	Complete	\$0	\$0	\$0	The district continues to participate in minority teaching recruiting efforts with the City of Cedar Hill and has expanded joint efforts to include paraprofessionals and professionals whenever possible. The board approved additional cooperative advertising efforts in April 2003.
21	Purge employee files of unnecessary information and implement a document-imaging program to store all required	In Progress	(\$2,000)	(\$900)	(\$900)	The district is implementing digital imaging technology to replace all record retention.

	information. p. 154					maintenance and storage practices districtwide. The district purchased a scanner for \$900 and established a timeline by grade level and department to facilitate an orderly transition from paper documents, files and manuals to an electronic system.
22	Purchase software necessary to automate certification tracking. p. 156	Complete	(\$8,000)	\$0	\$0	The district's financial software package includes functions enabling Personnel Department staff to track professional certification requirements.
23	Update all job descriptions and establish a system to ensure that they are kept current. p. 161	Complete	\$0	\$0	\$0	The district updated all job descriptions and plans to include these in districtwide efforts to automate all records.
	Totals-Chapter 3		(\$2,247,748)	(\$770,208)	(\$7,214,940)	
	TOTALS - ALL CHAPTERS		\$2,757,686	\$297,408	\$2,592,999	

Appendix A - Status of Recommendations and Savings

Chapter 4 - Facilities Use and Management

Rec #	Recommendation	Implementation Status	TSPR Projected Five-Year Savings (Costs)	CHISD Savings (Costs) to Date	CHISD Projected Five-Year Savings (Costs)	Comments
24	Develop and implement a comprehensive preventive maintenance plan for the district. p. 176	Complete	\$0	\$0	\$0	The district conducted a comprehensive maintenance needs assessment and developed a board approved districtwide plan implemented in June 2003.
25	Include building modification requests in the annual budget process. p. 177	Complete	\$0	\$0	\$0	The associate superintendent for Support Services includes all campus requests in the annual budgeting process.
26	Include the Maintenance Department in all school construction discussions and in walk-through inspections of new and renovated schools. p. 179	Complete	\$0	\$0	\$0	The district includes the director of Maintenance in weekly facilities meetings ensuring mechanical system and maintenance information is considered for all renovations and construction.
27	Consolidate the management of maintenance and custodial services when the current Maintenance director retires and do not	Complete	\$869,109	\$753,852	\$1,384,668	The district did not renew the outsourced maintenance contract in 2002-03 but hired an

	renew the ServiceMaster contract. p. 182					experienced Maintenance director to manage both the Custodial and Maintenance departments in-house. District administrators, staff and community members note that overall maintenance and custodial services have improved and financially, the district expects more than \$515,000 in additional savings over original five-year report estimate of \$869,109.
28	Contact the State Energy Conservation Office (SECO) to request an energy audit and assistance with developing a comprehensive energy conservation plan for the district. p. 185	Complete	\$414,556	\$0	\$4,000	The district contacted the State Energy Conservation Office for an energy audit to assist administrators in developing an energy conservation plan. According to SECO's June 2003 report, the district should realize savings in the amount of \$800 annually if all retrofits and equipment replacements are

						implemented.
29	Involvement of students and staff in district-wide energy efficiency and conservation efforts. p. 186	Complete	\$0	\$0	\$0	The district contacted the State Energy Conservation Office and implemented the WATT Watcher's program involving students in energy conservation efforts at all schools.
30	Amend the fee schedule for community use of school facilities to accurately reflect district costs. p. 189	Complete	\$18,000	\$0	\$17,000	The board approved a fee schedule amendment in March 2003 to recover district costs and more accurately reflect the districts expenditures. The new schedule will take effect in 2003-04.
	Totals-Chapter4		\$1,301,665	\$753,852	\$1,405,668	
	TOTALS - ALL CHAPTERS		\$2,757,686	\$297,408	\$2,592,999	

Appendix A - Status of Recommendations and Savings

Chapter 5 - Asset and Risk Management

Rec #	Recommendation	Implementation Status	TSPR Projected Five-Year Savings (Costs)	CHISD Savings (Costs) to Date	CHISD Projected Five-Year Savings (Costs)	Comments
31	Consolidate bank accounts and restructure the bank depository agreement to include overnight sweep investments. p. 198	Complete	\$62,533	\$0	\$53,600	The district included specifications regarding overnight electronic sweep capability in its November 2002 bank depository bids. The district awarded a two-year contract to First State Bank of North Texas in May 2003 that includes interest bearing checking accounts and nightly sweeps as available with savings calculated after the new contract execution.
32	Establish offsetting controls to provide internal control assurances for cash and investment transactions. p. 199	Complete	\$0	\$0	\$0	District administrators removed the associate superintendent for Support Services from the district's bank signature card and added the chief financial officer in October 2002. The

						<p>associate superintendent for Support Services assists the chief financial officer with monthly bank statement reconciliations establishing appropriate internal control mechanisms. Additionally, the district established Web based access by the chief financial officer to the district's accounts through First State Bank, the district's depository. Finally, the newly hired internal auditor annually reviews all year end balances and reconciliations prior to submission to the external auditors creating another internal control mechanism.</p>
33	Complete the installation of the new fixed-asset module and conduct an annual physical inventory of assets. p. 202	Complete	\$0	\$0	\$0	<p>The director of Technology worked with outside vendor providers to complete installation of the fixed asset module of the district's existing accounting</p>

						software. The accounting software identifies assets subject to depreciation according to GASB 34 requirements. The district completed a physical inventory during July 2003 results of which will then be electronically transferred into the district's Skyward financial package in fall 2003.
34	Update board policy to include the capitalization of fixed assets worth \$5,000 or more and maintain a separate controllable inventory listing of less expensive items. p. 203	Complete	\$0	\$0	\$0	The board approved a revision to board policy CFB (LOCAL) coding only single item fixed assets worth more than \$5,000. All furniture, equipment and software expenditures less than \$5,000 are coded separately to more accurately control the district's inventory in compliance with GASB 34 regulations.
35	Transfer the reporting relationship of the fixed-asset clerk from the Purchasing director to the associate superintendent, Business and Support	Complete	\$0	\$0	\$0	The board approved a revised job description and assigned responsibility for

	Services. p. 204					the supervision of fixed assets, inventory and warehouse functions to the associate superintendent for Support Services.
36	Adopt procedures to set premiums and district contributions to the district's self-funded health plan based upon actuarial projections and monitor actual activity quarterly to ensure solvency of the plan. p. 215	Complete	\$0	\$0	\$0	The chief financial officer worked with the internal auditor, members of a newly created Health Insurance Committee and the superintendent to create detailed procedures to adequately set premiums for the district's self-funded health plan. In October 2002, the chief financial officer presented a report to the board based upon forecasted participation and premium figures for 2002-03. Since that time, the chief financial officer presents quarterly reports to the board regarding the projected figures for the health plan. In February 2003, the district's Health Insurance Committee reviewed a variety

						of health insurance options available to district staff and recommended that the district accept bids for health plans. The board accepted bids in April 2003 and awarded a contract in June 2003 for provision of services to begin in October 2003 to Texas Retirement Systems Active Care. The district projects closure of the Internal Service Fund in August 2005, formally notifying TEA of all health plan projections and fiduciary efforts to reduce the negative fund balance.
37	Engage a tax specialist to perform required tax law calculations as soon as possible. p. 217					The board engaged First Southwest Asset Management, Inc. to provide arbitrage services to the district in December 2002 at a cost of \$14,000 and ensure compliance with all federal tax reporting regulations. According to
		Complete	(\$43,500)	(\$14,000)	(\$54,000)	

						arbitrage calculations by the tax specialists, the district did not owe any monies for the 1995 bond series. The district anticipates spending an additional \$10,000 annually for arbitrage services.
	Totals-Chapter 5		\$19,033	(\$14,000)	(\$400)	
	TOTALS - ALL CHAPTERS		\$2,757,686	\$297,408	\$2,592,999	

Appendix A - Status of Recommendations and Savings

Chapter 6 - Financial Management

Rec #	Recommendation	Implementation Status	TSPR Projected Five-Year Savings (Costs)	CHISD Savings (Costs) to Date	CHISD Projected Five-Year Savings (Costs)	Comments
38	Restructure the financial management function and hire a chief financial officer to oversee all CHISD Support Services-related functions. p. 233	Complete	(\$523,170)	(\$84,341)	(\$496,173)	In one of the district's most significant actions, the superintendent and board hired an accountant with significant school district experience as the chief financial officer in September 2002 five year costs also include annual salary adjustments. The Business Manager now functions in the district as the associate superintendent of Support Services.
39	Adopt policies to prevent deficit budgeting and deficit budget amendments. p. 236	Complete	\$0	\$0	\$0	The district adopted board policy to prevent deficit budgeting and deficit budget amendments. The district also adopted five budget amendments between October 2002 and March 2003 to correctly recode budgeted expenditures. Further. the district

						adopted a board-approved goal of obtaining a 15 percent fund balance.
40	Prepare monthly budgetary reports that depict all general fund operations. p. 239	Complete	\$0	\$0	\$0	The chief financial officer developed and presents a monthly Payables report to the board detailing expenditures in excess of \$10,000. In addition, the chief financial officer presents a monthly Financial Status report including a concise summary of actual expenditures and realized revenues. The superintendent said that these reports provide the board with current financial information allowing them to make informed budgetary decisions.
41	Prepare a payroll procedures manual. p. 240	Complete	\$0	\$0	\$0	The district completed a detailed Payroll manual which is located in the Payroll specialist's office and provides specific procedural information. The district anticipates automating this manual in its districtwide digital

						upgrades.
42	Implement automated timekeeping at the campus and department levels. p. 241	Complete	\$151,618	\$25,759	\$167,271	In late October 2003, the board eliminated the Payroll clerk's position resulting in partial first year salary savings and extensively researched timekeeping software. The district tested several software packages during fall 2002 and spring 2003, finally purchasing Attendview software for implementation during 2003-04. The automated timekeeping software is compatible with the district's existing financial software. Future savings include full salary costs.
43	Obtain competitive proposals for external audit services every five years. p. 242	Complete	\$0	\$0	\$0	District administrators followed appropriate bidding regulations, and the board chose Pingleton, Howard and Company, PC from three submitted firms as its external auditor. The district plans to continue bidding for external

						auditing firms every three years.
44	Hire an internal auditor. p. 245	Complete	(\$375,667)	(\$22,835)	(\$265,635)	In February 2003, the board hired an internal auditor recommended by members of the district's Audit Committee and the Screening Committee after reviewing a job description and subsequent applications. The chief financial officer and superintendent report that the internal auditor provides needed internal control checks and safeguards.
45	Transfer CHISD tax levy and collection functions to the Dallas County Tax Office. p. 248	Complete	\$214,372	\$21,056	\$84,224	The district modified implementation of the recommendation after extensive research and comparisons of tax collection options by neighboring school districts, Dallas County, the City of DeSoto and the City of Cedar Hill. The board approved tax collection services from the City of Cedar Hill after the chief financial officer and the

						superintendent negotiated lower collection rates based upon historically higher collection percentages than total figures and conversion fees confirmed by Dallas County Tax Office staff, neighboring school districts and the City of DeSoto. District administrators conservatively estimated savings based upon fee reductions and not increase collection percentages.
	Totals-Chapter 6		(\$532,847)	(\$60,361)	(\$510,313)	
	TOTALS - ALL CHAPTERS		\$2,757,686	\$297,408	\$2,592,999	

Appendix A - Status of Recommendations and Savings

Chapter 7 - Purchasing and Contract Management

Rec #	Recommendation	Implementation Status	TSPR Projected Five-Year Savings (Costs)	CHISD Savings (Costs) to Date	CHISD Projected Five-Year Savings (Costs)	Comments
46	Assign responsibility for managing and monitoring contracts to the associate superintendent, Support Services and Support Services. p. 257	Complete	(\$5,000)	\$0	(\$4,000)	District administrators assigned contract-monitoring responsibilities to the associate superintendent Support Services with scheduled reports to the superintendent, chief financial officer and the board increasing contract management effectiveness and ensuring contracts provide the best possible services to the district.
47	Develop written guidelines for managing and monitoring all CHISD contracts. p. 259	Complete	\$0	\$0	\$0	In May 2003, the board approved detailed contract management guidelines after in-depth research by the associate superintendent Support Services into the Colorado Contract Management Manual and information received from the

						National Institute for Governmental Purchasing. The superintendent and associate superintendent Support Services said that the information from the National Institute for Governmental Purchasing was more applicable than the 1,000 page Colorado document.
48	Amend the transportation services contract to require Dallas County Schools to provide monthly management reports to CHISD, require Dallas County Schools to notify principals when buses will be late and allow CHISD to notify parents when drivers remove ineligible riders. p. 263	Complete	\$0	\$0	\$0	District administrators worked with Dallas County Schools to standardize language for all existing and future transportation contracts for participating school districts. Dallas County Schools staff provide monthly management reports to all participating districts, including CHISD, and notify administrators if buses are late.
49	Enforce the satisfaction provision in the food service contract and request a refund of the management fee for months in which the	Complete	\$21,008	\$5,557	\$5,557	The district modified the recommendation and calculated the requested vendor refund on lost

	<p>Child Nutrition Department was non-compliant with the National School Lunch Program requirements. p. 271</p>					<p>interest earnings from delayed National School Lunch Program (NSLP) payments. The district made this fiscal modification after determining it was partially responsible for non-compliance reporting and calculation issues due to an inability to support the vendor's software for the point of sale system. The district received the interest payment from the vendor after board approval of the modification. The district corrected all non-compliance issues and solved software compatibility problems with the food service vendor removing the future possibility of this type of financial loss.</p>
50	<p>Amend the food service contract to eliminate the requirement for CHISD to advance working capital to the contractor. p. 272</p>	<p>Complete</p>	\$0	\$0	\$0	<p>Following meetings with the district and prior to the report release, the board proactively removed the contract provision</p>

						for advance working capital with its food service provider. This action ensures the contract adheres to all state constitutional laws regarding the lending of credit by a state entity and protects the district from potential financial loss.
51	Amend the food service contract to delete CHISD's responsibility for relocation expenses for a new Child Nutrition director from the contract or set a reasonable limit on those expenses. p. 273	Complete	\$0	\$0	\$0	Following an administrative request, the district's food service provider drafted a contract amendment deleting an existing relocation provision for the director of Child Nutrition funded by the district. The board approved and implemented the amended contract in October 2002 streamlining potential costs for the district.
52	Include guaranteed maximum payroll costs in future child nutrition contracts based on industry standards for meals per labor hour. p. 276	Complete	\$104,980	\$0	\$26,245	Although the district's existing vendor contract includes an assumption that labor costs will not exceed \$700,000, the associate superintendent Support Services

						proactively attempted to amend the existing contract to enforce a provision for a guaranteed maximum of payroll costs based on meals per labor hour standards. A representative from TEA's Child Nutrition Division ruled that an amendment was not permissible. The district will include language to this effect in future bid requests to hold the selected vendor to industry meals per labor hour standards. The district's contract and extension clause expires in 2006.
53	Require the food service contractor to submit detailed monthly invoices that itemize all costs. p. 277	Complete	\$0	\$0	\$0	Following negotiations by the associate superintendent Support Services, the district's food service vendor began providing detailed monthly invoices to the district in October 2002. District administrators use these cost itemizations to ensure that the district only pays

						for goods and services received.
54	Reorganize the purchasing function and eliminate the position of Purchasing director. p. 280	Complete	\$385,975	\$80,455	\$402,275	The district eliminated the Purchasing director's position in September 2002 and expects savings to exceed five-year report estimate by more than \$16,000.
55	Implement electronic signatures for requisition and purchase order authorization. p. 283	Complete	\$0	\$0	\$0	The board approved districtwide implementation of the Skyward software system which includes the capability for electronic signatures on all requisitions and purchase orders.
56	Revise CHISD local policies and procedures to include a definition of sole-source purchases that incorporates the definition found in TEA's <i>Financial Accountability System Resource Guide</i> . p. 285	Complete	\$0	\$0	\$0	The board approved sole-source language in district policy and updated the purchasing manual in December 2002. The district now uses a sole-source verification form that complies to the guidelines outlined in TEA's <i>Financial Accountability System Resource Guide</i> (FASRG) and ensures district purchases meet the

						state's sole-source provision. District administrators included a completed vendor's form and an explanation of the FASRG provision to board members during an informational meeting.
57	Develop and maintain record storage standards and procedures. p. 287					<p>The district evaluated its records' maintenance, retention and storage procedures and, in May 2003, proactively completed detailed policies and procedures to digitally capture all financial, demographic and procedural records identified by department, PEIMS category and grade level. The associate superintendent Personnel and Student Services and the superintendent project undocumented savings in storage and staff efficiencies as the districtwide computerization initiative</p>
		Complete	\$0	\$0	\$0	

						progresses.
58	Develop a written textbook procedures manual and train the school textbook clerks on the procedures. p. 289					The district appointed a textbook custodian who jointly developed board policy and a detailed procedures manual with the chief financial officer and associate superintendent Support Services during fall 2002. In January 2003, the board approved the drafted policy and the manual that includes textbook issuance and return forms.
		Complete	\$0	\$0	\$0	
	Totals-Chapter 7		\$506,963	\$86,012	\$430,077	
	TOTALS - ALL CHAPTERS		\$2,757,686	\$297,408	\$2,592,999	

Appendix A - Status of Recommendations and Savings

Chapter 8 - Computers and Technology

Rec #	Recommendation	Implementation Status	TSPR Projected Five-Year Savings (Costs)	CHISD Savings (Costs) to Date	CHISD Projected Five-Year Savings (Costs)	Comments
59	Assign CHISD technology students to develop and maintain the district Web site. p. 296	Complete	\$0	\$0	\$0	Students in the Cedar Hill High School Web master class designed a new Web site opened on April 22, 2003 at no cost to the district. Students in the Web master class continuously maintain and update the site under faculty supervision.
60	Revise the technology plan to include all aspects of technology, including administrative technology, instructional technology and infrastructure issues. p. 300	Complete	\$0	\$0	\$0	The director of Information Systems, director of Instructional Technology, District Technology Committee and District Advisory Council systematically revised and approved a final draft of the district's Technology Plan. The comprehensive Technology Plan implemented in May 2003

						addresses administrative technology, instructional technology and infrastructure issues ranging from telecommuting guidelines to classroom Internet regulations and implementation of student goals to technology proficiency assessments.
61	Establish a uniform method for measuring the technology integration skills of teachers. p. 306					The district incorporated the <i>Texas School Technology and Readiness (StaR)</i> uniform guidelines into its own Guidelines for Evaluating Technology Integration as part of the revised Technology Plan. The superintendent, associate superintendent of Curriculum and all principals approved the evaluation instrument and guidelines and tested staff in spring 2003 to establish baseline data for future training and
		Complete	\$0	\$0	\$0	

						assessments.
	Totals-Chapter 8		\$0	\$0	\$0	
	TOTALS - ALL CHAPTERS		\$2,757,686	\$297,408	\$2,592,999	

Appendix A - Status of Recommendations and Savings

Chapter 9 - Safety and Security

Rec #	Recommendation	Implementation Status	TSPR Projected Five-Year Savings (Costs)	CHISD Savings (Costs) to Date	CHISD Projected Five-Year Savings (Costs)	Comments
62	Designate one position as the coordinator for all safety and security programs. p. 325	Complete	(\$5,000)	(\$660)	(\$4,660)	As part of the district's managerial reorganization, the superintendent designated a coordinator of Safety and Security with oversight from the associate superintendent of Support Services. The district is paying a \$1,000 annual stipend for these duties.
63	Apply for grants to improve school safety programs. p. 327	Complete	\$0	\$8,146	\$8,146	The district cooperatively works with the Cedar Hill Police Department to explore grant opportunities and received a \$16,292 Gang Resistance Education And Training (G.R.E.A.T.) grant in April 2003, one-half of which is allocated to the district's safety programs. The district is actively exploring several additional grant opportunities for

						2004-05 and beyond.
64	Create a fund transfer process to automatically move school zone violation fees collected by the City of Cedar Hill to CHISD. p. 328	Complete	\$4,380	\$0	\$4,380	After review of House Bill 374 from the 77 th Legislative Session provides for the transfer of school zone violation fees collected by cities to local school districts, the superintendent and city manager cooperatively created and implemented a fund transfer process.
65	Create a safety and security committee to develop a long-range safety and security plan. p. 330	Complete	\$0	\$0	\$0	The associate superintendent of Support Services, coordinator of Safety and Security and associate superintendent of Community Involvement participated on a Safety and Security committee and developed detailed procedures outlining the structure and annual function of this committee as well as the basis for a long-range districtwide safety and security plan.
66	Define CHISD and Cedar Hill Police Department (CHPD) roles and responsibilities	In Progress	\$0	\$0	\$0	CHISD's Security Resource Officer contacted the Dallas ISD police force on

	regarding administrative violations, criminal activities and reporting incidents. p. 333					several occasions to obtain a copy of the DISD Code of Conduct and information detailing the separation of duties between the city and district police officers. The district continues to perform research on industry best practices to complete the recommendation.
67	Enforce sign-in rules and the use of visitor badges at Cedar Hill High School. p. 334	Complete	\$0	\$0	\$0	District and campus administration reinforced visitor procedures with all high school personnel to maximize the safety of both students and staff.
68	Establish a district policy and a set of procedures designed to track all district keys. p. 337	Complete	\$0	\$0	\$0	The board adopted and immediately implemented policy GKD (LOCAL): Use of School Facilities and GKD-R (LOCAL): School Site Security and Issuance of Keys in March 2003. District and campus administrators expect full implementation of the new, restrictive key policy in 2003-04.
Totals-Chapter 9			(\$620)	\$7,486	\$7,866	

TOTALS - ALL CHAPTERS		\$2,757,686	\$297,408	\$2,592,999	
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