

LBB Update

April 8, 2021



LBB Overview

- The Legislative Budget Board School Performance Review Team conducted a review of the management and performance of the district's educational, financial, and operational functions during calendar year 2019. Analysis of the review findings was completed during late fall of 2019.

- The finalized report included 94 recommendations in five major categories:
 - Strengthening spending practices and improving financial monitoring
 - Reorganization and realigning of staff, departments, and functions
 - Standardization of programs and services
 - Improvement of communication, planning, and procedures
 - Improvement of board operations

LBB Report Purpose and Approach

- The purpose of the recommendations is to enable the district to improve overall performance of the services it provides to students, staff, and the community.
- The LBB report also shares model practices and programs based on comparison to state and industry standards and in line with relevant state and federal statutes.
- It is intended that district leadership use the LBB report to determine priority, implementation timeline, and the method of implementation for each of the recommendations.

Savings Projection Vs. Reality

- By implementing all recommendations, the report projects that HISD could benefit from improvements in organizational efficiency and potential cost savings. Savings are dependent on how recommendations are implemented within HISD's unique contexts.
- The district has saved \$6,699,675 since the 2019-2020 school year through implementation of LBB recommendations.

LBB Progress Summary

- 47 of the 94 recommendations implemented
- 20 Recommendations scheduled to be implemented by the end of the current phase (Ends July 2021)
- 6 of the 94 recommendations (Rec. 3, 4, 5, 7, 8, and 9) fall under the purview of the Board of Education
- 2 of the 94 recommendations will not be implemented as it would lead to additional costs to the district budget instead of reductions:
 - Recommendation 37: Revise travel procedures
 - Recommendation 57: Reassign the custodial vendor's responsibilities to district custodial staff
- 1 of the 94 recommendations will not be completed until a bond is in progress as it relates directly to bond-related operations
 - Recommendation 20: Ensure that the CFO's Office provides fiscal oversight and accountability in monitoring construction projects, provides input during the planning stages, and advises the board as project overruns and savings are identified.

LBB Implementation Phases

Phase 1 Spring and Summer 2020

- February-July 2020
- Recommendations: 1, 12, 14, 28-29, 31, 33-34, 41-42, 44, 47, 71, 77-78, 88, 90, 94

Phase 2 Fall/Winter 2020-2021

- August 2020-February 2021
- Recommendations: 2, 6, 17, 32, 35, 38, 58, 66, 68, 70, 79, 83, 87, 91, 92

Phase 3 Spring/Summer 2021

- March-July 2021
- Recommendation: 10-11, 18-19, 21, 22-24, 30, 36, 40, 45, 48-51, 53, 55, 60-61

Phase 4 Fall/Winter 2021-2022

- August 2021-February 2022
- Recommendations: 13,15, 25-26, 62-64, 67, 74, 79

Phase 5 Spring/Summer 2022

- March-July 2022
- Recommendations: 60, 61, 65, 69, 82

Notes:

- Does not include recommendations completed by January 2020 (16, 27, 39, 46, 52, 54, 59, 72, 73, 75, 76, 80, 81, 84, 85, 86, 89, 93)
- Does not include 3-5 and 7-9 as they follow under the purview of the Board of [Education](#)
- Does not include 37 and 57 which cannot be fully implemented without the district incurring additional [costs](#)
- Does not include recommendation #56 whose projected completion date is 01/25
- Does not include recommendation #43 whose projected completion date is 06/23
- Does not include recommendation #20 which whose timing will depend on the timing of a new bond

LBB Implementation Process

Progress Monitoring and Evidence Reporting

Cross-functional team meetings and check-ins are conducted by the LBB Project Manager to monitor progress and review evidence for completion

Projected completion timelines by recommendation are adjusted based on information obtained

Recommendation Completion

Once evidence has been reviewed and a recommendation is deemed complete by the owning department's management and the LBB Project Manager, evidence is submitted for further review by the Superintendent and Chief of Staff.

Progress Reporting

Updates are provided to the Board on progress made on the implementation of LBB recommendations in January, April, and August of each year.

Recommendations Completed

- **District Organization, Planning, and Governance**
 - Recommendation 1: Modify the district's organizational structure to decrease the superintendent's supervisory responsibilities and streamline the number of executive leadership positions.
 - Recommendation 2: Systematize the district process for developing, reviewing, and implementing School Improvement Plans.
 - Recommendation 6: Develop and implement procedures that establish a timeline and framework to review and update all board policies systematically.
- **Educational Service Delivery**
 - Recommendation 12: Develop comprehensive processes for principal placement and retention and instructional transitions at the campus level.
 - Recommendation 14: Implement a process for continuous evaluation of the structure, staffing, instructional delivery, and resources of the district's supports for its English learner students.
 - Recommendation 16: Develop, implement, and evaluate a strategic plan for a long-term, comprehensive system of the district's wraparound services initiatives.
 - Recommendation 17: Increase academic and financial oversight of in-district charter campuses.

Recommendations Completed

- **Financial Management**
 - Recommendation 27: Increase the annual revenue of the alternative certification program to meet operating expenses or eliminate the program and seek partnerships with other certifying organizations to meet Houston ISD's ongoing needs.
 - Recommendation 28: Resume regular weekly staff meetings with department managers to exchange information, inform staff, and seek opportunities to increase efficiencies and collaboration across teams.
- **Asset and Risk Management**
 - Recommendation 29: Enhance controls of cash and investment management processes.
 - Recommendation 31: Analyze property insurance needs based on construction projects and increasing property values and present a plan to the board to control increasing premium costs.

Recommendations Completed

- **Purchasing and Contract Management**

- Recommendation 33: Develop procurement processes for greater productivity and efficiency, ensure that purchases are tracked, and increase communication and training to purchasing end users
- Recommendation 34: Evaluate vendor management procedures to ensure that practices are transparent and equitable and provide the best value for the district.
- Recommendation 35: Develop and implement efficient auditing guidelines and financial controls for purchasing card processing to safeguard district assets and ensure that all transactions follow district procedures
- Recommendation 38: Review the efficiency of each warehouse function and implement processes to make the most productive use of warehouse services.

- **Human Resources Management**

- Recommendation 39: Reorganize the Human Resources Department and adhere to best practices for an effective and equitable span of control.
- Recommendation 42: Strengthen controls over ad hoc stipends and extra-duty pay.
- Recommendation 44: Develop recruiting strategies for campuses that have high turnover among staff, and standardize procedures for hiring, integrating new staff, and exit interviews districtwide.

Recommendations Completed

- **Facilities Use and Management**

- Recommendation 46: Develop an accurate facility utilization rate for each campus and ensure that campuses maintain industry-standard utilization rates.
- Recommendation 52: Revise the process for the design and construction document reviews, and mandate that specific departments have representation during the design and construction phases of projects.
- Recommendation 54: Assess the work order needs and evaluate the ability of a digital system to improve service quality provided by the Facilities Services Department.

- **Safety and Security Management**

- Recommendation 58: Consolidate the safety functions and form a districtwide safety and security committee to address safety issues.
- Recommendation 59: Restructure the police chief's reporting relationship so that the position reports only to the superintendent.
- Recommendation 60: Charge specific positions with reassessing, maintaining, and regularly updating key district documents, such as memorandums of understanding and service expectations.
- Recommendation 61: Develop and institute data-driven performance measures and information sources for the Houston ISD Police Department.

Recommendations Completed

- **Information Technology Management**

- Recommendation 66: Retrain and monitor key IT processes and use a semiannual maturity model assessment as part of the system of key performance indicators.
- Recommendation 71: Combine Educational Technology and Instructional Technology into one organization, based in the Academic Department.

- **Nutrition Services Management**

- Recommendation 72: Analyze participation rates monthly, develop and implement strategies to increase participation, and develop board policies that address challenges to participation.
- Recommendation 73: Hold principals accountable for ensuring that all competitive foods sales on campuses comply with United States Department of Agriculture regulations.
- Recommendation 75: Develop and implement procedures and systems to provide oversight and consistent management of campus cafeteria operations.
- Recommendation 76: Use productivity data to manage staffing in accordance with industry standards.
- Recommendation 77: Develop an annual plan for nutrition education and menu displays in campus cafeterias.
- Recommendation 78: Develop a plan to improve catering and adult-only meal operations to a financially accountable position.
- Recommendation 80: Use the contracted consultant's report to eliminate inefficiencies and decrease costs at the Nutrition Services Department.

Recommendations Completed

- **Transportation Management and Fleet Operations**
 - Recommendation 81: Reorganize Transportation Department functions and develop strategies to improve recruitment and retention of staff.
 - Recommendation 83: Explore options to achieve greater inclusion and promote the use of the least restrictive environment on buses.
 - Recommendation 84: Establish processes to strengthen Transportation Department internal and external communications and solicit feedback from stakeholders.
 - Recommendation 85: Enhance transportation training for drivers and students and address safety concerns at the terminals and on school buses.
 - Recommendation 86: Develop a bus replacement plan that includes industry-standard criteria and decrease the number of spare and surplus school buses in the district's inventory.
 - Recommendation 87: Develop and implement processes to monitor service center productivity and vendor performance to decrease the district's number of out-of-service vehicles.

Recommendations Completed

- **Community Involvement**

- Recommendation 88: Consolidate the Office of Communications and the Strategic Engagement and Outreach Department to streamline the district's communications functions.
- Recommendation 89: Develop and implement written procedures to update campus and department websites with consistent and current information.
- Recommendation 90: Update the affiliation agreement between the district and the Houston ISD Foundation to reflect actual practices and promote accountability and transparency to the public.
- Recommendation 91: Review the different ways that donations are reported to the district and develop a unified plan to accept and track campus donations.
- Recommendation 92: Update procedures to manage partnerships with external organizations and develop a system to track all district partnerships.
- Recommendation 93: Ensure the efficient communication of staff and department changes to the Information Center to maintain an updated and cohesive central directory.
- Recommendation 94: Develop guidelines to train parent and community volunteers.

Thank you

Date: 04/08/2021

Presenter:

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Interim Superintendent of Schools

