

Date: January 25, 2018

For ACTION _____
For INFORMATION X

Board Agenda: Yes X
No _____

FROM: Clinton Page, Chief Accountability Officer
Michael Herbstman, Chief Financial Officer

THROUGH: Lois Berlin, Ed.D., Interim Superintendent of Schools

TO: The Honorable Ramee Gentry, Chair, and Members of the Alexandria City School Board

TOPIC: Performance Update to ACPS 2020 - Goal 6: Effective and Efficient Operations

BACKGROUND:

The Code of Virginia § 22.1-253.13:6 provides that each local school board shall adopt a division-wide comprehensive, unified, long-range plan based on data collection, an analysis of the data, and how the data will be utilized to improve classroom instruction and student achievement. The plan is to be developed with staff and community involvement and is to include, or be consistent with, all other division-wide plans required by state and federal laws and regulations. Each local school board is to review the plan biennially and adopt any necessary revisions. ACPS Board policy, AF - Comprehensive Plan, implements the Code of Virginia's requirement.

The Board adopted the 'ACPS 2020' strategic goals and objectives on June 11, 2015. A Scorecard was developed establishing Key Performance Indicators (KPIs) for each strategic plan objective. These KPIs are aimed to inform division performance in the specific objective area on an annual basis and ultimately, if ACPS reaches the goal established for school year 2020. On May 20, 2016, the Board was provided with an update to the ACPS 2020 Scorecard, along with documented methodologies regarding how targets were selected.

Reported KPI outcomes were presented to the Board by goal area from October 2016 through February 2017. After the first year of reporting, an in-depth review was conducted to ensure that KPIs and targets are appropriate in informing stakeholders on division progress. KPI revisions were presented to the Board on April 27, 2017.

The attached document includes Goal 6 results for the 2016-2017 school year and the ultimate targets for 2020 ("ACPS 2020 Goal 6 Scorecard").

RESULTS:

Eighty-six percent of all ACPS 2020 Goal 6 targets were met (6/7) for the 2016-2017 school year. The target was not met for one KPI, representing 14%.

Targets Met and Areas of Improvement:

Eighty-six percent of all 2016-2017 Goal 6 targets were met (6/7). Targets were met across all objectives and KPIs on annual financial audit report findings, accuracy of enrollment projections, utilization of fiscal resources, school/departmental planning and functional/compliance reviews.

Area of Decline:

There was one metric (14%) in which performance declined centered on all ACPS 2020 KPI targets having been met or performance improved upon during the 2016-2017 school year.

NEXT STEPS:

1. Sustaining Growth Areas:

6.1.1 Number of major findings, defined as material weaknesses or significant deficiencies, identified in the comprehensive annual financial report audit.

- Maintain robust accounting practices.
- Further develop written processes and procedures for accounting.
- Continuous Division-wide improvement through performance audits.

6.1.2A Percentage point different between actual fall enrollment and projected enrollment.

- Continue strong collaboration with City of Alexandria in the calculation of enrollment projections.
- Perfect the model as new information becomes available → Already improved to 0.1% differential for 2017-2018.

6.1.2B Actual annual expenditures as a percent of the revised operating budget.

- Continue to monitor and adjust expenditures throughout fiscal year.
- Work with City of Alexandria to amend Policy DAB – Operating Fund Balance.

6.1.2C Based on the approved budget at the time of contract execution, the number of major CIP projects reaching substantial completion within budget.

- Improved estimating including use of third-party estimators.
- Increased planning efforts earlier in project implementation.

6.2.2 % of schools and departments having completed annual plans by September.

- Continue with professional development series, first initiated last year, in the spring and summer to support and enhance plan development.
- Review School/Department Plan templates to ensure alignment with new accountability systems at the state and federal levels.
- Refine timelines and feedback loops between school teams and Central Office, to ensure shared understanding and finalization of plans over the summer months.

6.3.1 Number of functional and compliance reviews performed focusing on business practices, compliance with procedures, and/or organizational effectiveness and efficiency.

- Continuous improvement following audits:
 - a. Implementation of audit recommendations.
 - b. Continued progress reporting.
 - c. Audits of additional functional areas.
- Have completed two additional audits within 2017-2018.

2. Reversing Course:

6.2.1 % of ACPS 2020 Scorecard KPI targets met or showing improvement on an annual basis.

- Implement, monitor, and course correct all strategies, initiatives, and activities discussed within all goal areas during the current school year and beyond.
- Continue to review, refine, and revamp KPIs as necessary to best measure performance towards the ACPS 2020 objective area.

RECOMMENDATION:

The Superintendent recommends that the School Board review the attached materials for possible planning, procedural, programmatic, and/or budgetary changes.

IMPACT:

KPIs and targets may warrant revisiting to validate their appropriateness in informing stakeholders on division progress.

- ATTACHMENTS:**
1. "ACPS 2020 Goal 6 Scorecard"
 2. "ACPS 2020 Goal 6 Performance Update"

CONTACT PERSON:

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