

Excerpts from the Superintendent's **2018-19** self-evaluation regarding operational efficiencies:

Tableau Dashboards

Tableau is a data visualization platform that is designed to increase the use of data in decision making across the district. In 2018-19, we made vast increases in the development and use of our Tableau dashboards.

In our initial year of Tableau, we focused on creating dashboards for public use and district leadership. In 2019, we restructured our partnership to increase our user base, going from 250 total licenses to over 450. We rolled out access of Tableau to all principals and added over 75 dashboards. We developed dashboards for: Finance, HR, New Teacher Support, Blended Learning, Library/Media Services, AIG, American Indian Education, English Learners, Volunteers, Athletics, CTE, Student Information, Student Services, Magnet/Choice.

The dashboards enabled SSOs to look at their schools' finances, vacancies leading up to the start of school, discipline data, state accountability data, advanced course enrollment, AP registration, scheduling, dropouts, and interim assessment performance. Principals see their discipline trends, advanced course enrollment and registration progress, scheduling, chronic absence information, finances, free/reduced meal application numbers, DIEBELS/TRC data, and current year dropouts.

Teaching and Learning also used tableau to view their interim assessment results which allow them to determine strengths /weaknesses and targets for additional support. Other departmental dashboards developed through Tableau allow them to advertise and report data about their services.

Our public dashboards on our website continue to provide access to accountability data, school information, magnet possibilities, and strategic plan goals. These keep the public informed and reduce public information requests.

Sprint One Million Project

As part of an ongoing initiative to reduce disparities in access to technology, the district partnered with the Sprint One Million project to distribute and activate 704 additional phones to students at 24 high schools. During the past two years, nearly 2,000 cell phones have been distributed and activated so students can access the Internet for classroom assignments, grades and homework.

School Safety & Emergency Management

During 2018-19, the school safety office revised the district's Emergency Management Operations plan and provided extensive safety-related training for more than 8,000 district personnel, specifically around "Run, Hide, Fight."

The district also relocated and upgraded security and safety technology infrastructure at the McIver building and upgraded access control technology for the Twilight program at its three

locations. Fire panels at several schools were replaced with modern systems. The schools are: Cone Elementary, Triangle Lake Montessori, Oakhill Elementary and Smith High School.

Security cameras were upgraded at Smith and High Point Central high schools, and at Southern Middle. This included replacing outdated analogy systems with modern, digital versions. Access control systems were also upgraded. Access control improvements that included door- bell cameras and fob readers were installed at 25 schools.

School-Business Modernization

GCS continued to lead the statewide School Business Modernization – Enterprise Resource Planning (ERP implementation project. Within GCS, the team has completed mapping all current finance and human resource processes and has conducted an inventory of all software products used in these processes.

District Facility Condition Assessments

As part of the district’s ongoing strategic priority to improve operational efficiency and address longstanding inequities in facilities, the district commissioned and received the final report from MGT Consulting Group regarding the facility condition assessments of all district schools and buildings.

Commissioned and paid for jointly by the Board of Education and Board of County Commissioners – a first for GCS – the \$899,635 study noted that nearly 50 percent of GCS facilities were in unsatisfactory or poor condition. Data collected during the study served as the foundation for the 2019-20 master facilities plan.

Teacher Recruitment Incentives

To support the district’s strategic priority regarding investing in personnel, we budgeted \$1 million for teacher retention incentives for our 10 schools with lowest performance composite.

Restart Flexibility Generates \$858,507

The district also generated an additional \$858,507 (\$209/ADM) for nine schools by utilizing the restart funding flexibility provided by the North Carolina Department of Public Instruction.

Interest Earnings Increased

Finance also increased the district’s interest earnings by 100% due to an innovative change in the installment payroll process. GCS was the only district in the state to identify and use this method; NCDPI staff is currently reviewing this process for potential use state-wide as part of the modern business systems project.

Fund Balance Increased

Smart budgeting and careful monitoring of expenses enabled GCS to increase its June 30, 2019 fund balance by \$5.4 million, a 36% increase, by spending less than budgeted in the general fund.

Clean Audit for 2018-19

Lastly, as reported to the Board in December, finance achieved a clean audit for the year ended June 30, 2019. During 2018-19, GCS once again earned a clean audit, a significant accomplishment for a massive organization with a complex, \$780 million budget, including operating, capital outlay and enterprise funds.

Award for Financial Reporting

The district's Comprehensive Annual Financial Report received a Certificate of Excellence from the Association of School Business Officials International (ASBO) and the Government Finance Officers Association of the United States and Canada (GFOA). The district has earned these awards for 25 consecutive fiscal years.

Competitive Grants and Donations

Under my leadership during 2018-29, the district secured and managed more than \$4.4 million in competitive grants and private donations from individuals, foundations and corporate giving.

The total includes \$2.5 million in competitive federal grants awarded during 2018-19 to support the visual and performing arts. We also continued to manage the annual federal installments of grants awarded previously during my tenure as superintendent that support ROTC (\$327,309), American Indian education (\$40,947) and art educator development (\$370,410).

School level grants and donations during 2018-19 totaled more than \$1 million, including nearly \$161,000 from Donors Choose. Teachers at 81 schools posted 346 successful Donors Choose projects.

In addition, Say Yes Guilford (SYG) awarded more than \$1.4 million in tuition scholarships during 2018-19 to 875 GCS graduates to support their post-secondary education. In addition, SYG partnerships with universities and colleges generated another \$7 million in scholarship awards and grants for 1,194 GCS graduates.

ADA and Copyright Website Compliance

During 2018-19, the district implemented new software that reviews the nearly 40,000 pages and documents associated with GCS and school websites and identifies ADA compliance issues, potential copyright infringement concerns, broken links, misspelled words, and other common items that require prompt attention. Since the implementation of this system, quality issues have been identified and resolved much more rapidly. The district also has improved its legal position relative to ADA and copyright compliance.

Transportation

The transportation department worked with two vendors, EduLog and Institute for Transportation Research and Education (ITRE) to revitalize the Transportation Information Management System (TIMS) data providing updated map data to support accuracy on assigning students to buses. The updates will also provide more accurate reports and worklists.

In addressing the recommendations from the CGCS, the transportation routing function was centralized by relocating all routing specialists to a single location to allow for consistency and timely bus assignments as well as in providing ongoing updates and training. This move also enables us to have a centralized call center for families to contact. In addition, as recommended by the CGCS the district is partnering with Synovia to provide devices that track GPS, time and attendance. This will provide detailed reporting to provide data needed to increase efficiencies in routing and operation. The team continues to address issues and recommendations identified in the transportation audit conducted by the GCGS.

Child Nutrition

During 2018-19, GCS became the first and only school district in the nation allowed to collect free- and reduced-price meal applications in Community Eligibility Provision (CEP) schools, thanks to advocacy by staff. The U.S. Department of Agriculture approved our request, which will help us secure a more accurate data regarding school poverty during the 2019-20 school year.

Items referenced in the Superintendent's **2017-18** self-evaluation regarding operational efficiencies:

- Let's Talk – improves constituency management and services;
- Review of transportation operations by the Council of Great City Schools;
- Implementation of electronic purchase requisition form;
- Electronic ordering/fulfillment in GCS Print Shop;
- Elimination of combination classes in the lowest performing schools;
- Revision of allotment formulas for assistant principals, counselors and social workers that considers CEP, ELL and SWD by school.