

**MATRIX OF GIBSON CONSULTING RECOMMENDATIONS TO HILLSBOROUGH COUNTY PUBLIC SCHOOLS**

<u>PHASE</u>	<u>SECTION/CHAPTER</u>	<u>RECOMMENDATION</u>	<u>CHAMPION</u>	<u>ACTIONS TAKEN</u>	<u>COST SAVINGS</u>
<i>Phase I: Operational Efficiency Audit—Report of Major Cost Savings Opportunities</i>	Section 1: Clerical Staff	Recommendation 1: Reduce the number of clerical staff positions while automatic and/or re-engineering processes that are manual and labor intensive.	Chief of Staff Business Services	<i>Clerical staffing in the district offices was reviewed and adjusted during Fall 2016. A more specific review and adjustment to this formula is expected to be completed by the Planning &amp; Related Services team during the 2017-2018 school year.</i>	An informal goal to recoup at least \$250,000 through formula revisions and reallocation, including all district and school sites has been established.
<i>Phase I: Operational Efficiency Audit—Report of Major Cost Savings Opportunities</i>	Section 2: Instructional Resource Allocations to Schools	Recommendation 2: Improve teacher scheduling within legal constraints.	Chief of Staff Chief of Schools Area Superintendents Business Services	<i>1. Supplemental Unit allocations were revised using a need-based methodology to allow the greatest supports and instructional resources to be allocated to high-need schools. 2. Area Superintendents continue to work with school principals to identify efficiencies in scheduling and unit allocation that will reduce costs to the district.</i>	A target of reducing 200 units across all school sites has been established, and to date more than 90 units have been recouped through this review process.
<i>Phase I: Operational Efficiency Audit—Report of Major Cost Savings Opportunities</i>	Section 3: Custodial Services	Recommendation 3: Change custodial staffing formula to reflect industry standards for efficiency.	Chief of Staff COO Business Services	<i>Some custodial staffing adjustments/reductions took place during the 2016-2017 school year; however, a complete review of the custodial staffing formula is planned during the 2017-2018 school year, with implementation expected for the start of the 2018-2019 school year. In addition, a pilot program is in place in selected areas to identify if any greater efficiencies can be achieved through an outsourced custodial model that relies less of full-time HCPS personnel.</i>	
<i>Phase I: Operational Efficiency Audit—Report of Major Cost Savings Opportunities</i>	Section 4: Transportation	Recommendation 4: Implement a timekeeping system for school bus drivers to report actual time.	Chief of Staff COO/Transportation Business Services	<i>A modified system has been implemented through the routing system to generate time sheets from the actual routing program. Those sheets are only changed now through verification utilizing the District's GPS system. We are setting up a pilot to utilize tablets for student tracking as well as time-keeping in the summer of 2017. Full implementation dependent upon pilot's success, integration into the ERP system and available funding. The report actually shows a cost savings by reducing the pay to drivers by 20 minutes per day that is in their 1 hour of additional daily pay.</i>	Gibson estimates that if the District can negotiate a reduction in time for drivers by 20 minutes per day, it would generate an annual savings of \$1,261,724
<i>Phase I: Operational Efficiency Audit—Report of Major Cost Savings Opportunities</i>	Section 4: Transportation	Recommendation 5: Increase time between bell schedules.	Chief of Staff COO/Transportation Business Services	<i>Presented to the Board by the Superintendent with tentative approval for the 2018-19 School Year. Committee was formed to review, surveys sent out and times presented to Board and Staff. Beyond financial benefit, teachers will receive additional planning time and elementary students will receive additional instructional time.</i>	Estimated 3.1 million dollars, reduction of approximately 50 routes.
<i>Phase I: Operational Efficiency Audit—Report of Major Cost Savings Opportunities</i>	Section 4: Transportation	Recommendation 6: Phase out courtesy transportation for secondary school students.	Chief of Staff COO/Transportation Business Services	<i>Workshop in September 2016 with the Board outlining the recommendation. Was approved by the Board in December 2016 with notification letters going to all families affected. Created a review process as well as an appeal process for parents. Scheduled and advertised 8 community resource fairs in conjunction with the MPO and other safety organizations. Those have concluded and routing and planning have scheduled the route adjustments for the 2018/19 school year.</i>	Estimated savings next year of \$2.1 million dollars.
<i>Phase I: Operational Efficiency Audit—Report of Major Cost Savings Opportunities</i>	Section 4: Transportation	Recommendation 7: Reduce driver absenteeism.	Chief of Staff COO/Transportation Business Services	<i>Difficult to manage. Current contract language provides lenient policies in regards to usage of sick/personal time. Some changes with HR approach are helping with repeat offenders as well as employees on leave without time. We have requested to look at bargaining to see what language may be added to help reduce the frequency of time off for employees. Topic to be brought to the bargaining table with HSEF to identify any incentives to reduce the number of daily absences. These absences are affecting on-time arrival rates for students.</i>	Gibson estimates that this would be an annual cost savings of \$998,572.

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<b>Phase I: Operational Efficiency Audit—Report of Major Cost Savings Opportunities</b>	Section 4: Transportation	Recommendation 8: Reduce overtime for school bus drivers and vehicle maintenance staff.	Chief of Staff COO/Transportation Business Services	<i>Controls have been put in place to help control the costs of overtime. Employee shortages still remain as the number one obstacle in controlling these costs. Wage totals from 2014/15 reflect a 16% increase in negotiated increases. Collaboration from all areas have helped reduce these costs. Routing as strategically combined runs and parking locations, fleet has changed PM schedules and Admin has followed up on GPS verification of submitted time.</i>	
<b>Phase I: Operational Efficiency Audit—Report of Major Cost Savings Opportunities</b>	Section 4: Transportation	Recommendation 9: Require school buses to be parked at HCPS transportation facilities or at a school site designated by the Transportation Department.	Chief of Staff COO/Transportation Business Services	<i>Current parking locations are restricted to school sites by routing and planning with the exception of home compounding. Currently, home compounding is restricted to those who are covered by the agreement in the HSEF contract. The district negotiating team will need to negotiate that out of the contract prior to full implementation.</i>	Estimated 2.1 million dollar cost avoidance if implemented. Will be obtained in a reduction of deadhead miles.
<b>Phase II: Operational Efficiency Audit—Comprehensive Report</b>	Chapter 1: Governance and Administration	1-1: Consider options to improve the efficiency of board meetings.	Superintendent Chief of Staff School Board Members	<i>Implemented time-certain designations to improve the flow of meetings while establishing norms for the length of presentations during the board meetings.</i>	No direct costs have been recouped, but the new way of work has resulted in greater efficiency and more effective time management during board meetings.
<b>Phase II: Operational Efficiency Audit—Comprehensive Report</b>	Chapter 1: Governance and Administration	1-2: Increase breadth of coverage of internal audit to maximize effectiveness.	Superintendent Chief of Staff Business Services	<i>1. Perhaps in the future we can fill vacant units in the Auditing Services Department. Currently, we want to be responsible and diligent while we work on stabilizing our district budget. 2. We can revisit the School Philanthropy Model, Project 5202. Last year, schools contributed \$65,260 to Project 5202 for less privileged schools. This will also help offset some of the costs that would be charged to our district budget. 3. Working with district leaders, such as Ted Hope, Secondary Music, to have fee-based activity accounts such as Band Instrument Rental to absorb costs. For example, these activity accounts can assist in paying for Kelly Substitutes and field trip expenses pertaining to music and band competitions.</i>	\$65,260 for 2016/17. A similar request of 1% of schools Checking Account Balances for those in excess of \$100,000 should yield a comparable total. We will begin compiling savings for our secondary sites. This will show as a reduction in district budget expenses throughout the 2017/2018 school year.
<b>Phase II: Operational Efficiency Audit—Comprehensive Report</b>	Chapter 1: Governance and Administration	1-3: Develop administrative regulations for all applicable policy areas.	Chief of Staff		
<b>Phase II: Operational Efficiency Audit—Comprehensive Report</b>	Chapter 1: Governance and Administration	1-4: Establish administrative guidelines for the development of district organizational charts.	Chief of Staff Human Resources		
<b>Phase II: Operational Efficiency Audit—Comprehensive Report</b>	Chapter 1: Governance and Administration	1-5: Reduce clerical staffing.	Chief of Staff Business Services	<i>Clerical staffing in the district offices was reviewed and adjusted during Fall 2016. A more specific review and adjustment to this formula is expected to be completed by the Planning &amp; Related Services team during the 2017-2018 school year.</i>	An informal goal to recoup at least \$250,000 through formula revisions and reallocation, including all district and school sites has been established.
<b>Phase II: Operational Efficiency Audit—Comprehensive Report</b>	Chapter 1: Governance and Administration	1-6: Increase use of district's complaint tracking system.	Superintendent Chief of Staff		
<b>Phase II: Operational Efficiency Audit—Comprehensive Report</b>	Chapter 1: Governance and Administration	1-7: Develop a decision-making framework for the central office, area offices, and schools.	Superintendent Chief of Staff	<i>Work is underway through the Central Office Transformation (COT) initiative that will introduce a consistent way-of-work and decision-making framework for the district.</i>	None expected.
<b>Phase II: Operational Efficiency Audit—Comprehensive Report</b>	Chapter 2: Financial Management	2-1: Consider implementing more robust closing procedures to ensure the accuracy of monthly financial statements.	Chief of Staff Business Services	<i>The Accounting team is currently reviewing ERP systems with IT to determine the feasibility of implementation.</i>	None expected.
<b>Phase II: Operational Efficiency Audit—Comprehensive Report</b>	Chapter 2: Financial Management	2-2: Make changes to the district's account codes to support more effective cost control and financial reporting.	Chief of Staff Business Services	<i>All accounting structures and corresponding revenue and expenditure codes are derived from Florida's Red Book.</i>	None expected.
<b>Phase II: Operational Efficiency Audit—Comprehensive Report</b>	Chapter 2: Financial Management	2-3: Upgrade the education, experience, and certification requirements in the Chief Business Officer job description.	Chief of Staff Human Resources Business Services	<i>The job description has been upgraded to reflect the desired education, experience, and certification requirements.</i>	None expected.
<b>Phase II: Operational Efficiency Audit—Comprehensive Report</b>	Chapter 2: Financial Management	2-4: Develop supplemental annual budget report to improve clarity and transparency.	Chief of Staff Business Services	<i>We are in the process of putting together a "popular" budget report for each fiscal year.</i>	None expected.

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<b>Phase II: Operational Efficiency Audit—Comprehensive Report</b>	Chapter 2: Financial Management	2-5: Start budget process earlier.	Chief of Staff Business Services	<i>Budgets are started in the Fall of the previous year with student projections. We must wait for the legislative process to unfold to begin receiving revenue for each new fiscal year.</i>	None expected.
<b>Phase II: Operational Efficiency Audit—Comprehensive Report</b>	Chapter 2: Financial Management	2-6: Document new budget process.	Chief of Staff Business Services	<i>This is a work in progress as we continue to improve and make adjustments to the budget preparation process.</i>	None expected.
<b>Phase II: Operational Efficiency Audit—Comprehensive Report</b>	Chapter 2: Financial Management	2-7: Establish a plan for the Procurement Department, including specific goals, objectives and KPIs.	Chief of Staff Deputy Superintendent Business Services	<i>KPIs were established related to procurement and goals and objectives will be created based on 2016-2017 year-end data.</i>	Will provide data to enable increased efficiencies, streamlined labor, and increased savings.
<b>Phase II: Operational Efficiency Audit—Comprehensive Report</b>	Chapter 2: Financial Management	2-8: Maximize the use of district resources and accounting systems to increase the efficiency of the Procurement Department.	Chief of Staff Business Services IT	<i>VendorLink implementation completed as of 04-08-17. Researching other suggestions with Accounts Payable, IT, and Communications.</i>	Will enable increased efficiency, but specific savings not identified.
<b>Phase II: Operational Efficiency Audit—Comprehensive Report</b>	Chapter 2: Financial Management	2-9: Implement a more robust and intelligent spend analysis reporting tool.	Chief of Staff Business Services IT	<i>Researching feasibility and cost with IT.</i>	There will be acquisition costs of an unknown amount, but the tool would allow for increase efficiency and savings.
<b>Phase II: Operational Efficiency Audit—Comprehensive Report</b>	Chapter 2: Financial Management	2-10: Require bookkeepers and secretaries to attend ongoing training on the purchasing process.	Chief of Staff Business Services	<i>Researching this idea, but it will take school support staff out of the office during the school year for training. The amount, timing, and frequency of training remains to be determined.</i>	This will enable increased efficiencies operationally for the district.
<b>Phase II: Operational Efficiency Audit—Comprehensive Report</b>	Chapter 2: Financial Management	2-11: Establish a plan for the Accounts Payable Department, including specific goals, objectives and KPIs.	Chief of Staff Business Services	<i>The General Manager of Payment Services is working with IT on the ERP system upgrades that will help to establish new goals, objectives, and measures that can be associated with KPIs.</i>	None expected.
<b>Phase II: Operational Efficiency Audit—Comprehensive Report</b>	Chapter 2: Financial Management	2-12: Maximize the use of district resources and accounting systems to increase the efficiency of the Accounts Payable Department.	Chief of Staff Business Services	<i>The General Manager of Payment Services is working with IT on the ERP system upgrades that will help to establish new goals, objectives, and measures that can be associated with KPIs.</i>	None expected.
<b>Phase II: Operational Efficiency Audit—Comprehensive Report</b>	Chapter 2: Financial Management	2-13: Re-align the creation of vendors under the Procurement Department.	Chief of Staff Business Services	<i>The Procurement team is in the process of implementing this recommendation. The team is working closely with the Office of Supplier Diversity to ensure that the process meets user needs.</i>	None expected.
<b>Phase II: Operational Efficiency Audit—Comprehensive Report</b>	Chapter 2: Financial Management	2-14: Re-structure the organization of the Accounts Payable Department.	Chief of Staff Business Services	<i>Accounts Payable was restructured on July 1, 2016 and under the new organizational chart, reporting structures and relationships have been clarified.</i>	None expected.
<b>Phase II: Operational Efficiency Audit—Comprehensive Report</b>	Chapter 2: Financial Management	2-15: Require all hourly employees to report hours worked.	Chief of Staff Human Resources Business Services	<i>The General Manager of Payment Services is working directly with outside experts to meet needs associated with the HCPS time management reporting process.</i>	Initial cost to acquire system is expected, but long-term cost savings can be realized. An estimate of cost savings expected has not been given yet.
<b>Phase II: Operational Efficiency Audit—Comprehensive Report</b>	Chapter 2: Financial Management	2-16: Purchase software to streamline time reporting.	Chief of Staff Human Resources Business Services	<i>The General Manager of Payment Services is working directly with outside experts to meet needs associated with the HCPS time management reporting process.</i>	Initial cost to acquire system is expected, but long-term cost savings can be realized. An estimate of cost savings expected has not been given yet.
<b>Phase II: Operational Efficiency Audit—Comprehensive Report</b>	Chapter 2: Financial Management	2-17: Implement additional controls over payroll review process.	Chief of Staff Business Services	<i>The Payroll and Auditing teams are working together to implement several best practices that will improve payroll review.</i>	These controls and processes may reduce payroll costs by limiting overtime and exceptions.
<b>Phase II: Operational Efficiency Audit—Comprehensive Report</b>	Chapter 3: Human Resource Management	3-1: Reorganize the Human Resources Division.	Chief of Staff Human Resources	<i>Reorganization approved on 2/21/17 board meeting with a 7/1/17 effective date. A revised reorganization plan was approved by the board on June 27, 2018.</i>	Approximately \$85,000
<b>Phase II: Operational Efficiency Audit—Comprehensive Report</b>	Chapter 3: Human Resource Management	3-2: Upgrade HR management job descriptions to require HR experience and certification.	Chief of Staff Human Resources	<i>To date two HR general managers have earned SHRM certifications: Dr. Tracy Schatzberg obtained this in December 2016 and Dena Collins in May 2017.</i>	None expected.
<b>Phase II: Operational Efficiency Audit—Comprehensive Report</b>	Chapter 3: Human Resource Management	3-3: Re-engineer HR systems and procedures.	Chief of Staff Human Resources	<i>With recent transitions in this Division, this will continue to be worked on.</i>	None expected.
<b>Phase II: Operational Efficiency Audit—Comprehensive Report</b>	Chapter 3: Human Resource Management	3-4: Develop and analyze HR performance measures.	Chief of Staff Human Resources	<i>With recent transitions in this Division, this will continue to be worked on.</i>	None expected.

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<i>Phase II: Operational Efficiency Audit—Comprehensive Report</i>	Chapter 3: Human Resource Management	3-5: Modify the districtwide performance evaluation system for non-educationally certificated employees to align actual job duties with performance measures.	Chief of Staff Human Resources	<i>A new evaluation instrument for HSEF employees was put in place this year. There has been favorable feedback for the spring evaluation. This new instrument provided greater clarity regarding performance expectations and facilitated conversations around support and assistance when performance concerns exist. This new instrument allows for employee reflection and self-assessment as well.</i>	None expected.
<i>Phase II: Operational Efficiency Audit—Comprehensive Report</i>	Chapter 3: Human Resource Management	3-6: Consider converting current employee health insurance program to a self-funded program.	Chief of Staff Human Resources Business Services	<i>We have considered converting and are looking to do this in the next few years. The district will need to determine when it would like to take on the risk of being self funded, and when it can meet the funding requirements as indicated in Florida Statute 112.08 and the additional in-house FTE necessary to support the effort. The approximate funding needed to receive approval from the state of Florida is \$39 million. A recent survey of the 10 largest school districts in Florida revealed that HCPS pays the lowest cost Per Employee Per Year (PEPY), while the other districts, who are self funded, pay higher rates.</i>	
<i>Phase II: Operational Efficiency Audit—Comprehensive Report</i>	Chapter 3: Human Resource Management	3-7: Implement changes to HCPS health insurance programs.	Chief of Staff Human Resources	<p><i>1. Recommendation to eliminate the HDHP plan, due to the minimal enrollment.</i></p> <p><i>Response: We can eliminate the plan; however, it will result in no cost savings to the district. As we discussed in our meeting last week, this is the plan that we are considering moving our employees into as the free plan, which is why we have not eliminated it.</i></p> <p><i>2. Evaluate and communicate the effectiveness of the wellness program.</i></p> <p><i>Response: Humana is not contractually committed to provide HCPS with \$4.5 million annually, as was indicated in the report. This was a one time opportunity back in 2015. Participation is tracked on a weekly basis. New strategies implemented: monthly wellbeing newsletter, monthly giftcard provided to platinum members, school-site presentations on Go365, and recognition of schools with high rates of engagement.</i></p> <p><i>3. Implement patient advocate.</i></p> <p><i>Response: The report indicates that an advocate would not provide savings to the district and would require a comprehensive analysis before being undertaken. When the district becomes self funded, we will need to have an FTE dedicated to a patient advocate.</i></p>	
<i>Phase II: Operational Efficiency Audit—Comprehensive Report</i>	Chapter 3: Human Resource Management	3-8: Conduct dependent eligibility audit.	Chief of Staff Human Resources	<i>Response: In order to add dependents to our insurance plan, employees must provide documentation (e.g., birth certificate, marriage certificate). We can implement an additional audit; however, the cost of doing an audit would be costly. Also, the outcome would not be as great because we are fully insured. There were errors indicated in this paragraph of the Gibson report,</i>	None expected.
<i>Phase II: Operational Efficiency Audit—Comprehensive Report</i>	Chapter 4: Technology Management	126 recommendations from the 2013 Sunera Audit	Chief of Staff General Mgr, IT	<i>64 of these recommendations have been completed; 39 are in progress; and 23 have not been stated.</i>	Many of the Sunera recommendations have a substantial initial cost before any long-term savings can be realized.
<i>Phase II: Operational Efficiency Audit—Comprehensive Report</i>	Chapter 4: Technology Management	Adopt an IT service model which embraces commercially available software or software as a service (SaaS) for core district systems.	Chief of Staff General Mgr, IT	<i>The district has increasingly embraced commercially available solutions and will continue to evaluate options as replacements are warranted.</i>	

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<b>Phase II: Operational Efficiency Audit—Comprehensive Report</b>	Chapter 4: Technology Management	Replace in-house systems with commercially available software	Chief of Staff General Mgr, IT	<i>We have started a GAP Analysis for the Student Information System running in a district mainframe environment that examines transitioning to a commercially available software solution.</i>	Expected cost would be \$4-8 million over 5 years.
<b>Phase II: Operational Efficiency Audit—Comprehensive Report</b>	Chapter 4: Technology Management	Create a formal project management office (PMO)	Chief of Staff General Mgr, IT	<i>These recommendations are specifically addressed in the Sunera report and have been implemented in varying degrees.</i>	There would be an initial cost to this structure and staff.
<b>Phase II: Operational Efficiency Audit—Comprehensive Report</b>	Chapter 4: Technology Management	Establish and publish a formal IT service catalog	Chief of Staff General Mgr, IT	<i>These recommendations are specifically addressed in the Sunera report and have been implemented in varying degrees.</i>	None expected.
<b>Phase II: Operational Efficiency Audit—Comprehensive Report</b>	Chapter 4: Technology Management	Develop a formal change management process	Chief of Staff General Mgr, IT	<i>These recommendations are specifically addressed in the Sunera report and have been implemented in varying degrees.</i>	None expected.
<b>Phase II: Operational Efficiency Audit—Comprehensive Report</b>	Chapter 4: Technology Management	Establish KPIs, scorecards, and dashboards to evaluate the performance of IT at a strategic and tactical level.	Chief of Staff Deputy Superintendent General Mgr, IT	<i>The current strategic plan includes several KPIs and associated metrics for IT to evaluate its performance across the organization.</i>	None expected.
<b>Phase II: Operational Efficiency Audit—Comprehensive Report</b>	Chapter 4: Technology Management	Outsourcing of core systems (ERP, SaaS, scheduler, Infor)	Chief of Staff General Mgr, IT	<i>We have completed a Request for Information (RFI) for an ERP and continue to work to determine requirements for a Request for Proposal (RFP) process.</i>	Estimated cost would be \$12-18 million over 5 years.
<b>Phase II: Operational Efficiency Audit—Comprehensive Report</b>	Chapter 4: Technology Management	Align expenditures with overall strategy	Chief of Staff Deputy Superintendent Business Services General Mgr, IT	<i>The current strategic plan includes several KPIs and associated metrics for IT to evaluate its performance across the organization.</i>	None expected.
<b>Phase II: Operational Efficiency Audit—Comprehensive Report</b>	Chapter 4: Technology Management	Develop and implement an IT training program for staff employees.	Chief of Staff General Mgr, IT	<i>These recommendations are specifically addressed in the Sunera report and have been implemented in varying degrees.</i>	None expected.
<b>Phase II: Operational Efficiency Audit—Comprehensive Report</b>	Chapter 4: Technology Management	Transform from reactive to proactive resource planning processes.	Chief of Staff General Mgr, IT	<i>These recommendations are specifically addressed in the Sunera report and have been implemented in varying degrees.</i>	None expected.
<b>Phase II: Operational Efficiency Audit—Comprehensive Report</b>	Chapter 4: Technology Management	Begin succession planning to retain skillsets, competencies, and capabilities within the organization.	Superintendent Chief of Staff Deputy Superintendent Human Resources General Mgr, IT	<i>These recommendations are specifically addressed in the Sunera report and have been implemented in varying degrees.</i>	None expected.
<b>Phase II: Operational Efficiency Audit—Comprehensive Report</b>	Chapter 4: Technology Management	Balance instructional and operational IT funds.	Chief of Staff Business Services General Mgr, IT	<i>These recommendations are specifically addressed in the Sunera report and have been implemented in varying degrees.</i>	None expected.
<b>Phase II: Operational Efficiency Audit—Comprehensive Report</b>	Chapter 4: Technology Management	Assign necessary resources to implement PMO.	Chief of Staff Business Services General Mgr, IT	<i>These recommendations are specifically addressed in the Sunera report and have been implemented in varying degrees.</i>	There would be an initial cost to this structure and staff.
<b>Phase II: Operational Efficiency Audit—Comprehensive Report</b>	Chapter 4: Technology Management	Use Service Level Agreements (SLAs) as a basis for measurement and evaluation of key performance indicators.	Chief of Staff Deputy Superintendent General Mgr, IT	<i>The current strategic plan includes several KPIs and associated metrics for IT to evaluate its performance across the organization.</i>	None expected.
<b>Phase II: Operational Efficiency Audit—Comprehensive Report</b>	Chapter 4: Technology Management	Create IT specific employee evaluation forms.	Superintendent Chief of Staff Human Resources General Mgr, IT	<i>These recommendations are specifically addressed in the Sunera report and have been implemented in varying degrees.</i>	None expected.
<b>Phase II: Operational Efficiency Audit—Comprehensive Report</b>	Chapter 4: Technology Management	Implement a time tracking/portfolio management application to account for personnel utilization.	Chief of Staff Business Services Human Resources General Mgr, IT	<i>The General Manager of Payment Services is working directly with outside experts to meet needs associated with the HCPS time management reporting process.</i>	Initial cost to acquire system is expected, but long-term cost savings can be realized. An estimate of cost savings expected has not been given yet.
<b>Phase II: Operational Efficiency Audit—Comprehensive Report</b>	Chapter 4: Technology Management	Re-allocate and re-distribute FTE in IT based on updated job descriptions.	Chief of Staff Business Services Human Resources General Mgr, IT	<i>These recommendations are specifically addressed in the Sunera report and have been implemented in varying degrees.</i>	None expected.

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<i>Phase II: Operational Efficiency Audit—Comprehensive Report</i>	Chapter 4: Technology Management	Conduct annual IT risk assessments.	Chief of Staff General Mgr, IT	<i>These recommendations are specifically addressed in the Sunera report and have been implemented in varying degrees.</i>	None expected.
<i>Phase II: Operational Efficiency Audit—Comprehensive Report</i>	Chapter 4: Technology Management	Implement an application portfolio management program and restructure application portfolio to align with the strategic vision and service model.	Chief of Staff Deputy Superintendent General Mgr, IT	<i>These recommendations are specifically addressed in the Sunera report and have been implemented in varying degrees.</i>	None expected.
<i>Phase II: Operational Efficiency Audit—Comprehensive Report</i>	Chapter 4: Technology Management	Adopt a virtual desktop infrastructure (VDI) to improve student and staff device access.	Chief of Staff General Mgr, IT	<i>Utilizing Digital Classroom Plan funds to begin procurement of virtual desktop infrastructure (VDI) solution.</i>	Expected cost would be \$1.5 million for 12,000 sessions.
<i>Phase II: Operational Efficiency Audit—Comprehensive Report</i>	Chapter 4: Technology Management	Implement a comprehensive districtwide plan to provide robust secure wireless technical infrastructure for the district.	Chief of Staff General Mgr, IT	<i>We are upgrading all wireless access points in schools during the 2017-2018 school year.</i>	E-Rate funding of approximately \$19 million has been used to fund this work, while district expense is estimated at \$4.7 million.
<i>Phase II: Operational Efficiency Audit—Comprehensive Report</i>	Chapter 4: Technology Management	Modernize FirstClass email system by defining requirements and evaluate applications.	Chief of Staff General Mgr, IT	<i>The district is migrating to Office 365 for email and calendar systems.</i>	Savings of \$225,000 per year are expected with a completion date of 2019.
<i>Phase II: Operational Efficiency Audit—Comprehensive Report</i>	Chapter 4: Technology Management	Establish a single, authoritative, accessible, highly available data source to store and link student and employee data.	Chief of Staff Human Resources Business Services General Mgr, IT	<i>These recommendations are specifically addressed in the Sunera report and have been implemented in varying degrees.</i>	None expected.
<i>Phase II: Operational Efficiency Audit—Comprehensive Report</i>	Chapter 4: Technology Management	Develop a Change Approval Board	Chief of Staff General Mgr, IT	<i>These recommendations are specifically addressed in the Sunera report and have been implemented in varying degrees.</i>	None expected.
<i>Phase II: Operational Efficiency Audit—Comprehensive Report</i>	Chapter 4: Technology Management	Implement an independent verification and validation process into the system development life cycle for large IT projects.	Chief of Staff General Mgr, IT	<i>These recommendations are specifically addressed in the Sunera report and have been implemented in varying degrees.</i>	None expected.
<i>Phase II: Operational Efficiency Audit—Comprehensive Report</i>	Chapter 4: Technology Management	Implement a formal process to ensure that data is expunged, masked, or de-identified prior to use in a non-production environment.	Chief of Staff General Mgr, IT	<i>These recommendations are specifically addressed in the Sunera report and have been implemented in varying degrees.</i>	None expected.
<i>Phase II: Operational Efficiency Audit—Comprehensive Report</i>	Chapter 4: Technology Management	Evaluate alternatives to Mantis.	Chief of Staff General Mgr, IT	<i>These recommendations are specifically addressed in the Sunera report and have been implemented in varying degrees.</i>	None expected.
<i>Phase II: Operational Efficiency Audit—Comprehensive Report</i>	Chapter 4: Technology Management	Improve network security and access for both wired and wireless infrastructure.	Chief of Staff General Mgr, IT	<i>These recommendations are specifically addressed in the Sunera report and have been implemented in varying degrees.</i>	None expected.
<i>Phase II: Operational Efficiency Audit—Comprehensive Report</i>	Chapter 4: Technology Management	Implement regular and recurring security and systems review processes.	Chief of Staff General Mgr, IT	<i>These recommendations are specifically addressed in the Sunera report and have been implemented in varying degrees.</i>	None expected.
<i>Phase II: Operational Efficiency Audit—Comprehensive Report</i>	Chapter 4: Technology Management	Implement a formally documented process for requesting, logging, and approving user access rights.	Chief of Staff General Mgr, IT	<i>These recommendations are specifically addressed in the Sunera report and have been implemented in varying degrees.</i>	None expected.
<i>Phase II: Operational Efficiency Audit—Comprehensive Report</i>	Chapter 4: Technology Management	Implement system and data backup recommendations.	Chief of Staff General Mgr, IT	<i>These recommendations are specifically addressed in the Sunera report and have been implemented in varying degrees.</i>	None expected.
<i>Phase II: Operational Efficiency Audit—Comprehensive Report</i>	Chapter 4: Technology Management	Expand utilization and adoption of Symantec Service for service requests, change management, and documentation.	Chief of Staff General Mgr, IT	<i>These recommendations are specifically addressed in the Sunera report and have been implemented in varying degrees.</i>	None expected.
<i>Phase II: Operational Efficiency Audit—Comprehensive Report</i>	Chapter 4: Technology Management	Configure audit logging for applications, hardware, data storage, and network devices associated with critical or sensitive data.	Chief of Staff General Mgr, IT	<i>These recommendations are specifically addressed in the Sunera report and have been implemented in varying degrees.</i>	None expected.
<i>Phase II: Operational Efficiency Audit—Comprehensive Report</i>	Chapter 4: Technology Management	Develop a program to ensure that audit logs are reviewed/monitored on a daily basis.	Chief of Staff General Mgr, IT	<i>These recommendations are specifically addressed in the Sunera report and have been implemented in varying degrees.</i>	None expected.
<i>Phase II: Operational Efficiency Audit—Comprehensive Report</i>	Chapter 4: Technology Management	Systematically track, monitor, and assess the district's IT assets portfolio.	Chief of Staff General Mgr, IT	<i>These recommendations are specifically addressed in the Sunera report and have been implemented in varying degrees.</i>	None expected.
<i>Phase II: Operational Efficiency Audit—Comprehensive Report</i>	Chapter 5: Transportation Management	5-1: Implement a timekeeping system for school bus drivers to report actual time.	Chief of Staff COO/Transportation Business Services Human Resources	<i>Duplicate</i>	
<i>Phase II: Operational Efficiency Audit—Comprehensive Report</i>	Chapter 5: Transportation Management	5-2: Reduce driver absenteeism.	Chief of Staff COO/Transportation Business Services Human Resources	<i>Duplicate</i>	

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<b>Phase II: Operational Efficiency Audit—Comprehensive Report</b>	Chapter 5: Transportation Management	5-3: Reduce overtime for school bus drivers and vehicle maintenance staff.	Chief of Staff COO/Transportation Business Services Human Resources	<i>Duplicate</i>	
<b>Phase II: Operational Efficiency Audit—Comprehensive Report</b>	Chapter 5: Transportation Management	5-4: Increase time between bell schedules.	Chief of Staff COO/Transportation	<i>Duplicate</i>	
<b>Phase II: Operational Efficiency Audit—Comprehensive Report</b>	Chapter 5: Transportation Management	5-5: Phase out courtesy transportation for secondary school students.	Chief of Staff COO/Transportation	<i>Duplicate</i>	
<b>Phase II: Operational Efficiency Audit—Comprehensive Report</b>	Chapter 5: Transportation Management	5-6: Require drivers to park school buses overnight at HCPS transportation facilities.	Chief of Staff COO/Transportation	<i>Duplicate</i>	
<b>Phase II: Operational Efficiency Audit—Comprehensive Report</b>	Chapter 5: Transportation Management	5-7: Reduce spares ratio for school bus fleet.	Chief of Staff COO/Transportation	<i>The current replacement plan shows a reduction of 100 buses per year when new units are purchased. The original number of buses have been reduced from 1409 units to 1364. The department is continuing to identify units for disposal with a goal of a 25% spare ratio over the next 5 years.</i>	Last year, the District sold 249 units for a total one-time revenue of \$444,420. These dollars were already identified to subsidize the Bus replacement Plan.
<b>Phase II: Operational Efficiency Audit—Comprehensive Report</b>	Chapter 6: Facilities Use and Management	6-1: Dedicate a resource to manage an in-house Facilities Condition Assessment program.	Chief of Staff COO	<i>This recommendation is not being implemented because not providing the resources recommended by national standards or even the Florida Department of Education saves money in the short term while not accomplishing needed functions. HCPS spends considerably less per square foot on maintenance than the Florida state average, and this gap has increased over the past five years. In 2014-15 HCPS spent 28 percent less than the state average on a cost per square foot basis and 42 percent less than the state average on a COFTE basis.</i>	\$73,845 per year for the Manager and \$3,200,000 for the performance of the FCA.
<b>Phase II: Operational Efficiency Audit—Comprehensive Report</b>	Chapter 6: Facilities Use and Management	6-2: Develop a Facility Management Plan.	Chief of Staff COO	<i>This recommendation is not being implemented because not providing the resources recommended by the Florida Department of Education saves money in the short term while not accomplishing needed functions. HCPS spends considerably less per square foot on maintenance than the Florida state average, and this gap has increased over the past five years. In 2014-15 HCPS spent 28 percent less than the state average on a cost per square foot basis and 42 percent less than the state average on a COFTE basis.</i>	\$80,239,884 per year
<b>Phase II: Operational Efficiency Audit—Comprehensive Report</b>	Chapter 6: Facilities Use and Management	6-3: Establish a Preventive Maintenance (PM) program manager position to oversee and effective PM program.	Chief of Staff COO	<i>This recommendation is not being implemented due to a lack of dedicated staff and allocation of resources to complete preventive maintenance. The HCPS's maintenance program is insufficient to provide the long-term stewardship needed to preserve the district's facilities. Due to the aging facilities and increasing backlogs of deferred maintenance, Maintenance Operations operates generally in a reactive mode, performing breakdown maintenance, corrective actions, and responding to customer work requests.</i>	\$80,239,884 per year
<b>Phase II: Operational Efficiency Audit—Comprehensive Report</b>	Chapter 6: Facilities Use and Management	6-4: Implement a maintenance staffing model based on trade-specific positions instead of Multi-Trade Workers.	Chief of Staff COO	<i>This recommendation is not being implemented because implementation would limit the flexibility of management to meet the changing facility needs, and also limit the advancement of skilled staff. Evidence does not support that unrecognized and unmitigated safety hazards result in severe injuries above and beyond national norms due to the Multi-Trades Worker classification. HCPS spends considerably less per square foot on maintenance than the Florida state average, and this gap has increased over the past five years. In 2014-15 HCPS spent 28 percent less than the state average on a cost per square foot basis and 42 percent less than the state average on a COFTE basis.</i>	\$75,000

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<b>Phase II: Operational Efficiency Audit—Comprehensive Report</b>	Chapter 6: Facilities Use and Management	6-5: Increase the number of maintenance supervisors.	Chief of Staff COO Human Resources Business Services	<i>This recommendation is not being implemented because the negative effects of an overall low maintenance staffing level, and the average 17:1 Maintenance Worker to Supervisor ratio have not been considered worthy of the costs to remedy them, even when a ratio of 10:1 is reasonable. HCPS spends considerably less per square foot on maintenance than the Florida state average, and this gap has increased over the past five years. In 2014-15 HCPS spent 28 percent less than the state average on a cost per square foot basis and 42 percent less than the state average on a COFTE basis.</i>	\$595,941 per year
<b>Phase II: Operational Efficiency Audit—Comprehensive Report</b>	Chapter 6: Facilities Use and Management	6-6: Document and streamline facilities management process.	Chief of Staff COO	<i>This recommendation is not being implemented because Staff time is overtaxed at present due to the fact that HCPS spends considerably less per square foot on maintenance than the Florida state average, and this gap has increased over the past five years. In 2014-15 HCPS spent 28 percent less than the state average on a cost per square foot basis and 42 percent less than the state average on a COFTE basis.</i>	The implementation of formal and documented processes for facilities management is expected result in cost avoidance from increased staff efficiencies coupled with lean process improvements, but they cannot be explicitly quantified.
<b>Phase II: Operational Efficiency Audit—Comprehensive Report</b>	Chapter 6: Facilities Use and Management	6-7: Use available data to analyze work order processes and improve worker productivity.	Chief of Staff COO	<i>This recommendation is not being implemented because funds are not available to replace vehicles in accordance with best practices of Fleet Maintenance. Also HCPS spends considerably less per square foot on maintenance than the Florida state average, and this gap has increased over the past five years. In 2014-15 HCPS spent 28 percent less than the state average on a cost per square foot basis and 42 percent less than the state average on a COFTE basis.</i>	Improvement of worker productivity by implementing this recommendation will not translate to direct cost savings
<b>Phase II: Operational Efficiency Audit—Comprehensive Report</b>	Chapter 6: Facilities Use and Management	6-8: Enhance data standards and quality, data maintenance and configuration of WebTMA to improve performance measurement.	Chief of Staff COO	<i>This recommendation is being implemented by implementing a system to record warranty information on installed equipment. However, HCPS spends considerably less per square foot on maintenance than the Florida state average, and this gap has increased over the past five years. In 2014-15 HCPS spent 28 percent less than the state average on a cost per square foot basis and 42 percent less than the state average on a COFTE basis.</i>	There is insufficient history to document the cost savings of implementing this recommendation.
<b>Phase II: Operational Efficiency Audit—Comprehensive Report</b>	Chapter 6: Facilities Use and Management	6-9: Consider implementing the use of procurement cards by technicians.	Chief of Staff COO Business Services	<i>This recommendation is not being implemented because sufficient trust does not exist for maintenance workers to have P-cards. Managers have P-cards but are not activated until a hurricane event. HCPS spends considerably less per square foot on maintenance than the Florida state average, and this gap has increased over the past five years. In 2014-15 HCPS spent 28 percent less than the state average on a cost per square foot basis and 42 percent less than the state average on a COFTE basis.</i>	\$0.00
<b>Phase II: Operational Efficiency Audit—Comprehensive Report</b>	Chapter 6: Facilities Use and Management	6-10: Implement an employee training and development program for Maintenance Operations.	Chief of Staff COO ELPD	<i>This recommendation is not being implemented because there is a cost associated with this recommendation. There is a recognized need for training. Adding more supervisors, and other recommendations for improvements identified throughout this chapter drive the need for a documented training and development program and adequate funding for training. HCPS spends considerably less per square foot on maintenance than the Florida state average, and this gap has increased over the past five years. In 2014-15 HCPS spent 28 percent less than the state average on a cost per square foot basis and 42 percent less than the state average on a COFTE basis.</i>	\$25,000 for implementation and \$233,500 per year



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<b>Phase II: Operational Efficiency Audit—Comprehensive Report</b>	Chapter 6: Facilities Use and Management	6-11: Change custodial staffing formula and management approach to reflect industry standards for efficiency.	Chief of Staff COO Business Services	<i>This recommendation is being implemented with modification. Only one area is implementing this recommendation as a pilot program. HCPS spends considerably less per square foot on maintenance than the Florida state average, and this gap has increased over the past five years. In 2014-15 HCPS spent 28 percent less than the state average on a cost per square foot basis and 42 percent less than the state average on a COFTE basis.</i>	\$614,364 the first year and \$1,305,915 each following year
<b>Phase II: Operational Efficiency Audit—Comprehensive Report</b>	Chapter 6: Facilities Use and Management	6-12: Perform a detailed assessment of existing grounds maintenance equipment and create a plan to replace outdated equipment.	Chief of Staff COO Business Services	<i>This recommendation is being implemented. The Gibson Report estimates a \$20,000 per year expense to create an assessment and a replacement plan. The District already has an assessment of tractors and the expected life of tractors. Replace 10% of grounds maintenance equipment each year is the plan. The District just saved \$20,000 per year. Now the funds must be spent to replace 10% of the equipment each year. HCPS spends considerably less per square foot on maintenance than the Florida state average, and this gap has increased over the past five years. In 2014-15 HCPS spent 28 percent less than the state average on a cost per square foot basis and 42 percent less than the state average on a COFTE basis.</i>	\$20,000 per year
<b>Phase II: Operational Efficiency Audit—Comprehensive Report</b>	Chapter 6: Facilities Use and Management	6-13: Replace existing fluorescent tub (T8) lights and compact fluorescent lights (CFLs) with light emitting diode (LED) lights.	Chief of Staff COO Business Services	<i>This recommendation is not being implemented. The District replaced T12 lamps with extended life T8 lamps two years ago. There remains 8 years of life on these 28W lamps. After an initial review of Gibson's recommendation the conclusion is this project would not be feasible, especially if the excluded labor component of approximately \$7M were also factored into their calculation. That would change their ROI from 8.3 to over 10 years. However using their lamp quantities, and using a closer average to our annual hours of operations (3360 hours) the real projected savings is more in line of \$3.8M per year not their stated \$1.5 M. When labor, maintenance, HVAC savings, and rebates are factored in the project has a 4.0 ROI. These numbers are more inline as a viable project, but we would have to find a way to allocation the \$22M capital expense. HCPS spends considerably less per square foot on maintenance than the Florida state average, and this gap has increased over the past five years. In 2014-15 HCPS spent 28 percent less than the state average on a cost per square foot basis and 42 percent less than the state average on a COFTE basis.</i>	\$14,400,000
<b>Phase II: Operational Efficiency Audit—Comprehensive Report</b>	Chapter 6: Facilities Use and Management	6-14: Create a building re-tuning program.	Chief of Staff COO Business Services	<i>This recommendation is not being implemented, however some of the items listed in re-tuning we already do where possible. This implementation would cost \$10,000 per site, and have a less than 3 year ROI. HCPS spends considerably less per square foot on maintenance than the Florida state average, and this gap has increased over the past five years. In 2014-15 HCPS spent 28 percent less than the state average on a cost per square foot basis and 42 percent less than the state average on a COFTE basis.</i>	\$2,490,000
<b>Phase II: Operational Efficiency Audit—Comprehensive Report</b>	Chapter 6: Facilities Use and Management	6-15: Implement low/no-cost energy conservation strategies.	Chief of Staff COO Business Services	<i>This recommendation is being implemented. We are in-process of installing items 1, and 2. Item 3 is a duplicate of recommendation 6-14, and should not be realized in this recommendation.</i>	\$93,600 per year
<b>Phase II: Operational Efficiency Audit—Comprehensive Report</b>	Chapter 6: Facilities Use and Management	6-16: Implement no-cost best practices to reduce energy consumption.	Chief of Staff COO Business Services	<i>This recommendation is being implemented, as we already do.</i>	\$612,500 per year
<b>Phase III: Educational Audit—Comprehensive Report</b>	Chapter 1: General Education Program	1-1: Increase the specificity of the district's implementation plan for standards-based grading.	Chief of Staff Chief Academic Officer		

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<b>Phase III: Educational Audit—Comprehensive Report</b>	Chapter 1: General Education Program	1-2: Enhance curriculum guides to better support standards-based instruction and support efficiency in the instructional planning process.	Chief of Staff Chief Academic Officer		
<b>Phase III: Educational Audit—Comprehensive Report</b>	Chapter 1: General Education Program	1-3: Improve the consistency and timeliness of lesson plan development.	Chief of Staff Chief Academic Officer		
<b>Phase III: Educational Audit—Comprehensive Report</b>	Chapter 1: General Education Program	1-4: Develop and support a model of teacher collaboration that includes the planning and data analysis cycle and increased common planning time for teacher collaboration.	Chief of Staff Deputy Superintendent Chief Academic Officer		
<b>Phase III: Educational Audit—Comprehensive Report</b>	Chapter 1: General Education Program	1-5: Develop and support the implementation of a model of instruction to guide instruction and professional development in HCPS.	Chief of Staff Chief Academic Officer		
<b>Phase III: Educational Audit—Comprehensive Report</b>	Chapter 1: General Education Program	1-6: Create a protocol for analyzing and taking action on formative assessments.	Chief of Staff Deputy Superintendent Chief Academic Officer		
<b>Phase III: Educational Audit—Comprehensive Report</b>	Chapter 1: General Education Program	1-7: Conduct detailed analyses immediate following the administration of district interim assessments.	Chief of Staff Deputy Superintendent Chief Academic Officer		
<b>Phase III: Educational Audit—Comprehensive Report</b>	Chapter 1: General Education Program	1-8: Align supplemental instructional resources that support core content instruction with the district’s curriculum and integrate with units of instruction.	Chief of Staff Deputy Superintendent Chief Academic Officer Business Services Team		
<b>Phase III: Educational Audit—Comprehensive Report</b>	Chapter 1: General Education Program	1-9: Require principals to tier teachers into performance quadrants based on clear and agreed upon criteria.	Chief of Staff Chief Academic Officer Chief of Schools Area Superintendents ELPD		
<b>Phase III: Educational Audit—Comprehensive Report</b>	Chapter 1: General Education Program	1-10: Expand and improve walkthrough observations and communication of results.	Chief of Staff Chief Academic Officer Chief of Schools Area Superintendents ELPD		
<b>Phase III: Educational Audit—Comprehensive Report</b>	Chapter 1: General Education Program	1-11: Increase the amount of core content professional development.	Chief of Staff Chief Academic Officer Chief of Schools Area Superintendents ELPD	<i>We have reduced the amount of traditional workshops by 50% after the formation of a district committee titled, Professional Learning Oversight Team (PLOT), came together to analyze professional learning across the system. We worked to provide training and resources to schools for a job-embedded approach to professional learning.</i>	We saved \$2,446,290 in Title 2 funds during the 2016-2017 school year which was used to support Talent Developers.
<b>Phase III: Educational Audit—Comprehensive Report</b>	Chapter 1: General Education Program	1-12: Reduce the amount of traditional workshop professional development offered in lieu of job-embedded professional development.	Chief of Staff Chief Academic Officer Chief of Schools Area Superintendents ELPD	<i>Supported each school in the development of a PD plan. Standards based instruction is a focus area in these plans. These plans will lead to the design of a district PD plan this school year (2016-2017). We are working closely with T and L on the design of the plan.</i>	None expected.
<b>Phase III: Educational Audit—Comprehensive Report</b>	Chapter 1: General Education Program	1-13: Develop a comprehensive professional development plan that specifically supports the implementation of standards-based instruction.	Chief of Staff Chief Academic Officer Chief of Schools Area Superintendents ELPD		
<b>Phase III: Educational Audit—Comprehensive Report</b>	Chapter 1: General Education Program	1-14: Consider a long-term organizational strategy to align all academic programs under the Chief Academic Officer position.	Chief of Staff Deputy Superintendent Chief Academic Officer Chief of Schools Area Superintendents ELPD		
<b>Phase III: Educational Audit—Comprehensive Report</b>	Chapter 1: General Education Program	1-15: Evaluate budget allocations to understand the drivers of variances among individual schools.	Chief of Staff Deputy Superintendent Chief of Schools Business Services Team	<i>1. Supplemental Unit allocations were revised using a need-based methodology to allow the greatest supports and instructional resources to be allocated to high-need schools.</i>	

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<b>Phase III: Educational Audit—Comprehensive Report</b>	Chapter 2: Instructional Technology	2-1: Develop a district-wide Instructional Technology Strategy and Plan that supports the district’s overall strategic goals and objectives and includes key components such as: a needs assessment, goals and measurable objectives, key initiatives, resource requirements (e.g., hardware, software, and facility), professional development, and funding requirements. Ensure that the plan is consistent with the State’s Five-Year IT strategic plan.	Chief of Staff Deputy Superintendent Chief Academic Officer General Mgr, IT ELPD		
<b>Phase III: Educational Audit—Comprehensive Report</b>	Chapter 2: Instructional Technology	2-2: As part of the instructional technology strategic planning process, conduct a detailed needs assessment to determine the level of investment needed to modernize HCPS’ instructional technology program.	Chief of Staff Deputy Superintendent Chief Academic Officer General Mgr, IT ELPD		
<b>Phase III: Educational Audit—Comprehensive Report</b>	Chapter 2: Instructional Technology	2-3: Provide professional development to instructional staff on how to effectively integrate the use of instructional technology into teaching and learning.	Chief of Staff Deputy Superintendent Chief Academic Officer General Mgr, IT ELPD		
<b>Phase III: Educational Audit—Comprehensive Report</b>	Chapter 2: Instructional Technology	2-4: Require that technology expenditures are appropriately expensed using the correct account codes.	Chief of Staff Business Services General Mgr, IT		
<b>Phase III: Educational Audit—Comprehensive Report</b>	Chapter 2: Instructional Technology	2-5: Expand the district’s “Bring Your Own Device” (BYOD) program.	Chief of Staff General Mgr, IT		
<b>Phase III: Educational Audit—Comprehensive Report</b>	Chapter 2: Instructional Technology	2-6: Budget to replace the district’s student information system (SIS) based on the results of a needs assessment and gap analysis.	Chief of Staff Chief Academic Officer Business Services General Mgr, IT		
<b>Phase III: Educational Audit—Comprehensive Report</b>	Chapter 3: Exceptional Student Education	3-1: Increase academic rigor in educational programming for Students with Disabilities.	Chief of Staff Chief Academic Officer Educational Access	<i>Increased collaboration with Teaching and Learning to ensure alignment. Provide Standards Based Grading training for teachers of students on access points. Increase job embedded trainings regarding best practice for SWD including accommodations and interventions.</i>	No immediate cost savings are expected; however, stronger academic programs may counter the loss of students to charter, McKay, etc.
<b>Phase III: Educational Audit—Comprehensive Report</b>	Chapter 3: Exceptional Student Education	3-2: Increase ESE student data analysis and instructional support.	Chief of Staff Deputy Superintendent Chief Academic Officer Educational Access	<i>Work with the district data strategist, assessment office, and Information Services Department to obtain meaningful disaggregated data. This data will assist stakeholders with targeting specific areas needing additional district collaboration and targeted goal setting to improve outcomes for SWD.</i>	No immediate cost savings are expected; however, stronger academic programs may counter the loss of students to charter, McKay, etc.
<b>Phase III: Educational Audit—Comprehensive Report</b>	Chapter 3: Exceptional Student Education	3-3: Develop action plans and targets to balance demographic representation in ESE enrollment and disciplinary activities.	Chief of Staff Deputy Superintendent Chief of Schools/Area Sups Chief Academic Officer Educational Access	<i>A workgroup was created. This collaboration between the ESE Department, FDLRS, SEDNET, MTSS-B, and USF PBIS project analyzes and disseminates data, as well as provides support and training regarding removals and disproportionate data.</i>	No immediate cost savings are expected; however, stronger academic programs may counter the loss of students to charter, McKay, etc.
<b>Phase III: Educational Audit—Comprehensive Report</b>	Chapter 3: Exceptional Student Education	3-4: Implement additional steps to reduce restraint and seclusion disciplinary practices of students with disabilities.	Chief of Staff Deputy Superintendent Chief of Schools/Area Sups Chief Academic Officer Educational Access	<i>The Behavior Analyst position has been created to develop proactive, responsive and targeted behavior supports for students with intensive behavioral needs. Additionally the Behavior Analyst will support professional learning activities to build site-based capacity for dealing with challenging behaviors. The EBD Supervisor, FDLRS staff, SEDNET staff and Behavior Analyst collaborate to analyze data, triage student need and determine interventions and professional learning activities.</i>	No immediate cost savings are expected; however, stronger academic programs may counter the loss of students to charter, McKay, etc.
<b>Phase III: Educational Audit—Comprehensive Report</b>	Chapter 3: Exceptional Student Education	3-5: Develop a program evaluation design to determine the effectiveness of the newly implemented Center for Gifted Studies.	Chief of Staff Deputy Superintendent Chief Academic Officer		
<b>Phase III: Educational Audit—Comprehensive Report</b>	Chapter 4: Programs for English Language Learners	4-1: Identify and spread ELL best practices found in elementary school classrooms.	Chief of Staff Chief Academic Officer		
<b>Phase III: Educational Audit—Comprehensive Report</b>	Chapter 4: Programs for English Language Learners	4-2: Increase differentiation of instruction for ELL secondary students.	Chief of Staff Chief Academic Officer		

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<b>Phase III: Educational Audit—Comprehensive Report</b>	Chapter 4: Programs for English Language Learners	4-3: Modify the HCPS ELL website to increase the ease of accessibility.	Chief of Staff Chief Academic Officer		
<b>Phase III: Educational Audit—Comprehensive Report</b>	Chapter 4: Programs for English Language Learners	4-4: Increase culturally responsive teaching practices in secondary classes.	Chief of Staff Chief Diversity Officer Chief Academic Officer		
<b>Phase III: Educational Audit—Comprehensive Report</b>	Chapter 4: Programs for English Language Learners	4-5: Modify school and classroom environments for ELL students.	Chief of Staff Chief Academic Officer		
<b>Phase III: Educational Audit—Comprehensive Report</b>	Chapter 5: Career and Technical Education	5-1: Implement rigorous Programs of Study. (CTE)	Chief of Staff Deputy Superintendent Workforce Development Chief Academic Officer	<i>Using 17-18 Perkins budget to increase and enhance the academically rigorous, integrated, and sequenced programs of study that align with and lead to postsecondary education and career readiness, such as Modeling and Simulation. We are working to align CTE programming with the local labor market needs and student interest. We will use results from Future Plans to help accomplish this objective. In addition, we will work with school counselors to ensure that career planning and programs of study implementation are part of their post-Future Plans counseling session.</i>	No Cost Savings
<b>Phase III: Educational Audit—Comprehensive Report</b>	Chapter 5: Career and Technical Education	5-2: Implement a K-12 comprehensive college and career guidance curriculum.	Chief of Staff Deputy Superintendent Workforce Development Chief Academic Officer Academic Support/Fed Prog	<i>Collaborating with Guidance Services to expand the implementation of Future Plans and Programs of Study to create a more powerful, dynamic, and responsive College and Career Readiness function. We are enhancing our professional development to school counselors to educate them on CTE programs and Technical Colleges.</i>	No Cost Savings
<b>Phase III: Educational Audit—Comprehensive Report</b>	Chapter 5: Career and Technical Education	5-3: Improve academic skill attainment using CTE.	Chief of Staff Chief Academic Officer	<i>CTE District staff will provide Professional Development to ensure classroom instruction is aligned to FL DOE standards, and follow up will be conducted by CTE District staff classroom walkthroughs. CTE District staff will enhance efforts to promote the value of CTE to a wide variety of stakeholders.</i>	No Cost Savings