



## ESD 112 Performance Audit Status Report on Recommendations - July 2009

The Educational Service District (ESD) 112 performance audit was conducted during the 2006-07 school year with the final report being completed in September 2007. The ESD 112 report included 16 commendations and 21 recommendations. This status report documents ESD 112's decision and current status related to each of those recommendations. This report will conclude the ESD's obligation for annual status reports as all items have been addressed.

No.	Recommendation	Action Steps	ESD Initial Response	Progress & Status
3-1	<i>Develop and implement a communication process for the ESD Board of Directors to have increased opportunities to participate and receive more detailed assessments related to services provided from the ESD to the region's school districts.</i>	<b>ESD AGREES, WITH QUALIFICATIONS</b> <ol style="list-style-type: none"> <li>1. Formalize the communications process already in place for the Board to receive feedback from school districts regarding their satisfaction with services.</li> <li>2. Create a Board communication plan that identifies multiple strategies for client feedback.</li> </ol>	A Communication Plan will be developed and implemented in 2007-08. Actions will be based on feedback provided and board communications work accomplished at the 2007 Board Retreat.	<b>COMPLETED</b> A new communications tool was implemented during the 2008-09 school year. The ESD 112 Board participated in several "Learning and Listening Tours" since the audit recommendation. Board exchanges in Ocean Beach and Green Mountain provided the opportunity for boards to engage in dialogue and get feedback from district directors on numerous topics. The ESD board also made visits to the Gorge districts to get a first-hand look at ESD programs in Mill A, Mount Pleasant, Stevenson, Skamania and White Salmon. The Learning and Listening Tours and additional communication efforts will continue to be implemented in the coming years.
3-2	<i>Add an initial adoption and revision date reference for each board policy along with an index for the entire policy manual.</i>	<b>ESD AGREES</b> <ol style="list-style-type: none"> <li>1. Review board policies for missing adoption dates (complete).</li> <li>2. Add adoption dates to all board policies.</li> </ol>	Adoption dates will be added by June 30, 2007.	<b>COMPLETED</b> Adoption dates have been added to the ESD Board Policies and Administrative Regulations along with dates of revisions, additions, deletions noted after each.
3-3	<i>Convert and house the Series 100, 200, 300, 400, and 500 Board Policies on the ESD's website with a searchable table of contents.</i>	<b>ESD AGREES</b> <ol style="list-style-type: none"> <li>1. Convert board policies to web-based document.</li> <li>2. Include board policies with search capacity to ESD website.</li> </ol>	Conversion to the web will be based on technology staff workload and priorities; therefore, the anticipated completion date is June 2008.	<b>COMPLETED</b> ESD Board Policies and Administrative Regulations are now accessible on the ESD homepage under "About ESD 112" at <a href="http://www.esd112.org">www.esd112.org</a> .

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3-4	<b>Convert the 2006-2007 Administrative and Operational Guidelines Manual to a Web-enabled format, including a searchable topic index, and place on ESD112's Website.</b>	<b>ESD AGREES</b> <ol style="list-style-type: none"> <li>1. Complete comprehensive review of guidelines (already underway).</li> <li>2. Convert guidelines to web-based document.</li> <li>3. Include administrative guidelines with search capacity to ESD website.</li> </ol>	Work is underway. A comprehensive review and necessary revisions will be complete by August 2007. Conversion to the web will be based on technology staff workload and priorities; therefore, the anticipated completion date is June 2008.	<b>COMPLETED</b> Administrative guidelines are ready to be placed on the ESD intranet as soon as the intranet is available.
3-5	<b>Place seven leadership (Cabinet) team members on different salary schedules which are appropriate for the position title and leadership function.</b>	<b>ESD AGREES</b> <ol style="list-style-type: none"> <li>1. Review job responsibilities of all positions.</li> <li>2. Revise job descriptions and job titles as appropriate.</li> <li>3. Identify goals for compensation structure.</li> <li>4. Review compensation models.</li> <li>5. Select compensation model.</li> <li>6. Determine steps necessary to implement the model.</li> </ol>	Steps 1-5 will be completed by April 2008. Implementation of a new compensation model will be driven by organizational priorities.	<b>COMPLETED</b> Salary schedule revised for 2008-09. New salary schedule includes new model for salary advancement based on agency success.
4-1	<b>Educational Service District 112 will obtain government rates for lodging when available based on per diem rates as established by the State of Washington and discontinue use of travel agents for booking commercial flights for ESD 112 employees and board members.</b>	<b>ESD AGREES</b> <ol style="list-style-type: none"> <li>1. All staff will be reminded of the exception procedures if a government rate cannot be obtained.</li> <li>2. The Accounting Department will diligently review documents for compliance.</li> </ol>	Action steps will be completed by September, 2007.	<b>COMPLETED</b> All staff are regularly reminded of the exception procedures if a government rate cannot be obtained. Administrative Guidelines have been reviewed and travel forms have been revised to include a check box indicating government rates were requested.
4-2	<b>Create a committee of program and administrative staff to work together to establish relevant program measures that are linked to budgets for the ESD departments and program services. Use these measures in making decision on whether to continue or modify</b>	<b>ESD AGREES</b> <ol style="list-style-type: none"> <li>1. Establish committee to identify outcome measures.</li> <li>2. Department and Cabinet review.</li> <li>3. Proposal to Board of Directors during regular budget adoption cycle.</li> </ol>	ESD 112 has already concluded the budget planning for 2007-08. This recommendation will be addressed during department program planning for the 2008-09 fiscal year.	<b>COMPLETED</b> Each program and department within the ESD currently establishes program budgets linking program measures to actual budget. Each year these budgets are approved at many levels by ESD program and fiscal staff, school district

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	<i>programs and services of the ESD.</i>			superintendents and the ESD Board of Directors. Programs discontinued at the ESD based on a variety of reasons ranging from grants ending, funding sources no longer available, and/or the program is no longer desired by the districts we serve.
5-1	<b><i>Increase response rate for the online customer satisfaction survey.</i></b>	<b>ESD AGREES, WITH QUALIFICATIONS</b> 1. Enhance email database. 2. Develop survey notification plan.	All activities related to survey notification will occur at least one week prior to the next scheduled survey (spring 2009). The email customer database will be updated to assure a greater response rate to the online survey.	<b>COMPLETED</b> Increased notification will occur prior to the next client satisfaction survey. We conducted a staff satisfaction survey in April of 2009 and our response rate increased by 10%. We will employ the same notification methods to increase client satisfaction response. To prepare for the next survey, we have significantly upgraded our client database.
5-2	<b><i>Disaggregate student performance data to drive decision making for low performing schools.</i></b>	<b>ESD AGREES</b> 1. We will continue to work with the Superintendent of Public Instruction to ensure that all student performance data on ESD 112 schools is available to ESD staff for program planning and service delivery. 2. ESD managers will meet in September following the release of state student achievement scores to disaggregate, review, and analyze data. 3. Staff will review existing programs to align with data findings. 4. We will utilize the data to complete action plans for delivery of new or revised services as appropriate. 5. Staff will periodically monitor and adjust program delivery as new student performance data is received.	Steps 2-5 will occur each year including 2007.	<b>COMPLETED</b> WASL scores, AYP status, WAAS scores, and demographics for the ESD 112 region are now available on the OSPI website. Steps 2-5 occur each year in September or as needed/ requested by districts or ESD programs.

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5-3	<b>Expand tracking of student performance in math to validate the program services for the Science and Mathematics Education Resource Center (SMERC)</b>	<p><b>ESD AGREES, WITH QUALIFICATIONS</b></p> <ol style="list-style-type: none"> <li>1. Work with ESD staff to disaggregate, review and analyze data for all schools and districts in the cooperative.</li> <li>2. Share findings with SMERC and ESD staff and/or school employees where appropriate.</li> <li>3. Use findings in developing new programs or modifying existing activities.</li> <li>4. Use findings to target low performing schools in grant and project development.</li> </ol>	Meeting with managers will occur in September 2007 following the release of state science achievement scores.	<p><b>COMPLETED</b></p> <p>SMERC staff regularly reviews and disaggregates WASL performance data in both mathematics and science to inform discussions with district leadership regarding program development. Such data has been used during this first year of the Regional Mathematics Initiative (RMI) with 10 participating districts. Math and science data on low-performing schools was also used this year in the development and receipt of a \$750k Math-Science Partnership grant.</p>
6-1	<b>Present the salary schedules for Board approval as a separate agenda item from the ESD budget.</b>	<p><b>ESD AGREES</b></p> <ol style="list-style-type: none"> <li>1. Prepare compensation information for the Board.</li> <li>2. Present compensation proposals to the Board at its May meeting.</li> <li>3. Board adopts compensation proposals at its June meeting.</li> </ol>	Action steps will be taken as a part of the 2007-2008 budget adoption, completed in June 2007.	<b>COMPLETED</b>
6-2	<b>Use the annual salary survey or cost-of-living assumption as the basis for making changes to the salary schedules presented to the Board.</b>	<p><b>ESD AGREES</b></p> <p>No new actions needed. ESD112 already meets the requirements of this recommendation and will continue with its current practices.</p>	No new actions needed. ESD112 will continue with its current practices.	<p><b>COMPLETED</b></p> <p>New paraeducator, construction services group, senior administrator, transportation, and educational administrator salary schedules have been developed based on market analysis.</p>
6-3	<b>Create a template for job applications to be submitted on-line.</b>	<p><b>ESD AGREES, WITH QUALIFICATIONS</b></p> <ol style="list-style-type: none"> <li>1. Review options for on-line application systems (completed).</li> <li>2. Discuss deployment feasibility with ESD112 technology staff and WSPIC.</li> <li>3. Select preferred system.</li> <li>4. Develop deployment plan.</li> </ol>	Steps 1-3 will be completed by March 2008. Further action will be determined based on funding availability and organizational priorities.	<p><b>COMPLETED</b></p> <p>ESD112 piloted the WESPaC on-line application system. Deployment date was in January 2009.</p>

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7-1	<i>Clarify in writing the landlord's and district's responsibilities for preventive and general maintenance of the ESD 112 main campus facilities.</i>	<b>ESD AGREES</b> 1. Review of lease contracts. 2. Meeting with landlord.	Initial steps will be completed by September 2007.	<b>COMPLETED</b> The ESD has reviewed the lease and met with the landlord's representative regarding the landlord's and ESD's responsibilities in the lease. It was agreed the lease document clearly outlines the responsibilities of both parties.
7-2	<i>Develop a detailed and comprehensive five-year facilities plan.</i>	<b>ESD AGREES</b> 1. Review of previous plan. 2. Make revisions as appropriate.	Depending on staff availability and priorities, the five-year facilities plan will be reviewed and updated by August 2008.	<b>DECLINED</b> The previous facilities plan was reviewed and no revisions are needed at this time. The ESD has nine years remaining on its current lease.
7-3	<i>Advertise and sublease a portion of the 10,500 square foot warehouse located in the main 2200 building.</i>	<b>ESD AGREES</b> 1. Disposal of surplus items. 2. Hire staff to scan permanent records. 3. Notification of warehouse space to local districts.	Depending on the availability of current staff, and given the amount of work that needs to occur to prepare the warehouse for leasing, this recommendation will be considered by October 2008.	<b>DECLINED</b> The ESD's budget and the need for storage have continued to grow. The ESD will not lease warehouse space as it is filled with materials and equipment to support current programs.
7-4	<i>Conduct an energy audit to identify areas that need retrofitting to reduce energy expenditures.</i>	<b>ESD AGREES, WITH QUALIFICATIONS</b> 1. Hire staff to conduct energy audit 2. Report audit to board 3. Implement identified energy saving measures	An energy audit will be completed by August 2008	<b>COMPLETED</b> The energy audit is completed and recommendations discussed and implemented.
7-5	<i>Establish a data collection process that compares Construction Services Group (CSG) charges to private sector construction service charges.</i>	<b>ESD AGREES</b> 1. Complete system development. 2. Use system to compare charges.	Ongoing	<b>COMPLETED</b> Reported to the ESD Board of Directors in April 2008. Reports to board occurring periodically.
7-6	<i>Establish a database for each ESD 112 Construction Service Group construction projects that records accurate cost-savings and time-</i>	<b>ESD AGREES</b> A data collection system has already been established.	No action required.	<b>COMPLETED</b>

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	<b>savings efficiencies.</b>			
8-1	<b>Develop a formal disaster recovery plan*</b> <i>(*It should be noted that this recommendation is only for data recovery. The recommendation's wording may infer a different meaning.)</i>	<b>ESD AGREES, WITH QUALIFICATIONS</b> 1. Review current plan 2. Identify revisions and enhancements 3. Conduct periodic tests of the new system	This is an ongoing project. Completion will be dependent upon available funding and technology priorities. We will be completing steps one and two by September 2008.	<b>COMPLETED</b> The current plan has been reviewed. Revisions and enhancements have been identified and notification to all staff has been complete.
8-2	<b>Create a comprehensive, technology-related procedures manual.</b>	<b>ESD AGREES, WITH QUALIFICATIONS</b> 1. Review of current documents related to technology procedures. 2. Combining current resources into one procedural document. 3. Staff notification.	If additional resources can be acquired and dedicated to this task, it will be completed by May 2008.	<b>COMPLETED</b> The Administrative Guidelines have been reviewed, and where needed, updated to reflect current operating procedures for agency support of technology related tasks.

### STATUS SUMMARY OF ALL 21 RECOMMENDATIONS AS OF JULY 1, 2009

12 ESD AGREES AND COMPLETED

7 ESD AGREES WITH QUALIFICATIONS AND COMPLETED

2 ESD AGREES AND DECLINED