

Total Cost Savings/Avoidance to Date* \$23,343,000

*May 2008 - May 2010

As a result of the cost savings/avoidance efforts as listed in this report, divisions/departments are able to address other resource needs.



MPS Results

Visit us at <http://ccsd.net/mps>



Volume 6, Issue 12

July 2010

ISO 9001:2008 Certified Divisions and Departments

- Office of the Board of School Trustees
- Construction Management
- Compliance and Monitoring
- Curriculum and Professional Development Division
- Equity and Diversity Education
- Employee Management Relations
- English Language Learner Program
- Fiscal Accountability and Data Analysis
- Food Services
- Grants Development and Administration
- Landscaping and Grounds
- Human Resources Division
- Building Department
- Maintenance
- MPS Office
- Operations
- Real Property Management
- Risk Management
- School Police
- Special Education Management Systems
- Special Projects and Renovation Services
- Superintendent's Schools
- Assessment, Accountability, Research and School Improvement Division
- Transportation
- Planning and Design Department
- Purchasing

Maureen Fox
Management Representative

Four More CCSD Groups Earn ISO 9001:2008 Certification

The CCSD has been recertified utilizing the new quality management standard, ISO 9001:2008. This is the third certification audit the District has undergone since starting the Management Process System in 2001.

Congratulations to the Planning and Design Department, Mail Services, Security Systems and Warehouse 1 in achieving ISO 9001:2008 certification this past February. The following groups passed their surveillance audits in an exemplary manner: Office of the Board of School Trustees, Construction Management, Compliance and Monitoring, Fiscal Accountability and Data Analysis, Landscaping/Grounds, Maintenance, Real Property Management, Risk Management, School Police and Special Education Management Systems.

According to Maureen Fox, CCSD Management Representative, this past round of audits proved to be both rigorous and rewarding. Fox stated, "By implementing and utilizing the ISO standards in the way they do business, CCSD departments have better aligned their mission, goals, and vision to the District's overall mission. Furthermore, departments are providing more effective and efficient customer service, while at the same time working on new ways to discover cost savings/avoidance."

The Importance of Key Performance Indicators

- Key Performance Indicators, also known as KPIs, help a department define and measure progress toward department and District goals.
- Key Performance Indicators are quantifiable measurements, agreed to in advance, that reflect the critical success factors of the department in achieving its mission.
- KPIs are long term measurements which continuously measure critical success factors.
- Results from the KPIs can generate measurable objectives which help further improve the KPIs.



Approximately \$1.3 Million in Cost Savings/Avoidance

CCSD Compliance and Monitoring Department - Total Cost Avoidance \$1,000,000

The Office of Compliance and Monitoring, Student Support Services Division, is responsible for ensuring that the rights of Clark County School District (CCSD) children with disabilities are protected and that such students receive a Free and Appropriate Public Education (FAPE). The office also ensures that the CCSD is in compliance with state and federal laws governing the provision of special education, English Language Learner Program (ELLP), Title I, and Section 504 accommodation services and preventing the use of aversive interventions (physical and mechanical restraints) on students with disabilities. An ongoing measurable objective of the Compliance and Monitoring Department is a project regarding development of an Aversive Intervention video. The purpose of the video is to inform CCSD staff of aversive intervention and to share updated information about the State of Nevada Assembly Bill 56 amendments. The goal of the Aversive Intervention video is to ensure staff is aware of what constitutes inappropriate aversive interventions and physical, as well as mechanical restraints when applied to students. In the past, some violations have resulted in student injury leading to due process hearings and/or lawsuits against the District, as well as individual staff members. As a follow up, the state may mandate costly corrective action plans. Through use of the Aversive Intervention video, staff is educated as to what constitutes inappropriate actions, and how to properly handle students with special needs, thereby avoiding injury. - *continued on page 2*



AN OUNCE OF PREVENTION

With the development of the Aversive Intervention educational video, the department hopes to avoid time-consuming state mandated corrective action plans. By reducing the number of cases, reaching the legal hearing level, due to non-compliance with federal and state law (such as Aversive Intervention, Physical and Mechanical Restraints violations), the District can avoid costly legal hearing expenses. The average case hearing cost is approximately \$25,000. By using innovative and effective training courses and other resolution techniques, the department is able to resolve compliance issues without having to go to the costly legal hearing stage. In a typical school year, there are approximately 40 potential hearings on average. Through the implementation of the aforementioned initiatives, the Compliance and Monitoring Department has avoided probable cost in excess of \$1 million. (40 potential legal hearings per-year X \$25,000 per hearing = an approximate avoidance of \$1 million.)

CCSD Special Projects & Renovation Services (SPRS) Department - Total Cost Avoidance \$3,454

When every dollar counts, it is important to examine all processes and their outputs, even the scrap. The Special Projects & Renovation Services (SPRS) Department chose to examine the process of collection and recycling of outdated department cellular phones and salvaged scrap metals created from construction and renovation projects. The overall goal was to be environmentally friendly and to provide cost savings to the CCSD and the department. According to the Director of the SPRS Department, Rory Lorenzo, the department found that in lieu of paying a junk yard to dispose of scrap metals, department staff could gather the material and transport it to a metal recycling plant, which would pay the CCSD for these commodities. In addition, they discovered by recycling old cellular phones, which could be harmful to the environment if not disposed of properly, the department could send them to a recycling facility as well, and generate funds back to the CCSD.

Lorenzo indicated they ran this project as a pilot program under the direction of Associate Superintendent of Facilities, Paul Gerner, to determine if recycling could be done at a net gain for the CCSD. Gerner stated, "We want to have a bias towards recycling - to make recycling the default position - but always check to make sure it is economically viable, because that is not always the case." The pilot revealed that the profit margin was greater than the effort it would take to administer the physical activity for this program. Lorenzo stated they would move forward with the project as long as the net effect yields a profit.



EVERY PENNY COUNTS

Lorenzo has made recycling part of the Facility Division's culture by formally implementing recycling into the workflow making extraction and disposition of recyclable materials "just the way they do business." An approximation of the earnings generated by the objective in 2009 totaled \$9,453.89. Less the transportation and labor costs (mileage rate x trips [20 miles x (0.50) x 15 = \$150] + Labor cost (yearly) [\$400 x 15 trips = \$6,000]) for a final net savings of \$3,454. In addition, to the cost savings, the impact on the environment is priceless.

CCSD Instructional Data Service (IDS) Department - Total Cost Savings \$41,760

One of the many benefits of implementing MPS is the ability to make better data driven decisions. One of the IDS Department's key performance indicators (KPI) is based on how timely they provide interim assessment data to CCSD schools. The department's belief is interim data must be available and accessible to schools in a timely manner. This allows school administrative and instructional staff to make data driven decisions. To accomplish this, progress towards monitoring and meeting the objectives of the KPI is analyzed during monthly meetings, which are then reported on a monthly and annual basis.

One of the measurable objectives of the KPI is to generate 95% of the identified interim assessment reports within five business days. Information is uploaded into the Instructional Data Management System (IDMS) then is available for administrators, site coordinators, and area administrators to analyze and make decisions based on the results. By staying in constant communication with the CCSD Testing Department on the number of results that have been scanned into the system, the IDS Department has not only been able to achieve this objective, but surpass it.

Case in point, the IDS Department generated 95% of the identified Interim Assessment reports on average within two to three business days versus the original target of five business days. Aside from the time savings, IDS was able to re-engineer workflow processes to generate cost savings in excess of \$41,000. According to the Director of School Improvement, Deb Roberson, IDS now generates data reports through e-mail directly to the schools. This action alleviates school staff from having to create reports at each location. The IDS staff provided the following approximation of results from their latest report: 348 sites x 1 hour each @ \$30 per hour x 4 reporting sessions = \$41,760 in savings.

This type of quality minded thinking and leadership clearly shows why CCSD was prestigiously recognized as a best practice school district by the American Productivity Quality Center (APQC). Furthermore, the CCSD was selected to serve as an APQC "Hub-and-Spoke" pilot project for the Southwest region of the United States. IDS has greatly contributed to the CCSD being the only district among the nation's 10 most populous districts to have met all federal benchmarks for the federal No Child Left Behind Act for two consecutive years, 2006-2007 and 2007-2008. In closing, the formula to the IDS Department's success is simple; **Quality People + Quality Thinking = Quality Results.**

CCSD Operations Department - Total Cost Avoidance \$201,331


In looking for innovative ways to create efficiency and save money, Dollye Maestas and the Operation's team developed a measurable objective with the goal of improving gym floor maintenance at all high schools and middle schools. Maestas stated, "The purpose is to help reduce the cost of refinishing the high school and middle school gym floors. This maintenance program will allow Operations crews to completely refinish gym floors every other year. This new innovative process is used to restore the cosmetic appearance to a higher gloss. The cleaning and burnishing process will be completed the following year." According to Todd Arellano and Toby Peck, when properly using this process, it will improve the appearance level, extend the refinishing cycle, and increase the sustainability of the program. In addition, the program will reduce cost by approximately 89% biennially, which will equate to a savings of approximately \$201,331.



A SHINING EXAMPLE OF QUALITY THINKING

Support Staff Training & Development Department (SST&D)- Total Cost Savings \$5,101

SST&D is constantly looking for ways to improve the level of its service and ways in which the department can save time and money. By examining its process of instructional delivery, SST&D turned to available technologies to create efficiencies. SST&D Director, Dr. Jeff Hafen, stated "Virtual training is real time training conducted remotely over the Internet. It saves the cost and time of a staff member driving across the city to a training conference room. In turn this positively effects productivity because the staff member is away from work for a shorter period of time. Dr. Hafen said they have developed three different virtual trainings to date: Risk Management's Heat Exhaustion, FERPA – Parts A, B, C and D, and Forklift Training. In addition, SST&D is collaborating with other CCSD departments to identify needs that can be met via virtual trainings. "We will host more virtual courses and forums" stated Dr. Hafen. For example, we are partnering with the Internal Audit Department, Administrative Leadership Department, and the Accounting Department to facilitate courses on banking skills for the purpose of increased banking accuracy and clean audits. Additionally, we are partnering with the Education Services Division to present courses on educational neglect and truancy to principals and their secretaries. "The sky is the limit," exclaimed Dr. Hafen. Great job SST&D. Keep the good ideas coming!

09/10 Virtual Training	Number of Participants	Training Miles Saved	Travel Time Saved	Travel Cost Saved	Productivity Savings	Total Cost Savings
						
13	220	6,386	106	\$3,193	\$1,908	\$5,101

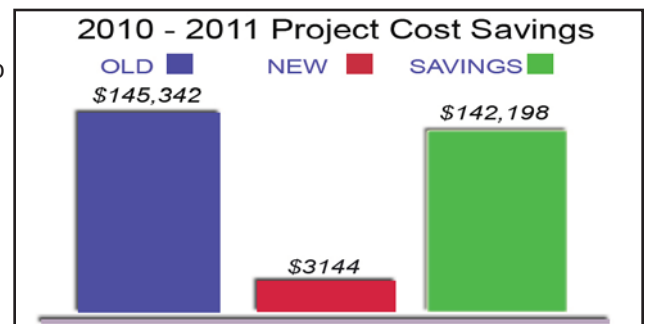


Magnet and Career & Technical Academies - \$142,198

The Magnet and Career and Technical Academies department chose a measurable objective that would increase the accuracy of data input and decrease the time required for input. The departments, efforts and teamwork resulted in a cost avoidance of \$142,198. According to Kelly Bucherie, Academic Manager, efforts were focused on improving a key process that was identified in need of streamlining. Bucherie went on to say, "Currently each secondary

TIME IS MONEY AND MONEY IS TIME!

school must input grade and testing data for each application received in order to determine qualification. Many applicants apply to multiple schools, yet each school is required to input and calculate identical data for the same applicant. It takes approximately 15 minutes to manually process an applicant. By using quality tools such as root cause analysis to solve the problem, the department was able to improve the accuracy and streamline the process." In addition, Michelle Fields, MIS/DP Technology Specialist, stated they also looked for best practices from other districts such as: Charlotte-Mecklenburg School District, Montgomery Public Schools, Chicago Public Schools, and Dallas Independent School District.



This is a great example of team work and continual improvement that helps improve our services and products to our teachers and students and also for leadership to make better data driven decisions.



MPS Auditor Bernard Scott

A Call to Service - An Interview With Bernard Scott

Being an MPS Auditor can be a new and exciting experience, and is definitely a call to service. In this issue of the *Results* newsletter, we would like to highlight veteran auditor Bernard Scott, Maintenance Lead, for the CCSD Landscaping and Grounds section of the Operations Department. Bernard has served the District for over 13 years, 11 of those years in the Grounds section. It is not hard to tell that Bernard values and invites the challenge of auditing as you can tell from the following interview.

MPS: What prompted you to want to become an MPS auditor?

B. Scott: What sparked an interest in me personally about becoming an MPS auditor is when our department was first audited. It allowed a fresh set of eyes to discover opportunities for improvement that internally, we were not seeing. What was also pleasantly surprising was the District was finally bringing a process which helped the department set a direction and look for

a formal organized way to continually improve our service for our students and staff members, and basically just getting things turned around in a different direction.

MPS: What does it mean to you to be an MPS Auditor?

B. Scott: When I audit, I see myself as helping people within the District to better understand what they do; in terms of customer requirements, developing and following procedures to become more efficient, and how to save the District money and time. This type of thinking, I believe, is a must for the District to navigate the turbulent waters ahead. To me, when all is said and done, I am checking to see if the department is being productive and adding value to the mission of the District.

MPS: Are you surprised at what you find when conducting MPS audits within other departments?

B. Scott: What many do not see is the fantastic work that is being performed by CCSD staff. There are many bright and talented people that are working hard behind the scenes to bring about positive change. Many of the groups I have audited personally do not let the dust settle like they once perhaps did. They are constantly looking for ways to improve their service to the District, and the momentum seems to be building, even in the face of adversity. These people are making sure that our children have the best education with the resources available to us. Another thing I relish is that I see how much communication has improved. Lastly, being an MPS auditor has provided me with the opportunity to bring back best practices I discover during my audits to help my department improve and become more efficient. This is one of the best programs I have seen implemented in this District to improve operational efficiency and increase morale and I am proud to be part of it.



MPS Process Auditor Class of Fall 2009

- | | |
|-------------------|------------------|
| Thomas Bean | Abby Negash |
| Kristin Blake | Paula Matta |
| Brian L. Stephens | Charles L. Jones |
| Linda Beesley | Karl Coleman |
| | Stephanie Givens |

Congratulations to our newest MPS Process Auditors! CCSD process audits are an important part of preparing a division/department for a certification or surveillance audit. The CCSD process audit team is comprised of CCSD staff members who are nominated by their MRT representative. The MPS office would like to thank all MPS auditors who assisted the District in preparing for the 2010 re-certification audits. If you would like to find out more about becoming a process auditor, contact your MRT representative or the MPS office at 855-5448.

Imagination is more important than knowledge. For while knowledge defines all we currently know and understand, imagination points to all we might yet discover and create.
- Albert Einstein

SAVE THE DATE

MPS General Training	Process Auditor Training
TBA	Fall 2010
MRT Meeting	External Audit
July 22	July 26-28
For More information Contact the MPS Office @ 855-5448 or 799-5343	