COMMONWEALTH of VIRGINIA
Department of Planning and Budget

DANIEL S. TIMBERLAKE
Director

1111 E. Broad Street
Room 5040
Richmond, VA 23219-1922

January 12, 2016

TO: Members, Virginia General Assembly
           Via the Virginia Division of Legislative Automated Services

FROM: Dan Timberlake

SUBJECT: Matrix of School Efficiency Review Recommendations

In response to Item 136, Chapter 665, 2015 Acts of Assembly, the Virginia Department of Planning and Budget (DPB) has developed a matrix of best practices and common recommendations previously reported in School Efficiency Reviews. School divisions may use the model as a guideline for self-directed improvements toward better financial management and use of school division resources.

The matrix is posted on the agency's website at www.DPB.Virginia.Gov/school/Matrix.cfm. At DPB's request, the Virginia Department of Education distributed this information to every local school division via the September 18, 2015, Superintendent's Memo, Number 236-15.

If you have questions concerning this matter, please contact John Ringer, Associate Director of DPB's Best Management Practices Division, at telephone (804) 786-7324 or email John.Ringer@DPB.Virginia.Gov.

Attachment

c: via hard copy
    The Honorable Richard D. Brown
    The Honorable Anne Holton
    Mr. Michael Maul
    Mr. John Ringer
    Dr. Steven R. Staples

Model	Description	Topic	Service area	Source	Website	Year
Characteristics of an effective school board	School boards should maintain characteristics of an effective school board and should perform an annual self-evaluation based on those characteristics.	effective school board	1. Divisional Administration	Center for Public Education	http://www.centerforpubliceducation.org	2014
Deming's Total Quality Management model	Maintain a continuous improvement plan. The Deming model offers 14 key principles for management to follow for significantly improving the effectiveness of a business or organization.	continuous improvement plan	2. Educational service delivery	W. Edwards Deming Institute	https://www.deming.org/theman/theories/fourteenpoints	2015
Synthesis of research regarding cooperative teaching	General education classrooms should be collaborative and inclusive.	cooperative teaching	2. Educational service delivery	University of Kansas	http://www.specialconnections.ku.edu/?q=collaboration/cooperative_teaching	~
The National Association for Gifted Children (NAGC) Programming Standards	Follow National Association for Gifted Children (NAGC) continuum of educational services, classroom resources, and options appropriate to supporting the differences and learning needs of gifted students.	gifted programming standards	2. Educational service delivery	National Association for Gifted Children	http://www.nagc.org.442elmp01.blackmesh.com/sites/default/files/standards/K-12%20programming%20standards.pdf	2010
Mass Customized Learning	Consider a long-term goal of personalized learning for all students.	personalized learning	2. Educational service delivery	Inevitable: Mass Customized Learning by Charles Schwahn and Beatrice McGarvey	http://tie.net/content/customizedLearning/inevitable.htm	2011

Model	Description	Topic	Service area	Source	Website	Year
Response to Intervention (RTI)	School divisions should operate consistent, cohesive division-wide Response to Intervention (RTI) processes that address all aspects of the special education program.	Response to Intervention (RTI)	2. Educational service delivery	National Center on Response to Intervention	http://www.RTI4success.org/sites/default/files/RTI_Framework_Integrity_Rubric_08-25-11.pdf	~
School administrator staffing standards	Compare the ratio of students to school administrators in the school division to peer divisions and to best practice staffing ratios to ensure that ratios are in line with effectively supporting schools.	school administrator staffing standards	2. Educational service delivery	AdvancED Educational Practices Reference Guide	https://www.santarosa.k12.fl.us/pdc/lms/files/AdvancED.pdf	2007
Strategies for Creating Effective School Leadership Teams	If school leadership teams (SLT) are used in the division, its needs should be defined and supported as integral to the on-going work at the school.	school leadership teams	2. Educational service delivery	The School of Education at the College of William and Mary	http://education.wm.edu/centers/ttac/documents/packets/strategiesforCreatingEffectiveSchoolLeadershipTeams.pdf	2014

Model	Description	Topic	Service area	Source	Website	Year
HR and organizational metrics	Use HR organizational metrics to benchmark the efficiency and effectiveness of HR. Evaluate the ratio of HR staff to employees to industry standards and to the ratio in peer divisions to determine if HR is adequately and efficiently supported in the division.	benchmarking HR effectiveness	3. Human resources	Society of Human Resource Management	http://www.shrm.org	2012
Teacher salary schedules	Implement a compensation strategy that rewards early career gains to teacher effectiveness and to provide financial rewards to retain teachers.	compensation strategy	3. Human resources	American Institutes for Research	www.educationsector.org	2009
Employee handbook	Maintain an effective employee handbook - see American Association of School Personnel Administrators (AASPA).	employee handbook	3. Human resources	American Association of School Personnel Administrators (AASPA)	http://aaspa.org/resources/aaspa-publications/	2012
HR management standards	Job descriptions should be updated regularly and should meet the Society for Human Resources Management (SHRM) recommendations for job description components.	job descriptions	3. Human resources	Society for Human Resources Management (SHRM)	http://www.shrm.org/hrstandards/pages/default.aspx	2012

Model	Description	Topic	Service area	Source	Website	Year
International School Business Management Professional Standards and Code of Ethics	Follow payroll standards to ensure that the volume of work does not exceed staffing standards.	payroll standards	3. Human resources	Association of School Business Officials, International (ASBO)	http://www.asbointl.org/asbo/media/documents/Resources/ASBO-Professional-Standards.pdf	2006
Staff development and student achievement	Maintain characteristics of effective professional development, as identified by the Council for School Performance.	professional development	3. Human resources	Council for School Performance	Staff development and student achievement: Making the connection in Georgia schools. Atlanta: School of Policy Studies, Georgia State University.	1998
Custodial costs	Follow industry benchmarks for custodial cost per square foot for public schools.	custodial cost per square foot	4. Facilities	International Facilities Management Association (IFMA)	http://www.ifma.org/	2007
Levels of cleanliness	Maintain a level three standard of cleaning or better.	custodial staff	4. Facilities	Association of Physical Plant Administrators (APPA)	http://appa.org/research/fpi/index.cfm	~
Energy management	Maintain a successful energy management program.	energy management	4. Facilities	Association of School Business Officials (ASBO)	http://nces.ed.gov/pubs2003/2003347.pdf	2003

Model	Description	Topic	Service area	Source	Website	Year
LEED certification	All new schools should be designed and built with Leadership in Energy and Environmental Design (LEED) certification as a goal.	energy management	4. Facilities	U.S. Green Building Council	http://www.usgbc.org/LEED	~
Maintenance department operational efficiency	Use maintenance performance measures to evaluate the efficiency of the maintenance department and to identify areas in need of improvement.	maintenance efficiency	4. Facilities	Managing for Results in America's Great City Schools, Council of Great City Schools; The 38th Annual Maintenance and Operations Costs, the American School and University (AS&U).	http://asumag.com/	~
Maintenance staff ratios	Maintain the number of maintenance staff at best practice levels.	maintenance staff	4. Facilities	Florida Center for Community Design and Research	http://www.fccdr.usf.edu	~
Management by walking around (MBWA)	When a manager/supervisor visits with employees face to face to get a sense of how things are going and listen to what they have to say to share ideas and build rapport.	management by walking around (MBWA)	4. Facilities	Fortune magazine	http://fortune.com/2012/08/23/management-by-walking-around-6-tips-to-make-it-work/	2012

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Bus utilization	Compare the division's ratio of buses per 100 students. In a nominal three-tier bell structure an industry benchmark range is 1.0-1.3, with lower results indicative of more efficient systems.	bus efficiency	6. Transportation	Fairfax School Review, pg. 95	http://www.doe.virginia.gov/school_finance/efficiency_reviews/fairfax.pdf	2013
Bus Replacement	Maintain a 15 year bus replacement plan and fund it in the budget.	bus replacement	6. Transportation	National Association of State Directors of Public Transportation Services	http://www.nasdpts.org/Documents/Paper-BusReplacement.pdf	2002
Cost Efficiency Rating	Compare the expenditures per student to the expenditures per student in division peers.	cost efficiency	6. Transportation	Fairfax School Review, pg. 95	http://www.doe.virginia.gov/school_finance/efficiency_reviews/fairfax.pdf	2013
Mechanic efficiency	Use industry standards of one mechanic for 25-30 buses.	mechanic efficiency	6. Transportation	Bedford School Review, pg. 190	http://www.doe.virginia.gov/school_finance/efficiency_reviews/bedford_co.pdf	2014
Essential technology conditions	School divisions should maintain International Society for Technology in Education's (ISTE) essential conditions in order for schools to effectively leverage technology for learning and ensure the success of students, teachers and administrators.	essential technology conditions	7. Technology	International Society for Technology in Education's (ISTE)	http://www.iste.org/	~
Information Technology Infrastructure Library (ITIL)	Use Information Technology Infrastructure Library (ITIL) frameworks and processes to deliver IT services to customers.	infrastructure frameworks	7. Technology	Association of Modern Technologies Professionals	http://www.itinfo.am/eng/information-technology-infrastructure-library-guide/	2015

Model	Description	Topic	Service area	Source	Website	Year
State initiatives	Take advantage of state initiatives such as the Virginia Department of Education (VDOE) "E-Learning Backpack" initiative that will provide a state share of funding for the deployment of individual student laptop/tablet computers for each high school student on a phased deployment schedule.	state education initiatives	7. Technology	Virginia Department of Education (VDOE)	http://www.doe.virginia.gov/support/technology/technology_initiatives/e-learning_backpack/index.shtml	2015
LoTI Framework for Assessing Teacher Technical Proficiency	Use LoTI Framework for Assessing Teacher Technical Proficiency.	teacher technical proficiency	7. Technology	International Society for Technology in Education's (ISTE)	http://www.iste.org/	~
Technology budgeting	Budget between four and six percent of the overall budget for technology.	technology budget	7. Technology	Gartner Group	http://www.gartner.com/technology/home.jsp	~
Technology staffing ratios	Use the International Society for Technology in Education (ISTE) benchmarking standards to determine the necessary technology staffing and maintain that level of staffing.	technology staffing	7. Technology	International Society for Technology in Education's (ISTE)	http://www.iste.org/	2008
Technology Standards for Students and Instructional Personnel (TSIP)	Teachers should meet or exceed VDOE Technology Standards for Students and Instructional Personnel (TSIP).	technology standards	7. Technology	Virginia Department of Education (VDOE)	http://www.doe.virginia.gov/support/technology/standards/	1998

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Food service budget	School labor and food expenditures should each be 40 percent of the food service budget. The remaining 20 percent of the budget is to be spent on administration, direct and indirect costs, and equipment.	food service budget	8. Food service	National Food Service Management Institute (NFSMI)	http://www.nfsmi.org/	~
Food service efficiency, meal participation	Use best practice strategies for increasing student participation rates for each school i.e. present a wide and varied assortment of fresh items to encourage participation in the school-provided meal program, surveying students, etc. Regularly assess student meal participation and ensure that participation levels meet or exceed industry standards.	meal participation	8. Food service	Pannell-Martin, School Foodservice Management	Pannell-Martin, School Foodservice Management	2000
Food service efficiency, MPLH	Use meal per labor hour (MPLH) best practice guidelines and the Virginia Department of Education School Nutrition Program (SNP) goals for cafeteria staffing to improve food service productivity.	meal per labor hour (MPLH)	8. Food service	Botetourt School Review, page 188	http://www.doe.virginia.gov/school_finance/efficiency_reviews/botetourt.pdf	2015

Service area	Section	Best practice recommendation	Keywords	Review	#	Link (if applicable)
1. Divisional administration	A. Division Management	Organizational alignment in large school divisions, should be designed to ensure clear lines of communication. Management of functions that serve multiple divisions or departments should be assigned reporting to a "neutral" unit to minimize possible influence of outcomes.	central office, organizational structure	Chesterfield	1.8	
1. Divisional administration	A. Division Management	Efficient central office organizational structures have appropriate spans of control for division leadership with clearly defined lines of authority that are reflected in the division's organization charts.	central office, organizational structure, spans of control	Amherst	2.3	
1. Divisional administration	A. Division Management	The board and superintendent should have a collaborative relationship focused on improving student achievement by providing equitable opportunities for all students.	collaborative relationship	Amherst	3.1	
1. Divisional administration	A. Division Management	Have employees in high value offices record desk procedures.	desk procedures	Amherst	2.12	
1. Divisional administration	A. Division Management	Maintain an effective governance structure	effective governance structure	Hanover	1.A	
1. Divisional administration	A. Division Management	Ensure that the instructional department is staffed in a manner that will provide the opportunity for innovation, support for changes in teaching technique, and support for improved student achievement.	instructional department staffing	Amherst	2.4	
1. Divisional administration	A. Division Management	Develop strategies for enhancing parent involvement.	parent involvement	Amherst	2.16	
1. Divisional administration	A. Division Management	The board should make use of training opportunities to expand their professional development.	professional development, school board	Martinsville	2.4	

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1. Divisional administration	A. Division Management	Maintain a positive and professional relationship between the school board, board of supervisors, and school division.	professional relationship, school board relationship	Fluvanna	2.4	
1. Divisional administration	A. Division Management	The school board should have a broad range of shared services, each designed to affect economy of scale and/or greater efficiency and resulting in intergovernmental and agency collaboration.	shared services	Chesterfield	1.D	
1. Divisional administration	A. Division Management	Maintain an effective site-based decision making process with communication strategies among parents, the division office, departments and the schools. Develop a decision making matrix.	site-based decision making	Fairfax	1.4	
1. Divisional administration	A. Division Management	The terms of school board members should be staggered to support continuity.	staggered school board terms, school board	Fairfax	1.0	
1. Divisional administration	A. Division Management	Develop structures that encourage collaboration and communication with all stakeholders.	stakeholder communication	Bedford	2.5	
1. Divisional administration	A. Division Management	Maintain an information system to manage and report student information; training and cross-training should be provided.	student information system	Amherst	2.5	
1. Divisional administration	A. Division Management	Maintain a succession plan and schedule for key division personnel.	succession plan	Chesterfield	1.1	
1. Divisional administration	A. Division Management	Maintain a comprehensive website that provides division information for parents, students, and other stakeholders.	website	Chesterfield	1.I	
1. Divisional administration	B. Policy and Procedures	Maintain a code of ethics policy for board members.	code of ethics	Martinsville	2.1	

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1. Divisional administration	B. Policy and Procedures	Policies should be routinely revised and adopted at board meetings. Maintain board manuals and standard operating and administrative processes and procedures online.	policy and procedure manuals	Martinsville	2.6	
1. Divisional administration	B. Policy and Procedures	Maintain standards of expectations, a detailed walkthrough purpose, and statements of when walkthroughs should be conducted, including specific guidelines.	school walkthroughs	Chesterfield	1.14	
1. Divisional administration	B. Policy and Procedures	Document oversight responsibilities of the school board and the operational expectations of division management in a Strategic Governance Manual.	strategic governance manual	Fairfax	1.1	
1. Divisional administration	C. Planning, Budgeting, and Evaluation	Compare administrative spending per pupil and instruction spending per pupil to peer divisions and determine reasons for differences. Identify reasons for differences and best practices in place; make adjustments to organizational structure as needed.	administrative spending, cost per pupil	Fluvanna	2.0	
1. Divisional administration	C. Planning, Budgeting, and Evaluation	Compare the ratio of students to assistant superintendents in the school division to peer divisions and to best practice staffing ratios to ensure that ratios are in line with effectively supporting schools.	assistant superintendent ratios	Arlington	1.1	https://www.santarosa.k12.fl.us/pdc/lms/files/AdvancED.pdf
1. Divisional administration	C. Planning, Budgeting, and Evaluation	The actual average daily membership (ADM) should be used to project the ADM used in the operating budget.	average daily membership in the budget	Fluvanna	2.12	
1. Divisional administration	C. Planning, Budgeting, and Evaluation	Maintain a comprehensive budget on the division website with a hierarchical structure to easily access lower-level details based on user-defined criteria.	budget on website	Fairfax	1.2	
1. Divisional administration	C. Planning, Budgeting, and Evaluation	Maintain an effective budget process and presentation.	budget process	Hanover	1.C	

Service area	Section	Best practice recommendation	Keywords	Review	#	Link (if applicable)
1. Divisional administration	C. Planning, Budgeting, and Evaluation	The division and all schools should maintain a continuous improvement plan	continuous improvement plan	Fluvanna	2.11	https://www.deming.org/theman/theories/fourteenpoints
1. Divisional administration	C. Planning, Budgeting, and Evaluation	Use data to tackle problems and further self-improvement at both the board and administration levels.	data-driven processes	Arlington	1.A	
1. Divisional administration	C. Planning, Budgeting, and Evaluation	School boards should maintain characteristics of an effective school board and should perform an annual self-evaluation based on those characteristics.	effective school board, self-evaluation, school board	Fluvanna	2.10	http://www.centerforpubliceducation.org; also Virginia School Board Association (VSBO)
1. Divisional administration	C. Planning, Budgeting, and Evaluation	Evaluate internal and external legal services, compare costs to peer divisions, and establish a contract with an outside legal firm(s).	legal services	Chesterfield	1.6	
1. Divisional administration	C. Planning, Budgeting, and Evaluation	Conduct performance-based budgeting; Incorporate efficiency measurement into the budget process and staffing formulas	performance-based budgeting	Hanover	1.4	
1. Divisional administration	C. Planning, Budgeting, and Evaluation	Establish a culture of accountability throughout the entire division by ensuring that all personnel are evaluated annually.	personnel evaluations	Martinsville	2.10	

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1. Divisional administration	C. Planning, Budgeting, and Evaluation	Perform process re-engineering efforts and document procedures to streamline functions, which will reduce demands on clerical staff and allow more time for monitoring data quality, compliance, analysis and problem solving.	process re-engineering	Hanover	1.2	
1. Divisional administration	C. Planning, Budgeting, and Evaluation	Programs should have formative evaluations conducted to determine the need for change and refine strategies for effectiveness and to ensure that the division realizes the greatest benefit from expenditures.	program evaluation	Bedford	2.15	
1. Divisional administration	C. Planning, Budgeting, and Evaluation	All central office directors and supervisors, principals and assistant principals, leadership teams, and teacher leaders should be trained in program evaluation.	program evaluation training	Amherst	2.15	
1. Divisional administration	C. Planning, Budgeting, and Evaluation	Conduct a comprehensive risk assessment.	risk assessment, internal audit	Fairfax	1.3	
1. Divisional administration	C. Planning, Budgeting, and Evaluation	Maintain a comprehensive, long-term, strategic plan with a vision, mission, and goals.	strategic planning	Fluvanna	2.9	
1. Divisional administration	C. Planning, Budgeting, and Evaluation	All school board members should be trained in strategic planning and program evaluation.	strategic planning; program evaluation; school board	Bedford	2.13	
2. Educational service delivery	A. Organization and Management	The Virginia Department of Education requires every division to have a six-year academic plan.	academic plan	Amherst	3.3	

Service area	Section	Best practice recommendation	Keywords	Review	#	Link (if applicable)
2. Educational service delivery	A. Organization and Management	Maintain limits and controls over the use of copiers at the school level and at the department level for secondary schools. Consider alternative methods of getting information, workbooks, and forms to students and expand the use of online teaching tools and smart boards.	paper copier limits and controls	Hanover	2.4	
2. Educational service delivery	A. Organization and Management	The instructional department should have a structure for instructional program monitoring plans that identify annual or required tasks on a calendar and outline annual and long-range goals for each program or curricular area(s).	program monitoring	Botetourt	2.6	
2. Educational service delivery	A. Organization and Management	Maintain standardized master schedules based on research and best practice considering the cost, effectiveness, and advantages of the schedules.	schedules	Bedford	3.3	
2. Educational service delivery	A. Organization and Management	An effective organization structure should logically align functions, have reasonable spans of control, and support accountability for performance.	spans of control	Hanover	2.1	
2. Educational service delivery	B. School Administration and Decision-Making	Schools should use automated technologies to increase operational efficiency.	automated technology	Hanover	2.B	
2. Educational service delivery	B. School Administration and Decision-Making	The instructional department should have an annual, detailed budget that clearly defines annual, regular spending as well as any new or one-time planned expenditures.	budget	Botetourt	2.3	

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2. Educational service delivery	B. School Administration and Decision-Making	Division and school level personnel need appropriately designed decision-making processes to ensure the educational and instructional plans, programs, and performance objectives meet high standards of quality and consistency.	decision-making processes	Amherst	3.4	
2. Educational service delivery	B. School Administration and Decision-Making	The instructional department should maintain annual departmental goals that are comprehensive, aligned with division targets and that are clear to all staff.	departmental goals	Botetourt	2.1	
2. Educational service delivery	B. School Administration and Decision-Making	The instruction department should have job descriptions and evaluations for all positions.	job descriptions and evaluations	Botetourt	2.5	
2. Educational service delivery	B. School Administration and Decision-Making	School office assistant formulas should accurately reflect work demands and should exceed the SOQ minimum state requirements.	office assistant staffing formulas	Fairfax	2.2	
2. Educational service delivery	B. School Administration and Decision-Making	Clearly define and clarify responsibilities in the instructional department; Streamline work and realign organizational structure so that expectations regarding work are clear.	organizational structure	Botetourt	2.A	
2. Educational service delivery	B. School Administration and Decision-Making	Consider a long-term goal of personalized learning for all students.	personalized learning	Bedford	3.2	http://tie.net/content/customizedLearning/inevitable.htm

Service area	Section	Best practice recommendation	Keywords	Review	#	Link (if applicable)
2. Educational service delivery	B. School Administration and Decision-Making	School planning teams may explore the general classroom and school management programs to ensure that consistent behavioral expectations are present across the school setting, and each classroom utilizes a variety of positive strategies to promote adherence to school rules and principles of good school conduct.	school conduct	Bedford	2.8	
2. Educational service delivery	B. School Administration and Decision-Making	If school leadership teams (SLT) are used in the division, its needs should be defined and supported as integral to the on-going work at the school.	school leadership teams	Botetourt	2.4	Strategies for Creating Effective School Leadership Teams http://education.wm.edu/centers/ttac/documents/packets/strategiesforCreatingEffectiveSchoolLeadershipTeams.pdf
2. Educational service delivery	B. School Administration and Decision-Making	Continually evaluate class sizes and staffing formulas (teachers, instructional assistants, counselors, etc.) to peer divisions, determine ratios that are appropriate for the division based on educational research and that best meet the educational needs of students.	staffing formulas	Arlington	2.1	

Service area	Section	Best practice recommendation	Keywords	Review	#	Link (if applicable)
2. Educational service delivery	B. School Administration and Decision-Making	Compare the ratio of students to school administrators in the school division to peer divisions and to best practice staffing ratios to ensure that ratios are in line with effectively supporting schools.	staffing, school administrators	Fairfax	2.B	School administrator staffing standards, AdvancED Educational Practices Reference Guide, 2007 https://www.santarosa.k12.fl.us/pdc/lms/files/AdvancED.pdf
2. Educational service delivery	B. School Administration and Decision-Making	Teachers should be consistent in the use and application of student performance data. School divisions should have a comprehensive ongoing process for analyzing student performance data throughout the school year	student performance data	Bedford	3.5	
2. Educational service delivery	B. School Administration and Decision-Making	Maintain secure storage of student records and management systems.	student record management	Botetourt	2.D	

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2. Educational service delivery	C. Curriculum Policies and Management	Maintain a comprehensive assessment process. Maintain uniform processes, procedures, and sources for administering formative and benchmark assessments aligned to the Virginia SOL.	assessment process	Bedford	3.4	Interrelationships between formative, benchmark, and annual assessments. http://datause.cse.ucla.edu/ba_comprehensive.php#
2. Educational service delivery	C. Curriculum Policies and Management	School divisions should have a consistent plan for curriculum review, update, and adjustment. Maintain processes and procedures that ensure all instruction, pacing guides, and curriculum maps receive timely updates reflecting student learning trends and patterns and that curriculum is implemented with integrity.	curriculum review	Fluvanna	3.7	
2. Educational service delivery	C. Curriculum Policies and Management	Develop and implement a multi-year comprehensive division-wide instructional plan. The plan should interface and work in concert with the strategic, school improvement, instructional technology, and professional development plans.	instructional plan	Bedford	3.8	
2. Educational service delivery	C. Curriculum Policies and Management	Provide a consistent process for how teachers plan and deliver instruction; teachers should be educated in the principles and practices of effective lesson planning and design.	lesson planning and design	Fluvanna	3.10	

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2. Educational service delivery	C. Curriculum Policies and Management	Establish regularly scheduled time for teacher collaboration and implement common release time for staff collaboration and planning.	teacher collaboration	Bedford	3.9	Dufour, R. (2006). Learning by doing: A handbook for professional learning communities at work. Bloomington, IN: Solution Tree.
2. Educational service delivery	C. Curriculum Policies and Management	Centralize the management of textbooks through an automated textbook management system and maintain a user manual with standard guidelines for all schools; provide training for all users.	textbook management	Chesterfield	2.4	
2. Educational service delivery	D. Special Programs	Maintain an Applied Behavior Analysis (ABA) program designed to improve and maintain the skills of teachers who work with students who have autism and related disabilities.	applied behavior analysis	Fairfax	2.2	
2. Educational service delivery	D. Special Programs	Implement a model of instruction that ensures students receiving ESL services have access to the required curriculum and content while learning English.	ESL curriculum	Fairfax	2.5	
2. Educational service delivery	D. Special Programs	Regularly review program services and student demographic and performance data to ensure ESL students are appropriately served.	ESL performance data	Fluvanna	3.14	

Service area	Section	Best practice recommendation	Keywords	Review	#	Link (if applicable)
2. Educational service delivery	D. Special Programs	Follow National Association for Gifted Children (NAGC) continuum of educational services, classroom resources, and options appropriate to supporting the differences and learning needs of gifted students.	gifted education continuum	Bedford	3.12	http://www.nagc.org.442elmp01.blackmesh.com/sites/default/files/standards/K-12%20programming%20standards.pdf
2. Educational service delivery	D. Special Programs	Provide multiple opportunities for the identification of and service to advanced students.	gifted education identification	Amherst	3.11	
2. Educational service delivery	D. Special Programs	Maintain an annual gifted program report for the board and the community.	gifted program report	Botetourt	2.D	
2. Educational service delivery	D. Special Programs	The Individuals With Disabilities Act (IDEA) requirements should be met across the division.	IDEA requirements	Amherst	3.10	
2. Educational service delivery	D. Special Programs	General education classrooms should be collaborative and inclusive.	inclusive education	Amherst	3.4	http://www.specialconnections.ku.edu/?q=collaboration/cooperative_teaching
2. Educational service delivery	D. Special Programs	Maintain local partnerships that support student programs and enhance division-provided staffing.	local partnerships	Botetourt	2.D	
2. Educational service delivery	D. Special Programs	Maintain a long-range plan and delivery model for special education.	long-range plan	Hanover	2.7	

Service area	Section	Best practice recommendation	Keywords	Review	#	Link (if applicable)
2. Educational service delivery	D. Special Programs	School divisions should operate consistent, cohesive division-wide Response to Intervention (RTI) processes that address all aspects of the special education program.	response to intervention	Fluvanna	3.13	http://www.RTI4success.org/sites/default/files/RTI_Framework_Integrity_Rubric_08-25-11.pdf
2. Educational service delivery	D. Special Programs	Provide sufficient training to special education instructional assistants.	special education instructional assistant training	Botetourt	2.D	
2. Educational service delivery	D. Special Programs	Maintain a short- and long-term plan to recruit and retain qualified bi-lingual and ESL teachers and support staff.	teacher recruitment	Botetourt	2.D	
3. Human resources	A. Organization and Management	Use electronic processes instead of manual applications to manage HR activities such as employee vacancies, processing of employment changes, salary transactions, terminations, benefits enrollment, and time and attendance reporting, employee travel, etc.	automate business processes	Amherst	4.B	
3. Human resources	A. Organization and Management	Utilize human resource best practices such as cross training.	cross-training	Botetourt	3.A	
3. Human resources	A. Organization and Management	Implement a customer feedback system that produces information in two regards: evaluating the nature and quality of HR services, and assessing an employee job satisfaction survey	customer feedback	Bedford	4.3	
3. Human resources	A. Organization and Management	Use electronic storage to reduce paperwork and recordkeeping errors to significantly improve efficiency	electronic storage	Bedford	4.2	

Service area	Section	Best practice recommendation	Keywords	Review	#	Link (if applicable)
3. Human resources	A. Organization and Management	Consider using retired principals as substitute administrators when the costs of these substitutes are in line with other substitutes.	hiring retirees	Botetourt	3.B	
3. Human resources	A. Organization and Management	Use HR organizational metrics to benchmark the efficiency and effectiveness of HR. Evaluate the ratio of HR staff to employees to industry standards and to the ratio in peer divisions to determine if HR is adequately and efficiently supported in the division.	HR effectiveness	Bedford	4.A	HR and organizational metrics, http://www.shrm.org
3. Human resources	A. Organization and Management	Provide access to a variety of support materials and data, including access to employment and payroll forms and information	human resources support materials	Botetourt	3.A	
3. Human resources	A. Organization and Management	Follow payroll standards to ensure that the volume of work does not exceed staffing standards.	payroll standards	Botetourt	3.1	http://www.asbointl.org/asbo/media/documents/Resources/ASBO-Professional-Standards.pdf
3. Human resources	A. Organization and Management	Storage of personnel records within the HR office should consistently meet industry standards for storage and security. Reduce paper-based files and adopt electronic record-keeping systems.	personnel records storage	Bedford	4.5	
3. Human resources	A. Organization and Management	Reduce redundant data entry into spreadsheets and databases.	redundant data entry	Arlington	3.3	
3. Human resources	A. Organization and Management	Develop and implement comprehensive staffing standards and a plan that equalizes the number of employees assigned to the various schools and departments based on those standards.	staffing standards	Bedford	4.7	

Service area	Section	Best practice recommendation	Keywords	Review	#	Link (if applicable)
3. Human resources	A. Organization and Management	Examine historical expenditures of substitute teachers and identify strategies for reducing costs.	substitute teacher costs	Fairfax	7.2	
3. Human resources	A. Organization and Management	Monitor teacher attendance and track reasons why substitutes are placed in positions	teacher absences and use of substitutes	Arlington	3.4	
3. Human resources	A. Organization and Management	Establish a centralized master plan for training or professional development.	training plan	Bedford	4.9	
3. Human resources	B. Policies and Procedures	Maintain an effective employee handbook - see American Association of School Personnel Administrators (AASPA).	employee handbook	Fluvanna	4.6	Employee handbook http://aaspa.org/resources/aaspa-publications/
3. Human resources	B. Policies and Procedures	Maintain a HR procedures manual to ensure that both the division and the employees are clear about how work is to be done	HR procedures manual	Botetourt	3.3	
3. Human resources	B. Policies and Procedures	Job descriptions should be updated regularly and should meet the Society for Human Resources Management (SHRM) recommendations for job description components.	job descriptions	Fluvanna	4.5	HR management standards http://www.shrm.org/hrstandards/pages/default.aspx
3. Human resources	B. Recruitment, Hiring, and Retention	Evaluate the need for and participation in the employee assistance program.	employee assistance program	Amherst	4.4	

Service area	Section	Best practice recommendation	Keywords	Review	#	Link (if applicable)
3. Human resources	B. Recruitment, Hiring, and Retention	Provide an employee recognition program that is administered and/or facilitated by HR, principals, and other departmental leaders in the division.	employee recognition program	Amherst	4.8	
3. Human resources	B. Recruitment, Hiring, and Retention	Examine turnover reasons and the turnover rate for each department to identify retention strategies.	employee turnover	Amherst	4.C	
3. Human resources	B. Recruitment, Hiring, and Retention	Use online software tools to support HR functions for hiring of new staff and managing substitutes for staff absences.	HR software tools	Botetourt	3.C	
3. Human resources	B. Recruitment, Hiring, and Retention	Increase the number of teachers in the division who become National Board Certified Teachers	National Board Certification Teacher program	Amherst	4.9	
3. Human resources	B. Recruitment, Hiring, and Retention	Use metrics to track the success and failure of various recruitment and selection activities is essential to a successful hiring process.	recruitment evaluation	Fairfax	7.3	
3. Human resources	B. Recruitment, Hiring, and Retention	Have a recruitment plan and conduct outreach to greater Virginia and other areas to attract and recruit high quality staff for both professional and support positions.	recruitment plan	Botetourt	3.4	
3. Human resources	B. Recruitment, Hiring, and Retention	Evaluate the benefit of paying the teacher license renewal fee for teacher retention purposes.	teacher license renewal fee	Amherst	4.5	

Service area	Section	Best practice recommendation	Keywords	Review	#	Link (if applicable)
3. Human resources	B. Recruitment, Hiring, and Retention	Provide incentives for teaching excellence such as supporting teachers who seek recognition as National Board Certified Teachers (NBCT).	teaching incentives	Fluvanna	4.7	http://www.nap.edu/catalog/12224/assessing-accomplished-teaching-advanced-level-certification-programs
3. Human resources	B. Recruitment, Hiring, and Retention	Evaluate the need for and participation in the tuition reimbursement program.	tuition reimbursement program	Amherst	4.3	
3. Human resources	D. Staff Development	Involve central office instructional personnel in the development of individual campus continuous school improvement plans (CSIPs) especially in regard to needed teacher training.	continuous school improvement plans	Bedford	4.10	
3. Human resources	D. Staff Development	Conduct performance evaluations of all employees.	performance evaluations	Bedford	4.13	

Service area	Section	Best practice recommendation	Keywords	Review	#	Link (if applicable)
3. Human resources	D. Staff Development	Maintain characteristics of effective professional development, as identified by the Council for School Performance.	professional development	Botetourt	3.D	Council for School Performance. (1998). Staff development and student achievement: Making the connection in Georgia schools. Atlanta: School of Policy Studies, Georgia State University.
3. Human resources	D. Staff Development	Maintain a comprehensive division-wide professional development master plan.	professional development master plan	Fluvanna	4.9	
3. Human resources	D. Staff Development	Use an online software tool to manage and track professional development for all employees.	professional development software tool	Fairfax	7.4	
3. Human resources	E. Compensation and Classification Systems	Periodically conduct a compensation and classification study to address or prevent inequity and salary compression issues. Adjust salary schedules when needed.	compensation and classification study	Fluvanna	4.E	
3. Human resources	E. Compensation and Classification Systems	Review medical and dental plans to identify ineligible dependents.	ineligible dependents	Fairfax	7.5	
3. Human resources	E. Compensation and Classification Systems	Require a minimum number of hours worked per week to receive full benefits.	minimum hours for benefits	Fluvanna	4.13	

Service area	Section	Best practice recommendation	Keywords	Review	#	Link (if applicable)
3. Human resources	E. Compensation and Classification Systems	Follow the federal Fair Labor Standards Act (FLSA) for overtime pay for hours worked in excess of 40 in a work week at a rate of at least one and one-half times the regular rate of pay.	overtime pay	Fluvanna	4.14	
3. Human resources	E. Compensation and Classification Systems	Encourage supervisors to use compensatory time off in lieu of cash wages for overtime work.	overtime work	Bedford	4.12	
3. Human resources	E. Compensation and Classification Systems	Publish salary schedules for all employee groups.	salary schedules	Fluvanna	4.10	
3. Human resources	E. Compensation and Classification Systems	Ensure that positions listed in salary schedules match the administrative organizational structure and payroll records.	salary schedules	Amherst	4.13	
3. Human resources	E. Compensation and Classification Systems	Conduct a wage and staffing review with both peer and neighboring divisions at least every two years.	staffing review	Botetourt	3.6	
3. Human resources	E. Compensation and Classification Systems	Implement a compensation strategy that rewards early career gains to teacher effectiveness and to provide financial rewards to retain teachers.	teacher compensation strategy	Fluvanna	4.11	www.educationsector.org
4. Facilities	A. Organization and Management	Maintain administrative costs between 8-15 percent of total costs.	administrative costs	Martinsville	6.1	
4. Facilities	A. Organization and Management	Ensure that specificity exists in the job descriptions of assistant directors of facilities such that positions are not redundant. Consolidate positions when necessary.	assistant directors	Chesterfield	5.1	
4. Facilities	A. Organization and Management	Control change orders on construction projects.	change orders	Chesterfield	5.2	
4. Facilities	A. Organization and Management	Consider establishing a dedicated groundskeeper.	dedicated groundskeeper	Fluvanna	5.5	
4. Facilities	A. Organization and Management	Evaluate historical trends in facility expenditures per square foot to identify cost efficiencies and inefficiencies.	facility expenditures	Fairfax	3.A	

Service area	Section	Best practice recommendation	Keywords	Review	#	Link (if applicable)
4. Facilities	A. Organization and Management	Review school capacity and utilization for long range planning.	long range planning	Hanover	4.A	
4. Facilities	A. Organization and Management	Utilize the Management by Walking Around (MBWA) management method, an unstructured approach to hands-on, direct participation by the managers in the work-related affairs of their subordinates	management by walking around (MBWA)	Martinsville	6.1	
4. Facilities	A. Organization and Management	Use prototype school designs for new construction.	new construction	Chesterfield	5.D	
4. Facilities	A. Organization and Management	Establish performance targets that are in line with operational expectations.	performance targets	Fairfax	3.A	
4. Facilities	A. Organization and Management	Complete an in depth evaluation of school capacity, enrollment projections, operational costs, and the benefits and consequences of school closures.	school closures	Amherst	2.2	
4. Facilities	A. Organization and Management	Periodically evaluate enrollment patterns and school utilization to determine if attendance area boundaries need to be adjusted.	school utilization	Chesterfield	5.4	
4. Facilities	A. Organization and Management	Seek opportunities to be mutually supportive and collaborative with other school divisions and the local government.	shared services	Martinsville	6.5	
4. Facilities	A. Organization and Management	Improve the use of schools by reviewing enrollment projections, geographic proximity and travel time to determine if redistricting, and/or closing or building schools is appropriate.	student enrollment projections	Amherst	2.2	
4. Facilities	B. Plans, Policies, and Procedures	Maintain a current long range facilities master plan.	facilities master plan	Fluvanna	5.6	

Service area	Section	Best practice recommendation	Keywords	Review	#	Link (if applicable)
4. Facilities	B. Plans, Policies, and Procedures	Establish a policy regarding the fees charged for the use of school facilities by non-division entities which is based on actual costs.	facility fees	Botetourt	4.B	
4. Facilities	B. Plans, Policies, and Procedures	Maintain a procedure manual and equipment histories; and maintain board policies.	procedure manual	Fluvanna	5.3	
4. Facilities	B. Plans, Policies, and Procedures	Provide a safe and secure environment for students and staff.	school safety	Fluvanna	5.15	
4. Facilities	B. Plans, Policies, and Procedures	Use reliable tools to project student enrollment.	student enrollment projections	Fluvanna	5.7	
4. Facilities	B. Plans, Policies, and Procedures	Maintain a succession plan for the Facilities Department.	succession plan	Fluvanna	5.3	
4. Facilities	C. Maintenance Operations	Provide access for skilled maintenance staff and zone technicians to all buildings.	access to buildings	Bedford	5.9	
4. Facilities	C. Maintenance Operations	Utilize an evening maintenance shift to reduce school-day interruptions.	evening maintenance	Arlington	4.C	
4. Facilities	C. Maintenance Operations	Maintain up-to-date and fully documented information about the current condition of all facilities.	facilities condition	Fluvanna	5.11	
4. Facilities	C. Maintenance Operations	Maintain fire safety equipment in accordance with adopted codes and best engineering practices.	fire safety	Fluvanna	5.8	
4. Facilities	C. Maintenance Operations	Charge the costs of repair parts for kitchen equipment to the food services department's operating budget.	kitchen equipment repair costs	Chesterfield	5.7	

Service area	Section	Best practice recommendation	Keywords	Review	#	Link (if applicable)
4. Facilities	C. Maintenance Operations	Ensure that maintenance costs are in line with peer school divisions and identify facts and circumstances that justify the higher costs of maintenance activities.	maintenance costs	Chesterfield	5.6	
4. Facilities	C. Maintenance Operations	Use maintenance performance measures to evaluate the efficiency of the maintenance department and to identify areas in need of improvement.	maintenance department efficiency	Arlington	4.C	http://asumag.com/
4. Facilities	C. Maintenance Operations	Organize maintenance crews by geographic area to increase efficiency.	maintenance staff organization	Botetourt	4.A	
4. Facilities	C. Maintenance Operations	Maintain the number of maintenance staff at best practice levels.	maintenance staffing	Fluvanna	5.9	http://www.fccdr.usf.edu
4. Facilities	C. Maintenance Operations	Analyze the maintenance vehicle fleet and develop a plan for replacing vehicles that are beyond their serviceable life.	maintenance vehicle fleet	Hanover	4.4	
4. Facilities	C. Maintenance Operations	Conduct re-engineering study of facilities purchasing and warehousing functions.	re-engineering study	Fairfax	3.3	
4. Facilities	C. Maintenance Operations	Conduct periodic salary benchmark studies in the maintenance area and adjust salaries as appropriate.	salary benchmark studies	Hanover	4.3	
4. Facilities	C. Maintenance Operations	Share maintenance responsibilities with the local government.	shared services, maintenance staffing	Fluvanna	5.9	
4. Facilities	C. Maintenance Operations	Share resources such as facilities and equipment with the local government.	shared services	Botetourt	4-C	

Service area	Section	Best practice recommendation	Keywords	Review	#	Link (if applicable)
4. Facilities	C. Maintenance Operations	Maintain an effective work order process to track work order completion rate and worker productivity and a preventive maintenance program.	work order process and preventive maintenance	Fluvanna	5.10	
4. Facilities	C. Maintenance Operations	Enter all maintenance activities in the work order system including preventative maintenance, minor construction/major maintenance, minor maintenance, and regular work orders.	work order system usage	Arlington	4.1	
4. Facilities	D. Custodial Operations	Maintain a level three standard of cleaning or better.	cleaning standards	Fluvanna	5.D	http://appa.org/research/fpi/index.cfm
4. Facilities	D. Custodial Operations	Follow industry benchmarks for custodial cost per square foot for public schools.	custodial cost per square foot	Fairfax	3.D	http://www.ifma.org/
4. Facilities	D. Custodial Operations	Allocate custodial staff labor costs to food services fund.	custodial labor cost allocation to food services fund	Hanover	4.7	
4. Facilities	D. Custodial Operations	Centralize and consolidate custodial operations.	custodial operations	Fairfax	3.4	
4. Facilities	D. Custodial Operations	Compare average custodial pay to custodial pay in surrounding school divisions.	custodial pay	Fairfax	3.D	
4. Facilities	D. Custodial Operations	Ensure that custodial staff levels are consistent in all reports.	custodial staff levels	Fairfax	3.1	
4. Facilities	D. Custodial Operations	Provide standardized training to custodial staff.	custodial staff training	Fluvanna	5.12	

Service area	Section	Best practice recommendation	Keywords	Review	#	Link (if applicable)
4. Facilities	D. Custodial Operations	Maintain clean schools while staffing custodial positions at or under the best practice	custodial staffing	Botetourt	4.E	
4. Facilities	D. Custodial Operations	Maintain consistent and reasonable costs for custodial supplies across all schools.	custodial supplies cost	Botetourt	4.D	
4. Facilities	D. Custodial Operations	Improve the process for ordering cleaning supplies.	custodial supplies ordering	Arlington	4.2	
4. Facilities	D. Custodial Operations	Maintain a roster of substitute custodians.	substitute custodian roster	Martinsville	6.9	
4. Facilities	D. Custodial Operations	Reduce calendar workdays for custodial staff based on summer cleaning needs.	summer cleaning	Hanover	4.8	
4. Facilities	E. Energy Management	Implement an energy conservation education program for administrators, teachers, and all support staff that is incorporated in the normal daily routine.	energy conservation education	Chesterfield	5.15	
4. Facilities	E. Energy Management	Maintain a successful energy management program.	energy management program	Fluvanna	5.14	http://nces.ed.gov/pubs2003/2003347.pdf
4. Facilities	E. Energy Management	Implement energy savings opportunities in schools with an ENERGY STAR score of less than 75	energy savings	Fairfax	3.6	
4. Facilities	E. Energy Management	Record monthly utility bills and communicate usage and costs to the general staff; target the most expensive utilities and work to reduce consumption.	energy usage	Fluvanna	5.E	

Service area	Section	Best practice recommendation	Keywords	Review	#	Link (if applicable)
4. Facilities	E. Energy Management	All new schools should be designed and built with Leadership in Energy and Environmental Design (LEED) certification as a goal.	LEED certification	Fluvanna	5.13	http://www.usgbc.org/LEED
4. Facilities	E. Energy Management	Accommodate all students in permanent facilities which are more economical, more energy efficient and more secure than mobile classrooms.	mobile classroom use	Fluvanna	5.2	
5. Financial management	A. Organization, Management, and Staffing	Maintain an up-to-date listing of authorized positions to help ensure that only approved positions are filled.	authorized position listing	Amherst	6.3	
5. Financial management	A. Organization, Management, and Staffing	The school division should create an agreement with the local government to retain two-thirds of its operating fund balance in a capital reserve account.	capital reserve account	Botetourt	5.B	
5. Financial management	A. Organization, Management, and Staffing	Consolidate finance related functions with the local government to produce efficiencies and cost savings for county taxpayers.	consolidate finance with local government	Chesterfield	2.1	
5. Financial management	A. Organization, Management, and Staffing	Identify critical financial processes and ensure that employees are cross trained for each financial operation.	cross-training	Martinsville	4.2	
5. Financial management	A. Organization, Management, and Staffing	Improve the management of finance functions through the development of job descriptions, training opportunities, and an annual performance evaluation of employees in the Finance Office.	finance employees	Martinsville	4.1	
5. Financial management	A. Organization, Management, and Staffing	Maintain a grants program that ensures expenditures are made in compliance with grant provisions and reimbursements are made in a timely manner.	grants program	Chesterfield	2.1	
5. Financial management	A. Organization, Management, and Staffing	Lump-sum appropriation offers the division complete flexibility in meeting changing needs.	lump-sum appropriation	Botetourt	5.A	

Service area	Section	Best practice recommendation	Keywords	Review	#	Link (if applicable)
5. Financial management	A. Organization, Management, and Staffing	Reassign the payroll clerk to the Finance Department.	payroll clerk	Botetourt	5.A	
5. Financial management	A. Organization, Management, and Staffing	Compare composite index, administrative spending and historical receipts by funding source for the division and its peers.	spending comparisons	Botetourt	5.B	
5. Financial management	A. Organization, Management, and Staffing	Evaluate finance staff workloads and adjust workloads as needed.	staff workloads	Fluvanna	6.2	
5. Financial management	B. Financial Performance	Student activity funds should be audited by an outside auditor on an annual basis.	activity fund audit	Fluvanna	6.8	
5. Financial management	B. Financial Performance	Consistently maintain a low administrative cost ratio.	administrative cost ratio	Bedford	6.4	
5. Financial management	B. Financial Performance	Present significant budget changes to the school board for information and include financial results of such actions in the revised budget column of the monthly financial report.	budget changes	Botetourt	5.4	
5. Financial management	B. Financial Performance	Provide managers with budgets related to their area of responsibility and expect them to make fiscal decisions that are within their span of influence and the budget.	budget responsibility	Botetourt	5.3	
5. Financial management	B. Financial Performance	Ensure that all costs are accurately recorded and reported.	cost report	Fluvanna	6.9	
5. Financial management	B. Financial Performance	Ensure that finance staffing is sufficient to complete finance-related functions.	finance staffing	Amherst	6.2	
5. Financial management	B. Financial Performance	Provide detailed and summary level expenditure and revenue reports, as well as fund balance information, for monthly school board review.	management summary report	Botetourt	5.1	

Service area	Section	Best practice recommendation	Keywords	Review	#	Link (if applicable)
5. Financial management	B. Financial Performance	Maintain a payroll reconciliation process that ensures contract employees are paid correctly after changes are made to their pay amounts.	payroll reconciliation	Bedford	6.7	
5. Financial management	B. Financial Performance	Implement a procurement training plan.	procurement training plan	Arlington	5.1	
5. Financial management	B. Financial Performance	Separately maintain program funds i.e. for the food service program and the extended education program.	program funds	Fluvanna	6.7	
5. Financial management	B. Financial Performance	Maintain guidelines for the use of purchase orders.	purchase order guidelines	Fluvanna	6.5	
5. Financial management	B. Financial Performance	Establish a standard form and process for personnel changes such as employee compensation and other employee data.	standard form for personnel changes	Amherst	6.6	
5. Financial management	B. Financial Performance	Ensure timely deposits and/or transfers of funds.	timely deposits	Fluvanna	6.4	
5. Financial management	B. Financial Performance	Ensure timely payments to vendors.	timely payments	Fluvanna	6.3	
5. Financial management	B. Financial Performance	Implement a "just-in-time" inventory process to the warehouse operation.	warehouse inventory process	Fairfax	6.E	
5. Financial management	B. Financial Performance	Develop formal workers compensation and safety policies and procedures.	workers compensation	Bedford	6.3	
5. Financial management	B. Financial Performance	Year-end balances remaining in funds allocated to schools should be returned to division funds.	year-end balances	Bedford	6.10	

Service area	Section	Best practice recommendation	Keywords	Review	#	Link (if applicable)
5. Financial management	C. Planning and Budgeting	Consolidate schools' Student Activity Fund (SAF) bank accounts into one or two division wide accounts to better manage school funds and to eliminate employees making trips to the bank.	activity fund bank accounts	Fairfax	6.3	
5. Financial management	C. Planning and Budgeting	Provide a detailed budget development calendar.	budget calendar	Botetourt	5.7	
5. Financial management	C. Planning and Budgeting	Provide an open, user-friendly budget development process with opportunities for public input.	budget development	Fluvanna	6.10	
5. Financial management	C. Planning and Budgeting	The budget document should be comprehensive and easy to understand.	budget document	Fluvanna	6.11	
5. Financial management	C. Planning and Budgeting	Develop an annual budget format for public review that provides all readers with easy, user-friendly access to the data.	budget for public	Botetourt	5.9	
5. Financial management	C. Planning and Budgeting	Compile and analyze long-term trend data for the budget presentation.	budget presentation	Martinsville	4.8	
5. Financial management	C. Planning and Budgeting	Separately identify and summarize budget reductions resulting from cuts, efficiencies, and program shifts.	budget reductions	Fairfax	6.1	
5. Financial management	C. Planning and Budgeting	Implement a budgetary process that establishes division goals and priorities relative to business and finance operations in addition to instructional goals.	budgetary process	Martinsville	4.6	
5. Financial management	C. Planning and Budgeting	Prepare routine financial reports for the food services program that show the results of operations.	financial reports	Fluvanna	6.13	
5. Financial management	C. Planning and Budgeting	Allocate all eligible indirect costs to the food and nutrition services operation.	indirect costs	Fairfax	6.0	

Service area	Section	Best practice recommendation	Keywords	Review	#	Link (if applicable)
5. Financial management	C. Planning and Budgeting	Prepare routine financial reports for the nutrition program that show the results of operations.	nutrition program reports	Bedford	6.14	
5. Financial management	C. Planning and Budgeting	Solicit internal and external stakeholder input into the budget process.	stakeholder input in budgetary process	Martinsville	4.6	
5. Financial management	C. Planning and Budgeting	Develop and implement a zero-based budgeting process that delineates and prioritizes the true needs of the division.	zero-based budgeting	Botetourt	5.8	
5. Financial management	D. Policies, Procedures, and Use of Administrative Technology	Maintain written reporting guidelines for student activity funds with established deadlines.	activity funds guidelines	Fluvanna	6.18	
5. Financial management	D. Policies, Procedures, and Use of Administrative Technology	Develop and implement a comprehensive school activity funds manual that includes procedures for all funds accounted for at the school level.	activity funds manual	Martinsville	4.10	
5. Financial management	D. Policies, Procedures, and Use of Administrative Technology	Require schools to submit monthly activity fund reports that include bank reconciliations to the finance office in a timely manner and develop guidelines for finance staff to review reports for internal control purposes.	activity funds reports	Amherst	6.8	
5. Financial management	D. Policies, Procedures, and Use of Administrative Technology	Use the same software in all schools to account for student activity funds.	activity funds software	Fluvanna	6.17	

Service area	Section	Best practice recommendation	Keywords	Review	#	Link (if applicable)
5. Financial management	D. Policies, Procedures, and Use of Administrative Technology	Requires direct deposit of employee pay, which increases efficiency and reduces processing cost.	direct deposit	Fluvanna	6.14	
5. Financial management	D. Policies, Procedures, and Use of Administrative Technology	Require central office approval before deleting items from the fixed asset listing to improve internal controls.	division asset management internal controls	Bedford	6.17	
5. Financial management	D. Policies, Procedures, and Use of Administrative Technology	Track division assets and have policies that provide direction on how the assets are to be managed.	division asset management policies	Fluvanna	6.20	
5. Financial management	D. Policies, Procedures, and Use of Administrative Technology	Develop processes to ensure that fixed asset items are added to the fixed asset system in a timely manner.	division asset management processes	Bedford	6.18	
5. Financial management	D. Policies, Procedures, and Use of Administrative Technology	Use electronic transfers to pay employees and vendors, resulting in efficiency gains.	electronic transfers	Fairfax	6.3	
5. Financial management	D. Policies, Procedures, and Use of Administrative Technology	Provide departments and schools with detailed user manuals to guide them in completing duties related to finance and budget responsibilities.	finance and budget user manuals	Fluvanna	6.21	

Service area	Section	Best practice recommendation	Keywords	Review	#	Link (if applicable)
5. Financial management	D. Policies, Procedures, and Use of Administrative Technology	Identify all critical functions performed by finance staff and document procedures in a comprehensive procedures manual.	finance procedures manual	Fluvanna	6.24	
5. Financial management	D. Policies, Procedures, and Use of Administrative Technology	Maintain written desk procedures that document the important daily duties of the finance staff.	finance staff desk procedures	Fluvanna	6.22	
5. Financial management	D. Policies, Procedures, and Use of Administrative Technology	Provide a modern, integrated resource management system that fully integrates all accounting, purchasing and personnel functions within an integrated software platform.	financial management software	Botetourt	5.D	
5. Financial management	D. Policies, Procedures, and Use of Administrative Technology	Provide instructions and technical support to staff on the financial system.	financial system support	Botetourt	5.A	
5. Financial management	D. Policies, Procedures, and Use of Administrative Technology	Give schools and departments access to their accounts on the general ledger to eliminate the need for maintaining a separate set of books.	general ledger access	Hanover	5.3	
5. Financial management	D. Policies, Procedures, and Use of Administrative Technology	Strengthen internal controls over assets by separating finance duties.	internal controls	Martinsville	4.4	

Service area	Section	Best practice recommendation	Keywords	Review	#	Link (if applicable)
5. Financial management	D. Policies, Procedures, and Use of Administrative Technology	Ensure that the financial management system can track leave balances for employees that work in more than one program.	leave tracking	Fluvanna	6.15	
5. Financial management	D. Policies, Procedures, and Use of Administrative Technology	Bid for child nutrition maintenance services on an annual basis and develop a process to effectively monitor and validate invoices.	nutrition maintenance services	Amherst	6.20	
5. Financial management	D. Policies, Procedures, and Use of Administrative Technology	Delegate purchasing authority to schools and departments through an automated P-card program.	purchasing authority	Hanover	5.4	
5. Financial management	D. Policies, Procedures, and Use of Administrative Technology	Acquire and implement an automated timekeeping system.	timekeeping system	Bedford	6.15	
5. Financial management	E. Contracting	Continually evaluate existing contracts to determine if the division is getting the best value possible through the contracting arrangement	best value contracting	Botetourt	5.E	
5. Financial management	E. Contracting	Analyze commodity codes for contract purchasing.	commodity codes	Hanover	5.5	

Service area	Section	Best practice recommendation	Keywords	Review	#	Link (if applicable)
5. Financial management	E. Contracting	Partner with the local government on property and fidelity insurance coverage, to save premium amounts and in deductible amounts.	insurance coverage	Fairfax	6.E	
6. Transportation	A. Organization and Staffing	Maintain a bus driver carpool to save bus miles and fuel.	bus driver carpool	Fluvanna	7.2	
6. Transportation	A. Organization and Staffing	Offer more opportunities for drivers to obtain full-time employment to stabilize the driver pool.	bus driver employment	Bedford	7.2	
6. Transportation	A. Organization and Staffing	Pay bus drivers on an hourly basis and not per route or per day.	bus driver pay	Fluvanna	7.3	
6. Transportation	A. Organization and Staffing	Use an automated calling system to fill needed driver substitute vacancies.	bus driver substitute calling system	Bedford	7.8	
6. Transportation	A. Organization and Staffing	Maintain a schedule for 30 days bus inspections and place reminder cards on the dashboards to communicate the schedule to drivers.	bus inspection schedule	Fluvanna	7.1	
6. Transportation	A. Organization and Staffing	Ensure that central office staffing can sufficiently support transportation operations.	central office transportation staffing	Bedford	7.1	
6. Transportation	A. Organization and Staffing	Maintain a consolidated management structure for bus operations and maintenance.	consolidated management	Fluvanna	7.6	
6. Transportation	A. Organization and Staffing	Improve recognition for school bus drivers, school bus driver aides, and other transportation personnel.	employee recognition	Martinsville	7.3	

Service area	Section	Best practice recommendation	Keywords	Review	#	Link (if applicable)
6. Transportation	A. Organization and Staffing	Provide all transportation department employees with a written job description and job responsibilities	job descriptions	Botetourt	6.1	
6. Transportation	A. Organization and Staffing	Implement annual performance evaluations for transportation personnel.	performance evaluations	Martinsville	7.2	
6. Transportation	A. Organization and Staffing	Reduce the span of control of the transportation coordinator by hiring lead bus drivers when the number of drivers is high.	span of control	Martinsville	7.3	
6. Transportation	A. Organization and Staffing	The number of substitute bus drivers and bus aides must provide sufficient coverage for scheduled, daily school bus routes.	substitute bus drivers	Botetourt	6.2	
6. Transportation	B. Planning, Policies, and Procedures	Maintain formal guidelines and criteria for taking buses home.	bus guidelines	Fluvanna	7.12	
6. Transportation	B. Planning, Policies, and Procedures	Frequently check the status of all commercial drivers' licenses issued to bus drivers.	commercial drivers' licenses	Amherst	7.7	
6. Transportation	B. Planning, Policies, and Procedures	Develop an annual assessment of Head Start transportation costs and request reimbursement to cover all relevant costs.	cost reimbursement	Bedford	7.5	
6. Transportation	B. Planning, Policies, and Procedures	Maintain internal desk procedures.	desk procedures	Fluvanna	7.8	

Service area	Section	Best practice recommendation	Keywords	Review	#	Link (if applicable)
6. Transportation	B. Planning, Policies, and Procedures	Provide a driver's handbook for all bus drivers that includes acceptable practice and management expectations.	driver's handbook	Fluvanna	7.10	
6. Transportation	B. Planning, Policies, and Procedures	Provide written guidelines for reimbursement of extracurricular bus trips and the amount of costs that should be reimbursed in the financial management handbook.	extracurricular bus trip guidelines	Fluvanna	7.11	
6. Transportation	B. Planning, Policies, and Procedures	Adopt an off-the-shelf field trip software package.	field trip software	Bedford	7.14	
6. Transportation	B. Planning, Policies, and Procedures	Develop standards for evaluating the potential for outsourcing transportation operations.	outsourcing	Botetourt	6.4	
6. Transportation	B. Planning, Policies, and Procedures	Include the transportation supervisor in transportation planning of children with special needs.	special needs transportation plan	Fluvanna	7.5	
6. Transportation	B. Planning, Policies, and Procedures	Maintain performance measures and benchmarks for transportation operations and use results to identify where improvements should be made.	transportation performance evaluation	Fluvanna	7.4	
6. Transportation	B. Planning, Policies, and Procedures	Maintain a documented transportation plan for all students that ride division buses or cars.	transportation plan	Fluvanna	7.7	

Service area	Section	Best practice recommendation	Keywords	Review	#	Link (if applicable)
6. Transportation	C. Routing and Scheduling	Use automated bus routing software.	automated bus routing software	Fluvanna	7.14	
6. Transportation	C. Routing and Scheduling	Provide an automated telephone service that supplies the latest information on school closings or delays.	automated telephone service	Hanover	6.B	
6. Transportation	C. Routing and Scheduling	Establish a centralized dispatch and customer-response call center.	centralize dispatch	Fairfax	4.2	
6. Transportation	C. Routing and Scheduling	Compare cost per student, miles, operational cost per mile, and ratio of riders per average daily membership to peer school divisions to identify divisions that may be conducting best practices that can be applied. Regular transportation and special education should be compared separately.	cost comparisons and best practices	Fluvanna	7.0	
6. Transportation	C. Routing and Scheduling	Reduce the deadhead mileage and develop policy and procedures for an annual review process to reduce deadhead mileage in order to control costs.	deadhead miles	Botetourt	6.6	
6. Transportation	C. Routing and Scheduling	Run dual bus routes by adjusting bell times; run more than one in the morning and more than one in the afternoon for each bus.	dual bus routes	Fluvanna	7.15	
6. Transportation	C. Routing and Scheduling	Determine the number of buses per 100 students for the past 5 years. In a nominal three-tier bell structure an industry benchmark range is 1.0-1.3, with lower results indicative of more efficient systems.	bus utilization	Fairfax	4.3	http://www.doe.virginia.gov/school_finance/efficiency_reviews/fairfax.pdf

Service area	Section	Best practice recommendation	Keywords	Review	#	Link (if applicable)
6. Transportation	C. Routing and Scheduling	Conduct preventative maintenance inspections each month for all buses and automobiles used to transport students.	preventative vehicle maintenance	Amherst	7.18	
6. Transportation	C. Routing and Scheduling	Maintain a controlled and efficient purchasing plan for parts and services.	purchasing parts and services	Amherst	7.19	
6. Transportation	C. Routing and Scheduling	Review and revise, if possible, all school bus routes which have a ride-time more than 60 minutes.	ride-time	Botetourt	6.5	
6. Transportation	C. Routing and Scheduling	Bus drivers and the transportation coordinator should maintain route change logs to preserve a record of up-to-date route plans.	route change logs	Amherst	7.5	
6. Transportation	C. Routing and Scheduling	Establish the accommodation of special needs transportation in the "least restrictive environment" to improve the service environment for this student population as well as enhance efficiency.	special needs transportation in least restrictive environment	Fairfax	4.C	
6. Transportation	C. Routing and Scheduling	Adopt a board policy on school walk zones and an acceptable distance for students to walk to a bus stop, with consideration for hazardous areas.	student walking and hazardous areas	Bedford	7.10	
6. Transportation	C. Routing and Scheduling	Implement tiered school start times with the elementary students in the earlier tier and the secondary students in the later tier.	tiered school start times	Bedford	7.9	
6. Transportation	D. State Reporting	Use the data in the state reports as a starting point to compile annual comparisons of the transportation operation.	state report data	Bedford	7.15	

Service area	Section	Best practice recommendation	Keywords	Review	#	Link (if applicable)
6. Transportation	D. State Reporting	Establish a committee and develop a written procedure for reviewing and evaluating the VDOE annual Warnings Report.	warnings report	Botetourt	6.7	
6. Transportation	E. Training and Safety	Ensure that the majority of the mechanics are Automotive Service Excellence (ASE) certified.	Automotive Service Excellence (ASE) certified	Martinsville	7.5	
6. Transportation	E. Training and Safety	Cross-train bus drivers on all classifications of buses used by the division.	bus driver cross-training	Amherst	7.10	
6. Transportation	E. Training and Safety	Periodic training sessions should be provided by VDOE-certified trainers to refresh bus drivers with information pertaining to safe operation of buses and other issues pertaining to student transportation.	bus driver training	Amherst	7.14	
6. Transportation	E. Training and Safety	Provide annual vehicle maintenance training to school bus mechanics.	bus mechanic training	Botetourt	6.C	
6. Transportation	E. Training and Safety	Bus boarding and dismissal should be organized and orderly with adequate staff supervision.	bus safety	Botetourt	6.3	
6. Transportation	E. Training and Safety	Provide radio system coverage for school bus drivers with a modern digital system and facility.	radio system coverage	Hanover	6.D	
6. Transportation	E. Training and Safety	Require bus drivers or transportation aides to walk from front to back at the end of each assigned route to ensure that no child is left on the bus and to retrieve any large debris from under the seats, on the seats, and in the aisles.	safety and cleaning check	Amherst	7.6	
6. Transportation	F. Vehicle Maintenance and Bus Replacement Schedules	Bus repair facilities should be kept clean, organized, and well maintained.	bus repair facilities	Fluvanna	7.18	

Service area	Section	Best practice recommendation	Keywords	Review	#	Link (if applicable)
6. Transportation	F. Vehicle Maintenance and Bus Replacement Schedules	Maintain a 15 year bus replacement plan and fund it in the budget.	bus replacement plan	Fluvanna	7.19	http://www.nasdpts.org/Documents/Paper-BusReplacement.pdf
6. Transportation	F. Vehicle Maintenance and Bus Replacement Schedules	Consider consolidating the division garage with the local government and relocating all school division maintenance services to the consolidated facility.	consolidated garage	Bedford	7.18	
6. Transportation	F. Vehicle Maintenance and Bus Replacement Schedules	Use industry standards of one mechanic for 25-30 buses.	mechanic staffing ratio	Bedford	7.18	http://www.doe.virginia.gov/school_finance/efficiency_reviews/bedford_co.pdf
6. Transportation	F. Vehicle Maintenance and Bus Replacement Schedules	Maintain no more than a 25 percent spare bus ratio.	spare bus ratio	Botetourt	6.10	
6. Transportation	F. Vehicle Maintenance and Bus Replacement Schedules	Use a computerized vehicle maintenance information system (VMIS).	vehicle maintenance information system	Botetourt	6.8	
6. Transportation	F. Vehicle Maintenance and Bus Replacement Schedules	Eliminate excessive number of "white fleet" sedans and trucks.	white fleet	Botetourt	6.12	
7. Technology	A. Organization and Staffing	The technology department should be staffed well enough to not have a back log of technical support requests.	back log	Fluvanna	8.3	

Service area	Section	Best practice recommendation	Keywords	Review	#	Link (if applicable)
7. Technology	A. Organization and Staffing	Teachers should meet or exceed VDOE Technology Standards for Students and Instructional Personnel (TSIP).	instructional personnel staffing	Fluvanna	8.6	http://www.doe.virginia.gov/support/technology/standards/
7. Technology	A. Organization and Staffing	Maintain detailed job descriptions for each information technology position.	job descriptions	Martinsville	8.2	
7. Technology	A. Organization and Staffing	Instructional Technology Resource Teacher (ITRT) staffing should meet or exceed the Virginia Standard of Quality (SOQ) requirements.	resource teacher staffing	Fluvanna	8.6	
7. Technology	A. Organization and Staffing	Use the International Society for Technology in Education (ISTE) benchmarking standards to determine the necessary technology staffing and maintain that level of staffing.	technology staffing	Fluvanna	8.20	http://www.iste.org/STANDARDS
7. Technology	B. Staff Development	Technology staff should be cross-trained.	cross-training	Fluvanna	8.3	
7. Technology	B. Staff Development	Professional development opportunities should be provided on specialized training of new features, support issues, and interface software solutions and should be funded in the budget.	professional development	Fluvanna	8.4	
7. Technology	B. Staff Development	Maintain an information technology professional development plan and portal for all staff.	professional development plan	Martinsville	8.3	
7. Technology	B. Staff Development	Use LoTI Framework for Assessing Teacher Technical Proficiency.	teacher technical proficiency assessment	Martinsville	Exh 8.18	http://www.iste.org/

Service area	Section	Best practice recommendation	Keywords	Review	#	Link (if applicable)
7. Technology	C. Instructional and Administrative Technology	Implement a bring your own device (BYOD) program.	bring your own device	Fairfax	5.F	
7. Technology	C. Instructional and Administrative Technology	Improve data integration between software applications used for central administrative functions such as payroll, finance, and human resources in order to reduce duplicative data entry.	data integration	Amherst	8.4	
7. Technology	C. Instructional and Administrative Technology	Develop guidelines that govern the process for deploying new technologies.	new technology deployment guidelines	Bedford	8.6	
7. Technology	C. Instructional and Administrative Technology	The division should provide training resources and information for teachers through an online application.	online training application	Hanover	7.A	
7. Technology	C. Instructional and Administrative Technology	Take advantage of state initiatives such as the Virginia Department of Education (VDOE) "E-Learning Backpack" initiative that will provide a state share of funding for the deployment of individual student laptop/tablet computers for each high school student on a phased deployment schedule.	state education initiatives	Bedford	8.4	http://www.doe.virginia.gov/support/technology/technology_initiatives/e-learning_backpack/index.shtml
7. Technology	C. Instructional and Administrative Technology	The school division should provides a wide array of technology support services such as technology training, desktop support, audio visual equipment support and website content management system support to division schools using both central and school based staff.	technology support	Hanover	7.A	

Service area	Section	Best practice recommendation	Keywords	Review	#	Link (if applicable)
7. Technology	D. Technology Planning and Budgeting	Adopt strict guidelines governing the acquisition of software and hardware that will ensure compatibility with current operating systems and divisional support capabilities.	application development guidelines	Bedford	8.15	
7. Technology	D. Technology Planning and Budgeting	Maintain a plan that supports the equitable deployment of technology resources across the division	deployment of technology resources	Bedford	8.14	
7. Technology	D. Technology Planning and Budgeting	Maintain a robust, centralized, end device management system.	device management	Fluvanna	8.9	
7. Technology	D. Technology Planning and Budgeting	Maintain a four to five year equipment replacement plan and fund it in the budget.	equipment replacement plan	Fluvanna	8.12	
7. Technology	D. Technology Planning and Budgeting	Track expenditures by major technology categories to increase analysis capability.	expenditure tracking	Martinsville	8.8	
7. Technology	D. Technology Planning and Budgeting	Maintain a comprehensive, consistent financial management system for the entire division.	financial management system	Fluvanna	8.13	
7. Technology	D. Technology Planning and Budgeting	Maintain school technology plans to improve implementation of the overall division technology plan.	school technology plans	Martinsville	8.4	
7. Technology	D. Technology Planning and Budgeting	School divisions should periodically complete the ISTE technology assessment to identify areas of low and moderate efficiency that need improvement.	technology assessment	Martinsville	exh 8.4	http://www.iste.org/

Service area	Section	Best practice recommendation	Keywords	Review	#	Link (if applicable)
7. Technology	D. Technology Planning and Budgeting	Budget between four and six percent of the overall budget for technology.	technology budget	Fluvanna	8.D	http://www.gartner.com/technology/home.jsp
7. Technology	D. Technology Planning and Budgeting	Form a technology committee to provide strategic input, advice, assistance and recommendations in the procurement and implementation of technology while ensuring alignment with the division's technology plan, the division's Comprehensive Plan and the Educational Technology Plan for Virginia.	technology committee	Botetourt	7.2	
7. Technology	D. Technology Planning and Budgeting	School divisions should maintain International Society for Technology in Education's (ISTE) essential conditions in order for schools to effectively leverage technology for learning and ensure the success of students, teachers and administrators.	technology for learning	Fluvanna	8.0	http://www.iste.org/
7. Technology	D. Technology Planning and Budgeting	Maintain a comprehensive five-year educational technology plan that is aligned with the state-required SOQ and the division's multi- year strategic plan.	technology plan	Fluvanna	8.7	
7. Technology	E. Technology Policies and Procedures	Maintain a disaster recovery plan that includes all aspects of the division's technology infrastructure and data systems.	disaster recovery plan	Fluvanna	8.11	
7. Technology	E. Technology Policies and Procedures	Maintain a comprehensive procedures manual.	procedures manual	Fluvanna	8.14	
7. Technology	F. Inventory Control	Maintain an inventory control system that is integrated with the division's fixed asset profile through the financial software modules.	inventory control system	Fluvanna	8.15	

Service area	Section	Best practice recommendation	Keywords	Review	#	Link (if applicable)
7. Technology	G. Systems Infrastructure and Integration	Provide the tools necessary for educational technology integration for teachers and students.	educational technology integration tools	Fluvanna	8.17	
7. Technology	G. Systems Infrastructure and Integration	Equip all schools with interactive whiteboards.	interactive whiteboards	Fluvanna	8.19	
7. Technology	G. Systems Infrastructure and Integration	Maintain a strong internet connection and network.	internet connection	Fluvanna	8.16	
7. Technology	G. Systems Infrastructure and Integration	Survey the existing network infrastructure, improving wiring and upgrading network switches where necessary.	network infrastructure	Bedford	8.12	
7. Technology	G. Systems Infrastructure and Integration	Quality of service of the network traffic to and from schools should be prioritized and configured with consideration given to throughput, error rates, transmission delay, availability, bandwidth, etc.	network quality	Fluvanna	8.10	
7. Technology	G. Systems Infrastructure and Integration	Use specialized software to monitor and control power usage by the division's computers and monitors	power usage	Hanover	7.E	
7. Technology	G. Systems Infrastructure and Integration	Create a secure facility to house all mission critical hardware and software with adequate power for both regular service and for a test environment.	secure facility	Botetourt	7.7	
7. Technology	G. Systems Infrastructure and Integration	Maintain a "student technical assistants" program to assist with basic trouble shooting and device deployment.	student technical assistants	Fluvanna	8.21	

Service area	Section	Best practice recommendation	Keywords	Review	#	Link (if applicable)
7. Technology	G. Systems Infrastructure and Integration	Wireless access should be easily and consistently available in all schools.	wireless access	Fluvanna	8.18	
7. Technology	H. Technical Support and Help Desk Operations	Use Information Technology Infrastructure Library (ITIL) frameworks and processes to deliver IT services to customers.	infrastructure frameworks	Fairfax	5.E	http://www.itinfo.am/eng/information-technology-infrastructure-library-guide/
7. Technology	H. Technical Support and Help Desk Operations	Maintain a teacher laptop replacement cycle.	laptop replacement cycle	Fluvanna	8.23	
7. Technology	H. Technical Support and Help Desk Operations	Maintain an online help desk work order system that is user-friendly and has a web-based front end.	work order system	Botetourt	7.H	
8. Food Service	A. Organization and Staffing	Compare salaries of food service workers and managers to geographic and peer divisions and adjust salaries accordingly for retention and cost efficiency.	food service worker salary	Fluvanna	9.1	
8. Food Service	A. Organization and Staffing	Use meal per labor hour (MPLH) best practice guidelines and the Virginia Department of Education School Nutrition Program (SNP) goals for cafeteria staffing to improve food service productivity. Compare the MPLH of division schools to identify best practice methods in high performing schools that can be applied to less efficient food service operations.	MPLH best practices	Botetourt	8.A	
8. Food Service	B. Policies, Procedures, and Compliance	Maintain a closed campus practice - when schools do not allow students to leave for lunch.	closed campus practice	Fluvanna	9.5	
8. Food Service	B. Policies, Procedures, and Compliance	Comply with the Virginia regulations governing competitive food sales in school lunchrooms	competitive food sales regulations	Fluvanna	9.10	

Service area	Section	Best practice recommendation	Keywords	Review	#	Link (if applicable)
8. Food Service	B. Policies, Procedures, and Compliance	Maintain a written charge policy and procedure that sets limits on the number and amount of meal charges.	meal charges	Fluvanna	9.3	
8. Food Service	B. Policies, Procedures, and Compliance	Maintain an automated point-of-sale (POS) in all school cafeterias and computers in kitchen offices.	point-of-sale	Fluvanna	9.9	
8. Food Service	B. Policies, Procedures, and Compliance	Maintain a comprehensive policy and procedures manual for food service that covers all areas of food preparation and presentation.	policy and procedure manual	Fluvanna	9.4	
8. Food Service	B. Policies, Procedures, and Compliance	The department should perform preventive maintenance so that kitchen equipment is well maintained and operational.	preventive maintenance	Bedford	9.9	
8. Food Service	C. Planning and Budgeting	Participate in a budget development process and include Food Services in the division's budget.	budget development process	Fluvanna	9.6	
8. Food Service	C. Planning and Budgeting	Allocate direct costs of the food services operations to the food services fund.	direct costs	Arlington	7.2	
8. Food Service	C. Planning and Budgeting	Generate the necessary financial reports for monitoring and analysis of the food service program. Income and expenditure projections should be evaluated regularly and amended as needed.	financial reporting	Fluvanna	9.7	
8. Food Service	C. Planning and Budgeting	Pay the cost of operating the division vehicle used by the maintenance/delivery person for school nutrition program functions from the child nutrition fund.	food service transportation costs	Amherst	9.8	
8. Food Service	C. Planning and Budgeting	Recover administrative costs using the approved federal indirect cost rate.	indirect costs	Martinsville	9.6	

Service area	Section	Best practice recommendation	Keywords	Review	#	Link (if applicable)
8. Food Service	C. Planning and Budgeting	Conduct a review of the benefits for outsourcing the school nutrition program.	outsourcing	Botetourt	8.7	
8. Food Service	C. Planning and Budgeting	Maintain a detailed program budget for child nutrition on an annual basis while analyzing the actual versus budgeted for both revenue and expenditures on a monthly basis.	program budget	Botetourt	8.5	
8. Food Service	C. Planning and Budgeting	Use existing data and reports to evaluate program performance and make operational adjustments when needed.	program performance	Bedford	9.6	
8. Food Service	C. Planning and Budgeting	Prepare monthly financial reports for each school site.	school financial reports	Amherst	9.9	
8. Food Service	C. Planning and Budgeting	Review school lunch scheduling.	school lunch scheduling	Arlington	7.3	
8. Food Service	C. Planning and Budgeting	Maintain a mission statement and strategic plan for child nutrition services that aligns with the overall division's strategic plan.	strategic plan	Botetourt	8.4	
8. Food Service	C. Planning and Budgeting	Operate the food services program at a level where revenues are sufficient to meet expenditures.	sufficient revenues	Fluvanna	9.8	
8. Food Service	C. Planning and Budgeting	Reflect the dollar value of USDA commodities when allocating expenditures for food costs on profit and loss statements.	USDA commodities	Bedford	9.7	
8. Food Service	D. Management and Facility Operations	Consider using centralized kitchens to be more cost efficient with food and staff time.	centralized kitchen	Botetourt	8.8	

Service area	Section	Best practice recommendation	Keywords	Review	#	Link (if applicable)
8. Food Service	D. Management and Facility Operations	Use a dual control process for cash drawer reconciliation and deposits at each school.	dual control process	Botetourt	8.9	
8. Food Service	D. Management and Facility Operations	School labor and food expenditures should each be 40 percent of the food service budget. The remaining 20 percent of the budget is to be spent on administration, direct and indirect costs, and equipment.	food service budget	Fluvanna	9.C	National Food Service Management Institute (NFSMI) http://www.nfsmi.org/
8. Food Service	D. Management and Facility Operations	Maintain an inventory of kitchen equipment and a line item in the budget for purchasing replacement equipment.	kitchen equipment inventory	Bedford	9.10	
8. Food Service	D. Management and Facility Operations	Consider participation in the National School Lunch Program for all schools. If participation in free and reduced lunch is suitably low, prepare formal analyses of the costs and benefits of opting out of the USDA National School Lunch Program (NSLP).	NSLP	Hanover	8.5	
8. Food Service	D. Management and Facility Operations	Maintain an inventory for both USDA commodities and purchased goods.	purchased goods and USDA commodities inventory	Botetourt	8.H	
8. Food Service	D. Management and Facility Operations	Use a purchasing cooperative to reduce the cost of food purchases and limit excess inventory.	purchasing cooperative	Botetourt	8.H	
8. Food Service	D. Management and Facility Operations	Consider using division freezers to store USDA commodities until needed by the kitchens.	storing USDA commodities	Amherst	9.16	

Service area	Section	Best practice recommendation	Keywords	Review	#	Link (if applicable)
8. Food Service	D. Management and Facility Operations	Maintain the necessary technology infrastructure to support all of the kitchens and lunchrooms.	technology infrastructure	Bedford	9.12	
8. Food Service	D. Management and Facility Operations	Allow the revenue from vending machines sales to accrue to the food service program account.	vending machine sales	Fluvanna	9.10	
8. Food Service	D. Management and Facility Operations	Follow best practice accounting methods for recording vendor rebates; show the value as a revenue item when they are received and an expense item when they are used.	vendor rebates	Bedford		
8. Food Service	E. Free and Reduced-Price Meals	Ensure all eligible households submit applications for meal benefits.	applications for meal benefits	Fluvanna	9.12	
8. Food Service	E. Free and Reduced-Price Meals	Define a coding system for free, reduced-, or full-priced meals and regularly print updated student rosters to retain at each point-of-sale register.	student rosters	Botetourt	8.10	
8. Food Service	F. Student Participation	Offer breakfast and lunch to all students in all schools.	breakfast and lunch	Fluvanna	9.C	
8. Food Service	F. Student Participation	Encourage the participation of the National School Lunch Program (NSLP) and School Breakfast Program (SBP) in secondary schools to take advantage of eRate funds.	eRate funds	Chesterfield	8.4	
8. Food Service	F. Student Participation	Implement incentives for students to participate in the breakfast and lunch programs offered in the division.	incentives	Botetourt	8.11	
8. Food Service	F. Student Participation	Create an aggressive marketing plan involving students, parents, teachers, food services staff, and members of the community to increase participation in food programs.	marketing plan	Chesterfield	7.2	

Service area	Section	Best practice recommendation	Keywords	Review	#	Link (if applicable)
8. Food Service	F. Student Participation	Utilize staggered meal service times to increase revenue and student participation.	staggered meal service times	Chesterfield	7.3	
8. Food Service	F. Student Participation	Use best practice strategies for increasing student participation rates for each school i.e. present a wide and varied assortment of fresh items to encourage participation in the school-provided meal program, surveying students, etc. Regularly assess student meal participation and ensure that participation levels meet or exceed industry standards.	student meal participation assessment	Fluvanna	9.13	Pannell-Martin, School Foodservice Management
8. Food Service	G. Nutrition and Nutrition Education Programs	Comply with the requirements of the Healthy, Hunger-Free Kids Act of 2010 (HFFKA).	HFFKA	Fluvanna	9.14	
8. Food Service	G. Nutrition and Nutrition Education Programs	Use student Nutrition Advisory Council (NAC) groups to provide feedback on the meals program and educate students on nutrition and good health.	nutrition advisory council	Amherst	9.15	
8. Food Service	G. Nutrition and Nutrition Education Programs	Child nutrition program staff should be encouraged to become certified with the School Nutrition Association (SNA).	school nutrition certification	Amherst	9.A	