

KEY FINDINGS:

Salem-Keizer School District Business Practices Review

September 2009

In May 2009, the Oregon Association of School Business Officials led an independent review of business operations in the Salem-Keizer School District. OASBO's key findings and recommendations:

COMMENDATIONS

- **District-wide mission is clearly focused on raising student achievement.** Staff members throughout the departments understand their responsibilities as directly supporting the mission to raise student achievement. Staff members are developing performance measures around their goals. Leadership was commended for involving all staff in the district mission
- **District has instituted an ongoing process of evaluation and continuous improvement.** The district had already undergone two other assessments before volunteering for the OASBO review. One of the previous reviews, the Quality Assurance Model (QAM), had empowered staff to seek improvements and collaborate on solutions.
- **New hiring procedures in the transportation department resulted in higher quality drivers.** The number of transportation accidents has decreased by 46% in the last year.
- **District is a leader in school food service innovations.** The district provides nutritional choices and tries to create an enjoyable dining experience. The kitchen staff is trained in customer service as well as food preparation.
- **District utilizes a "Risk Management Fund" to pay for insurance premiums, unemployment claims, worker compensation claims, and the claims for which the district is self-insuring.** By utilizing such a fund, the district cuts cost and saves on premiums.

OPPORTUNITIES FOR IMPROVEMENT

- **New human resources system should not replace face-to-face interactions.** The new human resources system, MUNIS, has created some chaos and staff members feel disconnected from one another. Once the system has stabilized central office staff and school staff should find a regular time to meet and discuss concerns and questions.
- **District should apply staffing standards to custodial, maintenance, and grounds positions.** There is no model in the district for deciding how many facilities positions to fill. Using Beaverton School District's staffing model, Salem-Keizer is understaffed by 55.9 full-time positions.
- **District should incentivize early orders on printed materials.** At the start of the school year, district printing facilities see peak printing demands. By offering discounts for earlier orders, the demand may not be so great in August and September.
- **Centralize the purchase of technology equipment and software.** This would provide more efficient support to the district staff and allow the district to better define their technology needs.