

Cost Reduction Strategies

Major information sources

State College Area School District website - PASBO Benchmarking Committee

Douglas Burton, Superintendent of Schools, Fort Plain CSD

Kathy Dougherty, Superintendent of Schools, Northville CSD

James M. Merrins, Ed.D., Executive Program Administrator, Educational Leadership Institute, SUNY Oswego

You can **Contact Me** and add your suggestions.

Areas listed below:

- Administration**
- Athletics & Student Organizations**
- Bidding and Purchasing**
- BOCES Services**
- Budgeting**
- Contracted Services**
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- Printing**
- Revenue**
- Salaries and Staffing**
- Special Education**
- Tax Collection**
- Technology**
- Textbooks**
- Training**
- Transportation**
- Travel**
- Vandalism**
- Volunteers**

General Strategies:

- ❖ Solicit cost-savings suggestions from district staff members as well as from the community
- ❖ Savings are where you find them, look all the time
- ❖ Sometimes you have to overcome the culture and politics to get to the savings
- ❖ Let the staff and community know you are working on cost control strategies – list savings in your monthly board meeting Financial Reports

Administration

- Administrative assistants perform duties of vice principals
- Assign administrative duties to clerical staff
- Replace departmental chairpersons with teacher coordinators
- Principals serve two schools

Athletics & Student Organizations

- Increase length of time before uniforms are replaced
- Volunteers work gates at athletic events
- Student extracurricular programs are self-supporting
Student extracurricular organizations pay for chaperones, postage, etc.
- Limit free admission passes to individuals performing required or voluntary function
- Discontinue providing athletic equipment that participants normally own
- In-house laundry
- Athletic boosters pay sports insurance, use of facilities, etc.

Bidding and Purchasing

- Train all new employees to the purchasing/procurement process
- Use your Claims Auditor to monitor and control the purchasing process
- Use your Internal Auditor to identify cost savings
- Audit services
- Integrated pest management services
- Chemical disposal services
- Photographic services
- Yearbook
- Copiers awarded on total costs of ownership over 3 years
- Bid transportation contracts
- Bid travel services
- Bid banking services
- Athletic conditioning
- Bid rather than use state contract pricing
- Natural gas consortium

- Award supplies bid on a per item basis, not single vendor takes all
- Bid electrical rates
- Bid financial audit services
- Utilize groups offering free merchandise to schools for annual subscription fee
- Implement a comprehensive inventory control system
- Central warehouse and inventory system
- Internet purchasing
- Bid custodial supplies
- Bid maintenance supplies
- Bid all food equipment and supplies
- Combine purchase orders to a vendor to reduce shipping costs
- Avoid science equipment houses for batteries, balloons, etc.
- Systems contracting-vendors warehouse needed supplies
- Consolidate purchase orders to vendors
- Catalog discount bidding
- Create electric purchasing pool with private businesses
- Procurement card to reduce process costs of purchasing
- eProcurement

BOCES Services

- Review BOCES costs and aid for each services – can you do it cheaper
- Purchasing and other Business Office functions, including energy consortium, DCMO- BOCES
- Film purchases
- Production of educational services
- Media services
- Audiovisual equipment repair
- Management information systems
- Online Advanced Placement test review tools
- Standardized Test Scoring
- Resource room for creation of classroom instructional materials
- Repair of AV, computer, and science equipment
- Wide area network services
- Technology consultation
- Video services-TV studios, video production, videoconferencing
- Employee health care cooperative
- Life insurance consortium
- Property insurance pool 7
- Workers compensation insurance pool
- Computer consortium
- Instructional materials services
- Public relations services
- Joint purchasing consortium
- Online contract service
- Recruiting consortium

- Staff development services
- Special education services
- Special education transportation
- Intranet
- Budget presentations
- Orientation of new employees process

Budgeting

- Zero based budgeting-annual review/justification of positions/programs
- Site-based budgeting promotes cost consciousness, allows allocation
- I advance of budgeting identify and prioritize where cuts will come – let community/board know what's at stake

Contracted Services

- Analyze district-operated vs. contracted transportation services
- Contract supervision of custodial and maintenance functions
- Contracting driver's education
- Contract nursing services
- Contract food service operations
- Tax collection
- Pilot outsourcing of custodial/maintenance services in one building
- Substitute calling services
- Educational consultants rather than permanent staff
- Snow removal services

Copying

- Reduce information copies
- Reduce public copies for board meetings
- One copy per family where multiple children
- Duplex copying
- Contracted full service copying, with courier
- Centralized copying
- Online forms
- Document sharing
- Reduce duplicate file keeping
- Online high school course selection
- Records retention schedule
- Online job applications
- Reduce unnecessary approvals required on forms
- Electronic document archiving
- Document control to avoid confusion on most current version
- Review necessity of multiple part forms
- Review necessity of reports
- Review necessity of informational copies

Custodial

Workload analysis-custodians

Overtime-custodial

District staff rather than contractors for carpet cleaning

Develop performance standards for custodial/maintenance and transportation staff

Reallocate excess custodial positions

Formal qualitative inspections of custodial work

Hire custodial supervisor

Schedule custodial coverage to allow evening and weekend coverage

Use custodial teams for cleaning in the evening and summer

Debt Service

Explore refinancing of outstanding serial bonds. Caveat: the Comptroller looks for a "Net Present Value Savings" of at least 2% to approve a refinancing. Your bond counsel can calculate this information for you to let you know if this is a possibility.

Refinance debt

Minimize fees paid for bond issues-True Interest Cost comparisons

Finance construction with long-term note rather than bonds with higher costs of issuance

Variable rate debt-percentage of the portfolio

Arbitrage rebate liability calculation methodologies

Donations—Educational Foundations

- Solicit equipment donations
- Establish "Adopt a School" program for business
- Alumni donations
- Musical instruments
- Publish wish list to solicit community donations
- Corporate sponsorship of field trips

Employee Benefits

- Early retirement incentives, not bonus
- Payment in-lieu of benefits option for employees with coverage under another plan
- Monitor accuracy of district health benefits census data
- Flexible Benefits Salary Conversion plan
- Life insurance consortium
- Self insure workers compensation insurance
- Alternative position placement/light duty assignments for worker's compensation
- Workers compensation-required physicians list
- Analyze and address teacher absenteeism
- Develop policies to prevent sick leave abuse
- Workers compensation direct from insurance company, no broker
- Section 125 program
- Reduce benefits eligibility for part-time employees
- Workers Compensation premium reduction due to safety committee

- Analyze accidents for patterns of place, cause, time of day, type
- Self-funded program with reinsurance
- Premium share
- Managed care program
- Increase premium share for dependants discourages duplicate coverage
- Post-retirement healthcare benefit eligibility, more years service required
- Preferred Provider Organizations
- Wellness program
- Dental insurance consortium
- Premium reduction for employees meeting 14 health indicators
- Buy-out plan for employees with access to another health plan
- Cash payments in lieu of health insurance benefits
- Increase deductibles
- Two tier eligibility 2

Energy

- Join with other districts/BOCESs in an Energy Consortium
- Limit energy costs.
- Energy Performance Contracts
- Button-up the Building Day
- Lights Out Fridays
- Qualify for and file for Energy Star status.
- Use of green energy: Although the return from your original construction cost and price of equipment may be long term with building aid to offset the initial impact, you can reduce your electrical costs.
- Turn off parking lot lights and if possible switch out fixtures to L.E.D. units.
- Monitor power usage to determine power peaks and adjust equipment operation to reduce those peaks.
- Green school construction
- Lighting replacement
- Limit electrical demand component of electrical bills
- Interruptible natural gas rates
- Guaranteed energy savings program
- Energy purchasing consortium
- Electric rates negotiated per electric deregulation potential 4
- Monitor fuel purchases for district vehicles
- Fuel district vehicles at low bid fuel stations if cheaper than district tank
- Solicit competitive electricity rates
- Upgrade lighting fixtures
- Energy savings shared with schools (40% of savings)
- Temperature setbacks-30 minutes before/after school
- Energy management system-daily monitoring of use
- Schools compete for maximum energy savings
- Energy audits
- Thermostats locked at 68 degrees for heat, 78 degrees for air conditioning
- Work four 10 hour days in summer, shutdown air conditioning

- Use regular gasoline for district vehicles
- Tanker load purchasing of district gasoline
- Turn off outside lighting at night
- Install cogeneration systems
- Reduce fresh air ventilation after school hours
- Consolidate evening programs into fewer nights
- Consolidate evening and weekend programs into several schools
- Close schools completely during Christmas vacation and January
- Extend Christmas vacation one week
- Start school later in winter-after 10 a.m.
- Increase energy awareness
- Fire art kilns at times other than peak demand periods with full loads
- Preheat ovens for minimal time necessary
- Separate lighting circuits to take advantage of natural light
- Custodians light and heat only working areas after hours
- Replace incandescent lights with fluorescent lights
- Reduce corridor lighting
- Install hot water heaters near use
- Preventative maintenance to prolong equipment life
- Repair leaking hot water faucets
- Check refrigerator and freezer gaskets
- Collect all direct costs when outside groups use schools
- Storm windows
- Time bidding for best seasonal pricing-energy
- Turn off lights campaign
- Cogeneration of power
- Electrical demand limiting by load shedding controls
- Electrical demand limiting by employee training
- Timers for lighting, fans, motors, etc.
- Duty cycling
- Motion sensors control lights

Equipment

- Maintain equipment
- Standardize vehicle purchases to limit parts overhead cost, fuel cost and training costs.
- Standardize hardware platforms, switches, networking equipment.
- Standardize purchase of HVAC and lighting equipment
- Perform as many maintenance and repair duties as possible with in-house personnel.
- Establish repair limits for equipment (percentage of replacement cost)
- Cooperative use of equipment by departments-photography, darkroom
- Utilize life cycle costing for capital purchases
- Labor saving office equipment-folders, stuffers, money counting, etc.

Facilities

- Maintain equipment and facilities
- Standardize vehicle purchases to limit parts overhead cost, fuel cost and training costs.
- Standardize hardware platforms, switches, networking equipment.
- Standardize purchase of HVAC and lighting equipment
- Perform as many maintenance and repair duties as possible with in-house personnel.
- Analyze facility utilization
- Preventative maintenance program, computerized
- Work order request system, full implementation of job costing
- Lease property for central administrative staff
- Lease excess space in schools to social service agencies 5
- Discontinue lease of unnecessary warehouse space
- Evaluate retaining ownership of excess property
- Renting unneeded schools to compatible uses
- Joint occupancy of schools and evening/weekend community use
- Sell unneeded schools/property
- Long-range master plan for district facilities
- Accurate enrollment projections, by building, by program
- Design buildings with efficient ratio of gross to net square footage
- Voluntary land development contributions
- Upzone school property for future resale
- Sell air rights above schools
- Maintain educational specifications to guide all improvements
- Architect selection based on design efficiency
- Time bidding for best seasonal pricing-construction
- Design buildings for modular building components construction
- Fast track construction to minimize overhead
- Life cycle costing of building fixtures, finishes
- Sell district vehicles, including maintenance van, reimburse mileage
- Establish cleaning/maintenance standards
- Reassign non-maintenance duties from maintenance staff to others
- Invest in labor saving maintenance/custodial tools
- Train district staff to service HVAC equipment
- Cellular tower rental on building properties
- Run split sessions if temporary bubble in enrollments
- Hire furniture specification services rather than architect's % fee
- Review facilities costs with PASBO Facilities Benchmarking Study
- Recycle to reduce waste disposal costs
- Maximize school construction reimbursement
- Waive building permit fees for school construction
- Issue keys to minimal number of staff, recall at end of year
- District staff rather than contractors for painting
- Automated preventative maintenance
- Train maintenance staff to service HVAC equipment
- Maintenance manual specifying maintenance procedures for each building

- Compare painting costs of contracted services vs. district employees
- Decentralized dispatching of maintenance and technology staff
- Share maintenance equipment-scrubbers, vacuums, etc.
- Match real estate holdings with projected enrollments
- Sell unnecessary district property to private, taxpaying uses
- Develop a comprehensive facilities master plan

Finance

- Utilize procurement cards
- Ensure all vendor payments are net of sales tax
- Ensure all vendor payments are made timely to avoid late payment charges
- Daily deposit of cash receipts in all funds
- Payment discounts
- Consolidate checking accounts to maximize investment earnings
- Establish fiscal impact analysis procedures for all proposed programs
- Evaluate leasing of computers and technology equipment 6

Food Service

- Balance the Food Service budget, make a profit.
- Use commodity foods (call NYS Office of General Services, ask for Sue Joslyn or Anne Marie Hastings for leads on commodity foods) or look for emails from them.
- Cook from scratch.
- Don't use disposable serving items – use trays and wash
- Recycle unused foodstuffs into next day's offerings such as soups, stews.
- Push for submission of Free / Reduced lunch applications.
- Food Service Supervisor should have restaurant / kitchen experience in knowing how to use commodity foods in creative ways.
- Don't overstaff the kitchen and do cross-train employees.
- Be conservative with electric, gas usage, and if possible, take operating costs (garbage bags, cleaning supplies, utilities) out of Food Service Department budget and not out of local funds
- Put all vending machines in district under Food Services
- Add accessible vending machines for after-school events, students, adult ed use
- Turn electrical and gas equipment on only when needed and at different times (avoids power surge that is basis of daily energy consumption rate).
- Participate in the National School Lunch Program
- Universal feeding program-statistical sampling rather than parents completing
- Contract food service
- Centralize food preparation in a central kitchen
- Warehouse USDA commodities
- Increase lunch prices
- Require competitive bidding of all food supplies
- Combine food service and home economics bids for food
- Maximize food service contribution to overhead expenses
- Promote Free and Reduced Lunch applications

COST CONTROL FOR SCHOOL FOODSERVICES Third Edition, By Dorothy

Pannell-Martin, TEAM Associates, Inc <http://scn.ky.gov/costcontrol/costcontrol.PDF>

Instruction

- Do you need to buy textbooks - have teachers design lessons around web based material
- Do you need to buy workbooks – see if you can buy the master and only print (in house) the workbook sections that teachers say they use
- Share vocational education
- Interlibrary loan program
- Explore virtual courses
- Send more students to 3-1-3 (local college/junior college classes)
- Interschool loan of instructional resources
- Contract physical education
- Align pre-school, child care, mental/social services with district programs
- Share electronic courseware through consortium
- Early intervention programs to reduce costs over long term
- Film, media sharing between districts
- Drop classes within classifications
- Annual Share Fair of teacher supplies-spring cleaning and exchange
- Clustering early childhood into centers
- Eliminate on-the-road portion of drivers education
- Charter high school countywide for alternative education services now covered by out-of-district ES placements

Intergovernmental Cooperation

- Municipal government mows some lawns
- Coordinate youth services/programs
- Share warehousing services with local government
- Share field mowing with local recreation department
- Library services
- Combine local and school libraries

Legal

- Appoint a local attorney as the School Attorney (simple contracts, residency issues, etc.)
- Legal specialists – school law, special education, bonding, taxation, etc.
- Train and use in-district administrator for student hearings
- Reduce settlements, legal issues due to special education noncompliance
- Monitor district solicitors assignments and renegotiate billing rate
- Revise compensation package for the solicitor
- Cost/benefit analysis methodology-legal settlements

Negotiations

- Maximize the terms and conditions of your present and future bargaining units' contracts.
- Let the teachers and staffs know we are in a different environment.
- Stretch class sizes to allowable limits and beyond. Many contracts allow higher maximum class sizes when new students arrive over the summer or reductions in support services when class sizes decrease any time during the school year.

- Analyze employees' benefits for language that supports adjustments in health insurance (shop for providers) i.e.: increase co-pays and reimburse the employees only if required in the contract
- Limit benefits to full-time employees only.
- Negotiations need to be steered away from the Triborough Amendment. The days of automatic raises are gone; step increments are part of the raise or the whole raise.
- During consideration of reductions to staff a close eye needs to be kept on the revenue side of the budget. (i.e.: increasing class size may eliminate federal funds for reduced class size money; Universal PreK funds, etc.).
- Make sure all teachers are teaching maximum allowable number of classes as per contract. For secondary, that is usually six, with two planning or one planning and one duty - plus lunch - during a nine period day. For elementary, instructional duties should be assigned all day except for one planning and one lunch period. Watch out for "gaps" in schedules and make sure administrators frequently review and monitor teachers' close adherence to master schedules.
- During negotiations, lessen top step increases and/or salaries while making bottom steps more attractive in order to retain good employees.

Other

- Share services with other districts – Supervisory, Instructional, Transportation, vehicle maintenance, fuel station, bus inspections, 19-A documentation and dispatcher
- Athletics, Visual and Performing Arts
- Enforce warrantee repairs
- Performance measurement system, central support services
- Reduce contribution to municipal recreation commission, phase down
- Loaned executives
- Section 8 housing-spread throughout county, avoid concentration in urban area
- Increase education foundation activity
- Share staff expertise between districts
- Shared public relations services
- Offer surplus equipment to other schools within district/region
- Enforce warrantee repairs, requires procedure and good filing system
- Require car pooling when traveling on official business
- Employee suggestion award program
- Establish periodic program analysis procedures for all existing programs
- Explore partnerships
- Partnership-increased library services at decreased cost
- Merge school and community libraries
- Establish Instructional Technology Foundation
- Complaint management process
- Implement formal quality management system
- Implement internal audit program
- Implement corrective action process for entire district
- Alternatives to paper worksheets-blackboards, slates, laminated sheets
- Utilize PASBO Business Office Review Service
- Health clinics in schools-hospital supported, sliding scale fees, maximize insurance/Medicaid reimbursement
- Local hospitals provide in-kind services for pupil health services

- Corporate support of grant applications
- Hire grant writer
- Redesign student services/guidance program
- Increase deductible for property insurance 8

Personnel Administration

- Look for opportunities to replace top step personnel with entry level, part-time replacements, or better yet, don't fill vacated positions.
- Brainstorm with administrators: How can positions be combined and the work still be accomplished? Can additional tasks be added to a current employee's duties instead of paying another person?
- Cross train employees to reduce / eliminate substitute and overtime costs
- Institute employee absences monitoring, investigation, control procedures
- Maintain current job descriptions
- Performance evaluation plans for administrative and support staff
- Balance workload of clerical staff
- Analyze seasonal workloads of clerical staff
- Analyze seasonal workloads of grounds keeping staff
- Merge similar clerical duties
- Eliminate unnecessary clerical tasks
- Update job descriptions
- Establish goals/objectives for each position
- Establish employee incentive programs
- Mandatory direct deposit, grandfather existing employees
- Increase computer automation of payroll process
- Perform payroll functions in-house

Postage

- Reduce express mail
- Email attachments to reduce postage
- Use bulk rate whenever possible
- Redeem mistakes in metering for a credit up to 90%
- Reduce mailing of report cards, failure notices, newsletters, etc.
- Coordinate mailings in August
- Reduce incoming junk mail
- Post newsletter to website rather than mail
- Allow residents to choose between e-newsletter or USPS

Printing

- See who in other (surrounding) school districts is running an offset press – contract for common items (envelopes, letterhead stationary, tickets, programs, etc.)

Revenue

- Use outside consultants to see that you maximize aid, services, revenues (SED, BOCES, QIII, private)
- Maximize your grant awarding possibilities apply for any and all you may qualify to receive.

- Time spent and money spent on a grant writer shared service can be very beneficial.
- Development office
- Medicaid reimbursement
- Food service retained earnings comparison, subsidy comparison
- Maximize eRate
- Exclusive beverage contracts
- Commercial sponsorships
- Community donation of services
- Reimbursement for extraordinary expenses in special education
- Community donation of funds
- IU Medicaid reimbursement distributed by eligibility proportion
- Tax lien recovery service (bundle/sell tax liens)
- Corporate funding/adoption of instruction programs
- Tax exempt properties due to county seat- seek some reimbursement
- Apply for liquid fuels tax refunds
- Large district contracts with small district to provide complete food service program
- Sell instructional services to nonpublic schools
- Market building use
- Market sports facilities for regional competitions
- Sell advertising at stadium
- Market professional center
- Sale of surplus equipment-board established prices
- Rent technology labs for training programs for local business
- Pursue endowment of selected programs
- Organize/run conferences on topics of district expertise 9
- Vending machine profits to General Fund
- Establish user fees for all extracurricular activities, scholarships for needy
- Building rental at market rates, offset all expenses
- Athletic fees
- AP test fees
- Instructional supplies-course fees, textbooks, supplies
- Increase lunch prices, students
- Increase lunch prices, adults
- Increase adult education fees
- Driver's education fees
- Collect lost, damaged or stolen book fees
- User Fees
- Sell mailing lists
- Sell advertising rights in publications
- Pay to play, with scholarships for needy

Salaries and Staffing

- Reduce overtime
- Reduce substitute teachers

- Non-teaching duty coverage by non-instructional staff
- Delegate duties to lowest skill level, analyze by process costing
- Flexible job descriptions allow balancing of variable workloads
- Performance compensation, administrative staff
- Annual performance evaluations for support staff
- Phase out administrative base salary increases with performance increases
- All teachers hired at entry level salary
- Teachers paid for extra teaching load, savings in benefits
- Hire long-term substitutes
- Revise contract-paying secondary teachers for class coverage
- Establish limits on sabbaticals
- Use stipends rather than hourly pay for certain duties
- Use psychological interns
- Overtime-implement strict approval criteria
- Aides/assistants for non-teaching duties (hall, recordkeeping, lunchroom, etc.)
- Staffing based on mid-year rather than first of year enrollment
- Low enrollment classes offered every other semester/year
- Combine fourth and fifth year foreign language classes
- Differentiated staffing
- Administrators serve as substitutes 3 days per year
- Hiring permanent substitutes
- Enrichment program of community speakers rather than substitutes
- Combine grade levels to balance class size in small schools
- Job sharing/partnership teaching
- Retirees return as part-time teachers
- Staffing ratios-instructional
- Caseload analysis-specialists, psychiatrists, speech therapists, nurses, etc.
- Reduce professional turnover
- Review staff utilization
- Set minimum class size cutoff
- Nurses at state regulation, 1 per 1,500 students
- Utilize home/school liaisons for various services
- Increase student/teacher ratio by one for all programs
- Staff study halls with support personnel rather than teachers
- Eliminate custodial coverage when a coach is present
- Develop intern program
- Increase teacher classroom assignments to 35 periods/wk 10
- Realign attendance boundaries annually to balance class size
- Perform time studies of non-instructional positions
- Review custodial staffing ratios
- Enrichment program of community speakers rather than substitutes
- Unlimited sick leave reduces utilization by 20%

Special Education

- Appoint cost conscious persons to the Committees
- Control Special Education Costs
- Reduce expensive out-of-district special education placements by creating in-district classes if the students' IEPs permit that change.
- Make sure that the total cost of operating the class will be less than sending the students out-of-district.
- Compare costs of providing itinerant support staff services (SLP, OT, PT, Psychologist, etc.) through BOCES to hiring locally.
- Be sure to include your district's BOCES aid as part of the calculation.
- Transfer operation of special education classes from IU to district
- Avoid out-of-district placements for special education
- IEP software
- Strengthen IST process
- Improve paperwork for special education
- Focus on prevention/support at elementary level
- Closer monitoring of high cost IEP provisions-transportation, bus assistants
- Software that tracks compliance and facilitates paperwork
- Monitor out-of-district placements, set performance standards
- Identify common high cost exceptionalities, offer joint service rather than high
- cost out-of-district placements
- monitor the residence of special education parents – in/out of district
- Financial analysis of benefits of early intervention

Tax Collection

Collect taxes with district staff
 Match district census with earned income tax data
 Reduce compensation rate for real estate tax collection
 Eliminate 2% commission to employers for Earned Income Tax
 Automated lock box for tax collections
 Assessment appeals-cost benefit analysis, decision making methods
 TIFs, LERTA-approval methodology
 Public advocate on assessment appeals

Technology

Technology support by interns, student teams
 Centralized administration, deployment of software and network
 Data dictionary
 Application Service Provider (ASP)
 Computer files sharing
 Computer hardware standards to reduce maintenance cost
 Computer software standards to reduce maintenance cost
 Fully automate the attendance and truancy processes
 Use wireless computer system instead of modem connections
 Shared administrative computing
 Score standardized tests through district technology rather than vendor
 Purchase integrated software to avoid duplication of databases

- Install computer network cables with district staff
- Computer system disaster recovery plan
- Use thin client computers
- Reduce incoming junk email (spam)
- Automated dialer for parent notification, integrated with student software
- Automated attendant
- Reduce duplicate communication methods-desk phone, cell phone, pager, voicemail, 2 way radio, walkie-talkie, email, etc. 11
- Bid long distance telephone service
- Bid cellular telephone service
- Reduce personal long distance calls
- Evaluate the necessity of some telephones
- Restrict outgoing calls on select phones
- Voice Over IP

Textbooks

- Textbook inventory system to track distribution and collect lost book fees
- Adopt new textbooks less frequently
- Do you need to buy textbooks - have teachers design lessons around web based material?
- Do you need to buy workbooks – see if you can buy the master and only print (in house) the workbook sections that teacher’s say they use?

Training

- Online professional development
- Cross-train business office personnel
- Develop an in-house training program for all staff
- Establish a training program for school board members
- Policy manuals for finance, facilities, personnel, purchasing, transportation
- Provide comprehensive training for non-instructional staff

Transportation

- Contract with fuel vendors to dump excess fuel (excess/partial loads) for discounted cost
- Coordinate nonpublic transportation with neighboring districts
- Purchase tax exempt fuel for contractors to reduce contract
- Coordinate school calendars with other districts
- Small districts – cut property fuel storage to less than 1,000 gallons to reduce DEC
- Bus drivers reclassified from full-to part-time employees
- Bus routing optimization by computer program
- Increase reimbursement by DOT declaration of hazardous bus routes
- Utilize public transportation to transport high school students
- Bid transportation contracts
- Utilize three tier system for transporting high school, middle school and elementary school
- Negotiate lower special education transportation rates through BOCES
- Compare transportation costs with maximum allowable cost
- Consolidate transportation contracts through bidding
- Use district rather than coach busses for away sporting events

- Revise bus schedules to accommodate school breakfast program
- Use best available mapping and addressing data for computerized bus routing
- Restructure bus routes to maximize efficiency and minimize costs
- Bid special education transportation, route by route
- Coordinate special education transportation with regular
- Widen transportation windows
- Increase distance for transportation eligibility
- Reduce afternoon high school runs based on fewer students than morning runs
- Optimize bus routes through annual rerun of computer model
- Rebid transportation contracts periodically
- Transportation contracts paid at state formula
- Establish policy limiting changes to bus schedules
- Use parent volunteers and bus drivers instead of bus monitors
- Coordinate non-public transportation with other districts
- Eliminate non-public when their calendar conflicts with districts
- Eliminate activity runs
- Analyze district vs. contracted operated costs on route by route basis
- Bus replacement provision based on mileage, not age 12

Travel

- Coordinate conference attendance
- Online meetings
- Reduce travel, conference attendance

Vandalism

- Improve recordkeeping, analyze to identify patterns and develop solutions
- Mobilize residents near schools for school watch
- Anti-vandalism incentive to reward schools
- Etch identification number into all movable equipment
- Paint movable equipment a distinguishable color
- Electronic surveillance of frequently vandalized areas

Volunteers

- Use student support/parent involvement coordinator
- Encourage community volunteers
- Foster grandparents supplement special education
- Volunteer coordination to match district needs with skills
- Retirees as volunteers

State College Area School District <http://www.scasd.org/Page/585>