



Public Sector Advisors



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PRESENTATION TO

MASA Fall Conference

Organizational Management Studies:
Benchmarking for Quality and Efficiency



October 4, 2010


PRESENTERS:

Jeff Ronneberg, Superintendent, Spring Lake Park Schools
Carter Christie, Consultant, Springsted Incorporated
DeeDee Kahring, Vice President, Springsted Incorporated

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Agenda

- Overview of school district
- Study purpose and process
- Data collection
- Findings and conclusions
- Implementation

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Spring Lake Park School District Overview

- Enrollment: 4800 students
- 9 Buildings
 - 4 elementary
 - 1 middle
 - 1 high school
 - 1 ALC
 - 1 early childhood center
 - 1 district services center
- Employees: 700 staff
- Administrative changes: Superintendent and Director of Educational Services

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Spring Lake Park School District Overview *cont.*

- District office: All services consolidated at one location
- Facilities: Recently completed facility renovations
- Expenditure reductions

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Organizational Chart

The District's organizational structure evolved over time in response to District needs, administrative strengths and the preferences of District leaders

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Initiating an Organizational Study

- Process to conduct study
 - District staff
 - Independent consultant
- Considerations
 - Expertise
 - Experience
 - Staff availability
 - Credibility/objectivity/acceptability
 - Cost
- Partnered with Springsted Incorporated

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Purpose

- Thoroughly review the organizational relationships of administrative departments including:
 - Analysis of systems
 - Positions
 - Functions
- Develop recommendations to improve effectiveness, efficiency, and accountability
 - Analysis of internal structure
 - Comparable school districts
 - Expertise of external consultants

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Study Process

- Purpose customized to district's interests
- Detailed work plan, approved by superintendent
- Data collection from internal and external sources
- Conduct structured interviews
- Develop preliminary findings and conclusions
- Review with superintendent
- Prepare draft report for review
- Prepare final report
- Implementation

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Data Collection

- District data:
 - Job descriptions
 - Organizational chart
 - Audit report
 - Management report
 - Policies
 - Other studies

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Data Collection *cont.*

- Comparative data
 - Enrollment
 - Expenditures
 - Staffing
 - Revenue
 - Comparable school districts
- Professional literature
 - Best practices
 - Management effectiveness

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Data Collection - Demographics

**Student Enrollment & Demographic Characteristics
Selected Minnesota School Districts
2008-09**

District	Enrollment	%ELL	%Sp. Ed.	% Poverty
Spring Lake Park	4604	10 %	12%	31%
A	2896	27%	14%	68%
B	4059	31%	12%	56%
C	4428	9%	14%	36%
D	6645	11%	12%	36%

*Source: Minnesota Department of Education.
Note: The percentage of students included in the poverty indicator has been trending upward in recent years.*

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Data Collection – Expense Per Student

District Expenditures per Student
Selected Minnesota School Districts
2007-08

District	Oper. Exp.	District Admin.
B	\$10724	532
A	10245	374
C	9914	515
D	9339	470
Spring Lake Park	8882	485
Comparison District Avg.	9820	475
State Average	9311	382

Source: Minnesota Department of Education

Data Collection – Revenue Per Student

General Fund Revenue per Student
Selected Minnesota School Districts
2007-08

District	Revenue
B	\$11571
A	10749
C	10253
D	9702
Spring Lake Park	9083
State	9898

Source: Minnesota Department of Education

Data Collection – Licensed Staff Ratios

Licensed Staff Ratios
Selected Minnesota School Districts
2008-09

District	Lic. Teacher Ratio	Lic. Staff Ratio
A	13	11
B	14	12
Spring Lake Park	16	14
C	16	13
D	17	14

Source: Minnesota Department of Education

Data Collection – Administrative Staff

Administrative Staffing
Selected Minnesota School Districts
February 2010

District	Core FTEs	HR/Bus. FTEs	C & I FTEs
Spring Lake Park	31.5	10.0	9.7
A	24.0	6.5	10.0
B	30.25	9.0	11.0
C	28.8	7.8	7.0
D	42.25	9.0	13.25

Note: Staffing reductions of 3.2-3.8 FTEs made for 2010-11 will reduce Spring Lake Park's core FTEs to 27.7, Human Resources/Business FTEs to 7.2.

Structured Interviews

- District employees at District Services Center
- Focus groups:
 - Elementary principals
 - Secondary principals
 - School administrative assistants

Structured Interview Design

- Work load, assignments, collaboration
- What works
- What doesn't
- Confidential

Interview Results

- Candid responses
- Appreciative
- Conflicting opinions
- Need for training
- Lack of understanding roles and requirements
- Expecting changes
- Commitment to district
- Some anxiety

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Findings and Conclusions

- Three general conclusions
- Twenty-fives specific recommendations
- Implementation to be determined by district

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Implementation

- Shared with superintendent's cabinet
- Established an objective description of district administrative staffing as compared with other districts
- Provided justification for status quo as well as improvements
- Identified issues to be resolved and possible solutions
- Created meaningful dialogue

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Implementation Specifics in SLP

- Organizational structure
- Reassignment of duties
- Reduction in FTE's
- Increase in FTE's
- Cost savings
- Formalizes a process for:
 - Assessment
 - Adjustment
 - Future initiatives

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Questions?

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