



Organizational Review & Efficiency Study

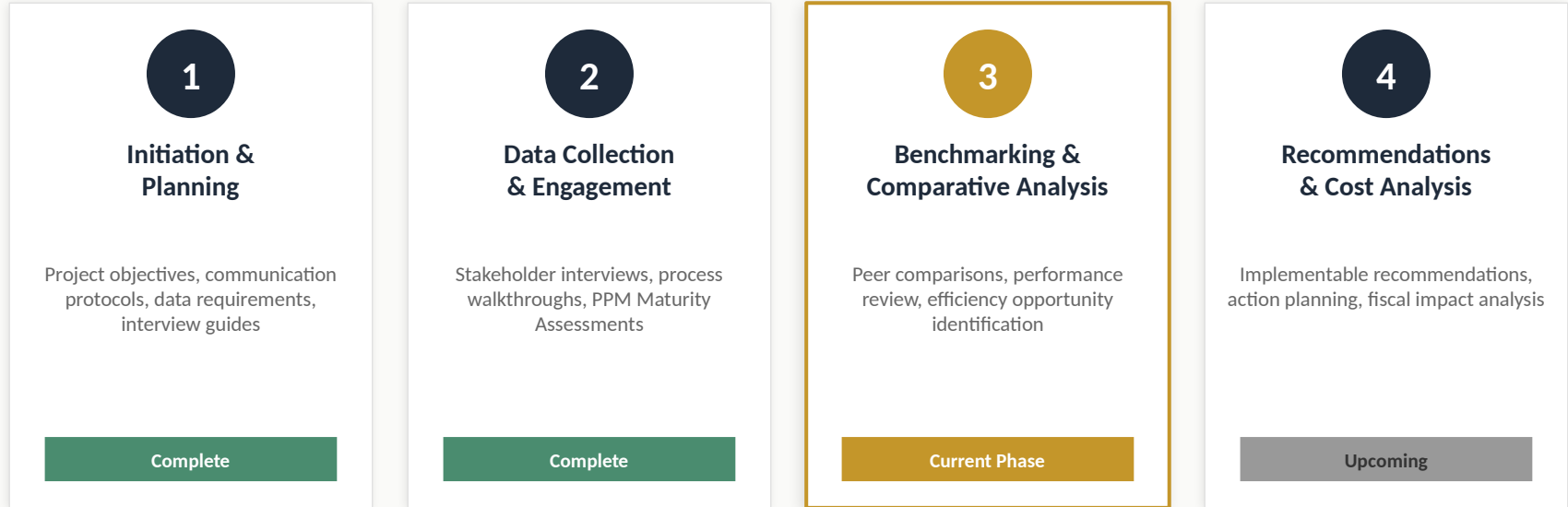
Board Status Update | Phase 3 Findings

Bibb County School District

March 2026

Engagement Overview

Per RFP #25-041: Organizational and Efficiency Study



Current Status: BCSD is in the Phase 3 review point. Current state findings and opportunities are being reviewed prior to development of detailed recommendations in Phase 4.

Project Team & Methodology

LEAN Frog Project Team

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LEAN Frog Data Team
Additional support as needed


Data Sources & Methods


 3-year financial and staffing trend analysis (SY 22-23 through SY 24-25)

 Stakeholder interviews with department leadership and operational staff

 Process walkthroughs and PPM Maturity Level Assessments across 10 departments

 Review of department performance metrics, cost benchmarks, and operational KPIs against national and regional standards

 LEAN Frog proprietary database: 155+ school systems for national and regional benchmarking

 Three peer district groups: size-based, requested, and high-performing Georgia systems

Departments Assessed

10 non-instructional departments evaluated across organizational structure, staffing, processes, and performance

Human Resources

18 positions

Finance

33 positions

Facilities & Maintenance

46 FTE + 169 custodians

Transportation

198 FTE

School Nutrition

Central + site-based

Technology

82 FTE (incl. media)

Safety & Risk Mgmt

2.5 FTE

Campus Police (Area Added during Project)

69 positions

Athletics (Area Added during Project)

4 central + school-based

District Effectiveness & Federal Programs (Area Added during Project)

45 positions

Each department was evaluated using: Span of Control Analysis | PPM Maturity Assessment | Peer Benchmarking | 3-Year Performance and Financial Trend Analysis
| Process Walkthroughs

Peer Districts and Funding Context

Peer Group	Districts	Selection Basis
Size-Based	Carroll, Coweta, Douglas, Fayette, Newton	Similar enrollment and demographics in Georgia
Requested	Clayton, Henry, Muscogee, Newton, Richmond,	Requested by BCSD for organizational comparison
High-Performing	Fayette, Forsyth, Morgan, Lowndes, Oconee	High-performing Georgia county systems



Why Funding Mix Matters

Bibb leads the peer set on federal funding intensity: 13.9% of total revenue from federal sources and approximately \$2,152 per FTE. Most peers range from 2% to 8%.

Higher federal funding drives denser staffing ratios. This is by design. Federal dollars fund additional academic support, intervention, and compliance positions that inflate total headcount relative to low-federal peers.

Peer comparisons in this report account for this context. Comparisons are data-based, not prescriptive. Where funding mix explains a difference, the analysis notes it.

Key Definitions

Terms and frameworks referenced throughout this presentation

Span of Control

A framework for evaluating supervisory capacity using 8 indicators (experience, mastery, activity type, metrics, routine nature, standardization, leadership focus, and proximity). Not a headcount ratio. It measures how effectively a given structure can manage its workload.

PPM Maturity Level

Process and Performance Management Maturity. A 5-level scale (Ad Hoc, Fragmented, Defined, Managed, Optimizing) that measures how consistently processes are documented, executed, measured, and improved. Most BCSD departments assessed at Defined (Level 3).

Peer Benchmarking

Data-based comparison of staffing ratios, cost metrics, and performance indicators against comparable districts. Benchmarking identifies where BCSD falls relative to peers. It does not prescribe action without process-level context.

Process Maturity vs. Cross-Functional Friction

A diagnostic that plots each department on two dimensions: how mature its internal processes are, and how much coordination burden it creates for other departments. High-friction departments consume resources across the organization, regardless of their internal discipline.

The Executive Reality

People Compensating for System Gaps



Fragmented Workflows

Core support functions operate through fragmented handoffs. Departments work effectively in their own lanes, but enterprise-wide tasks rely on nonstandard, manual coordination.



Split Accountability

Current structural alignment does not consistently support efficient execution. Split authority and function placement create avoidable coordination burdens.



Uneven Management Infrastructure

While some departments exhibit strong process discipline, others remain defined but unmanaged, lacking metrics, standard cycle times, and closed-loop follow-up.

District performance depends too heavily on institutional knowledge and individual effort rather than fully integrated workflows.

The Cost of Manual Coordination

What Manual Coordination Looks Like

- Spreadsheets used as primary workflow tools between departments
- Duplicate data entry across disconnected systems (PowerSchool, Munis, ConApp, Incident IQ)
- Manual verification replacing automated integration
- Undocumented institutional knowledge as the operating system
- Paper-based routing for travel reimbursements, P-Card reconciliation, and timekeeping

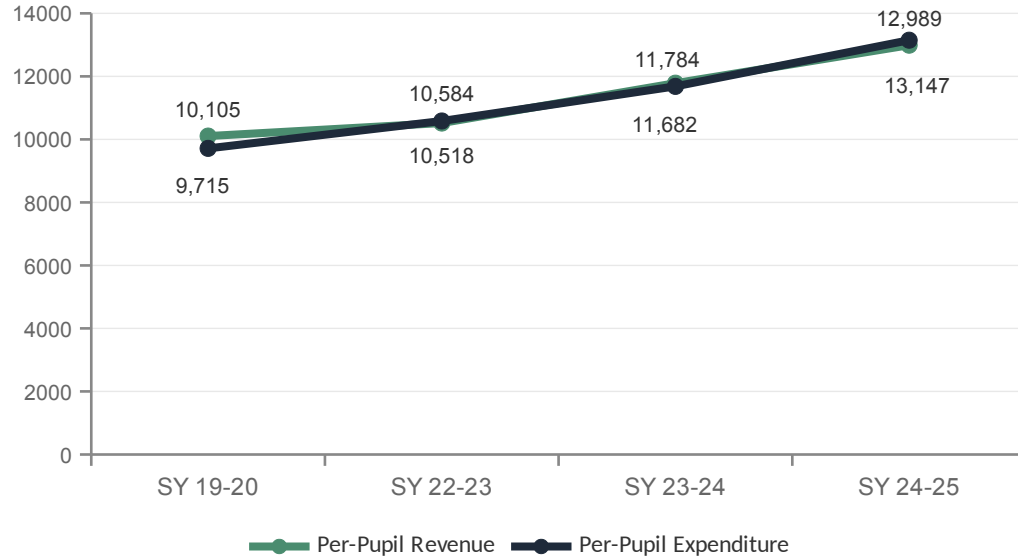
What Integration Enables

- Standardized workflows reduce rework and eliminate redundant positions over time
- Technology handles routine transactions, freeing staff for higher-value work
- Data flows between systems without manual re-entry
- Processes are documented and transferable, reducing single-point-of-failure risk
- Departments share common metrics and accountability frameworks

Efficiency opportunities are not limited to headcount. A meaningful share of current workload is artificially created by rework and broken systems. Process redesign must precede any broad staffing reductions.

The Financial Squeeze

The Margin of Error Has Evaporated



-\$158

Per Pupil Deficit (SY 24-25)

2.2%

Enrollment decline
(5 years)

32.4%

Expenditure growth
(5 years)

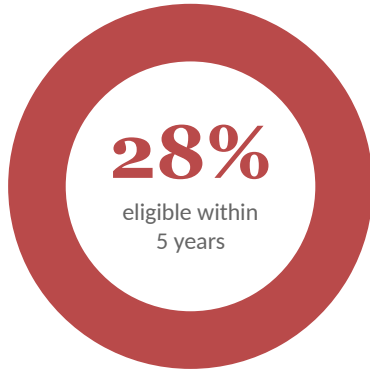
14.6%

Total staff decline
(5 years)

For the first time in the analysis period, per-pupil operating costs have eclipsed per-pupil revenues. Enrollment has declined 2.2% while total staff declined 14.6%, yet expenditures have accelerated by 32.4% overall.

Acute Continuity Risk

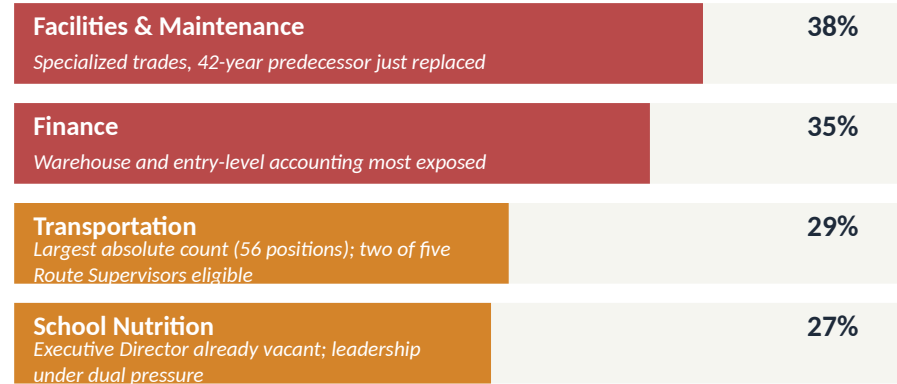
The Impending Retirement Transition



13% eligible right now
across all departments studied

Highest Retirement Exposure by Department

% eligible within 5 years

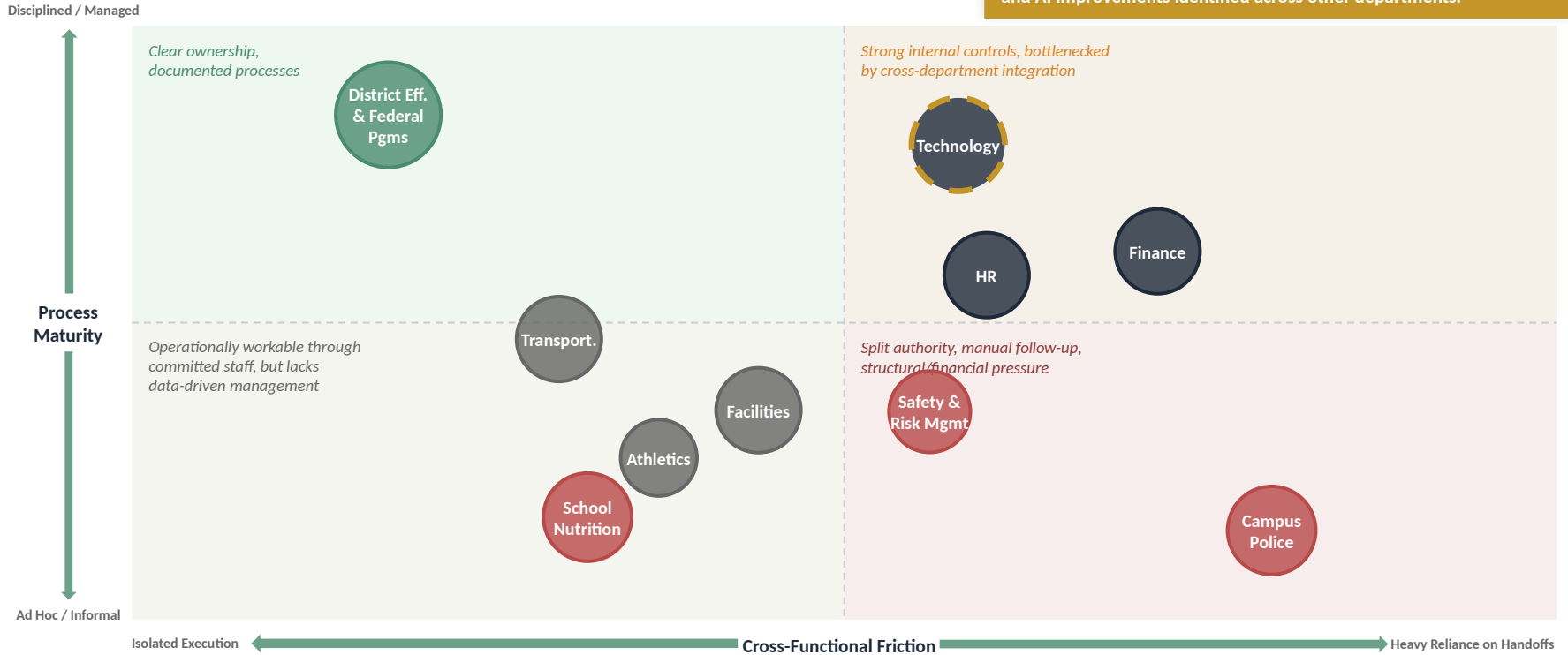


The departments with the highest near-term retirement exposure are the same departments identified as most reliant on undocumented institutional knowledge. When these individuals leave, the manual systems will collapse.

Departmental Diagnostic

Process Maturity vs. Cross-Functional Friction

Technology is not currently resourced to support the automation, integration, and AI improvements identified across other departments.



Human Resources

Staffing, cost, and performance benchmarks (SY 24-25)

PPM Maturity

DEFINED

Metric	BCSD	SE Regional	National	Peer Range	Signal
Staff per HR Employee	181	225 (SE avg)	325	152-469	Above most peers
HR Cost per District Staff	\$732	\$545	\$826	--	Below national
Overall Separation Rate	17.0%	16.3%	14.2%	--	Above both
Teacher Separation Rate	16.8%	15.9%	11.9%	--	Above both
Misconduct per 1K Staff	19.4	5.7	18.5	--	3.4x regional
HR Cost 3-Year Change	+27%	--	--	--	Rising

Staffing ratio exceeds peers, but cost per staff is below national. High headcount of lower-paid staff compensating for manual processes.

Human Resources: Opportunities

Key Opportunities Identified

Automate high-volume manual processes

Travel reimbursement, leave management, and athletic supplement processing can be streamlined without system integration.

Address the Compensation Specialist role bottleneck

Five incumbents since 2021. Role is structurally overloaded managing supplements across 25+ budget codes. Redesign required.

Build workforce analytics capability

Separation rates exceed all benchmarks and are trending upward. The district cannot diagnose root cause with a 10% exit survey response rate.

Leverage the leadership transition

The pending Asst. Superintendent retirement creates a restructuring window. If the Executive Director assumes the role, the Asst. Supt. line may not need to be refilled.

Standardize principal compliance with HR procedures

Principals are not consistently following required coaching and documentation steps before termination. Being codified in board policy.

Resolve split Workers' Comp accountability

Workers' Comp straddles HR and Safety & Security with unclear ownership. Consolidate under one authority.

HR operates with documented processes but is constrained by system integration gaps and a staffing model built to manage manual work rather than drive strategic improvement.

Finance

PPM Maturity

DEFINED

Staffing, cost, and performance benchmarks (SY 24-25)

Metric	BCSD	SE Regional	National	Peer Range	Signal
Revenue per Finance Staff	\$12.35M	--	--	\$16-30M	Lowest among peers
Procurement Cost per \$100K Rev	\$324	\$112	\$87	--	3-4x benchmarks
Cost per Purchase Order	\$104	--	\$63	--	65% above national
Paycheck Error Rate (per 10K)	9.74	--	9.8	--	At parity (was 63.5)
Payroll Cost 3-Year Change	+32%	--	--	--	Rising faster than rev
Expenditure Efficiency (Budget/Actual)	97.1%	--	113.7%	--	Better than the median of national peers. Minimal budget cushion

Note: BCSD is the only peer housing warehouse operations under Finance. Warehouse staff excluded from ratios above, except for Procurement Cost. Grants management placement varies across peers (4 of 10 peers also house grants under Finance) and is not an outlier.

Payroll accuracy improved dramatically: errors dropped from 63.5 to 9.74 per 10K payments over two years.

Finance: Opportunities

Key Opportunities Identified

Digitize travel reimbursement

Entirely paper-based using internal courier. Finance leadership independently identified this as a pain point. Highest-impact quick win.

Eliminate parallel P-Card reconciliation

Paper receipts and digital workflows run in parallel. Consolidating to a single digital process removes redundant verification steps.

Resolve blended-rate timekeeping gap

Tyler T&A cannot handle multi-funding-source employees. Finance staff physically drive to schools to collect timesheets. System fix or workaround needed.

Reduce cross-system data re-entry

Grant budgets maintained in both Munis and ConApp. Fixed assets in Incident IQ. No data sharing between systems. Each re-entry point is an error risk.

Realign warehouse to Operations

BCSD is the only peer housing warehouse under Finance. Realignment would reduce procurement cost ratios and match peer organizational models.

Use retirement timing for organic restructuring

42% of department (12 eligible + 2 vacancies) will turn over within 5 years, concentrated in roles most affected by automation.

Finance operates with strong controls and improving accuracy but carries the lowest revenue-per-staff ratio among all peers, driven by paper-based workflows.

Facilities & Maintenance

PPM Maturity

DEFINED

Cost, workload, and staffing benchmarks (SY 24-25)

Metric	BCSD	SE Regional	National	Signal
Maintenance Cost / Sq Ft	\$0.67	\$3.50	\$1.35	50% below national
Custodial Cost / Sq Ft	\$1.64	\$1.44	\$1.88	Between benchmarks
Utility Cost / Sq Ft	\$1.43	--	\$1.36	Above national
Avg Days to Complete WO	6.9	--	18.0	Strong performance
Work Orders per Technician	161.9	--	206 (median)	Below median
Sq Ft per Custodian	25,660	40,137	24,909	High density vs. regional
Retirement Eligible (5 yr)	39%	--	--	Highest in study

Below-benchmark maintenance costs are a warning signal, not proof of efficiency. Without a facility condition assessment, the district cannot determine whether low spending reflects efficiency or deferred maintenance.

Facilities & Maintenance: Opportunities

Key Opportunities Identified

Conduct a Facility Condition Assessment

No FCA exists. The district cannot quantify deferred maintenance, prioritize capital, or right-size the workforce without this baseline. Prerequisite to all other decisions.

Complete Incident IQ deployment

Work order system only 5-6 months old. Asset tagging in progress. Labor-hour tracking not yet systematic. Full deployment enables data-driven staffing decisions.

Rebalance custodial staffing across school types

Middle and high schools are overstaffed vs. benchmarks while elementary schools are at or above recommended ranges. Redistribution, not reduction.

Transition supervisors from task execution to management

Supervisors close tickets rather than technicians. Frontline leadership consumed by task-level work instead of managing workflow and quality.

Standardize custodial cleaning frequencies and task-based workloading

No documented cleaning standards by space type. No task-based time standards. Principals redirect custodians to non-cleaning duties.

Develop succession plans ahead of the 39% retirement cliff

Highest retirement exposure in the study. Specialized trades cannot be cross-trained quickly. Knowledge documentation must precede departures.

Low maintenance spending is a warning signal, not a strength. The FCA is the prerequisite to any staffing, capital, or structural decision in this department.

Transportation

Cost, fleet, and operational benchmarks (SY 24-25)

PPM Maturity

DEFINED

Metric	BCSD	SE Regional	National	Signal
Cost per Bus	\$41,308	--	\$77,063	Well below national
Cost per Rider	\$808	--	\$1,354	Well below national
Cost per Mile	\$3.93	--	\$6.42	Well below national
Students per Daily Run Bus	74.9	42.2	--	Strong efficiency
Spare Bus Ratio	31.7%	19.0%	--	Above (declining from 40%)
Buses per Mechanic	24.9	23.5	30:1 std	Within threshold
Retirement Eligible (5 yr)	28%	--	--	Largest absolute count

Cost efficiency is sustained by people, not yet by systems. Traversa, Fleet Vision, Fuel Master, and GeoTab are available but significantly underutilized.

Transportation: Opportunities

Key Opportunities Identified

Activate underutilized software systems

Four systems purchased but not fully deployed. Parts and labor not consistently charged in Fleet Vision. Ridership scan data incomplete. Tools exist; usage does not.

Plan for enrollment-driven route optimization

Projected enrollment decline (~890 fewer students for SY 26-27) will reduce ridership and create pressure to consolidate routes. Proactive optimization preserves cost efficiency; reactive cuts risk service disruption.

Stabilize Fleet Manager position

Three turnovers in 18 months. 4 of 9 mechanics are newer. Leadership instability limits process standardization and long-term fleet planning.

Address the split-compound coordination cost

Drivers at Roff, central staff at Cavalier. Two supervisors and two mechanics travel daily between sites. Shop consolidation is underway and will reduce this friction.

Build succession plans for retirement-eligible supervisors

Two Regular Ed Route Supervisors are retirement-eligible. Institutional knowledge of routes, students, and school relationships is at risk.

Continue fleet right-sizing through planned scrapping

Spare ratio (31.7%) declining from 40.1% as buses are scrapped. Continue to target industry-standard 15-20% spare ratio.

Commendation: cost efficiency, full driver allotment, and shop consolidation

Cost per bus, rider, and mile are all well below benchmarks. Full driver allotment achieved for the first time in 14 years. The in-progress shop consolidation reflects proactive operational improvement.

Transportation delivers strong cost performance. Declining enrollment will require proactive route optimization to maintain efficiency. The in-progress shop consolidation is a positive step toward reducing operational friction.

School Nutrition

Financial performance and operational benchmarks (SY 24-25)

PPM Maturity

DEFINED

Metric	BCSD	SE Regional	National	Signal
Fund Balance (% of Revenue)	18.8%	41.1%	29.3%	Below both benchmarks
Fund Balance 2-Year Change	-53%	--	--	Rapid erosion
Food Cost (% of Revenue)	75.3%	34.6%	42.3%	Critical outlier
Total Cost per Meal	\$6.51	\$4.35	\$4.86	Above both benchmarks
Labor Cost (% of Revenue)	47.5%	39.4%	45.6%	Above both benchmarks
District-wide MPLH	17.03	17.6	14.0	Competitive overall
Elementary MPLH Range	13.5 - 27.1	--	--	2x site-level variance

Food costs rose from 50.8% to 75.3% of revenue in two years, the primary driver of fund balance erosion. Three critical leadership positions are currently vacant.

School Nutrition: Opportunities

Key Opportunities Identified

Stabilize inventory controls (in progress)

Biweekly ordering, discard reports, and cycle counts recently implemented. Not yet mature. Inventory loss was not consistently documented historically.

Conduct site-level MPLH optimization review

Elementary MPLH ranges from 13.5 to 27.1 across 21 schools. Variation does not correlate with enrollment or participation. Labor hours may not be aligned to meal volume.

Address competitive food revenue leakage

School-level competitive food sales reduce cafeteria participation and federal reimbursement revenue. Each student diverted is lost USDA reimbursement.

Fill critical leadership vacancies

Executive Director, Training Specialist, and Nutrition Site Support-Technology Services are all vacant. Budget Manager serving dual roles. Department cannot execute improvement under this structure.

Fully leverage LINQ system capabilities

LINQ supports POS, inventory, menu management, and ordering, but manual processes remain common. Master departmental schedule not consistently followed.

Eliminate off-site commercial freezer dependency

Limited on-site capacity requires external storage adding cost and logistics complexity. Vendor delivery schedule adjustments underway.

School Nutrition is in financial distress driven by food cost escalation and inventory control gaps. Stabilization is underway, but recovery requires addressing food costs, labor alignment, and leadership vacancies.

Technology

Infrastructure, staffing, and investment benchmarks (SY 24-25)

PPM Maturity

MANAGED

Metric	BCSD	SE Regional	National	Signal
Network Bandwidth (Mbit/s/student)	1.87	577.4	248.4	Critical gap
Devices per Student	1.75	--	1.40	Above benchmark
IT Spend per Student	\$363	\$528	\$349	Between benchmarks
Capital IT Spend (3-Yr Change)	-82%	--	--	\$10M to \$1.8M
Devices Managed (3-Yr Change)	+10.8%	--	--	Fleet growing
Days Network > 75% Capacity	10	--	5.0	2x national average

Technology is the only department rated at Managed maturity. The critical infrastructure gap is network bandwidth. Capital spending decline may be building a device refresh cliff.

Technology: Opportunities

Key Opportunities Identified

Address the network bandwidth gap

At 1.87 Mbit/s per student vs. 248.4 nationally, this is the largest infrastructure gap in the study. Bandwidth limits the return on every device and software investment.

Resource the department for internal business system integration

Technology is oriented toward student-facing device management. The automation, integration, and AI improvements identified across other departments require internal IT capacity that does not currently exist.

Evaluate the capital spending trajectory

Capital IT dropped 82% over 3 years while devices grew 10.8%. If this reflects deferred investment rather than ESSER completion, a refresh cliff is forming.

Centralize device imaging and deployment

Technicians image devices at individual schools with no centralized staging. This increases variability, extends timelines, and adds to technician workload.

Reduce CIO operational stretch

CIO directly manages four functional areas and is personally involved in acquisition decisions. Senior Analyst is the sole Tableau resource, creating a single point of failure.

Standardize school-level support request processes

Schools vary in how they initiate tickets. Some bypass Incident IQ entirely. Inconsistent intake reduces visibility and prevents workload analysis.

Technology demonstrates strong governance and maturity. The critical risks are bandwidth infrastructure, capital spending trajectory, and the gap between current staffing and the district's cross-department integration needs.

Safety & Security / Campus Police

The Split Authority Challenge

Safety & Security PPM
DEFINED

Police PPM
FRAGMENTED

Metric	BCSD	National Avg	Signal
Combined Staff per 1K Students	3.26	1.70	Nearly 2x national
Patrol Officers (3-Yr Growth)	10 to 27	--	Tripled
Assault/Battery per 1K Students	6.61	4.60	44% above national
Bullying/Harassment per 1K	0.05	2.30	Possible classification variance
Alarm-Equipped Sites	14%	99%	Largest infrastructure gap
Drills per Crisis Team	19.36	9.60	Double benchmark
Training Hours per Personnel	38.4	31.1	Above benchmark

Campus Police is the only department rated at Fragmented maturity. Patrol staffing tripled in three years, but no department-level KPIs, trend analysis, or standardized incident response protocols exist. Incident engagement varies by school. The staffing investment lacks systems to measure its impact.

Safety & Campus Police: Opportunities

Key Opportunities Identified

Establish unified safety governance structure

Campus Police, Safety & Risk Management, and Student Affairs operate with overlapping authority and no shared accountability framework. Define decision rights and reporting relationships.

Standardize incident response protocols district-wide

When and how Campus Police is engaged varies by administrator. Identical student behavior produces different outcomes by school. Creates equity and legal risk.

Build a shared data and analytics platform

Incident data split across RMS/CAD, Infinite Campus, and other systems. No aggregation, no dashboard, no trend analysis. Cannot measure whether the staffing investment is working.

Address the physical security infrastructure gap

Only 14% of sites have alarm systems vs. 99% nationally. Zero intrusions is a positive outcome, but technology investment could reduce reliance on personnel-based coverage.

Connect safety to student services and behavior intervention

The current model is reactive. Connecting campus police deployment to restorative practices and early intervention would shift from response to prevention.

Develop process documentation before retirement losses

Campus Police at Fragmented maturity means knowledge lives in people. 21% retirement eligible within 5 years. Processes must be captured now.

The primary issue is not staffing presence but role clarity and decision consistency. Avoidable burden is created across the district because authority lanes overlap without clear end-to-end accountability.

Athletics: Opportunities

Key Opportunities Identified

Update coaching supplement rates (frozen since 1997)

Nearly 30-year-old rate structure creates manual complexity across Athletics, HR, and Finance. Classified employees receive lump-sum payments requiring separate processing.

Reduce single-person operational dependencies

With 4 central FTE (effectively 3 with Wellness Center vacant), multiple workflows depend on one person. Work distribution and documentation needed.

Standardize middle school eligibility documentation

High school eligibility managed through GHSA portals. Middle school eligibility uses district criteria with varying documentation practices. Not centrally audited.

Evaluate athletics maintenance alignment with Facilities

Separate maintenance supervisor, grounds crew, and work order system. Consolidating under Facilities could improve coordination and resource sharing.

Establish department KPIs and service-level standards

No formal athletic KPIs exist. Performance inferred from operational outcomes. Define turnaround expectations and measurable service standards.

Athletics operates with experienced, committed staff but lacks documented processes, performance metrics, and modern supplement structures. Costs are stable at 0.6% of district expenditures.

District Effectiveness: Opportunities

Key Opportunities Identified

Document processes before institutional knowledge is lost

~60% of team assumed current roles within 2 years. Managed maturity is sustained by senior leadership knowledge, not yet by formalized documentation.

Plan for the ESSER funding cliff

Grant-funded staff grew from 3.1% to 15.1% of district FTEs. 490 positions need to be sustained, reduced, or eliminated as pandemic-era funding expires.

Shift from compliance-driven to outcome-driven measurement

The department tracks budgets, compliance, and reimbursements systematically. Outcome evidence exists (e.g., program examples, recognitions, individual success stories, etc.) but systematic measures remain underdeveloped.

Monitor declining competitive grant capacity

Competitive grants dropped 14.7% year-over-year. As formula ESSER funds expire, competitive grant-writing becomes more critical to sustaining programs.

Commendation: 99.75% grant utilization rate

Only \$117K of \$47M returned in SY 24-25. This reflects exceptional fiscal management and compliance discipline. Strongest department in the study.

District Effectiveness is the highest-performing department in this study. The risks are succession, the ESSER cliff, and the transition from compliance-driven to outcome-driven management.

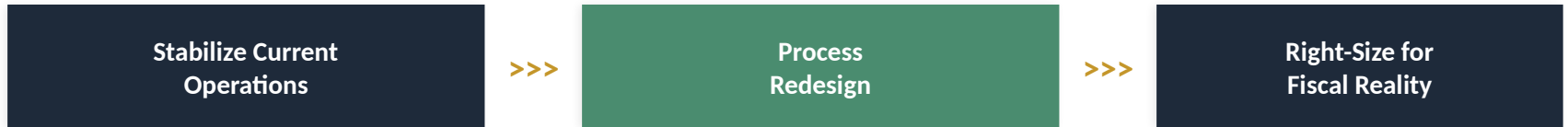
The Strategic Reality

You Cannot Right-Size a Fragmented System



The district's high operating costs are a symptom of inefficient workflows, not just overstaffing. Attempting broad headcount reductions disconnected from workflow changes will break the manual systems holding the district together.

The Required Sequence



Takeaway: Process redesign must precede or accompany any staffing decisions.

The Architecture of Reform

A Three-Phase Sequence

1

Phase 1: Clarify & Stabilize

Clarify ownership and stabilize least mature areas. Use current vacancies and near-term retirements as natural entry points for structural refinement. Document workflows during transitions, then redesign roles to match improved processes rather than backfilling as-is.

2

Phase 2: Simplify & Align

Redesign cross-department workflows, automate highest-friction manual processes, and align restructured roles with redesigned work. Strengthen KPIs and build shared data infrastructure to support ongoing management.

3

Phase 3: Right-Size & Sustain

Evaluate staffing alignment post-redesign, leverage automation and continued natural attrition, and confirm impact with data before making structural changes permanent. Sustainability is the measure, not speed.

Guiding Principles

Simplify work before reducing capacity

Clarify accountability before redesigning structure

Use data to confirm impact

Immediate Priorities

Executing Phase 1: Stabilize

Use the Retirement Window for Structural Refinement

The 28-39% retirement exposure in Facilities, Transportation, and Finance creates a natural restructuring window. Rather than backfilling positions as they stand, redesign roles and workflows first, then staff to the improved model. Document institutional knowledge as part of the redesign process.

Untangle the Handoffs

Target the HR and Finance chasm. Standardize the highest-friction workflows that create manual transaction burden and duplicate entry. Begin with travel reimbursement, supplement processing, and leave management as early-impact improvements that demonstrate the redesign-before-reduction approach.

Clarify Safety Ownership

Establish clean, linear reporting relationships and definitive decision rights across Campus Police, Safety, and Student Affairs to eliminate the split authority trap. Build shared data and a unified improvement cycle connecting security presence to student behavior intervention.

The window for proactive restructuring is open, but narrowing. Execution must begin with stabilizing the core.

Next Steps

Moving from Findings to Recommendations

1

Gather Board Input

Today's presentation provides the status of Phase 3 findings and identified opportunities. The Board's questions, priorities, and concerns will inform how recommendations are developed.

2

Engage District Leadership

Work with the Superintendent's team to review findings, validate observations, and align on which opportunities are most impactful and implementable for Bibb County.

3

Collaborate with Department Teams

The people in operational roles hold detailed knowledge of how work is actually done. Recommendations must reflect their input to ensure they can be implemented and sustained.

4

Develop Detailed Recommendations

Phase 4 will translate findings into implementable recommendations with action plans, sequencing, and fiscal impact analysis. The goal is not just what to change, but how to change it in a way the district can execute and sustain.

This presentation represents Phase 3 findings and identified opportunities. It is not a final report. Detailed recommendations will be developed in Phase 4 in collaboration with district leadership.