

REPORT HIGHLIGHTS

PERFORMANCE AUDIT

Subject

The Glendale Elementary School District covers approximately 16 square miles within the Glendale city limits. In FY 2008, the District served 13,031 students in kindergarten through 8th grade attending 17 schools.

Our Conclusion

Glendale ESD's administrative costs per pupil were 13 percent higher than the average for comparable districts. The District's transportation program was efficient but costly because it transported nearby students for safety reasons. The District's plant costs were slightly higher, but it has taken steps to help control these costs. The District spent its Proposition 301 monies appropriately; however, its classroom dollar percentage was below the comparable districts' and state averages. Glendale ESD needs to make minor changes to its English Language Learner program to comply with the state model.

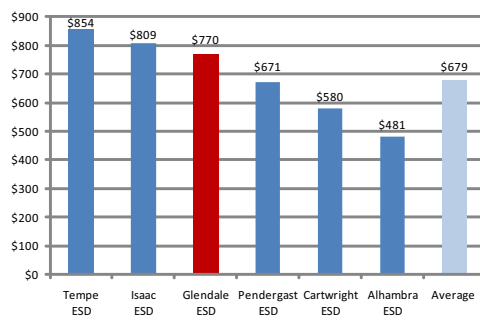


2009

Glendale Elementary School District

District had higher-than-average administrative costs—The District's administrative costs per pupil (\$770) were 13 percent higher than the comparable districts' average because it employed more assistant principals, administrative technology-related employees, and administrative assistants.

Administrative Costs Per Pupil
Fiscal Year 2008



Recommendation—The District should evaluate whether it can reduce the number of administrative positions.

District inappropriately spent \$55,000 on meals for employees—In FY 2008, the District spent \$55,093 of public monies on employee meals for various meetings, trainings, and recognition events.

According to the Attorney General, food should be provided only when employees are traveling.

Recommendation—The District should discontinue using public monies for purchasing staff meals.

Transportation program efficient despite higher per-mile costs—Glendale ESD's transportation cost per mile was about 11 percent higher than the comparable districts' average cost primarily because it transported students living closer to school than it normally would have. The District transported these students because of safety concerns associated with the students' walking across railroad tracks, canals, and major streets to get to school. Because its buses drove fewer miles, the District's transportation revenue, which is based on miles driven, was about \$1.5 million less than transportation costs.

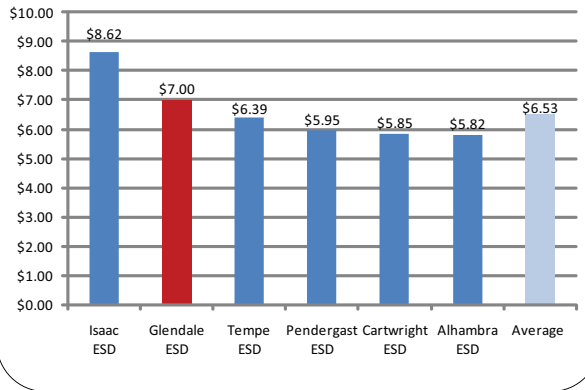
Transportation Costs
Fiscal Year 2008

	Per rider	Per mile
Glendale ESD	\$537	\$7.16
Comparable districts	\$774	\$6.46

Although the District had higher per-mile costs, its bus routes were efficient and operated at 78 percent capacity, on average.

Slightly higher plant costs despite efforts to control energy costs—Glendale ESD's per-square-foot plant operation and maintenance costs were 7 percent higher than the comparable districts' average in part because the District employed substitute custodians to replace custodians who were out sick. The comparable districts either did not use substitute custodians or they did not use them as frequently as Glendale ESD.

Plant Costs Per Square Foot Fiscal Year 2008



The District's per-square-foot electricity costs were about 9 percent higher than the comparable districts' average, probably because Glendale ESD operates slightly older buildings. However, the District uses a formal energy conservation plan and an energy management system to help control electricity costs.

Recommendations—The District should:

- Determine whether the number of plant positions can be reduced.
- Continue to look for ways to lower energy usage.

District spent fewer dollars in the classroom than the comparable districts

—In FY 2008, Glendale ESD spent 11 percent less in the classroom than the comparable districts because:

- It did not receive any desegregation monies while three of the comparable districts received an average of \$669 per pupil in desegregation monies.
- It spent 13 percent more on administration costs than the comparable districts' average.

In part, because it had less money available for the classroom and because its teachers were generally less experienced, Glendale ESD's reported FY 2008 average teacher salary was 12 percent less than the comparable districts'.

Dollars Spent in the Classroom and Reported Average Teacher Salaries Fiscal Year 2008

	Dollars in the classroom	Reported Average Teacher Salary
Glendale ESD	\$4,120	\$43,152
Comparable districts	\$4,629	\$49,048

District needs to make minor changes for its English Language Learner program to fully comply with state model

—English language learners (ELL) are students whose native language is not English and who are not currently able to perform ordinary classroom work in English. In FY 2009, about 22 percent (2,763) of Glendale ESD's students were ELL. The District placed the majority of its ELL students in 4-hour English language development (ELD) pull-out classes. However, minor grouping errors at one of its schools resulted in some students being placed in ELD classes while others in the same grade were placed on Individual Language Learner Plans (ILLP) and attended mainstream classes. According to the Structured English Immersion (SEI) model, districts may only place ELL students on ILLPs if they have 20 or fewer ELL students in a three-grade span.

Further, the District was cited by ADE because its ILLPs were not written to address each student's individual needs.

The District also did not separately account for the incremental portion of its ELL costs throughout the fiscal year.

Recommendations—The District should:

- Ensure its SEI program and ILLPs meet all state requirements.
- Properly account for the incremental portion of its ELL costs throughout the fiscal year.