Managing for Results

in America's Great City Schools

2026

RESULTS FROM FISCAL YEAR 2024-25





A REPORT OF THE PERFORMANCE MEASUREMENT AND BENCHMARKING PROJECT OCTOBER 2026

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TABLE OF CONTENTS

Introduction **1**
Frequently Asked Questions 3
Accounts Payable **6**
AP Cost per $100K Revenue 7
AP Cost per Invoice 8
Invoices - Days to Process 9
Invoices Processed per FTE per Month 10
Invoices Past Due at Time of Payment 11
Payments Voided 12
Cash Management **14**
Investment Earnings per $100K Revenue 15
Investment Earnings as Percent of Cash/Investment Equity 16
Cash/Investment Equity per $100K Revenue 17
Treasury Staffing Cost per $100K Revenue 18
Compensation **20**
Pay Checks Processed per FTE per Month 21
Payroll Cost per $100K Spend 22
Payroll Cost per Pay Check 23
Pay Checks - Errors per 10K Payments 24
Payroll Staff - Overtime Hours per FTE 25
Personnel Record Self-Service Usage per District FTE 26
W-2 Correction Rate (W-2c) 27
Pay Checks - Direct Deposits 28
Financial Management **30**
Debt Principal Ratio to District Revenue 31
Debt Servicing Costs Ratio to District Revenue 32
Fund Balance Ratio (E) All Types 33
Fund Balance Ratio (C) Unrestricted 34
Expenditures Efficiency - Adopted Budget as Percent of Actual 35
Revenues Efficiency - Adopted Budget as Percent of Actual 36
Expenditures Efficiency - Final Budget as Percent of Actual 37

Revenues Efficiency - Final Budget as Percent of Actual 38
Grants Management 40
Grant Funds as Percent of Total Budget 41
Grant-Funded Staff as Percent of District FTEs 42
Returned Grant Funds per $100K Grant Revenue 43
Competitive Grant Funds as Percent of Total 44
Days to Access New Grant Funds 45
Grants Receivables Aging 46
Procurement 48
Procurement Cost per Purchase Order 49
Procurement Costs per $100K Revenue 50
Strategic Sourcing Ratio 51
Competitive Procurements Ratio 52
Cooperative Purchasing Ratio 53
P-Card Purchasing Ratio 54
PALT for Requests for Proposals 55
PALT for Invitations for Bids 56
PALT for Informal Solicitations 57
Procurement Staff with Professional Certificate 58
Warehouse Operating Expense Ratio 59
Warehouse Stock Turn Ratio 60
Risk Management 62
Cost of Risk per Student 63
Workers' Compensation Cost per $100K Payroll Spend 64
Workers' Compensation Cost per Employee 65
Workers' Compensation Lost Work Days per 1,000 Employees 66
Liability Claims - Percent Litigated 67
Liability Claims per 1,000 Students 68
Liability Cost per Student 69
Workers' Compensation Claims per 1,000 Employees 70
Workplace Incidents per 1,000 Employees 71
Food Services 72
Breakfast Participation Rate (Meal Sites) 73
Breakfast Participation Rate (Districtwide) 74
Breakfast F/RP Participation Rate 75

Lunch Participation Rate (Meal Sites) 76
Lunch Participation Rate (Districtwide) 77
Lunch F/RP Participation Rate 78
Cost Per Meal 79
Food Cost per Meal 80
Fund Balance as Percent of Revenue 81
Total Costs As Percent of Revenue 82
Food Cost per Revenue 83
Labor Costs per Revenue 84
Meals Per Labor Hour 85
USDA Commodities - Percent of Total Revenue 86
Maintenance & Operations 88
Custodial Work - Cost per Square Foot 89
Custodial Work - Cost per Student 90
Custodial Workload 91
Custodial Supply Cost per Square Foot 92
Routine Maintenance - Cost per Square Foot 93
Routine Maintenance - Cost per Work Order 94
Routine Maintenance - Proportion Contractor-Operated, by Work Orders 95
Major Maintenance - Cost per Student 96
Major Maintenance - Delivered Construction Costs as Percent of Total Costs 97
Major Maintenance - Design to Construction Cost Ratio 98
Renovations - Cost per Student 99
Renovations - Delivered Construction Costs as Percent of Total Costs 100
Renovations - Design to Construction Cost Ratio 101
New Construction - Cost per Student 102
New Construction - Delivered Construction Costs as Percent of Total Costs 103
New Construction - Design to Construction Cost Ratio 104
M&O Cost per Student 105
M&O Costs Ratio to District Operating Budget 106
Work Order Completion Time (Days) 107
Recycling - Percent of Total Material Stream 108
Utility Costs - Cost per Square Foot 109
Utility Usage - Electricity Usage per Square Foot (KWh) 110
Utility Usage - Heating Fuel Usage per Square Foot (KBTU) 111

Utility Usage - Water (Non-Irrigation) Usage per Square Foot (Gal.) 112
Green Buildings - Buildings Green Certified or Equivalent 113
Safety & Security 114
Incidents - Assault/Battery Incidents per 1,000 Students 115
Incidents - People Incidents per 1,000 Students 116
S&S Expenditures per 1,000 Students 117
S&S Expenditures Percent of District Budget 118
S&S Staff per 1,000 Students 119
Training Hours per Safety/Security personnel 120
Crisis Response Teams - Drills per Team 121
Crisis Response Teams - Teams per Academic Site 122
Health/Safety Inspections - Sites Inspected Annually 123
Health/Safety Violations per Site 124
Incidents - Bullying/Harassment per 1,000 Students 125
Incidents - Intrusion/Burglary Incidents per Site 126
Intrusion/Burglary Alarm Systems - Percent of Sites 127
Transportation 128
Bus Fleet - Average Age of Fleet 129
Cost per Mile Operated 130
Cost per Rider 131
Cost per Bus 132
On-Time Performance 133
Bus Equipment - GPS Tracking 134
Accidents - Miles Between Accidents 135
Accidents - Miles Between Preventable Accidents 136
Bus Fleet - Alternatively-Fueled Buses 137
Bus Fleet - Daily Buses as Percent of Total Buses 138
Bus Usage - Daily Runs per Bus 139
Fuel Cost as Percent of Retail - Diesel 140
Fuel Cost as Percent of Retail - Gasoline 141
Daily Ride Time - General Education 142
Daily Ride Time - SWD 143
Human Resources 144
Teacher Retention - Remaining After 1 Year 145
Teacher Retention - Remaining After 2 Years 146

Teacher Retention - Remaining After 3 Years 147
Teacher Retention - Remaining After 4 Years 148
Teacher Retention - Remaining After 5 Years 149
Substitute Placement Rate 150
Substitute Placements With a BA/BS or Higher 151
Employee Separation Rate 152
Employee Separation Rate - Teachers 153
Employee Separation Rate - Instructional Support Staff 154
Employee Separation Rate - School-Based Exempt Staff 155
Employee Separation Rate - School-Based Non-Exempt Staff 156
Employee Separation Rate - Non-School Non-Exempt Staff 157
Employee Separation Rate - Non-School Exempt Staff 158
Exit Interview Completion Rate 159
Health Benefits Enrollment Rate 160
Health Benefits Cost per Enrolled Employee 161
HR Cost per District FTE 162
HR Cost per $100K Revenue 163
Employee Relations - Discrimination Complaints per 1,000 Employees 164
Employee Relations - Misconduct Investigations per 1,000 Employees 165
Information Technology 166
Devices - Average Age of Computers 167
Devices - Computers per Employee 168
Devices per Student 169
Devices - Advanced Presentation Devices per Teacher 170
IT Spending Percent of District Budget 171
IT Spending - Capital Investments 172
IT Spending per Student 173
Network - Bandwidth per Student 174
Network - Days Usage Exceeded 75% of Capacity 175
Network - WAN Availability 176
Support - Break/Fix Staffing Cost per Ticket 177
Support - Help Desk Call Abandonment Rate 178
Support - Help Desk Staffing Cost per Ticket 179
Systems Cost - Business Systems Cost per Employee 180
Systems Cost - Instructional Systems Cost per Student 181

INTRODUCTION

OVERVIEW

The Performance Management and Benchmarking Project

In 2002 the Council of the Great City Schools and its members set out to develop performance measures that could be used to improve business operations in urban public school districts. The Council launched the Performance Measurement and Benchmarking Project to achieve these objectives. The purposes of the project were to:

- Establish a common set of **key performance indicators** (KPIs) in a range of school operations, including business services, finances, human resources, and technology;
- Use these KPIs to benchmark and compare the performance of the nation's largest urban public school systems;
- Use the results to improve operational performance in urban public schools.

Since its inception, the project has been led by two Council task forces operating under the aegis of the organization's Board of Directors: the Task Force on Leadership, Governance, and Management, and the Task Force on Finance. The project's work has been conducted by a team of member-district managers, technical advisors with extensive expertise in the following functional areas: business services (transportation, food services, maintenance and operations, safety and security), budget and finance (accounts payable, financial management, grants management, risk management, compensation, procurement and cash management), information technology, and human resources.

Methodology of KPI Development

The project's teams have used a sophisticated approach to define, collect and validate school-system data. This process calls for each KPI to have a clearly defined purpose to justify its development, and extensive documentation of the **metric definitions** ensures that the expertise of the technical teams is fully captured.

At the core of the methodology is the principle of **continuous improvement**. The technical teams are instructed to focus on operational indicators that can be *benchmarked* and are *actionable,* and thus can be strategically managed by setting improvement targets.

From the KPI definitions the surveys are developed and tested to ensure the comparability, integrity and validity of data across school districts.

Power Indicators and Essential Few

The KPIs are categorized into three levels of priority—Power Indicators, Essential Few, and Key Indicators—with each level having its own general purpose.

- **Power Indicators:** Strategic and policy level; can be used by superintendents and school boards to assess the overall performance of their district's non-instructional operations.
- **Essential Few:** Management level; can be used by chief executives to assess the performance of individual departments and divisions.
- **Key Indicators:** Technical level; can be used by department heads to drive the performance of the higher-level measures.

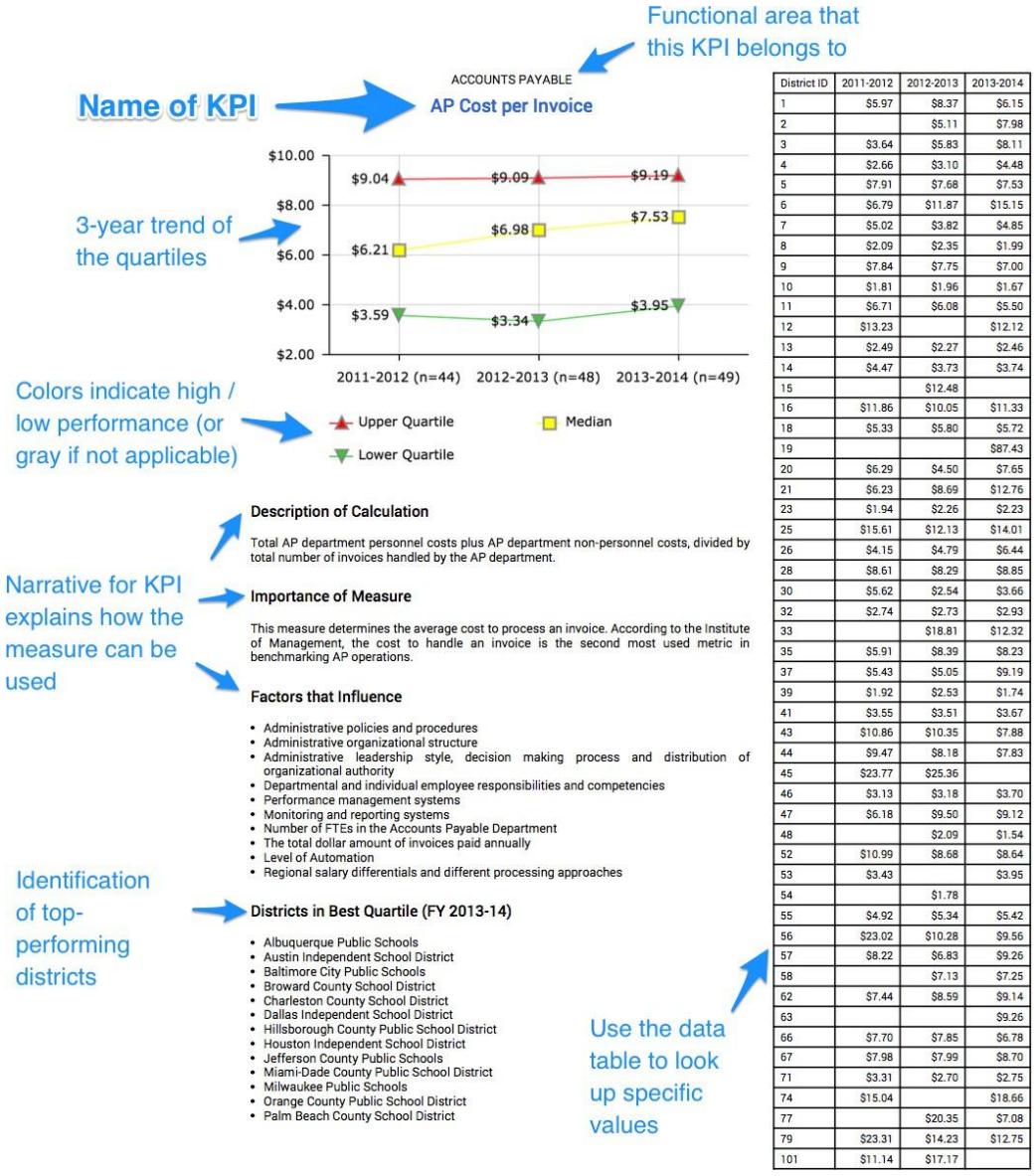
This division is more or less hierarchical, and while it is just one way of many to organize the KPIs, it is helpful for highlighting those KPIs that are important enough to warrant more attention being paid to them.

A Note on Cost of Living Adjustments

We adjust for **cost of living** in most cost-related measures. Regions where it is more expensive to live, such as San Francisco, Boston, New York City and Washington, D.C., are adjusted downward in order to be comparable with other cities. Conversely, regions where the costs of goods are lower, such as Columbus, OH, and Nashville, TN, are adjusted upwards.

GUIDANCE FOR READING THIS REPORT

Each page of this report shows detailed information for a single KPI measure. The figure below shows the key components.



District ID	2011-2012	2012-2013	2013-2014
1	$5.97	$8.37	$6.15
2		$5.11	$7.98
3	$3.64	$5.83	$8.11
4	$2.66	$3.10	$4.48
5	$7.91	$7.68	$7.53
6	$6.79	$11.87	$15.15
7	$5.02	$3.82	$4.85
8	$2.09	$2.35	$1.99
9	$7.84	$7.75	$7.00
10	$1.81	$1.96	$1.67
11	$6.71	$6.08	$5.50
12	$13.23		$12.12
13	$2.49	$2.27	$2.46
14	$4.47	$3.73	$3.74
15		$12.48	
16	$11.86	$10.05	$11.33
18	$5.33	$5.80	$5.72
19			$87.43
20	$6.29	$4.50	$7.65
21	$6.23	$8.69	$12.76
23	$1.94	$2.26	$2.23
25	$15.61	$12.13	$14.01
26	$4.15	$4.79	$6.44
28	$8.61	$8.29	$8.85
30	$5.62	$2.54	$3.66
32	$2.74	$2.73	$2.93
33		$18.81	$12.32
35	$5.91	$8.39	$8.23
37	$5.43	$5.05	$9.19
39	$1.92	$2.53	$1.74
41	$3.55	$3.51	$3.67
43	$10.86	$10.35	$7.88
44	$9.47	$8.18	$7.83
45	$23.77	$25.36	
46	$3.13	$3.18	$3.70
47	$6.18	$9.50	$9.12
48		$2.09	$1.54
52	$10.99	$8.68	$8.64
53	$3.43		$3.95
54		$1.78	
55	$4.92	$5.34	$5.42
56	$23.02	$10.28	$9.56
57	$8.22	$6.83	$9.26
58		$7.13	$7.25
62	$7.44	$8.59	$9.14
63			$9.26
66	$7.70	$7.85	$6.78
67	$7.98	$7.99	$8.70
71	$3.31	$2.70	$2.75
74	$15.04		$18.66
77		$20.35	$7.08
79	$23.31	$14.23	$12.75
101	$11.14	$17.17	

The quartiles plotted on the chart are reasonable benchmarks ("high, middle, low") for measuring performance. Showing the multi-year trend is useful for thinking about national trends over time.

Reports from previous years (before the 2015 edition of this report) showed only the latest year of data as a single bar chart for each measure. The new format makes it easier to see the broad trends for a measure. And because the data table is sorted by district ID number, it is also easier to look up a single district's data.

FREQUENTLY ASKED QUESTIONS

Why are districts in this report identified by ID number instead of district name?

The data tables in this report list districts by their ID number. This is done to create a safe environment so public reporting of the data is done through district numbers, and not by name.

How do I find my district's ID number?

You can email opskpi@cgcs.org to ask for your KPI ID or log into the Open Architects portal (K-12 Data Analytics for School Districts | Open Architects) to view your District ID Name.

How do I get the ID numbers for all the other districts?

The ID numbers of other districts are confidential, and we do not share them without the permission of each district. If you would like to identify specific districts that are in your peer group in order to collaborate with them, please email opskpi@cgcs.org

Districts can share their own ID numbers with others at their own discretion.

Why isn't my data showing? My district completed the surveys.

Your data may not appear in this report if it was flagged for review and not resolved before the publication deadline, or if it was submitted after the deadline. If you believe your district's data is missing or incorrect, please contact opskpi@cgcs.org

Can I still submit a survey? Can I update my data?

The data collection window for this year's survey is now closed, and the results in this report reflect the data submitted during that period. If you missed this year's survey or would like to correct or update your data, please contact opskpi@cgcs.org

You will also have the opportunity to review and update this year's data when next year's survey cycle opens through Open Architects.

ACCOUNTS PAYABLE

Performance metrics in Accounts Payable (AP) focus on the cost efficiency, productivity, and service quality of invoice processing. Cost efficiency is measured most broadly with AP Costs per $100K Revenue, which evaluates the entire cost of the AP department against the total revenue of the district. This metric is supported by a similar metric, AP Cost per Invoice, which compares against the number of invoices processed rather than district revenue.

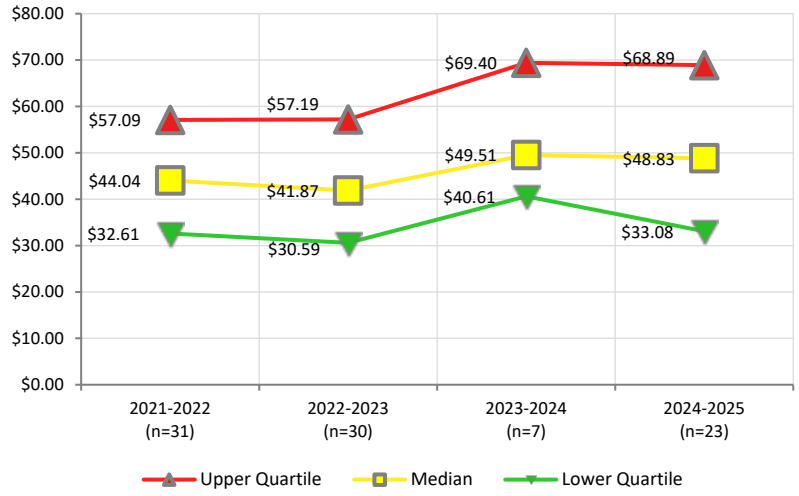
Productivity is measured by Invoices Processed per FTE per Month, and service quality is captured, in part, by Days to Process Invoices, Invoices Past Due at Time of Payment and Payments Voided.

With the above KPIs combined with staffing and electronic invoicing KPIs, district leaders have a baseline of information to consider whether their AP function:

- Needs better automation to process invoices
- Is overstaffed or has staff that is under-trained or under-qualified
- Should revise internal controls to improve accuracy
- Needs better oversight and reporting procedures

ACCOUNTS PAYABLE

AP Cost per $100K Revenue



Description of Calculation

Total AP department personnel costs plus AP department non-personnel costs divided by total district operating revenue over $100,000.

Importance of Measure

This measures the operational efficiency of an Accounts Payable Department.

Factors that Influence

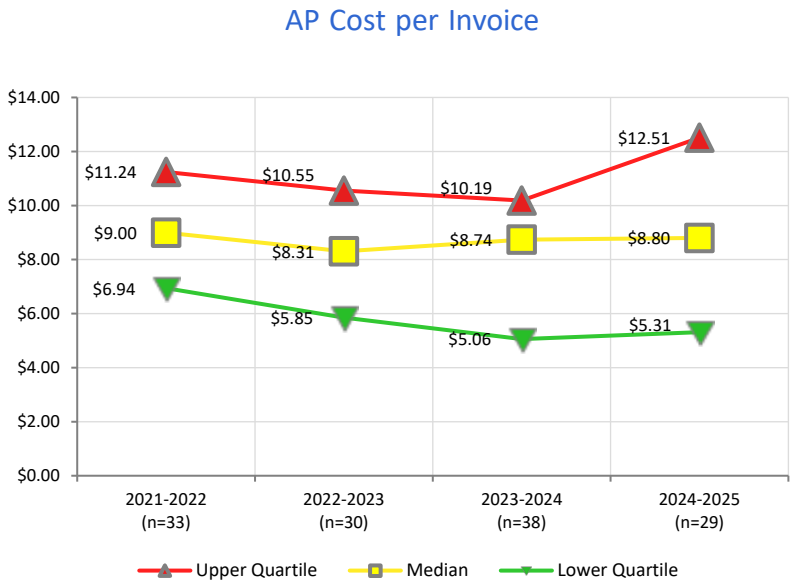
- Administrative policies and procedures
- Administrative organizational structure
- Administrative leadership style, decision making process and distribution of organizational authority
- Departmental and individual employee responsibilities and competencies
- Performance management systems
- Monitoring and reporting systems
- Number of FTEs in the Accounts Payable Department
- The total dollar amount of invoices paid annually
- Level of Automation
- Regional salary differentials and different processing approaches

Districts in Best Quartile (2024-2025)

- Baltimore City Public Schools
- Boston Public Schools
- Dallas Independent School District
- Houston Independent School District
- Miami-Dade County Public Schools
- Palm Beach County School District

District	2021-2022	2022-2023	2023-2024	2024-2025
135	$57.09	$73.93		
194				$48.83
196	$30.48	$30.58		
200	$24.74	$27.84		$36.02
219	$49.44	$64.10		
250		$91.04		$93.38
262	$26.17	$30.59		
314	$28.19	$25.08		
349		$24.75		$24.38
371	$25.14	$24.72		
378				$91.18
379	$38.51	$32.61		$60.11
389	$51.42			
406	$125.71	$109.63		
415				$27.96
426			$19.73	$21.78
432	$61.48	$44.22		$62.36
442	$32.61	$39.25		$41.71
443	$65.92	$68.58	$69.40	$68.89
476		$35.32		
494		$38.99		
506	$40.11	$44.81		
513	$23.33			$20.31
587	$37.35		$55.62	
601	$33.75	$25.15		$28.58
636	$39.85	$54.20		
674	$68.44		$77.01	$77.50
689		$42.13		
693	$52.64	$54.07		
717				$33.08
742	$38.02			
744		$41.54		
765	$76.05			
797				$40.39
811	$54.75	$51.18	$40.61	
812	$105.41	$102.34		$108.33
824	$45.14	$41.61		$64.82
838	$53.10	$62.11		$65.96
862			$44.36	$45.55
886	$44.04			
921				$92.71
967	$46.25	$44.15		$46.73
971	$43.74	$40.46	$49.51	$49.66
985	$27.28	$30.00		
997	$63.28	$57.19		

ACCOUNTS PAYABLE



Description of Calculation

Total AP department personnel costs plus AP department non-personnel costs, divided by total number of invoices handled by the AP department.

Importance of Measure

This measure determines the average cost to process an invoice. According to the Institute of Management, the cost to handle an invoice is the second most used metric in benchmarking AP operations.

Factors that Influence

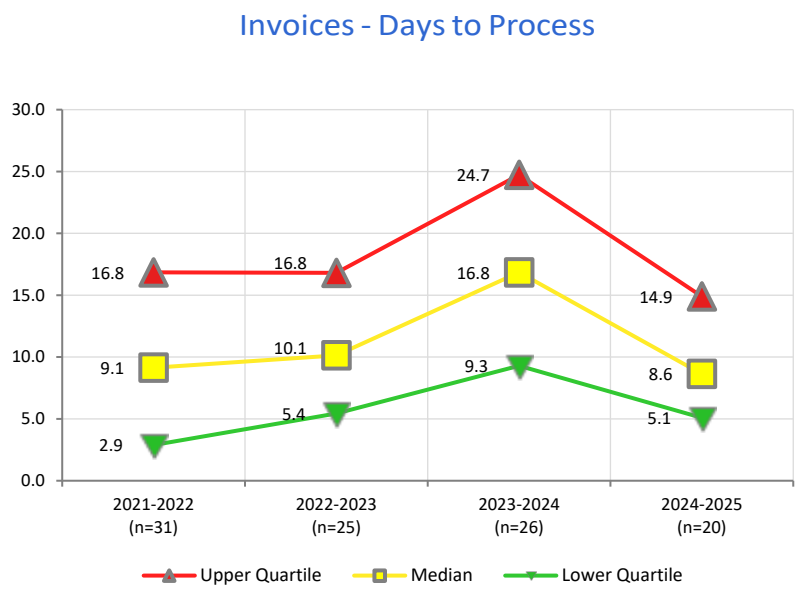
- Administrative policies and procedures
- Administrative organizational structure
- Administrative leadership style, decision making process and distribution of organizational authority
- Departmental and individual employee responsibilities and competencies
- Performance management systems
- Monitoring and reporting systems
- Number of FTEs in the Accounts Payable Department
- The total dollar amount of invoices paid annually
- Level of Automation
- Regional salary differentials and different processing approaches

Districts in Best Quartile (2024-2025)

- Broward County Public Schools
- Guilford County School District
- Houston Independent School District
- Los Angeles Unified School District
- Miami-Dade County Public Schools
- Milwaukee Public Schools
- Orange County Public School District
- Palm Beach County School District

District	2021-2022	2022-2023	2023-2024	2024-2025
135	$4.19	$4.88	$6.08	
166			$5.47	
173			$9.01	
194	$11.57		$21.25	$18.65
196	$13.37	$14.01	$12.94	
200	$7.75	$8.57	$10.19	$11.57
219	$7.76	$6.69	$8.14	
250	$11.65	$10.94	$9.29	$5.97
262	$2.79	$3.59	$3.87	$3.62
314	$4.20	$3.62		$5.06
349			$1.78	$3.52
371	$8.53	$6.69	$8.97	
378	$10.27	$8.19	$8.21	$11.40
379		$21.17	$14.88	$8.98
389	$8.86			
406	$14.99	$9.38	$8.47	$17.51
415	$4.85	$4.83	$3.08	$7.95
423	$17.10			
426			$3.22	$3.81
432	$9.28	$6.28	$9.02	$7.71
442	$5.69	$7.39		$16.19
443	$31.59		$16.46	$16.28
476		$3.13	$5.06	
494		$4.36		
506	$7.31	$9.91		
513			$2.08	$3.09
584		$10.55		
587	$5.81	$5.62	$8.82	$8.97
601			$10.30	
636	$10.65	$10.38	$4.95	
647				
674	$15.41		$21.48	$12.23
689	$10.75	$9.48	$11.31	
693	$15.39	$15.00	$17.46	
717			$9.55	$5.59
742	$7.54	$12.03	$16.95	
744		$5.85	$7.46	
765	$9.68			
797	$9.00		$9.15	$8.80
811	$8.77	$8.42	$6.13	$1.44
812				$13.71
824	$11.13	$9.89	$8.49	$13.39
838	$9.28	$7.55	$8.66	$8.75
862			$9.05	$9.92
886	$3.36			
903	$6.94		$4.39	$5.31
921				$14.03
967		$6.76	$1.07	$5.78
971			$1.83	$2.01
985	$3.89	$13.36	$9.62	
997	$11.24	$12.79		$12.51

ACCOUNTS PAYABLE



Description of Calculation

Aggregate number of days to process all AP invoices, from date of invoice receipt by the AP department to the date of payment post/ check release, divided by the total number of invoices handled by the AP department.

Importance of Measure

This measures the efficiency of the payment process.

Factors that Influence

- Automation
- Size of district
- Administrative policies

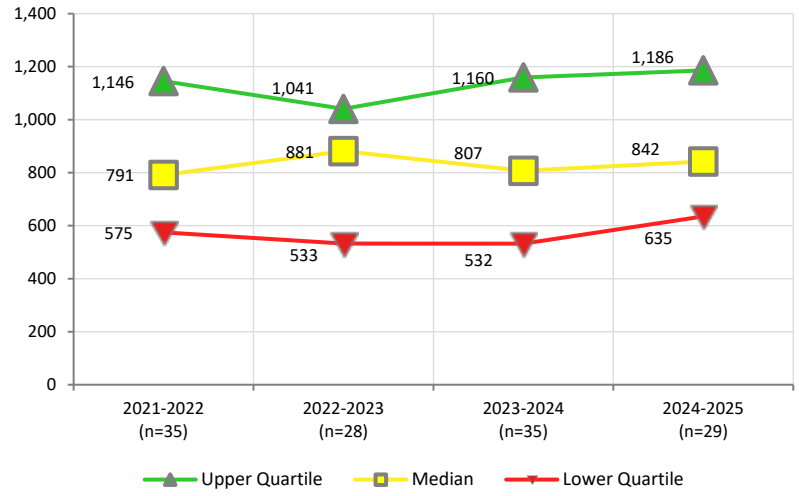
Districts in Best Quartile (2024-2025)

- Broward County Public Schools
- Charlotte-Mecklenburg Schools
- Jefferson County Public Schools (KY)
- Miami-Dade County Public Schools
- Portland Public Schools

District	2021-2022	2022-2023	2023-2024	2024-2025
135			24.7	
166				
173				5.7
196	49.6		53.2	
200	8.4	7.9	10.8	8.6
219	34.5	22.3	20.9	
250	10.5	9.5	10.8	12.4
262	2.9	3.4	2.9	2.4
314	0.0			5.7
349	0.9	0.5	1.3	1.1
371	12.6	10.7	10.7	
378	6.8		25.8	6.2
379	0.0	0.0		
389	38.2			
406	27.3	5.4	19.0	17.1
415	48.5		41.5	
426		13.8	30.2	13.1
432	6.0	5.8	36.2	4.3
442	7.0	7.0		
443		34.8	4.1	4.5
476		16.6		
494		3.4		
506	19.6			
513	8.4	8.1	8.0	11.3
584	23.9	22.3	21.0	
587	11.8	16.8	15.5	15.5
636	14.1	13.1	7.8	
674	0.0		20.4	
689	8.9	10.1		
693				
717			17.8	8.5
742	0.0	0.0		
744		31.1	42.0	
765	5.3			
797	2.7		1.6	3.4
824	14.1	23.6	15.9	28.2
838	16.8	18.6	20.0	22.7
886	9.1			
903	10.9		9.3	8.6
921				17.2
967				
971	12.6	12.2	14.3	14.3
985	0.0	0.0		
997				

ACCOUNTS PAYABLE

Invoices Processed per FTE per Month



Description of Calculation

Total number of invoices handled by the AP department, divided by total number of AP staff (FTEs), divided by 12 months.

Importance of Measure

This measure is a major driver of accounts payable department costs. Lower processing rates may result from handling vendor invoices for small quantities of non-repetitive purchases; higher processing rates may result from increased technology using online purchasing and invoice systems to purchase and pay for large quantities of items from vendors.

Factors that Influence

- Administrative organizational structure
- Administrative leadership style, decision making process and distribution of organizational authority
- Departmental and individual employee responsibilities and competencies
- Performance management systems
- Monitoring and reporting systems
- Number of FTEs in the Accounts Payable Department
- The number of invoices paid annually
- Level of automation

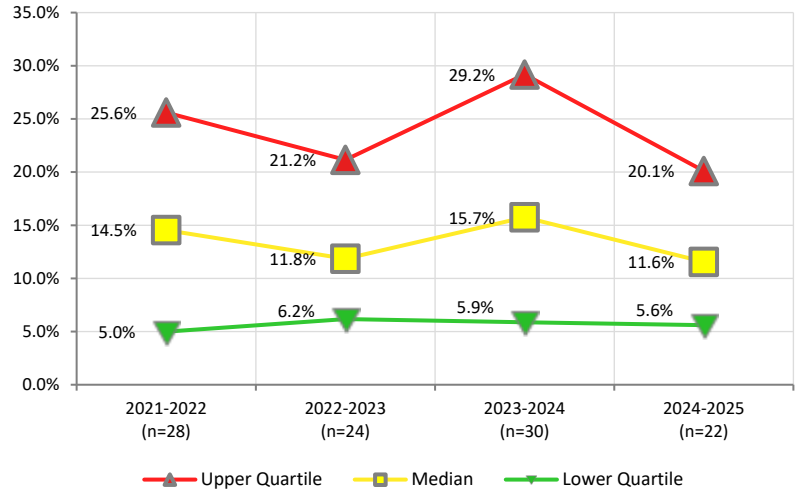
Districts in Best Quartile (2024-2025)

- Baltimore City Public Schools
- Broward County Public Schools
- Des Moines Public Schools
- Houston Independent School District
- Los Angeles Unified School District
- Miami-Dade County Public Schools
- Milwaukee Public Schools
- Palm Beach County School District

District	2021-2022	2022-2023	2023-2024	2024-2025
110				
135	1,031	1,039		
166			821	
173			557	706
194	765		587	607
196	337	369	479	
200	968	934	717	722
219	646	958	896	
250	528	583	869	1,563
262	1,579	1,443	1,307	1,434
314	1,666			1,786
349	1,752		2,698	1,715
371	1,214	1,551	1,095	
378	791	964	830	880
379		217	369	879
389	1,078			
406	284	486	481	305
415	1,722			1,186
423	432			
426			1,788	1,659
432	813	831	660	897
442	611	588		293
443	214		476	470
476		1,387	1,380	
494		1,043		
506	972	700		
513			3,105	2,012
584	591	743	724	
587	778	961	807	807
601			598	
636	600	652	1,160	
647				
674	412		377	610
689	575	563	631	
693	322	342	444	
717			532	842
742	1,102	992	510	
744		1,080	688	
765	1,055			
797	656		814	940
811	1,146	1,127	1,241	400
812				635
824	783	931	1,025	903
838	947	1,179	1,258	1,071
862			832	745
886	1,887			
903	1,484		1,727	1,321
921				675
967		499		675
971				
985	1,573	503	431	
997	522	373		584

ACCOUNTS PAYABLE

Invoices Past Due at Time of Payment



Description of Calculation

Number of invoices past due at time of payment, divided by total number of invoices handled by the AP department.

Importance of Measure

Minimizing the number of payments that are past due should be a crucial mission of the accounts payable department.

Factors that Influence

- Process controls
- Department workload management
- Overtime policy

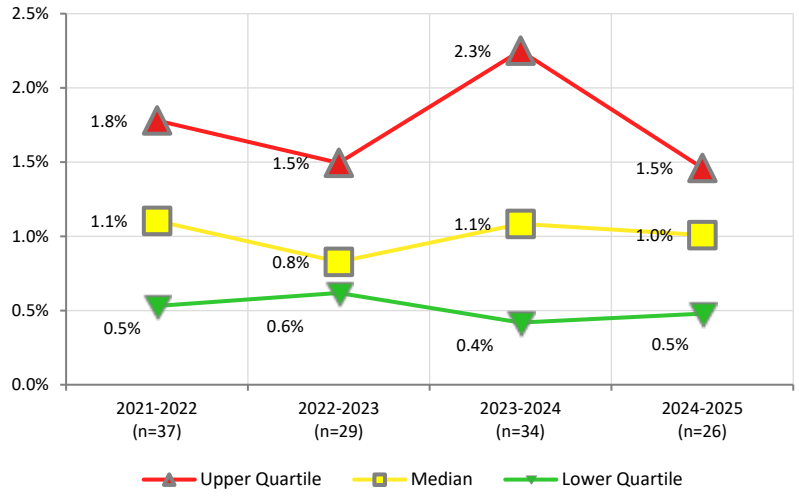
Districts in Best Quartile (2024-2025)

- Clark County School District
- Dallas Independent School District
- District of Columbia Public Schools
- Orange County Public School District
- Palm Beach County School District
- San Antonio Independent School District

District	2021-2022	2022-2023	2023-2024	2024-2025
110				5.6%
135			29.2%	
166				
173			33.0%	1.6%
196			74.7%	
200	6.4%	5.6%	5.9%	4.8%
219	13.9%	7.5%	0.7%	
250	7.4%	10.5%	11.3%	8.7%
262				
349	24.6%	6.8%	26.0%	17.3%
371	45.4%	38.3%	38.3%	
378	21.5%		20.3%	19.1%
379	0.4%			
406	13.0%	12.1%	18.3%	33.2%
415	56.9%		41.8%	10.5%
426		14.7%	17.1%	13.5%
432	49.2%	31.1%	30.5%	20.1%
442	0.6%	0.4%		
443			39.9%	28.9%
476		11.0%	25.4%	
494		1.8%		
506	54.9%	14.2%		
513	3.0%	3.0%	3.1%	4.3%
584	22.3%	19.6%	14.8%	
587	17.9%	12.5%	11.2%	11.2%
636	48.9%	40.8%	22.5%	
674	53.1%		16.7%	
689	4.0%	2.9%	3.5%	
693			0.0%	
717			6.6%	0.6%
742	11.3%	9.9%	6.8%	
744		28.5%	38.0%	
765	1.9%			
797	6.0%		6.3%	15.4%
812				8.7%
824	15.2%	22.7%		28.3%
838	19.1%	17.2%	5.1%	26.4%
886	0.1%			
903	8.9%		6.7%	7.2%
921				11.9%
967		11.6%	1.5%	
971	0.4%	0.8%	0.9%	1.0%
985	15.2%			
997	26.6%	24.6%		22.1%

ACCOUNTS PAYABLE

Payments Voided



Description of Calculation

Number of payments voided, divided by total number of AP transactions (payments).

Importance of Measure

This measure reflects processing efficiencies and the degree of accuracy. Voided checks are usually the result of duplicate payments or errors. A high percentage of duplicate payments may indicate a lack of controls, or that the master vendor files need cleaning, creating the potential for fraud.

Factors that Influence

- Administrative policies and procedures
- Administrative organizational structure
- Administrative leadership style, decision making process and distribution of organizational authority
- Departmental and individual employee responsibilities and competencies
- Performance management systems
- Monitoring and reporting systems
- Number of FTEs in the Accounts Payable Department
- The total number of checks written annually
- Level of automation

Districts in Best Quartile (2024-2025)

- Austin Independent School District
- Columbus Public Schools
- Des Moines Public Schools
- Detroit Public Schools
- Los Angeles Unified School District
- Pittsburgh Public Schools
- Toledo Public Schools

District	2021-2022	2022-2023	2023-2024	2024-2025
135				
166			1.3%	
173				
194	1.1%			
196	1.4%	1.1%	1.7%	
200	0.8%	0.7%	3.9%	1.1%
219	0.7%	0.3%	0.4%	
250	0.2%		1.2%	0.04%
262	0.8%	0.9%	0.9%	0.7%
314	0.5%	0.3%		1.5%
349	1.4%	1.1%	0.7%	0.6%
371	1.0%	0.8%	1.0%	
378	0.5%	0.8%	0.5%	0.1%
379	3.4%	1.7%	2.5%	1.6%
389	1.1%			
406	1.8%		0.4%	
415	1.3%	1.7%	2.3%	1.8%
423	2.6%			
426	2.2%		3.2%	0.6%
432	0.8%	0.8%	0.7%	1.2%
442	0.5%	0.9%		0.9%
443				1.4%
476		0.7%		
494		1.5%		
506	0.2%			
513	1.0%	0.6%	0.5%	0.5%
525	0.2%			
584	1.9%	2.5%	2.9%	
587	2.1%	1.1%	0.2%	0.2%
636	0.2%	0.2%	0.4%	
674	1.8%		2.3%	2.6%
689	2.4%	0.8%	1.6%	
693	0.5%	0.6%	0.6%	
717			1.9%	1.3%
742	0.2%	0.4%	1.4%	
744		0.4%	0.4%	
765	0.4%			
797	1.9%		2.5%	2.0%
798	1.5%	2.1%		
811		0.7%	0.4%	1.1%
812			0.1%	0.1%
824	0.6%	0.6%	0.5%	0.5%
838	1.3%	1.5%	2.3%	2.4%
862			0.3%	0.34%
886	1.7%			
903	0.5%		0.3%	0.2%
921				1.4%
967		0.6%	1.6%	0.6%
971	2.1%	2.3%	2.3%	2.4%
985	3.1%	1.8%	1.2%	
997				

CASH MANAGEMENT

These performance metrics can help a district assess their cash management. Cash management relies upon well-controlled cash-flow practices. Performance metrics that indicate healthy cash management include months below Target Liquidity Level and Short-Term Loans per $100K Revenue.

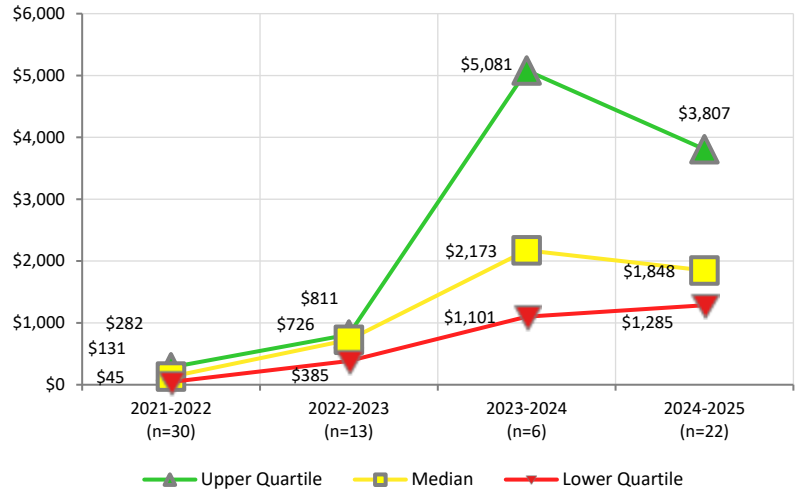
Measures that look at investment yield include Investment Earnings per $100K Revenue and Investment Earnings as Percent of Cash/Investment Equity.

When evaluating cash-management performance, the following conditions should be considered among the influencing factors:

- Revenue inflows and expenditure outflows, and the accuracy of cash flow projections
- School board and administrative policies requiring internal controls and transparency
- Accounting standards
- Borrowing eligibility and liquidity
- State laws and regulations

CASH MANAGEMENT

Investment Earnings per $100K Revenue



Description of Calculation

Total investment earnings, divided by total district operating revenue over $100,000.

Importance of Measure

This indicates the rate of return on cash and investment assets. It reflects the degree to which the district uses its available assets to build value.

Factors that Influence

- Revenue types
- Types of receipt percentages
- Investments internal or external
- Investment policy

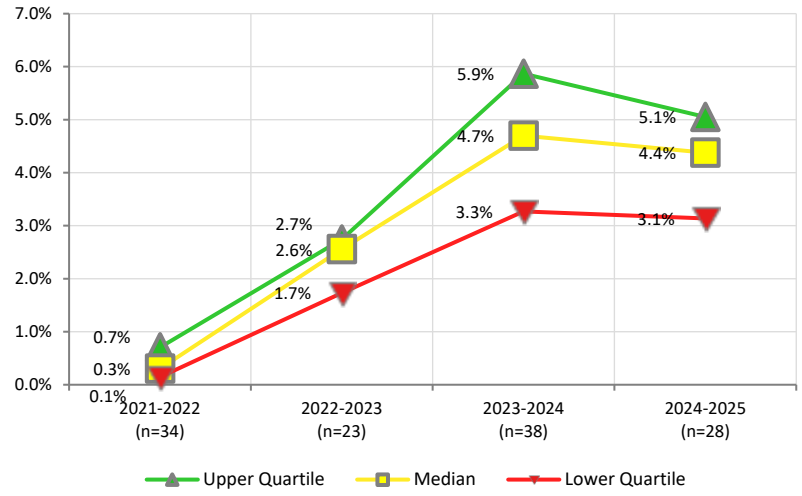
Districts in Best Quartile (2024-2025)

- Columbus Public Schools
- Dallas Independent School District
- Detroit Public Schools
- Fort Worth Independent School District
- Orange County Public School District
- Portland Public Schools

District	2021-2022	2022-2023	2023-2024	2024-2025
135	$105			
194				$1,800
196	$22	$515		
200	$355			$3,040
219	$29	$811		
250				
262	$110	$385		
314	$383	$464		
349	$85			$1,811
371	$38	$800		
378				$5,066
379	$125	$822		$1,884
389	$435			
406	$45	$97		
415	$480			$1,470
426	$171		$3,008	$2,650
432	$45			$1,458
442	$168			$5,585
443	$89		$5,081	$3,960
494		$779		
513	$28			$3,153
587	$172			
636	$136	$381		
674	$207		$1,337	$1,285
693	$217			
717				$4,324
744		$726		
765	$38			
797				$544
811	$14	$170	$272	$229
812	$282			$958
824	$15			$3,807
838	$448	$829		$1,298
862			$1,101	$862
886	$173			
921				$1,106
967		$1,636		$3,794
971	$1,024		$8,143	$8,563
985	$427			
997	$79			

CASH MANAGEMENT

Investment Earnings as Percent of Cash/Investment Equity



Description of Calculation

Total investment earnings, divided by total cash and investment equity.

Importance of Measure

This indicates the rate of return on cash and investment assets. It reflects the degree to which the district uses its available assets to build value.

Factors that Influence

- Investment rate of return
- Investment policy

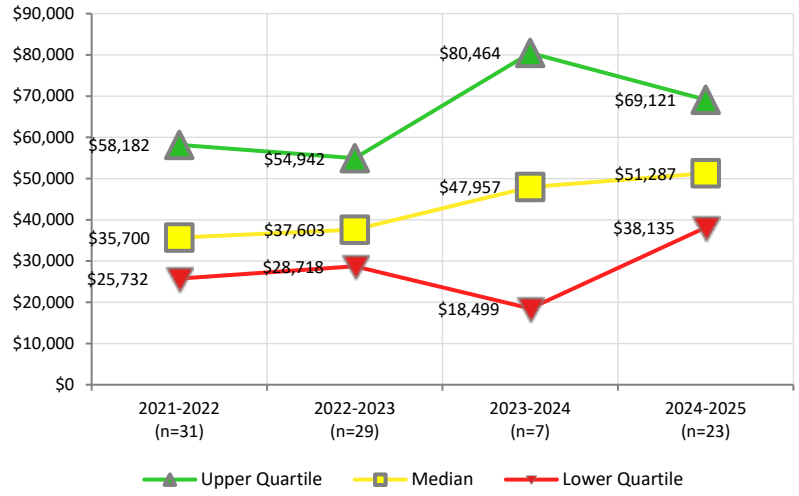
Districts in Best Quartile (2024-2025)

- Charlotte-Mecklenburg Schools
- Columbus Public Schools
- Fort Worth Independent School District
- Houston Independent School District
- Orange County Public School District
- Portland Public Schools
- San Antonio Independent School District

District	2021-2022	2022-2023	2023-2024	2024-2025
135	0.1%		5.9%	
173			5.7%	5.1%
194				4.8%
196	0.2%		6.2%	
200	0.7%	2.5%	4.4%	4.6%
219	0.1%	2.8%	7.6%	
250			4.2%	0.2%
262	0.2%	0.9%	2.2%	3.0%
314	3.2%			1.1%
349	0.4%		6.1%	4.7%
371	0.1%	3.0%	3.3%	
378	0.5%	1.7%	3.3%	7.4%
379	0.5%	2.6%	4.8%	3.7%
389	0.7%			
406	0.1%	0.4%	0.2%	0.2%
415				3.3%
423	2.5%			
426	0.2%		6.3%	5.4%
432			6.2%	5.0%
442				5.3%
443	0.1%	2.6%	6.3%	5.7%
476			5.5%	
494		2.6%		
513	0.1%		4.8%	4.9%
525			5.3%	
529			4.6%	
584	0.1%	2.7%	4.0%	
587	0.3%	2.6%		
601			6.8%	
636	0.5%	1.3%	2.7%	
647				
663	0.3%			
674	0.4%		5.5%	3.3%
689	1.2%	2.9%	1.9%	
693	0.8%		3.4%	
717				4.2%
742			5.9%	
744		4.9%	4.6%	
763		2.5%		
765	0.1%			
797	0.2%			5.3%
798	0.3%	1.4%	1.7%	
811	0.2%	2.2%	3.1%	4.6%
812	0.6%	2.7%	4.4%	2.4%
824	0.1%	2.6%	3.6%	3.9%
838	1.4%	1.7%	2.3%	2.9%
862			5.9%	3.4%
886	0.7%			
903		0.4%	2.7%	4.9%
921				2.0%
967		2.8%	5.1%	4.1%
971	1.0%		5.5%	5.2%
985	1.2%	2.6%	3.4%	
997	0.2%		5.8%	

CASH MANAGEMENT

Cash/Investment Equity per $100K Revenue



Description of Calculation

Total cash and investment equity, divided by total district operating revenue over $100,000.

Importance of Measure

This measure indicates the total amount of cash and investment equity relative to annual district revenue.

Factors that Influence

- Amount of funds available for investment
- Fund balance

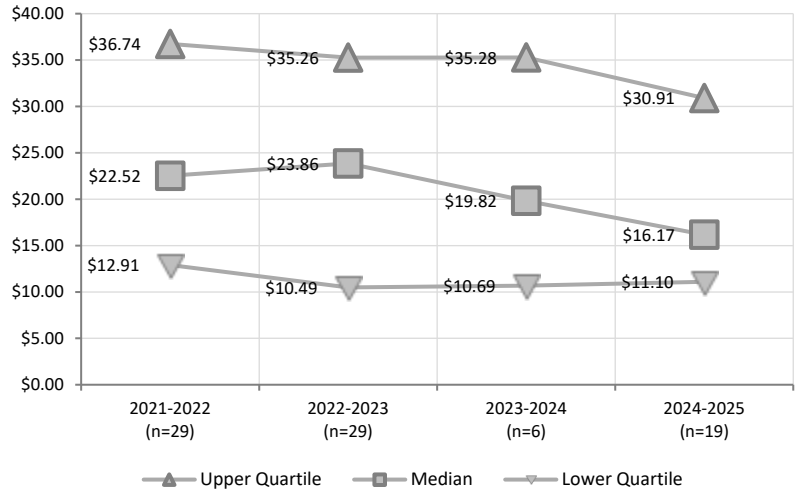
Districts in Best Quartile (2024-2025)

- Albuquerque Public Schools
- Dallas Independent School District
- Detroit Public Schools
- Fort Worth Independent School District
- Orange County Public School District
- Portland Public Schools

District	2021-2022	2022-2023	2023-2024	2024-2025
194				$37,417
196	$11,697	$12,551		
200	$50,379	$59,305		$65,938
219	$20,227	$28,718		
250	$60,691	$37,948		$65,899
262	$47,634	$44,526		
314	$11,982	$9,076		
349	$23,883	$31,041		$38,135
371	$27,114	$26,601		
378				$68,787
379	$25,732	$31,164		$51,287
389	$58,182			
406	$34,362	$27,088		
415				$45,093
426	$73,839	$53,509	$47,957	$49,073
432	$843	$2,537		$29,314
442		$96,788		$104,889
443	$69,099	$96,280	$80,464	$69,121
476		$37,603		
494		$30,087		
506	$69,580			
513	$47,413	$60,260		$64,813
584		$90,751		
587	$52,693		$55,101	
636	$26,221	$28,908		
674	$46,358		$24,110	$38,992
693	$28,140	$30,257		
717				$103,393
742	$65,204			
744		$14,891		
765	$33,330			
797				$10,226
798		$95,505		
811	$8,890	$7,709	$8,886	$5,013
812	$45,873	$38,360		$40,495
824	$27,534	$45,729		$97,034
838	$31,148	$47,865		$44,034
862			$18,499	$25,653
886	$25,553			
921				$56,035
967	$60,790	$57,514		$93,359
971	$101,072		$148,555	$164,161
985	$36,338	$54,942		
997	$35,700	$35,927		

CASH MANAGEMENT

Treasury Staffing Cost per $100K Revenue



Description of Calculation

Total Treasury personnel costs, divided by total district operating revenue over $100,000.

Importance of Measure

This measure helps evaluate staffing costs.

Factors that Influence

- Number and wages of Treasury personnel

District	2021-2022	2022-2023	2023-2024	2024-2025
135		$25.90		
194				$25.04
196	$25.71	$23.63		
200	$8.96	$9.46		$10.43
219	$25.82	$35.26		
250	$152.08	$94.76		
262	$20.24	$21.03		
314	$9.33			
349	$20.44	$20.40		$18.89
371	$8.54	$8.96		
378				
379				
389	$36.74			
406	$133.97	$99.62		
415				$14.96
426	$12.83	$11.50	$18.06	$21.84
432		$8.91		$6.32
442	$12.91	$14.71		$16.17
443	$37.23	$34.58	$35.28	$41.70
476		$27.31		
494		$27.73		
506	$61.64			
513	$17.10	$16.18		$15.39
584		$143.33		
587	$23.00		$21.59	
636	$22.52	$32.51		
674	$32.00			$23.65
693	$24.62	$23.86		
717				$30.91
742	$16.93			
744		$10.49		
765	$15.65			
797				$9.78
798		$626.81		
811	$7.60	$8.56	$10.69	$12.48
812	$27.39	$29.84		$38.10
824	$45.98	$40.34		$39.66
838	$11.52	$9.77		$11.10
862			$47.78	$52.42
886	$19.03			
921				
967		$3.97		$5.04
971	$9.83	$9.37	$10.06	$11.13
985	$70.12	$56.41		
997	$75.89	$45.12		

COMPENSATION

Performance metrics in compensation evaluate the cost efficiency and productivity of the payroll department. Cost efficiency is broadly represented by the two measures Payroll Cost per Pay Check and Payroll Cost per $100K Spend, which both evaluate the total costs of the Payroll department relative to workload. Productivity is broadly represented by Pay Checks Processed per FTE per Month, which is also a cost driver of payroll.

Because compensation involves high volumes of regular and predictable transactions, most cost efficiencies can be realized by expanding the use of existing tools such as employee direct deposit and employee self-service modules. This is captured in part by the measures Direct Deposit Rate and Personnel Record Self-Service Usage per District FTE.

Conversely, districts that underutilize modern automation systems could see an increase in Pay Check Errors per 10K Payments and increased W-2 Correction Rates (W-2c's) due to the manual effort required, as well as an excessive level of Overtime Hours per Payroll Employee. Percent of Off-Cycle Payroll Checks may also indicate lower productivity, as this may increase the workload of the Payroll department staff.

These service level, productivity, and efficiency measures should be considered in combination, and provide district leaders with a baseline of information to determine whether their payroll function:

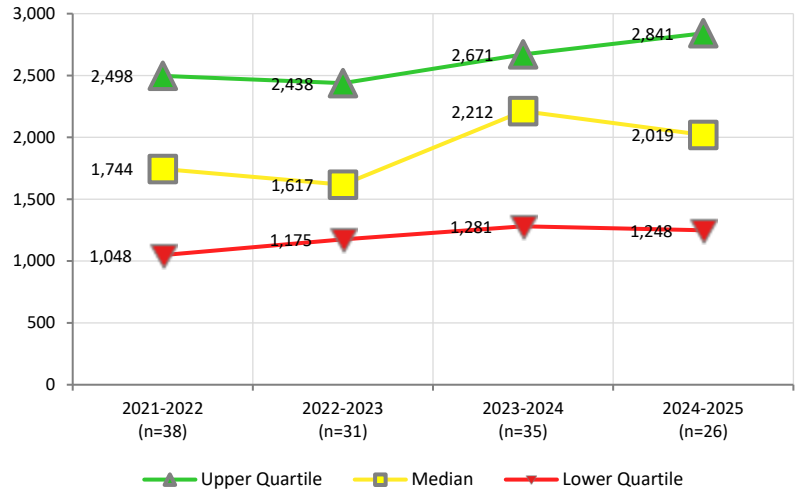
- Needs better automation to improve accuracy and reduce workload
- Should consider switching to software that is more accurate and efficient
- Has problems with time management or workload management, or should have clearer policies around timelines
- Has staff that is under-skilled or under-trained
- Should adopt a policy to increase direct deposits

Additionally, the following factors should be considered when evaluating performance levels:

- Number of contracts requiring compliance
- Frequency of payrolls
- Complexity of state/local reporting requirements

COMPENSATION

Pay Checks Processed per FTE per Month



Description of Calculation

Total number of pay checks processed by Payroll department, divided by total number of Payroll staff (FTEs), divided by 12 months.

Importance of Measure

This measure is a driver of a payroll department's costs. Lower processing rates may result from a low level of automation, high pay check error rates, or high rates of off-cycle pay checks that must be manually processed. Higher processing rates may be the result of increased automation and highly competent staff.

Factors that Influence

- Direct deposit participation rate
- Pay check error/correction rate
- Staffing levels

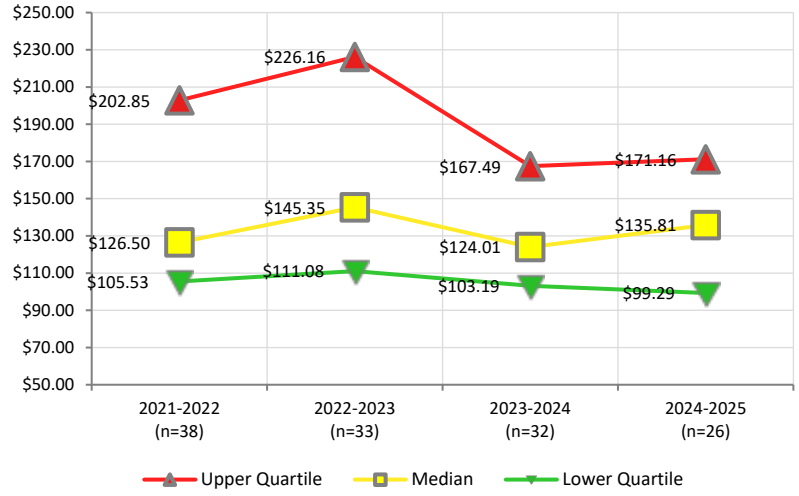
Districts in Best Quartile (2024-2025)

- Baltimore City Public Schools
- Broward County Public Schools
- Charlotte-Mecklenburg Schools
- Houston Independent School District
- Miami-Dade County Public Schools
- Milwaukee Public Schools
- Palm Beach County School District

District	2021-2022	2022-2023	2023-2024	2024-2025
110				
135	1,158	1,409	1,158	
166			2,068	
173			819	
194	2,012		2,233	2,004
196	2,260	2,236	2,312	
200	2,498	2,311	2,391	2,637
219	1,990	1,888	2,212	
250	682		688	655
262			6,477	5,946
314	3,221	3,205		3,302
349	4,566		4,512	4,730
371	2,931	2,662	3,071	
378	1,397	1,410	1,330	1,218
379	2,125	1,959	2,671	2,223
389	1,261			
406	683	1,474	860	851
415	2,549	2,438	2,600	2,882
423	1,295			
426			5,366	4,360
432	2,030	1,818	1,730	1,560
442	834	839		1,403
443	1,048	1,070	1,102	775
494		1,143		
513	2,855	3,033	3,076	3,012
525	1,611		1,720	
529			3,560	
584		1,415		
587	1,016	1,175		
636	1,739	1,725	1,552	
647				
674	2,938	2,601	2,453	2,265
689	1,184	1,188	1,281	
693	1,043	1,120	1,489	
717				1,740
742	3,389		2,459	
744		3,554	4,077	
765	2,041			
797			3,493	2,841
798	817	712		
811	1,749	1,389	1,392	1,248
812	920	909	895	898
824	2,733	2,585	2,337	2,035
838	1,145	1,425	1,112	1,089
886	1,022			
903	1,784		1,882	1,886
967	2,279	2,145		2,062
971	2,500	2,660	2,429	2,713
985	962	789	1,059	
997	1,247	1,617		1,755

COMPENSATION

Payroll Cost per $100K Spend



Description of Calculation

Total Payroll personnel costs plus total payroll non-personnel costs, divided by total district payroll spend over $100,000.

Importance of Measure

This measures the efficiency of the payroll operation. A higher cost could indicate an opportunity to realize efficiencies in payroll operation while a lower cost indicates a leaner, more efficient operation.

Factors that Influence

- Number of employees processing the payroll
- Skill level of the employees processing payroll
- Types of software/hardware used to process the payroll
- Processes and procedures in place to collect payroll data
- Number of employees being paid
- Number of contracts requiring compliance
- Frequency of payrolls
- Complexity of state/local reporting requirements

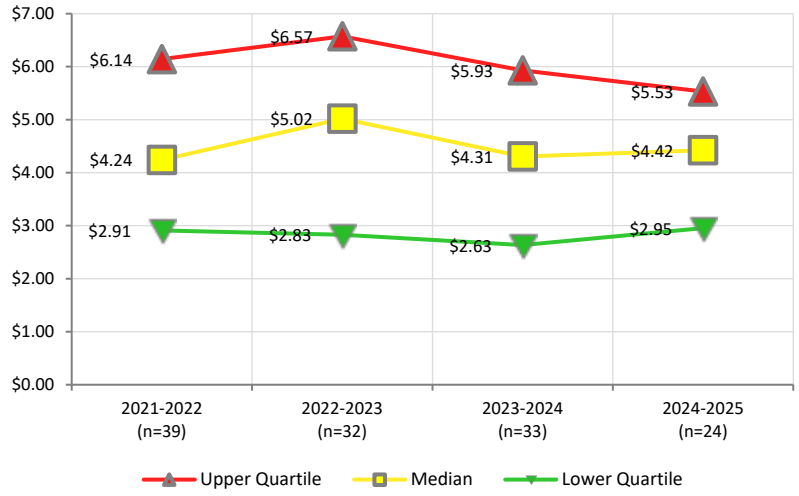
Districts in Best Quartile (2024-2025)

- Austin Independent School District
- Broward County Public Schools
- Clark County School District
- Dallas Independent School District
- Los Angeles Unified School District
- Miami-Dade County Public Schools
- Orange County Public School District

District	2021-2022	2022-2023	2023-2024	2024-2025
135	$123.48	$126.64	$118.17	
166			$213.34	
194	$120.56			$260.20
196	$84.09	$68.15	$88.32	
200	$105.53	$113.81	$105.85	$99.29
219	$197.39	$162.32	$142.48	
250	$305.73	$316.88	$51.08	$333.02
262		$67.86	$50.49	$55.14
314	$127.77	$134.86		$141.39
349	$38.37	$38.96		$40.69
371	$115.59	$106.33		
378	$280.61	$354.61	$283.61	$331.03
379	$117.74	$145.35	$113.84	$135.25
389	$338.77			
406	$259.67	$291.46		
415	$126.57	$165.56	$145.62	$193.36
423	$184.47			
426	$57.24	$284.77	$193.76	$149.20
432	$111.35	$151.99	$123.23	$136.38
442	$182.10	$187.78		$157.35
443	$86.99	$157.29	$170.53	$125.35
494		$151.06		
513	$126.43	$129.97	$125.12	$125.23
525	$289.16		$278.95	
529			$124.78	
584		$336.56		
587	$93.69	$110.77	$113.26	$98.81
636	$202.85	$226.16	$223.77	
647				
663	$80.29			
674	$120.35	$111.08	$122.22	$114.92
689	$108.96	$108.66		
693	$221.26	$324.76	$133.44	
717				$68.49
742	$132.62		$146.18	
744		$121.29	$100.53	
765	$173.39			
797			$91.11	
811	$134.54	$139.89	$150.80	$154.44
812	$343.38	$337.54	$339.37	$318.65
824	$124.61	$132.11	$119.77	$148.70
838	$93.42	$101.57	$94.72	$114.16
862			$113.88	$116.94
903	$101.74		$73.85	$69.24
967	$180.54	$164.32	$164.44	$172.96
971	$103.68	$74.63	$76.67	$80.10
985	$228.03			
997	$276.97	$251.68	$421.81	$171.16

COMPENSATION

Payroll Cost per Pay Check



Description of Calculation

Total Payroll personnel costs plus total payroll non-personnel costs, divided by total number of payroll checks.

Importance of Measure

This measures the efficiency of the payroll operation. A higher cost could indicate an opportunity to realize efficiencies in payroll operation while a lower cost indicates a leaner, more efficient operation.

Factors that Influence

- Number of employees processing the payroll
- Skill level of the employees processing payroll
- Types of software/hardware used to process the payroll
- Processes and procedures in place to collect payroll data
- Number of employees being paid
- Number of contracts requiring compliance
- Frequency of payrolls
- Complexity of state/local reporting requirements

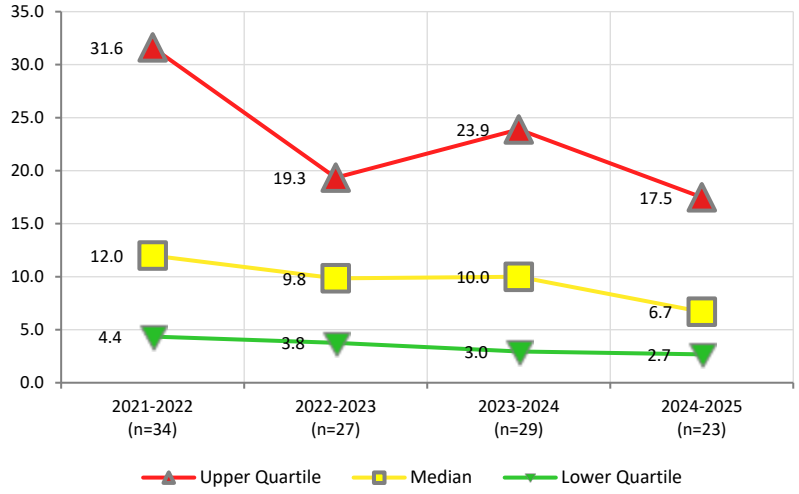
Districts in Best Quartile (2024-2025)

- Broward County Public Schools
- East Baton Rouge Parish Public Schools
- Miami-Dade County Public Schools
- Milwaukee Public Schools
- Orange County Public School District
- Palm Beach County School District

District	2021-2022	2022-2023	2023-2024	2024-2025
110				
135	$4.50	$5.02	$4.79	
166			$5.20	
173			$7.64	
194	$4.63		$6.84	$8.23
196	$2.19	$2.04	$2.52	
200	$3.31	$3.90	$3.87	$3.96
219	$4.52	$3.58	$3.25	
250	$11.31		$1.94	
262	$0.97	$1.16	$0.88	$0.98
314	$2.23	$2.46		$2.86
349	$1.20	$1.02	$1.31	$1.32
371	$2.91	$2.70		
378	$7.14	$9.45	$7.59	$9.48
379	$2.33	$3.03	$2.16	$2.80
389	$10.94			
406	$7.02	$10.70		
415	$3.61	$5.01	$4.13	$5.83
423	$5.62			
426	$1.23	$6.21	$4.31	$3.87
432	$3.47	$3.92	$4.42	$5.02
442	$8.49	$9.69		$5.06
443	$6.01	$8.12	$9.09	$10.25
494		$6.79		
513	$2.49	$2.71	$2.70	$2.75
525	$6.14		$5.93	
529			$2.03	
584		$6.57		
587	$4.24	$5.10		
636	$4.76	$5.45	$5.62	
647				
674	$2.34	$2.95	$3.31	$3.74
689	$6.12	$6.57	$7.27	
693	$4.47	$5.08	$2.95	
717				$3.32
742	$4.03		$4.95	
744		$2.01	$1.71	
765	$3.89			
797			$2.63	$3.04
811	$3.92	$5.17	$4.72	$5.23
812	$7.82	$8.02	$8.28	$7.92
824	$3.40	$4.19	$4.07	$5.10
838	$7.47	$7.79	$8.32	$10.05
886	$11.12			
903	$3.53		$4.41	$4.40
967	$3.12	$3.28		$4.45
971	$2.06	$2.21	$2.47	$2.61
985	$8.49		$9.91	
997	$5.24	$6.41		$4.60

COMPENSATION

Pay Checks - Errors per 10K Payments



Description of Calculation

Total number of pay check errors, divided by total number of pay checks handled by Payroll department over 10,000.

Importance of Measure

High error rates can indicate a lack of adequate controls.

Factors that Influence

- Process controls
- Staff turnover
- Staff experience
- Payment system
- Level of automation

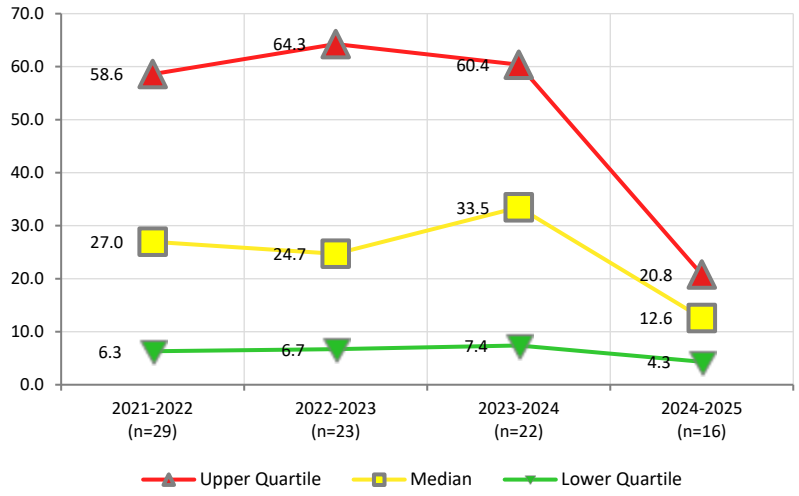
Districts in Best Quartile (2024-2025)

- Dallas Independent School District
- Fresno Unified School District
- Jefferson County Public Schools (KY)
- Los Angeles Unified School District
- Miami-Dade County Public Schools
- Toledo Public Schools

District	2021-2022	2022-2023	2023-2024	2024-2025
135	74.3		71.8	
166			27.8	
194	12.7		19.6	16.0
196		64.8	48.4	
200	25.6	9.1	2.7	2.8
219	10.6			
250	2.9	3.7	1.8	3.3
262	77.3		81.5	78.1
314	10.4	8.3		9.4
349	2.1	1.7	1.9	2.3
371	16.6	16.1	8.1	
378	11.2	15.8	15.3	
379				33.0
389	7.5			
406	3.0	3.8	6.8	6.7
415	22.2	23.0	24.4	
423	15.4			
426			6.5	6.4
432	2.5	2.1	2.0	1.8
442	6.7	6.5		2.7
443	23.3	15.6	15.6	9.1
494		3.3		
513	9.7	2.7	3.8	4.2
525	4.4			
584		48.2		
587	76.2	76.8		
636	11.0	9.0	4.9	
647				
674	42.1	11.0	11.9	11.5
689	74.7		73.6	
693	31.2	26.0	5.3	
717				1.1
742	31.6		23.9	
744		9.8	10.0	
765	1.3			
797				
798	3.4			
811	63.5	41.7	41.8	28.1
812			0.3	0.7
824	58.7	19.3	22.0	46.7
838	3.4	3.4	2.2	2.7
886	68.7			
903			1.1	0.4
967	18.1	15.4		17.5
971	8.8	15.2	12.7	11.2
985		8.6	3.0	
997	3.6	7.2		29.7

COMPENSATION

Payroll Staff - Overtime Hours per FTE



Description of Calculation

Total number of Payroll overtime hours, divided by total number of Payroll staff (FTEs).

Importance of Measure

This measures the efficiency and effectiveness of the payroll department. Excessive overtime can be an indication that staffing levels are inadequate or that processes and procedures need to be revised and streamlined to make the work more efficient. An absence of any overtime may indicate staffing levels that are too high for the volume of work the department is processing.

Factors that Influence

- Staffing levels
- Error rate
- Direct deposit participation

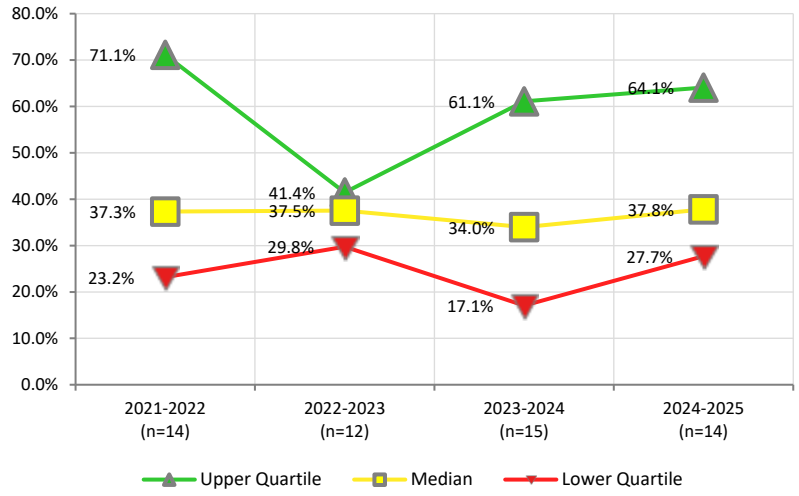
Districts in Best Quartile (2024-2025)

- Clark County School District
- Fort Worth Independent School District
- Omaha Public School District
- Palm Beach County School District

District	2021-2022	2022-2023	2023-2024	2024-2025
135	70.6	122.1	57.0	
173			-	
194	10.4		38.6	21.6
196	76.0	96.3	103.2	
200	6.3	6.0	1.8	2.6
219	167.7	100.3	90.5	
250		8.1		
262				
314	3.8	58.1		18.2
349				
371	5.8	7.5		
378	8.9	5.7	4.5	5.1
379				
389	58.6			
406	3.3	13.3	7.4	30.6
415	105.1		78.5	49.9
423	16.6			
426	6.7	3.0		
432	44.4	64.3	42.3	15.8
442	52.5	15.4		3.2
443				
494		41.6		
513	3.5	5.1	1.3	3.5
525	10.5			
529				
584		24.7		
587	108.9	102.3	60.4	14.4
636	34.9	10.0	6.4	
647				29.2
674			10.3	1.8
689	4.1			
693	41.4	6.7	10.5	
717				10.8
742	4.8		28.3	
744				
765	27.0			
797			51.6	
798	34.6	46.2		
811				
812				
824				
838	163.4	32.1	24.8	5.8
862				
886	4.0			
903	68.4		51.9	7.3
967	29.6	41.7	20.9	
971	6.7	94.0	75.4	20.0
985		2.4	70.4	
997				

COMPENSATION

Personnel Record Self-Service Usage per District FTE



District	2021-2022	2022-2023	2023-2024	2024-2025
135			17.1%	
194				64.1%
196	19.8%			
200				
219	21.1%	32.2%	41.8%	
250	49.2%	34.0%	35.9%	33.7%
262	79.1%	79.2%		
314	56.6%	37.2%		
349	23.2%	23.5%	18.3%	38.3%
371				
378				53.6%
379				
415	23.2%	22.8%	34.0%	27.7%
426			85.2%	76.1%
432				
442	37.0%	37.8%		22.5%
443	76.1%			93.0%
513				
529			1.4%	
587			15.3%	
647				
674				
693	37.6%	41.9%	41.0%	
717				49.0%
742				
744			22.7%	
765	89.6%			
811				
812		27.3%	17.5%	18.7%
824	37.0%	39.5%	16.0%	37.3%
838	71.1%	47.9%	67.3%	36.1%
862				
903			61.1%	
967	18.0%			11.5%
971		41.0%	73.9%	67.1%

Description of Calculation

Total number of employee records self-service changes, divided by total number of district employees (FTEs).

Importance of Measure

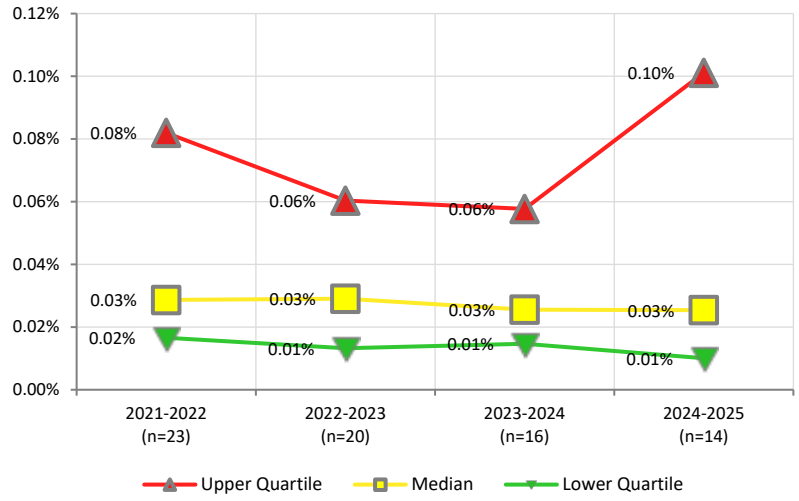
This measures the level of automation of the payroll department, which can reduce error rates and processing costs.

Factors that Influence

- Software used may not provided employee self-service
- Employee self-service modules of the software may not be in use
- Implementation of these modules may be too costly
- Support/help desk services for the employee self-serve modules may not be available

COMPENSATION

W-2 Correction Rate (W-2c)



Description of Calculation

Total number of W-2(c) forms issued, divided by total number of W-2 forms issued.

Importance of Measure

W-2(c) forms are the result of errors in the initial W-2 filing. Corrections can be costly in terms of staff time.

Factors that Influence

- Process controls
- Quality controls

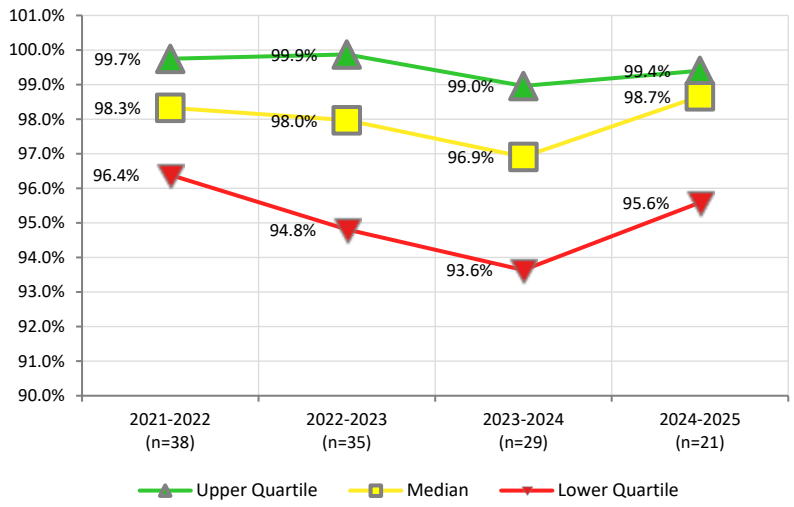
Districts in Best Quartile (2024-2025)

- Dallas Independent School District
- Detroit Public Schools
- Miami-Dade County Public Schools
- Palm Beach County School District

District	2021-2022	2022-2023	2023-2024	2024-2025
135			0.009%	
194	0.011%			0.010%
196	0.028%	0.053%		
200	0.009%	0.011%	0.006%	0.088%
219	0.012%			
250	0.031%		0.030%	
262	0.018%	0.012%		
314	0.017%	0.008%		
349	0.024%			0.003%
371	0.062%	0.032%	0.020%	
378	96.305%			
379		0.028%	0.074%	0.101%
415	0.045%		0.268%	0.382%
426	0.223%		0.086%	0.231%
432			0.005%	
442		0.007%		
443	0.052%	0.021%	0.022%	0.022%
494		0.093%		
513	0.017%	0.013%	0.016%	0.003%
529				
587		0.061%		
636		0.014%	0.013%	
647				
674	0.029%			0.130%
689		0.089%		
693	0.070%	0.218%		
717				0.005%
742	0.023%			
744		0.030%	0.030%	
797				0.100%
811	0.177%	0.037%	0.030%	
812			0.019%	
824		0.024%		0.010%
838				
862				0.021%
886	0.012%			
903			0.059%	
967	0.007%	0.022%		
971	0.082%	0.081%	0.057%	0.029%
985	0.111%	0.060%		
997	0.191%			

COMPENSATION

Pay Checks - Direct Deposits



Description of Calculation

Total number of pay checks paid through direct deposit, divided by the total number of pay checks issued.

Importance of Measure

Use of direct deposit can increase the levels of automation and decrease costs.

Factors that Influence

- Payment systems
- Pay check policy

Districts in Best Quartile (2024-2025)

- Broward County Public Schools
- Houston Independent School District
- Jefferson County Public Schools (KY)
- Miami-Dade County Public Schools
- Orange County Public School District
- Toledo Public Schools

District	2021-2022	2022-2023	2023-2024	2024-2025
110				
135	99.2571%	99.9698%	99.2817%	
166			98.9786%	
173			99.2951%	
194	100.0000%			
196	96.0264%	98.9816%	95.9544%	
200	90.2638%	93.8532%	94.4564%	95.2694%
219	96.8027%	96.0281%	96.5867%	
250	99.0282%	98.9537%	95.8667%	98.9746%
262	99.3028%	99.0890%	98.4206%	99.5656%
314	96.8050%	96.2991%		95.2224%
349	99.8743%	99.9068%	99.9004%	99.8957%
371	96.3873%	96.5849%	96.6734%	
378	97.9431%	97.9712%	98.8083%	97.3104%
379	97.3685%	94.3195%	90.7685%	98.6620%
389	99.9234%			
406	98.5290%	96.8350%	96.9661%	96.9660%
415	94.9287%	94.5754%	94.5579%	95.5882%
423	99.8464%			
426		99.8782%	99.9744%	99.4002%
432	99.9996%	99.9995%		99.9998%
442	99.6876%	99.8987%		
443	90.4223%	85.6661%	87.2331%	88.9078%
494		94.8102%		
513	97.3584%	98.0575%	98.1171%	98.0333%
525	100.0000%			
529			98.9618%	
584		99.5180%		
587	99.9865%	99.9846%		
636	94.5749%	94.5128%	93.6358%	
647				
674	93.7418%	92.5992%	92.7632%	93.4672%
689	91.7681%	89.5930%	91.9199%	
693	98.0395%	98.0538%	96.9111%	
717				99.3885%
742	88.8568%		92.9746%	
744		99.9988%		
765	97.6724%			
797				
798	98.4534%	97.6681%		
811	97.8642%	97.6313%	97.7771%	98.1845%
812	99.8985%	99.8725%	99.8753%	99.9545%
824	99.9137%	100.0000%		
838	98.2029%	97.8598%	98.7073%	98.9004%
886	98.7154%			
903	74.0895%		82.9439%	87.5760%
967	98.8420%	98.7850%		99.1911%
971	99.7481%	99.4024%	99.2672%	99.5930%
985		87.2360%	82.2973%	
997	98.6433%	97.7533%		

FINANCIAL MANAGEMENT

Performance metrics in financial management assess the overall financial health of a district, as measured by its Fund Balance Ratio to District Revenue and Debt Service Burden per $1,000 Revenue. They also measure a district's *practices in effective budgeting.* These practices are broadly represented by a district's Expenditure Efficiency and Revenue Efficiency, which compare the adopted and final budgets to actual levels of income and spending. A value close to 100% shows highly accurate budget forecasting. Finally, Days to Publish Annual Financial Report is a measure of the timeliness of a district's financial disclosures.

Generally, *leadership and governance factors* are the starting point of good financial health:

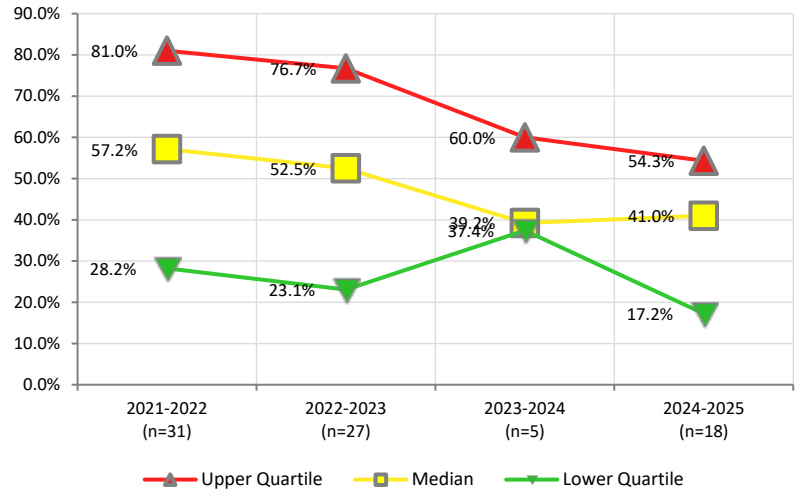
- School board and administrative policies and procedures
- Budget development and management processes
- Unrestricted fund balance use policies and procedures
- Operating funds definition

Additionally, other conditions and factors should be considered as you evaluate your district's financial health and forecast for the future:

- Revenue experience, variability, and forecasts
- Expenditure trends, volatility, and projections
- Per capita income levels
- Real property values
- Local retail sales and business receipts
- Commercial acreage and business property market value
- Changes in local employment base
- Changes in residential development trends
- Restrictions on legal reserves
- Age of district infrastructure
- Monitoring and reporting systems

FINANCIAL MANAGEMENT

Debt Principal Ratio to District Revenue



Description of Calculation

Total debt principal, divided by total debt servicing costs.

Importance of Measure

This evaluates the total level of debt that the district currently owes relative to its annual revenue.

Factors that Influence

- Tax base and growth projections
- Capital projects
- Levels of state and grant funding
- Interest rates (cost of borrowing)
- Fund balance ratio

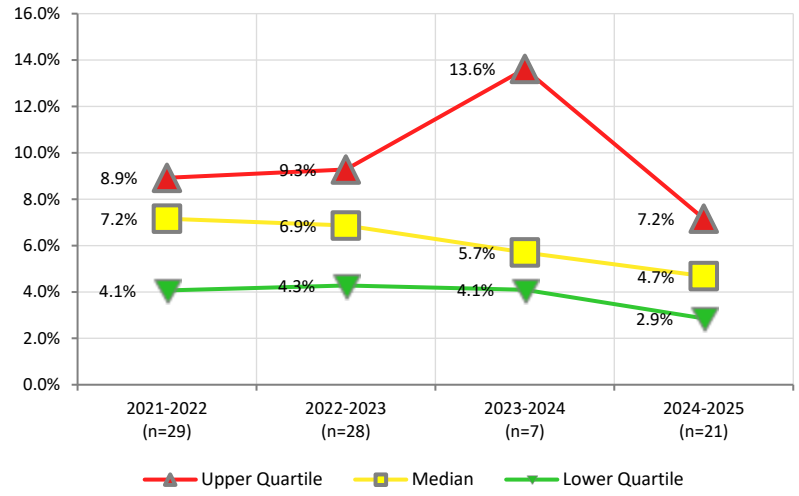
Districts in Best Quartile (2024-2025)

- Atlanta Public Schools
- Baltimore City Public Schools
- Des Moines Public Schools
- East Baton Rouge Parish Public Schools
- Guilford County School District

District	2021-2022	2022-2023	2023-2024	2024-2025
135	163.5%	152.9%		
194				3.7%
196	6.6%	5.7%		
200	82.1%	77.4%		75.8%
219	62.8%	88.3%		
250	23.4%	12.9%		17.2%
262	92.0%	83.2%		
314	38.8%	23.6%		
349	81.0%	76.7%		61.0%
371	72.4%	66.7%		
378				27.7%
379	1.4%	0.8%		0.6%
389	41.3%			
406	58.9%	52.5%		
415				1.3%
426	0.4%		60.0%	54.3%
432	28.9%	33.2%		39.6%
442	118.1%			
443				
476		65.0%		
494		57.3%		
506	60.4%	81.6%		
513	57.2%	58.3%		47.0%
584		61.6%		
587	102.8%			
601	2.9%	1.9%		
636	47.5%	56.4%		
674	119.7%		90.6%	92.9%
693	28.1%			
717				
742	96.9%			
765	35.0%			
797				
798		42.8%		
811		1.1%	0.7%	0.5%
812	19.7%	18.1%		41.6%
824				
838	53.2%	50.4%		48.6%
862			37.4%	40.4%
886	63.5%			
921				83.9%
967	58.3%	50.1%		51.7%
971	52.2%	45.1%	39.2%	39.7%
985	79.0%	106.7%		
997	28.2%	23.1%		

FINANCIAL MANAGEMENT

Debt Servicing Costs Ratio to District Revenue



Description of Calculation

Total debt servicing costs, divided by total district operating revenue.

Importance of Measure

This evaluates the annual amount paid in debt servicing relative to annual district revenue.

Factors that Influence

- Interest rates (cost of borrowing)
- Level of debt
- Tax base and growth projections
- Revenue sources to pay down debt
- Fund balance ratio

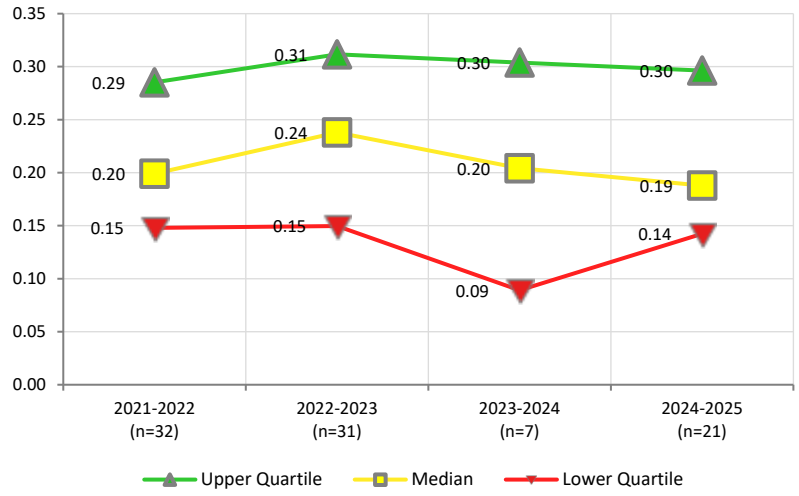
Districts in Best Quartile (2024-2025)

- Atlanta Public Schools
- Baltimore City Public Schools
- Boston Public Schools
- East Baton Rouge Parish Public Schools
- Guilford County School District
- Toledo Public Schools

District	2021-2022	2022-2023	2023-2024	2024-2025
135	14.9%	14.3%		
194				2.3%
200	11.5%	11.2%		10.2%
219	5.6%	4.6%		
250	3.9%	2.9%		4.7%
262	7.7%	8.5%		
314	2.9%	1.4%		
349	7.5%	7.4%		6.5%
371	6.9%	6.5%		
378				3.9%
379				0.6%
389	6.2%			
406	10.4%	7.0%		
415				0.5%
426	16.4%	13.6%	13.6%	13.3%
432	3.0%	4.3%		3.3%
442	10.2%	11.7%		15.6%
443			26.5%	
476		6.2%		
494		9.0%		
506	7.5%	9.5%		
513	6.6%	6.2%		7.2%
584		13.5%		
587	8.4%		11.2%	
601	0.7%	0.7%		0.7%
636	5.5%	7.2%		
674	6.6%		5.7%	6.9%
693	2.0%	1.8%		
717		15.5%		19.7%
742	8.2%			
765	8.9%			
797				
798		7.4%		
811			0.3%	0.3%
812	2.4%	2.5%		2.9%
824				
838	15.4%	3.7%		4.9%
862			4.7%	4.7%
886	9.4%			
921				3.6%
967	8.5%	7.9%		10.7%
971	4.1%	4.2%	4.1%	6.5%
985	7.2%	5.4%		
997	2.2%	6.7%		

FINANCIAL MANAGEMENT

Fund Balance Ratio (E) All Types



Description of Calculation

Total fund balance of all types (includes unassigned, assigned, committed, restricted and nonspendable fund balance), divided by total district operating expenditures.

Importance of Measure

This measure assesses the fiscal health of the district supported by the general fund, including financial capacity to meet unexpected or planned future needs. A high percentage indicates greater fiscal health and financial capacity to meet unexpected or future needs. A low percentage indicates risk for the district in its ability to meet unexpected changes in revenues or expenses.

Factors that Influence

- School board and administrative policies and procedures
- Administrative leadership and decision making processes
- Budget development and management processes
- Revenue experience, variability and forecasts
- Expenditure trends, volatility and projections
- Planned uses of fund balance
- Restrictions on legal reserves
- Unreserved fund balance use policies and procedures
- Local fiscal authority policies and procedures
- Operating funds definition

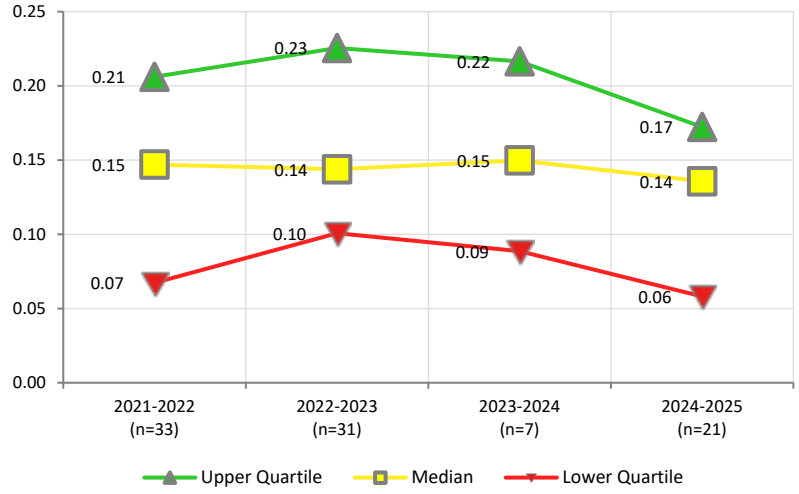
Districts in Best Quartile (2024-2025)

- Baltimore City Public Schools
- Dallas Independent School District
- Des Moines Public Schools
- Fort Worth Independent School District
- Houston Independent School District
- Toledo Public Schools

District	2021-2022	2022-2023	2023-2024	2024-2025
135	0.59			
194				0.14
196	0.07	0.15		
200	0.19	0.17		0.14
219	0.20	0.28		
250	0.33	0.37		0.47
262	0.08	0.06		
314		0.12		
349	0.08	0.06		0.06
371	0.05	0.11		
378				
379	0.26	0.36		0.26
389	0.51			
406	0.33	0.28		
415				0.30
426	0.59	0.46	0.41	0.33
432	0.27	0.31		0.23
442	0.34	0.36		0.32
443	0.17	0.17	0.15	0.10
476		0.21		
494		0.28		
506	0.20	0.23		
513	0.15	0.15		0.16
584	0.16	0.16		
587	0.16		0.30	
636	0.23	0.25		
674	0.17		0.20	0.18
689		0.28		
693	0.08	0.06		
717		0.45		0.40
742	0.18			
744		0.22		
765	0.09			
797				0.02
798		0.58		
811			0.02	0.01
812	0.30	0.20		0.32
824	0.39			
838	0.25	0.36		0.27
862			0.09	0.06
886	0.22			
921				0.24
967	0.11	0.15		0.19
971	0.22	0.24	0.24	0.17
985	0.24	0.29		
997	0.15	0.25		

FINANCIAL MANAGEMENT

Fund Balance Ratio (C) Unrestricted



Description of Calculation

Total fund balance that was unrestricted (includes unassigned, assigned and committed fund balance), divided by total district operating expenditures.

Importance of Measure

This measure assesses the fiscal health of the district supported by the general fund, including financial capacity to meet unexpected or planned future needs. A high percentage indicates greater fiscal health and financial capacity to meet unexpected or future needs. A low percentage indicates risk for the district in its ability to meet unexpected changes in revenues or expenses.

Factors that Influence

- School board and administrative policies and procedures
- Administrative leadership and decision making processes
- Budget development and management processes
- Revenue experience, variability and forecasts
- Expenditure trends, volatility and projections
- Planned uses of fund balance
- Restrictions on legal reserves
- Unreserved fund balance use policies and procedures
- Local fiscal authority policies and procedures
- Operating funds definition

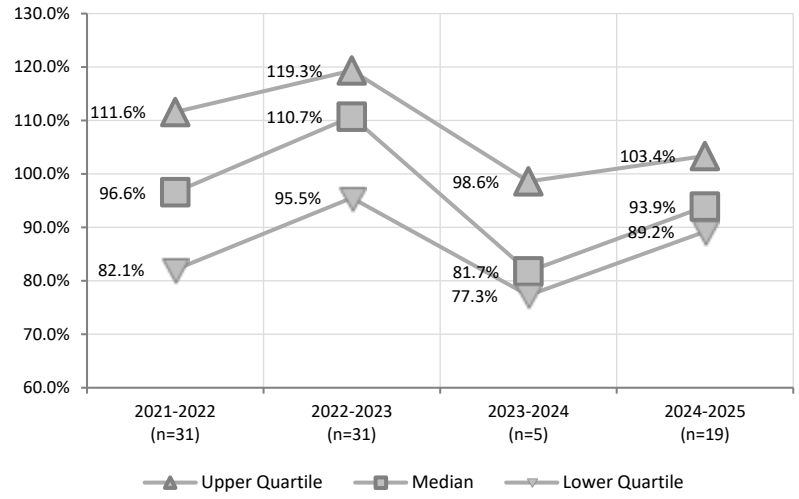
Districts in Best Quartile (2024-2025)

- Dallas Independent School District
- Des Moines Public Schools
- East Baton Rouge Parish Public Schools
- Fort Worth Independent School District
- Houston Independent School District
- Omaha Public School District

District	2021-2022	2022-2023	2023-2024	2024-2025
135	0.49			
194				0.12
196	0.02	0.04		
200	0.06	0.05		0.05
219	0.14	0.11		
250	0.31	0.35		0.24
262	0.06	0.05		
314		0.06		
349	0.07	0.04		0.05
371	0.05	0.11		
378				
379	0.13	0.15		0.17
389	0.44			
406	0.10	0.10		
415				0.10
426	0.43	0.33	0.29	0.19
432	0.20	0.23		0.15
442	0.33	0.36		0.31
443	0.12	0.12	0.11	0.07
476		0.14		
494		0.22		
506	0.18	0.23		
513	0.10	0.10		0.14
584	0.15	0.14		
587	0.16		0.15	
636	0.21	0.23		
674	0.17		0.19	0.17
689		0.11		
693	0.06	0.04		
717		0.43		0.39
742	0.15			
744		0.18		
765	0.03			
797				0.01
798		0.46		
811	0.01		0.01	0.01
812	0.24	0.15		0.06
824	0.38			
838	0.19	0.21		0.14
862			0.09	0.06
886	0.21			
921				0.17
967	0.06	0.07		0.10
971	0.20	0.22	0.22	0.16
985	0.08	0.15		
997	0.12	0.14		

FINANCIAL MANAGEMENT

Expenditures Efficiency - Adopted Budget as Percent of Actual



Description of Calculation

Total budgeted expenditures in the adopted budget, divided by total district operating expenditures.

Importance of Measure

This measure assesses efficiency in spending against the initially adopted general fund expenditure budget. A high percentage nearing 100% indicates efficient utilization of appropriated resources. A low percentage, or a percentage significantly exceeding 100%, indicates major variance from the final approved budget and signifies that the budget was inaccurate, misaligned with the actual needs of the school system, significantly impacted by unforeseen factors, and/ or potentially mismanaged. Districts experiencing a low percentage or a significantly high percentage should thoroughly investigate the causes for the variances and reevaluate their budget development and management processes to improve accuracy and alignment. Districts having significant variances in expenditures to budget when measured against the original budget, but near 100% when measured against the final amended budget, are monitoring and adjusting their budgets during the year to meet the changing conditions of the district. Such districts should also consider reevaluating their budget development and management processes to improve accuracy and alignment.

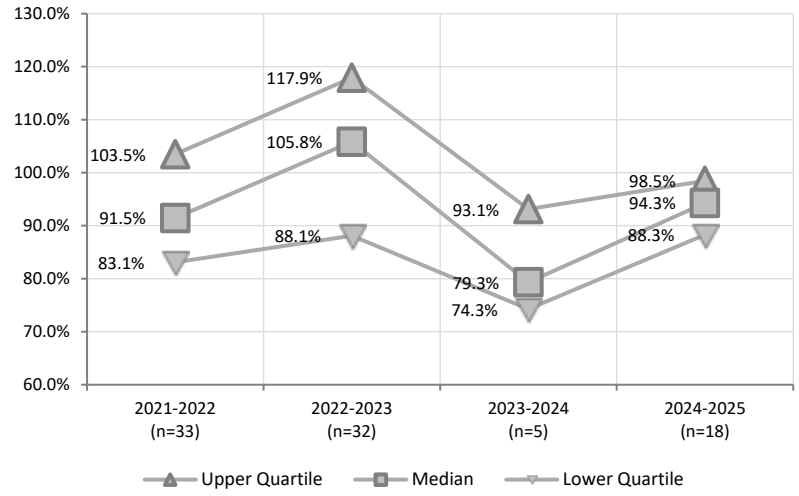
Factors that Influence

- School board and administrative policies and procedures
- Budget development and management processes
- Administrative organizational structure, leadership styles, decision making processes and distribution of authority
- Departmental and individual employee responsibilities and competencies
- Performance management, monitoring, and reporting systems
- General Fund definition

District	2021-2022	2022-2023	2023-2024	2024-2025
135	91.3%	92.7%		
194				87.2%
196	78.8%	80.0%		
200	103.0%	114.7%		105.4%
219	118.3%	133.8%		
250	80.5%	93.9%		117.0%
262	103.2%	112.9%		
314		126.0%		
349	135.1%	118.6%		105.7%
371	103.4%	107.8%		
378				
379	93.7%	96.0%		91.6%
389	98.4%			
406	86.7%			
415				89.2%
426	82.1%		71.2%	81.7%
432	96.3%	95.0%		96.4%
442	81.0%	72.8%		
443				
476		87.2%		
494		99.9%		
506	74.9%	115.4%		
513	109.6%	116.9%		112.3%
584		110.8%		
587	92.2%			
601	100.9%	78.7%		97.3%
636	130.3%	121.9%		
674	76.6%		77.3%	91.1%
689		102.1%		
693	112.0%	119.3%		
717		104.7%		83.0%
742	82.4%			
744		127.0%		
765	111.6%			
797				97.6%
798		135.4%		
811	116.4%	111.0%	99.1%	93.9%
812		121.5%		
824	102.8%	95.5%		103.4%
838	79.3%	99.6%		92.8%
862			81.7%	87.9%
886	94.3%			
921				92.8%
967	113.8%	124.8%		
971	96.6%	98.8%	98.6%	96.9%
985	67.7%			
997	116.7%	110.7%		

FINANCIAL MANAGEMENT

Revenues Efficiency - Adopted Budget as Percent of Actual



Description of Calculation

Total budgeted revenue in the adopted budget, divided by total district operating revenue.

Importance of Measure

This measure assesses efficiency in spending against the initially adopted general fund revenue budget. A high percentage nearing 100% indicates efficient utilization of appropriated resources. A low percentage, or a percentage significantly exceeding 100%, indicates major variance from the final approved budget and signifies that the budget was inaccurate, misaligned with the actual needs of the school system, significantly impacted by unforeseen factors, and/ or potentially mismanaged. Districts experiencing a low percentage or a significantly high percentage should thoroughly investigate the causes for the variances and reevaluate their budget development and management processes to improve accuracy and alignment. Districts having significant variances in expenditures to budget when measured against the original budget, but near 100% when measured against the final amended budget, are monitoring and adjusting their budgets during the year to meet the changing conditions of the district. Such districts should also consider reevaluating their budget development and management processes to improve accuracy and alignment.

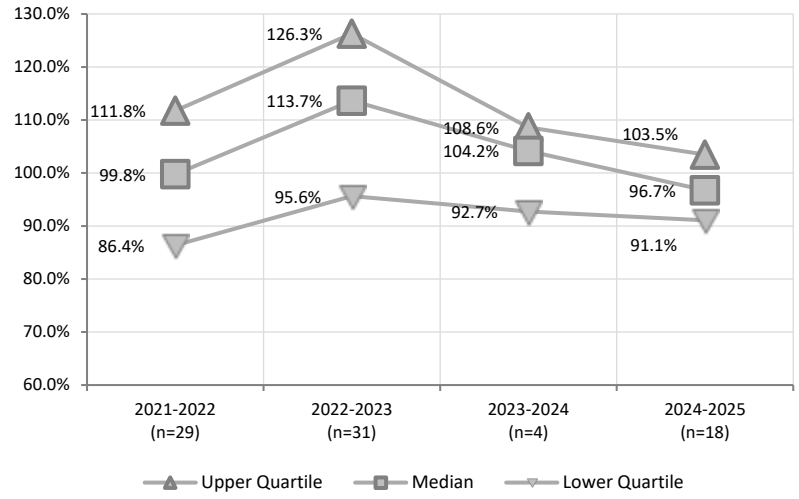
Factors that Influence

- School board and administrative policies and procedures
- Budget development and management processes
- Administrative organizational structure, leadership styles, decision making processes and distribution of authority
- Departmental and individual employee responsibilities and competencies
- Performance management, monitoring, and reporting systems
- General Fund definition

District	2021-2022	2022-2023	2023-2024	2024-2025
135	78.7%	78.0%		
194				89.4%
196	74.9%	72.9%		
200	91.6%	106.8%		99.7%
219	103.0%	120.2%		
250	78.2%			
262	103.5%	115.4%		
314		115.6%		
349	133.2%	117.2%		105.4%
371	101.6%	104.8%		
378				73.8%
379	87.8%	84.8%		97.2%
389	88.7%			
406	86.6%			
415				88.3%
426	74.3%	65.1%	69.7%	94.7%
432	85.4%	91.6%		80.0%
442	70.0%	65.0%		
443	131.7%	128.4%		
476		84.7%		
494		95.8%		
506	68.2%	111.6%		
513	96.9%	104.1%		97.2%
584		124.9%		
587	88.1%			
601	100.9%	78.7%		97.3%
636	133.0%	125.2%		
674	88.6%		74.3%	88.0%
689		104.9%		
693	97.6%	118.6%		
717		96.6%		
742	83.1%			
744		121.8%		
765	116.6%			
797				98.5%
798		131.4%		
811	116.7%	110.8%	98.4%	93.9%
812	133.3%	124.3%		
824	105.3%	89.5%		99.9%
838	82.0%	86.8%		88.7%
862			79.3%	87.5%
886	92.4%			
921				92.3%
967	104.4%	112.4%		
971	91.5%	92.4%	93.1%	99.0%
985	59.4%			
997	91.2%	110.9%		

FINANCIAL MANAGEMENT

Expenditures Efficiency - Final Budget as Percent of Actual



Description of Calculation

Total budgeted expenditures in the final budget, divided by total district operating expenditures.

Importance of Measure

This measure assesses efficiency in spending against the final approved general fund expenditure budget. A high percentage nearing 100% indicates efficient utilization of appropriated resources. A low percentage, or a percentage significantly exceeding 100%, indicates major variance from the final approved budget and signifies that the budget was inaccurate, misaligned with the actual needs of the school system, significantly impacted by unforeseen factors, and/ or potentially mismanaged. Districts experiencing a low percentage or a significantly high percentage should thoroughly investigate the causes for the variances and reevaluate their budget development and management processes to improve accuracy and alignment. Districts having significant variances in expenditures to budget when measured against the original budget, but near 100% when measured against the final amended budget, are monitoring and adjusting their budgets during the year to meet the changing conditions of the district. Such districts should also consider reevaluating their budget development and management processes to improve accuracy and alignment.

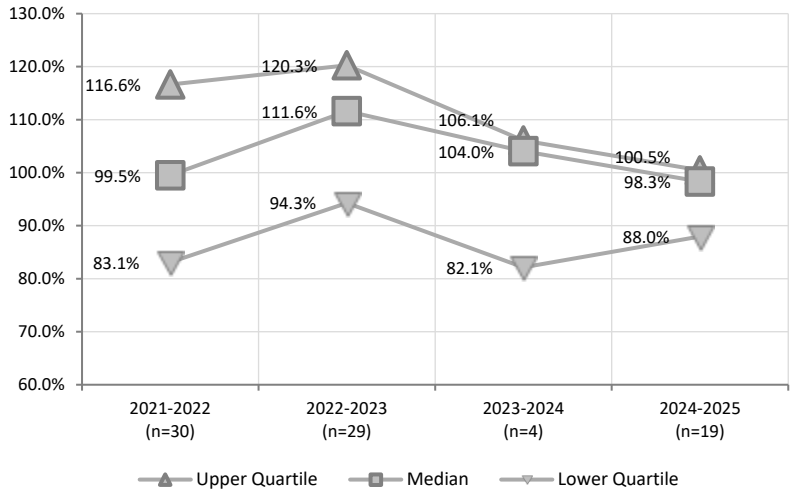
Factors that Influence

- School board and administrative policies and procedures
- Budget development and management processes
- Administrative organizational structure, leadership styles, decision making processes and distribution of authority
- Departmental and individual employee responsibilities and competencies
- Performance management, monitoring, and reporting systems
- General Fund definition

District	2021-2022	2022-2023	2023-2024	2024-2025
135	90.7%	85.7%		
194				89.4%
196	79.0%	80.0%		
200	131.6%	121.2%		110.1%
219	113.4%	133.8%		
250	86.4%	95.6%		
262	122.1%	113.7%		
314	111.8%	116.8%		
349	130.3%	119.8%		107.9%
371	121.1%	105.6%		
378				
379	91.1%	82.1%		94.6%
389	106.8%			
406	89.2%	122.2%		
415				93.4%
426	83.0%			95.2%
432		95.0%		101.1%
442	81.8%	78.5%		80.0%
443				
494		104.0%		
506	75.1%	115.4%		
513	129.3%	122.5%		116.1%
584		110.8%		
587	91.6%		105.0%	
601	100.9%	81.3%		
636	137.3%	127.9%		
674	76.6%			91.1%
689		130.0%		
693		126.3%		
717		120.7%		87.4%
742	81.5%			
744		135.7%		
765	111.6%			
797				98.5%
798		133.8%		
811	99.8%	100.2%	103.3%	98.3%
812		139.2%		
824	96.3%	98.7%		103.5%
838	92.9%			99.3%
862			82.2%	89.1%
886	100.0%			
921				92.8%
967		128.2%		
971	108.8%	112.3%	112.2%	106.7%
985	76.0%	77.7%		
997	110.5%	113.6%		

FINANCIAL MANAGEMENT

Revenues Efficiency - Final Budget as Percent of Actual



Description of Calculation

Total budgeted revenue in the final budget, divided by total district operating revenue.

Importance of Measure

This measure assesses efficiency in spending against the final approved general fund revenue budget. A high percentage nearing 100% indicates efficient utilization of appropriated resources. A low percentage, or a percentage significantly exceeding 100%, indicates major variance from the final approved budget and signifies that the budget was inaccurate, misaligned with the actual needs of the school system, significantly impacted by unforeseen factors, and/ or potentially mismanaged. Districts experiencing a low percentage or a significantly high percentage should thoroughly investigate the causes for the variances and reevaluate their budget development and management processes to improve accuracy and alignment. Districts having significant variances in expenditures to budget when measured against the original budget, but near 100% when measured against the final amended budget, are monitoring and adjusting their budgets during the year to meet the changing conditions of the district. Such districts should also consider reevaluating their budget development and management processes to improve accuracy and alignment.

Factors that Influence

- School board and administrative policies and procedures
- Budget development and management processes
- Administrative organizational structure, leadership styles, decision making processes and distribution of authority
- Departmental and individual employee responsibilities and competencies
- Performance management, monitoring, and reporting systems
- General Fund definition

District	2021-2022	2022-2023	2023-2024	2024-2025
135	81.2%	78.7%		
194				90.1%
196	74.9%	72.9%		
200	123.0%	111.7%		100.5%
219	98.7%	120.2%		
250	83.0%			
262	122.6%	114.2%		
314		109.8%		
349	131.5%	120.3%		107.5%
371	103.4%	104.9%		
378				
379	86.5%	78.1%		98.7%
389	96.2%			
406	99.0%	127.7%		
415				92.5%
426	73.3%		61.7%	113.8%
432	126.1%	91.6%		80.0%
442	69.6%	69.0%		76.4%
443				
476		90.3%		
494		95.6%		
506	68.4%	111.6%		
513	117.4%			101.3%
584		124.9%		
587	88.5%		105.5%	
601	100.9%	81.3%		100.0%
636	129.6%	123.4%		
674	88.6%			88.0%
689		133.7%		
693		125.3%		
717		112.3%		81.0%
742	83.1%			
744		126.7%		
765	116.6%			
797				98.5%
811	100.0%	100.0%	102.6%	98.3%
812		128.6%		
824	102.0%	102.8%		100.1%
838	96.6%	94.3%		93.4%
862				87.5%
886	100.0%			
921				92.3%
967	131.0%	115.7%		
971	104.3%	101.4%	106.6%	105.6%
985	66.1%			
997	103.7%	117.8%		

GRANTS MANAGEMENT

Good performance in grants management is reflected in a few basic performance characteristics. Cash flow and availability of grant funds are the primary concerns: Do you spend all your grant funds in the grant period? How quickly do you process reimbursements? These are addressed in part using the metrics Returned Grant Funds per $100K, Grant Revenue and Aging of Grants Receivables.

Grant-funded programming should also be considered an exposure to risk. Looking at levels of Grant-Funded FTE Dependence can guide a district to either:

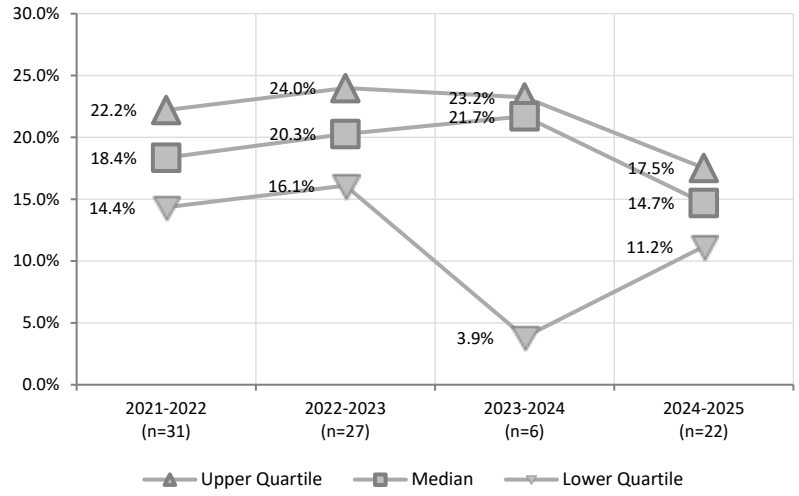
1. Allocate enough fund reserves to insure themselves against possible shifts in funding sources; or
2. Have an evaluation system in place that helps determine whether positions should be continued beyond the term of a grant.

These metrics should give a basic sense of where a district might improve its performance in grants management. Areas of improvement may include:

- Monitoring and reporting systems
- Escalation procedures to address timeliness
- Administrative leadership style, decision-making process, and distribution of organizational authority
- SchoolBoard, Administrative Policies, and management process
- Procurement regulations and policies
- Reserve funds to supplant the risks of high grant dependency

GRANTS MANAGEMENT

Grant Funds as Percent of Total Budget



Description of Calculation

Total grant funds expenditures, divided by total district operating revenue.

Importance of Measure

Shows the magnitude of a district's reliance on additional and alternative funding sources.

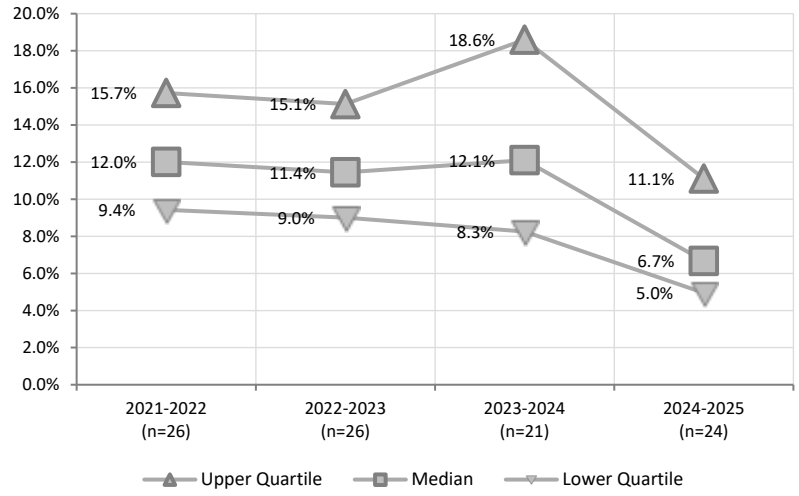
Factors that Influence

- District demographics that drive eligibility for categorical grants
- Philosophy, policies, procedures embraced by district in identifying and pursuing grants
- Local economic conditions

District	2021-2022	2022-2023	2023-2024	2024-2025
135	11.1%	15.4%		
194				13.2%
196	13.5%	15.6%		
200	22.2%	23.2%		14.5%
219	12.9%	14.8%		
250	14.2%	9.5%		34.8%
262	18.8%	16.7%		
314	27.0%	27.4%		
349	18.6%	19.4%		13.7%
371	28.0%	22.5%		
378				11.2%
379	16.9%	16.1%		17.5%
389	15.0%			
406	29.3%			
415	14.4%			25.7%
426	23.9%	24.2%	24.7%	17.1%
432	21.1%	15.1%		10.1%
442	18.4%	17.6%		10.1%
443	17.7%	19.7%	20.6%	18.5%
494		28.0%		
506	12.0%			
513	20.4%	18.0%		12.5%
587	10.7%		3.9%	
601	16.3%	19.2%		16.7%
636	15.9%	20.3%		
674	17.5%		22.8%	12.8%
693	19.8%	22.0%		
717				7.8%
742	16.5%			
744		30.9%		
765	23.0%			
797				7.4%
798		29.0%		
811	1.1%	1.3%	0.6%	8.8%
812	31.9%	24.0%		16.3%
824				33.3%
838				
862				14.9%
886	21.9%			
967		20.9%		16.8%
971	21.0%	23.5%	23.2%	18.2%
985	24.6%	23.1%		
997		29.3%		

GRANTS MANAGEMENT

Grant-Funded Staff as Percent of District FTEs



Description of Calculation

Number of grant-funded staff (FTEs), divided by total number of district employees (FTEs).

Importance of Measure

This measure shows the level of dependency on grant funds for district personnel funding.

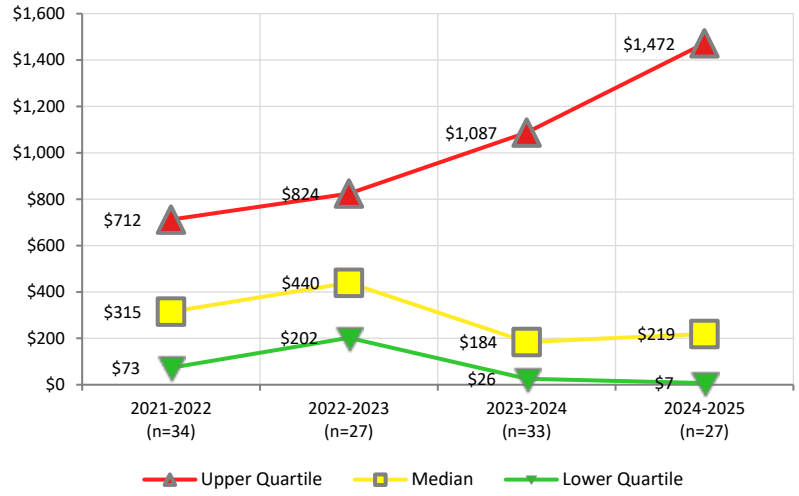
Factors that Influence

- Amount of grant funding

District	2021-2022	2022-2023	2023-2024	2024-2025
110				4.7%
135	9.9%	6.6%	11.9%	
194				2.1%
196	0.2%			
200	8.4%	8.0%	8.0%	5.2%
219		10.3%	2.5%	
250	7.8%	9.0%	8.7%	5.3%
262	15.0%	13.0%		
314	16.3%	16.2%		
349	14.6%	10.5%	10.2%	11.7%
371	20.7%	22.1%	20.4%	
378	12.5%			4.0%
379	11.0%	11.0%	10.6%	8.5%
389	15.7%			
406	19.1%	20.3%	19.4%	
415	11.5%	12.6%	18.6%	
426	12.8%	11.9%	21.7%	19.4%
442		9.9%		5.9%
443	11.3%	15.1%	19.2%	13.5%
494		17.2%		
513	11.5%	10.6%	8.3%	7.7%
584		3.1%		
587	7.1%	7.7%		
601	9.4%	11.5%	13.8%	8.2%
636		11.4%		
647				0.7%
674	13.0%			6.0%
717				7.1%
742	22.7%		13.8%	
744		26.6%	23.5%	
765	10.0%			
797			0.7%	5.4%
811	0.2%	0.2%	1.1%	1.2%
812	21.1%	22.2%	18.6%	2.1%
824				28.4%
838	3.1%	5.4%	3.5%	6.2%
862				14.2%
886	16.3%			
903			12.1%	22.9%
967		12.5%		10.5%
971	13.3%	13.5%	12.3%	8.3%
985				

GRANTS MANAGEMENT

Returned Grant Funds per $100K Grant Revenue



Description of Calculation

Total grant funds returned (not spent), divided by total grant funds expenditures over $100,000.

Importance of Measure

Identify and improve cycle time of grant fund availability. Ensure that no delays exist from budget approval to program implementation that the grant timelines can't be met. This measure assesses efficiency in spending grant funds that are provided by federal, state and local governments, as well as other sources such as foundations.

Factors that Influence

- Who monitors awards and the grant program coordinator to assure timeliness
- Timeliness of award notification from Federal and State entities
- School Board and administrative policies; as well as budget development and management process and procurement regulations and policies
- The timeliness of expenditures is a good indicator for the grantor to ensure that programming is occurring in time to meet grant deliverables and expected outcomes by the expiration date
- A low number of days between the date the budget is approved until the date of the first expenditure would indicate an effective use of grant funds
- A high number of days would indicate an ineffective use of supplemental resources that could limit or reduce the district's ability to obtain additional revenues in the future

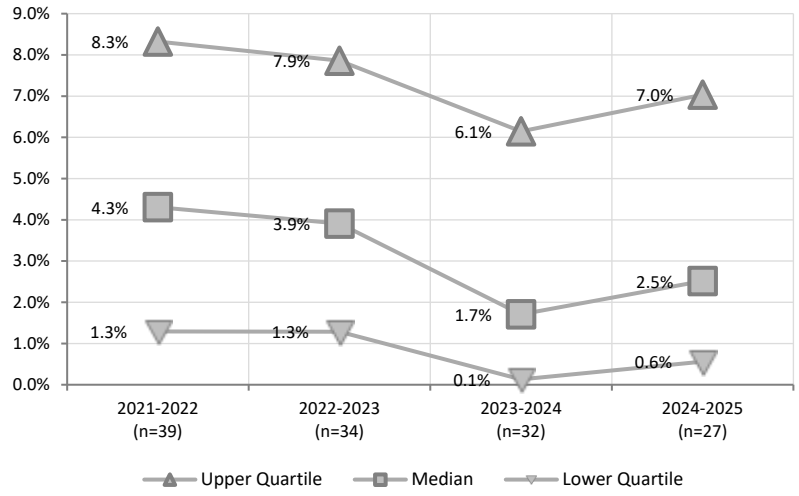
Districts in Best Quartile (2024-2025)

- Baltimore City Public Schools
- Dallas Independent School District
- Fort Worth Independent School District
- Fresno Unified School District
- Guilford County School District
- Jersey City Public Schools
- Portland Public Schools

District	2021-2022	2022-2023	2023-2024	2024-2025
110				$6,067
135	$218	$440	$148	
194	$1,717		$ -	$799
196	$235	$369		
200	$9	$567	$184	$777
219	$215		$ -	
250	$2,546	$420	$5,538	$331
262	$374	$735		$1,874
314	$18	$25		
349	$491	$451	$842	$1,858
371	$13	$308	$290	
378	$1,130		$2,220	$4,538
379	$390	$947	$78	$156
389	$1,167			
406	$129		$48	$47
415	$73		$ -	$ -
426	$354	$222	$1,087	$481
432	$388	$489	$194	$219
442	$401	$83		$ -
443	$94		$5	$ -
494		$1,367		
506	$89	$237		
513	$1,040	$824	$1,378	$1,472
525	$276		$5	
529			$55	
587	$54	$1,024		
601			$177	
636	$205	$208	$567	
647				$ -
663	$13,576			
674				$1,460
693		$546	$189	
717				$ -
742	$712	$86	$26	
744		$20	$2,586	
765	$20			$97
797				$1,410
798	$3,014	$2,380	$2,208	
811		$202	$ -	$ -
812	$11	$444	$967	$137
824	$60	$45	$49	$80
838	$54	$103	$ -	$7
862			$98	$115
886	$1,147			
903	$481		$582	
967		$5,143	$5,347	$6,602
971	$499	$848	$1,268	$3,305
985			$1,384	
997			$ -	

GRANTS MANAGEMENT

Competitive Grant Funds as Percent of Total



Description of Calculation

Grant funds expenditures that are from competitive grants, divided by total grant funds expenditures.

Importance of Measure

This can be used to evaluate the level of competitive grant funding in a district. Competitive grant funds can provide useful resources, but can be difficult for long-term planning and can raise concerns about sustainability.

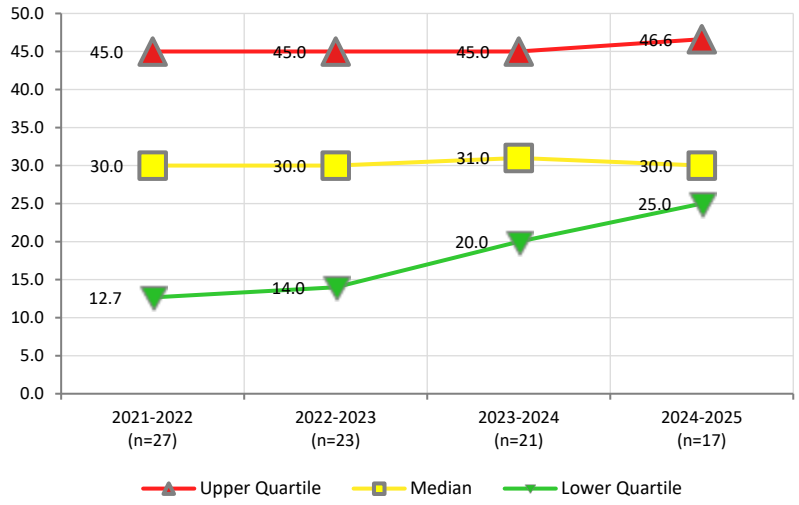
Factors that Influence

- Experience and network of grant writers
- Level of focus on obtaining competitive grants
- Vision or district mission

District	2021-2022	2022-2023	2023-2024	2024-2025
110				9.7%
135	1.3%	1.3%	0.5%	
173				
194				0.8%
196	2.3%	9.8%		
200	9.3%	10.1%	11.9%	2.5%
219	4.8%	9.6%	16.4%	
250	8.6%	9.1%	12.8%	4.8%
262	13.8%	4.3%		3.0%
314	11.8%	6.1%		
349	8.7%	7.9%	5.4%	9.3%
371	8.7%	10.4%	13.1%	
378	5.6%	3.1%	3.0%	6.1%
379	1.7%	1.8%		3.3%
389	0.1%		0.0%	
406	1.2%	0.7%		
415	8.3%	3.5%	0.0%	0.2%
426	6.6%	4.9%	3.5%	16.2%
432	2.0%	3.4%	5.6%	7.2%
442	2.0%	1.2%		7.8%
443	3.0%	2.7%	2.3%	4.4%
494		5.8%		
506	7.0%	1.5%		
513	5.8%	5.5%	6.5%	6.7%
525	6.3%			
529			0.0%	
584		92.8%	0.0%	
587	5.7%	17.8%	28.9%	26.9%
601	3.3%	1.2%	4.5%	1.1%
636	5.0%	0.2%	1.8%	
647				0.1%
663	0.6%			
674	11.6%	6.2%	0.2%	0.4%
693	1.6%	0.2%	0.6%	
717				0.3%
742	19.6%	6.5%	5.8%	
744		9.3%	7.7%	
765	1.1%			0.8%
797	4.3%		8.7%	1.4%
798	1.2%	0.7%	1.4%	
811	100.0%			
812	3.1%	4.6%	0.6%	1.1%
824	5.0%	0.3%	1.6%	7.0%
838	1.0%	1.5%	0.8%	0.9%
862			0.1%	0.1%
886	1.7%			
903	0.2%		0.0%	
967		1.7%	1.6%	0.1%
971	0.2%	0.4%	0.0%	0.6%
997	0.1%		0.0%	

GRANTS MANAGEMENT

Days to Access New Grant Funds



District	2021-2022	2022-2023	2023-2024	2024-2025
110				19.0
135	30.0	30.0	30.0	
196	165.2	86.7		
200	20.0	20.0	20.0	46.6
219	36.1	0.2	60.0	
250	87.5	48.3	45.7	30.0
262	30.0	30.0		30.0
314	45.0	45.0		
349	45.0	45.0	45.0	30.0
371	0.2	1.2		
378	30.0	30.0	30.0	30.0
379			-	
389	12.7			
406	28.1	25.7		
415	0.2		0.2	
426	0.2	35.0	45.0	45.0
432	20.0	20.0	20.0	20.0
442		14.0		42.2
443	30.0	30.0		
506	3.8			
513	5.0	5.0	5.0	5.0
587	63.3	96.9		
636	152.1		31.0	
663	30.0			
674				
744		2.5	90.0	
765	98.9			78.1
797	30.0		30.0	25.0
811		30.0	37.5	60.0
812	41.9	46.1	38.0	66.8
824	1.8	2.0		
838				
862			31.2	26.2
886	52.3			
903			80.0	
967		64.4	46.3	112.0
971	14.0	14.0	14.0	20.3
997			3.7	

Description of Calculation

Total aggregate number of days that passed after new grant award notification dates to the first expenditure date, divided by the total number of new grant awards in the fiscal year.

Importance of Measure

Identify and improve cycle time of grant fund availability. Ensure that no delays exist from budget approval to program implementation that the grant timelines can't be met. This measure assesses efficiency in spending grant funds that are provided by federal, state and local governments, as well as other sources such as foundations.

Factors that Influence

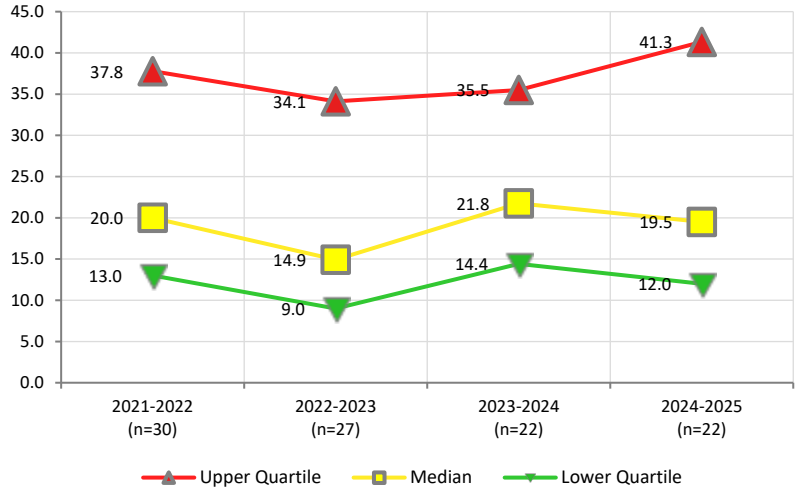
- Who monitors awards and the grant program coordinator to assure timeliness
- Timeliness of award notification from Federal and State entities
- School Board and administrative policies, as well as budget development and management process and procurement regulations and policies
- The timeliness of expenditures is a good indicator for the grantor to ensure that programming is occurring in time to meet grant deliverables and expected outcomes by the expiration date
- A low number of days between the date the budget is approved until the date of the first expenditure would indicate an effective use of grant funds
- A high number of days would indicate an ineffective use of supplemental resources that could limit or reduce the district's ability to obtain additional revenues in the future

Districts in Best Quartile (2024-2025)

- Charlotte-Mecklenburg Schools
- District of Columbia Public Schools
- Jefferson County Public Schools (KY)
- Orange County Public School District
- Palm Beach County School District

GRANTS MANAGEMENT

Grants Receivables Aging



Description of Calculation

Aggregate number of calendar days to internally process grants receivables invoices, from date grant reimbursements are filed to date invoice is submitted to the grantor, plus the aggregate number of calendar days to receive payment of submitted invoices.

Importance of Measure

Aging greater than 30 days may indicate that expenditures have not been submitted timely to funding agency or funding agency is slow in sending reimbursement thereby requiring follow-up.

Factors that Influence

- Funding agency reimbursement process
- Level of automation
- Complexity of grant
- Frequency of billing
- Payroll suspense

Districts in Best Quartile (2024-2025)

- Broward County Public Schools
- Cleveland Metropolitan School District
- Columbus Public Schools
- Detroit Public Schools
- Houston Independent School District
- Toledo Public Schools

District	2021-2022	2022-2023	2023-2024	2024-2025
135	13.0	13.0	13.0	
194				33.5
196	16.5	9.2		
200	25.0	25.0	31.0	23.4
219	30.8		34.0	
250	56.6	52.1	46.8	22.5
262	12.0	12.0		12.0
314	35.0	35.0		
349	45.0	45.0	45.0	45.0
371				
378	9.0	9.0	11.0	9.8
379				
389	37.8			
406	16.0	18.0	16.7	15.6
415	53.0			50.0
426	16.6	15.2	14.5	8.6
432	20.0	14.0	14.0	22.0
442	17.0	17.0		17.0
443	20.0	20.0		
494		8.1		
513	36.7	41.5	35.5	41.3
584		35.0	5.8	
587	13.0	5.1		
601		45.0	45.0	15.3
636	13.5	13.8	14.4	
663	25.0			
674	0.7	1.0	33.0	45.7
717				13.0
742	11.6	11.5	20.0	
744		0.6	15.0	
765	61.0			61.0
797	51.0		51.0	51.0
798	40.9	34.1		
812	5.8	8.2		4.1
824	4.3	8.0	8.0	8.0
862				
886	31.0			
903	48.4		23.5	
967		19.1	38.1	29.9
971	11.1	14.9	15.1	15.5
997			24.0	3.0

PROCUREMENT

Procurement improvement strategies generally fall into two categories:

1. Increasing the level of cost savings, represented broadly by Procurement Savings Ratio.
2. Improving efficiency and decreasing costs of the Purchasing department, represented broadly by Cost per Purchase Order and Purchasing Department Costs per Procurement Dollars Spent.

The first goal is assessed by the cost savings measures Competitive Procurements Ratio, Strategic Sourcing Ratio, and Cooperative Purchasing Agreements Ratio.

Purchasing department cost efficiency is generally improved through the effective automation of procurement spending. This is largely represented through P-Card Transactions Ratio and Electronic Procurement Transactions Ratio.

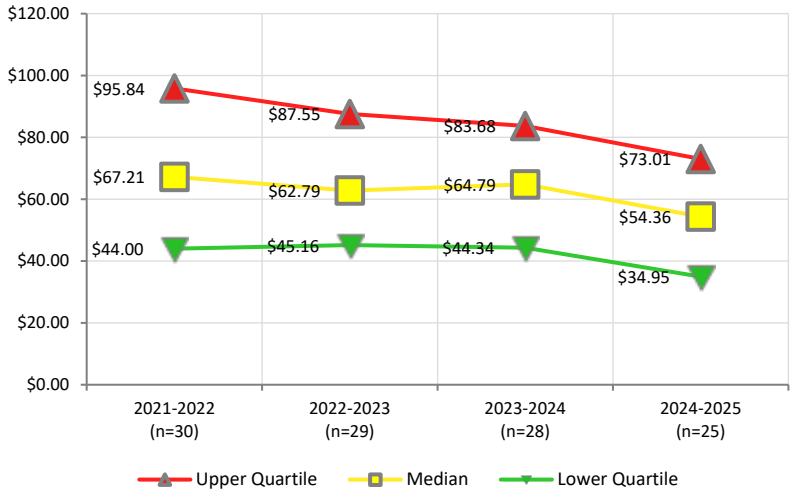
Finally, metrics of the procurement department's service level, such as Procurement Administrative Lead Time, should also be considered.

These metrics of district procurement practices should provide district leaders with a good baseline of information on how their district can improve its Procurement function. The general influencing factors that can guide improvement strategies include:

- Procurement policies, particularly those delegating purchase authority and P-Card usage
- Utilization of technology to manage a high volume of low dollar transactions
- e-Procurement and e-Catalog processes utilized by district
- P-Card reconciliation software and P-Card database interface with a district's ERP system
- Budget, purchasing, and audit controls, including P-card credit-limit controls on single transaction and monthly limits
- Utilization of blanket purchase agreements (BPAs)
- Degree of requirement consolidation and standardization
- Use of P-Cards on construction projects and paying large dollar vendors, e.g., utilities, textbook publishers, food, technology projects
- Number of highly complex procurements, especially construction

PROCUREMENT

Procurement Cost per Purchase Order



Description of Calculation

Total Purchasing department costs, divided by the total number of purchase orders that were processed by the Purchasing department, excluding P-card transactions and construction.

Importance of Measure

This measure, along with other indicators, provides an opportunity for districts to assess the cost/benefits that might result from other means of procurement (e.g., P-Card program, ordering agreements, and leveraging the consolidating requirement).

Factors that Influence

- Utilization of BPAs
- Strategic sourcing (minimizing total vendors)
- Purchasing Dept. expenditures and FTE degree of e-procurement automation and P-Card utilization
- Degree of requirement consolidation and standardization

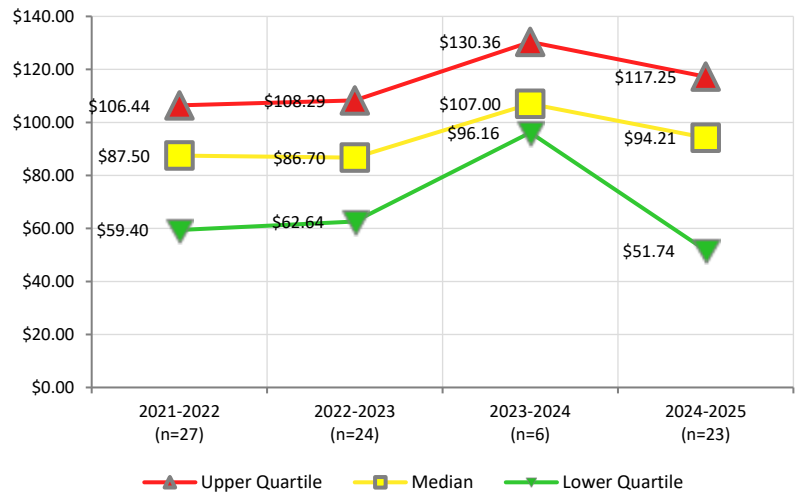
Districts in Best Quartile (2024-2025)

- Albuquerque Public Schools
- Chicago Public Schools
- Cleveland Metropolitan School District
- Des Moines Public Schools
- Jackson Public School District (MS)
- Jefferson County Public Schools (KY)
- Portland Public Schools

District	2021-2022	2022-2023	2023-2024	2024-2025
110				
135	$56.42	$63.47	$76.52	
173			$41.93	
194				
196		$87.55	$59.57	
200	$83.06	$84.42	$80.03	$106.55
219			$15.51	
250	$321.83		$111.11	$23.77
262	$31.05	$35.68	$60.20	$78.31
314	$65.21	$60.66	$68.91	
349	$95.84	$69.15		$116.35
371	$44.00	$27.13		
378		$62.79		$64.77
379	$55.14	$53.45	$58.64	$46.32
389	$94.17			
406	$16.41		$13.16	$13.53
415	$53.86	$48.88	$62.93	$73.01
426	$29.30	$35.53	$43.96	$44.51
432	$18.87	$18.88	$19.43	$22.96
442	$69.20	$81.19		$51.47
443	$305.84	$314.19		$11.26
494		$315.43		
506	$49.33	$48.72		
513	$53.01	$50.29	$66.65	$76.03
584		$45.16		
587	$286.12		$328.71	
621			$88.31	
636	$196.97			
674			$78.34	$72.10
689	$158.32	$209.23		
693	$97.49	$116.89	$113.95	
717				$54.36
742		$108.05	$74.70	
744		$40.86		
763	$28.09	$30.67	$25.59	$34.95
765	$60.03			$52.38
797	$40.39		$44.72	$50.20
811	$80.00			$60.69
824	$75.06	$98.71	$87.32	$72.17
838	$70.79	$76.74	$91.01	$91.36
862			$58.56	$71.44
903				
967		$19.70	$60.95	$26.79
971	$71.28	$73.06	$75.79	$80.08
985	$145.80	$129.04	$108.44	
997	$25.99	$46.99	$26.41	$28.13

PROCUREMENT

Procurement Costs per $100K Revenue



Description of Calculation

Total Procurement department expenditures, divided by total district revenue over $100,000.

Importance of Measure

This measure identifies the indirect cost of the procurement function as compared to the total district revenue. Assuming all other things being equal, this is a relative measure of the administrative efficiency of district's procurement operations.

Factors that Influence

- Degree of P-Card Utilization
- e-Procurement automation
- Delegation of purchasing authority
- Purchasing office professional staff grade structure, contract services and other expenditures
- Number of highly complex procurements especially construction
- Skill level of staff

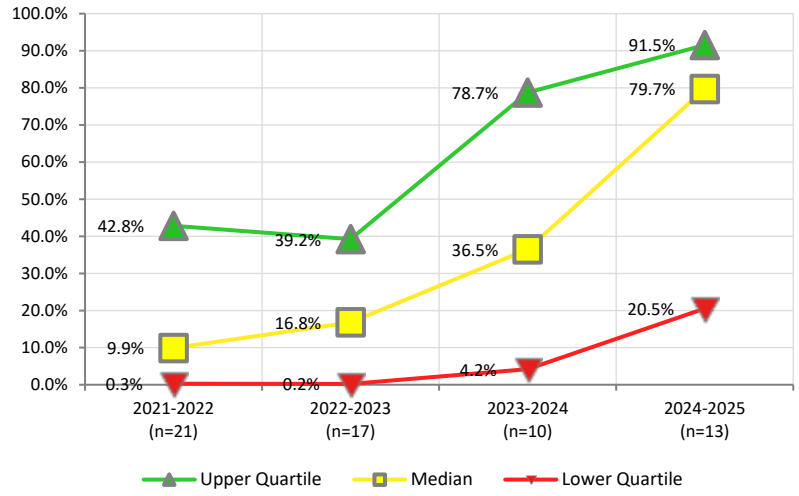
Districts in Best Quartile (2024-2025)

- Charlotte-Mecklenburg Schools
- Jefferson County Public Schools (KY)
- Madison Metropolitan School District
- Miami-Dade County Public Schools
- Pittsburgh Public Schools
- Portland Public Schools

District	2021-2022	2022-2023	2023-2024	2024-2025
135	$85.64	$108.25		
194				$113.90
196		$108.34		
200	$95.21	$104.28		$103.71
250	$111.98	$71.19		$178.15
262	$56.93	$58.42		
314	$90.61	$84.62		
349				$35.31
371		$51.51		
378				$144.92
379	$59.40	$46.12		$66.53
389	$142.67			
406	$52.91	$45.25		
415	$65.32			$113.43
426	$112.34	$120.51	$130.36	$147.59
432	$44.07	$46.71		$51.74
442	$107.68	$109.28		$117.25
443	$153.40		$156.18	$4.99
494		$147.62		
506	$68.64	$88.78		
513	$87.50	$82.62		$103.68
584		$151.99		
587	$89.30		$110.28	
601	$54.85			$80.96
674			$103.73	$108.10
693	$77.69	$74.46		
717				$56.43
742	$51.52			
744		$61.93		
765	$123.93			
797				$50.68
798		$106.40		
811	$67.87			$58.55
824	$88.83	$121.20		$121.30
838	$106.44	$107.26		$130.44
862			$21.28	$27.61
921				$18.93
967	$51.34			$51.86
971	$95.51	$97.13	$96.16	$94.21
985	$87.52	$75.14		
997	$65.02	$63.35		

PROCUREMENT

Strategic Sourcing Ratio



District	2021-2022	2022-2023	2023-2024	2024-2025
110				
135	0.0%	0.0%		
200	92.1%		88.2%	87.2%
219	0.0%	0.0%		
250				20.5%
262	83.3%	86.4%	81.3%	91.5%
314	66.9%	27.6%	4.2%	
349	40.1%	55.0%	55.8%	79.7%
379	0.0%			
389	0.0%			
406	0.0%	0.0%		
415	15.2%	36.8%	26.9%	24.0%
426				
432	0.3%	0.5%	0.5%	1.9%
442	4.3%	37.0%		100.0%
494		16.8%		
513	9.5%	11.6%		95.6%
584		0.0%		
587	44.7%	43.7%		100.0%
674				
689	79.6%	57.2%		
742			1.3%	
763	42.8%	39.2%	46.0%	44.3%
765	10.4%			
797	9.9%		8.9%	14.5%
798	2.0%			
811				
838				
903	29.5%		78.7%	80.2%
967		3.7%		
971				0.2%
997	2.0%	0.2%		

Description of Calculation

Total spending utilizing strategic sourcing, divided by total procurement outlays (excluding P-cards and construction).

Importance of Measure

This measure is a strong indicator of potential cost savings that can result from leveraging consolidated requirements with competitive procurements, and minimizing spot buying and maverick spending. The National Purchasing Institute (NPI) Achievement of Excellence in Procurement Award cites an agency's use of term (annual or requirements) contracts for at least 25% of total dollar commodity and services purchases as a reasonable benchmark.

Strategic sourcing is a systemic process to identify, qualify, specify, negotiate, and select suppliers for categories of similar spend that includes identifying competitive suppliers for longer-term agreements to buy materials and services. Simply put, strategic sourcing is organized agency buying that directly affects the available contracts for goods and services, i.e., items under contract are readily accessible, while others are not.

Factors that Influence

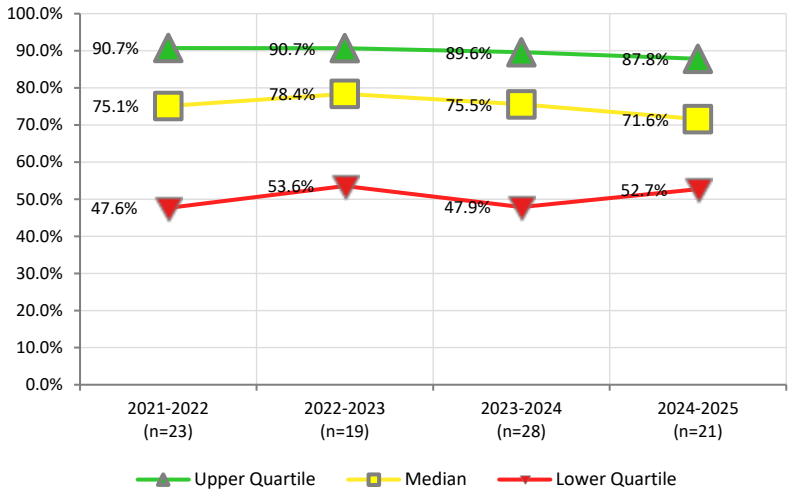
- Technical training of procurement professional staff
- Effectiveness of spend analysis regarding frequently purchased items
- Policies on centralization of procurement
- Balance between choice and cost savings
- Dollar approval limits without competitive bids

Districts in Best Quartile (2024-2025)

- Austin Independent School District
- Broward County Public Schools
- Fort Worth Independent School District
- Palm Beach County School District

PROCUREMENT

Competitive Procurements Ratio



District	2021-2022	2022-2023	2023-2024	2024-2025
110				56.5%
135				
173			64.1%	55.9%
200	88.8%	87.1%	90.6%	
219			44.9%	
250	75.1%	42.7%	54.3%	63.4%
262	90.7%	90.7%	90.5%	88.5%
314	66.9%		98.8%	
349	75.4%	53.6%	72.6%	96.0%
371			86.7%	
379	19.2%		112.8%	75.9%
406	0.2%	4.0%	4.5%	5.2%
415	76.2%	88.8%	109.6%	78.4%
426	69.8%	98.9%	88.7%	87.8%
442	99.4%			53.4%
443	70.0%	63.8%	72.8%	52.7%
494		71.2%		
506	97.2%	97.5%		
513	97.4%	97.3%	95.8%	
584		90.7%	88.1%	
587				91.2%
621			50.9%	
636	72.9%	78.4%	36.1%	
674			0.0%	71.6%
689	41.9%		3.1%	
693	95.4%	67.8%	76.0%	
717				
742			82.7%	
763	54.3%	49.9%	44.5%	48.8%
765	1.3%			73.7%
797	47.6%		69.2%	48.8%
798	27.1%			
811				
824	91.5%	87.2%	75.1%	75.1%
838		70.0%	0.0%	22.7%
903	84.6%		83.4%	92.8%
967		50.1%		
971	88.9%	96.9%	94.9%	95.8%
985				
997			83.6%	8.4%

Description of Calculation

Total amount of purchasing that was through competitive procurements, divided by the sum of total procurement outlays, total P-card purchasing and total construction spending.

Importance of Measure

This measure is important because competition maximizes procurement savings to the district, provides opportunities for vendors, assures integrity, and builds Board's and taxpayers' confidence in the process, which remain the cornerstone of public procurement.

Factors that Influence

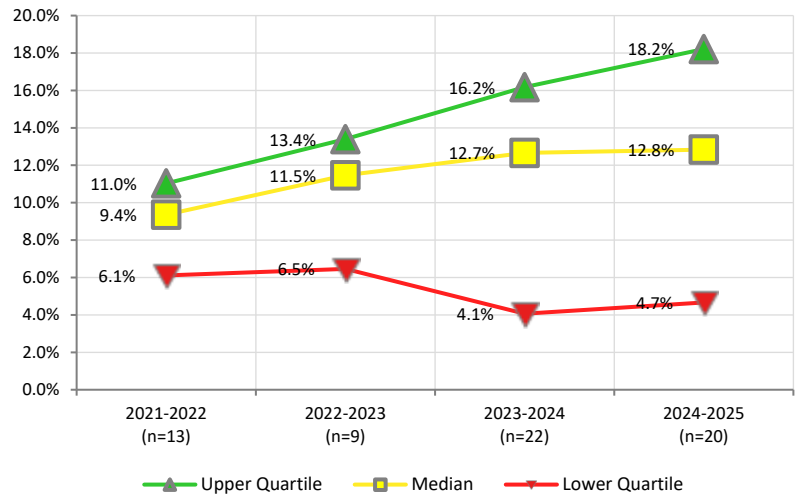
- Procurement policies governing procurements that are exempted from competition, emergency or urgent requirement procurements, direct payments (purchases without contracts or POs), minimum quote levels and requirements, and sole sourcing
- Degree of shared services that may be included in purchase dollars with other public agencies
- Vendor registration/ solicitation procedures that may determine magnitude of competition
- Professional services competition that may be exempted from competition
- In some instances, districts may have selection criteria for certain programs, such as local preference, environmental procurement, M/WBE, etc., that result in less competition
- Utilization of technology and e-procurement tools
- Market availability for competition, e.g., utilities

Districts in Best Quartile (2024-2025)

- Austin Independent School District
- Broward County Public Schools
- Houston Independent School District
- Los Angeles Unified School District
- Miami-Dade County Public Schools
- Orange County Public School District

PROCUREMENT

Cooperative Purchasing Ratio



District	2021-2022	2022-2023	2023-2024	2024-2025
110				9.6%
135	9.4%	15.5%		
173				
200	4.4%	5.9%	8.3%	8.4%
219			15.5%	
250	8.8%		14.3%	20.5%
262			0.7%	13.7%
314			7.0%	
349			9.4%	16.4%
406				
415	14.4%	11.5%	18.2%	20.0%
426			37.9%	26.2%
432	11.0%		14.4%	16.0%
442				
443			0.4%	10.1%
494		11.6%		
513	15.5%	20.1%	20.1%	
601				
636			16.2%	
674				
689	6.1%	7.2%		
717				20.2%
742	0.3%		13.0%	
763	2.5%	2.3%	1.6%	2.9%
765	20.2%			16.2%
797	9.4%		16.2%	12.0%
811	7.6%	6.5%	3.8%	4.2%
812				
824			8.8%	5.1%
838	9.8%	13.4%	12.3%	15.4%
903			2.6%	1.2%
967			25.0%	3.6%
971			14.0%	22.7%
997			4.1%	3.2%

Description of Calculation

Total district dollars spent during the fiscal year under cooperative agreements (including P-Cards transactions but excluding construction), divided by total procurement outlays (including P-Cards but excluding construction)

Importance of Measure

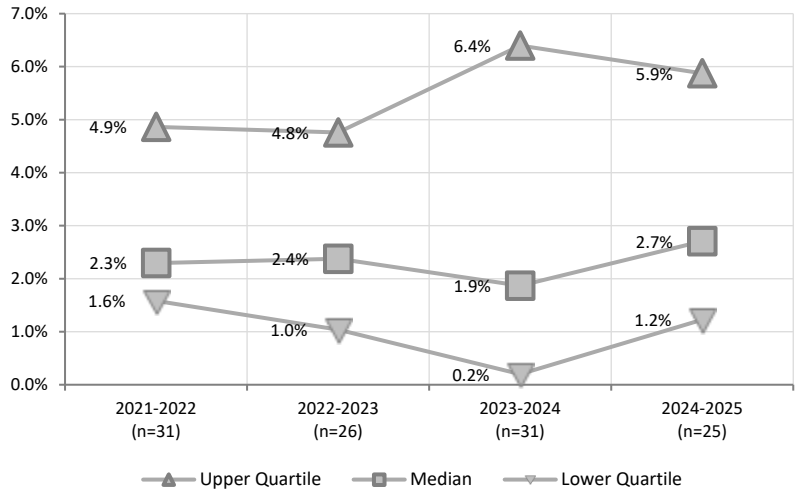
This measure assesses the use of cooperative purchasing agreements that districts can use to leverage their collective buying power to maximize savings through economies of scale. Additionally, cooperative agreements provide purchasing efficiencies by having one buyer from one district buy for many districts, and decreasing the cycle time for new requirements.

Factors that Influence

- Procurement laws and policies
- Commodity (some goods and services lend themselves to leveraging volume more than others)
- Degree of item standardization with other entities
- Number of available and eligible cooperative agreements
- Market environment (cooperative contracts may not remain competitive with market)

PROCUREMENT

P-Card Purchasing Ratio



Description of Calculation

Total dollar amount purchased using P-cards, divided by total procurement outlays (including P-card purchases).

Importance of Measure

P-Card utilization significantly improves cycle times for schools, decreases procurement transaction costs as compared to a Purchase Order *(2010 RPMG Research Corp cited average PO transaction cost = $93 from requisition to check, versus P-Card transaction cost = $22)*, and provides for more localized flexibility. It allows procurement professionals to concentrate efforts on the more complex purchases, significantly reduces Accounts Payable workload, and gives schools a shorter cycle time for these items. Increased P-Card spending can provide higher rebate revenues, which in turn can pay for the management of the program. There are trade-offs however. The decentralized nature of these purchases could have an impact on lost opportunity for savings, and requires diligent oversight to prevent inappropriate use and spend analysis to identify contract savings opportunities.

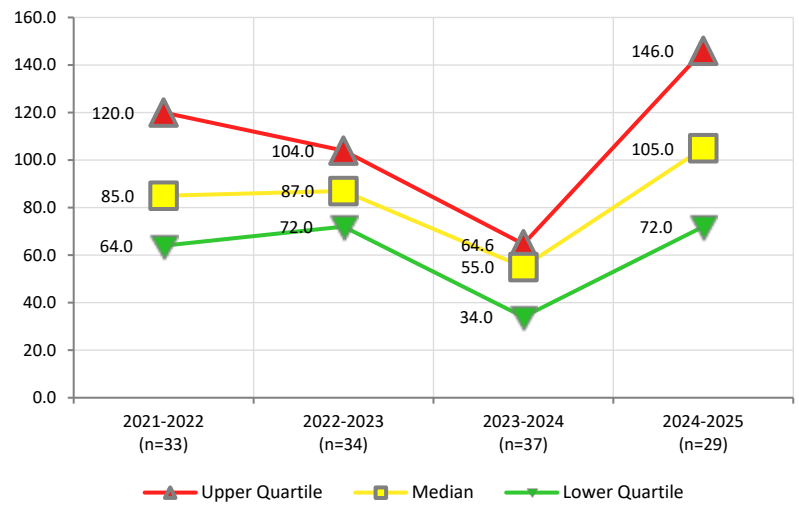
Factors that Influence

- Procurement policies, particularly those delegating purchase authority and P-Card usage
- Utilization of technology to manage a high volume of low dollar transactions
- e-Procurement and e-Catalog processes utilized by district
- P-Card reconciliation software and P-Card database interface with a district's ERP system
- Budget, purchasing, and audit controls, including P-card credit limit controls on single transaction and monthly limits
- Accounts Payable policies for P-Card as an alternative payment method
- Use of P-Cards on construction projects and paying large dollar vendors, e.g., utilities, textbook publishers, food, technology projects.

District	2021-2022	2022-2023	2023-2024	2024-2025
110				4.7%
135	0.0%	0.2%	0.4%	
173			0.2%	
194				1.9%
200	6.0%	6.2%	9.4%	10.5%
219			2.3%	
250	4.2%	7.0%	6.7%	7.6%
262	4.9%	4.6%	6.6%	6.8%
314			0.0%	
349	2.5%	2.5%	2.8%	3.7%
389	0.4%			
406			0.0%	0.0%
415	0.0%	0.0%	0.0%	0.0%
426	2.2%	3.2%	1.8%	1.2%
432	6.0%	2.3%	0.9%	1.2%
442	3.4%	4.8%		4.5%
443	8.1%	9.5%	7.9%	
494		12.1%		
506	1.6%	2.3%		
513	2.3%	4.1%	3.8%	4.4%
525	0.5%			
529				
584		0.3%	0.1%	
587	12.0%	8.1%	8.1%	6.3%
601				
621			0.1%	
636	2.1%	2.2%	1.1%	
674				1.6%
689	4.0%	4.3%	2.7%	
693	1.6%	1.0%	1.6%	
742	1.8%	1.7%	1.7%	
763	1.9%	2.3%	1.9%	1.0%
765	4.9%			2.7%
797	1.3%		1.1%	1.4%
798	2.5%			
811	22.6%	17.7%	16.6%	23.9%
812				
824	0.1%	0.1%	0.2%	0.2%
838	0.0%	0.1%	0.1%	0.1%
862			7.6%	12.4%
903	3.5%		6.4%	5.9%
921				
967	10.7%	0.8%	2.9%	1.0%
971	2.3%	2.4%	2.2%	2.7%
985	3.9%			
997	2.0%	1.3%	1.9%	1.8%

PROCUREMENT

PALT for Requests for Proposals



Description of Calculation

Average number of days to administer Requests for Proposals, from receipt of requisition to the date that the contract was issued.

Importance of Measure

This measure establishes a "cycle time" benchmark for commencing and completing the acquisition process for informal bidding or quoting. Informal bids/ quotes are usually for small purchases less than the formal bid or formal proposal threshold where quotes can be obtained in writing, including electronically using e-commerce tools, via telephone, etc., and can be processed without Board approval typically using more efficient small purchase procedures.

Factors that Influence

- Federal, State and local Board procurement policies and laws, including formal solicitation requirements, minimum advertising times and procurement dollar limits
- Frequency of board meetings
- Budget/FTE allocation for professional procurement staff
- Training on scope of work and specification development for contract sponsors
- The award process, including RFP proposal evaluation, vendor presentations, # of proposals, negotiations, pre-proposal conferences, site visits, and vendor reference checks
- Use of standard boilerplate bid and contract documents
- Use of current ERP and e-procurement technology to streamline internal procurement processes and external solicitation process with vendors
- Frequency of vendor protests
- Complexity and size of procurement
- Degree of commodity standardization within the district

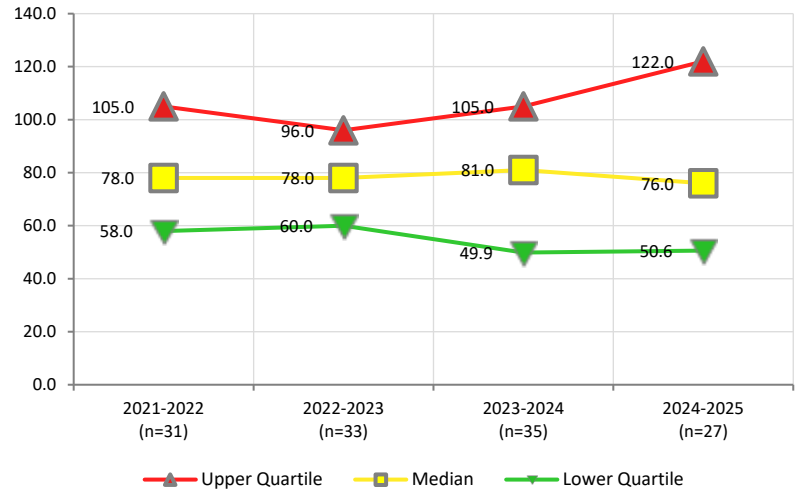
Districts in Best Quartile (2024-2025)

- Boston Public Schools
- Charlotte-Mecklenburg Schools
- Des Moines Public Schools
- East Baton Rouge Parish Public Schools
- Guilford County School District
- Jackson Public School District (MS)
- Jefferson County Public Schools (KY)
- San Antonio Independent School District

District	2021-2022	2022-2023	2023-2024	2024-2025
110				141.0
135	41.0	41.0	27.0	
173			64.6	70.0
196		96.0	51.0	
200	129.0	114.0	64.0	146.0
219	102.0	104.0	55.0	
250	55.0	55.0	30.0	55.0
262	91.3	88.0	56.0	236.0
314	121.0	131.0	78.0	
349			160.0	237.0
371	86.0	56.0	26.0	
378		76.0		78.0
379	70.0	90.0	60.0	67.0
389	125.0			
406	58.0	58.0	13.0	36.0
415	100.0	100.0	60.0	100.0
426	120.0	120.0	120.0	120.0
432	56.0	63.0	42.0	56.0
442	125.0	148.0		
443	75.7	95.1	67.4	78.1
494		165.6		
506	74.0	93.0		
513	153.0	153.0	108.0	153.0
529			55.0	
584		65.0	38.0	
587	94.0	94.0	33.0	76.0
601		38.0	31.0	38.0
621			42.0	
636	64.0	64.0	34.0	
674			80.0	170.0
689	95.0	95.0	63.6	
693	85.0	85.0	60.0	
717				123.0
742	58.0	80.0	24.0	
744		73.0		
763			168.9	150.8
765	64.0			74.0
797	27.0		17.0	27.0
798	71.0			
811	62.0	72.0	35.0	72.0
824	148.2	146.8	10.7	130.6
838	75.0	75.0	39.0	84.0
903	181.0		131.0	183.0
921				149.0
967	80.0	80.0	41.0	105.0
971	152.0	86.0	152.0	107.0
985	70.0	75.0	60.0	
997	120.0	120.0	60.0	141.0

PROCUREMENT

PALT for Invitations for Bids



District	2021-2022	2022-2023	2023-2024	2024-2025
110				62.0
135	41.0	41.0	41.0	
173			49.9	55.0
196		96.0	96.0	
200	87.0	106.0	100.0	145.0
219	70.0	70.0	71.0	
250	30.0	30.0	30.0	30.0
262	81.5	70.0	143.0	142.6
314	96.0	96.0	103.0	
349	218.0	211.0	220.0	286.0
371	40.0	56.0	65.0	
378		50.0		55.0
379		75.0	75.0	75.0
389	125.0			
406	78.0	78.0	78.0	78.0
415	89.0	89.0	89.0	89.0
426	105.0	105.0	105.0	105.0
432	87.0	87.0	87.0	87.0
443	64.5	94.5	95.2	50.6
494		94.4		
506	45.0	60.0		
513	75.0	91.0	91.0	91.0
529			70.0	
584		85.0		
587	79.0	79.0	79.0	76.0
601		38.0	38.0	38.0
621			10.0	
636	58.0	58.0	42.0	
674			110.0	170.0
689	65.0	65.0	82.0	
693	66.0	66.0	66.0	
717				97.0
742	89.0	194.0	164.0	
744		45.0		
763			17.6	20.6
765	33.0			33.0
797	27.0		27.0	27.0
798	71.0			
811	28.5	30.0	40.0	30.0
838	142.0	142.0	142.0	142.0
903	105.0		105.0	122.0
967	65.0	65.0	70.0	67.0
971	128.0	106.0	128.0	75.0
985	108.0	75.0	81.0	
997	120.0	120.0	120.0	270.0

Description of Calculation

Average number of days to administer Invitations for Bids, from receipt of requisition to the date that the contract was issued.

Importance of Measure

This measure establishes a "cycle time" benchmark for commencing and completing the acquisition process for formal competitive bidding (IFBs). It is an important measure that examines the balance between competition/ objectivity, procedural compliance, and the need to get products/services in place in a timely manner to meet customer requirements.

Factors that Influence

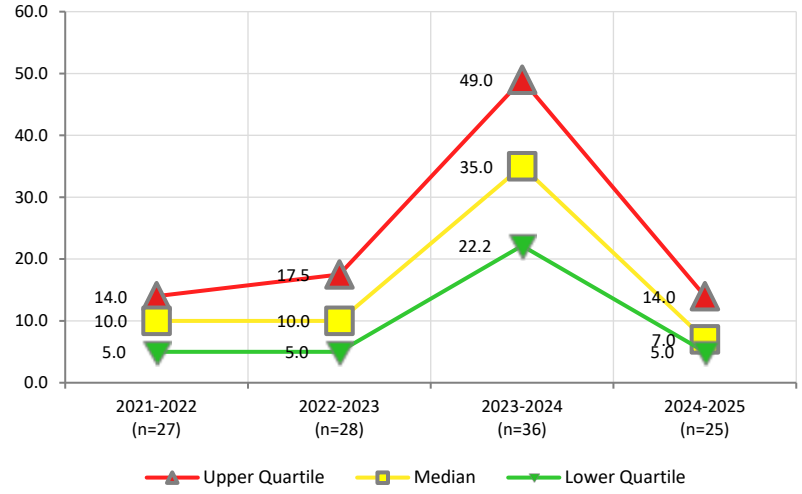
- Federal, State and local Board procurement policies and laws, including formal solicitation requirements, minimum advertising times and procurement dollar limits
- Frequency of board meetings
- Budget/FTE allocation for professional procurement staff
- Training on scope of work and specification development for contract sponsors
- The award process, including IFB evaluation, pre-bid conferences, site visit requirements, and vendor reference checks
- Use of standard boilerplate bid and contract documents
- Use of current ERP and e-procurement technology to streamline internal procurement processes and external solicitation and response process with vendors
- Frequency of vendor protests
- Complexity and size of procurement
- Degree of commodity standardization within the district

Districts in Best Quartile (2024-2025)

- Boston Public Schools
- Charlotte-Mecklenburg Schools
- Chicago Public Schools
- Des Moines Public Schools
- Guilford County School District
- Portland Public Schools
- Wichita Unified School District

PROCUREMENT

PALT for Informal Solicitations



Description of Calculation

Average number of days, from receipt of requisition by the Purchasing department to date that purchase order issued, to process all informal solicitations.

Importance of Measure

This measure establishes a "cycle time" benchmark for commencing and completing the acquisition process for informal bidding or quoting. Informal bids/ quotes are usually for small purchases less than the formal bid or formal proposal threshold where quotes can be obtained in writing, including electronically using e-commerce tools, via telephone, etc., and can be processed without Board approval typically using more efficient small purchase procedures.

Factors that Influence

- Degree of P-Card utilization
- Extent of delegated purchase authority for small dollar procurements
- State/local laws and regulations
- Small purchase policies/procedures
- Utilization of e-procurement automation tools including online solicitation broadcasts and responses

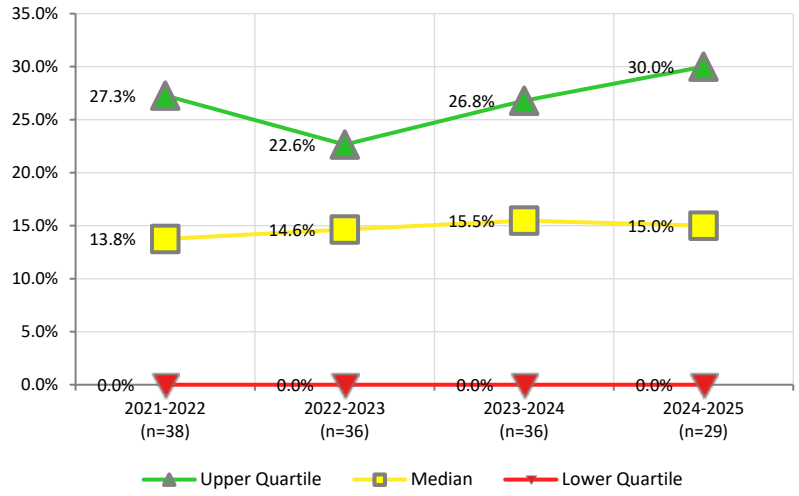
Districts in Best Quartile (2024-2025)

- Albuquerque Public Schools
- Baltimore City Public Schools
- Broward County Public Schools
- Houston Independent School District
- Jefferson County Public Schools (KY)
- Los Angeles Unified School District
- Orange County Public School District
- San Antonio Independent School District

District	2021-2022	2022-2023	2023-2024	2024-2025
135	5.0	5.0	14.0	
173			8.1	5.0
194				8.1
196		7.0	45.0	
200	5.0	7.0	53.0	7.0
219		60.0	48.0	
250	25.0	25.0	25.0	25.0
262	3.0	3.0	98.0	2.6
314	10.0	10.0	60.0	
349	10.0	10.0	188.0	10.0
371			30.0	
379	30.0	7.0	30.0	7.0
389	3.0			
406			45.0	45.0
415	3.0	3.0	40.0	3.0
426	5.0	5.0	45.0	5.0
432	5.0	21.0	14.0	5.0
443			23.3	
494		34.0		
506	6.0	7.0		
513	15.0	20.0	45.0	45.0
529			40.0	
584		7.0	30.0	
587	14.0	14.0	61.0	14.0
601		21.0	7.0	21.0
621			90.0	
636	5.0	5.0	30.0	
674			30.0	7.0
689	10.0	10.0	70.8	
693	3.8	3.5	25.0	
742	14.0	14.0	10.0	
744		3.0		
765	14.0			14.0
797	7.0		10.0	7.0
798	5.0			
811	12.5	15.0	40.0	15.0
824			125.1	56.5
838	14.0	14.0	45.0	14.0
903	60.0		50.0	3.0
921				6.0
967	3.0	3.0	30.0	3.0
971			-	-
985	12.0	10.0	21.0	
997	30.0	30.0	17.0	10.0

PROCUREMENT

Procurement Staff with Professional Certificate



Description of Calculation

Number of Purchasing department staff with a professional certificate, divided by total number of Purchasing staff (FTEs).

Importance of Measure

This measure assesses the technical knowledge of the district's procurement staff which directly affects processing time, negotiation, procedural controls, and strategies applied to maximize cost savings. The procurement function has evolved to require procurement professional staff to focus on--

- strategic issues versus transactional processing
- advanced business skills that look at agency supply chain, logistics optimization, total cost of ownership evaluations, make-versus-buy analysis, leveraging cooperative procurements, complex negotiations focusing on cost and other value-added factors, and agency spend analyses, and
- balance of service with internal controls and compliance.

Factors that Influence

- Budget/ FTE allocations to central procurement functions and employee professional development
- Procurement policies such as delegated purchasing authority, formal procurement dollar threshold, small purchase procedures, P-card utilization, etc.
- Utilization of technology and knowledge required for e-procurement and e-commerce
- Value that an organization places on its procurement functions and procedures
- Policies favoring internal promotion over technical recruitment
- Incentive pay

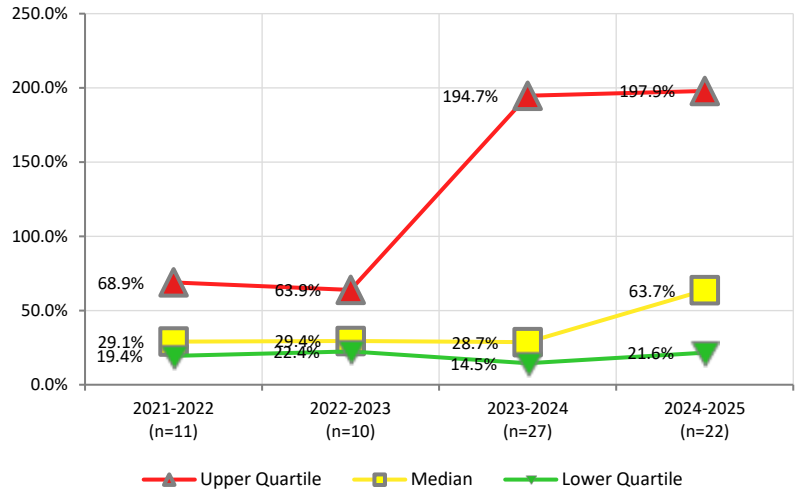
Districts in Best Quartile (2024-2025)

- Albuquerque Public Schools
- Atlanta Public Schools
- Baltimore City Public Schools
- Broward County Public Schools
- Charlotte-Mecklenburg Schools
- Columbus Public Schools
- Fort Worth Independent School District
- Jackson Public School District (MS)

District	2021-2022	2022-2023	2023-2024	2024-2025
110				14.3%
135	27.3%	23.1%	21.4%	
173			16.7%	8.3%
194			40.0%	30.0%
196		14.3%	14.3%	
200	21.7%	20.8%	34.1%	17.0%
219	0.0%	0.0%	0.0%	
250	20.0%	20.0%		0.0%
262	30.8%	35.7%	41.4%	33.3%
314	0.0%	0.0%	0.0%	
349	15.0%	15.0%	22.2%	21.1%
371	7.7%	0.0%	47.4%	
378		16.7%	0.0%	33.3%
379	0.0%	0.0%	0.0%	0.0%
389	0.0%			
406	0.0%	0.0%	0.0%	50.0%
415	50.0%	46.2%	28.6%	47.1%
426	12.5%	9.1%	8.3%	8.3%
432	0.0%	0.0%		
442	30.0%	35.3%		52.9%
443	16.7%	18.2%	18.2%	18.2%
494		0.0%		
506	36.4%	36.4%		
513	19.6%	32.6%	19.4%	19.4%
525	0.0%			
529			16.7%	
584		33.3%	33.3%	
587	10.5%	11.1%	100.0%	21.4%
601	20.0%	22.2%	25.0%	18.8%
621			0.0%	
636	16.7%	16.7%	14.3%	
674			0.0%	0.0%
689	8.1%	7.7%	40.0%	
693	9.1%	16.7%	18.2%	
717				4.5%
742	20.0%	0.0%	16.7%	
744		7.1%		
763	8.1%	0.0%	0.0%	0.0%
765	0.0%			0.0%
797	50.0%		40.0%	44.4%
798	80.0%			
811	28.6%	16.7%	14.3%	14.3%
812	0.0%			
824	0.0%	0.0%		0.0%
838	0.0%	0.0%	0.0%	
903	34.7%		4.1%	4.3%
921				0.0%
967	30.0%	33.3%	0.0%	30.0%
971	20.0%	25.0%	11.1%	15.0%
985	0.0%	0.0%	0.0%	
997	10.0%	14.3%	0.0%	0.0%

PROCUREMENT

Warehouse Operating Expense Ratio



District	2021-2022	2022-2023	2023-2024	2024-2025
173			14.5%	12.7%
194				39.7%
200			230.7%	197.9%
219				
250				286.2%
262			122.7%	127.0%
349	24.8%	14.0%	14.3%	24.9%
378		93.9%	0.0%	8.9%
379			388.3%	388.3%
406	29.1%	29.1%	131.1%	172.1%
415			23.8%	20.1%
426	26.4%		233.9%	259.8%
432			54.9%	82.0%
442				241.9%
443	34.1%	34.0%	28.7%	22.4%
506	98.4%	24.9%		
513	2.9%	7.2%	4.5%	5.8%
529			22.2%	
587			28.7%	
674			32.9%	71.5%
689	18.8%	22.4%	12.9%	
693			44.5%	
742	37.6%			
744		29.8%	266.2%	
765			6.0%	5.5%
797	157.3%		14.9%	28.6%
812		150.2%	256.3%	55.8%
838			194.7%	229.8%
886	68.9%			
903	19.4%		19.8%	
967		63.9%	249.1%	21.6%
971			23.4%	113.2%
985			9.8%	
997			90.5%	

Description of Calculation

Total operating expenses of all measured warehouses (including school/ office supplies, textbooks, food service items, facility maintenance items, and transportation maintenance items), divided by total value of all issues/sales from the warehouse(s).

Importance of Measure

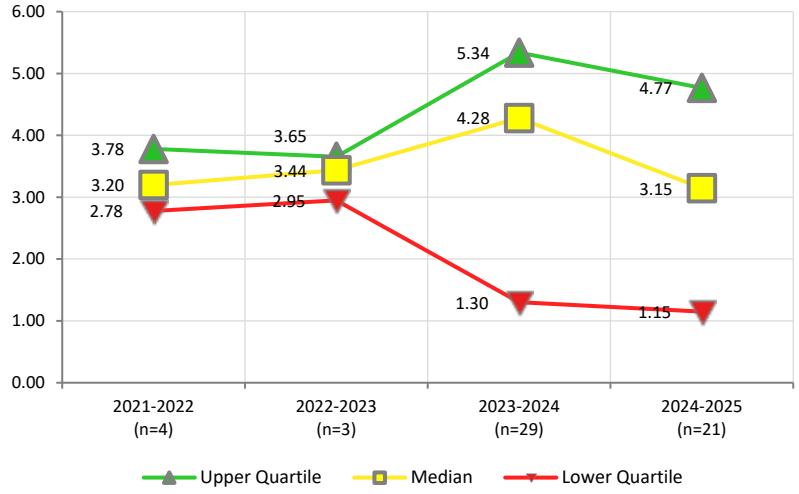
The operational cost of maintaining an intermediate storage/distribution point (warehouse) should be constantly evaluated against other alternatives as the market and other supply chain factors change in the district.

Factors that Influence

- Warehouse building utility cost and space efficiency
- Total SKUs for indirect and direct cost allocations
- Number of warehouse personnel and material handling equipment/vehicles
- Type of warehouse (environmentally controlled or not)
- Cycle time requirements

PROCUREMENT

Warehouse Stock Turn Ratio



District	2021-2022	2022-2023	2023-2024	2024-2025
173			5.34	4.77
194				0.75
200			4.41	4.26
219			1.70	
250			1.43	13.65
262			2.00	2.15
349			5.03	4.44
378			0.97	0.49
379			8.93	8.93
406	3.44	3.44	3.92	1.04
415			1.26	1.77
426			0.39	0.34
432			6.23	4.02
442				
443			1.30	1.15
513		2.95	4.38	7.04
529			4.32	
587			12.74	
674			1.25	0.76
689	4.13	3.65	13.61	
693			4.28	
744			2.92	
765			4.68	4.09
797	2.96		5.99	2.85
812			15.21	
838			7.34	11.26
886	2.60			
903			4.87	
921				12.58
967			0.41	3.15
971			3.80	2.19
985			1.19	
997			0.64	

Description of Calculation

Total dollar value of annual issues/ sales at purchase price at all measured warehouses (including school/office supplies, textbooks, food service items, facility maintenance items, and transportation maintenance items), divided by the twelve-month average

Importance of Measure

Warehouse inventory turnover ratios can be used to examine opportunities for improved warehouse operations and reduced costs. Generally, total costs decline and savings rise when inventory stock turn increases. After a certain point - typically 8-10 turns - the reverse occurs, according to the National Institute of Governmental Purchasing (NIGP). Generally, an inventory turn rate of 4-6 times per year in the manufacturing, servicing, and public sector is considered acceptable. However, the overall stock turn ratio should be broken down into types of commodities, as some commodities are optimally less than 4-6 (NIGP). Viewed another way, inventory turnover ratios indicate how much use districts are getting from the dollars invested in inventory. Stock turn measures inventory health and may provide an indication of—

- Inventory usage and amount of inventory that is not turned over("dead stock"),
- Optimum inventory investment and warehousing size, and
- Warehouse activity/movement.

Factors that Influence

- Inventory financing costs
- Inflation
- Purchasing policies

RISK MANAGEMENT

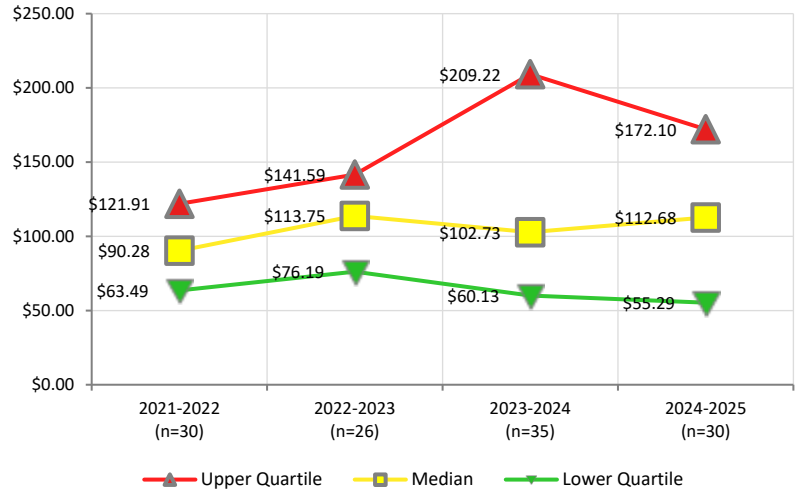
Performance metrics in risk management evaluate the rate of incidents that could lead to claims against the district, as well as the total cost of claims and insurance. The total cost is broadly considered with Cost of Risk per Student, and Employee Incident Rate (expressed per employee or per work hour) and could be a reflection of the general safety of a district.

Broad measures of *relative* costs and *levels of claims* for both workers' compensation and liability will help district leaders understand their performance in risk management, which may prompt such improvement strategies as:

- Searching for better medical management programs
- Improving access to quality medical care
- Providing benefits in a timely fashion
- Conducting risk factor analysis and prevention
- Adopting policies that avoid litigation
- Improving the reporting and tracking process for correcting hazardous conditions
- Revising safety protocols/guidelines/Employer Policies
- Improving injury investigations used to determine cause of injury

RISK MANAGEMENT

Cost of Risk per Student



Description of Calculation

Total liability premiums, claims and administration costs, plus total workers' compensation premiums, claims and administration costs, divided by total district enrollment.

Importance of Measure

This metric is important for long-term budget planning. School funding is based on student enrollment.

Factors that Influence

- Frequency and severity of claims filed
- Safety program's efforts to correct hazardous conditions

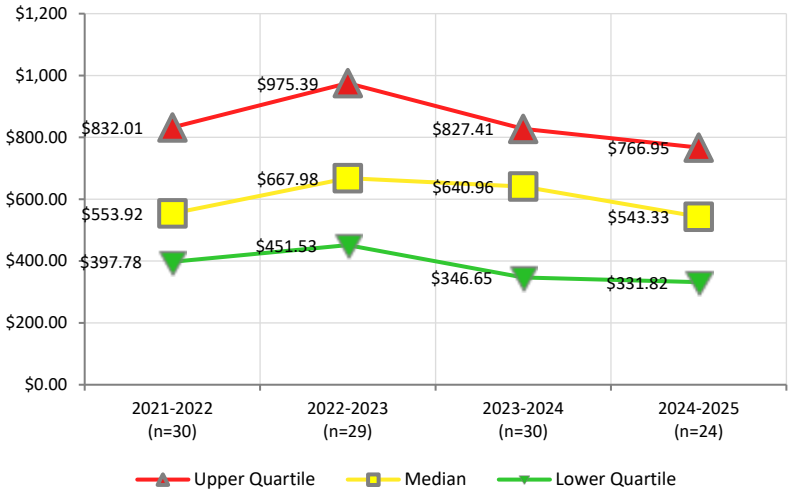
Districts in Best Quartile (2024-2025)

- Columbus Public Schools
- Dallas Independent School District
- District of Columbia Public Schools
- Guilford County School District
- Houston Independent School District
- Omaha Public School District
- Orange County Public School District
- Palm Beach County School District

District	2021-2022	2022-2023	2023-2024	2024-2025
110				$8.58
135	$51.42		$69.75	
173			$62.54	
194				$99.95
196	$102.96		$231.70	
200	$65.35	$86.37	$103.77	$162.29
219	$87.25	$123.26	$112.45	
250	$141.49	$141.59	$209.22	$194.08
262	$104.34	$131.66		$125.20
314	$57.04	$59.78	$37.16	$140.75
323			$90.12	
349	$89.23	$108.30	$303.40	$126.61
371		$192.19	$223.82	
378				$46.31
379	$91.06		$220.75	$184.94
406	$191.59		$234.97	$219.65
426	$31.63	$35.59	$42.67	$46.27
432	$89.49	$122.51	$77.70	$254.75
442	$133.44	$62.54		$72.56
443	$121.91	$103.05	$116.08	$144.20
476			$145.11	
494		$81.87		
513	$33.95	$65.16	$59.30	$55.29
529			$36.60	
584	$135.66	$122.14	$102.73	$424.77
587	$43.11	$48.73	$60.13	$57.79
601			$77.43	$75.09
636	$40.81	$99.86		
647				
674	$83.38		$84.64	$34.43
689			$249.01	
693			$44.30	
717				$24.38
742	$116.19		$235.02	
744			$15.87	
763		$89.60		
765	$188.51			
791	$111.30			
797			$64.25	$74.94
798		$189.56		
811	$66.27	$76.19	$24.40	$49.43
812	$135.60	$119.20	$112.23	$109.93
824	$63.49	$57.27	$62.52	$66.74
838	$120.74	$146.89	$161.02	$300.21
862			$140.88	$115.44
886	$65.30			
903				$446.33
967		$135.90		$172.10
971	$33.71	$220.29	$35.47	$39.39
985	$128.24	$176.23	$213.46	
997	$95.41	$219.13	$155.76	$161.25

RISK MANAGEMENT

Workers' Compensation Cost per $100K Payroll Spend



Description of Calculation

Total workers' compensation premium costs plus workers' compensation claims costs incurred plus total workers' compensation claims administration costs for the fiscal year, divided by total payroll outlays over $100,000.

Importance of Measure

This is a metric that can be used to measure success of programs or initiatives aimed at reducing workers' compensation costs.

Factors that Influence

- Medical management programs
- Quality of medical care
- Litigation
- Timely provision of benefits

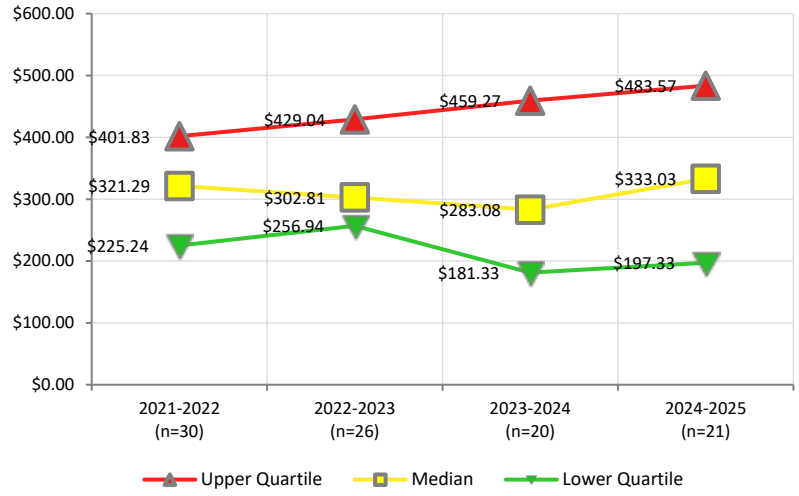
Districts in Best Quartile (2024-2025)

- Austin Independent School District
- Dallas Independent School District
- Detroit Public Schools
- Guilford County School District
- Omaha Public School District
- Orange County Public School District

District	2021-2022	2022-2023	2023-2024	2024-2025
135	$487.63	$202.24	$635.57	
194	$911.07			$518.29
196	$575.82	$674.93	$1,207.27	
200	$329.74	$378.33	$388.92	$511.96
219	$617.26	$906.54	$646.36	
250	$356.08	$597.80	$667.55	$602.67
262		$988.69	$351.43	$973.43
314	$628.64	$667.98		$1,473.72
349	$944.41	$1,183.58		$1,172.60
371		$1,803.25	$2,198.87	
379	$593.31		$1,746.90	$1,154.92
406		$1,843.46	$1,728.25	
426	$268.92	$321.50	$346.65	$374.35
432	$451.75	$822.53	$232.33	$365.53
442	$1,236.47	$493.18		$568.37
443	$529.79	$564.70	$471.50	$394.41
494		$451.53		
513	$414.84	$649.60	$474.05	$492.93
525			$830.73	
529			$339.53	
584		$1,524.30		
587	$205.77	$269.99	$304.74	$267.16
636		$540.09		
647				
674	$832.01		$652.62	$298.11
689	$817.34	$963.89		
693	$765.01	$1,032.91	$793.89	
717				$210.28
742	$476.56		$749.70	
744		$151.97	$157.12	
765	$700.98			
797			$827.41	
798	$2,354.63	$1,362.92		
811	$247.63	$299.42	$189.50	$197.13
812	$1,043.93	$855.15	$778.06	$759.88
824	$301.80	$193.12	$242.88	$205.66
838	$484.88	$529.37	$495.75	$991.39
862			$928.85	$731.14
886	$397.78			
903	$1,129.07		$745.75	$730.37
967		$975.39	$537.40	$774.02
971	$192.69		$269.75	$289.09
985	$1,211.88			
997	$532.03	$775.42	$1,543.24	$682.06

RISK MANAGEMENT

Workers' Compensation Cost per Employee



Description of Calculation

Total workers' compensation premium costs plus workers' compensation claims costs incurred plus total workers' compensation claims administration costs for the fiscal year, divided by total number of district employees (number of W-2's issued)

Importance of Measure

This metric would most likely be used for the same purpose as the average cost per workers' compensation claim -- to measure success of programs and initiatives. It can also be a way to measure trends over time or to bench mark against other employers.

Factors that Influence

- Medical management programs
- Quality of medical care
- Litigation
- Timely provision of benefits

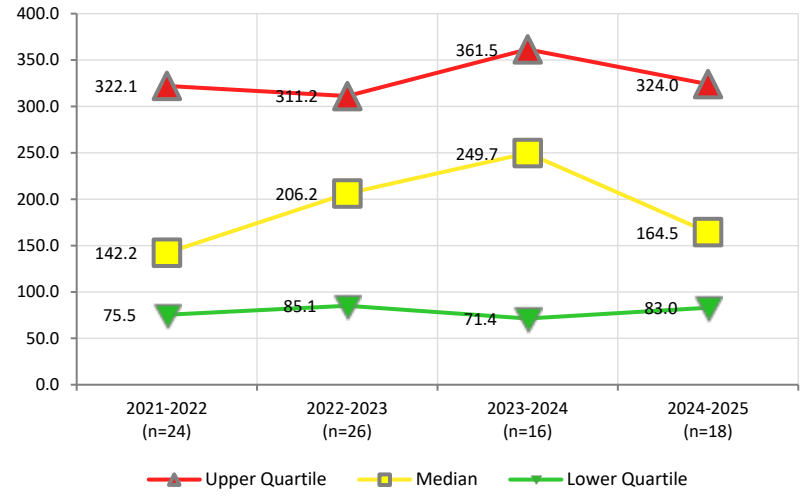
Districts in Best Quartile (2024-2025)

- Dallas Independent School District
- Detroit Public Schools
- District of Columbia Public Schools
- Houston Independent School District
- Omaha Public School District
- Orange County Public School District

District	2021-2022	2022-2023	2023-2024	2024-2025
110				$44.31
135	$225.24		$291.81	
194	$660.14			$320.35
196	$404.76	$406.04		
200	$212.56	$256.94	$280.61	$430.02
219	$305.17	$388.00	$285.55	
250	$265.48	$453.98	$525.40	$496.32
262	$401.83	$473.41		
314	$281.48	$301.37		
349	$613.83			$874.39
371			$1,086.61	
379	$259.62		$780.72	$483.57
406	$629.06			
426	$130.02	$166.92	$183.11	$188.23
432	$345.95	$469.63	$179.19	$289.92
442	$702.65	$297.24		$335.96
443	$364.25	$297.17	$271.22	$333.03
494		$293.88		
513	$186.92	$300.48	$230.63	$235.01
529			$136.47	
584		$586.62		
587	$111.45	$141.64		
636		$273.28		
647				$1,366.33
674	$326.52			$147.54
693	$326.83	$336.85	$375.91	
717		$178.56		$164.07
742	$336.82			
744		$63.96	$70.08	
763		$304.26		
765	$316.05			
791	$334.01			
797				$245.52
798		$632.38		
811	$122.83	$149.47	$87.67	
812	$550.28	$429.04	$390.26	$395.39
824	$229.96	$161.80	$193.40	$155.78
838	$361.75	$396.14	$393.13	$834.40
862				$484.29
886	$152.67			
903			$692.79	
967		$409.88		$411.12
971	$77.72		$179.56	$197.33
985	$661.11		$840.89	
997	$307.38	$461.56		

RISK MANAGEMENT

Workers' Compensation Lost Work Days per 1,000 Employees



Description of Calculation

Total number of lost work days for all workers' compensation claims filed during the fiscal year divided by total number of employees (W-2's) over 1,000.

Importance of Measure

This metric could be used to track the effectiveness of medical treatment and a Return to Work program, but since this metric is using all employees in the equation instead of just the number of injured employees, a drastic change in the number of employees (reduction in force, etc.) would impact this metric without any actual change in the items being tracked.

Factors that Influence

- Quality of medical care (Medical Provider Networks)
- Type of injury
- Use of nurse case managers
- Litigation
- Availability of modified or alternative work on both a temporary and permanent basis

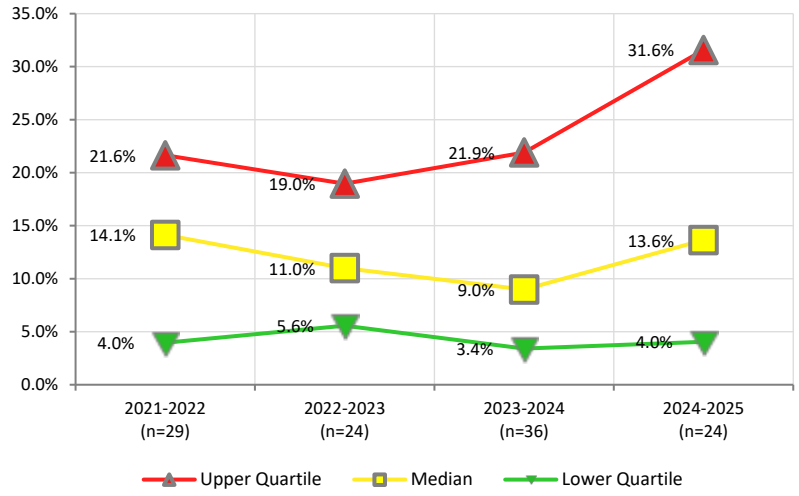
Districts in Best Quartile (2024-2025)

- Atlanta Public Schools
- District of Columbia Public Schools
- Fort Worth Independent School District
- Houston Independent School District
- Orange County Public School District

District	2021-2022	2022-2023	2023-2024	2024-2025
110				66.5
135	465.4	311.2	249.7	
194	77.7			83.0
196	536.2	312.6		
200	293.1	377.8	349.9	212.8
219	73.6	187.9	77.2	
262	90.2	82.7		
314		125.9		
349	52.9			127.3
371				
379	283.3	224.4	405.3	332.2
389	76.7			
406	58.1	42.0		
426	92.5	66.5	65.6	17.6
432	348.4	394.6	249.7	324.0
442	473.2	268.1		54.2
443	119.1	164.9	260.8	160.8
494		239.4		
513	171.6	69.8	53.8	110.7
584		284.6		
636		159.2		
674	162.3			326.4
693	250.5	133.9	160.5	
717				168.1
742	66.7			
744		227.0	164.2	
765	310.4			
798		834.6		
811	122.2	61.4	-	
812	333.8	306.2	373.1	238.7
824	40.8	147.3	481.6	231.5
838	392.8	446.7	435.4	383.8
862				
903				
921				157.5
967		420.2		427.4
971	74.2	69.3	49.3	74.7
985		85.1	330.9	

RISK MANAGEMENT

Liability Claims - Percent Litigated



Description of Calculation

Number of liability claims litigated, divided by total number of liability claims filed during the fiscal year.

Importance of Measure

This is an important metric as litigation is expensive and increases the cost of the claim.

Factors that Influence

- Severity of injuries
- Settlement rate
- Motivation of plaintiff

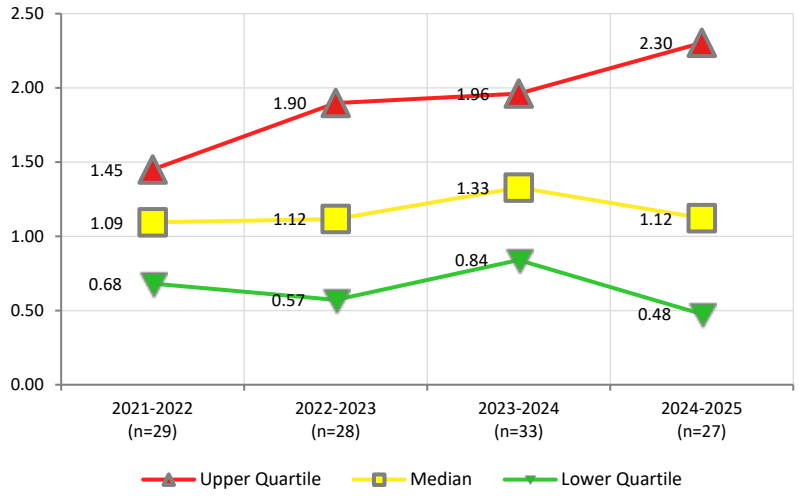
Districts in Best Quartile (2024-2025)

- Albuquerque Public Schools
- Austin Independent School District
- Charlotte-Mecklenburg Schools
- East Baton Rouge Parish Public Schools
- San Antonio Independent School District
- Toledo Public Schools

District	2021-2022	2022-2023	2023-2024	2024-2025
135			1.7%	
173			2.2%	2.9%
196	35.5%	26.7%	15.2%	
200	4.0%	4.2%	8.7%	15.3%
219	18.8%	37.5%	12.5%	
250	30.3%	17.6%	23.8%	25.8%
262	14.1%	4.9%	3.6%	14.6%
314			0.0%	7.7%
323			30.2%	
349	2.7%	1.9%	3.2%	4.7%
371	2.2%	6.2%	5.2%	
379	7.5%	19.4%	5.6%	0.4%
406	21.7%	18.4%	9.3%	25.6%
415			6.0%	
426			100.0%	76.2%
432	33.8%	15.5%	19.0%	37.3%
442				
443	16.1%	18.8%	20.0%	19.0%
476			2.0%	
494		7.1%		
513	4.1%	10.9%	28.5%	7.1%
525			16.7%	
584	12.2%	19.2%	7.0%	
587	1.6%	1.7%	1.7%	1.7%
647				12.7%
674	20.0%		5.2%	
689	57.0%		31.4%	
693	1.7%	35.6%	24.1%	
742	9.5%	8.8%	0.0%	
744		6.3%	2.2%	
765	17.6%			
791	25.9%			
797	2.2%			2.0%
798	12.0%			
811	15.4%	28.6%	17.4%	6.7%
812	1.5%	3.1%	6.3%	3.4%
824	12.5%	11.5%	10.0%	23.1%
838		11.1%	26.7%	40.0%
862			100.0%	100.0%
886	17.6%			
903	31.1%		13.8%	53.4%
967		2.1%	4.2%	2.2%
971	21.6%	9.4%	45.1%	45.7%
985	2.9%		2.0%	
997				7.1%

RISK MANAGEMENT

Liability Claims per 1,000 Students



Description of Calculation

Total number of liability claims filed during the fiscal year, divided by total district enrollment over 1,000.

Importance of Measure

This metric can be used to measure your performance against other entities of similar size and with similar claims.

Factors that Influence

- Frequency of claims
- Type of claims
- Severity of injuries

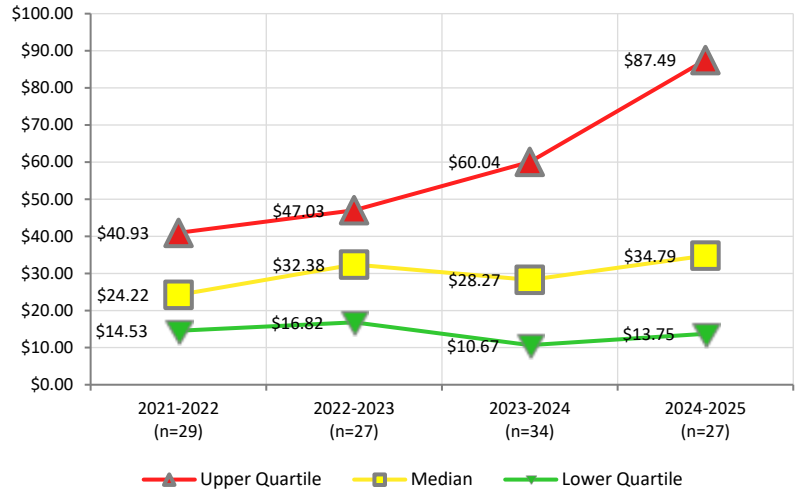
Districts in Best Quartile (2024-2025)

- Detroit Public Schools
- Fresno Unified School District
- Guilford County School District
- Houston Independent School District
- Milwaukee Public Schools
- Pittsburgh Public Schools
- Portland Public Schools

District	2021-2022	2022-2023	2023-2024	2024-2025
135	1.14	1.09	1.06	
173			2.08	
194				2.98
196	0.83	0.78	0.91	
200	1.99	2.61	1.67	1.51
219	0.77	0.59	1.17	
250	1.05	0.55	0.84	1.00
262	2.62			3.40
314	0.10			0.18
323			1.32	
349	2.05	2.18	2.03	1.96
371	1.09	1.84	2.02	
378				1.57
379			3.54	7.06
406	2.90	2.46	2.12	2.07
415			1.09	
426			0.02	0.12
432	1.54	1.22	1.06	0.79
442	1.18	1.21		0.59
443	0.68	0.35	0.67	0.48
476				
494		0.32		
513	1.15	1.97	1.56	1.18
529			1.99	
584	1.33	1.95	1.51	
587	2.51	2.01	2.44	2.30
636	0.14	0.14		
647				2.87
674	1.55		1.49	1.12
689		0.93	1.96	
693	1.39	1.23	0.84	
717				
742	1.45		1.48	
744		0.88	0.74	
765	0.36			
791	0.53			
797				0.67
798		2.38		
811	0.37	0.40	0.34	0.22
812		1.51	1.52	2.79
824	0.33	0.54	0.42	0.27
838	0.13	0.13	0.22	0.44
862			0.05	0.05
886	0.97			
903			1.02	2.27
967		0.62		0.70
971	1.20	1.50	1.34	0.92
985	0.87	0.99	1.33	
997	0.96	1.14	2.60	2.55

RISK MANAGEMENT

Liability Cost per Student



Description of Calculation

Total liability premiums, claims and administration costs, divided by total district enrollment.

Importance of Measure

Used to determine estimated costs for claims referred to outside attorneys. Can also be used to measure against other entities of similar size and with similar claims.

Factors that Influence

- Litigation
- Frequency of claims
- Injury type

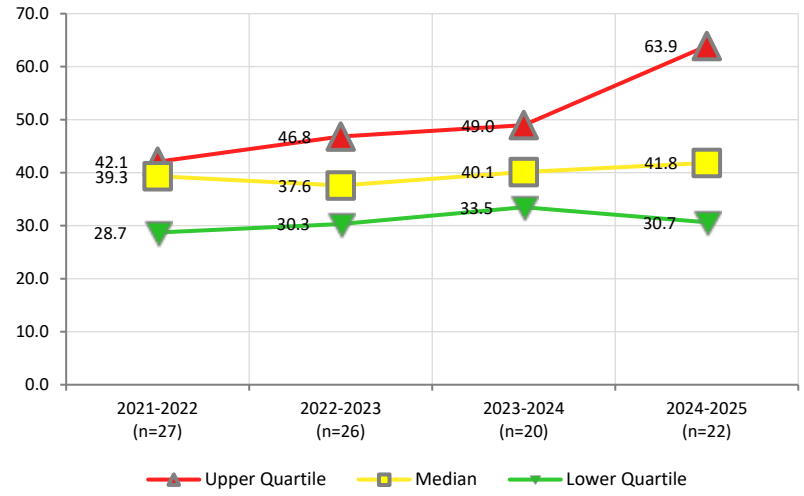
Districts in Best Quartile (2024-2025)

- Dallas Independent School District
- Fort Worth Independent School District
- Houston Independent School District
- Milwaukee Public Schools
- Omaha Public School District
- Pittsburgh Public Schools
- Toledo Public Schools

District	2021-2022	2022-2023	2023-2024	2024-2025
135	$9.57		$10.67	
173			$19.03	
194				$36.83
196	$26.42		$37.86	
200	$34.84	$48.53	$58.75	$99.83
219	$24.19	$30.83	$43.25	
250	$86.96	$44.99	$71.01	$87.49
262	$39.87	$54.71		$44.32
314	$7.91	$4.09	$4.19	$9.75
323			$31.52	
349	$10.39	$8.22	$205.45	$22.50
371			$1.84	
378				$46.31
379	$47.56	$72.28	$89.48	$89.14
406	$64.86	$74.42	$66.00	$80.92
426	$10.62	$8.02	$10.33	$11.75
432	$20.29	$29.98	$41.13	
442	$6.26	$7.73		$8.83
443	$45.47	$40.90	$60.04	$76.18
476			$114.77	
494		$24.30		
513	$4.92	$16.82	$16.12	$16.08
529			$12.81	
584	$21.01	$27.45	$27.81	$341.91
587	$21.80	$24.87	$30.70	$29.50
636	$34.48	$42.44		
647				
674	$17.19		$24.24	$4.31
689			$60.86	
693			$2.96	
717				$ -
742	$14.53		$83.87	
744		$4.85	$6.18	
763		$34.56		
791	$40.93			
797			$4.27	$33.61
798		$45.57		
811	$42.27	$47.03	$6.97	$31.67
812	$13.28	$14.51	$15.23	$13.75
824	$24.31	$29.74	$28.72	$34.79
838	$44.09	$56.65	$66.95	$97.51
862			$ -	$ -
886	$41.48			
903				$274.47
967		$62.74		$88.01
971	$23.91	$35.22	$13.25	$14.82
985	$24.22	$32.38	$45.03	
997	$29.63		$21.31	$68.71

RISK MANAGEMENT

Workers' Compensation Claims per 1,000 Employees



Description of Calculation

Total number of workers' compensation claims filed during the fiscal year, divided by total number of district employees (W-2's issued) over 1,000.

Importance of Measure

This is a metric that can be used to measure success of programs or initiatives aimed at reducing workers' compensation costs.

Factors that Influence

- Risk factor prevention
- Medical management programs
- Quality of medical care
- Timely provision of benefits

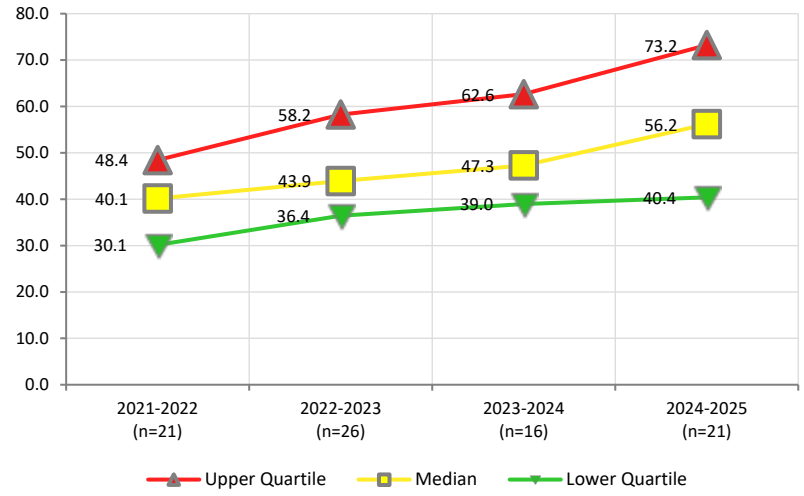
Districts in Best Quartile (2024-2025)

- Atlanta Public Schools
- Clark County School District
- District of Columbia Public Schools
- East Baton Rouge Parish Public Schools
- Pittsburgh Public Schools
- Portland Public Schools

District	2021-2022	2022-2023	2023-2024	2024-2025
110				20.1
135	39.3	38.7	39.4	
194	36.9			23.6
196	62.8	47.7		
200	28.1	28.6	19.6	28.9
219	43.8	46.6	46.5	
250			141.4	226.3
314	38.1			
349	28.3	46.8		43.0
371	60.6	56.8	64.1	
379	32.8	36.4	38.5	19.8
389	58.3			
406	36.7	27.6		
426	39.6	35.1	45.8	60.6
432			122.6	119.6
442	44.2	65.9		63.9
443	40.8	30.9	33.6	29.8
494		30.3		
513	42.1	32.0	40.8	41.8
529			38.7	
584		25.9		
587	33.4	29.7		
636		21.2		
647				119.7
674				77.0
689		49.9		
693	42.0	64.5	33.4	
717				85.9
742	26.4			
744		72.8	61.2	
765	39.9			
791	36.5			
797				41.9
798		32.8		
811	8.7		11.3	
812	39.8	31.6	32.5	33.6
824	40.6	43.7	51.1	47.0
838	14.3	39.4	38.1	39.1
862				30.7
886	13.5			
903			46.9	
921				32.9
967		40.8		38.9
971	46.5	45.5	44.8	43.6
985	28.7	24.2	29.8	

RISK MANAGEMENT

Workplace Incidents per 1,000 Employees



District	2021-2022	2022-2023	2023-2024	2024-2025
110				22.8
135		39.4	39.4	
194	36.9			31.3
196	62.8	48.1		
200	48.2	41.1	47.7	77.3
314		74.4		
349		70.8		77.5
371	60.6	56.8	64.1	
379	35.2	36.4	38.5	19.8
389	58.3			
406	36.7	27.6		
426	18.6	55.6	76.2	70.3
432	20.5	23.2	18.0	20.7
442				63.9
443	11.6	26.9	61.2	62.5
494		41.6		
513		69.9	79.5	73.2
587	33.5	50.6		
636	17.1	45.4		
647				41.0
674				77.0
689		54.6		
693	61.1	42.4	58.4	
717				85.9
742	22.8			
744		72.8		
791	48.4			
797				41.9
798		38.2		
811	42.6	30.8	41.4	
812		58.7	44.2	56.2
824			4.5	8.3
838	65.9	70.5	71.1	86.6
862				62.8
886	42.1			
903			46.9	
921				44.8
967		40.8		40.4
971	47.9	58.2	47.8	45.3
985	30.1	26.1	33.2	
997	40.1	33.7		

Description of Calculation

Total number of employee workplace accidents/incidents reported during the fiscal year.

Importance of Measure

This metric would be used to measure the success of programs and initiatives aimed at reducing workplace injuries/incidents.

Factors that Influence

- Disciplinary actions
- RIF notices
- Management support
- Effectiveness of safety programs
- Safety training
- Injury investigations used to determine cause of injury
- Maintenance of facilities
- Established safety protocols/guidelines/Employer policies

Districts in Best Quartile (2024-2025)

- Albuquerque Public Schools
- Atlanta Public Schools
- Detroit Public Schools
- District of Columbia Public Schools
- East Baton Rouge Parish Public Schools
- Jefferson County Public Schools (KY)

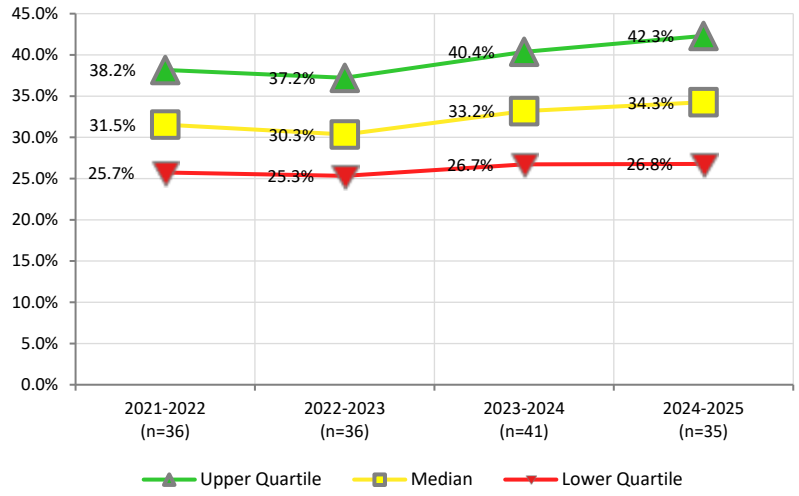
FOOD SERVICES

Performance metrics in food services measure the productivity, cost efficiency, and service levels of a district's nutritional services. Productivity is broadly assessed by Meals per Labor Hour, a standard measure of the industry. Cost efficiency can be determined by looking at Food Cost per Revenue and Labor Cost per Revenue. Finally, a basic measure of service levels includes meal participation rate (measured by Breakfast Participation Rate and Lunch Participation Rate, and is further measured by looking at rates by grade spans).

These measures should serve as diagnostic tools to gauge performance, as well as a guide for improvement. The importance and usefulness of each KPI is described under the "Importance of Measure" and "Factors that Influence" sections of each indicator in the pages that follow.

FOOD SERVICES

Breakfast Participation Rate (Meal Sites)



Description of Calculation

Total number of breakfast meals served, divided by total number of students with access to breakfast meals times the total number of days in the school year.

Importance of Measure

Studies show a positive correlation between breakfast and school attendance, alertness, health, behavior and academic success.

A strong breakfast program indicates a commitment by the food service program and the district leadership to preparing students to be "ready to learn" in the classroom.

Factors that Influence

- Menu selections
- Provision II and III and Universal Free
- Free/Reduced percentage
- Food preparation methods
- Attractiveness of dining areas
- Adequate time to eat

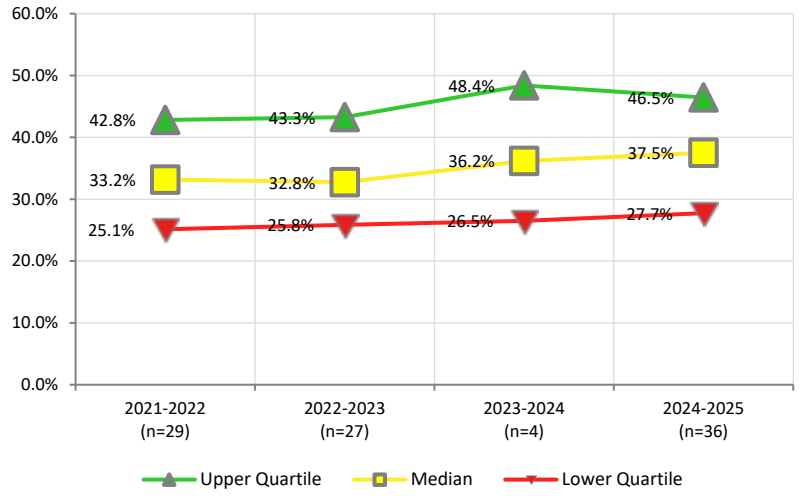
Districts in Best Quartile (2024-2025)

- Cleveland Metropolitan School District
- Des Moines Public Schools
- Detroit Public Schools
- East Baton Rouge Parish Public Schools
- Jackson Public School District (MS)
- Jefferson County Public Schools (KY)
- Jersey City Public Schools
- Los Angeles Unified School District
- Omaha Public School District

District	2021-2022	2022-2023	2023-2024	2024-2025
110				35.8%
135	24.3%	28.6%	28.4%	
145				16.3%
173				
194				30.5%
196			51.9%	
200	26.5%	26.9%	26.7%	26.8%
219	32.1%	30.5%	28.9%	
250	27.6%	30.2%		45.3%
261			25.0%	
262	16.6%	17.1%	18.3%	18.8%
314	31.0%	36.9%	41.4%	41.6%
323		26.6%	26.2%	27.4%
349	24.6%	21.8%	22.2%	21.9%
371	30.4%	29.4%	33.2%	31.9%
378				39.9%
379	35.3%	39.6%	41.5%	42.3%
389	55.4%			
406	46.2%		45.9%	46.3%
415	26.3%	22.1%	22.3%	22.0%
426	38.8%	43.3%	40.2%	38.5%
432	36.0%	35.6%	38.7%	54.2%
442	22.3%	28.9%		29.2%
443	15.5%	17.5%	20.7%	25.2%
476		42.9%	47.8%	
494		18.2%		
506	34.7%	40.3%		
513	25.1%	54.3%	28.2%	28.2%
529			26.5%	
584			33.3%	34.3%
587	27.9%	27.6%	31.7%	32.4%
601	33.9%	35.3%	37.2%	37.7%
636	40.2%	44.3%	44.6%	
647				47.7%
663	32.5%	34.1%	36.4%	
674	42.2%		45.7%	42.7%
689		31.4%	28.1%	
693	37.1%	35.5%	34.4%	
717	38.0%	35.3%		40.9%
742	27.4%	25.6%	29.7%	
744		37.5%	39.9%	
763			33.2%	
765	42.8%			
797			27.0%	21.9%
811	40.4%	33.5%	40.4%	41.8%
812	38.3%	25.1%	28.0%	33.4%
824	41.0%	48.6%	50.2%	46.6%
838	17.1%	20.5%	22.1%	23.3%
862			67.5%	
886	29.7%			
903			57.3%	56.7%
921				21.5%
967	25.2%	24.7%	34.1%	37.5%
971	28.4%	29.0%	32.8%	32.3%
985	15.2%	18.9%	20.5%	
997	33.2%	38.2%	14.7%	44.5%

FOOD SERVICES

Breakfast Participation Rate (Districtwide)



District	2021-2022	2022-2023	2023-2024	2024-2025
110				41.2%
135	31.0%	32.1%		
145				16.7%
194				27.0%
200	29.7%	26.3%		38.2%
219		32.6%		
250	37.6%	43.3%		44.7%
262				20.2%
314	24.1%	45.8%		46.4%
323				28.8%
349	20.1%	17.5%		17.9%
371	33.2%	31.8%		33.9%
378				46.5%
379				38.6%
389	64.7%			
406	52.2%			47.2%
415	0.3%			26.0%
426	45.0%	46.4%	42.8%	40.7%
432	41.1%	43.0%		53.7%
442	25.1%	32.8%		32.6%
443	17.4%	19.8%	23.4%	28.6%
476		43.1%		
494		14.8%		
506	36.9%	45.0%		
513	24.5%	47.6%		29.0%
584				36.6%
587	32.5%			33.3%
601				42.4%
636	47.3%	51.1%		
647				56.8%
663	35.7%	37.5%		
674	47.4%			43.9%
689		37.7%		
693	34.1%	32.7%		
717	42.8%	40.1%		43.7%
744		42.3%		
797				22.2%
811				47.1%
812	45.1%	29.0%		36.8%
824	50.3%	54.2%		54.4%
838	21.0%	23.7%		26.8%
862			54.0%	3.9%
886	28.8%			
903				67.2%
921				24.9%
967	28.3%	25.7%		48.7%
971	26.3%	25.8%	29.6%	28.5%
985	20.1%	23.4%		
997	41.4%			54.9%

Description of Calculation

Total breakfast meals served, divided by total district student enrollment times the number of school days in the year.

Importance of Measure

Studies show a positive correlation between breakfast and school attendance, alertness, health, behavior and academic success.

A strong breakfast program indicates a commitment to ensuring students are ready to learn in the classroom.

Factors that Influence

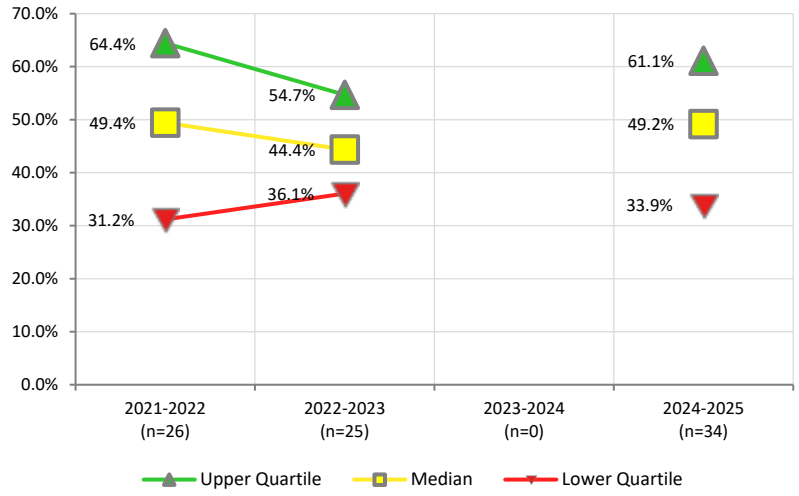
- Menu selections
- Provision II and III and Universal Free
- Free/Reduced percentage
- Food preparation methods
- Attractiveness of dining areas
- Adequate time to eat

Districts in Best Quartile (2024-2025)

- Albuquerque Public Schools
- Cleveland Metropolitan School District
- Columbus Public Schools
- Detroit Public Schools
- Guilford County School District
- Jackson Public School District (MS)
- Jefferson County Public Schools (KY)
- Jersey City Public Schools
- Los Angeles Unified School District

FOOD SERVICES

Breakfast F/RP Participation Rate



Description of Calculation

Number of free breakfasts plus reduced-price breakfasts served, divided by free-meal eligible plus reduced-price eligible students times the ratio of average daily attendance to the total student enrollment.

Importance of Measure

This evaluates how well a district maximizes the level of participation of its neediest students.

Factors that Influence

- Levels of poverty
- School bell times per district policy

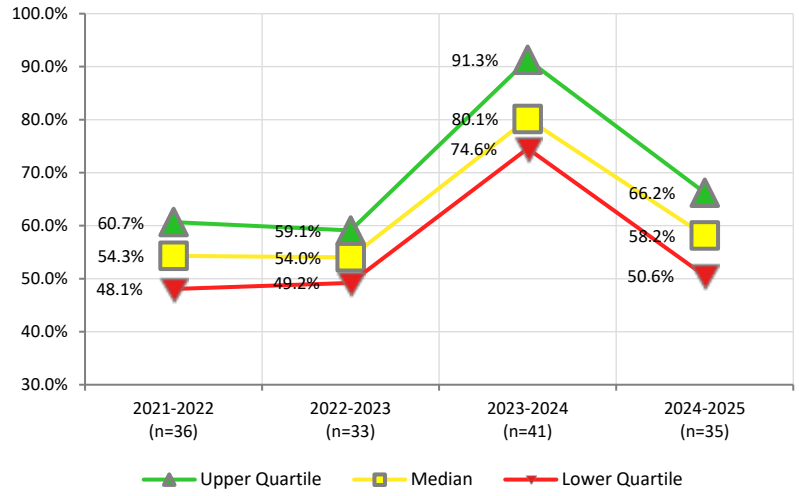
Districts in Best Quartile (2024-2025)

- Atlanta Public Schools
- Austin Independent School District
- Boston Public Schools
- Detroit Public Schools
- East Baton Rouge Parish Public Schools
- Guilford County School District
- Jefferson County Public Schools (KY)
- Jersey City Public Schools
- Los Angeles Unified School District

District	2021-2022	2022-2023	2023-2024	2024-2025
110				43.4%
135	64.4%	38.9%		
145				29.5%
194				67.7%
200	62.4%	28.6%		51.4%
219		55.0%		
250	46.9%	60.8%		50.5%
262				39.2%
314	24.2%	45.6%		57.3%
323				27.1%
349	28.2%	31.5%		35.9%
371	33.7%	32.3%		33.9%
378				47.7%
379				62.3%
389	66.8%			
406	56.0%			48.8%
415				27.1%
426	49.8%	81.0%		43.4%
432		64.2%		61.1%
442	28.6%	39.9%		33.0%
443	19.2%	22.4%		19.3%
476		54.7%		
494		25.7%		
506	95.5%	48.9%		
513	50.6%	39.5%		59.2%
587	65.5%			90.9%
601				65.8%
636	49.1%	61.3%		
647				75.9%
663	58.8%	44.4%		
674	69.4%			58.1%
689		48.2%		
693		36.1%		
717	42.3%	41.3%		49.5%
797				30.1%
811				88.0%
812	45.0%	42.4%		36.8%
824	75.7%	64.6%		65.6%
838	23.1%			27.3%
862				
886	67.7%			
903				77.7%
921				40.1%
967	53.0%	54.5%		50.5%
971	43.1%	50.5%		24.1%
985	31.2%	35.6%		
997	21.0%			54.9%

FOOD SERVICES

Lunch Participation Rate (Meal Sites)



Description of Calculation

Total number of lunch meals served, divided by total number of students with access to lunch meals times the total number of days in the school year.

Importance of Measure

High participation rates indicate customer satisfaction because food selections are appealing, quick to eat, and economical.

Factors that Influence

- Menu selections
- Dining areas that are clean, attractive, and "kid-friendly"
- Adequate number of Point of Sale (POS) stations to help move lines quickly and efficiently
- A variety of menu selections
- Adequate time to eat
- Food preparation methods

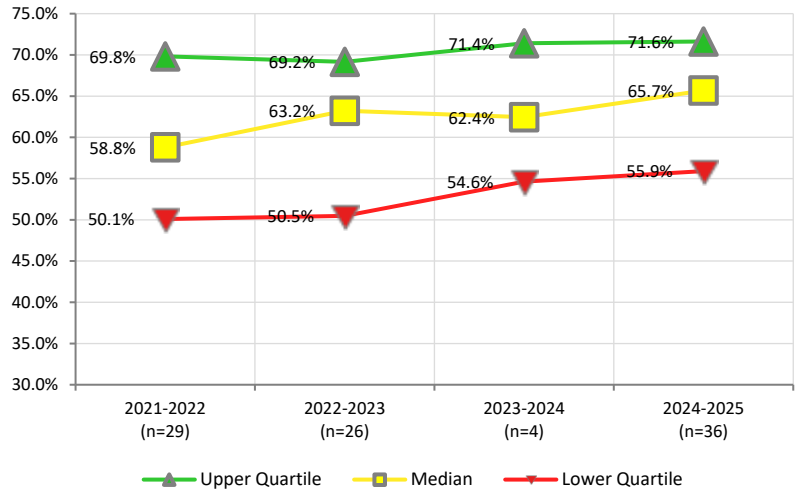
Districts in Best Quartile (2024-2025)

- Cleveland Metropolitan School District
- Dallas Independent School District
- Des Moines Public Schools
- Fresno Unified School District
- Jackson Public School District (MS)
- Miami-Dade County Public Schools
- Oklahoma City Public Schools
- Omaha Public School District
- Orange County Public School District

District	2021-2022	2022-2023	2023-2024	2024-2025
110				49.7%
135	60.4%	67.8%	95.8%	
145				50.1%
173			104.5%	
194				50.6%
196			85.2%	
200	46.5%	51.3%	74.6%	50.5%
219	61.0%	58.8%	81.8%	
250	43.3%	46.9%		67.0%
261			86.6%	
262	49.2%	48.8%	80.0%	57.0%
314	50.4%	57.8%	62.2%	62.0%
323		39.9%	48.7%	53.7%
349	61.2%	59.1%	93.5%	69.0%
371	45.5%	46.7%	73.3%	51.9%
378				57.0%
379	48.5%	54.0%	85.2%	47.9%
389	68.1%			
406	80.8%		115.2%	78.1%
415	62.8%	52.6%	78.3%	57.2%
426	54.2%	59.1%	46.7%	58.2%
432	54.4%	55.7%	79.8%	65.9%
442	41.5%	53.6%		58.2%
443	42.7%	39.4%	61.8%	48.6%
476		62.4%	100.6%	
506	43.3%	57.6%		
513	59.3%		94.0%	64.3%
529			76.5%	
584			92.4%	68.0%
587	50.1%	48.0%	74.1%	52.9%
601	52.1%	52.8%	85.2%	51.9%
636	63.5%	61.0%	109.9%	
647				41.4%
663	58.6%	58.2%	91.3%	
674	72.7%			77.0%
689		49.2%	66.8%	
693	56.0%	53.0%	79.4%	
717	66.6%	63.8%		66.8%
742	47.7%	43.7%	78.3%	
744		56.4%	80.1%	
763			56.5%	
765	59.0%			
797			76.2%	49.8%
811	55.0%	50.6%	86.6%	59.5%
812	51.1%	52.1%	80.6%	61.7%
824	53.4%	64.6%	91.5%	66.1%
838	57.0%	63.1%	88.9%	66.2%
862			55.0%	
886	57.5%			
903			81.5%	60.7%
921				33.7%
967	43.8%	44.6%	78.0%	50.9%
971	63.7%	59.5%	101.2%	70.1%
985	52.7%	55.9%	77.9%	
997	38.5%		59.0%	68.0%

FOOD SERVICES

Lunch Participation Rate (Districtwide)



Description of Calculation

Total lunch meals served, divided by total district student enrollment times the number of school days in the year.

Importance of Measure

High participation rates indicate customer satisfaction because food selections are appealing, quick to eat, and economical.

Factors that Influence

- Menu selections
- Dining areas that are clean, attractive, and "kid-friendly"
- Adequate number of Point of Sale (POS) stations to help move lines quickly and efficiently
- A variety of menu selections
- Adequate time to eat
- Food preparation methods

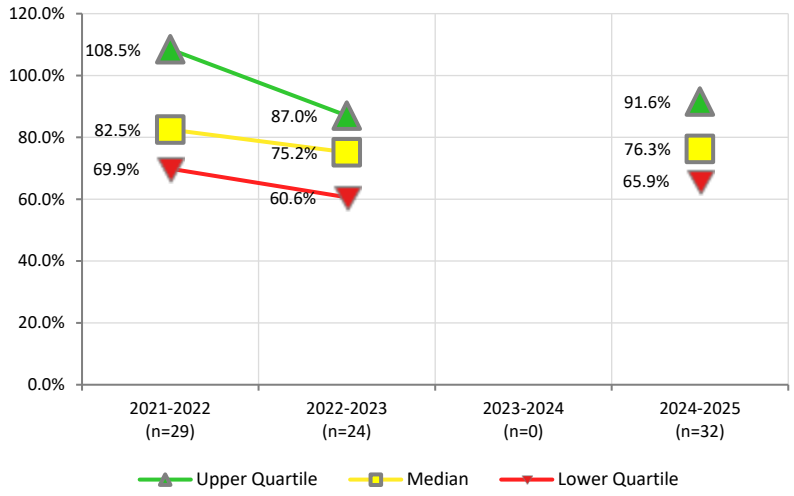
Districts in Best Quartile (2024-2025)

- Clark County School District
- Cleveland Metropolitan School District
- Detroit Public Schools
- Fresno Unified School District
- Jackson Public School District (MS)
- Los Angeles Unified School District
- Oklahoma City Public Schools
- Omaha Public School District
- Pittsburgh Public Schools

District	2021-2022	2022-2023	2023-2024	2024-2025
110				57.3%
135	76.9%	76.1%		
145				51.3%
194				44.7%
200	52.1%	50.1%		72.1%
219		62.9%		
250	58.8%	67.1%		66.2%
262				61.1%
314	39.2%	71.7%		69.2%
323				56.6%
349	50.1%	47.5%		48.8%
371	49.7%	50.5%		55.2%
378				66.4%
379				59.4%
389	79.6%			
406	91.3%			77.3%
415	0.7%			67.7%
426	62.8%	63.5%	63.4%	62.6%
432	62.1%	67.2%		65.3%
442	46.6%	60.7%		65.0%
443	47.8%	44.7%	47.8%	55.2%
476		62.7%		
494		31.3%		
506	52.8%	64.4%		
513	57.8%			66.0%
584				72.5%
587	58.4%			54.4%
601				58.4%
636	74.6%	70.4%		
647				49.3%
663	64.3%	63.9%		
674	81.7%			79.1%
689		59.0%		
693	51.4%	48.9%		
717	75.0%	72.4%		71.3%
744		63.6%		
797				50.4%
811				67.1%
812	60.2%	60.2%		68.1%
824	65.6%	71.9%		77.1%
838	70.0%	72.9%		76.0%
862			79.4%	78.8%
886	55.6%			
903				72.0%
921				39.1%
967	49.1%	46.3%		66.2%
971	58.8%	53.0%	61.5%	61.8%
985	69.8%	69.2%		
997	48.0%			83.8%

FOOD SERVICES

Lunch F/RP Participation Rate



Description of Calculation

Number of free lunches plus reduced-price lunches served, divided by free-meal eligible plus reduced-price eligible students times the ratio of average daily attendance to the total student enrollment.

Importance of Measure

High participation rates indicate customer satisfaction because food selections are appealing, quick to eat, and economical.

Factors that Influence

- Menu selections
- Clean, attractive dining areas with adequate seating capacity
- Provision II and III and Universal Free
- Food preparation methods
- Adequate time to eat

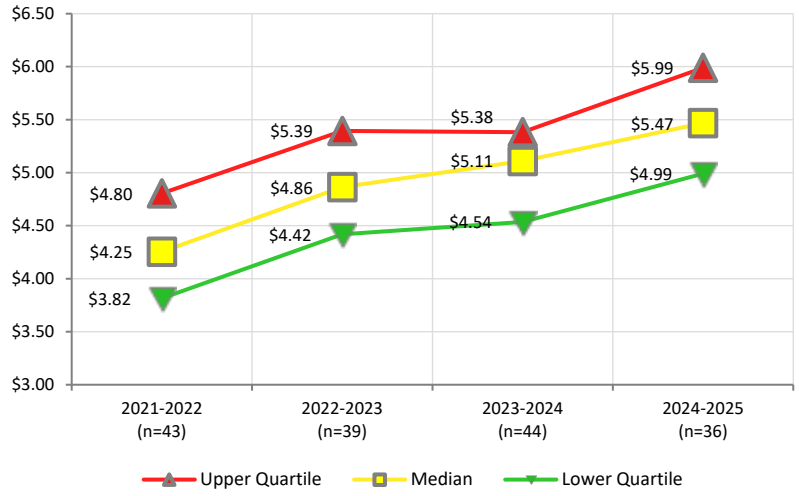
Districts in Best Quartile (2024-2025)

- Atlanta Public Schools
- Austin Independent School District
- Clark County School District
- Detroit Public Schools
- East Baton Rouge Parish Public Schools
- Jefferson County Public Schools (KY)
- Miami-Dade County Public Schools
- Palm Beach County School District

District	2021-2022	2022-2023	2023-2024	2024-2025
110				58.8%
135	157.5%	87.4%		
145				76.7%
194				98.2%
200	108.3%	54.2%		96.5%
219		96.5%		
250	72.6%	94.7%		74.9%
262				
314	39.4%	71.4%		85.5%
323				48.2%
349	69.9%	84.9%		96.4%
371	50.4%	51.1%		55.2%
378				68.0%
379				95.5%
389	82.5%			
406	98.0%			77.3%
415	0.3%			69.3%
426	76.6%			66.7%
432	89.9%	99.4%		100.5%
442	50.7%	71.1%		65.0%
443	49.8%	41.3%		34.4%
476		81.7%		
494		33.8%		
506	151.5%	67.0%		
513	117.5%	90.1%		150.0%
587	116.7%			119.2%
601				90.3%
636	77.0%	83.5%		
647				72.0%
663	105.0%	74.0%		
674	117.5%			75.8%
689		75.7%		
693	122.6%	53.7%		
717	74.0%	74.6%		80.8%
797				59.9%
811				
812	56.4%	86.6%		68.1%
824	98.4%	85.8%		92.8%
838	73.3%			77.2%
862				
886	129.2%			
903				83.7%
921				55.2%
967	71.0%	70.5%		68.7%
971	96.0%	95.6%		52.2%
985	108.5%			
997	26.8%	3.5%		84.2%

FOOD SERVICES

Cost Per Meal



Description of Calculation

Total direct costs of the food services program, divided by the total meal count of all meal types. Breakfast meals are weighted at one-half; lunch meals at one-to-one; snacks at one-fourth; and suppers at one-to-one.

Importance of Measure

Total costs relative to meal volume demonstrates efficacy of the food service operation.

Factors that Influence

- The "chargebacks" to food service programs such as energy costs, custodial, non-food service administrative staff, trash removal, dining room supervisory staff
- Direct costs such as food, labor, supplies, equipment, etc.
- Meal quality
- Participation rates
- Purchasing practices
- Marketing
- Leadership expertise
- Meal prices
- Staffing formulas

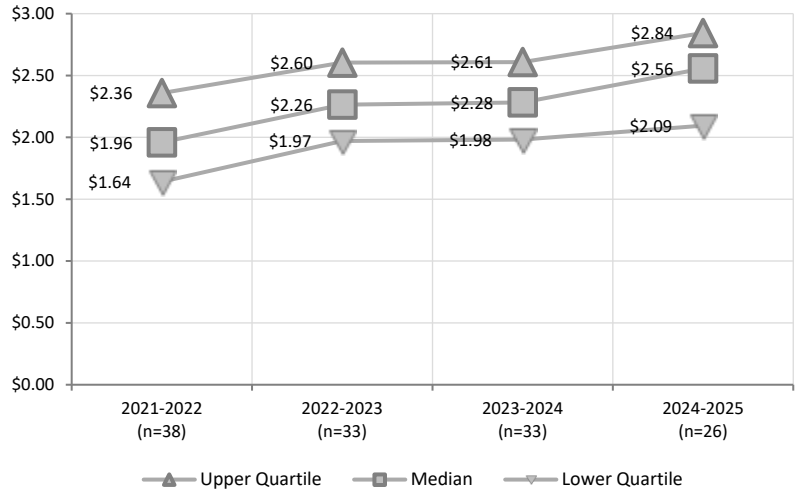
Districts in Best Quartile (2024-2025)

- Albuquerque Public Schools
- Boston Public Schools
- Broward County Public Schools
- Cleveland Metropolitan School District
- District of Columbia Public Schools
- Los Angeles Unified School District
- Miami-Dade County Public Schools
- Palm Beach County School District
- Portland Public Schools

District	2021-2022	2022-2023	2023-2024	2024-2025
110				$4.96
135	$4.37	$4.42	$5.41	
145				$5.50
173			$5.13	$5.33
194		$4.92	$1.08	$7.03
196	$3.79	$4.53	$4.09	
200	$3.29	$4.08	$4.62	$5.02
219	$5.91	$6.36	$5.96	
250	$5.13	$5.35		$6.89
261			$3.62	
262	$3.47	$4.13	$4.14	$4.16
314	$5.55	$5.34	$5.36	$5.63
323	$4.14	$2.98	$5.39	$5.47
349	$3.30	$4.18	$4.31	$4.74
371	$5.47	$5.61	$5.77	$5.68
372	$3.09			
378		$5.50	$5.13	$6.06
379		$5.81	$7.65	$7.81
389	$4.20		$5.12	
406	$4.54		$4.45	$5.93
415	$4.42	$5.65		$6.05
426	$3.29	$4.94	$5.63	$6.29
432	$5.79	$4.60	$6.17	$5.31
442	$6.71	$6.17		$5.24
443	$3.75	$4.65	$4.78	$4.39
476	$6.67		$6.34	
506	$6.08	$5.52		
513	$3.22		$3.85	$4.37
529	$4.71	$5.39		
584			$3.16	$6.56
587	$4.25	$4.86	$5.38	$5.55
601	$3.82	$4.29	$4.71	$4.35
621			$5.73	
636	$4.32	$4.53	$5.06	
647				
663	$4.28	$5.37	$5.22	
674	$4.08	$4.79	$5.29	$5.47
689	$2.22	$3.46	$3.83	
693	$4.25	$4.51	$4.87	
717	$4.19	$4.98	$5.03	$5.02
742	$6.22	$6.44	$6.90	
744		$5.51	$5.33	
763	$5.29		$4.91	$6.16
765	$4.64	$4.76	$4.99	$5.32
797	$4.21	$4.64	$5.10	$5.27
811	$3.95		$4.37	$5.62
812	$4.03	$4.56	$5.28	$6.69
824	$4.80	$5.25	$5.34	$5.68
838	$4.60	$5.01	$5.19	$5.49
862				
886	$4.19			
903	$2.86	$3.59	$3.75	$3.77
921				
967	$4.33	$5.20		$2.74
971	$4.05	$4.30	$4.71	$5.42
985	$4.27	$4.19	$4.83	
997			$5.41	$2.11

FOOD SERVICES

Food Cost per Meal



Description of Calculation

Total food costs, divided by the total meal count of all meal types. Breakfast meals are weighted at one-half; lunch meals at one-to-one; snacks at one-fourth; and suppers at one-to-one.

Importance of Measure

Food cost is the second largest expenditure that food service programs incur.

Careful menu planning practices, competitive bids for purchasing supplies, including commodity processing contracts, and the implementation of consistent production practices can control food costs.

Food cost as a percent of revenue can be reduced if participation revenue is high.

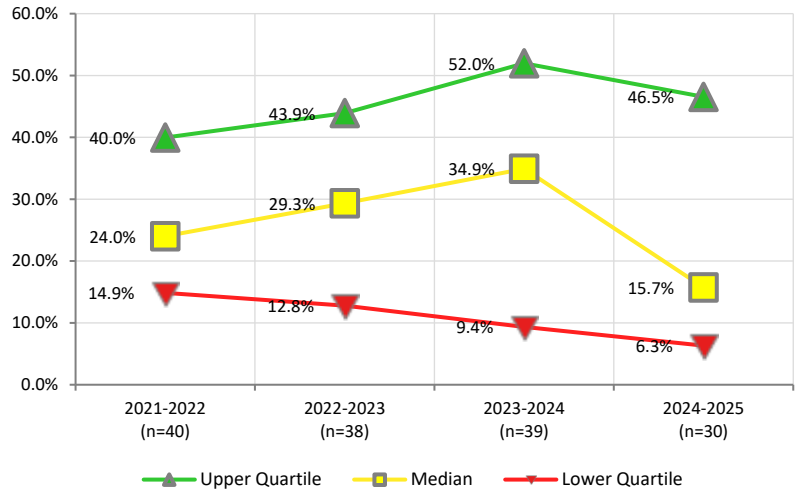
Factors that Influence

- USDA Menu and Nutrient requirements
- A la carte items
- Convenience vs. Scratch Food Items
- Purchasing and production practices
- Meal prices
- Participation rates
- Use of commodities
- Use of a warehouse or drop-ship deliveries
- Theft

District	2021-2022	2022-2023	2023-2024	2024-2025
110				$2.13
135	$1.97	$1.58	$2.28	
173			$2.56	$2.68
194			$0.41	$3.00
196	$2.03	$2.11	$2.27	
200	$1.91	$2.05	$2.16	$2.35
219	$2.78		$2.73	
250	$2.46	$2.79		$3.51
261			$1.43	
262	$1.38	$1.65	$1.77	$1.70
314	$2.54	$2.76	$2.60	$2.84
323	$1.58		$1.98	
349	$1.49	$1.94		
371	$2.83			$3.00
372	$1.34			
378		$2.60	$2.23	$2.78
379		$1.97	$2.71	$2.09
389			$ -	
406	$2.41		$2.29	$2.86
415	$1.82	$2.26		
426	$1.40	$2.72	$2.89	$3.03
432	$2.36	$1.87		
442				
443	$1.64	$2.10	$2.22	$2.09
476	$2.78	$2.80	$2.71	
494		$2.73		
506	$2.91	$2.31		
513	$1.60			$2.07
529	$1.98	$2.15		
584			$2.71	$2.69
587	$1.47	$1.78	$1.92	$2.16
601	$1.90	$2.27	$2.37	
621			$2.69	
636	$1.62	$1.84	$2.37	
647				$1.95
663	$1.74	$2.29		
674	$2.04	$2.37	$2.56	$2.59
689			$1.23	
717	$1.80	$2.18	$2.28	$2.30
742	$2.42	$2.43	$3.20	
744		$2.61	$2.61	
765	$2.64	$2.67		
797	$2.12	$2.61	$2.77	$2.36
811	$1.72			$2.81
812	$1.73	$2.03	$2.11	$3.49
824	$2.32	$2.60		
838	$2.18	$2.35	$2.44	$2.62
862				
886	$1.95			
903	$1.27		$1.29	$1.28
921				
967	$2.13	$2.26		$0.59
971	$1.99	$1.55	$2.08	$2.53
985	$1.81	$1.73	$1.98	

FOOD SERVICES

Fund Balance as Percent of Revenue



Description of Calculation

Fund balance divided by total revenue.

Importance of Measure

A positive fund balance can provide a contingency fund for equipment purchases, technology upgrades, and emergency expenses.

A "break-even" status indicates that there is just enough revenue to cover program expenses, but none left for program improvements.

Factors that Influence

- USDA allows a Food Service program to have no more than a three month operating expenses fund balance.
- Districts may have taken part or all of the Food Services Fund Balance for non-Food Service activities.
- Food Services may have funded large kitchen remodeling projects, implemented new POS systems, and thereby reduced a fund balance with a large capital outlay project

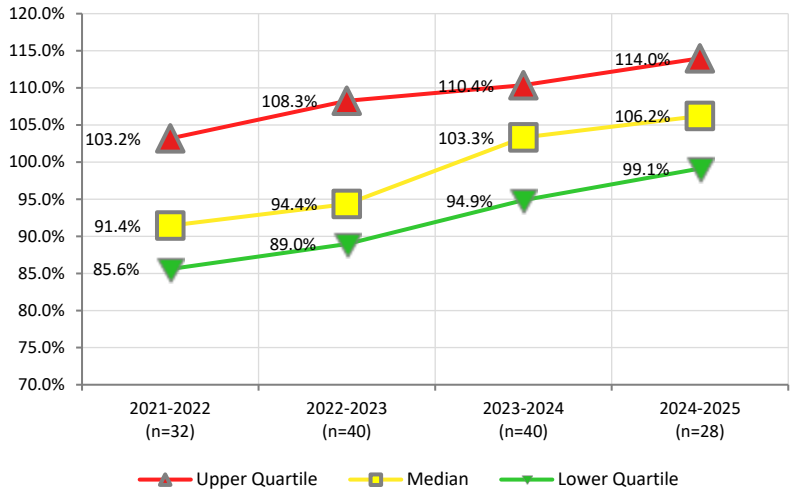
Districts in Best Quartile (2024-2025)

- Atlanta Public Schools
- Clark County School District
- Columbus Public Schools
- Fort Worth Independent School District
- Los Angeles Unified School District
- Omaha Public School District
- Orange County Public School District
- School District of Philadelphia

District	2021-2022	2022-2023	2023-2024	2024-2025
110				4.0%
135	23.7%	30.5%	36.0%	
145				1.3%
173			11.6%	13.3%
194		67.4%	68.3%	57.7%
196		0.0%	34.9%	
200	79.3%		102.1%	113.7%
219	29.7%	37.7%	59.0%	
250	15.9%	12.9%		7.5%
261			22.5%	
262	49.1%	54.6%	46.5%	32.2%
314	8.9%	15.8%	0.1%	0.0%
323		12.8%	11.2%	10.8%
349	29.7%	34.5%	30.7%	19.6%
371				46.5%
378			52.0%	47.4%
379	0.0%	14.0%		0.4%
389		11.5%	11.5%	
406	66.1%		72.5%	
415	15.8%	6.1%		
426	17.0%	48.6%	45.3%	39.9%
432		9.7%	65.2%	2.5%
442	23.7%	45.5%		60.8%
443	11.7%	23.4%	0.3%	1.5%
476	40.9%	18.1%	0.6%	
506	5.7%	3.0%		
513	37.8%	40.2%	29.8%	
529	23.3%	28.2%	0.6%	
584	29.2%	37.5%	57.0%	
587	15.0%	23.1%		10.2%
601	0.2%			
621			4.9%	
636	59.5%		68.0%	
647				41.3%
663	41.0%	39.5%	42.6%	
674	4.2%	11.5%		91.0%
689	54.8%	77.8%	90.3%	
693	39.1%	37.9%	38.4%	
717	24.2%	20.2%	9.4%	7.3%
742	18.5%	0.0%	0.0%	
744		51.9%	42.1%	
763	5.6%			
765	35.7%	37.1%	21.7%	6.3%
797	30.1%	49.2%	34.4%	37.8%
811	0.0%	0.0%	-0.9%	8.6%
812	14.7%	10.0%	6.2%	6.4%
824	15.9%	18.4%	19.0%	18.1%
838	32.4%		39.2%	38.1%
886	23.8%			
903	27.8%	40.3%	46.3%	51.8%
967	72.7%	43.9%		5.6%
971	52.9%	67.0%	61.5%	57.5%
985	51.1%	51.4%	41.4%	
997	0.0%		0.0%	

FOOD SERVICES

Total Costs As Percent of Revenue



Description of Calculation

Total direct costs plus indirect and overhead costs, divided by total revenue.

Importance of Measure

This measure gives an indication of the financial status of the food service program, including management company fees. Districts that keep expenses lower than revenues are able to build a surplus for reinvestment back into the program for capital replacement, technology, and other improvements. Districts that report expenses higher than revenues may either be drawing from their fund balance, or may be subsidized by the district's general fund.

Factors that Influence

- The "chargebacks' to food service programs such as energy costs, custodial, non-food service administrative staff, trash removal, dining room supervisory staff
- Direct costs such as food, labor, supplies, equipment, etc.
- Meal quality
- Participation rates
- Purchasing practices
- Marketing
- Leadership expertise
- Meal prices
- Staffing formulas

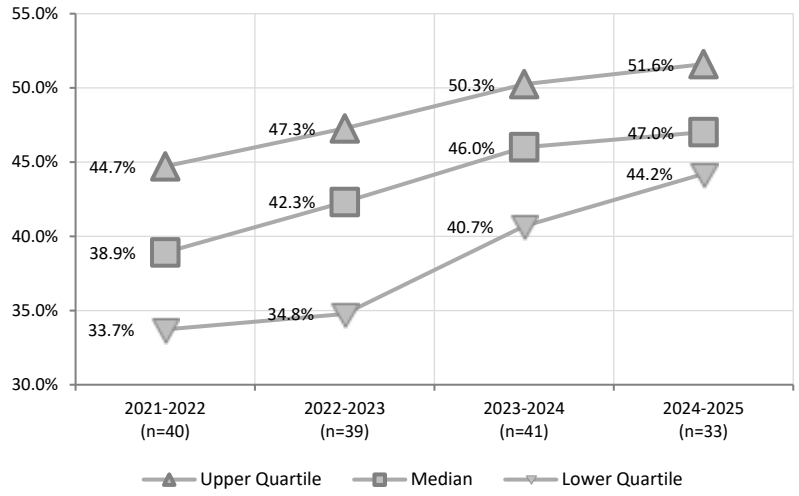
Districts in Best Quartile (2024-2025)

- Cleveland Metropolitan School District
- District of Columbia Public Schools
- Fort Worth Independent School District
- Guilford County School District
- Los Angeles Unified School District
- Portland Public Schools
- San Antonio Independent School District

District	2021-2022	2022-2023	2023-2024	2024-2025
110				96.0%
135	85.4%	78.2%	102.8%	
145				
173			102.6%	98.8%
194		101.0%		
196		105.0%	92.2%	
200	64.0%	81.1%	83.8%	105.4%
219	100.9%	124.5%	111.6%	
250	92.1%	91.5%		106.1%
261			91.3%	
262	85.7%	94.8%	110.4%	114.1%
314	94.0%	87.5%		107.4%
323	133.3%	78.3%	111.8%	115.8%
349	82.3%	93.9%	104.6%	111.9%
371	100.4%	99.4%	103.0%	105.0%
372	90.8%			
378		104.2%	100.6%	110.0%
379		95.7%		126.5%
389			103.6%	
406	94.0%		78.2%	
415	93.1%	110.3%		115.0%
426		87.9%	111.2%	118.3%
432		88.3%	138.1%	99.5%
442	87.1%	108.0%		97.7%
443	88.3%	109.0%	120.2%	98.5%
476	107.0%	132.8%	113.8%	
494		112.9%		
506	110.0%	108.4%		
513		113.1%	104.9%	119.2%
529	86.7%	108.1%		
584			71.8%	
587	85.3%	90.2%	101.3%	106.3%
601	111.6%	124.5%		
621			110.3%	
636		90.0%	97.1%	
647				
663	83.2%	93.7%	97.1%	
674		88.6%	94.9%	139.0%
689		81.2%	86.9%	
693		93.7%	94.9%	
717	82.0%	108.0%	110.4%	101.9%
742	120.8%		121.8%	
744		108.4%	107.5%	
763	131.3%		104.4%	
765	87.8%	91.1%	110.1%	110.8%
791	100.0%			
797		91.0%	99.1%	111.4%
811	84.0%	112.4%	133.9%	94.1%
812		67.4%	93.4%	
824	85.3%	95.7%	98.2%	100.6%
838	102.2%		92.7%	
862				
903	90.0%	86.1%	89.4%	93.6%
967	131.7%			113.9%
971	86.6%	90.9%	104.2%	104.4%
985	104.2%	89.3%	103.9%	
997			103.8%	40.4%

FOOD SERVICES

Food Cost per Revenue



Description of Calculation

Total food costs divided by total revenue.

Importance of Measure

Food cost is the second largest expenditure that food service programs incur.

Careful menu planning practices, competitive bids for purchasing supplies, including commodity processing contracts, and the implementation of consistent production practices can control food costs.

Food cost as a percent of revenue can be reduced if participation revenue is high.

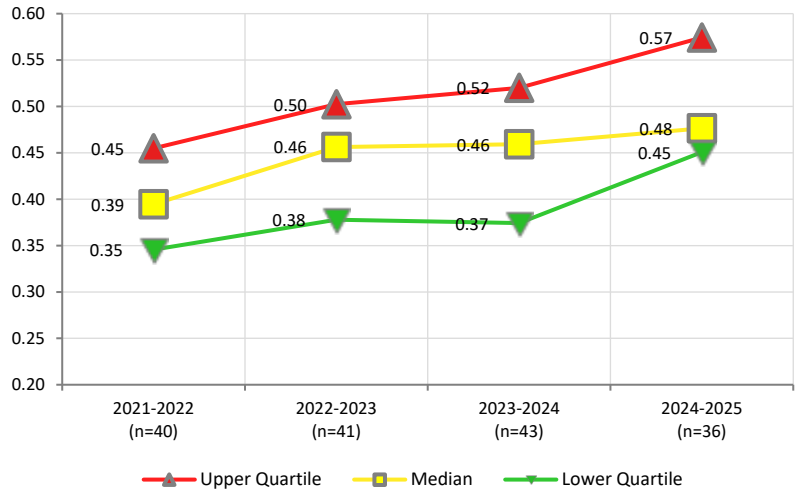
Factors that Influence

- USDA Menu and Nutrient requirements
- A la carte items
- Convenience vs. Scratch Food Items
- Purchasing and production practices
- Meal prices
- Participation rates
- Use of commodities
- Use of a warehouse or drop-ship deliveries
- Theft

District	2021-2022	2022-2023	2023-2024	2024-2025
110				
135	35.9%	26.4%	40.7%	
145				64.6%
173			47.1%	45.4%
194			8.4%	54.5%
196	43.7%	49.0%	51.0%	
200	35.8%	39.4%	37.8%	47.7%
219	46.3%	56.6%	48.8%	
250	41.0%	44.4%		53.0%
261			36.0%	
262	33.2%	36.2%	45.8%	45.2%
314	41.4%	43.5%		52.3%
323	50.7%		41.0%	44.2%
349	36.1%	42.3%	46.3%	47.6%
371	50.7%	51.9%	53.2%	54.3%
372	39.1%			
378		49.1%	43.7%	50.4%
379		31.0%		33.1%
389		41.3%		
406	46.4%		37.8%	
415	38.0%	43.9%		46.7%
426	27.9%	47.6%	50.3%	51.0%
432		33.0%	49.9%	40.4%
442		36.2%		
443	37.0%	47.3%	50.8%	43.7%
476	41.8%	48.9%	46.0%	
494		44.3%		
506	51.6%	44.5%		
513	39.1%	50.5%	48.0%	55.5%
529	32.6%	39.0%		
584	34.6%	39.9%	61.0%	42.5%
587	28.2%	32.6%	35.5%	40.6%
601	51.1%		61.4%	53.1%
621			51.7%	
636	28.4%	35.1%	43.6%	
647				47.0%
663	32.2%	38.8%	39.1%	
674	18.6%	39.0%	42.1%	44.2%
689	26.4%	25.2%	27.0%	
693			6.1%	
717	33.3%	46.0%	48.7%	45.7%
742	46.1%	51.9%	53.2%	
744		49.6%	50.5%	
763	41.9%		50.0%	51.4%
765	45.7%	46.9%	52.0%	51.6%
797	36.2%	45.1%	49.9%	44.9%
811	34.2%		67.5%	46.5%
812	26.5%	30.0%	37.1%	65.2%
824	39.0%	45.8%	48.2%	51.3%
838	45.8%		41.5%	51.0%
886	35.0%			
903	38.8%	29.7%	30.0%	30.4%
967	58.2%	25.5%		
971	41.8%	31.3%	43.6%	46.3%
985	41.3%	34.8%	40.9%	
997			44.5%	44.2%

FOOD SERVICES

Labor Costs per Revenue



Description of Calculation

Total labor costs divided by total revenue.

Importance of Measure

Labor contributes the largest expense that food service revenue must cover.

School boards can control labor costs by establishing salary schedules and benefit plans, and directors can control labor cost by implementing productivity standards and staffing formulas.

Factors that Influence

- Salary schedules and health and retirement benefits
- Number of annual work days and annual paid holidays
- Staffing formulas and productivity standards
- Union contracts
- Type of menu items

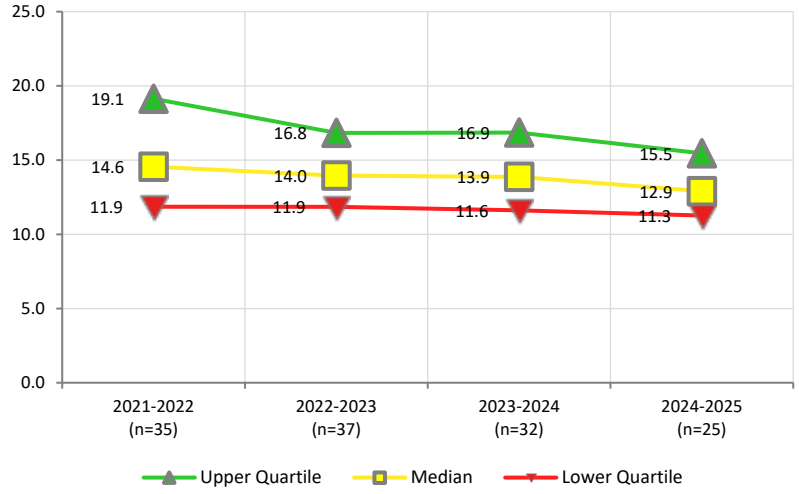
Districts in Best Quartile (2024-2025)

- Chicago Public Schools
- District of Columbia Public Schools
- Fort Worth Independent School District
- Guilford County School District
- Houston Independent School District
- Milwaukee Public Schools
- Portland Public Schools
- San Antonio Independent School District
- Wichita Unified School District

District	2021-2022	2022-2023	2023-2024	2024-2025
110				$0.07
135	$0.38	$0.39	$0.48	
145				$0.59
173			$0.36	$0.36
194			$0.14	$0.76
196	$0.32	$0.27	$0.37	
200	$0.21	$0.33	$0.38	$0.47
219	$0.48	$0.59	$0.52	
250	$0.40	$0.38		$0.48
261			$0.55	
262	$0.40	$0.43	$0.46	$0.51
314	$0.40	$0.33	$0.00	$0.43
323	$0.73		$0.59	$0.62
349	$0.35	$0.38	$0.42	$0.47
371	$0.45	$0.43	$0.46	$0.46
372	$0.42			
378		$0.49	$0.49	$0.51
379		$0.54		$0.70
389		$0.46	$ -	
406	$0.37		$0.31	
415	$0.52	$0.60		$0.60
426	$0.33	$0.33	$0.40	$0.37
432		$0.42	$0.56	$0.46
442	$0.36	$0.34		$0.29
443	$0.41	$0.48	$0.53	$0.44
476	$0.44	$0.57	$0.48	
494		$0.54		
506	$0.50	$0.50		
513	$0.33	$0.49	$0.46	$0.51
529	$0.35	$0.46		
584		$0.52		$0.53
587	$0.48	$0.51	$0.57	$0.59
601	$0.47	$0.50	$0.52	$0.59
621			$0.53	
636	$0.39	$0.41	$0.44	
647				$0.56
663	$0.39	$0.41	$0.44	
674	$0.16	$0.31	$0.36	$0.46
689	$0.33	$0.47	$0.52	
693			$0.03	
717	$0.38	$0.50	$0.50	$0.47
742	$0.59	$0.69	$0.51	
744		$0.44	$0.43	
763	$0.43		$0.54	$0.45
765	$0.28	$0.31	$0.35	$0.35
797	$0.30	$0.33	$0.37	$0.52
811	$0.42	$0.50	$0.47	$0.41
812	$0.31	$0.32	$0.45	$0.59
824	$0.36	$0.42	$0.46	$0.47
838	$0.46		$0.41	$0.49
886	$0.34			
903	$0.44	$0.51	$0.54	$0.56
967	$0.50	$0.31	$0.50	$0.64
971	$0.36	$0.46	$0.46	$0.46
985	$0.52	$0.46	$0.53	
997			$0.35	$0.45

FOOD SERVICES

Meals Per Labor Hour



Description of Calculation

Annual number of breakfasts (less contractor-served breakfasts) *divided* by two *plus* annual number of lunches (less contractor-served lunches) *plus* annual number of snacks (less contractor-served lunches) *divided* by the total annual labor hours of all food preparation and cafeteria staff.

Importance of Measure

Efficiency is important in making the best use of available food service funds.

Factors that Influence

- Menu offerings
- Provision II and III
- Free/Reduced percentage
- Food preparation methods
- Local nutrition standards for al la carte foods

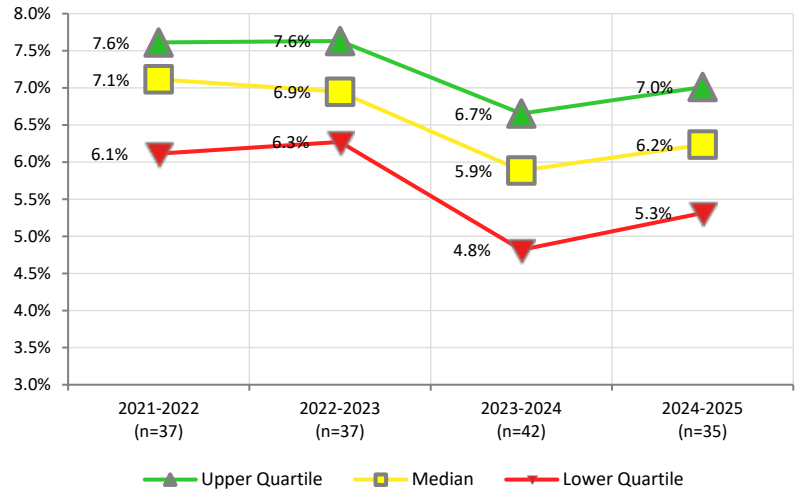
Districts in Best Quartile (2024-2025)

- Albuquerque Public Schools
- Clark County School District
- Columbus Public Schools
- Fresno Unified School District
- Los Angeles Unified School District
- Orange County Public School District
- San Antonio Independent School District

District	2021-2022	2022-2023	2023-2024	2024-2025
110				9.3
135	12.6	11.3	11.9	
173			17.1	15.5
194			6.9	12.9
196	15.9	17.4	15.8	
200	24.8	22.7	22.3	21.8
219	12.3	11.8		
250	22.1	13.2		15.2
261			19.9	
262	17.8	16.7	16.4	
314	11.7	11.3	11.9	14.7
323	19.7	12.8	14.2	
349	16.3	16.5		
371	11.3	12.2		13.3
378		19.2	22.1	21.2
379	19.1	10.9	4.8	8.5
389			0.3	
406			11.2	11.3
415	17.2	17.6		
426	14.6	15.9	11.7	12.9
432	11.8	14.0		
443	19.3	14.9	17.2	11.0
476	10.7	11.2	12.0	
494		17.8		
506	5.8	13.0		
513	19.4	33.7		14.7
529	16.1	11.6		
584				10.7
587	10.5	9.1	11.6	11.4
601				
621			2.3	
636	16.6	44.5	15.7	
647				14.1
663	12.4	6.3		
674	20.4	19.1	19.2	12.2
689	24.0	16.8	14.5	
693			-	
717	12.6	12.1	13.0	12.9
742	11.9	12.8	10.8	
744			13.4	
763				
765	13.3	15.0		
797	13.0	7.8	15.7	12.5
811				10.6
812	10.8	11.9	13.4	11.2
824	14.2	15.7		
838	18.5	19.8	19.9	19.1
886	20.2			
903		16.5	18.4	18.1
967	16.0	13.7	14.0	75.0
971	13.7	15.7	16.7	16.5
985	8.5	12.3	13.8	

FOOD SERVICES

USDA Commodities - Percent of Total Revenue



Description of Calculation

Total value of commodities received divided by total revenue.

Importance of Measure

Maximizing the use of USDA Commodities is a common strategy to minimize direct costs

Factors that Influence

- Flexibility of meal planning
- Use of USDA bonuses
- Maximization of reimbursements

Districts in Best Quartile (2024-2025)

- Atlanta Public Schools
- Charlotte-Mecklenburg Schools
- Detroit Public Schools
- Fort Worth Independent School District
- Jefferson County Public Schools (KY)
- Jersey City Public Schools
- Miami-Dade County Public Schools
- Orange County Public School District
- Palm Beach County School District

District	2021-2022	2022-2023	2023-2024	2024-2025
110				3.4%
135	5.3%	6.8%	12.1%	
145				4.2%
173			7.7%	6.2%
194			8.4%	7.1%
196	7.2%		6.5%	
200	7.8%	5.7%	6.3%	6.8%
219	8.6%		5.9%	
250	5.1%	6.7%		6.2%
261			0.8%	
262	7.8%	7.4%	4.9%	6.9%
314	8.6%	7.5%	0.0%	6.6%
323	8.5%	6.7%	4.8%	5.1%
349	7.6%	7.8%	5.0%	7.1%
371	4.4%	3.7%	4.0%	4.1%
378		8.5%	6.4%	5.8%
379		6.7%		6.4%
389			0.0%	
406	7.6%		8.2%	
415	6.1%	7.4%	5.4%	6.4%
426	6.8%	6.3%	6.7%	5.2%
432		10.4%	7.6%	7.5%
442	10.8%	8.7%		7.0%
443	6.5%	8.2%	6.0%	5.8%
476	6.7%	7.2%	6.5%	
494		6.0%		
506	5.8%	5.3%		
513	6.2%	6.3%	5.3%	7.5%
529	7.2%	7.6%	6.7%	
584	8.9%	9.7%	10.3%	6.2%
587	4.3%	5.9%	4.4%	5.9%
601	6.4%	6.9%	5.2%	5.6%
621			6.1%	
636	6.7%	7.1%	5.9%	
647				7.5%
663	7.2%	7.2%	4.5%	
674		6.6%		0.8%
689	4.9%	5.5%	4.1%	
693	7.4%	7.6%	5.3%	
717	7.5%	8.9%	8.2%	6.5%
742	7.1%	8.1%	5.0%	
744		6.8%	6.7%	
763	6.7%		4.8%	5.9%
765				
797	6.2%	6.7%	6.6%	7.8%
811		8.9%	8.2%	6.8%
812	2.5%			2.5%
824	7.5%	5.6%	5.1%	7.3%
838	8.0%		3.4%	5.8%
886	5.5%			
903	4.1%	4.9%	3.5%	4.1%
967	10.9%	5.4%	7.0%	5.3%
971	7.4%	7.5%	6.4%	8.0%
985			3.9%	
997				6.6%

MAINTENANCE & OPERATIONS

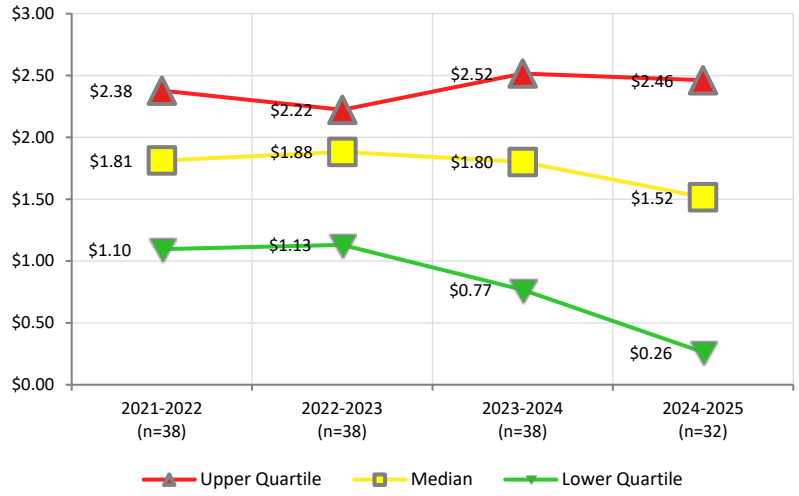
Performance metrics in maintenance and operations (M&O) assess the cost efficiency and service levels of a district's facilities management and labor. Areas of focus include *custodial work, maintenance work, renovations, construction, utility usage,* and *environmental stewardship*. The cost efficiency of custodial work is represented broadly by Custodial Workload and Custodial Cost per Square Foot, where low workload combined with high cost per square feet would indicate that cost savings can be realized by reducing the number of custodians. Additionally, the relative cost of supplies can be considered by looking at Custodial Supply Cost per Square Foot.

The relative cost of utilities is represented by Utility Usage per Square Foot and Water Usage per Square Foot.

These KPIs should give district leaders a general sense of where they are doing well and where they can improve. The importance and usefulness of each KPI is described in the "Importance of Measure" and "Factors that Influence" headings, which can be used to guide improvement strategies.

MAINTENANCE & OPERATIONS

Custodial Work - Cost per Square Foot



Description of Calculation

Total cost of district-operated custodial work plus total cost of contract-operated custodial work, divided by total square footage of all non-vacant buildings.

Importance of Measure

This measure is an important indicator of the efficiency of the custodial operations. The value is impacted not only by operational effectiveness, but also by labor costs, material and supply costs, supervisory overhead costs as well as other factors. This indicator can be used as an important comparison with other districts to identify opportunities for improvement in custodial operations to reduce costs.

Factors that Influence

- Cost of labor
- Collective bargaining agreements
- Cost of supplies and materials
- Size of school

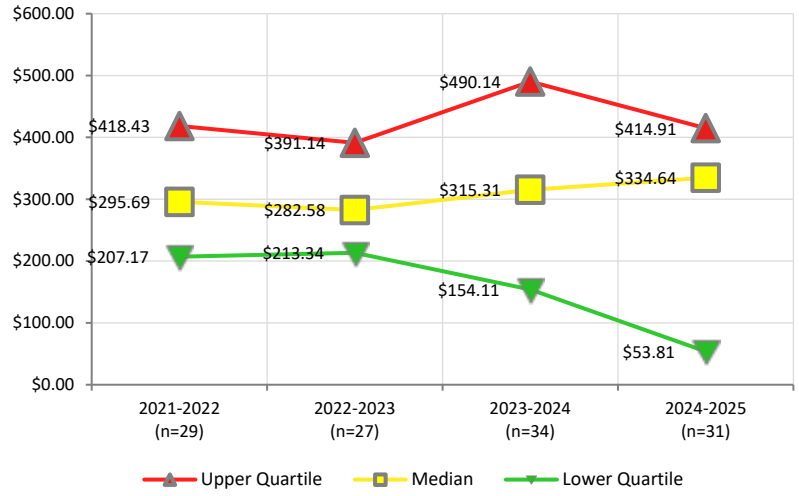
Districts in Best Quartile (2024-2025)

- Arlington Independent School District
- Boston Public Schools
- Columbus Public Schools
- East Baton Rouge Parish Public Schools
- Madison Metropolitan School District
- Omaha Public School District
- Pittsburgh Public Schools
- Toledo Public Schools

District	2021-2022	2022-2023	2023-2024	2024-2025
115	$2.87		$2.81	
135	$1.62	$1.39	$1.40	$0.16
173			$0.69	
194	$1.22	$1.36	$0.56	$1.55
196	$1.58			
200			$0.31	$0.35
219	$0.43	$0.65	$1.71	
250	$2.43	$2.69		$2.69
262	$1.91	$2.19	$1.98	
314	$1.83	$1.91	$2.17	
323	$0.41	$2.22	$2.35	$2.46
349				
371	$4.14	$4.63	$4.62	$4.84
372		$2.11		
378		$0.64	$6.65	$0.22
379	$5.80	$1.56	$1.68	$ -
389	$1.19		$1.22	
406	$0.95	$0.94	$0.85	$0.93
415		$1.09	$1.59	$0.88
426	$0.20	$0.73	$3.48	$1.88
432	$0.60	$0.98	$1.05	$0.74
442	$2.01	$1.98		$2.09
443	$2.26	$2.10	$3.04	
476		$3.19	$3.27	
494		$1.68		
506	$1.70	$1.44		
513	$1.29	$1.85	$1.89	$1.83
529	$2.72	$3.03	$2.73	
584			$1.53	$2.25
587	$1.85			$2.46
601	$0.23	$0.24	$0.31	$0.25
636	$2.38	$2.36	$2.40	
647				$0.37
663	$1.79	$1.33	$0.57	
674				$0.15
689	$6.97	$1.23		
693		$2.18	$2.30	
717	$0.26	$0.26	$0.26	$0.28
742			$0.67	
744		$4.52	$2.27	
763				$2.68
765	$1.10			
797	$2.15	$2.50	$2.41	$2.50
811	$2.64	$2.55	$2.52	$2.63
812	$0.63	$1.13	$0.17	$0.17
824	$2.49	$1.99	$1.97	$2.14
838	$4.41	$4.86	$4.68	$5.46
862				$0.08
886	$2.30			
903	$1.15		$0.77	$0.73
921				$0.20
967	$2.22	$2.01	$1.65	$1.49
971	$1.38	$1.74	$3.16	$2.46
985	$0.28	$0.40	$0.35	
997	$1.85	$2.02		$2.09

MAINTENANCE & OPERATIONS

Custodial Work - Cost per Student



Description of Calculation

Total custodial work costs (contractor and district operated), divided by total student enrollment.

Importance of Measure

This measure is an important indicator of the efficiency of custodial operations. The value is impacted not only by operational effectiveness, but also by labor costs, material and supply costs, supervisory overhead costs as well as other factors. This indicator can be used as an important comparison with other districts to identify opportunities for improvement in custodial operations to reduce costs.

Factors that Influence

- Cost of labor
- Cost of supplies and materials
- Scope of duties assigned to custodians

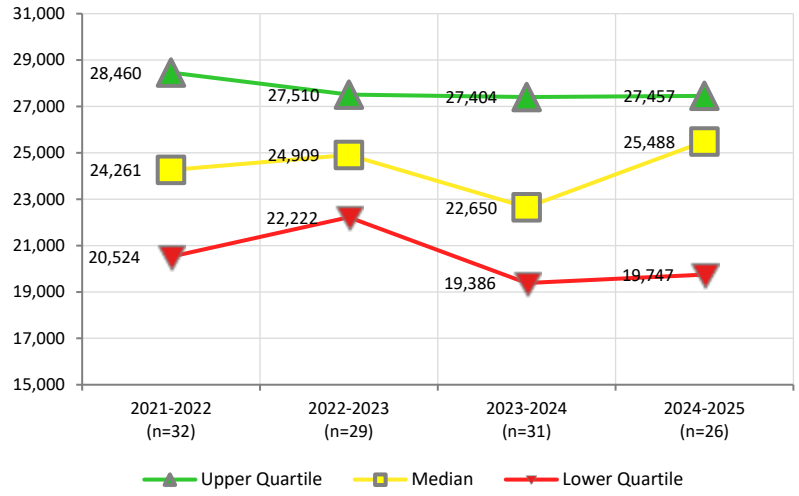
Districts in Best Quartile (2024-2025)

- Clark County School District
- Columbus Public Schools
- Dallas Independent School District
- Madison Metropolitan School District
- Miami-Dade County Public Schools
- Omaha Public School District
- Pittsburgh Public Schools
- Toledo Public Schools

District	2021-2022	2022-2023	2023-2024	2024-2025
135	$295.69	$254.33	$271.08	
173			$143.80	
194				$396.95
196	$375.26			
200			$40.21	$43.24
219	$101.05	$105.85	$272.80	
250	$471.39			$557.25
262	$340.15	$391.14		$349.94
314	$438.20	$446.77	$520.43	
323	$76.41	$430.63	$459.07	$460.72
349			$0.05	$0.04
371			$999.33	$1,074.10
378				$41.15
379		$272.41	$276.16	
389	$417.62			
406	$215.80	$220.90	$235.78	$230.19
415		$244.08	$352.75	$182.78
426	$61.07	$339.52	$594.55	$334.64
432	$98.71	$164.43	$177.85	$125.86
442	$353.17	$355.88		$384.50
443	$429.99	$399.57	$588.97	
476			$778.70	
494		$301.07		
506	$283.56	$246.33		
513	$200.74	$282.58	$335.79	$283.33
529			$486.11	
584	$255.76	$288.26	$242.04	$376.75
587	$338.25	$326.85	$638.94	$414.91
601	$52.65	$56.49	$74.24	$59.43
636	$441.20	$446.65	$471.19	
647				$82.32
663	$266.56	$192.08	$84.67	
674				$37.44
689		$213.34		
693	$274.95	$286.62	$294.82	
717	$49.02	$50.03		$53.81
742			$184.53	
744			$372.56	
765	$229.80			
797			$395.49	$389.81
811	$499.36	$465.53	$490.14	$514.29
812	$302.18		$43.17	$41.93
824			$556.49	$599.90
838	$497.28		$551.22	$647.64
862			$25.26	$28.13
886	$418.43			
903			$154.11	$165.48
921				$37.39
967	$509.88	$439.01		$407.51
971	$207.17	$259.48	$469.59	$374.49
985		$60.74	$46.82	
997				$706.71

MAINTENANCE & OPERATIONS

Custodial Workload



Description of Calculation

Total square footage of non-vacant buildings that are managed by the district, divided by total number of district custodial field staff. This measure only applies to district-operated sites.

Importance of Measure

This measurement is a very good indicator of the workload for each custodian. It allows districts to compare their operations with others to evaluate the relative efficiency of the custodial employees. A value on the low side could indicate that custodians may have additional assigned duties, or have opportunities for efficiencies compared to districts with a higher ratio. A higher number could indicate a well managed custodial program or that some housekeeping operations are assigned to other employee classifications. It is important for a district to examine what drives the ratio to determine the most effective workload.

Factors that Influence

- Assigned duties for custodians
- Management effectiveness
- Labor agreements
- District budget

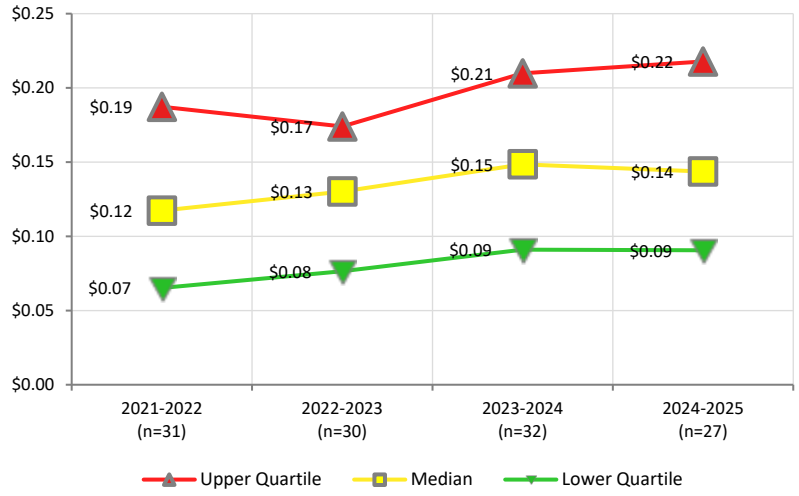
Districts in Best Quartile (2024-2025)

- Austin Independent School District
- Charlotte-Mecklenburg Schools
- Clark County School District
- Cleveland Metropolitan School District
- Dallas Independent School District
- Jackson Public School District (MS)
- Omaha Public School District

District	2021-2022	2022-2023	2023-2024	2024-2025
115	21,104		20,985	
135	23,409	24,909	25,653	26,587
173			18,306	
194	41,440			
196	28,396			
200			22,897	231,739
219			19,386	
250	29,207	26,038		25,916
262	27,099	26,991	27,404	27,384
314	36,829	34,860	34,860	
323	22,763	22,763	22,375	22,773
349				
371	19,614	19,059	18,568	
372		28,516		
378		22,222	19,910	23,952
389	28,686		21,563	
406	27,510	27,510	27,510	27,510
415				
426	19,453	15,484	20,223	26,807
432	20,077	22,640	22,650	22,199
442		20,669		19,747
443	24,211	25,748		
476		24,060	25,555	
494		31,293		
513	24,311	23,052	23,350	
529	22,506	22,710	220	
584				2,909
587	22,482	25,054	46,728	28,452
601	22,373	22,979	22,889	22,889
636	28,190	27,378	27,522	
647				13,908
663	20,971		19,643	
674		29,981	30,389	31,158
689	26,030			
693	20,043	20,043	20,043	
717	28,267	28,267	28,267	28,281
742				
744			742	
763				25,546
765	38,116			
797	28,525	29,247	28,490	27,457
811	19,024	20,061	19,186	19,186
812	40,228	35,451		
824	14,424		12,106	12,106
838	16,503	16,434	16,333	16,956
862				25,431
921				18,939
967	16,779	17,300	27,336	24,148
971	27,204	27,048	27,157	27,276
985				
997	45,366			43,615

MAINTENANCE & OPERATIONS

Custodial Supply Cost per Square Foot



Description of Calculation

Total custodial supply cost of district-operated custodial services, divided by total square footage of buildings managed by the district. This measure only applies to district-operated sites.

Importance of Measure

This measure is an important indicator of the efficiency of the custodial operations. The value is impacted not only by operational effectiveness, but also by labor costs, material and supply costs, supervisory overhead costs as well as other factors. This indicator can be used as an important comparison with other districts to identify opportunities for improvement in custodial operations to reduce costs.

Factors that Influence

- Cost of labor
- Cost of supplies and materials
- Scope of duties assigned to custodians

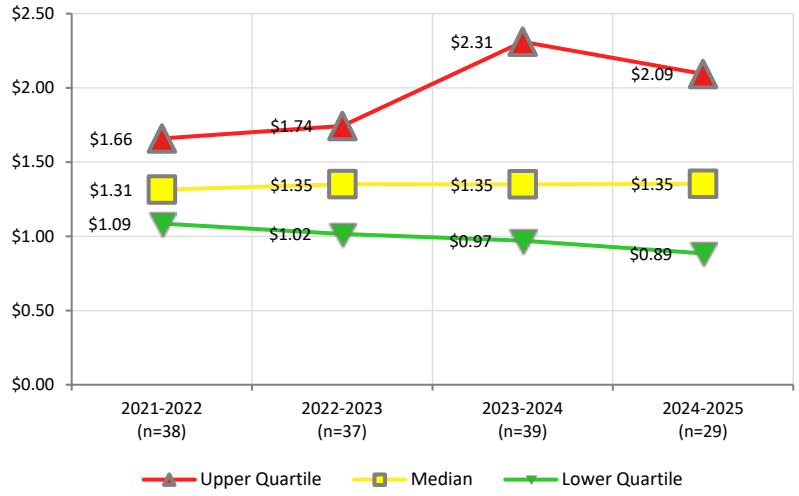
Districts in Best Quartile (2024-2025)

- Albuquerque Public Schools
- Charlotte-Mecklenburg Schools
- Dallas Independent School District
- Jackson Public School District (MS)
- Pittsburgh Public Schools
- School District of Philadelphia
- Toledo Public Schools

District	2021-2022	2022-2023	2023-2024	2024-2025
115	$0.27		$0.17	
135	$0.11	$0.13	$0.16	$0.14
173			$0.20	
194	$0.06			
196	$0.01			
200				$0.31
219	$0.22	$0.23	$0.18	
250	$0.06	$0.07		$0.10
262	$0.22	$0.40	$0.12	$0.13
314	$0.04	$0.07	$0.08	
323	$0.13	$0.13	$0.14	$0.14
349				
371	$0.18	$0.29	$0.30	$0.05
372		$0.13		
378		$0.25	$0.16	$0.20
389	$0.17		$0.22	
406	$0.09	$0.09	$0.09	$0.09
415			$0.47	
426		$0.08	$0.09	$0.12
432	$0.19	$0.17	$0.16	$0.16
442		$0.07		$0.22
443	$0.31	$0.17	$0.29	
476		$0.29	$0.37	
494		$0.08		
513	$0.06	$0.08	$0.08	
529	$0.06	$0.06		
584			$0.01	
587	$0.11	$0.16		$0.22
601	$0.18	$0.14	$0.16	$0.14
636	$0.40		$0.43	
647				$0.29
663	$0.11	$0.18	$0.03	
674				$0.15
689	$0.08			
717	$0.07	$0.07	$0.07	$0.07
742			$0.24	
744			$0.58	
763				$0.32
765	$0.12			
797	$0.08	$0.12	$0.09	$0.05
811	$0.16	$0.13	$0.13	$0.13
812	$0.15	$0.13	$0.13	$0.01
824		$0.27	$0.19	$0.29
838	$0.12	$0.13	$0.14	$0.15
862				$0.08
903	$0.34			
921				$0.20
967	$0.06	$0.05	$0.09	$0.03
971	$0.16	$0.14	$0.12	$0.21
985		$0.02	$0.03	
997	$0.23			$0.28

MAINTENANCE & OPERATIONS

Routine Maintenance - Cost per Square Foot



Description of Calculation

Cost of district-operated maintenance work plus cost of contractor-operated maintenance work, divided by total square footage of non-vacant buildings.

Importance of Measure

This provides a measure of the total costs of routine maintenance relative to the district size (by building square footage).

Factors that Influence

- Age of infrastructure
- Experience of maintenance staff
- Training of custodial staff to do maintenance work
- Deferred maintenance backlog

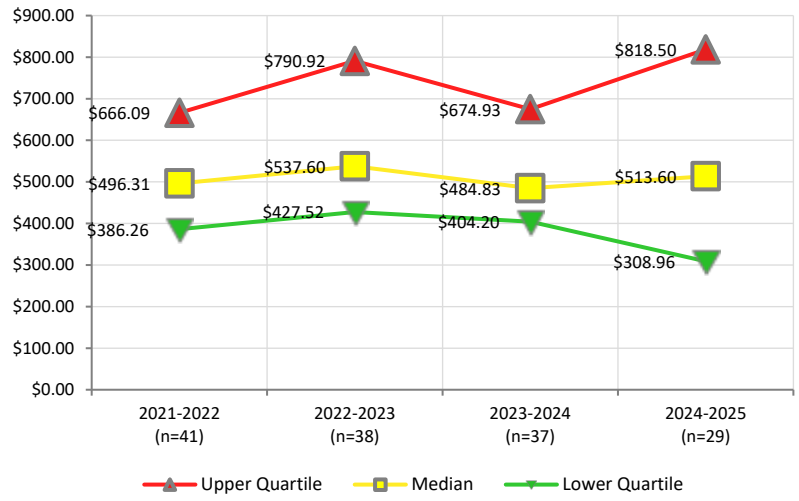
Districts in Best Quartile (2024-2025)

- Arlington Independent School District
- Cleveland Metropolitan School District
- Fort Worth Independent School District
- Guilford County School District
- Jackson Public School District (MS)
- Miami-Dade County Public Schools
- Omaha Public School District
- Toledo Public Schools

District	2021-2022	2022-2023	2023-2024	2024-2025
115	$1.10		$1.35	
135	$1.48	$1.14	$1.11	$0.59
173			$2.37	
194	$1.46	$1.72	$1.68	$2.17
196	$2.98			
200	$1.55	$1.73	$0.97	$1.98
219	$1.20	$1.74	$5.31	
250	$1.69	$2.04		$1.33
262	$1.15	$1.25		
314	$1.32	$1.30	$1.33	
323	$0.89	$1.02	$0.98	$1.20
349	$0.65	$0.82	$0.85	$0.11
371	$1.65	$1.98	$1.21	$1.86
372		$0.68		
378		$2.72	$3.15	$2.85
379	$1.31		$5.28	$1.35
389	$0.97		$0.91	
406	$0.51	$0.50	$0.42	$0.50
415	$1.88	$2.66	$1.05	$2.41
426		$0.55	$1.91	$1.91
432	$1.09	$0.99	$0.86	$0.90
442	$1.62	$1.62		$0.89
443	$1.95	$1.99	$1.46	
476		$1.40	$1.15	
494		$1.46		
506	$1.19	$1.17		
513	$1.09	$1.27	$1.46	$1.95
529	$0.95	$1.08	$1.13	
584			$1.07	
587	$1.66			$1.29
601	$0.47	$0.48	$0.40	$1.21
636	$2.16	$2.14	$1.83	
663	$1.28	$1.86	$0.87	
674				$0.42
689		$1.19	$1.41	
693		$1.46	$1.57	
717	$1.82	$1.62	$1.55	$1.71
742			$3.26	
744		$1.35	$4.26	
763				$2.09
765	$1.31			
797	$1.14	$0.96		$1.41
811	$1.03	$1.19	$0.62	$0.60
812			$0.14	$0.03
824	$2.36	$2.41	$2.31	$3.64
838	$2.52		$3.51	$2.82
886	$1.57			
903	$1.46		$2.44	$2.16
967	$1.62	$1.44	$1.91	$2.29
971	$0.76	$0.84	$0.92	$1.32
985	$3.41	$1.84	$2.34	
997	$1.05	$0.66	$1.03	$0.73

MAINTENANCE & OPERATIONS

Routine Maintenance - Cost per Work Order



Description of Calculation

Total costs of all routine maintenance work, divided by total number of routine maintenance work orders.

Importance of Measure

This provides a measure of the costs of each routine maintenance work order.

Factors that Influence

- Age of infrastructure
- Experience of maintenance staff
- Training of custodial staff to do maintenance work
- Deferred maintenance backlog

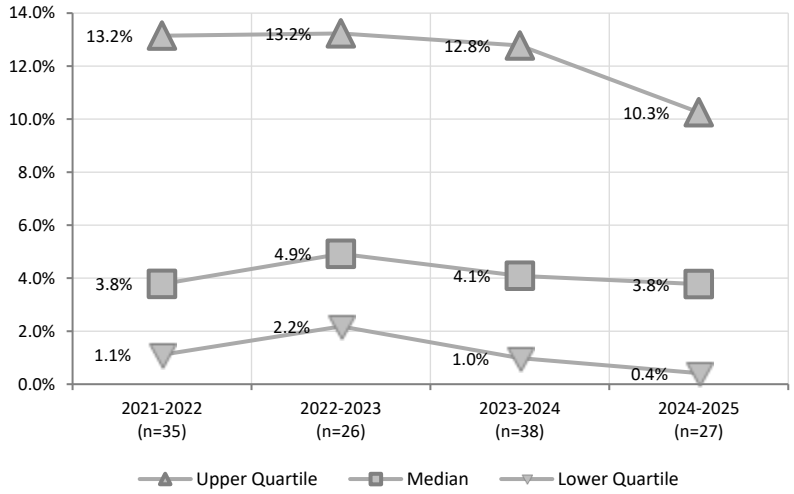
Districts in Best Quartile (2024-2025)

- Arlington Independent School District
- Austin Independent School District
- Des Moines Public Schools
- East Baton Rouge Parish Public Schools
- Fort Worth Independent School District
- Guilford County School District
- Miami-Dade County Public Schools
- Toledo Public Schools

District	2021-2022	2022-2023	2023-2024	2024-2025
115			$567.12	
135	$421.08		$248.09	$198.56
173			$496.45	
194	$482.36	$821.40	$862.31	$930.23
196	$568.37			
200	$610.93	$750.71	$411.92	$818.50
219	$583.58	$1,264.17		
250	$556.82	$669.58		$125.92
262	$686.91	$722.93		$513.60
314	$1,298.80	$1,263.30	$1,309.92	
323	$596.97	$643.38	$524.26	$651.75
349	$329.77	$434.21	$488.01	$59.89
371	$1,251.70	$1,411.07	$767.61	$1,520.55
372		$373.27		
378		$538.26	$690.68	$594.78
379	$556.56	$1,308.06	$1,332.02	$308.96
389	$496.31		$459.61	
406	$545.76	$536.93	$404.20	$450.49
415	$924.71	$991.08	$160.74	$480.83
426	$286.62	$1,009.55	$1,130.58	$945.45
432	$439.37	$423.45	$322.53	$340.58
442	$546.72	$532.22		$228.71
443	$909.95	$917.54	$523.36	
476		$629.53	$483.05	
494		$445.73		
506	$377.59	$376.07		
513	$324.39	$344.06	$371.95	$476.66
529	$394.17	$483.97	$414.47	
584	$334.35	$465.52	$347.31	
587	$387.16	$366.55	$468.31	$283.69
601	$1,221.70	$652.15	$523.23	$1,175.27
636	$917.90	$1,086.33	$1,050.77	
663	$314.59	$465.51	$205.79	
674				$547.67
689	$269.08	$365.01	$428.46	
693	$357.31	$272.74	$427.76	
717	$666.09	$628.61	$331.62	$651.27
742	$1,428.41		$1,409.57	
744		$603.09		
763				
765	$422.79			
797	$340.68	$324.10		$506.40
811	$415.79	$460.39	$315.57	$240.69
812			$75.78	$253.81
824	$1,084.77		$1,449.04	$1,336.26
838	$564.57	$790.92	$661.23	$573.61
886	$470.12			
903	$424.38		$674.93	$736.28
967	$377.51	$350.21	$425.03	$1,002.86
971	$386.26	$427.52	$489.80	$457.21
985	$1,125.44	$521.31	$484.83	
997				$1,235.06

MAINTENANCE & OPERATIONS

Routine Maintenance - Proportion Contractor-Operated, by Work Orders



Description of Calculation

Number of routine maintenance work orders handled by contractors, divided by total number of routine maintenance work orders.

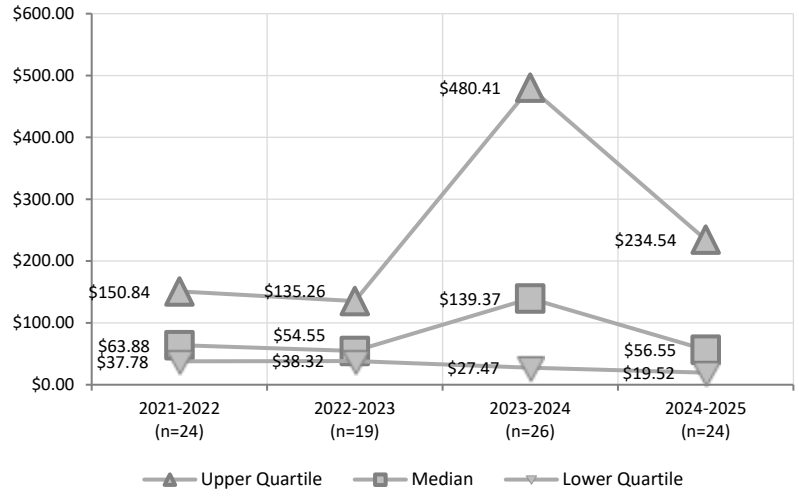
Importance of Measure

Can be used to identify districts that utilize contractors to perform routine maintenance.

District	2021-2022	2022-2023	2023-2024	2024-2025
115	0.7%		1.0%	
135	0.9%		9.4%	0.0%
173			8.7%	
194	0.6%	2.2%	4.9%	4.9%
196	0.8%		2.8%	
200	1.6%	2.6%	4.2%	4.0%
219	53.1%	1.9%	1.3%	
250	11.4%	11.4%		16.9%
262	1.4%	1.2%		2.0%
314	4.3%		1.9%	
323	1.8%	4.6%	9.5%	0.4%
349	7.2%	5.7%	5.1%	5.9%
371	4.5%	11.6%	13.3%	10.0%
372		1.4%		
378		13.2%	15.0%	16.6%
379				
389			1.1%	
406			0.0%	0.0%
415	17.1%	31.2%	28.1%	16.1%
426	3.8%	4.2%	0.6%	2.3%
432	0.6%		3.9%	3.9%
443	12.8%	14.7%	13.8%	
476			0.0%	
506	4.9%	4.7%		
513			0.0%	0.0%
529	15.2%	20.8%	17.2%	
584	2.2%	1.8%	3.8%	4.8%
587	0.3%			0.8%
601	62.5%	79.0%		100.0%
636	1.1%		0.0%	
647				41.2%
663	17.3%	11.7%	12.8%	
674	84.6%	3.0%	0.0%	0.0%
689	2.1%	2.0%	2.2%	
693	13.2%		27.3%	
717	2.1%	2.3%	2.0%	3.8%
742	6.9%		6.9%	
744		5.1%	21.7%	
763				
797			0.0%	
811	3.5%	24.1%	27.1%	24.1%
812				0.0%
824	97.7%			
838	0.1%	0.2%	0.1%	1.2%
886	3.7%			
903	1.0%		1.5%	0.5%
967	29.7%	27.1%	51.9%	1.9%
971	9.4%	8.1%	9.5%	10.3%
985			0.0%	
997			4.8%	0.0%

MAINTENANCE & OPERATIONS

Major Maintenance - Cost per Student



Description of Calculation

Total cost of major maintenance work divided by total student enrollment.

Importance of Measure

This looks at the cost of major maintenance projects relative to the size of the district (by student enrollment).

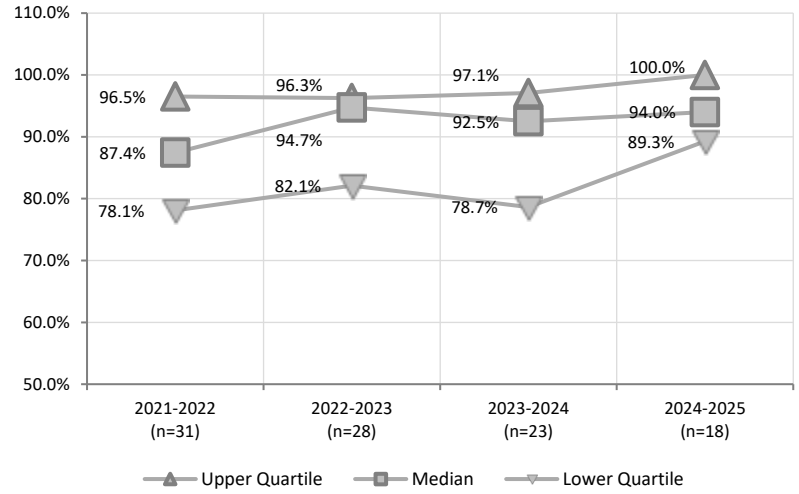
Factors that Influence

- Number of capital projects
- Deferred maintenance backlog
- Passage of bond measures
- Age of infrastructure
- District technology plan

District	2021-2022	2022-2023	2023-2024	2024-2025
194				$67.95
200	$278.66	$369.71	$387.49	$771.35
219	$149.17	$21.46	$694.14	
250	$404.23			$814.40
262	$91.17	$207.51		$304.44
314	$35.92	$47.58	$45.28	
323			$159.82	$107.36
349	$42.03	$56.07	$62.59	$50.87
371	$65.00	$395.43	$480.41	$377.36
378				$1,345.56
379	$15.37	$16.01	$29.37	$18.27
406				
415	$79.44		$182.26	$20.78
426			$1.85	$4.09
432	$19.29	$38.32	$40.58	$62.24
442				$48.07
443	$39.64	$41.15		
494		$154.70		
513	$477.01		$842.32	$698.53
529			$634.11	
584				$0.66
601			$0.14	
636	$15.56	$135.26	$172.65	
647				$11.24
663	$330.16		$508.16	
674				
689			$301.65	
693	$47.15	$50.98	$41.59	
717	$52.40	$54.55		$4.79
744			$1,831.62	
765	$57.65			
797			$23.75	$164.63
811	$152.51	$126.77	$118.92	$121.11
812			$ -	
824	$63.79	$88.37	$816.55	
838	$9.70	$10.95	$7.80	$9.95
862				
903				$29.28
967	$63.97	$50.46		$33.16
971	$74.14	$127.85	$404.48	$145.58
985	$248.65		$ -	
997	$26.95	$27.11	$27.47	$28.02

MAINTENANCE & OPERATIONS

Major Maintenance - Delivered Construction Costs as Percent of Total Costs



Description of Calculation

Construction costs of major maintenance/minor renovation projects, divided by total costs of all major maintenance/minor renovation projects.

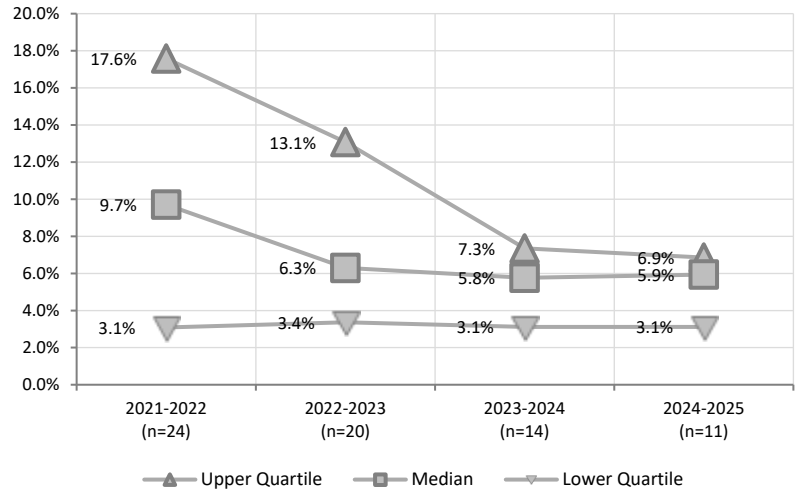
Importance of Measure

This can be used to evaluate the cost of delivered construction relative to design costs and personnel costs.

District	2021-2022	2022-2023	2023-2024	2024-2025
135				100.0%
194	85.2%	81.6%	92.5%	80.0%
196	85.1%			
200	98.0%	96.3%	96.3%	96.5%
219	97.6%		97.5%	
250	84.2%	94.6%		89.3%
262	93.2%	96.7%		72.8%
314	49.6%	87.1%	76.7%	
323			97.1%	95.7%
349	87.6%	92.6%		97.6%
371	93.7%	80.6%	100.0%	5.7%
372		27.3%		
378		95.5%	93.8%	92.3%
379	92.3%		55.8%	
406	96.5%			
415	82.2%		50.0%	
426	100.0%	100.0%	100.0%	100.0%
432	86.8%	84.6%	90.0%	90.0%
442		100.0%		100.0%
494		83.0%		
513	87.9%	95.2%	92.4%	91.9%
529	96.9%	96.3%	97.2%	
584	97.4%	95.3%		
601	22.2%			
636	64.2%	95.0%	95.3%	
663	98.8%	96.6%	99.1%	
689	76.4%	67.5%	87.4%	
693	78.1%	82.6%	89.5%	
717				100.0%
744		38.9%	51.2%	
765	18.1%			
797	100.0%	100.0%		100.0%
811	87.4%	78.7%	78.7%	78.7%
824	24.9%	88.5%	95.3%	
838				
903	80.7%			
967	56.4%	94.9%	52.4%	
971	85.8%	53.6%	86.9%	89.4%
985	94.6%	100.0%		
997	95.8%	95.8%	95.8%	95.8%

MAINTENANCE & OPERATIONS

Major Maintenance - Design to Construction Cost Ratio



Description of Calculation

Design costs of all major maintenance/minor renovation projects, divided by construction costs of all major maintenance/minor renovation projects.

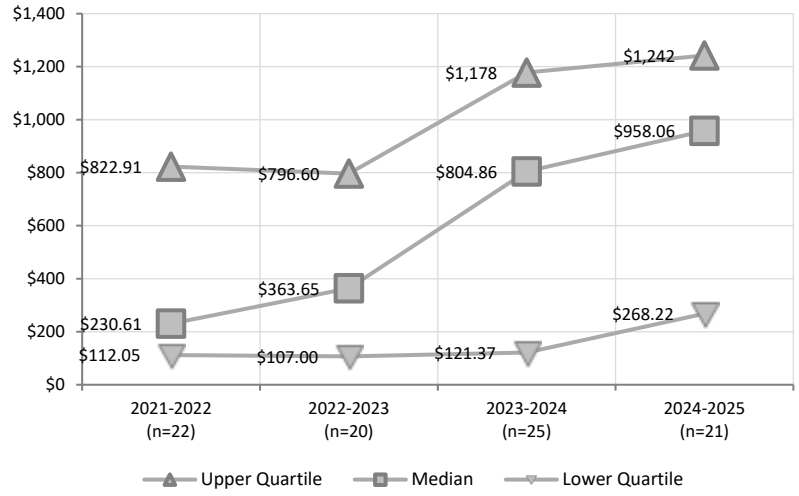
Importance of Measure

This can be used to evaluate the cost of delivered construction relative to design costs.

District	2021-2022	2022-2023	2023-2024	2024-2025
135				
194	13.7%	19.2%	6.2%	20.0%
196	16.0%			
200	1.0%	3.0%	3.0%	2.8%
219	2.4%		1.2%	
250	18.7%	5.7%		6.5%
314	87.3%	8.9%	21.2%	
323				
349	8.0%	3.6%		3.3%
371	6.0%	4.9%		
372		75.9%		
378		3.3%	5.3%	6.8%
379	8.3%			
406	3.1%			
415				
426				
432	11.1%	11.1%	11.1%	11.1%
442				
494		6.9%		
513	11.4%	3.4%	6.2%	6.9%
584	2.6%			
601	100.0%			
636	18.5%	2.2%		
663	0.5%		0.9%	
689		13.2%	6.9%	
693	16.7%	8.8%	7.3%	
717				
744		156.8%		
765	240.8%			
811	4.0%	4.1%	4.1%	4.1%
824	301.1%	13.0%	4.1%	
903	13.8%			1.7%
967	0.8%	0.6%		
971		52.5%	15.1%	5.9%
985	4.4%			
997	3.1%	3.1%	3.1%	3.1%

MAINTENANCE & OPERATIONS

Renovations - Cost per Student



Description of Calculation

Total cost of renovations divided by total student enrollment.

Importance of Measure

This indicates the level of spending on major renovations relative to the size of the district (by student enrollment).

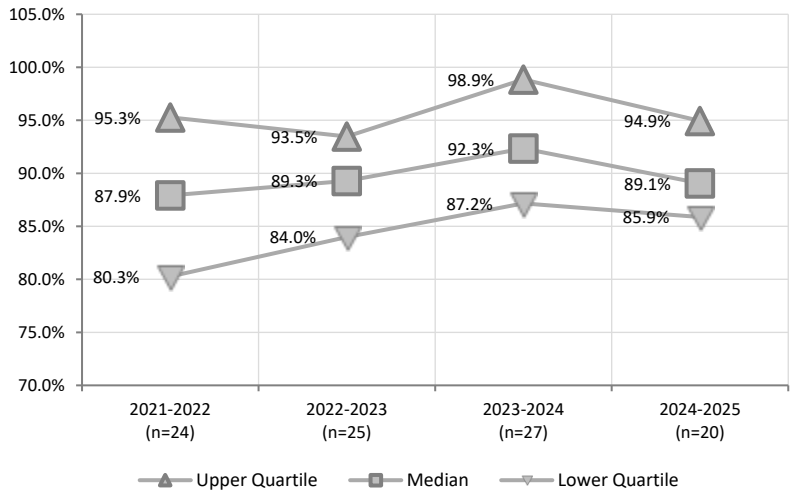
Factors that Influence

- Number of capital projects
- Age of infrastructure
- District technology plan

District	2021-2022	2022-2023	2023-2024	2024-2025
173				
194				$958.06
196	$959.50			
200	$140.30	$103.67	$37.79	$1,242.22
219	$251.79	$264.68	$818.04	
250				$1,939.91
262	$920.34	$839.76		
314	$141.11		$53.27	
323	$822.91	$1,014.70	$1,385.10	$1,553.06
349		$30.57	$63.52	$26.47
371	$427.76	$449.74	$1,598.56	$1,110.22
378				
379	$46.50		$3.41	
389	$154.76			
406		$1,385.09	$1,368.36	$1,442.24
415	$1,135.97	$597.56	$2,426.81	$1,189.89
426	$112.09	$96.06	$881.52	$220.19
432	$692.75	$753.44	$893.20	$1,123.92
442				
443	$1,738.89		$2,918.23	
494		$330.59		
513			$30.33	$81.33
529			$1,177.89	
584		$21.28		$49.15
636			$169.76	
663	$904.50	$1,069.28	$647.57	
674				
689			$2,849.80	
693	$75.83	$110.33	$609.02	
717	$112.05			$3,095.35
744			$924.57	
765	$317.29			
797			$387.62	$386.05
811	$19.22	$129.39	$121.37	$123.61
812		$896.99	$804.86	
824	$51.29	$396.71		$268.22
838			$ -	$491.22
862				$948.73
903				$1,716.16
967	$209.42	$73.17		$344.87
971	$88.25	$190.37	$345.83	$1,146.58
985	$311.13	$541.85	$1,007.23	
997				

MAINTENANCE & OPERATIONS

Renovations - Delivered Construction Costs as Percent of Total Costs



Construction costs of major rehab/renovation projects, divided by total costs of all major rehab/renovation projects.

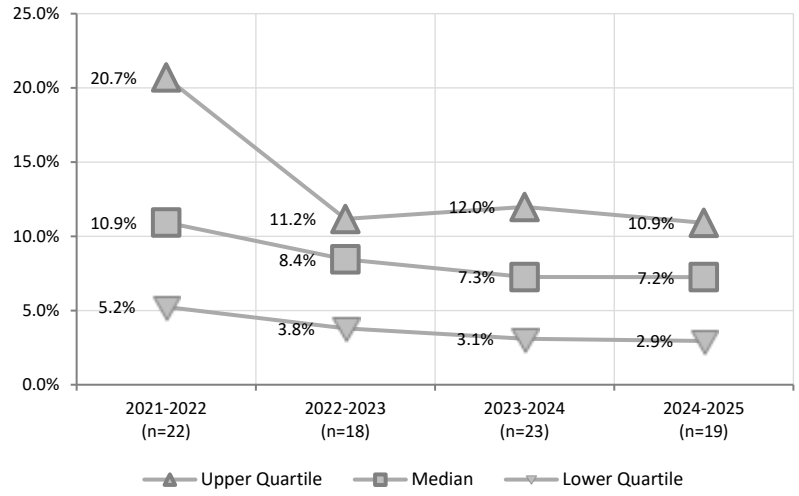
Importance of Measure

This can be used to evaluate the cost of delivered construction relative to design costs and personnel costs.

District	2021-2022	2022-2023	2023-2024	2024-2025
135		89.3%		
173			94.3%	
194	69.6%	79.1%	87.2%	86.5%
196	81.1%			
200	81.3%			96.8%
219	98.3%	98.3%	87.6%	
250	98.0%	94.6%		92.8%
262	79.4%	97.1%		
314	84.8%		79.8%	
323	81.1%	84.0%	91.6%	88.9%
349	67.3%	85.9%	92.3%	85.2%
371	86.9%	90.3%	92.7%	87.3%
379	94.0%		100.0%	
389	100.0%		100.0%	
406		96.6%	96.6%	96.6%
415	90.6%	98.6%	93.8%	93.2%
426	89.4%	89.6%	99.0%	97.4%
432	89.0%	89.1%	89.2%	89.3%
443		87.0%	87.3%	
494		74.7%		
513			67.7%	83.7%
529			57.5%	
584				98.7%
636			91.4%	
663	92.0%	91.5%	95.8%	
689	77.1%	72.1%	72.6%	
693	70.2%	61.3%	85.0%	
717				82.5%
744		43.8%	99.2%	
765	97.8%			
797	96.5%	92.4%	87.1%	82.5%
811	61.0%	87.7%	87.7%	87.7%
812		88.8%	98.9%	
824		93.5%		
838				88.2%
862				90.1%
903				84.8%
967	96.7%	95.9%	97.2%	97.3%
971	89.1%	68.7%	100.0%	92.2%
985	84.1%	93.2%	100.0%	

MAINTENANCE & OPERATIONS

Renovations - Design to Construction Cost Ratio



Description of Calculation

Design costs of all major rehab/ renovation projects, divided by construction costs of all major rehab/renovation projects.

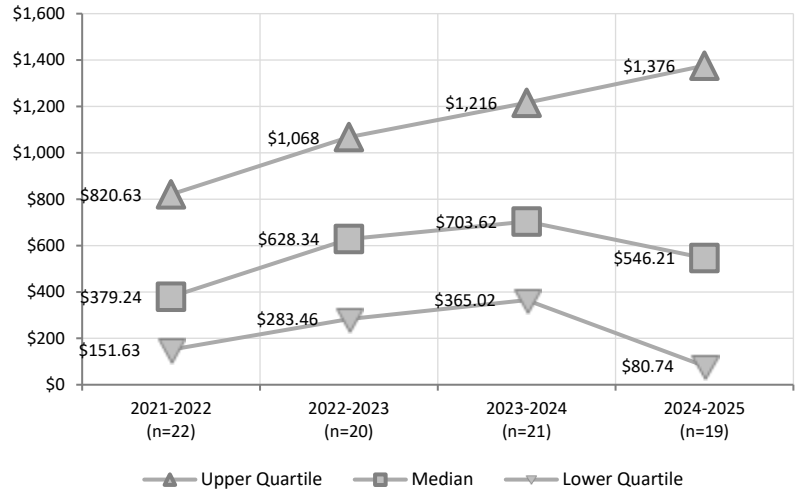
Importance of Measure

This can be used to evaluate the cost of delivered construction relative to design costs.

District	2021-2022	2022-2023	2023-2024	2024-2025
173			6.0%	
194	12.2%	25.0%	12.8%	6.9%
196	21.5%			
200	17.7%			1.3%
219	1.7%	1.7%	12.9%	
250	1.5%	4.4%		5.3%
262	24.9%	2.2%		
314	16.5%		18.4%	
323	20.7%	16.4%	7.3%	9.5%
349	29.2%	4.4%	3.1%	7.6%
371	8.8%	3.8%	3.3%	6.2%
379	6.3%			
389				
406		2.9%	2.9%	2.9%
415	8.6%		5.6%	7.2%
426				
432	11.1%	11.1%	11.1%	11.1%
443		11.2%	11.0%	
494		13.9%		
513			11.1%	2.4%
529				
584				1.0%
636			4.1%	
663	7.9%	8.6%	4.4%	
689	25.7%		31.3%	
693	10.8%	8.9%	10.2%	
717				20.6%
744			0.1%	
765	1.2%			
797	3.6%	8.3%	14.9%	21.2%
811	32.5%	10.9%	10.9%	10.9%
812		12.6%	1.2%	
824		5.9%		
838				9.6%
862				11.0%
903				10.0%
967	2.2%	2.7%	2.0%	1.9%
971	5.2%		12.0%	6.2%
985	12.5%		0.0%	

MAINTENANCE & OPERATIONS

New Construction - Cost per Student



Description of Calculation

Total costs of new construction projects, divided by total student enrollment

Importance of Measure

This looks at the total amount of construction spending relative to district size (by student enrollment).

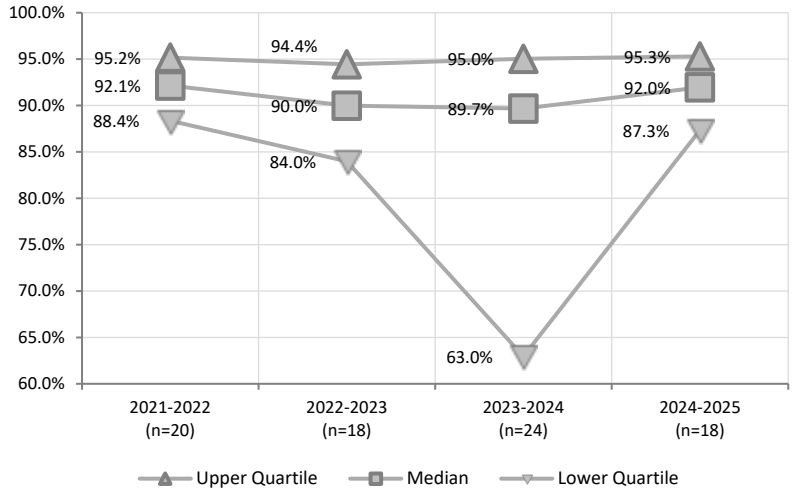
Factors that Influence

- Number of capital projects
- Population growth trends
- Quality of buildings

District	2021-2022	2022-2023	2023-2024	2024-2025
135	$1,880.39	$1,511.10		
173				
194				$656.39
200	$782.98	$675.78	$206.94	$1,492.83
219	$944.84	$997.92	$819.89	
262	$56.38			
314				
323	$151.63	$1,137.13	$1,228.48	$50.08
349				$3.59
371	$92.57	$197.39	$402.86	$1,255.18
378				
379	$399.53	$375.65	$735.60	$77.88
406				
415	$62.16	$178.07	$8.62	$1,221.99
426	$243.62	$138.28	$135.49	$80.74
432	$452.37	$427.92	$184.49	$541.41
442				
443	$1,471.67	$875.78	$953.74	
506	$939.74	$1,294.33		
513	$358.94	$554.83	$365.02	$428.12
529			$425.66	
584	$135.63			$1,519.58
636	$207.37	$250.90	$572.50	
663	$493.32	$737.66	$1,140.04	
674				
689		$1,453.66	$1,466.22	
693	$1,615.40	$69.25	$1,345.98	
717				$1,892.60
744		$1,668.66	$703.62	
797			$589.00	$240.46
811	$147.39	$855.59	$3,354.24	$2,175.18
812	$161.90		$2,200.70	
824			$147.54	$349.13
838				$590.52
862				
886	$774.89			
903				$2.45
967	$820.63	$580.91		$1,375.69
971	$196.46	$316.01	$1,215.63	$546.21
985				
997				

MAINTENANCE & OPERATIONS

New Construction - Delivered Construction Costs as Percent of Total Costs



Description of Calculation

Delivered construction costs of new construction projects, divided by total costs of all new construction projects.

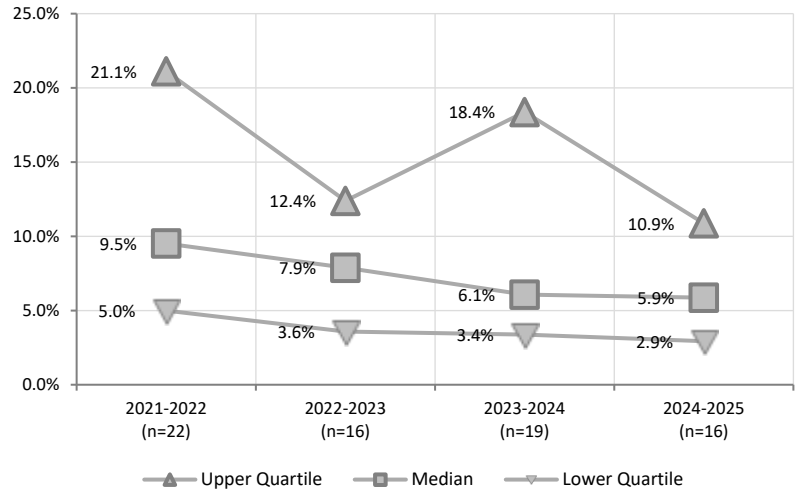
Importance of Measure

This can be used to evaluate the cost of delivered construction relative to design costs and personnel costs.

District	2021-2022	2022-2023	2023-2024	2024-2025
135	83.1%			75.7%
173			57.6%	
194	96.6%		95.2%	95.0%
200	88.3%	83.8%	41.1%	92.5%
219	96.7%	96.8%	87.4%	
262	77.3%			
323		84.0%	91.6%	88.9%
349		88.5%		98.6%
371		87.8%	90.5%	87.0%
379	97.4%	82.7%	52.3%	
415			0.0%	91.4%
426	95.1%	92.8%	93.8%	93.0%
432	88.4%	88.4%	86.2%	88.5%
443	88.8%		70.0%	
506	92.4%	88.7%		
513	91.9%	96.3%	94.8%	96.6%
529	89.3%	91.3%	82.9%	
584	100.0%			36.0%
636		92.6%	96.6%	
663	91.3%	95.2%	97.6%	
689			68.3%	
693	94.6%	83.1%	93.6%	
717				94.1%
744			14.3%	
797	92.7%	98.3%	95.7%	88.1%
811		81.0%	88.9%	87.3%
812	82.6%		92.7%	
824			16.2%	
838				95.3%
886	85.6%			
903				63.9%
967	95.2%	94.4%	97.2%	97.1%
971	93.5%	93.2%	99.8%	96.4%

MAINTENANCE & OPERATIONS

New Construction - Design to Construction Cost Ratio



Description of Calculation

Design costs of all new construction projects, divided by construction costs of all new construction projects.

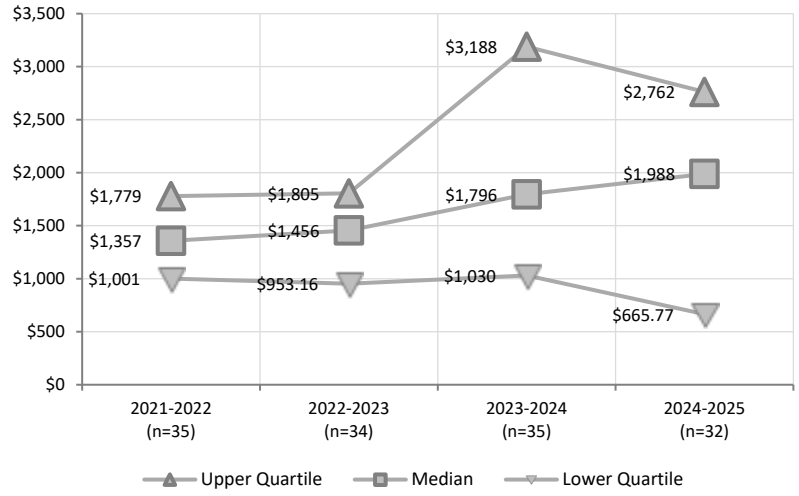
Importance of Measure

This can be used to evaluate the cost of delivered construction relative to design costs.

District	2021-2022	2022-2023	2023-2024	2024-2025
135	20.0%			32.0%
173			73.4%	
194	3.5%		5.0%	5.3%
200	8.4%	12.7%		6.0%
219	3.4%	3.3%	12.9%	
262	25.3%			
323		16.4%	7.3%	9.5%
349	21.9%	2.7%		1.5%
371	28.4%	6.8%	5.6%	5.5%
379	2.6%	10.4%	82.7%	
415				9.4%
426				
432	11.1%	11.1%	11.1%	11.1%
443	10.6%		37.7%	
506	7.3%	12.0%		
513	7.4%	2.8%	3.4%	0.7%
529	12.0%	8.9%	18.4%	
636	26.0%		2.0%	
663	8.1%	3.8%	2.5%	
689	28.1%	28.1%	38.9%	
693	5.0%	5.7%	4.7%	
717				5.7%
744				
797	7.8%		4.5%	13.4%
811		15.7%	6.1%	10.6%
812	21.1%		7.9%	
824				
838				3.9%
886	14.9%			
903				45.7%
967	4.1%	5.0%	2.0%	1.9%
971	3.7%	2.8%	0.2%	0.1%

MAINTENANCE & OPERATIONS

M&O Cost per Student



Description of Calculation

Total custodial costs (district and contractor) plus total grounds work costs (district and contractor) plus total routine maintenance costs (district and contractor) plus total major maintenance/ minor renovations costs plus total major rehab/ renovations divided by enrollment.

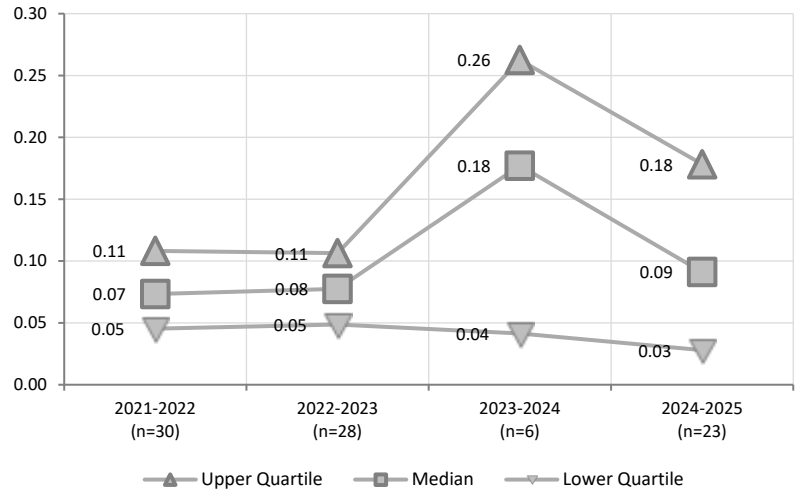
Importance of Measure

This is a broad view of the costs of maintenance, operations and facilities work. Expenditures may fluctuate drastically depending on the number of capital projects.

District	2021-2022	2022-2023	2023-2024	2024-2025
135	$2,503	$2,040	$551	
173				
194				$2,691
196	$3,362			
200	$1,432	$1,412	$840	$4,185
219	$1,855	$1,805	$3,959	
250		$3,966		$3,684
262	$1,639	$1,730		$891
314	$1,023	$899	$1,037	
323	$1,270	$2,847	$3,484	$2,451
349		$249	$255	$105
371	$2,000	$2,564	$3,780	$4,265
378				$2,006
379	$1,581	$1,567	$1,964	$396
389	$1,001			
406	$1,673	$1,759	$1,796	$1,832
415	$1,779	$1,729	$4,422	$3,163
426	$495	$953	$2,054	$1,009
432	$1,482	$1,604	$1,521	$2,133
442	$705	$715		$601
443	$4,135		$4,916	
476		$1,189	$1,176	
494		$1,141		
506	$1,478	$1,801		
513	$1,240	$1,832	$1,879	$1,835
529			$2,938	
584	$1,357	$1,237	$449	$1,970
587	$681	$565	$1,030	$639
601		$351	$341	$692
636	$1,078	$1,256	$1,754	
647				$121
663	$2,256	$2,681	$2,554	
674				$261
689			$4,878	
693	$2,226	$746	$2,529	
717	$780	$569		$5,540
742	$1,140		$1,109	
744			$4,705	
765	$904			
797			$1,425	$1,441
811	$1,047	$1,835	$4,248	$3,095
812	$589	$1,678	$3,188	$145
824	$1,637	$1,897	$2,301	$2,410
838	$894	$1,125	$1,107	$2,248
862			$25	$3,008
886	$1,577			
903			$720	$2,464
921				$70
967	$2,055	$1,500		$2,833
971	$724	$1,065	$2,630	$2,480
985	$1,168	$937	$1,439	
997	$1,055	$958	$391	$1,046

MAINTENANCE & OPERATIONS

M&O Costs Ratio to District Operating Budget



Description of Calculation

Total custodial costs (district and contractor) plus total grounds work costs (district and contractor) plus total routine maintenance costs (district and contractor) plus total major maintenance/minor renovations costs plus total major rehab/renovations

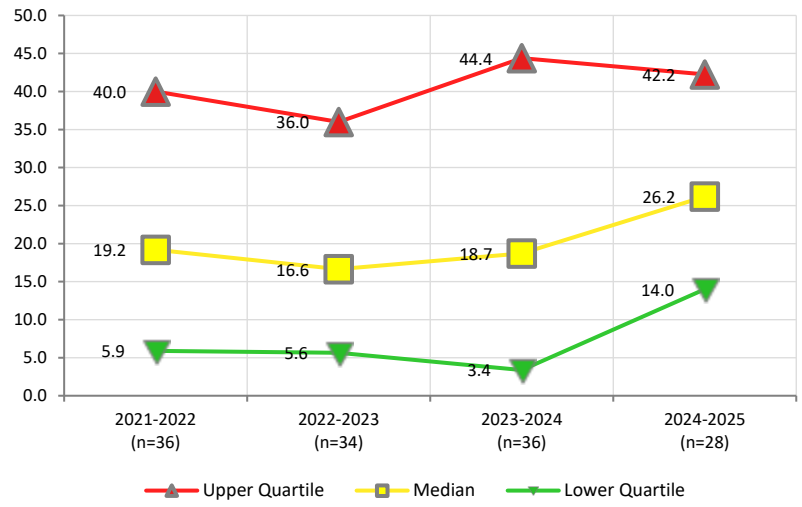
Importance of Measure

This is a broad view of the costs of maintenance, operations and facilities work. Expenditures may fluctuate drastically depending on the number of capital projects.

District	2021-2022	2022-2023	2023-2024	2024-2025
135	0.21	0.16		
194				0.09
196	0.11			
200	0.12	0.11		0.25
219	0.11	0.08		
250				0.18
262	0.14	0.14		
314	0.05	0.04		
349		0.02		0.01
371	0.06	0.08		0.12
378				
379	0.09	0.07		0.02
389	0.05			
406	0.12	0.11		
415	0.07			0.12
426	0.03	0.05	0.11	0.05
432	0.08	0.08		0.09
442	0.05	0.04		0.04
443			0.26	
476		0.04		
494		0.08		
506	0.09	0.11		
513	0.12	0.16		0.15
584	0.11	0.10		
587	0.03		0.04	
601				0.03
636	0.04	0.05		
674				0.01
693		0.06		
717	0.04	0.03		0.30
765	0.05			
797				0.11
811	0.07	0.12	0.27	0.21
812	0.02	0.07		0.00
824	0.08	0.09		0.11
838	0.04	0.05		0.09
862			0.00	0.07
886	0.10			
921				0.00
967	0.15	0.10		0.18
971	0.08	0.11	0.25	0.20
985	0.06	0.05		
997	0.04	0.03		

MAINTENANCE & OPERATIONS

Work Order Completion Time (Days)



Description of Calculation

Total aggregate number of days to complete all work orders, divided by total number of work orders.

Importance of Measure

This measure is an indicator of a district's timeliness in completing work orders

Districts with lower completion times are more likely to have a management system in place with funding to address repairs.

Factors that Influence

- Number of maintenance employees
- Management effectiveness
- Automated work order tracking
- Labor agreements
- Funding to address needed repairs
- Existence of work flow management process

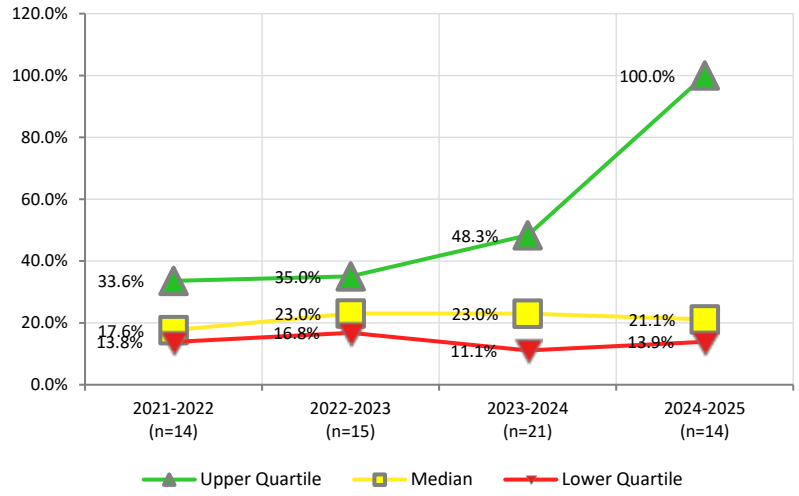
Districts in Best Quartile (2024-2025)

- Cleveland Metropolitan School District
- Columbus Public Schools
- Dallas Independent School District
- East Baton Rouge Parish Public Schools
- Guilford County School District
- Madison Metropolitan School District
- Oklahoma City Public Schools
- Toledo Public Schools

District	2021-2022	2022-2023	2023-2024	2024-2025
115	0.0		25.7	
135	10.0	7.2	15.6	35.0
173			34.4	
194			0.0	
196	0.3		2.7	
200	24.6	34.7	26.7	24.3
219	0.0	0.0	1.1	
250	28.2	28.2		35.0
262	16.7	16.3		16.7
314	131.9	80.2	118.5	
323	25.6	16.1	44.4	45.6
349			108.4	111.2
371	107.8	114.3	95.6	54.9
378				7.0
379	20.0	48.5		2.0
389	0.0			
406			4.0	
415	72.6	52.2	60.0	38.9
426	71.6	78.8	115.1	100.8
432	27.3		17.3	17.3
442	41.5	29.0		24.8
443	0.0	0.0		
476		24.9	18.2	
494		26.9		
506	22.0	21.0		
513	45.0	36.0	34.0	33.4
529	6.2	0.0	0.0	
584	7.8	7.1	4.0	3.6
587	15.4			20.0
601	0.0	0.0		35.7
636	38.5	13.6	16.1	
663	10.8		1.2	
674		51.5	60.2	
689		60.0	44.4	
693	12.0	11.5	8.9	
717	38.4	13.9	11.6	14.0
744		0.0	1.6	
765	5.0			
797	16.0	17.0	23.0	23.4
811	0.0	0.0	0.0	0.0
812		0.0	1.0	14.0
824		7.5	28.0	32.0
838	91.0	130.0	130.0	130.0
886	50.8			
903	23.2		26.0	63.2
921				5.0
967	5.6	5.2	4.1	47.2
971	18.4	31.9	19.2	27.6
985	62.0	5.6	0.0	
997			162.6	0.0

MAINTENANCE & OPERATIONS

Recycling - Percent of Total Material Stream



District	2021-2022	2022-2023	2023-2024	2024-2025
115	13.8%			
173			11.1%	
194	15.1%	16.8%	0.2%	15.8%
200	10.4%		17.7%	19.4%
314	24.1%	23.0%	23.0%	
349			100.0%	
371	16.4%	12.6%	14.9%	13.6%
378			4.4%	
415			100.0%	100.0%
426		23.4%	23.4%	
432			100.0%	100.0%
442	50.0%	50.0%		
476		32.4%	32.9%	
513	18.8%	17.5%	17.3%	10.3%
529			99.3%	
587				22.8%
601			100.0%	100.0%
674		22.0%		
689	30.3%	46.3%	48.3%	
693	38.5%	35.0%	28.3%	
717	14.4%	17.7%	15.0%	100.0%
763				14.9%
797		49.7%		89.3%
811			5.8%	
838	33.6%	9.2%	4.1%	4.2%
903	4.6%		4.3%	
967	4.9%	5.9%		13.9%
971	34.2%	31.1%	36.2%	34.0%

Description of Calculation

Total material stream that was recycled (in tons), divided by total material stream (in tons).

Importance of Measure

This measures the degree to which districts recycle.

Factors that Influence

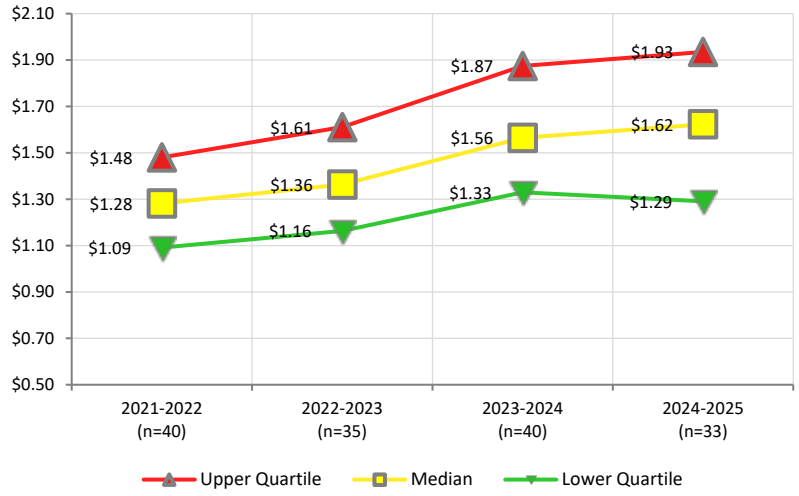
- Placement of recycling bins near waste bins
- Number of recycling bins deployed
- Material collection contracts
- Commitment to environmental stewardship
- State requirements

Districts in Best Quartile (2024-2025)

- Baltimore City Public Schools
- Boston Public Schools
- Dallas Independent School District
- Jefferson County Public Schools (KY)

MAINTENANCE & OPERATIONS

Utility Costs - Cost per Square Foot



Description of Calculation

Total utility costs (including electricity, heating fuel, water, sewer), divided by total square footage of all non-vacant buildings.

Importance of Measure

This measures the efficiency of the district's building utility operations

It may also reflect a district's effort to reduce energy consumption through conservation measures being implemented by building occupants as well as maintenance and operations personnel.

Higher numbers signal an opportunity to evaluate fixed and variable cost factors and identify those factors that can be modified for greater efficiency.

Factors that Influence

- Age of buildings and physical plants
- Amount of air-conditioned space
- Regional climate differences
- Customer support of conservation efforts to upgrade lighting and HVAC systems
- Energy conservation policies and management practices

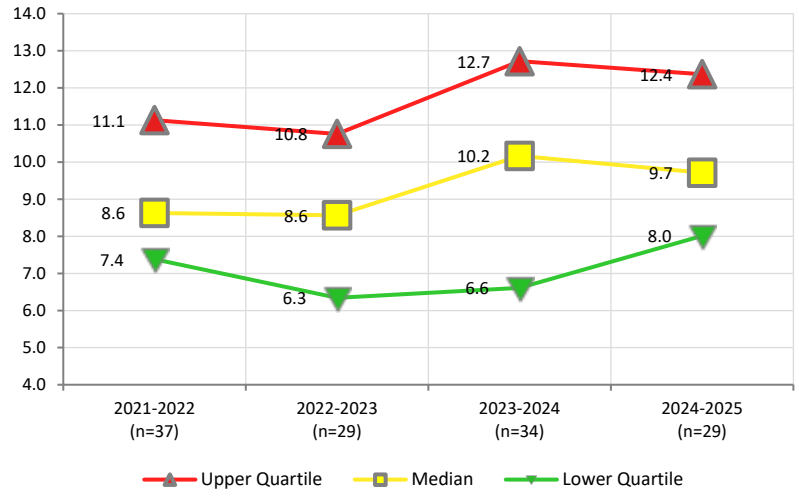
Districts in Best Quartile (2024-2025)

- Chicago Public Schools
- Cleveland Metropolitan School District
- Dallas Independent School District
- Denver Public Schools
- Des Moines Public Schools
- Fort Worth Independent School District
- Jackson Public School District (MS)
- Miami-Dade County Public Schools
- Palm Beach County School District

District	2021-2022	2022-2023	2023-2024	2024-2025
115	$1.22		$1.56	
135	$1.07	$1.07	$1.14	$1.44
173			$1.86	$2.03
194	$1.31	$1.63	$1.99	$1.89
196	$1.04			
200			$2.40	$2.89
219	$1.25		$2.16	
250	$0.96	$1.25		$1.21
262	$1.28	$1.55		
314	$1.18	$1.35	$1.36	
323	$0.91	$1.04	$0.95	$1.02
349	$1.82		$1.70	$0.72
371	$1.32		$1.69	$1.63
372		$0.70		
378		$1.61	$1.31	$1.79
379	$1.36	$0.55	$0.60	$1.60
389			$2.86	
406	$1.29	$1.27	$1.07	$1.26
415	$1.46	$1.81	$1.65	$1.97
426	$0.81	$0.57	$1.71	$1.62
432	$1.70		$2.33	$1.93
442	$1.20	$1.24		$1.29
443	$0.96	$1.14	$1.18	
476		$1.65	$1.43	
494		$1.71		
506	$1.71	$1.82		
513	$1.11	$1.38	$1.33	$1.20
529	$1.55	$1.55	$2.15	
584			$2.35	$1.88
587	$1.34			$1.89
601	$1.45	$1.55	$1.57	$1.62
636	$1.54	$1.50	$1.49	
647				$1.37
663	$1.50	$1.71	$1.62	
674	$1.11	$1.20		$2.77
689		$1.36	$1.42	
693		$1.38	$1.21	
717	$1.08	$1.16	$1.20	$1.21
742	$1.34		$1.39	
744		$1.37	$1.55	
763	$0.90		$ -	$1.12
765	$1.23			
797	$1.13	$1.23	$1.81	$2.19
811	$1.66	$1.68	$1.88	$1.91
812	$0.01	$0.66	$1.53	$1.76
824	$1.54	$1.53	$1.85	$1.94
838			$3.06	$3.69
862				$1.51
886	$1.32			
903	$1.18		$1.33	$1.35
967	$1.28	$1.21	$1.50	$1.34
971	$1.54	$1.81	$1.95	$1.99
985	$1.79	$1.26	$1.86	
997	$0.00	$1.10		$0.90

MAINTENANCE & OPERATIONS

Utility Usage - Electricity Usage per Square Foot (KWh)



Description of Calculation

Total electricity usage (in kWh), divided by total square footage of all non-vacant buildings.

Importance of Measure

This measures the level of electricity usage. Districts with high usage should investigate ways to decrease usage in order to reduce costs.

Factors that Influence

- Use of high-efficiency lightbulbs
- Automated light switches
- Shutdown policy during winter break
- Regulation of heating and air conditioning

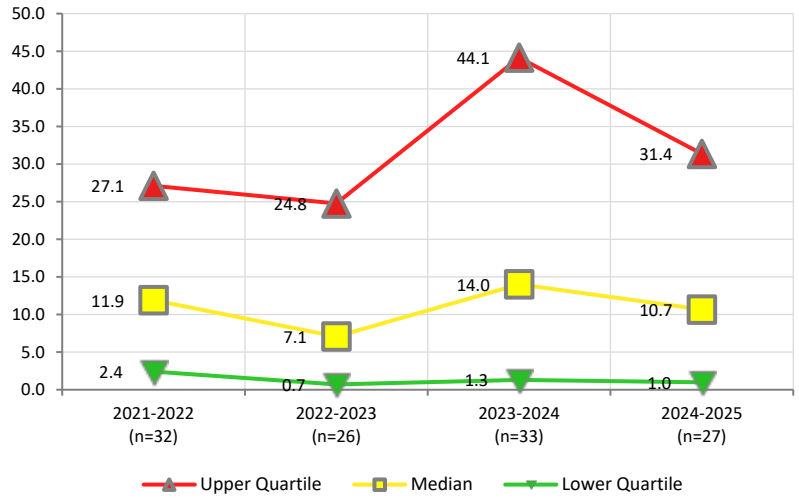
Districts in Best Quartile (2024-2025)

- Albuquerque Public Schools
- Boston Public Schools
- Chicago Public Schools
- Denver Public Schools
- Detroit Public Schools
- Los Angeles Unified School District
- Pittsburgh Public Schools
- School District of Philadelphia

District	2021-2022	2022-2023	2023-2024	2024-2025
115	7.4			
135	8.8		9.0	8.8
173			17.0	16.1
194	11.4	12.5	12.2	12.4
196	5.5			
200	13.6		13.4	12.7
219	8.0	11.8	14.7	
250	8.6	8.6		8.3
262	13.3	13.7		
314		6.1		
323	5.7	5.9	6.1	6.2
349			16.9	17.2
371	6.5	5.9	6.3	6.1
378		9.8	9.8	10.4
379	12.4			11.6
389	11.1		11.8	
406				
415	8.2		8.0	8.5
426	7.9	5.4	15.9	14.9
432	9.4	9.5	12.9	8.9
442	9.2	9.0		9.7
443	4.2	4.5	4.5	
476		6.2	6.5	
494		7.3		
506	10.1	9.9		
513	11.2	11.9	12.7	10.5
529	10.3	10.8	10.8	
584			10.4	9.4
587	10.6			11.7
601	5.0	5.1	5.4	5.5
636	12.4	12.1	10.5	
663	11.0		1.7	
674	8.0	8.6		
689			4.1	
693		8.3	8.8	
717	13.8		14.9	13.7
744		7.7	6.8	
763	8.3			8.0
765	7.8			
797	13.7	13.4	10.7	9.1
811	9.3	9.6	11.1	11.2
812			12.4	12.5
824	7.4	6.3	7.4	7.1
838	7.5	8.2	9.9	11.1
862				6.5
903	6.8		6.6	5.7
967	6.1	6.4	6.3	6.0
971	13.2	12.6	12.8	13.2
985	7.4		8.0	
997	6.5	6.4		

MAINTENANCE & OPERATIONS

Utility Usage - Heating Fuel Usage per Square Foot (KBTU)



Description of Calculation

Total heating fuel usage (in kBTU), divided by total square footage of all non-vacant buildings.

Importance of Measure

This measures the level of heating fuel usage. Heating fuel can be in a variety of forms, such as fuel oil, kerosene, natural gas, propane, etc. This excludes electricity that is used for heating.

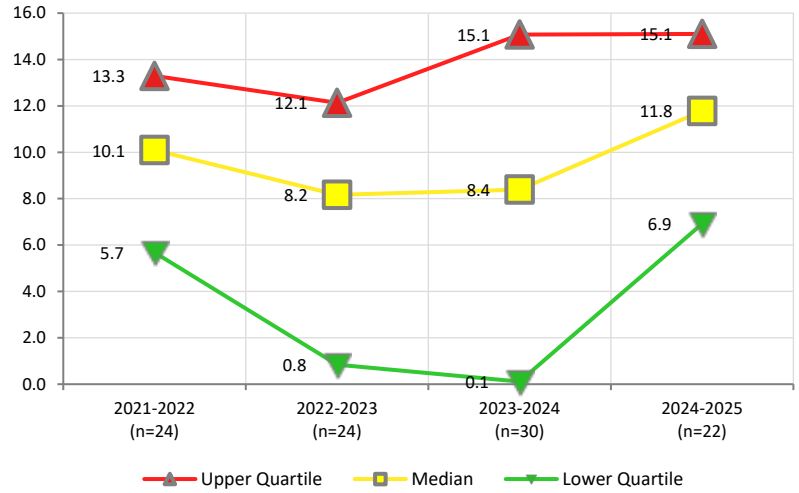
Districts in Best Quartile (2024-2025)

- Albuquerque Public Schools
- Arlington Independent School District
- Cleveland Metropolitan School District
- Fort Worth Independent School District
- Oklahoma City Public Schools
- Palm Beach County School District
- Toledo Public Schools

District	2021-2022	2022-2023	2023-2024	2024-2025
115	15.9			
135	0.1	11.8	8.9	0.1
173			14.0	
194	10.2	0.1	12.1	13.5
196	0.4			
200	13.6	0.0		
219	8.1		12.5	
250	19.6	19.6		
314	55.0	0.7	54.6	
323	38.0	41.6	36.5	36.5
349			2.3	3.4
371			44.1	49.7
372		6.1		
378		36.5	0.0	3.6
379	9.8			2.9
389	51.5		55.5	
406				
415	32.4			31.4
426	3.6		0.0	
432	21.4	22.1	38.6	19.4
442	9.3	8.1		0.1
443	48.1	46.2	46.2	
476		52.5	45.8	
494		5.9		
506	14.4	0.1		
513	1.2	1.2	1.3	1.0
529	3.5	3.6	37.5	
584			0.0	0.0
587	10.1			9.9
601			53.4	49.8
636			59.9	
663			84.0	
674		27.4		23.0
689	27.3	8.0	6.1	
693	16.4	1.1	1.3	
717	0.0		0.0	10.7
744		0.7	68.4	
763	0.1			49.8
765	27.0			
797		16.0	-	29.3
811	31.8	32.9	22.7	22.9
812	0.0	0.0	0.0	0.1
824	0.5		43.8	48.1
838			0.0	17.3
862				45.6
903	5.9		6.9	6.7
967	36.6		35.1	0.0
971	1.4	1.2	1.3	1.2
985	19.8	0.0	18.0	
997		24.8		-

MAINTENANCE & OPERATIONS

Utility Usage - Water (Non-Irrigation) Usage per Square Foot (Gal.)



Description of Calculation

Total water usage (in gallons) excluding irrigation, divided by total square footage of all non-vacant buildings.

Importance of Measure

Can be used to evaluate water usage.

Factors that Influence

- Low-flow toilets and urinals
- Maintenance of faucet aerators
- Motion-sensor faucets to reduce vandalism

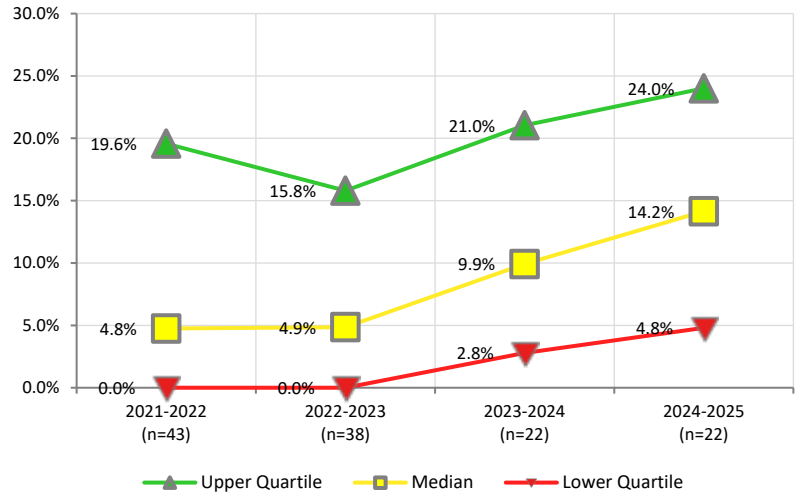
Districts in Best Quartile (2024-2025)

- Arlington Independent School District
- Denver Public Schools
- Guilford County School District
- Miami-Dade County Public Schools
- Palm Beach County School District
- Pittsburgh Public Schools

District	2021-2022	2022-2023	2023-2024	2024-2025
115	0.0			
135	12.8	12.6	0.0	0.0
173			14.7	15.0
194	7.1	8.5	8.5	8.1
200				
219	4.2		26.2	
314		17.7	19.6	
323	8.7	7.9	6.6	6.5
349	14.8	0.0	0.0	0.1
371	13.4	13.4	11.9	12.8
378		10.6		
379	18.4			14.8
389	0.0		0.0	
406			2.4	
415	16.2		11.4	9.5
426			0.0	
432	18.1		32.6	25.3
442	0.0	0.0		10.7
443	9.1	8.4	8.4	
476		7.6	7.7	
494		6.4		
506	10.6	0.0		
513		0.8		4.6
529		1.1	0.0	
584			1.7	13.3
587				24.0
601	8.6	8.7	8.4	8.3
636	9.6	10.7	10.6	
674	10.7	11.7		9.9
689			0.1	
693			15.1	
717	0.2	0.3	0.2	24.4
744		3.3	30.7	
765	7.5			
797		14.0	0.0	
811	0.0	0.0	0.0	0.0
824	13.2	13.1	6.0	15.1
838				
862				6.9
903	15.5		17.6	18.3
967	12.4	0.9	15.1	22.7
971	12.0	12.7	13.3	14.0
985			37.0	

MAINTENANCE & OPERATIONS

Green Buildings - Buildings Green Certified or Equivalent



Description of Calculation

Square footage of all permanent buildings (academic and non-academic) with a green building certificate, plus square footage of all permanent buildings (academic and non-academic) that were built in alignment with a green building code but not certified.

Importance of Measure

This measure compares the number of energy efficient or "green" buildings in the district.

Factors that Influence

- Community support for environmental and sustainability measures
- Grant availability
- District policy
- Environmental site assessment
- Local health issues

Districts in Best Quartile (2024-2025)

- Atlanta Public Schools
- Austin Independent School District
- Guilford County School District
- Houston Independent School District
- Orange County Public School District
- Portland Public Schools

District	2021-2022	2022-2023	2023-2024	2024-2025
115	18.8%		5.0%	
135	10.1%	11.5%		
194	26.9%	28.0%	27.5%	27.2%
196	3.7%		3.6%	
200	4.9%	4.9%		4.8%
219	7.5%	32.2%		
250	0.0%	0.0%		
262	57.9%	23.8%		
314	0.0%	0.0%		
323	1.8%		11.5%	11.7%
349	0.4%	0.4%	3.2%	0.3%
371	2.3%	2.3%	2.7%	4.4%
372		15.8%		
378		10.6%	10.6%	10.0%
379	0.0%	0.0%		
389	0.0%			
406	0.0%	0.0%		
415	18.9%	20.6%	20.6%	22.7%
426	0.0%	14.4%	27.0%	27.0%
432	0.0%	0.0%		2.8%
442	21.5%	21.8%		20.8%
443	20.1%	21.0%	21.0%	24.0%
476		0.4%	0.4%	
494		3.8%		
506	22.4%	24.7%		
513	5.0%	5.0%	9.3%	4.9%
529	72.5%	5.0%	0.3%	
587	19.6%			27.8%
601	2.2%	3.0%	2.8%	4.5%
636	96.9%		94.3%	
663	1.2%	1.3%	1.2%	
674	0.0%	3.3%		3.1%
689	0.4%	0.0%		
693		4.9%	4.9%	
717	0.0%	0.0%		7.4%
742	20.1%		19.6%	
744		0.0%		
763	4.8%			
765	0.0%			
797	7.9%	13.6%		
811	20.6%	21.3%	25.5%	25.7%
812	0.0%	0.0%		
824	12.7%	12.7%	12.8%	13.4%
838	0.0%	0.0%		
862				
886	0.0%			
903	12.1%			21.5%
967				16.3%
971	37.1%	38.0%	40.0%	40.6%
985	0.2%	0.2%	0.1%	
997	13.9%	14.0%		14.9%

SAFETY & SECURITY

There are a number of performance metrics that can be used to determine a district's relative performance in the area of school safety. For instance, the *use of ID badges and other methods of access control* are important parts of security, as are measures of *use of alarm systems and Expenditures as a Percent of General Fund*. Additionally, personnel preparedness and capacity is measured by looking at Hours of Training per District Security and Law Enforcement Member and District Uniformed Personnel.

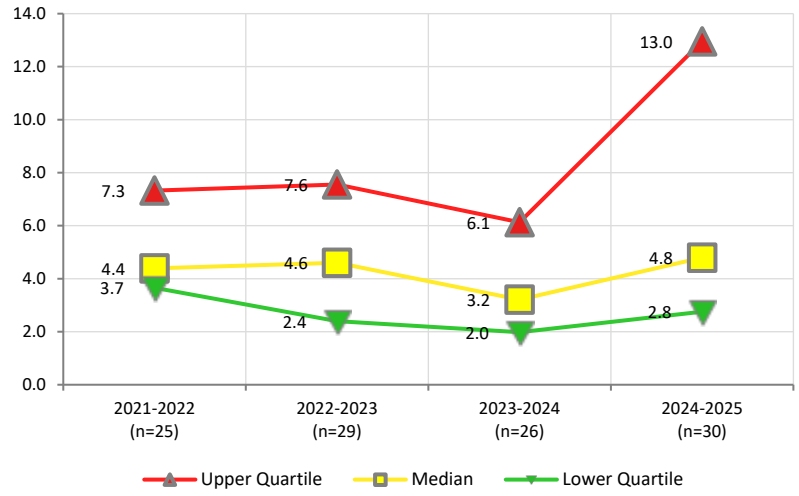
Finally, People Incidents per 1,000 Students and Assault/ Battery Incidents per 1,000 Students are baseline measures of incidents in a district.

The following influencing factors are likely to apply to these measures:

- Level of crime in the surrounding neighborhoods
- Configuration of school (office, front desk, etc.) to make access control a possibility
- Inclusion of security systems in a district's construction and modernization program
- Utilization of technology such as security cameras to offset the need for more staff
- Documented need for additional safety and security staff—for example, documented crime statistics and trends.

SAFETY & SECURITY

Incidents - Assault/Battery Incidents per 1,000 Students



Description of Calculation

Total number of assault/ battery incidents, divided by total student enrollment over one thousand.

Importance of Measure

This gives districts an idea of the density of incidents in each district, adjusted for the size of the district in terms of enrollment.

Factors that Influence

- Available resources to allocate for safety and security
- Staffing formulas
- Documented need for additional safety and security staff through data such as crime statistics
- Utilization of technology such as security cameras to offset the need for more staff
- Enrollment

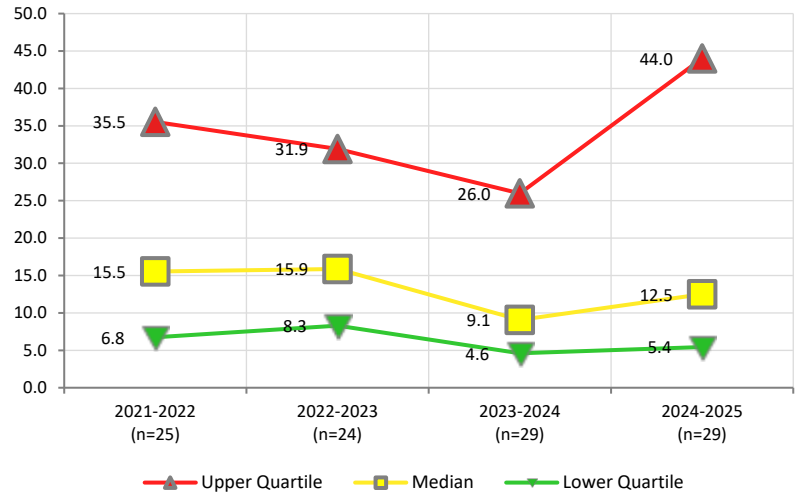
Districts in Best Quartile (2024-2025)

- East Baton Rouge Parish Public Schools
- Fort Worth Independent School District
- Fresno Unified School District
- Jackson Public School District (MS)
- Jersey City Public Schools
- Miami-Dade County Public Schools
- Milwaukee Public Schools
- Palm Beach County School District

District	2021-2022	2022-2023	2023-2024	2024-2025
110				13.0
135		3.8	2.3	
194				7.2
196		5.9	5.3	
200	8.9	8.8	9.5	13.9
219	4.4	4.4	5.0	
250		1.0		4.8
262	4.2	6.2		16.2
314				2.3
323	3.7	3.5	3.9	4.3
349	2.0	1.7	1.5	1.6
371	8.9	5.5	2.5	6.0
378				
379	1.1	2.1	1.1	2.2
389	0.3			
406	4.1	0.9		2.4
415	7.3		1.4	6.3
426	7.2	8.1	7.6	14.3
432	5.0	6.5	6.1	4.8
442	0.8	2.0		0.7
476		2.9	2.6	
494		2.4		
506	12.4	14.4		
513	3.7	3.4	0.6	2.8
529			15.4	
584		13.1		
587	15.0	11.3	15.4	16.0
601		5.6	5.6	
636				
647				0.5
674				15.6
689		3.5	3.0	
693	15.1		8.3	
717	3.9	5.5		4.9
742				
744		7.6	1.9	
791	1.3			
797			3.2	4.3
811	6.0	7.8		22.5
812	5.1	1.7	1.3	3.8
824	4.8	4.6	4.1	3.9
838				0.4
862			3.2	3.2
903			2.0	
921				3.3
967	4.0	2.2		9.4
971				45.1
985	1.5	12.9	12.3	
997	10.6		3.2	11.4

SAFETY & SECURITY

Incidents - People Incidents per 1,000 Students



Description of Calculation

Total number of people incidents, divided by total student enrollment over one thousand.

Importance of Measure

This gives districts an idea of the density of incidents in each district, adjusted for the size of the district in terms of enrollment.

Factors that Influence

- Available resources to allocate for safety and security
- Staffing formulas
- Documented need for additional safety and security staff through data such as crime statistics
- Utilization of technology such as security cameras to offset the need for more staff
- Enrollment

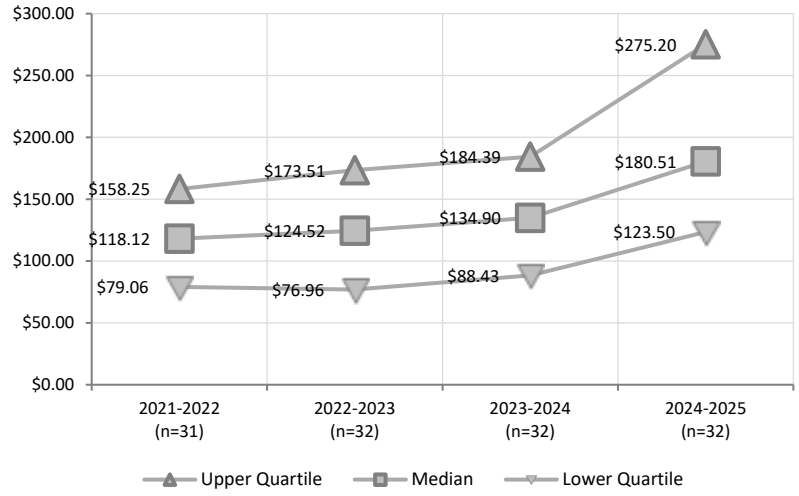
Districts in Best Quartile (2024-2025)

- Baltimore City Public Schools
- Denver Public Schools
- Detroit Public Schools
- Fresno Unified School District
- Jersey City Public Schools
- Miami-Dade County Public Schools
- Milwaukee Public Schools
- Palm Beach County School District

District	2021-2022	2022-2023	2023-2024	2024-2025
110				114.6
135			2.8	
194				12.9
196		20.5	7.1	
200	172.2	165.4	181.2	458.4
219	11.1	25.2	22.6	
250		3.8		9.6
262	23.4	27.3		84.6
314				2.3
323			3.9	4.3
349	2.4	1.8	1.9	2.2
371	47.8	14.0	17.2	35.7
378				
379	1.1		1.5	14.5
389	13.5			
406	4.4			12.5
415	7.9		5.9	2.5
426	26.3	33.3	8.2	16.8
432				
442	7.0	7.9		7.8
476		31.0	31.1	
494		33.1		
513	6.7	7.3	5.5	3.9
529			26.0	
584		16.7		
587	15.5	12.7	17.0	16.4
601		7.2	7.3	
636	187.3		173.0	
647				0.5
663			22.0	
674				9.6
689		15.1	13.3	
693	35.5		9.1	
717	6.8	8.7		7.4
742	28.8		189.0	
744		8.8	2.8	
765	57.2			
791	1.3			
797			4.6	61.9
811				7.7
812	19.6	25.4	1.3	11.7
824	6.6	6.3	5.6	5.4
838				4.9
862			74.7	77.0
903			2.0	
921				44.9
967	13.4	10.4		21.4
971	75.0	62.1	139.9	95.5
985	83.4	103.9	340.3	
997	30.9	32.8	10.5	44.0

SAFETY & SECURITY

S&S Expenditures per 1,000 Students



Description of Calculation

Total safety and security expenditures, divided by total student enrollment over one thousand.

Importance of Measure

- This measure gives an indication of the level of support for safety and security operations as a percent of district general fund budget
- A low percentage could be an indication that security needs are not being met by the district or that other revenue sources are needed to support security for district staff and students

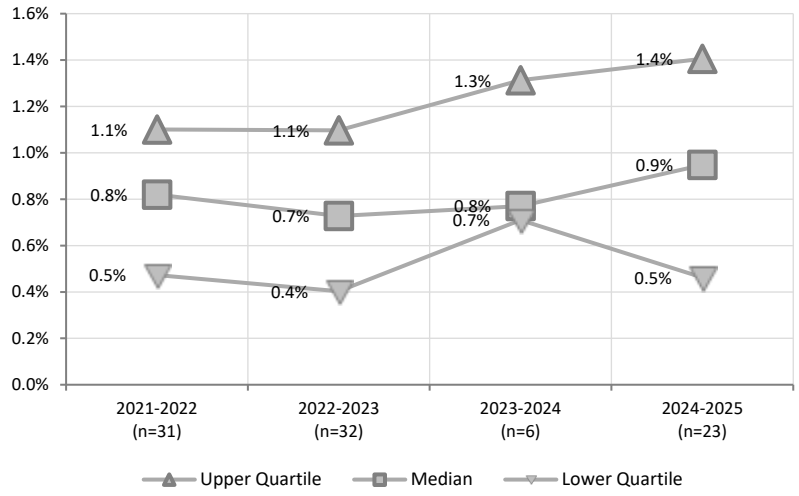
Factors that Influence

- Overall general fund budget
- Level of crime statistics of surrounding neighborhoods
- District policy for security
- Budget allocations

District	2021-2022	2022-2023	2023-2024	2024-2025
110				$394.30
135	$130.08	$59.74	$90.32	
194				$426.40
196		$285.48	$68.63	
200	$96.57	$109.89	$26.01	$126.86
219	$179.58	$272.39	$363.12	
250	$35.30	$49.47		$68.27
262		$302.35		$364.84
314	$151.36	$152.28	$204.81	$192.50
323	$82.14		$117.23	$127.25
349	$158.25	$178.17		$205.00
371	$215.08	$271.09	$286.32	$377.13
378				$281.20
379	$62.92	$140.46	$91.30	$104.89
406	$118.03	$119.72		$137.13
415	$118.12			$120.14
426	$180.03	$151.39	$138.08	$159.36
432	$50.81	$51.82	$279.24	$245.77
442	$250.06	$209.71		$258.99
443	$79.06	$81.35	$132.51	$138.88
476		$119.48	$154.26	
494		$45.14		
506	$43.45	$46.83		
513	$134.64	$158.83	$184.27	$166.64
584	$79.47	$167.27	$74.94	
587	$90.58	$123.45	$117.21	$218.51
601		$89.12	$120.30	
636	$231.16	$61.14	$44.23	
647				$15.02
663			$113.12	
674				$676.12
689		$68.91	$75.32	
693	$75.27	$76.01	$158.86	
717	$120.25	$125.59		$168.52
742	$114.19		$89.47	
744		$168.84	$184.50	
763			$ -	
765	$129.86			
797			$138.24	$20.36
811	$96.93	$157.20	$261.55	$9.00
812	$142.54	$289.86	$260.54	$269.20
824	$273.17	$121.53	$144.36	$162.61
838	$53.04	$77.90		$344.31
862			$371.09	$394.45
886	$148.86			
903			$87.38	
921				$96.86
967	$207.59	$193.80		$202.15
971	$74.28		$137.30	$196.23
985			$13.87	
997			$145.97	$72.70

SAFETY & SECURITY

S&S Expenditures Percent of District Budget



Description of Calculation

Total safety and security expenditures, divided by district operating expenditures.

Importance of Measure

This measure gives an indication of the level of support for safety and security operations as a percent of district general operating budget

A low percentage could be an indication that security needs are not being met by the district or that other revenue sources are needed to support security for district staff and students

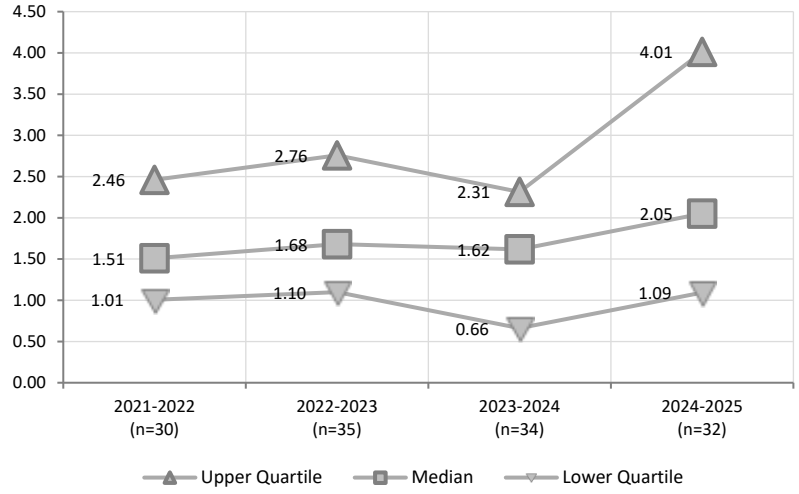
Factors that Influence

- Overall general fund budget
- Level of crime statistics of surrounding neighborhoods
- District policy for security
- Budget allocations

District	2021-2022	2022-2023	2023-2024	2024-2025
135	1.08%	0.48%		
194				1.41%
196		0.82%		
200	0.85%	0.86%		0.85%
219	1.10%	1.34%		
250	0.18%	0.27%		0.33%
314	0.83%	0.74%		
349	1.59%	1.62%		1.70%
371	0.69%	0.82%		1.03%
378				
379	0.35%	0.59%		0.45%
406	0.84%	0.72%		
415	0.47%			0.46%
426	1.21%	0.79%	0.72%	0.84%
432	0.27%	0.26%		1.10%
442	1.67%	1.27%		1.58%
443	0.51%	0.47%	0.71%	0.74%
476		0.43%		
494		0.34%		
506	0.26%	0.30%		
513	1.34%	1.40%		1.40%
584	0.64%	1.40%		
587	0.40%		0.47%	
601		0.37%		
636	0.82%	0.26%		
674				3.58%
689		0.42%		
693	0.79%	0.64%		
717	0.93%	0.79%		0.95%
742	0.41%			
744		1.05%		
765	0.77%			
797				0.16%
811	0.62%	1.03%	1.69%	0.06%
812	0.67%	1.21%		1.17%
824	1.33%	0.57%		0.73%
838	0.27%	0.38%		1.45%
862			0.82%	0.89%
886	1.01%			
921				0.46%
967	1.52%	1.32%		1.30%
971	0.86%		1.31%	1.61%
985		0.19%		
997	1.38%	1.14%		

SAFETY & SECURITY

S&S Staff per 1,000 Students



Description of Calculation

Total safety and security staff, divided by total student enrollment over one thousand.

Importance of Measure

This measure gives an indication of the level of support for safety and security operations as a ratio to student enrollment

A low ratio could be an indication that security needs are not being met by the district or that other revenue sources are needed to support security for district staff and students

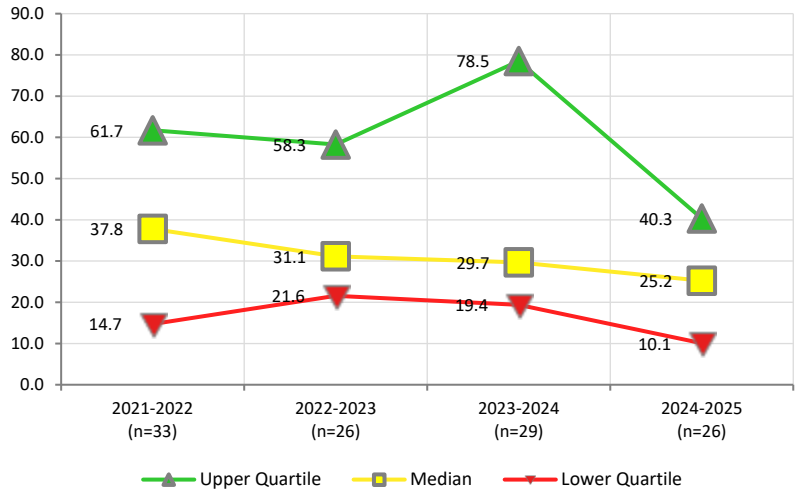
Factors that Influence

- Overall general fund budget
- Level of crime statistics of surrounding neighborhoods
- District policy for security
- Budget allocations

District	2021-2022	2022-2023	2023-2024	2024-2025
110				0.4
135		2.1	2.1	
194				2.9
196		1.2	0.5	
200	0.7	0.7	0.8	0.6
219	1.9	4.7	2.3	
250	0.7	0.5		0.6
262				7.1
314	4.1	4.2	4.4	4.0
323	1.5	1.1	2.1	2.0
349	4.9	5.2	4.7	5.3
371	3.6	3.9	3.9	3.9
378				3.3
379			0.0	0.1
406	5.5	5.4		6.8
415	1.2	1.2	1.1	1.0
426	1.3	1.3	1.4	1.7
432	0.4		0.9	1.6
442	2.4	4.3		3.3
443	1.3	1.3	2.0	1.6
476		1.8	1.7	
494		1.5		
506	1.1	1.1		
513	1.9	1.8	2.2	1.9
529			1.9	
584		2.8		
587	1.0	1.8	1.1	1.8
601		1.3	1.5	
636	0.5	0.5	0.5	
647				10.0
663		2.5		
674				7.7
689		0.5	0.6	
693	2.2	2.4	1.9	
717	1.4	1.5		2.4
742	1.0		1.3	
744		2.4	2.5	
763			8.3	
765	1.7			
797			0.7	1.1
811	0.6	0.6	0.7	0.7
812	3.1	3.3	3.8	0.4
824	3.8	1.0	0.5	7.0
838	0.5	0.9	0.7	3.9
862			4.3	4.0
886	1.6			
903			0.9	
921				1.0
967	2.5	2.5		2.1
971	1.5	1.7	1.7	1.8
985	0.4	0.5	0.3	
997	4.7	4.8	2.6	5.6

SAFETY & SECURITY

Training Hours per Safety/Security personnel



Description of Calculation

Total number of hours of safety-related drills and trainings for all safety and security personnel, divided by total number of safety and security personnel.

Importance of Measure

Most school districts complete crisis response training prior to the opening of each school year.

Factors that Influence

- Emergency response priority with school/district leadership
- Emergency response resources
- Thoroughness of school/district crisis response plan
- Weather

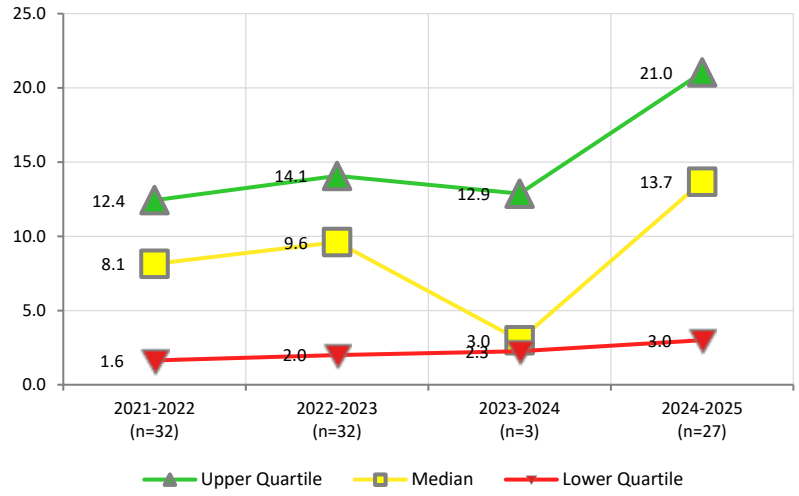
Districts in Best Quartile (2024-2025)

- Albuquerque Public Schools
- Baltimore City Public Schools
- Dallas Independent School District
- Detroit Public Schools
- Orange County Public School District
- Portland Public Schools
- School District of Philadelphia

District	2021-2022	2022-2023	2023-2024	2024-2025
110				4.0
115	27.0			
135	4.1	30.6	47.3	
194		11.2		21.7
200			80.9	8.0
219	46.7		41.8	
250	9.0	12.9		10.6
262	1.6	21.7	10.8	27.4
314	14.7	16.5	18.6	33.3
323	72.7	58.3	8.8	
349	36.5	24.6		24.0
371	43.6	84.2	95.6	74.3
378		64.0	78.5	17.6
379				
389	146.3		178.2	
406	37.8	37.8		0.2
415			23.2	122.1
426			2.9	4.8
432	85.7		19.4	10.3
442	35.4	22.4	26.0	26.5
443			36.9	42.9
476	37.5			
494		44.3		
506	61.7	59.7		
513	91.1	17.1	20.4	38.3
529	13.2		19.5	
587	4.7			
601		40.9	51.6	
636	71.3			
647				5.2
674				-
689	68.3	79.5	101.1	
693	12.7	28.6	29.7	
717	46.5	31.7	53.4	54.7
742	4.7		28.6	
744		21.6	87.7	
763	39.8		25.9	22.3
765	15.6			31.8
797	43.3	42.0	161.3	
811	24.2	23.6		36.4
812	45.3	1.7	1.1	10.1
824		140.9		50.1
838	5.1			
903	34.2		3.0	
967	67.1			45.1
971	53.0	43.8	41.2	40.3
985		4.8	4.0	
997	74.9	61.2	88.9	

SAFETY & SECURITY

Crisis Response Teams - Drills per Team



Description of Calculation

Total number of team drills conducted by crisis response teams, divided by the total number of crisis response teams.

Importance of Measure

Ideally, district sites with a designated crisis response team have all conducted drills of some sort.

Factors that Influence

- Geography of district
- Priorities of district leadership
- Previous traumatic events or crisis
- Emergency response resources
- Updated procedures and protocols

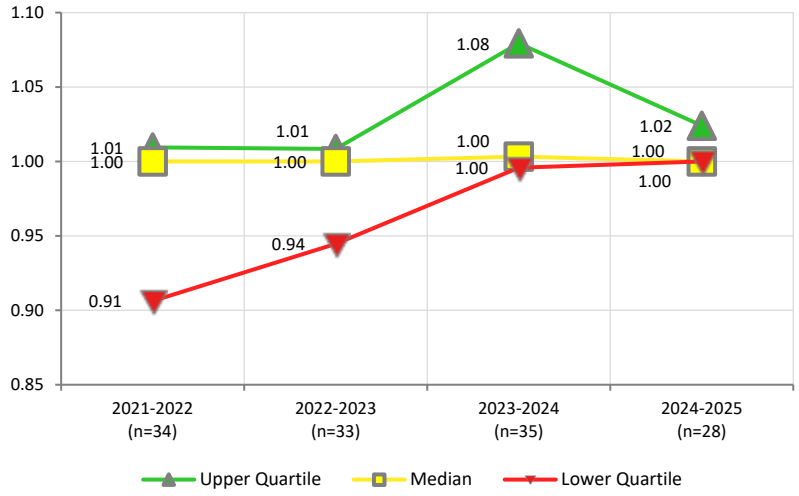
Districts in Best Quartile (2024-2025)

- Albuquerque Public Schools
- Atlanta Public Schools
- Columbus Public Schools
- East Baton Rouge Parish Public Schools
- Jefferson County Public Schools (KY)
- Omaha Public School District
- Palm Beach County School District

District	2021-2022	2022-2023	2023-2024	2024-2025
110				20.00
115	4.00			
135	0.94	1.00		
194				21.04
196		10.00		
200	15.35	15.35		0.00
250	9.85	9.85		9.85
262	17.86	22.00		14.83
314				
323	2.00	2.09	2.26	1.68
349	11.16			5.53
371	12.00	9.37		8.54
372	4.88	4.64		
378				40.89
379	10.52	10.79		21.75
389	0.56	0.56		
406	15.00	15.06		0.15
415				0.00
426				10.18
432	16.69			39.45
442		13.00		17.00
443	0.26	14.13		13.68
476	11.08	11.08		
494		15.25		
506	13.76	13.76		
513				24.93
529	24.00			
584	12.00	10.00		
587	1.00			
636	1.27	1.18		
663		0.09		
674		22.00		22.55
689	1.00	1.00		
693	0.08	0.08		
717	6.77	15.95		15.99
742	12.00			
744		0.07		
763				0.02
765	8.61			8.58
797	2.00	2.00		
811	4.00	2.00		
812		2.17		1.97
824		2.35		
838				15.16
862			3.00	3.00
903	14.38			
967	7.69	7.69		67.08
971	1.00	22.00	12.87	12.61
985	5.00	2.00		
997	12.87	14.00		15.00

SAFETY & SECURITY

Crisis Response Teams - Teams per Academic Site



Description of Calculation

Total number of crisis response teams, divided by the total number of academic sites.

Importance of Measure

Districts should build capacity to respond to crises by having designated crisis response teams.

Factors that Influence

- Geography of district
- Priorities of district leadership
- Previous traumatic events or crisis
- Emergency response resources

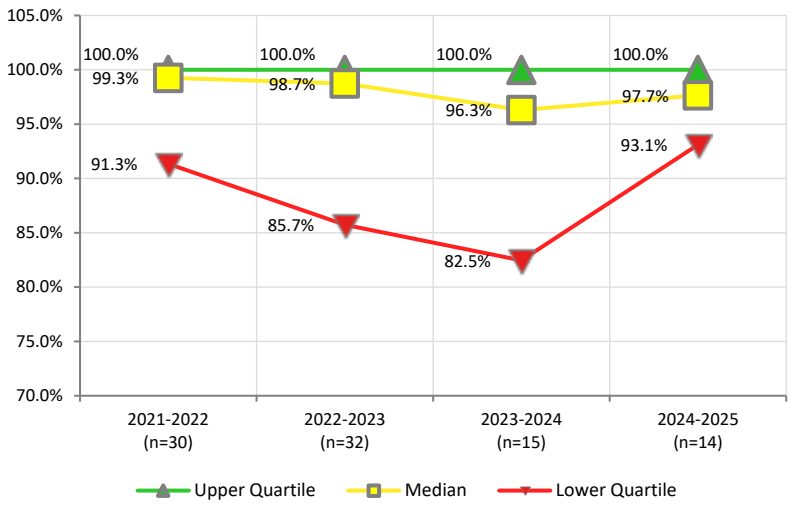
Districts in Best Quartile (2024-2025)

- Clark County School District
- Denver Public Schools
- Jackson Public School District (MS)
- Jefferson County Public Schools (KY)
- Orange County Public School District
- Palm Beach County School District
- Wichita Unified School District

District	2021-2022	2022-2023	2023-2024	2024-2025
110				1.00
135	1.04	1.00	1.01	
194	0.78	0.86		0.86
196		1.06	1.06	
200	1.00	1.00	1.00	1.03
219			1.01	
250	1.02	1.02		1.02
262	0.73	0.73	1.00	1.00
314			0.00	
323	1.00	1.00	1.08	1.19
349	1.00	1.00		1.00
371	1.00	1.00	1.00	1.00
372	1.01	1.00		
378		1.01	1.01	0.46
379		1.01	1.01	1.01
389	0.14	0.14	0.14	
406	1.00	1.00		1.14
415			1.10	0.02
426	1.01	1.00	0.02	1.00
432	1.02	1.02	3.28	3.28
442			1.00	0.98
443	1.02	1.07	1.01	1.01
476	1.07	1.07		
506	1.00	1.00		
513	0.97		2.55	1.29
529	0.99		0.90	
584	1.00	1.00		
601			0.02	
636	0.17	0.17	1.11	
663		1.01		
674		1.00		1.00
689	0.98	0.98	1.47	
693	0.79	0.79	1.32	
717	0.99	0.94	1.00	1.00
742	1.00		1.08	
744		1.00	1.00	
763	1.00		0.99	1.00
765	1.06			1.05
797	1.02	1.00	1.00	
811	0.03			
812		1.05	1.00	1.02
824			1.00	1.00
838	1.01			1.01
862			1.02	1.02
886	1.00			
903			1.00	
921				1
967	0.86	0.85	1.66	0.92
971	0.91	0.97	1.00	1.05
985	1.00	0.09	0.01	
997	0.85	0.92	0.92	

SAFETY & SECURITY

Health/Safety Inspections - Sites Inspected Annually



Description of Calculation

Total number of sites/campuses (academic and non-academic) inspected annually, divided by the total number of district sites.

Importance of Measure

Regular health and/or safety inspections are important for compliance and risk mitigation.

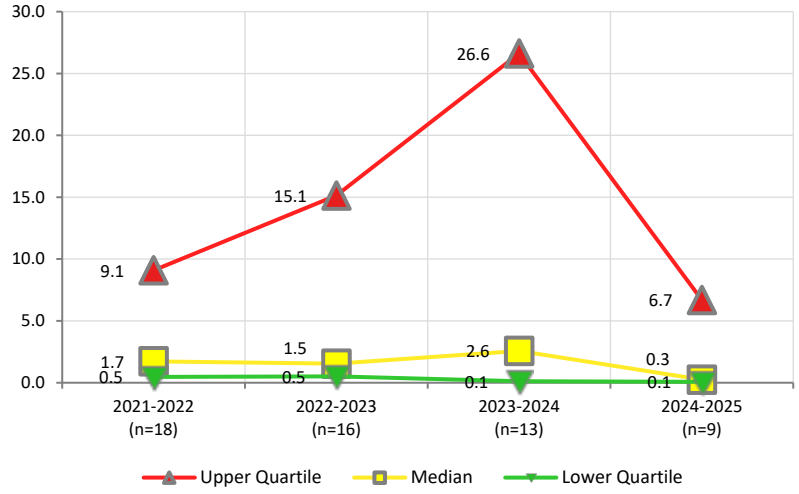
Districts in Best Quartile (2024-2025)

- Albuquerque Public Schools
- Broward County Public Schools
- Des Moines Public Schools
- Jackson Public School District (MS)
- Wichita Unified School District

District	2021-2022	2022-2023	2023-2024	2024-2025
110				96.7%
115	100.0%			
135	94.9%			
194	91.3%	95.0%		95.0%
196		100.0%	100.0%	
200	51.3%	51.3%		95.6%
250	98.5%	95.7%		100.0%
262	58.4%	66.9%	100.0%	100.0%
314	100.0%	100.0%		
323		100.0%	50.0%	
349	97.3%	97.3%		
371		98.4%		
372	100.0%	100.0%		
378		100.0%		
379				89.1%
389	100.0%	100.0%	100.0%	
406	100.0%	100.0%		100.0%
415	100.0%			
426	84.2%	95.8%	21.6%	
432			6.6%	4.4%
442	100.0%	100.0%	100.0%	98.6%
443	100.0%	77.6%		
476	45.8%	45.8%		
494		100.0%		
506	96.0%	96.0%		
513	96.1%			
529	109.5%			
587	85.9%			
601		100.8%	100.0%	
636	100.0%	100.0%		
647				
663		86.1%		
674				
689	100.0%	100.0%		
693	80.3%	80.3%	98.8%	
717		84.6%		
742	97.2%	85.3%	89.3%	
744		100.0%	100.0%	
765				100.0%
811	100.0%	100.0%		
824	100.9%	99.1%	92.9%	89.7%
838		99.2%		99.2%
862			93.1%	93.1%
903	92.8%			
921				
967	88.5%	86.5%		100.0%
971	105.0%		96.3%	
985	107.1%			
997		76.1%	82.5%	

SAFETY & SECURITY

Health/Safety Violations per Site



Description of Calculation

Total number of health/safety violations identified at site inspections, divided by the total number of district sites that were inspected.

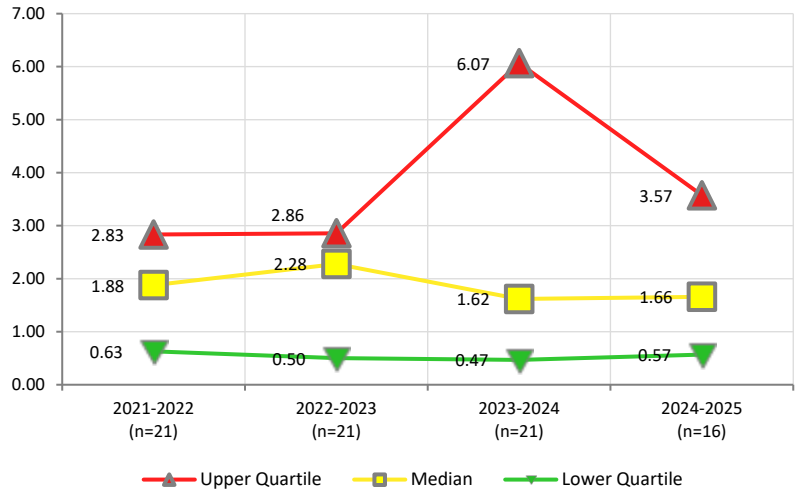
Factors that Influence

- Risk mitigation efforts
- Focus of leadership on health and safety

District	2021-2022	2022-2023	2023-2024	2024-2025
135			0.0	
194				
196		0.7	0.6	
200			68.4	
262	81.4	65.1		0.1
323		1.2		
349	20.4	19.8		
371		15.0	4.8	2.3
378				
379				0.0
406	1.1	0.4		
426	2.3	1.9		
432	0.0			0.3
442	1.0	0.1	0.1	0.1
443			0.2	
476	0.1			
506	5.5	11.8		
513	63.7	63.7	72.2	71.4
529	82.6		2.6	
584		3.8		
636	0.5	0.4	3.0	
647				
663			67.4	
674				
689	0.6	0.6		
717	0.2			
742			0.0	
744				
765	3.5			6.7
811				0.0
812	0.2	0.0		
838				
903	0.5			
967				
971	9.1	15.2	26.6	28.2
985	3.5		0.1	
997		0.9		

SAFETY & SECURITY

Incidents - Bullying/Harassment per 1,000 Students



Description of Calculation

Total number of bullying/harassment incidents, divided by total district enrollment over one thousand.

Importance of Measure

This gives districts an idea of the density of incidents in each district, adjusted for the size of the district in terms of enrollment.

Factors that Influence

- Available resources to allocate for safety and security
- Staffing formulas
- Documented need for additional safety and security staff through data such as crime statistics
- Utilization of technology such as security cameras to offset the need for more staff
- Accuracy of reporting

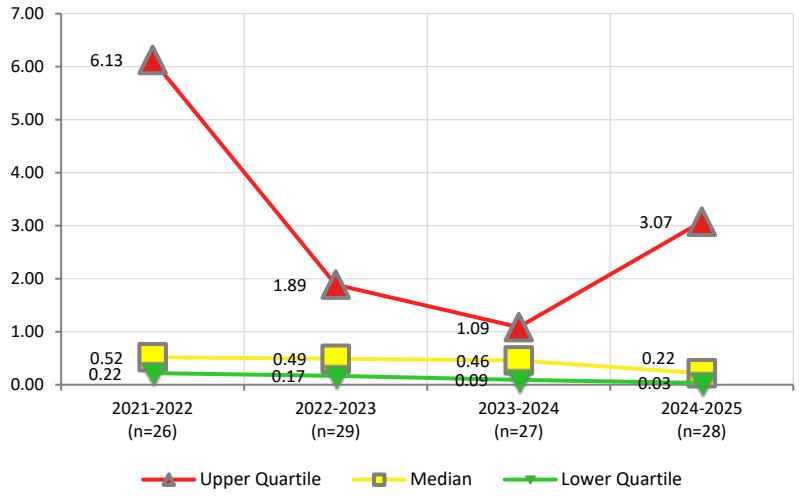
Districts in Best Quartile (2024-2025)

- East Baton Rouge Parish Public Schools
- Houston Independent School District
- Jackson Public School District (MS)
- Orange County Public School District

District	2021-2022	2022-2023	2023-2024	2024-2025
110				2.56
135	0.93	3.68	4.24	
194				
196		7.83		
200				
219	5.04		6.16	
250		0.23		
262		2.85		3.71
314				
323		2.28	3.19	3.44
349	0.36	2.84	0.14	0.74
378				
379	0.75	2.02	0.74	0.40
389	2.39			
406				0.05
415	6.66		10.68	
426	0.27	0.19	0.31	0.40
432	5.72	7.22	6.07	6.51
442	0.05	0.15		
506		4.75		
513	0.29	0.50	1.52	0.76
587	0.63			
601			1.00	
636			11.62	
647				
663			8.69	
674				7.47
689		0.29		
693	2.20	2.86	0.93	
717	0.63	0.86		0.92
742	2.69			
744				
763			8.80	
791	1.88			
811	2.95	2.52		4.68
812			0.14	
838	2.83	2.40	0.19	
862			3.59	3.37
903			1.89	
921				2.36
967	8.08	7.68		
971	0.95	0.24	0.06	0.10
985	2.67	1.14	0.47	
997	1.25	1.71	1.62	0.96

SAFETY & SECURITY

Incidents - Intrusion/Burglary Incidents per Site



Description of Calculation

Total number of intrusion/burglary incidents, divided by total number of district sites.

Importance of Measure

This gives districts an idea of the density of incidents in each district, adjusted for the size of the district (by number of sites).

Factors that Influence

- Available resources to allocate for safety and security
- Staffing formulas
- Documented need for additional safety and security staff through data such as crime statistics
- Utilization of technology such as security cameras to offset the need for more staff
- Effectiveness of security alarm systems

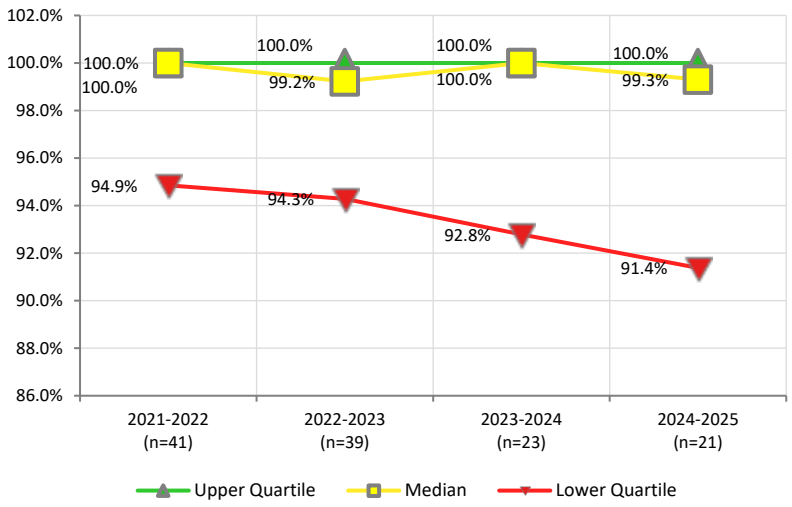
Districts in Best Quartile (2024-2025)

- Atlanta Public Schools
- Cleveland Metropolitan School District
- Columbus Public Schools
- Des Moines Public Schools
- District of Columbia Public Schools
- Jersey City Public Schools
- School District of Philadelphia
- Wichita Unified School District

District	2021-2022	2022-2023	2023-2024	2024-2025
110				-
115	0.3			
135	0.1	19.0	1.1	
194				0.0
196		17.0	14.8	
200	40.8			
219			-	
250				-
262	0.1	0.9	2.3	4.2
314				
323	7.8		5.6	3.9
349	0.2	0.1		0.2
371			0.0	0.0
372	0.9	0.3		
378			20.3	-
379	0.2	0.1	0.1	0.2
389	30.7			
406		0.2		0.5
415				17.7
426	23.5	19.8	0.5	13.1
432	0.2	0.1	0.4	2.7
442	0.3	0.8		0.1
443	2.4	1.9	0.6	33.0
476	3.4	3.2		
494		0.3		
513	2.2	1.9	1.2	0.8
529	1.0		0.5	
584		0.7		
601		0.1	0.1	
636	21.9	24.6		
647				0.0
663		12.1		
674				0.6
689	6.1	0.2	0.2	
693	0.4	0.4	10.0	
717	0.4	0.8	0.6	9.7
742			0.5	
744		0.2	0.2	
763	0.1		-	0.3
765				0.0
797	0.4	1.1	1.1	
811		0.1		
812		0.3	0.3	
824		0.1	0.2	0.2
838	13.6	6.9		3.5
862			-	0.2
921				0.2
967	0.3	0.3	0.5	0.5
971	0.6	0.5	0.4	0.1
985				
997	0.1		0.0	0.0

SAFETY & SECURITY

Intrusion/Burglary Alarm Systems - Percent of Sites



Description of Calculation

Total number of sites with intrusion/burglary alarm systems, divided by the total number of district sites.

Importance of Measure

This measure is an indication of the number of schools that have an intrusion alarm system to safeguard district assets.

Factors that Influence

- Historical crime rates for physical property
- Reliability of alarm system
- Response time of monitors (if applicable)
- Configuration of the alarm system
- Budget allocation

District	2021-2022	2022-2023	2023-2024	2024-2025
110				100.0%
115	82.3%			
135	98.0%	100.0%	84.8%	
194	100.0%	104.0%		
196		94.3%	97.2%	
200	92.2%	92.2%	92.2%	
219	104.3%	98.7%	98.7%	
250	98.5%	95.7%		100.0%
262			100.0%	100.0%
314	100.0%	100.0%		
323	100.0%	100.0%	100.0%	99.4%
349	100.0%	100.0%		100.0%
371		100.0%		
372	92.4%	89.0%		
378		100.0%	100.0%	
379	100.0%	100.0%	100.0%	89.1%
389	100.0%	100.0%	100.0%	
406	100.0%	100.0%		100.0%
415	100.0%		100.0%	90.8%
426	99.7%	100.6%	92.8%	88.5%
432	100.0%		100.0%	95.0%
442	100.0%	100.0%	92.1%	95.2%
443	100.0%	89.8%	98.9%	98.9%
476	100.0%	100.0%		
494		100.0%		
506	98.0%	98.0%		
513	77.8%	96.2%	100.0%	100.0%
529	99.3%		95.4%	
584	100.0%	101.4%		
587	96.3%			
601		99.2%	100.0%	
636	100.0%	100.0%		
647				
663		99.7%		
674		99.0%		
689	92.8%	92.8%		
693	76.0%	76.0%		
717	109.4%	97.7%	100.0%	99.3%
742	100.0%	100.0%	100.0%	
744		76.7%		
763	100.0%		99.6%	
765	100.0%			
797	100.5%	98.5%		91.1%
811	94.9%	93.4%		100.0%
812	89.9%			
824		103.6%		100.0%
838	102.7%	97.5%		100.0%
862			100.0%	
886	91.5%			
903	100.0%			
921				91.4%
967	85.9%	85.9%		86.0%
971	98.3%	97.5%	88.1%	98.4%
985	100.0%			
997	80.2%	83.2%	82.5%	

TRANSPORTATION

Performance metrics in transportation cover a broad range of factors that affect service levels and cost efficiency. The broad summative measures are Cost per Total Mile Operated and Transportation Cost per Rider, and other measures include diagnostic tools to weed out inefficiencies and excessive expenses. A key measure of efficiency is Daily Runs per Bus, which reflects the daily reuse of buses; and important service-level measures include On-Time Performance and Turn Time to Place New Students.

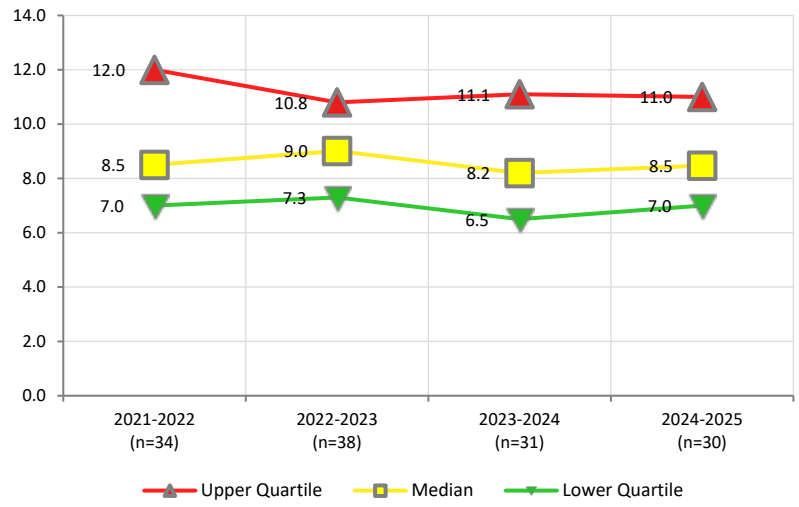
Careful consideration of each measure and its impact on a district's transportation services is vital to the improvement of performance.

General factors that influence transportation measures and improvement strategies include:

- Types of transported programs served
- Bell schedule
- Effectiveness of the routing plan
- Spare bus factor needed
- Age of fleet
- Driver wage and benefit structure and labor contracts
- Maximum riding time allowed and earliest pickup time allowed
- Enrollment projections and their impact on transported programs

TRANSPORTATION

Bus Fleet - Average Age of Fleet



Description of Calculation

Average age of bus fleet.

Importance of Measure

- Fleet replacement plans drive capital expenditures and on-going maintenance costs
- Younger fleets require greater capital expenditures but reduced maintenance costs
- A younger fleet will result in greater reliability and service levels.
- An older fleet requires more maintenance expenditure but reduces capital expenses.

Factors that Influence

- Formal district-wide capital replacement budgets and standards
- Some districts may operate climates that reduce bus longevity
- Some districts may be required to purchase cleaner burning or expensive alternative-fueled buses
- Availability of state or local bond funding for school bus replacement

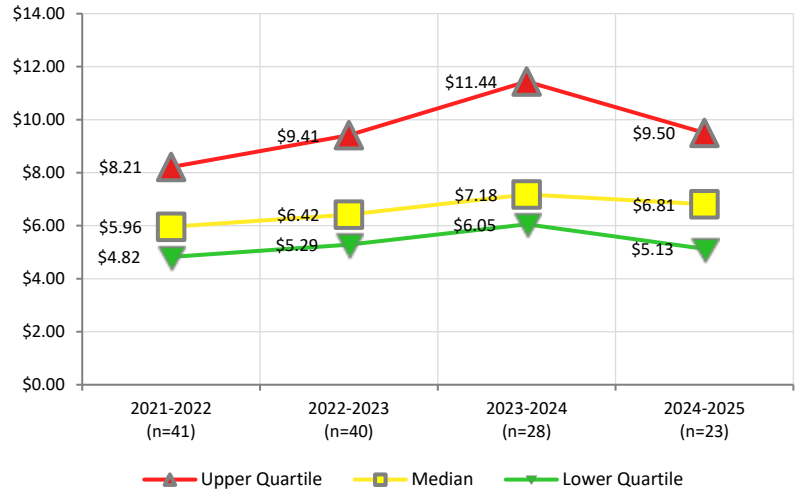
Districts in Best Quartile (2024-2025)

- Austin Independent School District
- Baltimore City Public Schools
- Jackson Public School District (MS)
- Oklahoma City Public Schools
- Orange County Public School District
- Palm Beach County School District
- School District of Philadelphia
- Toledo Public Schools

District	2021-2022	2022-2023	2023-2024	2024-2025
115	8.5		8.0	
135	7.0	8.0	8.2	
173				13.0
194		9.8	8.0	11.0
196		3.0	4.0	
200	6.0	7.0		8.0
219	8.5	10.0	10.0	
250		6.8		10.8
262	10.2	13.5		7.1
314				
323	14.0	15.0		15.0
349	13.8	14.8	15.3	15.3
371	13.2	11.8	9.1	7.0
378		9.0	11.4	8.5
379	9.5	13.0	7.0	8.0
406	14.0	10.6	5.9	5.7
415	8.0	8.0		4.1
426	12.0	9.0	9.0	9.0
432	10.9	11.2	10.0	10.0
442	6.5	8.0		8.0
443	11.4	10.8	12.9	13.0
476	3.0	4.0	6.0	
494		9.0		
506	8.0	8.0		
513	5.0	5.6	4.9	5.9
529	12.0	12.0		
584				6.5
587	7.0	6.0	6.5	5.6
601	5.2	7.0	6.8	
647				8.0
663	7.6	7.3	8.6	
674	8.2	7.7	7.0	8.0
689			19.0	
693	6.0		4.8	
717	7.3	8.0	15.0	15.0
742		9.0		
763				
765			3.0	
797	10.1	10.1	11.1	11.7
811	12.0	9.9	13.8	10.0
812	12.0	11.0	7.0	4.1
838	7.9	9.9	9.4	11.0
903	9.9	9.2	11.0	12.0
967	10.0	10.0		9.0
971	3.7	3.2	4.1	4.1
985	16.9	15.3	16.1	
997	7.0	7.0	7.7	8.4

TRANSPORTATION

Cost per Mile Operated



Description of Calculation

Total direct cost plus total indirect cost plus total contractor cost of bus services, divided by total miles operated.

Importance of Measure

This is a basic measurement of the cost efficiency of a pupil transportation program. It allows a baseline comparison across districts that will inevitably lead to further analysis based on a district's placement. A greater than average cost per mile may be appropriate based on specific conditions or program requirements in a particular district. A less than average cost per mile may indicate a well-run program, or favorable conditions in a district.

Factors that Influence

- Driver wage and benefit structure; labor contracts
- Cost of the fleet, including fleet replacement plan, facilities, fuel, insurance and maintenance also play a role in the basic cost
- Effectiveness of the routing plan
- Ability to use each bus for more than one route or run each morning and each afternoon
- Bell schedule
- Transportation department input in proposed bell schedule changes
- Maximum riding time allowed and earliest pickup time allowed
- Type of programs served will influence costs

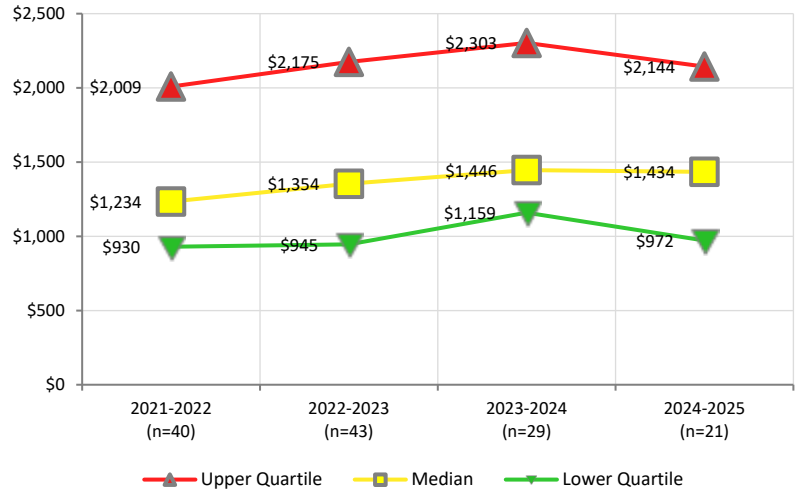
Districts in Best Quartile (2024-2025)

- Charlotte-Mecklenburg Schools
- East Baton Rouge Parish Public Schools
- Guilford County School District
- Oklahoma City Public Schools
- School District of Philadelphia
- Wichita Unified School District

District	2021-2022	2022-2023	2023-2024	2024-2025
115	$24.88			
135	$3.96	$4.07	$8.04	
173				
194		$17.16	$11.38	
196	$4.82			
200	$6.87	$5.00		$6.17
219	$5.88			
250		$10.14		$13.16
262	$6.44	$6.28		$6.68
314	$11.59	$6.53	$6.92	
323	$4.44	$5.12	$5.99	$6.30
349	$5.22	$5.38	$4.64	$6.81
371	$3.20	$2.72	$4.13	$5.13
372		$14.95		
378		$7.43		
379	$6.56	$5.16	$12.53	$2.33
389	$9.35	$12.37	$11.50	
406	$4.07	$11.92		
426	$6.19	$4.15		
432	$4.16	$4.66	$5.76	$6.38
442	$5.62	$6.03		$7.87
443	$8.94	$9.04	$10.86	$9.50
476	$7.25	$8.65	$12.57	
494		$5.88		
506	$7.39			
513	$4.89	$7.02	$6.85	$7.26
529	$3.63	$4.34		
584				$5.01
587	$5.61	$6.76	$6.12	$7.12
601	$16.19	$9.72	$12.20	
647				
663	$4.17	$4.20	$4.85	
674	$6.37	$6.31		$8.39
689	$5.74	$6.18	$6.65	
693	$5.45	$6.20	$6.35	
717	$5.96	$6.55		
744		$6.94	$6.44	
763	$16.57			
765	$7.41		$4.32	$4.74
797	$3.77	$5.48	$6.43	$5.07
811	$5.34	$5.65	$5.33	$4.50
812	$7.46	$9.36	$12.25	$9.42
824	$9.37	$12.58	$13.11	$15.21
838	$8.21	$6.81	$7.43	$14.13
862				
886	$0.90			
903	$9.19	$10.26	$10.23	
967	$4.07	$5.19		$5.49
971	$5.37	$6.24	$8.00	$10.40
985	$8.36	$9.47	$13.80	
997	$9.78	$10.48	$9.47	$15.31

TRANSPORTATION

Cost per Rider



Description of Calculation

Total direct cost plus total indirect cost plus total contractor cost of bus services, divided by number of riders.

Importance of Measure

This is a basic measurement of the cost efficiency of a pupil transportation program. It allows a baseline comparison across districts that will inevitably lead to further analysis based on a district's placement.

Factors that Influence

- Driver wage and benefit structure; labor contracts
- Cost of the fleet, including fleet replacement plan, facilities, fuel, insurance and maintenance also play a role in the basic cost
- Effectiveness of the routing plan
- Ability to use each bus for more than one route or run each morning and each afternoon
- Bell schedule
- Transportation department input in proposed bell schedule changes
- Maximum riding time allowed and earliest pickup time allowed
- Type of programs served will influence costs

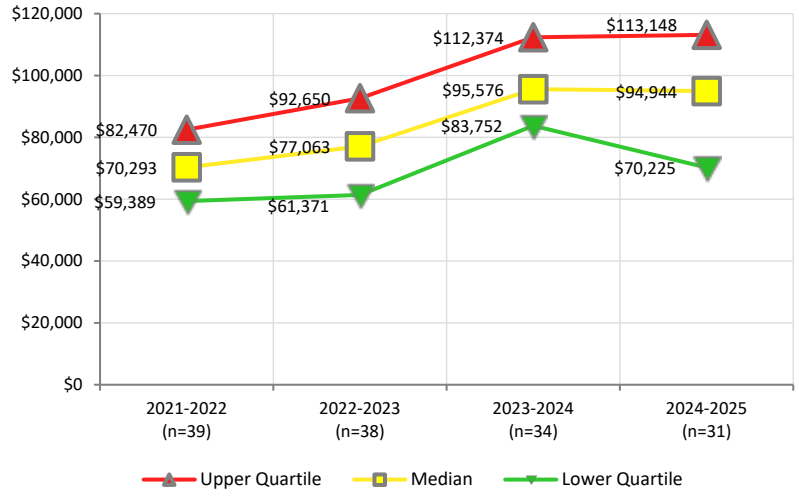
Districts in Best Quartile (2024-2025)

- Albuquerque Public Schools
- Austin Independent School District
- Broward County Public Schools
- Charlotte-Mecklenburg Schools
- East Baton Rouge Parish Public Schools
- Guilford County School District

District	2021-2022	2022-2023	2023-2024	2024-2025
115	$1,598		$1,124	
135	$892	$895	$3,325	
173				
194		$1,542	$1,631	
196		$2,720		
200	$1,038	$1,433		$1,434
219	$767	$766	$729	
250		$780		$1,231
262	$1,058	$1,159		$773
314	$1,072	$823	$1,446	
323	$526	$1,015	$1,159	$1,261
349	$1,169	$1,188	$1,155	$1,697
371	$2,619	$4,570		
372		$3,158		
378		$1,514	$1,335	$2,117
379	$1,049	$1,571	$3,130	$723
389	$1,498	$1,749	$1,539	
406	$1,496	$1,917		
415	$4,734	$4,489		$5,195
426	$1,346	$1,241	$2,641	$2,673
432	$959	$1,043	$1,273	$2,024
442	$1,914	$1,921		$2,144
443	$1,991	$3,055	$3,500	
476	$1,008	$1,354	$1,192	
494		$654		
506	$1,111	$1,323		
513	$1,035	$1,219	$1,259	$1,151
529	$630	$801		
584				$1,291
587	$797	$915	$885	$972
601	$1,887	$1,633	$1,957	
636	$1,133			
647				
663	$837	$708	$827	
674	$2,106	$1,817		
689	$5,006		$6,847	
693	$2,026	$2,175	$1,959	
717	$3,279	$4,295		
742		$2,181	$3,027	
744		$1,369	$1,271	
763				
765	$2,188		$2,303	$2,210
797	$689	$974	$981	$747
811	$892	$844	$995	$706
812	$2,640	$3,094		
824	$1,618	$2,203	$2,213	$2,870
838	$1,299	$1,278	$1,552	$2,846
862			$3,070	
903	$4,578			
921				
967	$669	$662		$677
971	$901	$945	$1,212	$1,559
985	$4,912	$4,892		
997	$1,752	$1,225		

TRANSPORTATION

Cost per Bus



Description of Calculation

Total direct transportation costs plus total indirect transportation costs, divided by total number of buses (contractor and district).

Importance of Measure

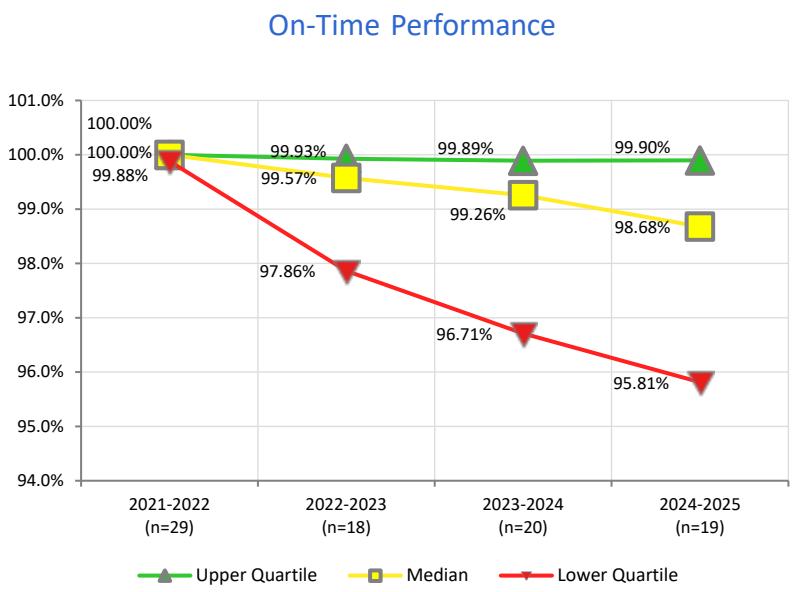
This is a basic measurement of the cost efficiency of a pupil transportation program.

Factors that Influence

- Driver wage and benefit structure; labor contracts
- Cost of the fleet, including fleet replacement plan, facilities, fuel, insurance and maintenance also play a role in the basic cost
- Effectiveness of the routing plan
- Ability to use each bus for more than one route or run each morning and each afternoon
- Bell schedule
- Transportation department input in proposed bell schedule changes
- Maximum riding time allowed and earliest pickup time allowed
- Type of programs served will influence costs

District	2021-2022	2022-2023	2023-2024	2024-2025
115	$95,962		$95,629	
135	$53,079		$65,767	
173				
194			$112,374	
196		$64,540		
200	$73,847	$92,650		$96,902
219	$55,543	$55,873	$107,726	
250		$54,754		$102,485
262	$59,389	$59,338		$69,094
314	$87,076	$110,601	$99,749	
323	$52,855	$92,385	$105,334	$97,606
349	$48,344	$55,882	$53,814	$83,958
371	$76,015	$85,817	$104,087	$120,257
378		$81,577	$99,521	$113,148
379	$51,839	$63,772	$171,719	$34,553
389	$85,973	$113,882	$95,280	
406	$67,865			
415	$68,359	$69,066		$80,076
426	$70,798	$74,538	$123,143	$124,666
432	$47,721	$59,290	$42,464	$87,856
442	$65,691	$61,494		$69,258
443	$68,368	$72,546	$83,752	$97,068
476	$107,141		$127,651	
494		$58,692		
506		$77,732		
513	$62,085	$85,169	$82,918	$83,489
529	$57,016	$60,618		
584				$54,238
587	$60,050	$66,396	$64,781	$70,049
601	$105,483	$111,951	$137,177	
636	$84,845			
647				$67,306
663	$58,233	$55,625	$57,750	
674	$64,058	$61,371		$122,805
689	$70,957	$76,395	$78,118	
693	$80,227	$97,822	$103,915	
717	$70,293	$94,556	$91,957	$94,944
742				
744		$102,139	$91,465	
763				$215,541
765	$78,202		$95,523	$86,636
797	$70,987	$104,822	$94,412	$71,153
811	$68,902	$66,352	$90,210	$49,850
812	$70,593	$94,991	$119,736	$105,370
824	$87,790		$120,169	$143,275
838	$82,470	$84,266	$91,709	$104,362
862			$57,961	$70,225
903	$72,212	$91,463	$107,455	$110,823
921				
967	$41,784	$48,269		$76,281
971	$100,211	$105,988	$131,827	$171,960
985	$68,660	$82,334	$112,397	
997	$120,929	$90,370	$90,669	$149,702

TRANSPORTATION



Description of Calculation

One, minus: the sum of bus runs that arrived late (contractor and district), divided by the total number of bus runs (contractor and district) over two.

Importance of Measure

- This measure refers to the level of success of the transportation service remaining on the published arrival schedule.
- Late arrival of students at schools causes disruption in classrooms and may preclude some students from having school-provided breakfast.

Factors that Influence

- Automobile traffic
- Accident
- Detour
- Weather
- Increased ridership
- Mechanical breakdown
- Unrealistic scheduling

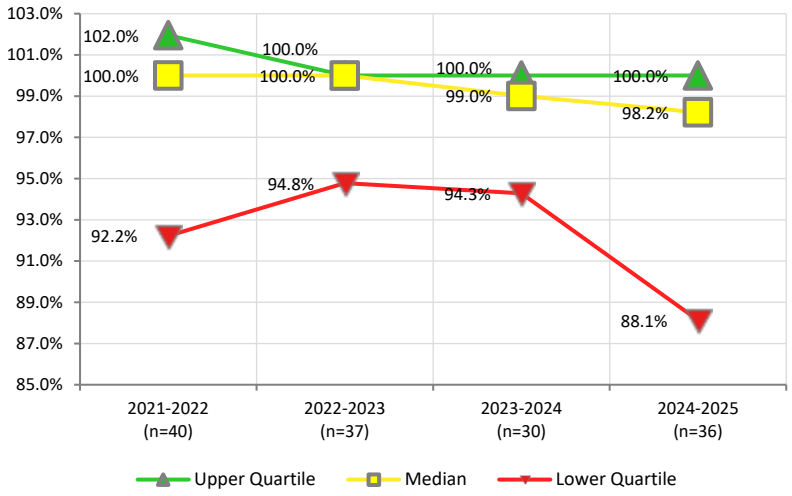
Districts in Best Quartile (2024-2025)

- Albuquerque Public Schools
- Austin Independent School District
- Des Moines Public Schools
- Guilford County School District
- Orange County Public School District

District	2021-2022	2022-2023	2023-2024	2024-2025
135	100.00%			
173			99.88%	
194				99.43%
196	99.98%	100.00%	99.99%	
200	95.27%			91.55%
219	100.00%		99.83%	
250		99.92%		99.95%
262	100.00%	100.00%		
314			86.27%	
349	100.00%			
371	100.00%			
379	100.00%	99.29%	99.55%	99.79%
389	100.00%			
406	99.62%	99.90%	99.86%	99.86%
415		93.78%		95.40%
426			99.52%	99.54%
432	100.00%		99.97%	
442	100.00%			
443	100.00%			
476		98.92%	98.99%	
494		98.23%		
506	100.00%			
513	94.76%		95.91%	96.55%
584				92.06%
587	99.93%	99.93%	99.93%	99.93%
601		92.96%	89.33%	81.18%
647				98.68%
663	100.00%	100.00%		
674	96.56%		96.29%	96.95%
689		98.66%	98.83%	
693	96.74%	97.54%	97.14%	
744				
765	97.40%			
791	100.00%			
797			97.82%	97.09%
811	99.88%	99.86%	99.98%	99.97%
812	97.95%	97.86%		
824		94.90%	94.85%	95.81%
838	100.00%			
886	100.00%			
903			98.57%	97.80%
967	99.95%	99.93%		99.99%
971	99.90%	99.87%	99.90%	99.90%
985	100.00%			
997	100.00%			

TRANSPORTATION

Bus Equipment - GPS Tracking



Description of Calculation

Number of buses with GPS tracking, divided by total number of buses.

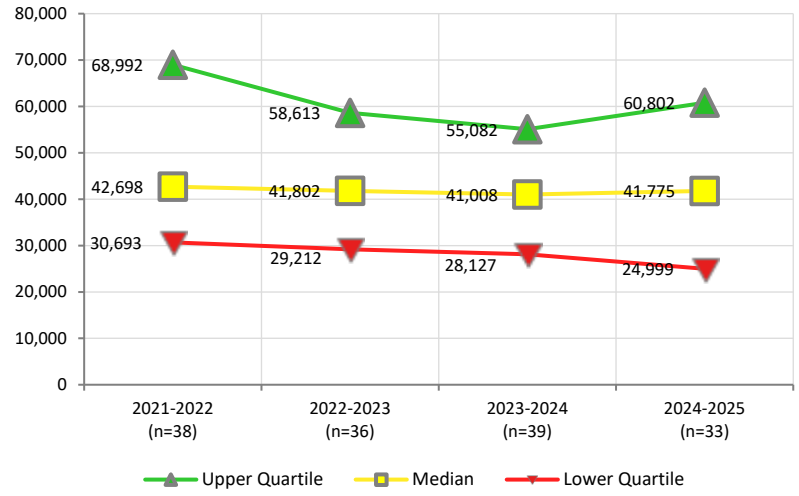
Importance of Measure

GPS tracking greatly expands the capacity for routing management and reporting.

District	2021-2022	2022-2023	2023-2024	2024-2025
115	74.2%		90.2%	
135			100.0%	
173				100.0%
194		105.8%	92.6%	100.0%
196	74.0%	94.8%	94.3%	
200	100.0%	100.0%		100.0%
219	100.0%	97.0%	98.8%	
250		75.6%		100.0%
262	90.1%	88.9%		94.1%
314	100.0%	100.0%	100.0%	
323	90.7%	94.9%	100.0%	87.9%
349	92.1%	99.2%		98.0%
371	103.9%	92.9%	86.9%	86.5%
378		91.4%	100.0%	100.0%
379	105.3%	88.2%		86.2%
389	104.7%	100.0%	95.6%	
406	98.3%	100.0%		90.0%
415	50.5%	48.0%		98.2%
426	108.5%		93.1%	93.1%
432	98.3%			80.9%
442	114.4%	97.6%		100.0%
443	108.1%		82.3%	79.7%
476	100.0%	100.0%		
494		79.7%		
506		109.3%		
513	98.5%	98.8%	98.6%	97.6%
529	114.1%	100.0%	100.0%	
584				100.0%
587	100.0%	100.0%	100.0%	100.0%
601	100.0%	100.0%	100.0%	100.0%
636	81.3%			
647				16.6%
663	99.3%	106.0%	94.7%	
674	46.9%	100.0%		100.0%
689	98.8%	100.0%	98.2%	
693	105.5%			
717	85.9%	99.0%	100.0%	100.0%
742				
744		100.0%	100.0%	
763	94.8%		100.0%	98.3%
765	100.0%		100.0%	100.0%
797	108.8%	110.4%	99.2%	95.0%
811	85.3%	114.4%	96.4%	88.4%
812	98.4%	82.4%	73.0%	83.7%
824	100.0%	100.0%	100.0%	100.0%
838			52.5%	59.3%
862				100.0%
886	94.7%			
903	92.4%	100.0%	96.8%	100.0%
921				95.5%
967	100.0%	107.3%		100.0%
971	100.0%	100.0%	100.0%	100.0%
985	100.0%	100.0%	100.0%	
997	111.5%	88.0%		57.1%

TRANSPORTATION

Accidents - Miles Between Accidents



Description of Calculation

Total number of transportation accidents (contractor and district), divided by total number of miles driven (contractor and district).

Importance of Measure

Whether a district provides internal service or contracts for its service, student safety is a primary concern for every student transportation organization.

Tracking accidents by type allows for trending and designing specific training programs to reduce/prevent trends noted

Accident awareness and prevention can reduce liability exposure to a district

Factors that Influence

- Definition of accident and injury as defined by the survey vs. district definition
- Preventive accident training programs
- Experience of driving force

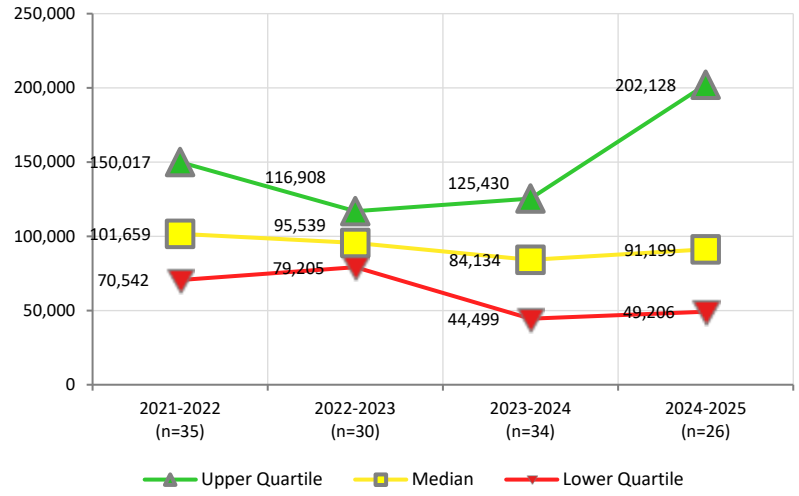
Districts in Best Quartile (2024-2025)

- Cleveland Metropolitan School District
- Dallas Independent School District
- Denver Public Schools
- East Baton Rouge Parish Public Schools
- Guilford County School District
- Jackson Public School District (MS)
- Orange County Public School District
- School District of Philadelphia
- Wichita Unified School District

District	2021-2022	2022-2023	2023-2024	2024-2025
115	16,968		22,817	
135	35,306	45,002	30,057	
173			83,930	22,467
194		36,440	43,338	153
196	27,558	24,819	8,144	
200	29,527	45,881		33,265
219			9,459	
250		74,744		20,766
262	20,299			28,333
314	36,575	56,549	49,034	
323	68,860	58,703	73,218	71,701
349	28,288	29,108	40,854	21,985
371	235,403	109,374	67,708	63,123
378		22,493	13,346	14,393
379	100,078	150,000	52,500	132,308
389	111,511	17,147	17,147	
406	161,070	70,451	55,082	282,659
415				
426	30,693		28,127	28,127
432	63,385		41,008	47,440
442	68,992	26,625		41,775
443	19,686	24,178	25,828	56,845
476	79,816	118,865	55,776	
494		30,291		
506	58,186			
513	47,531	72,724	38,629	39,946
529	32,000	38,068	35,294	
584				28,000
587	37,632	40,496	36,795	30,176
601		18,244	70,359	52,087
647				2,019
663	59,120	55,146	46,734	
674	41,584	31,272	35,491	56,270
689	43,101	47,173	50,418	
693	30,244	29,317	36,956	
717	35,829	38,095	332,254	332,254
744		43,108	44,303	
763	91,209		27,900	37,526
765	66,860		141,614	230,288
797	50,794	58,522	47,526	54,213
811	65,236	35,381	51,443	60,802
812	26,694	28,873	31,483	24,999
838	94,977	91,047	127,951	55,376
862			266	281
886	40,007			
903	27,779	24,437	22,106	13,996
967	70,312	54,475		58,480
971	134,759	129,743	128,983	117,625
985	36,980	51,015	50,042	
997	42,295	35,110	38,047	70,510

TRANSPORTATION

Accidents - Miles Between Preventable Accidents



Description of Calculation

Total number of transportation accidents (contractor and district) that were preventable, divided by total number of miles driven (contractor and district).

Importance of Measure

Whether a district provides internal service or contracts for its service, student safety is a primary concern for every student transportation organization.

Tracking accidents by type allows for trending and designing specific training programs to reduce/prevent trends noted

Accident awareness and prevention can reduce liability exposure to a district

Factors that Influence

- Definition of accident and injury as defined by the survey vs. district definition
- Preventive accident training programs
- Experience of driving force

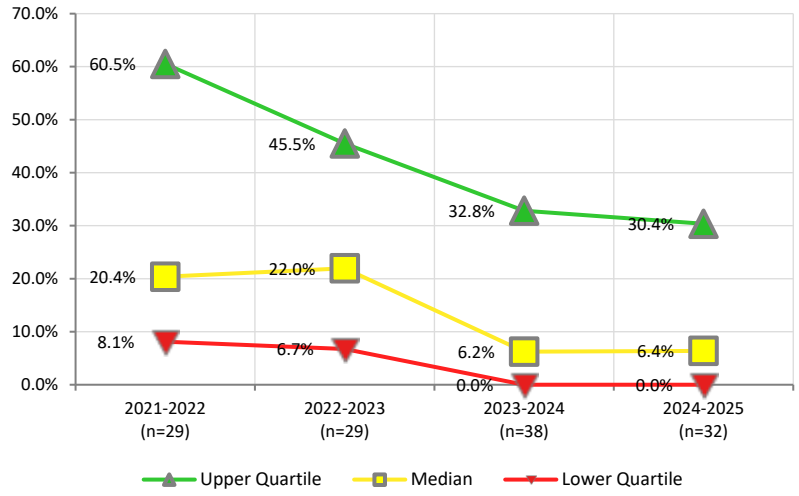
Districts in Best Quartile (2024-2025)

- Cleveland Metropolitan School District
- Denver Public Schools
- East Baton Rouge Parish Public Schools
- Jackson Public School District (MS)
- Miami-Dade County Public Schools
- Orange County Public School District
- Wichita Unified School District

District	2021-2022	2022-2023	2023-2024	2024-2025
115	44,917		44,366	
135	46,077	81,004	40,898	
173			90,644	34,721
194		89,278	85,773	
196		94,763	13,030	
200	70,542	89,473		102,170
219			12,500	
250		121,460		33,096
262	62,789	73,435		85,190
314	36,575	56,549	49,034	
323	150,017	130,167	177,498	256,075
349	58,048	60,403	30,033	302,034
378			22,563	
379	182,286		129,231	390,909
389	320,593		25,818	
406	241,605	108,193	83,512	471,099
415				-
426	122,378		17,839	35,678
432	68,911		91,360	123,573
442	88,075			88,645
443	31,442	38,533	44,499	
476			109,911	
494		55,156		
506	186,538			
513	108,429	90,206	70,729	72,083
529	71,429	72,826	65,217	
584				23,333
587	72,911	79,205	69,210	54,619
647				
663	158,055	109,850	100,973	
674	80,431	56,355	62,895	86,898
689	106,432	116,908	125,430	
693	127,024	231,962	234,272	
717	90,182	97,733		
744		96,993	81,684	
763	316,832			37,526
765	119,392		283,228	486,163
797	94,367	100,282	87,649	90,736
811	122,187	96,315	92,849	118,226
812	74,522	142,145	425,025	91,663
838	227,944	238,123	314,062	99,676
886	67,648			
903	101,659	91,191	84,756	49,206
967	127,672	83,451		106,464
971	195,228	180,292	211,612	207,244
985	110,940	167,620	80,838	
997	78,400	110,993	137,693	202,128

TRANSPORTATION

Bus Fleet - Alternatively-Fueled Buses



Description of Calculation

Number of alternatively-fueled buses, divided by total number of buses.

Importance of Measure

Bus fleets using alternative fuels tend to be more eco-friendly, and depending on fuel prices they can be a cheaper alternative.

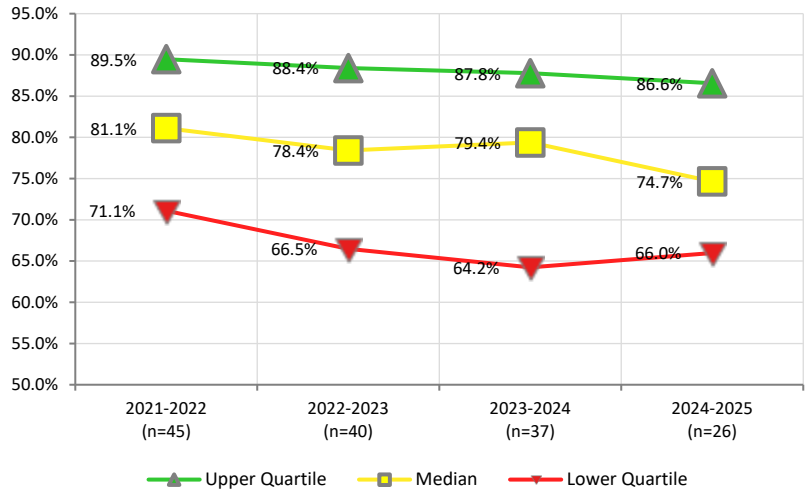
Districts in Best Quartile (2024-2025)

- Boston Public Schools
- Clark County School District
- Detroit Public Schools
- Fresno Unified School District
- Los Angeles Unified School District
- Omaha Public School District
- Portland Public Schools
- Toledo Public Schools

District	2021-2022	2022-2023	2023-2024	2024-2025
115	27.3%		33.1%	
135	90.1%	64.2%	72.1%	
173			45.5%	0.0%
194		14.4%	29.5%	29.3%
196			0.0%	
200	99.6%			98.6%
219			0.0%	
250				0.0%
262	17.0%	16.9%		18.2%
314	5.1%	4.8%	4.0%	
323			0.9%	0.9%
349			0.0%	0.0%
371	0.4%	1.1%	5.5%	10.9%
372		16.8%		
378			0.0%	0.0%
379	22.1%	24.3%	26.9%	27.6%
406			0.0%	
426		22.0%	10.0%	10.0%
432	98.3%			
442	7.3%	6.7%		7.3%
443	77.4%	62.7%	66.2%	67.7%
476	20.4%	25.1%	9.5%	
506	0.4%	0.4%		
513			0.0%	2.4%
529	36.9%	43.8%	46.4%	
584				0.0%
587	2.0%	1.1%	1.6%	1.4%
601	61.0%	66.3%	66.3%	69.8%
647				0.0%
663	8.1%	8.7%	7.8%	
674	54.9%	45.5%	57.0%	44.8%
689	98.8%	98.9%	98.2%	
693	3.7%	4.2%	10.6%	
717	4.9%	5.7%	5.5%	5.5%
742		25.8%		
744			0.0%	
763	8.4%		0.0%	
765			0.0%	0.0%
797	10.2%	10.4%	10.3%	9.6%
811			0.0%	1.7%
812	16.9%	22.5%	13.8%	40.7%
824	59.3%	49.7%	32.8%	36.8%
838	37.4%	34.0%	0.0%	31.5%
862			0.0%	0.0%
886	10.0%			
903	60.5%	60.9%	54.5%	50.6%
921				0.0%
967				0.0%
971		0.7%	0.7%	0.8%
985	74.8%	74.8%	7.0%	
997	18.8%	12.3%	0.7%	7.7%

TRANSPORTATION

Bus Fleet - Daily Buses as Percent of Total Buses



Description of Calculation

Number of daily buses, divided by total number of buses.

Importance of Measure

A goal of a well-run transportation department is to procure only the number of buses actually needed on a daily basis, plus an appropriate spare bus ratio.

Maintaining or contracting unneeded buses is expensive and unnecessary as these funds could be used in the classroom.

Factors that Influence

- Historical trends of the number of students transported
- Enrollment projections and their impact on transported programs
- Changes in transportation eligibility policies
- Spare bus factor needed
- Age of fleet

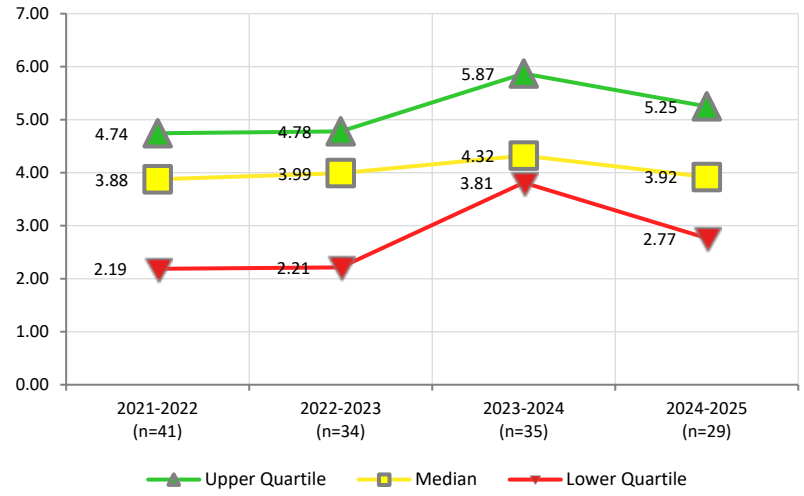
Districts in Best Quartile (2024-2025)

- Boston Public Schools
- Chicago Public Schools
- Dallas Independent School District
- Des Moines Public Schools
- Detroit Public Schools
- Jersey City Public Schools
- Toledo Public Schools

District	2021-2022	2022-2023	2023-2024	2024-2025
115	63.6%		41.1%	
135	62.6%	59.3%	56.1%	
173			83.8%	
194		77.0%	78.9%	79.0%
196	93.0%	94.4%	95.1%	
200	70.5%	63.1%		71.2%
219	81.1%	75.1%	82.3%	
250		80.0%		89.7%
262	72.9%	66.3%		67.0%
314	90.8%	90.9%	91.0%	
323	61.5%	63.6%	50.5%	47.6%
349	82.1%	80.2%	78.9%	74.8%
371	82.7%	75.1%	82.0%	80.6%
372	100.0%	90.9%		
378			68.5%	62.9%
379	95.2%	61.8%	87.8%	79.3%
389	90.3%	91.0%	81.2%	
406	97.7%	99.0%	97.8%	
415	61.9%	63.5%		61.3%
426	71.0%	100.0%	67.3%	67.3%
432	68.4%	68.8%	94.4%	
442	100.0%			
443	84.5%	75.5%	68.9%	
476	87.0%	88.1%	92.4%	
494		81.6%		
506	98.5%			
513	71.1%	65.5%	64.1%	66.7%
529	63.7%	62.5%	68.1%	
584				66.0%
587	72.8%	69.2%	57.9%	59.1%
601	85.2%	82.7%	85.2%	87.2%
636	84.7%			
647				97.1%
663	63.7%	58.0%	61.7%	
674	78.8%	73.6%	83.5%	79.1%
689	64.5%	65.5%	62.8%	
693	86.1%	88.3%	87.8%	
717	99.2%	80.5%	86.6%	86.6%
742		100.0%		
744		83.2%	88.0%	
763	97.8%			98.7%
765	80.6%		90.8%	
791	100.0%			
797	88.6%	88.5%	70.4%	68.0%
811	77.9%	77.6%		74.5%
812	80.4%	91.2%	76.4%	97.1%
824	89.5%	90.4%	91.1%	90.1%
838	79.7%	79.2%	93.9%	
862				
886	81.1%			
903	78.5%	84.1%	79.4%	79.7%
921				
967	84.7%	71.1%		
971	75.7%	66.7%	64.2%	65.3%
985	57.8%		62.0%	
997	81.2%		54.0%	37.7%

TRANSPORTATION

Bus Usage - Daily Runs per Bus



Description of Calculation

Total number of daily bus runs, divided by the total number of buses used for daily yellow bus service (contractor and district).

Importance of Measure

- There is a positive correlation between the number of daily runs a bus makes and operating costs.
- Efficiencies are gained when one bus is used multiple times in the morning and again in the afternoon.
- Using one bus to do the work of two buses saves dollars.

Factors that Influence

- District-managed or contractor transportation
- Tiered school bell times
- Transportation department input in proposed bell schedule changes
- Bus capacities
- District guidelines on maximum ride time
- District geography
- Minimum/shortened/staff development day scheduling
- Effectiveness of the routing plan
- Types of transported programs served

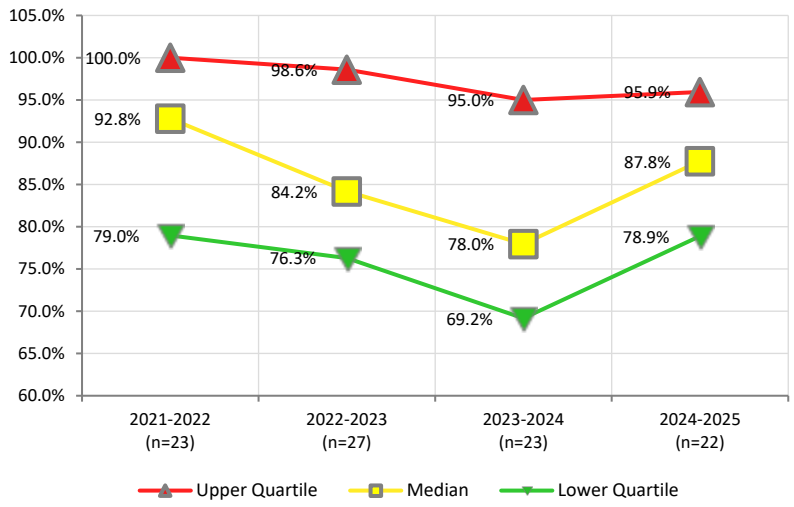
Districts in Best Quartile (2024-2025)

- Albuquerque Public Schools
- Broward County Public Schools
- Charlotte-Mecklenburg Schools
- Des Moines Public Schools
- Guilford County School District
- Miami-Dade County Public Schools
- Orange County Public School District
- Palm Beach County School District

District	2021-2022	2022-2023	2023-2024	2024-2025
115	2.6		8.5	
135	2.6	1.0	4.1	
173				
194			4.3	4.3
196	2.0	2.0	2.0	
200	5.6	5.3		5.0
219	5.7		5.9	
250				7.2
262	4.9	4.4		5.6
314			6.1	
323	4.2	3.4	4.0	4.1
349			10.1	8.9
371	1.4	1.3		
372	1.9	3.7		
378		2.0		
379	4.4	1.0	1.5	
389	4.7	5.6	5.7	
406		3.2	3.2	
415	1.8	2.1		1.9
426	3.2	2.2		
432	2.2	2.3	3.8	3.8
442	1.0	4.8		2.0
443	3.4	2.9	3.4	3.3
476	6.0		6.0	
506	3.4			
513	5.2	5.6	5.5	5.3
529	5.8	3.7	6.0	
584				2.8
587	4.6	4.7	4.3	4.5
601	4.8	4.8	4.8	2.4
636	1.0			
647				
663	6.0		5.4	
674	3.8	4.6	3.8	3.9
689	4.5	4.0	4.3	
693	3.9	4.0	4.3	
717	3.7	2.6	2.8	2.8
742		4.8	5.7	
744		4.8	4.7	
763	3.9		10.0	3.7
765	5.3		2.8	2.7
791	4.1			
797	5.1	5.2	5.4	5.5
811	1.1	1.0	5.9	5.8
812	3.7	4.0		3.9
824	3.6		4.2	3.9
838	1.0	4.2	3.6	3.8
862			4.1	4.5
886	1.1			
903	0.9	0.9	2.0	2.0
921				2.6
967	3.9	4.6		8.0
971			7.5	7.4
985	4.1	4.8		
997	4.7	4.3	5.6	4.3

TRANSPORTATION

Fuel Cost as Percent of Retail - Diesel



Description of Calculation

Per-gallon price paid by the district for diesel, divided by the per-gallon price of diesel at retail.

Importance of Measure

Fuel discounts reflect the degree to which the district leverages its considerable buying power when negotiating fuel procurements.

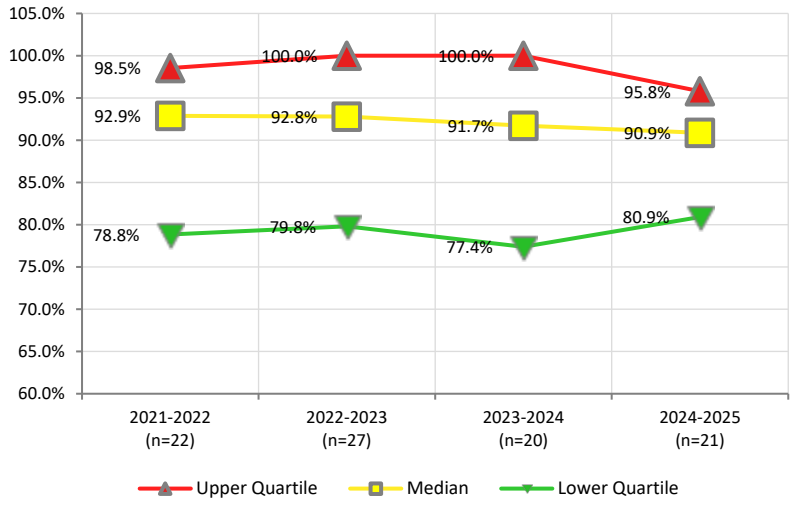
Districts in Best Quartile (2024-2025)

- Charlotte-Mecklenburg Schools
- Columbus Public Schools
- Des Moines Public Schools
- Jefferson County Public Schools (KY)
- Jersey City Public Schools
- School District of Philadelphia

District	2021-2022	2022-2023	2023-2024	2024-2025
115			85.6%	
173				79.0%
194		79.2%	94.7%	
219		70.6%		
250		74.0%		64.2%
262	86.0%	79.0%		
323	75.0%		100.0%	100.0%
349	95.7%	99.5%	94.2%	93.3%
371	71.2%	76.3%	78.0%	78.9%
372		90.6%		
378			69.2%	67.8%
379	100.0%	100.0%	100.0%	100.0%
406			0.0%	
415		74.8%		
426	100.0%	100.0%	60.2%	100.0%
432	90.0%			75.0%
442				
476	79.0%	100.0%	95.0%	
494		82.5%		
506	84.6%	98.6%		
513		75.7%	72.4%	80.7%
529	92.8%	94.1%		
584				91.9%
587	76.8%	73.2%	77.8%	82.6%
601	93.9%		70.0%	
647				77.8%
674	77.8%		70.0%	82.8%
693	95.7%	95.3%	94.3%	
717	100.0%	71.6%	83.8%	83.8%
742				
744		81.0%	77.5%	
765	100.0%		100.0%	
797	69.1%	81.9%	64.3%	64.3%
811	100.0%	100.0%	100.0%	91.7%
812		92.4%		
838	83.3%	82.9%		100.0%
903				95.9%
967	98.9%	98.2%		94.0%
971	95.6%	95.8%	95.1%	93.9%
985	79.3%	84.2%	56.5%	
997	100.0%	100.0%	49.6%	100.0%

TRANSPORTATION

Fuel Cost as Percent of Retail - Gasoline



Description of Calculation

Per-gallon price paid by the district for gasoline, divided by the per-gallon price of gasoline at retail.

Importance of Measure

Fuel discounts reflect the degree to which the district leverages its considerable buying power when negotiating fuel procurements.

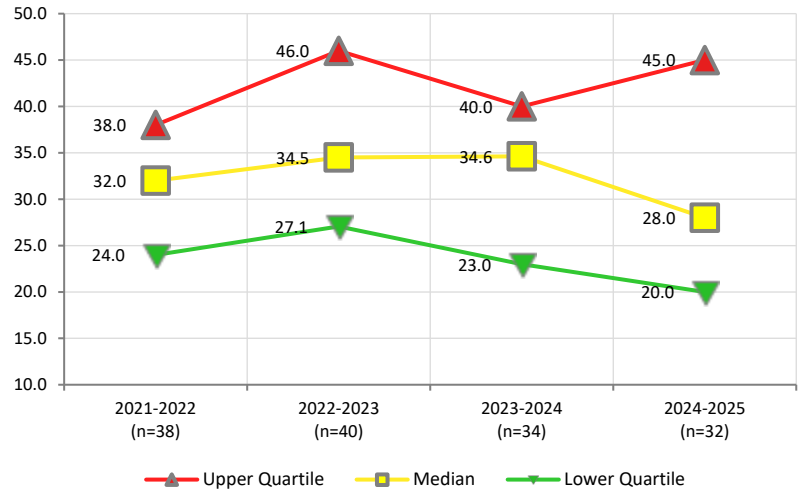
Districts in Best Quartile (2024-2025)

- Charlotte-Mecklenburg Schools
- Dallas Independent School District
- Des Moines Public Schools
- Jefferson County Public Schools (KY)
- Jersey City Public Schools
- School District of Philadelphia

District	2021-2022	2022-2023	2023-2024	2024-2025
115			77.6%	
135	94.9%	95.4%		
173				88.9%
194			84.8%	
196		71.5%		
219		95.7%		
250				71.1%
262	88.5%	70.4%		
323	82.5%	100.0%	100.0%	100.0%
349	94.8%	94.5%	94.0%	93.4%
371	70.1%		82.7%	76.0%
372		97.6%		
379	100.0%	100.0%	100.0%	100.0%
406				
415		72.4%		
426	100.0%	100.0%		100.0%
432	88.8%			66.7%
442				
443	100.0%	100.0%	100.0%	93.2%
476	97.1%	100.0%	95.1%	
494		92.5%		
513		89.9%	73.1%	86.1%
584				91.6%
587	78.8%	76.8%	77.2%	89.6%
647				76.9%
674		87.5%	72.0%	84.8%
689	76.9%	80.3%	89.4%	
717	71.0%	73.0%	70.0%	70.0%
742				
765	100.0%		100.0%	
797	71.8%	79.8%	79.1%	80.9%
811	100.0%	100.0%	100.0%	100.0%
812	93.2%	92.8%		
838	83.4%	83.4%		
903	92.5%	74.2%	94.8%	95.8%
967	98.5%	99.2%		90.9%
971	94.9%	95.6%	94.4%	92.9%
985	77.0%	80.0%	64.5%	
997		100.0%	100.0%	100.0%

TRANSPORTATION

Daily Ride Time - General Education



Description of Calculation

Average one-way (single trip) daily ride time, in minutes - General Education

Importance of Measure

Cost efficiency must be balanced with service considerations. Districts certainly wish to maximize the loading of their buses but hopefully not at the expense of an overly long bus ride for the students.

Factors that Influence

- Bus capacities
- State or district or state guidelines on maximum ride time and earliest pick up time
- District geography, attendance boundaries and zones

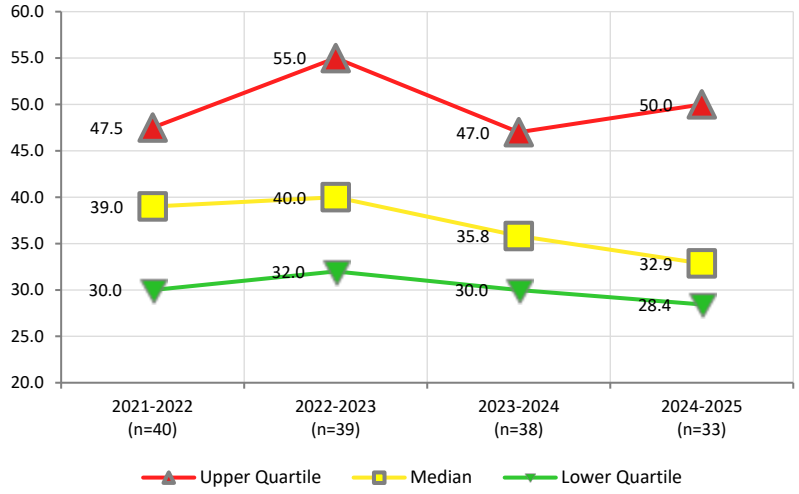
Districts in Best Quartile (2024-2025)

- Albuquerque Public Schools
- Atlanta Public Schools
- Charlotte-Mecklenburg Schools
- Detroit Public Schools
- Fresno Unified School District
- Madison Metropolitan School District
- Oklahoma City Public Schools
- Orange County Public School District
- Portland Public Schools

District	2021-2022	2022-2023	2023-2024	2024-2025
115	30.0		30.0	
135	15.0	15.0	15.0	
173			35.0	90.0
194		50.0	45.0	18.0
196		50.0		
200	32.0	57.0		52.0
219	35.0			
250		22.0		22.0
262	30.0	30.0		30.0
314	42.1	38.2	39.9	
323	24.0	25.0	23.0	27.0
349	40.0	40.0	40.0	28.0
371	56.0	31.0	33.0	58.0
372		29.0		
378		60.0	31.1	28.0
379	20.5	47.0	44.0	45.0
389	35.0	24.0	24.0	
406		40.0	40.0	45.0
415	24.0	44.0		32.9
426	90.0	90.0		
432	35.0	40.0	40.0	40.0
442	60.0	60.0		60.0
443	15.3		19.0	18.0
476	20.0	30.0	40.0	
494		45.0		
506	32.1	27.1		
513				
529	29.0	29.0	30.0	
584				20.0
587	19.0	20.0	21.0	25.0
601	38.0	27.0	26.0	26.0
636	45.0			
647				30.0
663	25.0	25.0	25.0	
674	33.0	37.0	34.2	33.3
689	42.0	48.0	46.0	
693	38.0	39.0	38.0	
717	33.0	33.0	45.0	45.0
744		36.0	36.0	
763	32.0		23.0	
765	22.0		22.0	22.0
797	15.0	15.0	14.0	15.0
811	26.0	30.0		
812	27.0	28.0		25.0
824		19.0	20.0	18.0
838	30.0	30.0	35.0	0.5
862			40.0	60.0
886	35.0			
903	51.7	51.8	47.8	52.0
921				20.0
967	15.0	15.0		15.0
971			16.7	17.0
985	25.0	45.0	60.0	
997	55.0	55.0	38.0	55.0

TRANSPORTATION

Daily Ride Time - SWD



Description of Calculation

Average one-way (single trip) daily ride time, in minutes - Students with Disabilities

Importance of Measure

Cost efficiency must be balanced with service considerations. Districts certainly wish to maximize the loading of their buses but not at the expense of an overly long bus ride for the students.

Factors that Influence

- Bus capacities
- State or district or state guidelines on maximum ride time and earliest pick up time
- District geography, attendance boundaries and zones
- Programs transported

Districts in Best Quartile (2024-2025)

- Austin Independent School District
- Des Moines Public Schools
- Detroit Public Schools
- Fresno Unified School District
- Madison Metropolitan School District
- Orange County Public School District
- Portland Public Schools
- Toledo Public Schools
- Wichita Unified School District

District	2021-2022	2022-2023	2023-2024	2024-2025
115	45.0		45.0	
135	20.0	20.0	30.0	
173			45.0	90.0
194		55.0	55.0	65.0
196	40.0		55.0	
200	27.0	48.0		
219	30.0			
250		20.0		22.0
262	35.0	35.0		40.0
314	43.3	41.2	40.5	
323	34.0	34.0	36.0	35.0
349	35.0	35.0	35.0	30.0
371	72.0	39.0	39.0	59.0
372		32.0		
378		60.0	32.2	30.0
379	21.9	43.0	45.0	43.0
389	45.0	29.0	29.0	
406		45.0	45.0	30.0
415	71.0	54.0		32.9
426	90.0	90.0	90.0	90.0
432	50.0	50.0	50.0	50.0
442	60.0	60.0		80.0
443	24.0	22.3	28.0	24.0
476	25.0	25.0	35.0	
494		45.0		
506	54.0	59.3		
513			-	
529	40.0	40.0	30.0	
584				30.0
587	22.0	22.0	25.0	26.0
601	38.0	27.0	28.0	32.0
636	45.0			
647				30.0
663	30.0		30.0	
674	32.0	32.3	32.3	33.1
689	50.0	59.0	63.0	
693	71.0	65.0	47.0	
717			45.0	60.0
744		55.0	55.0	
763	35.0		28.0	
765	22.0		22.0	22.0
797	35.0	36.0	34.0	35.0
811	37.0	37.0	159.0	60.0
812	40.0	40.0		20.0
824	29.0	30.0	30.0	28.0
838	60.0	60.0	30.0	0.5
862			40.0	60.0
886	45.0			
903	40.7	39.3	35.6	41.0
921				20.0
967	30.0	35.0		30.0
971	25.3	31.8	29.2	28.4
985	50.0	65.0	70.0	
997	45.0	45.0	53.0	45.0

HUMAN RESOURCES

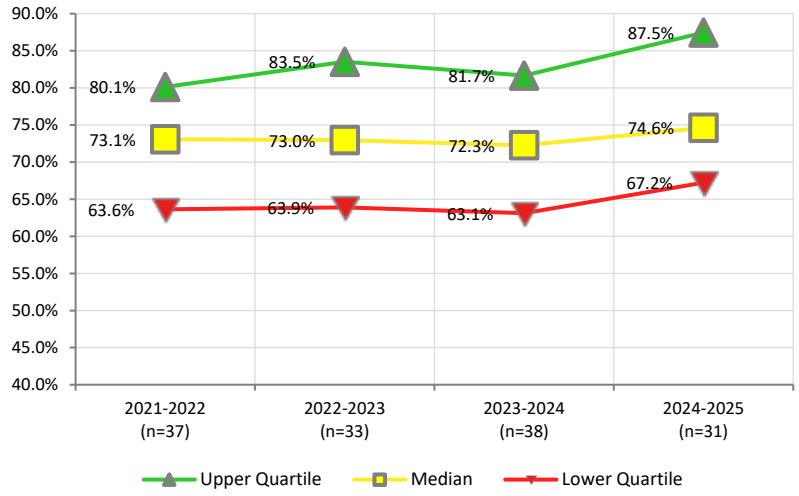
The measures in this section include such districtwide indicators as Teacher Retention Rate and Employee Separation Rate, as well as indicators that are focused more narrowly on the operation of the district's human resources department, such as HR Cost per District FTE, HR Cost per $100k Revenue, Exit Interview Completion Rate, and Substitute Placement Rate. In addition, there are several measures that can be used to benchmark a district's health benefits and retirement benefits, including Health Benefits Enrollment Rate and Health Benefits Cost per Enrolled Employee.

The factors that influence these measures and that can guide improvement strategies may include:

- Identification of positions to be filled
- Diverse pool of qualified applicants
- Use of technology for application-approval process
- Site-based hiring vs. central-office hiring process
- Availability of interview team members
- Effectiveness of recruiting efforts
- Salary and benefits offered
- Employee satisfaction and workplace environment
- Availability of skills in local labor market
- Personnel policies and practices

HUMAN RESOURCES

Teacher Retention - Remaining After 1 Year



Description of Calculation

Number of teachers retained after one year, divided by number of teachers that were newly hired one years ago.

Importance of Measure

Based on review of this measure, a district may re-allocate funds to adopt new mentor/ induction programs or revise their current programs. Districts will also have data available to justify making changes in their selection process and engaging local universities regarding coursework designed to better prepare graduates for urban teaching. By tracking, monitoring and examining retention of first year teachers, districts can measure early attrition rates and thereby manage the cost of bringing in new teachers, revised mentoring/ induction program and maintain desired staff continuity.

Factors that Influence

- Culture
- Communication
- School leadership
- Professional development
- Selection and hiring process
- Support

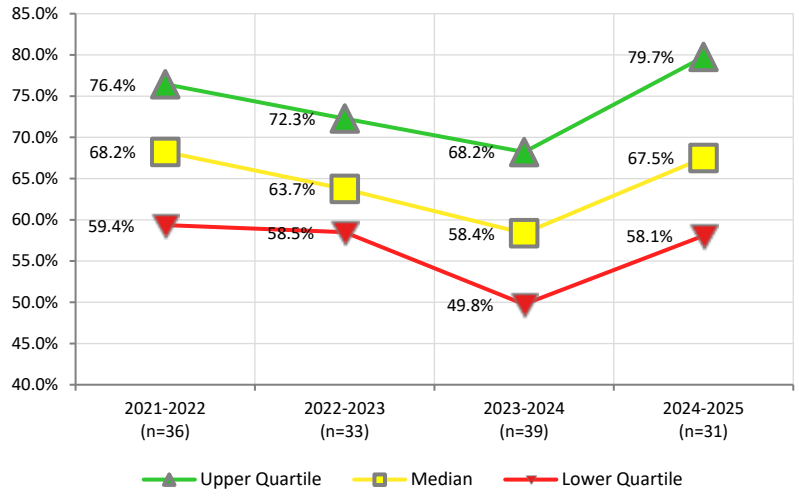
Districts in Best Quartile (2024-2025)

- Albuquerque Public Schools
- Boston Public Schools
- Clark County School District
- Fresno Unified School District
- Jackson Public School District (MS)
- Jefferson County Public Schools (KY)
- Los Angeles Unified School District
- Toledo Public Schools

District	2021-2022	2022-2023	2023-2024	2024-2025
110				82.8%
135	79.4%	84.5%	72.4%	
194				74.6%
196			65.9%	
200	70.9%	94.4%	94.4%	87.7%
219	73.1%	76.8%	78.1%	
250	60.4%	63.3%	75.9%	73.1%
262	90.0%	79.0%	70.2%	70.2%
314	80.1%	83.5%	65.8%	
349	73.2%	81.8%	72.1%	67.2%
371	75.3%	76.0%	75.0%	
378	81.6%			
379	87.6%	87.6%	50.7%	55.7%
406	63.7%		87.0%	89.5%
415	90.3%	73.0%	75.2%	72.7%
426	76.7%	67.4%	49.5%	35.5%
432	87.5%	89.7%	87.3%	87.5%
442	72.3%	66.7%	26.0%	54.7%
443	84.1%	78.7%	81.7%	76.4%
494		64.7%		
506		75.2%		
513	85.4%			76.0%
529			60.0%	
584	60.4%	60.4%	56.6%	56.6%
587	58.8%	63.0%	65.0%	76.0%
601	92.3%	94.7%	96.0%	94.1%
636	73.8%	63.1%		
647				77.2%
663	60.6%	63.4%	60.9%	
674	76.2%	70.6%	73.8%	79.8%
689		71.8%		
693	67.8%	63.9%	67.0%	
717	56.6%	58.5%	56.0%	48.8%
742	61.3%		72.8%	
744		71.9%	63.1%	
765	67.5%		71.6%	
797	58.5%		57.8%	61.7%
811	71.1%	72.6%	75.1%	75.2%
812	61.8%	81.9%	76.7%	87.5%
824	69.3%	61.2%	64.4%	62.7%
838	94.5%	90.7%	91.6%	92.5%
862			84.8%	68.2%
886	63.6%			
903	79.4%		87.8%	94.9%
921				72.1%
929		94.4%		
967			92.1%	92.1%
971	77.7%	62.8%	60.9%	74.6%
985	61.2%		70.2%	
997	72.2%	84.4%	84.4%	74.6%

HUMAN RESOURCES

Teacher Retention - Remaining After 2 Years



Description of Calculation

Number of teachers retained after two years, divided by number of teachers that were newly hired two years ago.

Importance of Measure

Based on review of this measure, a district may re-allocate funds to adopt new mentor/ induction programs or revise their current programs. Districts will also have data available to justify making changes in their selection process and engaging local universities regarding coursework designed to better prepare graduates for urban teaching. By tracking, monitoring and examining retention of second year teachers, districts can measure early attrition rates and thereby manage the cost of bringing in new teachers, revised mentoring/ induction program and maintain desired staff continuity.

Factors that Influence

- Culture
- Communication
- School leadership
- Professional development
- Selection and hiring process
- Support

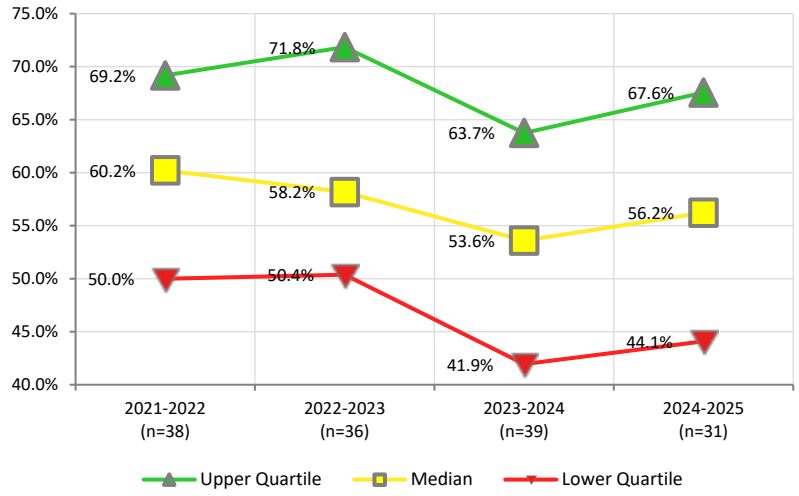
Districts in Best Quartile (2024-2025)

- Clark County School District
- Fort Worth Independent School District
- Fresno Unified School District
- Jackson Public School District (MS)
- Jefferson County Public Schools (KY)
- Los Angeles Unified School District
- Pittsburgh Public Schools
- Portland Public Schools

District	2021-2022	2022-2023	2023-2024	2024-2025
110				68%
135	75.6%	68%	74%	
194				57%
196			51%	
200	65.2%	65%	65%	80%
219	61.7%	60%	61%	
250	56.1%	59%	58%	71%
262	74.5%	68%	63%	63%
314	67.8%	68%	53%	
349	62.8%	88%	68%	66%
371	65.9%	58%	60%	
378	74.6%			
379	83.4%	83%	40%	52%
406	80.0%	64%	49%	90%
415	75.8%	54%	59%	62%
426	68.7%	77%	38%	36%
432	78.9%	75%	80%	81%
442	77.4%	72%	18%	84%
443	72.9%	67%	78%	81%
494		57%		
506		63%		
513	72.6%	70%	70%	67%
529			51%	
584			45%	45%
587	47.9%	51%	45%	64%
601	82.5%	78%	83%	79%
636	58.7%	59%		
647				58%
663	55.2%		50%	
674	67.0%	59%	56%	63%
689		64%		
693	54.9%	53%	52%	
717	48.6%	49%	37%	41%
742	66.7%		48%	
744		61%	51%	
765	64.8%		61%	
797	50.1%		46%	51%
811	60.0%	56%	56%	68%
812	70.5%	62%	66%	79%
824	77.0%	52%	55%	50%
838	88.1%	85%	81%	86%
862			66%	80%
886	54.1%			
903	74.0%		80%	85%
921				67%
929		92%		
967			74%	74%
971	78.3%	52%	55%	61%
985	57.1%		61%	
997	92.4%	82%	82%	71%

HUMAN RESOURCES

Teacher Retention - Remaining After 3 Years



Description of Calculation

Number of teachers retained after three years, divided by number of teachers that were newly hired three years ago.

Importance of Measure

Based on review of this measure, a district may re-allocate funds to adopt new mentor/ induction programs or revise their current programs. Districts will also have data available to justify making changes in their selection process and engaging local universities regarding coursework designed to better prepare graduates for urban teaching. By tracking, monitoring and examining retention of third year teachers, districts can measure early attrition rates and thereby manage the cost of bringing in new teachers, revised mentoring/ induction program and maintain desired staff continuity.

Factors that Influence

- Culture
- Communication
- School leadership
- Professional development
- Selection and hiring process
- Support

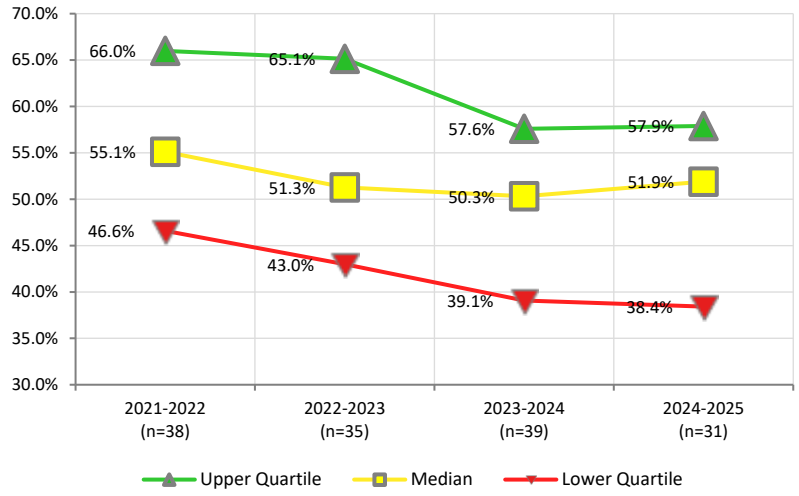
Districts in Best Quartile (2024-2025)

- Boston Public Schools
- Clark County School District
- Fresno Unified School District
- Jackson Public School District (MS)
- Jefferson County Public Schools (KY)
- Los Angeles Unified School District
- Palm Beach County School District
- Portland Public Schools

District	2021-2022	2022-2023	2023-2024	2024-2025
110				56.4%
135	84.0%	60.5%	74.5%	
194				44.1%
196			44.5%	
200	61.5%	58.6%	58.6%	67.6%
219	56.5%	60.4%	54.6%	
250	56.3%	54.2%	58.4%	54.3%
262	65.8%	56.0%	56.2%	56.2%
314	60.8%	56.5%	42.2%	
349	49.3%	57.8%	59.1%	41.7%
371	58.0%	53.1%	47.9%	
378	72.6%			
379	65.8%	65.8%	28.7%	39.2%
389	33.8%			
406	65.1%	80.0%	63.7%	94.3%
415	63.4%	50.9%	41.9%	50.7%
426	77.5%	94.3%	28.5%	29.0%
432	69.2%	68.7%	67.5%	67.9%
442	97.3%	77.4%	16.7%	52.6%
443	75.4%	70.4%	64.2%	73.5%
494		50.2%		
506		47.8%		
513	58.4%	60.0%	60.0%	77.1%
529			39.5%	
584	33.9%	66.4%	38.6%	38.6%
587	37.8%	42.8%	36.3%	45.4%
601	73.8%	73.4%	71.6%	74.1%
636	57.0%	94.4%		
647				44.8%
663	50.4%	44.0%	40.6%	
674	59.6%	56.1%	53.3%	49.5%
689		63.7%		
693	44.7%	44.4%	46.0%	
717	42.8%	43.0%	55.9%	39.5%
742	50.0%	50.6%	42.3%	
744		34.9%	34.2%	
765	61.5%		53.6%	
797	41.7%		38.1%	42.2%
811	50.0%	51.8%	45.0%	63.6%
812	58.2%	73.3%	65.7%	62.7%
824	65.5%	44.4%	47.6%	40.9%
838	74.3%	84.5%	78.9%	75.7%
862			56.0%	61.4%
886	44.1%			
903	71.3%		77.3%	79.1%
921				57.2%
929		82.8%		
967			64.2%	64.2%
971	78.8%	46.3%	46.4%	55.2%
985	55.0%		57.1%	
997	67.9%	88.2%	88.2%	63.1%

HUMAN RESOURCES

Teacher Retention - Remaining After 4 Years



Description of Calculation

Number of teachers retained after four years, divided by number of teachers that were newly hired four years ago.

Importance of Measure

The measure of attrition rates helps districts identify "hot spots" within a district by tracking, monitoring and examining teacher retention on a school-by school basis. A low retention rate at a school may indicate a lack of support from the leadership of the district, insufficient professional development, and/ or a misunderstanding of district's mission. A high retention rate may indicate stability and job satisfaction. The data can be used to show that continuity of teaching staff within a school has a positive effect on student achievement.

Factors that Influence

- Culture
- Communication
- School Leadership
- Professional development
- Selection and hiring process
- Support

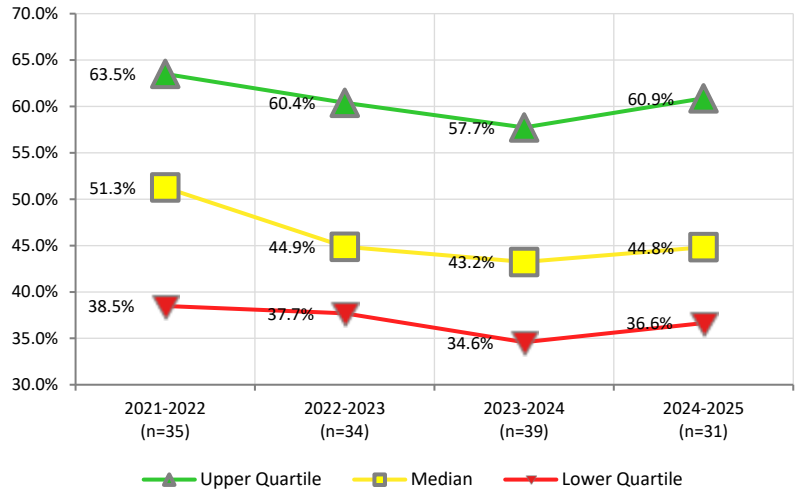
Districts in Best Quartile (2024-2025)

- Boston Public Schools
- Cleveland Metropolitan School District
- Fort Worth Independent School District
- Fresno Unified School District
- Jackson Public School District (MS)
- Jefferson County Public Schools (KY)
- Los Angeles Unified School District
- Portland Public Schools

District	2021-2022	2022-2023	2023-2024	2024-2025
110				55.4%
135	77.3%	58.3%	84.2%	
194				45.0%
196			33.5%	
200	58.5%	55.3%	55.3%	56.4%
219	47.3%	49.9%	51.5%	
250	48.5%	54.9%	56.5%	55.3%
262	56.4%	55.8%	48.9%	48.9%
314	51.4%	50.3%	39.6%	
349	51.0%	51.9%	55.5%	55.7%
371	52.0%	56.2%	50.3%	
378	64.9%			
379	81.2%	81.2%	23.9%	28.7%
389	20.5%			
406	82.8%	65.1%	80.0%	85.7%
415	50.0%	44.1%	45.0%	38.4%
426	78.6%	89.9%	27.8%	22.5%
432	65.5%	62.3%	63.5%	64.3%
442	95.5%		12.3%	71.5%
443	68.9%	66.2%	68.1%	63.8%
494		47.0%		
506		47.9%		
513	54.8%	49.4%	49.4%	56.8%
529			35.2%	
584	33.1%	32.8%	27.2%	27.2%
587	33.9%	34.8%	34.4%	36.4%
601	65.6%	65.8%	68.2%	64.6%
636	57.6%	83.8%		
647				34.0%
663	43.9%	43.0%	40.5%	
674	50.9%	51.3%	51.0%	40.5%
689		44.9%		
693	36.7%	39.2%	39.1%	
717	43.2%	38.3%	44.3%	35.2%
742	46.6%	39.9%	43.1%	
744		33.8%	33.2%	
765	52.4%		54.8%	
797	39.2%		36.3%	34.3%
811	43.5%	43.5%	51.1%	49.1%
812	56.5%	58.8%	75.6%	51.9%
824	56.0%	42.5%	49.9%	40.3%
838	71.7%	69.4%	79.8%	75.0%
862			57.0%	56.0%
886	36.8%			
903	66.0%		69.5%	75.7%
921				49.5%
929		79.6%		
967			57.6%	57.6%
971	74.6%	41.0%	40.8%	47.4%
985	55.4%		55.0%	
997	68.6%	70.7%	70.7%	57.9%

HUMAN RESOURCES

Teacher Retention - Remaining After 5 Years



Description of Calculation

Number of teachers retained after five years, divided by number of teachers that were newly hired five years ago.

Importance of Measure

The measure of attrition rates helps districts identify "hot spots" within a district by tracking, monitoring and examining teacher retention on a school-by school basis. A low retention rate at a school may indicate a lack of support from the leadership of the district, insufficient professional development, and/ or a misunderstanding of district's mission. A high retention rate may indicate stability and job satisfaction. The data can be used to show that continuity of teaching staff within a school has a positive effect on student achievement.

Factors that Influence

- Culture
- Communication
- School Leadership
- Professional development
- Selection and hiring process
- Support

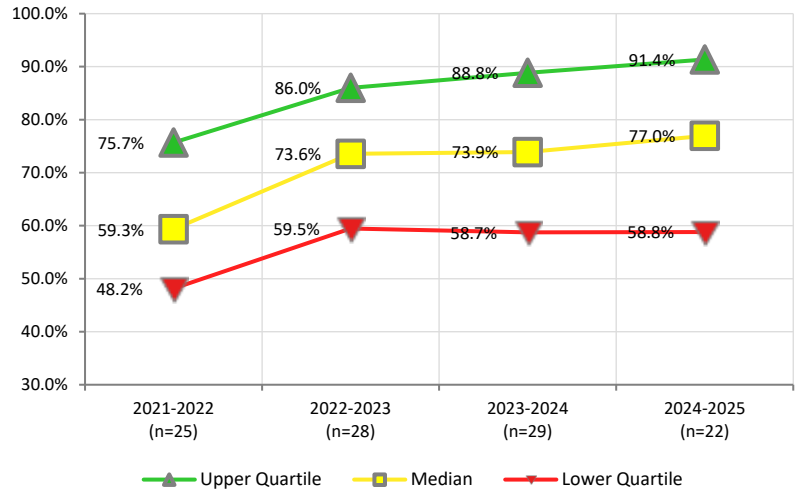
Districts in Best Quartile (2024-2025)

- Boston Public Schools
- Clark County School District
- Fresno Unified School District
- Jackson Public School District (MS)
- Los Angeles Unified School District
- Miami-Dade County Public Schools
- Portland Public Schools
- Toledo Public Schools

District	2021-2022	2022-2023	2023-2024	2024-2025
110				50.8%
135	88.8%	47.9%	76.5%	
194				36.6%
196			36.3%	
200	47.1%	49.5%	49.5%	62.3%
219	44.9%	43.0%	44.5%	
250	36.0%	46.4%	55.6%	52.7%
262	51.8%	45.8%	42.1%	42.1%
314	46.0%	43.9%	39.7%	
349	54.5%	44.0%	49.2%	60.9%
371	48.7%	48.3%	45.6%	
378	63.5%			
379	85.5%	85.5%	23.7%	24.6%
406		82.8%	65.1%	95.9%
415	42.1%	37.7%	40.1%	41.6%
426	79.2%	77.5%	22.9%	21.8%
432	57.7%	58.7%	57.7%	58.0%
442	91.8%		16.1%	42.9%
443	66.0%	60.4%	65.2%	68.2%
494		49.3%		
506		36.9%		
513	45.0%	43.2%	43.2%	44.4%
529			30.9%	
584			28.6%	28.6%
587	30.8%	30.9%	26.8%	33.9%
601	61.3%	61.2%	61.1%	64.8%
636	63.5%	88.4%		
647				45.0%
663	35.9%	37.6%	39.5%	
674	46.4%	40.4%	42.1%	42.5%
689		42.0%		
693	30.7%	30.1%	34.6%	
717	29.4%	36.8%	32.1%	28.5%
742	38.5%	37.5%	36.0%	
744		32.0%	29.7%	
765	51.3%		47.6%	
797	34.8%		33.4%	33.8%
811	37.4%	37.5%	37.4%	28.1%
812	57.9%	56.6%	60.0%	63.9%
824	47.9%	42.2%	46.9%	42.4%
838	65.5%	68.1%	67.4%	75.3%
862			59.5%	50.7%
886	31.8%			
903	64.5%		65.3%	68.0%
921				44.8%
929		82.2%		
967			55.4%	55.4%
971	74.0%	37.7%	36.9%	41.8%
985	51.9%		55.4%	
997	58.4%	60.5%	60.5%	57.3%

HUMAN RESOURCES

Substitute Placement Rate



Description of Calculation

Number of student attendance days where a substitute was successfully placed in a classroom, divided by the total number of student attendance days that classroom teachers were absent from their classrooms.

Importance of Measure

Failure to place substitutes to fill teacher absences can adversely affect students, as well as school staff, and should be reduced to a minimum.

Factors that Influence

- Quality of substitute pool database
- Substitute back-up policy

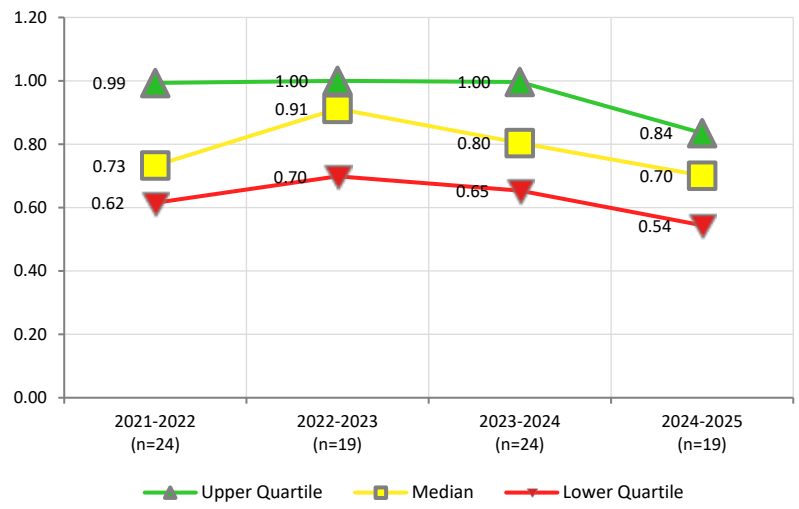
Districts in Best Quartile (2024-2025)

- Atlanta Public Schools
- Fresno Unified School District
- Miami-Dade County Public Schools
- Orange County Public School District
- Palm Beach County School District
- Portland Public Schools

District	2021-2022	2022-2023	2023-2024	2024-2025
135				
194				97.77%
200	75.68%	52.19%	52.19%	56.07%
219	74.82%	85.92%	73.89%	
250	60.41%	60.84%	60.71%	68.24%
262	46.49%	68.16%		
349		97.55%	92.00%	99.62%
371	44.48%	58.10%	63.07%	
378	49.93%			
379		62.52%	40.44%	24.43%
415	43.47%	56.07%	48.57%	46.45%
426	57.36%	80.51%	88.84%	80.44%
432	96.18%	65.91%	65.27%	70.86%
442	38.87%	50.73%	76.87%	
443	77.83%	88.83%	84.05%	91.36%
494		64.10%		
513	96.00%	96.00%	96.00%	96.00%
529			86.00%	
584	53.67%	73.47%		0.667839124
587		73.64%		
647				63.13%
663	59.35%	76.28%	84.37%	
674	48.15%	53.42%	70.51%	82.87%
689		86.08%	0.50%	
693	66.61%	83.03%	89.66%	
717	51.35%	57.40%	58.75%	
742	56.35%	69.76%	59.97%	
744		100.00%	100.00%	
765	47.49%		57.34%	
797	41.64%		63.37%	58.80%
812	67.50%	76.49%	79.67%	81.79%
824			43.16%	55.06%
838	91.85%		99.09%	99.36%
862			39.86%	32.25%
886	81.84%			
903				
921				73.46%
929		100.00%		
967			80.80%	80.80%
971	77.78%	83.25%	94.02%	98.29%
985	63.31%	92.33%	93.44%	
997		54.41%		0.857505117

HUMAN RESOURCES

Substitute Placements With a BA/BS or Higher



District	2021-2022	2022-2023	2023-2024	2024-2025
194				83.5%
200	68.9%		0.4%	3.3%
219	58.9%			
250	94.5%	89.2%	91.6%	
262	34.2%			
314	2.2%	100.0%		
349	73.8%		50.7%	34.0%
371	100.0%	99.2%	99.8%	
378	100.0%			
379	2.2%	69.9%	0.9%	1.8%
415	78.9%	80.7%	75.1%	78.6%
426	69.4%	91.2%	85.0%	82.2%
442	2.5%		1.4%	
443	100.0%	100.0%	100.0%	100.0%
494		100.0%		
584	64.2%	34.4%		61.5%
587			83.2%	
647				70.1%
663	71.9%	64.5%	64.5%	
674				3.1%
689		100.0%	100.0%	
693	84.6%	78.3%	70.2%	
717	65.0%	66.7%	61.1%	54.4%
742	100.0%	100.0%	100.0%	
797	2.0%		77.5%	69.8%
812		77.0%	66.3%	77.5%
824	84.9%	95.4%	76.7%	64.2%
838	98.6%	99.0%	99.4%	99.3%
862			98.6%	99.0%
903	100.0%		100.0%	100.0%
929				
967			67.0%	67.0%
971	72.8%	65.0%	86.0%	73.5%
985	100.0%	100.0%	100.0%	

Description of Calculation

Number of substitute teachers placed with a BA/BS or higher, divided by the total number of substitute teacher placements.

Importance of Measure

Increasing the number of substitutes with a college degree improves the students' experience when a teacher is absent.

Factors that Influence

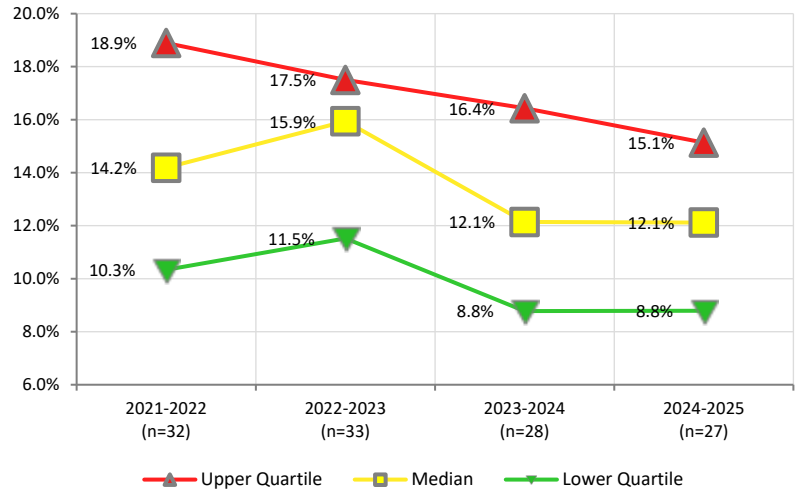
- Quality of substitute pool database
- Substitute back-up policy

Districts in Best Quartile (2024-2025)

- Atlanta Public Schools
- Fresno Unified School District
- Los Angeles Unified School District
- Pittsburgh Public Schools
- Portland Public Schools

HUMAN RESOURCES

Employee Separation Rate



Description of Calculation

Total number of employees that left the district (retirement, resignation or termination), divided by the total number of district employees (FTEs).

Importance of Measure

These measures may serve as indicators of district policies, administrative procedures and regulations, and management effectiveness. Measuring these allows the district to further analyze its actions in terms of resources, allocation of funds, policy and support to its employees. They also may be measures of workforce satisfaction and organizational climate.

Factors that Influence

- Compensation and benefits
- Recognition and rewards
- Career path/advancement
- Age distribution of workforce
- Effectiveness of leadership
- Training and professional development

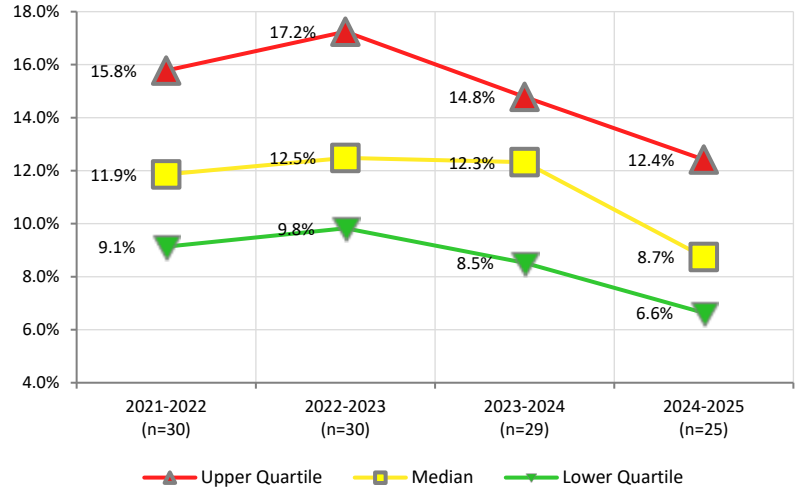
Districts in Best Quartile (2024-2025)

- Albuquerque Public Schools
- Clark County School District
- Fresno Unified School District
- Jefferson County Public Schools (KY)
- Jersey City Public Schools
- Pittsburgh Public Schools
- Toledo Public Schools

District	2021-2022	2022-2023	2023-2024	2024-2025
110				11.0%
135	23.9%	14.9%	14.6%	
145				15.2%
194				12.9%
200	13.2%	7.6%	7.9%	6.8%
219	7.3%	8.4%	7.5%	
250	12.9%	17.0%	10.4%	12.1%
262	4.1%	11.4%		
314	15.5%	13.0%	11.9%	
349	11.4%	10.0%	6.1%	8.8%
371	13.7%	17.5%	16.3%	
378	8.8%			
379	12.8%	18.9%	16.5%	15.1%
389	24.6%			
406	7.9%	13.5%	13.4%	
415	13.0%	12.6%	12.0%	11.0%
426	22.7%	21.2%	34.8%	30.6%
432	12.3%	13.2%	9.6%	8.8%
442	18.9%	18.4%		
443	15.0%	16.1%	14.4%	12.7%
494		16.1%		
513	15.1%	11.5%	11.1%	11.2%
529			11.7%	
584				10.4%
587	22.8%	14.3%	9.9%	
601	8.9%	9.2%	5.4%	12.1%
636		8.2%		
647				5.6%
663		16.0%	13.8%	
674	21.3%			14.4%
689		15.9%		
693	18.9%	16.5%	12.8%	
717	15.5%	17.2%		16.6%
742	19.5%	18.0%	16.6%	
744		16.2%	12.3%	
797			17.8%	20.0%
811	20.0%	21.4%	22.3%	19.9%
812	7.4%	8.2%	7.1%	6.2%
824	18.1%	24.1%	19.2%	13.1%
838	7.5%	7.4%	6.2%	8.3%
862				8.1%
886	14.6%			
903			7.2%	20.3%
921				13.5%
967				8.5%
971	18.4%	19.1%	17.5%	14.9%
985	10.7%	12.8%		
997	10.0%	18.5%		

HUMAN RESOURCES

Employee Separation Rate - Teachers



Description of Calculation

Number of teachers that left the district (retirement, resignation or termination), divided by the total number of teachers (FTEs).

Importance of Measure

These measures may serve as indicators of district policies, administrative procedures and regulations, and management effectiveness. Measuring these allows the district to further analyze its actions in terms of resources, allocation of funds, policy and support to its employees. They also may be measures of workforce satisfaction and organizational climate.

Factors that Influence

- Compensation and benefits
- Recognition and rewards
- Career path/advancement
- Age distribution of workforce
- Effectiveness of leadership
- Training and professional development

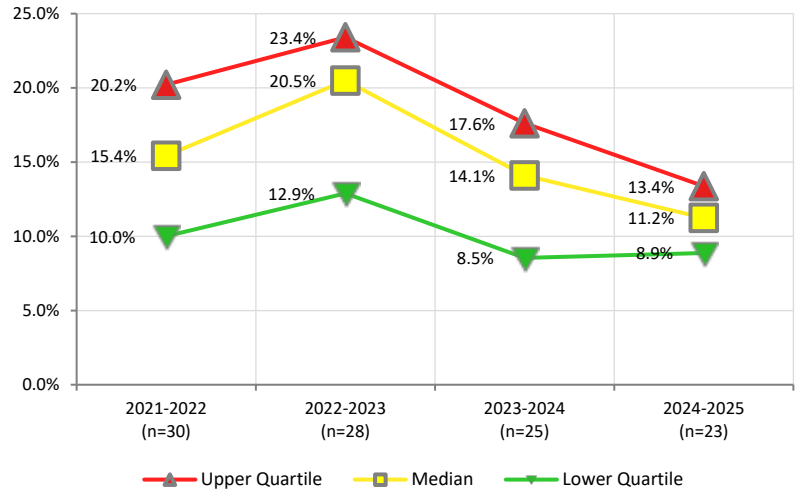
Districts in Best Quartile (2024-2025)

- Fresno Unified School District
- Jefferson County Public Schools (KY)
- Jersey City Public Schools
- Madison Metropolitan School District
- Oklahoma City Public Schools
- Omaha Public School District
- Pittsburgh Public Schools

District	2021-2022	2022-2023	2023-2024	2024-2025
110				9.9%
135	19.2%	13.7%	12.1%	
194				9.5%
200	13.1%		2.5%	7.5%
219	8.6%	6.5%	6.4%	
250	9.7%	10.1%	9.6%	8.4%
262	7.7%	9.7%		
314	12.2%	10.3%	7.2%	
349	9.3%		9.2%	8.7%
371	11.4%	11.9%	15.0%	
378	5.4%			
379	15.3%	24.1%	18.6%	16.6%
406	6.1%	6.6%	8.8%	
415	14.0%	13.7%	12.9%	12.4%
426		18.7%	33.2%	35.2%
432	9.6%	8.8%	8.5%	6.6%
442		16.9%		
443	9.1%	11.6%	9.6%	8.5%
494		12.4%		
513	12.9%	11.0%	10.7%	10.0%
529			14.1%	
584				6.5%
587	24.9%	16.1%	13.4%	
601	9.7%	10.6%	6.6%	6.8%
647				4.6%
663		15.7%	12.4%	
674	15.3%			6.4%
689		12.5%		
693	20.2%	17.2%	13.6%	
717	15.8%	20.1%		14.1%
742	18.2%	18.7%	14.8%	
744		13.8%	12.3%	
765	11.5%			
797			16.4%	15.9%
811	19.6%	19.4%	17.3%	15.4%
812	7.3%	8.8%	7.7%	8.7%
824	14.2%	19.3%	13.6%	9.8%
838	4.8%	6.3%	5.9%	6.6%
862				4.1%
886	16.1%			
903			7.9%	
921				5.6%
967				10.3%
971	16.0%	19.4%	18.1%	16.4%
985	10.1%	9.3%	36.9%	
997	6.1%	9.8%		

HUMAN RESOURCES

Employee Separation Rate - Instructional Support Staff



Description of Calculation

Number of instructional support staff that left the district (retirement, resignation or termination), divided by the total number of instructional support staff (FTEs).

Importance of Measure

These measures may serve as indicators of district policies, administrative procedures and regulations, and management effectiveness. Measuring these allows the district to further analyze its actions in terms of resources, allocation of funds, policy and support to its employees. They also may be measures of workforce satisfaction and organizational climate.

Factors that Influence

- Compensation and benefits
- Recognition and rewards
- Career path/advancement
- Age distribution of workforce
- Effectiveness of leadership
- Training and professional development

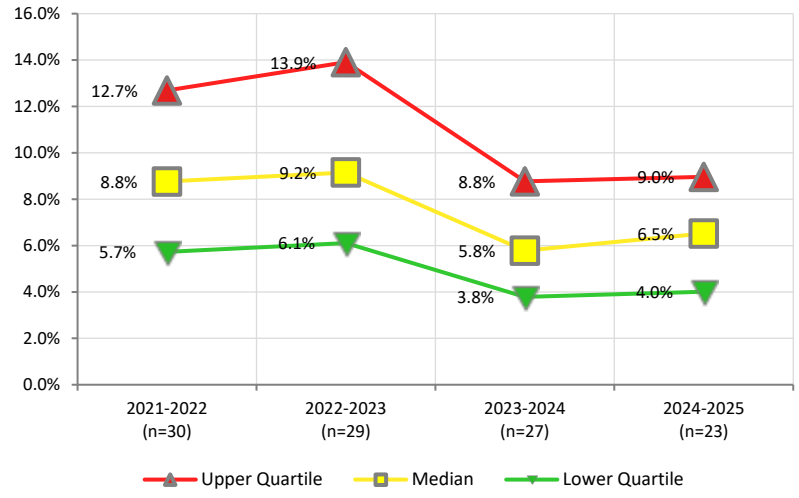
Districts in Best Quartile (2024-2025)

- Albuquerque Public Schools
- Baltimore City Public Schools
- Boston Public Schools
- East Baton Rouge Parish Public Schools
- Miami-Dade County Public Schools
- Pittsburgh Public Schools

District	2021-2022	2022-2023	2023-2024	2024-2025
110				10.4%
135	10.7%	21.5%		
194				11.5%
200	20.3%		29.3%	12.0%
219	16.5%	32.5%	10.9%	
250	8.8%	28.7%	16.9%	11.6%
262	6.5%	5.2%		
314	18.3%	15.9%	14.1%	
349	12.3%	23.1%	0.5%	4.9%
371	15.1%	20.7%	2.3%	
378	9.2%			
379	2.5%	4.7%	3.8%	5.3%
389	33.3%			
406	29.9%	21.1%	14.7%	
415	7.9%	8.6%	8.0%	8.9%
426				
432		28.3%	14.5%	14.3%
442	21.0%	21.2%		
443			23.2%	21.5%
513	15.8%	16.4%	17.2%	20.4%
529			21.7%	
584				11.1%
587	20.2%	14.0%	9.8%	
601	11.6%	12.6%	6.9%	8.6%
636		11.5%		
647				16.5%
663		17.7%	16.3%	
674	29.7%			12.7%
689		24.4%		
693	13.6%	11.3%	6.6%	
717	18.7%	20.3%		11.2%
742	31.8%	24.0%	25.7%	
744		23.7%	12.7%	
765	9.2%			
797			12.9%	12.7%
811	24.7%	27.8%		
812	7.3%		20.1%	10.4%
824	19.9%	20.1%	9.6%	10.2%
838	10.0%	13.2%	8.5%	15.6%
862				8.2%
886	16.5%			
903			17.6%	
921				13.4%
967				7.0%
971	10.2%	21.3%	18.4%	10.5%
985	17.7%	21.5%		
997	13.8%	7.7%		

HUMAN RESOURCES

Employee Separation Rate - School-Based Exempt Staff



Description of Calculation

Number of school-based exempt staff that left the district (retirement, resignation or termination), divided by the total number of school-based exempt staff (FTEs).

Importance of Measure

These measures may serve as indicators of district policies, administrative procedures and regulations, and management effectiveness. Measuring these allows the district to further analyze its actions in terms of resources, allocation of funds, policy and support to its employees. They also may be measures of workforce satisfaction and organizational climate.

Factors that Influence

- Compensation and benefits
- Recognition and rewards
- Career path/advancement
- Age distribution of workforce
- Effectiveness of leadership
- Training and professional development

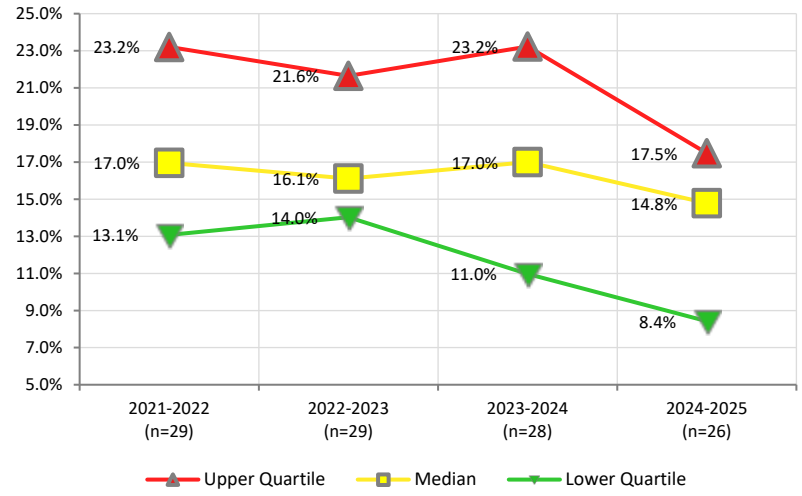
Districts in Best Quartile (2024-2025)

- Fresno Unified School District
- Guilford County School District
- Miami-Dade County Public Schools
- Omaha Public School District
- Palm Beach County School District
- Toledo Public Schools

District	2021-2022	2022-2023	2023-2024	2024-2025
110				7.1%
135		9.8%		
194				9.0%
200	6.7%	6.5%	6.7%	4.3%
219	0.6%		2.6%	
250	5.7%	13.9%	4.8%	8.8%
262		6.1%		
314	6.8%	4.8%	3.9%	
349	5.4%	1.2%	3.8%	4.0%
371	17.2%			
378	5.8%			
379	10.2%	3.3%	1.7%	
389	16.8%			
406	4.2%	2.3%	16.3%	
415	9.8%	9.2%	7.1%	5.7%
426		15.8%	16.9%	22.5%
432	12.7%	9.8%	5.5%	8.1%
442	14.9%			
443	13.2%	13.3%	14.0%	12.2%
494		16.5%		
513	4.5%	5.0%	5.0%	3.6%
529			4.5%	
584				11.0%
587	25.1%	11.0%	8.5%	
601	8.0%	6.9%	3.6%	6.5%
636		6.5%		
647				
663		23.1%	13.3%	
674	2.4%			1.0%
689		3.2%		
693	9.5%	9.7%	7.0%	
717	6.6%	13.7%		13.1%
742	14.1%	14.5%	9.6%	
744		25.2%	3.7%	
765	9.6%			
797			7.5%	8.4%
811	11.4%	15.6%	2.5%	3.2%
812	2.5%	4.7%	3.8%	2.6%
824	9.3%	6.6%	8.8%	6.5%
838	7.9%	6.1%	3.5%	2.6%
862				18.6%
886	5.2%			
903			5.8%	
921				8.0%
967				5.9%
971	9.0%	6.2%	7.3%	6.2%
985	12.7%	14.3%	10.4%	
997	8.5%			

HUMAN RESOURCES

Employee Separation Rate - School-Based Non-Exempt Staff



Description of Calculation

Number of school-based non-exempt staff that left the district (retirement, resignation or termination), divided by the total number of school-based non-exempt staff (FTEs).

Importance of Measure

These measures may serve as indicators of district policies, administrative procedures and regulations, and management effectiveness. Measuring these allows the district to further analyze its actions in terms of resources, allocation of funds, policy and support to its employees. They also may be measures of workforce satisfaction and organizational climate.

Factors that Influence

- Compensation and benefits
- Recognition and rewards
- Career path/advancement
- Age distribution of workforce
- Effectiveness of leadership
- Training and professional development

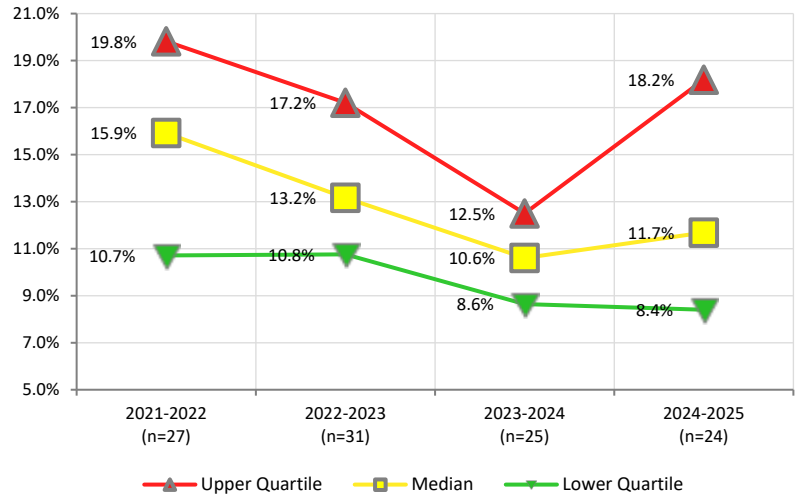
Districts in Best Quartile (2024-2025)

- Albuquerque Public Schools
- Boston Public Schools
- Clark County School District
- Jefferson County Public Schools (KY)
- Jersey City Public Schools
- Pittsburgh Public Schools
- Toledo Public Schools

District	2021-2022	2022-2023	2023-2024	2024-2025
110				16.0%
135		22.0%	11.3%	
194				17.4%
200	16.5%	10.6%	12.6%	5.3%
219	13.1%	8.2%	14.5%	
250	29.4%	34.3%	11.7%	22.7%
262		14.8%		
314	23.2%	16.1%	17.4%	
349	13.9%	24.0%	10.0%	21.0%
371			26.3%	
378	9.5%			
379			35.3%	37.9%
389	32.2%			
406	5.9%		24.3%	
415	9.4%	18.1%	22.8%	17.2%
426	13.4%	12.3%	42.2%	22.6%
432	33.7%	19.0%	10.7%	8.4%
442	17.1%	14.3%		
443	14.0%	15.2%	23.4%	16.4%
494		16.9%		
513	20.3%	14.0%	13.3%	15.2%
584		17.3%		17.0%
587	17.0%	11.8%	4.9%	
601	5.2%	6.9%	4.8%	5.9%
636		11.4%		
647				1.3%
663		18.1%	16.6%	
674	34.4%			10.9%
689		24.6%		
693	20.4%	18.1%	14.0%	
717	40.4%	13.9%		14.4%
742	30.2%	25.4%	24.9%	
744		46.8%	20.0%	
765	18.0%			
797			23.1%	19.6%
811	22.9%	21.6%	21.5%	17.5%
812	9.3%	14.2%	7.3%	5.5%
824	16.8%	14.6%	19.7%	8.5%
838	6.9%		5.8%	8.8%
862				6.3%
886	13.7%			
903			8.9%	12.3%
921				12.3%
967				5.9%
971	31.6%	23.8%	22.3%	18.9%
985	7.2%	15.0%	50.2%	
997	17.3%			

HUMAN RESOURCES

Employee Separation Rate - Non-School Non-Exempt Staff



Description of Calculation

Number of non-school non-exempt staff that left the district (retirement, resignation or termination), divided by the total number of non-school non-exempt staff (FTEs).

Importance of Measure

These measures may serve as indicators of district policies, administrative procedures and regulations, and management effectiveness. Measuring these allows the district to further analyze its actions in terms of resources, allocation of funds, policy and support to its employees. They also may be measures of workforce satisfaction and organizational climate.

Factors that Influence

- Compensation and benefits
- Recognition and rewards
- Career path/advancement
- Age distribution of workforce
- Effectiveness of leadership
- Training and professional development

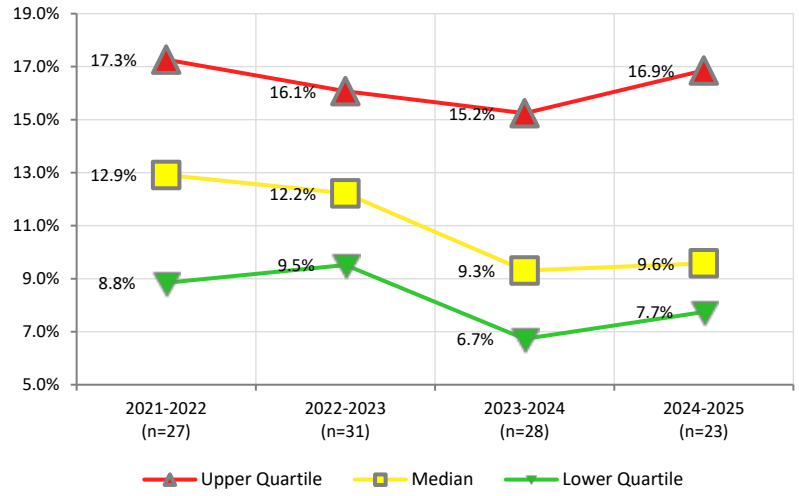
Districts in Best Quartile (2024-2025)

- Boston Public Schools
- East Baton Rouge Parish Public Schools
- Jersey City Public Schools
- Los Angeles Unified School District
- Pittsburgh Public Schools
- Toledo Public Schools

District	2021-2022	2022-2023	2023-2024	2024-2025
110				17.5%
135		10.3%	8.6%	
194				17.6%
200	12.3%	13.5%	14.8%	33.0%
219	7.2%	12.9%	9.6%	
250	24.1%	30.9%	9.7%	18.0%
262		16.7%		
314	6.7%	12.7%		
349	17.8%	21.5%	8.4%	8.7%
371			10.6%	
378	18.1%			
379	10.7%	9.2%	9.2%	8.1%
389	18.0%			
406		20.0%	12.2%	
415		13.2%	11.9%	11.9%
426	17.3%	31.2%	29.3%	28.6%
432	1.2%	10.5%	10.6%	12.1%
442	15.5%	32.6%		
443	22.8%	13.5%	17.6%	19.1%
494		17.2%		
513	19.8%	11.6%	11.0%	11.5%
584		15.6%		25.7%
587	21.6%	10.8%	4.4%	
601	3.8%	6.3%	3.3%	1.9%
636		21.9%		
647				1.6%
663		12.4%	14.4%	
674	29.2%			13.7%
689		9.8%		
693	14.3%	15.4%	12.3%	
717	16.1%	12.0%		
742	9.0%	7.4%	6.7%	
744		3.7%	11.6%	
797			18.6%	18.6%
811	19.7%	35.4%	23.0%	18.4%
812	9.2%	10.8%	4.2%	4.3%
824	39.8%			
838	15.9%	10.9%	9.8%	9.7%
862				7.9%
886	13.6%			
903			1.9%	5.7%
921				9.0%
967				11.3%
971	21.8%	14.8%	12.5%	11.4%
985	11.6%	16.1%		
997	14.8%			

HUMAN RESOURCES

Employee Separation Rate - Non-School Exempt Staff



Description of Calculation

Number of non-school exempt staff that left the district (retirement, resignation or termination), divided by the total number of non-school exempt staff (FTEs).

Importance of Measure

These measures may serve as indicators of district policies, administrative procedures and regulations, and management effectiveness. Measuring these allows the district to further analyze its actions in terms of resources, allocation of funds, policy and support to its employees. They also may be measures of workforce satisfaction and organizational climate.

Factors that Influence

- Compensation and benefits
- Recognition and rewards
- Career path/advancement
- Age distribution of workforce
- Effectiveness of leadership
- Training and professional development

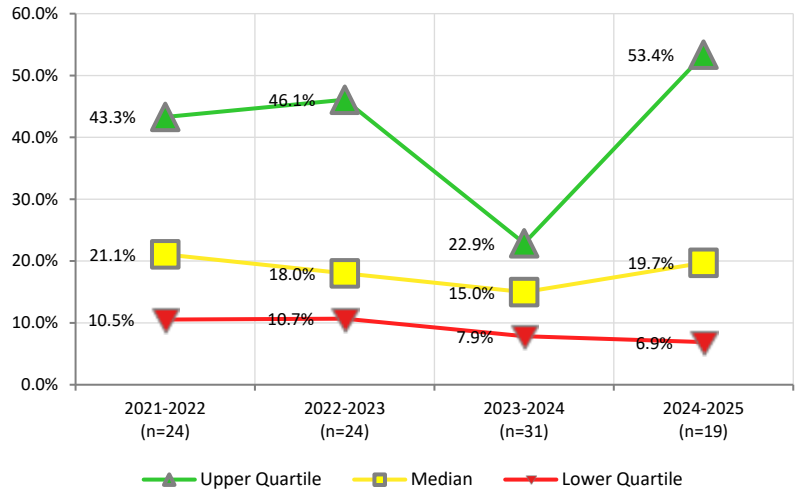
Districts in Best Quartile (2024-2025)

- Albuquerque Public Schools
- Boston Public Schools
- Clark County School District
- Omaha Public School District
- Palm Beach County School District
- Toledo Public Schools

District	2021-2022	2022-2023	2023-2024	2024-2025
110				15.4%
135		9.1%	11.0%	
194				16.9%
200	3.3%	20.8%	8.2%	6.5%
219	5.7%	6.0%	0.7%	
250	8.0%	11.2%	7.4%	18.9%
262		13.6%		
314	12.9%	23.5%	9.6%	
349	14.2%	10.7%	0.9%	7.8%
371	14.7%	17.4%	13.1%	
378	8.8%			
379	17.7%	11.0%	23.9%	
406	3.9%	5.4%	7.2%	
415		12.2%	8.6%	8.1%
426		12.7%	37.4%	19.4%
432	14.7%	16.9%	10.4%	17.0%
442	17.4%	9.7%		
443	12.9%	12.2%	14.6%	17.1%
494		15.8%		
513	11.3%	6.9%	6.7%	5.4%
584		21.3%		10.2%
587	26.3%	14.4%	6.3%	
601	8.8%	4.8%	2.7%	6.1%
636		8.3%		
647				42.2%
663		13.7%	9.0%	
674	10.1%			7.7%
693	16.6%	12.0%	8.4%	
717	11.5%	14.7%		
742	17.6%	19.5%	17.6%	
744		15.5%	11.5%	
765	9.5%			
797			16.3%	12.2%
811		18.4%	16.9%	9.6%
812	6.3%	9.2%	6.7%	5.5%
824	19.7%		28.6%	12.4%
838	14.2%	11.0%	2.8%	10.1%
862				9.0%
886	19.6%			
903			4.7%	
921				9.5%
967				5.3%
971	14.3%	9.5%	9.6%	9.2%
985	17.3%	16.1%	15.9%	
997	11.3%			

HUMAN RESOURCES

Exit Interview Completion Rate



Description of Calculation

Total number of exit interviews completed, divided by the total number of employee separations (including retirement, resignation and termination) in the district.

Importance of Measure

Exit interviews can provide important insight into problems and patterns.

Factors that Influence

- Placement of exit interview on separation/resignation forms
- Internal review processes
- Pro-active focus on customer service

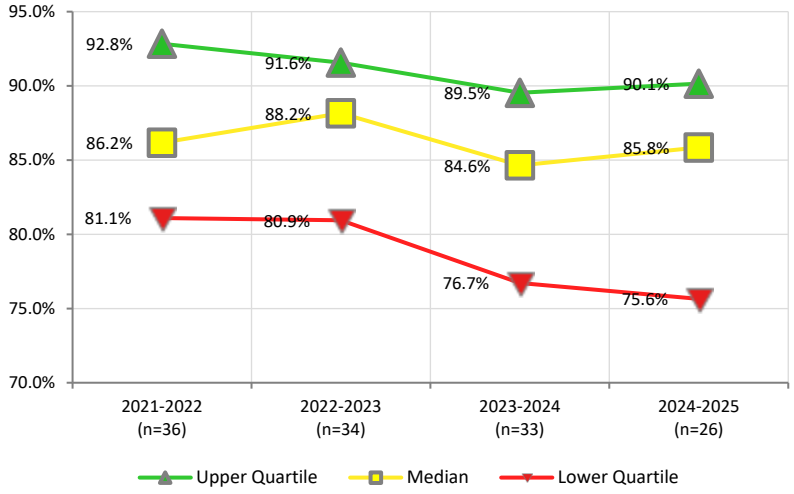
Districts in Best Quartile (2024-2025)

- Atlanta Public Schools
- Baltimore City Public Schools
- Detroit Public Schools
- District of Columbia Public Schools
- East Baton Rouge Parish Public Schools

District	2021-2022	2022-2023	2023-2024	2024-2025
110				57.2%
135		15.4%	15.0%	
194				53.4%
200	46.7%	100.0%	53.5%	39.7%
219			0.0%	
250		41.4%	5.5%	
262	47.4%	16.5%	22.7%	14.1%
314		50.8%		
349			0.0%	0.0%
371	17.9%	6.3%	10.5%	
378	31.4%			
379		72.7%	81.9%	100.0%
389	13.1%			
406			15.9%	
415			48.9%	55.6%
426	22.6%	11.4%		
432	9.2%	9.8%	14.6%	17.1%
442			10.6%	
443	25.5%	16.3%	22.1%	
506		17.7%		
529			15.8%	
584	10.3%	8.0%	19.7%	19.7%
587	107.5%	73.0%	40.9%	
647				
663	8.9%	10.0%	12.1%	
674	19.2%	24.6%	3.7%	21.0%
693	61.3%	64.5%		
717	10.8%	18.3%	34.8%	
742	39.9%	26.1%	14.4%	
744		20.4%	22.9%	
797	23.9%			
811	4.5%	4.0%	4.1%	1.4%
812	5.3%	9.0%	8.5%	11.9%
824			53.2%	58.0%
838	64.3%	31.6%	2.0%	5.1%
862			20.7%	8.6%
886	36.9%			
903	19.5%		7.9%	6.9%
967			19.7%	19.7%
971	15.4%	14.6%	6.1%	3.7%
985	2.2%		11.2%	
997	78.0%	72.2%	91.9%	37.9%

HUMAN RESOURCES

Health Benefits Enrollment Rate



Description of Calculation

Total number of employees enrolled in health benefits plan, divided by total number of employees eligible for health benefits.

Importance of Measure

Identifies the level of employee enrollment in the district health benefits plan.

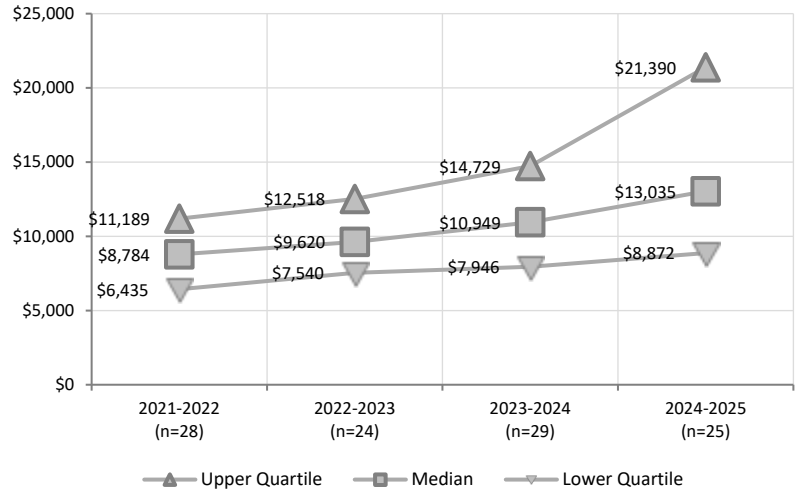
Districts in Best Quartile (2024-2025)

- Atlanta Public Schools
- Broward County Public Schools
- Fresno Unified School District
- Jersey City Public Schools
- Miami-Dade County Public Schools
- Orange County Public School District
- Toledo Public Schools

District	2021-2022	2022-2023	2023-2024	2024-2025
135	56.0%	60.9%	56.0%	
194	82.0%			90.1%
200	91.1%	89.5%	89.5%	84.1%
219	91.4%	98.8%	84.6%	
250	86.7%	85.5%	87.2%	85.7%
262	95.4%	94.7%		94.7%
314	85.9%	86.1%	84.8%	
349	99.2%	94.3%	93.5%	96.7%
371	84.3%	81.3%	81.5%	
378	86.5%			
379	75.6%	80.4%	84.6%	74.5%
389	98.1%			
415	94.9%	87.0%	86.5%	73.6%
426	78.2%	78.0%	76.7%	78.7%
432	83.1%	82.2%	81.8%	85.0%
442		62.3%	62.6%	54.9%
443	90.2%	90.4%	91.2%	89.6%
494		73.7%		
506		92.3%		
513	89.4%	89.5%	89.5%	88.6%
525			74.8%	
529			75.6%	
584	81.2%	89.4%	75.3%	75.3%
587	92.9%	88.6%	85.2%	88.6%
636	76.9%			
647				93.5%
663	83.8%	79.6%	80.0%	
674	92.1%	87.7%	87.3%	83.8%
689		91.6%		
693	94.8%	88.6%	93.9%	
717	55.8%	59.5%	67.6%	56.2%
742	83.1%	81.0%	73.5%	
744		59.7%	81.0%	
765	81.8%		80.8%	
797	79.8%			75.6%
811	81.0%	87.9%		
812	97.8%	88.4%	90.3%	91.9%
824	72.4%	80.9%	71.6%	73.2%
838	100.0%	100.0%	100.0%	100.0%
862			82.4%	87.4%
886	84.1%			
903	93.0%		90.7%	
921				86.0%
929		96.3%		
967				78.3%
971	92.8%	91.6%	93.9%	93.8%
985	87.6%	99.9%	96.1%	
997	78.9%	91.8%	88.6%	89.0%

HUMAN RESOURCES

Health Benefits Cost per Enrolled Employee



Description of Calculation

Total health benefits cost (self-insured) plus total health benefits premium costs, divided by total number of employees enrolled in health benefits plan.

Importance of Measure

It is important to all districts to have a competitive benefit package to attract and retain employees. However, health care costs represent an increasing percentage of overall employee costs. Rapid increases in health care costs make it even more critical for districts to ensure that their health care dollars are well spent and their benefits are competitive. Health care costs are an important component in the total compensation package of employees. While it is important to provide good benefits it is also equally important to do it at a competitive cost compared with other districts that are competing for the same applicants.

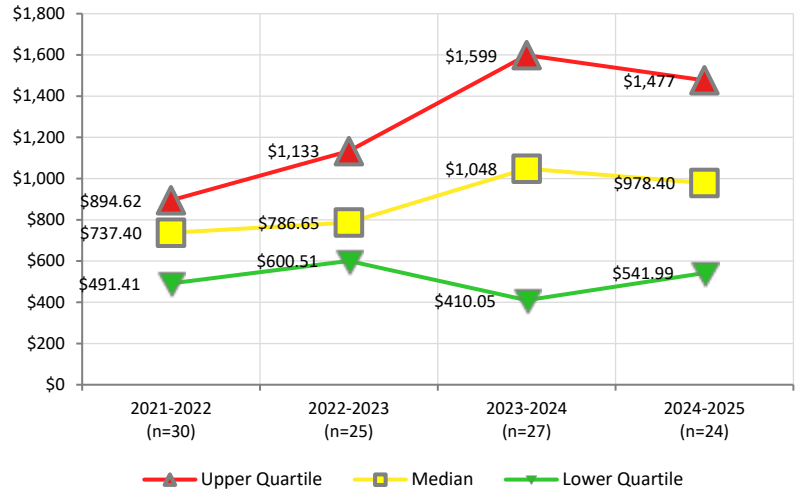
Factors that Influence

- Costs may be influenced by district wellness programs and promoting healthy lifestyles
- Plan benefits and coverage (individual, individual & spouse, family, etc.) are major factors in determining costs.
- Costs are influenced by availability and competitiveness of providers.
- Costs are influenced by geographic location (reasonable and customary charges for each location).
- Costs may vary based on plan structure (fully insured, self insured, minimum premium etc.).
- Increased costs in health care will mean less money available for salary or other benefits.

District	2021-2022	2022-2023	2023-2024	2024-2025
135	$3,707	$3,748	$3,672	
194	$11,102			$21,390
200	$9,264	$9,297	$9,297	$12,157
219	$8,704		$11,820	
250	$19,986		$19,180	$22,863
262	$8,184	$9,985		$11,238
314			$27,861	
349	$0	$0	$0	$13,035
371	$12,688	$13,207		
379	$11,276	$10,744	$9,980	$12,325
389	$13,357			
415	$14,892	$17,269	$18,298	$18,739
426	$7,846	$343	$8,301	$9,489
432				$ -
442			$315	$4,682
443			$1,232	$1,371
494		$0		
506		$12,261		
513	$6,928	$8,240	$7,946	$8,872
525			$14,729	
529			$13,356	
587	$5,941	$6,839	$518	$7,546
636	$16,738			
647				$27,202
663	$8,387	$9,486	$8,896	
674	$10,826	$12,065	$14,267	$13,505
689		$14,696		
693	$10,409	$8,640	$9,099	
717	$3,762	$310	$312	$330
742	$8,625	$9,366	$10,381	
744		$12,776	$13,618	
765	$927		$961	
797				$758
811	$0			
812	$16,623		$24,441	$21,858
824	$10,456	$10,197	$12,217	$16,004
838	$10,060	$9,753	$11,364	$14,495
862			$23,558	$23,489
886	$8,156			
903	$0			
921				$19,138
929		$14,594		
967				$23,416
971	$8,863	$8,920	$10,949	$11,651
985		$16,768	$19,090	
997			$26,055	$27,559

HUMAN RESOURCES

HR Cost per District FTE



Description of Calculation

Total HR department costs, divided by total number of district employees (FTEs).

Importance of Measure

This can be help evaluate the size of the budget for the human resources department. Since districts often have different structures and priorities, this indicator should be used in conjunction with other measures that indicate actual performance.

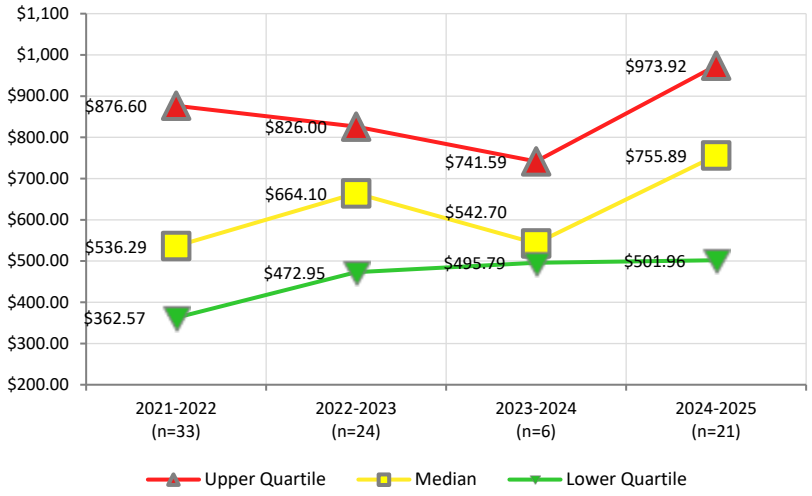
Districts in Best Quartile (2024-2025)

- Charlotte-Mecklenburg Schools
- Fort Worth Independent School District
- Houston Independent School District
- Jersey City Public Schools
- Orange County Public School District
- Palm Beach County School District

District	2021-2022	2022-2023	2023-2024	2024-2025
135	$556.32		$465.13	
194				$1,463.57
200	$675.30	$1,070.25	$1,109.63	$931.50
219			$103.87	
250	$135.50	$135.88	$154.25	
262	$292.26			
314	$608.27	$1,670.80		
349	$312.26	$275.24	$300.39	$689.48
371	$726.42	$1,248.17	$1,052.60	
378	$1,232.06			
379			$120.59	$585.34
406	$736.49	$600.51	$838.61	
415	$894.62	$715.95	$1,048.04	$1,058.82
426	$411.79	$668.35	$669.68	$509.43
432	$743.50	$1,039.24	$2,453.41	$1,025.30
442	$491.41	$462.05		$520.20
443	$813.45	$973.82	$1,298.69	$1,493.01
494		$786.65		
513	$280.20	$286.38	$266.43	$256.42
529			$410.05	
584		$543.25		$593.71
587	$794.53	$732.32		
601	$1,227.83	$1,256.32	$1,370.22	$1,280.98
647				$179.98
663		$707.93	$465.41	
674	$738.32			$1,185.42
693	$1,921.77	$1,397.18	$1,598.64	
717	$860.82	$805.83		
742	$1,802.80		$2,030.38	
744			$5,412.36	
765	$184.67			
797			$1,062.20	$373.10
811	$601.24	$600.92	$525.62	$563.77
812	$673.62	$808.27	$746.84	$1,489.85
824	$1,655.80		$1,816.17	$1,715.19
838	$833.17	$1,133.38	$1,308.19	$1,689.76
862				$1,058.72
886	$1,508.73			
903			$2,372.46	$3,142.26
921				$3,061.18
967				$631.41
971	$305.39	$324.72	$363.87	$492.65
985	$961.48	$1,520.29	$5,586.57	
997	$866.01	$1,703.59		

HUMAN RESOURCES

HR Cost per $100K Revenue



Description of Calculation

Total HR department costs, divided by total district operating revenue over $100,000.

Importance of Measure

This can be help evaluate the size of the budget for the human resources department. Since districts often have different structures and priorities, this indicator should be used in conjunction with other measures that indicate actual performance.

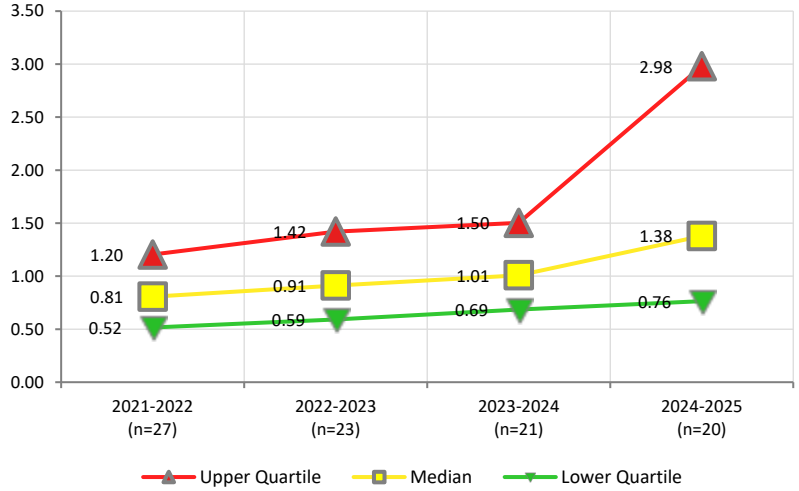
Districts in Best Quartile (2024-2025)

- Charlotte-Mecklenburg Schools
- East Baton Rouge Parish Public Schools
- Houston Independent School District
- Miami-Dade County Public Schools
- Orange County Public School District
- Palm Beach County School District

District	2021-2022	2022-2023	2023-2024	2024-2025
135	$486.76			
194				$778.26
200	$541.37	$844.05		$755.89
219	$104.48			
250	$111.59			
262	$274.00			
314	$441.56	$1,000.13		
349	$244.15	$221.93		$442.38
371	$305.04	$520.96		
379				$428.52
389	$1,994.49			
406	$938.75	$618.27		
415	$411.91			$593.57
426	$362.57	$415.29	$554.42	$455.11
432	$536.29	$735.89		$774.08
442	$445.81	$424.06		$516.64
443	$814.26	$856.55	$882.26	$1,031.75
494		$542.44		
506	$596.88	$807.95		
513	$258.67	$244.82		$208.39
584		$777.24		
587	$476.25			
601	$1,087.78	$866.23		$988.18
636	$2,121.29			
663		$748.84		
674	$679.12		$741.59	$973.92
693	$1,724.53	$1,128.52		
717	$876.60	$767.84		
742	$1,487.33			
765	$188.15			
797				$342.90
811	$623.85	$604.26	$495.79	$571.49
812	$540.20	$642.13		$1,361.02
824	$960.18	$1,096.58		$1,169.93
838	$407.59	$523.41		$823.82
862			$530.98	$551.08
886	$1,180.46			
921				$2,404.77
967				$757.35
971	$359.08	$342.23	$367.73	$501.96
985	$395.70	$424.95		
997	$565.46	$686.07		

HUMAN RESOURCES

Employee Relations - Discrimination Complaints per 1,000 Employees



District	2021-2022	2022-2023	2023-2024	2024-2025
135	0.5	0.4	-	
194				9.8
200	0.8	0.9	0.8	0.7
219	0.4		-	
250	4.7	1.3	1.3	3.2
262	0.6	0.9		
314	2.5	2.5	10.3	
349	0.6	0.6	0.4	0.5
371	2.5	1.3	0.8	
379				18.4
389	1.5			
415	4.0	4.5	4.0	3.7
426	0.5		4.2	4.7
432	0.4	1.0	0.8	0.8
442		0.9		
443	0.9	2.2	2.0	1.1
513	1.4	3.8	3.7	2.8
529			0.7	
584		0.4		0.2
587	0.4			
636		0.3		
663			0.5	
674	0.7			0.8
693	0.8	0.9	0.7	
717				0.5
742	0.9	2.2	1.0	
744		1.2		
765	0.7			
797			0.6	0.9
811	0.2	0.3		
812	0.6	1.4	1.2	1.7
824	1.0	1.4	1.3	1.3
838	0.8	0.6	1.5	1.6
862				1.6
886	0.7			
967				1.5
971	0.9	0.4		0.7
985	0.5	0.6	1.0	
997	1.2			

Description of Calculation

Number of complaints/charges of discrimination filed by employees with any governmental or regulatory agency, e.g., Equal Employment Opportunity Commission (EEOC), divided by total number of district employees (FTEs) over 1,000.

Factors that Influence

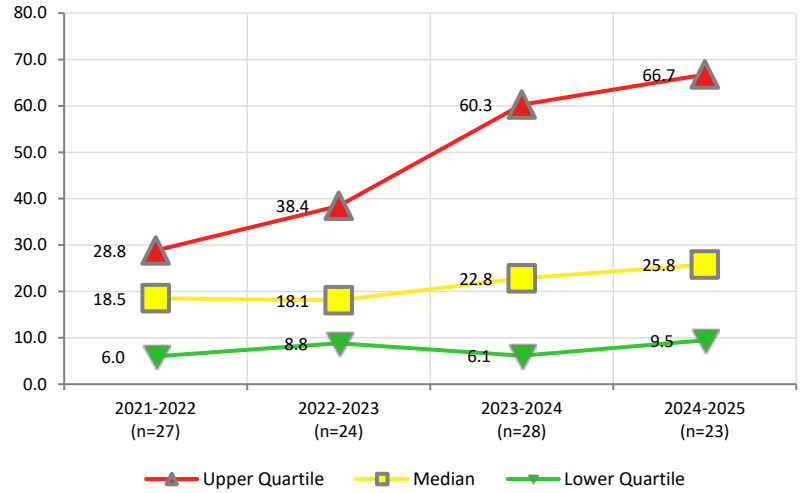
- State and local laws defining discrimination
- Board Policy and organizational protocol for resolution
- Organizational climate
- Quality and level of supervisory training
- Quality and level of EEO Awareness training for all employees
- Effectiveness of supervisors and managers

Districts in Best Quartile (2024-2025)

- Clark County School District
- Dallas Independent School District
- Miami-Dade County Public Schools
- Oklahoma City Public Schools
- Orange County Public School District

HUMAN RESOURCES

Employee Relations - Misconduct Investigations per 1,000 Employees



District	2021-2022	2022-2023	2023-2024	2024-2025
135			24.8	
194				82.6
200	10.0	12.2	12.6	9.5
219	6.0	9.9	6.9	
250	4.5	2.4	3.9	3.2
262	11.3	2.5		
314	43.6	58.4	97.7	
349	21.4	22.1	17.3	22.3
371	4.5	2.5	1.8	
378	22.6			
379	24.9	30.6	33.1	48.4
415	5.2	7.7	4.3	5.6
426	19.9		4.4	8.3
432	18.5	13.6	9.7	6.2
442		18.5		
443	28.8	40.5	68.3	66.7
513	13.9	10.9	10.5	43.5
529			43.6	
584		23.8		24.8
587	7.8		1.6	
601			65.8	70.8
636		7.5		
663			4.2	
674	21.1			24.5
693	43.6	45.0	69.8	
717	39.9	36.5		31.3
742	32.8	40.4	43.8	
744		63.9	29.2	
765	2.3			
797			54.8	82.0
811	15.2	17.7	20.9	15.1
812	9.5	15.1	12.5	14.1
824	57.5		50.9	49.5
838	4.5	4.3	5.4	63.7
862				25.8
886	58.8			
903			75.0	122.1
967				3.6
971			116.1	141.2
985	23.0	53.6	121.0	
997	2.2	27.8		

Description of Calculation

Number of misconduct investigations, divided by total number of district employees (FTEs) over 1,000.

Importance of Measure

This measure is an indicator of the effectiveness of hiring and supervisory practices within a district. Administrative costs associated with investigation and resolution diminish resources that could be used more productive educational purposes. High instances of alleged employee misconduct reflect a negative public image on the district.

Factors that Influence

- Organizational attitude and tolerance toward employee misconduct
- Quality of supervision
- Quality of training
- Understanding of expectations
- The hiring processes of the district

Districts in Best Quartile (2024-2025)

- Albuquerque Public Schools
- Baltimore City Public Schools
- Clark County School District
- Des Moines Public Schools
- Houston Independent School District
- Jefferson County Public Schools (KY)

INFORMATION TECHNOLOGY

Performance metrics in information technology (IT) assess the productivity, cost efficiency, and service levels of the Information Technology Department. The metrics generally fall in the following categories:

1. Network services
2. Computers and devices
3. Help desk and break/fix technical support
4. Systems and software

Network-service measures examine such service-level indicators as Bandwidth per Student and Number of Days Network Usage Exceeds 75% of Capacity and such cost-efficiency indicators as Network (WAN) Cost per Student.

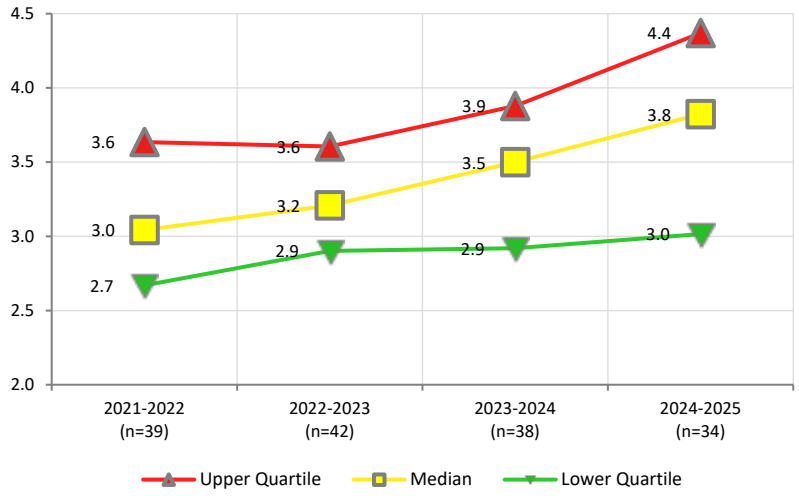
Measures of personal computers and devices include Average Age of Computers, which reflect the refresh goals of a district, as well as Devices per Student.

The cost effectiveness of technical support services such as the help desk and break/ fix support are measured by Help Desk Staffing Cost per Ticket and Break/Fix Staffing Costs per Ticket.

Finally, the performance of systems and software is measured, in part, by the downtime of these systems, as high rates of interruption are likely to adversely affect district end-users. The operating cost of these systems is measured with Business Systems Cost per Employee and Instructional Systems Cost per Student.

INFORMATION TECHNOLOGY

Devices - Average Age of Computers



Description of Calculation

The weighted average age of all district computers, i.e., number of one-year-old computers, plus number of two-year-old computers times two, plus number of three-year-old computers times three, plus number of four-year-old-computers times four, plus number of computers five years or older times five.

Importance of Measure

The measure creates an aging index that counts the number of computers in the district by age. Understanding the average age of computers provides data for budget and planning purposes, and impacts break-fix support, supplies, and training. Understanding computer aging will help identify district readiness as software applications become available to staff and students. Developing comprehensive refresh cycles impacts not only the purchasing of equipment but also training cycles.

Many organizations in the private sector use a standard of three years for age of computers before they are replaced. And many school districts refresh their computers over a five-year period to get maximum benefits out of their equipment.

Factors that Influence

- School board and administrative policies and procedures
- Budget development for capital, operational, and categorical funds
- Budget development for schools and department in refresh and computer purchasing
- Budget development in support, supplies, and maintenance.
- Implementation and project management for new software applications in both instructional and operations areas.
- Type of machine (ie: desktop, laptop, netbook, etc.)

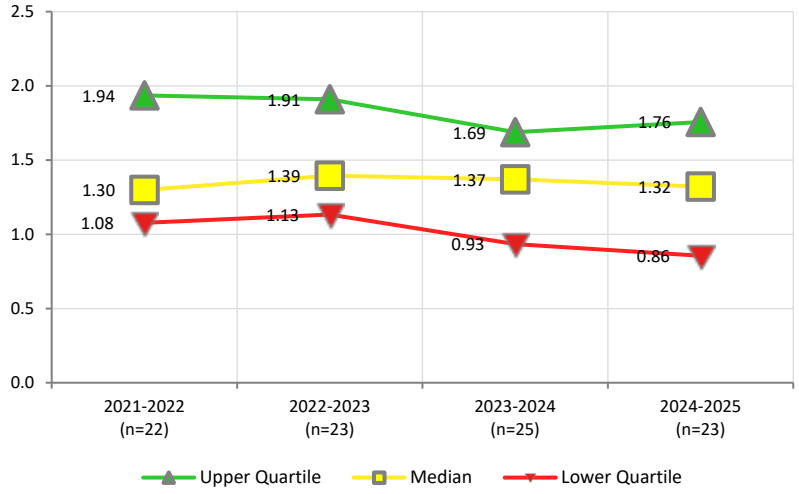
Districts in Best Quartile (2024-2025)

- Boston Public Schools
- Detroit Public Schools
- District of Columbia Public Schools
- Fresno Unified School District
- Houston Independent School District
- Jackson Public School District (MS)
- Madison Metropolitan School District
- Orange County Public School District
- San Antonio Independent School District

District	2021-2022	2022-2023	2023-2024	2024-2025
110				2.4
115			3.5	
135	2.6	3.4	3.2	
173				2.5
194		3.5		4.5
200	3.6	3.6	3.6	3.8
219	2.6	2.4	2.9	
237		3.2	3.9	
250	2.7	2.9	3.0	3.7
262	3.9	3.5	4.2	4.3
314		2.7	3.5	5.6
323		2.8	4.3	3.5
349	3.2	3.2	3.8	4.4
371	3.0	2.2	2.8	4.2
378	2.7	2.3		
379	4.1	3.3	3.7	3.5
389	3.3			
406	2.8	3.0	3.1	1.0
415	3.0	2.9	2.6	3.0
426	2.7	3.1	3.6	1.7
432	2.8	3.2	3.4	4.1
442	3.0	3.6		3.3
443	3.5		5.8	5.8
476	4.8	2.4		
494		3.2		
506	1.9	2.4		
513	2.9	3.6	4.0	3.9
525			2.3	
529			4.3	
584		3.1		4.2
587	3.8	3.6		
601	1.2	1.5	1.2	1.2
621			2.9	
636	2.9	3.8	4.6	
647				
663	3.4	3.0		
674	3.3	4.4	1.9	3.2
689	3.3		3.1	
693	2.5	2.9	3.4	
717	3.4	3.9	3.8	3.7
742	4.2	3.2	3.8	
744		3.7	3.6	
763	2.5	3.6	4.0	4.6
765	3.0	4.2		4.7
797				4.4
811	4.5	4.4	5.1	4.8
812	3.6	3.5	3.6	4.4
824	2.3	3.1	3.1	2.8
838	2.6	2.5	2.8	2.8
886	3.8	3.8		
903	4.7	3.9	4.1	4.3
921				3.0
967	4.8			4.7
971	3.6	2.7	3.2	2.2
985			2.0	
997	2.6	3.2	2.4	3.8

INFORMATION TECHNOLOGY

Devices - Computers per Employee



Description of Calculation

Total number of office-use and teacher-use laptops and desktops, divided by the total number of district employees (FTEs).

Importance of Measure

Indicates the number of computers used by employees.

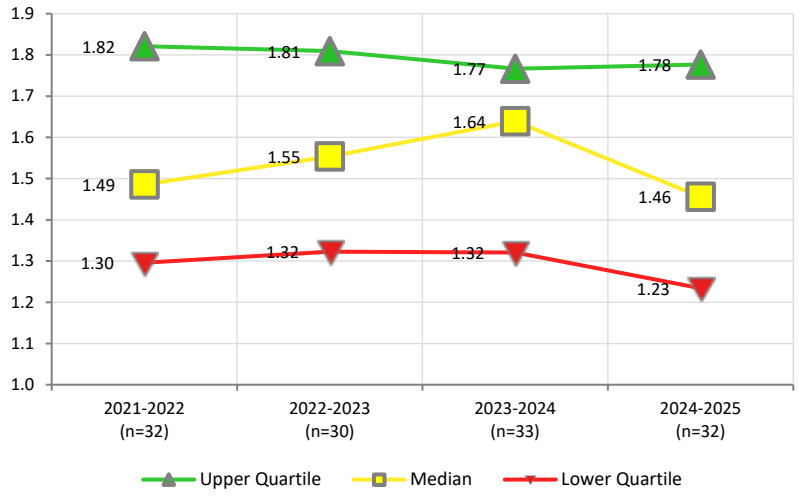
Districts in Best Quartile (2024-2025)

- Clark County School District
- Des Moines Public Schools
- Fresno Unified School District
- Jefferson County Public Schools (KY)
- Los Angeles Unified School District
- Palm Beach County School District

District	2021-2022	2022-2023	2023-2024	2024-2025
110				1.3
135	1.7	1.1	1.3	
194				1.6
200	1.1	0.9	1.7	1.8
219	1.3	2.1	1.4	
250	1.6	1.7	1.8	2.1
314		2.2	2.1	
349				
371			0.8	
378	1.1			
379			1.0	1.0
389	2.2			
406			1.2	
415	2.1	1.9	1.9	1.6
426				
432	0.9	0.9	1.4	2.0
442	1.6			0.8
443		1.3	1.1	1.5
494		1.4		
513	2.3		2.2	1.9
529			0.9	
584		1.3		0.7
587			0.7	
601	1.1	1.0	0.8	0.9
636		1.3		
647				
663		1.1		
674	1.3			0.7
693	2.1	2.2	2.2	
717	0.8	0.9		1.6
742	1.1	1.8	1.4	
744		1.5	1.6	
763			0.7	
765	2.1			
797				1.0
811	1.0	1.4	1.4	1.7
812	1.0	2.1	0.9	0.8
824	1.2	1.3	1.4	1.3
838	1.9	2.1	2.7	2.7
886	1.0			
903			0.8	1.8
921				1.3
967				0.2
971	1.8	1.7	1.1	1.2
997		1.1		

INFORMATION TECHNOLOGY

Devices per Student



Description of Calculation

Total number of desktops, laptops and tablets that are for student-only use or mixed-use, divided by total student enrollment.

Importance of Measure

This tracks the movement toward a one-to-one ratio of students to devices.

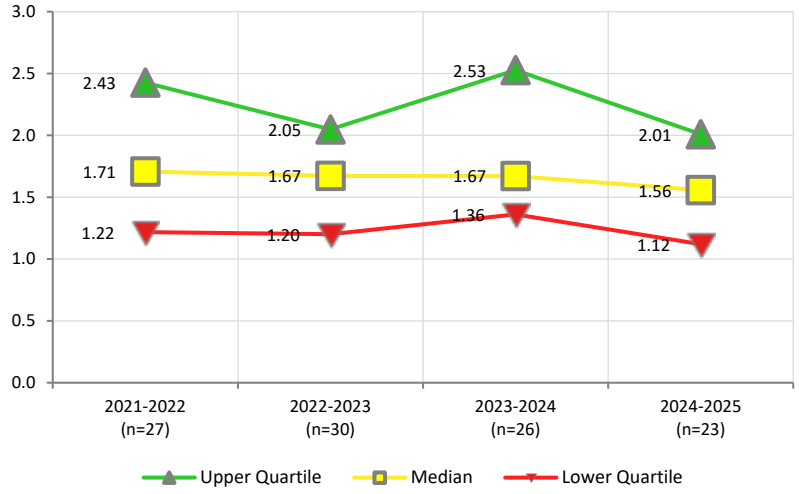
Districts in Best Quartile (2024-2025)

- Atlanta Public Schools
- Baltimore City Public Schools
- Clark County School District
- Detroit Public Schools
- Fort Worth Independent School District
- Fresno Unified School District
- Jefferson County Public Schools (KY)
- Los Angeles Unified School District

District	2021-2022	2022-2023	2023-2024	2024-2025
110				1.2
135	2.2	1.8	1.8	
194				3.0
200	2.3	2.3	2.6	1.9
219	1.3	1.2	1.5	
237		1.4	2.1	
250	1.4	1.2	1.8	1.3
262	1.1			
314		2.4	1.6	1.7
323			1.1	1.2
349	1.0		0.8	1.5
371	1.5	1.6	1.7	1.7
379	1.4	1.4	1.3	1.3
389	1.4			
406		1.6	1.3	0.9
415	1.5	1.8	2.6	2.2
426				1.5
432	1.7	1.7	1.8	2.1
442	1.4			2.8
443		2.2	1.3	1.7
476		1.4		
494		1.2		
506	1.3			
513	1.2	1.1	1.3	1.5
529			1.2	
584	1.9	1.4		1.7
587	2.2	1.8	0.4	0.4
601	1.3	1.3	1.2	1.2
636	1.5	1.6	1.5	
647				0.1
663	1.8	1.2		
674	1.4		1.7	1.5
689			1.3	
693	1.7	1.7	1.7	
717	2.7	1.4		1.2
742	2.0		1.6	
744		1.9	1.8	
763		1.6	1.7	
765	1.2			
797				1.1
811	1.6	2.0	2.1	1.4
812	1.6	1.1	1.6	1.2
824	2.1	2.1	2.0	1.9
838	1.5	1.7	1.8	1.8
886	1.2			
903			1.6	2.7
921				1.4
967	2.3			1.2
971	1.4	1.3	0.3	1.3
985			2.0	
997	1.2	1.2	1.2	1.1

INFORMATION TECHNOLOGY

Devices - Advanced Presentation Devices per Teacher



Description of Calculation

Total number of advanced presentation devices (video/ data projectors, document cameras/ digital overheads, interactive whiteboards), divided by the total number of teachers (FTEs).

Importance of Measure

Hi-tech presentation devices are useful for technology-enhanced instruction.

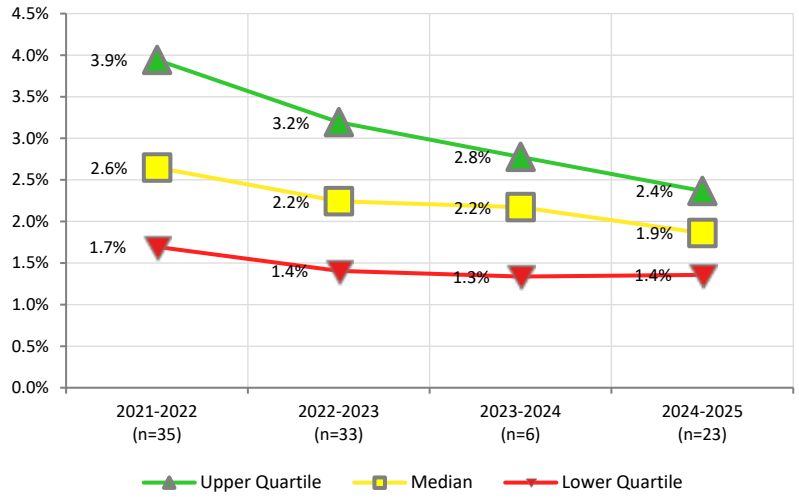
Districts in Best Quartile (2024-2025)

- Clark County School District
- Dallas Independent School District
- Fort Worth Independent School District
- Fresno Unified School District
- Houston Independent School District
- Palm Beach County School District

District	2021-2022	2022-2023	2023-2024	2024-2025
110				1.2
135	2.4	2.0	2.5	
194				1.7
200	3.4	3.5	4.5	3.5
219	1.3	1.7	1.1	
250	2.2	2.1	2.5	0.6
314		3.4	3.5	
349	1.2	1.2	1.2	
371	1.7	1.8	1.9	
378	2.5			
379			0.6	0.2
389	2.4			
406	1.2	1.1		
415	2.0	1.9	1.7	1.3
426		2.7	1.4	2.3
432	1.6	1.5	1.3	1.3
442	0.8	1.8		2.0
443	1.5	1.7	1.5	1.6
476		1.9		
494		1.7		
513	2.8	2.8	2.7	2.7
529			1.4	
584		1.0		1.0
587	1.4	1.4	1.4	
601	1.6	1.7	1.6	1.6
636		1.2		
647				0.6
674				
693	3.7		3.9	
717	3.2	1.1		2.2
742	1.9	2.1	2.0	
744		1.9	2.3	
763		0.9	1.5	
797				1.1
811	0.9	0.9	0.9	1.9
812	0.8	1.0	0.9	0.6
824	2.0	1.9	1.9	1.9
838	2.2	2.7	2.8	2.7
886	1.9			
903			2.5	
921				1.4
967	0.8			1.6
971	1.3	1.3	1.5	1.5
997	0.8	1.5		

INFORMATION TECHNOLOGY

IT Spending Percent of District Budget



District	2021-2022	2022-2023	2023-2024	2024-2025
135	3.4%	3.1%		
194				1.9%
200	1.4%	1.2%		1.5%
219	2.6%	2.6%		
250	2.7%	3.4%		4.3%
262	1.6%	1.3%		
314		1.7%		
349	2.0%	1.7%		1.8%
371	1.5%	1.4%		1.3%
379	1.7%	0.9%		0.5%
389	5.4%			
406	3.3%	2.4%		
415	1.3%			1.0%
426	1.9%	1.7%	3.5%	1.1%
432	5.0%	4.7%		2.5%
442	2.2%	5.1%		2.4%
443	1.3%	1.5%	1.3%	1.6%
476		2.1%		
494		2.9%		
506	0.8%	2.6%		
513	2.1%	2.2%		1.7%
584	3.4%	2.3%		
587	2.0%		1.8%	
601	1.1%	0.9%		1.5%
636	4.4%	6.3%		
663		5.2%		
674	2.8%		2.8%	2.1%
689		1.1%		
693	5.2%	2.6%		
717	3.9%	1.3%		2.5%
742	4.0%			
744		1.6%		
765	2.6%			
797				1.4%
811	1.8%	1.2%	1.1%	0.9%
812	2.9%	5.6%		1.9%
824	7.1%	4.9%		3.2%
838	2.2%	3.8%		3.4%
886	3.2%			
921				2.3%
967	4.8%			2.3%
971	6.5%	3.2%	2.6%	2.0%
985	1.3%	1.1%		
997	3.0%	2.0%		

Description of Calculation

Total IT staffing costs plus total IT hardware, systems and services costs, divided by total district operating expenditures.

Importance of Measure

The measure provides a tool for districts to compare their IT spending per student with other districts. Because each district defines IT slightly differently, it is important to define what is included in the IT budget calculation regardless of the department in which the budget resides.

Keeping IT costs as low as possible and maintaining proper support of academic and operational needs of the district is important in all educational institutions. This measure must be viewed in relationship to other KPIs to strike the correct balance between the district's efficiency and its effective use of technology. If other KPIs such as customer satisfaction, security practices, and ticket resolution are not performing at high levels, low costs associated with IT Spending per Student may indicate an under-resourced operation.

Factors that Influence

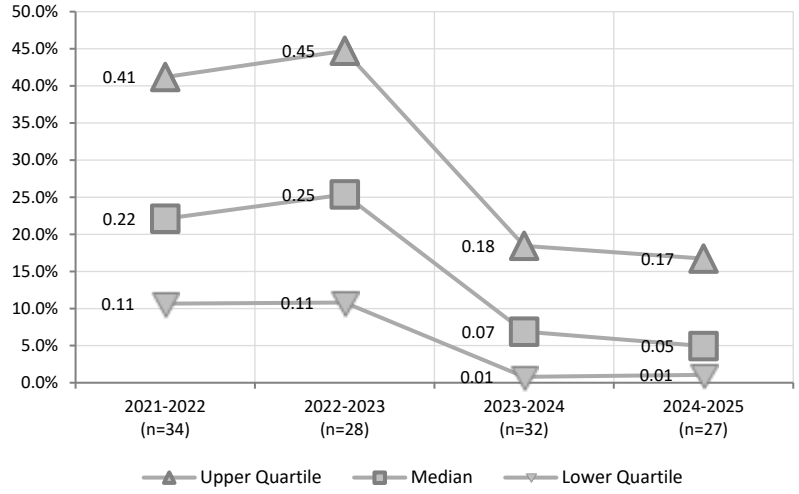
- Budget development and staffing
- IT expenditures can be impacted by new enterprise implementations
- The commitment of community for support technology investments in education
- IT Department standards and support model
- Age of technology and application portfolio
- IT maturity of district

Districts in Best Quartile (2024-2025)

- Dallas Independent School District
- Des Moines Public Schools
- Detroit Public Schools
- Fort Worth Independent School District
- Fresno Unified School District
- Jefferson County Public Schools (KY)

INFORMATION TECHNOLOGY

IT Spending - Capital Investments



Description of Calculation

Total amount of capital spending in IT as a ratio of (divided by) total IT personnel spending and total IT hardware, systems and services spending.

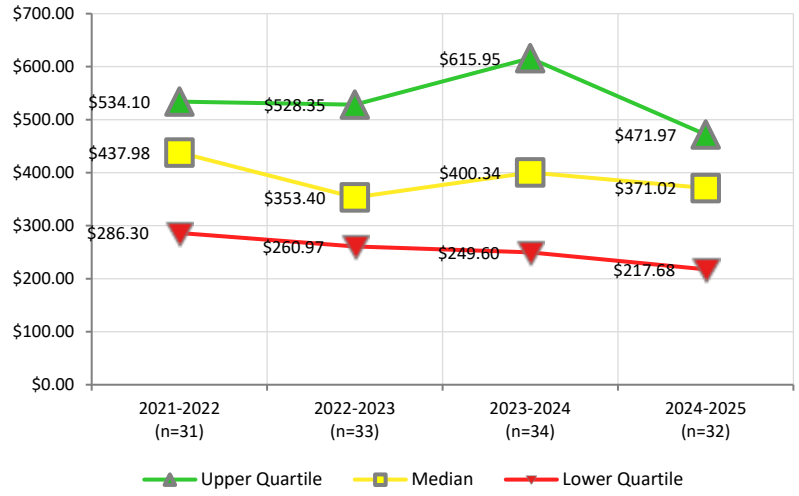
Importance of Measure

This can help evaluate the level of spending by cost category.

District	2021-2022	2022-2023	2023-2024	2024-2025
110				1.1%
115			0.0%	
135	31.1%		8.5%	
194	31.6%	31.3%		44.1%
200	59.7%	59.0%	56.4%	41.8%
219			13.7%	
237		58.2%	18.6%	
250			0.9%	0.2%
262	84.5%	61.2%		0.0%
314		9.4%	7.3%	4.1%
349	2.7%	2.2%	0.8%	2.0%
371	12.7%	23.9%	23.8%	13.9%
378	9.9%	5.5%		
379	9.8%		14.7%	27.3%
389	87.3%			
406		8.3%	0.0%	
415			0.0%	0.0%
426	14.2%		2.8%	0.0%
432	1.8%	34.7%	0.9%	3.3%
442	22.1%	77.7%		2.9%
443		50.1%	73.2%	
476	11.8%			
494		13.0%		
506	65.3%	37.7%		
513	35.5%	44.4%	40.5%	47.8%
525			68.9%	
529			37.8%	
584				2.8%
587	88.2%	26.8%	16.0%	10.8%
601	27.7%	26.9%	12.8%	15.3%
621			2.5%	
636	41.2%	33.1%		
663	35.0%			
674	9.4%	10.9%	0.0%	0.0%
689			0.0%	
693	10.7%			
717	24.6%	23.5%		4.9%
742			0.0%	
744			0.0%	
763	7.6%	17.1%	1.7%	6.9%
765	14.5%	16.5%		
797				13.1%
811	11.1%			
812	12.9%		12.9%	
824	22.1%	45.1%	35.5%	16.7%
838	42.2%	48.6%		2.5%
886	12.6%	7.6%		
903	23.8%	12.3%	18.3%	31.2%
967	10.3%			27.5%
971	76.2%	10.7%	6.4%	5.0%
985	10.1%	4.3%	3.8%	
997	69.0%		0.8%	0.0%

INFORMATION TECHNOLOGY

IT Spending per Student



District	2021-2022	2022-2023	2023-2024	2024-2025
110				$647.13
135	$411.13	$392.07	$312.35	
194				$564.40
200	$161.03		$157.08	$222.28
219	$423.18	$528.35		
237		$292.43	$399.75	
250	$539.63	$626.91	$888.20	$884.73
262	$178.87			$169.81
314		$353.40	$400.93	$378.35
323			$135.42	$228.06
349	$196.50	$191.81	$728.06	$213.07
371	$457.90	$462.85	$433.57	$462.89
379	$306.51	$218.46	$218.08	$122.53
406	$468.69	$395.93	$452.15	$77.88
415	$320.25	$315.30	$291.80	$257.46
426	$289.70	$317.68	$667.24	$205.27
432		$934.00	$758.35	$560.94
442	$337.52	$838.19		$387.29
443	$203.50	$261.64	$249.60	$305.26
476		$591.24		
494		$380.12		
506		$404.19		
513	$209.67	$254.86	$249.95	$206.50
529			$234.65	
584	$423.33	$276.92		$233.08
587	$446.37	$358.61	$442.47	$377.54
601	$197.96	$209.58	$391.17	$319.44
636	$1,229.15		$884.61	
663	$613.78	$601.52		
674	$534.10		$549.62	$399.99
689		$186.73	$175.04	
693	$490.32	$305.14	$356.22	
717	$511.64	$210.52		$451.59
742			$810.33	
744		$260.97	$202.97	
763		$458.16	$558.08	
765	$446.23			
797			$197.55	$176.86
811	$286.30	$187.86	$172.38	$131.33
812	$619.95		$615.95	$440.40
824		$1,038.93	$761.35	$713.15
838	$437.98	$781.70	$457.88	$808.15
886	$473.62			
903			$412.88	$440.60
921				$481.05
967	$650.70			$364.50
971	$560.36	$293.60	$266.93	$245.68
985	$233.13	$201.08	$260.29	
997	$802.23	$615.21	$878.08	$496.57

Description of Calculation

Total IT staffing costs plus total IT hardware, systems and services costs, divided by total student enrollment.

Importance of Measure

The measure provides a tool for districts to compare their IT spending per student with other districts. Because each district defines IT slightly differently, it is important to define what is included in the IT budget calculation regardless of the department in which the budget resides.

Keeping IT costs as low as possible and maintaining proper support of academic and operational needs of the district is important in all educational institutions. This measure must be viewed in relationship to other KPIs to strike the correct balance between the district's efficiency and its effective use of technology. If other KPIs such as customer satisfaction, security practices, and ticket resolution are not performing at high levels, low costs associated with IT Spending per Student may indicate an under-resourced operation.

Factors that Influence

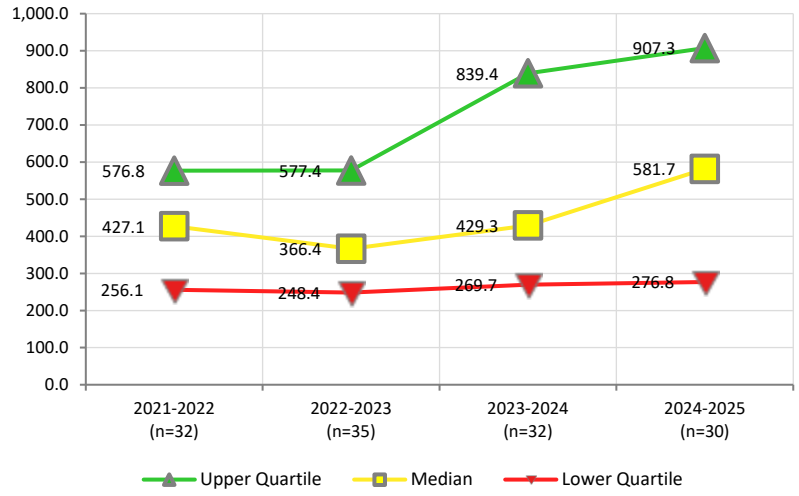
- Budget development and staffing
- IT expenditures can be impacted by new enterprise implementations
- The commitment of community for support technology investments in education
- IT Department standards and support model
- Age of technology and application portfolio
- IT maturity of district

Districts in Best Quartile (2024-2025)

- Atlanta Public Schools
- Cleveland Metropolitan School District
- Des Moines Public Schools
- Detroit Public Schools
- District of Columbia Public Schools
- Fresno Unified School District
- Jefferson County Public Schools (KY)
- Madison Metropolitan School District

INFORMATION TECHNOLOGY

Network - Bandwidth per Student



Description of Calculation

Total standard available bandwidth (in Mbit/s), divided by total student enrollment.

Importance of Measure

This measure compares similarly situated districts and provides a quantifiable measure toward the goal of providing adequate bandwidth to support the teaching and learning environment. Bandwidth per Student provides a relative measure of the capacity of the district to support computing applications in a manner conducive to teaching, learning and district operations. Some district and student systems are very sensitive to capacity constraints and will not perform well. Students and staff have come to expect certain performance levels based on their experience with network connectivity at home and other places in the community, and schools, if they are to maintain their effectiveness utilizing technology, must provide performance on a par with that available elsewhere.

Factors that Influence

- The number of enterprise network based applications
- The capacity demands of enterprise network based applications
- Fund availability to support network bandwidth costs
- Capacity triggers that provide enough time for proper build out and network upgrades
- Network monitoring systems and tools that allow traffic shaping, prioritization, and application restriction

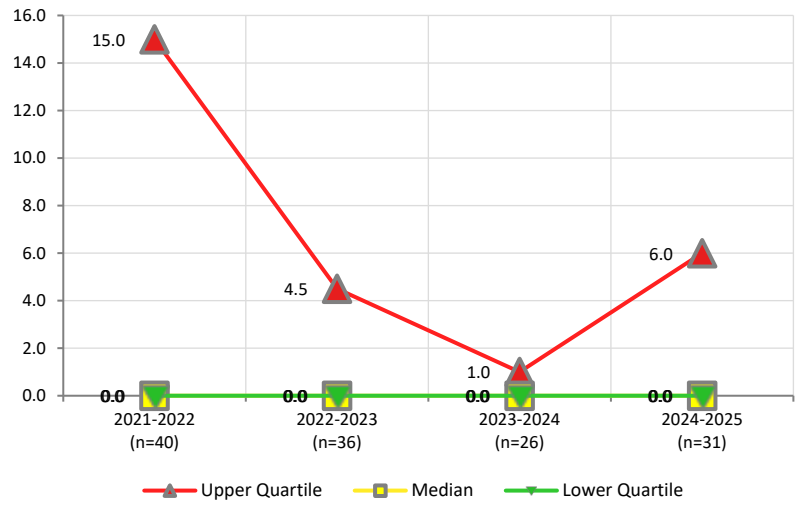
Districts in Best Quartile (2024-2025)

- Atlanta Public Schools
- Austin Independent School District
- Broward County Public Schools
- Dallas Independent School District
- Jefferson County Public Schools (KY)
- Los Angeles Unified School District
- Palm Beach County School District
- Portland Public Schools

District	2021-2022	2022-2023	2023-2024	2024-2025
110				768.8
135		714.9		
194				1,201.3
200	262.5	262.9	275.6	249.5
219	482.2	494.1	974.2	
237		327.8	505.3	
250	190.3	388.1	800.2	647.6
262	480.8	488.5		1,010.9
314		296.6	303.9	276.8
323		113.3	113.6	222.6
349	303.6	296.5	29.7	29.8
371	729.7	733.4	728.0	717.5
379	241.9	245.9	247.3	250.4
389	532.1			
406	483.5	503.0	494.2	106.3
415	154.2	263.2	263.8	260.3
426	0.2	0.2	434.5	452.7
432	318.6	315.7	1,056.9	1,052.3
442	534.4	138.0		571.0
443	439.6	880.0	893.4	907.3
494		137.1		
506		0.3		
513	811.9	801.8	1,214.8	1,045.5
529			302.2	
584	1,089.0	1,070.8		539.2
587	619.3	103.3	1,253.3	1,184.1
601	822.1	828.7		
636	278.9	567.8	575.4	
663	749.7	634.3		
674	290.3		290.2	285.3
689		423.2	424.1	
693	462.3	462.0	698.1	
717				1,430.6
742	690.5		672.0	
744		366.4	329.5	
763		248.4	247.5	
765	854.0			
797			66.5	672.4
811	147.6	294.6	300.4	303.3
812	279.5	283.6	285.4	472.8
824	414.7			824.8
838		577.4	1,176.9	592.3
886	189.8			
903			953.0	977.7
921				374.3
967	275.0			242.6
971	449.3	440.0	878.5	889.3
985	249.6	1,017.7	-	
997	29.1	28.6	28.9	

INFORMATION TECHNOLOGY

Network - Days Usage Exceeded 75% of Capacity



Description of Calculation

The number of days that peak daily internet usage reaches more than 75% of the standard available bandwidth for five (5) minutes or longer.

Importance of Measure

Staying below the metric threshold is critical to application performance and user satisfaction. This metric may also provide justification for network expansion and capacity planning.

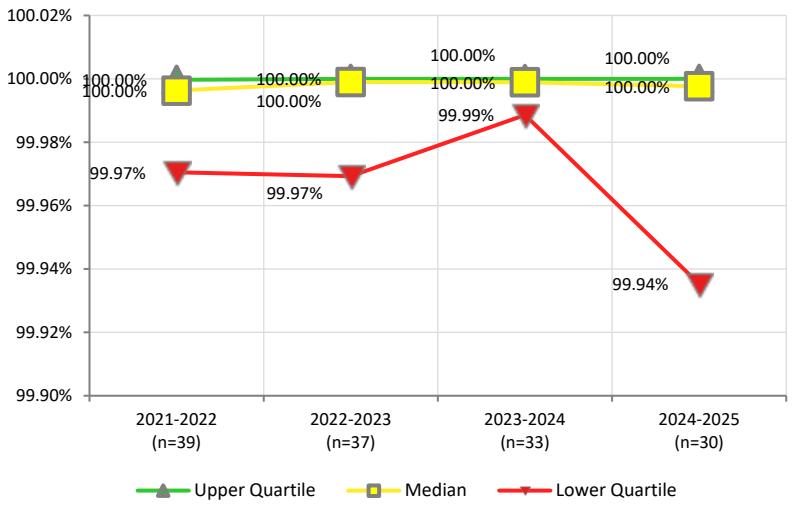
Factors that Influence

The number of online applications sensitive to latency, digital video, and voice will all impact the amount of bandwidth a district needs. Also, school districts may experience short periods of time with exceptional network demand and large portions of time with plenty of excess capacity.

District	2021-2022	2022-2023	2023-2024	2024-2025
110				0.00
115			0.00	
135	0.00	0.00	0.00	
173				0.00
194	0.00	150.00		0.00
200	0.00	43.00	92.00	116.00
219	20.00			
237		24.00	0.00	
250	180.00	0.00	0.00	0.00
262	1.00	0.00		0.00
314		0.00	1.00	2.00
349	0.00	0.00		6.00
371	0.00	0.00	0.00	0.00
378	2.00	1.00		
379	0.00	0.00	0.00	0.00
389	3.00			
406			0.00	
415	0.00	0.00	0.00	0.00
426	10.00	10.00		0.00
432	3.00	4.00	0.00	0.00
442	20.00	0.00		12.00
443	0.00	0.00	0.00	0.00
476	0.00	2.00		
506	0.00	0.00		
513	0.00	0.00		0.00
525			30.00	
529			12.00	
584	25.00	20.00		24.00
587	6.00	1.00	1.00	1.00
601	0.00	0.00		
621			0.00	
636	93.00	0.00	0.00	
647				0.00
663	7.00	46.00		
674	26.00			58.00
689	0.00	0.00	0.00	
693	120.00			
717	0.00		0.00	0.00
742	0.00	0.00	0.00	
744		0.00	0.00	
763	0.00	0.00	0.00	0.00
765	0.00	0.00		10.00
797	0.00		5.00	0.00
811	44.00	12.00	7.00	11.00
824	0.00	0.00		0.00
838	0.00	0.00		0.00
886	180.00			
903	0.00	0.00		0.00
921				0.00
967				
971	56.00	65.00	10.00	14.00
985	1.00	0.00	0.00	
997	0.00	5.00		0.00

INFORMATION TECHNOLOGY

Network - WAN Availability



Description of Calculation

Total minutes of all outages on WAN circuits, divided by the total number of WAN circuits.

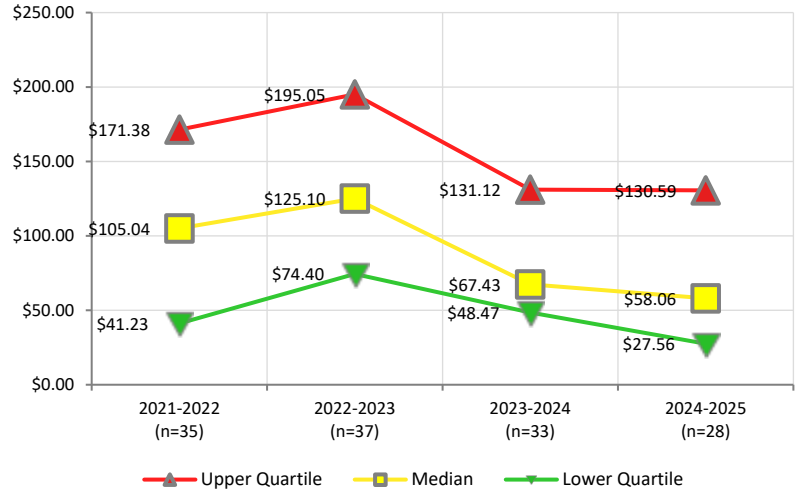
Importance of Measure

The number of online applications sensitive to latency, digital video, and voice will all impact the amount of bandwidth a district needs.

District	2021-2022	2022-2023	2023-2024	2024-2025
110				100.0%
115			100.0%	
135		100.0%	100.0%	
173				100.0%
194	99.7%	99.7%		99.8%
200	99.9%	99.8%	99.9%	99.9%
219	100.0%		100.0%	
237		100.0%	100.0%	
250	100.0%	100.0%	100.0%	100.0%
262	99.98%	99.99%		99.88%
314		100.00%	99.99%	100.00%
349	100.00%	100.00%	100.00%	100.00%
371	99.98%	99.99%	100.00%	99.99%
378	100.00%	100.00%		
379	100.00%	100.00%	100.00%	100.00%
389	100.00%			
415	100.00%	100.00%	100.00%	100.00%
426	99.81%	99.81%	100.00%	99.80%
432	99.99%	100.00%	99.99%	99.97%
442	100.00%	99.92%		100.00%
443	100.00%	100.00%		
476	100.00%	99.99%		
494		100.00%		
506	100.00%	99.95%		
513	99.90%	99.95%	99.98%	99.99%
525			99.96%	
529			99.99%	
584	100.00%	100.00%		100.00%
587	100.00%	100.00%	100.00%	100.00%
636	100.00%		100.00%	
663	99.99%	100.00%		
674	99.98%	100.00%	100.00%	100.00%
689	100.00%	100.00%	100.00%	
693	99.90%	99.85%	100.00%	
717	100.00%		100.00%	100.00%
742	99.97%	99.97%	99.97%	
744		99.96%	99.81%	
763	99.86%		99.50%	99.80%
765	100.00%	100.00%		100.00%
797	99.89%		100.00%	99.85%
811	100.00%	100.00%	100.00%	100.00%
824	100.00%	100.00%	100.00%	100.00%
838	99.97%	100.00%	99.99%	100.00%
886	100.00%	99.97%		
903	100.00%	100.00%	100.00%	99.85%
921				99.99%
967	100.00%			99.99%
971	100.00%	100.00%	99.99%	99.98%
985	99.99%	100.00%	100.00%	
997	99.96%	100.00%	99.99%	99.94%

INFORMATION TECHNOLOGY

Support - Break/Fix Staffing Cost per Ticket



Description of Calculation

Total personnel costs of Break/ Fix Support (including managers), divided by the total number of tickets/incidents.

Importance of Measure

This measure assesses staffing cost per incident, which may indicate how responsive and how efficient the help desk is in making itself available to its customers. The goal is to improve customer satisfaction through resolving incidents quickly, effectively, and cost efficiently. There are various costs that could be included in this metric such as hardware, software, equipment, supplies, maintenance, training, etc. Staffing cost per ticket was selected because data is easily understood and accessed and salary costs are typically the biggest cost factor in a help desk budget.

Factors that Influence

- Software and systems that can collect and route contact information
- Knowledge management tools available to help desk staff and end users
- Budget development for staffing levels

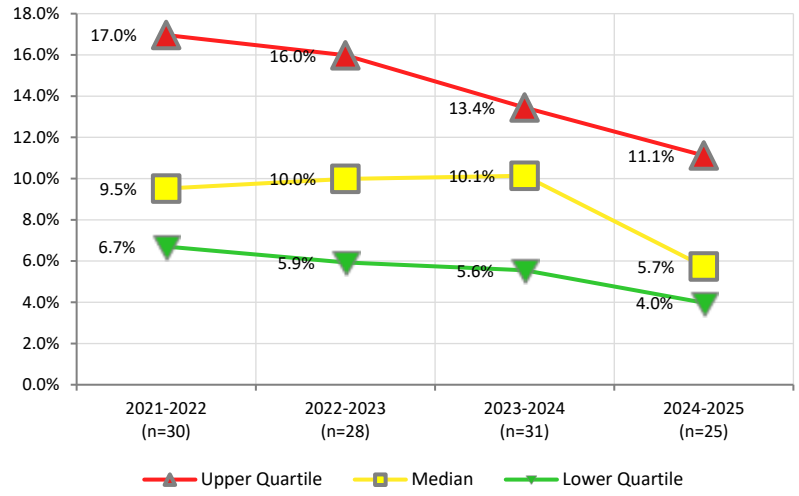
Districts in Best Quartile (2024-2025)

- Charlotte-Mecklenburg Schools
- Cleveland Metropolitan School District
- Denver Public Schools
- Guilford County School District
- Houston Independent School District
- Omaha Public School District
- Palm Beach County School District

District	2021-2022	2022-2023	2023-2024	2024-2025
110				$44.19
115			$67.26	
135		$50.14	$67.06	
194	$156.21	$159.31		
200	$171.38	$137.58	$48.47	$134.35
219	$59.26	$74.40	$7.43	
237		$125.10	$67.43	
250	$201.46	$81.87	$110.66	
262	$26.52	$80.96		$40.26
314		$843.08		
323		$21.86	$38.54	$27.16
349				
371	$138.88	$216.08	$185.86	$207.76
378	$138.05	$278.33		
379	$37.17	$35.20	$28.04	$30.21
389	$28.99			
415	$137.99	$77.93	$99.31	$102.10
426	$55.16	$80.48	$51.81	$18.65
432	$47.87	$228.80	$49.00	$50.98
442	$65.43			$41.77
443	$87.46	$169.22	$113.97	$79.24
476		$132.67		
494		$171.87		
506	$18.96	$707.65		
513	$13.84	$18.83	$14.52	$8.82
525			$583.76	
529			$101.83	
584	$41.23	$75.21		$51.48
587	$39.78	$221.31	$33.31	$27.97
601	$120.24	$126.29	$131.12	$105.20
621			$70.56	
663	$415.71			
674	$105.04			$10.52
689	$105.11	$109.97	$119.32	
693	$96.41	$85.38	$112.28	
717	$30.92	$57.22	$64.19	$64.63
742	$136.20	$33.69	$43.84	
744		$63.39	$43.12	
763	$387.53	$443.53	$312.03	$275.21
765	$172.85	$164.87		$74.25
797			$55.99	$17.80
811			$17.80	$16.54
812	$234.00	$140.01	$227.70	$125.82
824	$190.85	$195.05	$262.16	$238.67
838	$440.94	$121.71	$225.75	$226.77
886	$47.41	$48.62		
903	$956.73	$830.07	$587.27	
921				$126.82
967	$72.99			$283.19
971	$157.07	$21.15	$341.24	$335.62
985		$346.32	$52.67	
997	$36.02			$3.60

INFORMATION TECHNOLOGY

Support - Help Desk Call Abandonment Rate



District	2021-2022	2022-2023	2023-2024	2024-2025
115			16.7%	
173				11.1%
194	5.5%	3.7%		21.2%
200	10.0%	7.9%	5.4%	3.5%
219	2.9%			
237				
250		27.8%	14.4%	
262	9.0%	33.8%	34.5%	4.0%
314		8.5%	7.9%	6.0%
323		9.5%	7.0%	4.0%
371	14.9%	7.2%	12.7%	4.4%
378	8.2%	4.2%		
406			5.0%	
415	23.5%	11.8%	10.9%	10.4%
426	9.2%		1.3%	
432	4.2%	3.0%	7.2%	2.9%
442	25.0%			10.0%
443	9.8%	10.7%	11.8%	10.2%
476		10.7%		
494		8.6%		
506	8.6%			
513	17.0%	10.5%	12.0%	14.2%
529			24.3%	
584	16.1%	16.9%		5.7%
587	10.2%			
601			5.6%	
621			13.4%	
647				
663	6.1%	21.8%	13.9%	
674	6.5%	5.5%	0.0%	0.1%
689	6.9%	11.5%	10.4%	
693	17.9%	17.2%	19.2%	
717	14.5%	6.3%	10.4%	10.3%
742	16.1%	17.0%	11.7%	
744		15.0%	8.1%	
763	3.1%		0.8%	1.8%
765	8.5%	4.4%		12.9%
797			3.4%	4.0%
811	5.0%	5.6%	7.9%	21.0%
824	23.5%	3.5%	8.3%	4.0%
838	33.5%	30.9%	33.5%	26.4%
903	22.3%	10.7%	10.1%	4.2%
967	33.8%			17.8%
971	6.7%	6.3%	6.4%	5.6%
997	7.6%		0.6%	3.1%

Description of Calculation

Number of abandoned calls to the Help Desk, divided by total number of calls to the Help Desk.

Importance of Measure

This measure assesses the percentage of telephone contacts that are not answered by the service desk staff before the caller disconnects. CAR is an indicator of the staffing level of the service desk relative to the demand for service. The CAR can be used as a management indicator to determine staffing levels to support seasonal needs or during times of system issues (application or network problems). On an annual basis, it is a measurement of the effectiveness of resource management. This measure should be used as a tool to help guide quality improvement processes.

Factors that Influence

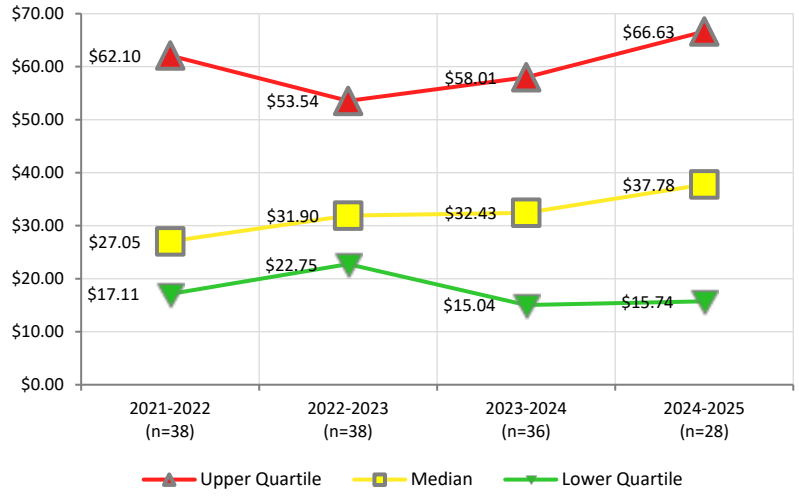
- The Call Abandonment Rate will be influenced by effective supervision to ensure that service desk team members are online to take calls
- A high percentage could indicate low availability caused by inadequate staffing, long call handling times and/or insufficient processes
- Length of time the caller is on hold
- Capacity of the organization to respond to customer support requests
- Proper staffing when implementing district-wide applications, which significantly increase calls
- Automation tools like password reset can reduce number of calls to the help desk and reduce overall call volume
- Increased training of help desk can reduce long handling time freeing up staff to take more calls

Districts in Best Quartile (2024-2025)

- Broward County Public Schools
- Charlotte-Mecklenburg Schools
- Chicago Public Schools
- Clark County School District
- Cleveland Metropolitan School District
- Jefferson County Public Schools (KY)
- Omaha Public School District

INFORMATION TECHNOLOGY

Support - Help Desk Staffing Cost per Ticket



Description of Calculation

Total personnel costs of the Help Desk (including managers), divided by the total number of support tickets/incidents.

Importance of Measure

This measure assesses staffing cost per incident, which may indicate how responsive and how efficient the help desk is in making itself available to its customers. The goal is to improve customer satisfaction through resolving incidents quickly, effectively, and cost efficiently. There are various costs that could be included in this metric such as hardware, software, equipment, supplies, maintenance, training, etc. Staffing cost per ticket was selected because data is easily understood and accessed and salary costs are typically the biggest cost factor in a help desk budget.

Factors that Influence

- Software and systems that can collect and route contact information
- Automation tools for common help desk issues like password reset can improve performance and reduce costs these numbers should be included in data collection
- Other duties performed by the help desk staff that restrict them from taking calls
- Knowledge management tools available to help desk staff and end users
- Budget development for staffing levels

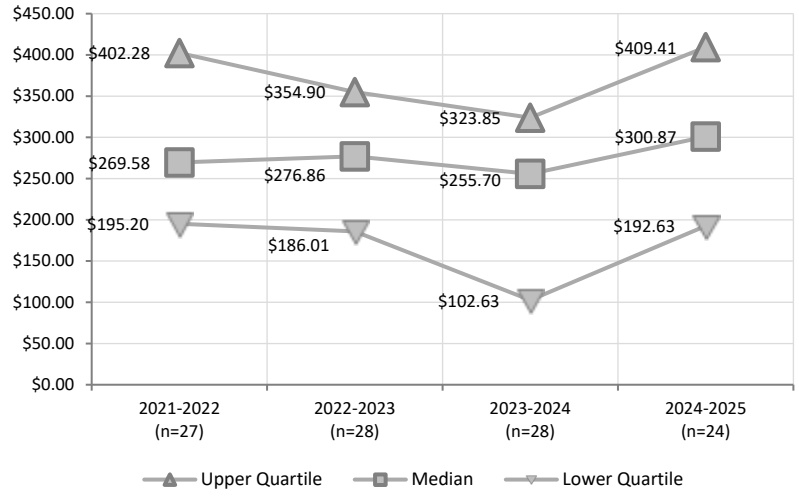
Districts in Best Quartile (2024-2025)

- Baltimore City Public Schools
- Broward County Public Schools
- Chicago Public Schools
- Dallas Independent School District
- Denver Public Schools
- District of Columbia Public Schools
- School District of Philadelphia

District	2021-2022	2022-2023	2023-2024	2024-2025
110				$14.40
115			$42.99	
135	$40.96	$27.20	$60.30	
194	$27.29	$34.00		$36.07
200	$18.44	$18.15	$15.66	$39.90
219	$18.74	$42.47	$15.25	
237		$34.15	$24.45	
250	$26.80	$25.62	$36.00	
262	$22.29	$10.13	$16.08	$15.19
314		$53.54	$58.36	$76.10
323			$7.36	$9.72
349	$21.52	$35.35	$61.17	$105.10
371		$7.11	$5.70	$5.31
378	$84.98	$111.33		
379	$25.46	$29.41	$40.13	$39.48
389	$54.97			
406	$12.10		$6.28	
415	$16.99	$10.39	$12.30	$14.78
426	$7.01	$7.60	$8.15	
432	$39.01	$123.08	$46.88	$25.92
442	$57.83			$27.43
443	$30.52	$23.18	$59.97	$70.26
476		$51.72		
494		$33.27		
506	$10.69	$30.54		
513	$8.28	$14.29	$14.99	$21.64
525				
529			$15.08	
584	$17.11			$40.67
587	$12.55		$113.63	$34.00
601	$121.91	$127.74	$191.29	$143.65
621			$19.28	
636		$24.92		
663	$241.90	$9.23		
674	$133.08	$40.85	$45.98	$214.41
689	$25.19	$23.57	$23.03	
693	$59.35	$56.58	$57.65	
717	$7.67	$7.97	$12.51	$13.20
742	$106.93	$74.89	$97.44	
744		$16.51	$23.27	
763			$1.99	$1.92
765	$97.26	$109.01		$40.44
797			$11.85	$19.28
811	$276.02	$250.97	$165.37	
812	$29.65	$29.40	$28.85	
824	$213.87	$122.19	$141.97	$42.00
838	$62.10	$72.53	$55.46	$68.06
886	$17.41	$22.75		
903	$21.17	$40.36	$51.99	$73.20
967	$7.01			$56.91
971	$34.12	$46.34	$39.16	$65.20
985	$10.38	$28.38		
997	$116.13			$16.29

INFORMATION TECHNOLOGY

Systems Cost - Business Systems Cost per Employee



Description of Calculation

Personnel costs of staff for administration, development and support of enterprise business systems, plus annual maintenance fees for all enterprise business systems, plus total outsourced services fees for enterprise business systems, all divided by total number of district FTEs.

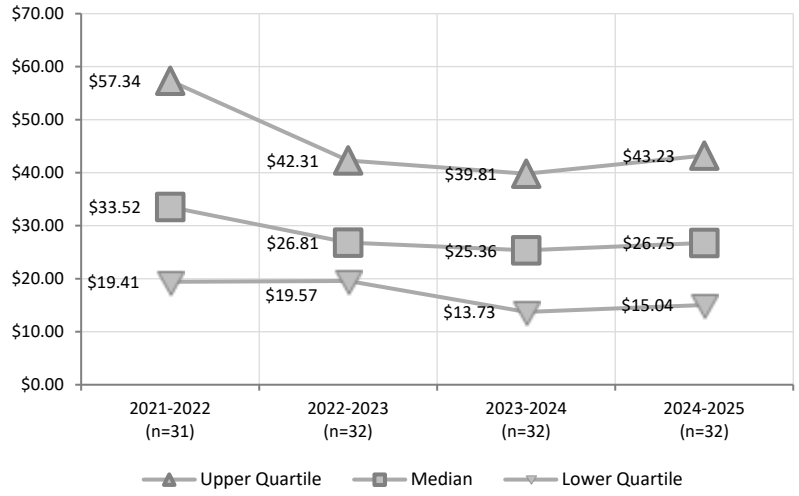
Importance of Measure

Can be used to evaluate total relative cost of systems. This includes recurring costs and maintenance fees only; it does not include capital costs or one-time implementation fees.

District	2021-2022	2022-2023	2023-2024	2024-2025
110				$62.19
135	$112.59		$109.62	
194				$586.17
200	$402.28	$410.83	$531.19	$371.86
219			$331.21	
250	$195.20	$198.32	$316.49	$310.33
262	$467.74	$234.32		
314			$916.60	
349	$242.09	$167.85	$871.78	$192.49
371	$310.00	$302.35	$267.47	
378	$193.53			
379	$144.22	$150.95	$202.17	$192.77
389	$242.70			
406	$88.17	$158.48	$95.65	
415	$269.58	$280.30	$270.21	$291.41
426	$338.84	$442.97	$312.16	$395.04
432	$207.71	$204.11	$230.09	$153.71
442				$690.77
443	$162.96	$173.70	$196.14	$278.32
494		$302.10		
513	$267.68	$298.80	$200.00	$89.23
529			$33.79	
584		$354.80		$314.23
587	$226.92	$146.71	$280.52	
601			$55.19	
636		$273.43		
663		$287.23		
674	$339.04			$342.31
689		$204.66		
693	$354.19	$379.73	$686.22	
717	$612.53			$218.26
742		$355.00	$338.04	
744		$94.08	$51.19	
763		$287.38	$304.85	
765	$319.92			
797			$60.36	$58.97
811			$43.43	$339.00
812	$165.61	$166.93	$137.99	$423.79
824	$219.72	$260.26	$243.93	$197.45
838	$691.64	$632.95	$74.56	$550.45
886	$582.68			
903			$307.36	$800.86
921				$286.91
967				$180.21
971	$531.16	$640.68	$734.32	$782.51
985	$385.01	$269.62		
997	$434.29	$679.17		

INFORMATION TECHNOLOGY

Systems Cost - Instructional Systems Cost per Student



Description of Calculation

Personnel costs of staff for administration, development and support of instructional systems plus annual maintenance fees for instructional systems plus total outsourced services fees for instructional systems all divided by total number of students in the district.

Importance of Measure

Can be used to evaluate total relative cost of systems. This includes recurring costs and maintenance fees only; it does not include capital costs or one-time implementation fees.

District	2021-2022	2022-2023	2023-2024	2024-2025
110				$10.68
135	$12.74		$16.56	
194				$53.21
200	$20.24	$11.88	$11.33	$5.04
219	$108.79	$105.46		
237		$15.04	$42.99	
250		$27.90	$60.47	$81.18
262	$17.37	$19.23		$21.91
314		$23.34	$24.88	$26.28
323			$11.38	$24.74
349	$37.87	$41.78	$57.18	$57.84
371	$73.65	$80.68	$59.11	$53.36
379	$50.27	$25.59	$26.45	$27.85
389	$87.98			
406				$14.60
415	$19.86	$24.11	$20.85	$20.92
426	$34.03	$35.10	$36.63	$38.16
432				$40.78
442	$49.10	$29.66		$34.92
443	$15.45	$16.03	$12.31	$17.72
476		$52.67		
494		$52.02		
506	$50.18	$43.70		
513	$12.59	$12.29	$14.52	$9.86
529			$25.84	
584	$11.73	$29.29		$51.88
587			$11.10	$10.67
601	$16.17	$17.12	$15.45	$11.73
636	$15.50	$33.99	$6.77	
663	$63.77	$19.92		
674	$37.13		$33.88	$41.05
689		$27.43	$29.21	
693	$19.41	$19.93	$19.91	
717	$61.19	$21.17		$39.06
742	$57.34		$102.89	
744		$46.11	$45.39	
763		$18.43	$13.51	
765	$80.75			
797			$22.12	$0.90
811	$25.41		$3.27	$3.39
812	$33.52	$34.12	$33.30	$45.41
824		$13.85	$13.94	$21.55
838	$25.19	$42.84	$13.47	$26.23
886	$133.38			
903			$55.42	$64.03
921				$27.22
967	$31.86			$31.34
971	$22.04	$26.01	$31.68	$15.48
985	$31.38	$26.19	$33.35	
997	$52.92	$53.84	$75.39	$70.48