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ABSTRACT

Contracting with the private sector is not new to public schools, but what is new is the scope of the services and programs offered by businesses and used by schools. This publication presents responses to a survey completed by 354 school districts belonging to the National School Boards Association (NSBA) about privatizing a wide array of school services. Section 1 discusses the use of private sector services by local school boards as an option for meeting the challenge of improving education. Section 2 includes brief descriptions of innovative ways in which school districts are using the services of the private sector for management services or instructional programs, as well as discussions of the experiences of districts that have considered and rejected privatization programs or services. Section 3 includes basic information about the districts that responded to the NSBA survey. Sixty-two percent of responding school districts have considered privatizing overall district operations or special areas of school management or instruction. In general, school management functions are more likely to be contracted out than instructional programs, with special education, at 14%, the most likely to be contracted out. (Contains eight figures.) (SLD)

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# Private Options for Public Schools:

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Ways Public Schools  
Are Exploring Privatization



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# about NSBA...

The National School Boards Association is the nationwide advocacy organization for public school governance. NSBA's mission is to foster excellence and equity in public elementary and secondary education in the United States through local school board leadership. NSBA achieves its mission by amplifying the influence of school boards across the country in all public forums relevant to federal and national education issues, by representing the school board perspective before federal government agencies and with national organizations that affect education, and by providing vital information and services to Federation Members and school boards throughout the nation.

NSBA advocates local school boards as the ultimate expression of the unique American institution of representative governance of public school districts. NSBA supports the capacity of each school board — acting on behalf of and in close concert with the people of its community — to envision the future of education in its community, to establish a structure and environment that allow all students to reach their maximum potential, to provide accountability for the people of its community on performance in the schools, and to serve as the key community advocate for children and youth and their public schools.

Founded in 1940, NSBA is a not-for-profit federation of state associations of school boards across the United States and the school boards of the District of Columbia, Guam, Hawaii, Puerto Rico, and the U.S. Virgin Islands. NSBA represents the nation's 95,000 school board members. These board members govern 15,025 local school districts that serve more than 40 million public school students — approximately 90 percent of all elementary and secondary school students in the nation. Virtually all school board members are elected; the remainder are appointed by elected officials.

NSBA policy is determined by a 150-member Delegate Assembly of local school board members from throughout the nation. The 24-member Board of Directors translates this policy into action. Programs and services are administered by the NSBA Executive Director, assisted by a professional staff. NSBA is located in metropolitan Washington, D.C.

## NSBA Programs and Services

- **National Affiliate Program** — enables school boards to work with their state association and NSBA to identify and influence federal and national trends and issues affecting public school governance.
- **Council of Urban Boards of Education** — serves the governance needs of urban school boards.
- **Large District Forum** — serves the governance needs of large but non-urban boards.
- **Rural and Small District Forum** — serves the governance needs of rural and small enrollment districts.
- **Federal Relations Network** — school board members from each Congressional district actively participate in NSBA's federal and national advocacy efforts.
- **Federal Policy Coordinators Network** — focuses on the administration of federally funded programs.
- **Award Winning Publications** — *The American School Board Journal*, *The Executive Educator*, *School Board News*, and special substantive reports on public school governance throughout the year.
- **Institute for the Transfer of Technology to Education and Technology Leadership Network** — advances public education through best uses of technology in the classroom and school district operations.
- **Council of School Attorneys** — focuses on school law issues and services to school board attorneys.
- **Annual Conference and Exposition** — the nation's largest policy and training conference for local education officials on national and federal issues affecting the public schools in the United States.
- **National Education Policy Network** — provides the latest policy information nationwide and a framework for public governance through written policies.
- **Training/Development and Clearinghouse Information** — for the policy leadership of state school boards associations and local school boards.



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*Excellence and Equity in Public Education through School Board Leadership*

# **PRIVATE OPTIONS FOR PUBLIC SCHOOLS: WAYS PUBLIC SCHOOLS ARE EXPLORING PRIVATIZATION**

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# FOREWORD

As school districts seek to improve student performance, contracting with the private sector is being viewed as an attractive option. Indeed, the private sector has provided numerous innovative approaches being considered by school boards across the country.

The term privatization has been used to refer to a wide variety of initiatives from vouchers to business-education partnerships to charter schools. We use the term here in its more specific meaning, i.e., the voluntary use of private contractors by local school boards to provide certain services to and/or for their school systems.

Private contracting is not new to public schools; what is different now is the scope of the services and programs offered by business, up to and including management of the district and its academic programs. An old issue has taken on new significance as school boards debate how to best serve the educational needs of public school students.

Because the state of the debate often differs from the state of the art, the National School Boards Association (NSBA) has set out to discover what kinds of services are actually being contracted out by school districts. This publication, the sixth in NSBA's "Best Practices" series, examines the privatization practices of districts nationwide, and reveals the innovative ways in which districts are using the services of the private sector to improve the quality of public education.

This publication is sponsored by NSBA's National Affiliate program on behalf of local school district subscribers. In response to a survey of over 3,000 NSBA member school districts, including National Affiliate districts, NSBA's Federal Relations Network, and the Council of Urban Boards of Education, 10 percent shared their reasons for privatizing a wide variety of school services.

The NSBA questionnaire asked respondents to report on the extent to which the private sector is being used to provide instructional and/or support services in their school districts. In addition, the survey asked school board members and superintendents to describe their experiences, both positive and negative, with the process of contracting with the private sector for school management services and/or instructional programs.

*Private Options for Public Schools: Ways School Districts Are Exploring Privatization* reports on school districts' responses to the dual pressures of cutting costs while improving academic outcomes. This publication is a compendium of the experiences of school districts that have attempted to use the private sector as an option for delivering the highest quality instructional programs and support services to their students.

In presenting this publication, NSBA neither encourages nor discourages privatization as an option for school boards. Rather, we present it as part of our continuing effort to provide practical information to local school boards that can enable them to explore new approaches to meeting student needs, and exercise their board leadership in advocating for or against educational trends that enhance or impede student achievement.

We hope that the experiences of the 354 school districts that have contributed to this publication will help your district in better meeting the needs of your students, and in providing the best possible education for every child.

Very truly yours,

  
Roberta G. Doering  
President

  
Thomas A. Shannon  
Executive Director

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# How to Use This Directory

This publication focuses on the kinds of services that are being contracted out by school districts. Section I discusses the use of private sector services by local school boards as an option for meeting the challenge of improving education. The information in this section is based on the results of a National School Boards Association (NSBA) survey of local school districts. It reflects the extent of private sector services in public schools, and the experiences of many school boards that have considered and used private contractors to provide school services.

Section II includes brief descriptions of the innovative ways in which school districts are using the services of the private sector to improve the quality of education. This section also contains the experiences of school districts that have considered and rejected privatization of programs and/or services. The descriptions are organized under two major headings into 30 categories:

## Management Services

- Administrative reorganization
- After-school programs
- Business-school partnerships
- Charter schools
- Day care
- Facilities maintenance
- Financial management
- Food services
- Health services
- Personnel policies/management
- Professional development
- Public relations
- Purchasing
- School security
- Technology for administration
- Transportation and bus/vehicle maintenance
- Other

## Instructional Programs

- At-risk programs
- Charter schools
- Curriculum design
- Driver education
- ESL/bilingual education
- Foreign language classes
- Remedial education
- Science instruction
- Special education
- Teacher aides
- Technology for instruction
- Vocational education
- Other

Based on information provided by the school district, each sketch includes a description of the program or service, the district's experience to date, and a contact person and telephone number for more detailed information.

Section III includes basic information about the school districts that participated in the NSBA survey. Districts are listed alphabetically, by state. The information in this section has been provided by the responding school districts, and includes district name and address, along with district size and type (urban, suburban, or rural).

Section III also serves as an index to Section II, listing the page numbers on which the contracted out programs of each district appear. Readers who want to learn what other school districts in their state and across the nation are doing to enhance their educational programs and school support services through private contracting can use Section III to find the appropriate references in Section II. Section III can also help readers to identify districts of similar size, and locate those districts in Section II.

This publication presents information that local school boards can use for advocacy at the



national, state, and local levels. It presents both sides of the privatization question from the perspective of local school districts that have experience with private contracting. Some see it as a means for improving student achievement and increasing the schools' abilities to fulfill their roles and responsibilities; others view it as a management-for-profit venture that is inappropriate in running the public schools.

*Private Options for Public Schools: Ways School Districts Are Exploring Privatization* contains the information school boards need to examine the issue, determine whether private contracting could serve the educational process in their districts and, then, advocate for what is best for public school students.

For additional information about any of the programs described in this publication, telephone the appropriate contact person listed in Section II. In fact, the contact person may be able to talk about the terms of the contract and about their satisfaction or lack thereof with specific vendors.

Additionally, for information concerning contractual issues in contracting out services, members are encouraged to review NSBA's publication entitled *Guidelines for Contracting with Private Providers for Educational Services*.

# SECTION I

## Private Companies/Public Schools: A New Look At An Old Idea

How can we improve our schools? Local school board members consider this recurring question as they face the challenge of finding new, innovative ways to deal with issues ranging from facilities maintenance to curriculum design. Engaged in the ongoing process of educational improvement, education policy makers and school administrators increasingly are considering the private sector as a resource to obtain expertise and cost-effective services.

School board members across the country are deliberating the benefits and drawbacks of contracts with private companies, and becoming informed purchasers of educational services in the marketplace. For many school boards, contracting with private companies expands the options they have in exercising leadership to best serve the students of their districts.

The purchase of private sector services by public agencies is not new. Indeed, in American public education, economist Adam Smith suggested that government vouchers be granted to parents for the purchase of education from the private sector in the late 1700's.

Today, much of the focus on privatization has shifted from public dollars buying private education to private firms selling services to public schools. While many school districts have chosen to "contract out" specific school district services, public attention has been given to newly founded education companies that offer to manage entire school systems or entire schools, often promising both improved student achievement as well as lower costs.

National visibility has been afforded to privatization efforts in the public schools of **Hartford, Connecticut, Baltimore, Maryland, and Dade County, Florida.** Reports of success to date have been mixed and, currently, all three school boards are reconsidering their previous decisions.

In **Hartford**, the Board of Education has narrowed its earlier plan to contract out the management of its 32-school district, and now proposes to privatize just five of the system's schools for the 1995-96 school year. Triggering the change were strong opposition from parents and teachers, a projected spending plan that called for hundreds of staff reductions, and the possibility of larger class sizes.



Nine **Baltimore** city schools have been managed by a private education company since 1992. Initial enthusiasm over reports of increased student achievement has ebbed with the revelation of discrepancies in the actual test results, and the school district is facing lawsuits resulting from the company's mishandling of special education protocols. Baltimore Mayor Kurt Schmoke has amended the current contract to include stringent new performance standards for the service provider.

In spite of the problems, supporters of the school privatization effort point out that there have been several areas of significant improvement: cleaner, better maintained facilities; more pleasant learning and teaching environments; textbooks and other instructional materials available to all students; and happier students and teachers. The supporters note that all of these things are components of the structure that must exist before effective teaching and learning can take place. In addition, the most recent test scores indicate some rise in student achievement.



In **Dade County**, a five-year agreement between the board of education and a private company to manage an elementary school and raise over two million dollars in funds and

equipment has been completed. The school has served as a model for privately managed public education facilities, and as a pilot for spending more to increase student achievement. Based on a summative evaluation, the school board has determined that continuation costs would not be justified by the expected academic gains and, therefore, they have decided not to renew the contract.

Whatever the outcome of the private sector contracts in these three well-known school districts, the debate continues in other districts. From Naknek, Alaska, to Watkinsville, Georgia, school boards are discussing educational options that are in the best interests of student achievement. Private sector contracting of school programs and/or services is depicted by supporters as a means for increasing the school district's abilities to meet the educational needs of students.

It is important to keep in mind that private company management of individual schools and/or entire school districts is only one piece of the privatization pie. The term "privatization" has been used to refer to a wide variety of reform initiatives from vouchers to the business-education partnerships of the 1980s to charter schools.

For purposes of this publication, we have given the term "privatization" a more specific meaning — the voluntary use of private contractors by school boards to provide certain services for the public schools. The services may range from bus transportation to foreign language classes to school district management. What they have in common is a contractual agreement between the local school district and a private service provider to accomplish a specific school function.

Though often presented as an innovative idea, school districts have long been in the business of contracting for products and services from the private sector. Districts across the country report that public school-private business relationships have existed for decades. A close look around your school district may well uncover some product or service that already has been "contracted out."

Services that are not associated with the primary mission of public schools, often called support services, have traditionally been the chief candidates for privatization. School board members and superintendents report that they frequently seek help from the

private sector for services like student transportation, food services, and facilities maintenance. Cost savings, insufficient school personnel, lack of expertise, and ease of management are just a few of the reasons cited for contracting out programs and services.

**Nogales, Arizona** school board member Anita Lechter recognizes the value of contracting for support services, but believes instructional programs should continue to be delivered by the public schools. "We have only privatized management services and would not even think about privatizing instruction," she says.

In order to best serve students, many education professionals believe that it is important to keep instructional programming firmly in the hands of educators and education policy makers. Robert Stalick, superintendent for the **Albany, Oregon School District**, adds this advice: "Concentrate on your mission, which is to prepare and educate students, and, if possible, contract everything else."

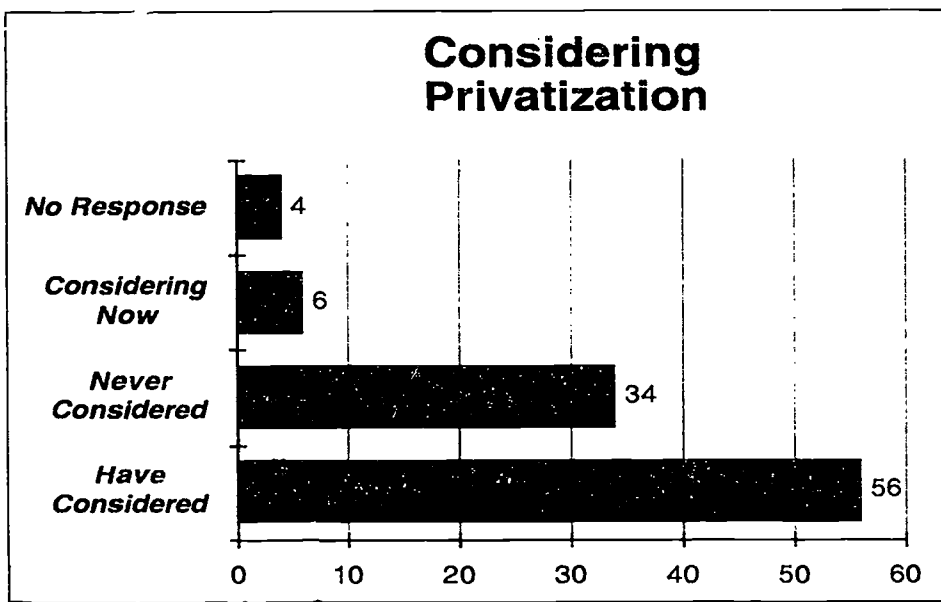
Nonetheless, the debate over utilizing private sector services has expanded into the instructional area. Private education contractors claim that they can provide instructional services in special areas, such as science, foreign languages, and special education, more efficiently, at lower costs, and with better educational outcomes than the professional public education sector. And so, this age-old debate of private versus public enters a new arena in the public schools with the private sector as deliverer of that most precious of public goods — universal education.

## **WHAT SERVICES DO DISTRICTS PRIVATIZE?**

School districts were asked to identify areas in which they had considered/are currently considering contracting for public school services. Responses show that 62 percent of responding school districts have considered privatizing their overall district operations or specific areas of administration or instruction. (See Figure 1, page 3)

When asked to identify areas of management or instruction in which they have used private contractors, school district responses tend to cluster in support areas, such as facilities management, food service, transportation, and bus/vehicle maintenance. (See Figure 2, page 3) Instructional programming represents a very small part of the privatization

FIGURE 1



market for these districts, peaking at 14 percent for special education programs, the only area of instructional programming to receive double digit percentages.

Nearly half (42 percent) of those who have contracted services report contracting for at least two years, and many districts report decades of experience with private firms, most of it in the services management area. Over half (54 percent) of the suburban districts have been engaged in the process for over two years.

As shown in Figure 3 (page 4), urban, suburban, and rural school districts all show similar patterns of privatization. While the responding urban school districts are more likely than suburban or rural districts to use private firms for instruction of students at-risk and special education programs, all categories of districts appear reluctant to look for outside help in instructional services.

Why the hesitancy? There are various explanations, including inherent reluctance to entrust the public schools' primary mission to private firms. Also, respondents'

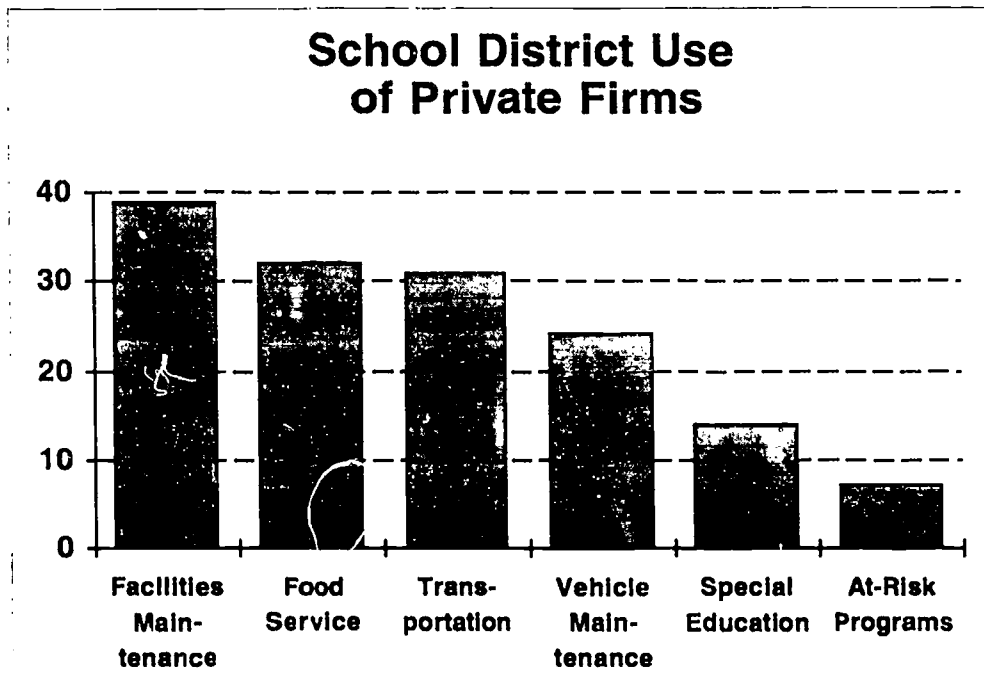
comments indicate that school district personnel across the urban-suburban-rural spectrum have experienced some difficulties in using private companies.

"Proceed cautiously when giving up control," advises Superintendent T.R. Ellis of the Lawrenceburg, Indiana School District. "An outside agency may only be interested in the bottom line." For many, such motivation is clearly at odds with the focus of instructional programming. Board member Mark Smith from Marion, Iowa, concurs with

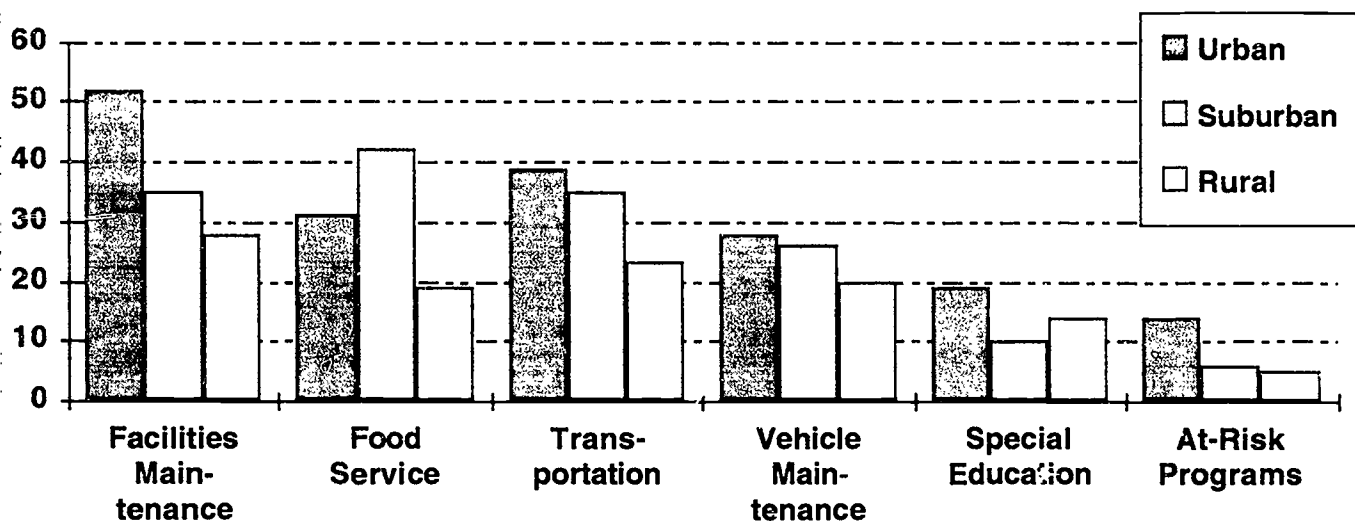
that assessment: "It is certainly worth the time and effort to explore privatization. It may prove to be worthwhile on occasion, but the private sector presents problems of its own."

As businesses increasingly seek to interest school districts in contracting for their services, and as the offers they make become more attractive, Clover Park School Board President John Davis in Tacoma, Washington, brings perspective to the debate. Talking about when to bring the services of a private firm onto the school campus, Mr. Davis suggests that districts "...make sure there is a problem to be solved. Don't privatize just because it sounds good."

FIGURE 2



## Urban, Suburban, Rural District Use of Private Firms



### WHY DO DISTRICTS CHOOSE TO CONTRACT OUT SERVICES?

Given the fact that America's public elementary and secondary schools represent a \$260 billion a year market, it is easy to understand why private companies are interested in doing business with public schools. But what are schools shopping for in the private sector?

Figure 4 (page 5) shows respondents' answers to why school districts consider contracting for services from private companies. At a 45 percent response rate, cost reductions receive half again as many responses as do the next two reasons cited (improving management efficiency, such as redefining job descriptions, at 29 percent, and improving/maintaining school facilities at 28 percent). Achieving either academic or non-academic improvements (e.g., reduced drop-out rates, improved student and staff morale, and lower incidents of violence) is given as a reason for private sector contracting by only four percent of respondents (which helps explain why only a relatively few respondents do contract out academic services).

In all categories of responding districts — urban, suburban, and rural — cost reductions are the number

one expectation of school districts employing a private firm. Across all area categories, respondents indicate that improved management efficiency and facilities improvement are distant seconds. Just as in the combined category, only very small percentages of respondents from urban (eight percent), suburban (five percent), or rural (two percent) school districts look to private companies to improve academic achievement.

With their focus on cost savings, many school districts express admiration for the management and cost containment abilities of private firms. Much of the research and the anecdotal evidence points to the private sector's ability to realize economies of scale and technological advantages. Survey respondents tend to agree with this contention. "In the area of food service, a national company has purchasing power that one district doesn't," says Mr. Heidenreich, director of finance for the **Danbury, Connecticut Public Schools**. Additionally, many private companies have lower labor costs. When salaries and benefits are paid to public employees, especially classified service employees, the cost is frequently greater than what is paid in the private sector.

Nonetheless, several school districts have found that while costs initially declined, they later began to

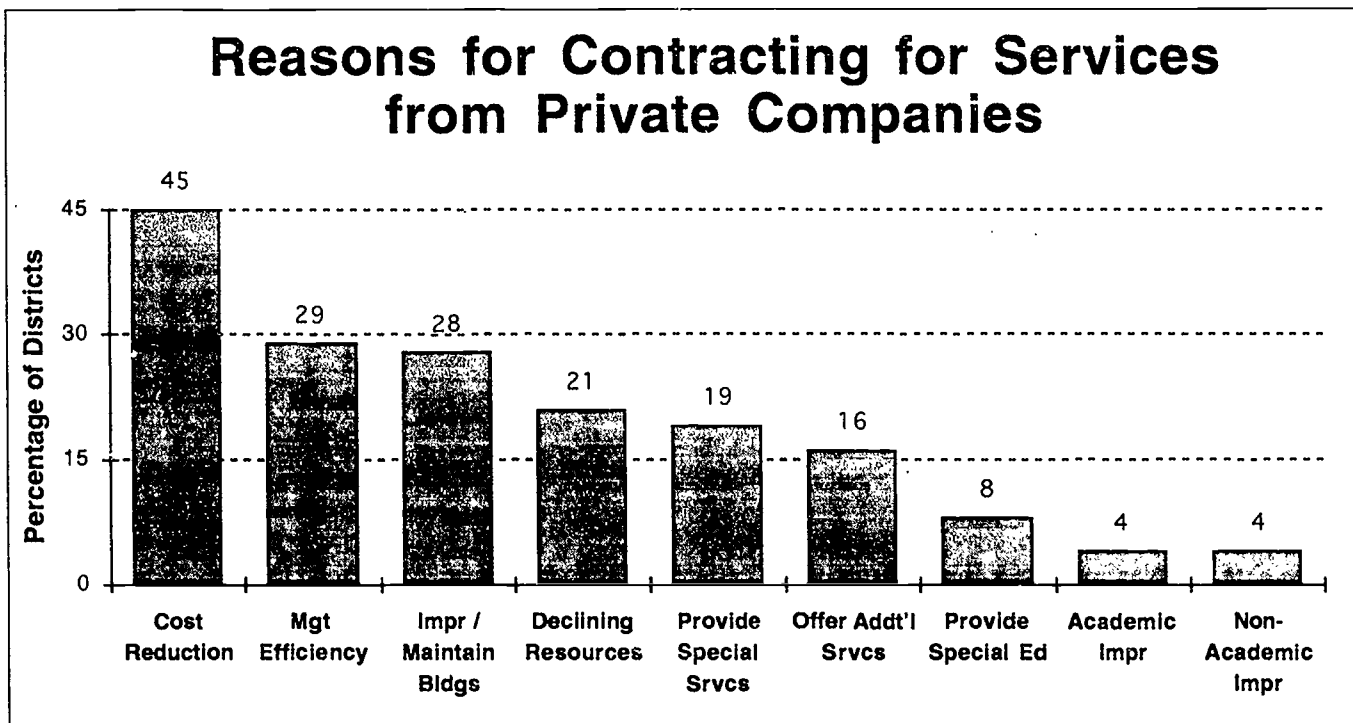
escalate. Dr. Audrey Joyce, supervisor of the research department at the **Pasco School District in Land O' Lakes, Florida**, says, "After two to three years of operation, it is clear that it is less expensive to do the work in-house. Because of capital costs, it looks cheaper at the beginning [to contract out], but when contracts are renegotiated, costs increase."

Citing lack of real cost savings, school board president Elda Vasquez of the **Weslaco, Texas Independent School District** reports similar reasons for cancelling private contracts and returning to in-house management: "All three areas (facilities maintenance, transportation and food service), which were contracted out, were not renewed. Our district

half-million dollars annually using a private facilities maintenance firm. "We have had very successful experiences because we were clear about what we wanted done, why we wanted it done, and how we would know that we had completed what we set out to do," says Bremerton superintendent DeWayne Boyd.

But lower costs do not always mean better service — performance is key. Just as financial constraints can have detrimental effects on publicly run programs, lower costs can result in lower levels of service delivery from the private sector. In district after district, survey respondents caution colleagues to be aware of the downside of privatization. John McInnis, a trustee for the **Arlington, Texas**

FIGURE 4



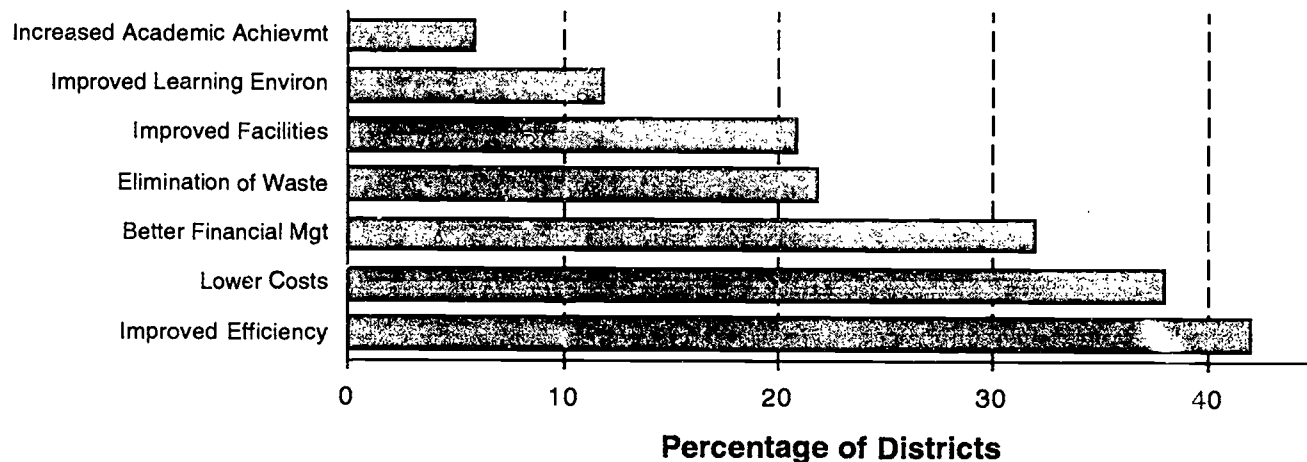
experienced low, very low, staff morale, and no real savings on programs."

Several other responding districts, however, report that substantial cost reductions have been achieved through utilizing private contractors. The **Ferndale, Washington School District #502** relates that the food service program that had cost the district \$50,000 a year now breaks even under private management; the **Olathe, Kansas Unified School District** has achieved a \$1,000,000 savings in energy costs over the last three years with the help of an energy management company; and the **Bremerton, Washington School District** is realizing savings of a

**Independent School District** recounts a negative cost-cutting experiment. "We had a trial privatization of school building custodial and housekeeping services go to the low bidder, who just barely beat the in-house bid," says McInnis. "The firm totally low-balled the bid and we ended up firing them."

Even districts that have had positive experiences give sobering advice. According to **Spring Hill, Kansas Unified School District** superintendent Bart Goering, "The right contractor will make the district look good, the wrong one will be more of a problem than doing it yourself."

## Results from Districts That Have Contracted Out Services



### WHAT WORKS?

Survey respondents were asked to identify the results of their private sector efforts. Figure 5 illustrates the top responses. Improved efficiency, lower costs, better financial management, elimination of waste, and improved physical facilities are the most commonly cited positive results from privatization. As expected, managerial rather than instructional improvements are the most frequent outcomes.

Even so, there is significant disappointment: Of the 45 percent of respondents who report cost savings as a reason for considering privatization, only one-third indicate some cost savings actually realized. Suburban and rural districts report between \$10,000 and \$49,999 as their most frequent level of cost savings. Urban districts that report lower costs most frequently cite savings of \$1 million and over. Figure 6 (page 7) shows the top areas in which savings have been realized by all districts, and for each type of district (urban, suburban, and rural).

In districts that report good results from private sector contractors, several common themes emerge: Good research, thorough investigation of potential contractors, clear definitions of goals, and well-defined contractual agreements are the essentials of success. The overwhelming message from all respondents is the significance of choosing a private firm carefully. "Do a thorough examination of the

program being offered," suggests George Schneck, director of administrative services for the **Caroline County Board of Education in Denton, Maryland**. "Visit other similar sites and ask the appropriate tough questions."

Experienced school districts offer advice that reflects the suggestions in the publication prepared by the National School Boards Association in conjunction with the American Association of School Administrators, *Guidelines for Contracting with Private Providers for Educational Services*. This booklet is filled with important questions and practical answers about working with the private sector to supply educational programs and services. An example of the counsel from both experienced districts and the "Guidelines" concerns the written contract: After the firm is chosen, districts need to be very specific about the services that are to be performed, and contracts must be carefully worded to reflect expectations. Business manager Ed Hoster, whose **Hinsdale, Illinois School District** currently contracts for facilities maintenance, food services, and transportation tells colleagues: "Be specific in all contracts — in writing. Performance, not the low bid, is key. Defining goals is essential to accomplishing change."

**Hartford, Connecticut** board member Ted Carrol echoes Mr. Hoster's message. "Be very clear about expectations regarding roles and responsibilities. Take the needed time to build relationships and

## SCHOOL DISTRICTS REPORT COST SAVINGS FROM CONTRACTING WITH THE PRIVATE SECTOR

### *The Top Ten*

#### for all districts:

1. facilities maintenance
2. food services
3. student transportation
4. bus/vehicle maintenance
5. professional development
6. school security
7. technology for administration
8. special education programs
9. administrative reorganization
10. business-education partnerships

#### for suburban districts:

1. food services
2. facilities maintenance
3. student transportation
4. bus/vehicle maintenance
5. school security
6. technology for administration
7. professional development
8. day care
9. administrative reorganization
10. business-education partnerships

#### for urban districts:

1. facilities maintenance
2. student transportation
3. bus/vehicle maintenance
4. food services
5. professional development
6. school security
7. public relations
8. day care
9. administrative reorganization
10. business-education partnerships

#### for rural districts:

1. student transportation
2. food services
3. bus/vehicle maintenance
4. facilities maintenance
5. professional development
6. technology for administration
7. personnel policies/mgmt.
8. day care
9. administrative reorganization
10. business-education partnerships

communication. Trust between the private provider and public sector employees with whom the private group will work to deliver service is vital."

Finally, respondents and the *Guidelines* advise school districts to pay careful attention to monitoring ongoing activities and evaluating services. Like in-house services, contracted services need to be constantly monitored for performance," says Art Blea, superintendent for the **Pojoaque Valley Schools in Santa Fe, New Mexico**. "They are not a cure-all, but do appear to save money that can be directed to instruction."

**Arlington, Texas** school trustee John McInnis warns others not to rely on vendors to prove the benefits of their services, noting that constant oversight and program/service assessment are easy to overlook, but extremely important. Board President Izola

Collins of the **Galveston Independent School**

**District** adds: "Be sure you have built in evaluations to be conducted at regular intervals by neutral persons with the necessary expertise."

### WHAT DOES NOT WORK?

Survey respondents were asked to describe contracted services that were not successful, and to analyze the causes of failure. Reluctance on the part of school district employees to work with private firms, poor performance by private contractors, and poor communications between the contractor and the district are among the top reasons cited by respondents for bad experience. Figure 7 (page 8) lists the top reasons for failure of privatization efforts, as indicated by responding school districts.



For many respondents, this has been their first foray into private contracting, and inexperience has resulted in problems in communication and unrealistic expectations. Board member Susan Burgess from the **Charlotte-Mecklenburg, North Carolina School District** describes a problem that arose from simply not having had experience with public-private agreements: "Our district contracted out program management of a \$192 million bond. We experienced a rocky start because no accountability had been built into the contract. Our mistake, but we will learn from it." She suggests that districts "...be very careful with contracts. Protect yourself with built-in accountability or penalties for failure to perform."

The **Pinckney, Michigan Community Schools** also has experienced contract difficulty. "Contracts were written which were not all inclusive, so both sides had different impressions as to the scope of services. Mistrust due to not sharing information equally developed," says Superintendent Robert Roy.

Many respondents express problems with high employee turnover rates in private firms. The **Harvey, Illinois Public School District #152** discusses the problem of having non-school staff professionals responsible for student services. "For example, psychologists and counselors are often temporary [under contract agreements], and there is little ongoing interaction with principals, teachers, parents, and students," reports Assistant Superintendent Betty Owens. "These same people may or may not be back next year to continue their relationships with the clients." Other respondents agree with Superintendent Owens' assessment that counseling services should be kept in-house to limit program disruption.

## WHO SHOULD BE INVOLVED?

Even though contracting for services presents new problems for respondents, the majority see these difficulties as manageable, and encourage their colleagues to explore the private sector option. Several school districts report that the real danger lies in not involving those employees and others in the school community who will be affected by the implementation of private sector services. "Get all the stake holders into the process," counsels Paul Ogden, curriculum director from the **Weber School District in Utah.**

FIGURE 7

## When Privatization Did Not Work: The Reasons Why

### for all districts:

1. resistance from school district employees
2. poor quality of service
3. lack of clarity in contract
4. deficiencies in communication between contractor and district
5. inadequate cost/benefit comparisons

### for urban districts:

1. resistance from school district employees
2. poor quality of service
3. deficiencies in communication between contractor and district
4. inadequate cost/benefit comparisons
5. state laws that limit contracting ability

### for suburban districts:

1. resistance from school district employees
2. poor quality of service
3. lack of clarity in contract
4. loss of district control of service/program
5. too costly

### for rural districts:

1. resistance from school district employees
2. lack of clarity of contract
3. inadequate monitoring of service
4. deficiencies in communication between contractor and district
5. inadequate cost/benefit comparisons

When asked which school community representatives participate in school board discussions about contracted services, respondents say that non-instructional staff — bus drivers, custodians, cafeteria workers, grounds keepers — are the group most frequently included in the process, and they are undoubtedly the most directly affected group. "Employee concerns and uncertainties are our biggest hurdles," says Judy

Larson, a school board member from the **Granite School District in Salt Lake City, Utah**. She suggests that districts include employees in all phases of the discussion and implementation process.

Business people are also an important resource for opinion and advice for many surveyed districts. Twenty-eight percent of the respondents report having business people participate through discussion, advice, and/or comments to the school board on privatization issues. Expertise and prior experiences with contracting may allow business representatives to be particularly helpful to school boards.

Because privatization often results in changes in employment status, wages, and benefits, many respondents caution other school districts to beware of alienating employees in the process. They suggest that efforts be made to help current employees buy into the proposed changes. Dr. Forrest White, budget director for the **Norfolk, Virginia School District** suggests that districts attempt to preserve the job security of school district employees by focusing on programs that manage, train, and equip school employees more effectively and efficiently.

## **WHAT IS THE ROLE OF FEDERAL AND STATE GOVERNMENT IN PRIVATIZATION?**

Respondents were asked to give their opinions as to the role of both the federal and state governments in helping school districts develop public-private partnerships through privatization. A large number of participants see no role other than funding for either level of government. These respondents cite past negative experiences with government programs, focusing on burdensome regulatory procedures and reporting requirements, as well as insufficient funding to carry out tasks. Those who do see a role for the federal government talk of tax incentives to private businesses to contract with public schools, or granting the same tax status to private contractors as in-house providers of services.

Regarding state government, more respondents recognize a role in aiding local districts. Funding demonstration projects, sharing success stories, and providing technical assistance all are mentioned by survey respondents as possible functions for state departments of education. Assistant Superintendent

Ed Sarver of the **Pine Richland School District in Gibsonia, Pennsylvania**, suggests that states provide trained consultants to assist in the research and decision making process involved in contracting for private sector services — someone who knows the business and can assist in the analysis of claims and proposals.

Many board members and superintendents cite laws and regulations that make privatization more difficult, including wage rules, mandatory bargaining laws, and bidding procedures. Laws requiring districts to accept low bid proposals cause particular difficulty for some districts. These districts would like to see state rules changed to allow for the use of a rating system that includes performance as a deciding factor in awarding contracts.

Also, many respondents believe that the inclusion of incentive clauses in contracts would be effective. Changes in state laws regarding restrictive bidding procedures are regarded as vital by respondents. Figure 8 (page 10) looks at the ways in which state and federal governments could help school districts determine the appropriateness of contracting out and achieve the greatest effectiveness from agreements with private firms.

## **ADVOCATING FOR SUPPORT FROM STATE AND FEDERAL POLICYMAKERS**

Before school boards can determine whether privately contracted services would work for them, they often have to overcome the barriers of burdensome regulations and laws that hinder any public-private venture. School board members need to make sure that their legislators understand how well-intentioned regulations can work against innovation and improvement in the public schools. Following are some points for discussion with state and federal policy makers concerning legislation in the area of contracting out services.

- School systems' attempts to expand their capabilities should not be inhibited by low bid or other financial rules that are often short-sighted. Cheapest is not always best, particularly in education, and especially when the savings are short-lived and the long-term costs higher. School boards and superintendents need flexibility in laws and

## WHAT CAN GOVERNMENT DO? SCHOOL DISTRICTS SUGGEST GOVERNMENT ACTIONS TO SUPPORT PRIVATIZATION

### At the State Level:

1. Reduce regulations and barriers to privatization.
2. Provide tax incentives to business to encourage cost-effective services for public schools.
3. Provide technical assistance to help school districts understand the contract formation and evaluation processes in specific fields.
4. Change bidding requirements to allow greater flexibility and choice at the local district level.
5. Offer grants, financial assistance, and/or short-term loans to support school districts with innovative programs, and to defray any start-up costs of privatization.
6. Determine whether school districts really need private sector services—rather than start-up capital. If school districts really need capital, provide or facilitate other financial arrangements—including private sector partnerships—that would provide a better use of taxpayer dollars.

### At the Federal Level:

1. Reduce regulations and barriers to privatization.
2. Provide tax incentives to business to encourage cost-effective services for public schools.
3. Offer grants, financial assistance, and/or short-term loans to support school districts with innovative programs.
4. Recognize successful programs.
5. Provide consumer information and disclosure requirements based on the experiences of other school districts.
6. Ensure that vendors in certain high cost areas provide adequate financial and performance records to ensure that contract terms can be fulfilled.

regulations that allow them to consider the specifics of their situations and to exercise their best judgments in contracting out services.

- Legislative and administrative directives should not unreasonably hinder contracting parties in the areas of cost management or performance. Often, regulations place undue bureaucratic burdens in the way of achieving mutually productive agreements. The effect is increased dollar and administrative costs, and decreased performance.
- Contract law is determined at the state level. Given 50 sets of laws dealing with contracting, federal regulations must be very general in nature and designed to address common issues.
- State and federal policymakers need to understand why school districts contract for private sector services in the first place. In those instances in which school districts seek to contract out services in order to obtain an infusion of capital, it might be more effective to appropriate adequate resources directly to the schools.

## CONCLUSIONS

Privatization, the voluntary use of private contractors by school boards to provide certain services for the public schools, is an important option for serving the best interests of public school students.

The NSBA survey of National Affiliate school districts, the Federal Relations Network, and the Council of Urban Boards of Education, conducted in the late Spring of 1995, provides a clear illustration of what is happening and/or being considered in the area of privatization in the public schools. The 354 respondents make these major points about using the private sector:

- Sixty-two (62) percent of responding school districts have considered privatizing overall district operations, or special areas of school management or instruction (see Figure 1).
- School management services are more likely to be contracted out to private firms than instructional programs. Facility maintenance, food service, and student transportation are the services most often privatized. Urban,

suburban, and rural school districts show similar patterns of private sector involvement (see Figures 2 and 3).

- Instructional programs represent a small percentage of the privatization market, topping out at 14 percent of the respondents for special education programs (the only instructional area to receive double digit percentages from all respondents). Respondents report that technology programs are privatized by eight (8) percent of the school districts, and at-risk programs by seven (7) percent (see Figure 3).
  - The figures for instructional programs change notably within urban, suburban, and rural categories:
    - Special education programs are contracted out by 19 percent of responding urban school districts, 14 percent of rural districts, and 10 percent of suburban districts.
    - Fourteen (14) percent of responding urban districts have privatized at-risk programs, as compared with six (6) percent of suburban districts, and five (5) percent of rural districts.
    - Technology for instruction is privatized more by suburban and rural districts, nine (9) percent for each category of these respondents, and in six (6) percent of responding urban districts.
  - School districts decide to contract with private firms for services in order to achieve cost savings. Forty-five (45) percent of all respondents cite savings as the number one reason for privatization of services. Improving management efficiency and improving or maintaining school facilities rank at 29 percent and 28 percent, respectively (see Figure 4). The figures remain consistent across urban, suburban, and rural categories.
  - School districts remain reluctant to privatize instructional programs for fear that the rigors of the marketplace may result in unproductive cost-cutting measures, such as increased class size, program elimination, or staff reductions. Only four (4) percent of all respondents list achieving academic improvements as a reason for choosing the privatization option. That small response percentage is reflected in each category of school districts: Eight (8) percent of urban districts, five (5) percent of suburban districts, and two (2) percent of rural districts look to private companies to improve academic achievement.
  - The most commonly cited positive results from privatization are better financial management, improved efficiency, elimination of waste, and improved physical facilities (see Figure 5).
  - While cost savings is the primary reason given by 45 percent of the survey respondents for privatizing school services, only one-third of that group indicate that some savings has actually been realized. Respondents advise colleagues to weigh anticipated savings against other factors, such as service efficiency and the effects on school personnel (see Figure 6).
  - School districts that have had negative experiences with contracting out services shared their reasons why it did not work for them. Reluctance of school district employees, poor contractor performance, and poor communications are among the most frequent causes cited for bad experiences (see Figure 7).
  - Responding school districts suggest different roles with regard to state and federal governments. Respondents say they would welcome assistance from the state level in reducing legal impediments to public-private agreements, providing tax incentives to business and offering technical assistance in the contracting process.
  - Survey respondents were less likely to suggest a supporting role for the federal government. Those who have done so recommend that Washington could reduce regulations, provide financial assistance (through tax incentives to business and grants to schools) and recognize successful local initiatives (see Figure 8).
- School board members and superintendents responding to NSBA's survey view contracting for private sector services as one option in many that they

must investigate to ensure that their students get the best possible educational opportunities. That opinion is reinforced in *Guidelines for Contracting with Private Providers for Educational Services*, prepared by NSBA in conjunction with AASA for school board members and superintendents who are considering contracting out educational programs and services. While neither encouraging nor discouraging use of private sector services by school districts, *Guidelines* offers information about contracting and reviews critical questions that must be asked by school boards considering alternative approaches to improving their schools.

Perhaps the thoughts of Frank Davis, chief financial officer for the **Jefferson Parish Public Schools in Marrero, Louisiana**, best expresses the majority of school board members' and superintendents' positions on contracting out services:

"Think through the process and when you believe you have all the answers, think through the process again."

### SCHOOL DISTRICT VIGNETTES

For many years, the local Parents-Teachers Association at the Romona School in the **Wilmette, Illinois School District** has sponsored a before-school K-5 foreign language instruction program. The program has been popular, but the cyclical nature of PTA leadership had caused some problems with continuity of program management, that is, until Joan O'Malley, the principal at Romona, presented a solution: contracting out. Ms. O'Malley has negotiated a contract with a local community college foreign language department to manage the before-school program, including registration, fees, and staff payroll and benefits. This partnership has helped the PTA to provide lessons in French, Spanish and German to some 225 elementary school students. "Our association with the college brings stability and continuity of teaching, making an outstanding program even better," says Principal O'Malley.

The **Lynchburg, Virginia City Schools** contracted with a private firm to provide security services for the district's 18 school buildings. Assistant Superintendent for Operations Barry Campbell says the system, which includes a series of listening devices in each school, is more cost effective than traditional motion detectors or security guards. "Pick-up" noises from the devices are routed through a database and can be patched through phone lines to the police, fire department, or even the homes of school administrators. "We were experiencing \$20,000 to \$30,000 a year losses due to vandalism. We have totally cut that out," Mr. Campbell reports. "With the high-cost teaching technology now in our schools, we need to protect our investments in computers and other hardware. Now, every time we have a break-in, we catch some people. Word of that gets around. We also caught some fires and flooding earlier with this system, limiting the damage to our buildings." The district negotiated payment for the systems hardware over three years, at a cost of \$50,000 a year, and now they own it. Renewal of the contract for monitoring services is on an annual basis.

Assistant Superintendent for Academic Services, Dr. Paul Koehler describes **Peoria, Arizona Unified School District's** experience with a privately-operated alternative-setting school simply: "It's a way to save kids." Five years ago, the district began contracting out all academic services for high school students who "were not fitting into the traditional school setting and were likely to drop out," says Dr. Koehler. "The company gave us a no-cost opportunity to keep these kids in the education system." The private company has agreed to provide needed services at a cost per pupil that would not exceed state aid, approximately \$3,500 per student. The alternative school is accredited by the North Central Association and, Dr. Koehler says, it works. "We know it's working because the students and parents tell us it is. Our spaces in the program are full."

# SECTION II

## Program Descriptions

This section includes brief descriptions of the ways in which school boards are using or have used privatization to augment the management services and instructional programs of their districts. The summaries are organized into 30 categories.

### **Under Management Services:**

- Administrative reorganization
- After-school programs
- Business-school partnerships
- Charter schools
- Day care
- Facilities maintenance
- Financial management
- Food services
- Health services
- Personnel policies/management
- Professional development
- Public relations
- Purchasing
- School security
- Technology for administration
- Transportation and bus/vehicle maintenance
- Other

### **Under Instructional Programs:**

- At-risk programs
- Charter schools
- Curriculum design
- Driver education
- ESL/bilingual education
- Foreign language classes
- Remedial education
- Science instruction
- Special education
- Teacher aides
- Technology for instruction
- Vocational education
- Other

Within each category, school districts are listed alphabetically by state. In addition to the program and service description, contact names and phone numbers are included if they were provided by the school districts.

Also, those school boards who are currently considering privatization, and those boards who told NSBA that they are not considering working with private contractors are included in this section. For school district addresses, sizes, and classification (urban, suburban, or rural), see Section III.

## **MANAGEMENT SERVICES**

### **Administrative Reorganization**

Coping with reduced school budgets, school districts have initiated a variety of approaches for consolidating responsibilities and reassigning administrative duties. Many of these school districts have been able to save money and time, and reassign personnel to the educational mission through privatization of administrative functions.

A consultant was hired by this school district to study all the district office operations, compare the district to other like districts, and make recommendations for reorganization.

**Huntington Beach Union HSD, California**  
**Contact: David Hagon**  
**(714) 964-3339**

A private firm reviewed district procedures, and recommended ways to staff the district more efficiently.

**Wilton Public Schools, Connecticut**  
**Contact: David Clune**  
**(203) 762-3381**

A private contractor has provided the district with analysis of its strengths and weaknesses, and identified key needed improvements in central support services.

**Toledo Public Schools, Ohio**  
Contact: Steve Pereos  
(419) 729-8414

*Be realistic in your expectations. Be sure privatization is able to provide a level of service or expectation that your district normally would not have.*

— from the NSBA survey

A private consultant is developing a report and recommendations for the Board of Education regarding administrative and organizational efficiency. Anticipated savings: at least \$75,000 annually.

**Valley Stream Central HSD, New York**  
Contact: Dr. Steven Goldberg  
(516) 872-5610

Other school districts that have sought the support and expertise of private contractors in restructuring their administrative functions include the following:

**Kyrene Schools, Arizona**  
Contact: David Lutkemeier  
(602) 496-4642

**Orange County Department of Education, California**  
Contact: Nina Young  
(714) 966-4050

**Boulder Valley, Colorado**  
Contact: Jim Williams  
(303) 447-5111

**Hartford Board of Education, Connecticut**  
Contact: Ted Carroll  
(203) 722-8510

**School Board of Lee County SD, Florida**  
Contact: Dr. Michael Jones  
(813) 334-1102

**Polk County SD, Florida**  
Contact: Scott Clanton  
(813) 534-0572

**Wamego USD 320, Kansas**  
Contact: B.J. Eichen  
(913) 456-7642

**Baltimore City Public Schools, Maryland**  
Contact: Juanita Lewis  
(410) 396-8709

**Saginaw Public Schools, Michigan**  
Contact: Richard Powell  
(517) 759-2250

**Omaha Public Schools, Nebraska**  
Contact: John Smith  
(402) 557-2200

**Clark County SD, Nevada**  
Contact: Dr. Robert McCord  
(702) 799-5438

**Storey County SD, Nevada**  
Contact: Ed Murkovich  
(702) 847-0983

**Trenton Public Schools, New Jersey**  
Contact: Herbert Chubin  
(609) 989-2778

**Alamogordo SD, New Mexico**  
Contact: Stan Rounds  
(505) 439-3270

**Williamsville SD, New York**  
Contact: Dr. Fran Murphy  
(716) 626-8005

**Birdville ISD, Texas**  
Contact: Jay Thompson  
(817) 831-5700

**New Braunfels ISD, Texas**  
Contact: Dick Robinett  
(210) 625-5745

**Portsmouth City Public Schools, Virginia**  
Contact: Richard Trumble  
(804) 393-8742

**Menomonee Falls SD, Wisconsin**  
Contact: James Shaw  
(414) 255-8461

### **After-School Programs**

Part of the expanded support services that many modern school districts provide to their students and families are "latch-key" or after-school programs.

This district provides after-school "latch-key" care, providing a safe and secure environment for children until 6:30 p.m.

**Matteson Elementary SD #159, Illinois**  
Contact: Tom Mullins  
(708) 720-1300

Many districts contract with the YMCA for school-based after-school care. In this one district, YMCA day care is available in seven sites. The YMCA pays "nominal utilities and custodial fees to the schools."

**Grand Forks SD, North Dakota**  
Contact: Larry Hoiberg  
(701) 746-2200

This district provides both before- and after-school care at elementary school buildings.

**Central Dauphin SD, Pennsylvania**  
Contact: John Herigan  
(717) 545-4703

Other school districts which have contracted with organizations such as the YMCA to provide after-school care are:

**Cheshire Public Schools, Connecticut**  
Contact: Dr. Ralph Wallace  
(203) 250-2400

**Wilton Public Schools, Connecticut**  
Contact: David Clune  
(203) 762-3381

**Capital SD, Delaware**  
Contact: Ron Bogia  
(302) 622-1635

**Hillsborough County SD, Florida**  
Contact: Superintendent  
(813) 292-4053

**Orange County Public Schools, Florida**  
Contact: Peggy Kinder  
(407) 849-3254

**Polk County SD, Florida**  
Contact: Scott Clanton  
(813) 534-0572

**Arlington Heights Community  
Consolidated SD #59, Illinois**  
Contact: Robert Howard  
(708) 593-4310

**Coal City CSD #1, Illinois**  
Contact: Gary Snyder  
(815) 634-2287

**Wilmette Public SD #39, Illinois**  
Contact: Christine Daly  
(708) 256-2450

**School City of Whiting, Indiana**  
Contact: Mrs. Susan Rzeszut  
(219) 845-1507

**Osborne USD #392, Kansas**  
Contact: Dr. Duane Much  
(913) 346-2145

**Royal Valley USD #337, Kansas**  
Contact: Alan Hageman  
(913) 986-6286

**Shawnee Heights USD #450, Kansas**  
Contact: Dr. Stephen McClure  
(913) 379-0584

**Wamego USD #320, Kansas**  
Contact: B.J. Eichem  
(913) 456-7642

**Royal Oak SD, Michigan**  
Contact: Dave Dursum  
(810) 435-8300

**Waverly Community Schools, Michigan**  
Contact: Peggy Starr  
(517) 321-7265

**Springfield Public Schools, Missouri**  
Contact: Conley Weiss  
(417) 864-3841

**White Pine County SD, Nevada**  
Contact: (702) 289-4851

**Clifton Public Schools, New Jersey**  
Contact: William Liess  
(201) 470-2260

**Lindenwold Boro SD, New Jersey**  
Contact: Jackie Gettes  
(609) 768-8190

**Ridgefield Park Board of Educ., New Jersey**  
Contact: Dr. David Rightmyer  
(201) 807-2638

**Trenton Public Schools, New Jersey**  
Contact: Dr. Hiroko Miyakawa  
(609) 989-2707

**Albuquerque Public Schools, New Mexico**  
Contact: Joe Vigil  
(505) 256-4214



Pittsford Central SD, New York  
Contact: Everett Larribee  
(716) 381-9940

Carteret County Schools, North Carolina  
Contact: Jane Alexander  
(919) 728-4583

Cumberland County Schools, North Carolina  
Contact: Sara Piland  
(910) 678-2303

Perquimans County Schools, North Carolina  
Contact: Randall Henion  
(919) 426-5741

East Cleveland City SD, Ohio  
Contact: Stephen Chapnick  
(216) 268-6575

Lawton Public Schools, Oklahoma  
Contact: Howard Johnson  
(405) 355-7727

Lincoln County School District, Oregon  
Contact: Skip Liebertz  
(503) 265-4401

Sherwood School District, Oregon  
Contact: Janice Bahns  
(503) 625-8124

Colonial SD, Pennsylvania  
Contact: S.J. Durtan  
(610) 834-1670

Pine-Richland SD, Pennsylvania  
Contact: Ed Sarver  
(412) 443-7276

Coventry Public Schools, Rhode Island  
Contact: Raymond Spear  
(401) 822-9400

Arlington ISD, Texas  
Contact: John McInnis  
(817) 460-4611

Birdville ISD, Texas  
Contact: Jay Thompson  
(817) 831-5700

Round Rock ISD, Texas  
Contact: Mike Jolly  
(512) 255-4431

Northampton County Public Schools, Virginia  
Contact: Nancy Freeze  
(804) 678-0453

Portsmouth City Public Schools, Virginia  
Contact: Richard Trumble  
(804) 393-8742

Janesville SD, Wisconsin  
Contact: D. Midjinovich  
(608) 758-6400

Menomonee Falls SD, Wisconsin  
Contact: James Shaw  
(414) 255-8461

Stevens Point Area Public Schools, Wisconsin  
Contact: Richard Eisenhour  
(715) 345-5444

### **Business-School Partnerships**

Business-school partnerships provide resources (people, finances, and equipment) to schools, and more knowledgeable and skilled employees to business.

Partnerships in this district have improved the content of science programs and the utilization of technology in the schools.

**Lennox School District, California**  
Contact: Dan Jurenka  
(310) 330-4950 x230

In this district, local businesses provide the schools with equipment, field trips to business sites, experience-through-training, and job opportunities as a result of training. The partnerships give students a realistic view of the corporate world, and put businesses in touch with their future workforce.

**Orange County Board of Educ, California**  
Contact: Lorraine Dageforde  
(714) 966-4344

This district has over 120 partnerships between schools and businesses.

**San Diego City Schools, California**  
Contact: Janet Delaney/Ruben Carriedo  
(619) 293-8047

*Consider privatization as one of many options, each of which deserves evaluation prior to decision making.*

— from the NSBA survey

Shared use of facilities, equipment, and the talents of business people enhance the learning/teaching environment for both students and teachers in this district.

**North Kansas City SD #74, Missouri**  
Contact: Tammy Stone  
(816) 468-0085

Readiness for the world of work has been called the fourth "R." Other districts that have established partnerships with business to prepare students for the workplace are:

**Chatham SD, Alaska**  
Contact: Gordon Castanza  
(907) 788-3302

**El Paso County SD #8, Colorado**  
Contact: Cheryl Walker  
(719) 382-5631

**Capital SD, Delaware**  
Contact: Joseph Crossen  
(302) 672-1555

**Polk County SD, Florida**  
Contact: Scott Clanton  
(813) 534-0572

**Argo Community HSD, Illinois**  
Contact: Bob Koch  
(708) 728-3200

**Porter Township School Corporation, Indiana**  
Contact: L. Webden  
(219) 477-4933

**School City of Whiting, Indiana**  
Contact: Dr. Reg Manwaring  
(219) 659-0656

**Jefferson County Public Schools, Kentucky**  
Contact: Stephen Daeschner  
(502) 485-3251

**Jefferson Parish Public School System,  
Louisiana**  
Contact: Frank Davis  
(504) 349-7627

**Baltimore City Public Schools, Maryland**  
Contact: Juanita Lewis  
(410) 396-8709

**Queen Anne's County Board of Educ.,  
Maryland**  
Contact: Bernard Sadusky  
(410) 758-2403

**Lakeshore Public Schools, Michigan**  
Contact: Linda Holt  
(616) 428-1400

**Waverly Community Schools, Michigan**  
Contact: Peggy Starr  
(517) 321-7265

**St. Paul SD #625, Minnesota**  
Contact: Greg Filice  
(612) 293-5109

**Wentzville SD R-IV, Missouri**  
Contact: Richard Place  
(314) 327-3800

**Lincoln Public Schools, Nebraska**  
Contact: Cliff Dale  
(402) 436-1635

**Omaha Public Schools, Nebraska**  
Contact: John Smith  
(402) 557-2200

**Clark County SD, Nevada**  
Contact: Dr. Robert McCord  
(702) 799-5438

**Alamogordo Public Schools, New Mexico**  
Contact: Stan Rounds  
(505) 439-3270

**Canandaigua City SD, New York**  
Contact: (716) 396-3710

**Valley Stream Central HSD, New York**  
Contact: Dr. Steven Goldberg  
(516) 872-5610

**Nash-Rocky Mount Schools, North Carolina**  
Contact: (919) 459-5220

**Perguimans County Schools, North Carolina**  
Contact: Randall Henion  
(919) 426-5741

**Grand Forks SD #1, North Dakota**  
Contact: Dr. Mark Sanford  
(701) 746-2200

**East Cleveland City SD, Ohio**  
Contact: Stephen Chapnick  
(216) 268-6575

**Enid Public Schools, Oklahoma**  
Contact: Dr. G.K. Keithly  
(405) 234-5270

**Sherwood SD, Oregon**  
Contact: Janice Bahms  
(503) 625-8124

**Central Dauphin SD, Pennsylvania**  
Contact: Carolyn Dumaresq  
(717) 545-4703 x202

**Danville Area SD, Pennsylvania**  
Contact: Thomas Farr  
(717) 275-7576

**Weber SD, Utah**  
Contact: Paul Ogden  
(801) 476-7276

**Shoreline SD, Washington**  
Contact: Bill Schnall  
(206) 546-2421

**Spokane SD, Washington**  
Contact: Walt Rulffes  
(509) 353-3705

**Menomonee Falls SD, Wisconsin**  
Contact: James Shaw  
(414) 255-8461

**St. Paul SD #625, Minnesota**  
Contact: Greg Filice  
(612) 293-5109

**White Pine County SD, Nevada**  
Contact: (702) 289-4851

**Austin ISD, Texas**  
Contact: Dr. Kay Psencik  
(512) 499-1706

**Richmond Public Schools, Virginia**  
Contact: (804) 780-7700

## **Day Care**

Day care for children of students has been contracted out to private day care centers, providing a needed service and achieving a monetary savings for the district.

**Okeechobee County SD, Florida**  
Contact: Cathy Blair  
(813) 763-7636

The district contracts out an after-school care program for children as a service to parents.

**Coal City Community SD #1, Illinois**  
Contact: Gary Snyder  
(815) 634-2287

This district provides before- and after-school child care and afternoon care for morning kindergarden students.

**Zion Elementary SD #6, Illinois**  
Contact: Dallas Evens  
(708) 746-1429

The district provides before- and after-school care for at-risk children.

**Porter Township School Corporation, Indiana**  
Contact: Chuck Leer  
(219) 464-7282

## **Charter Schools**

Districts reporting charter schools in operation are:

**San Diego City Schools, California**  
Contact: Ruben Carriedo  
(619) 293-8047

**Pueblo SD #70, Colorado**  
Contact: John Mikubes  
(719) 542-0224

**Polk County SD, Florida**  
Contact: Scott Clanton  
(813) 534-0572

**Springfield Public Schools, Massachusetts**  
Contact: Teresa Regina  
(413) 787-7183

**Duluth Public Schools, Minnesota**  
Contact: Lucas Houx  
(218)723-4102

These districts provide after-school and day care for "latch key" children. The program is designed to provide security for the children and peace of mind for parents.

**Andover USD #385, Kansas**  
**Contact: Marilyn Herr**  
**(316) 733-5066**

**Royal Oak SD, Michigan**  
**Contact: Dave Dursum**  
**(810) 435-8300**

*Give deep consideration to the value of private contractors, but don't sell out on quality for lower costs.*

— from the NSBA survey

The district contracts for before- and after-school child care services.

**Lindenwold Boro SD, New Jersey**  
**Contact: Jackie Gettes**  
**(609) 768-8190**

School-age child care is provided at several elementary schools by a non-profit organization.

**Lawton Public Schools, Oklahoma**  
**Contact: Howard Johnson**  
**(405) 355-7727**

The district contracts for day care at parent education program sites.

**Houston ISD, Texas**  
**Contact: Ada Cooper**  
**(713) 892-6027**

The district has contracted with another agency, which uses school facilities and provides all child care.

**Cedarburg SD, Wisconsin**  
**Contact: Gary Compton**  
**(414) 375-5208**

Other districts that have found a cost savings by privatizing day care are:

**Orange County Board of Educ, California**  
**Contact: Nina Young**  
**(714) 966-4050**

**Riverside USD, California**  
**Contact: David Bail**  
**(909) 788-7470**

**San Diego USD, California**  
**Contact: Ruben Carriedo**  
**(619) 293-8047**

**Wilton Public Schools, Connecticut**  
**Contact: Elizabeth Quinn**  
**(203) 762-3381**

**Capital SD, Delaware**  
**Contact: Joseph Crossen**  
**(302) 672-1555**

**School Board of Lee County, Florida**  
**Contact: Dr. Michael Jones**  
**(813) 334-1102**

**Wamego USD #320, Kansas**  
**Contact: B.J. Eichem**  
**(913) 456-7642**

**Queen Anne's County Board of Educ., Maryland**  
**Contact: Joseph Ollock**  
**(410) 758-2403**

**Randolph Public Schools, Massachusetts**  
**Contact: Dr. Lyn Huttunen**  
**(617) 961-6205**

**Somerville School Dept., Massachusetts**  
**Contact: Tony Caliri**  
**(617) 625-6600**

**Lakeshore Public Schools, Michigan**  
**Contact: Linda Holt**  
**(616) 428-1400**

**St. Paul SD #625, Minnesota**  
**Contact: Greg Filice**  
**(612) 293-5109**

**Ridgewood Board of Educ., New Jersey**  
**Contact: Dr. Fred Stokley**  
**(201) 670-2700**

**Albuquerque Public Schools, New Mexico**  
Contact: Joe Vigil  
(505) 256-4214

**Penfield Central Schools, New York**  
Contact: (716) 248-3220

**Williamsville Central SD, New York**  
Contact: Dr. Fran Murphy  
(716) 626-8005

**Grand Forks SD #1, North Dakota**  
Contact: Dr. Mark Sanford  
(701) 746-2200

**Cascade SD #5, Oregon**  
Contact: Loroll McBride  
(503) 743-2137

**Sherwood School District, Oregon**  
Contact: Janice Bahns  
(503) 625-8124

**Central Dauphin SD, Pennsylvania**  
Contact: Carolyn Dumaresq  
(717) 545-4703 x202

**Colonial SD, Pennsylvania**  
Contact: S.J. Durtan  
(610) 834-1670

**Pine-Richland SD, Pennsylvania**  
Contact: Ed Sarver  
(412) 443-7276

**Coventry Public Schools, Rhode Island**  
Contact: Raymond Spear  
(401) 822-9400

**Arlington ISD, Texas**  
Contact: John McInnis  
(817) 460-4611

**Birdwell ISD, Texas**  
Contact: Jay Thompson  
(817) 831-5700

**Kent SD, Washington**  
Contact: Jim Hager  
(206) 813-7218

**Menomonee Falls SD, Wisconsin**  
Contact: James Shaw  
(414) 255-8461

## **Facilities Maintenance**

Maintaining and improving school facilities requires a long-range facilities planning effort coordinated across the district. Many school districts have chosen privatization in order to obtain cost savings, efficiency, and expertise in facilities maintenance and custodial services.

This district uses private contractors for a variety of facilities services, including water treatment management. The contracts have increased the district's capability to provide services when the expertise for those services does not exist within the district itself.

**Tucson USD, Arizona**  
Contact: Jim Kinion  
(520) 617-7000

This district has gained cost savings and efficiency in facilities maintenance through contracts with private firms.

**El Paso County SD #8, Colorado**  
Contact: Cheryl Walker  
(719) 382-5631

The district considered facilities maintenance, but decided against contracting out because of community impact.

**Mapleton Public Schools, Colorado**  
Contact: (303) 288-6681

This school district has considered custodial contracts, and has determined that it would be more cost-effective to do the work themselves.

**Groton Public Schools, Connecticut**  
Contact: Dr. George Reilly  
(203) 572-5840

Private management of custodial services has standardized frequency and improved quality of custodial services. It has also allowed this district to achieve a cost avoidance of \$1.2 million per year through more efficient use of personnel.

**Polk County SD, Florida**  
Contact: Scott Clanton  
(813) 534-0572

This district has determined that cost savings will not justify private contracting of facilities maintenance.

**Clark County SD #161, Idaho**  
**Contact: Delbert McFadden**  
**(208) 374-5215**

The district contracts with a firm that provides management services for all facilities (buildings and grounds). It has reduced the costs the district was paying for such services.

**Mascoutah Community Unit SD #9, Illinois**  
**Contact: Dr. Sam McGowen**  
**(618) 566-7414**

This district had a contract with a private firm for three years; they did not renew the contract. The community expressed a strong preference for using district personnel to provide district services. School district staff currently provide facilities maintenance that is more cost-effective and of better quality than was the contracted service.

**Mason City Community Schools, Iowa**  
**Contact: Dr. David Darnell**  
**(515) 421-4401**

The benefits of contracted custodial services for this district are an increased hiring pool, and management of custodial staff done by non-district personnel.

**Olathe USD #233, Kansas**  
**Contact: Dr. Bob Hull**  
**(913) 780-7000**

The privatization of maintenance has allowed for several gains: the reduction of staff from approximately 160 to 20; the sale of over 60 fleet vehicles; the elimination of workers' compensation insurance, special liability insurance, and vehicle insurance; an increase in efficiency and immediate response; better credentialing of licensed personnel; and a reduction in overall costs.

**Jefferson Parish Public School System, Louisiana**  
**Contact: Frank Davis**  
**(504) 349-7627**

The contractor provides custodial management services, and all supplies and equipment required for efficient performance.

**Caroline County Board of Education, Maryland**  
**Contact: George Schenck**  
**(410) 479-1460**

*The privatization of facilities maintenance has allowed for several benefits, including the reduction of staff, an increase in efficiency and immediate response, and a reduction in overall costs.*

— from the NSBA survey

The privatization of facilities management provides 10.5 full-time custodians, preventive maintenance, cost control, energy savings, and oversight of school department custodians by contract supervisors.

**Attleboro Public Schools, Massachusetts**  
**Contact: Joel Lovering**  
**(508) 222-0012 ext. 121**

This district has contracted to provide district-wide snow plowing.

**Boyer City Public Schools, Michigan**  
**Contact: Robert Nakoneczny**  
**(616) 582-6503**

In this school district, all building mechanical systems are maintained by private companies.

**Kent Intermediate SD, Michigan**  
**Contact: Ron Ricord**  
**(616) 365-2290**

This district has contracted with a private firm to manage maintenance of facilities, as well as supervision of custodial workers (district employees).

**Ridgefield Park SD, New Jersey**  
**Contact: Ronald Weber**  
**(201) 807-2635**

Maintenance/custodial supervisors are private contractor employees who supervise and train district staff.

**Los Alamos Public Schools, New Mexico**  
**Contact: Hugh Hiller**  
**(505) 662-4141**

This school district has contracted with a private company to provide managers to oversee the building maintenance and operations program.

**New Rochelle City SD, New York**  
**Contact: Larry Savage**  
**(914) 576-4222**

The district has a contract with consultants to review buildings annually. Services are provided as necessary.

**Scarsdale Union Free SD, New York**  
**Contact: Dr. Richard Schleiter**  
**(914) 721-2420**

Private custodial services are provided for many district-owned and leased facilities. Such services provide flexibility, but necessitate close supervision by district staff.

**Southern Westchester BOCES, New York**  
**Contact: Matthew McGovern**  
**(914) 937-3820 x544**

Contracting with a private firm has given this district facilities that are cleaner and in better repair.

**Columbus County Schools, North Carolina**  
**Contact: Wally Goge**  
**(910) 642-5168**

As overall budgets and resources have been challenged, more school funds have shifted from support areas (e.g., maintenance) to instructional areas. In response, the district has piloted a number of school sites using contractors for custodial work. So far, slight cost reductions have been experienced, and overall contractor performance has been mixed.

**Wake County Public School System,**  
**North Carolina**  
**Contact: Riley Reiner**  
**(919) 856-8000**  
**or Nick Harrison**  
**(919) 856-8010**

The district contracts for maintenance, hauling service, trash and snow removal.

**Columbus City SD, Ohio**  
**Contact: Steve Vargo**  
**(614) 365-5610**

This district has contracted out facilities maintenance services at middle schools, and will go district-wide in 1995-96. The benefits are better service, better training, cleaner facilities, and less administrative time devoted to custodial service.

**Millwood Public Schools, Oklahoma**  
**Contact: Gloria Griffin**  
**(405) 478-1336**

*[Private contractors] require special people talents. It is tough to get district employees to accept guidance and leadership from outside experts.*

—from the NSBA survey

A private contractor handles management of maintenance and grounds for the school district.

**Union Public Schools, Oklahoma**  
**Contact: Vernon Harmon**  
**(918) 459-5432**

The district's facilities maintenance contract proved to be too costly and provided no improvement in services.

**Georgetown County Schools, South Carolina**  
**Contact: Bill Compton**  
**(803) 527-1338**

The district has various maintenance and construction contracts to augment in-house personnel in support of school infrastructure maintenance. Custodial service contracts are used to handle special needs and to effect cost savings over in-house personnel costs. Also, solid waste removal and recycling contracts effect cost savings and efficiency in the district's waste management efforts.

**Fairfax County Public Schools, Virginia**  
**Contact: Alton Hlavin**  
**(703) 246-3209**  
**or David Peterson**  
**(703) 764-2352**

For the past five years, the school district has used a custodial management firm to manage district staff, resulting in cleaner schools and a cost savings of \$1.3 million.

**Norfolk Public Schools, Virginia**  
**Contact: Cecil Harris**  
**(804) 441-2974**

The district's contract for private cleaning services saves \$500,000 per year.

**Sheboygan Area SD, Wisconsin**  
**Contact: James Drifke**  
**(414) 459-3511**

The following districts have privatized some aspect of their facilities management.

**Chatham School District, Alaska**  
Contact: Gordon Castanza  
(907) 788-3302

**Florence USD, Arizona**  
Contact: Eric Kleinstein  
(520) 868-2300

**Kyrene Schools, Arizona**  
Contact: David Lutkemeier  
(602) 496-4642

**Nogales USD #1, Arizona**  
Contact: Anita Lechter  
(520) 287-0800 x244

**Peoria USD, Arizona**  
Contact: Julia Smock  
(602) 486-6000

**Lynwood USD, California**  
Contact: Audrey Chartre  
(310) 886-1604

**Orange County Board of Educ, California**  
Contact: Nina Young  
(714) 966-4050

**Riverside USD, California**  
Contact: David Bail  
(909) 788-7470

**Romoland SD, California**  
Contact: Roland Skumawitz  
(909) 928-2900

**Aurora Public Schools, Colorado**  
Contact: Dr. Dave Zeckser  
(303) 344-8060

**Cheshire Public Schools, Connecticut**  
Contact: Dr. Ralph Wallace  
(203) 250-2400

**Danbury Public Schools, Connecticut**  
Contact: J. Heibenreich  
(203) 797-4703

**Hartford Board of Education, Connecticut**  
Contact: Ted Carroll  
(203) 722-8510

**Middletown Public Schools, Connecticut**  
Contact: Dr. David Larson  
(203) 638-1401

**Montville Public Schools, Connecticut**  
Contact: J. Luder  
(203) 646-8048

**Hillsborough County SD, Florida**  
Contact: Stan Domal  
(813) 292-4053

**Orange County Public Schools, Florida**  
Contact: Peggy Kinder  
(407) 849-3254

**Palm Beach County SD, Florida**  
Contact: (407) 434-8200

**District School Board of Pasco County, Florida**  
Contact: Rick Kurtz  
(813) 996-3600 x2439

**Oconee County SD, Georgia**  
Contact: Glenn Townsend  
(706) 769-3575

**Walker County Schools, Georgia**  
Contact: Garrett Felf  
(706) 638-1240

**Blackfoot SD #55, Idaho**  
Contact: (208) 785-8800

**Plummer-Worley Joint SD #44, Idaho**  
Contact: R.W. Singleton  
(208) 686-1621

**Addison District #4, Illinois**  
Contact: Paul Smith  
(708) 628-2500

**Argo Community HSD #217, Illinois**  
Contact: Bob Koch  
(708) 728-3200

**Downers Grove Grade SD #58, Illinois**  
Contact: Daniel Foote  
(708) 719-5829

**Evanston-Skokie Community Consolidated  
SD #65, Illinois**  
Contact: Therese O'Neill  
(708) 492-5874

*Seek first to understand! Get the facts before jumping into it. Get all the stakeholders into the process.*

— from the NSBA survey



**Harvey Public SD #152, Illinois**  
Contact: Betty Owens  
(708) 333-0300

**Hinsdale Township HSD #86, Illinois**  
Contact: Ed Hoster  
(708) 655-6100

**Joliet Township High SD #204, Illinois**  
Contact: (815) 727-6970

**Laraway SD #70-C, Illinois**  
Contact: Dr. Broniechi  
(815) 727-5115

**Niles Township High SD, Illinois**  
Contact: D.E. Benere  
(708) 965-9350

**Thornton Township High SD #205, Illinois**  
Contact: Gary Frisch  
(708) 225-4029

**Huntington City Community Schools, Indiana**  
Contact John Prince  
(219) 356-7812

**Burlington Community SD, Iowa**  
Contact: Joe Hintze  
(319) 753-6791

**Fort Dodge Community SD, Iowa**  
Contact: D.A. Haggard  
(515) 574-5638

**Andover USD #385, Kansas**  
Contact: Phil Hudson  
(316) 733-1918

**Oxford USD #358, Kansas**  
Contact: Patty Faircloth  
(316) 455-2227

**Wamego USD #320, Kansas**  
Contact: B.J. Eichen  
(913) 456-7642

*While food service and school security contracts are working well, the district has cancelled a private contract for facilities maintenance after three years. We found that the contractor had a lack of knowledge about building operations and usage*

— from the NSBA survey

**Winfield USD #465, Kansas**  
Contact: Ken Young  
(316) 221-5100

**Henderson County SD, Kentucky**  
Contact: Kenneth Tegethoff  
(502) 831-5000

**Jefferson County Public Schools, Kentucky**  
Contact: Stephen Daeschner  
(502) 485-3251

**Russellville ISD, Kentucky**  
Contact: Clarence Gamble  
(502) 726-8405

**East Baton Rouge Parish School Board, Louisiana**  
Contact: Bob Cooper  
(504) 358-3738

**Biddeford School Department, Maine**  
Contact: Dr. Roger Afpuguardi  
(207) 282-8280

**Baltimore City Public Schools, Maryland**  
Contact: Matthew Riley  
(410) 669-3121

**Holyoke Public Schools, Massachusetts**  
Contact: John Pietrzykowski  
(413) 534-2000

**Shawsheen Valley Technical High SD, Massachusetts**

**Flint SD, Michigan**  
Contact: James Yantz  
(810) 760-111

**Grand Haven Area Public Schools, Michigan**  
Contact: Dr. Bill Dean  
(616) 847-4614

**Grosse Pointe Public School System, Michigan**  
Contact: Christian Fenton  
(313) 343-2048

**Pinckney Community Schools, Michigan**  
Contact: Dr. Robert Roy  
(313) 878-3115

**Saginaw Public Schools, Michigan**  
Contact: Richard Powell  
(517) 759-2250

**Duluth Public Schools, Minnesota**  
Contact: Lucas Houx  
(218) 723-4102

**St. Paul SD #625, Minnesota**  
Contact: Greg Filice  
(612) 293-5109

Virginia SD, Minnesota  
Contact: Wallace Schoeb  
(218) 741-5161

Springfield Public Schools, Missouri  
Contact: Conley Weiss  
(417)864-3841

Bozeman Public Schools, Montana  
Contact: Gary Griffith  
(406) 585-1548

Crete Public Schools, Nebraska  
Contact: Jody Isernhagen  
(402) 826-5855

Lincoln Public Schools, Nebraska  
Contact: Cliff Dale  
(402) 436-1635

Omaha Public Schools, Nebraska  
Contact: John Smith  
(402) 557-2200

Westside Community Schools, Nebraska  
Contact: Les Sladeck  
(402) 390-2135

Clark County SD, Nevada  
Contact: Dr. Robert McCord  
(702) 799-5438

White Pine County SD, Nevada  
Contact: (702) 289-4851

Berlin Borough SD, New Jersey  
Contact: Roger Stead  
(609) 768-7867

East Orange Board of Educ, New Jersey  
Contact: Mark Kramer  
(201) 266-5700

Orange Board of Educ, New Jersey  
Contact: Alice Dunston  
(201) 677-4040

Pine Hill Public Schools, New Jersey  
Contact: Don Falato  
(609) 783-6900

Ridgewood Board of Educ, New Jersey  
Contact: Dr. Fred Stokley  
(201) 670-2700

Roselle Park Public Schools, New Jersey  
Contact: William Clarke  
(908) 245-1197

Albuquerque Public Schools, New Mexico  
Contact: Mary Lee Martin

Ellenville Central Schools, New York  
Contact: Nancy Bement-Chase  
(914) 647-7100

Longwood Central SD, New York  
Contact: Willam Leo  
(516) 345-2782

Valley Stream Central High SD, New York  
Contact: Dr. Steven Goldberg  
(516) 872-5610

Charlotte-Mecklenburg Schools, North Carolina  
Contact: Hilton L'Orange  
(704) 379-7057

Mt. Airy City Schools, North Carolina  
Contact: R. L. Williams  
(910) 786-8355

Eastland Vocational SD, Ohio  
Contact: Claude Groves  
(614) 836-4530

St. Bernard-Elmwood Place City Schools, Ohio  
Contact: (513) 641-2020

Toledo Public Schools, Ohio  
Contact: S. Pereos  
(419) 729-8414

Enid Public Schools, Oklahoma  
Contact: Dr. G.K. Keithly  
(405) 234-5270

Jenks Public Schools, Oklahoma  
Contact: Dr. Sterling Ming  
(918) 299-4411

Midwest City-Del City Public Schools, Oklahoma  
Contact: Larry Springfield  
(405) 737-4461 x47

Tulsa Public Schools, Oklahoma  
Contact: Dr. Bill Jordan  
(918) 745-6800

Albany SD, Oregon  
Contact: Jim McGowan  
(503) 967-4513

Cascade SD #5, Oregon  
Contact: Tom Lorell  
(503) 743-2137

Sherwood SD, Oregon  
Contact: Janice Bahns  
(503) 625-8124

Upper Moreland SD, Pennsylvania  
Contact: P.W. Beck  
(215) 659-6800

Coventry Public Schools, Rhode Island  
Contact: Raymond Spear  
(401) 822-9400

Darlington County SD, South Carolina  
Contact: Byard Stone  
(803) 398-5009

Marion SD#1, South Carolina  
Contact: Charles Bethea  
(803) 423-1811

Memphis City Schools, Tennessee  
Contact: Gary Jones  
(901) 325-5462

Austin ISD, Texas  
Contact: Charles Akins  
(512) 499-1706

Birdville ISD, Texas  
Contact: Jay Thompson  
(817) 831-5700

Galveston ISD, Texas  
Contact: Henry Boening  
(409) 766-5126

Plainview ISD, Texas  
Contact: Dr. Dennis Townsends  
(806) 296-4000

Round Rock ISD, Texas  
Contact: Mike Jolly  
(512) 255-4431

Weslaco ISD, Texas  
Contact: Elda Vasquez  
(210) 969-6500

Wichita Falls ISD, Texas  
Contact: Dr. Les Carnine  
(817) 720-3273

Weber SD, Utah  
Contact: Paul Ogden  
(801) 476-7276

Cumberland County Schools, Virginia  
Contact: Harold Dodge  
(804) 492-4212

Lynchburg City Schools, Virginia  
Contact: Barry Campbell  
(804) 522-3700 x104

Bremerton SD, Washington  
Contact: DeWayne Boyd  
(360) 478-5105

Spokane SD, Washington  
Contact: Walt Rulffes  
(509) 353-3705

Cedarburg SD, Wisconsin  
Contact: Gary Compton  
(414) 375-5208

Menomonee Falls SD, Wisconsin  
Contact: James Shaw  
(414) 255-8461

Fremont County SD #21, Wyoming  
Contact: B.L. Mowry  
(307) 332-5983

Teton County Schools, Wyoming  
Contact: Sarah Smith  
(307) 733-2704

## **Financial Management**

This district uses a consultant for grant writing. The result has been more than \$800,000 in grants.

Huntington Beach Union High SD, California  
Contact: John Myers  
(714) 964-3339

This school district has contracted with a private firm to provide payroll services. Reported benefits include greater time efficiency for district clerical staff, and additional services, such as direct deposit, that are helpful to district personnel.

Wilmette Public SD #39, Illinois  
Contact Jim Mattern  
(708) 256-2450

The district has contracted with a local school administrator to consult on budget, cash flow, and other financial matters.

School City of Whiting, Indiana  
Contact: Dr. Reg Manwaring  
(219) 659-0656

In this school district, general ledger and payroll services have been provided by private companies for 25 years.

**Kent Intermediate SD, Michigan**  
**Contact: Joseph Terhaar**  
**(616) 365-2201**

*Be prepared to answer the question: "Why can't the school district provide these services and eliminate the profit that goes to the private company?"*

— from the NSBA survey

This district has contracted out a financial management system that allows it to transfer cash immediately from lower yielding savings accounts to higher yield investment accounts. It offers competitive yields, safety, full liquidity, and allows the district to access its account balances via PC and modem on a daily basis to determine cash needs.

The district's financial adviser's services include researching and analyzing borrowing statements, submitting required documents and information to rating agencies, representing the district at disclosure conferences with bond counsel, and attending bid openings and closings with a bonding attorney.

**Longwood Central SD, New York**  
**Contact: Joel Palmer**  
**(516) 345-2784**

A private contractor identifies funding sources to support various district programs. To date, the district has raised \$625,000 for technology programs, and \$35,000 for security.

**East Cleveland City SD, Ohio**  
**Contact: Nylajeane McDaniel**  
**(216) 268-6596**

This school district staff says that contracting out tax services is less personal, but it is more efficient. The district has joined with the county for tax administration, and has gained local support and realized cost savings.

**Arlington ISD, Texas**  
**Contact: Dr. Marlene Carle**  
**(817) 459-7243**

This district has hired a private contractor to perform financial audits.

**Portsmouth City Public Schools, Virginia**  
**Contact: Richard Trumble**  
**(804) 393-8742**

The district contracts with a private financial adviser for advice on short- and long-term fiscal planning for capital projects.

**Kent SD, Washington**  
**Contact: Fred High**  
**(206) 813-7295**

Other districts that contract financial management are:

**Bristol Bay Borough SD, Alaska**  
**Contact: Richard Leath**  
**(907) 246-4225**

**Chatham SD, Alaska**  
**Contact: Gordon Castanza**  
**(907) 788-3302**

**Florence USD, Arizona**  
**Contact: Eric Kleinstein**  
**(520) 868-2300**

**San Leandro USD, California**  
**Contact: Thomas Himmelberg**  
**(510) 667-3536**

**Hartford Board of Education, Connecticut**  
**Contact: Ted Carroll**  
**(203) 722-8510**

**Wilton Public Schools, Connecticut**  
**Contact: David Clune**  
**(203) 762-3381**

**Polk County SD, Florida**  
**Contact: Scott Clanton**  
**(813) 534-0572**

**Plainfield Community Consolidated SD #202, Illinois**  
**Contact: David Stanfield**  
**(815) 439-3240**

**Baltimore City Public Schools, Maryland**  
**Contact: Juanita Lewis**  
**(410) 396-8709**

**Grand Haven Area Public Schools, Michigan**  
**Contact: Dr. Bill Dean**  
**(616) 847-4614**

**Walled Lake Consolidated Schools, Michigan**  
**Contact: Samantha Ruetenik**  
**(810) 788-1062**

**Lincoln Public Schools, Nebraska**  
Contact: Cliff Dale  
(402) 436-1635

**Omaha Public Schools, Nebraska**  
Contact: John Smith  
(402) 557-2200

**Clark County SD, Nevada**  
Contact: Dr. Robert McCord  
(702) 799-5438

**Storey County SD, Nevada**  
Contact: Ed Murkovich  
(702) 847-0983

**White Pine County SD, Nevada**  
Contact: (702) 289-4851

**Oklahoma Northwest Area VoTech SD,  
Oklahoma**  
Contact: Freelin Roberts  
(405) 327-0344

**Rocky Mountain Schools, Oklahoma**  
Contact: Maggie Adams  
(918) 696-7509

**Freedom Area SD, Pennsylvania**  
Contact: Dr. Ron Sofo  
(412) 775-7641

**Austin ISD, Texas**  
Contact: Clint Schuhmacher  
(512) 414-2323

**Cumberland County Schools, Virginia**  
Contact: Harold Dodge  
(804) 492-4212

**Richmond Public Schools, Virginia**  
Contact: (804) 780-7700

**Menomonee Falls SD, Wisconsin**  
Contact: James Shea  
(414) 255-8461

This district has experienced improved expertise and morale, as well as greater menu variety.

**El Paso County SD #8, Colorado**  
Contact: Cheryl Walker  
(719) 382-5631

A private company has made this food service program a positive budget item.

**Danbury Public Schools, Connecticut**  
Contact: J. Heidenreich  
(203) 797-4703

This district uses a private contractor to train district food service staff, set menus, and to purchase supplies.

**Middletown Public Schools, Connecticut**  
Contact: Vincent Malone  
(203) 638-1402

Contracting food services provides lower costs and reduces administrative time.

**Addison District #4, Illinois**  
Contact: Paul Smith  
(708) 628-2500

This district contracts out food services with better service and reduced costs.

**Crystal Lake SD #47, Illinois**  
Contact: William Fetzner  
(815) 459-6070

The contracted food service program in this district provides an economical program with maximum variety and control.

**Hinsdale Township High SD #86, Illinois**  
Contact: Ed Hoster  
(708) 655-6100

## **Food Services**

Contracting food services allows this district to save through bulk purchasing.

**Window Rock USD #8, Arizona**  
Contact: James Barfoot  
(602) 729-5704

*Privatized food services have brought nearly \$30,000 in savings to the district, plus reduced administrative time, and increased usage of the program. Privatized transportation has saved \$300,000 per year, and reduced administrative and board time involved.*

— from the NSBA survey

A privatized food service program provides preparation, serving, procurement, and accounting to a 10-school, 6400-pupil school district.

**Attleboro Public Schools, Massachusetts**  
**Contact: Joel Lovering**  
**(508) 222-0012 x121**

Contracting food services has improved nutrition and provided better variety.

**Holyoke Public Schools, Massachusetts**  
**Contact: Bill O'Brien**  
**or Tracy Guilmette**  
**(413) 534-2000**

This district considered privatizing its food services, but found no notable cost savings.

**Walled Lake Consolidated Schools, Michigan**  
**Contact: Samantha Ruetenik**  
**(810) 788-1062**

A food services contract was not successful in this district. Students disliked the meals, and there were transportation and storage problems. The contract has not been renewed.

**Storey County SD, Nevada**  
**Contact: Ed Murkovich**  
**(702) 847-0983**

Privatized food service has provided a \$27,000 savings to the district, improved quality of the product, reduced administrative time, and increased usage of the program.

**Sanborn Regional SD, New Hampshire**  
**Contact: Dr. Maryann Clancy**  
**(603) 642-3688**

This district's contractor for cafeteria service has provided the district with two advantages in food services: a wider selection of choices for meals, and a cost savings in operation.

**Berlin Borough SD, New Jersey**  
**Contact: Roger Stead**  
**(609) 768-7867**

The district has contracted for food service management since 1975. The private contractor has managed the food service program in an efficient manner and reduced costs to the district.

**Roselle Park Public Schools, New Jersey**  
**Contact: Bob Zeglaski**  
**(908) 245-2103**

Since privatizing the food services, the cafeteria program runs in the black with more students participating; more meal offerings; extended services, e.g., a middle school breakfast club, and school barbeques.

**Teaneck Public Schools, New Jersey**  
**Contact: Dr. Doyle**  
**(201) 833-5527**

The district's school lunch program for the middle schools is contracted out. The district saves on the need to hire and provide fringe benefits to employees.

**Lynbrook Union Free SD, New York**  
**Contact: Donald Slover**  
**(516) 887-0258**

This district contracts with a private company to provide managers to oversee the food services. During the contract period, the food services have gone from operating with a deficit to pay-as-you-go.

**New Rochelle City SD, New York**  
**Contact: Ruth Ann Toxie**  
**(914) 576-4216**

The private contractor has reduced school district costs for labor and benefits.

**Skaneateles Central Schools, New York**  
**Contact: Dale Bates**  
**(315) 685-8361**

Contracting the district's food service has provided better quality, improved efficiency, increased cost effectiveness, and offered greater variety.

**Coventry Public Schools, Rhode Island**  
**Contact: Wayne Engle**  
**(401) 822-9400**

The district has contracted for food service operations only for the high school (2,000 students). This service has provided improved quality and variety of menus, and increased student participation.

**Marshall ISD, Texas**  
Contact: Jack Gray  
(903) 938-7881

A private contractor has increased participation, improved quality of the meals, and provided more efficient management for this school district's food services program.

**Granite SD, Utah**  
Contact: Frank Willarson  
(801) 268-8597

For the past eight years, this district has contracted out management of the food service program, realizing tremendous program and financial benefits.

Specifically, they have dramatically increased student participation in the food service program, while at the same time reducing fat content and making other nutritional improvements.

On the financial side, the district is now able to completely cover direct expenses; previously, direct expenditures needed to be subsidized to the tune of nearly \$50,000 a year.

**Ferndale SD #502, Washington**  
Contact: Ron Cowan  
(360) 384-9203

Contracting out food services has helped this district offer a better program, more variety, and has helped to control costs.

**Kelso SD, Washington**  
Contact: Gary Eubanks

Other school districts that have reduced food service costs for supplies and personnel by contracting with private contractors are:

**Alexander City Board of Education, Alabama**  
Contact: Paul Fanning  
(205) 234-5074

**Florence USD, Arizona**  
Contact: Eric Kleinstein  
(520) 868-2300

**Kyrene Schools, Arizona**  
Contact: David Lutkemeier  
(602) 496-4642

**Miami Area USD #40, Arizona**  
Contact: Dr. Stephen Blazivich  
(520) 425-3271

**Nogales USD #1, Arizona**  
Contact: Anita Lechter  
(520) 287-0800

**Peoria USD, Arizona**  
Contact: Julia Smock  
(602) 486-6000

**Lynwood USD, California**  
Contact: Audrey Chartre  
(310) 886-1604

**Ignacio SD #11JT, Colorado**  
Contact: Dr. Edward Kutzleb  
(970) 563-4521

**Wilton Public Schools, Connecticut**  
Contact: Elizabeth Quinn  
(203) 762-3381

**School Board of Lee County, Florida**  
Contact: Dr. Michael Jones  
(813) 334-1102

**Polk County SD, Florida**  
Contact: Scott Clanton  
(813) 534-0572

**Argo Community High SD #217, Illinois**  
Contact: Bob Koch  
(708) 728-3200

**Arlington Heights Community Consolidated SD #59, Illinois**  
Contact: Robert Howard  
(708) 593-4310

**Crystal Lake Community Consolidated SD #47, Illinois**  
Contact: William Fetzner  
(815) 459-6070

**Downers Grove Grade SD #58, Illinois**  
Contact: Daniel Foote  
(708) 719-5829

**East Maine SD #63, Illinois**  
Contact: (708) 299-1900

**Evanston-Skokie Community Consolidated SD #65, Illinois**  
Contact: Emanuel Pollack  
(708) 492-5870

Harvey Public SD #152, Illinois  
Contact: Betty Owens  
(708) 333-0300

Joliet Township SD #204, Illinois  
Contact: (815) 727-6970

Matteson Elementary SD #159, Illinois  
Contact: Thomas Mullins  
(708) 720-1300

Niles Township SD #219, Illinois  
Contact: J. Monahan  
(708) 965-9135

Oak Lawn Community High SD #218, Illinois  
Contact: (708) 424-2000

Plainfield Community Consolidated #202, Illinois  
Contact: Steve Langert  
(815) 439-3240

Sterling Community Unit SD #5, Illinois  
Contact: Luke Glowiak  
(815) 626-5050

Thornton Township High SD #205, Illinois  
Contact: Gary Catalani  
(708) 225-4044

School City of Whiting, Indiana  
Contact: Dr. Reg Manwaring  
(219) 659-0656

Burlington Community SD, Iowa  
Contact: Joe Hintze  
(319) 753-6791

Fort Dodge Community SD, Iowa  
Contact: D.A. Haggard  
(515) 574-5638

Saydel Consolidated SD, Iowa  
Contact: Darcy Moeller  
(515) 288-8557

Osborne USD #392, Kansas  
Contact: Dr. Joseph Clouse  
(913) 346-2145

Winfield USD #465, Kansas  
Contact: Ken Young  
(316) 221-5100

Baltimore City Public Schools, Maryland  
Contact: Juanita Lewis  
(410) 396-8709

Queen Anne's County Board of Educ, Maryland  
Contact: Joseph Ollock  
(410) 758-2403

Randolph Public Schools, Massachusetts  
Contact: Arthur Melia  
(617) 961-6204

Bridgeport-Spaulling Community SD, Michigan  
Contact: L.J. Spencer  
(517) 777-1770

*Be sure to document results and compare to initial expectations and promises.*

— from the NSBA survey

Buena Vista Schools, Michigan  
Contact: Dr. Elmer Hollenbeck  
(517) 755-2184

Grand Haven Area Public Schools, Michigan  
Contact: Dr. Bill Dean  
(616) 847-4614

Grosse Pointe Public School System, Michigan  
Contact: Christian Fenton  
(313) 343-2048

Harper Woods SD, Michigan  
Contact: Joan Tucker  
(313) 839-1296

Royal Oak SD, Michigan  
Contact: Andy Linell  
(810) 435- 8400 x214

Saginaw Public Schools, Michigan  
Contact: Richard Powell  
(517) 759-2250

Waverly Community Schools, Michigan  
Contact: Jerry Papciak  
(517) 321-7265

Duluth Public Schools, Minnesota  
Contact: Lucas Houx  
(218) 723-4102

St. Paul SD #625, Minnesota  
Contact: Greg Filice  
(612) 293-5109

Virginia SD, Minnesota  
Contact: Colleen Villa  
(218) 741-5161

Springfield Public Schools, Missouri  
Contact: Conley Weiss  
(417) 864-3841



**Crete Public Schools, Nebraska**  
Contact: Jody Isernhagen  
(402) 826-5855

**Westside Community Schools, Nebraska**  
Contact: Dr. Ken Bird  
(402) 390-2106

**Clark County SD, Nevada**  
Contact: Dr. Robert McCord  
(702) 799-5438

**Lincoln County SD, Nevada**  
Contact: Vaughn Higbee  
(702) 728-4471

**White Pine County SD, Nevada**  
Contact: (702) 289-4851

**Clifton Public Schools, New Jersey**  
Contact: William Liess  
(201) 470-2260

**Dumont Public Schools, New Jersey**  
Contact: Thomas Roberts  
(201) 387-3082

**East Orange Board of Educ, New Jersey**  
Contact: Mark Kramer  
(201) 266-5761

**Lindenwold Boro SD, New Jersey**  
Contact: Karen Maeir  
(609) 386-8686

**Lower Camden County Regional District #1,  
New Jersey**  
Contact: Dr. Rita Hanna  
(609) 767-2850

**North Wildwood SD, New Jersey**  
Contact: Mary Ott  
(609) 729-4649

**Orange Board of Educ, New Jersey**  
Contact: Alice Dunston  
(201) 677-4040

**Ridgefield Park Board of Educ, New Jersey**  
Contact: Ronald Weber  
(201) 807-2635

**Ridgewood Board of Educ, New Jersey**  
Contact: Dr. Fred Stokley  
(201) 670-2700

**Albuquerque Public Schools, New Mexico**  
Contact: Mary Lee Martin  
(505) 842-3633

**Pojoaque Valley Schools, New Mexico**  
Contact: Art Blea  
(505) 455-2282

**Ellenville Central Schools, New York**  
Contact: Lenny Bernstein  
(914) 647-7100

**Highland Falls/Ft. Montgomery Central SD,  
New York**  
Contact: (914) 446-9575

**Northeastern Clinton Central Schools, New York**  
Contact: Christopher deGrandpre  
(518) 298-8242

**Pittsford Central SD, New York**  
Contact: Everett Larribee  
(716) 381-9940

**Scarsdale Union Free SD, New York**  
Contact: Dr. Richard Schleiter  
(914) 721-2420

**Valley Stream Central High SD, New York**  
Contact: Dr. Steven Goldberg  
(516) 872-5610

**East Cleveland City SD, Ohio**  
Contact: Stephen Chapnick  
(216) 268-6575

**Portsmouth City SD, Ohio**  
Contact: Michael Osborne  
(614) 354-5663

**Weatherford Public Schools, Oklahoma**  
Contact: Creg Moss  
(405) 772-3327

**Albany SD, Oregon**  
Contact: Tom Gaulke  
(503) 967-4505

**Lincoln County SD, Oregon**  
Contact: Skip Liebertz  
(503) 265-4401

**Salem-Keizer SD #24J, Oregon**  
Contact: Ron Turner  
(503) 399-3036

**Central Bucks BOCES, Pennsylvania**

Contact: Gene Able  
(215) 345-1400

**Pine-Richland SD, Pennsylvania**

Contact: Sandy Stokes  
(412) 625-3550

**New Braunfels ISD, Texas**

Contact: Dick Robinett  
(512) 620-6200

**Plainview ISD, Texas**

Contact: Richard Watson  
(806) 296-4002

**Round Rock ISD, Texas**

Contact: Mike Jolly  
(512) 255-4431

**Weslaco ISD, Texas**

Contact: Andres Noriega  
(210) 969-6522

**Clover Park SD #400, Washington**

Contact: Mel Neighbors  
(206) 589-7506

**Shoreline SD, Washington**

Contact: Bill Schnall  
(206) 546-2421

**Beloit SD, Wisconsin**

Contact: Richard Peterson  
(608) 364-6015

**Janesville SD, Wisconsin**

Contact: Deb Goad  
(608) 758-6402

**Somerset SD, Wisconsin**

Contact: Dianne Beeler  
(715) 247-3313

*The privatization of the district's energy management program has helped the district achieve over \$1 million in energy cost avoidance, and has enhanced the teaching/learning environment in our schools.*

— from the NSBA survey

**Health Services**

A shortage of speech, physical, and occupational therapists, as well as of school psychologists, led this district to use private firms and consultants.

**Southern Westchester BOCES, New York**

Contact: Helene Hanson  
(914) 937-3820 x516

Interpreters are used for deaf students to provide flexibility, depth, and manageability of services that the district would not have with internal staff.

**Toledo Public Schools, Ohio**

Contact: Steve Pereos  
(419) 729-8414

The district's health clinic offers free medical services, provided on site by an area hospital.

**Central Dauphin SD, Pennsylvania**

Contact: Lynnette Snyder  
(717) 545-4703

This district has contracted for school nurses.

**Wichita Falls ISD, Texas**

Contact: Jack Lane  
(817) 720-3166

These school districts have also contracted for health services in their schools:

**Kyrene Schools, Arizona**

Contact: David Lutkemeier  
(602) 496-4642

**Huntington Beach Union High SD, California**

Contact: David Hagon  
(714) 964-3339

**Orange County Board of Educ, California**

Contact: Nina Young  
(714) 966-4050

**Wilton Public Schools, Connecticut**

Contact: David Clune  
(203) 762-3381

**Cape Henlopen SD, Delaware**

Contact: Susan Shupard  
(302) 645-6686

School Board of Lee County, Florida  
Contact: Dr. Michael Jones  
(813) 334-1102

Polk County SD, Florida  
Contact: Scott Clanton  
(813) 534-0572

Walker County SD, Georgia  
Contact: Dr. Truman Atkins  
(706) 638-1240

Osborne USD #392, Kansas  
Contact: Dr. Duane Much  
(913) 346-2145

Oxford USD #358, Kansas  
Contact: Patty Faircloth  
(316) 455-2227

Shawnee Heights USD #450, Kansas  
Contact: Paula Foster  
(913) 379-0584

Jefferson Parish Public School System, Louisiana  
Contact: Frank Davis  
(504) 349-7627

Holyoke Public Schools, Massachusetts  
Contact: John Pietrzykowski  
(413) 534-2000

Lakeshore Public Schools, Michigan  
Contact: Linda Holt  
(616) 428-1400

St. Paul SD #625, Minnesota  
Contact: Greg Filice  
(612) 293-5109

Canandaigua City SD, New York  
Contact: (716) 396-3710

Ellenville Central School District, New York  
Contact: Nancy Bement-Chase  
(914) 647-7100

Lynbrook Union Free SD, New York  
Contact: Donald Slover  
(516) 882-0258

Williamsville Central SD, New York  
Contact: Dr. Fran Murphy  
(716) 626-8005

Perquimans County Schools, North Carolina  
Contact: Randall Henion  
(919) 426-5741

Lincoln County SD, Oregon  
Contact: Mona Glode  
(503) 265-4405

Sherwood SD, Oregon  
Contact: Janice Bahns  
(503) 625-8124

Arlington ISD, Texas  
Contact: John McInnis  
(817) 460-4611

Austin ISD, Texas  
Contact: Charles Akins  
(512) 499-1706

Spokane SD, Washington  
Contact: Walt Rulffes  
(509) 353-3705

Janesville SD, Wisconsin  
Contact: Donald Midjinovich  
(608) 758-6400

Menomonee Falls SD, Wisconsin  
Contact: James Shaw  
(414) 255-8461

## **PERSONNEL POLICIES/MANAGEMENT**

A variety of personnel services have been privatized by this district, including medical record reviews to ensure equitable administration of monetary benefits, handling of worker's compensation, and liability management.

**Dade County Public Schools, Miami, Florida**  
Contact: Richard Hinds  
(305) 995-1225

The district contracted out payroll services, but found that the contractor's schedule was not compatible with the district's schedule. Also, district personnel had limited access to payroll records. The net result was less efficiency, rather than more. The contracted service has been terminated.

**North Wildwood SD, New Jersey**  
Contact: Mary Kurtz  
(609) 522-6885

*Cost savings may not be all dollars. It's hard to put a price on reduced administrative and personnel problems.*

—from the NSBA survey

The district hired a private contractor to conduct a survey pertinent to Americans With Disabilities Act (ADA) policies.

**Hickory City Schools, North Carolina**  
Contact: Stuart Thompson  
(704) 322-2855

This district has contracted for review of health insurance for employees, and has realized a cost savings.

**Austin ISD, Texas**  
Contact: Scott Wyatt  
(512) 414-2295

An outside consultant has examined and made cost-saving recommendations for this school district which the district has passed on to employees. An outside consultant also supplies sample updated policies consistent with new federal or state laws.

**King William County Public Schools, Virginia**  
Contact: John Reeder or Kirk Tower  
(804) 769-3434

Personnel and board policies are developed by an outside contractor for this school district.

**Deer Park SD, Washington**  
Contact: Shauna Fergeson  
(509) 276-5051

The following districts have reviewed and/or updated their personnel policies and management systems using private consultants:

**Kyrene Schools, Arizona**  
Contact: David Lutkemeier  
(602) 496-4642

**Miami Area USD #40, Arizona**  
Contact: Dr. Stephen Blazivich  
(520) 425-3271

**San Leandro USD, California**  
Contact: Thomas Himmelberg  
(510) 667-3536

**Ignacio SD #11JT, Colorado**  
Contact: Dr. Edward Kutzleb  
(970) 563-4521

**Hartford Board of Educ, Connecticut**  
Contact: Ted Carrol  
(203) 722-8510

**Plummer-Worley Joint SD #44, Idaho**  
Contact: R.W. Singleton  
(208) 686-1621

**Arlington Heights Community Consolidated SD #59, Illinois**  
Contact: Robert Howard  
(708) 593-4310

**Oxford USD #358, Kansas**  
Contact: Patty Faircloth  
(316) 455-2227

**Jefferson Parish Public School System, Louisiana**  
Contact: Frank Davis  
(504) 349-7627

**Baltimore City Public Schools, Maryland**  
Contact: Judson Porter  
(410) 396-8727

**Kent Intermediate SD, Michigan**  
Contact: Joseph Terhaar  
(616) 365-2201

**Pinckney Community Schools, Michigan**  
Contact: Dr. Robert Roy  
(313) 878-3115

**Clark County SD, Nevada**  
Contact: Dr. Robert McCord  
(702) 799-5438

**Lincoln County SD, Nevada**  
Contact: Vaughn Higbee  
(702) 728-4471

**White Pine County SD, Nevada**  
Contact: (702) 289-4851

**Alamogordo Public Schools, New Mexico**  
Contact: Stan Rounds  
(505) 439-3270

**Perquimans County Schools, North Carolina**  
Contact: Randall Henion  
(919) 426-5741

**Eastland Vocational SD, Ohio**  
Contact: Claude Groves  
(614) 836-4530

**Metro Tech Vocational-Technical SD, Oklahoma**  
Contact: Laurie Burton  
(405) 424-8324 x482

**Cascade SD #5, Oregon**  
Contact: James McBride  
(503) 743-2137

**Birdville ISD, Texas**  
**Contact: Jay Thompson**  
**(817) 831-5700**

**Plainview ISD, Texas**  
**Contact: Dr. Dennis Townsends**  
**(806) 296-4000**

**Round Rock ISD, Texas**  
**Contact: Mike Jolly**  
**(512) 255-4431**

**Lynchburg City Schools, Virginia**  
**Contact: Barry Campbell**  
**(804) 522-3700 X104**

**Portsmouth City Public Schools, Virginia**  
**Contact: Richard Trumble**  
**(804) 393-8742**

**Richmond Public Schools, Virginia**  
**Contact: (804) 780-7700**

## **Professional Development:**

Many districts have developed their own teacher training programs that provide in-service training related to the core curriculum, and offer other professional development opportunities within and beyond the school district boundaries. These programs have served to upgrade competencies of teaching staffs, and to significantly raise the level of professional satisfaction and motivation.

This district contracted services to provide Spanish language and bilingual methodology training for teachers.

**Lennox SD, California**  
**Contact: Marlene Wilson**  
**(310) 330-4950 x239**

Consultants are hired by this district for specific professional development purposes. Recent examples of the kinds of training provided to district personnel through contracting are: techniques and strategies to motivate children to read; programs for science and technology teachers; ESL/bilingual education strategies; consensus management, and negotiating for consensus; and crises counseling for staff following Hurricane Andrew.

**Dade County Public Schools, Miami, Florida**  
**Contact: Marilyn Neff**  
**(305) 995-1461**

Teachers in this district receive "effective teaching methods" through in-service training programs.

**Oxford USD #358, Kansas**  
**Contact: Patty Faircloth**  
**(316) 455-2227**

This district has contracted out for teacher training in the newest teaching methods.

**Jefferson County Public Schools, Kentucky**  
**Contact: Dr. Booker Rice**  
**(502) 485-3152**

A private contractor provides in-service training that "promotes total quality site-based management," and offers conflict management techniques for teachers of at-risk programs.

**Carteret County Schools, North Carolina**  
**Contact: Jane Alexander**  
**(919) 728-4583**

*We use private contractors for professional development. The results have been reduced teacher absenteeism, parity in majority/minority student achievement, and increased parent involvement in the schools.*

— from the NSBA survey

This district's professional development program is provided by a private firm. The program focuses on three things: effective schools, continuous progress, and staff development.

**Northampton County Public Schools, Virginia**  
**Contact: Dr. Dawn Goldstine**  
**(804) 678-5151**

Consultant services are used to provide professional training for special education staff in administration and interpretation of assessments.

**Quantico Dependents School, Virginia**  
**Contact: Mrs. Beatrice Harnad**  
**(703) 640-0888**

These districts have also contracted with private companies for professional development programs:

**Kyrene Schools, Arizona**  
**Contact: David Lutkemeier**  
**(602) 496-4642**

Huntington Beach Union High SD, California  
Contact: David Hagon  
(714) 964-3339

Orange County Board of Educ, California  
Contact: Nina Young  
(714) 966-4050

San Leandro USD, California  
Contact: Thomas Himmelberg  
(510) 667-3536

Hartford Board of Educ, Connecticut  
Contact: Ted Carroll  
(203) 722-8510

School Board of Lee County, Florida  
Contact: Dr. Michael Jones  
(813) 334 1102

Polk County SD, Florida  
Contact: Scott Clanton  
(813) 534-0572

Walker County SD, Georgia  
Contact: Dr. Truman Atkins  
(706) 638-1240

Harvey Public SD #152, Illinois  
Contact: Betty Owens  
(708) 333-0300

Shawnee Heights USD #450, Kansas  
Contact: Dr. Stephen McClure  
(913) 379-0584

Wamego USD #320, Kansas  
Contact: B.J. Eiche  
(913) 456-7642

Queen Anne's County Board of Educ, Maryland  
Contact: Bernard Sadusky  
(410) 758-2403

Holyoke Public Schools, Massachusetts  
Contact: John Pietrzykowski  
(413) 534-2000

Springfield Public Schools, Massachusetts  
Contact: Teresa Regina  
(413) 787-7183

Flint SD, Michigan  
Contact: Lawrence Cywin  
(810) 760-1120

Kent Intermediate S.D., Michigan  
Contact: Joseph Terhaar  
(616) 365-2201

Lakeshore Public Schools, Michigan  
Contact: Linda Holt  
(616) 428-1400

Lincoln County SD, Nevada  
Contact: Vaughn Higbee  
(702) 728-4471

Lindenwold Boro SD, New Jersey  
Contact: Herbert Johnson  
(609) 784-4071

Ridgewood Board of Educ, New Jersey  
Contact: Dr. Fred Stokiek  
(201) 670-2700

Roselle Park Public Schools, New Jersey  
Contact: William Clarke  
(908) 245-1197

Albuquerque Public Schools, New Mexico  
Contact: Joe Vigil  
(505) 256-4214

Pittsford Central SD, New York  
Contact: Everett Larribee  
(716) 381-9940

Scarsdale Union Free SD, New York  
Contact: Barbara Jofk  
(914) 931-2410

Valley Stream Central High SD, New York  
Contact: Dr. Steven Goldberg  
(516) 872-5610

Williamsville Central SD, New York  
Contact: Dr. Fran Murphy  
(716) 626-8005

Perquimans County Schools, North Carolina  
Contact: Randall Henion  
(919) 426-5741

Eastland Vocational SD, Ohio  
Contact: Claude Groves  
(614) 836-4530

Toledo Public Schools, Ohio  
Contact: S. Pereos  
(419) 729-8414

Oklahoma Northwest Area Vo-Tech SD,  
Oklahoma  
Contact: Freelin Roberts  
(405) 327-0344

**Albany SD, Oregon**  
Contact: Robert Staliek  
(503) 967-4511

**Cascade SD #5, Oregon**  
Contact: Loroll McBride  
(503) 743-2139

**Sherwood SD, Oregon**  
Contact: Janice Bahns  
(503) 625-8124

**Central Dauphin SD, Pennsylvania**  
Contact: Carolyn Dumaresq  
(717) 535-4703 x202

**Marion SD #1, South Carolina**  
Contact: Charles Bethea  
(803) 423-1811

**Austin ISD, Texas**  
Contact: Dr. Kay Psencik  
(512) 499-1706

**Birdville ISD, Texas**  
Contact: Jay Thompson  
(817) 831-5700

**New Braunfels ISD, Texas**  
Contact: Dick Robinett  
(210) 625-5745

**Weber SD, Utah**  
Contact: Paul Ogden  
(801) 476-7276

**King William County Public Schools, Virginia**  
Contact: (804) 769-3436

**Kent SD, Washington**  
Contact: Elaine Collins  
or Jim Hager  
(206) 813-7218

**Spokane SD, Washington**  
Contact: Walt Rulffes  
(509) 353-3705

**Janesville SD, Wisconsin**  
Contact: David Midjinovich  
(608) 758-6400

**Menomonee Falls SD, Wisconsin**  
Contact: James Shaw  
(414) 255-8461

**Sheboygan Area SD, Wisconsin**  
Contact: William Hittman  
(414) 459-3511

**Fremont County SD #21, Wyoming**  
Contact: B.L. Mowry  
(307) 332-5983

## **Public Relations**

Recognizing the importance of parents in the education of children, schools are turning more and more to professional communication experts to help them involve parents in the teaching and learning process.

This district contracted with a private firm to supplement its in-house marketing and public relations staff.

**Jefferson County Public Schools, Kentucky**  
Contact: Patti Hearn  
(502) 485-3409

*Know the political repercussions within the community. Justification of dollar savings may not be enough.*

— from the NSBA survey

These districts agree that public relations is more than a school newsletter, and that communication is an important part of the school district's responsibility to the community. They have contracted out part or all of their public relations programs.

**Huntington Beach Union High SD, California**  
Contact: David Hagon  
(714) 964-3339

**San Leandro USD, California**  
Contact: Thomas Himmelberg  
(510) 667-3536

**Cheshire Public Schools, Connecticut**  
Contact: Dr. Ralph Wallace  
(203) 250-2400

**Hartford Board of Educ, Connecticut**  
Contact: Ted Carroll  
(203) 722-8510

**Wilton Public Schools, Connecticut**  
Contact: David Clune  
(203) 762-3381

**Orange County Public Schools, Florida**  
Contact: Peggy Kinder  
(407) 849-3254

**Polk County SD, Florida**  
Contact: Scott Clanton  
(813) 534-0572

**Olathe USD W233, Kansas**  
Contact: Dr. Bob Hull  
(913) 780-7000

**Jefferson Parish Public School System, Louisiana**  
Contact: Frank Davis  
(504) 349-7627

**Grand Haven Area Public Schools, Michigan**  
Contact: Dr. Bill Dean  
(616) 847-4614

**Kent Intermediate SD, Michigan**  
Contact: Joseph Terhaar  
(616) 365-2201

**Lindenwold Boro SD, New Jersey**  
Contact: Herbert Johnson  
(609) 784-4071

**Roselle Park Public Schools, New Jersey**  
Contact: William Clarke  
(908) 245-1197

**Toledo Public Schools, Ohio**  
Contact: S. Peros  
(419) 729-8414

**Lincoln County SD, Oregon**  
Contact: Skip Liebertz  
(503) 265-4401

**Norfolk Public Schools, Virginia**  
Contact: Dr. Forrest White  
(804) 441-2711

**Portsmouth City Public Schools, Virginia**  
Contact: Richard Trumble  
(804) 393-8742

**Kent SD, Washington**  
Contact: Elaine Collins or Jim Hager  
(206) 813-7218

**Spokane SD, Washington**  
Contact: Walt Rulffes  
(509) 353-3705

**Menomonee Falls SD, Wisconsin**  
Contact: James Shaw  
(414) 255-8461

## **Purchasing**

These districts have reduced costs with purchasing agreements:

**Shelby County Board of Educ, Alabama**  
Contact: Dr. Norman Rogers  
(205) 669-5600

**Romoland SD, California**  
Contact: Ronald Skumawitz  
(909) 928-2900

**Hartford Public Schools, Connecticut**  
Contact: Ted Carroll  
(203) 722- 8510

**Osborne USD #392, Kansas**  
Contact: Dr. Duane Much  
(913) 346-2145

**Clark County SD, Nevada**  
Contact: Dr. Robert McCord  
(702) 799-5438

**White Pine County SD, Nevada**  
Contact: (702) 289-4851

**Roselle Park Public Schools, New Jersey**  
Contact: William Clarke  
(908) 245-1197

**Teaneck SD, New Jersey**  
Contact: Marie Warnke  
(201) 833-5527

**Cascade SD #5, Oregon**  
Contact: Loroll McBride  
(503) 743-2139

**Lincoln County SD, Oregon**  
Contact: Skip Liebertz  
(503) 265-4401

## **School Security**

In an age of increasing violence in and around the schools, districts have had to turn to security experts to try to maintain safe school environments.

This district has contracted with private firms to provide security guard services.

**School Board of Lee County, Florida**  
Contact: Ande Albert  
(813) 337-8317



The district contracted with a private firm to provide school security.

**East Jasper SD, Mississippi**  
**Contact: Gwendolyn Taylor**  
**(601) 787-3281**

District security and all necessary security administration is handled by an outside vendor.

**Lynbrook Union Free SD, New York**  
**Contact: Juan Zamora**  
**(516) 887-0259**

The district has contracted for two security guards at each of its two secondary buildings.

**Penfield Central Schools, New York**  
**Contact: (716) 248-3220**

Security services at secondary schools and for some evening events is contracted with off-duty police officers by this district.

**Lawton Public Schools, Oklahoma**  
**Contact: Bud Braddy**  
**(405) 357-6900**

This district uses a security service to respond to alarms after hours.

**Union Public Schools, Oklahoma**  
**Contact: Vernon Harmon**  
**(918) 459-5432**

*Think through the process and when you believe you have all the answers, think through the process again before starting.*

— from the NSBA survey

An automated security firm monitors facilities for this district, resulting in reduced vandalism.

**Lynchburg City Schools, Virginia**  
**Contact: Barry Campbell**  
**(804) 522-3700 x104**

The district contracts with the city and county for police officers to provide school security.

**Kent SD, Washington**  
**Contact: Mike Dillon**  
**(206) 813-7256**

The following districts also have contracted out security services:

**Romoland SD, California**  
**Contact: Ronald Skumawitz**  
**(909) 928-2900**

**Aurora Public Schools, Colorado**  
**Contact: Dr. Dave Zeckser**  
**(303) 344-8060**

**Hartford Board of Educ, Connecticut**  
**Contact: Ted Carroll**  
**(203) 722-8510**

**Capital SD, Delaware**  
**Contact: Joseph Crossen**  
**(302) 672-1555**

**Polk County SD, Florida**  
**Contact: Scott Clanton**  
**(813) 534-0572**

**Argo Community High SD #217, Illinois**  
**Contact: Bob Koch**  
**(708) 728-3200**

**Matteson Elementary School District #159, Illinois**  
**Contact: Thomas Mullins**  
**(708) 720-1300**

**Niles Township High SD #219, Illinois**  
**Contact: D.E. Benere**  
**(708) 965-9350**

**Plainfield Community Consolidated SD #202, Illinois**  
**Contact: David Stanfield**  
**(815) 439-3240**

**Thornton Township High SD #205, Illinois**  
**Contact: Gary Catalani**  
**(708) 225-4044**

**Royal Valley USD #337, Kansas**  
**Contact: Marceta Reilly**  
**(913) 966-2246**

**Attleboro Public Schools, Massachusetts**  
**Contact: Joel Lovering**  
**(508) 222-0012 x121**

**Springfield Public Schools, Massachusetts**  
Contact: Teresa Regina  
(413) 787-7183

**Waverly Community Schools, Michigan**  
Contact: Peggy Starr  
(517) 321-7265

**St. Paul SD #625, Minnesota**  
Contact: Greg Filice  
(612) 293-5109

**Omaha Public Schools, Nebraska**  
Contact: John Smith  
(402) 557-2200

**Clark County SD, Nevada**  
Contact: Dr. Robert McCord  
(702) 799-5438

**East Orange Board of Educ, New Jersey**  
Contact: Mark Kramer  
(201) 266-5700

**Lindenwold Boro SD, New Jersey**  
Contact: Herbert Johnson  
(609) 784-4071

**Alamogordo Public Schools, New Mexico**  
Contact: Stan Rounds  
(505) 439-3270

**Pojoaque Valley Schools, New Mexico**  
Contact: Art Blea  
(505) 455-2282

**Longwood Central SD, New York**  
Contact: Joel Palmer  
(516) 345-2784

**Pittsford Central SD, New York**  
Contact: Everett Larribee  
(716) 381-9940

**Southern Westchester BOCES, New York**  
Contact: Helene Hanson  
(914) 937-3820

**Valley Stream Central High SD, New York**  
Contact: Dr. Steven Goldberg  
(516) 872-5610

**Williamsville Central SD, New York**  
Contact: Dr. Fran Murphy  
(716) 626-8005

**Nash-Rocky Mount Schools, North Carolina**  
Contact: (919) 459-5220

**Perquimans County Schools, North Carolina**  
Contact: Randall Henion  
(919) 426-5741

**East Cleveland City SD, Ohio**  
Contact: Stephen Chapnick  
(216) 268-6575

**Mentor Exempted Village SD, Ohio**  
Contact: John R. Rose  
(216) 974-5225

**Metro Area Vocational-Technical, Oklahoma**  
Contact: Tom McConnell  
(405) 424-8324 x405

**Lincoln County SD, Oregon**  
Contact: Skip Liebertz  
(503) 265-4401

**Salem-Keizer SD #24J, Oregon**  
Contact: Ron Turner  
(503) 399-3036

**Sherwood SD, Oregon**  
Contact: Janice Bahns  
(503) 625-8124

**Pine-Richland SD, Pennsylvania**  
Contact: Ed Sarver  
(412) 443-7276

**Coventry Public Schools, Rhode Island**  
Contact: William Potter  
(401) 822-9400

**Plainview ISD, Texas**  
Contact: Dr. Dennis Townsends  
(806) 296-4000

**Weber SD, Utah**  
Contact: Paul Ogden  
(801) 476-7876

**Portsmouth City Public Schools, Virginia**  
Contact: Richard Trumble  
(804) 393-8742

**Spokane SD, Washington**  
Contact: Walt Rulfes  
(509) 353-3705

**Beloit SD, Wisconsin**  
Contact: Richard Peterson  
(608) 364-6015

## Technology for Administration

School districts across the country are turning to technology to streamline recordkeeping, to increase the security and confidentiality of student records, and to enhance the administrative process.

Consultants have enabled this district to establish goals for technology use. This has had a positive financial impact, streamlined procedures, and increased ability to access information.

**Orange County Board of Education, California**  
Contact: David Maroni  
or Nina Young  
(714) 966-4181 or -4050

The district contracted with a consultant to conduct a five-year study of the district's technology needs.

**Hillsborough County SD, Florida**  
Contact: Larry Nans  
(813) 272-4795

The district contracted for computer installation and networking as a turn-key operation.

**Boyne City Public Schools, Michigan**  
Contact: Robert Nakoneczny  
(616) 582-6503

A computer consultant provides purchasing, payroll, and financial management for the school district.

**East Jasper SD, Mississippi**  
Contact: Gwendolyn Taylor  
(601) 787-3281

This district has contracted with a communications firm to wire all facilities for voice and data communications.

**Lincoln Public Schools, Nebraska**  
Contact: Cliff Dale  
(402) 436-1635

*We had two very successful experiences because we were very clear about what we wanted done, why we wanted it done, and how we would know that we had completed what we set out to do.*

— from the NSBA survey

Various consultants have developed administrative and instructional computer systems for this district, and provided staff training.

**East Cleveland City SD, Ohio**  
Contact: Stephen Chapnick  
(216) 268-6575

This district has used consultants to choose and use technology for administrative and instructional purposes.

**Cumberland County Schools, Virginia**  
Contact: Rick Pirkey  
(804) 492-4212

The following districts also are turning to private firms to help them use technology in achieving organizational effectiveness.

**Chatham SD, Alaska**  
Contact: Gordon Castanza  
(907) 788-3302

**Kyrene Schools, Arizona**  
Contact: David Lutkemeier  
(602) 496-4642

**Romoland SD, California**  
Contact: Ronald Skumawitz  
(909) 928-2900

**San Leandro USD, California**  
Contact: Thomas Himmelberg  
(510) 667-3536

**Cheshire Public Schools, Connecticut**  
Contact: Dr. Ralph Wallace  
(203) 250-2400

**Hartford Board of Educ, Connecticut**  
Contact: Ted Carroll  
(203) 722-8510

**Wilton Public Schools, Connecticut**  
Contact: Dave Clune  
(203) 762-3381

**School Board of Lee County, Florida**  
Contact: Dr. Michael Jones  
(813) 334-1102

**Polk County SD, Florida**  
Contact: Scott Clanton  
(813) 534-0572

Niles Township High SD, Illinois  
Contact: D.E. Benere  
(708) 965-9350

Thornton Township High SD #205, Illinois  
Contact: Gary Catalani  
(708) 225-4044

Osborne USD #392, Kansas  
Contact: Dr. Duane Much  
(913) 346-2145

Oxford USD #358, Kansas  
Contact: Patty Faircloth  
(316) 455-2227

Jefferson Parish Public School System, Louisiana  
Contact: Frank Davis  
(504) 349-7627

Pickney Community Schools, Michigan  
Contact: Dr. Robert Roy  
(313) 878-3115

Duluth Public Schools, Minnesota  
Contact: Lucas Houx  
(218) 723-4102

Wentzville SD R-IV, Missouri  
Contact: Richard Place  
(314) 327-3800

Omaha Public Schools, Nebraska  
Contact: John Smith  
(402) 557-2200

Lincoln County SD, Nevada  
Contact: Vaughn Higbee  
(702) 728-4471

White Pine County SD, Nevada  
Contact: (702) 289-4851

Lower Township Board of Educ, New Jersey  
Contact: Michael Foster  
(609) 884-9400

Alamogordo Public Schools, New Mexico  
Contact: Stan Rounds  
(505) 439-3270

Los Alamos Public Schools, New Mexico  
Contact: Cheryl Pongratz  
(505) 662-4141

Longwood Central SD, New York  
Contact: Joel Palmer  
(516) 345-2784

Valley Stream Central High SD, New York  
Contact: Dr. Steven Goldberg  
(516) 872-5610

Williamsville Central SD, New York  
Contact: Dr. Fran Murphy  
(716) 626-8005

Sherwood SD, Oregon  
Contact: Janice Bahns  
(503) 625-8124

Spring-Ford Area SD, Pennsylvania  
Contact: Genevieve Coale  
(610) 489-1666 x202

New Braunfels ISD, Texas  
Contact: Dick Robinett  
(210) 625-5745

King William County Public Schools, Virginia  
Contact: (804) 769-3436

Norfolk Public Schools, Virginia  
Contact: Dr. Forrest R. White  
(804) 441-2711

Kent SD, Washington  
Contact: Elaine Collins or Jim Hager  
(206) 813-7218

Spokane SD, Washington  
Contact: Walt Rulfes  
(509) 353-3705

Janesville SD, Wisconsin  
Contact: David Midjinovich  
(608) 758-6400

Menomonee Falls SD, Wisconsin  
Contact: James Shaw  
(414) 255-8461

## **Transportation and Bus/Vehicle Maintenance**

This district has school bus and plane contracts with private contractors.

Bristol Bay Borough SD, Alaska  
Contact: Richard Leath  
(907) 246-4225

The district contracted with private bus companies to transport students to and from school, enabling the district to transport all students.

**San Diego City Schools, California**  
Contact: Fred Selleck  
(619) 293-8047

A private bus company develops this district's bus routes and schedules, and transports students.

**Middletown Public Schools, Connecticut**  
Contact: Dr. David Larson  
(203) 638-1401

Private vendors provide transportation services for approximately 60 percent of this school district's bus routes. The other routes are handled by district bus drivers.

**Red Clay Consolidated SD, Delaware**  
Contact: John Fleckenstein  
(302) 322-2260

This school district has discontinued its private vendor transportation contract after determining that district-supplied transportation was more cost-effective.

**Clark County SD # 161, Idaho**  
Contact: Delbert McFadden  
(208) 374-5215

Contracting with a private bus company for transportation services has allowed the district to lower costs and reduce administrative time.

**Lawrenceburg Community Schools, Indiana**  
Contact: Bill McClure  
(812) 537-7202

Contracting for bus/vehicle maintenance keeps all district vehicles and buses in good running condition.

**Oxford USD #358, Kansas**  
Contact: Patty Faircloth  
(316) 455-2227

Bus contractors own their own buses in this district, saving the district the expense of maintenance.

**St. Mary's County Board of Educ, Maryland**  
Contact: Robert Kirkley  
(301) 475-4250

This district contracts out the bus transportation for special education students.

**Somerville School Dept., Massachusetts**  
Contact: Tony Caliri  
(617) 625-6600

District transportation has been contracted to a private firm. The benefits include: streamlining of administrative duties; customized routes for increased service to students; and cost savings.

**Kirkwood SD R-7, Missouri**  
Contact: Dr. Joyce West  
(314) 965-9518

By contracting for transportation services, this school district pays for services rendered without the need for staff and physical plant. The contractor is selected via competitive bid for services.

**Papillion LaVista Public Schools, Nebraska**  
Contact: Steve Coleman  
(402) 339-3411

Privatized transportation has saved \$300,000 per year, reduced administrative time involved, and reduced board time involved.

**Sanborn Regional SD, New Hampshire**  
Contact: Dr. Maryann Clancy  
(603) 642-3688

The district uses private transportation companies only for field trips.

**North Wildwood SD, New Jersey**  
Contact: Brian Robinson  
(609) 522-1454

This district's transportation service is provided by the coordinated efforts of the city bus system and a private contractor.

**Grand Forks SD #1, North Dakota**  
Contact: Rolland Scott  
(701) 746-2220

*Contracting transportation services proved successful in lowering costs and reducing administrative headaches, but food services and custodial maintenance remain in-house activities because of concerns for maintaining high quality services.*

—from the NSBA survey

Privatized transportation provides improved efficiency, safety, and cost effectiveness for the school district.

**Coventry Public Schools, Rhode Island**  
Contact: William Lyons  
(401) 822-9400

This district has contracted out student transportation for one year.

**Weslaco ISD, Texas**  
Contact: Andres Noriega  
(210) 969-6522

The following districts also have elected to achieve cost savings and increase efficiency by contracting out transportation services:

**Kyrene Schools, Arizona**  
Contact: Jeff Riddle  
(206) 339-4200

**Miami Area USD #40, Arizona**  
Contact: Dr. Stephen Blazivich  
(520) 425-3271

**Nogales USD #1, Arizona**  
Contact: Anita Lechter  
(520) 287-0800

**Culver City USD, California**  
Contact: Curt Dethmeyer  
(310) 842-4221

**Orange County Board of Educ, California**  
Contact: Anita Moon  
(714) 966-4214

**Rialto USD, California**  
Contact: David Capelouto  
(909) 820-7700

**Riverside USD, California**  
Contact: David Bail  
(909) 788-7470

**Romoland SD, California**  
Contact: Ronald Skumawitz  
(909) 928-2900

**Aurora Public Schools, Colorado**  
Contact: Dr. Dave Zeckser  
(303) 344-8060

**Cheshire Public Schools, Connecticut**  
Contact: Dr. Ralph Wallace  
(203) 250-2400

**Wilton Public Schools, Connecticut**  
Contact: Elizabeth Quinn  
(203) 762-3381

**Cape Henlopen SD, Delaware**  
Contact: Greg Weer  
(302) 645-6686

**School Board of Lee County, Florida**  
Contact: Dr. Michael Jones  
(813) 334-1102

**Polk County SD, Florida**  
Contact: Scott Clanton  
(813) 534-0572

**Gooding Joint SD #231, Idaho**  
Contact: Roger Cheney  
(208) 934-4666

**Addison SD #4, Illinois**  
Contact: (708) 628-2505

**Argo Community High SD #217, Illinois**  
Contact: Bob Koch  
(708) 728-3200

**Arlington Heights Community Consolidated SD #59, Illinois**  
Contact: Robert Howard  
(708) 593-4310

**DeKalb Community Unit SD #428, Illinois**  
Contact: Andy Weiland  
(815) 754-2350

**Downers Grove Grade SD #58, Illinois**  
Contact: Daniel Foote  
(708) 719-5829

**East Maine SD #63, Illinois**  
Contact: Walter Korpan  
(708) 299-1900

**Evanston-Skokie Community Consolidated SD #65, Illinois**  
Contact: Dr. Yousef Yomtoob  
(708) 492-5970

**Hinsdale Township High SD #86, Illinois**  
Contact: Ed Hoster  
(708) 655-6100

**Joliet Township High SD #204, Illinois**  
Contact: (815) 727-6970

**Matteson Elementary SD #159, Illinois**  
Contact: Thomas Mullins  
(708) 720-1300

**Niles Township High SD, Illinois**  
Contact: D.E. Benere  
(708) 965-9350

**Oak Lawn Community HSD #218, Illinois**  
Contact: (708) 424-2000

**Sterling Community Unit SD #5, Illinois**  
Contact: Luke Glowiak  
(815) 626-5050

**Thornton Township High SD #205, Illinois**  
Contact: Gary Frisch  
(708) 225-4029

**Porter Township School Corporation, Indiana**  
Contact: Karen Wachter  
(219) 464-3899

**Council Bluff Community Schools, Iowa**  
Contact: Mike Bell  
(712) 828-6418

**Fort Dodge Community SD, Iowa**  
Contact: D.A. Haggard  
(515) 574-5638

**Marion ISD, Iowa**  
Contact: Mark Smith  
(319) 377-4691

**Olathe USD #233, Kansas**  
Contact: Dr. Bob Hull  
(913) 780-7000

**Spring Hill USD #230, Kansas**  
Contact: Bart Goering  
(913) 592-7200

**Wamego USD #320, Kansas**  
Contact: B.J. Eichen  
(913) 456-7642

**School Administrative District #55, Maine**  
Contact: David Brown  
(207) 625-8683

**Charles County Public Schools, Maryland**  
Contact: Joe Lavorgna  
(301) 932-6610

**Queen Anne's County Board of Educ, Maryland**  
Contact: Bernard Sadusky  
(410) 758-2403

**Attleboro Public Schools, Massachusetts**  
Contact: Joel Lovering  
(508) 222-0012 x121

**Boston Public Schools, Massachusetts**  
Contact: Lois Harrison  
(617) 635-9050

**Falmouth Public Schools, Massachusetts**  
Contact: Marc Dupuis  
(508) 548-0151

**Holyoke Public Schools, Massachusetts**  
Contact: John Pietrzykowski  
(413) 534-2000

**Randolph Public Schools, Massachusetts**  
Contact: Arthur Melia  
(617) 961-6204

**Springfield Public Schools, Massachusetts**  
Contact: Teresa Regina  
(413) 787-7183

**Flint SD, Michigan**  
Contact: James Yantz  
(810) 760-1118

**Grosse Pointe Public School System, Michigan**  
Contact: Christian Fenton  
(313) 343-2048

**Kent Intermediate SD, Michigan**  
Contact: Joseph Terhaar  
(616) 365-0201

**St. Paul SD #625, Minnesota**  
Contact: Harold Turnquist  
(612) 293-5100

**Ft. Zumwalt SD, Missouri**  
Contact: Genita Inman  
(314) 272-6620

**Maryville SD R-II, Missouri**  
Contact: Dr. Gary Bell  
(816) 562-3255

**Perry County SD #32, Missouri**  
Contact: Dr. Paul Turner  
(314) 547-6588

**Springfield Public Schools, Missouri**  
Contact: Conley Weiss  
(417) 864-3841

**Bozeman Public Schools, Montana**  
Contact: Steve Johnson  
(406) 585-1510

*We have successfully contracted student transportation and bus maintenance for nearly 30 years, and the food service program for four years. In the area of facilities maintenance, union contracts required that all current employees be utilized under any contracted out service. This effectively rendered the contractor powerless in many situations.*

— from the NSBA survey

**Lincoln Public Schools, Nebraska**  
Contact: Cliff Dale  
(402) 436-1635

**Omaha Public Schools, Nebraska**  
Contact: John Smith  
(402) 557-2200

**Westside Community Schools, Nebraska**  
Contact: Les Sleskek  
(402) 390-2135

**Clark County SD, Nevada**  
Contact: Dr. Robert McCord  
(702) 799-5438

**Storey County SD, Nevada**  
Contact: Ed Murkovich  
(702) 847-0983

**East Orange Board of Educ, New Jersey**  
Contact: Mark Kramer  
(201) 266-5700

**Lindenwold Boro SD, New Jersey**  
Contact: Herbert Johnson  
(609) 784-4071

**Lower Camden County Regional District #1,  
New Jersey**  
Contact: Dr. Rita Hanna  
(609) 767-2850

**Lower Township Board of Educ, New Jersey**  
Contact: Michael Foster  
(609) 884-9400

**Ridgewood Board of Educ, New Jersey**  
Contact: Dr. Fred Stokley  
(201) 670-2700

**Albuquerque Public Schools, New Mexico**  
Contact: Joe Vigil  
(505) 256-4214

**Pojoaque Valley Schools, New Mexico**  
Contact: Art Blea  
(505) 455-2282

**Ellenville Central Schools, New York**  
Contact: Nancy Bement-Chase  
(914) 647-7100

**Fairport Central SD, New York**  
Contact: Timothy McElheran  
(716) 421-2015

**Highland Falls/ Ft. Montgomery Central SD,  
New York**  
Contact: (914) 446-9575

**Longwood Central SD, New York**  
Contact: Joel Palmer  
(516) 345-2784

**Odessa-Montour Central SD, New York**  
Contact: Don Gooley  
(607) 594-3341

**Skaneateles Central Schools, New York**  
Contact: Dale Bates  
(315) 685-8361

**Valley Stream Central High SD, New York**  
Contact: Dr. Steven Goldberg  
(516) 872-5610

**Williamsville Central SD, New York**  
Contact: Dr. Fran Murphy  
(716) 626-8005

**Wake County Public School System,  
North Carolina**  
Contact: William McNeil  
(919) 850-1796

**Columbus City SD, Ohio**  
Contact: Steve Vargo  
(614) 365-5610

**East Cleveland City SD, Ohio**  
Contact: Stephen Chapnick  
(216) 268-6575

**Eastland Vocational SD, Ohio**  
Contact: Claude Groves  
(614) 836-4530



Enid Public Schools, Oklahoma  
Contact: Dr. G.K. Keithly  
(405) 234-5270

Lincoln County SD, Oregon  
Contact: Skip Liebertz  
(503) 265-4401

Sherwood SD, Oregon  
Contact: Janice Bahns  
(503) 625-8124

Central Bucks BOCES, Pennsylvania  
Contact: Gene Able  
(215) 345-1400

Colonial SD, Pennsylvania  
Contact: William Gretton  
(610) 834-1670

East Penn SD, Pennsylvania  
Contact: Dr. James Vater  
(610) 965-1535

Freedom Area SD, Pennsylvania  
Contact: Dr. Ron Sofo  
(412) 775-7641

Pine-Richland SD, Pennsylvania  
Contact: Ed Sarver  
(412) 443-7276

Pittsburgh SD, Pennsylvania  
Contact: Richard Fellers  
(412) 622-3845

Memphis City Schools, Tennessee  
Contact: Ed Bumpus  
(901) 325-5699

Austin ISD, Texas  
Contact: Charles Akins  
(512) 499-1706

Birdville ISD, Texas  
Contact: Jay Thompson  
(817) 831-5700

New Braunfels ISD, Texas  
Contact: Dick Robinett  
(210) 625-5745

Plainview ISD, Texas  
Contact: Richard Watson  
(806) 296-4002

Wichita Falls ISD, Texas  
Contact: Jack Lary  
(817) 720-3166

Ogden City Schools, Utah  
Contact: Allan Kap  
(801) 625-8765

Norfolk Public Schools, Virginia  
Contact: Dr. Forrest White  
(804) 441-2711

Portsmouth City Public Schools, Virginia  
Contact: Richard Trumble  
(804) 393-8742

Richmond Public Schools, Virginia  
Contact: (804) 780-7700

Everett SD, Washington  
Contact: Jeff Peddle  
(206) 339-4200

Spokane SD, Washington  
Contact: Walt Rulfes  
(509) 353-3705

Beloit SD, Wisconsin  
Contact: Richard Peterson  
(608) 364-6015

Cedarburg SD, Wisconsin  
Contact: Gail Latech  
(414) 375-5206

Menomonie Area SD, Wisconsin  
Contact: Wayne Dewey  
(715) 232-1642

Menomonee Falls SD, Wisconsin  
Contact: Wayne Stan  
(414) 255-8440

Somerset SD, Wisconsin  
Contact: Dianne Beeler  
(715) 247-3313

## **Other**

### Asbestos

These school districts have contracted with private firms for asbestos surveys and/or removal.

Plummer-Worley Joint SD #44, Idaho  
Contact: R. W. Singleton  
(208) 686-1621

**Wentzville SD, Missouri**  
**Contact: Richard Place**  
**(314) 327-3804**

**Hickory City Schools, North Carolina**  
**Contact: Stuart Thompson**  
**(704) 322-2855**

### Construction Engineering

This school district uses private contractors for deferred maintenance and construction.

**Bakersfield City SD, California**  
**Contact: John C. Bernard**

Use of private consultants has enabled these school districts to obtain the latest in architectural and engineering design and trained personnel with fewer in-house costs.

**Santa Clara County Board of Education, California**  
**Contact: Andrea Leiderman**  
**(408) 453-6501**

**Jefferson Parish Public School System, Louisiana**  
**Contact: Frank Davis**  
**(504) 349-7627**

**Albuquerque Public Schools, New Mexico**  
**Contact: Mary Lee Martin**  
**(505) 842-3633**

The district contracts for renovation and remodeling services.

**Southern Westchester BOCES, New York**  
**Contact: Helene Hanson**  
**(914) 937-3820**

These school districts contract for construction program management.

**Charlotte-Mecklenburg Schools, North Carolina**  
**Contact: Susan Burgess**  
**(704) 379-3820**

**Wake County Public Schools, North Carolina**  
**Contact: Reiley Reiner**  
**(919) 856-8000**

**Salem-Keizer SD #24-J, Oregon**  
**Contact: Ron Turner**  
**(503) 399-3036**

### Energy Management

A private contractor has provided a district-wide program for reducing energy consumption. The program has netted a cost avoidance of \$1 million annually, funds that can now be used elsewhere in the school district.

**Polk County SD, Florida**  
**Contact: Bob Williams**  
**(813) 534-0620**

This district has achieved more than \$1 million savings in energy cost avoidance over the last three years as a result of a contract with a private energy management firm.

**Olathe USD #233, Kansas**  
**Contact: Dr. Bob Hull**  
**(913) 780-7000**

*A private contractor has helped our district achieve over \$1 million in savings in energy cost avoidance over the last three years.*

— from the NSBA survey

This district regulates energy use throughout the system using a private contractor.

**Charles County Public Schools, Maryland**  
**Contact: Joe Lavorgna**  
**(301) 932-6610**

These districts have contracted with private firms to obtain energy and utilities conservation in their facilities.

**Hickory City Schools, North Carolina**  
**Contact: Stuart Thompson**  
**(704) 322-2855**

**Portsmouth City Public Schools, Virginia**  
**Contact: Richard Trumble**  
**(804) 393-8742**

### Legal Services

These districts contract with private attorneys for legal services.

**Jefferson Parish Public School System, Louisiana**  
**Contact: Frank Davis**  
**(504) 349-7627**

**Storey County SD, Nevada**  
**Contact: Ed Murkovich**  
**(702) 847-0983**

**Washoe County SD, Nevada**  
**Contact: Mary Nellgen**  
**(702) 348-0302**

### Messenger/Mail Service

This district provides for mail and delivery services through a private contractor.

**Southern Westchester BOCES, New York**  
**Contact: Helene Hanson**  
**(914) 937-3820**

### Print Services

These two districts have privatized district printing functions.

**Marion ISD, Iowa**  
**Contact: Mark Smith**  
**(319) 377-4691**

**Everett SD, Washington**  
**Contact: (206) 339-4234**

### Risk Management

A private contractor handles risk management for this school district.

**Jefferson Parish Public School System, Louisiana**  
**Contact: Frank Davis**  
**(504) 329-7627**

### School Board Policy Review

The district uses a private contractor to review and update the school board policy manual.

**Muncie Community Schools, Indiana**  
**Contact: Dr. Jack Bowman**  
**(317) 747-5205**

## **INSTRUCTIONAL PROGRAMS**

### **At-Risk Programs**

Increasing numbers of school districts are exploring the advantages of contracting out expensive at-risk programs.

This district offers an ombudsman program for at-risk students.

**Peoria USD, Arizona**  
**Contact: Paul Koehler**  
**(602) 486-6005**

This district provides health and human services support for at-risk students.

**Boston Public Schools, Massachusetts**  
**Contact: Stanley Swartz**  
**(617) 635-9050**

*Make positively sure that good, sound legal advice is obtained and carried out throughout the process.*

— from the NSBA survey

An alternative program is offered for at-risk high school students through a contract with a private group.

**Lincoln County SD, Oregon**  
**Contact: Arlen Tieken**  
**(503) 265-4407**

The district is hiring an instructional assistant through another agency. In addition, a private drug and alcohol counselor works with students and parents/staff.

**Sherwood SD, Oregon**  
**Contact: Janice Bahns**  
**(503) 625-8124**

The district contracts with a local youth agency to provide educational programs and treatment services to at-risk adolescents.

**Central Bucks BOCES, Pennsylvania**  
**Contact: Robert Laws**  
**(215) 345-1400**

This school district blends private and public agency programs, and provides support for at-risk targeted families. The district also has an early intervention program — for ages 3-5 — that is completely subcontracted to a local child development center and Head Start.

**Danville Area SD, Pennsylvania**  
**Contact: Thomas Farr**  
**(717) 275-7576**

A privately operated program provides an at-risk student assistance counselor in this school district.

**Birdville ISD, Texas**  
**Contact: Richard Kelley**  
**(817) 831-5700**

This school district provides alternative programs for drop-outs through a private firm.

**Houston ISD, Texas**  
**Contact: Paul Ofield**  
**(713) 892-6027**

Alternative programs provide better control of the teaching and learning environment for at-risk students.

**New Braunfels ISD, Texas**  
**Contact: Karen Simpson**  
**(210) 620-6200**

For three years, this district has relied on a private contractor to provide an alternative school for expelled students.

**Norfolk Public Schools, Virginia**  
**Contact: Greta Gustavson**  
**(804) 441-1427**

The district contracts with a private company to provide an alternative school for at-risk, disruptive students.

**Portsmouth City SD, Virginia**  
**Contact: Darnelle Johnson**  
**(804) 393-5231**

This district contracts with private and public agencies to provide alternative education programs.

**York County Schools, Virginia**  
**Contact: Dr. Richard Lewis**  
**(804) 898-0310**

The school district contracts with multiple-service providers to serve at-risk students, and to provide educational services to high medical risk students and/or juvenile offenders.

**Spokane SD, Washington**  
**Contact: Mike Ainsworth or Ed Gaffney**  
**(509) 353-4414 or 3783**

The following districts also offer privatized services for their at-risk students:

**Hartford Board of Educ, Connecticut**  
**Contact: Ted Carroll**  
**(203) 722-8510**

**Polk County SD, Florida**  
**Contact: Scott Clanton**  
**(813) 534-0572**

**Baltimore City Public Schools, Maryland**  
**Contact: Juanita Lewis**  
**(410) 396-8709**

**Boyer City Public Schools, Michigan**  
**Contact: Robert Nakonecmy**  
**(616) 582-6503**

**White Pine County SD, Nevada**  
**Contact: (702) 289-4851**

**Albuquerque Public Schools, New Mexico**  
**Contact: George Bello**  
**(505) 842-3644**

**Carteret County Schools, North Carolina**  
**Contact: Jane Alexander**  
**(919) 728-4583**

**Portsmouth City SD, Ohio**  
**Contact: Michael Osborne**  
**(614) 354-5663**

**Freedom Area SD, Pennsylvania**  
**Contact: Dr. Ron Sofo**  
**(412) 775-7641**

**Austin ISD, Texas**  
**Contact: Dr. Kay Psencik**  
**(512) 499-1706**

**Northampton County Public Schools, Virginia**  
**Contact: Nancy Freeze**  
**(804) 678-0453**

## **Charter Schools**

The following school districts are operating charter schools:

**San Diego City Schools, California**  
**Contact: Ruben Carriedo**  
**(619) 293-8047**

**Pueblo SD #70, Colorado**  
**Contact: John Mikubes**  
**(719) 542-0224**

**Springfield Public Schools, Massachusetts**  
**Contact: Teresa Regina**  
**(413) 787-7183**

## **Curriculum Design**

The district has contracted privately to teach curriculum design, and to provide in-service training for secondary school teachers.

**Weber SD, Utah**  
**Contact: Paul Ogden**  
**(801) 476-7876**

This district utilizes consultant services to assist teachers in designing integrated curriculum units of instruction.

**Quantico Dependents Schools, Virginia**  
**Contact: Richard Colburn**  
**(703) 640-0888**

*The right contractor will make the district look good; the wrong one will be more of a problem than doing it yourself.*

—from the NSBA survey

A private consultant assists the district's staff in procedures to develop and establish standards for outcome-based education curriculum.

**Fremont County SD #21, Wyoming**  
**Contact: Mary Kuester**  
**(307) 332-2380**

Other school districts seeking the expertise of outside curriculum design companies to help meet the needs of the district and/or specific groups of students are:

**Hartford Board of Educ, Connecticut**  
**Contact: Ted Carroll**  
**(203) 722-8510**

**Oxford USD #358, Kansas**  
**Contact: Patty Faircloth**  
**(316) 455-2227**

**Jefferson County Public Schools, Kentucky**  
**Contact: Stephen Daeschner**  
**(502) 485-3251**

**Perquimans County Schools, North Carolina**  
**Contact: John Boyce**  
**(919) 426-5241**

**Sheboygan Area SD, Wisconsin**  
**Contact: William Hittman**  
**(414) 459-3511**

## **Driver Education**

The district contracts out driver education. Since this is a parent-pay program, there is no cost to the district.

**Papillion LaVista Public Schools, Nebraska**  
**Contact: Dennis Smith**  
**(402) 339-0405**

The driver education program in this district is offered by a private contractor in the summer only.

**Ellenville Central Schools, New York**  
**Contact: Robert Klein**  
**(914) 647-7100**

The driver education program is contracted privately, allowing it to be presented in a more timely fashion, and saving the district money.

**Columbus County Schools, North Carolina**  
**Contact: Keith Jefferson**  
**(910) 642-5168**

The following districts also have found that it is cheaper to contract out driver education rather than keeping full-time driver education staff and equipment:

**Longwood Central SD, New York**  
**Contact: Joel Palmer**  
**(516) 345-2784**

**Carteret County Schools, North Carolina**  
**Contact: Jane Alexander**  
**(919) 728-4583**

**Charlotte-Mecklenburg Schools, North Carolina**  
**Contact: Susan Burgess**  
**(704) 379-7000**

**East Cleveland City SD, Ohio**  
**Contact: Stephen Chapnick**  
**(216) 268-6575**

**Central Dauphin SD, Pennsylvania**  
**Contact: Carolyn Dumaesq**  
**(717) 545-4703**

**Coventry Public Schools, Rhode Island**  
**Contact: William Potter**  
**(401) 822-9400**

*The district uses a private contractor to offer a before-school foreign language program for elementary students. The program has enhanced the regular foreign language classes.*

— from the NSBA survey

### **ESL/Bilingual Education**

As America's population becomes increasingly diverse, its schools have had to try to assimilate a rapidly growing number of limited-English-speaking students. Many school districts find that having a bilingual staff is necessary, but others find it less expensive to contract with private ESL teachers.

This district has contracted services to provide Spanish language and bilingual methodology training for teachers.

**Lennox SD, California**  
**Contact: Dr. Bruce McDaniel**  
**(310)330-4950**

This district has contracted privately to provide ESL teaching for limited-English-speaking students.

**Carteret County Schools, North Carolina**  
**Contact: Jane Alexander**  
**(919) 728-4583**

### **Foreign Language Classes**

In cooperation with a community college, this school district provides students in grades K-5 with an opportunity to enroll in before-school foreign language instruction in Spanish and French. This program is in addition to the regular school foreign language program for grades 5-8, which includes Latin, French, German, Japanese, and Spanish.

**Wilmette Public SD #39, Illinois**  
**Contact: Joan O'Malley**  
**(708) 256-0211**

Rather than keeping foreign language instructors on staff, some school districts — particularly smaller districts — find that it is cost effective to use the expertise of private instructors or companies. In an effort to save money for the school district, these districts have turned to privatization for foreign language instruction:

**Wilton Public Schools, Connecticut**  
**Contact: Dave Clune**  
**(203) 762-3381**

**Kewanee Community Unit SD #229, Illinois**  
**Contact: Donald Billiet**  
**(309) 853-3341**

**Sherwood SD, Oregon**  
**Contact: Janice Bahns**  
**(503) 625-8124**

**Pine-Richland SD, Pennsylvania**  
**Contact: Ed Sarver**  
**(412) 443-7276**

### **Remedial Education**

Privatization of special programs such as remedial education have proved to be more cost effective for some school districts than retaining full-time or part-time personnel on district staffs. These school districts have opted to contract out their remedial education programs:

**Hartford Board of Educ, Connecticut**  
**Contact: Ted Carroll**  
**(203) 722-8510**

**Harvey Public SD #152, Illinois**  
**Contact: Betty Owens**  
**(708) 333-0300**

**Baltimore City Public Schools, Maryland**  
**Contact: Juanita Lewis**  
**(410) 396-8709**

**Boyne City Public Schools, Michigan**  
**Contact: Robert Nakoneczny**  
**(616) 582-6503**

**King William County Public Schools, Virginia**  
**Contact: (804) 769-3434**

## Science Instruction

A few school districts are contracting with private instructors or companies to provide instruction in specific curricular areas, such as science, foreign languages, even mathematics. These two districts work with private companies to improve the content of their science programs.

**Lennox SD, California**  
**Contact: Bruce McDaniel**  
**(310) 330-4950**

**Kewanee Community Unit SD #229, Illinois**  
**Contact: Donald Billiet**  
**(309) 853-3341**

## Special Education

In this school district, all special education services, such as speech therapists, school psychologists, and physical therapists are provided through private contracts.

**Bristol Bay Borough SD, Alaska**  
**Contact: Richard Leath**  
**(907) 246-4225**

An agreement with a special education association provides programs for students who cannot be adequately served by the district.

**Window Rock USD #8, Arizona**  
**Contact: Velma Spencer**  
**(602) 729-5704 or 5705**

Contracting out at-risk programs has allowed this district to serve more students more effectively.

**Hartford Board of Educ, Connecticut**  
**Contact: June Wilkins**  
**(203) 525-1431**

The district has contracted physical therapists and occupational therapists for ESE students.

**School Board of Lee County, Florida**  
**Contact: Dr. Larry Tihen**  
**(813) 337-8280**

The district has hired private contractors for ESE programs in speech therapy and physical therapy.

**District School Board of Pasco County, Florida**  
**Contact: Oma Pantridge**  
**(813) 996-3600 x2600**

The district has contracted for physical therapy for orthopedically handicapped students.

**Walker County SD, Georgia**  
**Contact: Ann Caughlon Roote**  
**(706) 638-1240**

The district has contracted for special speech and hearing services.

**Gooding Joint SD #231, Idaho**  
**Contact: Henry Kilmer**  
**(208) 934-4321**

School psychologists, nurses, and counselors have been employed on a contractual basis in this school district.

**Harvey Public SD #152, Illinois**  
**Contact: Ernest David**  
**(708) 333-0300**

The district has contracted to provide special education pre-school, and occupational and physical therapy.

**Muncie Community Schools, Indiana**  
**Contact: Janet McShurley**  
**(317) 747-5448**

The district contracts with private therapists for handicapped students.

**Johnson County Schools, Kentucky**  
**Contact: Carol Sturgill**  
**(606) 789-2530**

A contractor provides speech therapy, physical therapy, and psychiatric counseling.

**Boston Public Schools, Massachusetts**  
**Contact: Gail Bernstein**  
**(617) 635-9700**

The district contracts for therapists for autistic children.

**Ridgewood Board of Educ, New Jersey**  
**Contact: John Campion**  
**(201) 670-2700**

Private contractors provide services for speech and language therapy, physical therapy, and occupational therapy.

**Albuquerque Public Schools, New Mexico**  
Contact: Steve Moody  
(505) 842-3752

The district offers privatized services for occupational therapy, physical therapy, and speech therapy. The benefits are academic progress for the students, and consultative benefits for the staff.

**Carteret County Schools, North Carolina**  
Contact: Brian Huckle  
(919) 728-4583

The district contracts for psychological and evaluation services.

**Perquimans County Schools, North Carolina**  
Contact: Brenda Terranova  
(919) 426-5741

Interpreters are used for deaf students. These services give the district flexibility, depth, and manageability not available with limited district staff.

**Toledo Public Schools, Ohio**  
Contact: (419) 729-8414

*Some privatization looks cost-effective at first, but we have found in-house services are actually less expensive.*

—from the NSBA survey

Consultant services are utilized to provide professional training for all special education staff in administration, and in interpretation of assessments.

**Quantico Dependents School System, Virginia**  
Contact: Mrs. Beatrice Harnad  
(703) 640-0888

The district offers some contracted services (physical therapy) through a public agency.

**Menomonie Area SD, Wisconsin**  
Contact: Susan Churchill  
(715) 232-1642

These districts have found contracting out their special education programs to be cost effective.

**Chatham SD, Alaska**  
Contact: Gordon Castanza  
(907) 788-3302

**Florence USD, Arizona**  
Contact: Eric Jeffers  
(520) 868-2300

**Polk County SD, Florida**  
Contact: Scott Clanton  
(813) 534-0572

**East Maine SD #63, Illinois**  
Contact: Walter Korpan  
(708) 299-1900

**Wilmette Public SD #39, Illinois**  
Contact: Christine Daly  
(708) 256-2450

**Osborne USD #392, Kansas**  
Contact: Dr. Joseph Clouse  
(913) 346-2145

**Boyd County Schools, Kentucky**  
Contact: Dan Branham  
(606) 928-4141

**Springfield Public Schools, Massachusetts**  
Contact: Teresa Regina  
(413) 787-7183

**Boyer City Public Schools, Michigan**  
Contact: Robert Nakoneczny  
(616) 582-6503

**St. Paul SD #625, Minnesota**  
Contact: Pat Fernandez  
(612) 293-5100

**Papillion LaVista Public Schools, Nebraska**  
Contact: Steve Coleman  
(402) 339-3411

**Alamogordo Public Schools, New Mexico**  
Contact: Mylenn Petillo  
(505) 434-6124

**Canandaigua City SD, New York**  
Contact: (716) 396-3710

**Southern Westchester BOCES, New York**  
Contact: Helene Hanson  
(914) 937-3820



**Valley Stream Central High SD, New York**  
Contact: Dr. Steven Goldberg  
(516) 872-5610

**Cumberland County Schools, North Carolina**  
Contact: Sara E. Piland  
(910) 678-2303

**Hickory City Schools, North Carolina**  
Contact: Nancy Williams  
(704) 322-2855

**Nash-Rocky Mount Schools, North Carolina**  
Contact: (919) 459-5220

**East Cleveland City SD, Ohio**  
Contact: Stephen Chapnick  
(216) 268-6575

**Central Dauphin SD, Pennsylvania**  
Contact: Carolyn Dumaresq  
(717) 545-4703

**Freedom Area SD, Pennsylvania**  
Contact: Dr. Ron Sofu  
(412) 775-7641

**Coventry Public Schools, Rhode Island**  
Contact: William Potter  
(401) 822-9400

**Clarksville-Montgomery County Board of Educ,  
Tennessee**  
Contact: Jan Hodgson  
(615) 648-5600

**Austin ISD, Texas**  
Contact: Dr. Kay Psencik  
(512) 499-1706

**Weber SD, Utah**  
Contact: Paul Ogden  
(801) 476-7276

**Portsmouth City Public Schools, Virginia**  
Contact: Richard Trumble  
(804) 393-8742

**Spokane SD, Washington**  
Contact: Walt Rulfes  
(509) 353-3705

**Menomonee Falls SD, Wisconsin**  
Contact: James Shaw  
(414) 255-8461

## **Teacher Aides**

These school districts find that privatization of the teacher aides program saves time and money.

**Osborne USD #392, Kansas**  
Contact: Dr. Duane Much  
(913) 346-2145

**Sanborn Regional SD, New Hampshire**  
Contact: James Doggett  
(603) 642-3688

**Sherwood SD, Oregon**  
Contact: Janice Bahns  
(503) 625-8124

## **Technology for Instruction**

By taking advantage of technology — everything from electronic mail to satellite communications to CD ROM — districts are changing the way teachers teach and students learn. But adapting to a new technological world can be a slow process, and many districts find the expertise of computer experts necessary.

For this district, computer labs have been installed in one school.

**Hartford Board of Educ, Connecticut**  
Contact: Dwight Fleming  
(203) 522-1281

The district has contracted with a consultant to conduct a five-year study of the district's technology needs.

**Hillsborough County SD, Florida**  
Contact: Larry Nans  
(813) 272-4795

This district has contracted out the installation and maintenance of its computer labs.

**Lower Township Board of Educ, New Jersey**  
Contact: Barbara Dalrymple  
(609) 898-9480

Technology consultants have improved competency levels of district teachers in the area of computers and software available for instruction.

**Carteret County Schools, North Carolina**  
Contact: Mary Forrest  
(919) 728-4583

The district has used various consultants to create both administrative and academic systems (hardware and software selection, as well as training).

**East Cleveland City SD, Ohio**  
Contact: Nylajeon McDaniel  
(216) 268-6596

The district uses consultants for installation of technology for administrative and instructional use.

**Cumberland County Schools, Virginia**  
Contact: Rick Pirkey  
(804) 492-4212

Working with an outside agency, this district has established computer networking capabilities.

**Fremont County SD #21, Wyoming**  
Contact: Jeff Bradley  
(307) 332-2380

Other districts which utilize privatized expertise in establishing technology for instruction are:

**Shelby County Board of Education, Alabama**  
Contact: Dr. Norman Rogers  
(205) 669-5600

**Florence USD, Arizona**  
Contact: Eric Kleinstein  
(520) 868-2300

**Lennox SD, California**  
Contact: Dr. Bruce McDaniel  
(310) 330-4950

**Romoland SD, California**  
Contact: Ronald Skumawitz  
(909) 928-2900

**School Board of Lee County, Florida**  
Contact: Dr. Michael Jones  
(813) 334-1102

**Polk County SD, Florida**  
Contact: Scott Clanton  
(813) 534-0572

**Plummer-Worley Joint SD #44, Idaho**  
Contact: R.W. Singleton  
(208) 686-1621

**Zion Elementary SD #6, Illinois**  
Contact: Barbara Christiansen  
(708) 872-5455

**Olathe USD #233, Kansas**  
Contact: Dr. Bob Hull  
(913) 780-7000

**Osborne USD #392, Kansas**  
Contact: Dr. Duane Much  
(913) 346-2145

**Boyne City Public Schools, Michigan**  
Contact: Robert Nakoneczmy  
(616) 582-6503

**Kent Intermediate SD, Michigan**  
Contact: Joseph Terhaar  
(616) 365-2201

**Royal Oak SD, Michigan**  
Contact: Anders Linell  
(810) 435-8400 x214

**Wentzville SD R-IV, Missouri**  
Contact: Richard Place  
(314) 327-3800

**Alamogordo Public Schools, New Mexico**  
Contact: Stan Rounds  
(505) 439-3270

**Valley Stream Central High SD, New York**  
Contact: Christine Cutting  
(516) 791-0310

**Carteret County Schools, North Carolina**  
Contact: Jane Alexander  
(919) 728-4583

**Pittsburgh SD, Pennsylvania**  
Contact: Karen McIntyre  
(412) 338-8100

**New Braunfels ISD, Texas**  
Contact: Dick Robinett  
(210) 624-5745

**Danville Public Schools, Virginia**  
Contact: Gwen Edwards  
(804) 799-6400

**Fairfax County Public Schools, Virginia**  
Contact: William Thomas  
(703) 503-7580

**King William County Public Schools, Virginia**  
Contact: (804) 769-3436

**Menomonee Falls SD, Wisconsin**  
Contact: James Shaw  
(414) 255-8440

## **Vocational Education**

This district has contracted with a community college to provide vocational education.

**Boulder Valley SD, Colorado**  
Contact: Lonnie Hart  
(303) 447-5111

The district contracts out its cosmetology program.

**St. Mary's County Board of Educ, Maryland**  
Contact: Steve Olczak  
(301) 475-4221

These districts also have gained cost and personnel savings through private contractors.

**Bridgeport-Spaulling Community SD, Michigan**  
Contact: L.J. Spencer  
(517) 777-1770

**Portsmouth City SD, Ohio**  
Contact: Michael Osborne  
(614) 354-5663

**Albany SD, Oregon**  
Contact: Robert Staliek  
(503) 967-4511

**Weber SD, Utah**  
Contact: Paul Ogden  
(801) 476-7876

## **Other**

### Curriculum Audit

This school district has hired a private contractor to conduct a curriculum audit.

**Perquimans County Schools, North Carolina**  
Contact: Randall Henion  
(919) 426-5741

### Testing

The district has contracted with a private firm to provide assistance for students preparing for standardized tests.

**Argo Community High SD #217, Illinois**  
Contact: Bob Koch  
(708) 728-3200

With the assistance of a private contractor, this district's staff developed a testing system that checks district goals and curriculum, and is aligned with state guidelines.

**Lakeshore Public Schools, Michigan**  
Contact: Mary Coon  
(616) 428-4800

## **CONSIDERING PRIVATIZATION**

The following school districts are currently considering privatization of various school programs and/or services.

**Bakersfield City SD, California**  
Contact: John C. Bernard

**Culver City USD, California**  
Contact: Curt Rethmeyer  
(310) 842-4221

**Lynwood USD, California**  
Contact: Audrey Chartre  
(310) 886-1604

**Rialto USD, California**  
Contact: David Capelouto  
(909) 820-7712

**San Diego City Schools, California**  
Contact: Ruben Carriedo  
(619) 293-8047

**Aurora Public Schools, Colorado**  
Contact: Dr. Dave Zeckser  
(303) 344-8060

*It is certainly worth the time and effort to explore privatization. It may prove to be worthwhile on occasion, but the private sector presents problems of its own.*

— from the NSBA survey

**Blackfoot SD #55, Idaho**  
Contact: (208) 785-8800

**Crystal Lake Community Consolidated SD #47, Illinois**  
Contact: William Fetzner  
(815) 459-6070

East Maine SD #63, Illinois  
Contact: Walter Korpan  
(708) 299-1900

Wamego USD #320, Kansas  
Contact: B.J. Eichem  
(913) 456-7642

Winfield USD #465, Kansas  
Contact: Ken Young  
(316) 221-5100

St. Mary's County Board of Educ, Maryland  
Contact: Edward Fitzgerald  
(301) 475-4221

Duluth Public Schools, Minnesota  
Contact: Lucas Houx  
(218) 723-4102

Crete Public Schools, Nebraska  
Contact: Jody Isernhagen  
(402) 826-5855

Highland Falls-Ft. Montgomery Central SD,  
New York  
Contact: (914) 446-9575

Northeastern Clinton Central Schools, New York  
Contact: Christopher Grandpre  
(518) 298-8242

Enid Public Schools, Oklahoma  
Contact: Dr. G. Keithly  
(405) 234-5270

Jenks Public Schools, Oklahoma  
Contact: Ben Maples  
(918) 299-4411

Weatherford Public Schools, Oklahoma  
Contact: Greg Moss  
(405) 772-3327

Lynchburg City Schools, Virginia  
Contact: Barry Campbell  
(804) 522-3700 x104

## **OTHER RESPONDING DISTRICTS**

The following school districts responded to the NSBA survey, reporting that they have not considered privatization of school district operations, programs or services.

Jefferson County Board of Educ, Alabama  
Russell County Board of Educ, Alabama

Cartwright USD, Arizona

Red Rock Elementary SD, Arizona

Gravette Public SD, Arkansas

Fairfax SD, California

Rosedale Union Elementary SD, California

Stoney Creek Joint USD, California

Sylvan Union SD, California

Miami-Yoder Joint SD #60, Colorado

Clayton County SD, Georgia

Ware County Board of Educ, Georgia

Calumet City SD #155, Illinois

Casey-Westerfield Community Unit  
SD #C-4, Illinois

Rhodes SD, Illinois

Hubbard-Radcliffe Community SD, Iowa

Halstead USD #440, Kansas

Haysville USD #261, Kansas

Santa Fe Trail SD #434, Kansas

Wathena USD #406, Kansas

Bardstown ISD, Kentucky

Lincoln Parish SD, Louisiana

Blue Hills Regional Vocational SD, Massachusetts

South Tippah SD, Mississippi

Alliance SD, Nebraska

Bayard Public Schools, Nebraska

Elko County SD, Nevada

Mineral County SD, Nevada

Dora Consolidated Schools, New Mexico

Harborfields Central SD, New York

Hendrick Hudson SD, New York

Kenmore-Town of Tonowanda Public Schools,  
New York

Mahopac Central SD, New York

North Salem Central SD, New York

Public Schools of Robeson County, North  
Carolina

Rowan-Salisbury Schools, North Carolina

Findlay City Schools, Ohio

Salem SD, Ohio

South-Western City Schools, Ohio

Sycamore City SD, Ohio

Altus SD, Oklahoma

**Multnomah Educational Services District,  
Oregon**

**Fayetteville City Schools, Tennessee**

**San Antonio ISD, Texas**

**Seminole ISD, Texas**

**Southampton County Public Schools, Virginia**

**Cape Flattery SD, Washington**

**Toppenish SD, Washington**

**Manston SD, Wisconsin**

**Northland Pines SD, Wisconsin**

# SECTION III

## School District Information

This section contains information provided by the school districts that responded to the NSBA privatization survey, including:

- Name of school district,
- School district address,
- School district enrollment, and
- Type of community in which the district is located (urban, suburban or rural).

School districts are listed alphabetically by state and, within each state, alphabetically by school district name.

Section III also serves as an index to Sections I and II. Turn to Section II for program descriptions, along with the names and telephone numbers of district contacts for each of the program areas listed in this book.

Section III can also assist school board members and other education leaders in learning which, if any similar districts are contracting out to best serve the students of their districts.

For example, readers might look in this section to locate other schools in their state and/or of similar size that have considered privatization of programs and/or services, then turn to the appropriate references in Section II.

### ALABAMA

Alexander City Board of Educ  
P. O. Box 1205  
Alexander City, AL 35011  
Enrollment: 3,800  
Rural  
Page 30

Jefferson County Board of Educ  
2100 18th Street, South  
Birmingham, AL 35209  
Enrollment: 40,496  
Urban  
Page 59

Russell County Board of Educ  
P. O. Box 400  
Phenix City, AL 36868-0400  
Enrollment: 3,775  
Rural  
Page 59

Shelby County Board of Educ  
410 East College Street  
Columbiana, AL 35051-9301  
Enrollment: 18,000  
Suburban  
Pages 39, 57

### ALASKA

Bristol Bay Borough SD  
P. O. Box 169  
Naknek, AK 99633-0169  
Enrollment: 271  
Rural  
Pages 27, 43, 54

Chatham SD  
P. O. Box 109  
Angoon, AK 99820-0109  
Enrollment: 400  
Rural  
Pages 17, 23, 27, 42, 55

## ARIZONA

Cartwright USD #83  
3401 North 67th Avenue  
Phoenix, AZ 85033-4517  
Enrollment: 14,609  
Urban  
Page 59

Florence USD #1  
P. O. Box 829  
Florence, AZ 85232-0829  
Enrollment: 1,056  
Rural  
Pages 23, 27, 30, 55, 57

Kyrene Schools  
8700 South Kyrene Road  
Tempe, AZ 85284  
Enrollment: 16,000  
Suburban  
Pages 14, 23, 30, 33, 35, 36, 42, 45

Miami Area USD #40  
P. O. Drawer H  
Miami, AZ 85539-0737  
Enrollment: 1,952  
Rural  
Pages 30, 35, 45

Nogales USD #1  
310 West Plum Street  
Nogales, AZ 85621-2613  
Enrollment: 6,000  
Suburban  
Pages 2, 23, 30, 45

Peoria USD  
6330 W. Thunderbird Road  
Glendale, AZ 85306  
Enrollment: 27,000  
Suburban  
Pages 12, 23, 30, 50

Red Rock Elementary SD #5  
P. O. Box 1010  
Red Rock, AZ 85245-1010  
Enrollment: 80  
Rural  
Page 59

## ARIZONA, continued

Tucson USD #1  
1010 East 10th Street  
P.O. Box 40400  
Tucson, AZ 85717-0400  
Enrollment: 62,000  
Urban  
Page 20

Window Rock USD #8  
P. O. Box 559  
Fort Defiance, AZ 86504-0559  
Enrollment: 3,173  
Rural  
Pages 28, 54

## ARKANSAS

Gravette Public SD  
P. O. Box 480  
Gravette, AR 72736-0480  
Enrollment: 1,200  
Rural  
Page 59

## CALIFORNIA

Bakersfield City SD  
1300 Baker Street  
Bakersfield, CA 93305-4326  
Enrollment: 25,971  
Urban  
Pages 49, 58

Culver City USD  
4034 Irving Place  
Culver City, CA 90232-2810  
Enrollment: 4,535  
Suburban  
Pages 45, 58

Fairfax SD  
1500 South Fairfax Road  
Bakersfield, CA 93307-3152  
Enrollment: 1,262  
Suburban  
Page 59

## CALIFORNIA, continued

Huntington Beach Union High SD  
10251 Yorktown Avenue  
Huntington Beach, CA  
Enrollment: 13,000  
Suburban  
Pages 13, 26, 33, 37, 38

Lennox SD  
10319 South Firmona Avenue  
Lennox, CA 90304-1419  
Enrollment: 5,835  
Urban  
Pages 16, 36, 53, 54, 57

Lynwood USD  
11331 Plaza Street  
Lynwood, CA 90262-3224  
Enrollment: 13,897  
Suburban  
Pages 23, 30, 58

Orange County Board of Educ  
200 Kalmus Drive  
P. O. Box 9050  
Costa Mesa, CA 92628-9050  
Enrollment: 1,276  
Suburban  
Pages 14, 16, 19, 23, 33, 37, 42, 45

Rialto USD  
182 East Walnut Avenue  
Rialto, CA 92376-3598  
Enrollment: 22,990  
Suburban  
Pages 45, 58

Riverside USD  
3380 14th Street  
P. O. Box 2800  
Riverside, CA 92516-2800  
Enrollment: 34,232  
Urban  
Pages 19, 23, 45

Romoland SD  
25890 Antelope Road  
Romoland, CA 92585  
Enrollment: 974  
Rural  
Pages 23, 39, 40, 42, 45, 57

**CALIFORNIA, continued**

Rosedale Union Elementary SD  
2553 Old Farm Road  
Bakersfield, CA 93312-3531  
Enrollment: 3,000  
Suburban  
Page 59

San Diego City Schools  
4100 Normal Street  
San Diego, CA 92103-2653  
Enrollment: 128,082  
Urban  
Pages 16, 18, 19, 44, 51, 58

San Leandro USD  
14735 Juniper Street  
San Leandro, CA 94579-1222  
Enrollment: 6,606  
Suburban  
Pages 27, 35, 37, 38, 42

Santa Clara County Board of  
Education  
100 Skyport Drive  
San Jose, CA 95110-1301  
Enrollment: 225,000  
Urban  
Page 49

Stony Creek Joint USD  
300 Sanhedrin Road  
P. O. Box 68  
Elk Creek, CA 95939-0068  
Enrollment: 200  
Rural  
Page 59

Sylvan Union SD  
605 Sylvan Avenue  
Modesto, CA 95350-1517  
Enrollment: 6,300  
Urban  
Page 59

**COLORADO**

Aurora Public Schools  
1085 Peoria Street  
Aurora, CO 80011-6203  
Enrollment: 27,200  
Urban  
Pages 23, 40, 45, 58

**COLORADO, continued**

Boulder Valley SD  
6500 E. Arapahoe  
Boulder, CO 80301  
Enrollment:  
Suburban  
Pages 14, 58

El Paso County SD #8  
425 West Alabama Avenue  
Fountain, CO 80817-1703  
Enrollment: 4,000  
Suburban  
Pages 17, 20, 28

Ignacio SD IJIT  
P. O. Box 460  
Ignacio, CO 81137-0460  
Enrollment: 990  
Rural  
Pages 30, 35

Mapleton Public Schools  
591 East 80th Avenue  
Denver, CO 80229-5806  
Enrollment: 4,741  
Suburban  
Page 20

Miami/Yoder Joint SD #60  
420 South Rush Road  
Rush, CO 80833-9801  
Enrollment: 226  
Rural  
Page 59

Pueblo County SD #70  
24951 East U.S. Highway 50  
Pueblo, CO 81006-2027  
Enrollment: 4,594  
Suburban  
Pages 18, 52

**CONNECTICUT**

Cheshire Public Schools  
29 Main Street  
Cheshire, CT 06410-2405  
Enrollment: 4,400  
Rural  
Pages 15, 23, 38, 42, 45

**CONNECTICUT, continued**

Danbury Public Schools  
63 Beaver Brook Road  
Danbury, CT 06810-6212  
Enrollment: 8,700  
Urban  
Pages 4, 23, 28

Groton Public Schools  
P. O. Box K  
Groton, CT 06340-1411  
Enrollment: 5,985  
Suburban  
Page 20

Hartford Board of Educ  
249 High Street  
Hartford, CT 06103  
Enrollment: 25,000  
Urban  
Pages 1, 6, 14, 23, 27, 35, 37, 38,  
39, 40, 42, 51, 52, 53, 54, 56

Middletown Public Schools  
311 Hunting Hill Avenue  
Middletown, CT 06457-4333  
Enrollment: 4,446  
Suburban  
Pages 23, 28, 44

Montville Public Schools  
Old Colchester Road  
Oakdale, CT 06370  
Enrollment: 2,684  
Rural  
Page 23

Wilton Public Schools  
395 Danbury Road  
Wilton, CT 06897  
Enrollment: 2,983  
Suburban  
Pages 13, 15, 19, 27, 30, 33, 38,  
42, 45, 53

**DELAWARE**

Cape Henlopen SD  
1270 Kings Highway  
Lewes, DE 19956  
Enrollment: 4,100  
Rural  
Pages 33, 45



**DELAWARE, continued**

Capital SD  
945 Forest Street  
Dover, DE 19904  
Enrollment: 6,272  
Suburban  
Pages 15, 17, 19, 40

Red Clay Consolidated SD  
1400 Washington Street  
P. O. Box 869  
Wilmington, DE 19899-0869  
Enrollment: 14,358  
Suburban  
Page 44

**FLORIDA**

Dade County Public Schools  
1450 N.E. Second Avenue  
Miami, FL 33132-1308  
Enrollment: 321,955  
Urban  
Pages 1, 34, 36

Hillsborough County SD  
P. O. Box 3408  
Tampa, FL 33601-3408  
Enrollment: 119,347  
Urban  
Pages 15, 23, 42, 56

School Board of Lee County  
2055 Central Avenue  
Fort Myers, FL 33901-3988  
Enrollment: 42,962  
Urban  
Pages 14, 19, 30, 34, 37, 39, 42,  
45, 54, 57

Okeechobee County SD  
100 Southwest Fifth Avenue  
Okeechobee, FL 34974-4221  
Enrollment: 5,800  
Rural  
Page 18

Orange County Public Schools  
445 West Amelia Street  
Orlando, FL 32801-1127  
Enrollment: 131,337  
Urban  
Pages 15, 23, 39

**FLORIDA, continued**

Palm Beach County SD  
3300 Forest Hill Boulevard  
West Palm Beach, FL 33406-5869  
Enrollment: 104,000  
Urban  
Page 23

District School Board  
of Pasco County  
7227 Land O'Lakes Boulevard  
Land O'Lakes, FL 34639  
Enrollment: 40,000  
Suburban  
Pages 5, 23, 54

Polk County SD  
P. O. Box 391  
Bartow, FL 33831  
Enrollment: 75,000  
Suburban  
Pages 14, 15, 17, 18, 20, 27, 30, 34,  
37, 39, 40, 42, 45, 49, 51, 55, 57

**GEORGIA**

Clayton County SD  
120 Smith Street  
Jonesboro, GA 30236-3539  
Enrollment: 40,000  
Urban  
Page 59

Oconee County Schools  
P. O. Box 146  
Watkinsville, GA 30677-0146  
Enrollment: 4,024  
Suburban  
Page 23

Walker County SD  
201 South Duke Street  
P. O. Box 29  
LaFayette, GA 30728-2907  
Enrollment: 9,016  
Rural  
Pages 23, 34, 37, 54

Ware County Board of Educ  
P. O. Box 1789  
Waycross, GA 31502-1789  
Enrollment: 6,700  
Suburban  
Page 59

**IDAHO**

Blackfoot SD #55  
270 East Bridge Street  
Blackfoot, ID 83221-2865  
Enrollment: 4,488  
Rural  
Pages 23, 58

Clark County SD #161  
P. O. Box 237  
Dubios, ID 83423-0237  
Enrollment: 190  
Rural  
Pages 21, 44

Gooding Joint SD #231  
507 Idaho Street  
Gooding, ID 83330-1260  
Enrollment: 1,209  
Rural  
Pages 45, 54

Plummer-Worley Joint SD  
1157 "E" Street, Box 136  
Plummer, ID 83851  
Enrollment: 500  
Rural  
Pages 23, 35, 48, 57

**ILLINOIS**

Addison SD #4  
222 North Kennedy Drive  
Addison, IL 60101-2400  
Enrollment: 3,472  
Suburban  
Pages 23, 28, 45

Argo Community High SD #217  
7329 West 63rd Street  
Summit, IL 60501-1817  
Enrollment: 1,450  
Suburban  
Pages 17, 23, 30, 40, 45, 58

Arlington Heights Community  
Consolidated SD #59  
2123 S. Arlington Heights Road  
Arlington Heights, IL 60005  
Enrollment: 5,851  
Suburban  
Pages 15, 30, 35, 45

**ILLINOIS, continued**

Calumet City SD #155  
 Superior and Memorial Drive  
 Calumet City, IL 60409  
 Enrollment: 950  
 Suburban  
 Page 59

Casey-Westfield Community  
 Unit SD  
 P. O. Box 100  
 502 East Delaware Street  
 Casey, IL 62420-0100  
 Enrollment: 1,192  
 Rural  
 Page 59

Coal City Community Unit SD #1  
 100 South Baima Street  
 Coal City, IL 60416-1663  
 Enrollment: 1,575  
 Rural  
 Pages 15, 18

Crystal Lake Community  
 Consolidated SD #47  
 221 Liberty Road  
 Crystal Lake, IL 60014-8032  
 Enrollment: 6,778  
 Rural  
 Pages 28, 30, 58

DeKalb Community Unit SD #428  
 901 South 4th Street  
 DeKalb, IL 60115-3215  
 Enrollment: 4,083  
 Rural  
 Page 45

Downers Grove Grade SD #58  
 1860 63rd Street  
 Downers Grove, IL 60516-2471  
 Enrollment: 5,083  
 Suburban  
 Pages 23, 30, 45

East Maine SD #63  
 10150 Dee Road  
 Des Plaines, IL 60016-1512  
 Enrollment: 3,532  
 Suburban  
 Pages 30, 45, 55, 59

**ILLINOIS, continued**

Evanston-Skokie Community  
 Consolidated SD #65  
 1314 Ridge Avenue  
 Evanston, IL 60201-4132  
 Enrollment: 6,654  
 Suburban  
 Pages 23, 30, 45

Harvey Public SD #152  
 15147 Myrtle Avenue  
 Harvey, IL 60426-3121  
 Enrollment: 3,461  
 Suburban  
 Pages 8, 24, 31, 37, 53, 54

Hinsdale Township High SD #86  
 55th and Grant Streets  
 Hinsdale, IL 60521  
 Enrollment: 3,456  
 Suburban  
 Pages 6, 24, 28, 45

Joliet Township High SD #204  
 201 East Jefferson  
 Joliet, IL 60432-2841  
 Enrollment: 4,330  
 Urban  
 Pages 24, 31, 45

Kewanee Community Unit  
 SD #229  
 210 Lyle Street  
 Kewanee, IL 61443-2951  
 Enrollment: 1,945  
 Rural  
 Pages 53, 54

Laraway Community Consolidated  
 SD #70-C  
 275 Laraway Road  
 Joliet, IL 60436-9544  
 Enrollment: 402  
 Rural  
 Page 24

Mascoutah Community  
 Unit SD #19  
 720 West Harnett Street  
 Mascoutah, IL 62258-1121  
 Enrollment: 3,100  
 Rural  
 Page 21

**ILLINOIS, continued**

Matteson Elementary SD #159  
 6131 Allemong Drive  
 Matteson, IL 60443-1061  
 Enrollment: 1,560  
 Suburban  
 Pages 14, 31, 40, 46

Niles Township High SD #219  
 7700 Gross Point Road  
 Skokie, IL 60077-2614  
 Enrollment: 3,547  
 Suburban  
 Pages 24, 31, 40, 43, 46

Oak Lawn Community High  
 SD #218  
 10701 South Kilpatrick Avenue  
 Oak Lawn, IL 60453-6203  
 Enrollment: 4,432  
 Suburban  
 Pages 31, 46

Plainfield Community  
 Consolidated SD #202  
 611 West Fort Beggs Drive  
 Plainfield, IL 60544  
 Enrollment: 3,931  
 Suburban  
 Pages 27, 31, 40

Rhodes Elementary SD  
 8931 W. Fullerton Avenue  
 River Grove, IL 60171  
 Enrollment: 650  
 Suburban  
 Page 59

Sterling Community Unit SD #5  
 1800 Sixth Avenue  
 Sterling, IL 61081-1325  
 Enrollment: 3,911  
 Rural  
 Page 31, 46

Thornton Township High SD #205  
 151st and Broadway  
 Harvey, IL 60426  
 Enrollment: 6,321  
 Suburban  
 Pages 24, 31, 40, 42, 46

**ILLINOIS, continued**

Wilmette Public SD #39  
615 Locust Road  
Wilmette, IL 60091-2237  
Enrollment: 3,200  
Suburban  
Pages 12, 15, 26, 53, 55

Zion Elementary SD #6  
2200 Bethesda Boulevard  
Zion, IL 60099-2352  
Enrollment: 2,825  
Urban  
Pages 18, 57

**INDIANA**

Huntington City Community  
School Corporation  
1360 North Warren Road  
Huntington, IN 46750  
Enrollment: 6,805  
Rural  
Page 24

Lawrenceburg Community School  
Corporation  
1 Stadium Lane  
Lawrenceburg, IN 47025-1624  
Enrollment: 1,899  
Suburban  
Pages 3, 44

Muncie Community Schools  
2501 North Oakwood  
Muncie, IN 47304  
Enrollment: 8,800  
Urban  
Pages 50, 54

Porter Township School  
Corporation  
248 South 500 West  
Valparaiso, IN 46383-9642  
Enrollment: 1,389  
Rural  
Pages 17, 18, 46

School City of Whiting  
1500 Center Street  
Whiting, IN 46394-1751  
Enrollment: 834  
Urban  
Pages 15, 17, 26, 31

**IOWA**

Burlington Community SD  
1429 West Avenue  
Burlington, IA 52601-4064  
Enrollment: 5,744  
Rural  
Pages 24, 31

Council Bluffs Community SD  
12 Scott Street  
Council Bluffs, IA  
Enrollment: 10,151  
Suburban  
Page 46

Fort Dodge Community SD  
104 South 17th Street  
Fort Dodge, IA 50501-5028  
Enrollment: 4,698  
Suburban  
Pages 24, 31, 46

Hubbard-Radcliffe Community SD  
200 West Chestnut Street  
P. O. Box 129  
Hubbard, IA 50122  
Enrollment: 610  
Rural  
Page 59

Marion ISD  
777 South 15th Street  
Marion, IA 52302  
Enrollment: 1,800  
Suburban  
Pages 3, 46, 50

Mason City Community Schools  
1515 South Pennsylvania  
Mason City, IA 50401-6041  
Enrollment: 4,760  
Rural  
Page 21

Saydel Consolidated Schools  
5401 Northwest Second Avenue  
Des Moines, IA 50313-1331  
Enrollment: 1,399  
Suburban  
Page 31

**KANSAS**

Andover USD #385  
P. O. Box 248  
Andover, KS 67002-0248  
Enrollment: 2,197  
Suburban  
Pages 19, 24

Halstead USD #440  
520 West Sixth Street  
Halstead, KS 67056-2169  
Enrollment: 800  
Suburban  
Page 59

Haysville USD #261  
1745 West Grand  
Haysville, KS 67060-1234  
Enrollment: 4,000  
Suburban  
Page 59

Olathe USD #233  
P. O. Box 2000  
Olathe, KS 66051-2000  
Enrollment: 17,500  
Suburban  
Pages 5, 21, 39, 46, 49, 57

Osborne USD #392  
North Second Street  
Osborne, KS  
Enrollment: 520  
Rural  
Pages 15, 31, 34, 39, 43, 55, 56, 57

Oxford USD #358  
P. O. Box 937  
301 East Maple  
Oxford, KS 67119-0937  
Enrollment: 442  
Rural  
Pages 24, 34, 35, 36, 43, 44, 52

Royal Valley USD #337  
Box 117  
Mayetta, KS 66509-0117  
Enrollment: 875  
Rural  
Pages 15, 40

**KANSAS, continued**

Santa Fe Trail USD #434  
632 West Main  
Carbondale, KS 66414  
Enrollment: 1,420  
Rural  
Page 59

Shawnee Heights USD #450  
4401 S.E. Shawnee Heights Road  
Tecumseh, KS 66542-9537  
Enrollment: 3,452  
Suburban  
Pages 15, 34, 37

Spring Hill USD #230  
P. O. Box 346  
Spring Hill, KS 66083-0346  
Enrollment: 1,270  
Rural  
Pages 5, 46

Wamego USD #320  
510 East Highway 24  
Wamego, KS 66547-9520  
Enrollment: 6,800  
Suburban  
Pages 14, 15, 19, 24, 37, 46, 59

Wathena USD #406  
705 Jessie Street  
P. O. Box 38  
Wathena, KS 66090-0038  
Enrollment: 450  
Rural  
Page 59

Winfield USD #465  
920 Millington  
Winfield, KS 67156-3619  
Enrollment: 2,606  
Suburban  
Pages 24, 31, 59

**KENTUCKY**

Bardstown ISD  
308 North Fifth Street  
Bardstown, KY 40004-1406  
Enrollment: 1,600  
Suburban  
Page 59

**KENTUCKY, continued**

Boyd County Schools  
1104 Bob McCullough Drive  
Ashland, KY 41102-9275  
Enrollment 4,004  
Suburban  
Page 55

Henderson County SD  
1805 Second Street  
Henderson, KY 42420-3367  
Enrollment: 7,900  
Suburban  
Page 24

Jefferson County Public Schools  
P. O. Box 34020  
Louisville, KY 40232-4020  
Enrollment: 96,265  
Urban  
Pages 17, 24, 36, 38, 52

Johnson County Schools  
253 North Mayo Trail  
Paintsville, KY 41240  
Enrollment: 3,900  
Rural  
Page 54

Russellville ISD  
355 South Summer Street  
Russellville, KY 42276-2055  
Enrollment: 1,528  
Rural  
Page 24

**LOUISIANA**

East Baton Rouge Parish  
School Board  
P. O. Box 2950  
Baton Rouge, LA  
Enrollment: 59,000  
Urban  
Page 24

Jefferson Parish Public  
School System  
4600 River Road  
Marrero, LA 70072  
Enrollment: 56,000  
Urban  
Pages 12, 17, 21, 34, 35, 39, 43, 49,  
50

**LOUISIANA, continued**

Lincoln Parish School Board  
410 South Farmerville Street  
Ruston, LA 71270-4655  
Enrollment: 7,100  
Rural  
Page 59

**MAINE**

Biddeford School Department  
23 Maplewood Avenue  
Biddeford, ME 04005-2109  
Enrollment: 2,850  
Rural  
Page 24

Maine School Administrative  
District #55  
Box 729  
Kezar Falls, ME 04047  
Enrollment: 1,350  
Rural  
Page 46

**MARYLAND**

Baltimore City Public Schools  
200 East North Avenue, Rm.405  
Baltimore, MD 21202-5910  
Enrollment: 110,000  
Urban  
Pages 1, 14, 17, 24, 27, 31, 35, 51,  
53

Caroline County Board of Educ  
112 Market Street  
Denton, MD 21629-1035  
Enrollment: 5,300  
Rural  
Pages 6, 21

Charles County Public Schools  
P. O. Box D  
LaPlata, Maryland 20646  
Enrollment: 20,416  
Suburban  
Pages 46, 49

**MARYLAND, continued**

Queen Anne's County  
Board of Educ  
202 Chesterfield Avenue  
Centreville, MD 21617-1308  
Enrollment: 5,541  
Rural  
Pages 17, 19, 31, 37, 46

St. Mary's County  
Board of Educ  
P. O. Box 641  
Leonardtown, MD 20650-0641  
Enrollment: 12,955  
Rural  
Pages 44, 58, 59

**MASSACHUSETTS**

Attleboro Public Schools  
Rathbun Willard Drive  
Attleboro, MA 02703  
Enrollment: 5,864  
Suburban  
Pages 21, 29, 40, 46

Blue Hills Regional Vocational SD  
800 Randolph Street  
Canton, MA 02021-1358  
Enrollment:  
Suburban  
Page 59

Boston Public Schools  
26 Court Street  
Boston, MA 02108-2505  
Enrollment: 59,000  
Urban  
Pages 46, 50, 54

Falmouth SD  
340 Teaticket Highway  
East Falmouth, MA 02536-6527  
Enrollment: 5,030  
Rural  
Page 46

Holyoke Public Schools  
57 Suffolk Street  
Holyoke, MA 01040-5015  
Enrollment: 7,200  
Urban  
Pages 24, 29, 34, 37, 46

**MASSACHUSETTS,  
continued**

Randolph Public Schools  
40 Highland Avenue  
Randolph, MA 02368-4513  
Enrollment: 3,972  
Rural  
Pages 19, 31, 46

Shawsheen Valley Technical SD  
100 Cook Street  
Billerica, MA 01821-5421  
Enrollment:  
Suburban  
Page 24

Somerville School Department  
93 School Street  
Somerville, MA 02143  
Enrollment: 9,000  
Urban  
Pages 19, 44

Springfield Public Schools  
P. O. Box 1410  
Springfield, MA 01103-1739  
Enrollment: 24,500  
Urban  
Pages 18, 37, 41, 46, 52, 55

**MICHIGAN**

Boyne City Public Schools  
P. O. Box 289  
Boyne City, MI 49712-0289  
Enrollment: 1,398  
Rural  
Pages 21, 42, 51, 53, 55, 57

Bridgeport-Spaulding  
Community SD  
3878 Sherman Street  
Bridgeport, MI 48722  
Enrollment: 3,150  
Urban  
Pages 31, 58

Buena Vista SD  
705 North Towerline Road  
P. O. Box 4829  
Saginaw, MI 48601-9466  
Enrollment: 1,747  
Suburban  
Page 31

**MICHIGAN, continued**

City of Flint SD  
922 East Kearsley Street  
Flint, MI 48503-1974  
Enrollment: 26,500  
Urban  
Pages 24, 37, 46

Grand Haven Area  
Public Schools  
1415 Beech Tree Street  
Grand Haven, MI 49417-2843  
Enrollment: 5,900  
Suburban  
Pages 24, 27, 31, 39

Grosse Pointe Public  
School System  
389 St. Clair Avenue  
Grosse Pointe, MI 48230-1501  
Enrollment: 7,507  
Suburban  
Pages 24, 31, 46

Harper Woods SD  
20225 Beaconsfield  
Harper Woods, MI 48225-1305  
Enrollment: 1,050  
Suburban  
Page 31

Kent Intermediate SD  
2930 Knapp Street, N.E.  
Grand Rapids, MI 49505-4518  
Enrollment:  
Suburban  
Pages 21, 27, 35, 37, 39, 46, 57

Lakeshore Public Schools  
5771 Cleveland Avenue  
Stevensville, MI 49127-9414  
Enrollment: 2,850  
Rural  
Pages 17, 19, 34, 37, 58

Pinckney Community Schools  
2130 East M-36  
P. O. Box 9  
Pinckney, MI 48169-0009  
Enrollment: 3,854  
Rural  
Pages 8, 24, 35, 43

## **MICHIGAN, continued**

City of Royal Oak SD  
1123 Lexington Boulevard  
Royal Oak, MI 48073-2438  
Enrollment: 7,724  
Suburban  
Pages 15, 19, 31, 57

City of Saginaw Public Schools  
550 Millard Street  
Saginaw, MI 48607-1140  
Enrollment: 15,635  
Urban  
Pages 14, 24, 31

Walled Lake Consolidated Schools  
850 Ladd Road, Bldg. P  
Walled Lake, MI 48390  
Enrollment: 12,000  
Suburban  
Page 27, 29

Waverly Community Schools  
515 Snow Road  
Lansing, MI 48917-4501  
Enrollment: 3,319  
Suburban  
Page 15, 17, 31, 41

## **MINNESOTA**

Duluth Public Schools  
215 North 1st Avenue East  
Duluth, MN 55802-2058  
Enrollment: 13,800  
Urban  
Pages 18, 24, 31, 43, 59

Saint Paul ISD #625  
360 Colborne Street  
Saint Paul, MN 55102-3228  
Enrollment: 39,300  
Urban  
Pages 17, 18, 19, 24, 31, 34, 41,  
46, 55

Virginia SD  
411 5th Avenue South  
Virginia, MN 55792  
Enrollment: 2,400  
Rural  
Pages 25, 31

## **MISSISSIPPI**

East Jasper School District  
P. O. Drawer E  
Heidelberg, MS 39439-1005  
Enrollment: 1,500  
Rural  
Pages 40, 42

South Tippah SD  
P. O. Box 439  
Ripley, MS 38663-0439  
Enrollment: 2,800  
Rural  
Page 59

## **MISSOURI**

Fort Zumwalt SD  
110 Virgil Street  
O'Fallon, MO 63366-2637  
Enrollment: 10,500  
Suburban  
Page 46

Kirkwood SD R-7  
11289 Manchester Road  
St. Louis, MO 61222  
Enrollment: 5,500  
Suburban  
Page 44

Maryville SD R-11  
1429 South Munn Avenue  
Maryville, MO 64468-2756  
Enrollment: 1,500  
Rural  
Page 46

North Kansas City SD  
2000 N.E. 46th Street  
Kansas City, MO 64116-2042  
Enrollment: 15,913  
Suburban  
Page 17

Perry County SD #32  
College and Edwards Streets  
Perryville, MO 63775  
Enrollment: 2,439  
Rural  
Page 46

## **MISSOURI, continued**

Springfield Public Schools  
940 North Jefferson  
Springfield, MO 65802-3790  
Enrollment: 25,000  
Urban  
Pages 15, 25, 31, 46

Wentzville SD R-IV  
One Campus Drive  
Wentzville, MO 63385-3415  
Enrollment: 4,294  
Suburban  
Pages 17, 43, 49, 57

## **MONTANA**

Bozeman Public Schools  
404 West Main Street  
P. O. Box 520  
Bozeman, MT 59715-4579  
Enrollment: 4,400  
Rural  
Pages 25, 47

## **NEBRASKA**

Alliance City Schools  
1604 Sweetwater Avenue  
Alliance, NE 69301-3303  
Enrollment: 2,326  
Rural  
Page 59

Bayard Public Schools  
P. O. Box 607  
Bayard, NE 69334-0607  
Enrollment: 519  
Rural  
Page 59

Crete Public Schools  
920 Linden Avenue  
Crete, NE 68333-2253  
Enrollment: 1,289  
Rural  
Pages 25, 32, 59

**NEBRASKA, continued**

Lincoln Public Schools  
5901 O Street  
P. O. Box 82889  
Lincoln, NE 68501-2889  
Enrollment: 29,738  
Urban  
Pages 17, 25, 28, 42, 47

Omaha Public Schools  
3215 Cuming Street  
Omaha, NE 68131-2000  
Enrollment: 43,000  
Urban  
Pages 14, 17, 25, 28, 41, 43, 47

Papillion LaVista  
Public Schools  
7552 South 84th Street  
LaVista, NE 68128  
Enrollment: 2,164  
Rural  
Pages 44, 52, 55

Westside Community Schools  
909 South 76th Street  
Omaha, NE 68114-4519  
Enrollment: 4,680  
Urban  
Pages 25, 32, 47

**NEVADA**

Clark County SD  
2832 East Flamingo  
Las Vegas, NV 89121  
Enrollment: 156,000  
Urban  
Pages 14, 17, 25, 28, 32, 35, 39,  
41, 47

Elko County SD  
P. O. Box 1012  
Elko, NV 89801  
Enrollment: 9,456  
Rural  
Page 59

Lincoln County SD  
Box 118  
Panaca, NV 89042  
Enrollment: 1,079  
Rural  
Pages 32, 35, 37, 43

**NEVADA, continued**

Mineral County SD  
P. O. Box 1540  
Hawthorne, NV 89415-1540  
Enrollment: 1,200  
Rural  
Page 59

Storey County SD  
P. O. Box C  
Virginia City, NV 89440-0138  
Enrollment: 486  
Rural  
Pages 14, 28, 29, 47, 50

Washoe County SD  
425 East 9th Street  
Reno, NV 89520  
Enrollment: 42,061  
Urban  
Page 50

White Pine County SD  
P. O. Box 400  
East Ely, NV 89315-0400  
Enrollment: 1,746  
Rural  
Pages 15, 18, 25, 28, 32, 35, 39,  
43, 51

**NEW HAMPSHIRE**

Sanborn Regional SD  
178 Main Street  
Kingston, NH 03848-3219  
Enrollment: 1,750  
Rural  
Pages 29, 44, 56

**NEW JERSEY**

Berlin Borough SD  
215 South Franklin Avenue  
Berlin, NJ 08009  
Enrollment: 692  
Suburban  
Pages 25, 29

**NEW JERSEY, continued**

Clifton Public Schools  
745 Clifton Avenue  
Clifton, NJ 07013  
Enrollment: 8,200  
Suburban  
Pages 15, 32

Dumont Public Schools  
25 Depew Street  
Dumont, NJ 07628-3601  
Enrollment: 2,300  
Suburban  
Page 32

East Orange Board of Educ  
715 Park Avenue  
East Orange, NJ 07017-1036  
Enrollment: 11,600  
Urban  
Pages 25, 32, 41, 47

Lindenwold Boro SD  
1017 East Linden Avenue  
Lindenwold, NJ 08021-1126  
Enrollment: 1,425  
Urban  
Pages 15, 19, 32, 37, 39, 41, 47

Lower Camden County Regional  
District #1  
200 Coopers Folly Road  
Acto, NJ 08004-2649  
Enrollment: 5,048  
Suburban  
Pages 32, 47

Lower Township Board of Educ  
834 Seashore Road  
Lower Township  
Cape May, NJ 08204-4650  
Enrollment: 1,974  
Rural  
Pages 43, 47, 56

North Wildwood SD  
1201 Atlantic  
North Wildwood, NJ 08260  
Enrollment: 450  
Suburban  
Pages 32, 34, 44

**NEW JERSEY, continued**

Orange Board of Educ  
369 Main Street  
Orange, NJ 07050-2704  
Enrollment: 4,000  
Urban  
Pages 25, 32

Pine Hill Public Schools  
1003 Turnerville Road  
Pine Hill, NJ 08021-6526  
Enrollment: 927  
Suburban  
Page 25

Ridgefield Park Board of Educ  
98 Central Avenue  
Ridgefield Park, NJ 07660  
Enrollment: 1,513  
Suburban  
Pages 15, 21, 32

Ridgewood Board of Educ  
49 Cottage Place  
Ridgewood, NJ 07450  
Enrollment:  
Suburban  
Pages 19, 25, 32, 37, 47, 54

Roselle Park Public Schools  
500 Larch Street  
Roselle Park, NJ 07204  
Enrollment: 1,850  
Suburban  
Pages 25, 29, 37, 39

Teaneck Public Schools  
1 Merrison Street  
Teaneck, NJ 07666-4616  
Enrollment: 4,200  
Suburban  
Pages 29, 39

Trenton Public Schols  
108 North Clinton Avenue  
Trenton, NJ 08609-1014  
Enrollment: 12,611  
Urban  
Pages 14, 15

**NEW MEXICO**

Alamogordo Public Schools  
P. O. Box 617  
Alamogordo, NM 88311-0617  
Enrollment: 8,075  
Rural  
Pages 14, 17, 35, 41, 43, 55, 57

Albuquerque Public Schools  
P. O. Box 25704  
Albuquerque, NM 87125-0704  
Enrollment: 90,000  
Urban  
Pages 15, 20, 25, 32, 37, 47, 49, 51, 55

Dora Consolidated Schools  
P. O. Box 327  
Dora, NM 88115  
Enrollment: 260  
-  
Page 59

Los Alamos Public Schools  
751 Trinity Drive  
P. O. Box 90  
Los Alamos, NM 87544-3201  
Enrollment: 3,100  
Suburban  
Pages 21, 43

Pojoaque Valley Schools  
Pojoaque Station  
P. O. Box 3468  
Santa Fe, NM 87501-0468  
Enrollment: 1,825  
Suburban  
Pages 7, 32, 41, 47

**NEW YORK**

Canandaigua City SD  
143 North Pearl Street  
Canandaigua, NY 14424-1430  
Enrollment: 4,300  
Suburban  
Pages 17, 34, 55

Ellenville Central Schools  
28 Maple Avenue  
Ellenville, NY 12428  
Enrollment: 2,100  
Rural  
Pages 25, 32, 34, 47, 52

**NEW YORK, continued**

Fairport Central SD  
38 West Church Street  
Fairport, NY 14450  
Enrollment: 7,100  
Suburban  
Page 47

Harborfields Central SD  
2 Oldfield Road  
Greenlawn, NY 11740-1235  
Enrollment: 2,650  
Suburban  
Page 59

Hendrick Hudson SD  
61 Trolley Road  
Montrose, NY 10548-1126  
Enrollment: 2,188  
Rural  
Page 59

Highland Falls-Ft. Montgomery  
Central SD  
P. O. Box 287  
Highland Falls, NY 10928-0287  
Enrollment: 1,045  
Suburban  
Pages 32, 47, 59

Kenmore-Town of Tonawanda  
Public Schools  
1500 Colvin Boulevard  
Kenmore, NY 14223-1196  
Enrollment: 9,600  
Suburban  
Page 59

Longwood Central SD  
35 Yaphank Middle Island Road  
Middle Island, NY 11953-2369  
Enrollment: 9,065  
Suburban  
Pages 27, 41, 43, 47, 52

Lynbrook Union Free SD  
111 Atlantic Avenue  
Lynbrook, NY 11563-3411  
Enrollment: 2,363  
Suburban  
Pages 29, 34, 40



**NEW YORK, continued**

Mahopac Central SD  
179 East Lake Boulevard  
Mahopac, NY 10541  
Enrollment: 4,300  
Suburban  
Page 59

City SD of New Rochelle  
515 North Avenue  
New Rochelle, NY 10801-3418  
Enrollment: 8,500  
Urban  
Pages 21, 29

North Salem Central Schools  
230 June Road  
North Salem, NY 10560-1204  
Enrollment: 1,130  
Rural  
Page 59

Northeastern Clinton Central SD  
Route 276, P. O. Box 339  
Champlain, NY 12919-0339  
Enrollment: 1,500  
Rural  
Pages 32, 59

Odessa-Montour SD  
P. O. Box 48  
Montour Falls, NY 14865  
Enrollment: 1,000  
Rural  
Page 47

Penfield Central Schools  
P. O. Box 900  
Penfield, NY 14526-0900  
Enrollment: 4,500  
Suburban  
Pages 20, 40

Pittsford Central SD  
42 West Jefferson Road  
Pittsford, NY 14534-1921  
Enrollment: 5,122  
Suburban  
Pages 16, 32, 37, 41

**NEW YORK, continued**

Scarsdale Union Free SD  
Brewster Road  
Scarsdale, NY 10583  
Enrollment: 3,650  
Suburban  
Pages 22, 32, 37

Skaneateles Central Schools  
49 East Elizabeth Street  
Skaneateles, NY 13152  
Enrollment: 1,800  
Rural  
Pages 29, 47

Southern Westchester BOCES  
17 Berkley Drive  
Rye Brook, NY 10573-1422  
Enrollment:  
Suburban  
Pages 22, 33, 41, 49, 50, 55

Valley Stream Central High SD  
One Kent Road  
Valley Stream, NY 11580-3314  
Enrollment: 3,376  
Suburban  
Pages 14, 17, 25, 32, 37, 41, 43,  
47, 56, 57

Williamsville Central SD  
415 Lawrence Bell Drive  
Williamsville, NY 14221-7805  
Enrollment: 9,800  
Suburban  
Pages 14, 20, 34, 37, 41, 43, 47

**NORTH CAROLINA**

Carteret County SD  
P. O. Box 600  
Beaufort, NC 28515-9799  
Enrollment: 8,058  
Rural  
Pages 16, 36, 51, 52, 53, 55, 56, 57

Charlotte-Mecklenburg Schools  
P. O. Box 30035  
Charlotte, NC 28230-0035  
Enrollment: 85,000  
Urban  
Pages 8, 25, 49, 52

**NORTH CAROLINA,  
continued**

Columbus County Schools  
P. O. Box 729  
Whiteville, NC 28472  
Enrollment: 1,230  
Rural  
Pages 22, 52

Cumberland County Schools  
P. O. Box 2357  
Fayetteville, NC 28302-2357  
Enrollment 43,000  
Urban  
Pages 16, 56

Hickory City Schools  
432 Fourth Avenue, S.W.  
Hickory, NC 28602-2805  
Enrollment: 4,200  
Urban  
Page 35, 49, 56

Mount Airy City Schools  
P. O. Drawer 710  
Mount Airy, NC 27030-0710  
Enrollment: 2,000  
Rural  
Page 25

Nash-Rocky Mount Schools  
930 Eastern Avenue  
Nashville, NC 27856-1716  
Enrollment: 16,650  
Rural  
Pages 17, 41, 56

Perquimans County Schools  
P. O. Box 337  
Hertford, NC 27944-1100  
Enrollment: 2,042  
Rural  
Pages 16, 17, 34, 35, 37, 41, 52,  
55, 58

Public Schools of Robeson County  
P. O. Drawer 2909  
Lumberton, NC 28359-1328  
Enrollment: 23,000  
Rural  
Page 59

**NORTH CAROLINA,  
continued**

Rowan-Salisbury Schools  
P. O. Box 2349  
Salisbury, NC 28145-2349  
Enrollment: 18,100  
Rural  
Page 59

Wake County Public Schools  
3600 Old Wake Forest Road  
P. O. Box 28041  
Raleigh, NC 27611-8041  
Enrollment: 81,000  
Urban  
Pages 22, 47, 49

**NORTH DAKOTA**

Grand Forks Public SD #1  
308 Demers Avenue  
P. O. Box 6000  
Grand Forks, ND 58206-6000  
Enrollment: 9,500  
Rural  
Pages 15, 17, 20, 44

**OHIO**

Columbus City SD  
270 East State Street  
Columbus, OH 43215-4312  
Enrollment: 64,000  
Urban  
Pages 22, 47

East Cleveland City SD  
15305 Terrace Road  
East Cleveland, OH 44112  
Enrollment: 6,700  
Urban  
Pages 16, 17, 27, 32, 41, 42, 47,  
53, 56, 57

Eastland Vocational SD  
4300 Amalgamated Place  
Groveport, OH 43125-9315  
Enrollment:  
Suburban  
Pages 25, 35, 37, 47

**OHIO, continued**

Findlay City SD  
227 South West Street  
Findlay, OH 45840-3324  
Enrollment: 6,357  
Rural  
Page 59

Mentor Exempted Village SD  
6451 Center Street  
Mentor, OH 44060-4109  
Enrollment: 10,701  
Suburban  
Page 41

Portsmouth City SD  
411 Court Street  
Portsmouth, OH 45662-3955  
Enrollment: 3,466  
Urban  
Pages 32, 51, 58

St. Bernard-Elmwood Place City  
Schools  
105 Washington Avenue  
St. Bernard, OH 45217-1317  
Enrollment: 1,300  
Suburban  
Page 25

Salem School District  
P. O. Box 1106  
Salem, OH 44460  
Enrollment:  
Rural  
Page 59

South-Western City Schools  
2975 Kingston Avenue  
Grove City, OH 43123-3304  
Enrollment: 16,800  
Suburban  
Page 59

Sycamore Community SD  
4881 Cooper Road  
Cincinnati, OH 45242-6902  
Enrollment: 5,870  
Suburban  
Page 59

**OHIO, continued**

Toledo Public Schools  
Manhattan and Elm Streets  
Toledo, OH 43608-1299  
Enrollment: 39,600  
Urban  
Pages 14, 25, 33, 37, 39, 55

**OKLAHOMA**

Altus SD  
801 East Commerce  
Altus, OK 73521  
Enrollment: 4,800  
Rural  
Page 59

Enid Public Schools  
500 South Independence  
Enid, OK 73701-5693  
Enrollment: 7,131  
Urban  
Pages 18, 25, 48, 59

Jenks Public Schools  
205 East "B" Street  
Jenks, OK 74037-3906  
Enrollment: 8,300  
Urban  
Pages 25, 59

Lawton Public Schools  
P. O. Box 1009  
Lawton, OK 73502-1009  
Enrollment: 18,539  
Suburban  
Pages 16, 19, 40

Metro Area Vocational-Technical  
SD #22  
1900 Springlake Drive  
Oklahoma City, OK 73111-5238  
Enrollment:  
Urban  
Page 35, 41

Midwest City-Del City Public  
Schools  
P. O. Box 10630  
Midwest City, OK 73140-1630  
Enrollment: 16,000  
Suburban  
Page 25

**OKLAHOMA, continued**

Millwood Public Schools  
6724 Martin Luther King  
Oklahoma City, OK 73111  
Enrollment: 1,100  
Urban  
Page 22

Oklahoma Northwest Area  
Vocational-Technical SD  
1801 South 11th Street  
Alva, OK 73717  
Enrollment: 500  
Rural  
Pages 28, 37

Rocky Mountain SD  
Route 1, Box 665  
Stilwell, OK 74960-9726  
Enrollment: 148  
Rural  
Page 28

Tulsa Public Schools  
3027 South New Haven  
P. O. Box 470208  
Tulsa, OK 74147-0208  
Enrollment: 40,524  
Urban  
Page 25

Union Public Schools  
5656 South 129th East Avenue  
Tulsa, OK 74134-6715  
Enrollment: 11,113  
Suburban  
Pages 22, 40

Weatherford Public Schools  
516 North Broadway  
Weatherford, OK 73096-4910  
Enrollment: 2,000  
Rural  
Pages 32, 59

**OREGON**

Greater Albany Public SD #6J  
718 Seventh Avenue, S.W.  
Albany, OR 97321-2320  
Enrollment: 7,597  
Rural  
Pages 2, 25, 32, 38, 58

**OREGON, continued**

Cascade SD #5  
10226 Marion Road, SE  
Turner, OR 97392-9789  
Enrollment: 990  
Rural  
Pages 20, 25, 35, 38, 39

Lincoln County SD  
459 S.W. Coast Highway  
P. O. Box 1110  
Newport, OR 97365-4931  
Enrollment: 6,950  
Rural  
Pages 16, 32, 34, 39, 41, 48, 50

Multnomah Educational Services  
District  
11611 NE Ainsworth Circle  
Portland, OR 97220-9017  
Enrollment:  
Urban  
Page 60

Salem-Keizer SD #24J  
1309 Ferry Street, Box 12024  
Salem, OR 97309-0024  
Enrollment: 31,000  
Urban  
Pages 32, 41, 49

Sherwood SD #88J  
400 North Sherwood Blvd.  
Sherwood, OR 97140-9204  
Enrollment: 1,430  
Suburban  
Pages 16, 18, 20, 25, 34, 38, 41,  
43, 48, 50, 53, 56

**PENNSYLVANIA**

Central Bucks BOCES  
16 Weldon Drive  
Doylestown, PA 18901  
Enrollment: 13,000  
Suburban  
Pages 33, 48, 50

Central Dauphin SD  
600 Rutherford Road  
Harrisburg, PA 17109-5227  
Enrollment: 10,245  
Urban  
Pages 15, 18, 20, 33, 38, 53, 56

**PENNSYLVANIA,  
continued**

Colonial SD  
230 Flourtown Road  
Plymouth Meeting, PA 19462  
Enrollment: 4,230  
Suburban  
Pages 16, 20, 48

Danville Area SD  
600 Walnut Street  
Danville, PA 17821  
Enrollment: 7,900  
Rural  
Pages 18, 50

East Penn SD  
640 Macungie Avenue  
Emmaus, PA 18102  
Enrollment: 6,400  
Suburban  
Page 48

Freedom Area SD  
1701 8th Avenue  
Freedom, PA 15042  
Enrollment: 2,011  
Rural  
Pages 28, 48, 51, 56

Pine-Richland SD  
4046 Ewalt Road  
Gibsonia, PA 15044-9534  
Enrollment: 2,222  
Suburban  
Pages 9, 16, 20, 33, 48, 53

Pittsburgh SD  
341 South Bellefield Avenue  
Pittsburgh, PA 15213-3552  
Enrollment: 40,445  
Urban  
Pages 48, 57

Spring-Ford Area SD  
199 Bechtel Road  
Collegeville, PA 19426-2829  
Enrollment: 3,997  
Suburban  
Page 43

**PENNSYLVANIA,  
continued**

Upper Moreland SD  
150 Terwood Road  
Willow Grove, PA 19090-1431  
Enrollment: 3,025  
Suburban  
Page 26

**RHODE ISLAND**

Coventry Public Schools  
Wood Street  
Coventry, RI 02816-5825  
Enrollment: 5,414  
Suburban  
Pages 16, 20, 26, 29, 41, 45, 53, 56

**SOUTH CAROLINA**

Darlington County SD  
P. O. Box 493  
Darlington, SC 29532-0493  
Enrollment: 12,500  
Rural  
Page 26

Georgetown County Schools  
624 Front Street  
Georgetown, SC 29440  
Enrollment:  
Rural  
Page 22

Marion School District One  
616 Northside Avenue  
Marion, SC 29571  
Enrollment: 3,600  
Rural  
Pages 26, 38

**TENNESSEE**

Clarksville-Montgomery County  
Board of Educ  
501 Franklin Street  
P. O. Box 867  
Clarksville, TN 37040-3425  
Enrollment: 22,000  
Urban  
Page 56

**TENNESSEE, continued**

Fayetteville City Schools  
110A South Elk Street  
Fayetteville, TN 37334  
Enrollment: 1,060  
Rural  
Page 60

Memphis City Schools  
2597 Avery Avenue  
Memphis, TN 38112  
Enrollment; 108,000  
Urban  
Pages 26, 48

**TEXAS**

Arlington ISD  
1203 West Pioneer  
Arlington, TX 76010  
Enrollment:  
Urban  
Pages 5, 7, 16, 20, 27, 34

Austin ISD  
1111 West 6th Street  
Austin, TX 78703-5399  
Enrollment: 72,782  
Urban  
Pages 18, 26, 28, 34, 35, 38, 48,  
51, 56

Birdville ISD  
6125 East Belknap  
Haltom City, TX 76117  
Enrollment: 19,800  
Suburban  
Pages 14, 16, 20, 26, 36, 38, 48, 51

Galveston ISD  
P. O. Drawer 660  
Galveston, TX 77553-0660  
Enrollment: 10,157  
Urban  
Pages 7, 26

Houston ISD  
3830 Richmond Avenue  
Level One West  
Houston, TX 77027-5864  
Enrollment: 203,000  
Urban  
Pages 19, 51

**TEXAS, continued**

Marshall ISD  
P. O. Box 879  
Marshall, TX 75671-0879  
Enrollment: 6,626  
Rural  
Page 30

New Braunfels ISD  
430 West Mill  
New Braunfels, TX 78130-7915  
Enrollment: 5,200  
Suburban  
Pages 14, 33, 38, 43, 48, 51, 57

Plainview ISD  
P. O. Box 1540  
Plainview, TX 79073-1540  
Enrollment: 6,254  
Rural  
Pages 26, 33, 36, 41, 48

Round Rock ISD  
1311 Round Rock Avenue  
Round Rock, TX 78717  
Enrollment: 25,000  
Suburban  
Pages 16, 26, 33, 36

San Antonio ISD  
141 Lavaca Street  
San Antonio, TX 78210-1039  
Enrollment: 60,000  
Urban  
Page 60

Seminole ISD  
P. O. Box 900  
Seminole, TX 79360-0900  
Enrollment: 2,586  
Rural  
Page 60

Weslaco ISD  
319 West Fourth Street  
P. O. Box 266  
Weslaco, TX 78596-6047  
Enrollment: 13,000  
Rural  
Pages 5, 26, 33, 45

## TEXAS, continued

Wichita Falls ISD  
P. O. Box 2570  
Wichita Falls, TX 76307-7533  
Enrollment: 15,105  
Urban  
Pages 26, 33, 48

## UTAH

Granite SD  
340 East 3545 South  
Salt Lake City, UT 84115-4697  
Enrollment: 1,450  
Rural  
Pages 9, 30

Ogden City SD  
2444 Adams Avenue  
Ogden, UT 84401-2402  
Enrollment: 12,400  
Urban  
Page 48

Weber SD  
5320 South Adams Avenue  
Ogden, UT 84405  
Enrollment: 26,000  
Suburban  
Pages 8, 18, 26, 38, 41, 52, 56, 58

## VIRGINIA

Cumberland County SD  
P. O. Box 170  
Cumberland, VA 23040-0170  
Enrollment: 1,125  
Rural  
Pages 26, 28, 42, 57

Danville Public Schools  
313 Municipal Building  
P. O. Box 9600  
Danville, VA 24543-9600  
Enrollment: 8,300  
Urban  
Page 57

## VIRGINIA, continued

Fairfax County Public Schools  
10700 Page Avenue  
Fairfax, VA 22030-4006  
Enrollment: 140,000  
Suburban  
Pages 22, 57

King William County Schools  
P. O. Box 185  
King William, VA 23086-0185  
Enrollment: 1,600  
Rural  
Pages 35, 38, 43, 53, 57

Lynchburg City Schools  
P. O. Box 1599  
Lynchburg, VA 24505-1599  
Enrollment: 9,400  
Urban  
Pages 12, 26, 36, 40, 59

Norfolk City Public Schools  
P. O. Box 1357  
Norfolk, VA 23501-1357  
Enrollment: 35,000  
Urban  
Pages 9, 22, 39, 43, 48, 51

Northampton County  
Public Schools  
7207 Young Street  
P. O. Box 360  
Machipongo, VA 23405-1725  
Enrollment: 2,455  
Rural  
Pages 16, 36, 51

Portsmouth City Public Schools  
P. O. Box 998  
Portsmouth, VA 23705-0998  
Enrollment: 18,000  
Urban  
Pages 14, 16, 27, 36, 39, 41, 48,  
49, 51, 56

Quantico Dependents  
School System  
3308 John Quick Road  
Quantico, VA 22134-1702  
Enrollment: 1,300  
Suburban  
Pages 36, 52, 55

## VIRGINIA, continued

Richmond Public Schools  
301 North Ninth Street  
Richmond, VA 23219-1910  
Enrollment: 27,736  
Urban  
Pages 18, 28, 36, 48

Southampton County Public  
Schools  
P. O. Box 26  
Courtland, VA 23837-0026  
Enrollment: 2,654  
Rural  
Page 60

York County Schools  
302 Dane Road  
Yorktown, VA 23692  
Enrollment: 11,000  
Suburban  
Page 51

## WASHINGTON

Bremerton SD #100-C  
300 North Montgomery  
Bremerton, WA 98312-4056  
Enrollment: 6,300  
Suburban  
Pages 5, 26

Cape Flattery SD #401  
Box 109  
Sekiu, WA 98381-0109  
Enrollment: 623  
Rural  
Page 60

Clover Park SD #400  
10903 Gravelly Lake Drive S.W.  
Tacoma, WA 98499-1341  
Enrollment: 12,842  
Suburban  
Pages 3, 33

Deer Park SD  
P. O. Box 490  
Deer Park, WA 99006  
Enrollment:  
Rural  
Page 35

**WASHINGTON,  
continued**

Everett SD #2  
P. O. Box 2098  
Everett, WA 98203-0098  
Enrollment: 16,000  
Urban  
Pages 48, 50

Ferndale SD #502  
P. O. Box 698  
Ferndale, WA 98248-0698  
Enrollment: 4,300  
Suburban  
Pages 5, 30

Kelso SD #453  
601 Crawford Street  
Kelso, WA 98626-4315  
Enrollment: 4,734  
Suburban  
Page 30

Kent SD #415  
12033 S.E. 256 Street  
Kent, WA 98031-6643  
Enrollment: 23,913  
Suburban  
Pages 20, 27, 38, 39, 40, 43

Shoreline SD  
Shoreline, WA 98177  
Enrollment: 9,900  
Suburban  
Pages 18, 33

Spokane SD  
North 206 Bernard  
Spokane, WA  
Enrollment: 31,000  
Urban  
Pages 18, 26, 34, 38, 39, 41, 43,  
48, 51, 56

Toppenish SD #202  
106 Franklin Avenue  
Toppenish, WA 98948-1299  
Enrollment: 3,300  
Rural  
Page 60

**WISCONSIN**

School District of Beloit  
1633 Keeler Avenue  
Beloit, WI 53511-4713  
Enrollment: 7,000  
Urban  
Pages 33, 41, 48

Cedarburg SD  
W68 N611 Evergreen Blvd.  
Cedarburg, WI 53012-1847  
Enrollment: 2,670  
Suburban  
Pages 19, 26, 48

School District of Janesville  
527 South Franklin Street  
Janesville, WI 53545  
Enrollment: 10,321  
Urban  
Pages 16, 33, 34, 38, 43

Manston SD  
508 Grayside Avenue  
Manston, WI 53948-1900  
Enrollment: 1,600  
Rural  
Page 60

School District of  
Menomonie Area  
718 North Broadway  
Menomonie, WI 54751-1511  
Enrollment:  
Rural  
Pages 48, 55

School District of Menomonee  
Falls  
N84 W16579 Menomonee Avenue  
Menomonee Falls, WI 53051  
Enrollment: 4,000  
Suburban  
Pages 14, 16, 18, 20, 26, 28, 34,  
38, 39, 43, 48, 56, 57

Northland Pines SD  
1780 Pleasure Island Road  
P. O. Box 847  
Eagle River, WI 54521-9334  
Enrollment: 1,600  
Rural  
Page 60

**WISCONSIN, continued**

Sheboygan Area SD  
830 Virginia Avenue  
Sheboygan, WI 53081-4427  
Enrollment: 9,900  
Rural  
Pages 22, 38, 52

Somerset SD  
400 Spring Street  
Somerset, WI 54025-9005  
Enrollment: 869  
Suburban  
Pages 33, 48

Stevens Point Public Schools  
1900 Polk Street  
Stevens Point, WI 54481-5875  
Enrollment: 8,585  
Urban  
Page 16

**WYOMING**

Fremont County SD #21  
90 Ethete Road  
Fort Washakie, WY 82514  
Enrollment: 300  
Rural  
Pages 26, 38, 52, 57

Teton County SD #1  
P. O. Box 568  
Jackson, WY 83001-0568  
Enrollment: 2,018  
Rural  
Page 26

## **NSBA'S MISSION STATEMENT**

The mission of the National School Boards Association, working with and through all its Federation Members, is to foster excellence and equity in public education through school board leadership.

## **NSBA'S VISION FOR PUBLIC EDUCATION**

The National School Boards Association believes local school boards are the nation's preeminent expression of grass roots democracy that this form of governance of the public schools is fundamental to the continued success of the public education. Adequately funded, student-centered public schools will provide, in a safe and supportive environment, a comprehensive education for the whole child and will prepare all of America's children for a lifetime of learning in a diverse, democratic society and an interdependent global economy. America's school boards, by creating a vision of excellence and equity for every child, will provide performance-oriented school that meet today's problems as well as the challenges of tomorrow.



**·NSBA·**

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*Excellence and Equity in Public Education through School Board Leadership*



 **National  
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NSBA 25 Years

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