1.0 Develop District Vision and Strategy

Enablers: District leadership, technology

**S** Suppliers
- Board
- Accountability staff
- Finance
- Curriculum & Instruction
- Support Services
- Students
- Parents

**I** Inputs
- Data [student, process, comparative demographics]
- Expectations [customer surveys, focus groups info]
- Board Goals
- Budget
- State Standards

**P** Outputs
- Strategic Plan
- Objectives
- Action Plans
- KPIs [Scorecards, etc.]

**C** Customer
- Board
- District Employees
- Students
- Community

1.1 Define the district context and long-term vision
1.2 Develop district strategy
1.3 Manage strategic initiatives

Guides: State/federal laws and regulations, policies
2.0 Develop, Deliver, and Assess Curriculum, Assessment, and Instruction

Enablers: District leadership, technology

**S** Suppliers
- Student Information System
- District C&I staff
- Specialists
- Teachers
- Support services staff
- Evaluation staff

**I** Inputs
- Best practices
- Student academic and demographic data
- Instructional strategies
- Assessment strategies

**P** Outputs
- Curriculum documents
- Scope and Sequence
- Instructional strategies
- Assessments
- Data
- Lesson plans
- Reports

**C** Customer
- Teachers
- Students
- Parents
- Board of Trustees
- District leadership

### Guides
State/federal curriculum standards and regulations, policies
3.0 Design and Deliver Student Support Services

Enablers: Leadership, technology

S
Suppliers
- Students
- Parents
- Teachers
- Health care agencies
- Social services
- Counselors
- Community
- Evaluation staff

I
Inputs
- Needs of child
- Needs of family
- Program guidelines
- Eligibility requirements
- Surveys

P
Outputs
- Programs
- IEP plans
- Interventions
- Support services
- Evaluation reports

C
Customer
- Students
- Families
- Teachers
- Community

Guides: Federal/state laws and regulations, policies, program guidelines
4.0 Design and Manage Operations

**Enablers:** Board, leadership, technology

**S**uppliers
- GIS
- SIS
- Vendors
- Counselors
- Librarians
- Operations staff
- Realtors

**I**nputs
- Demographic data
- Materials
- Supplies
- Food
- Busses
- Land availability

**P**roducts
- Long-range facilities plan
- Bus routes
- Menus
- Master schedules
- Services

**C**ustomer
- Board
- Community
- Counselors
- Parents
- Students

Guides: State/federal laws and regulations, policies
### 5.0 Manage Student and Stakeholder Relationships and Engagement

**Enablers:** Leadership, technology

<table>
<thead>
<tr>
<th>S</th>
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<tbody>
<tr>
<td><strong>Suppliers</strong></td>
<td><strong>Inputs</strong></td>
<td><strong>Outputs</strong></td>
<td><strong>Customer</strong></td>
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<tr>
<td>Students</td>
<td>Survey responses</td>
<td>Listening strategies</td>
<td>Community</td>
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<tr>
<td>Parents</td>
<td>Focus group data</td>
<td>Complaint data collection system</td>
<td>Parents</td>
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<tr>
<td>Former students</td>
<td>Open record requests</td>
<td>Customer service standards</td>
<td>Students</td>
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<tr>
<td>Community members</td>
<td>Complaints</td>
<td>Social media strategies (blogs, website, facebook, etc.)</td>
<td>District Staff</td>
<td></td>
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<tr>
<td>Staff</td>
<td>Web analytic data</td>
<td>Communication plan (including brand)</td>
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<tr>
<td>Webmaster</td>
<td>Student needs</td>
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<td>Student Support Services</td>
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</tbody>
</table>

#### Guides: Policies, communication guidelines

| 5.1 Develop student and stakeholder listening strategies | 5.2 Plan and manage student and stakeholder relationship and engagement strategies | 5.3 Measure and evaluate students and stakeholder service strategies | 5.4 Manage district communications | 5.5 Develop and manage district websites |

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### 6.0 Develop and Manage Human Capital

**Enablers:** Board, district leadership, technology

#### Suppliers
- Applicants
- Employees
- DPS
- HR staff
- Principals
- Directors
- References
- Legal counsel

#### Inputs
- Job descriptions
- Needs and requirements
- Applications
- Employee data
- Background checks
- Surveys
- Interview plan

#### Outputs
- Qualified new employees
- Contracts
- Postings
- Staff Reports
- PD offerings
- Rewards and Recognitions
- Survey results
- Employee benefits

#### Customer
- Employees
- Applicants
- Internal staff
- Board
- Superintendent
- Principals
- Department leaders

<table>
<thead>
<tr>
<th>6.1 Develop and manage human resources (HR) planning, policies, and strategies</th>
<th>6.2 Recruit, source, and screen/select employees</th>
<th>6.3 Develop and counsel employees</th>
</tr>
</thead>
<tbody>
<tr>
<td>6.4 Reward, retain, and engage employees</td>
<td>6.5 Redeploy and retire employees</td>
<td>6.6 Manage employee information</td>
</tr>
</tbody>
</table>

**Guides:** State/federal laws and regulations
7.0 Manage Information Technology

Enablers: Leadership

**S** Suppliers
- Teachers
- Staff
- Parents
- Vendors

**I** Inputs
- Technology requirements/needs
- Emerging technology information
- Help desk tickets
- VOC data

**P**

**O** Outputs
- Technology plan
- Technology use policies
- Change Board (coordinate technology upgrades, prioritize requests, etc.)
- Technology standards (classroom, operations, etc.)

**C** Customer
- Teachers
- Staff
- Parents
- Community

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7.1 Manage the business of information technology (IT)
7.2 Develop and manage IT customer relationships
7.3 Develop and implement security, privacy, and data protection controls
7.4 Manage enterprise information
7.5 Develop and maintain information technology
7.6 Deploy information technology solutions
7.7 Deliver and support information technology services

Guides: State/federal laws and regulations, district policies
8.0 Manage Financial Resources

**Enablers:** Leadership, Technology

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<thead>
<tr>
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<tr>
<td><strong>Suppliers</strong></td>
<td><strong>Inputs</strong></td>
<td><strong>Outputs</strong></td>
<td><strong>Customer</strong></td>
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</tr>
<tr>
<td>- Staff</td>
<td>- Property information</td>
<td>- Budget</td>
<td>- Staff</td>
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<tr>
<td>- Auditors</td>
<td>- Investment guidance</td>
<td>- Tax statements</td>
<td>- Board</td>
<td></td>
</tr>
<tr>
<td>- Community</td>
<td>- Control reviews</td>
<td>- Investment/financial reports</td>
<td>- Tax Payers</td>
<td></td>
</tr>
<tr>
<td>- Suppliers/vendors</td>
<td>- Invoices</td>
<td>- Payments</td>
<td>- Auditors</td>
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<tr>
<td>- Financial advisor</td>
<td>- Purchase orders</td>
<td>- Internal controls</td>
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<td>- Grant information</td>
<td>- Capital planning and projects</td>
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<td></td>
<td>- Time sheets (paper or electronic)</td>
<td>- Bond proposals</td>
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<td>- Employee access to payroll info</td>
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</table>

<table>
<thead>
<tr>
<th>8.1 Perform planning and management accounting</th>
<th>8.2 Perform revenue accounting</th>
<th>8.3 Perform general accounting and reporting</th>
<th>8.4 Manage fixed assets budgets</th>
<th>8.5 Process payroll</th>
</tr>
</thead>
<tbody>
<tr>
<td>8.6 Process accounts payable and expense reimbursements</td>
<td>8.7 Manage treasury operations</td>
<td>8.8 Manage internal controls</td>
<td>8.9 Manage Grants</td>
<td></td>
</tr>
</tbody>
</table>

**Guides:** State/federal laws and regulations
9.0 Acquire, Construct, and Manage Facilities

Enablers: Technology, Superintendent, Board

**S** Suppliers
- Architects
- Janitorial supply vendors
- Equipment vendors
- Board
- District staff

**I** Inputs
- Bond funds
- Vendor bids
- Equipment
- Supplies
- Tools
- Architectural designs
- Workorders

**P** Outputs
- Constructed buildings and/or renovations
- Preventative maintenance plans
- Ground keeping quality reports
- Work order reports

**C** Customer
- District staff
- Board

Stakeholders:
- Students
- Parents
- Community

9.1 Design and construct/acquire capital assets
9.2 Plan maintenance work
9.3 Obtain and install assets and equipment
9.4 Dispose of facilities and assets
9.5 Manage facility housekeeping
9.6 Maintain grounds

Guides: Policy, Financial regulations, state/federal laws
10.0 Manage Enterprise Risk, Compliance, and Continuity of Operations (Resiliency)

Enablers: Technology

S Suppliers
- Internal audit staff
- CFO
- Communication providers (emergency)
- Law enforcement
- Insurance companies
- Security providers

I Inputs
- Audit plan
- Financial reports
- Communication plans/devices
- Emergency preparedness plans
- Security cameras, etc.

P

O Outputs
- Audit report
- Compliance reports (e.g. workers comp)
- Claim reports
- Financial control reports
- Emergency contingency plans
- Security drill reports

C Customer
- External auditors
- Board
- Superintendent
- Staff (campus and district)

10.1 Manage enterprise risk
10.2 Manage continuity of operations
10.3 Manage environmental health and safety (EHS)

Guides: Federal/State Regulations
11.0 Manage External Relationships

Enablers: Superintendent, Board, Technology

**S** Suppliers
- Financial advisors
- Legislators
- Board
- External/internal legal counsel
- Ethics hotline providers
- News media
- Teacher/staff unions

**I** Inputs
- VOC and VOS data
- Media resources
- Patent/copyright applications
- Legislation (proposed and pending)
- Submitted grievances

**P** Outputs
- Communication plan
- Investment plan
- Financial plan
- Compliance reports
- Grievance results
- Policies
- Governance model

**C** Customer
- Board
- Community
- Legislators
- Staff
- Parents
- Teacher/staff unions

Guides: Policy, State/federal/local regulations
# 12.0 Develop and Manage District Capabilities

**Enablers:** Superintendent, Technology

<table>
<thead>
<tr>
<th><strong>S</strong> Suppliers</th>
<th><strong>I</strong> Inputs</th>
<th><strong>P</strong></th>
<th><strong>O</strong> Outputs</th>
<th><strong>C</strong> Customer</th>
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<tbody>
<tr>
<td>• Staff</td>
<td>• Project requirements</td>
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<td>• Documented processes</td>
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<td>• Grant providers</td>
<td>• Grant guidelines</td>
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<td>• Assessment reports</td>
<td>• Board</td>
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<td>• Project managers</td>
<td>• Program effectiveness data</td>
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<td>• Benchmarking reports</td>
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<td>• Process champions</td>
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<td>• Project updates</td>
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<tr>
<td>• Staff</td>
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<td>• Evaluations</td>
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</tbody>
</table>

**Guides:** State/federal regulations, Standards/Criteria

<table>
<thead>
<tr>
<th>12.1 Manage educational programs, support services, and operational processes</th>
<th>12.2 Manage district projects and programs</th>
<th>12.3 Manage district quality and organizational performance</th>
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<tr>
<td>12.4 Manage change</td>
<td>12.5 Develop and manage enterprise-wide knowledge management (KM) capability</td>
<td>12.6 Measure and benchmark</td>
</tr>
</tbody>
</table>
Enablers:

 Suppliers | Inputs | Outputs | Customer

Guides: