

The logo for Zeal Education Group features the word "ZEAL" in a large, bold, dark blue sans-serif font. Each letter of "ZEAL" contains a distinct colored geometric shape: the 'Z' has a purple horizontal bar at the top and a cyan horizontal bar at the bottom; the 'E' has a cyan vertical bar on the right side; the 'A' has a purple triangle pointing upwards in the center and a purple diagonal bar at the bottom left; and the 'L' has a cyan vertical bar on the right side. Below "ZEAL" is the text "EDUCATION GRP" in a smaller, bold, dark blue sans-serif font.

**ZEAL**  
**EDUCATION GRP**

## Executive Search & Transition

Attract the most ideal candidates for those key positions

## Board Governance Training

Function as a high-performing Board and Superintendent team

## Change Management

Get on the balcony to identify the obstacles to change

## Reimagining Learning Spaces

Create contemporary learning spaces that will truly engage students

## Leadership Coaching

Bespoke coaching for all levels of leadership

## Strategic Communications

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## Team Building

Bring the best out of your team for optimal performance

## Subject Matter PD

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## Strategic Planning

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## Cyber Security

Reduce or eliminate the likelihood of a cyber-attack

## Organizational Effectiveness

Clarify roles and responsibilities to promote a stronger organization

## Safety & Security

Ensure your staff and students are safe and secure

## Special Education

Identify the strengths and opportunities that will improve your programs

## Technology

Modernize your infrastructure to future standards

## Diversity & Equity

Reveal biases and effectuate a plan to heal community

# Our Team



**Jeff Melendez**

Founder & CEO



**Jack Mitchell**

Associate



**Scott Lindsey**

Associate

# The Task

A comprehensive audit of the financial operations of the **Russell County Public Schools** that includes an analysis of the **current operations**; a comparative **review of “similar” school divisions**; and series of **practical recommendations** to advance the divisions’ goals and objectives.

# Financial Audit



**EXECUTIVE  
SUMMARY**



Section 1  
**CURRENT STATE  
ANALYSIS**



Section 2  
**COMPARATIVE  
ANALYSIS**



Section 3  
**RECOMMENDATIONS**

# Current State Analysis

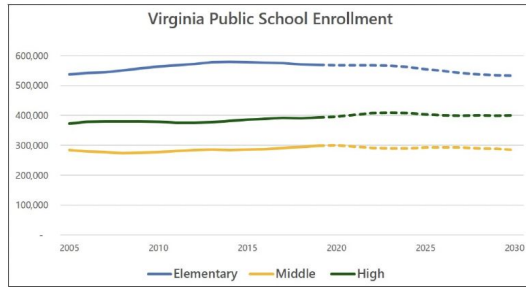


Figure 1.3

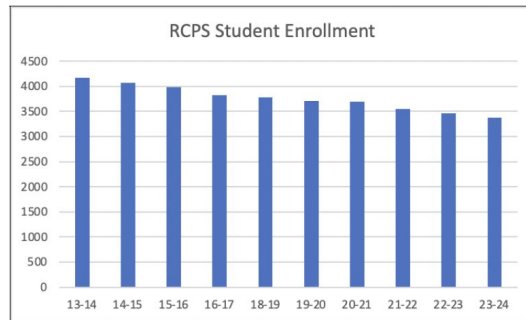


Figure 1.4

School	Grades Served	2022-2023 Student Enrollment	Total Staff
Swords Creek Elementary	Prek-7	93	9
Copper Creek Elementary	Prek-1	141	8
Belfast Elementary School	PreK-5	142	9
Castlewood Elementary School	2-7	249	26
Castlewood High School	8-12	293	30
Lebanon Primary School	Prek-1	295	18
Lebanon Elementary School	2-4	295	26
Lebanon Middle School	5-7	309	27
Honaker High School	8-12	432	37
Lebanon High School	8-12	593	48
Honaker Elementary School	Prek-7	626	45

Table 1.5

# Comparative Analysis

School Division	Enrollment	Teacher-to Student Ratio Grades K-6	Teacher-to Student Ratio Grades 7-12	All Staff-to Student Ratio (K-12)
Russell	3375	9:1	10:1	3:1
Wise	5543	10:1	11:1	NR
Washington	6760	12:1	13:1	NR
Tazewell	5432	15:1	12:1	6:1

Table 2.1

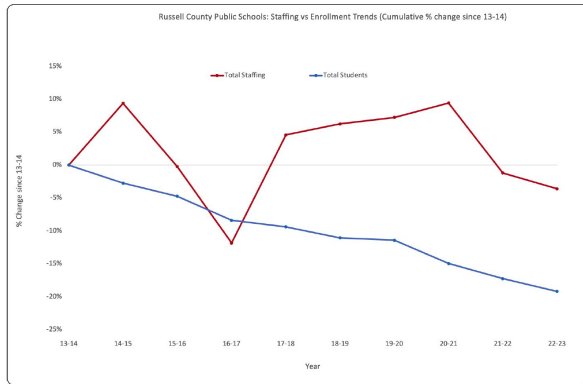


Figure 2.2<sup>4</sup>

Division	Salary	Division	Salary	Division	Salary
Arlington	\$81,032	Orange	\$53,775	Prince George	\$49,234
Fairfax	\$76,559	Shenandoah	\$53,523	Campbell	\$48,805
Loudoun	\$76,218	Montgomery	\$53,473	Bedford	\$48,790
Prince William	\$70,067	Culpeper	\$53,217	Highland	\$48,758
Rappahannock	\$64,918	Hanover	\$53,174	Lee	\$48,698
Louisa	\$64,209	Amelia	\$52,953	Wythe	\$48,561
Fauquier	\$60,924	Wise	\$52,946	Southampton	\$48,518
Westmoreland	\$60,817	Essex	\$52,865	Scott	\$48,503
Stafford	\$58,954	Dirwiddie	\$52,787	Pulaski	\$48,395
Nottoway	\$58,932	Henrico	\$52,687	Brunswick	\$48,388
Albemarle	\$57,775	Greene	\$52,364	Alleghany	\$48,232
Nelson	\$57,723	Northumberland	\$52,272	Pittsylvania	\$48,033
Spotsylvania	\$56,996	Rockingham	\$52,242	Mecklenburg	\$47,671
Buckingham	\$56,969	Rockbridge	\$52,202	Amherst	\$47,644
Frederick	\$56,859	Middlesex	\$52,192	Lunenburg	\$47,628
Surry	\$56,805	Goochland	\$52,157	Floyd	\$47,370
Isle of Wight	\$56,759	King George	\$51,816	Smyth	\$47,104
Botetourt	\$56,175	Roanoke	\$51,569	King William	\$46,841
Cumberland	\$55,862	Carroll	\$51,249	Appomattox	\$46,895
Washington	\$55,830	Charlotte	\$51,123	Halifax	\$46,527
Powhatan	\$55,613	Sussex	\$50,939	Buchanan	\$46,079
Henry	\$55,251	Richmond	\$50,923	Craig	\$46,076
Warren	\$55,207	Page	\$50,781	Bland	\$46,037
Greensville	\$54,932	Charles City	\$50,460	Tazewell	\$45,944
Fluvanna	\$54,858	Clarke	\$50,428	Madison	\$45,729
Mathews	\$54,854	Bath	\$50,394	Giles	\$45,687
New Kent	\$54,818	Caroline	\$50,389	Patrick	\$45,012
Chesterfield	\$54,559	Accomack	\$50,144	Northampton	\$44,721
Lancaster	\$54,517	King and Queen	\$50,043	Grayson	\$44,549
Gloucester	\$54,111	Augusta	\$49,949	<b>Russell</b>	<b>\$40,574</b>
York	\$53,911	Franklin	\$49,401	Dickenson	\$40,532

Table 2.3

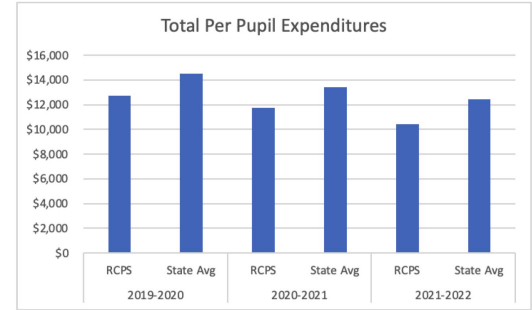


Figure 2.11

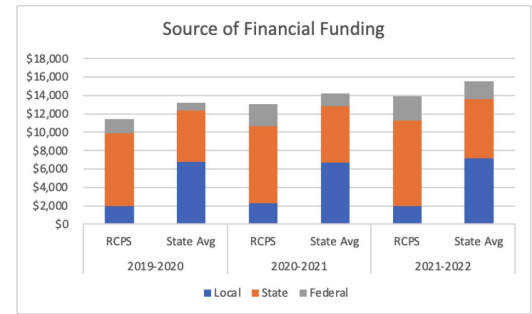


Figure 2.7



# Recommendations



**Increase  
Revenue**



**Decrease  
Spending**



**Improve  
Efficiency**



**Increase  
Teacher  
Retention**



# Increase Revenue

1. Utilizing Assets
2. Fundraising Events
3. Online Platforms
4. Alumni Contributions
5. Partnerships
6. Grant Applications

## Grants:

- Title I
- Special Education
- STEM Education
- Professional Development
- School Safety
- Literacy
- Arts and Humanities
- Technology
- Community-Based
- Nutrition and Wellness

# Decrease Spending

1. Close Sword Creek
2. Reduce Nursing Services
3. Reduce Counselors
4. Offer Retirement Incentive
5. Offer Health Waiver

Expenditure	Approximate Cost <sup>13</sup>
Aides	\$30,760
Substitutes	\$10,350
Instructional Supplies	\$6,042
Copier and Paper	\$5,284
School Counselor	\$65,634
Librarian	\$68,630
Clerical	\$30,450
Utilities	\$51,700
<b>Total Annual Savings</b>	<b>\$268,850</b>

Table 3.1

We realize that these recommendations come with significant impacts and suggest further study before any final decisions are reached.

# Identify Efficiencies

1. Utilize bus drivers during the day
2. Establish Energy Performance Contract (EPC)
3. Identify collaborative purchasing opportunities
4. Identify food service efficiencies

**We realize that these recommendations come with significant impacts and suggest further study before any final decisions are reached.**

# Increase Teacher Retention

1. Professional Development opportunities
2. Reimbursement for secondary certification
3. Recognition programs
4. Flexible work arrangements
5. Health and wellness programs
6. Career advancement pathways
7. Supportive work environment
8. Parental involvement programs
9. Partnerships and community engagement
10. Housing
11. Signing bonus
12. Longevity Pay
13. Short-term Sabbatical



# Questions & Discussion

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