

OPERATIONS
STATE OF THE DIVISION

OCTOBER 2010

Shawn Dennis
Assistant Superintendent

Operations – State of Division Summary

Division:	Operations
Department:	Operations Division
Department Head:	Shawn Dennis – Assistant Superintendent

Staffing (10/11):

Cost Center Numbers for employees: 4101

	Number of Employees
Total Department:	2
Admin	1
Prof/ Tech	
Instructional	
ESP	1

Budget Summary (without personnel) (10/11):

General Revenue Budget:	\$3, 873.00
Federal Project Budget (specify)	
State Project Budget (specify)	

Division Summary:

1. Scope of Operations

The Operations Division provides operational oversight and administrative support for all School District education support departments. These departments provide professional services and logistics in support of the School District mission. The Operations Division consists of eight (8) departments; Maintenance & Custodial Services, Facilities Planning, School Food Services, Warehouse and Inventory Services, Transportation, Information Technology, Protection Services and Energy Management. The Division consists of approximately 1265 employees and is the second largest division within the District.

The Combined Annual Operating budget for the Division is approximately \$79 million dollars. The Division is responsible for over six (6) million square feet of buildings and facilities and oversees the construction renovation and remodeling of over \$25 million in projects annually. The operation and maintenance of over 1100 district vehicles and operation of the largest food production system west of Tallahassee are also part of the division responsibilities.

The Operations departments, in collaboration with all stakeholders, continuously strive to meet every child's educational needs by providing a safe, effective, and efficient learning and working environment.

2. Recent Efficiency / Cost Reduction Initiatives (10/11)

The Division has borne a considerable share of cost reductions over the past several years. Continued refinement of privatization efforts in Custodial Services (conversion from Southern Management to GCA) along with numerous operational reorientations resulting from depleting capital funds have no longer resulted in limited recurring cost reductions. Previously

operational services levels have suffered only minor reductions because of the leadership at the Department levels and the creative realignment successes of all Operations Division Departments. Now, unfortunately, we are beginning to regress in service levels as a point of diminishing returns has been achieved. As such the focus of the Division is now to mitigate decline by prioritizing essential functions and services in each department.

3. Successes (Last Year)

- Facilities Planning
 - All audits – operational, etc. – completed by inside and/or outside parties found no deficiencies with our procedures and records. (Pillar – Finance Goal 3).
 - Reallocated \$22,000,000 in Sales Tax funds for an additional 110 plus projects due to efficient management of scheduled projects coming in under budget, interest gained and closure/consolidation of schools.

- Maintenance & Custodial Services
 - Compiled comprehensive inventory of all HVAC equipment, including replacement and repair parts.
 - Developed a program for recycling electrical ballasts by which the district is reimbursed for recycling rather than charged for disposal.
 - Successful transition from Southern Management to GCA.
 - Successful reorganization of Custodial Services Department from plant to site-based custodial management.

- Transportation
 - GPS installation on buses virtually complete.
 - Created or revised 80 department SOP items.
 - Bargained school bus compounding; gained school buy-in to the plan.
 - Dramatically improved employee workplace climate.
 - Significantly improved payroll reporting accuracy.
 - Dramatically improved customer service in department operations and the garage.

- School Food Services
 - The School Food Services Department passed its five year Coordinated Review Effort (CRE) under a state DOE Food and Nutrition Management administration that failed many other large districts.
 - On-site inventories have been reduced to a ten (10) day level for food cost savings.
 - Sufficient revenues and fund balance reserves allowed Food Service to allocate funds to numerous major capital improvement projects.
 - School Food Services helped initiate and financially support the Unite Escambia Health Solutions Team’s elementary school garden project.

- Warehouse & Inventory Services
 - Assisted in organic effort to close three (3) schools, moving material and furniture.
 - Received, processed and delivered over 300 pallets of reading textbooks within a month and a half.
 - Outstanding ratings on USDA and State Health inspections for Food Storage.
 - Annual Inventory Accuracy rates continue to exceed Industry standards.

- Energy Management
 - The energy management comprehensive program has saved over \$13.79 million since program began in 2005, which is a saving of 21.99%.
 - Converted all locally controlled thermostats that were located in portables and modules to one brand.
- Protection Services
 - Generated approximately \$770,000 in grant funding for security and emergency management equipment and programs.
 - Completed installation of access control systems in 23 schools through \$485,500 DHS grant.
 - Completed addition of two repeaters and upgrade of UHF radio system through \$50,148 DHS grant.
- Information Technology
 - Board meetings are now streamed to the Internet.
 - Board agenda and backup documents are now available online.
 - Successful conclusion of the grade book task force process.
 - Approximately 40% of District classrooms now have the technology configuration specified in the District strategic plan under Environmental continuity.
 - Automated Email archive system is now operational.

4. Department Short Term Goals (to be accomplished by the end of 2010 – 2011)

The Operations Division Short Term Goals continue to be maintenance of service levels and minimization of service disruptions in the declining resource environment. Previously measurability of success was predicated on the specific departmental goals. Examples – sustain 48 hour work order response time. Sustain School Bus Average Bus Occupancy (ABO) and on time arrival and departure averages. Sustain accuracy levels of Free and Reduced application processing, etc. The emphasis in 2010 – 2011 is now triage in nature. Objectives relate to prioritization of services that are essential for basic operation. The Division is now focusing on sustaining essential operations by making critical decisions on what “not to do” or what “to go without” and prioritizing available resources to minimize both categories.

5. Department Long Range Goals

Long range goals for the Operations Division are provided as an attachment in the appendix to this summary entitled Four Year Vision – Operations Department Objectives 2010 – 2014. These goals and objectives are organized by each Operations Division Department and all are aligned to the overall Operations Division Mission as governed by the Division Guiding Principles (also included).

6. Major Challenges for Department

The below challenges are arranged by Department and are simply a statement of vulnerability areas, threat prospects, and/or operational deficiencies that may result in degradation of service and thereby the Divisions inability to mitigate decline in service levels, our primary short term objective.

- Facilities Planning
 - The greatest challenge the department faces in the next 1.5 to 2.0 years will be the loss of a significant number of key employees with long term experience. These include the

Director, the Facilities Financial Specialist, and the Senior Construction Project Manager.

- Maintenance & Custodial Services
 - Aging support vehicle fleet.
 - New EPA, DEP, Department of Health, and ECUA codes and compliances.
- Transportation
 - Management of work spaces.
 - Timely and effective training for bus operators and mechanics.
 - All parts of the department working toward the same vision with the same intensity.
- School Food Services
 - Staffing cafeterias with multiple substitute and temporary employees to control labor costs while maintaining necessary cafeteria work efficiency.
 - Finding qualified employees for all economic environments in light of low beginning salaries and short work hours.
- Warehouse & Inventory Services
 - Surcharge on commodities creates a difficult competitive atmosphere for Warehouse.
- Energy Management
 - Infusion of unique initiatives after completion of initial paid program.
- Protection Services
 - Staffing ratio is not comparable to peer counties.
- Information Technology
 - Funding to establish the technology infrastructure (equipment and bandwidth) and support necessary to accommodate technology driven project based instruction in all schools.
 - Migration of the programming skill set among application support personnel.

Revised 09/17/10

Operations – State of Division Summary

Division:	Operations
Department:	Facilities Planning
Department Head:	Ronald F. Peacock

Staffing (10/11):

Cost Center Numbers for employees: 4109

	Number of Employees
Total Department:	28
Admin	1
Prof/ Tech	5
Instructional	0
ESP	22

Budget Summary (without personnel) (10/11):

General Revenue Budget:	\$148,284 (This includes the department operational budget of \$38,124 and the Professional/Tech budget of \$110,160)
Federal Project Budget (specify)	\$110,000
State Project Budget (specify)	\$24,112,328

Department Summary:

1. Scope of Operations

- Responsible for planning and management of Capital Improvement projects with a current value of approximately \$60 million. Includes \$25 million downtown elementary school, numerous building additions, building renovations, athletic facilities, site improvements and the district wide roofing program.
- Facilities Planning is managing the Gulf Power building transition, upgrades, and space allocation for Administrative staff.
- Facilities Planning is also responsible for portable and modular acquisition, site location and installation to meet student capacity demands and closure and consolidation requirements.
- The role of disaster planning and preparation is an ongoing task in order to respond to the rigorous demands of post storm rebuilding as was required in the aftermath of hurricanes Ivan and Dennis. As a member of the Local Mitigation Strategy committee, Facilities Planning represents the school district at all Board meetings.
- Facilities Planning annually prepares the Educational Facilities Plan which incorporates the Five (5) Year Work Program and the Educational Plant Survey to meet the educational needs by maintaining existing facilities and providing capacity to meet projected enrollment.
- Facilities Planning works cooperatively with the City and County government agencies to comply with State Concurrency requirements to meet Comprehensive growth Planning regulations.

2. Recent Efficiency / Cost Reduction Initiatives (10/11)

- Currently we have one Construction Mechanic and one Admin Clerk II position unfilled/frozen due to budget reduction measures.
- Replacement of inefficient mechanical system equipment at Bailey Middle and Pensacola High schools which have some of the highest operational costs in the district.
- Revise standards for water fountains in the district to be non-refrigerated for all future installations. This will save energy and maintenance cost of equipment.
- Aggressively pursue cost effective building design through continuous improvement and enforcement of the departments “Design Guidelines and Technical Specifications 2006”.
- Pace Building Remodeling – internal management as General Contractor to effectively remodel and renovate five floor 60,000 SF building into Administrative center. Cost savings obtained by performing much of the renovations with district Capital Improvement crew staff and subcontracting various elements of the work.

3. Successes (last year)

- Continuous improvement of Standard Operating Procedures (SOP) to incorporate lessons learned. Updates to Policy and Procedures manual.
- Joint project with the Sertoma Club community organization to construct a new Audiology Center at Holm Elementary school.
- All audits – operational, etc. – completed by inside and/or outside parties found no deficiencies with our procedures and records. (Pillar – Finance Goal 3)
- Reallocated \$22,000,000 in Sales Tax funds for an additional 110 plus projects due to efficient management of scheduled projects coming in under budget, interest gained and closure/consolidation of schools.
- Established Cooperative Agreement with City Fire Department for training using residential structure purchased as part of new Downtown Elementary project development. Also, improved relationship with County Fire Marshall Department regarding compliance on construction projects.
- Cost/benefit analysis performed for the Washington HS ESE Suite remodeling project. Capital Crew cost 65% of contracted cost.

4. Department Short Term Goals (to be accomplished by the end of 2010 – 2011)

- Focus on employee satisfaction. Perform rounding with employees once per month. Keep rounding logs for measurement.
- Work with staff to prepare for transition to new management by the end of year 2011.
- Provide accessibility of data for district department and schools to access database of electronic files of existing facility drawings. (Pillar – Environment Goal 3)

5. Department Long Range Goals

- To work collaboratively with all departments within the school district to build on those relationships and maintain the “Can Do!” positive attitude and reputation of getting the job done that the Department of Facilities Planning takes pride. (Pillar – Environment Goal 3)
- Continue to implement the inclusion of **Green Building** design by incorporating LEED concepts and elements in our new construction projects. The new downtown elementary school will be the first facility constructed in the school district that will meet LEED certification. (Pillar – Environment Goal 3)

6. Major Challenges for Department

- Maintaining level of services to customers given the current economic climate.
- The greatest challenge the department faces in the next 1.5 to 2.0 years will be the loss of a significant number of key employees with long term experience. These include the Director, the Facilities Financial Specialist, and the Senior Construction Project Manager.

Revised 7/7/10

Operations – State of Division Summary

Division:	Operations
Department:	Maintenance Services
Department Head:	Charles M. Peterson - Director

Staffing (10/11):

Cost Center Numbers for employees: 4105

	Number of Employees
Total Department:	139
Admin	2
Prof/ Tech	2
Instructional	
ESP	135 (minus 5 positions being held vacant due to budget cuts)

Budget Summary (without personnel) (10/11):

General Revenue Budget:	<u>\$2,423,406</u>
Federal Project Budget (specify)	
State Project Budget (specify)	<u>\$176,000</u>

Department Summary:

1. Scope of Operations

Oversee a maintenance operations budget of approximately \$9,500,000 providing maintenance services for 64 sites with approximately 6,000,000 square feet; performing all areas of maintenance, including plumbing, electrical, electronics, high speed copying, carpentry, painting, surplus operations, fire suppression systems, office machine repair, heating, ventilating and air conditioning, as well as many other maintenance related duties; providing lawn service and grounds maintenance for approximately 1,700 acres.

2. Recent Efficiency / Cost Reduction Initiatives (10/11)

- Successful closure of Sid Nelson, Clubbs, and ESEAL saving the district thousands of dollars.
- Assisting Energy Managers in efficiency and cost reduction initiatives (HVAC, plumbing, electrical).
- Developed a program for recycling electrical ballasts by which the district is reimbursed for recycling rather than charged for disposal.

3. Successes (last years)

- Compiled comprehensive inventory of all HVAC equipment, including replacement and repair parts.
- Improved preventive maintenance program for HVAC equipment.
- Successful closure of Sid Nelson, Clubbs, and ESEAL saving the district thousands of dollars.
- Developed a program for recycling electrical ballasts by which the district is reimbursed for recycling rather than charged for disposal.

4. Department Short Term Goals (to be accomplished by the end of 2010-2011)

- Charting the course of excellence.
- Cementing Habits And Routines Together.
- Continue rounding.
- Continuing managing up on a weekly basis, including Stellar Employee of the Month and Year.
- Dealing with low performers and recognizing high performers.

5. Department Long Range Goals

- Establish a true and fully funded preventive maintenance program by 2011-2012.
- Zoned maintenance for system shops (HVAC, Plumbing, and Electrical) by 2011-2012.
- Convert Maintenance Supervisor positions (ESP) to Managers (Professional) by 2011-2012.

6. Major Challenges for Department

- Budgetary cuts (positions, equipment, tools, supplies, vehicles, flooring, doors).
- Union issues (defending low-performers).
- Aging white fleet.
- New EPA, DEP, Department of Health, and ECUA codes and compliances.

Operations – State of Division Summary

Division:	Operations
Department:	Custodial Services
Department Head:	Charles M. Peterson - Director

Staffing (10/11):

Cost Center Numbers for employees: 4104

	Number of Employees
Total Department:	13
Admin	
Prof/ Tech	2
Instructional	
ESP	11

Budget Summary (without personnel) (10/11):

General Revenue Budget: \$791,588

Federal Project Budget (specify)

State Project Budget (specify)

Division Summary:

1. Scope of Operations

Oversee a custodial training, in-service, and supply operation serving 64 sites. Contract administrator of 12 contracted schools (GCA). Administer contracts for dumpster and recycling operation.

2. Recent Efficiency / Cost Reduction Initiatives (10/11)

Reorganized & Developed:

- Bulb replacement and recycling program.
- Recycling at all schools and sites.
- Reduction of approximately \$20,000 in Waste Management billing by “piggy backing” on contract from another county.
- Contract with Southern Scrap Company to pick up bulb ballasts, scrap metal from all Maintenance Shops and Transportation. This scrap is being picked up at no charge and the contractor is reimbursing the district for scrap.
- New Custodial contract with GCA with a cost savings of approximately \$150,000.00.
- Set up recycling program at all schools and sites reducing the amount trash into our regular dumpsters thereby reducing our cost of operation.

3. Successes (last year)

- Successful transition from Southern Management to GCA.
- Successful reorganization of Custodial Services Department from plant to site-based custodial management.

4. Department Short Term Goals (to be accomplished by the end of 2010 – 2011)

- Charting the course of excellence.
- Cementing Habits And Routines Together.
- Continue rounding.
- Continuing managing up on a weekly basis, including Stellar Employee of the Month and Year.
- Dealing with low performers and recognizing high performers.
- Setting incoming dollars from scrap recycling (money received) to offset costs of bulb and P.C.B. ballast disposal.

5. Department Long Range Goals

- Increasing entry level wage to be competitive and attract higher quality workers by 2011-2012.

6. Major Challenges for Department

- Working with principals on custodial issues.
- Maintaining established processes and procedures.
- Reduction of budget.

Operations - State of Division Summary

Division:	<u>Operations</u>
Department:	<u>Transportation</u>
Department Head:	<u>Robert Doss</u>

Staffing (10/11):

Cost Center Numbers for employees: 4108, 5236

Number of Employees

Total Department:	<u>451</u>
Admin	<u>1</u>
Prof / Tech	<u>11</u>
Instructional	<u>0</u>
ESP	<u>439</u>

Budget Summary (without personnel) (10/11):

General Revenue Budget: \$4,129,269 – General Operating

Federal Project Budget (specify) _____

State Project Budget (specify) \$9,155,361 – Unencumbered Capital Outlay

Department Summary:

1. Scope of Operations

The Transportation Department provides transportation services to the District's 49 schools and 7 centers, and maintenance services for the District's "white fleet" of vehicles. In the 2009-10 school year, we transported some 24,000 traditional education students on 311 daily run buses, approximately 1,200 ESE students on 57 buses, and roughly 1,900 SES students on 67 buses. We also supported some 60,000 students on 1,681 buses for extra-curricular activities, many after school. In addition to the 451 employees noted above, the Department also enjoys the services of 47 substitute drivers and 33 substitute assistants.

2. Recent Efficiency / Cost Reduction Initiatives (09/10)

School Start Time Efficiency. The Start Time Task Force completed its work as the 2009-10 school term came to a close. Inherent in the success of the plan is the need for the coordination of efficiencies between the Transportation Department and supported schools and centers. Efficiency at every turn, particularly on school bus ramps, helped ensure there was very little "slack time" built into the daily run schedule. The Director has maintained communication with principals to ensure heightened efficiency has not imposed unintended consequences with regard to the safety and dependability of student transportation. A few timely minor adjustments were necessary as the year began.

Parts Control. The 2009-10 State of the Department Report identified procedural gaps in our control of our parts inventory in the garage at both the Texar and Walnut Hill locations. As 2010-11 school year approaches, the Transportation Department has completed planning on and is ready for implementation of a parts control process that addresses these deficiencies, improves mechanic access to parts, and improves inventory management and control. As part

of this process improvement, the Department has formalized 31 new standard operating procedures relating to garage policies and procedures. When complete and in operation, we will have a better sense of reorder trigger points, consumption trends, and predictive parts failures. We will also gain greater confidence in the security and prevention of losses and a greater resistance to the potential for maintenance malpractice where work is signed off as complete when it should not be. It is expected that completion of this initiative will reduce waste and permit a smarter allocation of resources in the garage. It is also expected that a conspicuous attention to material accountability will facilitate improved accountability elsewhere.

SOP Revision. The department has also completed a long-overdue annual review and revision of standard operating procedures that resulted in the creation or updating of 80 SOP items. The SOP revisions are intended to ensure there are no wasted processes or wasteful errors that can be prevented through established procedure.

Reimaged Web Site. The department reimaged its web site to present a new look and portals for schools, parents/students, and employees where forms and essential information can be found without expending valuable staff time with special requests for routine functions. The web site has already become a valuable resource for schools as a one-stop resource for statutes, administrative code, and rules pertaining to student transportation. In order to make our web site easier to locate, we purchased the custom domain name, www.escambiayellow.com for the site. The new URL is consistent with our new tag line: "Ride Safe, Ride Smart, Ride Yellow: Escambia Yellow." Over time, we expect that these words will be easily associated with customer service, professionalism, efficiency, and consistency. The web site has already allowed the department to generate savings in document production, mailings, and newsletters. With such a large workforce in the department, every small step is easily amplified.

Electronic Field Trip Form. The department launched its new electronic field trip form at the end of the 2009-10 school year. The new form will produce an immediate savings of the consumption of NCR field trip forms, but the automated features in the electronic form provide a tremendous savings in labor and virtually eliminate the possibility of calculation errors. The benefit extends to other departments as well. Departments with funding authority are now able to assure proper routing for approval, the fact the document can be e-mailed improves time-in-transit for pre-trip and post-trip processing which means accounts are now quickly settled, saving weeks of processing time.

Allocation of Transportation Resources. The department made quite a lot of progress in harnessing ad hoc transportation accommodations that lay outside of the District School Board Rules. Persistence and consistency have been the watchwords in this effort. We have emphasized to our bus operators the need for adherence to policy and to forward special requests to the appropriate authorities. We are also reemphasizing the need for principals and other key personnel in schools to be familiar with Board Rules relating to transportation services so they do not harbor or indulge expectations of services that lie outside the Transportation Department's authority to provide them. To that end, we have published an Administrator's Transportation Toolkit, a comprehensive document that contains policy references relating to scenarios school administrators find themselves confronted with every day. The Toolkit is available to administrators via the Transportation web site. The effort is also improved by the 2009-10 revision of the School Board Rules wherein the entire chapter on Student Transportation, Chapter 6, was restructured to make administration and parent referencing easier to perform and understand. The entire effort is supported by the

department's new "bus ticket" initiative which formalizes school approval of ridership and ensures riders are eligible for transportation per statute and SBR. The bus ticket initiative also dovetails nicely with the department's paperwork reduction work where the bulk of repetitive paperwork bus operators must complete is reduced and replaced by automated reports produced by department operations staff. This will also ensure FTE reporting is considerably more accurate and help the District claim all of the state funds due to it.

Faculty Bus Operator Curriculum. The department revised the "faculty bus operator" curriculum to make it more relevant and economical. The previous curriculum rehashed material active faculty members have received in other training. The new curriculum trimmed out the duplication. The department also offered the training after school hours to enable faculty to reduce time away from the classroom to get the training. In the end, the curriculum will enable schools to expand their staff of local bus operators so they can take advantage of trip opportunities outside of the field trip window.

GPS Audits. The department created a GPS audit protocol to ensure bus operator and assistant time claimed for pay is what is actually being performed.

7800 Funds Recovery. The department has had some success in recouping 7800 budgeted funds expended for federal grant and other services. The department has also been diligent in ensuring non-7800 service invoicing has been completed. The dollar recovery has been significant.

Collective Bargaining. The department also had a highly successful collective bargaining season. Our emphasis centered on three main areas: gain approval for bus compounding, improve the field trip assignment process, and formalize set-up time:

Compounding. With approval of our bus compounding plan, we anticipate an annual savings of some \$500,000 per year once the plan is fully implemented. Relationships the department has fostered with school administrators in the past year made it possible for us to win their cooperation in storing buses at their schools without escalating the matter to senior District leadership.

Field Trip Assignment. Although the department actually expanded the field trip window in 2009-10 over the previous year, it was a tighter fit due to the compression of school start times. One casualty when it came to field trips; however, was the ability of north end schools to fit field trips into the field trip window. The department was able to customize north end options in the Master Contract without compromising its SBR mandate not to permit field trips to interfere with normal student transportation.

Set-up Time. The assignment of additional time for bus operators was inconsistent between route managers and presented avenues for opportunistic employees to claim more time than they should have. One such instance resulted in a grievance in which the District prevailed, but it also gave the department the opportunity to challenge the Union to formalize set-up time around realistic figures. We wanted to pay employees for what we asked them to work, but not more. Generally, the department had been paying employees for an hour in addition to their route time to allow for administration, inspections, etc. However, the absence of specific allocations of time made it possible for bus operators and assistants to claim even more time for administration, fueling, and more. In bargaining, we were able to itemize each element of set-up time and define each item to preclude the nickel and diming that had

occurred in the past. In the end, set-up time was 5 minutes shorter than it had been before and it included all administration time, including time for completing FTE paperwork. The five minutes saved the District nearly \$70,000 per year in wages. The elimination of the 6 hours per year paid for FTE paperwork saved another \$22,000. The elimination of extraneous pay claims has not been calculated. Thus, the savings gained by our bargaining on set-up time was in excess of \$92,000 per year.

3. Successes (last year)

- Broadened application of TRANSMAN capabilities in preparation for parts room process improvement.
- GPS installation on buses virtually complete.
- Significant revision of Chapter 6 School Board Rules.
- Created or revised 80 department SOP items.
- Created electronic field trip form.
- Reimaged department web site (www.escambiyellow.com).
- Bargained cost-saving set-up time protocol.
- Bargained school bus compounding; gained school buy-in to the plan.
- Expanded field trip availability to north end schools.
- Reduced employee discipline overhead significantly; improved and delegated informal conference and formal counseling responsibilities to managers.
- Significantly reduced cause for grievance filings; prevailed in the five grievances filed.
- Dramatically improved employee workplace climate; maintained meaningful lines of communications with employees.
- Reduced needless employee paperwork, resulting also in an improvement in FTE reporting accuracy.
- Created parts control improvement process.
- Improved relationships with schools and departments.
- Reclaimed Title I funded expended from 7800 account.
- Commenced GPS route audits.
- Tightened strings on ensuring only eligible riders ride school buses.
- Improved faculty driver curriculum to increase opportunities for schools to make trips outside of the field trip window.
- Significantly improved payroll reporting accuracy; specifically audit overtime claims to ensure they were legitimate.
- Dramatically improved customer service in department operations and the garage through better window procedures, telephone etiquette, scripting of common scenarios, more effective routing of issues/complaints, and friendlier less stressful office climate.

4. Department Short Term Goals (to be accomplished by the end of 2010-11)

- Continue to improve customer service; track telephone routing to ensure no unnecessary escalations due to dead-end telephone queuing.
- Make GPS auditing a routine activity.
- Conduct bus operator and assistant video self-critiques with their route managers.
- Enact a new emphasis on improved student management/leadership techniques and strategies.
- Implement parts control process improvements.
- Refine compounding plan as it is implemented.
- Refine bus ticket and electronic field trip procedures as they are implemented.

- Maintain dynamic employee interactions in the field through rounding and semi-annual group meetings.
- Expand substitute bus operator and assistant rolls.
- Continue to emphasize fuel consumption/MPG performance with emphasis on a formal idling policy via GPS auditing.
- Continue to improve customer service at every opportunity.
- Continue to emphasize collaborative approaches to problem-solving.
- Expand the operations floor plan to absorb the professional library. The change will enable management to conduct meaningful and discrete conferences with employees, work in a more open setting, and provide a more professional face to visitors and customers.
- Create a professional training program for mechanics to ensure currency and proficiency as well as professional upgrade training.

5. Department Long Range Goals

- Improve compounds in order to reduce the number of compounds, improve compound security, and improve employee access to facilities and maintenance.
- Develop a sense that our operation is integral to the operations of our customers – a sense of built-in support.

6. Major Challenges for Department

- Success of 2009-10 innovations
- Success of compounding
- Staffing efficiency
- The aging white fleet
- Management of work spaces
- Timely and effective training for bus operators and mechanics
- Making dispatch component an operational no-sweat reality until staffing flow reopens to relieve pressure
- Identify and purchase needed equipment for training and garage
- Employee accountability
- Employee job satisfaction
- Parts accountability
- All parts of the department working toward the same vision with the same intensity
- Customer service
- Coordination with customers on service efficiency
- A safety mindset that sees all accidents as preventable and avoidable

Revised: 8/3/10

Operations – State of Division Summary

Division:	<u>Operations</u>
Department:	<u>School Food Services</u>
Department Head:	<u>Glenna Taylor</u>

Staffing (10/11):

Cost Center Numbers for employees 4107

	Number of Employees
Total Department:	460
Admin	1
Prof/ Tech	9
Instructional	None
ESP	*450

Note: Two (2) District Level ESP's, four-hundred forty-eight (448) Site Based SFS workers
(All school cost centers are involved)

Budget Summary (without personnel) (10/11):

General Revenue Budget:	
Federal Project Budget (specify)	<u>\$19,859,030 Food Services Operating Fund</u>
State Project Budget (specify)	_____

Note: \$6,537,235 Salaries & Benefits not included in above amount

Department Summary:

1. Scope of Operations

- a. Escambia County sponsors Federal reimbursable Child Nutrition (CN) programs in all public schools in Escambia County.
- b. In compliance with Florida Board of Education Rules, CN lunch programs are available in all schools and serve approximately 23,762 reimbursable meals and approximately 6,045 a la carte equivalents daily.
- c. Breakfast programs are offered in 52 schools, including all elementary as required by Florida law, with over 10,746 reimbursable breakfasts served daily.
- d. Through centralized processing of all applications, the School Food Services Office staff has currently qualified 22,052 (54.19%) students for free meal benefits and 3474 (8.54%) for reduced price meal benefits.
- e. The Food Services budget for 10/11 is projected at \$26,396,260 and includes the following:
 - (1.) \$8,099,893 in food purchases
 - (2.) \$6,537,236 in cafeteria labor and benefit cost
 - (3.) \$7,112,266 beginning fund balance (reserves)
- f. Food Services currently has on inventory approximately 1800 pieces of food service equipment valued at approximately \$8 million.

2. Recent Efficiency / Cost Reduction Initiatives (10/11)

- a. The successful centralized free and reduced price approval process and the use of the federally-mandated family application has been augmented by the Horizon Web Application Processor which provides on-line Free and Reduced Price Application processing. Despite a soft roll-out of the on-line process with no preschool advertisement, approximately 2600 students have been processed on-line year to date allowing a reduction in temporary labor in the Food Services Office. With less distribution and collection of paper applications, school staffs will ultimately save many hours of precious early school year staff time. As with all School Food Services projects, all costs were borne by the Food Services Operating Fund with no reduction in indirect costs assessed to Food Services.
- b. Implementation of USDA Provision 2 in all elementary schools with 95% free and reduced price membership allows all students to enjoy free meal privileges, streamlines the point of sale process and eliminates meal and charge collection responsibilities for School Food Service and school staffs. As mentioned below, it also eliminates the need for Food Service Office and school administrative staffs to distribute, collect and pre-screen free and reduced price applications.
- c. Implementation of Universal Free Breakfast in all schools above 80% and not designated Provision 2 provides the same point of sale efficiencies and elimination of meal and charge collections enjoyed by Provision 2 schools.
- d. Through attrition, the Food Service Recruiter position is currently vacant saving salary and benefit cost for one employee at Pay-grade 17 on the Professional Salary Scale.
- e. Continuing school closures have allowed the transfer of very expensive food service equipment saving the Food Service Fund over \$250,000 in equipment purchases. The School Food Service Department benefits from food service equipment storage spaces which allow used equipment to be inventoried for future use.

3. Successes (last 4 years: 2006 – 2010)

- a. The School Food Services Department passed its May 08 five year Coordinated Review Effort (CRE) under a state DOE Food and Nutrition Management administration that failed many other large districts. Thanks to a very proficient Free and Reduced Price Program Technician, errors on applications were the lowest in Florida.
- b. Three (3) Area Managers, appointed prior to SY 08, supervise approximately 17- 19 cafeteria operations each, training, monitoring daily activities and conducting periodic reviews to ensure adherence to standards and establishing benchmarks and accountability procedures for each cafeteria.
- c. Through the efforts of the Food Service Inventory Control staff and Area Managers, on-site inventories have been reduced to a ten (10) day level for food cost savings and increased efficiency for warehouse staff.
- d. Sufficient revenues and fund balance reserves allowed Food Service to allocate funds to the following capital projects:
 - (1) 2006 - Central Warehouse low temperature equipment upgrade costing over \$800,000 fully funded by Food Service.
 - (2) 2007 - Washington High School servery renovation costing approximately \$650,000 fully funded by Food Service.
 - (3) 2008 - Newly constructed Warrington Middle School kitchen funded by Food Services (\$800,000) in conjunction with Facilities Planning.
 - (4) 2010 - Upcoming renovation of Ferry Pass Elementary kitchen, including enlarged refrigeration and storage, funded by Food Services matching Facilities Planning's \$500,000 investment.

- (5) 2010 - Upcoming renovation of Escambia High School kitchen, funded by Food Services matching Facility Planning's 600,000 allocation.
- e. Escambia County's and our cafeterias' relationship with the Clinton Alliance for a Healthier Generation has motivated many cafeteria staffs to move forward with menu preparation changes which meet the Alliance's nutrition goals.
- f. The selection of Escambia County Food Services for participation with the Alliance, Dole Food Company and McCain Foods in a Food Service Demonstration Project regarding competitive foods resulted in the development of survey and focus group tools, as well as a training module which was presented to Escambia County Food Service employees in August '08.
- g. After a Spring '09 successful program testing the use of standardized "green" cleaning products, use of these cleaning products continues in all cafeteria.
- h. During Spring '09, the Food Services staff coordinated with Dole Food Company and McCain Foods in an offshoot of the Alliance Demonstration Project to develop and test nutritious competitive (a la carte) foods which meet Alliance competitive foods standards.
- i. Also during Spring '09, Food Services conducted a series of focus groups and surveys resulting in dramatic popular menu changes and increases in meal participation and a la carte sales. Student focus groups were repeated in Spring '10 to monitor and update previous menu changes.
- j. School Food Services helped initiate and financially support the Unite Escambia Health Solutions Team's elementary school garden project recently recognized by the US State Department's international leadership development program.

4. Department Short Term Goals (to be accomplished by the end of 2010 – 2011)

- a. Increase student meal and a la carte participation by at least 5%.
- b. Develop cost and participation benchmarks for each cafeteria and continue to implement accountability requirements.
- c. Establish goals and standards for training of all Food Service employees.
- d. Identify configuration of kitchen production equipment required for all District cafeterias.
- e. Create standard new kitchen designs, including equipment specifications, for elementary, middle and high schools.

5. Department Long Range Goals

Discuss what the department would like to accomplish in the future

- a. Maximize revenues and control costs to maintain a fund balance of approximately 8 to 10 weeks of operating expenses. (SY 2011-12)
- b. Hardwire survey and focus group initiatives and student product testing to ensure that menus are planned for highest customer participation. (SY 2010-11)
- c. Continue refining menus, recipes and production methods to meet established nutrition goals in support of Escambia County's efforts to reduce childhood obesity. (Continuous)
- d. Establish optimal training standards for all food service employees. (Continuous)
- e. Ensure that all cafeterias are equipped with the identified production equipment and supplies required for efficient preparation of menus. (Continuous)
- f. Supervisory staff, including Area Managers, will complete weekly manage-ups to the School Food Service Director. (SY 2010-2011)
- g. School Food Service District employees will send out at least one handwritten thank you note per month. (SY 2010-2011)

- h. All Food Service office staff will round, either in person or over the phone, at least two individuals a week. (SY 2010-2011)

6. Major Challenges for Department

- a. Balancing student meal participation goals with District and community wellness initiatives.
- b. Staffing cafeterias with multiple substitute and temporary employees to control labor costs while maintaining necessary cafeteria work efficiency.
- c. Finding qualified employees for all economic environments in light of low beginning salaries and short work hours.
- d. Increasing accountability by cafeteria managers for all appropriate federal, state and local regulations.

Revised 09/14/10

Operations - State of Division Summary

Division:	Operations
Department:	Central Warehouse
Department Head:	Walt Gordon

Staffing (10/11):

Cost Center Numbers for employees: 4205

	Number of Employees
Total Department:	24
Admin	0
Prof/ Tech	6
Instructional	0
ESP	18

Budget Summary (without personnel) (09/10):

General Revenue Budget:	\$184,626
Federal Project Budget (specify)	0
State Project Budget (specify)	0

Department Summary:

1. Scope of Operations

Ten (10) Million in annual issues across Food, Textbooks, Instructional, Maintenance, Custodial and Transportation materials. Oversees the ordering, distribution and accounting for over one (1) million gallons of fuel annually. Provides additional services such as FCAT delivery, accommodation storage, table and chair loaners, delivery of Food Equipment and Custodial dispensers, school closures, etc. valued at over \$460,000. During tropical storms, the Warehouse becomes Hurricane Central, supplying shelters and retrieving food and material from threatened and damaged schools.

2. Recent Efficiency / Cost Reduction Initiatives (10/11)

- General Operating Budget only \$190 more than last FY.
- Continue to reduce electric and gas consumption usage by conservation techniques.
- Merge Food and Instructional deliveries to save fuel.
- Encourage other Departments to develop web based forms, reducing inventory of printed forms. Established web letter head templates on Warehouse web site for Hall Center and Pace Blvd.
- Initiative to reschedule Food Service, Textbook and Custodial end of year and beginning of year orders to max effectiveness of delivery capabilities and eliminate overtime.
- Custodial stock line items have been standardized and reduced, lowering inventory by \$46,000.
- Use of credit cards for Transportation Parts has reduced inventory by \$25,000 using more "just in time vendors".

3. Successes (last year)

- Assisted in organic effort to close three (3) schools, moving material and furniture.
- Error free and timely, efficient distribution of FCAT tests.
- Continued to show financial viability as an Enterprise operation.
- Improved financial reporting times and departmental report generation times. Issued DICR directly to users rather than have Warehouse distribute by courier.
- Onsite printing of Pick and Distribution Sheets rather than at Garden Street. Saves time and fuel.
- Continued school visit program to determine customer satisfaction and concerns.
- Over 90% of instructional material is delivered within 48 hours of customer order.
- Received, processed and when contractor had bar coded, delivered over 300 pallets of reading textbooks within a month and a half.
- USDA and State Health inspections for Food Storage outstanding.
- Annual Inventory Accuracy rates exceed Industry standards.

4. Department Short Term Goals (to be accomplished by the end of 2010 – 2011)

- Environment - Improve driver safety and accident rate. 1 accident=5, 2 accidents=4, 3 accidents=3, 4 accidents=2, 5 accidents=1. Defensive Driver Training, Departmental regulations, Forklift Training, Weekly Vehicle Inspection Forms.
- Environment - Improve customer communication by improving website with more pictures, information and advertising product availability by email and photos.
- People - Increase people's rounding - Shipping and Receiving Manager to routinely ride with drivers. 2 per month=5, 1 per month=4, 1 every other month=3, 1 every 3 months=2, 1 every 4 months=1.
- Finance - Sell Transportation Parts Dead Stock to vendors receiving full price by agreeing to purchase like amount of material.

5. Department Long Range Goals

- Environment - Continue to be District's supplier and logistician of choice. Measure by sales and requests for services.
- Environment - Maintain cost effective and reliable delivery fleet and material handling equipment to reduce capital outlays.
- Finance - Continue to be competitive using national bids and bulk purchases which benefit the District in providing the best price.

6. Major Challenges for Department

- Surcharge on commodities creates a difficult competitive atmosphere for Warehouse. Archaic means of determining cost effectiveness, and inflates Food Service, Custodial, Maintenance and Transportation costs and less competitive to outsourcing comparisons. Our purpose is to provide goods and services to the District at the lowest price, not make a profit from them.
- Transportation Parts is currently working in three (3) different computer systems, causing excessive manual effort. Manpower has always been short by one person. Two (2) storekeepers available to man a thirteen (13) hour window. Billet was provided from within, District chopped.

Operations – State of Division Summary

Division:	Operations
Department:	Energy Management
Department Head:	Jacquelyn Smith and Eric Fritz

Staffing (10/11):

Cost Center Numbers for employees: 4124

	Number of Employees
Total Department:	<u>2</u>
Admin	_____
Prof/ Tech	<u>2</u>
Instructional	_____
ESP	_____

Budget Summary (without personnel) (10/11):

General Revenue Budget:	\$177,600
Federal Project Budget (specify)	_____
State Project Budget (specify)	_____

Department Summary:

1. Scope of Operations

Working with Energy Education Inc., (EEI) a comprehensive behavior-based energy conservation program to allow District to redirect dollars was established.

Energy managers train staff on the energy program, track and record all utility costs past and present, work with other Operations departments on the program, and use that data to manage District's buildings to decrease energy consumption and save dollars.

Cost avoidance (Savings) is calculated using ECAP software by comparing current energy used to energy used before the program began.

2. Recent Efficiency / Cost Reduction Initiatives (09/10)

The department working with District staff saved over \$2.92 million for school year (FSY) 2009-2010. We exceeded our goal set by EEI by 28%.

3. Successes (2005 – 2010)

Energy Management created an awareness of energy conservation and savings throughout the District. The program has saved over \$13.79 million since program began in 2005, which is a saving of 21.99%. December 2010 will officially end the monetary contract that the school district has with Energy Education Inc. However, EEI gives lifetime technical support to our district whenever we need it.

Energy Management has coordinated efforts with Maintenance, Facilities and school personnel on the Energy Management program.

Energy Management has created the District's first link between the financial departments that budget for and pay the utility bills, the Operations departments that develop and maintain the facilities, and the residents of the space.

Energy Management converted all locally controlled thermostats that were located in portables and modules to one brand. The selected thermostat provides comfort for the resident while at the same time allows energy conservation during unoccupied periods such as evening, weekends, and holidays. Early results have shown a savings of approximately 50% in most spaces.

4. Department Short Term Goals (to be accomplished by the end of 2010-2011)

FSY 2009-10 Energy Management has achieved 17.2% in cost avoidance. The goal for CY 2010 is to continue to save in the 18+ cost avoidance range.

Maintain a four-day work week for District personnel for the summer months.

5. Department Long Range Goals

Continue to reduce energy consumption by working with staff to ensure personal behavior supports energy conservation, such as turning out lights, setting back thermostats, and reporting water leaks.

Continue to work with the Facilities Planning Department to ensure energy conservation is considered during building construction and renovation.

Continue to work with the Maintenance Department to repair systems that are not conserving energy and promoting resident comfort

Work with Facilities Planning Department to ensure HVAC for all district buildings is controlled through the EMS (Energy Management System). This computer system gives Energy Management control of the building. Staff would no longer have to worry about setting back the thermostat.

Beta test **SECRT Program** to begin in August 2011. This program is designed for all staff and students to take ownership in supporting the Energy Management and Recycling Programs. Develop and present **SECRT Program** for adoption District wide.

Beta test an incentive program in 2010 where each school competes against its previous year's data. Develop and present incentive program for adoption District wide.

6. Major Challenges for Department

Encouraging staff, who reside in buildings that are not controlled by EMS or not on a reliable programmable thermostat, to set back the manual thermostats to ensure energy conservation!

Energy Managers are charged with continually ensuring that school district personnel follow the Energy Management Guidelines that were adopted by the District and the School Board at the beginning of this program. Currently there is no incentive to support the program. It is an ongoing issue to convince and educate staff on the importance of supporting program.

Utility companies are increasing their rates. This increase affects the District utility budget and the amount of savings that can be achieved.

The weather has become a major challenge. The winter and summer of 2010 brought HVAC issues that resulted in our systems running 24/7 to maintain some comfort in our buildings. Out of the ordinary weather patterns dwindle away projected savings.

Operations - State of Division Summary

Division:	<u>Operations</u>
Department:	<u>Protection Services</u>
Department Head:	<u>Steven F. Sharp</u>

Staffing (10/11):

Cost Center Numbers for employees: 4125

	Number of Employees
Total Department:	4
Admin	
Prof/ Tech	3
Instructional	
ESP	1

Budget Summary (without personnel) (10/11):

General Revenue Budget:	<u>\$78,525.00</u>
Federal Project Budget (specify)	_____
State Project Budget (specify)	_____

Department Summary:

1. Scope of Operations

The Escambia County School District Division of Protection Services became a stand-alone department March, 2005. Prior to this, these functions were the responsibility of one safety coordinator and one secretary housed under Risk Management. Since becoming a stand-alone department, the staff has increased by two to a total of four, consisting of a Manager IV, two Safety Officers, and one Administrative Secretary II.¹

To accomplish its mission of protecting district facilities, students, staff and visitors, Protection Services currently operates with an annual budget of \$270,385 (\$205,610 for personnel and \$64,775 for operations). This equates to about \$6.75 per student annually.

Following are the main areas of responsibility that fall under the Division of Protection Services:

- Security
- Safety
- Health
- Environmental
- Emergency Management

¹ In addition, the department also employs a part-time administrative assistant through Landrum. The primary responsibility of this individual is to relieve part of the burden associated with the vendor credentialing process placed upon the department since outsourcing this operation.

Security

This department is responsible for the following aspects of the district's operational and physical security programs:

- Comprehensive Security Program
- Physical Security Coordination – (Hardware)
- Operational Security
- School Resource Officer Operations Liaison
- **K-9 Drug Detection Program**
- Security Credentials – Lunsford Act
- Employee Credentials
- District Gang Reduction Work Group
- Circuit 1 Gang Task Force
- Agency Relationships – Information Sharing
- Vulnerability Assessments
- Sexual Predators/Offenders Warnings
- Trespass Warnings
- Statewide Policy for Strengthening Domestic Security in Florida's Public Schools
- School Cop Software
- Domestic Security Threat Advisory System
- Northwest Florida Domestic Security Task Force
 - State Working Group – Critical Infrastructure Protection
 - State Working Group – Campus Security

Safety & Health

This department is responsible for the following aspects of the district's safety and health programs:

- Life Safety Facility Inspections
- Student Safety
 - Transportation Safety
 - Classroom/Lab Safety
 - Facility Life Safety Inspections (Six Million Square Feet of Building Space)
 - Facility Safety Committees
 - Playground Safety
 - Extracurricular Activities
 - Water Activities
 - Crossing/Security Guards
 - Online Safety Information Reports
- Employee Safety
 - Comprehensive Safety Program
 - On-line Safety Training
 - Division Web Site
 - Personal Protection Equipment
 - Injury Reduction
 - Workers Compensation Reduction
- Health
 - Indoor Air Quality
 - Asbestos Management

- Approximately 75% of all asbestos containing material, (ACM), in District buildings has been abated. *(Note: That which remains is intact and not exposed, nor is it considered an immediate health hazard.)*
- During past 3 years, AHERA surveys have been conducted at all district facilities that require inspections.
 - Asbestos abatement projects
 - Lead management and abatement
 - Drinking water
 - Disease Control
- District Safety Committee

Emergency Planning

This department is responsible for the following aspects of the district's emergency planning and management programs:

- Comprehensive Emergency Management Plan
- School Incident Response Plans
- Classroom Incident Guides
- Training & Exercises
- National Incident Management System – Homeland Security Presidential Directive 5
- I.E.D. Threat Response
- Computer Based Emergency Facility Information
- District Emergency Radio System
- Pandemic Flu Contingency Plan
- Child Abduction Response Team
- Escambia Educational Response Team
- Continuity of Government/Operations Plan
- Countywide Emergency Shelter Management
 - Eleven (11) general public shelters – total capacity: 11,635
 - Ten (10) refuges of last resort – total capacity: 4,544
 - One (1) Medical special need shelter
 - One (1) Pet shelter
- Escambia County Emergency Operations Center Coordination *(when activated for severe weather and other emergency incidents)*

Environmental

This department is responsible for the following aspects of the district's environmental programs.

- Hazardous Waste Management & Disposal
- Petroleum Storage
- Hazardous Materials & Petroleum Spill Response
- Fluorescent Bulb Disposal Efficiency
- Contractor Compliance
- Petroleum Clean-Up Sites
- Contaminated Campus Remediation Projects
 - Old Brown-Barge Middle School
 - Brentwood Elementary School

2. Recent Efficiency / Cost Reduction Initiatives (09/10)

Provide list of general revenue budget cuts and other cost reduction strategies currently being implemented.

N/A

3. Successes (last 4 years – 2006 – 2010)

This office's involvement with the Regional Domestic Security Task Force has generated approximately \$770,000 in grant funding for security and emergency management equipment and programs.

- Completed installation of access control systems in 23 schools through \$485,500 DHS grant.
- Completed addition of two repeaters and upgrade of UHF radio system through \$50,148 DHS grant.
- **Completed reprogramming of all district desktop and handheld UHF radios.**

4. Department Short Term Goals (to be accomplished by the end of 2010 – 2011)

- Capture and analyze injury/accident data
- Develop an accident investigation program
- Return efficiency to credentialing process
- Develop hazard reporting system
- Develop/strengthen site safety committees
- Strengthen/revise trailer resident program
- Conduct state approved training for district staff serving as crossing guards

5. Department Long Range Goals

Discuss where the department would like to accomplish in the future

- Workers Compensation Reduction
 - Direct Costs: \$5 million per year +/-
 - Indirect Costs: \$10 – 15 million per year +/-
- Implement CPTED, (Crime Prevention Through Environmental Design)
- Behavioral Based Safety

6. Major Challenges for Department

Inadequate Staffing

In 2005, SCS Engineers conducted an evaluation of the district's environmental, health, and safety operations staffing. During the evaluation, SCS acquired information on similar operations at three peer districts based on total number of students and FTEs, student-teacher ratio, number of schools, revenue, and expenditures. The evaluation determined that *"the environmental, health, and safety staffing for Escambia County School District is disproportionately less than that of "the peer districts. At the time of the evaluation, these duties were performed by one individual under the Risk management Department. Based on the study, the following were the student to EH&S staff ratio:*

- Escambia – 44,000/1
- Volusia – 9,000/1
- Lee – 12,600/1
- Polk – 13,700/1
- Based on current staffing, the Escambia School District ration is 14,000/1, which is still a higher ratio of staff to students as reported by peer districts in 2005.

- This study only reviewed safety and health operations. It did not take into account security and emergency management operations.

Security Credentials – Lunsford Act

The Jessica Lunsford Act, (1012.435 F.S.), was passed by the 2005 Florida Legislature. This act requires school districts to conduct background checks on all individuals who do business with the district and who may have access to students.

The District established a Security Credential Office under the auspices of the Protection Services Division in September of 2005. This office was initially staffed by two Security Credential Technicians who were tasked with collecting fingerprints and personal information for all applicants, as well as producing and distributing badges to those that were cleared. The staff was reduced to one individual on February 1, 2006, when one of the technicians resigned.

On July 1, 2006, the credentialing process was turned over to a third party vendor. However, the quality and efficiency of the service for contractors, volunteers and student teachers has been less than expected. Even though this was outsourced, Protection Services still has to manage the day-to-day operations of the credentialing process.

Outsourcing continues to impact daily operations. The department's temporary assistant was discontinued as part of the district's cost savings measures. This position was funded by administrative fees collected through the credentialing process, which is now being used for district operations.

Revised 11/23/09

Operations – State of Division Summary

Division:	<u>Operations</u>
Department:	<u>Information Technology</u>
Department Head:	<u>Don Manderson</u>

Staffing (10/11):

Cost Center Numbers for employees: 4208, 4407, 4405

Number of Employees 57.33

Total Department	<u>57.33</u>
Admin	<u>3.00</u> (Gen Fund)
Prof/ Tech	<u>47.33</u> (Gen Fund, Title I, SAI, IDEA, Landrum Temp)
Instructional	<u>4.00</u> (Title 1)
ESP	<u>3.00</u> (Gen Fund, EETT)

Budget Summary (without personnel) (10/11):

General Revenue Budget:	<u>\$1,537,702.00 (Capital – \$2,044,000.00)</u>
Federal Project Budget (specify)	<u>E-Rate - \$350,000.00</u>
State Project Budget (specify)	<u>Competitive EETT, Title II Part D - \$212,195.56 + 09/10 Entitlement EETT, Title II Part D roll forward \$228,462.40</u>

Department Summary:

1. Scope of Operations

- 60 LANS
- 20,000 workstations
- 300 servers ranging from discrete, rack mounted, blade, and virtual
- Hundreds of network switches, routers, and wireless access points
- 150 server applications serving all Divisions and Departments
- 50 miles of fiber and numerous wireless connections comprising the District WAN
- VoIP, Digital, and analog telephony in and among all facilities
- Mainframe Mission Critical applications including Payroll, HR, Finance, Student Information, and Inventory
- Mission critical server based applications including but not limited to email, food services point of sale, online job application system, and identity management
- DOE reporting and Data analysis
- Maintain and evolve the District Web presence
- Technology Professional development for all employee categories
- Instructional Television for all facilities and public broadcast of Board meetings and District content (now including COX Channels 4 and 98 and increasingly streaming over District WAN and Web)
- Provision of technology specifications for Purchasing Office and administration of District technology replacement cycle budgets for all schools and offices (servers, workstations, printers, network equipment, telephony equipment, and classroom/instructional equipment)
- Administration of maintenance and repair of all District servers, workstations, printers, network equipment, telephony equipment, and classroom/instructional equipment

2. Recent Efficiency / Cost Reduction Initiatives (09/10)

- Deployment of Print Viewing software to save on printer maintenance and supply costs and to increase the efficiency of the user interface to finance data (access to and manipulation of the data), Payroll, Accounting Operations, Food Service, and Warehouse departments are all using this new technology
- Beginning Voice over IP (VoIP) initiative to reduce district annual budget for dial tone services, now deployed in the Pace building and will expand to new K5 elementary and eventually to all District facilities through use of the District owned fiber network
- Devised a plan and are prepared to provide the entire District with video conferencing capabilities for the price of providing that service only to the new K5 elementary school, whole District covered by that negotiated license agreement
- Deployment of the DOE provided Web-based PEER system (for writing IEPs) in all ESE offices and classrooms rather than being forced to purchase a commercial system to replace the internally developed OmniForm IEP system
- Deployment of Moodle (public domain title) as the District Learning Management System rather than being forced to purchase a commercial system
- Absorbed significant cuts to capital budgets for past three years (impacts replacement cycles for school and office workstations, servers, network equipment, and instructional/classroom equipment, which impacts the efficiency of maintenance/service of the enterprise and the amount of man hours required to support instructional, administrative, and operational processes
- Moved existing IT office furniture to the Pace administrative building rather than ordering new office furniture

3. Successes (last year)

- Board meetings are now streamed to the Internet
- Board agenda and backup documents are now available online and are projected on retractable screens in Hall Center Board Room
- Successful move of all IT personnel, services, and equipment to Pace building on an extremely accelerated time line
- Established ten (10) Gbps server VLANs at the District network core that are providing faster communication among servers that frequently query one another and faster delivery of network traffic from the core to the District WAN resulting in improved/more responsive service to all users
- Successful conclusion of the grade book task force process (with the assistance of Assistant Superintendents - Operations and C&I) in which school and District based administrators and teachers reached consensus on a grade book title for the District, which will provide guidance for an accelerated choice and deployment of a new student system
- Moodle, District public domain Learning Management System, is now being used in 38 District schools (in some cases facilitating blended learning for students – combination of classroom and online instruction) and also is extensively used by C&I Directors, content area specialists, and technology teachers to deliver professional development, this internal Moodle development is paving the way for delivery of District authored for-credit online instruction
- Formal Technology Learning Communities are now operating for School Technology Coordinators (facilitating technical growth and expertise in a variety of technical topics that assist with the support of schools) and for content area specialists (promoting professional development that emphasizes technology driven project based and action learning)
- New video surveillance systems with remote monitoring capabilities via Web browser interface (in the District Protection Services Office, IT Network Services Office, etc.) are now

installed in fifteen (15) schools and seven (7) existing systems are in the process of being upgraded (effort is now focused primarily on secondary schools)

- Approximately 40% of District classrooms now have the technology configuration specified in the District strategic plan under Environmental continuity - the District will increase the percentage of instructional spaces with a modern, updated technological environment including a computer available for teacher use, computer(s) available for student use, a projector or monitor for whole class viewing, a document camera, and at least one interactive tool (whiteboard, tablet, student response systems, etc.)
- Approximately 40% of our teachers have demonstrated technology proficiency as measured by the DOE Inventory of Teacher Technology Skills (1,085 of 2,672)
- Approximately 54% of our 8th grade students have demonstrated technology proficiency as measured by the DOE Student Tool for Technology Literacy (1,460 of 2,689)
- Deployed online data security/awareness training for all employees using SafeSchools platform (response to audit finding)
- TEMS Parent Portal is now available to all schools and is operational in twenty-three (23) schools
- TEMS grade book is now use in all schools and report cards are generated through teacher use of TEMS
- Automated Email archive system is now operational with 340 school and district level administrators' inbound and outbound emails archived without any intervention/action required of those users, users access and search the archive through a Web interface and are provided with a range of Boolean driven searches and reports (notice to users of availability in fall)
- Moderated student email (ePals – free student email system) is now available for all schools and teachers and is integrated with the District Identity Management System and with Moodle (free public domain Learning Management System) so that student Moodle accounts and ePals email addresses are synchronized
- Successfully delivered an regional Instructional Technology conference (annual ITTS – Innovative Teaching and Technology Summit) with state and national keynote speakers, software and hardware vendors serving Escambia and many other Florida Districts, teacher and vendor delivered concurrent sessions on a variety of instructional technology topics, and displays of teacher and student technology projects that were produced in the District's Technology Learning Groups.
- Deployed a challenge question system through a Web portal interface for self-management of employee passwords

4. Department Short Term Goals (to be accomplished by the end of 2010 – 2011)

- Provide an additional 20% of District classrooms with the technology configuration specified in the District strategic plan under Environmental continuity - the District will increase the percentage of instructional spaces with a modern, updated technological environment including a computer available for teacher use, computer(s) available for student use, a projector or monitor for whole class viewing, a document camera, and at least one interactive tool (whiteboard, tablet, student response systems, etc.) - Pillar: Quality, Goal 1: Rigor
- 60% of our teachers demonstrate technology proficiency as measured by the DOE Inventory of Teacher Technology Skills - Pillar: People, Goal 2: Retain a Viable Competent Work Force
- 70% percent our 8th grade demonstrate technology proficiency as measured by the DOE Student Tool for Technology Literacy - Pillar: Quality, Goal 1: Rigor
- Implement the various policy, procedural, and technical components necessary to facilitate student use of personally owned computing devices during the school day for instructional purposes (AUP language, Web enabled student computer registration and permission application/database, and a guest wireless network for Internet access by students and guests

using their personally owned computers are all currently operational) - Pillar: Quality, Goal 1: Rigor

- Implement an authentication process for logging registered Novell network users (employees and students) using district owned computers onto a District encrypted wireless network, this is necessary to prevent students and guests from using their personally owned computers to access District core servers, data, and services - Pillar: Environment, Goal 1: Efficiency
- Establish TEMS Parent Portal usage in all District schools - Pillar: Quality, Goal 2: Attendance and Discipline
- Begin concurrent/redundant writing of data in selected mission critical databases to the SAN located at the Pace building Data Center and to the Escambia IT disk space housed at the County EOC - Pillar: Environment, Goal 3: Continuity
- Provide redundant WAN paths (wireless and fiber combinations) for all District facilities' data and communication to reach the District core servers, services, and the Internet - Pillar: Environment, Goal 3: Continuity
- Use competitive EETT grant funding to Train District Algebra I teachers to use technology (wireless laptop carts) to deliver engaging, technically enriched, project based instruction and to use the same technology to efficiently deliver online assessments within their classrooms (as evidenced by delivery of technically enriched project based units by District Algebra I teachers, use of the wireless laptops to administer online assessments, and as observed during the EETT grant evaluation and classroom walk through processes) - Pillar: Quality, Goal 1: Rigor
- Move District secondary principals and teachers toward an instructional philosophy that includes acceptance of the use of wireless laptop carts to deliver engaging, technically enriched, project based instruction to provide academic rigor and prepare students for high stakes assessment (as evidenced by their use of instructional computer replacement budgets to increase the number of wireless laptops in their schools) - Pillar: Quality, Goal 1: Rigor
- Deliver a Web-based Instructional Technology Dashboard to school based administrators and technology coordinators that provides a quick visual representation (gauges) on how schools are doing on critical instructional technology metrics that are aligned with Florida's State Technology Plan Goals (technology integration, personalized learning, assessments, tools, staff, community, leadership, training) based on variety of data sources collected by the state and the District - Pillar: Environment, Goal 1: Efficiency
- Reach closure in conjunction with C&I regarding choice/purchase of a student system and begin the migration processes including establishment of a Student System Task Force (SSTF) to review Focus via vendor WebEx demos and with continuous input from an IT SSTF subcommittee completing and reporting on the following: Load of entire District student data set into Focus tables; Pre-Purchase Gap Analysis; Identify & correct data/field issues; review screen functionality; Incorporate local functions/business logic, trial pre-scheduling, trial state reporting, trial uses of grade book among former GBTF members - Pillar: Environment, Goal 1: Efficiency
- Reach closure regarding choice/purchase of a finance system and begin the migration processes in conjunction with Finance departments - Pillar: Finance, Goal 2: Accuracy and Comprehensiveness
- Successful deployment of all online iterations/components of FAIR, End of Course Exams, FCAT, and Industry Certifications - Pillar: Environment, Goal 1: Efficiency
- Establish rounding expectations for department Managers, Coordinators, and Director that result in a minimum of three visits to each of their supervised IT offices/workgroups per quarter - Pillar: Environment, Goal 3: Continuity
- Establish manage up expectations for department Managers, Coordinators, and Director that result in a minimum of one employee being managed up per month - Pillar: People, Goal 2: Retain a Viable Competent Work Force

- Deploy print viewing software in any remaining and viable District office environments - Pillar: Environment, Goal 1: Efficiency
- Successful and timely delivery of all technical and instructional resources/services to the new elementary school including VoIP, video conferencing, digital delivery of media assets, technical classroom environment, etc.

5. Department Long Range Goals

- Fully deploy and integrate new student and finance systems that provide intuitive and appropriate access to data, 2 years - Pillar: Environment, Goal 1: Efficiency
- VoIP systems in all District facilities with no annual telephony charges except for those required by code/emergency contingencies, 2 years - Pillar: Environment, Goal 1: Efficiency
- Standardized digital delivery of all media assets over District network rather than tape or DVD distribution and coaxial cable/analog infrastructure, 2 years - Pillar: Environment, Goal 1: Efficiency
- Full time technology coordinators in all schools with assistance in technology integration provided by all teachers' participating in Technology Learning Groups, 5 years - Pillar: Environment, Goal 1: Efficiency
- Provide 100% of District classrooms with the technology configuration specified in the District strategic plan under Environmental continuity - the District will increase the percentage of instructional spaces with a modern, updated technological environment including a computer available for teacher use, computer(s) available for student use, a projector or monitor for whole class viewing, a document camera, and at least one interactive tool (whiteboard, tablet, student response systems, etc.), 4 years - Pillar: Quality, Goal 1: Rigor
- 100% of our teachers demonstrate technology proficiency as measured by the DOE Inventory of Teacher Technology Skills, 4 years - Pillar: People, Goal 2: Retain a Viable Competent Work Force
- 100% percent our 8th grade students demonstrate technology proficiency as measured by the DOE Student Tool for Technology Literacy, 3 years - Pillar: Quality, Goal 1: Rigor
- Web portal delivery of all feasible District offices' business, operational, professional development, and instructional services, 2 years - Pillar: Environment, Goal 1: Efficiency
- Automated population of users' demographic information, issuance of users' credentials/security level, and users' allowed application access based on job description/position control through use of a completely integrated identity management process, 2 years - Pillar: Environment, Goal 1: Efficiency
- Deployment of synchronized and/or single sign-on capabilities for all applications to which users have rights by leveraging LDAP and Kerberos protocol capabilities within Novell eDirectory and Microsoft Active Directory, 3 years - Pillar: Environment, Goal 1: Efficiency
- Ubiquitous access to online/collaborative instructional and professional development activities conducted through use of moderated and appropriate social networking applications and supplemented by issuance of a portable Web Appliance to appropriate employees and students, 5 years - Pillar: People, Goal 2: Retain a Viable Competent Work Force
- Delivery of targeted and sustained technology professional development for all employees based on their needs and job responsibilities as measured by standardized technology skills instrument(s) and delivered through technology learning groups available for all employee categories, 4 years - Pillar: People, Goal 2: Retain a Viable Competent Work Force
- Establishment and maintenance of the infrastructure required to deliver DOE and District mandated computer based formative and summative evaluation instruments in core content classrooms FCAT, FAIR, End of Course, District benchmark, etc. (power, wireless infrastructure, WAN and ISP bandwidth, wireless internet appliances, teacher technology skills), phased attainment of requirements through 2015 - Pillar: Quality, Goal 1: Rigor

- Establish institutional acceptance of technically driven project based learning, ubiquitous access to wireless Internet appliances (both student owned and district issued), and moderated social networking functionality to provide academic rigor and summative assessment preparation, 5 years - Pillar: Quality, Goal 1: Rigor
- Incorporate minimum technology skills, based on nationally recognized standards, into the student progression plan
- Incorporate minimum technology skills, based on nationally recognized standards, into the employee evaluation and professional progression processes

6. Major Challenges for Department

- Migration of the programming skill set among application support personnel away from Cobol and VSAM files to a modern programming/development environment emphasizing creation of Web enabled services that store data in relational format
- Establishing self-sufficiency among schools and offices regarding their Web site/content maintenance and their use of a consistent set of tools to establish a uniform look and feel across the entire District Web presence
- Funding to establish the technology infrastructure (equipment and bandwidth) and support necessary to accommodate technology driven project based instruction in all schools and to meet DOE and District mandated computer based formative and summative evaluation requirements (FCAT, FAIR, End of Course, District Benchmark, etc.)
- Development of a technical culture (and skill set) that distributes the responsibilities involved with increased state and federal data reporting and parsing expectations to all appropriate/germane employees (through use of modern applications facilitating autonomous user access and manipulation of data) rather than reliance on IT for execution of those data reporting and parsing responsibilities
- Continuous delivery of targeted and sustained technology professional development for all employee categories (not confined to instructional personnel) based on individual needs and job responsibilities and delivered through technology learning groups that are available to all employees

Revised 7/15/10

Four Year Vision - Operations Department Objectives 2010 – 2014

Respective Operations Division Department objectives align to the Environment Pillar goals and objectives set forth in the current Strategic Plan where applicable.

IT:

- Continue roll out and begin implementation of Gradebook, Student Records, and Finance applications using dot.Net/MUNIS Technology.
- Re-train IT Application Support, Network Services, Data Support, and System Communications and Operations personnel in SQL, .Net, and C++ development environment thereby making all personnel trained in latest programming technology.
- Expand Video Streaming capabilities to all schools.
- Refine a collaborative work environment for Technology Coaches and the Subject Area Specialists that will assist District delivery of technically enriched instruction.
- Broaden browser/web based communication opportunities – on-line SB agenda, Principal Meeting page availability for broad distribution of common information, web site enhancements.
- Reconstitute Employee Progression Plan.
- Focus on Director successor staff development (transition date unknown).
- Prepare and execute transition to new Administrative location taking advantage of move to create efficiency enhancements with the consolidation of all IT department staff.
- Coordinate with Escambia County and other agencies to pursue comprehensive fiber-optic network grants that will provide both redundant pathways and elimination of wireless linkages.

FACILITIES:

- Develop "Standard Design Specifications" for effective & efficient construction management applications.
- Implement Employee Progression Plan.
- Implement the inclusion of Green Building design by incorporating LEED concepts and elements in our new construction projects. The new downtown elementary school will be the first facility constructed that will meet LEED certification.
- Focus on Director successor staff development (12 months).

SCHOOL FOOD SERVICE:

- Continue to refine food service substitute recruitment and retention program for improved availability.
- Refine Food Services Purchasing Policies and Procedures.
- Expand Dole and McCain Foods supplemental training opportunities for staff development.
- Refine Area Manager strategies for cost avoidance beyond basic inventory and staffing management.
- Maximize revenues and control costs to maintain a fund balance of approximately 8 to 10 weeks of operating expenses.
- Hardware survey and focus group initiatives to ensure that menus are planned for highest customer participation.

Four Year Vision - Operations Department Objectives 2010 – 2014

- Continue refining menus, recipes and production methods to meet established nutrition goals in support of Escambia County's efforts to reduce childhood obesity.
- Ensure that all cafeterias are equipped with the identified production equipment and supplies required for efficient preparation of menus.
- Focus on Director successor staff development (transition date unknown).

MAINTENANCE

- Establish a west-side maintenance site to improve response time.
- Reorganize the carpentry and locksmith shops to be more efficient and effective. Possibly creating a doors, windows and locks division. Replacing doors and windows in house as opposed to contracting this work out.
- Establish a true and fully funded preventive maintenance program.
- Zoned maintenance for system shops (HVAC, Plumbing, and Electrical).
- Focus on Director successor staff development (2 years).

CUSTODIAL

- Continue to standardize and reduce consumable supplies (cleaners, towels, paper products, etc.).
- Improve the cost per sq. ft. ranking by 50% (top 10).
- Revisit out-sourced custodial and explore in-house higher emp/sq ft with union concessions for cost savings.
- Move all elementary schools to "day" cleaning thereby reducing overall energy costs.
- Reduction of utility costs based on decreased usage in lighting and HVAC units.

TRANSPORTATION

- 100% Bus Compounding with all major compound complexes built.
- All buses equipped with cameras.
- Roll out GPS to schools for school site bus tracking.
- Sustain top five ranking in vehicle readiness.
- Continue downward trend of chargeable vehicular accident rate.
- Expand student identity/tracking initiative.
- Reduce bus fleet size another 20%.
- 99.97% On-time AM/PM Arrival.
- Reduce idle time by 10%.
- Maximize ABO.

WAREHOUSE:

- Continue to improve market share of Instructional, Custodial and Maintenance material sales.
- Eliminate Enterprise model and performance measurement basis and institute cost based assessment (eliminate surcharges).
- Reinstate SK III for Transportation Stores to ensure increased accountability.
- Improve Purchasing/Warehouse departmental relationship to foster better cost based successes.

Four Year Vision - Operations Department Objectives 2010 – 2014

- Maintain cost effective and modern delivery fleet and material handling equipment.
- Continue to be competitive using national bids and bulk purchases which benefit the District in providing the best price.
- Support multi-district consortium power buying opportunities.

ENERGY MANGEMENT:

- Meet EEI benchmarks for overall District cost avoidance (25% District wide).
- Work with the Facility Department to ensure energy conservation is considered during building construction and renovation.
- Take an active role in the LEED/Green construction initiative.
- Continue to work with the Maintenance Departments to repair systems that are not conserving energy and promoting resident comfort.
- Work with Facilities Planning Department to ensure HVAC for all district buildings is controlled through the EMS (Energy Management System).
- Modernize to web based Energy Management System (EMS).
- Convert current thermostats that are located in all portables and modulars to single programmable brand.
- Continue to reduce energy consumption by working with staff to ensure personal behavior supports energy conservation, such as turning out lights, setting back thermostats, and reporting water leaks.

PROTECTION SERVICES:

- Improve inter-departmental communication and departmental image to “service” focus rather than “compliance and enforcement.”
- Continue to enhance Gang awareness and response initiative.
- Broaden focus on Employee and Student Safety by reconstituting the respective District wide steering committees and through employee/student surveying to determine initial focus.
- Enhance protective measures and operational emergency readiness training.
- Establish better linkages with customers to continue to redefine overall operational role.
- Workers Compensation Reduction
 - Direct Costs: \$5 million per year +/-
 - Indirect Costs: \$10 – 15 million per year +/-
- Implement CPTED, (Crime Prevention Through Environmental Design).
- Revisit required building/life safety inspection process and look for technology opportunities to streamline.
- Continue to foster working relationships with Emergency Management and Fire Marshall working staff.