

**OPERATIONS  
STATE OF DIVISION**

**OCTOBER 2012**

**Shawn Dennis  
Assistant Superintendent**

## Operations – State of Division Summary

**Division:** Operations  
**Department:**  
**Department Head:** Shawn Dennis

### **Staffing (12/13):**

**Cost Center Numbers for employees** 4101

#### **Number of Employees**

<b>Total Department:</b>	<b>2</b>
Admin	1
Prof/Tech	
Instructional	
ESP	1

### **Budget Summary (without personnel) (12/13):**

General Revenue Budget:	\$ 4,200.00
Federal Project Budget (specify)	\$
State Project Budget (specify)	\$

### **Division Summary:**

#### **1. Scope of Operations**

The Operations Division provides administrative and operational oversight 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 1170 employees and is the second largest division within the District.

The combined annual operating budget for the Division is approximately \$49 million dollars. The Division is responsible for over 6 million square feet of buildings and facilities and oversees the construction, renovation and remodeling of over \$22 million in projects annually. The Division operates and maintains over 1000 district vehicles and coordinates of the largest food production system west of Tallahassee.

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 (11/12)**

2.1 The Energy Management Department, working with District staff, saved over \$3.25 million for school year (FSY) 2011-12 exceeding their goal of \$2.296 million by 41.55%.

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- 2.2 In School Food Services, implementation of USDA Provision 2 in all elementary schools with at least 95% free and reduced price membership allowed all students to enjoy free meal privileges, streamlined the point of sale process and eliminated meal and charge collection responsibilities for School Food Services and school staffs. It also eliminated the need for the School Food Services' office and school administrative staffs to distribute, collect and pre-screen free and reduced price applications.
- 2.3 In Warehouse and Inventory Services we reduced electrical consumption by 1/3 through installation of new chillers and deployment of a different loading pattern for refrigerated trucks.
- 2.4 In Facilities Planning, our newly constructed downtown elementary school, Global Learning Academy, was awarded LEED Gold certification. It will have one of the lowest operating cost/SF in the District. Solar panels will generate energy to operate a portion of the school's power requirements.
- 2.5 In Transportation, while the net impact of the extended elementary school day initiative is an increased expenditure in transportation, the department was able to mitigate the cost of implementation substantially by restructuring and streamlining part of its operation to accommodate the change. Initially expected to cost upwards of \$400,000 to implement, the final cost tally was approximately \$82,500.
- 2.6 In Maintenance, faced with an accelerated time line and zero financial resources to address newly established on line testing requirements, the department successfully completed all electrical retrofits for remedial online FCAT testing labs at Pine Forest High, West Florida High, Washington High, Escambia High, and Pensacola High Schools.

### **3. Successes.**

- 3.1 In Custodial, with the implementation of green products and the mechanical removal of floor finish, we have lessened worker's compensation exposure.
- 3.2 The Energy Management Department enabled the Escambia County School District to become an Energy Star® Partner with U.S. Environmental Protection Agency and the U.S. Department of Energy. This program now lets us measure our facilities on a national basis and provides feedback and learning tools to become more effective stewards of our energy resources. The 2011-2012 school year nine (9) school campuses achieved the Energy Star® Certified Building Award.
- 3.3 In Information Technology, the department implemented the various policy, procedural, and technical components necessary to facilitate student use of personally owned computing devices during the school day for instructional purposes (Quality, Rigor).
- 3.4 The Transportation Department continues to reinforce improved student management/leadership techniques and strategies. This is an ongoing effort that will never end. However, we continue to emphasize a progressive approach to student discipline which necessarily includes more creative student management/leadership techniques. Our training continues to emphasize this and our employee performance appraisals reflect employee performance in that regard.

## **Operations – State of Division Summary**

- 3.5 In Facilities Planning, all audits (operational, etc.) completed by inside and/or outside parties found zero deficiencies with our procedures and records.
- 3.6 The Warehouse increased instructional sales by 22% by eliminating surcharge. More District Funds are staying within the District.
- 3.7 In School Food Services sufficient fund balance and reserves allowed for the construction of the following facility improvements:
  - 1. Renovation of Ferry Pass Elementary kitchen including enlarged refrigeration and storage
  - 2. Renovation of Escambia High School kitchen

### **4. Division Short Term Goals**

- 4.1 FSY 2011-12 Energy Management achieved 20.24% in cost avoidance. The goal for FSY 2012-13 is to continue to save in the 18%+ cost avoidance range.
- 4.2 Increase student meal and ala carte participation by at least 10% and establish goals and standards for training of all Food Service employees to include ServSafe training for all managers by January 2013.
- 4.3 In Information Technology, we hope to develop a Responsible Use Policy to replace the existing Guidelines for Appropriate Use of District Information Systems to improve the way students and staff use online resources to communicate and collaborate. We will also develop a plan and three year time line to engage students in learning through the use of technology in three main ways--through an emphasis on using digital content, an emphasis on using communication and collaboration tools, and an emphasis on creating content.
- 4.4 Transportation will enhance the emerging professional training program for mechanics to ensure currency and proficiency as well as professional upgrade training. We will develop and implement a professional training and certification program in the coming year that will improve the prowess of our technicians.
- 4.5 Protection Services will reestablish site safety committees and strengthen/revise the trailer resident program.

### **5. Division Long Range Goals**

- 5.1 Implement a Behavioral Based Safety program.
- 5.2 Implement and continuously develop through training of construction project managers a more thorough design review process that will result in minimized change orders, improved building efficiencies in both energy and function, and reduced post-construction maintenance efforts within next 12 months.
- 5.3 Continue to implement the inclusion of Green Building design by requiring a sustainable building rating system or national model green building code in new construction projects as required by Florida Statute 255.2575.

## Operations – State of Division Summary

- 5.4 Maximize revenues and control costs to maintain a fund balance of approximately 8 to 10 weeks of operating expenses and replace cooking equipment older than 12 years of age in all schools.
- 5.5 Continue to follow and evaluate with an eye toward transitioning to CNG (compressed natural gas) or other viable alternative fuel options.
- 5.6 Establish a true and fully funded preventive maintenance program and convert to zone maintenance for system shops (HVAC, Plumbing, and Electrical) by 2013/2014.
- 5.7 Deploy digital content solutions aligned with the Common Core State Standards exclusively through the District's local instructional improvement system to ensure all users have easy access to the content and data available with it and establish the infrastructure and support required to deliver new FLDOE mandated computer based assessments (PARCC) within two years.

### 6. Major Challenges for Division

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 impact the Division's ability to sustain service levels.

- Facilities Planning
  - Transitioning to new leadership and new key employees after the loss of the Director, the Facilities Financial Specialist, the Senior Construction Project Manager, Mechanical Engineer, and the Administrative Secretary.
- Maintenance & Custodial Services
  - Aging service vehicle fleet.
  - New EPA, DEP, Department of Health, and ECUA codes and compliances.
  - Cuts in PECO funds for door and carpet replacement, HVAC controls, electrical retrofits, and preventive maintenance program.
- Transportation
  - Success of post-compounding implementation follow-through to ensure economies are maintained and facilities are safe and secure.
  - Bus replacement cycling
  - Timely and effective training for bus operators and mechanics
  - A safety mindset that sees all accidents as preventable and avoidable
- School Food Services
  - Balancing student meal participation goals with District and community wellness initiatives.
  - Finding qualified employees for all economic environments in light of low beginning salaries and short work hours.
  - Increasing accountability by cafeteria managers for all appropriate federal, state and local regulations.

## Operations – State of Division Summary

- Warehouse & Inventory Services
  - Managing through transition to Skyward system and ensuring it is modified to address critical inventory management functionality such as 3 years usage data, demand roll, automatic reorder review and dead stock analysis.
- Energy Management
  - Current mechanical systems are not being updated/replaced fast enough to overcome the life of the equipment. When HVAC equipment degrades to the point of not being effective, energy efficiency is decreased at an alarming rate. The Energy Management Department foresees the need to establish a way that HVAC equipment can be replaced when it no longer is operating efficiently or effectively in a life cycle cost analysis model.
  - Utility cost increases - any increase affects the District utility budget and the amount of savings that can be achieved.
- Protection Services
  - Insufficient staffing is a chronic issue for the department. Effective oversight of the environmental, security and emergency management demands for a District of our size requires substantial human resources.
- Information Technology
  - Migration of remaining mainframe applications – The student information system, warehouse inventory, work order, and adult fee systems continue to operate from our mainframe.
  - Adoption of new software systems by all employees – The majority of the district’s employees will be using new software applications as their primary technology tool within the next two years.
  - Continued implementation of computer-based testing – The requirements of state mandated computer-based testing are stretching the district’s technology resources and making it more difficult to use technology for instruction.
  - Implementation of digital content – The move toward digital content aligned to the Common Core State Standards in place of traditional textbooks will be difficult given our current student to computer ratio and limited funding available for providing one to one access.

## Operations – State of Division Summary

<b>Division:</b>	<b>Operations</b>
<b>Department:</b>	<b>Facilities Planning</b>
<b>Department Head:</b>	<b>Anthony B. Noles</b>

### **Staffing (12/13):**

**Cost Center Numbers for employees**                      **4109**

**Number of Employees**

<b>Total Department:</b>	<b>28</b>
Admin	1
Prof/Tech	5
Instructional	0
ESP	22

### **Budget Summary (without personnel) (12/13):**

General Revenue Budget:	\$147,109 (This includes the department operational budget of \$36,949 and the Professional/Tech budget of \$110,160).
Federal Project Budget (specify)	\$0
State Project Budget (specify)	\$21,903,920

### **Department Summary:**

#### **1. Scope of Operations**

- The Office of Facilities Planning functions as the School District's interface for all new construction, renovation, and remodeling of capital facilities.
- The Office is responsible for planning, design, and construction of all School District facilities.
- The Office is currently responsible for planning and management of Capital Improvement projects with an approximate value of \$45 million. This includes a \$21 million replacement school for A.K. Suter Elementary, a \$17 million replacement school for Ernest Ward Middle, numerous building additions, building renovations, mechanical HVAC system upgrades/replacements, athletic facilities, site improvements, and the district wide roofing program.
- The Office is responsible for the planning, purchasing, and siting/relocation of all District relocatable classrooms to meet student capacity demands and closure/consolidation requirements.
- The Office administers a highly efficient Capital Improvement Crew and Capital Energy Crew for minor internal construction/HVAC projects.
- The Office maintains an important role in disaster planning and preparation in order to respond to the rigorous demands of post storm rebuilding such as was required in the aftermath of Hurricanes Ivan and Dennis. As a member of the Local Mitigation Strategy Group, Facilities Planning represents the School District at all bi-monthly meetings.
- The Office creates and updates annually the Five-Year District Facilities Work Plan which details our capital building program for the next five years.

## Operations – State of Division Summary

- The Office works cooperatively with City and County governmental agencies to comply with State Concurrency requirements to meet Comprehensive Growth Planning regulations.

### 2. Recent Efficiency/Cost Reduction Initiatives

- Currently, we have one Construction Mechanic position unfilled/frozen due to budget reduction measures.
- Targeted phased replacement of inefficient mechanical systems equipment at various schools such as Bailey Middle and Hellen Caro Elementary Schools which have some of the highest operational costs in the District.
- Global Learning Academy was awarded LEED Gold Certification and should have one of the lowest operating cost/SF in the District. Solar panels will generate energy to operate a portion of the school's power requirements.
- Aggressively pursue cost effective building design through continuous improvement and enforcement of the departments "Design Guidelines and Technical Specifications".
- Begin implementing the inclusion of Green Building design by requiring a sustainable building rating system or national model green building code in new construction projects as required by Florida Statute 255.2575.
- Focus on critical review of building envelope during design review process to ensure adequate air/water barriers and thermal insulation values.

### 3. Successes

- **Continuous improvement of Standard Operating Procedures (SOP) to incorporate lessons learned. Updates to Policy and Procedures manual.**
- **All audits (operational, etc.) completed by inside and/or outside parties found no deficiencies with our procedures and records (Pillar – Finance Goal 3).**
- **Focus on employee satisfaction. Perform rounding with employees once per month. Keep rounding logs for measurement.**
- **Provide for accessibility of drawing database to Maintenance Supervisors.**

### 4. Department Short Term Goals

- Work with staff in transitioning to new management.
- Complete provisions for accessibility of drawing database to Maintenance staff and school principals (Pillar – Environment Goal 3).

### 5. Department Long Range Goals

- Implement and continuously develop through training of project managers a more thorough design review process that will result in minimized change orders, improved building efficiencies in both energy and function, and reduced post-construction maintenance efforts within next 12 months.
- To work collaboratively with all departments within the school district to build on established 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). Within next 12 months – recurring long term goal.
- Continue to implement the inclusion of Green Building design by requiring a sustainable building rating system or national model green building code in new construction projects as required by Florida Statute 255.2575. The new Global Learning Academy is the first



## **Operations – State of Division Summary**

District facility to meet LEED certification and was awarded LEED Gold July 20, 2012 (Pillar – Environment Goal 3).

- Provide safe, secure, and comfortable facilities with stimulating environments where parents want to send their children, students want to learn, teachers want to teach, and employees want to work

### **6. Major Challenges for Department**

- Maintaining level of service to customers given the current economic climate. PECO Maintenance and Construction funding was eliminated by the State from the budget this year.
- Transitioning to new leadership and new key employees after the loss of the Director, the Facilities Financial Specialist, the Senior Construction Project Manager, Mechanical Engineer, and the Administrative Secretary.

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**Division: Operations**  
**Department: Information Technology**  
**Department Head: Tom Ingram**

### **Staffing (12/13):**

**Cost Center Numbers for employees** 4208, 4407, 4405

#### **Number of Employees**

<b>Total Department:</b>	60
Admin	3
Prof/Tech	48
Instructional	6 (includes 1 Title I employee housed in IT offices)
ESP	3

### **Budget Summary (without personnel) (12/13):**

General Revenue Budget: \$1,642,100.60  
Federal Project Budget: \$944,062.23 (E-Rate including roll forward)  
State Project Budget: \$ 875,436.34 (Race to the Top)  
1.5 Mill (excluding roll forward) \$1,495,365.74

### **Department Summary:**

#### **1. Scope of Operations**

- Metropolitan Area Network (MAN) comprised of approximately 50 miles of fiber and numerous wireless connections
- 60 Local Area Networks (LAN) comprised of thousands of network switches and wireless access points
- Approximately 350 physical and virtual servers comprised of Netware, Windows, Linux, and Mac operating systems
- Approximately 25,000 endpoint devices comprised of desktop computers, laptops, and mobile devices
- Telephony comprised of analog and digital systems at all schools and centers
- Instructional television comprised of analog and digital systems at most schools and centers
- Closed-circuit television surveillance systems at 27 schools and centers
- Approximately 50 mainframe, internal cloud, and external cloud applications
- FLDOE reporting of accurate information
- Technology professional development for all employees
- School Board meeting broadcast on two television channels and our web site
- Technology specifications for purchasing all new technology
- Technology replacement cycle budgets for all schools and offices
- Technology inventory specifications, transfers, and disposals

#### **2. Recent Efficiency/Cost Reduction Initiatives**

- Budget for capital expenditures is approximately half of the previous year's budget.

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- Increase in paperless processes as part of the Skyward implementation.
- Increase in employee productivity as duplicate data entry is eliminated through integration.
- Decrease in hardware and electricity costs as we have moved approximately 80 servers to a virtual environment.

### 3. Successes

- **Focus Parent Portal made available and operational in all schools (Environment, Efficiency).**
- **Reliable access to Focus grade book in all schools and report cards generated through use of the grade book (Environment, Efficiency).**
- 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 (Quality, Rigor-revised as short term goal).
- 60% of our teachers demonstrate technology proficiency as measured by the DOE Inventory of Teacher Technology Skills (People, Retain a Viable Competent Work Force- this short term goal is no longer important because the instrument has not been updated to reflect modern technology).
- 70% percent our 8th grade students demonstrate technology proficiency as measured by the DOE Student Tool for Technology Literacy (Quality, Rigor- this short term goal is no longer important because the instrument has not been updated to reflect modern technology).
- **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 (Quality, Rigor).**
- 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 (Environment, Continuity-revised as long term goal).
- 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 (Environment, Continuity-revised as a short term goal).
- **Work with C&I to establish a pilot program to begin moving 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 and assessment to provide academic rigor and prepare students for career and/or college and high stakes assessment (Quality, Rigor).**
- **Reach closure in conjunction with C&I through use of an LIIS Task Force regarding selection and purchase of the LIIS components mandated in the Florida RTTT MOU and the DOE LIIS specification (Quality, Rigor; Environment, Efficiency).**
- Reach a District-wide understanding, particularly at the Director and Principal levels, of the comprehensive, inclusive, and interoperable nature of the LIIS components mandated in the Florida RTTT MOU and the need to align all instructional, administrative, and operations software purchases with the requirements of the LIIS (Environment, Efficiency-revised as long term goal).
- Gradual migration to the complete Focus student system through load of the entire District

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student data set into Focus tables and gradual introduction of parallel use and adoption of state reporting, scheduling, enrollment, discipline, attendance, etc. processes. (Environment, Efficiency-revised as long term goal).

- **Successful deployment of all online iterations/components of FAIR, End of Course Exams, FCAT, and Industry Certifications (Environment, 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 (Environment, Continuity-continues to be a short term goal).
- Establish manage up expectations for department Managers, Coordinators, and Director that result in a minimum of one employee being managed up per month (People, Retain a Viable Competent Work Force-continues to be a short term goal).
- **Deploy print viewing software in any remaining and viable District office environments (Environment, Efficiency).**
- Establishment of Itinerant Data Specialists positions to assist school Data Specialists with staying current on data entry issues related to DOE reporting requirements, scheduling, WIDIS, ESE, etc., to assist with training of new Data Specialists, and to assist with critical data entry issues that might arise in District schools environments (Environment, Efficiency-revised as short term goal).
- **Establish a Web Technologies Analyst position to replace the current Web Master position in order to institutionalize the role of web-based application development, internal assistance with the training and expertise necessary to migrate 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, and to assist with the transformation of the District Web site and the District application delivery modality to an LIIS driven single sign-on portal that delivers all District applications and services based on user identity.**

### 4. Department Short Term Goals

- Develop a Responsible Use Policy to replace the existing Guidelines for Appropriate Use of District Information Systems to improve the way students and staff may use online resources to communicate and collaborate (Quality, To increase rigor at all levels; Vision).
- Develop a plan and three year time line to engage students in learning through the use of technology in three main ways--through an emphasis on using digital content, an emphasis on using communication and collaboration tools, and an emphasis on creating content (Quality, To increase rigor at all levels; Vision).
- 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 (People, To retain and sustain a viable competent workforce; Vision).
- Establish manage up expectations for department managers, coordinators, and director that result in a minimum of one employee being managed up per week (People, To retain and sustain a viable competent workforce; Vision).
- Establish expectations for all IT teams and individuals to set performance goals and monitor those goals throughout the year (People, To retain and sustain a viable competent workforce; Vision).
- Implement department wide communication and collaboration tools (People, To retain and sustain a viable competent workforce; Vision).

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- Improve automated provisioning of network accounts so that new staff and students may begin using major systems including e-mail, gradebook, finance, and human resources no later than the second day of attendance (Environment, Continuity; Vision).
- Decrease the number of paper forms that employees must complete for data entry into the finance, human resources, and student information systems.
- Equip an additional 10% of classrooms with the district's modern technology configuration as specified in the Strategic Plan (Environment, Continuity; Vision).
- Improve the district's web presence to encourage greater communication with parents, students, and staff (Environment, Continuity; Vision).
- Update IT Standard Operating Procedures (Environment, Continuity; Vision).
- Develop a plan and three year time line to restructure school-based and district level technology support services (network and technical support, instructional technology support, data entry and validation, systems integration, and analysis and reporting) to improve staff and student use of all technology systems (Environment, Continuity).
- Increase the percentage of schools and centers with fiber connectivity to the district's core servers, services, and the Internet (Environment, Continuity).
- Improve wireless access point density at the high schools to at least one access point per classroom to enable effective use of one-to-one computing in support of instruction aligned to the Common Core State Standards (Environment, Continuity).
- Develop a data governance plan to improve integration of software systems (Environment, Continuity).
- Populate Focus with the full data set to enable staff to begin using it as a tool for analysis of student information (Environment, Continuity).
- Develop an IT Service Catalog (Environment, Continuity).
- Develop a plan and one year time line to decrease the district's dependence on fax services through improved paperless operations (Environment, Efficiency).
- Develop documentation for finance, human resources, and student information systems in partnership with appropriate other departments to improve level one support to all users.

### 5. Department Long Range Goals

- Deploy digital content solutions aligned with the Common Core State Standards exclusively through the district's local instructional improvement system to ensure all users have easy access to the content and data available with it within two years (Quality, To increase rigor at all levels).
- Establish the infrastructure and support required to deliver new FLDOE mandated computer based assessments (PARCC) within two years (Quality, To increase rigor at all levels).
- Deploy comprehensive system monitoring and performance tools for all technology systems within two years (Environment, Continuity).
- Develop IT Service Level Agreements in partnership with all stakeholder groups within two years (Environment, Continuity).
- Fully deploy and integrate a new student information system that provides intuitive and appropriate access to data within two years (Environment, Continuity).
- Provide 90% of the district's instructional spaces with the technology configuration as specified in the Strategic Plan within three years (Environment, Continuity)
- Back up major systems located at the McDaniel Building to the Escambia Emergency

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Operations Center within three years (Environment, Continuity).

- Provide opportunities for online learning, communication, and collaboration for all students in grades three through twelve within four years (Quality, To increase rigor at all levels).
- Provide opportunities for virtual learning for all students in grades three through twelve within five years (Quality, To increase rigor at all levels).

### **6. Major Challenges for Department**

- Support of new primary applications – Approximately one-third of the IT staff is changing their primary technical skill sets (mainframe programming and support) to support the district's new primary application systems.
- Migration of remaining mainframe applications – The student information system, warehouse inventory, work order, and adult fee systems continue to operate from our mainframe.
- Adoption of new software systems by all employees – The majority of the district's employees will be using new software applications as their primary technology tool within the next two years.
- Continued implementation of computer-based testing – The requirements of state mandated computer-based testing are stretching the district's technology resources and making it more difficult to use technology for instruction.
- Implementation of digital content – The move toward digital content aligned to the Common Core State Standards in place of traditional textbooks will be difficult given our current student to computer ratio and limited funding available for providing one to one access.

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<b>Division:</b>	<b>Operations</b>
<b>Department:</b>	<b>Maintenance Services</b>
<b>Department Head:</b>	<b>Charles M. Peterson - Director</b>

### **Staffing (12/13):**

<b>Cost Center Numbers for employees</b>	<b>4105</b>
	<b>Number of Employees</b>
<b>Total Department:</b>	<b>137</b>
Admin	2
Prof/Tech	1
Instructional	
ESP	134 (minus 2 positions being held vacant due to budget cuts)

### **Budget Summary (without personnel) (12/13):**

General Revenue Budget:	\$3,034,045.00
Federal Project Budget (specify)	
State Project Budget (specify)	\$ 195,000

### **Department Summary:**

#### **1. Scope of Operations**

Oversee a maintenance operations budget of approximately \$9,500,000 providing maintenance services for 64 sites (including closed facilities and vacant lots) 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**

- Assisting Energy Managers in efficiency and cost reduction initiatives (HVAC, plumbing, electrical).
- Reduced the number of supervisor and shop leader positions to increase the number of technician positions increasing efficiency and decreasing response time resulting in cost savings.
- Reduction in refrigerant usage after purchasing scales and establishing checkout procedures.

#### **3. Successes**

- **Successful grounding Project at West Pensacola Elementary to protect electrical, electronic, and fire alarm systems.**
- **Preventive Maintenance Program.**
- **Successful completion of major maintenance related work for O. J. Semmes Elementary School due to influx of students from closed schools.**

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- **Successful closure of Allie Ynietra Elementary, Hallmark Elementary, and Spencer Bibbs Elementary Schools.**
- Successful completion of electrical retrofits for remedial online FCAT testing labs at Pine Forest High, West Florida High, Washington High, Escambia High, and Pensacola High Schools.
- Successful completion of disconnecting all gas-fired fryers for Food Services at 50 sites.
- Successful completion of painting 10 schools at less than \$.38 per square foot.

### 4. Department Short Term Goals

- Continue rounding.
- Continuing managing up on a weekly basis, including Stellar Employee of the Month and Year.
- Continue dealing with low performers and recognizing high performers.
- Plan for maintaining/replacing equipment financed by energy savings.
- Evaluate, select and implement an effective and efficient work order system.
- Provide qualified technical training for HVAC controls and systems.

### 5. Department Long Range Goals

- Establish a true and fully funded preventive maintenance program by 2013/2014.
- Zone maintenance for system shops (HVAC, Plumbing, and Electrical) by 2013/2014.
- Convert Maintenance Supervisor positions (ESP) to Managers (Professional) by 2013/2014.
- Seven to ten year replacement of HVAC equipment to maintain efficiency with current technology financed by energy savings (2013/2023).
- Install grounding systems for sites that are prone to lightning strikes (2013/2014).
- Explore different alternatives for fire alarm monitoring (2013).
- Bring fire alarm maintenance back in-house (2013).

### 6. Major Challenges for Department

- Budgetary cuts (positions, equipment, tools, supplies, vehicles).
- Dealing with low performers and the disciplinary process.
- Aging white fleet.
- New EPA, DEP, Department of Health, and ECUA codes and compliances.
- Cuts in PECO funds for door and carpet replacement, HVAC controls, electrical retrofits, and preventive maintenance program.
- Department Personnel Planning Document changes allowed only once per year.



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<b>Division:</b>	<b>Operations</b>
<b>Department:</b>	<b>Custodial Services</b>
<b>Department Head:</b>	<b>Charles M. Peterson - Director</b>

### **Staffing (12/13):**

**Cost Center Numbers for employees**                      **4104**

**Number of Employees**

**Total Department:**                                      **15**

Admin

Prof/Tech    **3**

Instructional

ESP    **12**

### **Budget Summary (without personnel) (12/13):**

General Revenue Budget:                                      \$ 746,100

Federal Project Budget (specify)

State Project Budget (specify)

### **Department Summary:**

#### **1. Scope of Operations**

Oversee a custodial training, in-service, and supply operation serving 54 sites. Contract administrator of 12 contracted schools (GCA). Administer contracts for used bulb disposal, dumpster operation, and recycling services.

#### **2. Recent Efficiency/Cost Reduction Initiatives**

- Ability to respond to flooding/water back-up in schools. Now have in-house equipment to respond to emergencies, e.g., dehumidifiers, fans.
- Exceeded our goal of \$100,000 dumpster waste cost reduction by converting to recycle dumpsters.

#### **3. Successes.**

- **With the implementation of green products and the mechanical removal of floor finish, we have lessened the district's worker's compensation exposure.**
- **The recycling goal to save \$100,000/year from trash services is currently at the \$55,000+ mark. We will update the goal's progress at the end of this school year. We expect to surpass the goal.**
- **Southern Scrap is now paying us for the fluorescent lamp ballasts opposed to paying our former bulb recycling company for their disposal.**
- **Our new bulb recycling company charges \$0.14 per the typical straight fluorescent bulb less than 4'; our former company charged \$0.32.**

## Operations – State of Division Summary

- **Converted all schools and kitchens to the no touch paper towel dispensers (“no touch” means preventing cross-contamination from user to user).**
- Now have in existence a facility (Global Learning Academy) with non-stripping floors (linoleum and carpet squares) – only water needed to maintain flooring.
- Ability to respond to classrooms with high humidity issues within one hour.
- Laundry converted to automatic high efficiency green solutions dispenser system.
- Introduced restroom cleaning equipment (Kai-Vac) at Global Learning Academy.

### 4. Department Short Term Goals

- To maximize recycle program in all departments.
- Introduce more effective green products to eliminate bathroom odors.
- Set up a committee to evaluate custodial equipment and all cleaning products.

### 5. Department Long Range Goals

- To come up with an average of an accepted cost per student for custodial supplies per school – 2013/2014.
- Standardize custodial hours by school level – 2013/2014.
- Maximize team cleaning for all schools – 2013/2014.
- Develop a mobile floor crew to maintain floors at elementary schools – 2013/2014.

### 6. Major Challenges for Department

- Working with principals on custodial issues.
- Helping principals deal with low performers.
- Supervision and rounding at night.

## Operations – State of Division Summary

**Division:** Operations  
**Department:** Transportation  
**Department Head:** Robert A. Doss, Jr.

### **Staffing (12/13):**

**Cost Center Numbers for employees**            **4108**

#### **Number of Employees**

<b>Total Department:</b>	<b>462</b>
Admin	1
Prof/Tech	11
Instructional	
ESP	450

### **Budget Summary (without personnel) (12/13):**

General Revenue Budget:	\$4,443,076.31
Federal Project Budget (specify)	\$ -
State Project Budget (specify)	\$ -

### **Department Summary:**

#### **1. Scope of Operations**

The Transportation Department provides transportation services to the District's schools and centers, and maintenance services for the District's "white fleet" vehicles. In the 2011-12 school year, the Department transported some 24,553 general education students on 335 daily run buses, approximately 1,057 ESE students on 51 dedicated ESE buses, and roughly 894 SES after-school tutoring students on 41 buses. We also supported some 67,223 students for extra-curricular activities, many after school. In addition to the 462 employees noted above, the Department also enjoys the services of 39 substitute drivers and 47 substitute assistants.

#### **2. Recent Efficiency/Cost Reduction Initiatives**

Extended School Day Planning. While the net impact of the extended elementary school day initiative is an increased expenditure on the transportation side, the department was able to mitigate the cost of implementation substantially by restructuring and streamlining part of its operation to accommodate the change. Initially expected to cost upwards of \$400,000 to implement, the final cost tally was approximately \$82,500.

Route Planning and Design. The department will purchase new school bus routing software in 2012 that will improve routing efficiency in terms of the time required to perform the routing function and the use of buses and employees associated with the routing end product. Concurrently, routing features associated with the new software include safety fencing and policy compliance which will ensure the new efficiency is met with an improvement in design safety as well. Additionally, resources available to schools and the public will make ad hoc bus and bus stop identification much easier and more reliable than ever before.

## Operations – State of Division Summary

Student Processing and Assignment at the School. In its 2011-12 State of the Department report, the Transportation Department noted that there was a gap in student data processing at the end of the school year until just before the start of the next school year. Consequently, updates to the student database (currently, TERMS) tended to wait until the start of the following school year. Whatever was held in the TERMS database at the end of the school year was generally what route managers were left to build their routes for the following year.

Experience showed that approximately 1/3 of students routed at the beginning of the year were routed using outdated information. Thus, 1/3 of a given projected bus load of students ended up riding different buses which means that another 1/3 of a bus load of students would be added to that bus' rolls.

When students are misassigned and are placed on the wrong buses at the start of the school year, the potential for missing students rises dramatically. At a minimum, school bus operators find themselves attempting to correct these assignments on the fly or they must return to the school with these students. As most of these double-back cases occur at the elementary level at the first tier of the afternoon run, costly delays ripple throughout the transportation schedule.

The Transportation Department took the lead in creating process improvement by implementing a number of measures:

- Before school was dismissed for the 2011-12 school year and at various points during the Summer, the department broadcasted School Messenger calls to parents of bus riders reminding them of the need to update student information at schools in order to ensure their children are appropriately routed on buses on the first day of school. The Department also transmitted Messenger calls advising parents to submit their early requests for childcare accommodations before the start of school by a certain deadline.
- The department pressed for identification of ESE and ESOL school contacts by April 30 as well as identification of each school's 12-month contact authorized to correct/update documentation and maintain the flow of transportation requests to the Transportation ESE Route Manager since a good number of late submissions were for ESE and ESOL students.
- The department established a deadline of May 15 to allow for a review and edit routine before the end of the school year with this year's rosters and requests submitted – for the first time – entirely electronically rather than by fax.
- The department called for all requests for early consideration of after-school childcare transportation to be submitted by May 30 in order to relieve the standard requirement to wait until two weeks after the start of the school year for approval.
- As has been its practice the past two years, the department would provide schools with its bus routes and rosters two weeks prior to the start of the school year so officials could review them and submit last-minute changes before students arrive at school.
- The department also re-emphasized the need for schools to ensure students who were not manifested on bus rosters were manually added through the use of the bus ticket. The bus ticket is the fastest, easiest, and most complete way to document the transportation requirements of students; however, it would be necessary for schools to be ready to identify student addresses, buses, and bus stops well in advance of the end of the school day.

## Operations – State of Division Summary

The efforts with respect to the ESE and ESOL routing saw vast improvement with some lingering issues with errors and incomplete transportation requests delaying routing. Still, the improvement over the previous year was noteworthy.

However, the department's effort to have parents provide schools with the most current contact and residence information and then see that information entered into the student database in time for students to be routed before the first day of school was not such a success.

The standard 1/3 roster error rate was still present on the first day of school, a figure that likely far exceeds the District's summer mobility rate. That means that either parents had not provided schools with updated information or the schools had not updated the database in time to see the current information reflected in student routing, or both.

The result was yet another year of too many buses doubling back to school to return students who were placed on the wrong buses. Again, the fact that buses doubled back to school is the positive outcome of a potentially disastrous result many school districts around the country experience every year with children coming up missing during the first week of school. That tragic end didn't develop in this district, but there should be no doubt that failure to correct this tempts a terrible outcome if not resolved.

With that, the department is doubling-down on accountability for an accounting for students on the bus ramp. Without exception, students not manifested on a school bus roster will not be permitted to ride the bus home in the afternoon without a bus ticket. This effort is being met in the middle at the director and assistant superintendent level to ensure process mechanisms are in place to gather, sort, and document appropriate information so students can be correctly assigned to buses. Students who cannot be accurately assigned because their student data is not available in time to ensure proper processing and assignment will not be provided school bus transportation until they can be properly processed and assigned to school buses.

This will result in obvious improvements to efficiency when buses will not be returning to school in such large numbers, but the most important feature of this line of accountability will be the fact that the District will be dramatically less exposed to the potential for missing, lost, endangered, or abducted children who had been placed on the wrong school buses.

Bus Compounding. The department continued its progress toward full school bus fleet compounding with 2012-13 being the final implementation year. This has been a great success although it will be necessary to improve compound facilities for safety and security as we continue.

Fuel Consumption. The department made nice strides in improving fuel consumption in this difficult budgetary climate during the 2011-12 school year. The department's diesel fuel consumption has decreased substantially in spite of increased tasking. This is due in large part to driver diligence and improvements in routing and idle time scheduling.

### 3. Successes

- **Continue to improve customer service; track telephone routing to ensure no unnecessary escalations due to dead-end telephone queuing.** Escalations have decreased dramatically over the past few years, and the escalations that have occurred have generally

## Operations – State of Division Summary

not been due to department unresponsiveness. This is attributed in large part to an improvement in the telephone routing logic and the development of more intuitive scripting and call handling by clerks, particularly during the early phases of the school year. We can measure our success in this area by the number of calls we were unable to field during working hours because we were tied up with other calls. Some of that is unavoidable, but we endeavor nonetheless to keep these to a minimum because we assume that missed calls become escalated calls.

- Conduct bus operator and assistant video self-critiques with their route managers. This continues to be a work in progress and an ongoing goal. Route managers conduct these video self-critiques when time between school bus runs permit, but that is also when most impromptu calls and visits occur. There is a balance point to be achieved there when ad hoc requirements for video review decrease to a point that permits a more proactive use of the resource. We recognize, however, that we are not in control of all of that because schools often ask for video review, even in cases where a different approach is preferred. We continue to work on this.
- **Continue to reinforce improved student management/leadership techniques and strategies.** This is an ongoing effort that will never end. However, we continue to emphasize a progressive approach to student discipline which necessarily includes more creative student management/leadership techniques. Our training continues to emphasize this and our employee performance appraisals reflect employee performance in that regard. This is a battle we are winning, slowly but surely.
- **Continue to implement the bus compounding plan.** The 2012-13 school year will see the final year of implementation of the plan.
- **Continue to improve accountability in student assignments to school buses.** The discussion on this topic above was a rather comprehensive treatment of the issue. We will not turn back from complete success in this effort. There is much at stake that defies measurement.
- **Improve the process for assigning ESE, ESOL, and other non-typical student transportation scenarios so they can be more completely included in the initial posting of bus routes and rosters.** The department was utterly persistent in obtaining timely input so students in these critical need areas could be routed properly and on time. The trick was to obtain accurate transportation requirements from schools before the end of the school year. Otherwise, route managers would find themselves with mountains of requests in the days prior to the start of the school year with no time to effectively route the students. This was a success story this year with still more room for improvement.
- **Maintain dynamic employee interactions in the field through rounding and semi-annual group meetings.** These interactions remain a priority and they were effective in improving individual accountability. We also increased “route rounding” where buses are observed on their routes rather than exclusively at their terminus on campus.
- Expand substitute bus operator and assistant rolls. In spite of an economic and employment picture that would suggest prospects would be lining up at our doors, we continue to struggle with adding qualified drivers to our rolls. We have not experienced similar difficulties in hiring assistants, but getting drivers is another story. The fact that a school bus operator must be highly qualified in many respects and must also pay for his/her initial licensing deters or disqualifies many.
- **Continue to emphasize fuel consumption/MPG performance with emphasis on a formal idling policy via GPS auditing.** We have made nice strides in improving fuel

## Operations – State of Division Summary

consumption in this difficult budgetary climate. Our diesel fuel consumption has decreased substantially in spite of increasing tasking. This is due in large part to driver diligence and improvements in routing and idle time scheduling.

- **Continue to improve customer service at every opportunity.** By empowering route managers to be responsible for customer service in their areas, we have been able to drive accountability down to the individual employee level quite effectively. When calls must be handled by the Director, there is – ironically – a decrease in the real customer service accountability quotient where it really matters. This has been a success for us.
- **Continue to emphasize collaborative approaches to problem-solving.** The department continues to leverage the insights of schools and other departments in its planning and 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, customers, and employees.
- **Create a professional training program for mechanics to ensure currency and proficiency as well as professional upgrade training.** This is an area that has seen substantial improvement in the past year with more room for improvement and development. Employees have been offered off-duty professional and technical training opportunities and many have taken advantage of them. The department hopes to develop and implement a professional training and certification program in the coming year that will improve the prowess of its technicians.
- Review the existing C2C (center-to-center) bus stop plan to ensure the transportation plan for programs and schools that incorporates C2C stops is evenly applied, safe, and efficient. This remains a challenge in the midst of so many changes to transportation requirements from year to year, but we would like to revisit this when the opportunity permits in order to ensure C2C transportation accommodations genuinely make sense.
- **Reduce District at-fault traffic accidents.** The number of at-fault traffic accidents saw a substantial drop-off in the 2011-12 school year.

#### 4. Department Short Term Goals

- Continue to improve customer service; track telephone routing to ensure no unnecessary escalations due to dead-end telephone queuing. (*GOAL S.1.*)
- Conduct bus operator and assistant video self-critiques with their route managers. (*GOAL Q.3.*)
- Continue to reinforce improved student management/leadership techniques and strategies. (*GOAL Q.3.*)
- Complete implementation of the bus compounding plan. (*GOAL F.1.*)
- Continue to improve accountability in student assignments to school buses. (*GOAL S.1; Q.2.*)
- Improve the process for assigning ESE, ESOL, and other non-typical student transportation scenarios so they can be more completely included in the initial posting of bus routes and rosters. (*GOAL S.1; Q.2.*)
- Continue to emphasize fuel consumption/MPG performance with emphasis on a formal idling policy via GPS auditing. (*GOAL F.1.*)
- 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

## Operations – State of Division Summary

more open setting, and provide a more professional face to visitors, customers, and employees. (*GOAL S.1.*)

- Enhance the emerging professional training program for mechanics to ensure currency and proficiency as well as professional upgrade training. Develop and implement a professional training and certification program in the coming year that will improve the prowess of its technicians. (*GOAL P.2.*)
- Review the existing C2C (center-to-center) bus stop plan to ensure the transportation plan for programs and schools that incorporates C2C stops is evenly applied, safe, and efficient. (*GOAL E.1.*)
- Maintain a rigorous focus on driver safety. (*GOAL E.1.*)

### 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. This goal is dependent on the economy and the budget, but it will likely receive increased attention with full implementation complete.
- Develop a sense that our operation is integral to the operations of our customers and counterparts throughout the District – a sense of built-in support (incremental and continuous).
- Continue to follow and evaluate with an eye toward transitioning to CNG (compressed natural gas) or other viable alternative fuel options.

### 6. Major Challenges for Department

- Success of post-compounding implementation follow-through to ensure economies are maintained and facilities are safe and secure.
- Staffing efficiency
- The aging white fleet
- Bus replacement cycling
- Management of work spaces
- Timely and effective training for bus operators and mechanics
- Identify and purchase needed equipment for training and fleet maintenance
- 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
- An integrated student accounting process in school, on the ramp, and on the bus



## Operations – State of Division Summary

<b>Division:</b>	<b>Operations</b>
<b>Department:</b>	<b>Energy Management</b>
<b>Department Head:</b>	<b>Jacquelyn Smith and Eric Fritz</b>

### **Staffing (12/13):**

**Cost Center Numbers for employees** 4124

#### **Number of Employees**

**Total Department:** 2

Admin

Prof / Tech 2

Instructional

ESP

### **Budget Summary (without personnel) (12/13):**

General Revenue Budget: \$ 15,899

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 2005.

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.

As part of the Strategic Plan – Environment E.2.1 Reduce the consumption of natural gas, electricity and water. The Energy Management Department provides facts to help the Executive Administrative Leadership make decisions that are strategically beneficial to the District.

#### **2. Recent Efficiency / Cost Reduction Initiatives (2011-12)**

The department working with District staff saved over \$3.25 million for school year (FSY) 2011-12. We exceeded our goal of \$2.296 million set by EEI by 41.55%.

#### **3. Successes (2005 – 2012)**

Energy Management created an awareness of energy conservation and savings throughout the District. The program has saved over \$21.12 million since program began in 2006, which is a

## Operations – State of Division Summary

saving of 22.17%. December 2010 was the official end of the monetary contract that the school district had 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. Baseline data shows that we used 868,261 KWH and spent \$90,369 annually on the heating and cooling of our modular classrooms. School Year 2011-12 these same modular classrooms used 398,388 KWH avoiding cost in the amount of \$36,880 resulting in 54% less energy consumption.

The Energy Management Department enabled the Escambia County School District to become an Energy Star® Partner with U.S. Environmental Protection Agency and the U.S. Department of Energy. This program now lets us measure our facilities on a national basis and provides feedback and learning tools to become more effective stewards of our energy resources. The 2011-2012 school year nine (9) school campuses achieved the Energy Star® Certified Building Award.

#### 4. Department Short Term Goals

FSY 2011-12 Energy Management has achieved 20.24% in cost avoidance. Below is a breakdown:

	Baseline	Target FY 2011-12	Actual Consumption FY2011-12	Results (Beat Target Goal) FY 2011-12
Electricity	92,444,470 KW	94,477,678 KW	93,395,910 KW	6.1%
Natural Gas	1,093,894 CCF	1,087,231 CCF	1,055,623 CCF	2.9%
Water	117,306 Kgal	104,710 Kgal	87,380 Kgal	16.6%

The goal for FSY 2012-13 is to continue to save in the 18%+ cost avoidance range.

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

Work with the IT Department to measure the effects of pilot program to reduce the energy consumption of computers.

## Operations – State of Division Summary

Establish an Energy Management Fund within the General Fund to earmark funds generated from a percentage of energy cost savings to fund future energy projects that acknowledge a triple bottom line (E<sup>3</sup> – Efficiency, Economics and Environment).

- Increase the Efficiency of our systems
- Decrease the Economic impact of our energy consumption
- Increase our stewardship of Environmental awareness

Implementation of the Energy Management Incentive Program has been rolled out to all our campuses in the FSY 2012-13 starting July 2012.

### 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. **Ongoing**

Continue to work with the Facility Department to ensure energy conservation is considered with a focus on life cycle cost analysis when used in designing new building construction and renovation. **Ongoing**

Continue to work with the Maintenance Departments to repair systems that are not conserving energy and promoting resident comfort. **Ongoing**

Work with Facility 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. **May 2014**

Introduce a Pilot Program at Pensacola High School to measure the effects of upgrading our current Global Control Module (GCM) with Enterprise Network Controller (ENC). This pilot program would determine if it is cost efficient to upgrade controlling technology so that the District would be able to control Billed Demand by duty scheduling its mechanical HVAC systems. **February 2014**

Once a successful completion of the IT pilot program for energy reduction of computer energy consumption; Introduce a software product District wide to reduce energy consumption related to computers. **December 2014**

Implement a six prong strategy:

1. Reduction of HVAC Energy Consumption  
Phase I – Global Control Module Conversion to Enterprise Network Controller  
**December 2013**
2. Reduction of our Lighting costs and energy consumption **December 2015**
3. Reduction of our Plug-In energy consumption **December 2014**

## Operations – State of Division Summary

4. Train Site Administrative staff on Basic Energy Management Functions to increase implementation of behavior based energy management strategies with staff and students **June 2014**
5. Train Instructional Staff on behavior based energy management strategies and to formulate Energy Green Teams **July 2014**
6. Increase training of Energy Managers (CEM, LEED – GA, LEED – AP) for upcoming Federal & State Legislation along with new State requirements to conform with other energy managers across the State (i.e. Polk, St. Johns, Orange, Dade)
  - i. CEM – **June 2014**
  - ii. LEED – GA **May 2014**
  - iii. LEED AP **June 2015**
  - iv. Achieve an Energy Star® Overall Rating of greater than 75 District wide. **June 2016**

### 6. Major Challenges for Department

No established funding for future energy projects.

The Energy Department is reporting that the current mechanical systems are not being updated quick enough to overcome the life of the equipment. When HVAC equipment degrades to the point of not being effective, energy efficiency is decreased at an alarming rate. The Energy Management Department foresees the need to establish a way that HVAC equipment can be replaced when it no longer is operating efficiently or effectively in a life cycle cost analysis model.

We can expect utility companies to increase their rates. No rate increase has been announced yet this year. Any increase affects the District utility budget and the amount of savings that can be achieved.

Weather has become a major challenge. Reacting to extreme temperatures during the summer and winter months HVAC systems are required to run 24/7 to maintain some comfort in our buildings. Running HVAC equipment at 100% demand levels is increasing the use of energy resources and increasing the amount of funds needed to satisfy the costs of increased energy consumption. Inefficient building envelopes and aging inefficient equipment are adding to the problems of not meeting the comfort needs of our students, staff and administration.

## Operations – State of Division Summary

**Division: Operations**  
**Department: School Food Services**  
**Department Head: Gail Szoboszlay**

### **Staffing (12/13):**

#### **Cost Center Numbers for employees**

	<b>Number of Employees</b>
<b>Total Department:</b>	<b>422</b>
Admin	1
Prof/Tech	12
Instructional	
ESP	*409

Note: Two (2) District Level ESP's, four-hundred and seven (407) Site Based SFS workers  
(All school cost centers are involved)

### **Budget Summary (without personnel) (12/13):**

General Revenue Budget:	\$	
Federal Project Budget (specify)	\$	12,127,000.00 (Food Services Operating Fund)
State Project Budget (specify)	\$	

Note: \$7,800,000 Salaries & Benefits not included in above amount

### **Department Summary:**

#### **1. Scope of Operations**

- Escambia County sponsors Federal reimbursable Child Nutrition (CN) programs in all public schools in Escambia County.
- In compliance with Florida Board of Education Rules, CN lunch programs are available in all schools and serve approximately 24, 500 reimbursable meals and approximately 4,770 a la carte equivalents daily.
- Breakfast programs are offered in 51 schools, including all elementary as required by Florida law, with over 11,958 reimbursable breakfasts served daily.
- Through centralized processing of all applications, the School Food Services Office staff has currently qualified 23, 013 (63.64%) students for free meal benefits and 3,068 (6.58%) for reduced price meal benefits.
- The Food Services budget for 12/13 is projected at \$19,926,960 and includes the following:
  - \$7,600,000 in food purchases
  - \$7,800,000 in cafeteria labor and benefit cost
  - \$8,433,707.43 beginning fund balance (reserves)
- Food Services currently has on inventory approximately 1964 pieces of food service equipment valued at approximately \$8,353,228.68.

## Operations – State of Division Summary

### 2. Recent Efficiency/Cost Reduction Initiatives

- The Horizon Web Application Processor which provides on-line Free and Reduced Price Application processing has processed 7,523 students to date which led to 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.
- Implementation of USDA Provision 2 in all elementary schools with at least 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 Services and school staffs. It also eliminates the need for the School Food Services' Office and school administrative staffs to distribute, collect and pre-screen free and reduced price applications
- 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 during breakfast.
- The School Food Services' Department benefits from food service equipment storage spaces which allow used equipment to be inventoried for future use.

### 3. Successes.

- 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.
- This year Food Services added 2 additional Area Manager Positions. Each Area Manager supervises approximately 10-12 schools. The increased number of Area Managers allow for better oversight of cafeteria operations. Each Area Manager trains staff, monitors daily activities and conducts periodic reviews to ensure adherence to standards and establish benchmarks and accountability procedures for each cafeteria.
- Sufficient revenues and fund balance reserves allowed Food Service to allocate funds to the following capital projects:
  - (1) 2008 - Newly constructed Warrington Middle kitchen funded by Food Services (\$800,000) in conjunction with Facilities Planning
  - (2) 2011/2012 - Renovation of Ferry Pass Elementary kitchen, including enlarged refrigeration and storage, funded by Food Services matching Facility Planning's \$600,000 investment.
  - (3) 2011/2012 - Renovation of Escambia High School kitchen, funded by Food Services matching Facility Planning's \$1.7 million allocation.
- 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.
- After a Spring '09 successful program testing the use of standardized "green" cleaning products, use of these cleaning products continues in all cafeteria.

## Operations – State of Division Summary

- 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. 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.
- Solutions Team's elementary school garden project recently recognized by the US State Department's international leadership development program.
- School Food Services helped initiate and financially support the Unite Escambia Health Hardwired survey and focus group initiatives and student product testing to ensure that menus are planned for highest customer participation (SY 2010-11)

### 4. Department Short Term Goals

- Increase student meal and a la carte participation by at least 10%.
- Develop cost and participation benchmarks for each cafeteria and continue to implement accountability requirements.
- Establish goals and standards for training of all Food Service employees to include ServSafe training for all managers by January 2013.
- Identify configuration of kitchen production equipment required for all District cafeterias.
- Create standard new kitchen designs, including equipment specifications, for elementary, middle and high schools.
- Interact with students, parents, visitors, and community stakeholders to achieve efficiency, effectiveness, and courtesy.
  - 1.) Develop Student Advisory committees at all High Schools by January 2013.
  - 2.) Provide and deliver excellent customer service within established guidelines of law, Board Policy and Procedures.
- Provide training to improve communication with courtesy and professionalism for all customers.
- Achieve clarity in communication by consistently delivering information without excessive jargon or mixed messages and with sensitivity to brevity.
- Ensure timeliness of communication by implementing consistent use of available tools (E-mail, accurate and up-to-date website and long-range calendars) as measured by the climate survey.
- Ensure a professional atmosphere in all operations that includes appearance of facility, professionalism of employees and responsiveness to needs as measured by an annual survey.
- Broaden the opportunities for all employees to participate in continuing professional development at the District level. This is to include modifying academic requirements for assistant manager positions to allow more staff the opportunity to advance within the department.
- Supervisory staff, including Area Managers, will complete weekly manage-ups to the School Food Service Director. (SY 2011-2012)
- School Food Service District employees will send out at least one handwritten thank you note per month (SY 2011-2012)

## **Operations – State of Division Summary**

- All Food Service office staff will round, at least 3 times per week to schools for breakfast and lunch. (SY 2011-2012)
- Work with facilities and maintenance to create a list of 12 schools in most need of equipment and facility repairs. Work with these departments to successfully implement necessary equipment replacement, facility repair and maintenance upkeep.

### **5. Department Long Range Goals**

- Maximize revenues and control costs to maintain a fund balance of approximately 8 to 10 weeks of operating expenses. (SY 2012-13)
- Continue refining menus, recipes and production methods to meet established nutrition goals in support of Escambia County's efforts to reduce childhood obesity. (Continuous)
- Establish optimal training standards for all food service employees. (Continuous)
- Ensure that all cafeterias are equipped with the identified production equipment and supplies required for efficient preparation of menus. (Continuous)
- Replace cooking equipment older than 12 years of age in all schools.
- Showcase the District through increased opportunities for positive public relations as measured by the number of media releases. (Continuous)

### **6. Major Challenges for Department**

- Balancing student meal participation goals with District and community wellness initiatives.
- Finding qualified employees for all economic environments in light of low beginning salaries and short work hours.
- Increasing accountability by cafeteria managers for all appropriate federal, state and local regulations.



## Operations – State of Division Summary

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

### **Staffing (12/13):**

**Cost Center Numbers for employees** 4205, 4207

#### **Number of Employees**

<b>Total Department:</b>	<b>24</b>
Admin	
Prof/Tech	6
Instructional	
ESP	18

### **Budget Summary (without personnel) (12/13):**

General Revenue Budget:	\$ 181,488
Federal Project Budget (specify)	\$
State Project Budget (specify)	\$

### **Department Summary:**

#### **1. Scope of Operations**

\$10-13 million in annual issues across Food, Textbooks, Instructional, Maintenance, Custodian and Transportation Material. Oversees the ordering, distribution and accounting for over 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**

- Reduced electrical consumption by 1/3 through new chillers and different loading pattern for reefer trucks that eliminates power hookups from afternoon to morning.
- Continue to merge Food and Instructional deliveries to save fuel.
- Continue initiative to reschedule Food, Textbook and Custodial orders for next school year at end of year to avoid over large delivery orders and potential overtime.
- Continued use of Credit Cards for Transportation Parts and this past year for Maintenance
- Material to reduce Purchasing costs and delays and provide increased customer support. Also reduces stock on hand by using "just in time" inventory methods.

#### **3. Successes.**

- **Increased Instructional Sales by 22% by eliminating surcharge. More District Funds are staying within the District FY2010-11 \$749,945 includes 15% surcharge. FY 2011-12 \$799,841. (Environment)**

## Operations – State of Division Summary

- Continued to improve website with more product pictures, new product specs and preprinted forms for improved customer use. (Environment)
- Continue to maintain cost effective and reliable delivery fleet and material handling equipment through continued preventative maintenance policies. (Environment)
- Had Food Service provide funding to complete remaining refrigeration projects. (Environment)
- Best and quickest Annual Inventory. (Environment)
- Continued rounding employees for outstanding work. Another employee awarded "Employee of the Month." (People)
- Continued mentoring of Central Stores Manager professional and educational development in Warehouse Manager functions and responsibilities. (People)
- Over 90% of Instructional and Custodial material delivered within 48 hrs.
- Outstanding USDA and State Health Inspections for Food Storage.
- Continued Defensive Driver Training and weekly inspections. 2 minor accidents in 90,000+ driven by 9 drivers.

### 4. Department Short Term Goals

- Continue to improve driver safety and accident rate. Defensive Driver Training courses at Transportation.
- Weekly vehicle inspections. Encourage drivers to report vehicle discrepancies.
- Continue to improve customer communications by creating an information friendly website and constantly solicit and advertise new products.
- Continue to manage up people.
- Continue mentoring of Central Stores Manager.

### 5. Department Long Range Goals

- Continue to be Districts Supplier of Choice. Measure by sales and for services.
- Maintain cost effective and reliable delivery fleet and material handling equipment to improve worker efficiency and reduce capital outlay costs.
- Continue to be competitive using national bids and bulk purchases which benefit the District in providing the best price for a good quality product.

### 6. Major Challenges for Department

Skyward Computer system – Sustain effort to ensure it is modified to address inventory management functionality such as containing 3 years usage data, demand roll, automatic reorder review and dead stock analysis.



## Operations – State of Division Summary

- K-9 Drug Detection Program
- Security Credentials – Lunsford Act
- Employee, Contractor, and Not-for Profit Fingerprinting and Credentialing
- District Gang Reduction Work Group
- Circuit 1 Gang Task Force
- Public safety 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 (6 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

## Operations – State of Division Summary

- 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
  - 10 general public shelters – total capacity: 11,073
  - 9 refuges of last resort – total capacity: 4,382
  - 1 Medical special need shelter
  - 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
- Haz Mat & Petroleum Spill Response
- Fluorescent Bulb Disposal Efficiency
- Contractor Compliance
- Petroleum Clean-Up Sites
- Contaminated Campus Remediation Projects
  - Former Brown-Barge Middle School
  - Brentwood Elementary School

## **2. Recent Efficiency / Cost Reduction Initiatives**

**By bringing the fingerprinting process back in house, the district experienced a cost savings of approximately \$37,000 annually.**

## Operations – State of Division Summary

### 3. Successes

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 remediation of contaminated soil at the old Brown Barge campus.**
- **Completed remediation of contaminated soil at Brentwood Elementary campus.**
- **Stood up and began successful operation of new Fingerprinting Office.**
- Completed reprogramming of all district desktop and handheld UHF radios.
- Completed installation of 30+ new desktop radios along with antennae systems.
- Conducted state approved training for district staff serving as crossing guards

### 4. Department Short Term Goals

- Capture and analyze injury/accident data
- Develop an accident investigation program
- Develop hazard reporting system
- Develop/strengthen site safety committees
- Strengthen/revise trailer resident program

### 5. Department Long Range Goals

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

### 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.