

**OPERATIONS  
STATE OF DIVISION**

**OCTOBER 2015**

**Shawn Dennis  
Assistant Superintendent**

## Operations – State of Division Summary

Due date: October 19, 2015

Summary for Division – completed by Assistant Superintendent

**Division:**  
**Department:**  
**Department Head:**

### **Staffing (15/16):**

**Cost Center Numbers for employees (list all applicable)** 4014, 4306, 4304, 4301, 4302, 4305, 4429, 4103, 4108

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

### **Budget Summary (without personnel) (15/16):**

General Revenue Budget: \$ 4,200  
Federal Project Budget (specify)  
State Project Budget (specify)

### **Department 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 1215 employees and is the second largest division within the District.

The combined annual operating budget for the Division is approximately \$69 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 \$20 million in projects annually. The Division operates and maintains over 1000 district vehicles and coordinates 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

- Central Warehouse continues refining the Tool Box program as a Cost Accounting Management Tool to better use Skyward.
- Developing cost saving strategies with the Purchasing Department to bid and stock the warehouse.
- Continue using Total Quality Management process to structure work flow and work assignments to ensure the gains of reducing our staff by 3 employees and providing value added services.
- Custodial staff successfully implemented a reduction in dumpster pickups during low volume times of year with a cost avoidance of approximately \$78,000.00.
- Completed annual in-service training with custodial staff/sites regarding refinishing school stages and maintaining and finishing gym flooring. Average cost for retail service per gym floor is \$4,000.00 to \$6,000.00 versus in-house cost of \$900.00 to \$1,200.00.
- Maintenance staff installed additional security systems at various school sites at a cost reduction of 35% of contractor price. Doubled the number of monitored facilities.
- Completed painting of schools in 2014/2015 schedule at \$.31/square foot (last ten were at \$.31/square foot). Average estimated cost for commercial painting is between \$.79 - \$1.56/square foot.
- Continue targeted phased replacement of inefficient HVAC systems equipment at various schools with the highest energy/operational costs.
- Design and construct all new facility construction to comply with one of the four (4) high-performance green building rating systems as approved by the Department of Management Services (LEED, Green Globes, FGBC or IGCC) and as required by Florida Statute 255.2575.
- Protection Services continues to save the District the annual expense of fire/safety inspections as the Manager and two Safety Officers each hold certifications to conduct Fire/Life Safety Inspections. Protection Services saves additional funds through Safety Officer trained and issued CPRAED/First Aid certification cards issued to 154 school district employees.
- Energy Management, working with District staff, saved over \$5.75 million in cost avoidance for the 2014-15 school year; exceeding our goal of \$2.296 million.
- The Horizon Web Application Processor which provides on-line Free and Reduced Price Application processing has processed 6,284 students to date. With less distribution and collection of paper applications, school staffs will ultimately save many hours of school start up staff time. Online applications also reduce the expense of printing and paper for the paper applications.
- Implementation of USDA Community Eligibility Program in all Title 1 Tier 1 schools. Students at 30 sites will receive free breakfast and lunch. This streamlines the point of sale process and eliminates 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 meal applications.
- New hire educational support personnel have been receiving network login information and training at orientation so that they will be able to immediately begin using electronic systems on the first day of work (note that this has been the case for administrative, instructional, and professional staff members for over a year).
- The District is now an affiliate of Florida LambdaRail providing a secondary Internet connection (for redundancy) and doubling existing Internet bandwidth for a fraction of the cost of primary Internet connection.

- The Transportation Department achieved a new all-time low in bus operator at-fault traffic accidents during the 2014-15 school year. The cost-savings implications are obvious, but this success also improves the public's perception of driver professionalism.
- The Transportation Fuel Data Clerk continued to expand the range and extent of her audits of fuel key holder accounts to include more nuanced scenarios involving fuel cans, unnumbered equipment, and irregular fuel efficiency. Having already verified that all keys were accounted for, the idea was to eliminate the other ways fraud or theft of fuel could be perpetrated. Thus, she and the garage manager worked together – and still work together – to establish and monitor a baseline and tracking history of vehicle fuel efficiency in order to identify anomalies that might indicate theft or abuse. She has also developed a five-year running tally of fuel consumed by department in order to track fuel consumption quarterly so spikes in consumption can be identified and reconciled immediately. She has also recently begun identifying vehicles at the shop level and raising concerns to the appropriate manager or director. These safeguards will prevent waste, fraud, and theft of District fuel.

3. **Successes.** Update goals from the 2014-2015 state of division plan. **Bold reflects goals achieved.**

- **The Warehouse has successfully achieved its major challenge for 2014-2015**
  1. **Implementing the new computer system Skyward and transitioning from OASIS.**
  2. **Reduced staff by 3 full-time employees and added services to warehouse at no extra cost.**
- **Department Long Range Goal Successes.**
  1. **Eliminated the Annual Courier Delivery Contract and saved the District \$65K annually.**
  2. **Collaborated with Food Service, Maintenance, Facilities and Energy Departments to actually shut down Freezers during the summer to reduce energy, perform maintenance and inventory food.**
- **Custodial Services Department now has an excess of \$45,000.00 in IAQ equipment, consisting of dehumidifiers and air scrubbers, to service all district locations. Having these tools on hand has allowed for a quicker response time and has reduced reoccurring IAQ problems by approximately 90%. This has made a positive impact most recently at Lipscomb, Scenic Heights, Pleasant Grove and Tate High School.**
- **Implemented a new online system for submitting repair and maintenance work orders.**
- **Completed construction and occupancy of the new A.K. Suter Elementary and Ernest Ward Middle Schools.**
- **Completed construction and occupancy of Spencer Bibbs Training Center.**
- **RAPTOR/School Check-in system is now in every school. Protection Services Security/Safety Program Specialist conducts monthly checks on all systems to maintain functionality of equipment.**
- **Conducted Active Shooter/Individual with Weapon Training exercise with district administrators.**
- **Energy Management achieved 31.5% in cost avoidance. The goal was 28%. Environment E.2.1 *Reduce the consumption of natural gas, electricity and water.* Chart #1 – *Commit to Excellence.***
- **Increase surveillance camera coverage of school kitchen/serving areas, all points of service, meal count entry work stations and all exits by 30%.**
- **Migrate historical human resources and student information into appropriate new systems or data warehouse.**
- **Establish a domain-focused (administrative technology, educational technology, and technology infrastructure) governance structure to provide for analysis and prioritization**

**within functional areas and support recommendations to the District's Executive Staff for decision-making.**

- **Sustain communication opportunities with parents via take-home letters, School Messenger calls, Facebook, participation in District expos, webforms, and brochures. Expand the communication outreach to include e-mail communication via address information harvested from department forms that will include a field for parents to input their e-mail addresses.**
- Improve compounding plan to include compounds at the former Myrtle Grove YMCA property and at the Sid Nelson site. The Sid Nelson site has been demolished and there are plans to install portable buildings on the site with employee comfort facilities. Buses are parking at the former Sid Nelson complex. We hope to move that ball down the field and do the same at Myrtle Grove this year.
- Created a Custodial Services Vocational Training site at Woodham Middle School for ESE students. Upon successful completion of the program, qualified students could be brought on as either Substitute Custodians or full-time Custodians depending on the need at the time of completion.
- Successfully hired all substitute food service employees that met minimum criteria into permanent positions.

#### **4. Department Short Term Goals (to be accomplished by the end of 2015-2016)**

The Warehouse Goals that support the District Strategic Plan and Chart:

Service – Efficient, effective, and friendly interactions with district employees, parents, student and visitors. (Chart #3, “Build a Culture Around Service”)

- The warehouse will meet monthly with our customers to develop relationships that better meet their needs and expectations.
- The warehouse is delivering orders to schools/departments by requisition to save time for our customers.

Quality – Excellent student achievement; improved behavior; Professional atmosphere; Positive public relations. (Chart #5, “Focus on Employee Satisfaction” & Chart #7, “Align Behaviors with Goals & Values”)

- Our goal is the support student achievement by providing goods and services that save non-instructional time for educators. We shop for goods requested using the Market Basket approach to ensure that we are providing the Best Quality items at the most affordable cost.
- People – Create an excellent work environment for staff; well trained, professional employees..

Finance – Equitable allocation and optimal utilization of district facilities, systems and funding. (Chart #4, “Create & Develop Leaders”)

- Using the Total Quality Management approach to restructure the space and process in the warehouse to handle any request that the district needs to save money. Currently, are developing our staff to continuously look for ways to better use are resources. Listed below are just a few of our team approach to activities that use our storing, staging, transporting/processing resources to better service the District.
  1. Record Transfers.
  2. Freezer Closure Program.
  3. Charter School closures using 6000 square feet.
  4. IT re-cycle program.
  5. Courier/Mail service.
  6. Planning for record storage.

Environment – Safety-Efficiency-Continuity Protecting district resources, staff, students, parents, and visitors; provide technology to our schools. (Chart #6, “Build Individual Accountability”)

- The Safety team is evaluating our processes and our exposure to unsafe practices.
- Custodial will implement the AESOP System for scheduling substitute Custodians. People/Finance
- Re-introduce Mop-Recycling program, just 1 closed-loop mop has the ability to replace a minimum of 32 disposable mops. Finance
- Provide qualified FASA/BASA training. People
- Plan for maintaining /replacing equipment financed by energy savings. Finance
- Complete design of new Northwest Elementary and Northwest Middle Schools. (Environment)
- Complete design of covered play buildings for Bellview, McArthur, O.J. Semmes and Sherwood Elementary Schools. (Environment)
- Completion of Site Based Safety and Security Assessments and familiarize staff with the new assessment to begin with the 2015-2016 school. Assessments are expected to be mandated by FDOE in 2015-2016.
- Protection Services will continue meeting with employees/staff during training opportunities to develop relationships and to work as a team; especially during a critical incident.
- Develop an Energy Conservation campaign that educates and empowers staff to take ownership of their facility’s energy conservation program. This will include the following: visual aids and education material to all staff. Our goal is to train Site Administrative staff on Basic Energy Management Functions to continue to implement behavior based energy management strategies with staff and students; and, provide classroom resources that will promote energy conservation awareness through periodic staff or classroom activities for all school levels to help the teachers and student embrace energy management techniques. Environment
- All site based managers using AESOP to request leave and validate substitute employee attendance for payroll (build individual accountability; resources).
- Improve screening of substitute employee applicants as measured by the number of substitute employees released within a couple months of hiring, as well as, subs hired permanent and released during their 6 month probation the following year (align behaviors with goals and values; quality).
- Improve communication with parents by providing text and e-mail notification options. (Quality, To increase rigor at all levels; Vision)
- Develop and routinely update a public dashboard for reporting overall IT performance. (Environment, Continuity).
- Continue to improve incorporation of Focus verification into the department customer service process to help ensure currency and accuracy of student data. This improves schools’ ability to communicate with families and the department’s ability to accurately provide uninterrupted transportation services to students. We will continue to emphasize this effort at every customer interaction. Service (*GOAL S.1; Q.2.; “...where parents want to send their children...”*; “*where employees want to work...*”)
- 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. We intend to work with the ESP Director and the Professional Development Director to bring new training opportunities to our hourly employees. We also want to fold recognized certifications into an incentive offering that gets the District a better and more professionally refined employee. People (*GOAL P.2.; “...where employees want to work...”*)
- Refine professional service selection process.

## 5. Department Long Range Goals

- Improve the Courier Mail system to provide both the sorting and the delivery of District mail and to establish a directory of all departments and employees' mail locations.
- Evaluate the Gilmore leased space and functions, then incorporate as needed the processes in the warehouse that make sense.
- To invent new methods of ordering to save money and improve vendor fulfillment processes.
- Re-implement recycling capabilities at all locations. The Custodial Department has gained ownership of all recycle dumpsters, this has given us the opportunity to bargain with major recycling companies to dispose of any recyclable contents at no additional costs. Finance
- Assist Principals on the best practice methods for dealing with custodial performance concerns and evaluations. (2015-2016) People
- Seven to ten year replacement of HVAC equipment to maintain efficiency with current technology financed by energy savings. (2015-2024) Finance
- Install remaining security systems at remaining sites (2016-2017) Finance/Environment
- Provide new school facilities with 21<sup>st</sup> Century learning environments focused on integrated technologies and multiple literacies achieved through an interdisciplinary, integrated, and project-based curriculum in alignment with Superintendent Thomas' Vision 2020 (Pillar – Environment Goal E.3). Within next 12 months – recurring long term goal.
- 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 (Pillar – Environment Goal E.2 & E.3). Within next 12 months - recurring long term goal.
- All schools reach the minimum set standards regarding security (i.e. surveillance, alarms, fencing, etc.). (time line – 2016-2017)
- Coordinate with Risk Management to analyze data regarding workers compensation to reduce injury/accident claims and improve safety. (time line – 2015-2016)
- 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 an increase the efficiency of our systems, decrease the economic impact of our energy consumption and increase our stewardship of environmental awareness. Environment/Finance
- Continue refining menus, recipes and production methods to increase the participation based on student preferences and the Healthy Hunger Free Kids Act. Service
- Ensure that all cafeterias are equipped with the identified production equipment and supplies required for efficient preparation of menus. Environment
- Provide opportunities for online learning, communication, and collaboration for all students in grades three through twelve within two years. (Quality, To increase rigor at all levels)
- Deploy digital content solutions through the district's digital tools system to ensure all users have easy access to the content and data available within it within two years. (Quality, To increase rigor at all levels)
- Sustain the school bus replacement protocol. Bus replacement purchases over the past two years have helped get the District back on track with its fleet management. They enable a steady flow of vehicles making their way to retirement which reduces roadside breakdowns, structural failures, maintenance down time, and parts replacement difficulties. The improvement in the bus replacement strategy also recognizes that the alternative is to invest in additional vehicle maintenance staff (a scarce commodity in itself), replacement parts, and facilities in order to handle the impending increased vehicle maintenance burden.

Additionally, with the fact that District pay for diesel mechanics lags well behind the industry, finding qualified and willing employee candidates remains a challenge; that needs to be corrected regardless of whether the District stays on the replacement cycle because the District is having great trouble replacing retiring technicians, even with the current workload demand. . (GOAL F.1., E.2.; “...where parents want to send their children...”; “...where employees want to work... ”)

- Continue to follow and evaluate with an eye toward transitioning to CNG (compressed natural gas), LP (liquid propane), or other viable alternative fuel options. Study is ongoing as the department continues to consider infrastructure costs (that are currently prohibitive), availability of the alternative fuel engines in appropriate type buses, fuel distribution channel concerns, suitability of alternative fuel engine construction in school bus applications, etc (GOAL F.1., E.2.; “...where parents want to send their children...”; “...where employees want to work... ”)

## 6. Major Challenges for Department

- Changing the mind set and culture of the Warehouse to make continuous process improvements.
- Gaining the trust and respect of our customers in the Warehouse.
- Finding qualified substitute custodians at current rate of pay.
- No PECO funds being allocated for door replacement, carpet replacement, or electrical retrofit projects.
- Maintain level of service to customers given the multiple large projects to be designed and constructed within the next five (5) years.
- Protection Services will continue to provide training in CPR/AED/First Aid, Crossing Guard and Active Shooter; however, it is difficult to coordinate the necessary time from teachers and other staff in order to provide these trainings.
- Implementation of district wide digital radio communications is costly and funds need to be allocated, however, Protection Services will continue to work through this transition with schools and departments.
- The current mechanical systems are not being updated quick enough to overcome the life of the equipment. When HVAC equipment is no longer effective, energy efficiency is decreased at an alarming rate. The district currently has HVAC equipment that is not efficient or effective. The Facility Planning Department is working diligently to improve this equipment, but is hampered by the budget.
- Balancing student meal participation goals with National, Community and District wellness initiatives.
- Finding qualified food service employees.
- Support of new IT solutions – IT staff are changing their primary technical skill sets to support the District’s new software applications, Chromebooks, and wireless network infrastructure. New required skills include business analysis, development of automated integration processes, and management of web-based cloud environments. Vacant positions have been difficult to fill with well-qualified candidates.
- Implementation of digital content – the move toward digital content in place of traditional textbooks will be difficult because there are so many systems that teachers must use to access and use the content.
- Timely and effective training for bus operators and mechanics is an important facet of ensuring ongoing competency and skill. The difficulty comes in making time and paying the bill to get this done. Staffing levels and workload preclude pulling employees off the job to do this to the



extent that we would like, but it is something we need to continue to do to the greatest extent possible.

- While much progress has been made in student accounting on school buses, there remains a need not to let up in intensity as time wears on. There has been considerable improvement in this area in the past year and the District appears to be over the “hump of resistance” that seems to be a part of large change initiatives in any organization. A significant barrier to accuracy, efficiency, and effectiveness remains in the form of an outdated student registration and has had a significant adverse impact on the quality and accuracy of student transportation at the start of every school year and deserves immediate and decisive attention.

## Operations – State of Division Summary

Due date October 19, 2015

Summary for Division – completed by Assistant Superintendent

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

### **Staffing (15/16):**

**Cost Center Numbers for employees (list all applicable): 4109**

	<b>Number of Employees</b>
<b>Total Department:</b>	<b>27</b>
Admin	1
Prof/Tech	5
Instructional	0
ESP	21

### **Budget Summary (without personnel) (15/16):**

General Revenue Budget:	\$226,383 (This includes the department Operational Budget of \$52,000 and the Professional/Tech budget of \$174,383).
Federal Project Budget (specify)	\$0
State Project Budget (specify)	\$20,000,000

### **Department Summary:**

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

- A. The Office of Facilities Planning functions as the School District's interface for all new construction, renovation, and remodeling of capital facilities.
- B. The Office is responsible for the planning, design, and construction of all School District facilities.
- C. The Office is currently responsible for the planning and management of Capital Improvement projects with total design/construction budgets of approximately \$120 million. This includes a \$44 million new northwest middle school, a \$28 million new northwest elementary school, a \$28 million new westside elementary school, four (4) \$1 million covered play buildings at Bellview Elementary, McArthur Elementary, O.J. Semmes Elementary, and Sherwood Elementary, a \$3 million repurpose of Woodham Middle, a \$3 million repurpose of West FL Technical High, a \$3 million gymnasium facility at Bellview Middle, a \$3 million gymnasium facility at Workman Middle, a \$2 million roof replacement at N.B. Cook Elementary, numerous building additions/renovations, HVAC system upgrades/replacements, athletic facility renovations, site improvements, and the District Wide Roofing Program.

- D. 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.
- E. The Office administers a highly efficient Capital Improvement Crew and Capital Energy Crew for minor internal construction/HVAC projects.
- F. 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.
- G. The Office creates and updates annually the Five-Year District Facilities Work Plan which details our capital building program for the next five years.
- H. 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**

- A. Eliminated our held vacant Construction Mechanic I position in the Capital Energy Crew.
- B. Reduced our department operational budget by approximately \$38,000 from FY 14/15.
- C. Continue targeted phased replacement of inefficient HVAC systems equipment at various schools with the highest energy/operational costs.
- D. Aggressively pursue cost effective building design through continuous improvement and enforcement of the departments “Design Guidelines and Technical Specifications”.
- E. Focus on critical review of building envelope during design review process to ensure adequate air/water barriers and thermal insulation values.
- F. Design and construct all new facility construction to comply with one of the four (4) high-performance green building rating systems as approved by the Department of Management Services (LEED, Green Globes, FGBC or IGCC) and as required by Florida Statute 255.2575.

## **3. Successes**

- A. **Completed construction and occupancy of new A.K. Suter Elementary.**
- B. **Completed construction and occupancy of new Ernest Ward Middle.**
- C. **Completed campus wide HVAC renovation at Northview High.**
- D. **Completed construction and occupancy of Spencer Bibbs Training Center.**
- E. **Corrected site drainage problems at Global Learning Center.**
- F. **Corrected site drainage problems at Scenic Heights Elementary.**
- G. **Corrected site drainage problems at West Pensacola Elementary.**

## **4. Department Short Term Goals (to be accomplished by the end of 2015-2016)**

- A. Reduce energy usage via HVAC renovations at McArthur Elementary (Pillar – Environment Goal E.2).
- B. Complete design of new Northwest Middle School (Pillar – Environment Goal E.3).
- C. Complete design of new Northwest Elementary School (Pillar – Environment Goal E.3).
- D. Complete design of covered play buildings for Bellview Elementary, McArthur Elementary, O.J. Semmes Elementary, and Sherwood Elementary (Pillar – Environment Goal E.3).

- E. Complete Ed Spec/Planning Study for repurpose of Woodham Middle to West FL Technical High (Pillar – Environment Goal E.3).
- F. Complete Ed Spec/Planning Study for repurpose of West FL Technical High to Brown Barge Middle (Pillar – Environment Goal E.3).
- G. Complete design for roof replacement at N.B. Cook Elementary (Pillar – Environment Goal E.3).
- H. Refine Professional Service Selection Process.

**5. Department Long Range Goals (specify time line)**

- A. 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 (Pillar – Environment Goal E.2 & E.3). Within next 12 months - recurring long term goal.
- B. 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 – Service Goal S.1). Within next 12 months – recurring long term goal.
- C. Ensure that design and construction of all new facility construction complies with one of the four (4) high-performance green building rating systems as approved by the Department of Management Services (LEED, Green Globes, FGBC or IGCC) and as required by Florida Statute 255.2575 (Pillar – Environment Goal E.2). Within next 12 months – recurring long term goal.
- D. Maintain and cultivate the symbiotic relationship with Maintenance and Food Services departments (Pillar – Quality Goal Q.3). Within next 12 months – recurring long term goal.
- E. Stress importance of team building, collaboration, and communication with all stakeholders (Pillar – Quality Goal Q.3). Within next 12 months – recurring long term goal.
- F. Maintain organization of electronic data for ease of access. (Pillar – Environment Goal E.2). Within next 12 months – recurring long term goal.
- G. 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 (District Vision). Within next 12 months – recurring long term goal.
- H. Provide new school facilities with 21<sup>st</sup> Century learning environments focused on integrated technologies and multiple literacies achieved through an interdisciplinary, integrated, and project-based curriculum in alignment with Superintendent Thomas’ Vision 2020 (Pillar – Environment Goal E.3). Within next 12 months – recurring long term goal.
- I. Continuous improvement of Standard Operating Procedures (SOP) to incorporate lessons learned. Update Policy and Procedures manual as needed (Pillar – Environment Goal E.2). Within next 12 months – recurring long term goal.
- J. Focus on employee satisfaction. Perform rounding with employees once per month. Keep rounding logs for measurement (Pillar – People Goal P.2). Within next 12 months – recurring long term goal.
- K. Maintain and update department website for improved user interface and appearance. Add monthly progress photos of major new facility construction (Pillar – Quality Goal Q.3). Within next 12 months – recurring long term goal.

**6. Major Challenges for Department**

- A. Maintain level of service to customers given the multiple large projects to be designed and constructed within the next five (5) years.
- B. Maintain level of service to customers given the current economic climate. Minimal PECO Maintenance and Construction funding was provided by the State this fiscal year.

## Operations – State of Division Summary

Due date: October 19, 2015

Summary for Division – completed by Assistant Superintendent

**Division: Operations**  
**Department: School Food Services**  
**Department Head: Jaleena Davis**

### **Staffing (15/16):**

**Cost Center Numbers for employees (list all applicable) 4014, 4306, 4304, 4301, 4302, 4305, 4429, 4103**  
**Number of Employees**

**Total Department:**

Admin	1
Prof/Tech	13
Instructional	0
ESP	~450

### **Budget Summary (without personnel) (15/16):**

General Revenue Budget:

Federal Project Budget (specify): \$19,107,860

State Project Budget (specify): \$7,602,900 in salaries and benefits not included in the 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. CN lunch programs are available in all schools and serve approximately 20,424 reimbursable meals and approximately 3,519 a la carte equivalents daily.
- C. Breakfast programs are offered in 51 schools, including all elementary as required by Florida law, with over 10,748 reimbursable breakfasts served daily.
- D. Through centralized processing of all applications, the School Food Services Office staff has currently qualified 25,770 (**60.47%**) students for free meal benefits and **1,689 (3.96%)** for reduced price meal benefits.
- E. The Food Services budget for 14/15 is projected at \$26,710,760 and includes the following:
  - 1) \$9,700,000 in food purchases
  - 2) \$7,602,900 in cafeteria labor and benefit cost
  - 3) \$5,910,260 beginning fund balance (reserves)
- F. Food Services currently has on inventory approximately 1,680 pieces of food service equipment valued at approximately \$ 7,892,000.89. This does not include FS computers.

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

Provide list of general revenue budget cuts and other cost reduction strategies currently being implemented for 2015-2016.

- A. The Horizon Web Application Processor which provides on-line Free and Reduced Price Application processing has processed 6,284 students to date. With less distribution and collection of paper applications, school staffs will ultimately save many hours of school start up staff time. Online applications also reduce the expense of printing and paper for the paper applications.
- B. Implementation of USDA Community Eligibility Program in all Title 1 Tier 1 schools. Students at 30 sites will receive free breakfast and lunch. This streamlines the point of sale process and eliminates 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 meal applications.
- C. Food Services has begun using AESOP as a means to contact and place substitute employees. This year, the managers are putting in their own vacancies. This decreases the amount of time used by the Administrative Secretary II on employee placement, and allows her to take on additional responsibilities within in the department.
- D. The department is taking advantage of free training offered by the Florida Department of Agriculture to allow the FS budgeted training dollars to go further.
- E. The School Food Services' Department benefits from food service equipment storage spaces which allow used equipment to be inventoried for future use.
- F. Standardizing and monitoring school staffing. Food Services central office is actively monitoring site staffing to ensure employees are not being given unnecessary extra time. Food Services is also working with the schools to assist with scheduling employees when the bodies are needed for service. Ultimately, more employees working less hours.
- G. OneSource software has been installed on the school site designee's computer to allow him/her immediate access to student status and account balances. This will save time from having to contact the Food Services office for specific student information.

1. **Successes.** Update goals from the 2014-2015 state of division plan. **Bold reflects goals achieved.**
  - A. **All site based managers entering Food Orders directly into Skyward and manually receiving items into OneSource**
  - B. **All site based managers using AESOP to request leave, input employee vacancies, request substitute employees** and validate substitute employee attendance for payroll-this goal was partially achieved
  - C. **Streamline an annual bid process to save clerical time and decrease confusion with brands changing throughout the school year-** continuous
  - D. **Increase surveillance camera coverage of school kitchen/serving areas, all points of service, meal count entry work stations and all exits by 30%**
  - E. Food Services continues to provide numerous training opportunities for all classification levels
  - F. Successfully implemented a manager intern program SY14-15. All 3 manager interns have accepted permanent manager positions
  - G. All elementary school sneeze guards were retrofitted to meet the new health department requirement
  - H. All employees are SafeStaff trained
  - I. Implementation of a 1 day substitute employee training for all new FS employees
  - J. Successfully hired all substitute employees that met minimum criteria into permanent positions
  - K. Re-Established the local School Nutrition Association

#### 4. **Department Short Term Goals (to be accomplished by the end of 2015-2016)**

Each department should include some part of CHART implementation.

Short term goals should be measureable and correlated to the pillars/goals of the District strategic plan.

Additionally, this year each department will include strategies to support the district vision.

- A. All site based managers using AESOP to request leave and validate substitute employee attendance for payroll (**build individual accountability; resources**)
- B. All FS employees in compliance with the new Professional Standards as part of the 2010 Healthy Hunger Free Kids Act (**build individual accountability; resources**)
- C. All Supervisory level employees ServSafe Certified (**build individual accountability; service and environment**)
- D. Improve screening of substitute employee applicants as measured by the number of substitute employees released within a couple months of hiring, as well as, subs hired permanent and released during their 6 month probation the following year (**align behaviors with goals and values; quality**)
- E. To have all substitutes, meeting minimum criteria, hired into permanent positions before school starts SY16/17 (**commit to excellence; people**)
- F. Increase surveillance camera coverage of school kitchen/serving areas, all points of service, meal count entry work stations and all exits by 30%
- G. Support district vision
  - a. Increase participation in the meal programs by providing high quality nutritious foods (**district where parents want to send their children; environment**)
  - b. Increase staff participation in the meal programs by offering special items/meals (**district where teachers want to teach; service**)
  - c. Reward and recognize FS employees throughout the school year (**district where employees want to work; recognize and reward success; people**)
- H. All schools serving breakfast

#### 5. Department Long Range Goals (specify time line)

Discuss what the department would like to accomplish in the future. Goals should be correlated to the pillars/goals of the District strategic plan.

- A. **Finance**- Maximize revenues and control costs to maintain a fund balance of approximately 8 to 10 weeks of operating expenses. (SY 2015-16)
- B. **Service**- Continue refining menus, recipes and production methods to increase the participation based on student preferences and the Healthy Hunger Free Kids Act.
- C. **People**- Revise job descriptions, minimum qualifications and salaries for ESP and Professional employees to more accurately reflect job duties (SY2016-17)
- D. **Environment**- Ensure that all cafeterias are equipped with the identified production equipment and supplies required for efficient preparation of menus (Continuous)
- E. **Quality**- Showcase the District through increased opportunities for positive public relations as measured by the number of media releases (Continuous)

#### 6. Major Challenges for Department

- a. Improving School Food Services' reputation within the community in the wake of all the negative publicity
- b. Balancing student meal participation goals with National, Community and District wellness initiatives
- c. Finding qualified employees.
- d. All managers staying within the allocated staffing hours
- e. Developing a districtwide charge policy within federal regulations that ensures all students are fed, monies are paid on negative balances and that minimizes student embarrassment



## Operations – State of Division Summary

Due date **October 19, 2015**

Summary for Division – completed by Assistant Superintendent

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

### **Staffing (15/16):**

Cost Center Numbers for employees (list all applicable) 4105, 9610

	Number of Employees
<b>Total Department:</b>	<b>140</b>
Admin	2
Prof/Tech	1
Instructional	
ESP	137 (minus 1 position being held vacant due to budget cuts)

### **Budget Summary (without personnel) (14/15):**

General Revenue Budget:	\$3,000,000.00
Federal Project Budget (specify)	
State Project Budget (specify)	\$ 55,000.00

### **Department Summary:**

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

Oversee a maintenance operations budget of approximately \$10,500,000 providing maintenance services for 63 sites (including closed facilities and vacant lots) with over 7,000,000 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**

- Recycled all R-22 and R-410 refrigerant instead of paying for disposal; re-purchasing at 1/3 the cost.
- Installed additional security systems at various school sites at a cost reduction of 35% of contractor price. Doubled the number of monitored buildings.
- Installed fire alarm systems at Scenic Heights Elementary School and Escambia Westgate Center saving \$80,000.00.
- Completed painting of schools in 2014/2015 schedule at \$.31/square foot (last ten were at \$.31/square foot). Average estimated cost for commercial painting is between \$.79 - \$1.56/square foot.

### **3. Successes**

- **Successfully assumed all environmental responsibilities from Protection Services.**
- **Implemented a new computerized work order system.**
- **Provided qualified technical training for HVAC controls and systems.**
- **Successful installation of two new fire alarm systems.**
- Successful installation of security systems at various schools. We have already doubled the number of buildings being monitored.
- Successful Family Fishing Rodeo for the Backpack Project. Hopefully, we will be able to feed an additional 200 children at two additional schools.

### **4. Department Short Term Goals (to be accomplished by the end of 2015-2016)**

- Continue rounding. PEOPLE
- Continue managing up on a weekly basis, including Stellar Employee of the Month and Year. PEOPLE
- Continue dealing with low performers and recognizing high performers. PEOPLE
- Plan for maintaining/replacing equipment financed by energy savings. FINANCE
- Provide qualified FASA/BASA training. PEOPLE
- Replace all HVAC equipment using R-22 refrigerant by 2016. ENVIRONMENT

### **5. Department Long Range Goals (specify time line)**

- Establish a true and fully funded preventive maintenance program. (2016-2017) FINANCE
- Seven to ten year replacement of HVAC equipment to maintain efficiency with current technology financed by energy savings. (2015-2024) FINANCE
- Continue installing grounding systems for sites that are prone to lightning strikes. (2016-2017) FINANCE & ENVIRONMENT
- Explore different alternatives for fire alarm monitoring (language is in new Fire Alarm Contract, but not funded). (2016-2017) ENVIRONMENT
- Install security systems at remaining sites. (2016-2017) FINANCE & ENVIRONMENT

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

- Dealing with low performers and the disciplinary process.
- Continuing meeting EPA guidelines for refrigerant use.
- No PECO funds being allocated for door replacement, carpet replacement, or electrical retrofit projects.
- Finding qualified blue collar workers and technicians with current hourly wages.
- Supervisors being in same bargaining group as employees they supervise.

## Operations – State of Division Summary

Due date: October 19, 2015

Summary for Division – completed by Assistant Superintendent

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

### **Staffing (15/16):**

**Cost Center Numbers for employees (list all applicable) 4104**

#### **Number of Employees**

<b>Total Department:</b>	<b>16</b>
Admin	
Prof/Tech	3
Instructional	
ESP	13

### **Budget Summary (without personnel) (15/16):**

General Revenue Budget: \$2,313,453.00 (includes outsourced Custodial Services)

Increase of \$56,905.23 related to the expanded cleanable square footage at two newly re-constructed schools – Ernest Ward & A.K. Suter

Federal Project Budget (specify)

State Project Budget (specify)

### **Department Summary:**

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

- Oversee custodial training, in-service, and supply operation serving 53 sites.
- Contract administrator of 12 contracted schools (GCA).
- Administer contracts for used bulb disposal, as well as dumpster operations.
- Conduct and maintain Indoor Air Quality (IAQ) investigations.

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

- Identified the possibility for unexpected costs due to old or regularly faulty equipment.
- Introduced new equipment to replace 73% of the custodial vacuums, and remaining vacuums were deemed operationally fit for the next 2 school years. In doing so the department was able to recycle 26% of the waste back into inventory to be used for replacement parts.
- Implemented reduction in dumpster pickups during low volume times of year with a cost avoidance of approximately \$78,000.00.
- Completed annual in-service training with sites regarding refinishing school stages and maintaining and finishing gym flooring. Average cost for retail service per gym floor is \$4,000.00 to \$6,000.00 versus in-house cost of \$900.00 to \$1,200.00.
- Acquired a contractor-installed Epoxy floor in the Administrative bathroom at Spencer Bibbs at no cost, to be used as a model.

### 3. Successes.

- **Developed procedure for utilizing existing on-site laundry to recycle and redistribute terrycloth rags for Grounds Crew Shop.**
- **Recognized as one of the most cost-effective departments for utilization of Warehouse supplies.**
- **Custodial Services Department now has an excess of \$45,000.00 in IAQ equipment, consisting of dehumidifiers and air scrubbers, to service all district locations. Having these tools on hand has allowed for a quicker response time and has reduced reoccurring IAQ problems by approximately 90%. This has made a positive impact most recently at Lipscomb, Scenic Heights, Pleasant Grove and Tate High School.**
- **Implemented a Mobile Charging System for our Rapid Response vehicle, as well as maintained the Custodial Emergency/Rapid Response process. A van/trailer stocked with equipment is set up and ready at all times.**
- **Negotiated another year with the bulb recycling vendor, the result being a disposal charge change from cost per bulb to cost per pound.**
- Supplied and ensured that all sites have a SDS (Safety Data Sheet) book for custodial products approved by the District.
- Custodial Services was instrumental in determining the deficiencies regarding the new Epoxy flooring applied in bathrooms at multiple locations.
- Identified a concern throughout the District as a lack of air exchange which directly contributed to the complaints received concerning foul odor in bathrooms. It has been confirmed that the CFM standard for air flow is not being met. Custodial Services is working in conjunction with the HVAC Department to rectify these deficiencies.
- Created a Custodial Services Vocational Training site at Woodham Middle School for ESE students. Upon successful completion of the program, qualified students could be brought on as either Substitute Custodians or full-time Custodians depending on the need at the time of completion.
- The Vacuum Cleaner Committee has established a new vacuum cleaner brand to be standardized throughout the District. It was found that the new brand reduces the initial cost as well as increased the ability to repair such vacuums.
- Identified moisture issues at Lipscomb Elementary by use of dehumidifiers in multiple rooms over the summer, this in turn assisted in the discovery of the main IAQ issues throughout the District.
- Streamlined the hiring process for Substitute Custodians in order to move closer to a one-stop shop system.

### 4. Department Short Term Goals (to be accomplished by the end of 2015-2016)

- Implement the AESOP System for scheduling substitute Custodians.  
PEOPLE/FINANCE
- Develop and produce a county-specific custodial services training library for both new hires and full-time employees. PEOPLE
- Expand current laundry service to other shops in the Maintenance Department.  
FINANCE
- Re-establishing a new designated location for collection, packaging, and pick-up of all recyclable bulbs and ballasts. ENVIRONMENT
- Re-introduce Mop-Recycling program, just 1 closed-loop mop has the ability to replace a minimum of 32 disposable mops. FINANCE
- Expanding the Flat Mop System, microfiber mops reduces the amount of water used, and in doing so, reduces the exposure to possible Workers' Comp. issues.
- Establish a standard for any additional installation of Epoxy flooring.

## **5. Department Long Range Goals (specify time line)**

- Re-implement recycling capabilities at all locations. The Custodial Department has gained ownership of all recycle dumpsters, this has given us the opportunity to bargain with major recycling companies to dispose of any recyclable contents at no additional costs.  
FINANCE
- Standardize working hours for Custodians at all schools. (2015-2016) PEOPLE & ENVIRONMENT
- Maximize team cleaning in all schools, as well as identify and rectify any deficiencies within such procedures. (2015-2016) RESOURCE
- Assist Principals on the best practice methods for dealing with custodial performance concerns and evaluations. (2015-2016) PEOPLE

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

- Principals, Purchasing, and using non-approved cleaning products.
- Finding qualified substitute Custodians at current rate of pay.

## Operations – State of Division Summary

Due date: October 19, 2015

Summary for Division – completed by Assistant Superintendent

**Division:** Operations  
**Department:** Transportation  
**Department Head:** Rob Doss

### **Staffing (15/16):**

**Cost Center Numbers for employees (list all applicable)** 4014, 4306, 4304, 4301, 4302, 4305, 4429, 4103, 4108  
**Number of Employees**

**Total Department:**

Admin 1  
Prof/Tech 13  
Instructional 0  
ESP 463

### **Budget Summary (without personnel) (15/16):**

General Revenue Budget:	\$ 5,149,300.00
Federal Project Budget (specify)	
State Project Budget (Capital Outlay)	\$ 4,213,110.00

### **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" of vehicles. During the 2014-15 school year, the department transported some 23,489 general education students on 274 daily run buses, approximately 921 ESE students on 97 dedicated ESE buses, and additional students receiving after-school tutoring on 26 buses. We also supported some 51,974 students for extra-curricular activities, many after school. In addition to the 480 employees noted above, the department also enjoys the services of 43 substitute drivers and 95 substitute assistants.

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

The Transportation Department continues to operate on a very lean budget to the extent that it is one of the most efficient student transportation operations in the state of Florida while providing a vast array of transportation services and accommodations.

Customer/Public Outreach. Although not designed to be an efficiency/cost reduction initiative, the department's effort to broaden its communication apparatus has reduced the cost of labor and the opportunity cost associated with customer communication. The department reached out with timely and relevant targeted School Messenger calls to inform parents/guardians about important student rostering initiatives, supported by book bag stuffer reminders and forms beginning in January 2015. Additionally, the department has seen a substantial use of its internet-posted PDF forms and webform counterparts so parents can request certain

transportation services without needing to visit District offices or struggle with reaching their points of contact through the telephone. Also, webforms created to enable parents/guardians could communicate directly with their route manager or ask general questions without trying to catch the route manager at his or her desk on the telephone have been a great success. Finally, the department's Facebook page followership has continued to expand and provide an important means of reaching out to the public and parents/guardians regarding student transportation issues. Consequently, on the first day of school for the 2015-16 school year, telephone lines were relatively clear and route managers, the secretary, and clerks were able to clear voicemail messages left from the evening before. In the past, that work could not be done until later in the week. As a result, there were fewer frustrated callers, dramatically fewer escalation cases, and employees were able to tackle other student transportation priorities much sooner and more efficiently.

School Bus Tickets. For the past four years in its State of the Department report, the Transportation Department has noted the inefficiencies (and cost disadvantages) associated with students who are erroneously placed on buses at school at the start of the school year. The District could not resolve this by simply telling schools to put students on the right buses since there were so many instances where student address information in the student database was incorrect and so many other students who were ineligible for transportation were hopping on buses for a ride to a bus stop near their homes. Inefficiencies aside, there was also a substantial risk associated with these errors and unaccounted transportation scenarios, not the least of which was the prospect of a missing or endangered child whose transportation home was not effectively accounted for.

The Transportation Department took the lead in creating a process improvement by implementing a number of measures. Most instrumental among these changes was the institutionalization of the requirement for bus tickets for all students who are not otherwise listed on school bus rosters before they can ride the bus home from school.

The immediate result was a substantial reduction in the number of buses that needed to double-back to schools with students during the first week of school from more than 30 buses on the first DAY of school during the 2012-13 school year to many fewer than that number for the entire first WEEK of the 2014-15 school year. That number continues to improve. Additionally, the number of reported "missing" students fell dramatically during the first month of the school year as well. The mechanism was accompanied by a "check-on/check-off" process that made the reconciliation of "missing" student cases much quicker and more precise.

Last year, the department sought the assistance of developers in the IT department to see if they could improve the bus ticket in order to make it more intuitive. The department had already figured out a way to dynamically pull student data into the bus ticket, but it wanted to turn the bus ticket which was an Excel sheet into a secure desktop application that could also interrogate data in the background to return eligibility information to the bus ticket. The IT developers succeeded and the reduction in the time dedicated to looking up addresses and ascertaining eligibility was extraordinary. The time the application has saved the Transportation Department in reconciling erroneously issued bus tickets has also been substantial.

Seeing still room for improvement, the Transportation Department made the bold decision to take nearly ALL bus ticketing responsibilities from school staffs so they could focus on other student administration requirements in the 2015-16 school year. The outcome was great for the schools and it was a workload the Department could manage. At this point, there remain concerns which will be addressed elsewhere in this document.

FuelMaster Audits. Our fuel data clerk continued to expand the range and extent of her audits of fuel key holder accounts to include more nuanced scenarios involving fuel cans, unnumbered equipment, and irregular fuel efficiency. Having already verified that all keys were accounted for, the idea was to eliminate the other ways fraud or theft of fuel could be perpetrated. Thus, she and the garage manager worked together – and still work together – to establish and monitor a baseline and tracking history of vehicle fuel efficiency in order to identify anomalies that might indicate theft or abuse. She has also developed a five-year running tally of fuel consumed by department in order to track fuel consumption quarterly so spikes in consumption can be identified and reconciled immediately. She has also recently begun identifying vehicles at the shop level and raising concerns to the appropriate manager or director. These safeguards will prevent waste, fraud, and theft of District fuel.

Transportation Stores. The Transportation Department completed its transition of the transportation stores operation (parts room) from the Warehouse Department to the Transportation Department as a customer access point in the Texar Transportation garage. We expect the move will improve parts replacement time which will improve vehicle down time as reorder points are monitored and tweaked and familiarity with automotive resuppliers improves their accountability. The parts room manager and the garage manager work collaboratively, but each report independently and directly to the Director of Transportation.

School Bus Accidents. The Transportation Department achieved a new all-time low in bus operator at-fault traffic accidents during the 2014-15 school year. The cost-savings implications are obvious, but this success also improves the public's perception of driver professionalism.

3. **Successes.** Update goals from the 2014-2015 state of division plan. **Bold reflects goals achieved.**
- **Sustain and improve the integration of returning elementary choice student seat space reservations and returning transportation accommodations into initial transportation planning.** (*GOAL S.1; Q.2.; "...where parents want to send their children..."*) The department was able to pre-roster more than 2,000 students requesting transportation accommodations before the 2014-15 school year even ended. Still, a good number of "requests" were approved by the department without the parent having actually made the request. We anticipate that as parents become more familiar with the many communications resources available to them and see the Transportation Department as their single-source resource for their transportation concerns, questions, requests, etc., there will be a better response to our calls for timely request form submissions.
  - **Continue to improve incorporation of Focus verification into the department customer service process to help ensure currency and accuracy of student data. This improves schools' ability to communicate with families and the department's ability to accurately provide uninterrupted transportation services to students.** (*GOAL S.1; Q.2.; "...where parents want to send their children..."; "where employees want to work..."*) The Department has successfully and consistently integrated requests for verification of student data into its customer service interactions, and it appears there is greater success in the schools as well. On June 24, 2015, the Department initiated a Messenger call to 38,843 households with an 89.28% success rate.
  - **Sustain communication opportunities with parents via take-home letters, School Messenger calls, Facebook, participation in District expos, webforms, and brochures. Expand the communication outreach to include e-mail communication via address information harvested from department forms that will include a field for parents to input their e-mail addresses.** (*GOAL S.1; Q.2.; "...where parents want to send their children..."; "where employees want to work..."*) The Department has expanded its bus



operator recruiting effort to local job fairs and the internet. A recent job fair netted 31 applications for Transportation Department jobs. The Department also successfully included e-mail addresses on its forms for parents and will begin harvesting e-mail addresses so it can communicate with parents about student transportation matters.

- **Establish a protocol for communicating with parents any time their child's bus is expected to be more than 30 minutes late in arriving at the bus stop.** (*GOAL S.1; Q.2;* "...where parents want to send their children..."; "where employees want to work...") The Department wrote a variety of canned scripts that have been broadcast to the parents of students. Rosters have been sorted by school and bus number so calls can be specifically targeted to the appropriate households. Calls go out to parents when buses are expected to be 20 or more minutes late in the morning or afternoon or when there has been an accident without student injuries.
- **Expand the conduct of bus operator and assistant video self-critiques with their route managers to include department pillar and PBS critique.** (*GOAL Q.3;* "where parents want to send their children..."; "...where employees want to work...") Time and opportunity are the challenges here. With some 300 buses on the road running 8 hours of video a day, the department amasses some 2,400 hours of video each day. The department has a scheme for identifying buses that should get a closer look so we can ensure our bus crews are aligned with department expectations and standards.
- **Reinforce improved student management/leadership techniques and strategies at every level of the department by adopting the PBS strategy on every bus.** (*GOAL Q.3;* "where parents want to send their children..."; "...where employees want to work...") The Department conducted department-wide PBS training for bus operators and assistants at the start of the 2014-15 school year and included bus crews in school-specific PBS orientations and training sessions. We expect to continue improvement in this area as the District expands its participation in the process.
- **Continue to emphasize fuel consumption/MPG performance by parsing data by department and vehicle type, noting and reconciling any mileage/MPG irregularities throughout the year.** (*GOAL F.1;* "...where parents want to send their children...") The success described in paragraph 2 above pertains.
- **Expand the operations floor plan to absorb the professional library.** Construction will begin soon and 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. (*GOAL S.1;* "...where employees want to work...")
- **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;* "...where employees want to work...") We intend to work with the Director of Human Resource Services and the Professional Development Director to bring new training opportunities to our hourly employees. We also want to fold recognized certifications into an incentive offering that gets the District a better and more professionally refined employee. We have achieved some success with respect to employee training, but it remains in need of substantial attention and improvement.
- **Maintain a rigorous focus on driver safety.** (*GOAL E.1;* "...where parents want to send their children..."; "...where employees want to work...") This is and will continue to be an ongoing effort. Item in paragraph 2 above pertains.
- **Improve compounding plan to include compounds at the former Myrtle Grove YMCA property and at the Sid Nelson site.** (*GOAL E.1;* "...where employees want to work...") The Sid Nelson site has been demolished and there are plans to install portable buildings on the site with employee comfort facilities. Buses are parking at the former Sid Nelson

complex. We hope to move that ball down the field and do the same at Myrtle Grove this year.

- **Complete transition of the Transportation parts room into the department with maximum attention on accountability and close integration between the demand and fulfillment functions.** (*GOAL S.1, S.2., F.1.*; “...where parents want to send their children...”; “...where employees want to work...” ) The transition was a great success. Discussion in paragraph 2 above pertains.
- **Complete the purchase and installation of Department-wide school bus communication system.** (*GOAL S.1, S.2., F.1.*; “...where parents want to send their children...”; “...where employees want to work...” ) The Department seamlessly installed an entirely new radio communication technology in coordination with two external government agencies that required the removal of low band radio architecture and installation of an ultra-high frequency architecture on two public antenna towers, hardware in tower support facilities, replacement of the Transportation Department dispatch communication system, replacement of nearly 500 school bus radios, and retraining for bus crews and dispatchers on the new technology and the procedures associated with it. The transition was culminated in a very successful first-day-of-school with minimal confusion and communication issues. Bus crews now have the ability to hear clear bus-to-bus communication from nearly anywhere in the county, separate channel communications for geographic areas, an administration channel for routing communication, an emergency channel with panic button actuation on a separate discrete communication, and a bus-to-bus channel for buses operating outside the local area.

#### **4. Department Short Term Goals (to be accomplished by the end of 2015-2016)**

- Gather and analyze student data input accuracy and timing trends in order to identify a more effective and efficient school start timeline to prevent a flood of late student registrants, the inability of school clerical staff to keep up with input requirements, and the inaccuracy of student data inputted into the Focus system. (*GOAL S.1; Q.2.*; “...where parents want to send their children...” ) With so many student services depending on the accuracy and completeness of student data before the first day of school, the District is being poorly served by its willingness to wait until the last week of the summer or the first week of school to receive and/or process student registration and address change workload. Initial indications are that this is affecting the District’s ability to properly serve student needs on the first day of school, its ability to focus on classroom organization and education on the first day of school, and the reliability of student transportation services during the hectic first week of school.
- Promote an improved student registration protocol. (*GOAL S.1; Q.2.*; “...where parents want to send their children...” ) With so much depending on data and with so much data being crammed into the system at the last moment, the District is ripe for a failure for which it has no good alternate plan. Allowing for more time would help. The District should develop an early and regular registration framework and calendar and promote it energetically. It should establish a Strategic Plan goal around reducing last-week-of-summer and first-week-of-the-school-year registrations. Finally, it should create centralized and internet-based student registration processes for parents. The Transportation Department sees the impact on schools, parents, students, and the support apparatus and will take the lead in encouraging a change.
- Continue to improve incorporation of Focus verification into the department customer service process to help ensure currency and accuracy of student data. This improves schools’ ability to communicate with families and the department’s ability to accurately provide uninterrupted transportation services to students. (*GOAL S.1; Q.2.*; “...where parents want to send their children...”; “where employees want to work...” ) We will continue to emphasize this effort at every customer interaction.

- Sustain communication opportunities with parents via take-home letters, School Messenger calls, Facebook, participation in District expos, webforms, and brochures. Expand the communication outreach to include e-mail communication via address information harvested from department forms that will include a field for parents to input their e-mail addresses. (*GOAL S.1; Q.2;* “...where parents want to send their children...”; “where employees want to work...” ) The sky is the limit on this, and we will continue to assess our successes with respect to each of these initiatives and leave the door open to additional opportunities.
- Expand the conduct of bus operator and assistant video self-critiques with their route managers to include department pillar and PBS critique. (*GOAL Q.3;* “where parents want to send their children...”; “...where employees want to work...” ) Time and opportunity are the challenges here. With some 300 buses on the road running 8 hours of video a day, the department amasses some 2,400 hours of video each day. The department has a scheme for identifying buses that should get a closer look so we can ensure our bus crews are aligned with department expectations and standards.
- Reinforce improved student management/leadership techniques and strategies at every level of the department by adopting the PBS strategy on every bus. (*GOAL Q.3;* “where parents want to send their children...”; “...where employees want to work...” ) We have already conducted initial training in our in-service period, but we’re planning to follow that training with additional quarterly training conducted by District PBS experts.
- Continue to emphasize fuel consumption/MPG performance by parsing data by department and vehicle type, noting and reconciling any mileage/MPG irregularities throughout the year. (*GOAL F.1;* “...where parents want to send their children...” ) Our fuel data clerk and garage manager are working together to track reported mileage at the pump and compare it to actual mileage recorded in the garage during vehicle inspections. Additionally, we are tracking mileage trends to spot irregularities in distance recorded and consumption rates. Those analyses are drilled down to the departmental level with communication to department heads when we spot areas of concern that need to be reconciled or corrected. Of course, if we encounter fraud, we will report it formally for further investigation and action.
- Complete the transition to the renovated and expanded Department office. 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. (*GOAL S.1;* “...where employees want to work...” ) This action is pending.
- 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;* “...where employees want to work...” ) We intend to work with the ESP Director and the Professional Development Director to bring new training opportunities to our hourly employees. We also want to fold recognized certifications into an incentive offering that gets the District a better and more professionally refined employee.
- Maintain a rigorous focus on driver safety. (*GOAL E.1;* “...where parents want to send their children...”; “...where employees want to work...” ) This is and will continue to be an ongoing effort.
- Improve compounding plan to include compounds at the former Myrtle Grove YMCA property and at the Sid Nelson site. (*GOAL E.1;* “...where employees want to work...” ) The Sid Nelson site has been demolished and there are plans to install portable buildings on the site with employee comfort facilities. We hope to move that ball down the field and do the same at Myrtle Grove this year.

## 5. Department Long Range Goals (specify time line)

- Improve/develop compounds in order to reduce the number of compounds, improve compound security, and improve employee access to facilities and maintenance. (*GOAL E.1.*; “...where employees want to work...”) This goal is dependent on the economy and the budget, but is well underway.
- 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). (*GOAL S.1.*; “...where parents want to send their children...”; “...where employees want to work...”) Department contribution/facilitation of this mindset is continuous. We anticipate our ability to integrate the bus ticketing process seamlessly into school operations will be a great help in fostering a full sense of ownership of students in the extended classroom (by the 2015-16 school year).
- Continue to follow and evaluate with an eye toward transitioning to CNG (compressed natural gas), LP (liquid propane), or other viable alternative fuel options. (*GOAL F.1., E.2.*; “...where parents want to send their children...”; “...where employees want to work...”) Study is ongoing as the department continues to consider infrastructure costs (that are currently prohibitive), availability of the alternative fuel engines in appropriate type buses, fuel distribution channel concerns, suitability of alternative fuel engine construction in school bus applications, etc.
- Decrease errors in initial student routing by improving the quality of data. (*GOAL F.1., E.2.*; “...where parents want to send their children...”; “...where employees want to work...”) Discussions in paragraph 4 above pertain. While many of the actions need to be taken in the short-term, this is an issue that also requires a long-term commitment to the outcomes the short-term actions are designed to produce.
- Sustain the school bus replacement protocol. (*GOAL F.1., E.2.*; “...where parents want to send their children...”; “...where employees want to work...”) Bus replacement purchases over the past two years have helped get the District back on track with its fleet management. They enable a steady flow of vehicles making their way to retirement which reduces roadside breakdowns, structural failures, maintenance down time, and parts replacement difficulties. The improvement in the bus replacement strategy also recognizes that the alternative is to invest in additional vehicle maintenance staff (a scarce commodity in itself), replacement parts, and facilities in order to handle the impending increased vehicle maintenance burden. Additionally, with the fact that District pay for diesel mechanics lags well behind the industry, finding qualified and willing employee candidates remains a challenge; that needs to be corrected regardless of whether the District stays on the replacement cycle because the District is having great trouble replacing retiring technicians, even with the current workload demand.
- Sustain the white fleet replacement protocol. (*GOAL F.1., E.2.*; “...where parents want to send their children...”; “...where employees want to work...”) The aging white fleet has seen some replacement in the past two years. Aside from the fact that many of the retiring vehicles were eye sores in the public view, white fleet replacement tends to produce a smarter utilization of limited human and material resources as discussed above.

## 6. Major Challenges for Department

- More centralized compounds that provide safer and more secure facilities. A more centralized array would also streamline service calls, provide employees with a workspace where they can attend to work-related personal affairs, meet with supervisors, and receive minor scheduled service on buses without the requirement to transport buses to the Texar compound.
- The technology associated with vehicle maintenance is vastly different than it was when the organizational make-up of the vehicle maintenance staff was designed. A bottom-up

review of the task organization of the garage is needed to ensure we are structured, trained, and equipped to maintain the vehicles we *have* rather than the vehicles we *had*.

- A nationwide shortage of qualified school bus operators has begun to find us here in Escambia County. Even as we attempt to fight the shortage without compromising our standards, we find ourselves with increased tasking as we provide more transportation opportunities and options to students today than the District has ever provided them. More buses are full today, which is a point of efficiency; however, more students on buses equates to longer bus runs and more hours of pay for school bus operators and assistants. With more school bus crews set-up for pay at or near eight hours, extensions of the work day due to field trips, breakdowns, complications on bus runs, etc. might tend to push crews into overtime pay status. The capital and operating cost benefit inherent in the improved efficiency is a net benefit to the District, provided the additional workload expected of our limited human and material resources does not push the fine balance to a tipping point. The District should safeguard itself by aggressively and urgently attending to bus operator hiring and retention initiatives and by remaining mindful of the cost of transportation accommodations and of the cost of inefficiently-dispersed educational resources that force students (and crews) onto buses for long bus rides, particularly on buses with relatively low occupancy. The concern is that there will continue to be an incremental increase in the draw on resources that are not being replenished and funded for sustainment.
- Timely and effective training for bus operators and mechanics is an important facet of ensuring ongoing competency and skill. The difficulty comes in making time and paying the bill to get this done. Staffing levels and workload preclude pulling employees off the job to do this to the extent that we would like, but it is something we need to continue to do to the greatest extent possible.
- A safety mindset that sees all accidents as preventable and avoidable requires a cultural identity that is foreign to many today. In a world where accountability seems to be virtually limited to whether an event is or is not one's fault, it is difficult – but important – to attack the challenge of preventing at-fault traffic accidents by associating accountability not only with what is one's fault but in determining whether one could have prevented the accident or not. One can no more stop at-fault accidents by telling drivers to “be safe” than one can make children grow up to be great adults by telling them to “be good.” In both cases, one must recognize that the most effectual means of achieving the outcome is to adjust the mindset that can permit subtle and insidious – yet consequential – flaws to creep in. That is why the best way to stop at-fault traffic accidents at inception is to tell drivers they have a responsibility to prevent accidents, whether they're their fault or not.
- While much progress has been made in student accounting on school buses, there remains a need not to let up in intensity as time wears on. There has been considerable improvement in this area in the past year and the District appears to be over the “hump of resistance” that seems to be a part of large change initiatives in any organization. Now that we've passed that hurdle, we need to stay with it and improve processes to make this essential process better and smoother every year. The bus ticketing process in this District is one everyone should be very proud of and parents should take note of. There is no telling how many students have been protected from potential abduction or other tragedy because the District has gotten serious about ensuring they get on the right bus and are dropped at the correct location right from the first day of school. It's a big deal. That said, a significant barrier to accuracy, efficiency, and effectiveness remains in the form of an outdated student registration protocol as described above. It has had a significant adverse impact on the quality and accuracy of student transportation at the start of every school year and deserves immediate and decisive attention.

## Operations – State of Division Summary

Due date: October 19, 2015

Summary for Division – completed by Assistant Superintendent

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

### **Staffing (15/16):**

**Cost Center Numbers for employees (list all applicable)** 4208, 4407, 4405, 5208

**Number of Employees**

**Total Department: 63**

Admin 4

Prof/Tech 51

Instructional 5

ESP 3

### **Budget Summary (without personnel) (15/16):**

General Revenue Budget: \$1,615,626

Federal Project Budget \$518,529 (E-Rate including roll forward)

State Project Budget – Digital Learning \$859,786

1.5 Mill (excluding roll forward) \$4,422,700

### **Department Summary:**

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

- Metropolitan Area Network (MAN) comprised of fiber (district-owned and leased) to every major facility with some redundant fiber and point-to-point wireless connections
- 58 Local Area Networks (LAN) comprised of thousands of network switches and wireless access points
- Approximately 550 physical and virtual servers comprised of Windows, Linux, and Mac operating systems
- Approximately 30,000 endpoint devices comprised of desktops, 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 39 schools and centers
- Administration of approximately 60 internal and external cloud applications
- Integration with approximately 35 internal and external cloud applications
- FLDOE reporting of accurate student, staff, and financial 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**

- New educational support personnel have been receiving network login information and training at orientation so that they will be able to immediately begin using electronic systems on the first day of work (note that this has been the case for administrative, instructional, and professional staff members for over a year).
- All students and staff now have access to Google Apps for Education and Microsoft Office 365 for unlimited cloud storage to improve efficiency and to reduce long term needs for internal cloud storage.
- All of the District's main software applications are now running on modern database platforms enabling staff greater access to data than ever before.
- The District is now an affiliate of Florida LambdaRail providing a secondary Internet connection (for redundancy) and doubling existing Internet bandwidth for a fraction of the cost of primary Internet connection.

## 3. **Successes.** Update goals from the 2014-2015 state of division plan. **Bold reflects goals achieved.**

- Develop an IT Service Catalog (Environment, Continuity).
- Decrease the number of dedicated fax lines in use (Environment, Efficiency).
- Implement Employee Access functionality in Skyward to enable paperless leave request and approval process (Environment, Efficiency).
- Implement at least one electronic form to improve workflow of the new employee process (Environment, Continuity).
- **Establish redundant Internet connection (Environment, Continuity).**
- **Migrate historical human resources and student information into appropriate new systems or data warehouse (Environment, Continuity).**
- **Report student data to the Florida Department of Education from Focus or other web-based systems (Environment, Continuity).**
- **Establish a domain-focused (administrative technology, educational technology, and technology infrastructure) governance structure to provide for analysis and prioritization within functional areas and support recommendations to the District's Executive Staff for decision-making.**
- **Provide 90% of the district's instructional spaces with the technology configuration as specified in the Strategic Plan within two years (Environment, Continuity).**

## 4. **Department Short Term Goals (to be accomplished by the end of 2015-2016)**

- Develop an IT Service Catalog and IT Service Level Agreements with all stakeholders (Environment, Continuity).
- Improve communication with parents by providing text and e-mail notification options (Quality, To increase rigor at all levels; Vision).
- Develop and routinely update a public dashboard for reporting overall IT performance (Environment, Continuity).
- Develop an online registration process for the student information system (Environment, Efficiency).

## 5. **Department Long Range Goals (specify time line)**

- Decrease manual data entry in the student information and human resources systems within two years (Environment, Efficiency).
- Deploy digital content solutions through the district's digital tools system to ensure all users have easy access to the content and data available within it within two years (Quality, To increase rigor at all levels).
- Provide opportunities for online learning, communication, and collaboration for all students in grades three through twelve within two years (Quality, To increase rigor at all levels).

- Provide opportunities for virtual learning for all students in grades three through twelve within three years (Quality, To increase rigor at all levels).
- Provide a one-to-one student to modern digital device ratio within three years (Environment, Continuity).

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

- Support of new IT solutions – IT staff are changing their primary technical skill sets to support the District’s new software applications, Chromebooks, and wireless network infrastructure. New required skills include business analysis, development of automated integration processes, and management of web-based cloud environments. Vacant positions have been difficult to fill with well-qualified candidates.
- Adoption of new software systems by all employees – The majority of the District’s staff are using new software applications as their primary technology tool.
- Implementation of digital content – The move toward digital content in place of traditional textbooks will be difficult because there are so many systems that teachers must use to access and use the content.



## 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 Tiffany Clark</b>

### Staffing (15/16):

Cost Center Numbers for employees (list all that are applicable) 4124

Number of Employees

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

### Budget Summary (without personnel) (15/16):

General Revenue Budget:

Federal Project Budget (specify) \$20,233

State Project Budget (specify) \_\_\_\_\_

### Department Summary:

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

The Energy Management Program was established in February 2005. Worked with Cenergistic, formerly Energy Education Inc. (EEI), a comprehensive behavior-based energy conservation program, to help district redirect dollars.

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 (2014-15)**

The Energy Management department working with District staff saved over **\$5.75** million in cost avoidance for school year (FSY) 2014-15. We exceeded our goal of \$2.296 million cost avoidance set by Cenergistic by 150%.

#### 3. **Successes (2014 -15)**

- *Environment E.2.1 Reduce the consumption of natural gas, electricity and water. Chart #1 – Commit to Excellence. **FSY 2014-15 Energy Management achieved 31.5% in cost avoidance. The goal was 28%.***

- *Strategic Goals: Environment E.2.1 Reduce the consumption of natural gas, electricity and water. Chart #1 – Commit to Excellence*

	FSY 2014-15 Target	FSY 2014-15 Actual Consumption	Results
<b>Natural Gas &amp; Electricity</b>	<b>62.09 KBTU/square foot</b>	<b>60 KBTU/square foot</b>	<b>Exceed goal by 3%</b>
Water	87,890 KGAL	97,754 KGAL	Target not realistic – However we did decrease from 2013-14 actual consumption of 101,946 KGAL.

- *CHART #9: Recognize and Reward Success - The Energy Management Incentive Program rolled out to all our campuses SY 2012-13. This incentive is awarded to schools that decrease their energy use from the previous year.*

Year	Total Awarded	Number of Schools
FSY 2012-13	\$ 33,223	32
FSY 2013-14	\$40,576	26
FSY 2014-15	Currently being calculated	

#### 4. Department Short Term Goals (to be accomplished by the end of 2015-16)

- *Environment E.2.1 Reduce the consumption of natural gas, electricity and water. Chart #1 – Commit to Excellence.* The goal for FSY 2015-16 is to continue to save approximately 28%+ cost avoidance.
- *Environment E.2.1 Reduce the consumption of natural gas, electricity and water. Chart #1 - Commit to Excellence.*

	FSY 2015-16 Target
Natural Gas & Electricity	57 KBTU/square foot
Water	92,866 KGAL

- *Chart #1 Commit to Excellence - Research opportunities to renovate Administrative Staff buildings and Warehouse Lighting fixtures. This will create great places for staff to work while reducing costs and energy consumption.*
- *Chart #8 Communicate at all levels & Chart #3 Build a Culture around Service: Vision Strategy – Professional Growth and Development*  
Develop an Energy Conservation campaign that educates and empowers staff to take ownership of their facility's energy conservation program.
  - 1) This will include visual aids and education material to all staff. Our goal is to train Site Administrative staff on Basic Energy Management Functions to continue to implement behavior based energy management strategies with staff and students
  - 2) Provide classroom resources that will promote energy conservation awareness through periodic staff or classroom activities for all school levels to help the teachers and student embrace energy management techniques.

#### 5. Department Long Range Goals

- *Chart #1: Commit to Excellence.* 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 an increase the Efficiency of our systems, decrease the economic impact of our energy consumption and increase our stewardship of environmental awareness.

- *Environment E.2.1 Reduce the consumption of natural gas, electricity and water. Chart #1 – Commit to Excellence.* 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.
- *Chart #8 Communicate at all levels.* 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, renovations, improvement of building envelopes, and replacement of HVAC systems. Ensure HVAC for all district buildings is controlled through the EMS (Energy Management System
- *Chart #8 Communicate at all levels.* Continue to work with the Maintenance Departments to repair systems that are not conserving energy and promoting resident comfort.

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

- No established funding for future energy projects.
- The current mechanical systems are not being updated quick enough to overcome the life of the equipment. When HVAC equipment is no longer effective, energy efficiency is decreased at an alarming rate. The district currently has HVAC equipment that is not efficient or effective. The Facility Department is working diligently to improve this equipment, but is hampered by the budget.
- We can expect utility companies to increase their rates. No rate increase has been announced yet for the 2015-16 school year. Any increase affects the District utility budget and the amount of savings that can be achieved.
- Weather continues to be 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 increases 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

Due date: October 19, 2015

Summary for Division – completed by Assistant Superintendent

**Division: Operations**  
**Department: Protection Services**  
**Department Head: Jennifer Ellis**

### **Staffing (15/16):**

Cost Center Numbers for employees 4125

Number of Employees

**Total Department: 4**

Admin

Prof/Tech 3

Instructional

ESP 1

### **Budget Summary (without personnel) (15/16):**

General Revenue Budget: \$ 83,850

Federal Project Budget (specify)

State Project Budget (specify)

### **Department Summary:**

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

The Escambia County School District Department of Protection Services became a stand-alone department in March, 2005. The staff consists of a Manager, two Safety Officers II, and one Security/Safety Program Specialist.

The following are the main areas of responsibility that fall under the Department of Protection Services:

- Security
- Safety
- Health
- Emergency Management

#### **Security**

- This department is responsible for the following aspects of the district's operational and physical security programs:
- Comprehensive Security Program
- Physical Security Coordination
- Operational Security
- School Resource Officer Operations Liaison
- K-9 Drug Detection Program
- 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
- 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 (approximately 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 – Safe Schools
  - Division Web Site
  - Personal Protection Equipment
  - Injury Reduction
  - Workers Compensation Reduction
- Health
  - Automated External Defibrillators (AED)
  - First Aid
  - Cardiopulmonary Resuscitation (CPR)
  - Health Safety Committees

### **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 (CART)
- Escambia Educational Response Team
- Continuity of Government/Operations Plan
- Countywide Emergency Shelter Management
  - 10 general public shelters
  - 7 refuges of last resort shelters
  - 1 medical special needs shelter
  - 1 pet shelter
- Escambia County Emergency Operations Center Coordination (when activated for severe weather and other emergency incidents)

## 2. Recent Efficiency/Cost Reduction Initiatives

The Protection Services Department continues to operate on a very strict budget. We continuously monitor the efficiency of our department for cost savings. The Manager and two Safety Officer's each hold various state certifications in order to meet state requirements and train district staff.

- We each hold certifications to conduct Fire/Life Safety Inspections:
  - Average cost of initial certification - \$1,000.00 each
  - With only approximately \$50.00 per year each for continuing education classes

*If this was outsourced, the district would incur the added cost of approximately \$1,000.00 per school annually.*

- Another example, a Safety Officer holds a certification to teach CPR/AED/First Aid:
  - Approximate cost of one time certification requirement and teaching materials - \$1,000.00 (with unlimited number of district employee training capabilities)
- *If this was outsourced, the district would pay, at least, \$40.00 per employee receiving training. During 2014-2015, the Safety Officer trained and issued certification cards to 154 school district employees. The district's expense is \$7.00 per employee for printing of the certification card.*

During the 2015/2016 year, this department will continue to closely monitor and cut any unnecessary spending.

## 3. Successes

- **Supplemental Vulnerability Assessments (SVA)**
  - Protection Services Manager met with 10 schools from 10/2014 – 04/2015 and developed School Site Safety Committee's to complete SVA's
- **District wide digital radio communications**
  - **Implemented monthly radio checks for accountability and to identify non-working communication devices.**
  - **Implemented new process for schools to purchase radios that will be consistent with district wide digital radio plan.**
  - **Implemented plan with vendors to provide services consistent with district wide digital radio plan.**
- **RAPTOR/School CheckIn (sex offender background checks)**
  - **RAPTOR/School CheckIn is in every school. Protection Services Security/Safety Program Specialist conducts monthly checks, on all systems, to maintain functionality of equipment.**
- **Hazard reporting system**
  - **Created video to train employees on Classroom Incident Response Guides (Code Orange)**
- **Active Shooter/Individual with Weapon Training**
  - **Conducted an Active Shooter Exercise**

- **School Crossing Guards**
  - **Trained employees (27)**
- **CPR/AED/First Aid**
  - **Trained employees (154)**

#### **4. Department Short Term Goals (to be accomplished by the end of 2015-2016)**

- Strategic Plan – Environment - Safety, Efficiency, Continuity, & Health
  - E.1.1. Reduce the number of building/life safety findings district-wide.
  - CHART Principle 1 – Commit to Excellence
  - CHART Principle 9 – Recognize and Reward Success
    - Educate all employees regarding building/life safety deficiencies to improve safety in the learning and work environment.
    - Incentive program – reward the sites who show a vast decrease in deficiencies.
- Strategic Plan – Service – Efficient, effective, and friendly interactions with district employees, parents, students, and visitors
  - CHART Principle 3 – Build a Culture Around Service
    - Continue to meet with all employees (during training opportunities) to develop relationships and to work as a team, especially during a critical incident.
- Strengthen site safety committees/teams
  - Continue to meet with safety committees to identify on-going safety and security concerns.
- Completion of Site Based Safety and Security Assessments
  - Site based safety and security assessments beginning 2016-2017 school year are expected to be mandated by Florida Department of Education.
  - Familiarize staff with this new assessment and begin 2015-2016 school year.

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

- Coordinate with Risk Management to analyze data regarding workers compensation to reduce injury/accident claims and improve safety. (time line – 2015-2016)
- Continue critical incident training district wide. (time line – 2015-2016)
- Implement district wide communications with digital radios (time line – 2016-2017)
- All schools reach the minimum set standards regarding security (i.e. surveillance, alarms, fencing, etc.) (time line – 2016-2017)

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

- Consulting and developing relations with various local, state and federal agencies to timely implement strategies for this department is an ongoing process.
- Continuing education classes are mandatory for the Manager and Safety Officers to maintain several state certifications which are required during this school year.
- There are training needs for staff throughout the district. Protection Services can provide training in CPR/AED/First Aid, Crossing Guard and Active Shooter. However, it is difficult to get the necessary time from teachers and other staff in order to give these trainings.
- Implementation of district wide digital radio communications is costly and Protection Services will continue to work through this transition with schools and departments.

## Operations – State of Division Summary

Due date: October 19, 2015

Summary for Division – completed by Assistant Superintendent

<b>Division:</b> Operations
<b>Department:</b> Warehouse
<b>Department Head:</b> Robert Reece

### **Staffing (15/16):**

Cost Center Numbers for employees (list all applicable) 4205

	Number of Employees
<b>Total Department:</b>	<b>19</b>
Admin	0
Prof/Tech	5
Instructional	0
ESP	14

### **Budget Summary (without personnel) (15/16):**

General Revenue Budget:	\$183,241.28
Federal Project Budget (specify)	
State Project Budget (specify)	

### **Department Summary:**

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

Provide specifics/facts about the department's major responsibilities.

The purpose of the Central Warehouse is to Support Education by saving Educators Time and Money. The Central Warehouse is a full service order fulfillment center processing 8+ million dollars in annual issuances. The five major groups or types of inventory issued by Central Warehouse are as follows: Office, Maintenance, Cleaning, Textbooks, Food Service and Cafeteria Supplies. The Central Warehouse provides additional services for the District as follows: FCAT Testing staging and distribution, Table and Chair loaner program, Mail Service, IT Recycle staging, and accommodation storage and staging as needed.

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

Provide list of general revenue budget cuts and other cost reduction strategies currently being implemented for 2015-2016.

The Central Warehouse is continuing to Re-invent itself. We have re-engineered the operation's routes, configuration, and process to better service the District, using the Skyward System. The results of this Re-inventing are as follows:

- Refining the Tool Box program as a Cost Accounting Management Tool to better use Skyward.
- Developing cost saving strategies with the Purchasing Department to bid and stock the warehouse.



- Continue using Total Quality Management process to structure work flow and work assignments to ensure the gains of reducing our staff by 3 employees and providing value added services.
3. **Successes.** Update goals from the 2014-2015 state of division plan. **Bold reflects goals achieved.**
- **The Warehouse has successfully achieved its major challenge for 2014-2015**
    1. **Implementing the new computer system Skyward and transitioning from OASIS.**
    2. **Reduced staff by 3 full-time employees and added services to warehouse at no extra cost.**
  - **Department Long Range Goal Successes.**
    1. **Eliminated the Annual Courier Delivery Contract and saved the District \$65K annually.**
    2. **Collaborated with Food Service, Maintenance, Facilities and Energy Departments to actually shut down Freezers during the summer to reduce energy, perform maintenance and inventory food.**

4. **Department Short Term Goals (to be accomplished by the end of 2015-2016)**

Each department should include some part of CHART implementation.

Short term goals should be measureable and **correlated** to the pillars/goals of the District strategic plan.

Additionally, this year each department will include strategies to support the district vision.

The Warehouse Goals that support the District Strategic Plan and Chart:

1. Service – Efficient, effective, and friendly interactions with district employees, parents, student and visitors. (Chart #3, “Build a Culture Around Service”)
  - The warehouse will meet monthly with our customers to develop relationships that better meet their needs and expectations.
  - The warehouse is delivering orders to schools/departments by requisition to save time for our customers.
2. Quality – Excellent student achievement; improved behavior; Professional atmosphere; Positive public relations. (Chart #5, “Focus on Employee Satisfaction” & Chart #7, “Align Behaviors with Goals & Values”)
  - Our goal is the support student achievement by providing goods and services that save non-instructional time for educators. We shop for goods requested using the Market Basket approach to ensure that we are providing the Best Quality items at the most affordable cost.
  - People – Create an excellent work environment for staff; well trained, professional employees..
3. Finance – Equitable allocation and optimal utilization of district facilities, systems and funding. (Chart #4, “Create & Develop Leaders”)
  - Using the Total Quality Management approach to restructure the space and process in the warehouse to handle any request that the district needs to save money. Currently, are developing our staff to continuously look for ways to better use are resources. Listed below are just a few of our team approach to activities that use our storing, staging, transporting/processing resources to better service the District.
    1. Record Transfers.
    2. Freezer Closure Program.
    3. Charter School closures using 6000 square feet.
    4. IT re-cycle program.

5. Courier/Mail service.
6. Planning for record storage.
4. Environment – Safety-Efficiency-Continuity Protecting district resources, staff, students, parents, and visitors; provide technology to our schools. (Chart #6, “Build Individual Accountability”)
  - o The Safety team is evaluating our processes and our exposure to unsafe practices.

The Warehouse Strategies to support the District Vision.

1. Create an Environment where People want to Work. (Chart #1, “Commit to Excellence”, Chart #8, “Communicate at All Levels” & Chart #9, “Recognize & Reward Success”)
  - o Create a work environment where People want to work by managing the “To Be’s”. It is my opinion most people want 3 “To Be’s”: To be Heard, To be Appreciated and To be Significant (matter/loved). Have regular scheduled meetings and using Total Quality Management Process. Give Feedback and Follow-up to ensure Success.
2. Supporting education by Saving the Teachers Time and Money. (Chart #2, “Measure the Important Things”)
  - o The Warehouse takes the Time to Shop for the Best Prices on Items that most Teachers use. Create Management Control process using Cost Accounting to evaluate the Warehouse performance and Return on Investment that includes the Teacher’s non-instructional time.

## 5. Department Long Range Goals (specify time line)

Discuss what the department would like to accomplish in the future. Goals should be correlated to the pillars/goals of the District strategic plan.

- Improve the Courier Mail system to provide both the sorting and the delivery of District mail and to establish a directory of all departments and employees’ mail locations.
- Evaluate the Gilmore leased space and functions, then incorporate as needed the processes in the warehouse that make sense.
- To invent new methods of ordering to save money and improve vendor fulfillment processes.

## 6. Major Challenges for Department

- Becoming experts in the Skyward System and documenting Best Practices.
- Changing the mind set and culture of the Warehouse to make continuous process improvements.
- Gaining the trust and respect of our customers in the Warehouse.
- Depleting unwanted inventory for the Maintenance Department.