

Operations – State of Division Summary

Due date October 30, 2017

Summary for Division – completed by Assistant Superintendent

Division:
Department:
Department Head:

Staffing (17/18):

Cost Center Numbers for employees (list all applicable) 4101, 4104, 4105, 4107, 4108, 4109, 4124, 4125, 4205, 4208, 4407, 5208, 9610

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

Budget Summary (without personnel) (17/18):

General Revenue Budget: \$ 3,575.00
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 1200 employees and is the second largest division within the District.

The combined annual operating budget for the Division is approximately \$60 million. The Division is responsible for over 6 million square feet of buildings and facilities and over-sees the construction, renovation and remodeling of over \$24 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

- Increased the number of schools participating in the Community Eligibility Program. Students at 47 sites now receive free breakfast and lunch. This streamlines the point of sale process and eliminates charge collection. It also eliminates the need to distribute, collect and pre-screen free and reduced price meal applications.
- All of the District's main software applications are now running on modern database platforms enabling staff greater access to data than ever before as well as increased capabilities for digital workflow.
- All schools now have a more robust network infrastructure due to \$3 million dollar E-Rate funding over the past two years to reduce the cost for equipment and installation services.
- Electrical Shop is continuing to retrofit with LED lighting at existing schools, auditoriums, gymnasiums, and numerous outdoor lighting areas thus reducing labor and electrical costs.
- Changed custodial contractors from AFS to PESG to provide a cost avoidance of **\$11,577.24**.
- Created a standard supply order versus each school placing separate orders, which has reduced unneeded supplies at each location and reduced cost.
- Continued targeted phased replacement of inefficient HVAC systems equipment at various schools with the highest energy/operational costs.
- Decreased the number of school buses needing to double-back to schools by requiring a bus ticket if the student was not on a bus roster.
- Trained a safety officer on the maintenance and programming of school radios. The district has saved approximately \$8,930 so far this school year by not outsourcing this work.
- The Warehouse will continue using Total Quality Management process to structure work flow and work assignments to ensure the gains and provide value added services. This will reduce the need for paid offsite storage.
- The Energy Management department working with District staff saved over \$8.48 million in cost avoidance for school year (FSY) 2016-17.

3. Successes. Update goals from the 2016-2017 state of division plan. **Bold reflects goals achieved.**

- **All cafeterias have a ServSafe Certified employee on staff.**
- **Increased surveillance camera coverage of school kitchen/serving areas, all points of service, meal count entry work stations and all exits by 46%.**
- **Support Chromebooks for all students in grades 3 through 12.**
- **Support a mobile app for parents to access grades and attendance from Focus.**
- **Electronics Shop has successfully completed the installation of security systems in 40% of the schools district wide.**
- **Successfully rebid and implemented a chiller preventative maintenance contract.**
- **Established a new designated location (ECSD Warehouse) for collection, packaging, and pick-up of all recyclable bulbs and ballasts.**
- **Completed construction of Bellview Middle and Workman Middle gymnasiums.**
- **Completed construction of O.J. Semmes Elementary and Sherwood Elementary covered play buildings.**
- **Completed design and began construction of covered play buildings for Bellview Elementary, McArthur Elementary, Oakcrest Elementary, and West Pensacola Elementary.**
- **Improved incorporation of Focus verification into the transportation department customer service process to ensure accurate student data.**
- **Implemented District wide communication with digital radios.**
- **Reduced staff by 1 full-time employee and added services to Warehouse at no extra cost.**

4. Department Short Term Goals (to be accomplished by the end of 2017-2018)

- All schools will serve breakfast.
- 100% of sites with surveillance camera coverage of school kitchen/serving areas, all points of service, meal count entry work stations.
- Provide automated, offline access to student data crucial for emergency response.
- Install GPS in Maintenance trucks.
- Convert to a paperless work order system in TeamWorks.
- Improve Indoor Air Quality response time and procedures to provide an environment of comfort to teachers, students and parents.
- Complete design for Westgate Center Adaptable Play Facility.
- Complete design and pre-construction services for Westside Elementary.
- Complete design for Brown Barge gymnasium/track/general renovations.
- Expand the conduct of bus operator and assistant video self-critiques with their route managers.
- Continue to monitor fuel consumption/MPG performance.
- All schools reach the minimum set standards regarding security (i.e. surveillance, alarms, fencing, secure front office areas, etc.)

5. Department Long Range Goals (specify time line)

- Refine menus, recipes and production methods to increase the participation based on student preferences and the Healthy Hunger Free Kids Act. (Continuous)
- Enable single sign-on, automatic rostering, and cloud-enablement for all learning, communication, collaboration, and productivity tools within two years.
- Provide a modern building surveillance system on all campuses and work locations within three years.
- Provide opportunities for all students to participate in virtual makerspaces to demonstrate their learning within two years.
- Retro-fit all outdoor, halogen lamp, stadium lighting with energy saving LED lighting (2018-2025)
- Research and develop a recycling program to reduce waste that is cost efficient (2017-2019).
- 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 (Continuous).
- 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.
- Sustain the school bus replacement protocol (Continuous).
- Work with community partners to get every student a bicycle helmet (one school per year starting 2017-2018).
- Refine the order fulfillment process in the Warehouse to include electronic paperwork to reduce supply cost and improve customer experiences (Continuous).
- Develop an equipment replacement process and remove obsolete equipment (Continuous).

6. Major Challenges for Department

- Finding qualified employees for all economic environments in light of low beginning salaries.
- Implementation of 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. Implementation of the review process for incorporation of systems into the CORE will help address this challenge over time.
- Meeting EPA guidelines for refrigerant use.
- Maintain level of service to customers given the multiple large projects to be designed and constructed within the next five (5) years.
- Centralized compounds that provide safer and more secure facilities that will streamline service calls, and allow minor scheduled service on buses without the requirement to transport buses to the Texar compound.
- A nationwide shortage of qualified school bus operators.
- Consulting and developing relations with various local, state and federal agencies to timely implement strategies is an ongoing process.
- Educating our customers that using the Warehouse saves them money. This will allow educators to optimize purchasing dollars to better supply the classroom.
- Utility companies continue to increase their rates. Any increase affects the District utility budget and the amount of savings that can be achieved.

Operations – State of Division Summary

Due date: October 20, 2017

Summary for Division – completed by Assistant Superintendent

| | |
|-------------------------|------------------------------------|
| Division: | Operations |
| Department: | Custodial Services |
| Department Head: | Gregory L. Gibbs - Director |

Staffing (17/18):

Cost Center Numbers for employees (list all applicable) 4104

Number of Employees

| | |
|--------------------------|-----------|
| Total Department: | 16 |
| Admin | |
| Prof/Tech | 3 |
| Instructional | |
| ESP | 13 |

Budget Summary (without personnel) (17/18):

| | |
|----------------------------------|--|
| General Revenue Budget: | \$2,258,247 (includes outsourced Custodial Services) |
| 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 (PESG).
- 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:

- Changed contractors from AFS to PESG to provide a cost avoidance of **\$11,577.24**.
- Went from each school ordering supplies as needed to a standard supply order, which has reduced unneeded supplies at each location and reduced cost.
- A power outage at Woodham Middle in August 2017 damaged the cooling system and took 5 weeks to resume full operation. Custodial Services was able to provide equipment and manpower in order to control the humidity and temperature in the 400 building (over 60,000 sq. ft.). The cost avoidance was over \$60,000.
- With the purchase of additional equipment we have been able to respond in-house to power outages, roof leaks, water intrusion, and high humidity concerns; which has significantly reduced our need for using outside vendors.

3. Successes:

- **Switched from gas blowers to battery powered blowers reducing the flammable risk potential of gasoline powered blowers.**
- **Identified an issue district wide with water leaking from the mechanical rooms into the classrooms. As a result, Facility Planning is now sealing the space between the mechanical room and the classroom to keep this from happening.**
- **Worked with Food Service to switch to the 2 mil bag liner reducing the cost by using one thicker bag instead of multiple thin bags. As a result, it has reduced clean up time from the leaking of milk and etc. onto floors and dumpster.**
- **Established a new designated location (ECSD Warehouse) for collection, packaging, and pick-up of all recyclable bulbs and ballasts.**
- **Expanded the Flat Mop System. Microfiber mops reduce the amount of water used, and in doing so, reduces the exposure to possible Workers' Compensation issues. (Recently implemented at the McDaniel building and Transportation)**
- **Identified a problem with the new Epoxy Flooring process: (cannot be cleaned because the surface is too rough. This has been endorsed by Facilities Planning and currently they are making adjustments to resurface all existing Epoxy floors.**
- **Have successfully purchased an upgraded dehumidifier that has a higher capacity. This model has replaced our current type.**
- **Identified and labeled the gates at the Hall Center for better identification and opening/closing procedures.**

4. Department Short Term Goals (to be accomplished by the end of 2017-2018)

- **Continuing to improve Indoor Air Quality response time or procedures to provide an environment of comfort to teachers, students and parents. PEOPLE/ENVIRONMENT**
- **Develop and produce a county-specific custodial services training library for both new hires and full-time employees. PEOPLE**
- **Establish a schedule for Preventive Maintenance of all wet battery powered equipment. SERVICE/FINANCE**
- **Assist Principals on the best practice methods for dealing with custodial concerns and evaluations. PEOPLE**
- **Reinstate our Rapid Response Custodial Service Hotline throughout district. PEOPLE**

5. Department Long Range Goals (specify time line)

- Replace all gas and corded electric blowers with battery powered blowers thus reducing fire hazards, fuel cost, and exposure to workers compensation injuries. (2017-2019) SERVICE/ ENVIRONMENT/PEOPLE/FINANCE
- Due to the increase of foam trays, we are working with the solid waste disposal company to develop a compacting style dumpster which will not only compact but provide a sealed system which will prevent leaking (milk). (2017-2019) ENVIRONMENT
- Continuing to research and develop a recycling program to reduce waste and that is cost efficient. (2017-2019) ENVIRONMENT/FINANCE
- Assist with development of specifications for a flooring contract that covers installation procedures of new flooring products and that is maintenance-friendly for Custodial Services (2017-2019) QUALITY

6. Major Challenges for Department

- Reducing the use of non-approved cleaning products.
- Finding qualified substitute custodians.

Operations – State of Division Summary

Due date: October 20, 2017

Summary for Division – completed by Assistant Superintendent

| | |
|-------------------------|------------------------------------|
| Division: | Operations |
| Department: | Maintenance Services |
| Department Head: | Gregory L. Gibbs - Director |

Staffing (17/18):

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

| | Number of Employees |
|--------------------------|---|
| Total Department: | 139 |
| Admin | 2 |
| Prof/Tech | |
| Instructional | |
| ESP | 137 (minus 1 position being held vacant due to budget cuts) |

Budget Summary (without personnel) (17/18):

| | |
|----------------------------------|-------------|
| General Revenue Budget: | \$3,000,000 |
| Federal Project Budget (specify) | |
| State Project Budget (specify) | \$ 703,026 |

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) consisting of more than 7,000,000 square feet. Perform all areas of maintenance including: carpentry; electrical; electronics; extermination; fire suppression systems; high speed copying; locksmith; office machine repair; painting; plumbing; surplus operations; and heating, ventilation, and air conditioning as well as many other maintenance related duties. Provide grounds maintenance and lawn service for approximately 1,700 acres.

2. Recent Efficiency/Cost Reduction Initiatives

- Installed additional security systems at various school sites at a cost reduction of less than 50% of contractor price.
- Completed painting of schools in 2016/2017 schedule at \$.37/square foot. Average estimated cost for commercial painting is between \$1.50 - \$2.30/square foot.
- Electrical Shop is continuing to retrofit with LED lighting at existing schools, auditoriums, gymnasiums, and numerous outdoor lighting areas thus reducing labor and electrical costs.
- Grounds Crew demolished 4 portables saving the District thousands of dollars in labor costs.
- Grounds Crew stockpiled 120 dump truck loads of dirt from various Facilities Planning projects which in turn saved the District thousands of dollars of dirt purchases.
- Electronics Shop completely replaced the fire alarm system at Navy Point Elementary School saving the District approximately \$125,000.

3. Successes

- **Electronics Shop has successfully completed the installation of security systems in 40% of the schools district wide.**
- **Successfully rebid and implemented a chiller preventative maintenance contract.**
- **Successfully implemented a Maintenance Employee of the Month award and continue to select and submit individuals for the District Stellar Employee of the Month.**
- **Successfully developed and awarded a RFP for air filter purchases for the entire District.**
- **Raised approximately \$41,000 to feed 436 students at various elementary schools for the Backpack Project.**
- Surplus Operations continues to recycle electronic/computer equipment including certified destruction of information at no cost to the district.
- Surplus Operations, Electronics, and the Heating and Air Shops recycled scrap metal to provide monies back into the general fund.
- On-line auction service has tremendously reduced labor hours.

4. Department Short Term Goals (to be accomplished by the end of 2017-2018)

- Continue rounding. PEOPLE
- Continue addressing concerns with low performers and recognizing high performers. PEOPLE
- Continue to maintain/replace equipment with energy saving equipment. FINANCE
- Eliminate wooden seating planks and replace with aluminum seating planks at Pensacola High School and Escambia High School outdoor stadiums. FINANCE/ENVIRONMENT
- Install GPS in trucks. FINANCE/PEOPLE
- Convert to a paperless work order system in TeamWorks. PEOPLE

5. Department Long Range Goals (specify time line)

- Continue to develop fully funded preventative maintenance programs, i.e. filters, boilers, chillers, doors, fire alarm systems, etc. (2017-2020) FINANCE/PEOPLE
- Seven to ten year replacement of HVAC equipment to maintain efficiency with current technology. (2017-2025) FINANCE
- Continue installing grounding systems for sites that are prone to lightning strikes. (2017-2025) FINANCE/ENVIRONMENT
- Install security systems at remaining sites. (2017-2022) FINANCE/ENVIRONMENT
- Where feasible, replace HVAC equipment that uses R-22 refrigerant with equipment that uses a different type of refrigerant; otherwise the R-22 will be replaced with the new, approved alternative refrigerant. (2017-2020) FINANCE/ENVIRONMENT
- Retro-fit all outdoor, halogen lamp, stadium lighting with energy saving LED lighting. (2018-2025) ENVIRONMENT/FINANCE

6. Major Challenges for Department

- Dealing with low performers and the disciplinary process.
- Continuing to meet EPA guidelines for refrigerant use.
- Not enough PECO funds being allocated for door replacement, carpet replacement, or electrical retrofit projects.
- Finding qualified blue collar workers and technicians with the tobacco/nicotine policy.
- Finding qualified blue collar workers and technicians with the current hourly wages.
- Supervisors being in same bargaining group as employees they supervise.

Operations – State of Division Summary

Due date: October 20, 2017

Summary for Division – completed by Assistant Superintendent

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

Staffing (17/18):

Cost Center Numbers for employees (list all applicable) 4107

Number of Employees

Total Department:

| | |
|---------------|------|
| Admin | 1 |
| Prof/Tech | 13 |
| Instructional | 0 |
| ESP | ~400 |

Budget Summary (without personnel) (17/18):

General Revenue Budget: N/A

Federal Project Budget (specify): \$21,128,100 (budget) plus a beginning fund balance of \$6,114,971.33 (actual), for a total of \$27,243,071.33

State Project Budget (specify): N/A

Department Summary:

1. Scope of Operations

Provide specifics/facts about the departments major responsibilities.

- Escambia County sponsors Federally reimbursable Child Nutrition (CN) programs in all public schools in Escambia County.
- CN lunch programs are available in all schools and serve approximately 22,362 reimbursable meals and approximately 3,627 a la carte equivalents daily.
- Breakfast programs are offered in 53 schools/sites, including all elementary as required by Florida law, with over 11,720 reimbursable breakfasts served daily.
- Through centralized processing of all applications, the School Food Services Office staff has currently qualified 22,017 (52.17%) students for free meal benefits and 869 (2.06%) for reduced price meal benefits. The number of approved/processed applications is decreased due to 47 community eligibility sites that do not require completion of meal benefits application to be eligible for free meals.
- Food Services currently has on inventory approximately 1,638 pieces of food service equipment valued at approximately \$7,685,701.59 . This does not include FS computers.

2. Recent Efficiency/Cost Reduction Initiatives

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

- The Horizon Web Application Processor which provides on-line Free and Reduced Price Application processing has processed 3,584 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.

- Florida is serving as a pilot state for Directly Certifying based on Medicaid income reduced eligibility. This has decreased the number of applications to process and decreased the burden on parents.
 - Food Services increased the number of schools participating in the Community Eligibility Program. Students at 47 sites now 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.
 - Payroll for all substitute employees is now tied to AESOP. This alleviates the managers having to enter the hours worked information twice.
 - 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.
 - 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 are working less hours.
3. **Successes.** Update goals from the 2016-2017 state of division plan. **Bold reflects goals achieved.**
- **All locations have a ServSafe Certified employee on staff**
 - **Improved 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.** Food Services also implemented a skills test that must be passed prior to completion of an application for employment.
 - **Increased surveillance camera coverage of school kitchen/serving areas, all points of service, meal count entry work stations and all exits by 46%**
 - **Rewarded and recognized FS employees throughout the school year**
 - **Increased acceptable a la carte options**
 - **Passed Federal Administrative Review, conducted by the Florida Department of Agricultural and Consumer Services (FDACS)**
 - **All Elementary schools submitted for HUSSC recognition**
 - **Implement employees online clock in and out (Summer Sites 2017)**
 - **Increased number of press releases to promote the department**
 - **Revised job descriptions, minimum qualifications and salaries for ESP and Professional employees to more accurately reflect job duties**
4. **Department Short Term Goals (to be accomplished by the end of 2017-2018)**
- 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.
- Submit some secondary schools for HUSSC recognition
 - All schools serving breakfast
 - Pilot employees clocking in and out in Skyward during the regular school year
 - All FS employees in compliance with the new Professional Standards as part of the 2010 Healthy Hunger Free Kids Act (**build individual accountability; resources**)
 - All Supervisory level employees ServSafe Certified (**build individual accountability; service and environment**)
 - 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**)

- 100% of sites with surveillance camera coverage of school kitchen/serving areas, all points of service, meal count entry work stations
- Increase acceptable a la carte options
- Add more supper schools
- Increase number of press releases to promote the department
- Support district vision
 - Increase participation in the meal programs by providing high quality nutritious foods (**district where parents want to send their children; environment**)
 - Increase staff participation in the meal programs by offering special items/meals (**district where teachers want to teach; service**)
 - Reward and recognize FS employees throughout the school year (**district where employees want to work; recognize and reward success; people**)
- Achieve Silver recognition with Healthy School District
- Select and transition to a new food service software program to better meet the needs of the department
- Determine if direct delivery of breakfast and lunch frozen products will improve school site operation, increase meal program participation and decrease fiscal expenditure with offsite storage of commodities

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.

- **Finance**- Maximize revenues and control costs to maintain a fund balance of approximately 8 to 10 weeks of operating expenses. (SY 2017-18)
- **Service**- Continue refining menus, recipes and production methods to increase the participation based on student preferences and the Healthy Hunger Free Kids Act.
- **People**- School sites fully staffed with qualified employees (Continuous)
- **Environment**- Ensure that all cafeterias are equipped with the identified production equipment and supplies required for efficient preparation of menus (Continuous)
- **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

- Balancing student meal participation goals with National, Community and District wellness initiatives
- Finding qualified employees for all economic environments in light of low beginning salaries and short work hours
- All managers staying within the allocated staffing hours

Operations – State of Division Summary

Due date: October 20, 2017

Summary for Division – completed by Assistant Superintendent

Division: Operations
Department: Transportation
Department Head: Rob Doss

Staffing (17/18):

Cost Center Numbers for employees (list all applicable) 4108
Number of Employees

Total Department:

Admin: 1
Prof/Tech: 13
Instructional: 0
ESP: 466

Budget Summary (without personnel) (17/18):

General Revenue Budget: \$ 3,824,972.56
Federal Project Budget (specify)
State Project Budget (specify)

Department Summary:

1. Scope of Operations

The Transportation Department provides transportation services to the District's schools and centers, and maintenance services for the District's "yellow fleet" and "white fleet" of vehicles. During the 2014-15 school year, the Department transported some 22,481 general education students on 256 daily run buses, approximately 930 ESE students on 82 dedicated ESE buses, and additional students receiving after-school tutoring on 10 buses. We also supported tens of thousands of students for extra-curricular activities, many after school and on weekends.

2. Recent Efficiency/Cost Reduction Initiatives

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

Accounting for Students on School Buses. For the past several 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 solution wasn't simply a matter of 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; there were also many other students who were ineligible for transportation were hopping on buses for a ride to a bus stop near their homes.

Not only was the issue creating an efficiency concern for the District, there was also a substantial risk of seeing a child become missing or endangered when their transportation service between school and home was not arranged precisely according to accurate data filed in the District's student database.

So, the Transportation Department took the lead in creating a process improvement by implementing a number of measures. Most instrumental among those changes was the requirement for all students who were not otherwise listed on school bus rosters to have bus tickets in hand before they could ride the bus home from school. The bus tickets documented the student's registered home address, and a bus and bus stop assigned on the basis of that home address.

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. The number of double-back buses fell 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. The start of the 2016-17 school year saw an increase to 25 buses so we doubled-down on the need for accuracy in student data, the timeliness of student data entry, adherence to the bus ticketing protocol, and the need for diligence in placing students on the right buses. We also included a goal in the District Strategic Plan in order to drive that number down to zero. As a result, the number of buses that returned to school with students who were placed on the wrong buses fell precipitously to 5 at the start of the 2017-18 school year.

Our student accounting mechanism has been augmented by a "check-on/check-off" process that has not only made the reconciliation of "missing" student cases much quicker and more precise, it has expedited bus operator familiarity with the students they transport which improves student accountability and discipline on the bus. The result is that the number of reported "missing" students has continued to decline during the first month of the school year. We have emphasized the importance of these "check-off sheets" with our school bus operators; their responsiveness to the requirement has improved significantly, but the fact that some did not have their sheets on the first day of school at the start of the 2017-18 school year complicated our efforts quite a lot and could have spoiled our entire accountability effort. Part of the problem was that we delayed publication of rosters right up to the day before the start of the school year in order to allow schools maximum opportunity to finalize student data, but that left the Department short in ensuring bus operators had all of the paperwork they needed for the first day of school. We will fix that for the start of the 2018-19 school year.

The start of the 2018-19 school year was also marred by buses leaving campus late in the afternoon. When they're late leaving campus, students become unexpectedly late in getting home which alarms parents, particularly elementary school parents who barrage Transportation Department phones with "missing student" reports. Of course, each of those reports is processed as though the student is actually missing in the event that the student really is missing. That consuming effort places the Department in an ongoing reactive mode, as opposed to an active management of the traffic and afternoon departure timeline.

When elementary school buses are late in leaving school, they are also generally late for their high school and middle school runs as well. To mitigate this, the Department sends buses to their elementary schools 30 minutes early during the first week of school. Still, however, buses have been progressively late in recent years, and this

requires continuing attention. To some extent, the lateness of the buses in leaving campus suggests some late preparation for dismissal, particularly in terms of bus rider identification and bus ticket issuance.

With all of that said, the process of accounting for students before they are permitted to board buses has improved dramatically over the years from literally no accounting ten years ago to a very good effort today, albeit one that still needs improvement.

Communication with Parents and Guardians. The Department continued to reach out to parents/guardians about their need to keep their student data current throughout the school year and beyond with timely and relevant targeted School Messenger calls. Parent and guardian response to these calls has reduced the cost of labor and the opportunity cost associated with customer communication. Additionally, the department has seen a substantial use of its internet-posted PDF forms and web form 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. 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. In the past year, the Department has seen a tremendous increase in communications from parents and guardians via the Facebook Messenger portal. In spite of all of that progress, however, there is still a need to keep the pressure on to maintain accurate student data throughout the school year. Once families move, it's too late.

The Department has been challenged with the fact that with it providing transportation service to 24,000 students, there are potentially many more telephone calls that will come in to the office than there are staff members, particularly at the start of the school year. The delay in returning phone calls creates the obvious customer service concerns, but this year, there seemed to be a dramatic increase in the intolerance for phone calls that went to voicemail. All calls that came in to a route manager's desk or to a clerk's desk while they were on the phone or were away from their desk went to voicemail and frequently became an escalation. The voicemail messages stacked up so much that it took hours to download them and, of course, while they were being downloaded, all incoming calls went to voicemail.

We have hired additional clerks to assist route managers when they're away from their desks, so that should help quite a lot, but we are also working to encourage incoming callers to communicate with us via e-mail or web form. We are also looking at services that download voicemail calls and forward them as text messages to the appropriate desk so we can access them on the fly without tying up the telephone.

Transportation Accommodations. Ten years ago, there was no formal structure for requesting and approving transportation accommodations. Sometimes, students provided a note from a parent requesting permission for a student to ride home with a friend or a student would be allowed to get off the bus at an alternate bus stop for after-school care, but nothing much more structured than that. However, we recognized that there were some scenarios, particularly in view of the fact that we had so many single-parent and dual-working parent households for which we might be able to create a formal transportation accommodation structure. Of course, that wouldn't have been possible if we hadn't already established a bus ticketing protocol for student accountability. Without that, we would have exposed the District to literally hundreds if not thousands of situations where there was mixed communications between parents, school staff, and bus staff with respect to which students were where on a given day.

We sometimes think only of the impact on students, parents, and transporters when it comes to afternoon accommodations, but the schools are also quite vulnerable if there is not a solid student accounting protocol in place for students with accommodations. Schools have a lot to manage at dismissal time between managing walkers, car riders, day care bus riders, and regular route bus riders without adding special transportation accommodations to the mix.

Since the District started providing these transportation accommodations, the number of students who receive them has ballooned to more than 3,500 students; 15% of all transported students receive some form of special transportation accommodation.

The accommodations that were approved were provided ten years ago were provided outside of the guidance of School Board Rules and they weren't approved until at least two weeks after the start of the school year so route managers could assess available seat space. Today, however, route managers have become very good at assessing available seat space so they can approve requests even before the start of the school year. In fact, the Transportation Department has begun accepting requests for transportation accommodation in January and approving them as early as May prior to the start of the following school year.

This year, route managers approved more than 2,000 accommodation requests prior to the start of the school year. However, unlike previous years, that wave of requests was followed by another wave nearly as substantial and these requests were frequently submitted with an expectation that they would be approved and that they would be approved immediately. Those requests and the demand to immediate service on them were accompanied by a stream of telephone calls checking and re-checking on their approval status, then often an escalation when the approval wasn't immediately forthcoming.

Things will be different in the 2018-19 school year. The Department will again open the doors to requests in January, but parents who accept School Choice transfers and school assignments will be advised when they apply and again when they're accepted that transportation service is not included. They may request service, but they must be prepared to transport their children if they accept a Choice transfer or assignment.

Also, the Transportation Department is working with the IT Department to create a dynamic feed from school bus routing software to the Focus student information system. It is our expectation that we will be able to create an interface that informs parents of their children's bus assignments and the status of their transportation accommodation requests so they don't have to call to check on it. Additionally, the Department is developing an internal protocol for acknowledging receipt of requests and logging communications between the Department and the parent so there is no doubt about the nature and extent of communication regarding them. The addition of clerical support in the Department will make that possible.

Fuel Audits. The Transportation Department 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 vehicle fuel consumption at the shop level and raising concerns to the appropriate manager or director as appropriate. In that vein, the Department will increase attention on fleet idle time in order to prevent unnecessary waste of fuel. These safeguards will prevent waste, fraud, and theft of District fuel.

3. Successes

- **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. – “To improve school district services to internal customers and improve parent satisfaction”*; *Q.2. – “To improve attendance and discipline of students”*) As has been noted elsewhere in this document and in previous editions, there has been quite a lot of progress on student accounting as it relates to student transportation. There remains some unresolved timing concerns with respect to what the latest date is that a parent enrolls their child or updates their address information and expects to receive school bus transportation home. As has already been discussed here, we reached a little too far in delaying the publication of routes in order to have as much student data as possible before final routes were published, so there really is no more room in that approach. It appears we’re at a decision point where there is either a date by which address information must be entered in Focus in order to have Day 1 bus transportation, or we resign ourselves to a tumultuous first day with schools hustling to determine addresses and bus stop assignments at dismissal time, remembering as we do that delays at one level ripple to the later grade levels.
- **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. Lead broader and deeper improvement of the gathering, updating, entry, and validation of student data ahead of the first day of school.** (*GOAL S.1. – “To improve school district services to internal customers and improve parent satisfaction”*; *Q.2. – “To improve attendance and discipline of students”*) We will continue to emphasize this effort at every customer interaction and promote this throughout the District. For the 2018-19 school year, however, rather than send parents pre-populated accommodation request forms, we will let them fill them out from scratch so we can identify disparities between what they submit on those requests and the information that is listed in Focus. We will not approve requests for parents whose address information is not reconciled in Focus first. That should have a positive impact on Focus data accuracy.
- **Sustain communication opportunities with parents via take-home letters, School Messenger calls, Facebook, participation in District expos, web forms, 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. – “To improve school district services to internal customers and improve parent satisfaction”*; *Q.2. – “To improve attendance and discipline of students”*) The Transportation Department makes extensive use of School Messenger, Facebook, and its web site to communicate with parents and does so with great success.
- **Reinforce improved student management/leadership techniques and strategies at every level of the department by adopting the PBIS strategy on every bus.** (*GOAL S.1. – “To improve school district services to internal customers and improve parent satisfaction”*; *Q.2. – “To improve attendance and discipline of students”*) The Department

conducted initial training during its 2014-15 in-service period and followed by ensuring bus operators assigned to PBIS schools adhered to school disciplinary protocols. There has not been as much emphasis on PBIS in the past couple of years, but the Transportation Department still requires school bus crews to observe school disciplinary strategies and protocols while also sticking to the Department's progressive discipline plan for students.

- **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 E.2. – “To improve efficiency in the learning and work environment”*) Our fuel data clerk and garage manager work 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. The level of detail is now extended to the gas can level. Any time there is a suspicious purchase of fuel in gas cans (or in any other vehicle or vessel not tracked by mileage), the Director of Transportation is alerted and an investigation is conducted. Of course, if the Department encounters fraud, it would report it formally for further investigation and action.
- **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. – “To retain and sustain a viable, competent work force”*) We have made some improvements in this area, but not nearly enough. We will continue to strive toward bringing new training opportunities to our hourly employees.
- **Maintain a rigorous focus on driver safety.** (*GOAL E.1.; “To improve safety in the learning and work environment”; P.2. – “To retain and sustain a viable, competent work force”*) This is and will continue to be an ongoing effort.
- **Establish a protocol for communicating with parents any time their child's bus is expected to be more than 20 minutes late in arriving at the bus stop.** (*GOAL E.2. – “To improve efficiency in the learning and work environment; S.1. – “To improve school district services to internal customers and improve parent satisfaction”*) 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. Of course, the usefulness of this protocol is dictated by the ability of the telephone call to find its audience. Throughout the year, the Department finds a significant number of students whose contact information is invalid and others who have blocked the District's telephone calls.
- **Conduct additional bus operator and assistant training during the school year to focus more attention on the fundamentals that can erode over time.** (*GOAL S.1. – “To improve school district services to internal customers and improve parent satisfaction”; P.2. – “To retain and sustain a viable, competent work force”*) For the past two years, we have conducted live driving course training that has included renewed emphasis on pre- and post-trip inspections, bus loading and unloading at bus stops, railroad crossing procedures, management of special education students, use of clearance mirrors and visual cues. This January, we will hit those points again on the driving course and include refresher training on handling students with special needs.

- **Offer school-based SBO training or recommend schedule changes in order to free up vital buses and bus operators that are transporting students to career and technical training sites off-campus during the normal student transportation window.** (*GOAL S.1. – “To improve school district services to internal customers and improve parent satisfaction”*; *P.2. – “To retain and sustain a viable, competent work force”*) This item shifted from being a “Major Challenge for the Department” to a “Success” over the past two years, thanks to the cooperation of schools and the Workforce Education Department. We have provided training for a number of school staff members so they can transport their students to and from these sites. In other cases, program coordinators were able to make changes to schedules to free up resources. The Department saw this coming and encouraged Workforce and schools to examine these trips and encourage creative alternatives to transporting students during those time periods. We expected that as these programs expanded and grew in their success, the logistics required to support their movements to off-campus locations would soon out-pace the availability of those resources. There has been a lot of progress in that regard.

4. Department Short Term Goals

- Expand the conduct of bus operator and assistant video self-critiques with their route managers. (*GOAL S.1. – “To improve school district services to internal customers and improve parent satisfaction”*; *P.2. – “To retain and sustain a viable, competent work force”*; *Q.2. – “To improve attendance and discipline of students”*) This is and will remain an ongoing campaign. It has been difficult due to route manager workload. We hope that with some improvement in SBO hiring and retention, they won’t have to spend so much time re-routing buses in order to account for bus crew changes; the self-critiques are very important on the preventative front.
- Continue to monitor fuel consumption/MPG performance by parsing data by department and vehicle type, noting and reconciling any mileage/MPG irregularities and excessive idle time. (*GOAL E.2. – “To improve efficiency in the learning and work environment”*) We will expand this work in 2017-18 to include closer monitoring of unnecessary idle time. We have to strike the balance between managing bus idle time and ensuring the bus is properly conditioned (cool in the heat; warm in the cold) for students.
- 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. – “To retain and sustain a viable, competent work force”*; *S.1. – “To improve school district services to internal customers and improve parent satisfaction”*) We want 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, but that might be more of a long-term objective.
- Conduct period route manager site visits between safety meetings. (*GOAL P.2. – “To retain and sustain a viable, competent work force”*; *S.1. – “To improve school district services to internal customers and improve parent satisfaction”*) With so many of the Department’s employees out of direct supervision for so much of the work day (and year), the Department has to make a deliberate and concerted effort to reach employees in the field. There is a lot of territory to cover geographically and very little route manager time available these days, but the face-to-face contact is essential to sustaining an air of accountability.

- Actively engage with the HR Department and District leadership to confront the difficulty the District has in attracting and retaining school bus operators. (*GOAL P.2. – “To retain and sustain a viable, competent work force”; S.1. – “To improve school district services to internal customers and improve parent satisfaction”*) A nationwide shortage of qualified school bus operators has found 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 done. Previously, we noted that 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. This year, however, we’ve seen the concern rapidly progress beyond merely straining the limits of efficiency to a point of dramatic shortages to begin the school year. The nature of a school bus operator’s work year is such that the District never knows until just before the start of the school year which drivers will actually return and which will not. We have always been able to absorb that uncertainty to an extent, but this year has been different. We believe the confluence of new job opportunities and an overall healthier job market has made competition for employees much stiffer, and dramatically so. In order to resolve this, we have rushed in with a massive recruiting campaign with advertising across many venues and job fairs. However, we are aware that this approach has its limit in how effective it can be in the long term. We also need to incentivize our employees to stay with us once we have them on board. We are exploring some approaches that shouldn’t be mentioned here since they are subject to bargaining elsewhere, but we remain very aggressive and well-attuned to the issue. One of the most important things to consider and remember is that this is not strictly a short-term issue; it will be with us for a long time so it needs a sustained effort to maintain our viability in the job marketplace and to retain employees who might be tempted to look elsewhere for work.

5. Department Long Range Goals

- Improve/develop compounds in order to reduce the number of compounds, improve compound security, and improve employee access to facilities and maintenance. (*GOAL P.2. – “To retain and sustain a viable, competent work force”; S.1. – “To improve school district services to internal customers and improve parent satisfaction”*) 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 soon. This goal is dependent on the economy and the budget. (*GOAL E.1.; “...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. (*GOAL E.2. – “To improve efficiency in the learning and work environment.”*) 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. As of this report, the cost differential between diesel fuel and CNG is not nearly enough to warrant a change. In fact with the lessening of the difference between the fuel price points since we conducted our last comprehensive analysis, a change is currently less cost-effective than it has been.

- Decrease errors in initial student routing by improving the quality of data. (*GOAL S.1. – “To improve school district services to internal customers and improve parent satisfaction”*; *Q.2. – “To improve attendance and discipline of students”*) Discussions in paragraphs 2 and 3 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 E.3. – “To improve the operational continuity in the learning and work environment.”*) Bus replacement purchases over the past four 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 salaries 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 or not because the District is having great trouble replacing retiring technicians, even with the current workload demand. That said, the combination of the District’s concerted effort to get the bus replacement curve on track and ongoing improvements in efficiency will soon enable the Department to reduce the number of new bus purchases required to stay on track.
- Sustain the white fleet replacement protocol. (*GOAL E.3. – “To improve the operational continuity in the learning and work environment.”*) The aging white fleet has seen some replacement in the past four 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. Still, we need to continue to monitor usage to ensure there are no low-/no-use vehicles taking up space and remaining on the radar for replacement if they’re not going to be adequately utilized.

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.
- A nationwide shortage of qualified school bus operators has found us here in Escambia County. As has been discussed elsewhere in this document, this is a long-term challenge that we will not overcome with a few short-term solutions.
- 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. Our focus is on preventing preventable accidents, regardless of whose fault they might be. Everyone has a role in that.
- As discussed elsewhere in this document, the issue of student accounting on school buses is an important one that remains a challenge, as all change initiatives are.

Operations – State of Division Summary

Due date October 20, 2017

Summary for Division – completed by Assistant Superintendent

| | |
|-------------------------|----------------------------|
| Division: | Operations |
| Department: | Facilities Planning |
| Department Head: | Anthony B. Noles |

Staffing (17/18):

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

| | Number of Employees |
|--------------------------|---------------------|
| Total Department: | 32 |
| Admin | 1 |
| Prof/Tech | 6 |
| Instructional | 0 |
| ESP | 25 |

Budget Summary (without personnel) (17/18):

| | |
|----------------------------------|--|
| General Revenue Budget: | \$173,360 (This includes the department Operational Budget of \$63,200 and the Professional/Tech budget of \$110,160). |
| Federal Project Budget (specify) | \$0 |
| State Project Budget (specify) | \$24,000,000 |

Department Summary:

1. Scope of Operations

- The Office of Facilities Planning functions as the School District's interface for all new construction, renovation, and remodeling of capital facilities.
- The Office is responsible for the planning, design, and construction of all School District facilities.
- The Office is currently responsible for the planning and management of Capital Improvement projects with total design/construction budgets of approximately \$160 million. This includes the \$52 million Beulah Middle, the \$37 million Kingsfield Elementary, the \$38 million Westside Elementary, four (4) \$1.4 million covered play buildings at Bellview Elementary, McArthur Elementary, Oakcrest Elementary, and West Pensacola Elementary, a \$3 million adaptable play facility at Escambia Westgate, a \$10 million repurpose of Woodham Middle, a \$2 million repurpose of West FL Technical High, a \$5 million gymnasium/track/general renovations project at Brown Barge Middle, a \$1.5 million classroom building at Roy Hyatt Environmental Center, a \$2.8 million ESE renovation at J.E Hall Center, 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.
- The Office is responsible for the planning, purchasing, and siting/relocation of all District relocatable classrooms to meet student capacity demands and closure/consolidation requirements.
- The Office administers a highly efficient Capital Improvement Crew and Capital Energy Crew for minor internal construction/HVAC projects.

- The Office maintains an important role in disaster planning and preparation in order to respond to the rigorous demands of post storm rebuilding such as was required in the aftermath of Hurricanes Ivan and Dennis. As a member of the Local Mitigation Strategy Group, Facilities Planning represents the School District at all bi-monthly meetings.
- The Office creates and updates annually the Five-Year District Facilities Work Plan which details our capital building program for the next five years.
- 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

- Continue targeted phased replacement of inefficient HVAC systems equipment at various schools with the highest energy/operational costs.
- Aggressively pursue cost effective building design through continuous improvement and enforcement of the departments “Design Guidelines and Technical Specifications”.
- Focus on critical review of building envelopes during design review process to ensure adequate air/water barriers and thermal insulation values.
- 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

- **Completed construction of Bellview Middle and Workman Middle gymnasiums.**
- **Completed construction of O.J. Semmes Elementary and Sherwood Elementary covered play buildings.**
- **Completed design and began construction of covered play buildings for Bellview Elementary, McArthur Elementary, Oakcrest Elementary, and West Pensacola Elementary.**
- **Completed design and began construction of classroom building for Roy Hyatt Environmental Center.**
- **Began design and construction for Repurpose of Woodham Middle to West Florida High.**
- **Selected Architect and Construction Manager for Westside Elementary.**

4. Department Short Term Goals (to be accomplished by the end of 2017-2018)

- Complete design for Westgate Center Adaptable Play Facility.
- Complete design and pre-construction services for Westside Elementary.
- Complete design for Brown Barge gymnasium/track/general renovations.

5. Department Long Range Goals (specify time line)

- 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.
- 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.
- 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.

- 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.
- Stress importance of team building, collaboration, and communication with all stakeholders (Pillar – Quality Goal Q.3). Within next 12 months – recurring long term goal.
- Maintain organization of electronic data for ease of access. (Pillar – Environment Goal E.2). Within next 12 months – recurring long term goal.
- 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.
- Provide new school facilities with 21st Century personalized learning environments focused on integrated technologies and multiple literacies achieved through an interdisciplinary, integrated-content, student-centric, and project-driven curriculum in alignment with Superintendent Thomas’ Vision 2020 (Pillar – Environment Goal E.3). Within next 12 months – recurring long term goal.
- 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.
- 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.
- Maintain and update department website for improved user interface and appearance. Add monthly progress photos and videos of major new facility construction (Pillar – Quality Goal Q.3). Within next 12 months – recurring long term goal.

6. Major Challenges for Department

- Maintain level of service to customers given the multiple large projects to be designed and constructed within the next five (5) years.
- 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 20, 2017

Summary for Division – completed by Assistant Superintendent

| |
|--------------------------------------|
| Division: Operations |
| Department: Warehouse |
| Department Head: Robert Reece |

Staffing (17/18):

Cost Center Numbers for employees (list all applicable) 4205

Number of Employees

| | |
|--------------------------|-----------|
| Total Department: | 19 |
| Admin | 0 |
| Prof/Tech | 5 |
| Instructional | 0 |
| ESP | 14 |

Budget Summary (without personnel) (17/18):

| | | |
|----------------------------------|----|------------|
| General Revenue Budget: | \$ | 152,497.00 |
| Federal Project Budget (specify) | \$ | |
| State Project Budget (specify) | \$ | |

Department Summary:

1. Scope of Operations

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

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:

- Developing cost saving strategies with the Purchasing Department and Maintenance Department to bid and stock the Warehouse.
- Continue using Total Quality Management process to structure work flow and work assignments to ensure the gains and provide value added services. This will reduce the need for paid offsite storage.
- Flow of Warehouse was changed to increase quality checks, work load efficiencies and pallet build up.
- Redesigned the delivery floor area to match truck parking plan, using courier routes as stage points for all (Food & Materials) deliveries. The staging area is in reverse order for truck loading to match route cycle order.
- Raised ratchet spacing for ease of storage, safety and ergonomics.

3. Successes

- Reduced staff by 1 full-time employee and added services to Warehouse at no extra cost.
- Requisition form for School summer orders, is on the web and web catalog.
- Collaborated with other departments and determined better way for the Warehouse to support the District.
 - Plan to move all USDA dry goods to the warehouse from paid offsite storage.
 - Plan to work with Maintenance to use TeamWorks as a way to save time and money.

4. Department Short Term Goals (to be accomplished by the end of 2017-2018)

- **Chart #3, “Build a Culture Around Service”** Service – Efficient, effective, and friendly interactions with district employees, parents, students and visitors.
 1. The Warehouse will meet monthly with our customers to develop relationships that better meet their needs and expectations.
 2. The Warehouse will meet daily with our staff to develop relationships that better meet employee needs and expectations.
- **Chart #5, “Focus on Employee Satisfaction” & Chart #7, “Align Behaviors with Goals & Values”** Quality – Excellent student achievement; improved behavior; Professional atmosphere; Positive public relations.
 1. Our goal is to 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.
 2. People – Create an excellent work environment for staff; well trained, professional employees.
- **Chart #4, “Create & Develop Leaders”** Finance – Equitable allocation and optimal utilization of district facilities, systems and funding.
 1. 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.
 2. Currently, we are developing our staff to continuously look for ways to better use our 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.
 - a. Record Transfers.
 - b. Chromebook orders.
 - c. Charter School closures using 6000 square feet.
 - d. IT re-cycle program.
 - e. Courier/Mail service.
 - f. Customized storage.
- **Chart #6, “Build Individual Accountability”** Environment – Safety-Efficiency-Continuity Protecting district resources, staff, students, parents, and visitors; provide technology to our schools.
 - The Safety team is evaluating our processes and our exposure to unsafe practices.
- **The Warehouse Strategies to support the District Vision.**
 1. Chart #1, “Commit to Excellence”, Chart #8, “Communicate at All Levels” & Chart #9, “Recognize & Reward Success”
 - a. 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).

- b. Have regular scheduled meetings and using Total Quality Management Process. Give Feedback and Follow-up to ensure Success.
 2. Chart #2, “Measure the Important Things”
 - a. Supporting education by saving the teachers time and money.
 - b. 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

- To invent new methods of ordering to save money and improve vendor fulfillment processes.
- Refine the order fulfillment process to include electronic paperwork to reduce supply cost and improve customer experiences.
- Develop an equipment replacement process and remove obsolete equipment
- Utilize the Job Study to better define roles and responsibilities.
- Completely rewrite the SOP for Warehouse operations once we are in a steady state.

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.
- Ensuring that all inventory items are either on a Bid or RFQ.
- Educating our customers that using the Warehouse saves them money. This will allow educators to optimize purchasing dollars to better supply the classroom.

Operations – State of Division Summary

Due date October 20, 2017

Summary for Division – completed by Assistant Superintendent

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

Staffing (17/18):

Cost Center Numbers for employees 4208, 4407, 5208

| | Number of Employees |
|--------------------------|----------------------------|
| Total Department: | 62 |
| Admin | 4 |
| Prof/Tech | 50 |
| Instructional | 5 |
| ESP | 3 |

Budget Summary (without personnel) (17/18):

General Revenue Budget: \$ 1,648,579

Federal Project Budget (E-Rate including roll forward) \$ 160,959

State Project Budget – Digital Learning \$1,303,609

1.5 Mill (excluding roll forward) \$ 4,257,500

Department Summary:

1. Scope of Operations

The Information Technology Department provides services in four main functional areas--data, learning, security, and technology. Each of the four functions is one piece of the puzzle that departmental staff contribute to the district. The most important piece is the learning piece. All other functions contribute in some fashion back to learning. Everything departmental staff do is in support of learning--whether directly improving learning or making a process easier so that someone else may improve learning.

The department has a depth of talent and a desire to achieve. Departmental staff have consistently demonstrated the ability to achieve anything that is important to the success of the District. Departmental accomplishments that have contributed significantly to the success of the District include the following.

- 1:1 Chromebooks for all students in grades 3-12 to support Vision 2020
- Metropolitan Area Network (MAN) comprised of 10 Gbps (leased fiber) or 1Gbps (district-owned fiber) connections to every major facility with some redundant fiber and point-to-point wireless connections
- Central data center hosting local cloud of approximately 541 physical and virtual servers to provide efficient enterprise software services
- Modern enterprise software to facilitate operations and accurate reporting of student, staff, and financial information to the Florida Department of Education
- Parent and community engagement through the District's web sites, social media, phone calls, text messages, and streaming services

- Custom application development to fill such needs as reporting bullying, harassment and teen dating violence and random drug testing
- Closed-circuit television surveillance systems at 40 schools and centers
- Digital toolkit including tools for engagement, representation, and expression

The department also provides the following services.

- Audiovisual services providing and maintaining integrated audio visual systems and equipment including projectors, monitors, audio equipment, instructional television, etc.
- Digital device services providing and maintaining approximately 48,000 digital devices and operating system software, including desktops, laptops and mobiles
- Network and wireless services providing and maintaining persistent network connectivity, including internet access (7 Gbps shared by all schools), in both wired and wireless environments at 58 schools and centers
- Peripheral services providing and maintaining peripherals such as printers, scanners, fax machines and other non-computer technical equipment
- Voice services providing and maintaining voice telecommunications devices and connectivity to select sites and district staff (note that only 4 are modern digital systems)
- Account services providing and maintaining accounts (through data integrations and single sign-on methodologies) for district staff and students to access the District's computer network and software applications (approximately 20 applications)
- Digital communication services providing and maintaining communications software such as email, collaboration, and storage software (approximately 12 applications)
- Directory and management services providing and maintaining directory and management services necessary for delivery of account and digital communication services (approximately 10 applications)
- Administrative technology services providing consulting, managing, or hosting; data integration; reporting services; and software change and development services for administrative software applications (approximately 20 applications)
- Educational technology services providing consulting, managing, or hosting; data integration; reporting services; and software change and development services for administrative software applications (approximately 20 applications)

2. Recent Efficiency/Cost Reduction Initiatives

- All of the District's main software applications are now running on modern database platforms enabling staff greater access to data than ever before as well as increased capabilities for digital workflow. Examples of digital workflow include accident reporting, property incident, and personnel action forms.
- The early warning system developed in cooperation with Curriculum & Instruction departments provides high school staff, parents, and students better access to information to keep students on track toward graduation. The system will identify those students in danger of not graduating so that staff may provide interventions before it's too late.
- All schools now have a more robust network infrastructure due to \$3 million dollar E-Rate funding over the past two years to reduce the cost for equipment and installation services.
- Many of the District's databases have been consolidated. This has resulted in not only a reduction in servers but also database licensing cost. There has been a noticeable increase in performance and stability of the databases that were consolidated.

3. Successes

- **Enable single sign-on, automatic rostering, and cloud-enablement for all District-wide learning, communication, collaboration, and productivity tools (Environment, Efficiency; Vision).**
- **Consolidate databases where applicable to improve efficiency and cost of databases services (Environment, Efficiency).**
- Complete a pilot project for data dashboard (Environment, Efficiency).
- **Support Chromebooks for all students in grades 3 through 12 (Environment, Continuity; Vision).**
- Upgrade MAN connectivity to all schools to 10 Gbps (Environment, Continuity).
- **Upgrade LAN connectivity at all secondary schools to 10 Gbps and provide a growth path for even greater speeds (Environment, Continuity).**
- Complete data center relocation, modernization, and bandwidth upgrade to 40Gbps connectivity within the data center (Environment, Continuity).
- **Move the District's disaster recovery operations to the Escambia Emergency Operations Center (EOC) which will provide hardened off-site environment during disasters (Environment, Continuity).**
- **Provide a one-to-one student to modern digital device ratio (Environment, Continuity).**
- **Support a mobile app for parents to access grades and attendance from Focus (Quality, To increase rigor at all levels; Quality, To improve attendance and discipline of students; Vision).**
- **Create cohesive design elements and navigation for all District digital resources within two years (Environment, Continuity).**

4. Department Short Term Goals (to be accomplished by the end of 2017-2018)

- Upgrade MAN connectivity to all schools to 10 Gbps (Environment, Continuity).
- Complete data center relocation, modernization, and bandwidth upgrade to 40 Gbps connectivity within the data center (Environment, Continuity).
- Enable greater exposure to data through dashboards and reports (Environment, Efficiency).
- Provide automated, offline access to student data crucial for emergency response (Environment, Safety).
- Segment high school networks to reduce vulnerabilities and improve availability of network resources (Environment, Continuity).
- Encourage the use of innovative learning programs through professional learning activities such as Cafe Innovate, Digital Learning Days, and Personalized Learning Book Studies.

5. Department Long Range Goals (specify time line)

- Enable single sign-on, automatic rostering, and cloud-enablement for all learning, communication, collaboration, and productivity tools within two years (Environment, Efficiency; Vision).
- Provide opportunities for all students to participate in virtual makerspaces to demonstrate their learning within two years (Quality, To increase rigor at all levels).
- Upgrade LAN connectivity at all elementary schools to 10 Gbps connectivity and provide a growth path for even greater speeds within two years (Environment, Continuity).
- Provide a modern building surveillance system on all campuses and work locations within three years (Environment, Safety).
- Enable self service analytics and business intelligence for student data systems within three years (Quality, To increase rigor at all levels; Environment, Continuity).
- Upgrade databases where applicable to improve efficiency and security of databases services within three years (Environment, Efficiency).

- Migrate to Skyward's new product including a new database schema within four years (Environment, Continuity).
- Provide modern, centrally-managed phone systems to all schools and centers within five years (Environment, Continuity).

6. Major Challenges for Department

- 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. Implementation of the review process for incorporation of systems into the CORE will help address this challenge over time.
- Improvement in Student Data Quality - The Florida Department of Education, in an effort to help the districts get faster turn-around for FTE data cleansing, has put in place a process called "DQ2" or "Data Quality 2." DQ2 provides daily processing of data before the actual survey week in an effort to cut down on the number of errors that districts experience during the survey processing window, which has been severely shortened as of the 2017-18 school year. The idea is to take data from production environments as if survey week is already past and submit to the DQ2 environment for error reporting and correction. When actual survey processing begins via current Northwest Regional Data Center mainframe submission, errors should be substantially reduced.
- Data Center Upgrade - Core components of the District's data center including the uninterruptable power supply and storage area network will need replacement in 2 to 3 years. This is therefore a good time to review capabilities of the District's internally hosted cloud services with those of externally hosted cloud services to determine the best mix of internally and externally hosted services.
- Skyward, in an effort to reinvent themselves has released a totally new software ERP that will replace the current Web and PaC environments that ECSD currently uses on a daily basis. Skyward calls this "Q", short for "Qmaltiv". Skyward is not releasing this ERP replacement to Florida until they complete the Florida State Reporting Module, due to the stringent state reporting requirements that Florida has. Other than a sales pitch video, the only information that Skyward has released to us is that they expect Florida to start moving to the new ERP software in about 3 years, which means approximately 4 years until go-live.

Operations – State of Division Summary

Due date: October 20, 2017

Summary for Division – completed by Assistant Superintendent

| | |
|-------------------------|--|
| Division: | Operations |
| Department: | Energy Management |
| Department Head: | Jacquelyn Smith and Tiffany Clark |

Staffing (17/18):

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

Number of Employees

| | |
|--------------------------|-------------------|
| Total Department: | <u> 2 </u> |
| Admin | <u> </u> |
| Prof / Tech | <u> 2 </u> |
| Instructional | <u> </u> |
| ESP | <u> </u> |

Budget Summary (without personnel) (17/18):

| | |
|----------------------------------|-------------------|
| General Revenue Budget: | |
| Federal Project Budget (specify) | \$16,768 |
| State Project Budget (specify) | <u> </u> |

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 to execute program, and use data to manage District's buildings to decrease energy consumption and save dollars.
- Cost avoidance is calculated using ECAP software by comparing current energy used to energy used before the program began.

2. Recent Efficiency / Cost Reduction Initiatives (2016-17)

The Energy Management department working with District staff saved over **\$8.48** million in cost avoidance for school year (FSY) 2016-17.

3. Successes (2016 -17)

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

| | FSY 2016-17 Target | FSY 2016-17 Actual Consumption | Results |
|--------------------------------------|---------------------------|---------------------------------------|---|
| Natural Gas & Electricity | 53 KBTU/square foot | 49 KBTU/square foot | Exceeded goal by 8% |
| Water | 93,425 KGAL | 99,864 KGAL | Experienced several major water leaks, old pipes continue to breakdown. |
| Cost Avoidance | 28% | 44% | Exceeded goal |

- *CHART #9: Recognize and Reward Success* – In SY 2016-17 we revised the Energy Incentive Awards, this revision allowed us to give merit based on occupant conservation behavior not facility renovations. It also allowed George Stone Vocational Center and office buildings to earn an Energy Incentive Award for the first time.

| Year | Total Awarded | Number of Schools | Number of Office Buildings | Number that received MAX award |
|-------------|----------------------|--------------------------|-----------------------------------|---------------------------------------|
| FSY 2012-13 | \$33,223 | 32 | N/A | N/A |
| FSY2013-14 | \$40,576 | 26 | N/A | N/A |
| FSY 2014-15 | \$28,356 | 37 | N/A | N/A |
| FSY 2015-16 | \$32,854 | 37 | N/A | N/A |
| FSY 2016-17 | \$33,250 | 51 | 4 | 12 |

- In March 2017 we presented our 2nd annual Energy Conservation Campaign to 3rd graders to cultivate energy conscious students throughout our district. By creating a culture of energy conscious students, we will be able to change their behavior and decrease energy consumption throughout the district.

4. Department Short Term Goals (to be accomplished by the end of 2017-18)

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

| | |
|---------------------------------------|---------------------------------|
| | FSY 2017-18 Target |
| Natural Gas & Electricity | 47 KBTU/square foot |
| Water | 96,869 KGAL |
| Cost Avoidance | 42% |
| Maximum Energy Incentive Award | 25 schools and office buildings |

- *Chart #8 Communicate at all levels & Chart #3 Build a Culture around Service:*
 - Vision Strategy – Professional Growth and Development*
Continue our Energy Conservation campaign that educates and empowers staff and students to take ownership of their facility’s energy conservation program.

1. This includes 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, powering down electronics, 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 and portables are controlled through the EMS (Energy Management System). Approximately 80% is currently controlled.
- *Chart #8 Communicate at all levels.* Continue to work with the Maintenance Departments to repair systems that are not conserving energy and providing 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.
- Utility companies continue to increase their rates. 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 20, 2017

Summary for Division – completed by Assistant Superintendent

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

Staffing (17/18):

Cost Center Numbers for employees (list all applicable) 4125

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

Budget Summary (without personnel) (17/18):

General Revenue Budget: \$ 76,850

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, and one Security/Safety Program Specialist.

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

- Safety
- Security
- Emergency Management

Safety

This department is responsible for and provides assistance with the following aspects of the District's safety programs:

- Life Safety Facility Inspections (approximately 6 million square feet of building space)
- Student Safety
 - Transportation Safety
 - Classroom/Lab Safety
 - 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 through facility inspections
 - Workers Compensation Reduction through facility inspections
- Automated External Defibrillators (AED)
- First Aid
- Cardiopulmonary Resuscitation (CPR)
- Health Safety Committees

Security

This department is responsible for and provides assistance with 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

- **Emergency Management**

- This department is responsible for and provides assistance with 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
- Child Abduction Response Team (CART)
- Escambia Educational Response Team
- Continuity of Government/Operations Plan
- Countywide Emergency Shelter Management
 - 10 general public 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 Officers each hold various state certifications in order to meet state requirements and train district staff.

- A Safety Officer was recently trained on the maintenance and programming of school radios at a cost of \$750. The local vendor charges \$95.00 per hour for this maintenance/programming. The district has saved approximately \$8,930 so far this school year.
- The Manager and Safety Officers hold certifications to conduct Fire Life Safety Inspections:
 - Average cost of initial certification is \$1,000.00 each with approximately \$50.00 per year each for continuing education classes
 - If this was outsourced, the district would incur costs of approximately \$1,000.00 per school annually.
- A Safety Officer holds a certification to teach CPR/AED/First Aid:
 - Approximate cost of one time certification requirement and teaching materials is \$1,000.00 (with unlimited number of district employee training capabilities). If this was outsourced, the district would pay, at least, \$90.00 per employee receiving training. During 2016-2017, the Safety Officer trained and issued certification cards to **155** school district employees. The district's expense was \$7.00 per employee for printing of the certification card.

During the 2017/2018 year, this department will continue to closely monitor and cut any unnecessary spending.

3. Successes. Bold reflects goals achieved.

- 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.
 - 2015/2016 FINDINGS: 2,398 2016/2017 FINDINGS: 1,890**
 - Incentive program – reward the sites who show a vast decrease in deficiencies.
 - Recognized 13 schools with outstanding achievement**
- 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.
 - HELD NUMEROUS TRAININGS AND MET WITH STAFF BEFORE AND AFTER TO DEVELOP TEAM BUILDING RELATIONSHIPS**
- Strategic Plan – Environment – Safety, Efficiency, Continuity, & Health
 - **IMPLEMENTED DISTRICT WIDE COMMUNICATIONS WITH DIGITAL RADIOS**

- Strengthen site safety committees to identify on-going safety and security concerns.
 - **RE-ESTABLISHED MEMBERS OF SAFETY COMMITTEES AT EVERY SCHOOL**

4. Department Short Term Goals (to be accomplished by the end of 2017-2018)

- Strategic Plan – Environment – Safety, Efficiency, Continuity, & Health
 - All schools reach the minimum set standards regarding security (i.e. surveillance, alarms, fencing, secure front office areas, etc.)

STRATEGY: Protection Services, Facilities Planning, Maintenance Department and Administrators will work efficiently to meet this standard by the end of the school year.
- Continue to improve this goal and educate staff

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.

STRATEGY: Fire Inspectors will provide more education and work closely with all school staff before, during and after inspections. Audit records and work with school administrators on repeat deficiencies.
- Strategic Plan – Environment – Safety, Efficiency, Continuity, & Health

E.1.5 Reduce the number of employee work-related accidents.

CHART Principle 1 – Commit to Excellence

 - Continue to work closely with Risk Management to reduce accidents
 - Continue the development and implementation of the District-wide Comprehensive Safety Plan

STRATEGY: Monthly meetings with Risk Management and complete the safety plan.
- Strategic Plan – People

P.2.1 Broaden the opportunities for all employees to participate in continuing professional development at the District level.

 - Fire Inspectors have mandatory continuing education classes this year.

5. Department Long Range Goals (specify time line)

- Student bicycle helmet initiative – work with community partners to get every student a bicycle helmet. Timeline – one school per year starting 2017-2018
- Continue critical incident training district wide (2017-2018)

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 training.