

# Operations – State of Division Summary

Due date October 29, 2018

Summary for Division – completed by Assistant Superintendent

<b>Division:</b>
<b>Department:</b>
<b>Department Head:</b>

<b>Staffing (18/19):</b>	
<b>Cost Center Numbers for employees (list all applicable)</b> 4101, 4104, 4105, 4107, 4108, 4109, 4124, 4125, 4205, 4208, 4407, 5208, 9610	
	<b>Number of Employees</b>
<b>Total Department:</b>	2
Admin	1
Prof/Tech	
Instructional	
ESP	1

<b>Budget Summary (without personnel) (18/19):</b>	
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 1300 employees and is the second largest division within the District.

The combined annual operating budget for the Division is approximately \$62 million. The Division is responsible for over 7 million square feet of buildings and facilities and over-sees the construction, renovation and remodeling of over \$85 million in projects annually. The Division operates and maintains almost 1,000 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

- Installed additional security systems at various school sites at a cost reduction of less than 50% of contractor price.
- Surplus Operations transitioned from paper to electronic system to process, transfer, and dispose of items.
- Installed approximately 430 door closers around the District as part of the classroom hardening project. Doing the work in-house saved the District an average of \$50.00 per door for a total savings of around \$21,500.
- Changing contractors from PESG to ABM to provide a cost avoidance of \$541,346.04.
- RFP to renew the recycling program.
- By having Zone Managers qualify orders each month, supply orders have reduced significantly.
- Continue targeted phased replacement of inefficient HVAC systems equipment at various schools with the highest energy/operational costs.
- Design and construct all new facility construction to comply with one of the four (4) high-performance green building rating systems as approved by the Department of Management Services (LEED, Green Globes, FGBC or IGCC) and as required by Florida Statute 255.2575.
- Food Services is now participating in the DOD Fresh Produce program. This program allows Food Services to use allotted commodity dollars to purchase produce. This program will ensure full use of commodity allocation without increasing storage facility needs and allowing flexibility in menu planning not always achieved through commodity processing program.
- The Horizon Web Application Processor which provides on-line Free and Reduced Price Application processing has processed 3,825 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.
- The district has implemented several new digital workflows to reduce duplicate data entry such as property transfer and disposal forms, warehouse inventory control, personnel activity reports, and accident report forms.
- Consolidating phone lines has resulted in a decrease in recurring voice services costs of approximately \$72,000 per year.
- The Protection Services Manager and Safety Officers hold certifications to conduct Fire Life Safety Inspections.
- A Safety Officer holds a certification to teach CPR/AED/First Aid.
- Re-engineered Warehouse operation's routes, configuration, and process to better service the District, using the Skyward System.
- The Energy Management department, working with District staff, saved over \$8.31 million in cost avoidance for school year (FSY) 2017-18.

## 3. Successes. Update goals from the 2017-2018 state of division plan. **Bold reflects goals achieved.**

- **Electronics Shop has successfully completed the installation of multiple security systems in approximately 48% of the schools district wide.**
- **Movement of materials from Woodham Middle School to several schools in preparation of the opening of two new schools.**
- **Successfully installed GPS in Maintenance vehicles.**
- **Continuing to improve Indoor Air Quality response time or procedures to provide an environment of comfort to teachers, students and parents.**

- **Completed construction and opened Kingsfield Elementary and Beulah Middle school new campuses.**
- **Completed construction of Bellview Elementary and McArthur Elementary covered play buildings.**
- **Completed design and began construction for Repurpose of Woodham Middle to West Florida High.**
- **Began design, CM pre-construction services, and environmental permitting for Westside Elementary.**
- **All Food Services Supervisory level employees are ServSafe Certified.**
- **100% of sites have surveillance camera coverage of school kitchen/serving areas, all points of service, meal count entry work stations.**
- **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.**
- **Actively engage with the HR Department and District leadership to confront the difficulty the District has in attracting and retaining school bus operators.**
- **Conduct periodic route manager site visits between safety meetings.**
- **Upgrade MAN connectivity to all schools to 10 Gbps. Note that connectivity has been increased to the highest utilization schools.**
- **Complete data center relocation, modernization, and bandwidth upgrade to 40 Gbps connectivity within the data center.**
- **Enable greater exposure to data through dashboards and reports.**
- **Distributed stop the bleed first aid kits in all classrooms and all administration buildings.**
- **Implemented metal detector program.**
- **Strengthened site safety committees.**
- **Distributed 150 bicycle helmets at various schools.**
- **Requisition form for school summer orders is now on the web and web catalog.**
- **Moved all USDA Dry goods to the warehouse from paid offsite storage.**
- **Energy Management partnered with the Central Warehouse and Maintenance Department to purchase and replace High Pressure Sodium lights with LED light fixtures in climate controlled areas within the warehouse. This endeavor has saved approximately \$3,500 in four months.**

#### **4. Department Short Term Goals (to be accomplished by the end of 2018-2019)**

- Continue addressing concerns with low performers and recognizing high performers.
- Continue to maintain/replace equipment with energy saving equipment.
- Convert to a paperless work order system in TeamWorks.
- Develop and produce a county-specific custodial services training library for both new hires and full-time employees.
- Assist physical education departments by providing in service training and disinfectant products for use in locker rooms and workout locations.
- Complete design and begin construction of Escambia Westgate Center Adaptable Play Facility.
- Complete design and begin construction of Brown Barge gymnasium, track, and general renovations.
- Complete construction and open repurposed Woodham Middle as West Florida High.
- Complete construction and open repurposed West Florida High as 2<sup>nd</sup> Chance/Success Academy.

- Complete construction of ESE renovation at the J.E. Hall Center.
- All FS employees in compliance with the new Professional Standards as part of the 2010 Healthy Hunger Free Kids Act.
- Increase staff participation in the meal programs by offering special items/meals.
- Continue to reward and recognize FS employees throughout the school year.
- Acquire and implement a system for allowing employees to clock in on each bus electronically and eliminate the need for paper time cards.
- 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.
- Develop and implement an emergency response plan to provide offline access to student emergency contact information.
- Enable single sign-on, automatic rostering, and cloud-enablement for all learning, communication, collaboration, and productivity tools.
- All schools will reach the minimum set standards regarding security (i.e. surveillance, alarms, fencing, secure front office areas, etc.).
- Continue to develop short-term and long-term strategies to support adherence to legislative mandates in elementary schools for Campus Security Officers.
- Provide classroom resources that will promote energy conservation awareness through periodic staff or classroom activities for all school levels to help the teachers and students embrace energy management techniques.

#### **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. (2018-2020) FINANCE/PEOPLE
- Retro-fit all outdoor, halogen lamp, stadium lighting with energy saving LED lighting. (2018-2025) ENVIRONMENT/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). Creating a RFP this year. (2019 – 2020) ENVIRONMENT
- Continuing to research and develop a recycling program to reduce waste and that is cost efficient. This year putting in RFP to address this. (2019 – 2020) ENVIRONMENT/FINANCE
- Implement and continuously develop through training of project managers a more thorough design review process that will result in minimized change orders, improved building efficiencies in both energy and function, and reduced post-construction maintenance efforts Within next 12 months - recurring long term goal. ENVIRONMENT
- Provide new school facilities with 21<sup>st</sup> 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 within next 12 months – recurring long term goal. ENVIRONMENT
- Continue refining menus, recipes and production methods to increase the participation based on student preferences and the Healthy Hunger Free Kids Act. (Continuous) SERVICE
- Showcase the District through increased opportunities for positive public relations as measured by the number of media releases. (Continuous) QUALITY

- Maximize revenues and control costs to maintain a fund balance of approximately 8 to 10 weeks of operating expenses. (SY 2018-19) FINANCE
- Improve/develop compounds in order to reduce the number of compounds, improve compound security, and improve employee access to facilities and maintenance. PEOPLE
- Decrease errors in initial student routing by improving the quality of data. SERVICE/QUALITY
- Provide opportunities for all students to participate in virtual makerspaces to demonstrate their learning within two years. QUALITY
- Provide a modern building surveillance system on all campuses and work locations within two years. ENVIRONMENT/SAFETY
- Upgrade databases where applicable to improve security of databases services within two years. ENVIRONMENT
- Student bicycle helmet initiative – work with community partners to get every student a bicycle helmet (one school per year starting 2017-2018). SERVICE
- Install safety/security film over glass - every school in areas of access (2018-2020). ENVIRONMENT
- Upgrade District repeater channels to digital so that schools can communicate with transportation via school radios (2019-2020). ENVIRONMENT
- Implement no changes to the Warehouse, to allow for refinement in the current processes. ENVIRONMENT/PEOPLE
- Update the SOP for Warehouse operations once we are in a steady state. ENVIRONMENT
- 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. ENVIRONMENT/FINANCE
- Continue to work with the Facilities Planning 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. ENVIRONMENT/FINANCE

## 6. Major Challenges for Department

- Finding qualified workers and technicians.
- Supervisors being in same bargaining group as the employees they supervise.
- Reducing the use of non-approved cleaning products.
- Maintaining level of service to customers with regard to escalation of construction labor and materials resulting from Hurricane Michael.
- Maintaining level of service to customers given the multiple large projects to be designed and constructed within the next five (5) years.
- Maintaining level of service to customers given the current economic climate. Minimal PECO Maintenance and Construction funding was provided by the State this fiscal year.
- All managers staying within the allocated staffing hours.
- More centralized compounds that provide safer and more secure facilities.
- Creating a safety mindset that sees all accidents as preventable and avoidable.
- Skyward has released a totally new software version that will replace the current system."Qmaltiv" or "Q" is currently not planned for release in Florida until at least 2021 due to the stringent state reporting requirements that Florida has. Until it is released in Florida, we will continue to use the current version which will see limited new development work. We may find that it fails to meet all of our needs.
- The district continues to implement the CORE, the digital ecosystem. Immediate needs for 18-19 include shifting all remaining non-single sign-on learning resources into it. In

19-20, incorporation of Math resources will follow and in 20-21 incorporation of ELA resources will occur. Self-service business intelligence and artificial intelligence applications are dependent upon successful migration to the CORE so that data is shared using technical industry standards that are evolving every year. The same methodology should be applied to other business capabilities to meet administrative needs.

- There are training needs for staff throughout the district. Protection Services can provide training in CPR/AED/First Aid, Crossing Guard and Active Shooter. However, it is difficult to get the necessary time from teachers and other staff in order to give these trainings.
- Developing a strategy with local law enforcement for more manpower – Campus Security Officers.
- Equipment replacement process and removing obsolete equipment from the Warehouse.
- No established funding for future energy projects.
- The district currently has HVAC equipment that is not efficient or effective. The Facilities Planning Department is working diligently to improve this equipment, but is hampered by the budget.
- Utility companies continue to increase their rates.

## Operations – State of Division Summary

Due date: October 19, 2018

Summary for Division – completed by Assistant Superintendent

<b>Division:</b>	<b>Operations</b>
<b>Department:</b>	<b>Maintenance Services</b>
<b>Department Head:</b>	<b>Gregory L. Gibbs - Director</b>

### **Staffing (18/19):**

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

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

### **Budget Summary (without personnel) (18/19):**

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 65 sites (including closed facilities and vacant lots) consisting of more than 7,200,000 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 2017/2018 schedule at \$.30/square foot. Average estimated cost for commercial painting is between \$1.50 - \$2.30/square foot.
- Surplus Operations transitioned from paper to electronic system to process, transfer, and dispose of items.
- 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 8 portables saving the District thousands of dollars in labor costs.
- Electronics Shop completely replaced the fire alarm system at N.B. Cook Elementary School saving the District approximately \$100,000.

- Electronics / Fire Suppression Shops made security hardening improvements to Holm Elementary and Ransom Middle Schools saving the District approximately \$25,000.
- Installed approximately 430 door closers around the District as part of the classroom hardening project. Doing the work in-house saved the District an average of \$50.00 per door for a total savings of around \$21,500.

### **3. Successes**

- Electronics Shop has successfully completed the installation of multiple security systems in approximately 48% of the schools district wide.
- Successfully renewed the chiller preventative maintenance contracts for a second year.
- Continued the Maintenance Employee of the Month award and continue to select and submit individuals for the District Stellar Employee of the Month.
- Surplus Operations continues to recycle electronic/computer equipment including certified destruction of information. The only cost is to pay for boxes to ship. Walmart has donated at least 50 boxes that we use for this purpose at no charge which reduces how often we need to purchase them.
- Surplus Operations, Electronics, and the Heating and Air Shops recycled scrap metal to provide monies back into the general fund. The Grounds Crew continues to scrap metal from old playground equipment and from portable demolitions.
- On-line auction service continues to save in-house labor hours and return money back to the general fund.
- Movement of materials from Woodham Middle School to several schools in preparation of the opening of two new schools.
- Successfully eliminated wooden seating planks and replaced with aluminum seating planks at Pensacola High School and Escambia High School outdoor stadiums. All wooden seating has now been removed from all outdoor stadiums.
- Successfully installed GPS in Maintenance vehicles.
- Contractor successfully completed installation of over 2,000 classroom door locks as part of a classroom hardening project.
- Locksmith Shop successfully programmed over 2,000 classroom door locks as part of a classroom hardening project.

### **4. Department Short Term Goals (to be accomplished by the end of 2018-2019)**

- Continue rounding. PEOPLE
- Continue addressing concerns with low performers and recognizing high performers. PEOPLE
- Continue to maintain/replace equipment with energy saving equipment. FINANCE
- Convert to a paperless work order system in TeamWorks. PEOPLE
- Establish uniforms for all shops. PEOPLE/ENVIRONMENT
- Install Bluetooth capability in Maintenance vehicles. PEOPLE/SERVICE
- Install natural gas generator at Ransom Middle School. FINANCE/ENVIRONMENT
- Evaluate equipment needs in order to purchase items that will allow for more efficiency and reduction of rental fee costs. FINANCE/SERVICE

### **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. (2018-2020) FINANCE/PEOPLE
- Seven to ten year replacement of HVAC equipment to maintain efficiency with current technology. (2018-2025) FINANCE



- Continue installing grounding systems for sites that are prone to lightning strikes. (2018-2025) FINANCE/ENVIRONMENT
- Install security systems at remaining sites. (2018-2022) 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. (2018-2020) 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 workers and technicians within the constraints of the tobacco/nicotine policy.
- Finding qualified workers and technicians.
- Supervisors being in same bargaining group as the employees they supervise.

# Operations – State of Division Summary

**Due date: October 29, 2018**

**Summary for Division – completed by Assistant Superintendent**

<b>Division:</b>	<b>Operations</b>
<b>Department:</b>	<b>Custodial Services</b>
<b>Department Head:</b>	<b>Jim Beagle</b>

## **Staffing (18/19):**

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

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

## **Budget Summary (without personnel) (18/19):**

General Revenue Budget: \$2,318,896.00 (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 59 sites.
- Contract administrator of 8 contracted schools (AFS).
- Administer contracts for used bulb disposal, as well as dumpster operations.
- Conduct and maintain Indoor Air Quality (IAQ) investigations.
- Oversee all district wide recycling programs.

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

- Changing contractors from PESG to ABM to provide a cost avoidance of \$541,346.04.
- RFP to renew the recycling program.
- By having Zone Managers qualify orders each month, supply orders have reduced significantly.
- Added 2 propane powered stripping machines that will increase our efficiency by 75% and will help reduce our workman's comp exposure by 80%.
- Custodial Services was able to maintain comfortable temperatures in classrooms when chiller went down at Montclair Elementary. Utilized lay flat ducting to direct cool air from cafeteria down hallway to classrooms. A/C chiller was down 3+ weeks. Utilized existing equipment without any additional cost to district.
- Gym floor refinishing. National gym floor finishing company provided the most up to date training for refinishing gym floors. Doing this in house the district had a cost avoidance of \$5,000 - \$6,000 per gym. This includes both oil base and water base

applications. Utilized this training on 16 gym floors. With a potential cost savings of \$96,000.

- By purchasing 10+ dehumidifier units Custodial Services has reduced our mold/mildew exposure greatly.

### **3. Successes.**

- **Continuing to improve Indoor Air Quality response time or procedures to provide an environment of comfort to teachers, students and parents.**
- **Assist Principals on the best practice methods for dealing with custodial concerns and evaluations.**
- **Added new equipment – dehumidifiers, fans and testing equipment.**
- **Upgraded MSDS to SDS books**
- **2 new schools opening – Kingsfield was behind schedule – Contractor unable to complete cleaning – Superintendent contacted Custodial Services to assist. We responded by working nights and weekends prior to 1<sup>st</sup> day of school to accomplish. In house and contract labor – equipment with no additional cost to district.**
- **Successfully transitioned 3 schools returning from contracted services – equipment – extra payroll – weekend work – staffing.**
- **Developed a process for cleaning the epoxy floors including introducing specialty equipment.**
- **Established a substitute custodian training process which provides hands on experience in basic cleaning prior to being assigned to a school.**

### **4. Department Short Term Goals (to be accomplished by the end of 2018-2019)**

- 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
- Still improving our Rapid Response Custodial Service Hotline throughout district. Implemented but not county wide. PEOPLE
- Assist physical education departments by providing in service training and disinfectant products for use in locker rooms and workout locations. ENVIRONMENT/PEOPLE
- Upgrade custodial shop position. Due to the increasing complexity of custodial and Indoor Air Quality equipment we need to upgrade our custodial shop position. SERVICE/PEOPLE
- Continue to be an energetic supporter of the ESP Job Fairs by providing a large presence in the marking of this event.

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

- Replacing all Gas and Corded Electric Blowers with Battery powered blowers thus reducing fire hazards, fuel cost, and exposure to workers comp. 90% complete. To be completed by 2019-2020 school year. 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). This year putting out RFP that will hopefully deal with the foam tray issue. (2019 – 2020) ENVIRONMENT

- Continuing to research and develop a recycling program to reduce waste and that is cost efficient. This year putting in RFP to address this. (2019 – 2020)  
ENVIRONMENT/FINANCE
- Assist with development of specifications for a flooring contract that covers installation procedures of new flooring products and that is maintenance-friendly and lowers our workman’s compensation exposure for Custodial Services. Continuing to develop this. Hope to have finished by 2019-2020 year. (2019-2020) QUALITY/ENVIRONMENT

**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 29, 2018

Summary for Division – completed by Assistant Superintendent

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

## **Staffing (18/19):**

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

	<b>Number of Employees</b>
<b>Total Department:</b>	<b>32</b>
Admin	1
Prof/Tech	6
Instructional	0
ESP	25

## **Budget Summary (without personnel) (18/19):**

General Revenue Budget:	\$215,572 (This includes the department Operational Budget of \$56,880 and the Professional/Tech budget of \$158,692).
Federal Project Budget (specify)	\$0
State Project Budget (specify)	\$24,000,000

## **Department Summary:**

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

- a. The Office of Facilities Planning functions as the School District's interface for all new construction, renovation, and remodeling of capital facilities.
- b. The Office is responsible for the planning, design, and construction of all School District facilities.
- c. The Office is currently responsible for the planning and management of Capital Improvement projects with total design/construction budgets of approximately \$85 million. This includes the \$38 million Westside Elementary, three (3) \$1.5 million covered play buildings at Brentwood Elementary, Oakcrest Elementary, and West Pensacola Elementary, a \$3 million adaptable play facility at Escambia Westgate, a \$10 million repurpose of Woodham Middle to West Florida High, a \$2 million repurpose of West Florida High to 2<sup>nd</sup> Chance/Success Academy, a \$4.5 million gymnasium & track project at Brown-Barge Middle, a \$1.5 million general renovation project at Brown-Barge Middle, a \$1.7 million classroom building at Roy Hyatt Environmental Center, a \$2.8 million ESE renovation at the J.E Hall Center, a \$2 million roof replacement at N.B. Cook Elementary, a \$3 million central chiller plant at Tate High, a \$1.5 million bus ramp/tennis court relocation at Pensacola High, a \$500,000 waste water treatment plant at Northview High, \$4 million in Capital Outlay project requests, numerous building additions/renovations, HVAC system upgrades/replacements, athletic facility renovations, security hardening, site improvements, and the District Wide Roofing Program.

- d. The Office is responsible for the planning, purchasing, and siting/relocation of all District relocatable classrooms to meet student capacity demands and closure/consolidation requirements.
- e. The Office administers a highly efficient Capital Improvement Crew and Capital Energy Crew for minor internal construction/HVAC projects.
- f. The Office maintains an important role in disaster planning and preparation in order to respond to the rigorous demands of post storm rebuilding such as was required in the aftermath of Hurricanes Ivan and Dennis. As a member of the Local Mitigation Strategy Group, Facilities Planning represents the School District at all bi-monthly meetings.
- g. The Office creates and updates annually the Five-Year District Facilities Work Plan which details our capital building program for the next five years.
- h. The Office works cooperatively with City and County governmental agencies to comply with State Concurrency requirements to meet Comprehensive Growth Planning regulations.

## 2. Recent Efficiency/Cost Reduction Initiatives

- a. Continue targeted phased replacement of inefficient HVAC systems equipment at various schools with the highest energy/operational costs.
- b. Aggressively pursue cost effective building design through continuous improvement and enforcement of the departments “Design Guidelines and Technical Specifications”.
- c. Focus on critical review of building envelopes during design review process to ensure adequate air/water barriers and thermal insulation values.
- d. Design and construct all new facility construction to comply with one of the four (4) high-performance green building rating systems as approved by the Department of Management Services (LEED, Green Globes, FGBC or IGCC) and as required by Florida Statute 255.2575.

## 3. Successes

- a. **Completed construction and opened Kingsfield Elementary and Beulah Middle school new campuses.**
- b. **Completed construction of Bellview Elementary and McArthur Elementary covered play buildings.**
- c. **Completed design and began construction of covered play buildings for Oakcrest Elementary and West Pensacola Elementary.**
- d. **Completed design and began construction of classroom building for Roy Hyatt Environmental Center.**
- e. **Completed design and began construction for Repurpose of Woodham Middle to West Florida High.**
- f. **Began design, CM pre-construction services, and environmental permitting for Westside Elementary.**

## 4. Department Short Term Goals (to be accomplished by the end of 2018-2019)

- A. Complete design and begin construction of Escambia Westgate Center Adaptable Play Facility.
- B. Complete design and begin construction of Brown Barge gymnasium & track.
- C. Complete design and begin construction of Brown Barge general renovations.
- D. Complete design and begin construction of Brentwood Elementary covered play building.
- E. Complete construction of Oakcrest Elementary and West Pensacola covered play buildings.
- F. Complete construction and open repurposed Woodham Middle as West Florida High.
- G. Complete construction and open repurposed West Florida High as 2<sup>nd</sup> Chance/Success Academy.

- H. Complete construction of ESE renovation at the J.E. Hall Center.
- I. Complete roof replacement at N.B. Cook Elementary.
- J. Complete design and CM pre-construction services for Westside Elementary.

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

- a. Implement and continuously develop through training of project managers a more thorough design review process that will result in minimized change orders, improved building efficiencies in both energy and function, and reduced post-construction maintenance efforts (Pillar – Environment Goal E.2 & E.3). Within next 12 months - recurring long term goal.
- b. Work collaboratively with all departments within the school district to build on established relationships and maintain the “Can Do!” positive attitude and reputation of getting the job done that the Department of Facilities Planning takes pride (Pillar – Service Goal S.1). Within next 12 months – recurring long term goal.
- c. Ensure that design and construction of all new facility construction complies with one of the four (4) high-performance green building rating systems as approved by the Department of Management Services (LEED, Green Globes, FGBC or IGCC) and as required by Florida Statute 255.2575 (Pillar – Environment Goal E.2). Within next 12 months – recurring long term goal.
- d. Maintain and cultivate a symbiotic relationship with Maintenance and Food Services departments (Pillar – Quality Goal Q.3). Within next 12 months – recurring long term goal.
- e. Stress importance of team building, collaboration, and communication with all stakeholders (Pillar – Quality Goal Q.3). Within next 12 months – recurring long term goal.
- f. Maintain organization of electronic data for ease of access. (Pillar – Environment Goal E.2). Within next 12 months – recurring long term goal.
- g. Provide safe, secure, and comfortable facilities with stimulating environments where parents want to send their children, students want to learn, teachers want to teach, and employees want to work (District Vision). Within next 12 months – recurring long term goal.
- h. Provide new school facilities with 21<sup>st</sup> Century 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.
- i. Accomplish continuous improvement of Standard Operating Procedures (SOP) to incorporate lessons learned. Update Policy and Procedures manual as needed (Pillar – Environment Goal E.2). Within next 12 months – recurring long term goal.
- j. Focus on employee satisfaction. Perform rounding with employees once per month. Keep rounding logs for measurement (Pillar – People Goal P.2). Within next 12 months – recurring long term goal.
- k. Maintain and update department website for improved user interface and appearance. Add monthly progress photos 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**

- a. Maintain level of service to customers with regard to escalation of construction labor and materials resulting from Hurricane Michael.
- b. Maintain level of service to customers given the multiple large projects to be designed and constructed within the next five (5) years.
- c. 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.

Due date 10/19/2018

Summary for Division – completed by Assistant Superintendent

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

**Staffing (18/19):**

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

Number of Employees

**Total Department:**

Admin	1
Prof/Tech	13
Instructional	0
ESP	~350

**Budget Summary (without personnel) (18/19):**

General Revenue Budget: N/A

Federal Project Budget (specify): \$21,977,920 (budget) plus a beginning fund balance of \$7,210,565.93 (actual), for a total of \$29,188,486

State Project Budget (specify): N/A

**Department Summary:**

**1. Scope of Operations**

Provide specifics/facts about the departments major responsibilities.

- 1) Escambia County sponsors federally reimbursable Child Nutrition (CN) programs in all public schools in Escambia County.
- 2) CN lunch programs are available in all schools and serve approximately 23,113 reimbursable meals and approximately 2,591 a la carte equivalents daily.
- 3) Breakfast programs are offered in 53 schools/sites, including all elementary as required by Florida law, with over 12,717 reimbursable breakfasts served daily.
- 4) Through centralized processing of all applications, the School Food Services Office staff has currently qualified 19,484 (49.88%) students for free meal benefits and 882 (2.26%) for reduced price meal benefits. The number of approved/processed applications is decreased due to 44 community eligibility sites that do not require completion of meal benefits application to be eligible for free meals.
- 5) Food Services currently has on inventory approximately 1,690 pieces of food service equipment valued at approximately \$7,940,290.13 . 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.

- A. Food Services is now participating in the DOD Fresh Produce program. This program allows Food Services to use allotted commodity dollars to purchase produce. This program



will ensure full use of commodity allocation without increasing storage facility needs and allowing flexibility in menu planning not always achieved through commodity processing program.

- B. The Horizon Web Application Processor which provides on-line Free and Reduced Price Application processing has processed 3,825 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.
  - C. 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.
3. **Successes.** Update goals from the 2017-2018 state of division plan. **Bold reflects goals achieved.**
- A. **All Supervisory level employees ServSafe Certified (build individual accountability; service and environment)**
  - B. **100% of sites with surveillance camera coverage of school kitchen/serving areas, all points of service, meal count entry work stations**
  - C. **Increase participation in the meal programs by providing high quality nutritious foods (district where parents want to send their children; environment)**
  - D. **Reward and recognize FS employees throughout the school year (district where employees want to work; recognize and reward success; people)**
  - E. **Achieve Silver recognition with Healthy School District**
  - F. **Select and transition to a new food service software program to better meet the needs of the department**
  - G. **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.** Based on information obtained, this option is currently cost prohibitive. Food Services elected not to move forward.
4. **Department Short Term Goals (to be accomplished by the end of 2018-2019)**
- Each department should include some part of CHART implementation.  
Short term goals should be measureable and correlated to the pillars/goals of the District strategic plan. Additionally, this year each department will include strategies to support the district vision.
- A. Increase Healthy School District assessment score
  - B. All schools serving breakfast
  - C. All FS employees in compliance with the new Professional Standards as part of the 2010 Healthy Hunger Free Kids Act (**build individual accountability; resources**)
  - D. Improve screening of substitute employee applicants as measured by the number of substitute employees released within a couple months of hiring, as well as, subs hired permanent and released during their 6 month probation the following year (**align behaviors with goals and values; quality**)
  - E. Increase acceptable a la carte options
  - F. Increase number of press releases to promote the department
  - G. Regional item cost comparisons
  - H. Begin to evaluate job duties to ensure best use of personnel
  - I. Work with new software company to determine if bid module would increase efficiency for both Food Services and Purchasing department.
  - J. Mark all items in Newton (POS software) with allergens. Add allergens to each student. This will help ensure students with special dietary needs do not receive the restricted items.
  - K. Support district vision
    - a. Continue to increase participation in the meal programs by providing high quality nutritious foods (**district where parents want to send their children; environment**)

- b. Increase staff participation in the meal programs by offering special items/meals (**district where teachers want to teach; service**)
- c. Continue to reward and recognize FS employees throughout the school year (**district where employees want to work; recognize and reward success; people**)

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

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

**A. Finance**

- (a) Maximize revenues and control costs to maintain a fund balance of approximately 8 to 10 weeks of operating expenses. (SY 2018-19)
- (b) Utilize ongoing regional item cost comparisons to develop menus that meet customers preferences and stay within per plate cost parameters (Continuous)

**B. Service-** Continue refining menus, recipes and production methods to increase the participation based on student preferences and the Healthy Hunger Free Kids Act. (Continuous)

**C. People-** School sites fully staffed with qualified employees (Continuous)

**D. Environment-**

- (a) Ensure that all cafeterias are equipped with the identified production equipment and supplies required for efficient preparation of menus (Continuous)
- (b) Achieve Gold level recognition under Healthy School District Program (SY 2019-2020)

**E. Quality-**Showcase the District through increased opportunities for positive public relations as measured by the number of media releases (Continuous)

**6. Major Challenges for Department**

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

## Operations – State of Division Summary

Due date October 19, 2018

Summary for Division – completed by Assistant Superintendent

**Division:** Operations  
**Department:** Transportation  
**Department Head:** Steven T. Harrell

### **Staffing (18/19):**

**Cost Center Numbers for employees (list all applicable) 4108**

**Number of Employees**

#### **Total Department:**

Admin: 1

Prof/Tech: 13

Instructional: 0

ESP: 468

### **Budget Summary (without personnel) (18/19):**

General Revenue Budget: \$ 3,803,906.79

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 2017-18 school year, the Department transported some 21,135 general education students on 242 daily run buses, approximately 865 ESE students on 75 dedicated ESE buses, and additional students receiving after-school tutoring on 8 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. 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.

Unfortunately, the number of students placed on the wrong buses leading to double-backs climbed again at the start of the 2018-19 school year. The solution here will be to refocus our efforts to ensure data reliability and push the number back down to less than 5 for the start of the 2019-20 school year.

The start of the 2017-18 school year was 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. Additionally, 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 sent buses to their elementary schools 30 minutes early during the first week of school. The Director of Transportation, and the Director of Elementary Education, met with every elementary principal prior to the start of this year and relayed the importance accurate and efficient release of students. These efforts resulted in the 2018-19 school opening week being one of the most efficient starts in recent Department history.

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.

The Department has been challenged with the fact that with providing transportation service for up to 24,000 students, there are many more telephone calls that 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. While we have hired additional clerks to assist route managers when they're away from their desks, we are still seeing a high number of dissatisfied callers who cannot reach department staff via phone. We

are evaluating options for our phone system that will route callers to available staff instead of to voicemail.

Transportation Accommodations. 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. This year, route managers approved more than 2,000 accommodation requests prior to the start of the school year. However, this year we saw an increase in customer dissatisfaction with accommodation requests for two primary reasons. First, we did not automatically send accommodation renewal reminders to students who would be returning to the same school for which they received accommodation transportation in 2017-18. Second, our request system had a process error that held a high number of accommodations in an unmonitored email account for an inordinate period of time.

In 2019-20, we will return to the previous process of sending accommodation renewal reminders to every parent of students who receive accommodation transportation and will be returning to the same school. We are also revising our accommodation request workflow to remove the potential for requests to be held in processing status in the future.

**3. Successes.** Update goals from the 2017-2018 state of division plan. **Bold reflects goals achieved.**

- 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. Route managers have spent quite a bit of time driving buses due to driver shortage. Most of the critiques have been reactions to infractions, but we want to work more toward critiques that prevent infractions.
- **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 2018-19 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. We have been using our GPS system to periodically spot check that buses are not running at idle for extended periods. We also make periodic announcements via radio to remind drivers to turn off the bus ignition while on the bus ramp.
- 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 want to fold recognized certifications into an incentive offering that gets the District a better and more professionally refined employee. However thus far we have found that contract requirements have prevented payment of incentives for existing certifications.
- **Conduct periodic 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 makes a deliberate and concerted effort to reach employees in the field. The route managers meet with schools and drivers as often as possible to maintain connection to the workforce in the field, and to keep in tune with the needs of the school stakeholders.

- **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”*) In light of the nationwide shortage of qualified school bus operators, we rushed in with a massive recruiting campaign with advertising across many venues and job fairs. We have leveraged the assistance of the district HR Department and collaboratively focused our recruitment efforts. While we have met the goal of engaging with the HR Department, we still find ourselves with a shortage of drivers for the 2018-19 school year.

#### 4. Department Short Term Goals

- Acquire and implement a system for allowing employees to clock in on each bus electronically and eliminate the need for paper time cards. (*GOAL E.2. – “To improve efficiency in the learning and work environment”*) We hope to acquire tablets for every bus that will allow our SBO and SBA to clock in on the bus and eliminate paper time cards. The addition of these tablets will also allow for real-time tracking of student ridership on every bus.
- 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 2018-19 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”*)
- 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, as well as leverage various district resources 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”*) We will expand our collaboration with the HR Department concerning our recruitment efforts. We will also work closely with the Workforce Education Department to identify a Marketing Academy to take on our recruitment campaign as an academy project. The Workforce Education Department will help Transportation develop marketing materials to include logos, print materials, and digital media to be used in our marketing efforts both in print and online. The idea is to “Brand” the Transportation Department with positive imagery that will help improve our impact within our target audiences for recruitment.

## 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. With the move of West Florida High School to Woodham, we hope to secure one of the portables formerly used at West Florida. (*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. Further, the more frequent refueling requirements of CNG creates even more hidden costs due to the staff hours spent refueling daily versus the long spans allowed between diesel refueling.
- 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”*) Only when there are no errors in student data can we most efficiently provide transportation services to our students. The addition of electronic tracking assets to every bus will allow us to track student ridership in real time. We want to evaluate options for tracking students on the bus and eventually provide a parent portal that will tell them when their student will arrive at their assigned stop.
- 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. One potential solution that would provide a centralized location would be to utilize the unused practice sporting fields left at the current site of West Florida High School as they move to the former Woodham campus.
- 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. We have seen an alarming exodus of school bus operators and assistants for a variety of reasons.
- 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.
- Accurate payroll has become a major challenge in the Department. We have been working with the Payroll Department, and conducting weekly meetings with them to ensure we are all on the same page. However, every payroll run for the 2018-19 school year so far has had numerous errors resulting in overpayment of some employees, while underpaying others.



# Operations – State of Division Summary

Due date October 19, 2018

Summary for Division – completed by Assistant Superintendent

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

## **Staffing (18/19):**

**Cost Center Numbers for employees 4208, 4407, 5208**

	<b>Number of Employees</b>
<b>Total Department:</b>	<b>62</b>
Admin	4
Prof/Tech	50
Instructional	5
ESP	3

## **Budget Summary (without personnel) (18/19):**

General Revenue Budget: \$ 1,574,675

Federal Project Budget (E-Rate including roll forward) \$ 338,988

State Project Budget – Digital Learning \$993,358

1.5 Mill (excluding roll forward) \$ 4,790,000

## **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. All the functions work seamlessly to provide support to the District's primary objective: 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 digital devices (Chromebooks) for all students in grades 3-12 to support Vision 2020
- Metropolitan Area Network (MAN) comprised of 10 Gbps or 1Gbps connections to every major facility with some redundant fiber and point-to-point wireless connections
- Central data center hosting local cloud of approximately 540 physical and virtual servers to provide efficient enterprise software services
- Local network and cloud service accounts for all students and staff
- CORE digital learning ecosystem comprised of a learning management system (itslearning), assessment platform (Schoolnet), and a variety of digital content resources and tools for engagement, representation, and expression

- Modern student information system (Focus) to plan and deliver educational services to all students and accurately report to the Florida Department of Education
- Modern enterprise resource planning system (Skyward) to facilitate business process management and accurate reporting of staff and financial information to the Florida Department of Education
- Digital workflow solutions comprised of single solutions (Focus and Skyward both have options for digital workflow within the product) and OptiWorkFlow, a system capable of reading and writing to and from multiple systems
- Identity and Access Management Systems (Micro Focus Identity Manager and Access Manager)
- 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, random drug testing, and school security
- Closed-circuit television surveillance systems at 45 schools and centers

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 (desktops, laptops, and mobile) for student use
- Network and wireless services providing and maintaining persistent network connectivity, including internet access (9 Gbps shared by all schools), in both wired and wireless environments at 62 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 6 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 130 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 educational software applications (approximately 20 applications)

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

- The district has implemented several new digital workflows to reduce duplicate data entry such as property transfer and disposal forms, warehouse inventory control, personnel activity reports, and accident report forms.
- Consolidating phone lines has resulted in a decrease in recurring voice services costs of approximately \$72,000 per year.

- The Student Information System (SIS) Manual organizes all of the documentation for users. The SIS Manual has also been embedded inside of the SIS to give access to the documentation to the end users so they can find what they need with a simple search.
- Utilized E-Rate funds to upgrade LAN connectivity at all secondary schools to 10 Gbps connectivity and provide a growth path for even greater speeds.

- **Successes**

- Upgrade MAN connectivity to all schools to 10 Gbps (Environment, Continuity). **Note that connectivity has been increased to the highest utilization schools.**
- **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). **Note that the Tate High School network has been segmented.**
- 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.**

### 3. Department Short Term Goals (to be accomplished by the end of 2018-2019)

- Upgrade MAN connectivity to all schools to 10 Gbps (Environment, Continuity).
- Enable single sign-on, automatic rostering, and cloud-enablement for all learning, communication, collaboration, and productivity tools (Environment, Efficiency; Vision).
- Integrate adopted instructional materials for mathematics into the CORE (Environment, Continuity; Vision).
- Upgrade LAN connectivity at all elementary schools to 10 Gbps connectivity and provide a growth path for even greater speeds (Environment, Continuity).
- Develop and implement an emergency response plan to provide offline access to student emergency contact information (Environment, Safety).
- Upgrade databases where applicable to improve efficiency of databases services (Environment, Efficiency).

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

- Provide opportunities for all students to participate in virtual makerspaces to demonstrate their learning within two years (Quality, To increase rigor at all levels).
- Provide a modern building surveillance system on all campuses and work locations within two years (Environment, Safety).
- Upgrade databases where applicable to improve security of databases services within two years (Environment, Efficiency).
- Enable self service analytics and business intelligence for student data systems within two years (Quality, To increase rigor at all levels; Environment, Continuity).
- Segment high school networks to reduce vulnerabilities and improve availability of network resources within two years (Environment, Continuity).
- 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).
- Upgrade wireless infrastructure to enable even higher capacity usage within two years (Environment, Continuity).

## **5. Major Challenges for Department**

- Skyward has released a totally new software version that will replace the current system. "Qmaltiv" or "Q" is currently not planned for release in Florida until at least 2021 due to the stringent state reporting requirements that Florida has. Until it is released in Florida, we will continue to use the current version which will see limited new development work. We may find that it fails to meet all of our needs.
- The district continues to implement the CORE, the digital ecosystem. Immediate needs for 18-19 include shifting all remaining non-single sign-on learning resources into it. In 19-20, incorporation of Math resources will follow and in 20-21 incorporation of ELA resources will occur. Self-service business intelligence and artificial intelligence applications are dependent upon successful migration to the CORE so that data is shared using technical industry standards that are evolving every year. The same methodology should be applied to other business capabilities to meet administrative needs.
- Several goals are dependent upon the form and workflow product, OptiWorkFlow. A major conversion is planned for this product in Spring 2019 and existing workflows will all need to be edited. Although digital workflow is crucial to our digital transformation, we should not proceed too quickly that we are unable to successfully migrate to the new version.
- Professional growth needs are great within the IT Department. Not only because technology is inherently new, but also because we have matured major system migrations and now have opportunities to connect data and provide mashups that were not previously possible. These will require expanding knowledge and use of modern web-based programming techniques, advanced database work, development of digital forms and workflows, and the application of business intelligence techniques.

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

- Skyward has released a totally new software version that will replace the current system. "Qmaltiv" or "Q" is currently not planned for release in Florida until at least 2021 due to the stringent state reporting requirements that Florida has. Until it is released in Florida, we will continue to use the current version which will see limited new development work. We may find that it fails to meet all of our needs.
- The district continues to implement the CORE, the digital ecosystem. Immediate needs for 18-19 include shifting all remaining non-single sign-on learning resources into it. In 19-20, incorporation of Math resources will follow and in 20-21 incorporation of ELA resources will occur. Self-service business intelligence and artificial intelligence applications are dependent upon successful migration to the CORE so that data is shared using technical industry standards that are evolving every year. The same methodology should be applied to other business capabilities to meet administrative needs.
- Several goals are dependent upon the form and workflow product, OptiWorkFlow. A major conversion is planned for this product in Spring 2019 and existing workflows will all need to be edited. Although digital workflow is crucial to our digital transformation, we should not proceed too quickly that we are unable to successfully migrate to the new version.
- Professional growth needs are great within the IT Department. Not only because technology is inherently new, but also because we have matured major system migrations and now have opportunities to connect data and provide mashups that were not previously possible. These will require expanding knowledge and use of modern web-based programming techniques, advanced database work, development of digital forms and workflows, and the application of business intelligence techniques.

## Operations – State of Division Summary

Due date October 19, 2018

Summary for Division – completed by Assistant Superintendent

<b>Division: Operations</b> <b>Department: Protection Services</b> <b>Department Head: Jennifer Ellis</b>
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### Staffing (18/19):

Cost Center Numbers for employees (list all applicable) 4125

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

### Budget Summary (without personnel) (18/19):

General Revenue Budget:	\$ 71,850
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
  - Online 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
  - 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 will continue to perform maintenance and program school radios for cost reduction.
- 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 2017-2018, the Safety Officer trained and issued certification cards to over 400 school district employees. The district's expense was \$6.00 per employee for printing of the certification card.

During the 2018-2019 school 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**  
**2017/2018 FINDINGS: 1,349**
    - Incentive program – reward the sites who show a vast decrease in deficiencies.  
**RECOGNIZED 16 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**
- Strategic Plan – Environment – Safety, Efficiency, Continuity, & Health
  - **DISTRIBUTED STOP THE BLEED FIRST AID KITS IN ALL CLASSROOMS AND ALL ADMINISTRATION BUILDINGS**
  - **IMPLEMENTATION OF METAL DETECTOR PROGRAM**
  - **AUTOMATION OF SAFE SCHOOLS**

- **STRENGTHENED SITE SAFETY COMMITTEES**
- **DISTRIBUTED 150 BICYCLE HELMETS AT VARIOUS SCHOOLS**

#### **4. Department Short Term Goals (to be accomplished by the end of 2018-2019)**

- 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 – Environment – Safety, Efficiency, Continuity, & Health
  - Continue to develop short-term and long-term strategies to support adherence to legislative mandates in elementary schools for Campus Security Officers.
- Strategic Plan – People
  - P.2.1 Broaden the opportunities for all employees to participate in continuing professional development at the District level.
    - Continuing education for Fire Inspectors

#### **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 (During school year 2017-2018, 150 helmets were distributed)
- Continue critical incident training district-wide (every year)
- Upgrade District repeater channels to digital so that schools can communicate with transportation via school radios (2019-2020)
- Certify another Protection Services employee for CPR instructor (2018-2019)
- Install safety/security film over glass - every school in areas of access (2018-2020)



## **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.
- There are training needs for staff throughout the district. Protection Services can provide training in CPR/AED/First Aid, Crossing Guard and Active Shooter. However, it is difficult to get the necessary time from teachers and other staff in order to give these trainings.
- Developing a strategy with local law enforcement for more manpower – Campus Security Officers

## Operations – State of Division Summary

Due date: October 19, 2018

Summary for Division – completed by Assistant Superintendent

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

### **Staffing (18/19):**

**Cost Center Numbers for employees (list all applicable) 4205**

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

### **Budget Summary (without personnel) (18/19):**

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 10+ 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.

#### **3. Successes**

1. Requisition form for School summer orders, is on the web and web catalog.
2. Collaborated with other departments and determined better way for the Warehouse to support the District.
  - a. Moved all USDA Dry goods to the warehouse from paid offsite storage.
  - b. 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 2018-2019)**

- **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 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.
  
- **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 enter a steady state. No new changes but continue to refine current processes.
- Update the SOP for Warehouse operations once we are in a steady state.

**6. Major Challenges for Department**

- Equipment replacement process and remove obsolete equipment

## Operations – State of Division Summary

<b>Division:</b>	<b>Operations</b>
<b>Department:</b>	<b>Energy Management</b>
<b>Department Head:</b>	<b>Jacquelyn Smith and Tiffany Clark</b>

### **Staffing (18/19):**

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

**Number of Employees**

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

### **Budget Summary (without personnel) (18/19):**

General Revenue Budget:

Federal Project Budget (specify) \$16,768

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

### **Department Summary:**

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

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

Energy Managers train staff on the energy program, track and record all utility costs past and present. Audit utility bills to ensure accuracy. Energy Managers work with other departments to execute the program, then use data to manage District buildings to decrease energy consumption and save dollars.

#### **2. Recent Efficiency / Cost Reduction Initiatives (2017-18)**

The Energy Management department, working with District staff, saved over **\$8.31** million in cost avoidance for school year (FSY) 2017-18. Cost Avoidance is calculated using ECAP software by comparing current energy used to energy used before the program began in 2005.

**3. Successes (2017-18)**

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

	<b>FSY 2017-18 Target</b>	<b>FSY 2017-18 Actual Consumption</b>	<b>Results</b>
<b>Natural Gas &amp; Electricity</b>	47 KBTU/square foot	48 KBTU/square foot	Due to an unseasonably cold winter in 2017, more BTUs were used than expected.
<b>Water</b>	96,869 KGAL	99,570 KGAL	Experienced several major water leaks, old pipes continue to breakdown.
<b>Cost Avoidance</b>	28%	41.8%	Exceeded goal

*CHART #9: Recognize and Reward Success – The Energy Incentive Awards give merit to schools based on occupant conservation behavior not facility renovations.*

<b>Year</b>	<b>Total Awarded</b>	<b>Number of Schools</b>	<b>Number of Office Buildings</b>	<b>Number that received MAX award</b>
FSY 2012-13	\$33,223	32	N/A	N/A
FSY 2013-14	\$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
FSY 2017-18	\$36,900	50	4	9

In March 2018 we presented our 3<sup>rd</sup> annual Energy Conservation Campaign to 3<sup>rd</sup> graders to cultivate energy conscious students throughout our district. By creating a culture of energy conscious students, our goal is to continue to change student and staff behavior and decrease energy consumption throughout the district.

Partnered with the Central Warehouse and Maintenance Department to purchase and replace High Pressure Sodium lights with LED light fixtures in Climate Controlled areas within the warehouse. This endeavor has saved approximately \$3,500 in four months.

**4. Department Short Term Goals (to be accomplished by the end of 2018-19)**

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

	<b>FSY 2018-19 Target</b>
<b>Natural Gas &amp; Electricity</b>	47 KBTU/square foot
<b>Water</b>	96,869 KGAL
<b>Cost Avoidance</b>	40%
<b>Maximum Energy Incentive Award</b>	15 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.

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.

Provide classroom resources that will promote energy conservation awareness through periodic staff or classroom activities for all school levels to help the teachers and students embrace energy management techniques.

Encourage HVAC maintenance personnel to improve efficiency of the district's HVAC equipment in order to positively impact the energy conservation program.

## **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.

*Environment E.2.1 Reduce the consumption of natural gas, electricity and water. Chart #1 – Commit to Excellence.* Continue to reduce energy consumption by coordinating with Maintenance and Facilities personnel to identify and improve equipment inefficiencies.

*Chart #8 Communicate at all levels.* Continue to work with the Facilities Planning 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 85% is currently controlled.

*Chart #8 Communicate at all levels.* Continue to work with the Maintenance Department to repair systems that are not providing resident comfort according to District guidelines.

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

No established funding for future energy projects.

The district currently has HVAC equipment that is not efficient or effective. The Facilities Planning 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.