



STRATEGIC PLAN REPORTS

POLICY ISSUE / SITUATION:

The Beaverton School District School Board held a Work Session on Monday, April 13, 2015 at Sunset High School. Attached are the Strategic Plan report summaries for the Operations Departments.

District Goal: All students will show continuous progress toward their personal learning goals, developed in collaboration with teachers and parents, and will be prepared for post-secondary education and career success.

The Beaverton School District recognizes the diversity and worth of all individuals and groups. It is the policy of the Beaverton School District that there will be no discrimination or harassment of individuals or groups based on race, color, religion, gender, sexual orientation, gender identity, gender expression, national origin, marital status, age, veterans' status, genetic information or disability in any educational programs, activities or employment.

**Maintenance Department Strategic Plan
Report Summary
April 27, 2015**

Title: Provide a Superior Learning Environment for Students

Objective: Provide Adequate Resources for School Buildings Maintenance and Repairs

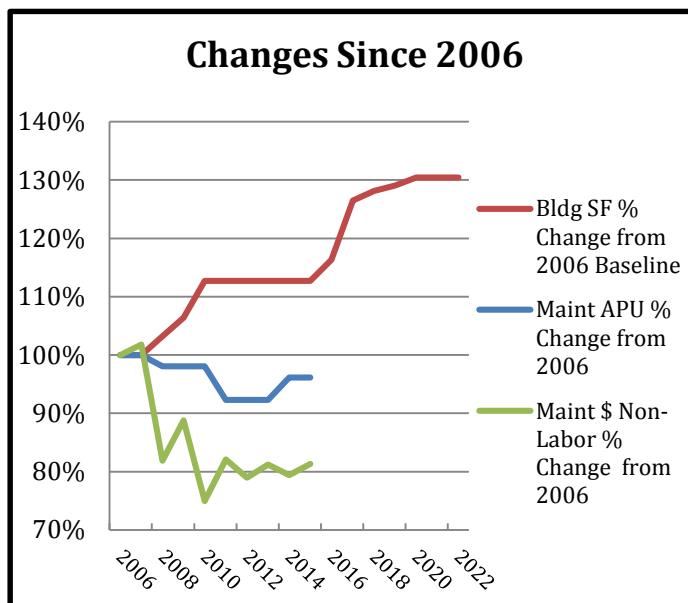
Data Sources: (1) District Budget Documents
(2) Data from Comparable School Districts

Measurement	2011/12	2012/13	2013/14	2014/15 Goal	2015/16 Goal
Staff APU	48	48	50	53	56
Non-Labor Budget	\$2.10 M	\$2.16 M	\$2.12 M	\$2.34 M	\$2.56 M

Analysis

The Maintenance Department is responsible for district-wide buildings and grounds maintenance and repair work covering five million square feet of building space and 800 acres of property. This work is accomplished through a combination of in-house staff and contracted services. As the school district's infrastructure has expanded over the past several years, neither staffing nor funding for materials, parts, and contracts have kept pace. The department only has one locksmith, one plumber, one carpenter, one roofer, and one glazer (glass/windows). Other critical areas such as HVAC mechanics and grounds maintenance crews are also understaffed.

**Maintenance Resources vs.
District-wide Building Space Increases**
(includes 2014 Bond construction)



Between 2006 and 2015:

- Over 500,000 square feet (+13%) of new building space was added
- Staffing was reduced
- Non-labor funding has been cut 20% while inflation has increased the costs of materials and contracted work about 2% to 3% per year

Successes

1. Staffing has recovered to 96% of the 2006 baseline year, the pre-recession funding level that also preceded new building space added in the 2006 Bond. While still inadequate, the staffing level has moved in a positive direction.

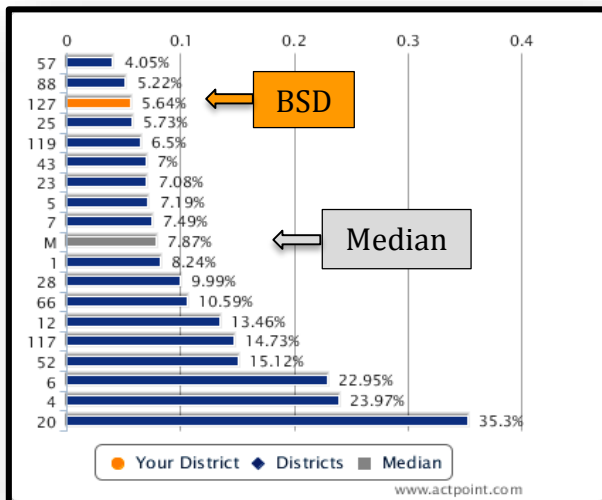
Issues

1. The 2014 Bond will increase building space to 30% above what existed in 2006.
2. Staffing must increase significantly to support the building space already added in the 2006 Bond and planned from the 2014 Bond.
3. Non-labor funding (materials, parts, supplies, contracts) has remained 20% below the 2006 baseline in actual dollars; much lower considering the impact of inflation.

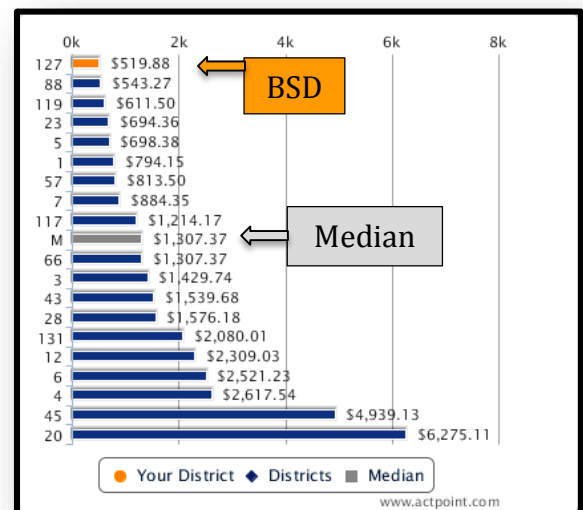
Another indication of the magnitude of the underfunding of maintenance can be found in the data analyzing maintenance and operations (M&O) annual funding per student for comparable districts. Beaverton School District invests \$520 per student, while the median funding level is 2.5 times that amount at \$1,307 per student.

Similarly, the comparable data shows that Beaverton's M&O costs are 5.22% of the General Fund, and the median funding level is 50% more at 7.87%.

Maintenance & Operations Budgets (% of district operating budget)



Maintenance & Operations Budgets (cost per student)



While the proposed 2014 Bond program will provide significant investments in major repairs (\$98 million) and will replace four old school buildings, it will also add three new schools that cannot be adequately supported with current staffing and funding levels. The existing shortfall should begin to be addressed as soon as possible. Continued increases will be needed to keep pace with the new capacity constructed in the 2014 Bond program.

Custodial Services Strategic Plan Report Summary April 27, 2015

Title: Provide Healthy Learning Environment for Students

Objective: Provide Adequate Resources for Cleaning School Buildings

Data Sources: (1) District Budget Documents
(2) Data from Comparable School Districts

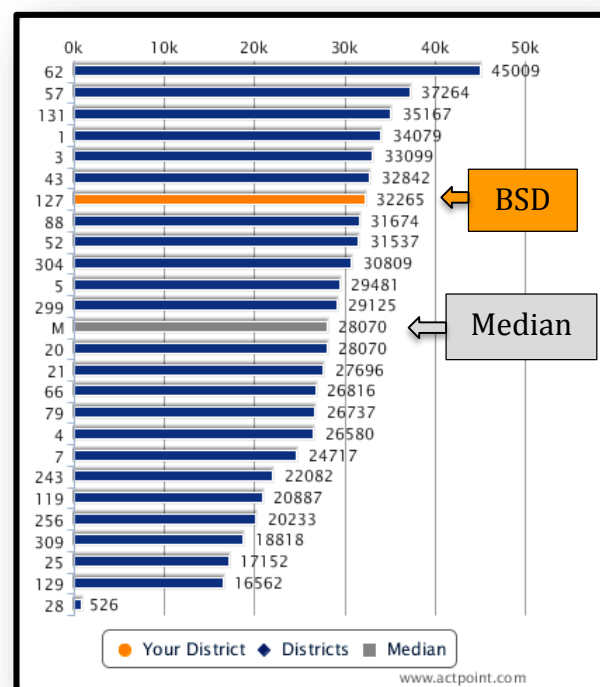
Measurement	2011/12	2012/13	2013/14	2014/15 Goal	2015/16 Goal
Custodial APU	168	170	170	172	178
Cleaning Supplies Equipment &	\$859,000	\$881,000	\$881,000	\$972,000	\$1,064,000

Analysis

Custodial Services was restructured into a centralized management model in 2011-12 in order to achieve cost savings and improve effectiveness. Following a transition period, both of these goals have been realized. The 2014-15 budget fine-tuned the new model by increasing all of the 42, 185-day contract positions to 210-day contracts which had a nominal 2% impact on district-wide custodial labor costs. These extra contract days provided better custodial coverage in schools during the three weeks prior to school opening in the fall, plus one week after school ends in June, and on non-student days throughout the school year. To further augment resources, an additional 6.0 APU are proposed for 2015-16.

One measure of the efficiency of the new custodial model is data that examines custodial workload. Beaverton School District custodians, on average, are responsible for 32,265 square feet of building space, 15% more than the median of about 28,000 square feet for 26 comparable school districts.

Custodial Workload
(square feet per custodian)



Additionally, cleaning supplies and equipment represent about 6% of the total custodial program budget and have not been adjusted for inflationary costs for several years. The next budget year should remedy this shortfall by recognizing the inflation impact on this portion of the custodial budget. Additional funding for supplies will also be needed to support the new schools in the 2014 Bond.

Successes

1. Custodial staffing has improved with the increase in contract days from 185 to 210 for 42 staff.
2. Staffing will be further augmented with the addition of 6 positions in the requested budget for 2015-16.

Issues

1. Cleaning supplies and equipment must be significantly augmented to address the existing shortfall and to support the new schools beginning in 2017-18.
2. As new school buildings in the 2014 Bond come on-line, staff will need to be added for those schools beginning in the 2017-18 budget.

**Facilities Development Department Strategic Plan
Report Summary
April 27, 2015**

- Title:** Provide Adequate Capacity and Renovations to Support a Quality Learning Environment
- Objective:** Execute 2014 Bond Construction Program Delivering Quality Facilities, on Time, and within Program Budget
- Data Sources:** (1) Reports to the Bond Accountability Committee
(2) 2014 Bond Construction Program Scorecard

Measurement	2011/12	2012/13	2013/14	2014/15 Goal	2015/16 Goal
Bond Program Staff	2	3	4	20	25
Completed Projects	-	-	-	4	13

Analysis

The 2014 Bond program was approved by the voters less than 12 months ago. The Facilities Development Department has rapidly moved forward to begin the implementation of this 8-year construction program.

Successes

Since July 2014, the department has expanded from three project managers to a total staff of 20 while simultaneously accomplishing a significant amount of work including:

- Reroofed Sunset HS
- Replaced turf field at Aloha HS
- Replaced chiller at Sunset HS
- Replaced chiller at Five Oaks MS
- New high school design is nearly completed with construction starting in July
- New middle school design nearly completed with construction starting in June

Issues

1. Construction cost indices indicate that inflationary pressures on Portland metro-area construction costs are higher than anticipated during development of the bond budget.

Action Plan

This year

- Design work is on track for 13 major projects to be executed in summer 2015:
 - Capital Center Building Improvements
 - IT Data Center at Capital Center
 - Conestoga MS roof replacement
 - Conestoga MS HVAC system & controls
 - Sunset HS Title IX Improvements
 - Fire alarm replacement at Jacob Wismer ES
 - Fire alarm replacement Sexton Mountain ES
 - McKay ES new elevator & other ADA improvements
 - Raleigh Hills K-8 classroom addition
 - School security upgrades, Phase I
 - Sunset HS turf field replacement
 - Springville K-8 covered play expansion
 - Title IX Projects, Group II
- Design contracts will be awarded by June for the new K-5 in North Bethany and the Vose K-5 replacement projects

The department also executed the donor-funded multifunctional field project at Sunset HS and supported the IT Department's work installing the new telephone system.

Long-term

1. Collaborate with Washington County, City of Beaverton, and the Metro Regional Government to develop a 50-year look forward with respect to Beaverton School District's enrollment projection and new school and real estate requirements.
2. Establish a School Board appointed commercial real estate agent of record to assist in identifying suitable future school sites and to participate in negotiating real estate purchase agreements.
3. Develop a budget for strategic real estate investments.

**Energy and Resources Department Strategic Plan
Report Summary
April 27, 2015**

Title: Energy Conservation Program

Objective: Meet Electricity and Natural Gas Consumption Targets

Data Sources: Energy Performance Scorecard

Measurement	2011/12	2012/13	2013/14	2014/15 Goal	2015/16 Goal
Electricity (kWh x 1,000)	29,597	29,405	30,276	30,168	tbd
Natural Gas (Therms x 1,000)	1,279	1,169	1,293	1,282	tbd
Solar PV Production (kWh x 1,000)	160	303	313	300	300

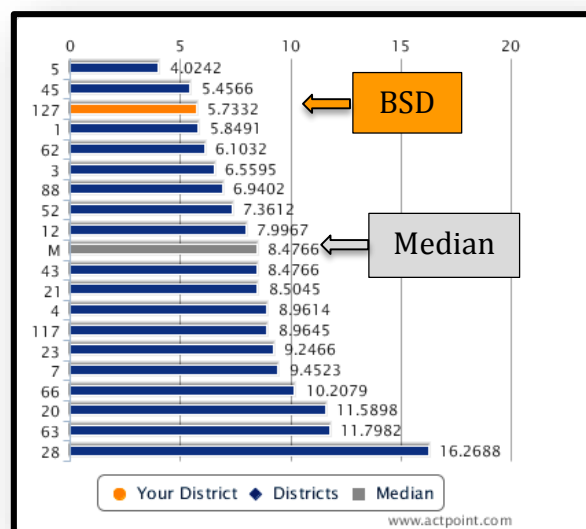
Analysis

The energy and resource conservation program continues to perform well. The District has 31 EPA-recognized Energy Star schools, more than any other school district in Oregon, and 23 certified Oregon Green Schools. Since 2007/08, which was before the 2006 Bond program new facilities came on-line, District-wide electricity consumption has decreased 8%; similarly natural gas usage has decreased 30% even though building space increased by 13%.

Successes

1. Data shows Beaverton School District's electricity usage per square foot of building space to be at 67% of the median for 20 comparable districts; similarly, heating fuel usage per square foot is 69% of the median.
2. We are now into year 4 of a 15-year agreement with PGE and a private investor group for BSD's solar PV installations at the Capital Center, Springville K-8, and Elmonica K-5. These systems were rated to produce 300,000 kWh of electricity per

Electricity Usage
(kWh per square foot)



year and continue to perform well, having saved the District at total of \$62,000 in electricity costs through the March 2015 billing data.

Action Plan

This year

1. Meet energy consumption targets for 2014-15
2. Set energy targets for 2015-16 after analyzing the 2014-15 results
3. Finalize plan for meeting State-required investment in green energy technology in 2014 Bond Program

Long-term

1. Design and construct new school buildings to meet LEED energy efficiency performance standards (but do not seek LEED certifications due to the costs of the documentation and certification requirements).

Nutrition Services Department Strategic Plan

Report Summary

April 27, 2015

As is true of many of the support services, Nutrition Services (NS) goals don't always fit neatly into the district strategic plan, which is more directly focused on student achievement. This illustration though explains how NS focuses its efforts each year.



NS Supports Student Achievement by:

- Preparing students to Learn by providing:
 - Nourishing meals & Snacks.
 - Students who are well nourished are ready to learn and learn better than undernourished counterparts.
<http://www.extension.org/pages/68774/3-ways-nutrition-influences-student-learning-potential-and-school-performance#.VSP6VvnF-Sq>
 - Research has shown that school meals provide more nutrients than meals brought from home.
<http://nfsmi.org/documentlibraryfiles/PDF/20140127113403.pdf>
 - Nutrition education

Being able to Provide Good Nutrition to students depends on NS running a Profitable Operation which functions as the foundation for NS to provide students with healthy meals.