

# ANNUAL DEPARTMENT REPORT FACILITIES – MAINTENANCE SERVICES Ron Umali, Administrator for Maintenance Services

#### Summary

Maintenance Services is responsible for the repair and maintenance of the district's school buildings, grounds, and support facilities covering over 5.6 million square feet of building space contained in 63 separate facilities on 875 acres of property. Maintenance Services consists of the trade-specific teams HVAC, Plumbing, Electrical, Carpentry, Roofing, Glazing, Painting and Grounds. Stewardship of our district assets is accomplished with 68 trade specific professionals, temporary summer help, coordination with our Maintenance Projects Team, Facilities Development, as well as contracted services.

This past year, the department focused on process improvement and efficiency. The Maintenance Department met all its short-term goals, from last year, of hiring a field supervisor for more oversight, implementing a new work order system, creating an HVAC preventative maintenance crew, and creating two apprenticeship programs.

The school district's asset portfolio continues to grow. Along with this growth is the increase in the complexity of building systems. As the systems become more complex, more skilled and technical labor is needed to ensure these systems are maintained properly. The district relies on contractors to assist BSD staff to make sure systems get the proper attention needed to keep them at optimal operating levels.

#### Accomplishments

1. Deferred Maintenance

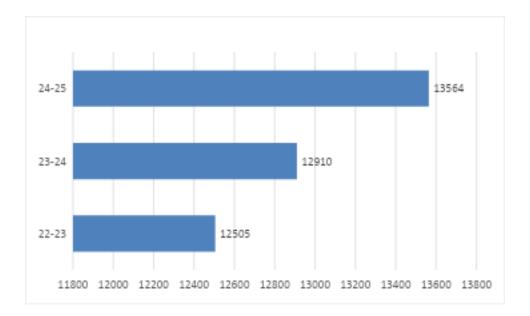
In the past two years, Maintenance Services has been utilizing contractors, using deferred maintenance funding from the 2022 bond, to address major maintenance issues. Much of the funding was for work in HVAC and Nutrition Services equipment. The results are promising, as the department has been seeing reduced downtimes for both HVAC and Nutrition Services equipment.

2. Improved Work Order Processing

Work order volume continues to increase year by year. This year the department has made



some changes in some of its processes, as well as reorganization of staff to address the increase in workload. So far, the department has been able to keep up with its workload. The estimated work order count by the end of June is close to 14,000. The department will continue to work on improving its efficiency.



3. Increased Oversight of Maintenance Staff

Last year, the department added a Field Supervisor to oversee the Grounds and Carpentry teams to help reduce the workload of the Maintenance Services Supervisor. The oversight of the additional leadership resulted in better performance of both teams. This year another field supervisor was added to oversee the HVAC, Plumbing, and Electrical teams. Work orders are now being prioritized properly and alternative solutions implemented to minimize the impact to building occupants when personnel cannot be dispatched immediately to address the problem.

4. HVAC Preventative Maintenance Crew

In previous years, preventative maintenance of HVAC systems was solely performed by the HVAC technicians. With all the issues of the district's aging HVAC systems, the technicians were only able to address repairs of failed units. With the limited number of HVAC technicians personnel, there was simply no time to perform proper maintenance of HVAC units. In the beginning of the year, the department created the HVAC Preventative Maintenance crew. This team is strictly responsible for performing preventative maintenance on all district HVAC assets. An electronic checklist of required maintenance tasks was created to document each time maintenance is performed on a unit. The number of emergency repairs is slowly decreasing as a result of the work the team is doing.



### 5. Apprenticeship Programs

The HVAC Technician and Electrician are two of the district's most critical positions. They are also the most challenging to fill, with positions remaining vacant for an extended period. This shortage of personnel adds pressure to existing employees to address maintenance issues in the district's 63 facilities. Two new apprenticeship programs were implemented to address the department's critical personnel challenges. Graduates of the apprenticeship programs become Electricians and HVAC Technicians respectively. These programs will also help the district to replace retiring employees in these critical positions.

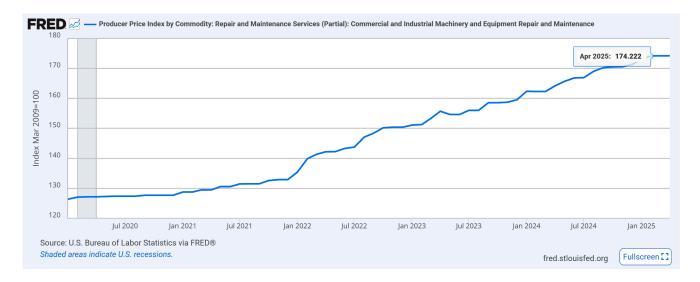
#### Challenges

1. The Labor Market

Like our neighboring districts, attracting qualified applicants continues to be a challenge. Two new apprenticeship programs were implemented this year to address this challenge. Graduates of the apprenticeship programs will be able to fill those positions. To keep up with the work, the district augments the maintenance staff with contractors. Doing the work in-house is usually more cost efficient.

2. Maintenance & Repair Industry

The Maintenance & Repair Industry has seen some of the highest overall inflation percentages in the past 5 years. This is true for both the cost of the services provided within this industry (including our contractors' prices), as well as the goods prices within the industry (the tools, product, and materials we purchase to repair the district's assets). This becomes a challenge when there are competing maintenance priorities in a limited-funding environment. The graph below is specific to the repair and maintenance services industry.





# 3. Aging Workforce

Maintenance Services has several employees in critical positions that are approaching retirement age. Filling these positions has been a challenge in the past and it is anticipated to be a challenge when it is time to recruit for these positions again. The department started two apprenticeship programs to address this concern and is exploring different strategies for replacing retiring employees.

#### **Short Term Goals**

1. Faster Response and Better Customer Service

Maintenance Services will continue exploring ways to improve response times and customer service. The new system has given the department better control and prioritization of all work orders. The new system has also provided more transparency, giving our customers access to information on their work orders, such as status and when the work is scheduled. Maintenance is continuously making small changes to its processes for improved customer service.

2. Reduce Unplanned Downtime

The department is being more proactive with preventative maintenance on district assets so they operate at the optimum level. This will reduce the number of unplanned downtimes experienced by district facilities. Maintenance Services is also exploring ways to speed up the procurement of replacement parts to shorten the time an asset is non-operational.

3. Improve Equipment Performance

In a limited-resource environment, it is important to perform proper maintenance on equipment (mowers, vehicles, forklifts, etc.) our staff rely on to perform their duties. In the past, the department has not always done a good job of ensuring expensive equipment is taken care of. This led to premature replacement of equipment. This year and moving forward, the department is ensuring all its equipment is receiving proper maintenance. This keeps them operating safely and extends their useful life.

4. Reduce Maintenance Backlog

Maintenance Services is focusing on prioritizing and efficiently addressing outstanding maintenance tasks to minimize delays and ensure timely repairs.

### Long Range Goals

1. Employee Satisfaction and Improve Morale



A recent employee survey of Maintenance Services staff revealed areas for improvement in the department. The key areas the leadership team will focus on are communication, transparency, and inclusion.

2. Retaining Institutional Knowledge

With the aging workforce in Maintenance, there is concern with institutional knowledge leaving with retiring employees. The department is working on a plan to ensure seasoned employees are training current younger employees to keep the institutional knowledge within the department.

3. Optimize Inventory Management

The department is working on optimizing inventory levels to avoid overstocking materials, but at the same time keeping a strategic inventory of essential parts to avoid delays and rush orders. Maintenance will be utilizing the Computerized Maintenance Management System (CMMS) to monitor inventory levels, track usage, and identify areas for improvement.



### FACILITIES – CUSTODIAL SERVICES

#### **Summary**

The custodial team is responsible for providing a level of cleaning that will result in a clean, safe and secure environment for district students and staff. This group is currently configured with 54 building foremen and 202 custodians deployed to 53 schools, with 10 centralized roving custodial teams to respond to vacancies and absences. Within this group are four Maintenance Custodians (MC3), tasked with minor maintenance repairs, as well as custodial duties. To minimize the impact to our schools, the MC3 team works in the evening. They do similar work that a "handyman" would do. Custodial Services makes up over two-thirds of the total staffing of the Maintenance Services Department and has five supervisors to oversee their work.

The Custodial Services Supervisor also oversees the surplus material management team. It is composed of a foreman, a shipping clerk and seven courier staff. This staff manages the removal, warehousing, and final disposition of the district's surplus curriculum, technology, furniture, and equipment. This staff also manages the relocation of teachers throughout the district.

Staffing continues to be a challenge in the custodial group. Recruitment of custodians at the entry level (Custodian I) which requires no prior experience is very difficult. Turnover of personnel in the Custodian I position is high due to the nature of the work and the low compensation.

#### Accomplishments

1. Reduced Supply Cost

Over the past eight months, the custodial team successfully reduced supply costs by approximately 25% through strategic inventory management. By closely monitoring usage patterns, eliminating excess stock, and streamlining ordering processes, the team was able to cut down on unnecessary purchases while maintaining the same service quality. This focused approach not only improved operational efficiency, but also contributed to overall budget savings for the department.

2. Reduction in Custodial Vacancies

Through continued efforts, the custodial team has managed to keep vacancies low, averaging around 4-6 open positions at any given time. Despite this success, custodial work continues to experience a high annual turnover rate, with the school year 2024-25 seeing a turnover of approximately 15%.



#### 3. Employee Professional Development

Professional development is an ongoing process, and the custodial team has made significant strides in this area. Monthly meetings with both evening and day custodians, along with regular weekly check-ins, have helped strengthen communication and build leadership skills. Recently, in-person team meetings during non-student days have also been introduced, providing valuable opportunities for growth and professional development.

4. Increased Cleaning Efficiency

During the 24-25 school year, the custodial team evaluated 12 cordless vacuum cleaners for their long-term durability and effectiveness. The results have been promising. Custodians have reported a 30% increase in cleaning efficiency, allowing them to cover more ground in less time. Additionally, the elimination of cords has significantly reduced physical strain and safety hazards associated with cord management, such as tripping risks. This transition not only enhances productivity but also contributes to a safer and more ergonomic work environment for the custodial staff.

### Challenges

1. Increasing Square Footage and Staffing

With the addition of new and remodeled facilities we are constantly adding more surface area for our custodians to clean. The custodial group is exploring different strategies to adapt as additional square footage is added to the district portfolio.

2. Employee Retention

Hiring for Custodian II positions continues to be one of the biggest challenges. These roles often include night lead, rover, or split assignments, which require flexibility and the ability to work across multiple sites. However, most employees prefer fixed locations and are reluctant to move between sites. Combined with lower pay, these factors contribute to the positions remaining consistently difficult to fill, with 2–3 vacancies typically open year-round.

3. Excessive Absences

The custodial group averages 11 absences daily. At times, up to 25% of the shift is absent in one evening. These instances make it next to impossible to get schools ready for use the next day. With only a limited number of custodial rovers to cover absences, the custodial group relies on people volunteering to work overtime for coverage.



#### **Short Term Goals**

1. Improve Employee and Time Tracking

Currently, the custodial team relies on spreadsheets and a whiteboard to track employee placement and absences, which is both labor-intensive and inefficient. This manual process not only consumes valuable time but also increases the likelihood of errors and miscommunication. To streamline operations and improve accuracy, we are exploring the implementation of an automated time and attendance software system. This solution would help us better manage employee schedules and placement assignments while reducing the administrative workload.

2. Develop Floor Care Plan

Annually, the custodial group allocates approximately \$50,000 for waxing to maintain and protect hard surface floors across the district. To optimize both budget and labor, we are implementing a new floor care program utilizing four recently acquired high-speed burnishers. This strategy allows for consistent maintenance throughout the year, enabling us to wax only half of the district's floors each year. We are anticipating a 50% reduction in waxing-related costs and a more efficient allocation of custodial resources.

### Long Range Goals

1. Operational Adjustments for Increased Efficiency

The custodial group will continue to explore different strategies to increase the efficiency of the team. The team is looking at equipment upgrades, as well as operational changes to help with achieving our efficiency targets.

2. Update Custodial Handbook, SOP, Routes, and Scope of Work

New routes for the custodians are being implemented as the needs arise. There are plans to review and update current custodial handbooks, standard operating procedures (SOP), and scope of work to align with current conditions in BSD facilities.



# FACILITIES – MAINTENANCE PROJECTS TEAM

#### Summary

The Maintenance Project Coordinator Team, operating within the Maintenance Services Department, is dedicated to conducting essential annual compliance inspections, executing related repairs and upgrades, overseeing safety inspections, managing general work orders, and facilitating Facility Improvement Projects (FIP) across all district buildings. Our primary focus lies in the upkeep of buildings, ensuring they meet regulatory standards, and safeguarding the well-being of district students and staff. Approximately eighty percent of our efforts are directed towards maintenance and compliance tasks, with the remaining focus dedicated to accommodating Facility Improvement Projects (FIP) to enhance our facilities.

The team consists of seven dedicated individuals, each specializing in a specific program area. Their responsibilities encompass essential annual compliance inspection programs, including stormwater treatment (such as bioswales, LIDA swales, filtered and unfiltered catch basins), underground and above-ground fuel storage tanks (UST/AST), generators, fat/oil/grease interceptors, backflow device testing, asbestos inspections and abatement, ADA barrier removal, radon, and lead in drinking water. Additionally, we manage Integrated Pest Management (IPM) initiatives and conduct safety measure inspections, covering areas such as stage rigging, bleachers and backstops, Skyfold partitions, fire systems, fire door drop testing, distributed antenna systems (DAS), synthetic turf, crane and winch operations, and all elevators and lifts districtwide.

#### Accomplishments

1. Reduced Program Impact

In SY 24-25, we implemented key upgrades to reduce disruption and lessen impact in school spaces. One major improvement was transitioning the gym floor maintenance from an oil-based to a water-based finish. This eco-friendlier option reduces odor, and cuts dry and cure time by 35%, enabling return to use 30% faster. This minimizes the impact on summer programming. The project team continuously looks for opportunities to reduce impact on our students and staff.

2. New Efficiencies with New Work Order System

We have achieved significant operational improvements since the launch of our Computerized Maintenance Management System (CMMS) in July 2024. These include



streamlined workflows, enhanced data tracking, optimized communication among stakeholders, and greater accountability across teams. Work orders are completed an average of two days faster with this streamlined process. This data tracking feature allows for even more achievements through informed decision-making, proactive maintenance, and better resource allocation. All these enhancements reflect our ongoing commitment to efficiency, transparency, and a safer work environment.

3. New Programs for Prolonged System Life

In partnership with the Custodial team, we successfully launched a comprehensive generator preventative maintenance program, enhancing emergency preparedness and NFPA 110 compliance across the district. This program implemented structured weekly inspections and a streamlined repair process through the CMMS, extending the lifespan of 46 generators. We anticipate that the new preventative maintenance program will significantly extend the useful life of both existing and new units. This initiative enhances our emergency preparedness and supports the ongoing safety of building occupants throughout the district.

4. Improved Emergency Response

As part of the district's ongoing emergency response enhancements, our team developed a standardized "emergency kit" to strengthen building-level preparedness during weather events and natural disasters. This effort was driven by key lessons learned from previous storms – particularly the need for consistent, easily accessible emergency tools and resources across all sites. Each kit contains these essential tools to support rapid response and improve situational awareness – especially for staff responding to unfamiliar buildings during emergencies. With these kits now standardized and centrally located, all personnel can quickly access critical resources, significantly improving the district's ability to respond to emergency situations more efficiently.

### Challenges

1. Aging and Outdated Audio/Video Systems

District-wide A/V systems in gyms, cafeterias and auditoriums are increasingly failing due to age. As technology becomes central to teaching and learning, reliable visual and audio equipment in gathering spaces is essential. Many systems require full replacement due to compatibility issues when individual components fail. Over the past two years, over a quarter million dollars has been spent on updates and repairs. A proactive review of current equipment and a strategic approach to replacement would reduce emergency repairs and ensure cost-effective improvements.

2. Parking Lot Asphalt

The district has over 140 acres of paved parking lots across more than 60 facilities. Cracks and surface damage from wear and tear, create safety concerns and tripping hazards.



Frequent repairs, including patching and resurfacing, add to the district's operational costs and place strain on resources. While full resurfacing would offer a long-term solution, it is both costly and time-intensive, requiring careful coordination with regulatory compliance, particularly with Clean Water Services mitigation. These challenges underscore the need for a strategic maintenance approach that balances safety, cost-effectiveness, and compliance with relevant regulations. Implementing a Preventive Maintenance (PM) plan could provide a more efficient, sustainable solution for managing the district's extensive parking infrastructure.

3. Aging Safety Systems

Safety systems across the district, including fire doors and stage curtain assemblies, are increasingly difficult to maintain, posing risks to both daily operations and overall safety. With over 150 fire doors across 63 facilities, rising repair needs and prolonged downtimes disrupt traffic flow and stretched maintenance resources. The team is working on a cost-effective strategy to address these concerns.

#### Short Term Goals

1. Asset Tracking

A key short-term goal for the Maintenance Department is to improve asset tracking across the district using the capabilities of our new CMMS system. With more accurate and centralized data, we can better monitor the condition, location, and service history of critical equipment such as generators and HVAC systems. This will increase overall efficiency by reducing redundant work and minimizing downtime, as well as ensuring preventative maintenance is performed on schedule. As a result, we can respond faster, plan smarter, and make more informed decisions about repairs and replacements – allowing us to focus on the most cost-effective and impactful work to improve the safety, reliability, and long-term value of district facilities.

2. Streamline Scheduling Tools

The *School and Facility Impacts* document was created to provide district staff information on construction and maintenance projects in their buildings. The Maintenance Projects team will continue the partnership with Facilities Development to support district-wide coordination and increase awareness among school building stakeholders and construction/maintenance schedules. In the upcoming year, we will focus on streamlining internal workflows by identifying and eliminating redundant tasks.

### Long Range Goals

1. Enhance Asset Management



As part of our ongoing effort to improve planning, maintenance, and long-term asset management, we aim to expand the district's asset inventory to include key infrastructure elements that are currently not tracked but are regularly impacted by our program. These items include gym floors, generators, large flooring areas, stage rigging systems, and other critical facility components. By formally incorporating these assets into our inventory system, we can better assess lifecycle needs and prioritize repairs and replacements. This initiative will also enhance coordination across departments and ensure that all significant assets receive the attention and resources necessary to remain safe, functional, and aligned with district standards.

2. Improve Project Delivery

The team is working to establish a high-performing, agile project management culture to consistently deliver projects on time, within scope, and on budget. We will continue to adjust and optimize our workflows to adapt to evolving customer and stakeholder needs. A key area of focus will be streamlining project management processes to ensure they are clear, efficient, and universally adopted by all team members, to enable consistent execution and reduce variability across projects. By leveraging data-driven decision-making, identifying and embracing what works well and recognizing inefficiencies, we can embrace a culture of continuous improvement.



# FACILITIES – ENERGY AND RESOURCE CONSERVATION

#### Summary

The Energy and Resource Conservation (E&RC) office's primary mission is to incentivize, fund, and implement energy-efficient building systems for schools and supporting facilities. These energy investments save utility costs while improving thermal comfort, ventilation, and lighting quality in the learning environment. Our department continues to work closely with Facilities Development and Maintenance Services to deliver high-efficiency HVAC systems and controls, lighting, and roof insulation upgrades. Energy Trust of Oregon (ETO) incentives and SB1149 funding administered by the Oregon Department of Energy (ODOE) funds these cost-effective upgrades.

Energy efficiency across the district has realized both successes and challenges over the last year. Upgrades have saved utility dollars but have failed to offset pressures from rising utility rates and lack of preventative maintenance and operation optimization. The total utility spend of electricity, natural gas, water, and waste/recycling was \$10.1 million for the 2023-24 school year, \$948,000 over the 2022-23 comparative year.

The primary building metric for energy performance is the Energy Use Index (EUI) defined as kBtu/SF/YR. Our districtwide average is 43.7, 8% lower than last year's average of 47.9. ODOE recommends an EUI value range for schools between 47- 61. All but four of our schools are still within ODOE's range and our EUI average remains lower than the national school district EUI average of 49. BSD has 33 EPA-recognized Energy Star schools.

BSD solar systems generated 950,000 kWh last year for a lifetime total of 5.9 gigawatts (million kWh) of electricity, enough to power 520 average-sized homes for a year.

Looking ahead, E&RC predicts the biggest challenge for utility usage will be our ability to service, maintain, and optimize HVAC, plumbing and lighting systems. Operation and maintenance (O&M) and preventative maintenance impacts utility usage, costs, and equipment life. An adequately staffed HVAC, plumbing and electrical departments are critical to reducing energy and water usage and maintaining expensive and sophisticated building system infrastructure. Restaffing the trades to prior levels is an investment that will more than pay for itself in utility savings, equipment preservation, and increased thermal comfort.

Lastly, E&RC feels developing our own internal greenhouse gas emissions reduction policy is imperative. E&RC is working to finalize our draft guidance in the coming year.



#### Analysis

Table 1: 2023-2024 BSD	<b>Total Utility Consumption</b>	<b>Comparison and Goals</b>
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UTILITY	2021-22	2022-23	2023-24	2023-24 vs. 2022-23	2024-25 Usage Goals
Electricity (kWh x 1,000) (\$ x 1,000)	34,410 (\$4,140)	32,335 (\$4,505)	33,064 (\$4,778)	Usage (+2%) Cost (+14%)	32,000 kWh (-3%)
Natural Gas (Therms x 1,000) (\$ x 1,000)	1,664 (\$1,405)	1,652 (\$1,550)	1,390 (\$1,400)	Usage (-16%) Cost (-5%)	1,200 Therms (-13%)
Water (CCF x 100) (\$ x 1,000)	93 (\$2,591)	89 (\$2,522)	91 (\$2,893)	Usage (+2%) Cost (+12%)	90 CCF (+7%)
Garbage and Recycling (\$ x 1,000)	(\$842)	(\$905)	(\$978)	Cost (+8%)	NA
Solar PV Production** (1,000 x kWh)	750 (\$91,500)	860 (\$104,500)	950 (\$119,500)	Production (+10%) Cost Benefit (+13%)	1,000 kWh

- Electricity. Usage increased 2% and rates increased 13% in 2024. This has resulted in a 14% cost increase and \$790k more spent. PGE announced a 6% rate increase for 2024-25. Rates will steadily increase as PGE invests in carbon neutrality and infrastructure resistant to extreme weather events. Continued investment in energy efficiency equipment and workforce to service and optimize equipment is critical to driving savings.
- Natural Gas. Usage generally follows the weather and varies year to year. The colder the outdoor air, the more therms are consumed. The 2023-24 winter realized milder temperatures which kept our usage relatively low. Rates increased 10% for 2024-25 and we expect these double-digit annual rate increases to continue. The district will continue to invest in high-efficiency natural gas HVAC and water heating equipment and monitor our sites to operate as efficiently as possible.
- Water. Over the last several years, rising water costs have been concerning. Rates have increased 20% from 2021-22. Our usage has mostly stabilized, but large reductions in water usage are still possible, especially in summer irrigation. We must invest in smart irrigation technology that detects leaks and irrigates as efficiently as possible.
- Garbage and Recycling. Waste and recycling costs were up 8% compared to the year prior with an increased cost of \$73,000.



• **Renewable Energy**. BSD has ten solar schools with photovoltaic (PV) systems ranging from 100-190 kW in size. Solar electricity production reached 950,000 kWh for the 2023-24 school year – an 10% increase from the prior year. The total cost benefit for this production was \$119,500 - a 13% increase over the prior year. These reductions were due to solar system reliability and visibility issues that are actively being resolved. Currently, district solar generation capacity is between 900,000 and 1,000,000 kwh (1 gigawatt) which we hopefully should produce next year.

### Accomplishments

- E&RC continued to work closely with Facilities Development, Maintenance and Transportation Departments to deliver \$1.05 million SB1149 program dollars into energy-efficient capital projects for the 2023-24 year. An estimated 300,000 kWh and 30,000 therms of savings were realized from these projects resulting in a combined annual cost savings of over \$60,000 in utility cost savings per year.
- 2. E&RC has secured a total of \$194,000 incentives through the Energy Trust of Oregon Existing Building Program (EB) for 2023-24. ETO's New Building (NB) Program is expected to provide over \$90K in incentives for eligible 2022 bond projects thus far. These incentive dollars offset bond and SB1149 project expenditures.
- 3. BSD solar systems have now generated a system life total of 5.8 gigawatts (million kWh) of electricity, enough to power 520 average-sized homes for a year.
- 4. E&RC worked with Facilities to plan for a roll-back or modification of the COVID HVAC run-time protocol that will reduce excess electricity and natural gas usage and preserve HVAC equipment while still meeting air quality requirements.
- 5. The SB1149 program partnered with the Transportation Department to install BSD's first electric fleet charging station located at TSC. The 6-vehicle EV charging station was 100% paid for with SB1149 funds.

### Challenges

Utility rates are projected to increase across the board into the near future. Water costs pose the highest level of concern. More concerning is E&RC has no budget mechanism to invest in water conservation equipment. Adequately staffed and funded Plumbing and Grounds teams are critical to adequately repairing building and HVAC system water leaks and updating and investing in irrigation leak sensing equipment.



### **Goals for 2024-25**

- 1. Coordinate with HVAC and plumbing departments, when their limited time allows, to optimize building operation to drive down building EUI values. E&RC will monitor usage closely, reduce consumption where possible, and provide monthly use and cost updates.
- 2. Continue to deliver cost-effective energy-efficient HVAC and lighting systems that align with the bond renovation effort and maintenance needs. This will be achieved by contracting additional energy audits as needed, offer cost-effective SB1149 program measures, pursue ETO incentives, and collaborate to ensure continued success of all capital projects.
- 3. Expand BSD's Energy Star Certification Portfolio and re-establish certified Oregon Green Schools.
- 4. Assist the Maintenance Grounds department in evaluating smart irrigation system technology such as real-time irrigation flow meters.
- 5. Implement a fleet EV charging station for up to 20 vehicles for Maintenance Services over the next 5 years.
- 6. Finalize a district-wide greenhouse gas carbon reduction policy. A draft greenhouse gas framework has been developed with a target a full working draft policy in 2025.
- 7. Pursue Energy Management Information System (EMIS) software enhancements that will tie lighting and HVAC controls along with solar production and continuous commissioning for building performance optimization.