

Date: May 10, 2018

For: ACTION   
For: INFORMATION

Board Agenda: Yes   
No

**FROM:** Mignon R. Anthony, Chief Operating Officer

**THROUGH:** Lois F. Berlin, Ed.D., Interim Superintendent of Schools  
Joseph Makolandra, Chief Human Resources Officer  
Michael Herbstman, Chief Financial Officer

**TO:** The Honorable Ramee A. Gentry, Chair, and Members of the Alexandria City School Board

**TOPIC:** **Operations Department Reorganization**

**BACKGROUND:** The Operations Department of ACPS is comprised of three professional offices providing services and support to the entire division: Office of Pupil Transportation, Office of Food and Nutritional Services and the Office of Educational Facilities. Operations Department leadership is responsible for directing the highest level of efficiency and coordination by these organizations to ensure that their role supports the Every Student Succeeds goals of ACPS.

During the first quarter of tenure with ACPS as Chief Operating Officer, a review of the Operations Department organization was conducted. This entailed interviews with each school operation, an assessment of basic work flow, processes, procedures and communications, relationship structures, technical resources and professional certifications, management tools, technology, policies and budgets for each Office. In a number of key areas of practice, the Operations Department is in need of change. The Operations Department suffers in many instances from a stagnant operating posture trying to keep pace with an increasingly growing and changing portfolio of aging and new schools, partially implemented or outdated technology, the impact of multiple leadership turnover, and a need to employ modern standards, quality control practices and more efficient administrative practices. Moving towards best practices for ACPS Operations will take a number of years.

There are immediate measures, however, that will begin to correct failures in the current system and establish the foundation for significant future improvements. Taking these actions will result in noticeable upgraded support and partnerships to schools in all operational areas; provide resources that allow ACPS to address joint city/schools commitments; mitigate perceived reputational damage and proactively manage new initiatives and institute improved internal controls over Operations Department budgets.

Instituting the recommendations outlined in this reorganization and realignment request will also begin to acknowledge and prepare ACPS for the volume and complexity of work appropriated to the responsibility of the Operations Department. Providing comprehensive education for the whole child and developing supporting policies and practices also means that the Operations Department plays a key role in delivering 'whole school services' that start from student's homes

with transportation, to their environmentally friendly, clean, safe and sustainable environment at school, to their feeling of security, to their nourishment throughout the school day, to their recreational and after-school activities and back to home neighborhoods at day's end. The Operations Department is the first ACPS experience students and families receive in the morning and the last they are left with each day – a responsibility taken very seriously for the men and women in the Operations Department.

The Superintendent recommends the following actions for approval by the Board, and also provides a look ahead to FY 2020 for how the requested actions align into a proposed future organizational plan for the Operations Department.

**Office of School and Nutritional Services:**

No Board Action: A new position level entitled School Nutritional Service Worker (SNS) III was certified in March 2018 to create second tier of management oversight and certification at the school level. This new position has created a career path towards Unit Manager for current employees who are interested, apply and are accepted.

**Office of Pupil Transportation:**

Board Action: Approve five reclassifications in FY19: (1) create a supervisory career path position from Transportation Coordinator (support) to Assistant Director of Transportation (administrative); (2) reclassify the Safety/Training Specialist position to better reflect position responsibilities and requirements; (3) reclassify two Transportation Supervisor positions to denote specializations in Routing and Payroll; (4) change the title of Shop Supervisor to Fleet Manager.

**Office of Educational Facilities:**

Board Action: Approve the removal of Health, Safety and Risk Management section from under Educational Facilities. Create a new Office of Health, Safety and Risk Management. Reclassify the Assistant Director position to a Director position commensurate with the other Office structures.

Office of Educational Facilities, Front Office:

Board Action: Approve one new FTE in FY19 – Energy Manager for Office of Educational Facilities. This position will establish and manage the division-wide energy management program including measurement, data tracking, compliance, reporting and provide input/consulting to CIP projects.

Board Action: Reclassify Administrative Assistant position to Work Order Controller. Move this FTE to the Operations and Maintenance section.

Office of Educational Facilities, Planning, Design and Construction

Board Action: Approve the renaming of the Planning, Design and Construction section to Design and Construction section.

Office of Educational Facilities, Operations and Maintenance

Board Action: none

During FY19, a Customer Support Services (Help Desk) model operation will be developed and begin implementation, including the absorption of the Work Order Controller position. Across the entire Office of Educational Facilities, and possibly the other offices, comprehensive organizational planning will take place to identify sustainable processes and customer service

models that increase output, work that will align with the FY20 budget. This planning will consider the Gibson Audit, the Joint Task Force findings, plans and decision criteria, along with best industry practices for school systems and the needs of the CIP capacity project work.

**Operations Department, Front Office**

Board Action: Propose 1 new FTE/new position, Executive Director of Operations Coordination.

The purpose and role of this position will be to close gaps and provide needed collaboration and execution between the different Operations Department offices, between Operations and the other ACPS departments, and between Operations and schools, in general. This will provide a vastly improved focus on cohesive services and communications. More importantly, the person in this position will be vital in the design and initiation of new operating programs (Help Desk), standards, improved budget formulation and internal controls, technical advice for improving procurement strategies, processes and administration.

Board Action: Reclassify/rename position – from Educational Facilities Planner to Senior Planner. The role of this position has changed beyond the current description and requires redefining of duties.

**RECOMMENDATION:** The Superintendent recommends that the School Board approve the proposed Operations Department reorganization.

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