



Hierarchy & How Many Hats Do You Wear?

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What hats are you wearing?

SHARE OUT



Role Descriptions & Job Responsibilities

Buildings & Grounds Director

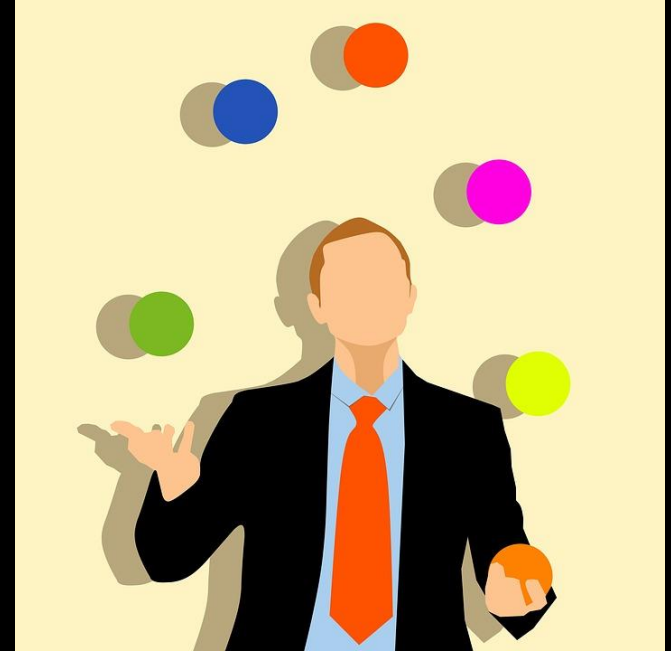
Safety Coordinator

Transportation Coordinator

Operations

Human Resources

Food Service



Role Descriptions & Job Responsibilities

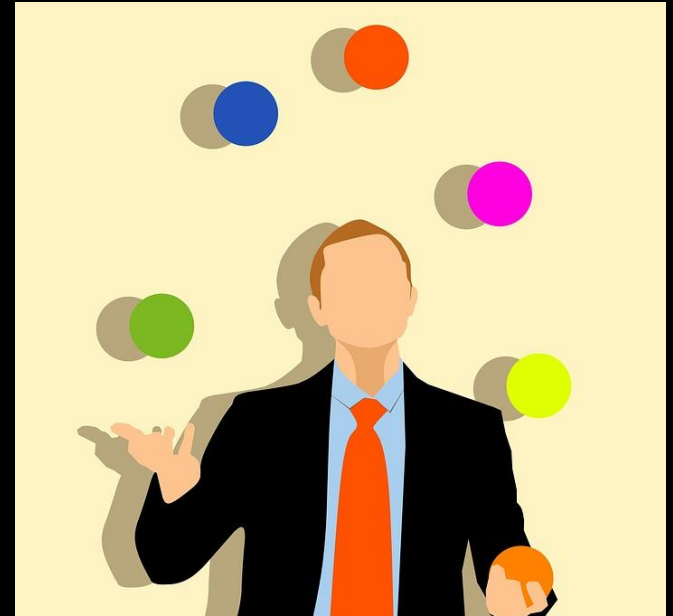
Asbestos Designated Person

Chemical Hygiene Officer

Blood-borne Pathogens

Information Technology

Finance





What Committees Are You Part Of?

Long Range Facility Planning

Referendum Committees

Safety Committees

Security Committees

Boundary Change Committee

Leadership Council or Superintendent Cabinet

How many of you manage?

Injury or accident investigations?

Property insurance claims?

Threat Assessment Process?

Hire/Fire/Reprimand employees?

Food Service?

Transportation?

Construction?



Expertise in Technology

Visitor Management

HVAC

Door Access

Cameras

Facilities Scheduling

Adopting Policies



Expertise in multiple areas

Stadiums & Fields

Electrical

Tennis Courts

Plumbing

Gym Floors

On-boarding

Cameras

Pools

Budgeting

Snow Removal

Interviewing



Expertise

Energy Management

Key Management

Inventory/Asset

Employee Evaluation

Safety/Security

What other areas do you need to have expertise in?





All other duties as assigned?

Mentor

Web designer

Psychologist

Coach

Community member

Cheerleader

Role model

Public Relations

Data analyst

Tour Guide

Any other duties you perform?



**PEWAUKEE
SCHOOL DISTRICT**

Governance System in Small District 2019-20

Board of Education

Board President, Board Vice President, Board Clerk, Board Treasurer, Board Member, Board Member, Board Member

Superintendent

*+

Administrative Cabinet – all members evaluated by the Senior Leaders

Director of Student Services *	Chief Information & Technology Officer *	Director of Human Resources *	High School Principal *	Middle School Principal *	Elementary School Principal *	Elementary School Principal *	Director of Learning & Leadership *
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Other Leaders Participating on Administrative Team (all AT members evaluated by assigned cabinet members)

Director of Buildings and Grounds #*	Data & Assessment Manager *	Marketing & Communications Manager *	High School Associate Principal *	High School Dean of Students	Director of Athletics & Activities *	Middle School Associate Principal *	Elementary Associate Principal *	Elementary Associate Principal *
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*Denotes Administrators who have direct reports (staff members who they evaluate in the Performance Evaluation System)

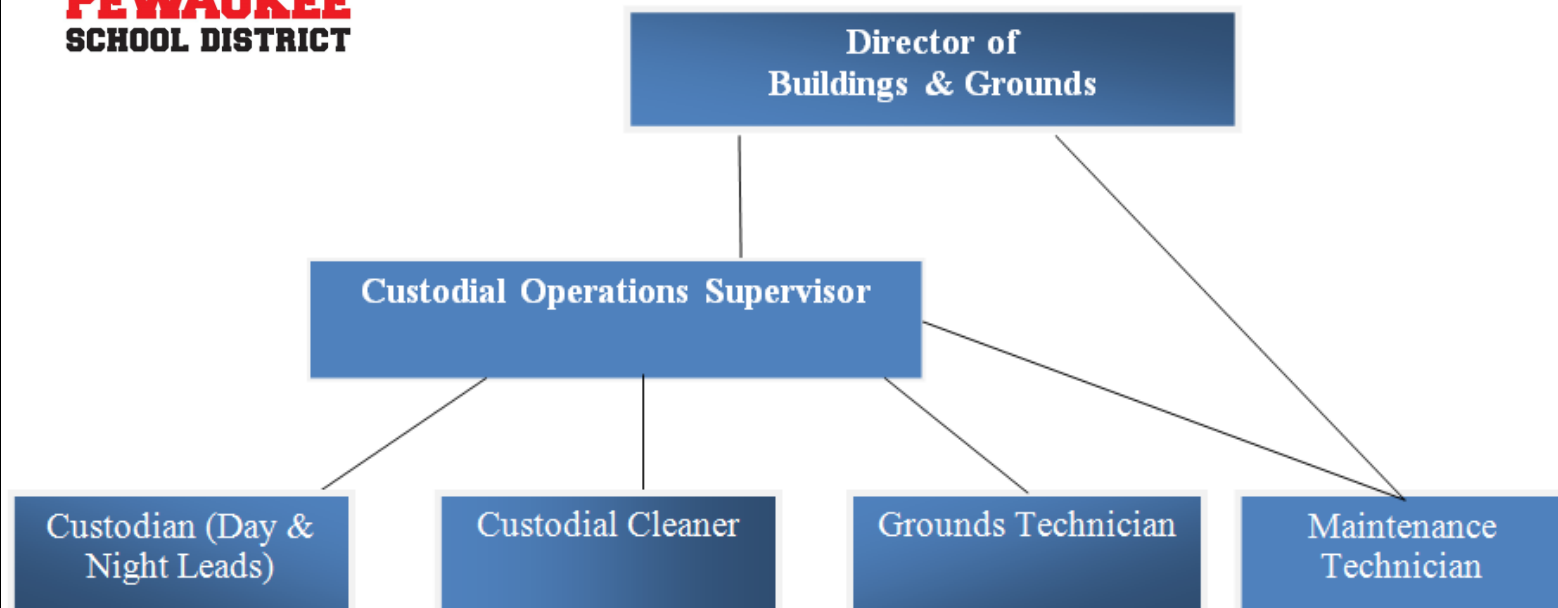
+ Reports to the seven (7) member Board of Education

#Denotes Administrator who is evaluated by CFO/CAO



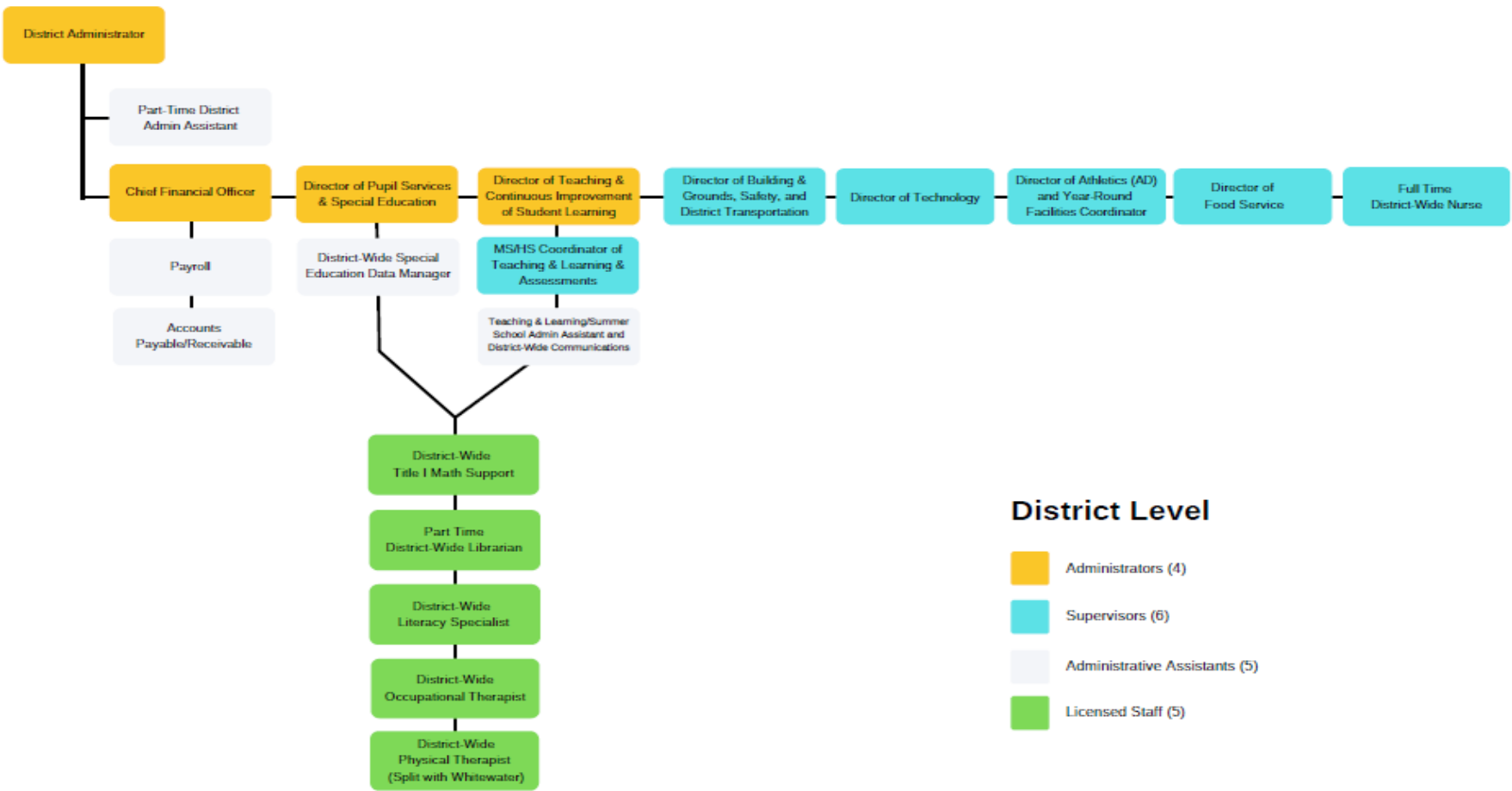
PEWAUKEE
SCHOOL DISTRICT

Buildings & Grounds



2021-22 ETCSD Operations

- Charts do not reflect FTE of positions. Positions may also be split between buildings (appear in multiple flow charts).
- One staff member may hold more than one position (example: Bus Driver & Food Service).
- Charts do not include on-call substitutes, student workers, athletic workers, etc.



District Level

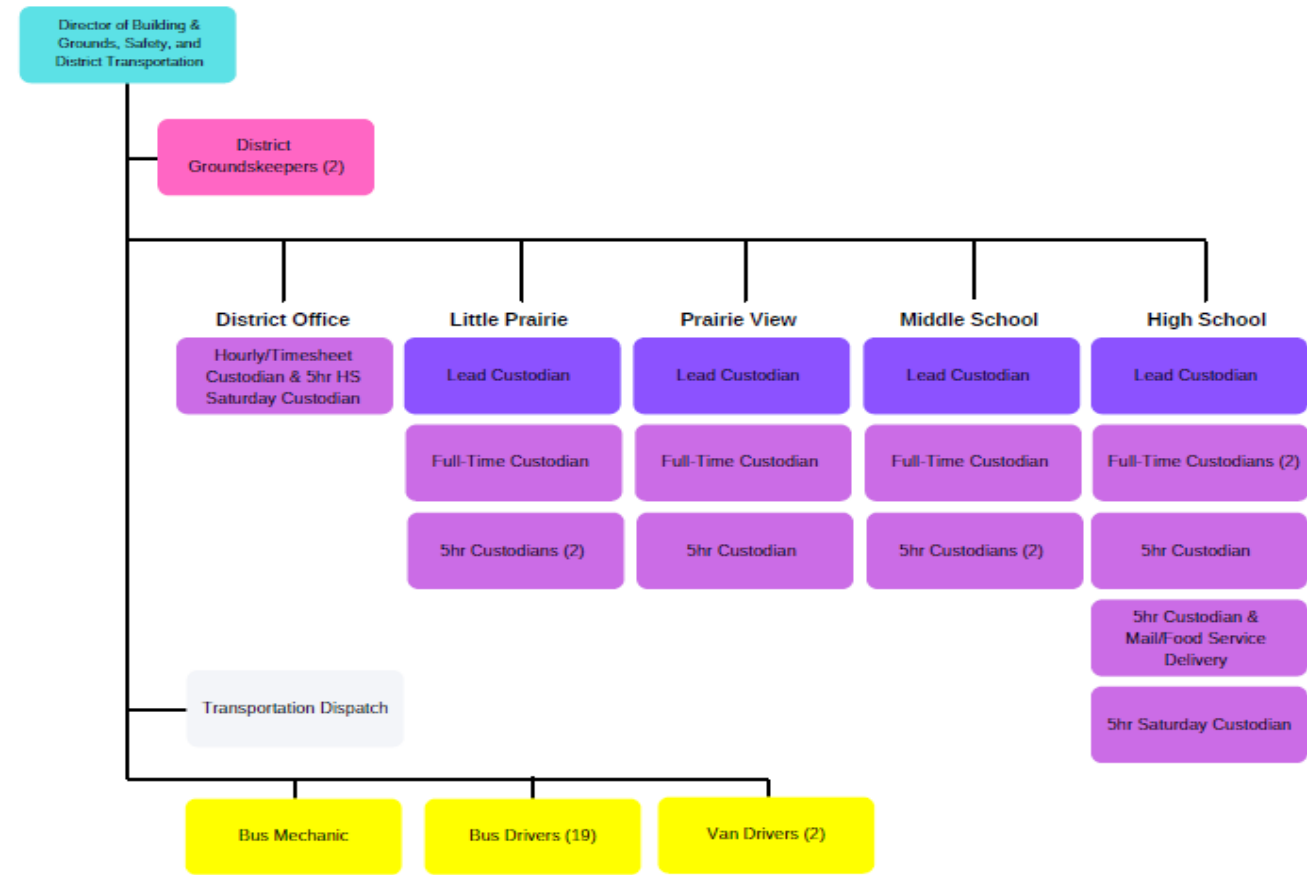
- Administrators (4)
- Supervisors (6)
- Administrative Assistants (5)
- Licensed Staff (5)

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Custodial & Transportation

- Supervisor (1)
- Lead Custodians (4)
- Custodians (14)
- District Groundskeepers (2)
- Administrative Assistant (1)
- Transportation (22)



Large District Hierarchy Example

Kenosha Unified School District

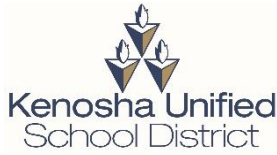
Kenosha, Wisconsin

- ◆ Reports to the Superintendent
- ◆ No Business Manager Position
- ◆ 6 Main Departments in Facilities
- ◆ 386 Employees Plus 150 Contracted Bus Drivers
- ◆ 40 Principals to Understand and Work With
- ◆ Senior Citizen Center & Recreation Department

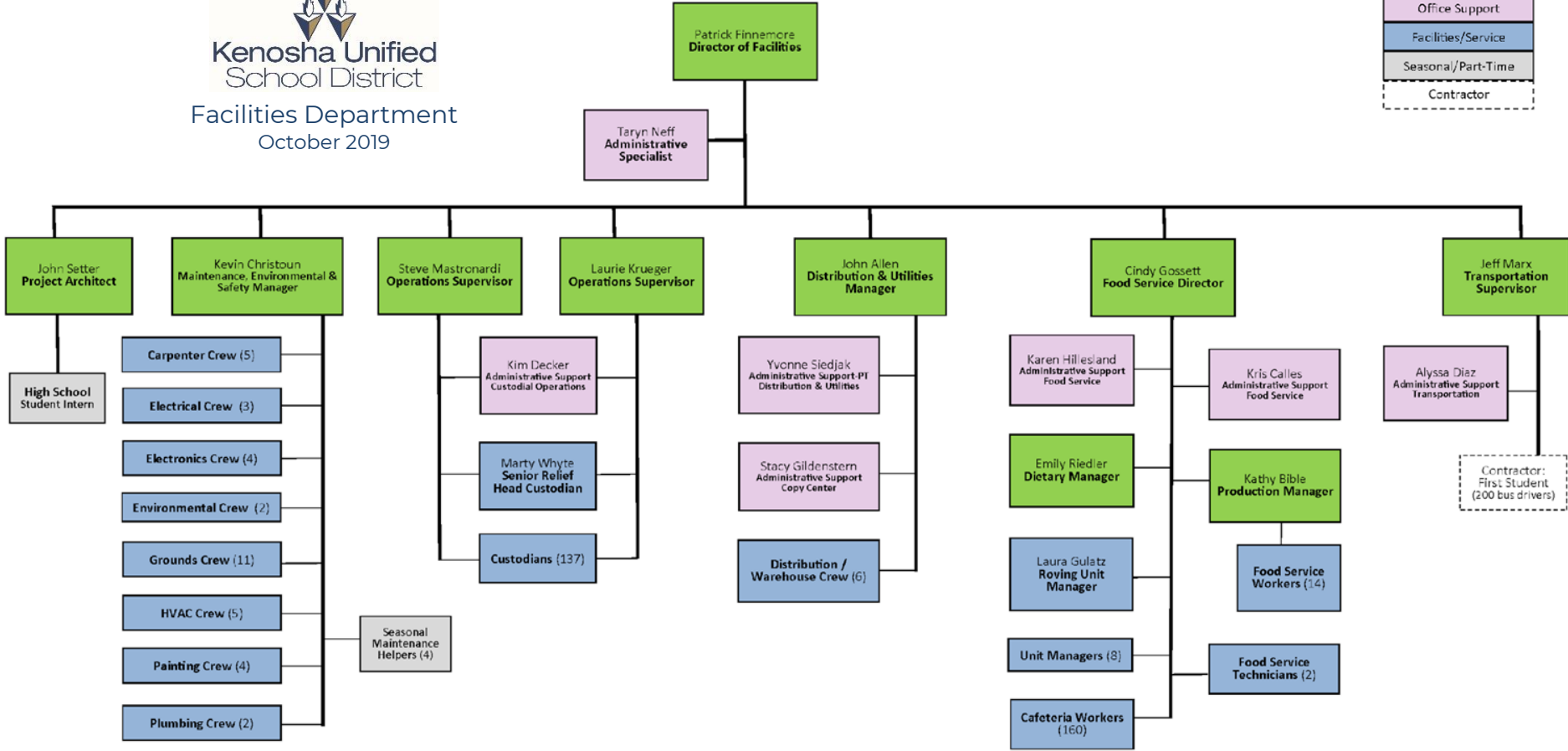
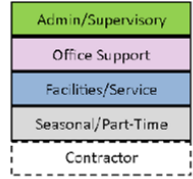


Kenosha Unified
School District

ACADEMICS. OPPORTUNITY. SUCCESS.



Facilities Department
October 2019



Areas of Responsibility – Standard Staff



- ◆ **Custodial Operations**

- ◆ **Maintenance** *90% In-House*

- ◆ **Safety & Environmental** *In-House except large projects*

- ◆ **Grounds** *All In-House*

- ◆ **Warehouse & Food Delivery**



Good News

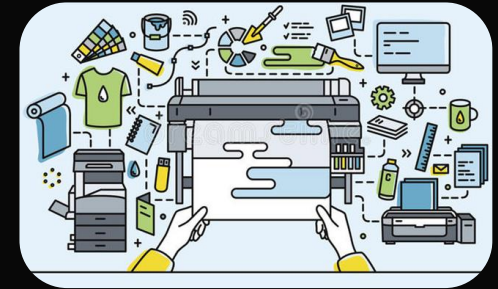
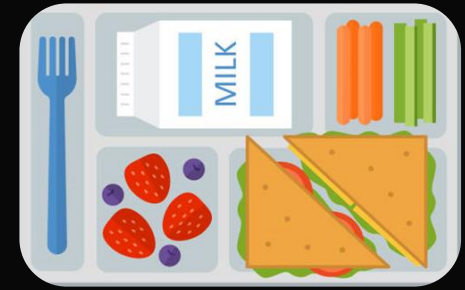
- ◆ There are 7 direct reporting supervisors!
- ◆ I do much less day-to-day facilities than maybe anyone in this room.
 - ☒ I don't directly supervise custodians or maintenance staff.
 - ☒ I don't fix anything that is broken.
- ◆ Day-to-day is still about 1/3 of my job and it needs to be. I still need to know everything that is going on and make sure things are done correctly.



Areas of Responsibility – Non-Traditional



- ◆ Food Service
- ◆ Transportation
- ◆ Boundary Changes
- ◆ Real Estate
- ◆ Copy Center
- ◆ Referendum Spokesperson



Areas of Responsibility – Capital Projects

- ◆ Probably one of the biggest differences in terms of volume and level of involvement
- ◆ Have constructed over 1.5 million square feet of new schools and remodeled another 2.2 million square feet of existing schools over the last 21 years - that's about 6 times the size of a typical school district in Wisconsin.
- ◆ Constant state of project management - planning, designing, bidding, construction



Areas of Responsibility – Capital Projects *continued*



- ◆ Lead long range planning committee & design committees
- ◆ District spokesperson for referendum campaigns
- ◆ Oversee all aspects of project financials (except the borrowing and investing strategy)
- ◆ Owner's Representative
- ◆ Have final say on all capital projects – e.g. energy projects, security grant funds, etc.
- ◆ Probably 1/3 of my daily duties everyday in the last 21 years

Large District Example Summary



- ◆ In a lot of ways, I do things that a business manager (or superintendent) does in a smaller school district. That can be a good thing and it can be a bad thing
- ◆ I have the huge benefit of having a great team of individuals that handle a great deal of day-to-day operations.
- ◆ Do not take Transportation or Food Services (especially Transportation) unless you are forced to... Even then, try to fight it!
- ◆ Working at a large school district is a lot of fun – when I retire someday hopefully one of you will give it a shot.

Management Strategies - Agility



- ◆ Delegation - Knowing and Trusting
- ◆ Organization
- ◆ Scheduling your time wisely - calendar everything
- ◆ Knowing there's always an ongoing list- Prioritize!
- ◆ Good relationships with staff
- ◆ Don't be afraid to ask for help
- ◆ Don't juggle too much at once - finish tasks
- ◆ Leverage help from outside the organization (consultants, contractors, local municipalities)
- ◆ YOU ARE NOT ALONE!