

# A FY 2022 Comparative Review of 30 Mississippi School Districts: Operations (Volume V)

A Report to the Mississippi Legislature

Report #690

August 9, 2023



# PEER Committee

Jerry Turner, Chair

Charles Younger, Vice-Chair

Sollie Norwood, Secretary

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Kevin Blackwell

Lydia Chassaniol

Dean Kirby

Chad McMahan

John Polk

## Representatives:

Richard Bennett

Cedric Burnett

Becky Currie

Carolyn Crawford

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## About PEER:

The Mississippi Legislature created the Joint Legislative Committee on Performance Evaluation and Expenditure Review (PEER Committee) by statute in 1973. A joint committee, the PEER Committee is composed of seven members of the House of Representatives appointed by the Speaker of the House and seven members of the Senate appointed by the Lieutenant Governor. Appointments are made for four-year terms, with one Senator and one Representative appointed from each of the U.S. Congressional Districts and three at-large members appointed from each house. Committee officers are elected by the membership, with officers alternating annually between the two houses. All Committee actions by statute require a majority vote of four Representatives and four Senators voting in the affirmative.

Mississippi's constitution gives the Legislature broad power to conduct examinations and investigations. PEER is authorized by law to review any public entity, including contractors supported in whole or in part by public funds, and to address any issues that may require legislative action. PEER has statutory access to all state and local records and has subpoena power to compel testimony or the production of documents.

PEER provides a variety of services to the Legislature, including program evaluations, economy and efficiency reviews, financial audits, limited scope evaluations, fiscal notes, and other governmental research and assistance. The Committee identifies inefficiency or ineffectiveness or a failure to accomplish legislative objectives, and makes recommendations for redefinition, redirection, redistribution and/or restructuring of Mississippi government. As directed by and subject to the prior approval of the PEER Committee, the Committee's professional staff executes audit and evaluation projects obtaining information and developing options for consideration by the Committee. The PEER Committee releases reports to the Legislature, Governor, Lieutenant Governor, the agency examined, and the general public.

The Committee assigns top priority to written requests from individual legislators and legislative committees. The Committee also considers PEER staff proposals and written requests from state officials and others.



# Joint Legislative Committee on Performance Evaluation and Expenditure Review

PEER Committee

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P.O. Box 1204 | Jackson, Mississippi 39215-1204

## Representatives

Jerry Turner

Chair

Richard Bennett

Cedric Burnett

Carolyn Crawford

Becky Currie

Timmy Ladner

Percy Watson

August 9, 2023

Honorable Tate Reeves, Governor

Honorable Delbert Hosemann, Lieutenant Governor

Honorable Philip Gunn, Speaker of the House

Members of the Mississippi State Legislature

On August 9, 2023, the PEER Committee authorized release of the report titled *A FY 2022 Comparative Review of 30 Mississippi School Districts*.

## Senators

Charles Younger

Vice Chair

Sollie Norwood

Secretary

Kevin Blackwell

Lydia Chassaniol

Dean Kirby

Chad McMahan

John Polk

Representative Jerry Turner, Chair

## Executive Director

James F. (Ted) Booth

**This report does not recommend increased funding or additional staff.**

Phone: (601) 359-1226 | Fax: (601) 359-1420 | [www.peer.ms.gov](http://www.peer.ms.gov)  
Woolfolk Building | 501 North West St, Suite 301-A | Jackson, MS 39201

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**CONCLUSION:** A review of 30 Mississippi school districts resulted in variance in how districts manage their operations and facilities. For example, eight districts do not utilize an electronic maintenance work order system and 16 districts do not have a formal preventative maintenance program. Districts had a wide range of costs for custodial, maintenance, and groundskeeping services for FY 2022, which indicates that there are opportunities to improve efficiencies and save money while maintaining or improving service levels. Fifteen districts (50%) reported that they have school facilities that are not in active use; therefore, districts may have opportunities to repurpose underutilized facilities, make informed decisions, and plan for changes in enrollment. Some districts could not provide all requested information, which inhibited this review and inhibits a district's ability to effectively manage its operations.



### BACKGROUND

In FY 2023, PEER received funding to contract with Glimpse K12 (an education technology company headquartered in Huntsville, Alabama) to conduct a comparative review of 30 school districts. This report focuses on one of six areas of review—operations (Volume V). Other reports include:

- Finance (Volume I);
- Human Resources (Volume II);
- Information Technology (Volume III);
- Nutrition (Volume IV); and
- Transportation (Volume VI).

### KEY FINDINGS

- **Of the 30 districts reviewed, 8 (27%) do not utilize an electronic maintenance work order system.**  
The average number of days to complete a maintenance work order by district ranged from 1 to 14 days. An electronic system offers several advantages (e.g., potentially quicker response times); however, district personnel must be proficient in using the software to benefit from those advantages.
- **11 districts reviewed do not conduct formal annual facility assessments.**  
These districts indicated that they conduct assessments on an as-needed basis; however, annual assessments are beneficial to ensure the safety, functionality, and efficiency of the districts' buildings. Additionally, they these assessments contribute to long-term cost savings by addressing minor issues before they escalate into more costly problems.
- **14 districts (47%) do not have an energy management program.**  
Hiring an outside energy management company can be costly. Self-implementing behavior-based programs gives districts greater control over cost, processes, and outcomes.
- **16 districts reviewed (53%) do not have a formal preventative maintenance program.**  
Preventative maintenance involves regularly scheduled inspections, servicing, and repairs to identify and address problems before they escalate. Program standards are provided by various federal and state entities (e.g., the Mississippi Department of Education).
- **15 districts reviewed (50%) reported that they have school facilities that are not in active use.**  
By tracking inactive facility square footage, districts can identify and repurpose underutilized facilities, make informed decisions, and plan for changes in enrollment.

### A Look at Selected FY 2022 District Cost Metrics

- Across the 30 reviewed districts, maintenance and operations cost per student for FY 2022 ranged from \$347 in Copiah to \$4,963 in Hollandale. The median was \$1,210 per student.
- Custodial cost per square foot ranged from a low of \$0.47 in Perry to a high of \$6.77 in Coahoma, with a median of \$1.25. Custodial supply cost per square foot ranged from a low of \$0.09 in Oxford to \$3.82 in Coahoma.
- Maintenance cost per square foot ranged from \$0.47 in Holmes to \$12.34 in Hollandale.
- Number of square acres per groundskeeper ranged from 10 acres in Hollandale to 97 acres in North Panola. Data for 12 districts was not available, however.

## KEY FINDINGS

- **Information gathered from districts resulted in wide ranges of costs and staffing levels for custodial, maintenance, and groundskeeping services. Such wide ranges indicate districts have opportunities to improve efficiencies and save money while maintaining or improving service levels.**  
See pages 15 through 24 for key performance indicators by district.
- **The percentage of a district's budget allocated to operation costs varies based on factors such as the size of the school system and the age of the facilities.**  
Districts ranged from expending a low of 3% of their budgets on operations to a high of 23%.
- **12 of the districts reviewed (40%) subcontract at least one of the following services—maintenance, custodial, and groundskeeping services.**  
Only one district (Yazoo County) subcontracts all three services.
- **Several districts do not track maintenance, custodial and/or groundskeeping costs separately.**  
Combining the costs of these services decreases accountability and transparency of funds.

### Issues with Data

Some districts could not provide all requested information, which inhibited this review and inhibits a district's ability to effectively manage its operations.

Some districts that contract out a portion of their operations were unable to provide certain information for the comparative analysis, including custodial supply costs and/or the number of custodians groundskeepers that perform those services.

### Five Most Cost-Effective Districts

The following districts showed positive performance across cost-related Key Performance Indicators:

- George;
- Natchez-Adams;
- Oxford;
- Perry; and,
- Tate.

Estimated Annual Cost Savings Across the 30 Reviewed Districts: From \$5,131,361 to \$15,331,970.

Glimpse K12 calculated savings estimates based on either potential efficiency improvements to reduce labor cost or reduce supply usage/cost, or a combination of both. Savings estimates take into consideration several factors (e.g., custodial cost per square foot, maintenance costs per square foot); however, there are factors outside the scope of this review that can impact the ability of a district to achieve the estimated cost savings (e.g., facility condition and age).

- Glimpse K12 calculated potential savings for 16 of the 30 districts. See pages 7 through 9 for potential savings by district.
- This review also provides all districts with non-cost savings recommendations to improve service levels. See Appendix A on page 25.

## SUMMARY OF RECOMMENDATIONS FOR DISTRICTS

1. In FY 2024, each district superintendent, in consultation with the district's operations personnel, should review the information from this report and implement each of the relevant district recommendations to increase efficiency, improve service levels, and/or achieve cost-savings. Such recommendations include but are not limited to:
  - a. Implementing an electronic work order system;
  - b. Conducting formal annual facility assessments;
  - c. Implementing an energy management program; and
  - d. Implementing a formal preventive maintenance program.
2. For districts that were unable to provide certain information during this review pertaining to their operations, relevant district personnel should begin collecting and monitoring this data on an ongoing basis.
3. If feasible, districts should begin tracking custodial, maintenance, and groundskeeping costs separately.
4. District personnel should provide an annual report to the district superintendent regarding the status of the operations using the measures included in this review.



# Restrictions

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GlimpseK12 is providing this report to the PEER Committee based on data and extrapolated information provided by the school district at the time of the report. GlimpseK12 does not independently verify the data or information provided to them by the district or its programs. If the district chooses to provide additional data or information, GlimpseK12 reserves the right to amend the report.

All decisions made concerning the contents of this report are understood to be the sole responsibility of any organization or individual making the decision. GlimpseK12 does not and will not in the future perform any management functions for any organizations or individuals related to this report.

This report is solely intended to be a resource guide.

*PEER staff contributed to the overall message of this report and recommendations based on the data and information provided by Glimpse. PEER staff also provided quality assurance and editing for this report to comply with PEER writing standards; however, PEER did not validate the source data collected by Glimpse.*

# Executive Summary

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This report presents an assessment of 30 school districts reviewing data from the 2022 Fiscal Year. See Appendix A on page 25 for commendations, observations, and potential opportunities for each district.

**Key takeaways regarding operations and facilities management practices (e.g., maintenance, custodial, and groundskeeping services) include:**

- 23% of the reviewed school districts do not utilize an electronic work order system. A properly implemented electronic maintenance work order system can offer several advantages. Firstly, it can enhance maintenance efficiency by automating work order requests and improving communication, resulting in quicker response times and improved task prioritization. Furthermore, most systems allow for tracking maintenance history and asset information, enabling the identification of trends and patterns for informed decision-making and optimal resource utilization. However, the adoption and understanding of technology within district operation departments may hinder the full implementation of an electronic work order system, leading to potentially unsatisfactory results. Also, a district's electronic work order system does not guarantee that a district will have adequate operation services. Out of the identified top five highest-performing districts, four made use of an electronic work order system, and one did not.
- 11 of the reviewed school districts do not conduct formal annual facility assessments. Although they conduct facility assessments on an as-needed basis, it is beneficial for school districts to conduct regular annual or pre-scheduled facility assessments to ensure the safety, functionality, and efficiency of their buildings. Regular assessments of school facilities serve to identify potential infrastructure issues like outdated electrical or HVAC systems, structural damage, and safety hazards. By understanding these issues early on, school districts can effectively prioritize and plan needed repairs and upgrades. Additionally, these assessments contribute to long-term cost savings by addressing minor issues before they escalate into more significant and costly problems. The impact of conducting regular annual assessments is that the assessment can be optimized to reduce resource needs and ensure that any changes are noted early on. If resources do not permit a regular, annual scheduled facility assessment, it is good practice for a district to define the shortest time interval beyond one year that resources will allow for and pre-schedule assessments to ensure that they are completed. Conducting regular facility assessments demonstrates proactive and responsible practices by school districts to ensure a safe and comfortable learning environment for students and faculty.
- 47% (14) of the reviewed school districts do not have an energy management program. School districts should consider implementing behavior-based energy management programs for cost, control, and staff engagement reasons. Hiring an outside energy management company can be expensive, while self-implementing programs can be more cost-effective using existing staff and resources. Self-implementation grants districts greater control over the process and outcomes by allowing them to tailor the program to their specific needs and goals. Additionally, behavior-based energy management programs engage staff and students, fostering sustainable behavior change and participation from the school community. Implementing a behavior-based energy management program can be a viable and effective option for school districts with the resources to do so. If implementing an energy management program is beyond the current resources of a school district, the district may be able to coordinate with the local energy provider for guidance and help in reducing and managing energy consumption.
- 53% of the reviewed school districts (16 in total) do not have a formal preventative maintenance program. Preventative maintenance refers to a proactive approach to maintaining equipment and facilities to prevent potential issues, breakdowns, or failures. It involves regularly scheduled inspections, servicing, and repairs to identify and address any potential problems before they escalate. The goal of preventative maintenance is to increase reliability, prolong the lifespan of assets, reduce the risk of unexpected failures, and minimize malfunctions

and costly repairs. Implementing formal preventative maintenance programs in school districts can be beneficial for several reasons:

- It ensures the safety of students and staff by regularly inspecting and maintaining equipment and facilities, reducing the risk of accidents and injuries.
- It offers long-term cost savings by addressing minor issues before they escalate and become expensive to fix, extending the lifespan of equipment and facilities. Additionally, well-maintained assets are more efficient, leading to reduced energy and utility bills, increased productivity, and fewer malfunctions.
- Compliance with regulations and standards is also facilitated through preventative maintenance programs, ensuring schools meet safety and operational requirements. Some examples of these regulations and standards are the Environmental Protection Agency Healthy School Environments and the U.S. Consumer Product Safety Commission Public Playground Safety Handbook. Others can be found on the Mississippi Department of Education's website ([www.mdek12.org/OSOS/SBG](http://www.mdek12.org/OSOS/SBG)).

Maintaining well-kept facilities and equipment helps build a positive reputation within the community, attracting and retaining students, staff, and funding, ultimately supporting the entire school district. All districts should implement preventative maintenance programs based on available resources.

- 50% of the reviewed school districts (15 in total) reported that they have school facilities that are not in active use. Tracking inactive facility square footage is crucial for school districts, particularly considering the shrinking population of school-age children in Mississippi as well as the United States as a whole. This tracking helps optimize resources, allocate finances effectively, plan appropriately, ensure safety, and engage with the community. With declining student populations, school districts can identify and repurpose underutilized facilities, make informed budgeting decisions, and plan for changes in enrollment. By transparently sharing information about inactive square footage, districts can foster community engagement, trust, and collaboration in addressing the challenges posed by demographic changes.

#### **Key takeaways regarding operations performance:**

- The percentage of a district's budget allocated to operation costs can vary based on factors like the size of the school system, the age and condition of facilities, and the cost of living in the area. While it is generally better for operation costs to be a low percentage of the overall budget, this must be balanced with proper maintenance to ensure a safe learning environment for students and staff. Factors such as facility condition, age, financial resources, community support for issuing bonds to upgrade facilities, and school leader and district administration expectations and focus may limit a district's ability to improve. The exact percentage that is considered "good" will depend on the specific circumstances of the school system.
- Eight districts subcontracted custodial services, and their costs fell within the same range as districts that do not subcontract these services. Ten districts subcontracted groundskeeping services. Only one district (Yazoo County) subcontracted maintenance, custodial, and groundskeeping services. These services were provided under one contract and were not billed separately. These costs were reported to the assessment team as maintenance and operations costs. As a result, the district's maintenance cost per square foot and maintenance and operations cost per student were both above the state median. Districts should require itemized billing to record all expenditures in accordance with the Mississippi Department of Education's accounting manual for school districts.
- As can be seen in the key performance indicators on pages 13 through 24, information gathered from the districts resulted in a wide range of costs for operations. Such wide ranges indicate districts have opportunities to improve efficiencies and save money while maintaining or improving service levels. The district administration should review the key performance indicators and their individual district's observations and potential opportunities and take appropriate actions to increase efficiencies, improve service levels, and achieve cost savings.

- Some districts could not provide all requested information which inhibited the assessment team’s ability to conduct a full analysis of operations and facilities management and inhibits the district’s abilities to effectively manage operations. Appendix B on page 41 and the key performance indicators on pages 15 through 24 note when districts were unable to provide information.

### **Top five highest-performing districts:**

Positive performance means the district meets or is better than the median performance level of state comparative peers, the regional peer average, and the range of national peers. When there were less than five districts meeting or better than all three peer groups, those performing best in relation to the median performance of state comparative peers were used to complete the list of the five highest-performing districts.

The following districts have been identified as the highest performing based on positive performance across key performance indicators pertaining to all operational support costs (i.e., custodial costs per square foot, custodial costs per student, maintenance costs per square foot, etc.):

- George;
- Natchez-Adams;
- Oxford;
- Perry; and,
- Tate.

### **SUMMARY OF RECOMMENDATIONS FOR DISTRICTS**

1. In FY 2024, each district superintendent, in consultation with the district’s operations personnel, should review the information from this report and implement each of the relevant district recommendations to increase efficiency, improve service levels, and/or achieve cost-savings. Such recommendations include but are not limited to:
  - a. Implementing an electronic work order system;
  - b. Conducting annual facility assessments;
  - c. Implementing an energy management program; and
  - d. Implementing a formal preventive maintenance program.
2. For districts that were unable to provide certain information during this review pertaining to their operations, relevant district personnel should begin collecting and monitoring this data on an ongoing basis.
3. If feasible, districts should begin tracking custodial, maintenance, and groundskeeping costs separately.
4. District personnel should provide an annual report to the district superintendent regarding the status of the operations using the measures included in this review.

## Exhibit 1: District Metrics for School Year 2021-2022

District Metrics for School Year 2021-2022										
District	Maintenance and Operations Expenditures	Total Square Feet Maintained	Total Square Acres on School Campuses	Number of Schools	Total Student Enrollment	Total Square Acres of 16 <sup>th</sup> Section Land*	Number of Maintenance FTE	Number of Custodial FTE**	Number of Grounds-keeping FTE**	Square Feet per Student
Attala	\$1,009,793	287,740	21.0	5	985	Not Provided	2	Contracted	1	292
Canton	\$7,966,569	646,107	285.0	10	3,300	Not Provided	5	19	4.5	196
Coahoma	\$3,617,001	126,805	47.5	4	1,208	None*	5	10	0	105
Copiah	\$791,286	451,083	38.0	4	2,281	8,820	3	14	3	198
George	\$4,731,185	742,510	33.7	8	4,083	7,040	9	25	Contracted (1)	182
Greenville	\$1,479,612	Not Provided	Not Provided	11	3,644	1,321	12	32	4	N/A
Grenada	\$3,819,920	684,492	57.0	6	3,628	Not Provided	11	32	1	189
Hattiesburg	\$5,597,028	800,000	133.0	9	3,569	640	7	15	4	224
Hollandale	\$2,833,688	200,000	10.0	2	568	3,158	1	3	1	352
Holmes	\$3,049,964	614,556	120.6	7	2,542	11,743	5	22	Contracted	242
Louisville	\$2,739,100	449,750	140.8	7	2,553	Not Provided	6	16	2	176
Madison	\$14,850,162	2,200,000	52.0	23	13,096	8,960	7	49	Contracted	168
McComb	\$2,679,069	488,428	4.0	6	2,286	640	5	Contracted (7)	Contracted	214
Moss Point	\$6,136,833	515,345	74.0	6	1,563	27	14	18	0	330
Natchez-Adams	\$3,733,095	825,003	258.7	9	2,830	8,233	5	23	3.6	292
North Panola	\$2,660,237	310,260	97.0	5	1,250	None*	2	10	1	248
Noxubee	\$3,348,920	320,696	80.0	4	1,401	12,800	3	13	2	229
Okolona	\$648,474	715,265	16.2	3	518	None*	1	Contracted (6 Non-Contracted)	Contracted	1,381
Oxford	\$5,650,331	848,445	126.5	6	4,682	None*	4	Contracted	4	181
Pass Christian	\$3,929,768	478,033	59.3	4	1,975	640	3	Contracted (2 Non-Contracted)	Contracted	242
Perry	\$1,181,881	233,335	121.1	4	929	Not Provided	2	6	3	251
Simpson	\$3,195,782	571,314	156.8	9	3,102	11,035	5	16	2	184
Sunflower	\$7,068,842	905,320	75.0	12	3,061	11,549	4	33	5	296
Tate	\$1,777,829	378,206	74.8	6	2,000	None*	4	Contracted	Contracted	189
Walthall	\$1,669,430	478,091	111.0	6	1,702	Not Provided	3	7	6.5	281
Water Valley	\$987,337	176,780	42.0	2	1,057	None*	1	6	0	167
Wayne	\$4,190,000	674,709	Not Provided	7	2,850	Not Provided	3	Contracted	Contracted	237
West Point	\$5,968,940	578,964	69.0	8	2,770	None*	7	31	Contracted	209

## District Metrics for School Year 2021-2022

District	Maintenance and Operations Expenditures	Total Square Feet Maintained	Total Square Acres on School Campuses	Number of Schools	Total Student Enrollment	Total Square Acres of 16 <sup>th</sup> Section Land*	Number of Maintenance FTE	Number of Custodial FTE**	Number of Grounds-keeping FTE**	Square Feet per Student
Wilkinson	\$1,094,177	210,434	15.5	5	888	Not Provided	1	8	1	237
Yazoo County	\$2,421,039	273,105	46.3	4	1,385	16,195	Contracted	Contracted	Contracted (4)	197

\*16th section land refers to a specific type of land grant set aside for the benefit of public education. These lands were originally designated under the provisions of the U.S. Land Ordinance of 1785. The ordinance reserved every 16th section (approximately one square mile or 640 acres) within each township for the purpose of generating revenue for local schools.

Note: The treaty with the Chickasaw Indian Nation ceding their land to the United States failed to specifically reserve Sixteenth Sections, and when the lands were later sold by the government, no provision was made for the reservation of school trust lands. Later the United States granted the State of Mississippi lieu land as compensation for this error. However, this lieu land was sold by the state, and the money was invested in railroad bonds. The investment was lost during the Civil War. The State Legislature currently makes annual appropriations to school districts in the Chickasaw Cession area to compensate for this lost source of local education funding. The districts in this report that are affected by this are Coahoma, North Panola, Okolona, Oxford, Tate, Water Valley, and West Point.

\*\*Some districts were able to provide staffing counts for contracted services. When available, these staff counts are noted in parenthesis following the word "contracted."

The chart below summarizes potential cost savings and recommendations for improvement. In general, savings estimates are based on either potential efficiency improvements to reduce labor cost or reduce supply usage/cost, or a combination of both. Saving estimates take into consideration the following:

- Operation cost as a percentage of the district’s budget;
- Custodial costs per square foot;
- Custodial supply costs per square foot;
- Custodial workload (square footage per custodian);
- Maintenance costs per square foot; and,
- Maintenance workload (square footage per maintenance technician).

There are factors outside the scope of this assessment that can impact the ability of a district to achieve the estimated savings; these include but are not limited to the scope of duties assigned to custodians, work schedule assigned to custodians, custodial cleaning equipment and methods, cleanliness expectations and requirements, facility condition and age, maintenance staff skill and trade knowledge, and the approach of the district to managing maintenance activities.

More detailed information regarding savings opportunities and other non-cost savings recommendations to improve service levels can be found in Appendix A.

**Exhibit 2: Potential Cost Savings and Recommendations for Improvement for Operations**

District	Potential Savings		Recommendations
	Low	High	
Attala	\$77,689	\$178,728	The district should explore the option of returning custodial services to district personnel or keep in mind peer costs when seeking bids and awarding new custodial service contracts. The district should also consider implementing a preventative maintenance program. The district should implement a behavior-based program involving school principals and facility leaders to improve energy management.
Coahoma	\$701,231	\$899,047	Further review of staffing levels in the maintenance and custodial departments is necessary as it has the lowest square foot per custodial staff member of all reviewed districts. To improve facility management, the district should implement a preventative maintenance program. The district should also review the effectiveness of maintenance and custodial services.
Hattiesburg	\$1,206,107	\$1,456,000	To increase internal efficiency and reduce costs, the district should examine maintenance costs. To further improve facility management, the district should implement a preventative maintenance program. The district should implement a behavior-based program involving school principals and facility leaders to improve energy management.

District	Potential Savings		Recommendations
	Low	High	
Hollandale	\$104,000	\$890,760	The district should evaluate the efficiency and effectiveness of its maintenance and custodial services. The district should conduct a facilities assessment.
Holmes	\$694,448	\$798,215	To align custodial costs with reviewed districts, the district needs to review its expenses for opportunities to reduce costs.
Louisville	\$17,990	\$31,482	The district should review how groundskeeping needs are being met. The district should evaluate custodial supply costs and align them with the state median or the regional peer average. The district should implement a preventative maintenance program.
Moss Point	\$82,455	\$1,008,846	The district should review the effectiveness of maintenance services, as the square foot per maintenance staff member is low, and the cost per square foot is high. The district should consider improvements in custodial services.
North Panola	\$1,085,237	1,163,298	The district should gather feedback from school and central office staff to evaluate the efficiency and effectiveness of its groundskeeping services. The district should initiate an energy management program involving school principals and facility leaders to promote savings and environmental sustainability. The district should review operational costs to determine if there is an opportunity to align costs with the state median.
Noxubee	\$109,036	\$863,575	The district should implement a preventative maintenance program to improve facility management. The district should implement an energy management program involving school principals and facility leaders to lead to savings and environmental sustainability.
Pass Christian	\$86,801	\$1,118,597	The district should implement a preventative maintenance program to improve facility management. An energy management program involving school principals and facility leaders could also lead to savings and environmental sustainability.
Sunflower	\$135,798	\$3,303,492	The district should gather feedback from school and central office staff to evaluate the efficiency and effectiveness of provided services and determine if staffing adjustments are necessary. To improve facility management, the district should implement a preventative maintenance program. An energy management program involving school principals and facility leaders could also lead to savings and environmental sustainability. The district should explore opportunities to reduce maintenance costs.



District	Potential Savings		Recommendations
	Low	High	
Walthall	\$26,685	\$114,741	The district should review custodial supply costs and aim to reduce them to align with the state median. The district should conduct a review of staffing levels as custodial staff serve as groundskeeping technicians. To improve facility management, the district should implement a preventative maintenance program. An energy management program involving school principals and facility leaders could also lead to savings and environmental sustainability.
Water Valley	\$8,839	\$19,445	The district should gather feedback from school and central office staff to evaluate the efficiency and effectiveness of maintenance, custodial, and groundskeeping services and determine if staffing adjustments are necessary. The district should review custodial supply costs. The district may wish to implement an energy management program involving school principals and facility leaders, which could lead to savings and environmental sustainability.
Wayne	\$283,377	\$1,153,229	To improve facility management, the district should implement a preventative maintenance program. The district should review maintenance performance to assess if there is an opportunity to align maintenance costs with the state median. The district should also consider reevaluating current custodial services to determine if there is an opportunity to improve efficiency and reduce costs.
West Point	\$393,695	\$1,574,782	The district should gather feedback from school and central office staff to evaluate the efficiency and effectiveness of maintenance and custodial services and determine if staffing adjustments are necessary. To improve facility management, the district should implement an electronic maintenance work order system. Additionally, the district should implement a preventative maintenance program.
Yazoo County	\$117,973	\$757,733	The district should review maintenance and operation costs to determine if there is an opportunity to align costs with the state median.

The above list of opportunities totals annual cost savings ranging from **\$5,131,361** to **\$15,331,970**.

# Benchmarking

Benchmarking is the process of comparing and measuring different organizations' activities. When combined with key performance indicator comparisons, more insight can be gained to identify best practices and opportunities for improvement.

Operations benchmarks help clarify the school district's maintenance and custodial services management. Attention should be paid to each benchmark and the overall optimal productivity represented through the relationship between benchmarks and key performance indicators.

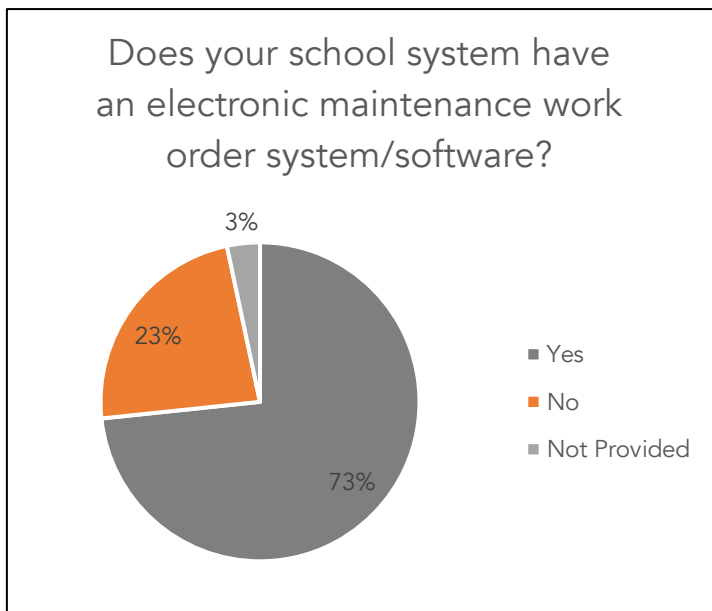
### Benchmarking Factors for this assessment were limited to:

- Maintenance practices;
- Custodial practices;
- Energy management practices; and,
- Technology utilized.

Please note that benchmark information was received from 29 out of 30 districts. The operations department of Grenada was unable to meet with the assessment team despite multiple attempts, and it did not respond to email inquiries regarding data follow-up. Consequently, its capacity to provide the necessary benchmarking data was impeded.

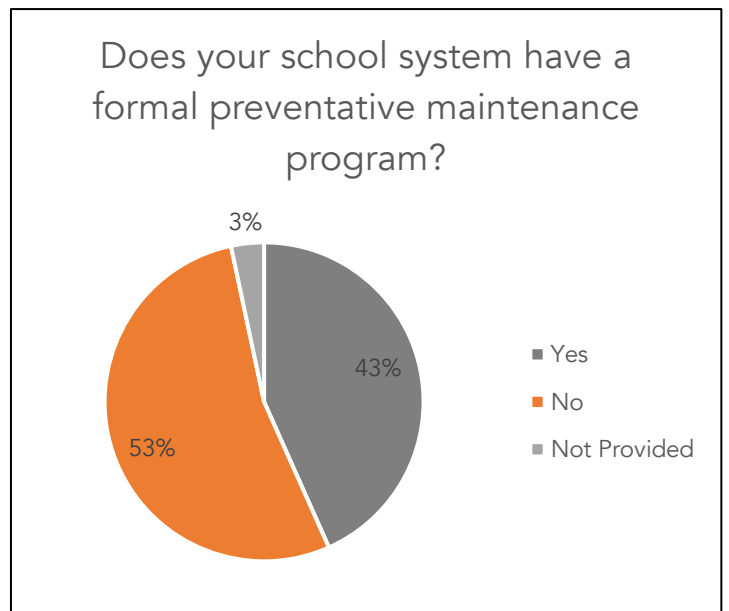
## Exhibit 3: Operations Benchmarks

Figure 3.1: Electronic Maintenance Work Order System



\*Due to rounding, the percentages in this pie chart do not add up to 100%.

Figure 3.2: Formal Preventative Maintenance Program



\*Due to rounding, the percentages in this pie chart do not add up to 100%.

Figure 3.3: Energy Management Program

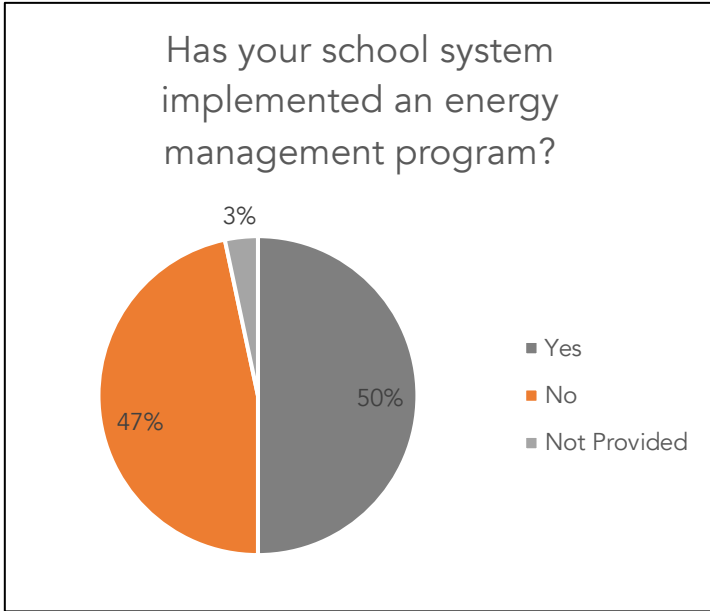


Figure 3.4: Formal Facilities Assessment Frequency

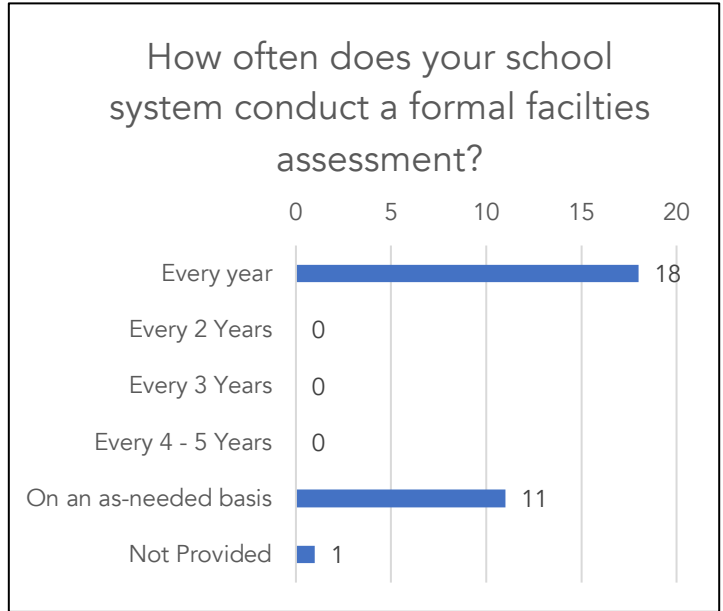


Figure 3.5: Current Construction Projects

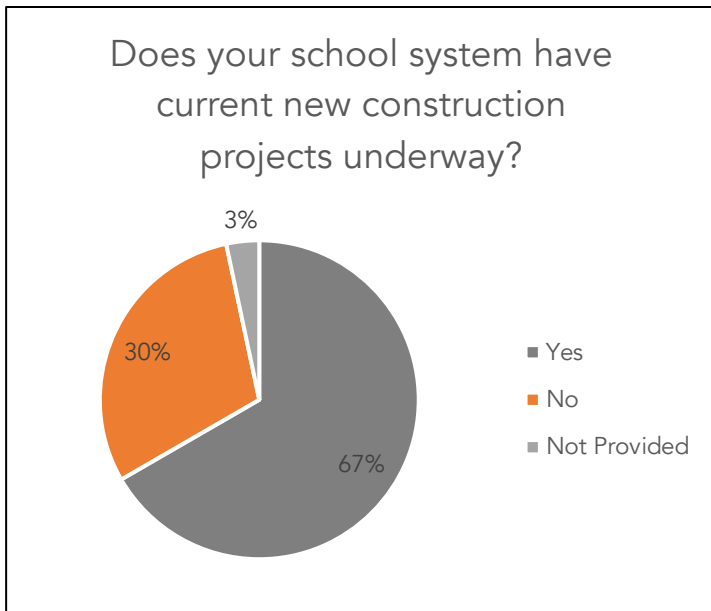


Figure 3.6: Facilities Not in Use

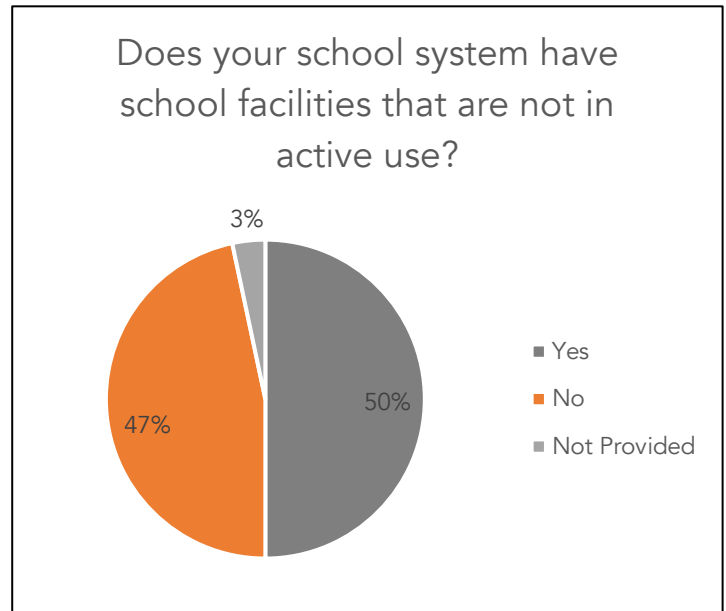
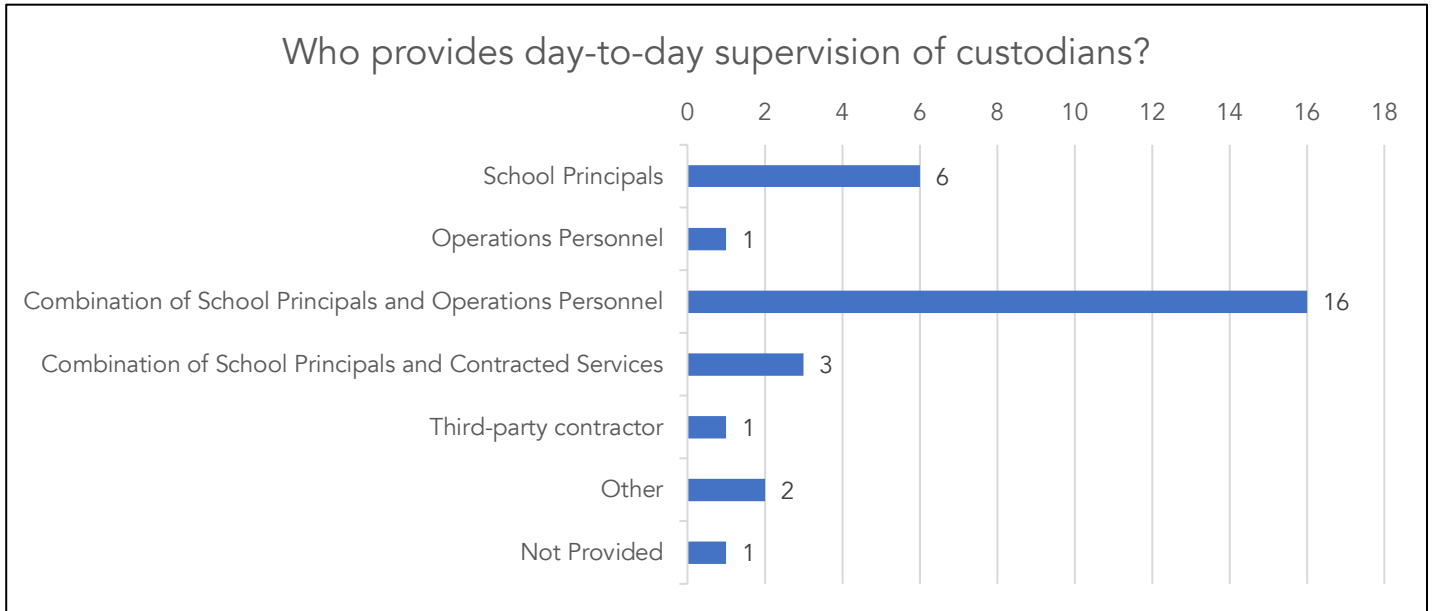
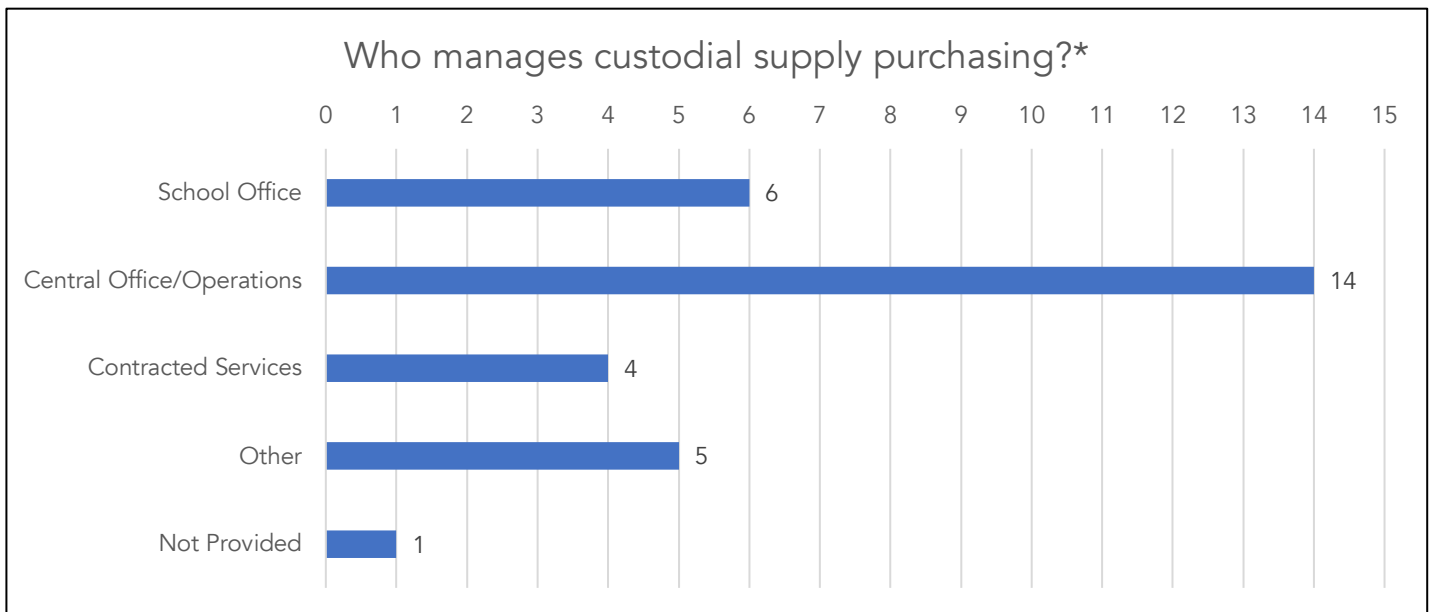


Figure 3.7: Supervision of Custodians



\*The term "other" on the above chart often refers to the supervision of custodians being done by a combination of school principals, operations personnel, and third-party contractors.

Figure 3.8: Supply Purchasing Management



\*The term "other" on the above chart often refers to the supervision of custodians being done by a combination of school principals, operations personnel, and third-party contractors.

# Key Performance Indicators

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Key performance indicators in operations assess the cost efficiency and service levels of a district's facilities management and labor. Areas of focus include custodial, maintenance, and utility management activities. These indicators should give district leaders a general sense of where they are doing well and where they can improve. Districts should consider all key performance indicators together. One indicator should not be viewed as an overall performance measure by itself.

A district's ability to act on potential opportunities for improvement may be limited by factors not considered for this review. These factors include, but are not limited to, current facility conditions, facility age, service level expectations, financial resources, and community support.

## Factors that influence performance and can steer improvements include:

- Cost of labor, supplies, and materials;
- Size of schools;
- Space usage rates;
- Number of employees;
- Scope of duties assigned to custodians, maintenance technicians, and groundskeepers;
- Work schedules, methods, and management; and,
- Equipment supplied.

## The following Key Performance Indicators were reviewed:

Operations as a Percentage of Overall District Expense – This is the percentage of a district's budget allocated to operation costs. This metric can vary based on factors like the square footage of facilities within the school system, the square acreage of maintained school campuses, the number of students, facility age and condition, and the efficiency of approaches set up by the district for maintenance, custodial, and groundskeeping services. While it is generally better for operation costs to be a low percentage of the overall budget, this must be balanced with the need for proper facility maintenance and upkeep to ensure a safe, secure learning environment for students and staff. The exact percentage of a system's overall budget spent on operations considered "good" will depend on the specific circumstances of the school system.

Maintenance and Operations Cost per Student – This measurement provides a comprehensive perspective on the expenses related to operational and facility work, encompassing maintenance, custodial, and groundskeeping costs. It serves as a useful initial benchmark for evaluating operational efficiencies among different school districts. Since this measure encompasses various operational costs, it is less affected by differing account coding methods, enabling more accurate comparisons. Costs can vary significantly between districts, primarily due to the number of capital projects undertaken. Districts should consider other, more specific functional cost measures for a comprehensive analysis.

Custodial Cost per Square Foot – This is a basic measurement of the cost efficiency of custodial services and should be reviewed in relationship to costs per student and supply cost per square foot. The value is impacted not only by operational effectiveness but also by labor costs, cleaning frequency, cleaning approach, cleaning equipment, material and supplies, supervisory overhead costs as well as other factors. This indicator can be used to identify opportunities for improvement in custodial operations to reduce costs.

Custodial Cost per Student – This is a basic measurement of the cost efficiency of custodial services and should be reviewed in relationship to costs per square foot and supply cost per square foot. The value can be impacted by previously

mentioned key performance indicators, but it helps provide a complete picture of costs by taking into account facility usage by students. This indicator can be used to identify opportunities for improvement in custodial operations to reduce costs.

Custodial Supply Cost per Square Foot – This measure focuses on the costs of supplies and materials used in custodial services. It highlights opportunities for improvement in custodial operations to reduce costs. It should be reviewed in connection with overall custodial cost per square foot and per student.

Custodial Workload (Square Footage per Custodian) – This metric evaluates the efficiency of a district's custodial services and can aid in assessing staffing levels. However, this ratio should be used as a singular indicator and not the sole determining factor for evaluating staffing levels. Other relevant factors include the age and condition of facilities, cleaning frequency, cleaning approach, cleaning equipment, materials/supplies used, school leader and district administration expectations of service level, and if the district subcontracts any custodial activities.

Maintenance Cost per Square Foot – This provides a measure of the total costs of routine maintenance relative to the district size (by building square footage). The value is impacted not only by operational effectiveness but also by labor costs, maintenance approach, available equipment, materials/supplies used, facility condition and age, supervisory overhead costs, and other factors. This indicator can be used as a comparison with other districts to identify opportunities for improvement in maintenance operations to reduce costs.

Average Number of Days to Complete a Maintenance Work Order – This measure is an indicator of a district's timeliness in completing work orders. Districts with lower completion times are more likely to have a management system in place with funding to address repairs.

Maintenance Workload (Square Footage per Maintenance Tech) – This metric evaluates the efficiency of a district's maintenance service and can aid in assessing staffing levels. However, it is important to recognize that this ratio should be used as a singular indicator and not the sole determining factor for evaluating staffing levels. Other relevant factors include the age and condition of facilities, the location or distance between facilities, the approach and systems used to support maintenance activities, available equipment, materials/supplies used, complexity of repair activities, school leader and district administration expectations of service level, and if the district subcontracts any maintenance/repair activities.

Square Acre per Groundskeeper – This metric evaluates the efficiency of a district's groundskeeping services and can aid in assessing staffing levels. However, this ratio should be used as a singular indicator and not the sole determining factor for evaluating staffing levels. Other relevant factors include the growing season, frequency of inclement weather, groundskeeping approach, available equipment, school leader and district administration expectations of service level, and if the district sub-contracts any groundskeeping activities.

#### **Guidelines for reading charts:**

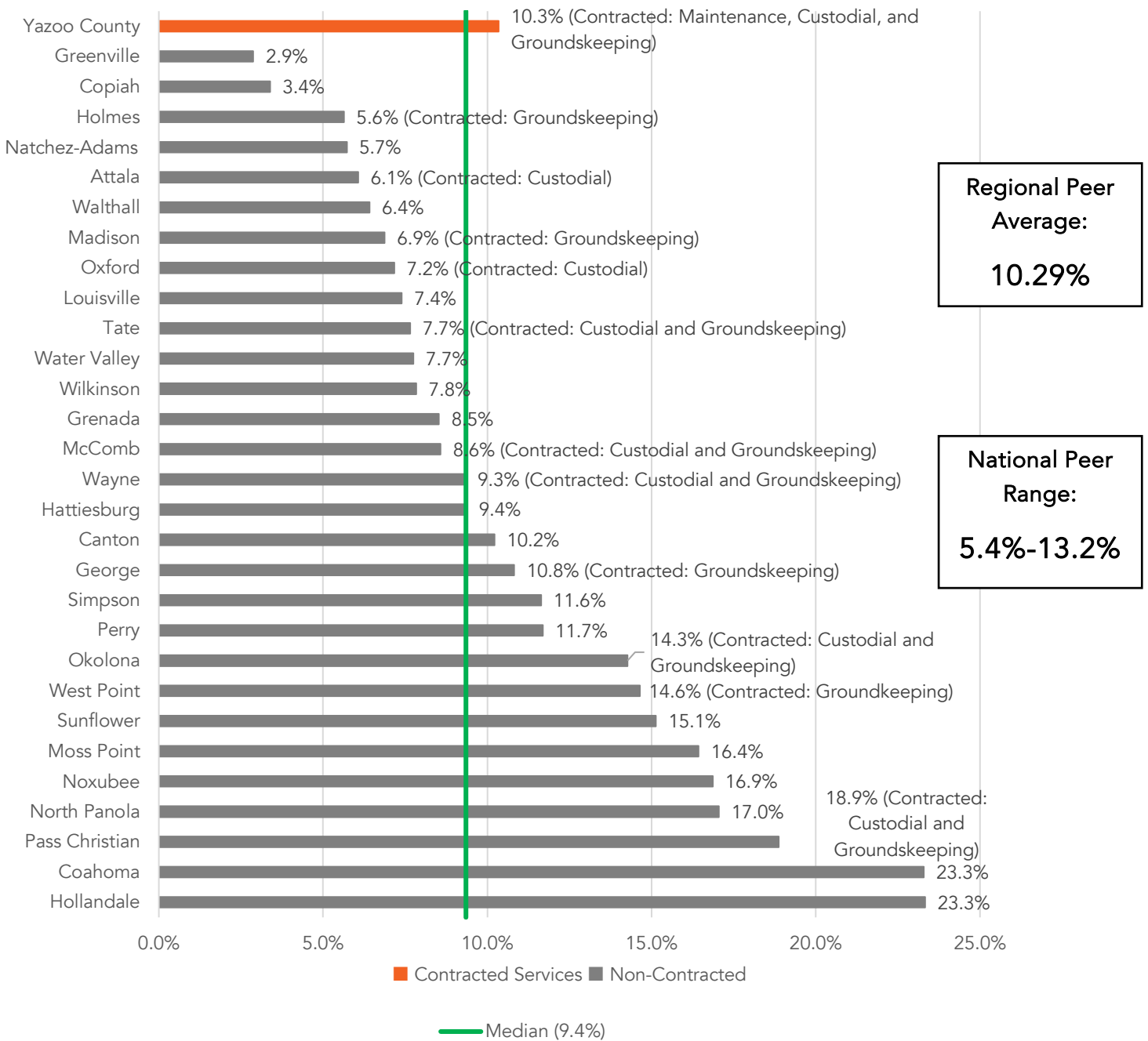
Performance indicator levels are provided as quartiles—the 25<sup>th</sup> percentile and 50<sup>th</sup> percentile (median). Results are only reported when there are three or more responses for a given key performance indicator. The preferred placement for each key performance indicator is usually designated in the 50<sup>th</sup> percentile. For some key performance indicators, the 50<sup>th</sup> percentile only reflects the statistical division of responses and does not indicate a preferred placement.

The regional peer average is based on data collected from Alabama, Tennessee, Mississippi, and Louisiana school districts. National peer ranges are taken from the Council of Great City Schools data.

Note on the following charts that a delineation has been made between districts that subcontract maintenance, custodial, and groundskeeping daily operation and management. These districts are noted on the following charts by orange bars. These districts are shown at the top of each chart. All other districts are noted in gray.

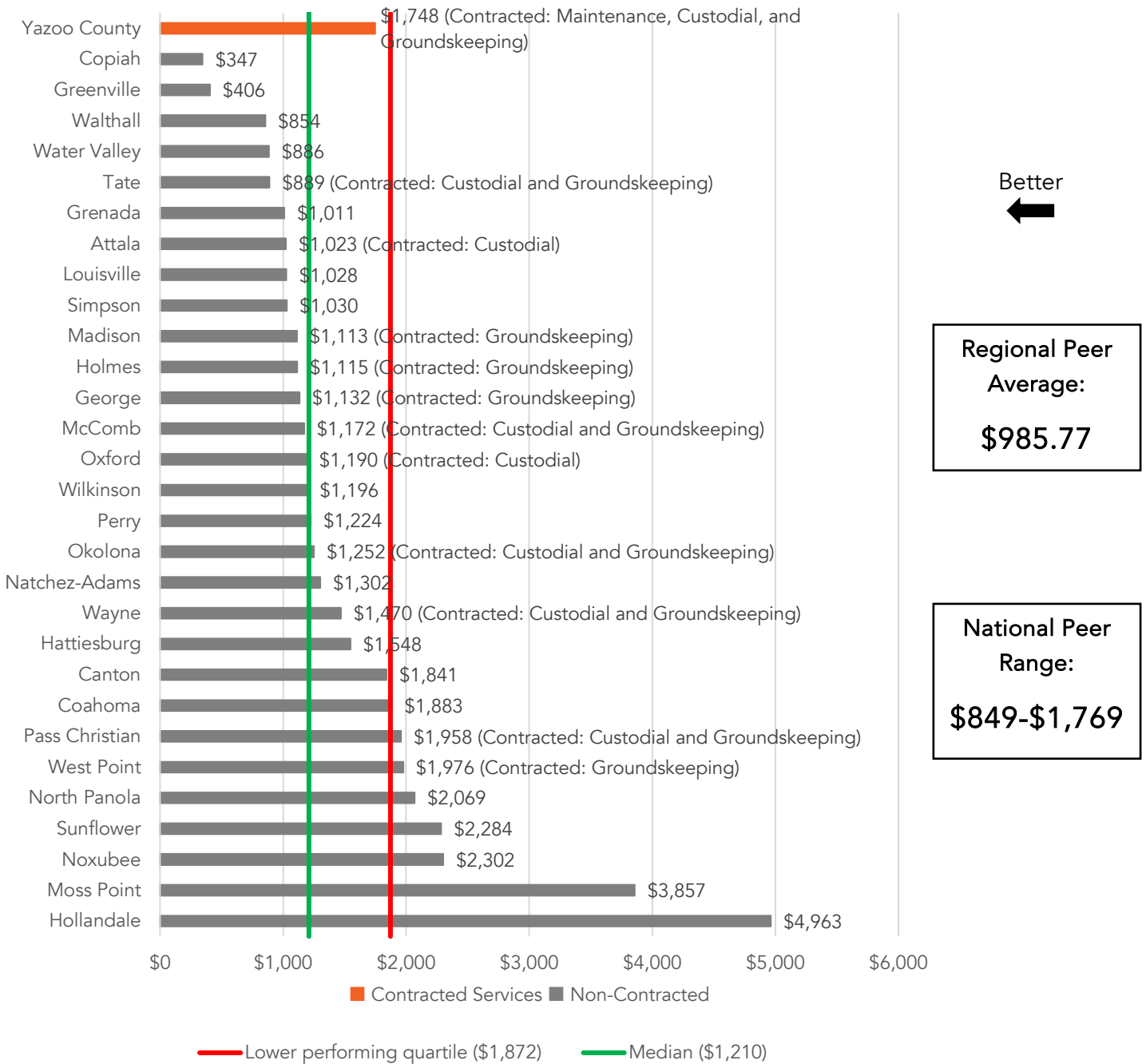
## Exhibit 4: Operations as a Percentage of Overall District Expense

A point of reference illustrating the general size of the operations department as a function of the district.



## Exhibit 5: Maintenance and Operations Cost per Student

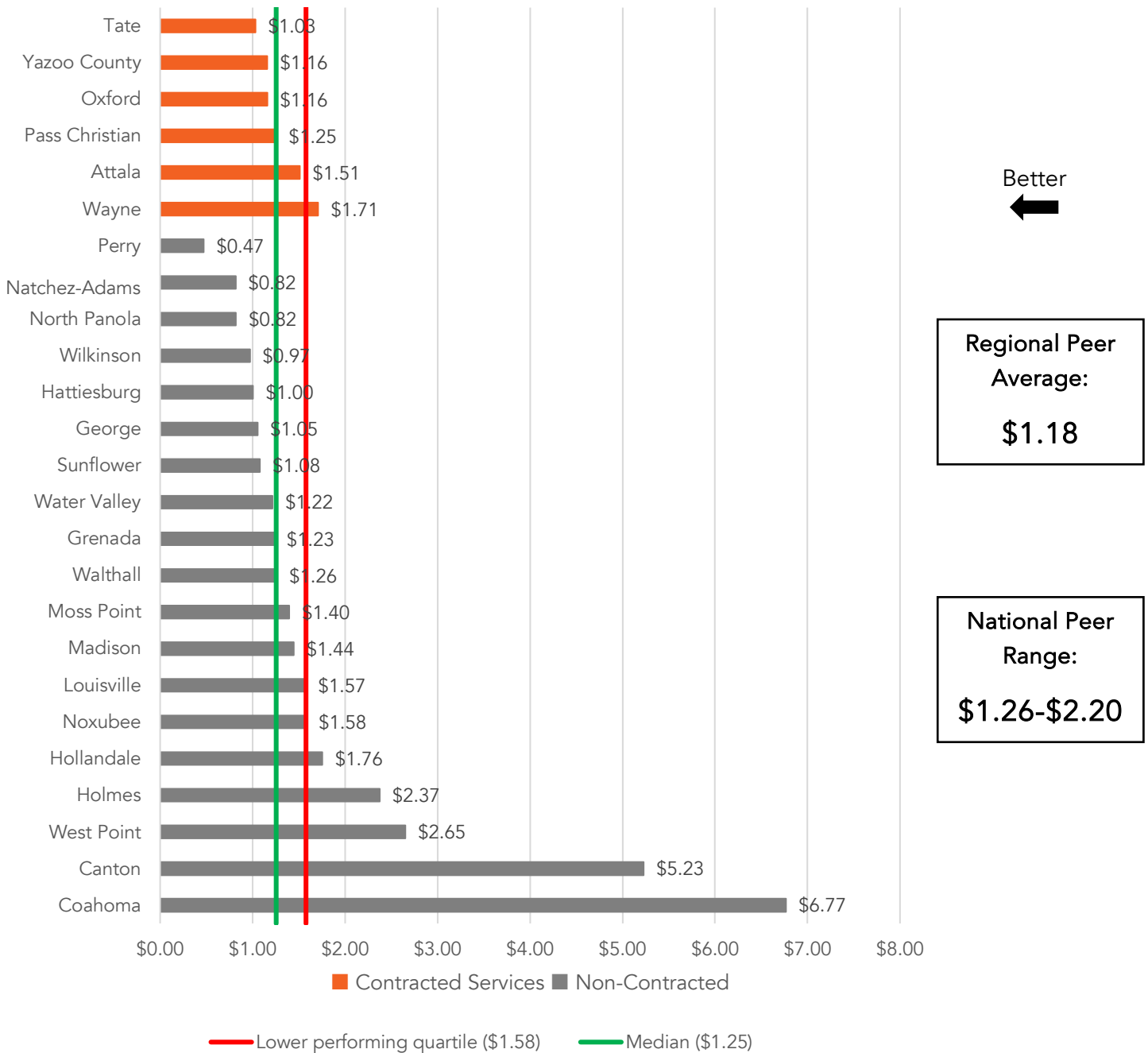
Total custodial costs plus total groundworks costs plus total routine maintenance costs plus total significant maintenance/minor renovation costs plus major rehab/renovations divided by enrollment.





## Exhibit 6: Custodial Cost per Square Foot

Total cost of district-operated and contract-operated custodial work, divided by total square footage.



Note: Copiah, Greenville, McComb, and Simpson custodial costs were not provided or not tracked separately from maintenance costs.

Note: Okolona total square footage could not be clarified.

## Exhibit 7: Custodial Cost per Student

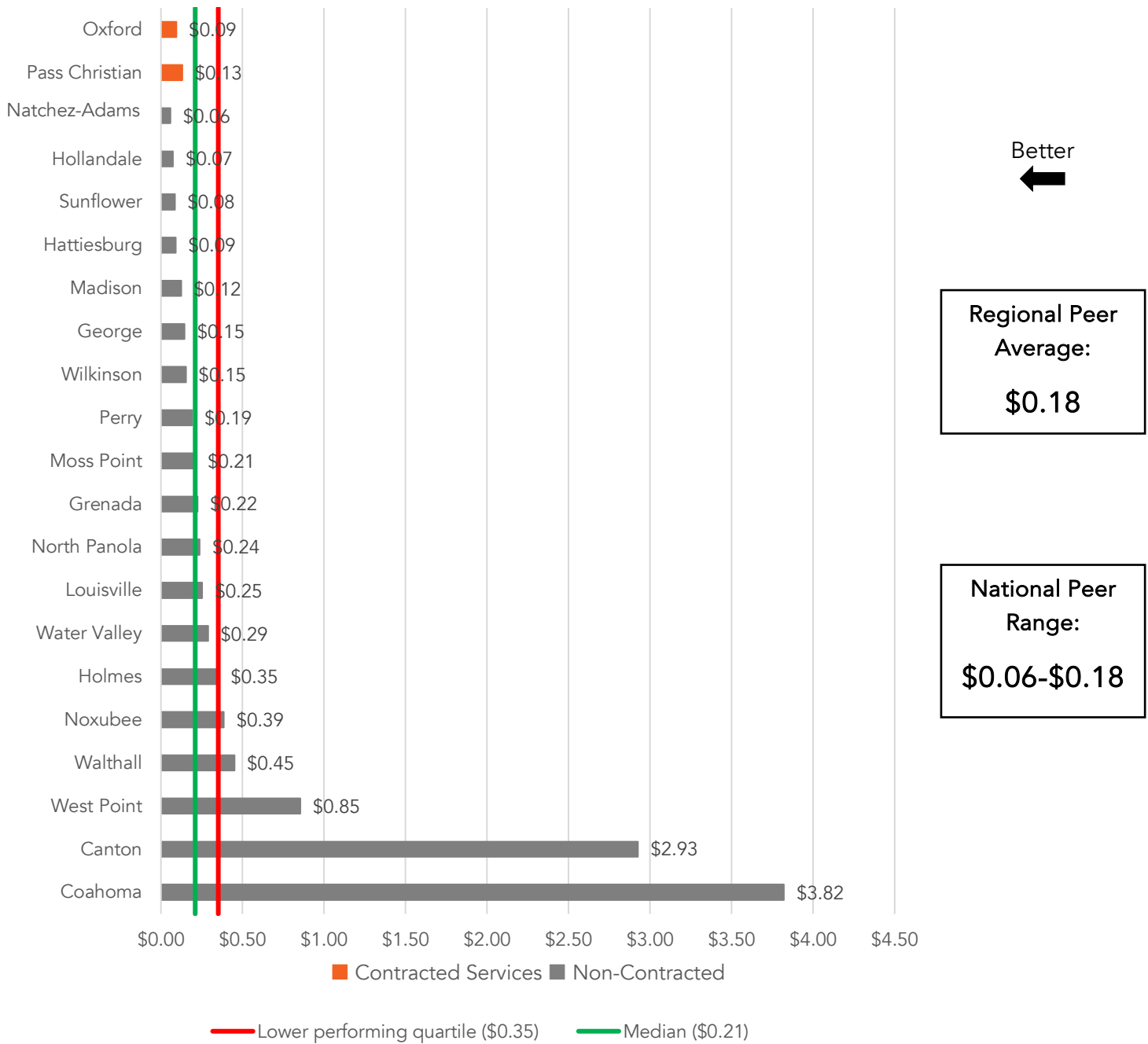
Total custodial work costs (contractor and district-operated), divided by total student enrollment.



Note: Copiah, Greenville, McComb, and Simpson custodial costs were not provided or not tracked separately from maintenance costs.

## Exhibit 8: Custodial Supply Cost per Square Foot

Total custodial supply cost divided by the total square footage of all buildings.



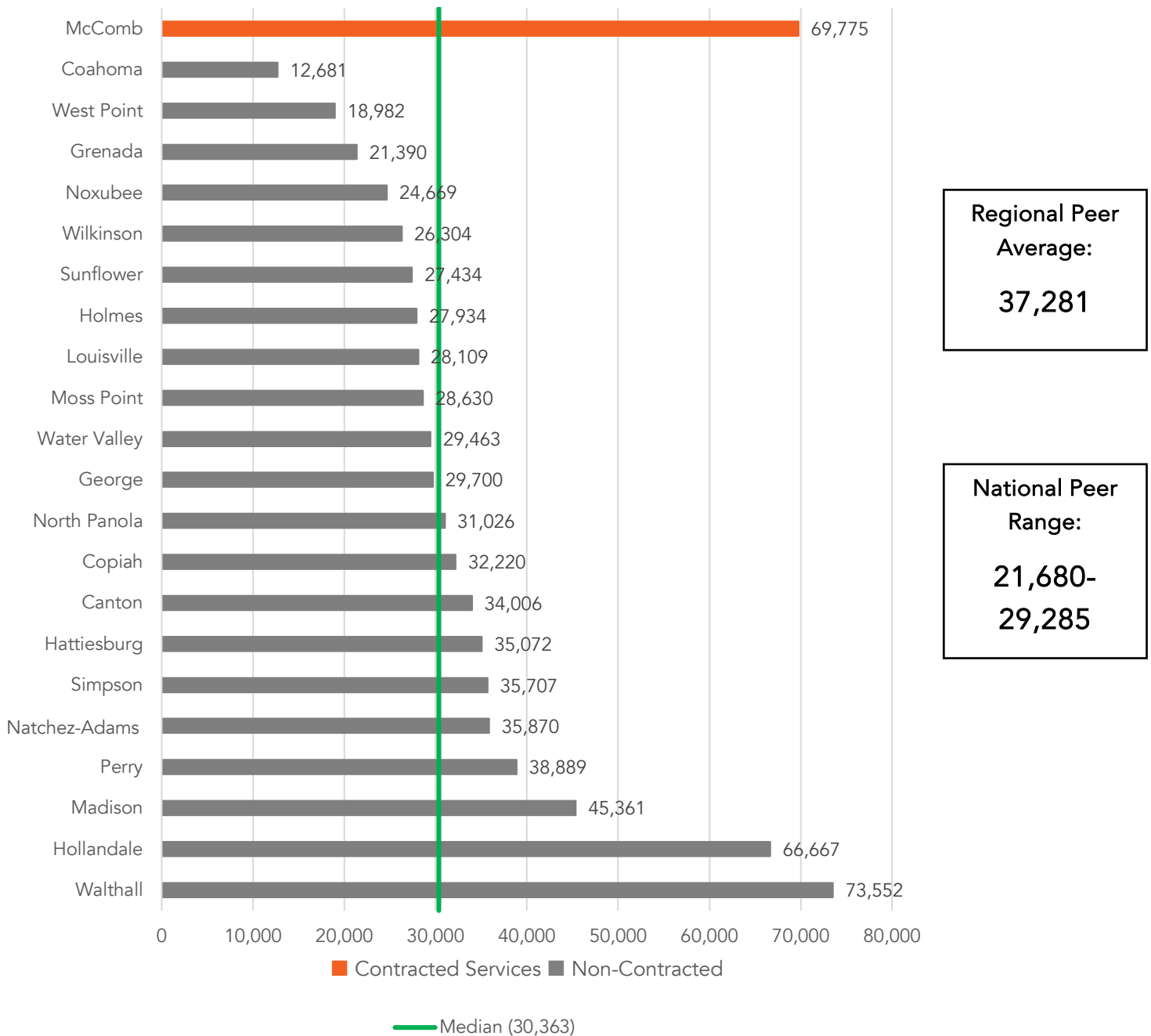
Note: Copiah, Greenville, and Simpson custodial supply costs were not provided or tracked separately from maintenance or overall custodial costs.

Note: Attala, McComb, Okolona, Tate, Wayne, and Yazoo County contracted out custodial work, therefore, custodial supply costs were unavailable.

Note: Okolona total square footage could not be clarified.

## Exhibit 9: Custodial Workload (Square Footage per Custodian)

Total square footage of non-vacant buildings managed by the district, divided by the total number of district custodial field staff.



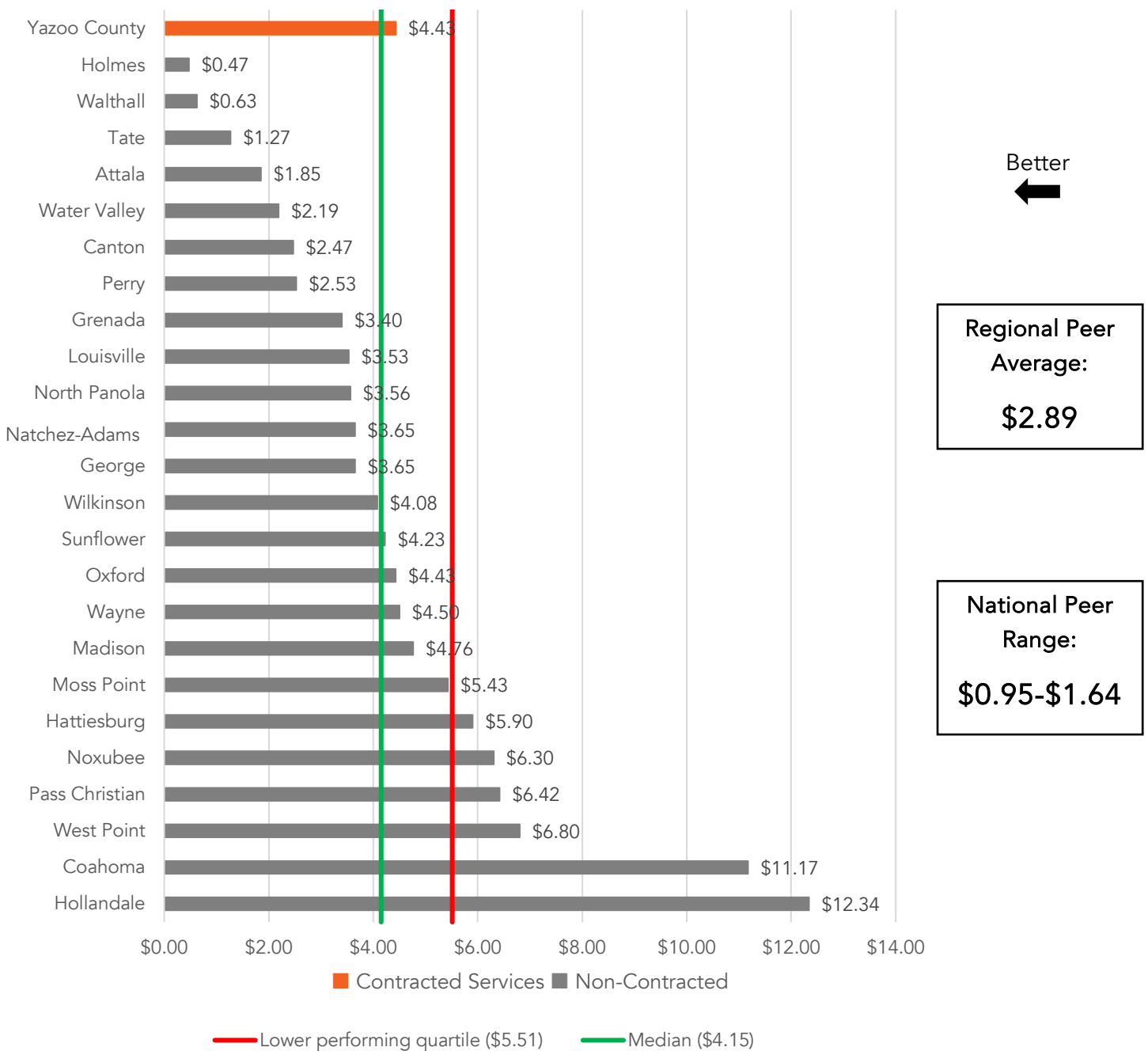
Note: Greenville and Oxford could not provide this data.

Note: Attala, Pass Christian, Tate, Wayne, and Yazoo County contracted out custodial work, therefore, the number of custodians was unavailable.

Note: Okolona could not clarify the data.

## Exhibit 10: Maintenance Cost per Square Foot

Cost of maintenance work divided by the total square footage of all buildings.

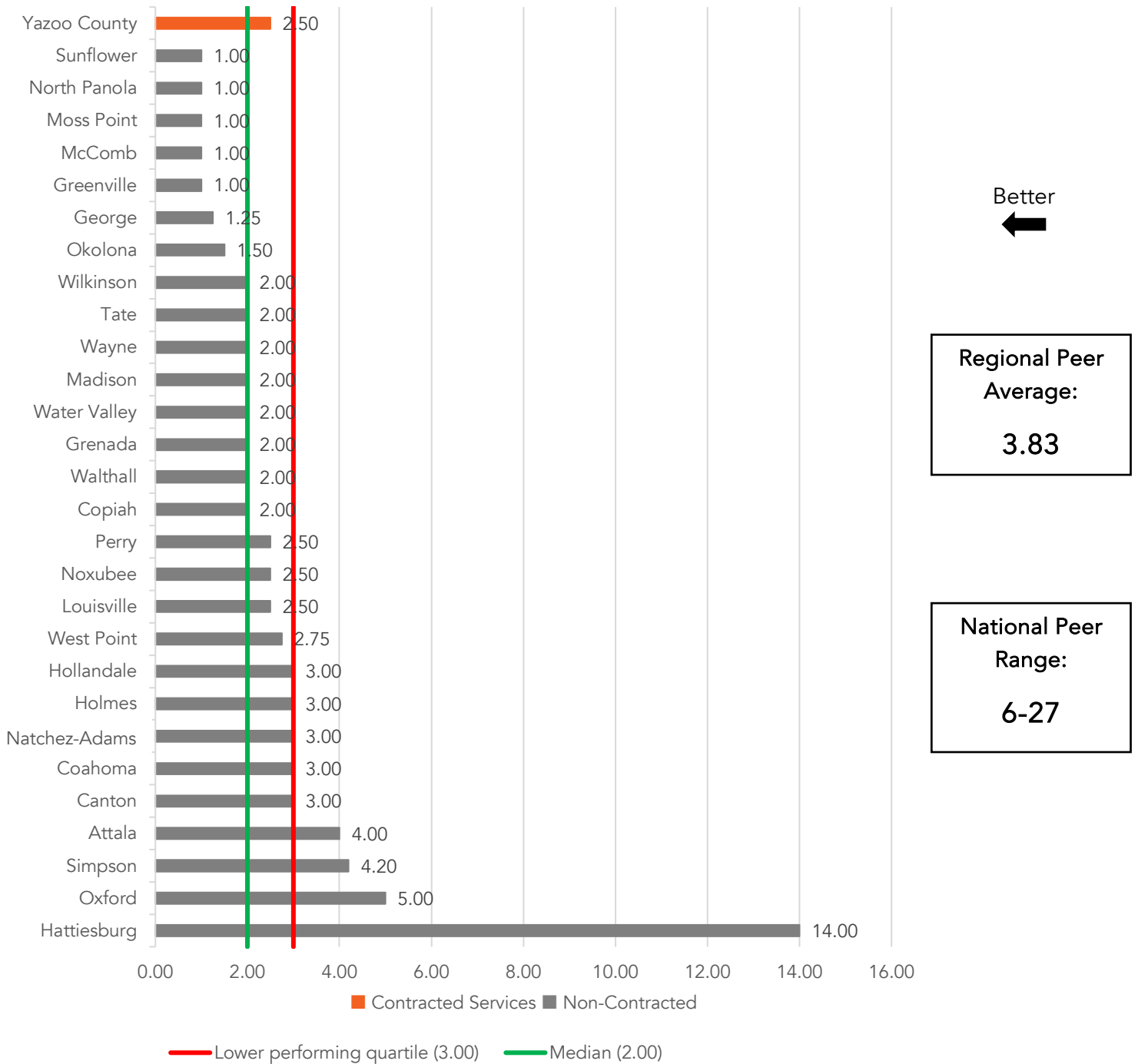


Note: Greenville, Simpson, Copiah, and McComb data not provided or not tracked separately.

Note: Okolona total square footage could not be clarified.

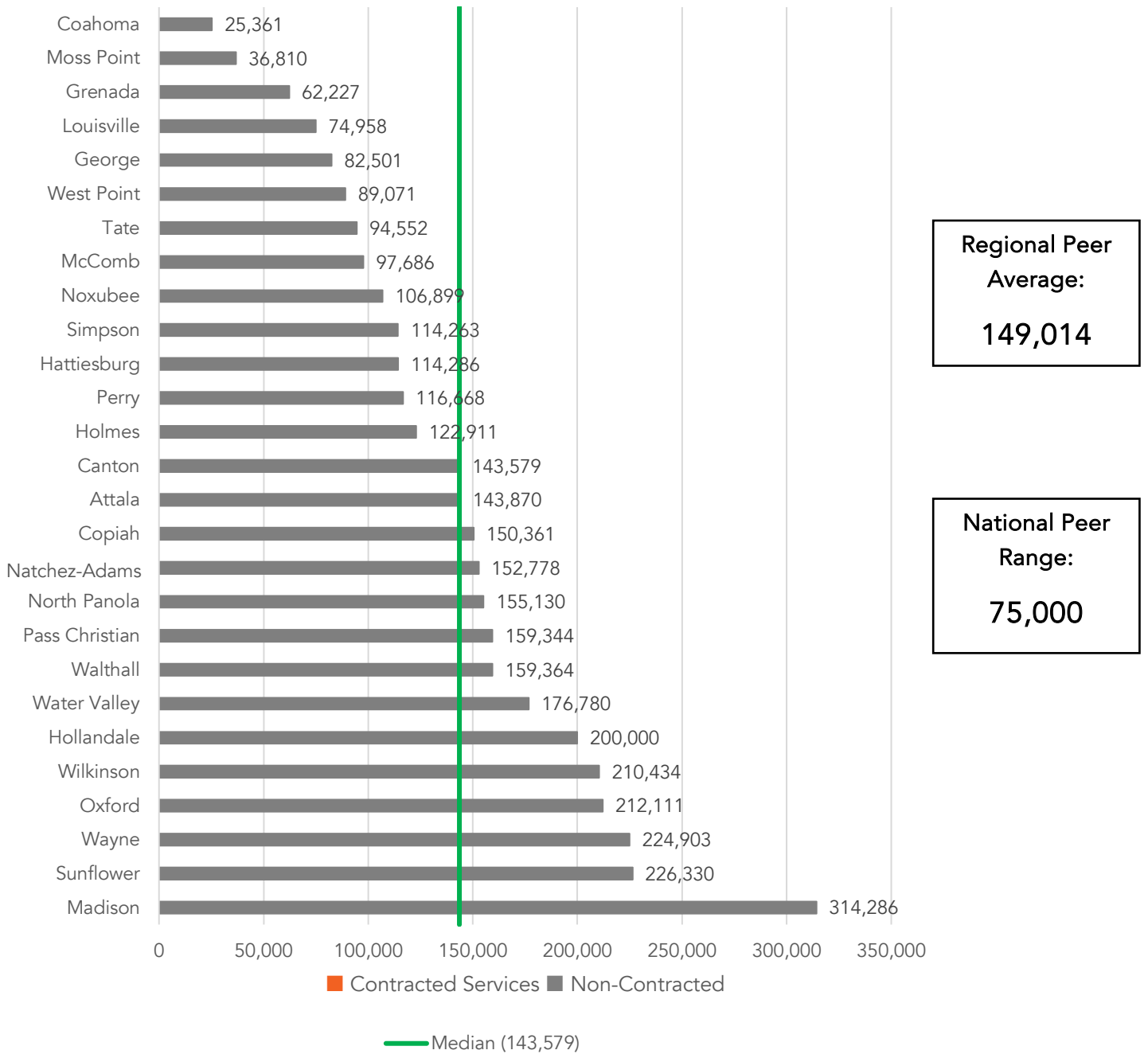
## Exhibit 11: Average Number of Days to Complete a Maintenance Work Order

Total aggregate number of days to complete all work orders divided by the total number of work orders.



## Exhibit 12: Maintenance Workload (Square Footage per Maintenance Technician)

Total square footage of non-vacant buildings managed by the district, divided by the total number of district Maintenance Technicians/Tradesmen.

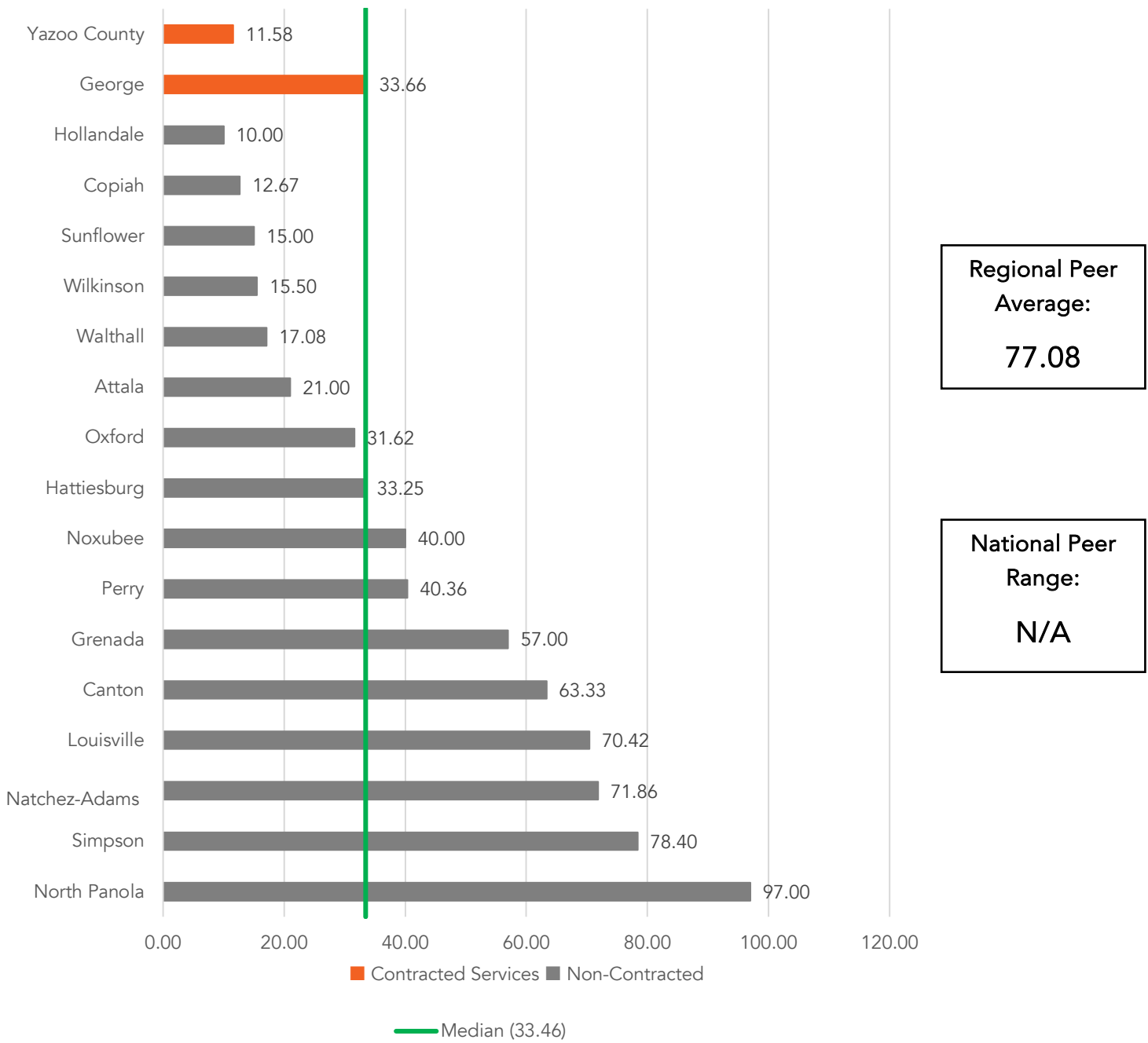


Note: Greenville and Yazoo County data was not provided.

Note: Okolona total square footage could not be clarified.

### Exhibit 13: Square Acre per Groundskeeper

Total acreage of maintained property divided by the total number of groundskeepers.





# APPENDIX A

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## District Detailed Commendations, Observations, and Potential Opportunities

# District Detailed Commendations, Observations, and Potential Opportunities

The regional peer average is based on data collected from Alabama, Tennessee, Mississippi, and Louisiana school districts. National peer ranges are taken from the Council of Great City Schools data.

## Attala

The district's operations as a percentage of overall expenses are lower than the state median and regional peer average. However, maintenance and operations costs per student are lower than the state median. In contrast, custodial cost per square foot and per student are considerably higher than the respective state medians and regional peer averages. Custodial services are contracted; therefore, key performance indicators, such as the number of custodians and annual supply costs, are unavailable.

The staffing levels for maintenance and groundskeeping personnel are aligned with the state median. The average completion time for maintenance requests is four days, higher than the state median and the regional peer average. The maintenance department utilizes an electronic help request system to manage and track maintenance requests. Facility assessments are conducted annually, but the district does not have a formal preventative maintenance program. The district does have an energy management program.

The district should explore the option of returning custodial services to district personnel or working toward the state median cost when seeking bids and awarding new custodial service contracts. If the district could align its overall custodial service costs with the state median, it could save between \$77,689 to \$178,728 annually. The district should also consider implementing a preventative maintenance program, which can lead to benefits such as reducing long-term repair and replacement costs, extending the lifespan of facilities and equipment, and ensuring a safe and healthy learning environment.

Additionally, the district should implement a more effective, behavior-based energy management program involving school principals and facility leaders. Such a program could lead to savings and environmental sustainability. The district can initiate the program in six basic steps:

- forming a team with representatives from maintenance, operations, finance, principals, and facility leaders;
- conducting an energy audit by facility or school campus to identify areas of high energy usage and opportunities for improvement;
- developing an energy management plan with specific goals, strategies, and timelines that involve principals and facility leaders in the planning;
- educating staff and students, and incentivizing behavior change that leads to energy savings;
- continuously monitoring and measuring energy consumption and cost savings; and,
- sharing the program's progress by facility or school campus.

The assessment team could not estimate savings as detailed energy cost information was not provided.

## Canton

The district's operations as a percentage of overall expenses were slightly higher than the state median but in line with the regional peer average and within the national peer range.

However, all custodial cost measures were significantly higher than all comparative peer averages, which raises concerns about the accuracy of the district-provided annual custodial supply cost (\$1,890,639.44). The amount is exceedingly high

and raises custodial costs to be greater than overall district maintenance costs. The assessment team questions the accuracy of the provided custodial costs overall and for supplies. The district should thoroughly review what composes this cost and confirm whether expenditures have been coded correctly or make corrections. Once the amount has been quantified, the district should review itemized expenditures to understand what improvements could be made to bring expenditures in line with districts of similar size.

Canton has the highest custodial cost per student of all districts reviewed. However, the assessment team questions the accuracy of Canton's reported costs.

Canton has the highest custodial cost per student of all districts reviewed. Maintenance costs per square foot is below the state median and regional peer average. However, maintenance costs per student are significantly higher than the state median and regional peer average, suggesting that the district may have more square footage per student than other districts. The district has indicated they have facility square footage students do not currently use. Therefore, the district should review maintenance expenditures to determine if one-time costs increased the Fiscal Year 2022 expenditures or if there is an opportunity to reduce costs in the future.

The district does not conduct regularly scheduled facility assessments, as these assessments are done on an as-needed basis. Although the district has new construction projects underway, the impact of these projects was not apparent to the assessment team. Additionally, the district does not have an electronic help request system, a formal preventative maintenance program, or any formal energy management program. However, staffing levels for custodial services, maintenance, and groundskeeping align with state and regional peers.

To improve facility management, the district should implement a preventative maintenance program, which can lead to benefits, such as reducing long-term repair and replacement costs, extending the lifespan of facilities and equipment, and ensuring a safe and healthy learning environment. The district should implement a behavior-based program involving school principals and facility leaders to improve energy management. Such a program could lead to savings and environmental sustainability. The district can initiate the program in six basic steps:

- forming a team with representatives from maintenance, operations, finance, principals, and facility leaders;
- conducting an energy audit by facility or school campus to identify areas of high energy usage and opportunities for improvement;
- developing an energy management plan with specific goals, strategies, and timelines that involve principals and facility leaders in the planning;
- educating staff and students, and incentivizing behavior change that leads to energy savings;
- continuously monitoring and measuring energy consumption and cost savings; and,
- sharing the program's progress by facility or school campus.

The assessment team could not estimate savings as detailed energy cost information was not provided.

## Coahoma

Coahoma is tied for the highest operations cost as a percentage of overall district expense of all districts reviewed.

Coahoma is tied for the highest operations cost as a percentage of overall district expense of all districts reviewed. Additionally, maintenance costs per square foot are the second highest of all reviewed districts. The district has not provided information on groundskeeping services. The district has the lowest square foot per maintenance staff member among comparative peers. The number of staff appears to be driving overall costs. The district has new construction projects underway. Although the average completion time for maintenance requests is higher than the state median, it is lower than the regional peer average and national peer range. The maintenance

Coahoma has the highest custodial cost per square foot and the highest custodial supply cost per square foot of all districts reviewed. Coahoma also has the lowest custodial workload (i.e., square footage per custodian) and maintenance workload (i.e., square footage per maintenance technician) of all reviewed districts.

department does not have an electronic help request system and does not have a formal preventative maintenance program. It does have an energy management program.

To improve facility management, the district should implement a preventative maintenance program to reduce long-term repair and replacement costs, extend facility and equipment lifespan, and ensure a safe and healthy learning environment. The district should also review the effectiveness of maintenance and custodial services, determine the reason that staffing levels are high, and identify any other factors that may be driving up costs. It is important to note that square feet per staff member is only one measure of staffing, and further review by the district may uncover other factors affecting staffing requirements.

By improving efficiency and reducing costs to align with state medians, the district could see annual savings ranging from \$701,231 to \$899,047.

## Copiah

The district's operations as a percentage of overall expenses are lower than the state median and the regional peer average; the district ranks second lowest of all reviewed districts. The district does not differentiate between maintenance and custodial expenses, making it difficult for the assessment team to analyze these costs separately. When measured per student, the district's maintenance and operation costs are the lowest of all districts reviewed.

Copiah has the lowest maintenance and operations cost per students of all districts reviewed.

The district has implemented several measures to manage maintenance costs effectively. For instance, it has an electronic maintenance work request system, a formal preventative maintenance program, and an energy management program. Most work requests are resolved within two days, indicating an efficient maintenance team.

When assessing staffing levels, the review found that the number of square feet per staff member appeared appropriate and was in line with or slightly above the state median but below the regional peer average. However, it is essential to recognize that this is just one measure of staffing levels. Therefore, the district should evaluate the efficiency and effectiveness of its maintenance and custodial services. This could include gathering feedback from staff regarding cleanliness levels and the performance of the maintenance team. Additionally, if feasible, the district should track custodial and maintenance costs separately to facilitate more accurate cost analysis.

## George

The district's operations as a percentage of overall expenses were higher than the state median; however, it was only slightly higher than the regional peer average, and it was within the national peer range. Maintenance and custodial costs were low when reviewed per square foot and student.

The district has implemented several best practice programs and processes, including an electronic work order system to manage maintenance requests, a formal preventative maintenance program, and annual formal facility assessments. Additionally, an energy management program has been put in place.

The district's maintenance and custodial personnel staffing levels are appropriate based on peer comparisons. The average completion time for maintenance requests is less than two days, which is lower than the state median and regional peer average. Groundskeeping services, such as lawn care, are outsourced.

## Greenville

Greenville has the lowest operations cost as a percentage of overall district expense of all districts reviewed.

The district did not provide a comprehensive measurement of its facilities regarding square footage and acreage under its management. As a result, various assessments related to costs and staffing could not be carried out. However, the district did furnish the total maintenance and operation costs, which were \$1,479,611.82. The district's operations as a percentage

of overall expenses are lower than the state median and regional peer average; the district had the lowest percentage of

all districts reviewed. The district's maintenance and operations cost per student was the second lowest of all districts reviewed.

The district uses an electronic maintenance work request system, and most work requests are resolved within one day. However, the district does not have a formal preventative maintenance program or an energy management program. Facility assessments are conducted annually, and the district noted that it has inactive space not currently used by staff or students.

To improve facility management, the district should conduct a space inventory by the school/facility to understand how much square footage needs to be actively maintained, along with the square acreage that requires lawn care and upkeep. Once these data points are obtained, the district should calculate the metrics not assessed during this evaluation.

Greenville is tied for the lowest average number of days required to complete a maintenance work order of all reviewed districts.

Additionally, the district should implement a preventative maintenance program to reduce long-term repair and replacement costs, extend the lifespan of facilities and equipment, and ensure a safe and healthy learning environment. It would also be beneficial to initiate an energy management program involving school principals and facility leaders to promote savings and environmental sustainability. The district can achieve this by forming a team, conducting an energy audit, developing an energy management plan, educating staff and students, and continuously monitoring energy consumption and cost savings.

## Grenada

The district did not provide information regarding internal processes benchmarks; however, the district did provide the requested performance data. The district's operations as a percentage of overall expenses were lower than the state median and the regional peer average. Custodial costs measured per square foot and student were aligned with or below the state median. Custodial supply costs per square foot were aligned with the state median.

When assessing staffing levels, the review found that the square footage per custodian was lower than the state median. The square footage per maintenance technician was significantly lower than the state median; the district had the third lowest square footage of all reviewed districts. Square acres per groundskeeper were significantly higher than the state median but below the regional peer average. The square footage per staff member for custodial and maintenance suggests that staffing levels may be high; however, square footage per staff member is only one measure of staffing levels and should be considered in relation to other indicators. Therefore, the district should evaluate the efficiency and effectiveness of its maintenance and custodial services. This could include gathering feedback from staff regarding cleanliness levels and the performance of the maintenance team. Additionally, if feasible, the district should track custodial and maintenance costs separately to facilitate better cost analysis.

## Hattiesburg

The district's operational costs as a percentage of the budget aligned with the state median. The custodial costs per square foot and student were better than the state median and the regional peer average. However, the maintenance costs per square foot and per student were higher than the respective state medians and the regional peer averages. The district was consolidating facilities during the review year and had ongoing construction projects at the time of assessment.

Hattiesburg had the highest average number of days required to complete a maintenance work order of all reviewed districts.

The staffing levels of custodial services, maintenance, and groundskeeping are considered by the assessment team to be appropriate. The square footage per custodian was higher than the state median but below the regional peer average. The square footage per maintenance staff member was below the state median and the regional peer average. The square acres per groundskeeper aligned with the state

median.

The district uses an electronic work order system for maintenance help requests, with requests typically addressed within an average of 14 days. This response time is higher than reviewed state peers but within the range of national peers. The

district does not have an energy management program or a formal preventative maintenance program, and facilities assessments are conducted as needed.

To increase internal efficiency and reduce costs, the district should evaluate maintenance costs. Aligning maintenance costs with the state median could lead to annual savings ranging from \$1,206,107 to \$1,456,000.

To further improve facility management, the district should implement a preventative maintenance program to reduce long-term repair and replacement costs, extend the lifespan of facilities and equipment, and ensure a safe and healthy learning environment.

Additionally, the district should implement a behavior-based program involving school principals and facility leaders to improve energy management. Such a program could lead to savings and environmental sustainability. The district can initiate the program in six basic steps:

- forming a team with representatives from maintenance, operations, finance, principals, and facility leaders;
- conducting an energy audit by facility or school campus to identify areas of high energy usage and opportunities for improvement;
- developing an energy management plan with specific goals, strategies, and timelines that involve principals and facility leaders in the planning;
- educating staff and students, and incentivizing behavior change that leads to energy savings;
- continuously monitoring and measuring energy consumption and cost savings; and,
- sharing the program's progress by facility or school campus.

The assessment team could not estimate savings as detailed energy cost information was not provided.

## Hollandale

Hollandale is tied for the highest operations cost as a percentage of overall district expense of all districts reviewed.

Hollandale is tied for the highest operations cost as a percentage of overall district expense of all districts reviewed. Custodial costs per square foot and student were higher than the state median and higher than the regional peer average. Hollandale has the highest maintenance and

operations cost per student and the highest maintenance cost per square foot of all districts reviewed. The district has no current construction projects.

Despite these high costs, the district has implemented several best practice facility management approaches, such as utilizing an electronic maintenance work order system, a formal preventative maintenance program, and an energy management program. Custodial supply cost per square foot is also the second lowest of all reviewed districts.

Hollandale has the highest maintenance and operations cost per student and the highest maintenance cost per square foot of all districts reviewed.

When reviewing square feet per staff member, maintenance and custodial services had high square footage, indicating a low number of staff members. However, a low staff headcount is not typical when operations costs are high. Therefore, the district should evaluate the efficiency and effectiveness of its maintenance and custodial services, including gathering feedback from school and central office staff regarding the facilities' cleanliness levels and the maintenance team's performance.

The district should conduct a facilities assessment to understand outstanding or upcoming maintenance costs since they only conduct facility assessments on an as-needed basis. The district should also review the costs provided and ensure their accuracy. The noted analysis should be recalculated and reviewed if the costs are revised.

Hollandale has the lowest square acre per groundskeeper of all districts reviewed.

By bringing custodial costs in line with the state median, the district could save \$104,000 to \$203,486. Additionally, if maintenance costs were brought into alignment with the state median, the district could save up to another \$687,274.

## Holmes

The district's operations as a percentage of overall expenses were lower than the state median; the district ranks third lowest of all districts reviewed. However, custodial costs per square foot and student are higher than the state median, regional peer average, and national peer range. The district's maintenance cost per square foot is the lowest of all reviewed districts, and the overall maintenance and operations cost per student is below the state median. The district has active construction projects underway.

Holmes has the lowest maintenance cost per square foot of all reviewed districts.

Staffing levels for custodial and maintenance appear appropriate when reviewed based on square feet per staff member, but this is just one measure of staffing levels. Groundskeeping services are subcontracted.

The district has implemented several facility management best practices, including an electronic maintenance work order system, a formal preventative maintenance program, and an energy management program. On average, maintenance requests are resolved within three days.

To align custodial costs with reviewed districts, the district should review its expenses for opportunities to reduce costs. If it could align its costs with the state median, the district could save between \$694,448 to \$798,215 annually.

## Louisville

The district's operation costs were lower than the state median and regional peer average. However, custodial costs per square foot and per student were higher than the state median and the regional peer average. This could be due to higher custodial supply costs per square foot compared to other comparative peer groups. On the other hand, maintenance costs were better than the state median when measured by the square foot and by the student.

The district has an electronic work order system to manage maintenance help requests and conducts annual facility assessments. It has implemented an energy management program.

Staffing levels for custodial services and maintenance appear appropriate. However, the district should review how groundskeeping needs are being met, as the number of acres per groundskeeping technician is relatively high. It is unclear if other employees are aiding in the upkeep of some of the acreage.

To save approximately \$17,990 to \$31,482, the district should investigate custodial supply costs and try to align them with the state median or the regional peer average. The district should implement a preventative maintenance program to reduce long-term repair and replacement costs, extend the lifespan of facilities and equipment, and ensure a safe and healthy learning environment.

## Madison

The district's operational costs were lower than the state median. Custodial costs showed mixed results depending on the measurement approach. When measured per square foot, custodial costs were higher than the state median and the regional peer average. Conversely, when measured per student, custodial costs were below the state median and the regional peer average. Custodial supply costs were below the state median and the regional peer average. Overall, custodial costs were deemed appropriate by the assessment team, and the same trend was seen in the review of maintenance costs.

The district uses an electronic work order system to manage maintenance help requests, which are addressed within an average of two days. The district also has an energy management program and conducts annual facility assessments. The district does not have a formal preventative maintenance program.

Madison had the highest maintenance workload (i.e., square footage per maintenance technician) of all reviewed districts.

Groundskeeping services are outsourced, and the district should review its staffing levels for maintenance and custodial services. Staff members are responsible for a much more significant portion of square feet than staff in other comparative districts. The district should review the effectiveness of both maintenance and custodial services; it may be helpful to survey staff regarding cleanliness levels and the maintenance

team's performance. This is only one measurement for staffing, and further review by the district may reveal that the district has established processes or equipment to make staff members more efficient than others.

The district should implement a preventative maintenance program to reduce long-term repair and replacement costs, extend the lifespan of facilities and equipment, and ensure a safe and healthy learning environment.

## McComb

The district's operations as a percentage of overall expenses were lower than the state median. However, the district could not provide detailed cost information by function due to the lack of separate tracking of maintenance and custodial service costs. Overall maintenance and operation costs per student were lower than the state median but higher than the regional peer average.

The district's groundskeeping services are contracted, and staffing levels for maintenance seem appropriate. However, custodial staffing levels may be inadequate, as the district has the second-highest square footage per custodian. The square footage per custodian is more than double the state median. To ensure the district's needs are met sustainably, the district should analyze the custodial services and survey teachers and staff regarding cleanliness levels.

Facility management appears manual, as the district lacks an electronic work order system, formal preventative maintenance program, or energy management program. Facility assessments are done as needed; the last assessment was completed in FY 2019.

McComb is tied for the lowest average number of days required to complete a maintenance work order of all reviewed districts.

To improve facility management, the district should implement a preventative maintenance program that could reduce long-term repair and replacement costs, extend the lifespan of facilities and equipment, and ensure a safe and healthy learning environment. Additionally, the district should implement an energy management program that involves school principals and facility leaders. This program could lead to savings

and environmental sustainability. The district can initiate this program in six basic steps: forming a team, conducting an energy audit, developing an energy management plan, educating staff and students, and continuously monitoring energy consumption and cost savings.

If feasible, the district should evaluate costs between maintenance and custodial services to gain a clear understanding of cost distribution.

## Moss Point

The district reported over \$2.5 million as "Annual Other Operations Costs," which is significantly higher than most other districts. However, despite the assessment team's request for clarification on that number, no response was received. Therefore, the assessment excluded this cost from its operation cost analysis. The operation costs (excluding the previously mentioned costs) were higher than the state median.

In terms of custodial service costs and maintenance costs, the assessment team found that both were higher than the respective state medians and the regional peer averages when measured per square foot and per student. The district uses an electronic work order system to manage maintenance help requests, which are addressed within an average of one day. The district also has an energy management program and a formal preventative maintenance program. Facility assessments are conducted on an as-needed basis.



The assessment team determined that custodial staffing levels are appropriate, with the number of square feet per custodian below the state median and the regional peer average. However, the district claimed not to have groundskeepers and did not provide a response when asked how lawn and other groundskeeping services were provided to the district. The district should review the effectiveness of maintenance services, as the square foot per maintenance staff member is low, and the cost per square foot is high. Square foot per maintenance staff is only one measurement for staffing. Further review by the district may reveal that the district has established processes or equipment to make staff members more efficient than others. If the district aligned its performance with the state median for maintenance cost per square foot, it could save up to \$695,715.

Moss Point is tied for the lowest average number of days required to complete a maintenance work order of all reviewed districts.

The district should also consider improvements in custodial services. If they can meet the average cost performance of reviewed districts, they could save between \$82,455 to \$313,131 annually. Overall, the district should evaluate its operations costs, custodial services, and maintenance services to identify areas for improvement and cost savings.

## Natchez-Adams

The school district's operational costs expressed as a percentage of the total budget are lower than the state median. The district ranks fourth lowest among reviewed districts in this regard. Custodial costs, measured per square foot and student, are below the state median and regional peer average. The district has the lowest custodial supply cost per square foot of all reviewed districts, and maintenance cost per square foot is below the state median. Maintenance and operations costs per student were slightly higher than the state median.

Natchez-Adams has the lowest custodial supply cost per square foot of all reviewed districts.

The district has implemented several measures to manage maintenance costs effectively. For instance, it has an electronic maintenance work request system and a formal preventative maintenance program. Most work requests are resolved within three days, indicating an efficient maintenance team. The district has active construction projects and some inactive square footage not under active management. The district does not have an energy management program.

When assessing staffing levels, the assessment team found that the number of square feet per staff member appeared appropriate and was slightly above the state median. However, this is just one measure of staffing levels, and it should be considered alongside other indicators.

It could be beneficial to initiate an energy management program involving school principals and facility leaders to promote savings and environmental sustainability. The district can achieve this by forming a team, conducting an energy audit, developing an energy management plan, educating staff and students, and continuously monitoring energy consumption and cost savings.

## North Panola

The school district's operational costs expressed as a percentage of the total budget are higher than the state median; the district ranks fourth highest in this regard. However, custodial costs measured per square foot and student are below the respective state medians and regional peer averages. The district's maintenance costs per square foot are below the state median, but the maintenance and operations cost per student higher than the state median.

North Panola has the highest square acre per groundskeeper of all reviewed districts.

The district has implemented an electronic maintenance work request system and a formal preventative maintenance program to improve maintenance services. The district's maintenance team is efficient, as most work requests are resolved within one day. However, the district has inactive square footage that is not actively managed, and ongoing construction projects exist.

When assessing staffing levels, the assessment team found that the number of square feet per staff member for custodial and maintenance services appeared appropriate. However, the number of square feet per staff member was slightly above the state median. The square acres per groundskeeper were considerably higher than the state median and the regional peer average. The district should gather feedback from school and central office staff to evaluate the efficiency and effectiveness of its groundskeeping services.

North Panola is tied for the lowest average number of days required to complete a maintenance work order of all reviewed districts.

The district should initiate an energy management program involving school principals and facility leaders to promote savings and environmental sustainability. This can be achieved by forming a team, conducting an energy audit, developing an energy management plan, educating staff and students, and continuously monitoring energy consumption and cost savings.

The district should review operational costs to see if there is an opportunity to align costs with the state median. By doing so, the district could realize annual savings of \$1,085,237 to \$1,163,298.

## Noxubee

The school district's operational costs expressed as a percentage of the total budget are higher than the state median. Various performance measures indicate opportunities to reduce costs in custodial and maintenance services.

Custodial costs measured per square foot and per student were above the state median and the regional peer average. The custodial supply cost per square foot was significantly higher than the state median. Additionally, the district appears to have high custodial staffing levels based on the number of square feet per staff member. The district has added five extra custodians due to COVID-19 cleaning requirements, and funding is available for these individuals through June 2023. These positions will be reduced after that time, and the district plans to reduce the number of extra supplies purchased. These measures may help reduce costs and align performance with the state median. If the district can bring costs in alignment with the state median, potential savings between \$109,036 to \$151,630 can be realized.

Maintenance costs per square foot are higher than the state median, regional peer average, and national peer range, and the square foot per maintenance staff member is below the state median. The square foot per maintenance staff is only one measurement for staffing; it should be considered in relation to other indicators. The district does not have an electronic work order system or a formal preventative maintenance program. The district reported that it has addressed several neglected facilities and equipment issues during the assessed school year, such as replacing HVAC units.

To improve facility management, the district should implement a preventative maintenance program that could reduce long-term repair and replacement costs, extend the lifespan of facilities and equipment, and ensure a safe and healthy learning environment. Additionally, the district should implement an energy management program involving school principals and facility leaders to lead to savings and environmental sustainability. The district can initiate this program in six basic steps: forming a team, conducting an energy audit, developing an energy management plan, educating staff and students, and continuously monitoring energy consumption and cost savings. If the district can align maintenance costs with the state median, the district could see annual savings of as much as \$711,945.

## Okolona

The school district's operational costs expressed as a percentage of the total budget are higher than the state median, regional peer average, and national peer range. Custodial services are subcontracted to a third party. Custodial costs measured per student were lower than the state median. Maintenance and operation costs per student are slightly higher than the state median. While measurements related to square footage were calculated, the assessment team noted that the district reported an extremely high number of active square feet (1,381 square feet) for 518 students compared to other districts. The district should review the accuracy of provided data and recalculate all affected metrics to determine actual performance levels if necessary.

The district has implemented an electronic maintenance work request system and a formal preventative maintenance program to improve maintenance services. The district's maintenance team is efficient, as most work requests are resolved within one and a half days. The district has ongoing construction projects.

The number of square feet per maintenance staff member was extremely high due to the issue related to facility square footage reporting. The district did not report the number of custodians or groundskeepers.

The district should initiate an energy management program involving school principals and facility leaders to promote savings and environmental sustainability. This can be achieved by forming a team, conducting an energy audit, developing an energy management plan, educating staff and students, and continuously monitoring energy consumption and cost savings.

## Oxford

The school district's operational costs as a percentage of the total budget are lower than the state median. Custodial services are outsourced, and the cost per square foot and student is below the state median and regional peer average. Additionally, the district is tied for the fourth lowest custodial supply cost per square foot of all reviewed districts. The maintenance cost per square foot is higher than the state median, but the maintenance and operations cost per student aligns with the median.

The district has implemented several effective measures to manage maintenance costs, such as an electronic maintenance work request system, a formal preventative maintenance program, and an energy management program.

Annual facility assessments are conducted, there are active construction projects, and there is some inactive square footage not currently under management.

Regarding staffing levels, the square footage per maintenance staff member is higher than the state median and regional and national peers. On average, the district takes five days to resolve maintenance work requests, the second-highest number of days among peers. However, measuring square feet per staff member is only one way to assess staffing levels. The district should also review current maintenance practices and gather feedback from school and central office staff to evaluate the efficiency and effectiveness of its maintenance services and determine if additional staff is necessary.

The square acres per groundskeeper were below the state median, indicating that the department is appropriately staffed. Overall, the district has managed its operational and custodial costs effectively and has implemented various measures to manage maintenance costs. The district can further optimize staffing levels by reviewing current practices and gathering feedback from staff.

## Pass Christian

The district's operational costs as a percentage of the total budget are higher than the state median. The district's operational costs represent the third-highest percentage of all reviewed districts. The district contracts custodial and groundskeeping services. While the custodial supply costs are better than the state median and regional peer average and the national peer range, the custodial service costs measured per square foot are aligned with the state median and costs per student are higher than the state median.

The maintenance cost per square foot is significantly above the state median and is the fourth highest of all reviewed districts. The number of square feet per maintenance personnel is higher than other reviewed districts, indicating that the district may not have enough maintenance resources. This implies that the maintenance cost is being driven higher by something other than labor.

The district uses an electronic work request system but does not have a formal preventative maintenance or energy management program. At the time of the assessment, new construction projects were in place. To improve facility management, the district should implement a preventative maintenance program to reduce long-term repair and replacement costs, extend the lifespan of facilities and equipment, and ensure a safe and healthy learning environment. An energy management program involving school principals and facility leaders could also lead to savings and environmental sustainability. The district can initiate this program in six basic steps: forming a team, conducting an energy

audit, developing an energy management plan, educating staff and students, and continuously monitoring energy consumption and cost savings.

If the district could align custodial and maintenance costs with the state median, it could see annual savings of \$86,801 to \$1,118,597.

## Perry

The school district's operational costs as a percentage of the total budget are higher than the state median. However, custodial costs per square foot and student were found to be lower than state peers. Additionally, custodial supply costs per square foot were below the state median. Maintenance costs per square foot were below the state median.

The district utilizes an electronic work order system to track and manage maintenance requests and has deployed a formal energy management program. Most maintenance requests are addressed within two and a half days. The district does not have a formal preventative maintenance program. Facility assessments are conducted on an as-needed basis.

As measured by square feet per staff member, staffing levels for custodial services are above the state median, and staffing for maintenance services are below the state median. Measuring square feet per staff member is only one way to assess staffing levels. The district should gather feedback from school and central office staff to evaluate the efficiency and effectiveness of maintenance and custodial services and determine if staffing adjustments are necessary.

To improve facility management, the district should implement a preventative maintenance program to reduce long-term repair and replacement costs, extend the lifespan of facilities and equipment, and ensure a safe and healthy learning environment.

Also, the district should conduct an annual facilities assessment versus only assessing on an as-needed basis. Annual facilities assessments can help a school district identify maintenance needs, plan for future needs, ensure safety and health compliance, and make informed financial decisions. By conducting regular assessments, a school district can identify maintenance needs early, preventing significant issues and prolonging the lifespan of facilities. This proactive approach enables a school district to plan for future needs, such as upgrades or expansions, and budget accordingly. Regular assessments also help ensure compliance with safety and health regulations, preventing potential hazards for students, staff, and visitors to the school. Additionally, conducting annual assessments allows a school district to make informed financial decisions based on the state of its facilities. By prioritizing areas for improvement and allocating resources accordingly, a school district can ensure that its facilities are in good condition, compliant with regulations, and able to support the needs of students and staff.

## Simpson

The school district's operational costs as a percentage of the total budget are higher than the state median. However, the district does not track custodial and maintenance costs separately but combines them into one account. As a result, specific custodial and maintenance cost measures could not be calculated. Based on the information provided, the maintenance and operations cost per student was below the state median.

The district employs an electronic maintenance work request system and conducts annual facility assessments. Currently, there are active construction projects underway, and some facility square feet are inactive and not in use by students or staff. The district does not have a preventative maintenance program or an energy management program in place.

The custodial staffing levels per square foot were higher than the state median, while maintenance staffing levels were below. The square acres per groundskeeper were also significantly above the state median. However, measuring square feet per staff member is only one way to assess staffing levels. The district should also gather feedback from school and central office staff to evaluate the efficiency and effectiveness of provided services and determine if staffing adjustments are necessary.

To improve facility management, the district should implement a preventative maintenance program to reduce long-term repair and replacement costs, extend the lifespan of facilities and equipment, and ensure a safe and healthy learning environment. In addition, an energy management program involving school principals and facility leaders could lead to

savings and environmental sustainability. This program can be initiated in six basic steps: forming a team, conducting an energy audit, developing an energy management plan, educating staff and students, and continuously monitoring energy consumption and cost savings.

If feasible, the district should separately track operational custodial, maintenance, and groundskeeping services costs. This will allow for a more accurate review of costs and drive future improvement opportunities.

## Sunflower

The operational costs of the school district when measured as a percentage of the total budget are higher than the state median, the regional peer average, and the national peer range. However, custodial costs measured per square foot are lower than the state median, the regional peer average, and the national peer range. Custodial cost per student and per square foot, as well as maintenance costs per square foot, were higher than the respective state medians, regional peer averages, and national peer ranges. Maintenance and operation costs per student were the fourth highest of all reviewed districts. The district should review maintenance costs and confirm that construction costs were not included in the provided amounts.

The district currently employs an electronic maintenance work request system and conducts annual facility assessments. No preventative maintenance or energy management program is in place. Although active construction projects are underway, some facility square feet are inactive and not used by students or staff.

While custodial staffing levels per square foot were slightly below the state median, maintenance staffing levels were higher. Additionally, the square acres per groundskeeper were significantly below the state median. Measuring square feet per staff member is only one way to assess staffing levels. The district should gather feedback from school and central office staff to evaluate the efficiency and effectiveness of provided services and determine if staffing adjustments are necessary.

Sunflower is tied for the lowest average number of days required to complete a maintenance work order of all reviewed districts.

To improve facility management, the district should implement a preventative maintenance program to reduce long-term repair and replacement costs, extend the lifespan of facilities and equipment, and ensure a safe and healthy learning environment. An energy management program involving school principals and facility leaders could also lead to

savings and environmental sustainability. This program can be initiated in six basic steps: forming a team, conducting an energy audit, developing an energy management plan, educating staff and students, and continuously monitoring energy consumption and cost savings.

Lastly, the district should explore opportunities to reduce maintenance costs. If maintenance and operation costs aligned with the state median, the district could save \$135,798 to \$3,303,492 annually.

## Tate

The operational costs of the school district when measured as a percentage of the total budget are lower than the state median. Custodial and groundskeeping services are outsourced. Custodial cost per square foot and per student is below the state median and the regional peer average; the district has the lowest custodial cost per square foot and per student of districts that use contracted services. However, detailed analysis of custodial supply costs is unavailable, as supply costs are not separated from the custodial subcontract. Additionally, the maintenance cost per square foot is lower than the median of comparable state peers. The maintenance and operations cost per student is below the state median.

Tate has the lowest custodial cost per square foot and the lowest custodial cost per student of districts that use contracted services.

Maintenance work requests are currently handled manually but are generally completed within two days on average. The district has established a formal preventative maintenance program and conducts an annual assessment of its facilities. There is currently no energy management program in place. Although active construction projects are underway, some facility square feet are inactive and not used by students or staff.

The square foot per maintenance staff member is below the state median. However, measuring square feet per staff member is only one way to assess staffing levels. The district should gather feedback from school and central office staff to evaluate the efficiency and effectiveness of maintenance services and determine if staffing adjustments are necessary.

The district may want to consider implementing an electronic maintenance work order system. This kind of tool can improve efficiency by automating requests and streamlining communication, tracking maintenance history and asset information to inform future decisions, and providing accurate records for compliance and reporting purposes, ultimately leading to better facility management and a safer environment for students and staff. In addition, an energy management program involving school principals and facility leaders could lead to savings and environmental sustainability. This program can be initiated in six basic steps: forming a team, conducting an energy audit, developing an energy management plan, educating staff and students, and continuously monitoring energy consumption and cost savings.

## Walthall

The operational costs of the school district when measured as a percentage of the total budget are lower than the state median. A detailed review of the provided operations cost indicates that custodial service costs were reported to be higher than maintenance costs. This is unusual and may suggest that essential maintenance is delayed.

The cost of custodial services, measured per square foot and student, is higher than the state median. Custodial costs per student were above the state median. Custodial costs per square foot aligned with the state median. This trend is often seen in districts where the student count has decreased over time, and facilities remain unused. The district has inactive facilities but did not provide the amount of square footage.

The cost of custodial supplies per square foot is significantly higher than the state median. This represents a potential opportunity for improvement, especially considering that some square footage is inactive. The district should review custodial supply costs and aim to reduce them to align with the state median, which could lead to savings ranging from \$28,685 to \$114,741.

Walthall has the highest custodial workload (i.e., square footage per custodian) of all reviewed districts.

Maintenance costs per square foot were significantly lower than the state median. The district utilizes an electronic work order system to track and manage maintenance requests. The district does not have a formal preventative maintenance program or an energy management program.

The district should evaluate staffing levels. Custodial staff serve as groundskeepers. The assessment team's review shows large square footage per custodian, which could be impacted by including inactive space in the calculation, and the same applies when comparing square footage per maintenance technician.

To improve facility management, the district should implement a preventative maintenance program to reduce long-term repair and replacement costs, extend the lifespan of facilities and equipment, and ensure a safe and healthy learning environment. Additionally, an energy management program involving school principals and facility leaders could lead to savings and environmental sustainability. The district can initiate this program in six basic steps: forming a team, conducting an energy audit, developing an energy management plan, educating staff and students, and continuously monitoring energy consumption and cost savings.

## Water Valley

The operational costs of the school district when measured as a percentage of the total budget are lower than the state median. Custodial cost per square foot and student is below the respective state medians and regional peer averages. Custodial supply costs per square foot exceed the state median and regional and national peer average. Maintenance cost per square foot is lower than the state median. Maintenance and operations cost per student is below the state median.

The district employs an electronic maintenance work request system, has a formal preventative maintenance program, and conducts annual facility assessments. No energy management program is in place.

Regarding staffing, the number of square feet per custodian was below the state median and the regional peer average. The number of square feet per maintenance staff member was above the state median. The district does not have any

dedicated groundskeeping technicians. However, measuring square feet per staff member is only one way to assess staffing levels. The district should gather feedback from school and central office staff to evaluate the efficiency and effectiveness of maintenance, custodial, and groundskeeping services to determine if staffing adjustments are necessary.

The district should review custodial supply costs and determine if there are opportunities to align costs with the state median or regional peer average. If the district could align custodial supply costs with the state, the district could save \$8,839 annually. If the district could align costs with the regional peer average, that cost savings could be as high as \$19,445.

The district may wish to consider implementing an energy management program involving school principals and facility leaders, which could lead to savings and environmental sustainability. This program can be initiated in six basic steps: forming a team, conducting an energy audit, developing an energy management plan, educating staff and students, and continuously monitoring energy consumption and cost savings.

## Wayne

The operational costs of the school district when measured as a percentage of the total budget align with the state median and are lower than the regional peer average. The district outsources custodial and groundskeeping services.

Custodial costs per square foot and per student are significantly higher than the respective state medians. The district did not measure custodial supply costs separately, as it was included in the overall subcontractor costs. On the other hand, maintenance costs per square foot were higher than the state median and the average of regional and national peers. This is unusual because the district's staffing measure of square feet per technician indicates a high square foot count per technician. The district has the third highest square feet per maintenance staff member of all reviewed districts. Additionally, the district claims that there are no inactive facilities in the square footage count, and these factors may indicate that maintenance activities are being outsourced.

The district uses an electronic maintenance work request system and has an energy management program. Most work requests are resolved within two days. However, the district does not have a formal preventative maintenance program.

To improve facility management, the district should implement a preventative maintenance program to reduce long-term repair and replacement costs, extend the lifespan of facilities and equipment, and ensure a safe and healthy learning environment. Additionally, the district should review how maintenance is performed to assess if there is an opportunity to align maintenance costs with the state median. If the district could align maintenance costs with the state median, it could achieve annual savings of \$283,377 to \$741,570. The district should also consider reevaluating current custodial services to align them with the state median. This could result in additional annual savings of \$317,113 to \$411,659.

## West Point

The operational costs of the school district when measured as a percentage of the total budget is higher than the state median. Custodial costs, measured per square foot and student, are higher than the state median and regional peer average. Custodial supply cost per square foot is the third highest of all reviewed districts and is higher than the regional peer average and national peer range. Maintenance cost per square foot is the third highest of state comparative peers and higher than regional and national peers. Maintenance and operations cost per student was higher than the state median and higher than the regional peer average and national peer range.

Maintenance work requests are currently handled manually but are generally completed within 2.75 days on average. The district conducts an annual assessment of its facilities. There is currently no formal preventative maintenance program in place. Although active construction projects are underway, some facility square feet are inactive and not used by students or staff.

As measured by square feet per staff member, staffing levels for maintenance and custodial services are below the state median and may point to an excess in staff. However, measuring square feet per staff member is only one way to assess staffing levels. The district should gather feedback from school and central office staff to evaluate the efficiency and effectiveness of maintenance and custodial services and determine if staffing adjustments are necessary.

To improve facility management, the district should implement an electronic maintenance work order system. Such tools can improve efficiency by automating requests and streamlining communication, tracking maintenance history and asset information to inform future decisions, and providing accurate records for compliance and reporting purposes, ultimately leading to better facility management and a safer environment for students and staff. Additionally, the district should implement a preventative maintenance program to reduce long-term repair and replacement costs, extend the lifespan of facilities and equipment, and ensure a safe and healthy learning environment. If the district aligned maintenance costs with the state median, the district could annually save from \$393,695 to \$1,574,782.

## Wilkinson

The school district's operational costs expressed as a percentage of the total budget are lower than the average of comparable peers. Custodial costs, measured per square foot and student, are below the state median and regional peer average. The district's custodial supply cost per square foot is below the state median and the regional peer average. The maintenance cost per square foot and the maintenance and operations cost per student are below the respective state medians.

Maintenance work requests are currently handled manually but are generally completed within two days on average. The district has a formal preventative maintenance program and conducts an annual assessment of its facilities. However, there is currently no energy management program in place. The district did have construction projects underway at the time of the assessment.

As measured by square feet per staff member, staffing levels for custodial services are below the state median. However, square feet per maintenance staff member was considerably higher than the state median. Measuring square feet per staff member is only one way to assess staffing levels. The district should gather feedback from school and central office staff to evaluate the efficiency and effectiveness of maintenance and custodial services and determine if staffing adjustments are necessary.

To improve facility management, the district should implement an electronic maintenance work order system. This type of tool can improve efficiency by automating requests and streamlining communication, tracking maintenance history and asset information to inform future decisions, and providing accurate records for compliance and reporting purposes, ultimately leading to better facility management and a safer environment for students and staff. Additionally, the district may want to consider implementing an energy management program involving school principals and facility leaders, which could lead to savings and environmental sustainability. This program can be initiated in six basic steps: forming a team, conducting an energy audit, developing an energy management plan, educating staff and students, and continuously monitoring energy consumption and cost savings.

## Yazoo County

The district outsources most operational activities, such as maintenance, custodial, and groundskeeping services. As measured as a percentage of the overall district budget, operation costs are higher than the state median. Custodial service costs measured per square foot and student are better than the state median and the regional peer average. Maintenance cost measured per square foot was higher than the state median. Maintenance and operations costs measured per student were higher than the state median and regional peer average.

The district utilizes an electronic maintenance request system and has formal preventative maintenance and energy management programs. Facility assessments are completed annually. At the time of the assessment, the district had new construction projects underway. The district did report that it had inactive square footage.

The district should review maintenance and operation costs to determine if there is an opportunity to bring costs in alignment with the state median. If the district was to align its performance with the state median, the district could annually save \$117,973 to \$757,733.



# APPENDIX B

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## District Data Tables

## District Data Tables

Attala Operations Data	
Data	2021-2022
Total Square Feet Maintained by District (#)	287,740
Total Square Acres Actively Maintained (e.g., mowed, etc.) by Operations Staff (#)	21
Total Number of Operations Staff (#)	3
Number of Maintenance Technicians/Tradesmen Employed by District (FTE) (#)	2
Number of Groundskeepers (#)	1
Number of Custodians Employed by District (FTE) (#)	Contracted Out
Average number of days to complete a Maintenance Work Order (#)	4
Annual Actual Expenditures (\$)	\$16,599,105
Annual Maintenance Costs Overall (\$)	\$532,545
Annual Custodial Costs Overall (\$)	\$434,600
-- Of Overall, Annual Custodial Supply Costs (\$)	\$2,200
Annual Other Operations Cost (\$)	\$40,448
Total Number of Enrolled Students (#)	985
Total Square Acres of Section 16th land managed	10,298

Canton Operations Data	
Data	2021-2022
Total Square Feet Maintained by District (#)	646,107
Total Square Acres Actively Maintained (e.g., mowed, etc.) by Operations Staff (#)	285
Total Number of Operations Staff (#)	12
Number of Maintenance Technicians/Tradesmen Employed by District (FTE) (#)	4.5
Number of Groundskeepers (#)	4.5
Number of Custodians Employed by District (FTE) (#)	19
Average number of days to complete a Maintenance Work Order (#)	3
Annual Actual Expenditures (\$)	\$59,481,964
Annual Maintenance Costs Overall (\$)	\$1,593,644
Annual Custodial Costs Overall (\$)	\$3,377,448
-- Of Overall, Annual Custodial Supply Costs (\$)	\$1,890,639
Annual Other Operations Cost (\$)	\$1,104,838
Total Number of Enrolled Students (#)	3,300
Total Square Acres of Section 16th land managed	3,236

Coahoma Operations Data	
Data	2021-2022
Total Square Feet Maintained by District (#)	126,805
Total Square Acres Actively Maintained (e.g., mowed, etc.) by Operations Staff (#)	48
Total Number of Operations Staff (#)	0
Number of Maintenance Technicians/Tradesmen Employed by District (FTE) (#)	5
Number of Groundskeepers (#)	Not Provided
Number of Custodians Employed by District (FTE) (#)	10
Average number of days to complete a Maintenance Work Order (#)	3
Annual Actual Expenditures (\$)	\$9,766,809

Annual Maintenance Costs Overall (\$)	\$1,416,598
Annual Custodial Costs Overall (\$)	\$857,931
-- Of Overall, Annual Custodial Supply Costs (\$)	\$484,541
Annual Other Operations Cost (\$)	Not Provided
Total Number of Enrolled Students (#)	1,208
Total Square Acres of Section 16th land managed	0

This district is a Chickasaw Cession district; therefore, it has no 16<sup>th</sup> Section Land. See page 6 for details.

Copiah Operations Data	
Data	2021-2022
Total Square Feet Maintained by District (#)	451,083
Total Square Acres Actively Maintained (e.g., mowed, etc.) by Operations Staff (#)	38
Total Number of Operations Staff (#)	4
Number of Maintenance Technicians/Tradesmen Employed by District (FTE) (#)	3
Number of Groundskeepers (#)	3
Number of Custodians Employed by District (FTE) (#)	14
Average number of days to complete a Maintenance Work Order (#)	2
Annual Actual Expenditures (\$)	\$23,353,816
Annual Maintenance Costs Overall (\$)	\$791,286
Annual Custodial Costs Overall (\$)	Not Provided
-- Of Overall, Annual Custodial Supply Costs (\$)	Not Provided
Annual Other Operations Cost (\$)	\$0
Total Number of Enrolled Students (#)	2,281
Total Square Acres of Section 16th land managed	8,820

George Operations Data	
Data	2021-2022
Total Square Feet Maintained by District (#)	742,510
Total Square Acres Actively Maintained (e.g., mowed, etc.) by Operations Staff (#)	34
Total Number of Operations Staff (#)	11
Number of Maintenance Technicians/Tradesmen Employed by District (FTE) (#)	9
Number of Groundskeepers (#)	1
Number of Custodians Employed by District (FTE) (#)	25
Average number of days to complete a Maintenance Work Order (#)	1.25
Annual Actual Expenditures (\$)	\$42,717,894
Annual Maintenance Costs Overall (\$)	\$2,711,337
Annual Custodial Costs Overall (\$)	\$781,841
-- Of Overall, Annual Custodial Supply Costs (\$)	\$108,300
Annual Other Operations Cost (\$)	\$1,129,706
Total Number of Enrolled Students (#)	4,083
Total Square Acres of Section 16th land managed	7,040

Greenville Operations Data	
Data	2021-2022
Total Square Feet Maintained by District (#)	Not Provided
Total Square Acres Actively Maintained (e.g., mowed, etc.) by Operations Staff (#)	Not Provided

Total Number of Operations Staff (#)	48
Number of Maintenance Technicians/Tradesmen Employed by District (FTE) (#)	12
Number of Groundskeepers (#)	4
Number of Custodians Employed by District (FTE) (#)	32
Average number of days to complete a Maintenance Work Order (#)	1
Annual Actual Expenditures (\$)	\$51,411,368
Annual Maintenance Costs Overall (\$)	\$255,936
Annual Custodial Costs Overall (\$)	Not Provided
-- Of Overall, Annual Custodial Supply Costs (\$)	\$85,428
Annual Other Operations Cost (\$)	\$1,138,248
Total Number of Enrolled Students (#)	3,644
Total Square Acres of Section 16th land managed	1,321

Grenada Operations Data	
Data	2021-2022
Total Square Feet Maintained by District (#)	684,492
Total Square Acres Actively Maintained (e.g., mowed, etc.) by Operations Staff (#)	57
Total Number of Operations Staff (#)	698
Number of Maintenance Technicians/Tradesmen Employed by District (FTE) (#)	11
Number of Groundskeepers (#)	1
Number of Custodians Employed by District (FTE) (#)	32
Average number of days to complete a Maintenance Work Order (#)	2
Annual Actual Expenditures (\$)	\$42,995,328
Annual Maintenance Costs Overall (\$)	\$2,329,076
Annual Custodial Costs Overall (\$)	\$842,338
-- Of Overall, Annual Custodial Supply Costs (\$)	\$152,959
Annual Other Operations Cost (\$)	\$495,547
Total Number of Enrolled Students (#)	3,628
Total Square Acres of Section 16th land managed	Not Provided

Hattiesburg Operations Data	
Data	2021-2022
Total Square Feet Maintained by District (#)	800,000
Total Square Acres Actively Maintained (e.g., mowed, etc.) by Operations Staff (#)	133
Total Number of Operations Staff (#)	14
Number of Maintenance Technicians/Tradesmen Employed by District (FTE) (#)	7
Number of Groundskeepers (#)	4
Number of Custodians Employed by District (FTE) (#)	15
Average number of days to complete a Maintenance Work Order (#)	14
Annual Actual Expenditures (\$)	\$58,975,957
Annual Maintenance Costs Overall (\$)	\$4,721,681
Annual Custodial Costs Overall (\$)	\$802,879
-- Of Overall, Annual Custodial Supply Costs (\$)	\$72,468
Annual Other Operations Cost (\$)	Not Provided
Total Number of Enrolled Students (#)	3,569
Total Square Acres of Section 16th land managed	640

Hollandale Operations Data	
Data	2021-2022
Total Square Feet Maintained by District (#)	200,000
Total Square Acres Actively Maintained (e.g., mowed, etc.) by Operations Staff (#)	10
Total Number of Operations Staff (#)	3
Number of Maintenance Technicians/Tradesmen Employed by District (FTE) (#)	1
Number of Groundskeepers (#)	1
Number of Custodians Employed by District (FTE) (#)	3
Average number of days to complete a Maintenance Work Order (#)	3
Annual Actual Expenditures (\$)	\$12,082,504
Annual Maintenance Costs Overall (\$)	\$2,467,871
Annual Custodial Costs Overall (\$)	\$351,034
-- Of Overall, Annual Custodial Supply Costs (\$)	\$14,783
Annual Other Operations Cost (\$)	Not Provided
Total Number of Enrolled Students (#)	568
Total Square Acres of Section 16th land managed	3,158

Holmes Operations Data	
Data	2021-2022
Total Square Feet Maintained by District (#)	614,556
Total Square Acres Actively Maintained (e.g., mowed, etc.) by Operations Staff (#)	121
Total Number of Operations Staff (#)	5
Number of Maintenance Technicians/Tradesmen Employed by District (FTE) (#)	5
Number of Groundskeepers (#)	Contracted Out
Number of Custodians Employed by District (FTE) (#)	22
Average number of days to complete a Maintenance Work Order (#)	3
Annual Actual Expenditures (\$)	\$50,281,332
Annual Maintenance Costs Overall (\$)	\$290,781
Annual Custodial Costs Overall (\$)	\$1,458,551
-- Of Overall, Annual Custodial Supply Costs (\$)	\$216,005
Annual Other Operations Cost (\$)	\$1,084,627
Total Number of Enrolled Students (#)	2,542
Total Square Acres of Section 16th land managed	11,743

Louisville Operations Data	
Data	2021-2022
Total Square Feet Maintained by District (#)	449,750
Total Square Acres Actively Maintained (e.g., mowed, etc.) by Operations Staff (#)	141
Total Number of Operations Staff (#)	8
Number of Maintenance Technicians/Tradesmen Employed by District (FTE) (#)	6
Number of Groundskeepers (#)	2
Number of Custodians Employed by District (FTE) (#)	16
Average number of days to complete a Maintenance Work Order (#)	2.5
Annual Actual Expenditures (\$)	\$35,492,961
Annual Maintenance Costs Overall (\$)	\$1,588,426

Annual Custodial Costs Overall (\$)	\$706,828
-- Of Overall, Annual Custodial Supply Costs (\$)	\$114,147
Annual Other Operations Cost (\$)	\$329,699
Total Number of Enrolled Students (#)	2,553
Total Square Acres of Section 16th land managed	10,880

Madison Operations Data	
Data	2021-2022
Total Square Feet Maintained by District (#)	2,200,000
Total Square Acres Actively Maintained (e.g., mowed, etc.) by Operations Staff (#)	52
Total Number of Operations Staff (#)	25
Number of Maintenance Technicians/Tradesmen Employed by District (FTE) (#)	7
Number of Groundskeepers (#)	Contracted Out
Number of Custodians Employed by District (FTE) (#)	48.5
Average number of days to complete a Maintenance Work Order (#)	2
Annual Actual Expenditures (\$)	\$212,092,439
Annual Maintenance Costs Overall (\$)	\$10,481,510
Annual Custodial Costs Overall (\$)	\$3,178,099
-- Of Overall, Annual Custodial Supply Costs (\$)	\$273,673
Annual Other Operations Cost (\$)	\$916,880
Total Number of Enrolled Students (#)	13,096
Total Square Acres of Section 16th land managed	8,960

McComb Operations Data	
Data	2021-2022
Total Square Feet Maintained by District (#)	488,428
Total Square Acres Actively Maintained (e.g., mowed, etc.) by Operations Staff (#)	4
Total Number of Operations Staff (#)	14
Number of Maintenance Technicians/Tradesmen Employed by District (FTE) (#)	5
Number of Groundskeepers (#)	Contracted Out
Number of Custodians Employed by District (FTE) (#)	Contracted (7)
Average number of days to complete a Maintenance Work Order (#)	1
Annual Actual Expenditures (\$)	\$31,244,536
Annual Maintenance Costs Overall (\$)	\$2,679,069
Annual Custodial Costs Overall (\$)	Not Provided
-- Of Overall, Annual Custodial Supply Costs (\$)	Not Provided
Annual Other Operations Cost (\$)	Not Provided
Total Number of Enrolled Students (#)	2,286
Total Square Acres of Section 16th land managed	640

Moss Point Operations Data	
Data	2021-2022
Total Square Feet Maintained by District (#)	515,345
Total Square Acres Actively Maintained (e.g., mowed, etc.) by Operations Staff (#)	74
Total Number of Operations Staff (#)	32
Number of Maintenance Technicians/Tradesmen Employed by District (FTE) (#)	14

Number of Groundskeepers (#)	Contracted
Number of Custodians Employed by District (FTE) (#)	18
Average number of days to complete a Maintenance Work Order (#)	1
Annual Actual Expenditures (\$)	\$36,692,497
Annual Maintenance Costs Overall (\$)	\$2,797,701
Annual Custodial Costs Overall (\$)	\$719,157
-- Of Overall, Annual Custodial Supply Costs (\$)	\$108,201
Annual Other Operations Cost (\$)	\$2,511,774
Total Number of Enrolled Students (#)	1,563
Total Square Acres of Section 16th land managed	27

Natchez-Adams Operations Data	
Data	2021-2022
Total Square Feet Maintained by District (#)	825,003
Total Square Acres Actively Maintained (e.g., mowed, etc.) by Operations Staff (#)	259
Total Number of Operations Staff (#)	95
Number of Maintenance Technicians/Tradesmen Employed by District (FTE) (#)	5.4
Number of Groundskeepers (#)	3.6
Number of Custodians Employed by District (FTE) (#)	23
Average number of days to complete a Maintenance Work Order (#)	3
Annual Actual Expenditures (\$)	\$64,414,347
Annual Maintenance Costs Overall (\$)	\$3,011,591
Annual Custodial Costs Overall (\$)	\$673,459
-- Of Overall, Annual Custodial Supply Costs (\$)	\$48,045
Annual Other Operations Cost (\$)	\$0
Total Number of Enrolled Students (#)	2,830
Total Square Acres of Section 16th land managed	8,233

North Panola Operations Data	
Data	2021-2022
Total Square Feet Maintained by District (#)	310,260
Total Square Acres Actively Maintained (e.g., mowed, etc.) by Operations Staff (#)	97
Total Number of Operations Staff (#)	13
Number of Maintenance Technicians/Tradesmen Employed by District (FTE) (#)	2
Number of Groundskeepers (#)	1
Number of Custodians Employed by District (FTE) (#)	10
Average number of days to complete a Maintenance Work Order (#)	1
Annual Actual Expenditures (\$)	\$15,170,765
Annual Maintenance Costs Overall (\$)	\$1,105,070
Annual Custodial Costs Overall (\$)	\$254,487
-- Of Overall, Annual Custodial Supply Costs (\$)	\$73,757
Annual Other Operations Cost (\$)	\$1,226,922
Total Number of Enrolled Students (#)	1,250
Total Square Acres of Section 16th land managed	0

This district is a Chickasaw Cession district; therefore, it has no 16<sup>th</sup> Section Land. See page 6 for details.

Noxubee Operations Data	
Data	2021-2022
Total Square Feet Maintained by District (#)	320,696
Total Square Acres Actively Maintained (e.g., mowed, etc.) by Operations Staff (#)	80
Total Number of Operations Staff (#)	19
Number of Maintenance Technicians/Tradesmen Employed by District (FTE) (#)	3
Number of Groundskeepers (#)	2
Number of Custodians Employed by District (FTE) (#)	13
Average number of days to complete a Maintenance Work Order (#)	2.5
Annual Actual Expenditures (\$)	\$19,126,092
Annual Maintenance Costs Overall (\$)	\$2,021,699
Annual Custodial Costs Overall (\$)	\$505,760
-- Of Overall, Annual Custodial Supply Costs (\$)	\$123,950
Annual Other Operations Cost (\$)	\$697,512
Total Number of Enrolled Students (#)	1,401
Total Square Acres of Section 16th land managed	12,800

Okolona Operations Data	
Data	2021-2022
Total Square Feet Maintained by District (#)	715,265
Total Square Acres Actively Maintained (e.g., mowed, etc.) by Operations Staff (#)	16
Total Number of Operations Staff (#)	2
Number of Maintenance Technicians/Tradesmen Employed by District (FTE) (#)	1
Number of Groundskeepers (#)	Contracted Out
Number of Custodians Employed by District (FTE) (#)	Not Clarified
Average number of days to complete a Maintenance Work Order (#)	1.5
Annual Actual Expenditures (\$)	\$4,544,083
Annual Maintenance Costs Overall (\$)	\$523,482
Annual Custodial Costs Overall (\$)	\$124,992
-- Of Overall, Annual Custodial Supply Costs (\$)	Not Provided
Annual Other Operations Cost (\$)	\$523,482
Total Number of Enrolled Students (#)	518
Total Square Acres of Section 16th land managed	0

This district is a Chickasaw Cession district; therefore, it has no 16<sup>th</sup> Section Land. See page 6 for details.

Oxford Operations Data	
Data	2021-2022
Total Square Feet Maintained by District (#)	848,445
Total Square Acres Actively Maintained (e.g., mowed, etc.) by Operations Staff (#)	126
Total Number of Operations Staff (#)	9
Number of Maintenance Technicians/Tradesmen Employed by District (FTE) (#)	4
Number of Groundskeepers (#)	4
Number of Custodians Employed by District (FTE) (#)	Contracted Out
Average number of days to complete a Maintenance Work Order (#)	5
Annual Actual Expenditures (\$)	\$77,699,248
Annual Maintenance Costs Overall (\$)	\$3,758,446



Annual Custodial Costs Overall (\$)	\$983,757
-- Of Overall, Annual Custodial Supply Costs (\$)	\$80,199
Annual Other Operations Cost (\$)	\$827,929
Total Number of Enrolled Students (#)	4,682
Total Square Acres of Section 16th land managed	0

This district is a Chickasaw Cession district; therefore, it has no 16<sup>th</sup> Section Land. See page 6 for details.

Pass Christian Operations Data	
Data	2021-2022
Total Square Feet Maintained by District (#)	478,033
Total Square Acres Actively Maintained (e.g., mowed, etc.) by Operations Staff (#)	59
Total Number of Operations Staff (#)	6.5
Number of Maintenance Technicians/Tradesmen Employed by District (FTE) (#)	3
Number of Groundskeepers (#)	Contracted Out
Number of Custodians Employed by District (FTE) (#)	Contracted Out
Average number of days to complete a Maintenance Work Order (#)	Not Provided
Annual Actual Expenditures (\$)	\$20,491,000
Annual Maintenance Costs Overall (\$)	\$3,067,806
Annual Custodial Costs Overall (\$)	\$599,840
-- Of Overall, Annual Custodial Supply Costs (\$)	\$62,546
Annual Other Operations Cost (\$)	\$199,575
Total Number of Enrolled Students (#)	1,975
Total Square Acres of Section 16th land managed	640

Perry Operations Data	
Data	2021-2022
Total Square Feet Maintained by District (#)	233,335
Total Square Acres Actively Maintained (e.g., mowed, etc.) by Operations Staff (#)	121
Total Number of Operations Staff (#)	5
Number of Maintenance Technicians/Tradesmen Employed by District (FTE) (#)	2
Number of Groundskeepers (#)	3
Number of Custodians Employed by District (FTE) (#)	6
Average number of days to complete a Maintenance Work Order (#)	2.5
Annual Actual Expenditures (\$)	\$9,728,002
Annual Maintenance Costs Overall (\$)	\$589,583
Annual Custodial Costs Overall (\$)	\$109,837
-- Of Overall, Annual Custodial Supply Costs (\$)	\$44,517
Annual Other Operations Cost (\$)	\$437,944
Total Number of Enrolled Students (#)	929
Total Square Acres of Section 16th land managed	7,680

Simpson Operations Data	
Data	2021-2022
Total Square Feet Maintained by District (#)	571,314
Total Square Acres Actively Maintained (e.g., mowed, etc.) by Operations Staff (#)	157
Total Number of Operations Staff (#)	24

Number of Maintenance Technicians/Tradesmen Employed by District (FTE) (#)	5
Number of Groundskeepers (#)	2
Number of Custodians Employed by District (FTE) (#)	16
Average number of days to complete a Maintenance Work Order (#)	4.2
Annual Actual Expenditures (\$)	\$27,464,199
Annual Maintenance Costs Overall (\$)	\$3,195,782
Annual Custodial Costs Overall (\$)	Not Provided
-- Of Overall, Annual Custodial Supply Costs (\$)	Not Provided
Annual Other Operations Cost (\$)	Not Provided
Total Number of Enrolled Students (#)	3,102
Total Square Acres of Section 16th land managed	11,035

Sunflower Operations Data	
Data	2021-2022
Total Square Feet Maintained by District (#)	905,320
Total Square Acres Actively Maintained (e.g., mowed, etc.) by Operations Staff (#)	75
Total Number of Operations Staff (#)	7
Number of Maintenance Technicians/Tradesmen Employed by District (FTE) (#)	4
Number of Groundskeepers (#)	5
Number of Custodians Employed by District (FTE) (#)	33
Average number of days to complete a Maintenance Work Order (#)	1
Annual Actual Expenditures (\$)	\$46,208,251
Annual Maintenance Costs Overall (\$)	\$3,827,454
Annual Custodial Costs Overall (\$)	\$976,106
-- Of Overall, Annual Custodial Supply Costs (\$)	\$76,883
Annual Other Operations Cost (\$)	\$2,188,399
Total Number of Enrolled Students (#)	3,061
Total Square Acres of Section 16th land managed	11,549

Tate Operations Data	
Data	2021-2022
Total Square Feet Maintained by District (#)	378,206
Total Square Acres Actively Maintained (e.g., mowed, etc.) by Operations Staff (#)	74.8
Total Number of Operations Staff (#)	8
Number of Maintenance Technicians/Tradesmen Employed by District (FTE) (#)	4
Number of Groundskeepers (#)	Contracted Out
Number of Custodians Employed by District (FTE) (#)	Contracted Out
Average number of days to complete a Maintenance Work Order (#)	2
Annual Actual Expenditures (\$)	\$23,230,839
Annual Maintenance Costs Overall (\$)	\$479,878
Annual Custodial Costs Overall (\$)	\$389,880
-- Of Overall, Annual Custodial Supply Costs (\$)	\$0
Annual Other Operations Cost (\$)	\$908,071
Total Number of Enrolled Students (#)	2,000
Total Square Acres of Section 16th land managed	0

This district is a Chickasaw Cession district; therefore, it has no 16<sup>th</sup> Section Land. See page 6 for details.

Walthall Operations Data	
Data	2021-2022
Total Square Feet Maintained by District (#)	478,091
Total Square Acres Actively Maintained (e.g., mowed, etc.) by Operations Staff (#)	111
Total Number of Operations Staff (#)	16
Number of Maintenance Technicians/Tradesmen Employed by District (FTE) (#)	3
Number of Groundskeepers (#)	6.5 (Also, do Custodial Services)
Number of Custodians Employed by District (FTE) (#)	6.5 (Also, do Groundskeeping Services)
Average number of days to complete a Maintenance Work Order (#)	2
Annual Actual Expenditures (\$)	\$22,678,120
Annual Maintenance Costs Overall (\$)	\$299,361
Annual Custodial Costs Overall (\$)	\$601,812
-- Of Overall, Annual Custodial Supply Costs (\$)	\$215,733
Annual Other Operations Cost (\$)	\$552,523
Total Number of Enrolled Students (#)	1,702
Total Square Acres of Section 16th land managed	Not Provided

Water Valley Operations Data	
Data	2021-2022
Total Square Feet Maintained by District (#)	176,780
Total Square Acres Actively Maintained (e.g., mowed, etc.) by Operations Staff (#)	42
Total Number of Operations Staff (#)	7
Number of Maintenance Technicians/Tradesmen Employed by District (FTE) (#)	1
Number of Groundskeepers (#)	0
Number of Custodians Employed by District (FTE) (#)	6
Average number of days to complete a Maintenance Work Order (#)	2
Annual Actual Expenditures (\$)	\$12,082,854
Annual Maintenance Costs Overall (\$)	\$386,655
Annual Custodial Costs Overall (\$)	\$214,935
-- Of Overall, Annual Custodial Supply Costs (\$)	\$50,982
Annual Other Operations Cost (\$)	\$334,764
Total Number of Enrolled Students (#)	1,057
Total Square Acres of Section 16th land managed	0

This district is a Chickasaw Cession district; therefore, it has no 16<sup>th</sup> Section Land. See page 6 for details.

Wayne Operations Data	
Data	2021-2022
Total Square Feet Maintained by District (#)	674,709
Total Square Acres Actively Maintained (e.g., mowed, etc.) by Operations Staff (#)	Not Provided
Total Number of Operations Staff (#)	8
Number of Maintenance Technicians/Tradesmen Employed by District (FTE) (#)	3
Number of Groundskeepers (#)	Contracted Out

Number of Custodians Employed by District (FTE) (#)	Contracted Out
Average number of days to complete a Maintenance Work Order (#)	2
Annual Actual Expenditures (\$)	\$44,925,000
Annual Maintenance Costs Overall (\$)	\$3,038,000
Annual Custodial Costs Overall (\$)	\$1,152,000
-- Of Overall, Annual Custodial Supply Costs (\$)	Contracted Out
Annual Other Operations Cost (\$)	\$0
Total Number of Enrolled Students (#)	2,850
Total Square Acres of Section 16th land managed	Not Provided

West Point Operations Data	
Data	2021-2022
Total Square Feet Maintained by District (#)	578,964
Total Square Acres Actively Maintained (e.g., mowed, etc.) by Operations Staff (#)	69
Total Number of Operations Staff (#)	7
Number of Maintenance Technicians/Tradesmen Employed by District (FTE) (#)	6.5
Number of Groundskeepers (#)	Not Provided
Number of Custodians Employed by District (FTE) (#)	30.5
Average number of days to complete a Maintenance Work Order (#)	2.75
Annual Actual Expenditures (\$)	\$37,377,275
Annual Maintenance Costs Overall (\$)	\$3,939,006
Annual Custodial Costs Overall (\$)	\$1,535,088
-- Of Overall, Annual Custodial Supply Costs (\$)	\$494,846
Annual Other Operations Cost (\$)	\$0
Total Number of Enrolled Students (#)	2,770
Total Square Acres of Section 16th land managed	0 (736) *

\*West Point reported that they have 736 acres of 16<sup>th</sup> Section Land, but it should be noted that West Point is a Chickasaw Cession district and should have no 16<sup>th</sup> Section Land. See page 6 for details.

Wilkinson Operations Data	
Data	2021-2022
Total Square Feet Maintained by District (#)	210,434
Total Square Acres Actively Maintained (e.g., mowed, etc.) by Operations Staff (#)	15.5
Total Number of Operations Staff (#)	10
Number of Maintenance Technicians/Tradesmen Employed by District (FTE) (#)	1
Number of Groundskeepers (#)	1
Number of Custodians Employed by District (FTE) (#)	8
Average number of days to complete a Maintenance Work Order (#)	2
Annual Actual Expenditures (\$)	\$13,547,905
Annual Maintenance Costs Overall (\$)	\$857,537
Annual Custodial Costs Overall (\$)	\$204,231
-- Of Overall, Annual Custodial Supply Costs (\$)	\$32,409
Annual Other Operations Cost (\$)	\$0
Total Number of Enrolled Students (#)	888

Total Square Acres of Section 16th land managed	Not Provided
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Yazoo County Operations Data	
Data	2021-2022
Total Square Feet Maintained by District (#)	273,105
Total Square Acres Actively Maintained (e.g., mowed, etc.) by Operations Staff (#)	46.3
Total Number of Operations Staff (#)	21
Number of Maintenance Technicians/Tradesmen Employed by District (FTE) (#)	Contracted Out
Number of Groundskeepers (#)	4
Number of Custodians Employed by District (FTE) (#)	Contracted Out
Average number of days to complete a Maintenance Work Order (#)	2.5
Annual Actual Expenditures (\$)	\$23,404,242
Annual Maintenance Costs Overall (\$)	\$1,210,520
Annual Custodial Costs Overall (\$)	\$316,198
-- Of Overall, Annual Custodial Supply Costs (\$)	\$0
Annual Other Operations Cost (\$)	\$894,321
Total Number of Enrolled Students (#)	1,385
Total Square Acres of Section 16th land managed	16,195

**James F. (Ted) Booth, Executive Director**

Reapportionment

Ben Collins

Administration

Kirby Arinder

Stephanie Harris

Gale Taylor

Quality Assurance and Reporting

Tracy Bobo

Hannah Jane Costilow

Performance Evaluation

Lonnie Edgar, Deputy Director

Jennifer Sebren, Deputy Director

Drew Allen

Emily Cloys

Kim Cummins

Matthew Dry

Matthew Holmes

Drew Johnson

Billy Loper

Debra Monroe-Lax

Taylor Mullins

Meri Clare Ringer

Sarah Williamson

Julie Winkeljohn

Ray Wright