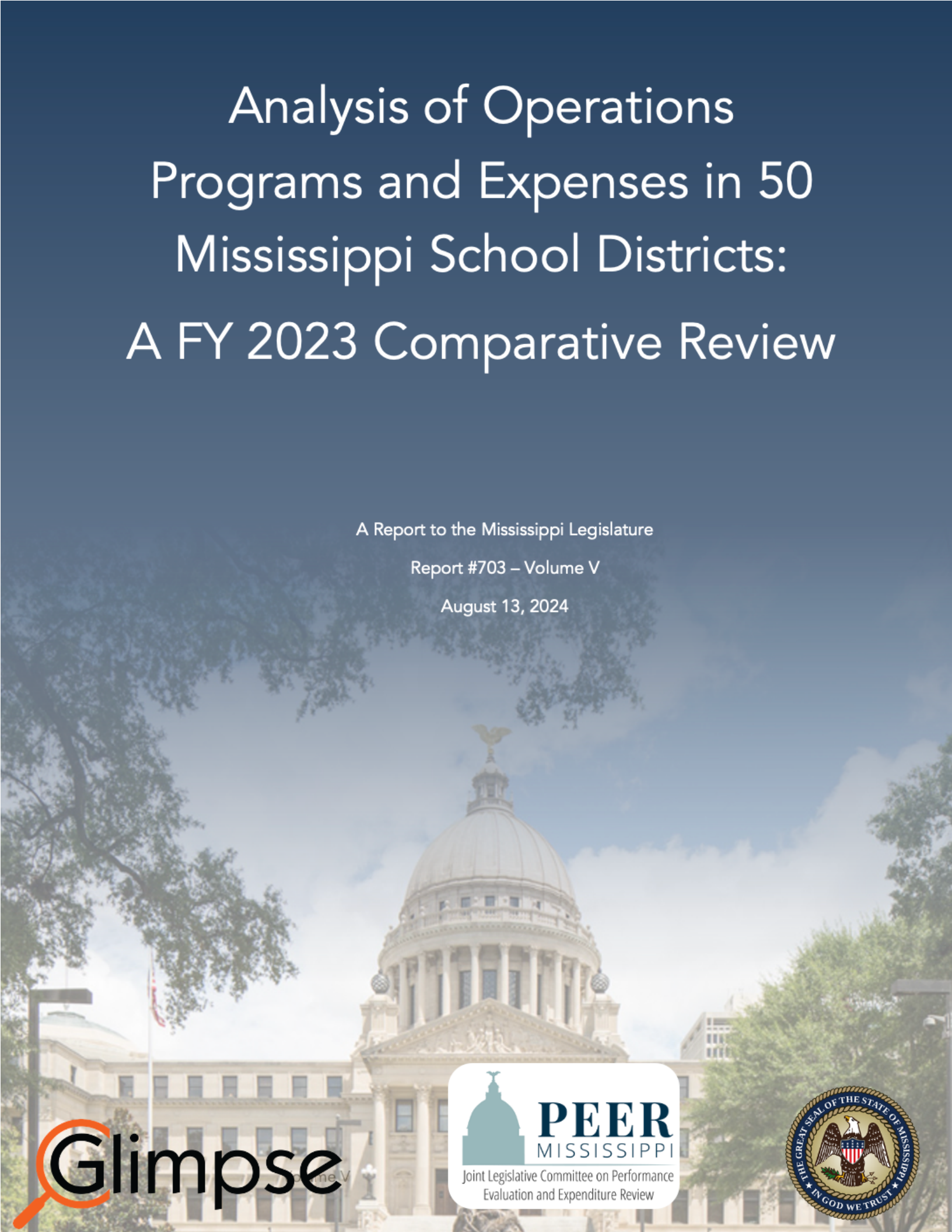
Analysis of Operations Programs and Expenses in 50 Mississippi School Districts: A FY 2023 Comparative Review

A Report to the Mississippi Legislature

Report #703 – Volume V

August 13, 2024



Glimpse

PEER MISSISSIPPI

Joint Legislative Committee on Performance Evaluation and Expenditure Review

PEER Committee

Charles Younger, **Chair**
Becky Currie, **Vice-Chair**
Kevin Felsher, **Secretary**

Senators:
Kevin Blackwell
John Horhn
Dean Kirby
Chad McMahan
John Polk
Robin Robinson

Representatives:
Donnie Bell
Cedric Burnett
Casey Eure
Kevin Ford
Stacey Hobgood-Wilkes

Executive Director:
James F. (Ted) Booth

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

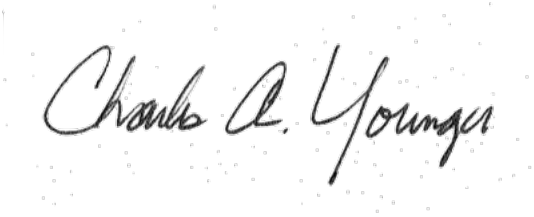
PEER Committee

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

August 13, 2024

Honorable Tate Reeves, Governor
Honorable Delbert Hosemann, Lieutenant Governor
Honorable Jason White, Speaker of the House
Members of the Mississippi State Legislature

On August 13, 2024, the PEER Committee authorized release of the report titled ***Analysis of Operations Programs and Expenses in 50 Mississippi School Districts: A FY 2023 Comparative Review.***



Senator Charles Younger, Chair

This report does not recommend increased funding or additional staff.

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

This page left intentionally blank.

Table of Contents

Letter of Transmittal i

List of Exhibits iv

Report Highlights v

Restrictions 1

Introduction 2

Conclusions Regarding Districts' Collection of Benchmark Data for use in Managing Operations 3

Conclusions Regarding Districts' Collection of Key Performance Indicators for use in Managing Operations 6

Conclusions Regarding How Districts' Data Collection May Impact Operations Costs 30

Conclusions Regarding Cost Savings 31

Recommendations 40

Appendix A: A List of School Districts Included in This Review 41

Appendix B: FY 2023 Operations Information for Districts Reporting 43

Appendix C: FY 2023 Operations Benchmark Data and Performance Indicators for Districts Reporting 46

List of Exhibits

Exhibit 1: Total Operations Expenses as a Percentage of Total District Expenses for Reporting Districts for FY 2023 7

Exhibit 2: Maintenance and Operations Cost per Student for Reporting Districts for FY 2023 9

Exhibit 3: Custodial Cost per Square Foot for Reporting Districts for FY 2023 11

Exhibit 4: Custodial Cost per Student for Reporting Districts for FY 2023 13

Exhibit 5: Custodial Supply Cost per Square Foot for Reporting Districts for FY 2023 15

Exhibit 6: Square Footage per Custodian for FY 2023 for Reporting Districts 17

Exhibit 7: Maintenance Cost per Square Foot for Reporting Districts for FY 2023 19

Exhibit 8: Average Number of Days to Complete a Maintenance Work Order for Reporting Districts for FY 2023 21

Exhibit 9: Square Footage per Maintenance Technician for FY 2023 for Reporting Districts 23

Exhibit 10: Acres per Groundskeeper for FY 2023 for Reporting Districts 25

Exhibit 11: Square Footage per Student for FY 2023 for Reporting Districts 27

Exhibit 12: Square Footage per School for FY 2023 for Reporting Districts 29

Exhibit 13: Projected Potential Cost Savings in Reporting Districts based on FY 2023 Data Reported ... 31

PEER MISSISSIPPI
Joint Legislative Committee on Performance Evaluation and Expenditure Review

Analysis of Operations Programs and Expenses in 50 Mississippi School Districts: A FY 2023 Comparative Review (Volume V)

Report Highlights

August 13, 2024

CONCLUSION: A review of the operations programs for 50 Mississippi school districts in FY 2023 showed opportunities for districts to strengthen their programs and increase efficiency. For example, 26 reporting districts (62%) did not have a formal preventative maintenance program. Without such a program, districts risk unexpected and potentially costly issues with their facilities and equipment. There was also wide variance in the performance of districts in key areas such as custodial cost per square foot and maintenance cost per square foot, suggesting that districts have room for improvement. As a whole, reporting districts performed favorably compared to regional and national peers in certain areas (e.g., custodial costs), while districts underperformed peers in other areas (e.g., maintenance costs).

BACKGROUND

In FY 2024, PEER received funding to contract with Glimpse K12 (an education technology company headquartered in Huntsville, Alabama) to conduct a comparative review of 50 school districts. This report focuses on one of seven areas of review—operations (Volume V). Other non-instructional reports include:

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

KEY FINDINGS

- **Of the 42 reporting districts, 15 (36%) did not utilize an electronic maintenance work order system.**
  Such systems could increase efficiency and enhance decision making.

- **26 districts (62%) did not have a formal preventative maintenance program.**
  Without such a program, districts risk unexpected and potentially costly issues with their facilities and equipment.

- **17 districts (40%) did not participate in an energy management program.**
  An energy management program that involves principals and facility leaders could lead to savings and environmental sustainability.

- **22 (52%) did not conduct a formal facilities assessment each year.**
  Such assessments are intended to ensure building safety and can assist administrators in prioritizing repairs and upgrades.

- **Reporting districts performed favorably on custodial cost measures compared to regional peers (e.g., lower cost per square foot and per student); however, districts spent more on maintenance costs per square foot than did regional peers.**

Variance in District Performance

Districts reported a wide range of costs and performance associate with custodial, maintenance, and groundskeeping services. For example:

- Custodial cost per square foot ranged from a low of $0.37 in Quitman County to a high of $3.56 in Greene and Monroe, with a median of $1.41.
- Maintenance cost per square foot ranged from $0.15 in Quitman County to $7.39 in Jackson County, with a median of $3.56.

These wide variances suggest that districts have opportunities to improve their performance on the key indicators in this report, which could result in improved efficiencies, cost savings, and/or improved service levels.

Issues with Missing Data

The conclusions of this report were inhibited by district's inability to provide the requested data. For example:

- 17 districts (34%) failed to provide either the number of total square feet maintained by the district or total annual custodial costs or both;
- 14 districts (28%) were unable to provide information to calculate the average number of days to complete a maintenance work order;
- 10 districts (20%) failed to provide the cost information needed to determine potential cost savings; and,
- East Tallahatchie and Pontotoc City failed to provide any data for this review.

The failure to either collect and/or provide information on key indicators for this review suggests that district administrators do not have the information they need to make decisions regarding their operations functions.

Cost Savings

Based on FY 2023 data reported, of the districts reporting, 26 districts could realize annual projected potential cost savings of up to $19 million by reducing costs associated with their custodial, maintenance, and/or groundskeeping functions.

While the reported data suggests the potential for cost savings for these districts, each district's administration should carefully review the data and recommendations in light of the particular circumstances of the district.

SUMMARY OF RECOMMENDATIONS FOR DISTRICTS

1. In FY 2025, each district's superintendent, in consultation with the district's operations personnel, should review the information from this report and implement the relevant 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 preventative 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 district's operations using the measures included in this review.

PEER MISSISSIPPI
Joint Legislative Committee on Performance Evaluation and Expenditure Review

Analysis of Operations Programs and Expenses in 50 Mississippi School Districts:
A FY 2023 Comparative Review (Volume V)
For more information, contact: (601) 359-1226 | P.O. Box 1204, Jackson, MS 39215-1204
Senator Charles Younger, Chair | James F. (Ted) Booth, Executive Director

Analysis of Operations Programs and Expenses in 50 Mississippi School Districts: A FY 2023 Comparative Review

Restrictions

For this comparative review, GlimpseK12 selected 50 Mississippi school districts that reflect varying sizes (based on student enrollments), geographic regions, and accountability ratings across the state.[1] See Appendix on pages 41 for a list of the districts included in this review. This review is a continuation of GlimpseK12's work in 2023, in which Glimpse reviewed data for 30 school districts in Mississippi (see PEER report #690e).

GlimpseK12 provided this report to the PEER Committee based on data and extrapolated information provided by the school districts for school year 2022-2023. GlimpseK12 did not independently verify the data or information provided by the districts or their programs. If the districts choose 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 GlimpseK12. 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 GlimpseK12.

[1]The Mississippi Statewide Accountability System assigns a performance rating of A, B, C, D, or F to each school district based on established criteria regarding student achievement, student growth, graduation rate, and participation rate.

Introduction

School district administrators are responsible for spending millions of dollars annually on instructional and operational expenses. While operational expenses could be viewed as a secondary concern to instructional expenses, operational costs could escalate, possibly unnecessarily, without proper oversight and monitoring.

As a companion to *Instructional Analysis of 50 Mississippi School Districts: A FY 2023 Comparative Review (PEER Report #702)*, this report is one of a series of six reports that provide decisionmakers with FY 2023 comparative data regarding selected Mississippi school districts' key non-instructional programs and associated costs (i. e., human resources [HR], transportation, operations, nutrition, information technology, and finance). Of the 138[2] traditional public school districts in Mississippi, Glimpse K12 selected 50[3] districts with a range of characteristics, including geographic location, enrollment, and grades based on the statewide accountability system to provide FY 2023 data on their operations functions, which includes custodial, maintenance, and groundskeeping tasks. Appendix A, page 41, lists the 50 school districts that were included in this review. Appendix B, page 43, provides general operations information for each district.

This report presents data reported by school districts regarding benchmarks (e.g., utilization of electronic work order systems) and performance indicators (e.g., maintenance cost per square foot). Appendix C, page 46, provides FY 2023 operations benchmark data and performance indicators for the districts reporting. This report also provides some regional and national averages as a basis for comparison.

School district administrators should use this information to determine areas for improvement and to make informed decisions regarding their districts' operations.

[2] This number does not include Mississippi's eight public charter school districts.

[3] Although 50 districts were selected for this review, only 48 districts provided the requested information (i.e., benchmark data and performance data), either in part or in full. East Tallahatchie and Pontotoc City failed to provide any benchmark or performance data for this review.

Conclusions Regarding Districts' Collection of Benchmark Data for use in Managing Operations

Benchmarking is the process of comparing and measuring different organizations' activities. Districts can use benchmark data, combined with key performance indicators, to gain insight in identifying best practices and opportunities for improvement and cost reductions. This report surveyed districts' reporting of the following benchmark data:

- utilization of an electronic maintenance work order system;
- implementation of a formal preventative maintenance program;
- implementation of an energy management program; and,
- administration of a formal annual facilities assessment.

42 of the 50 districts reviewed provided the above-listed benchmark information.[4]

Utilization of an Electronic Maintenance Work Order System

Of the 42 school districts reporting FY 2023 operations benchmark data, 15 (36%) did not utilize an electronic work order system. Such systems could increase efficiency and enhance districts' decision making.

A properly implemented electronic maintenance work order system can offer districts several advantages. First, 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 implementation of an electronic work order system, leading to potentially unsatisfactory results. Also, not having an electronic work order system does not ensure that a district will perform poorly in relation to operation services.

Of the 42 districts reporting FY 2023 operations benchmark data, 15 (36%) did not utilize an electronic work order system.

Implementation of a Formal Preventative Maintenance Program

Of the 42 school districts reporting FY 2023 operations benchmark data, 26 (62%) did not have a formal preventative maintenance program. Without such a program, districts risk unexpected and potentially costly issues with their facilities and equipment.

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 downtime and costly repairs.

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

[4] The operations departments at the following districts did not provide benchmark data for this report: Brookhaven, East Tallahatchie, Kosciusko, Leake, New Albany, Pontotoc City, Vicksburg-Warren, and Winona-Montgomery.

- ensure the safety of students and staff by regularly inspecting and maintaining equipment and facilities, reducing the risk of accidents and injuries;
- offer long-term cost savings by addressing minor issues before they escalate and become expensive to fix and thus extending the lifespan of equipment and facilities. Moreover, well-maintained assets are more efficient, reducing energy and utility bills, increasing productivity, and minimizing downtime;
- facilitate compliance with regulations and standards, ensuring schools meet safety and operational requirements. Examples of these regulations and standards include 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); and,
- help build a positive reputation within the community by maintaining well-kept facilities and equipment.

All districts should implement preventative maintenance programs based on available resources. Of the 42 districts reporting FY 2023 operations benchmark data, 26 (62%) did not have a formal preventative maintenance program.

Implementation of an Energy Management Program

Of the 42 school districts reporting FY 2023 operations benchmark data, 40% (17) did not participate in an energy management program.

An energy management program that involves principals and facility leaders could lead to savings and environmental sustainability. School districts should consider implementing their own 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 because they use existing staff and resources. A behavior-based energy management program can be implemented in five basic steps: form a team to oversee the program; conduct an energy audit; develop an energy management plan; educate staff and students; and continuously monitor energy consumption, along with cost savings.

Self-implementation of such programs grants districts greater control over the process and outcomes, allowing them to tailor the programs to their specific needs and goals. Additionally, behavior-based energy management programs engage staff and students, fostering sustainable behavior change and buy-in from the school community. Overall, self-implementing a behavior-based energy management program can be a viable and effective option for school districts that have 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 a local energy provider for guidance and help in reducing and managing energy consumption.

Of the 42 districts reporting FY 2023 operations benchmark data, 17 (40%) did not have an energy management program.

Administration of a Formal Annual Facilities Assessment

Of the 42 school districts reporting FY 2023 operations data, 52% (22) did not conduct a formal facilities assessment each year. Such assessments are intended to ensure building safety and can assist administrators in prioritizing repairs and upgrades.

Regular facility assessments demonstrate proactive and responsible practices by school districts to ensure a safe and comfortable learning environment for students and faculty. Regular assessments of school facilities identify potential infrastructure issues such as outdated electrical or HVAC systems, structural damage, and safety hazards. School districts can effectively prioritize and plan needed repairs and upgrades by understanding these issues prior to need. Facility assessments can provide information to use in a preventative maintenance program. Additionally, these assessments

contribute to long-term cost savings by addressing minor issues before they escalate into more significant and costly problems. Regular annual assessments reduce resource needs and ensure that any changes are noted early.

If resources do not allow for annual assessments, districts should define the shortest time interval beyond one year that resources will allow for and pre-schedule assessments to ensure that they are completed.

Of the 42 school districts reporting FY 2023 operations benchmark data, 52% (22) did not conduct formal facilities assessments each year. Of the 22 districts that did not conduct annual assessments, fifteen reported conducting assessments on an as-needed basis, five districts reported conducting assessments every two years, and two districts reported conducting assessments every three years.

Conclusions Regarding Districts' Collection of Key Performance Indicators for use in Managing Operations

Key performance indicators in operations include districtwide effectiveness measures such as custodial cost per student and indicators that focus on the districts' operations departments. It is essential to consider all key performance indicators together; one indicator should not be viewed as an overall performance measure by itself.

This study included a review of the following key performance indicators in the area of operations:

- total operations expenses as a percentage of total district expenses;
- maintenance and operations cost per student;
- custodial cost per square foot;
- custodial cost per student;
- custodial supply cost per square foot;
- square footage per custodian;
- maintenance cost per square foot;
- average number of days to complete a maintenance work order;
- maintenance workload (square footage per maintenance technician);
- acreage per groundskeeper;
- square footage per student; and,
- square footage per school.

48 of the 50 districts reviewed provided the above-listed performance data for FY 2023, either in full or in part.[5]

Total Operations Expenses as a Percentage of Total District Expenses

Of the districts reporting FY 2023 operations key performance data, the districts' 8.5% median total operations expenses as a percentage of total district expenses was below the regional peer average of 10.5% and near the midpoint of the national peer range of 4.5% to 10.8%.

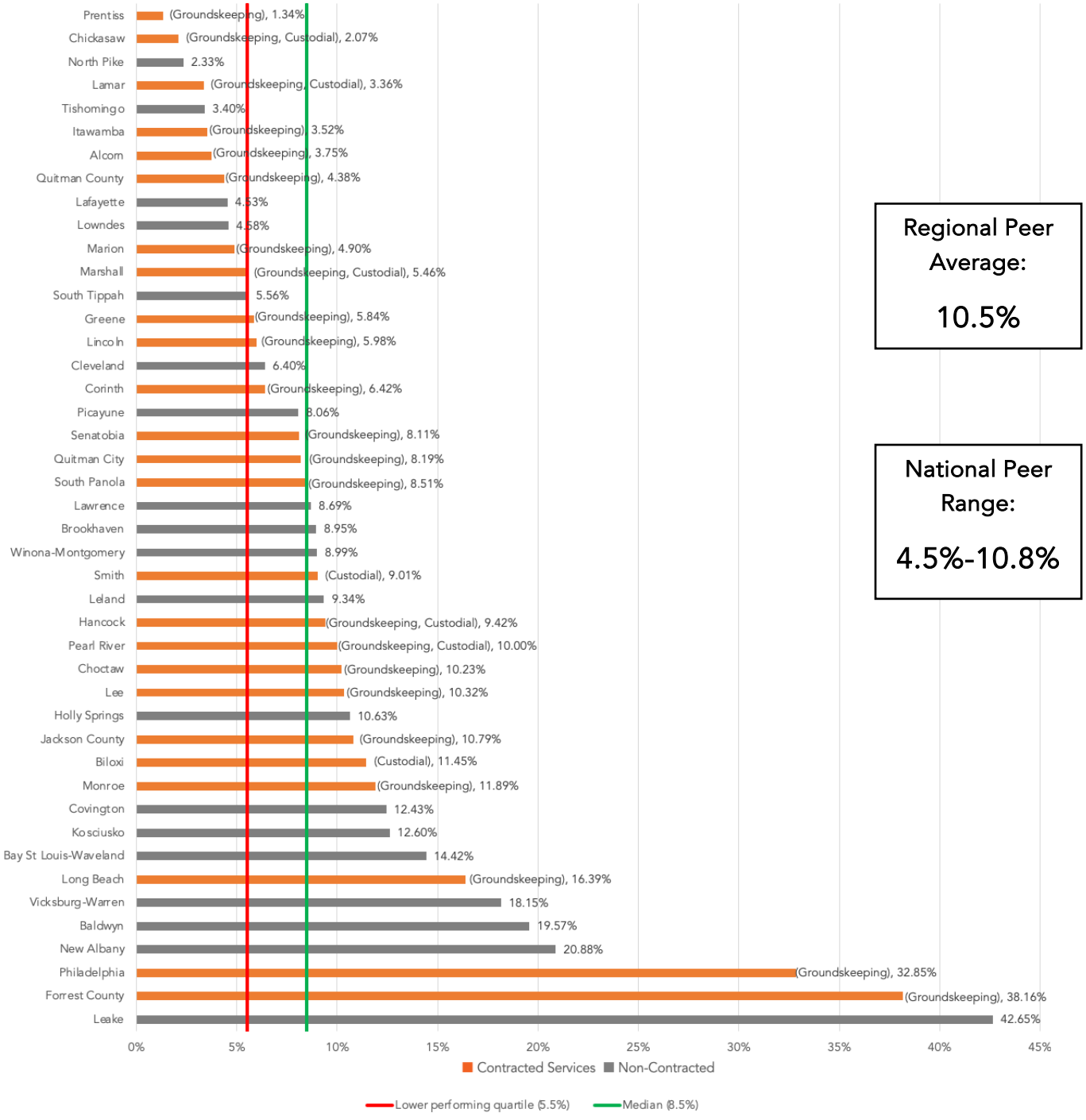
Total operations expenses as a percentage of total district expenses varies among districts based on several factors (e.g., square footage of facilities, number of students, facility age/condition). Due to the circumstances of each district, this measure should not be used as a sole determinant of whether spending in the area of operations is appropriate.

As shown in Exhibit 1, page 7, for the reporting districts, total operations expenses as a percentage of total district expenses ranged from 1.3% in Prentiss to 42.7% in Leake. Although unable to confirm such, the assessment team believes that some districts included construction costs in total operations expenses and therefore total operations expenses for

[5] The operations departments at East Tallahatchie and Pontotoc City did not provide performance data for this report. Further, the operations departments at Brookhaven, Forrest, Hazlehurst, New Albany, Stone, Vicksburg-Warren, Winona-Montgomery provided only minimal performance data, which prevented the assessment team from completing an analysis of its operations programs.

some districts may be distorted by these non-recurring expenses. Accordingly, information in this exhibit should not be used to infer that a district's operations expenses are excessive.

Exhibit 1: Total Operations Expenses as a Percentage of Total District Expenses for Reporting Districts for FY 2023



The lower performing quartile and the median in this exhibit represent the above reporting districts and an additional 30 Mississippi districts that are part of a separate review over the same period.

Note: East Tallahatchie, Hazlehurst City, Neshoba, Newton Municipal, Pontotoc City, and Stone data were not provided.

Note: Contracted services are listed by each school district in parentheses.

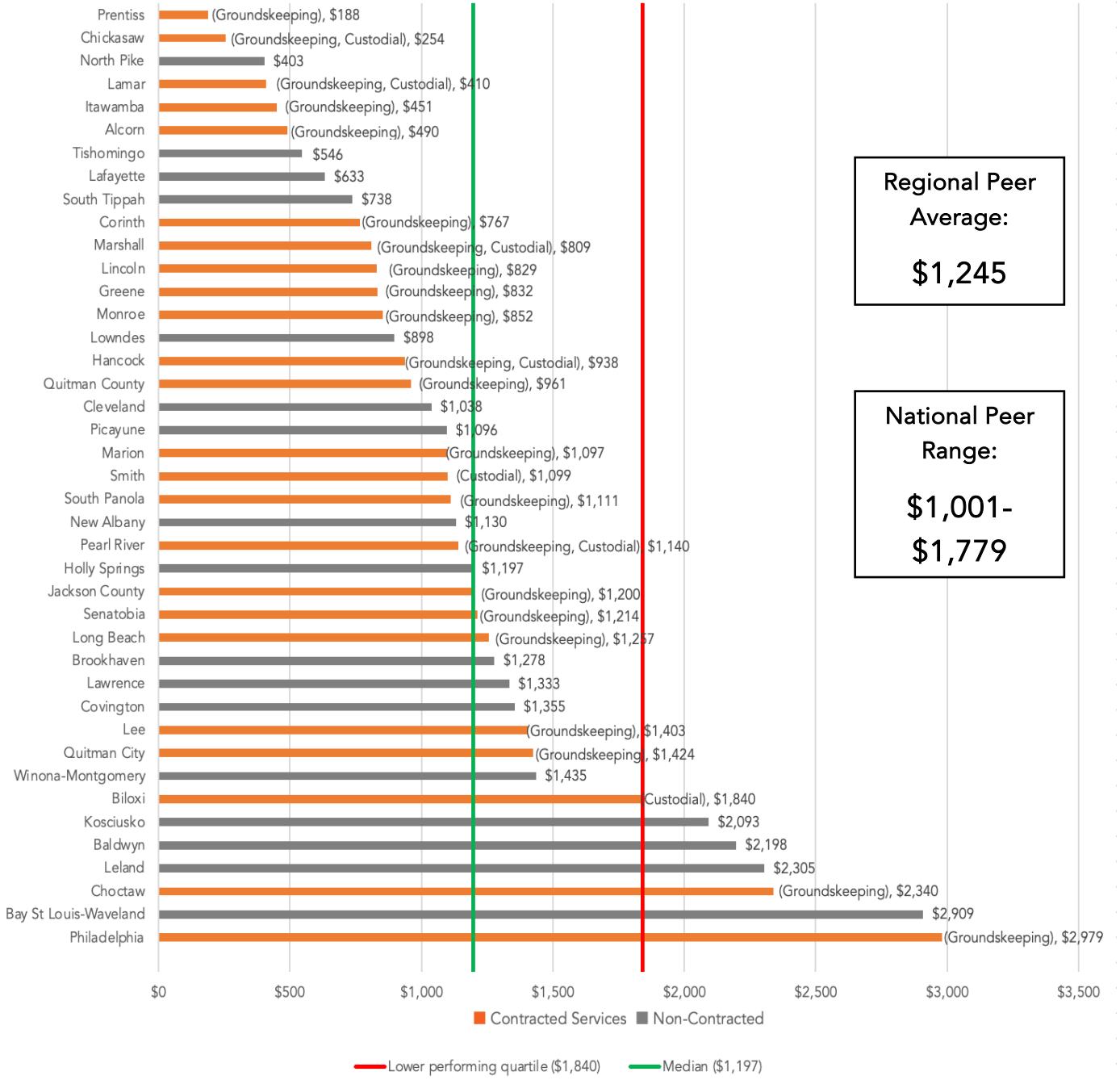
Maintenance and Operations Cost per Student

Of the districts reporting FY 2023 operations key performance data, the $1,197 median maintenance and operations cost per student was below the regional average of $1,245 and on the lower end of the national peer range of $1,001 to $1,779.

The maintenance and operations cost per student measure encompasses a wide range of costs—custodial, groundskeeping, routine maintenance, and both minor and major renovations and projects. Costs vary significantly between districts, primarily due to the number of capital projects districts have undertaken. Districts should use this measure in combination other measures included in this report to assess efficiency.

As shown in Exhibit 2, page 9, for the districts reporting FY 2023 operations key performance data, maintenance and operations cost per student ranged from $188 in Prentiss to $2,979 in Philadelphia. As in Exhibit 1 on page 7, because the data in this exhibit could include construction costs, the cost per student could be distorted by these non-recurring expenses. Also, some districts appear to have submitted estimates rather than actual costs. For example, Lawrence County reported $286,000 in custodial costs. Accordingly, information in this exhibit alone should not be used to infer that a district's operations and maintenance cost per student is excessive.

Exhibit 2: Maintenance and Operations Cost per Student for Reporting Districts for FY 2023



The lower performing quartile and the median in this exhibit represent the above reporting districts and an additional 30 Mississippi districts that are part of a separate review over the same period.

Note: East Tallahatchie, Hazlehurst, Neshoba, Newton Municipal, Pontotoc City, and Stone County data were not provided. Forrest, Leake, and Vicksburg-Warren's data could not be clarified and are therefore excluded from the exhibit.

Note: Contracted services are listed by each school district in parentheses.

Custodial Cost per Square Foot

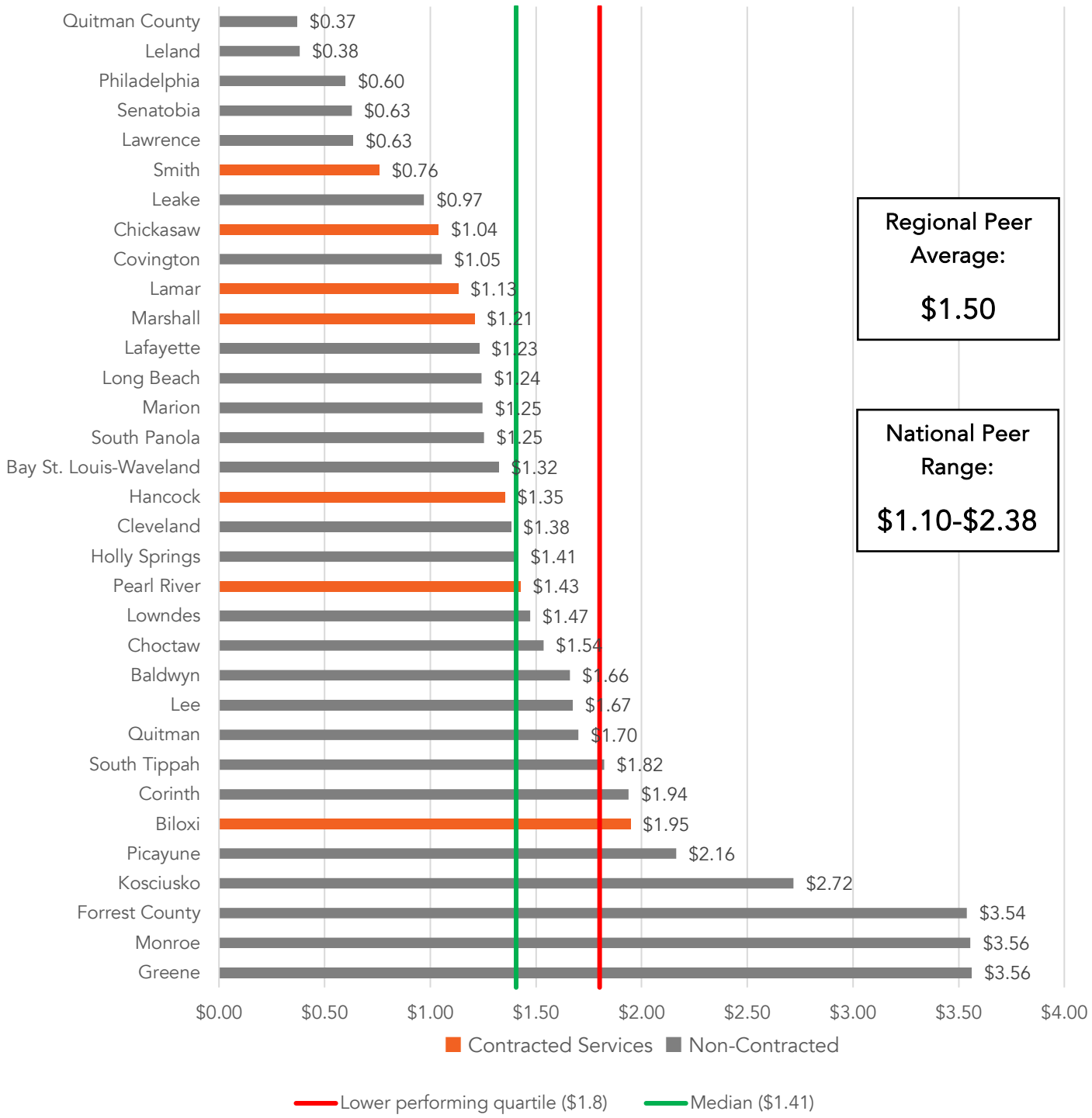
Of the 33 districts reporting FY 2023 custodial costs and square footage, the median $1.41 custodial cost per square foot was below the regional peer average of $1.50 and on the lower end of the national peer range of $1.10 to $2.38. Thus overall, responding districts' custodial cost per square foot compared favorably to that of regional and national peers.

A district's custodial cost per square foot may be used to evaluate the cost efficiency of custodial services and should be viewed in relationship to costs per student and supply cost per square foot.

As shown in Exhibit 3, page 11, for districts that used an outside contractor, the custodial cost per square foot ranged from $0.76 in Smith to $1.95 in Biloxi. For districts that used district personnel for custodial services, custodial cost per square foot ranged from $0.37 in Quitman County to $3.56 in Greene and Monroe. Forrest County reported the next highest figure at $3.54. District officials can compare their district to similar districts and explore opportunities to improve custodial efficiencies to reduce costs while maintaining cleanliness standards.

Seventeen districts did not provide either the number of total square feet maintained or total annual custodial costs or both. Given the round numbers reported for square footage, some districts apparently submitted estimates of square feet maintained by the district. Knowing the total square feet maintained by the district and total custodial cost to service the buildings represents a core element of efficiently operating a district's physical facilities. The districts that did not supply the requested data are listed in the note to Exhibit 3 on page 11.

Exhibit 3: Custodial Cost per Square Foot for Reporting Districts for FY 2023



The lower performing quartile and the median in this exhibit represent the above reporting districts and an additional 30 Mississippi districts that are part of a separate review over the same period.

Note: Alcorn, Brookhaven, East Tallahatchie, Hazlehurst, Itawamba, Jackson County, Neshoba, New Albany, Newton Municipal, North Pike, Pontotoc City, Prentiss, Stone, Tishomingo, Vicksburg-Warren, and Winona-Montgomery data were not provided. Leland, Lincoln, Neshoba, and Philadelphia's data could not be clarified and was excluded.

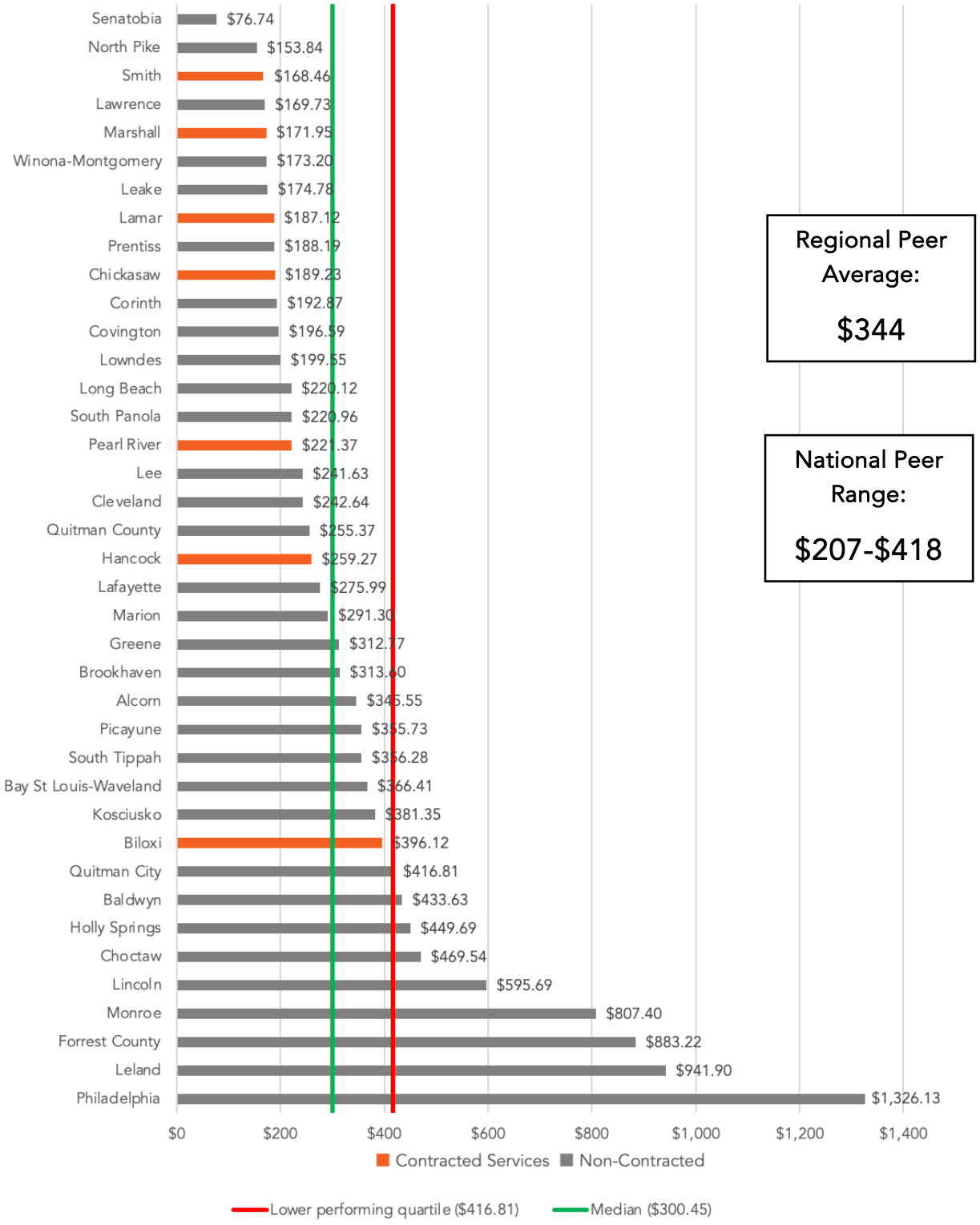
Custodial Cost per Student

Of the districts reporting FY 2023 operations key performance data, the $300 median custodial cost per student was below the regional peer average of $344 and near the mid-point of the national peer range of $207 to $418. Thus overall, the cohort's custodial cost per student compared favorably to that of regional and national peers.

The custodial cost per student measure is important for evaluating the cost efficiency of custodial services and should be viewed in relationship to costs per square foot and supply cost per square foot.

As shown in Exhibit 4, page 13, of the districts reporting FY 2023 operations key performance data, for districts that used a third-party contractor, the custodial cost per student ranged from $168 in Smith to $396 in Biloxi. For districts that use district personnel for custodial services, the custodial cost per student ranged from $77 in Senatobia to $1,326 in Philadelphia. The wide range of custodial cost per student suggests that some districts have opportunities to lower custodial costs by reviewing staffing and/or purchasing procedures.

Exhibit 4: Custodial Cost per Student for Reporting Districts for FY 2023



The lower performing quartile and the median in this exhibit represent the above reporting districts and an additional 30 Mississippi districts that are part of a separate review over the same period.

Note: East Tallahatchie, Hazlehurst, Itawamba, Jackson County, Neshoba, New Albany, Newton Municipal, Pontotoc City, Stone, and Tishomingo data were not provided. Vicksburg-Warren's data could not be clarified and is therefore excluded from the exhibit.

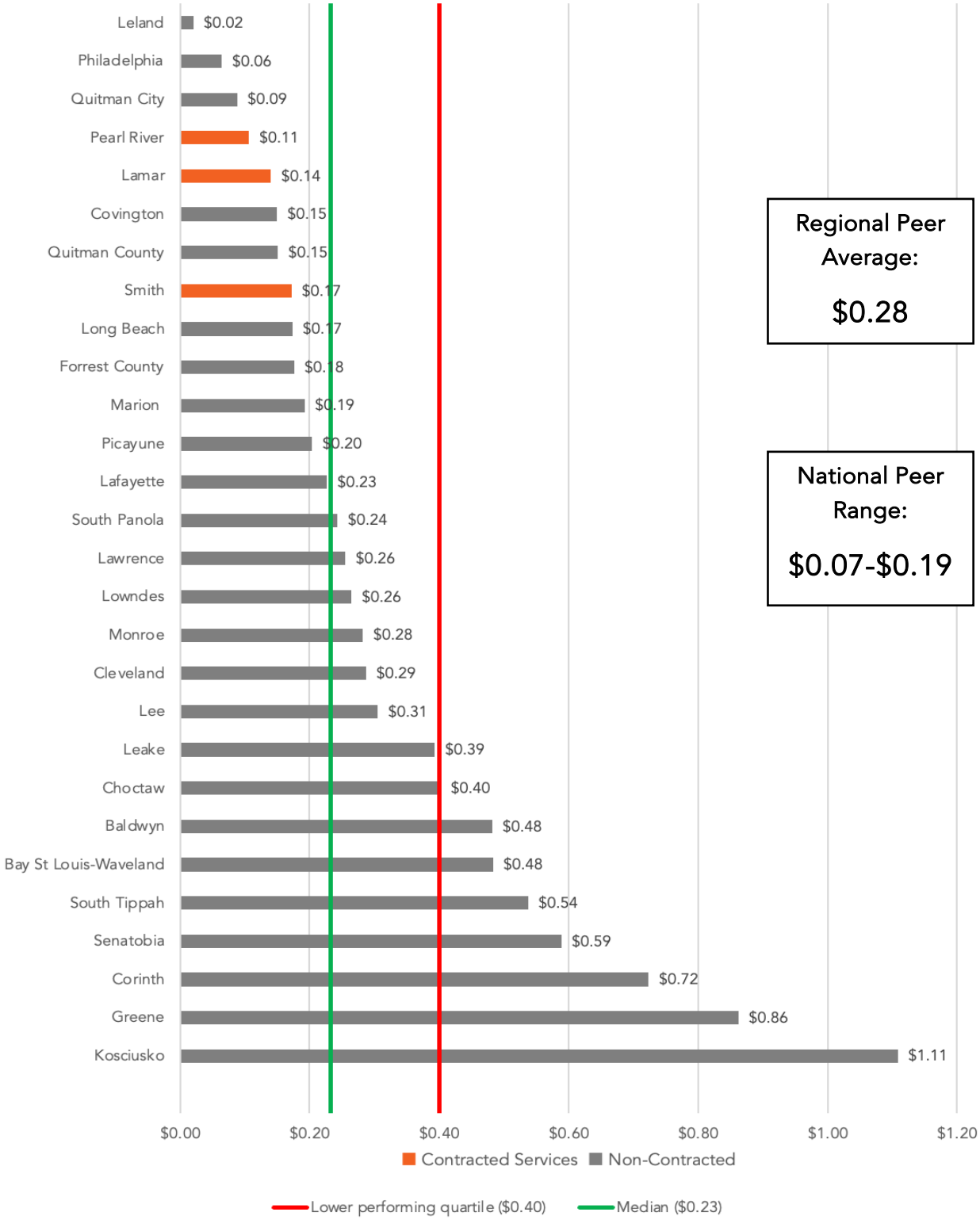
Custodial Supply Cost per Square Foot

Of the districts reporting FY 2023 operations key performance data, the $0.23 median custodial supply cost per square foot was below the regional peer average of $0.28 but above the national peer range of $0.07 to $0.19. Thus overall, the reporting districts' custodial supply cost per square foot compared favorably to that of regional peers. However, reporting districts spent more on custodial supply cost per square foot than did national peers.

The custodial supply cost per square foot measure can be used to determine whether improvements should be made in the area of custodial operations in order to reduce costs. It should be considered along with overall custodial cost per square foot and custodial cost per student.

As shown in Exhibit 5, page 15, of the 28 reporting districts, three districts used an outside contractor for custodial services and reported custodial supply costs per square foot of $0.11 in Pearl River, $0.14 in Lamar, and $0.17 in Smith. For districts that used district personnel for custodial services, custodial supply cost per square foot ranged from $0.02 in Leland to $1.11 in Kosciusko. The wide range of reported custodial supply cost per square foot indicates that some districts should review custodial supply purchase methods and suppliers, which may result in reduced costs while maintaining cleanliness standards.

Exhibit 5: Custodial Supply Cost per Square Foot for Reporting Districts for FY 2023



The lower performing quartile and the median in this exhibit represent the above reporting districts and an additional 30 Mississippi districts that are part of a separate review over the same period.

Note: Alcorn, Biloxi, Brookhaven, Chickasaw, East Tallahatchie, Hancock, Hazlehurst, Itawamba, Jackson County, Marshall, Neshoba, New Albany, Newton Municipal, North Pike, Pontotoc City, Prentiss, Stone, Tishomingo, Vicksburg-Warren, and Winona-Montgomery data were not provided. Data for Holly Springs and Lincoln could not be clarified.

Square Footage per Custodian

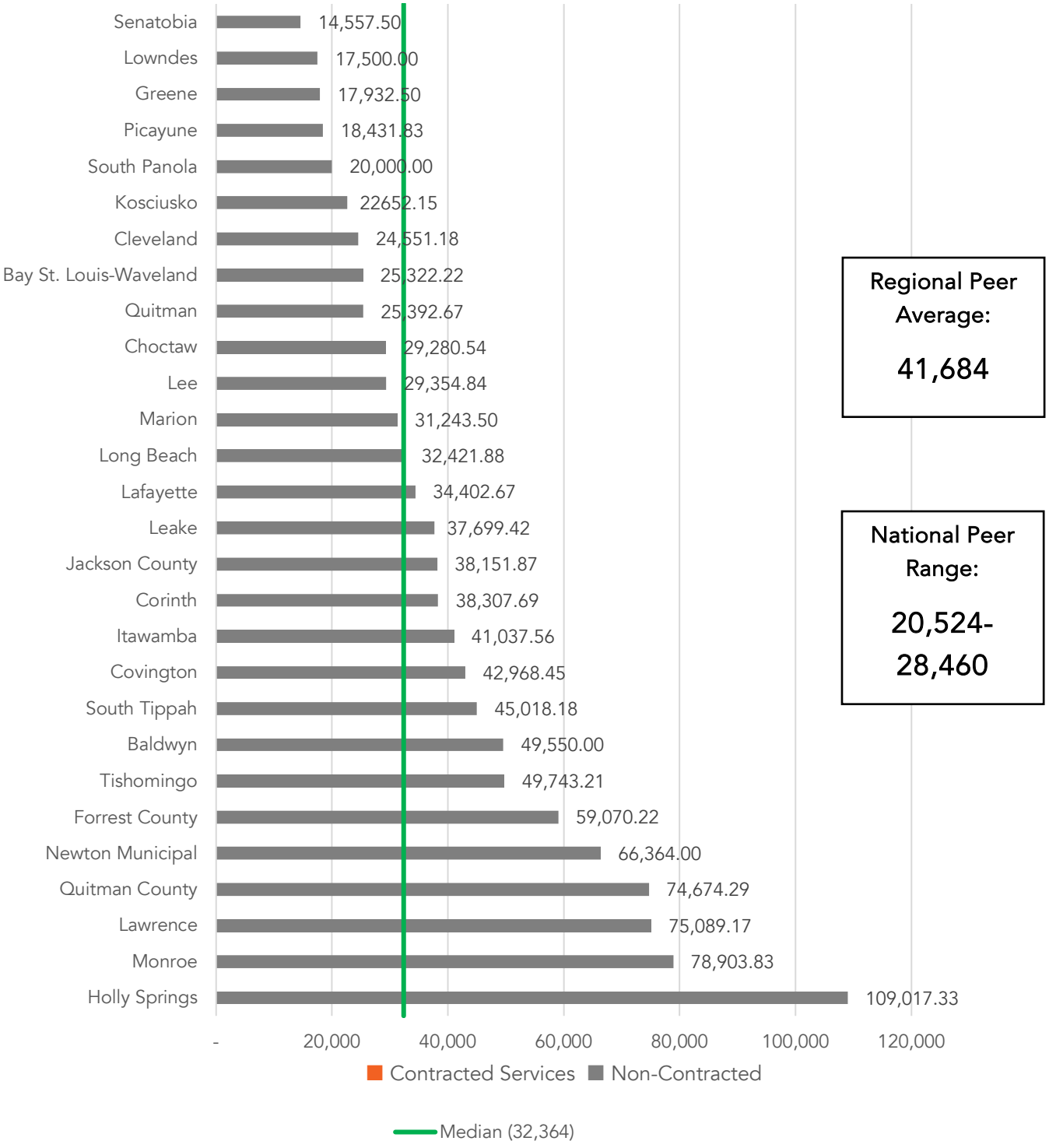
For districts reporting FY 2023 operations key performance data, the 32,364 median square footage per custodian was below the regional peer average of approximately 42,000 square feet but above the upper end of the national peer range of approximately 20,500 to 28,500 square feet. Thus overall, custodians in reporting districts were responsible for less square footage than those for regional peers but for more square footage than those for national peers.

The square footage per custodian measure is important for evaluating the efficiency of a district's custodial services and can help in assessing staffing levels. However, this measure should not be used as the sole determinant for staffing decisions and each district's unique circumstances should be considered.

For districts reporting FY 2023 operations key performance data, the 32,364 median square footage per custodian was below the regional peer average of approximately 42,000 square feet but above the upper end of the national peer range of approximately 20,500 to 28,500 square feet.

As shown in Exhibit 6, page 17, square footage per custodian in reporting districts ranged from 14,558 in Senatobia (203,805 square feet and 14 custodians) to 109,017 in Holly Springs. Given the wide range of square footage per custodian, some districts may have an opportunity to improve efficiency and lower costs by reviewing staffing levels.

Exhibit 6: Square Footage per Custodian for FY 2023 for Reporting Districts



The median in this exhibit represents the above reporting districts and an additional 30 Mississippi districts that are part of a separate review over the same period.

Note: Alcorn, Brookhaven, Chickasaw, East Tallahatchie, Hancock, Hazlehurst, Lamar, Marshall, New Albany, North Pike, Pearl River, Pontotoc City, Prentiss, Smith, Stone, Vicksburg-Warren, and Winona-Montgomery data were not provided. Biloxi's data was unable to be calculated due to having a mixture of contracted and in-house custodial staff. Leland, Lincoln, Neshoba, and Philadelphia data could not be clarified.

Maintenance Cost per Square Foot

For districts reporting FY 2023 operations key performance data, the $3.56 median maintenance cost per square foot was slightly higher than the regional peer average of $3.22 and higher than the $1.09 to $1.66 national peer range. Thus overall, the reporting districts spent more on maintenance costs per square foot than did regional peers and significantly more than did national peers.

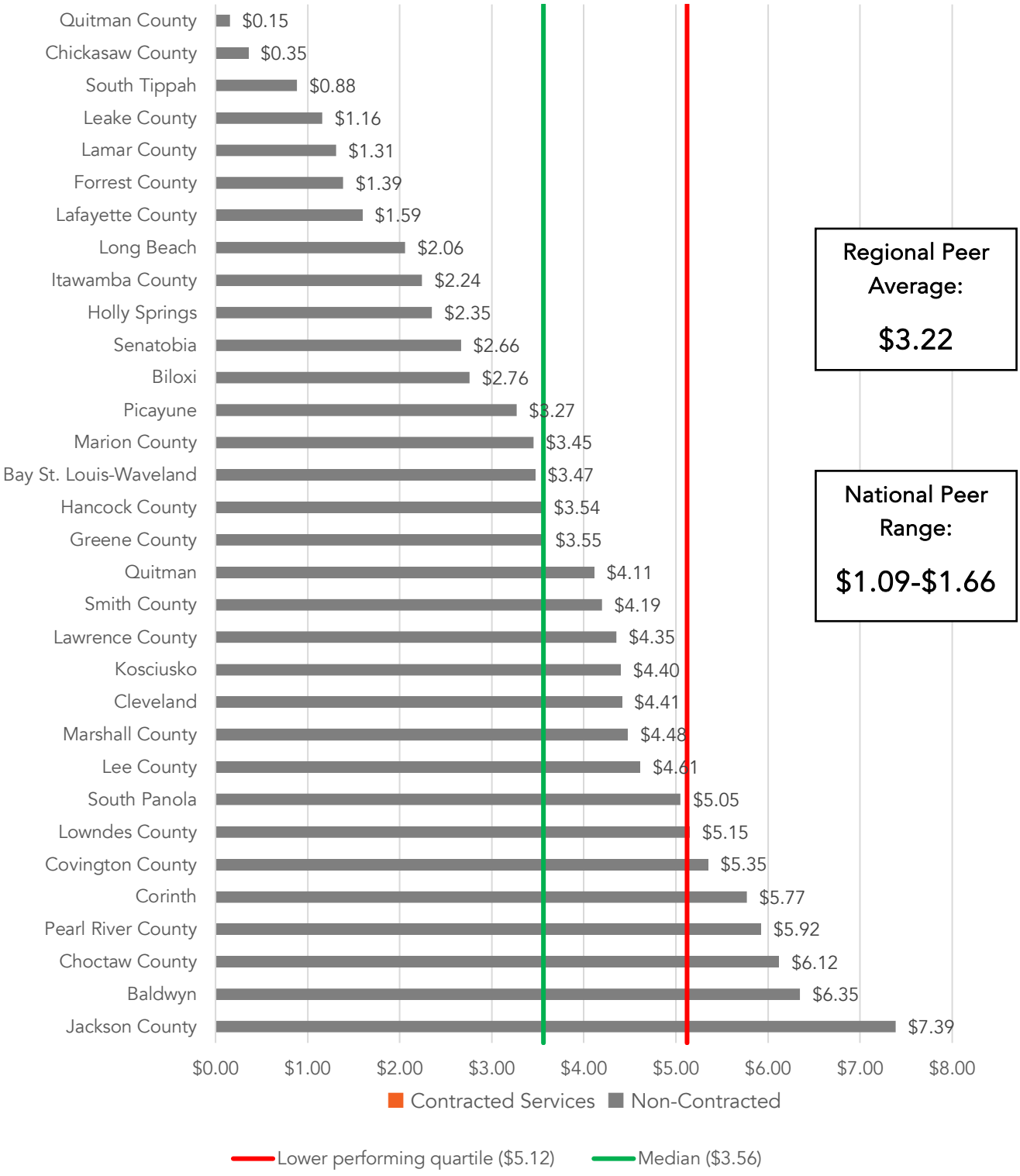
District officials can use the maintenance cost per square foot measure to determine whether improvements should be made in maintenance operations in order to reduce costs. This measure should be considered along with other maintenance workload measures such as average number of days to complete a maintenance work order and square footage per maintenance technician.

As shown in Exhibit 7, page 19, maintenance cost per square foot ranged from $0.15 in Quitman County, which reported approximately $81,000 in maintenance costs and four schools, to $7.39 in Jackson County, which reported approximately $10.7 million in maintenance costs and 14 schools. Including Jackson County, 15 districts reported maintenance costs above the $3.56 median.

Typically, "maintenance" suggests small repairs and preventative maintenance. Under the Mississippi Department of Education's (MDE) Accounting Manual's Expenditure Function codes, "maintenance" includes repairing and replacing facilities and equipment and remodeling or re-roofing projects that maintain a building for its intended purpose.[6] Stakeholders should keep in mind that some districts' reported data could have included costs for more complicated maintenance projects that incurred costs higher than those for basic and preventative maintenance.

[6] https://www.mdek12.org/sites/default/files/section_m_m._1_expenditures_function_codes_07_02_24.pdf

Exhibit 7: Maintenance Cost per Square Foot for Reporting Districts for FY 2023



The lower performing quartile and median in this exhibit represent the above reporting districts and an additional 30 Mississippi districts that are part of a separate review over the same period.

Note: Alcorn, Brookhaven, East Tallahatchie, Hazlehurst, Monroe, New Albany, Newton Municipal, North Pike, Pontotoc City, Prentiss, Stone, Tishomingo, Vicksburg-Warren, and Winona-Montgomery data were not provided. Leland, Lincoln, Neshoba, and Philadelphia data could not be clarified.

Average Number of Days to Complete a Maintenance Work Order

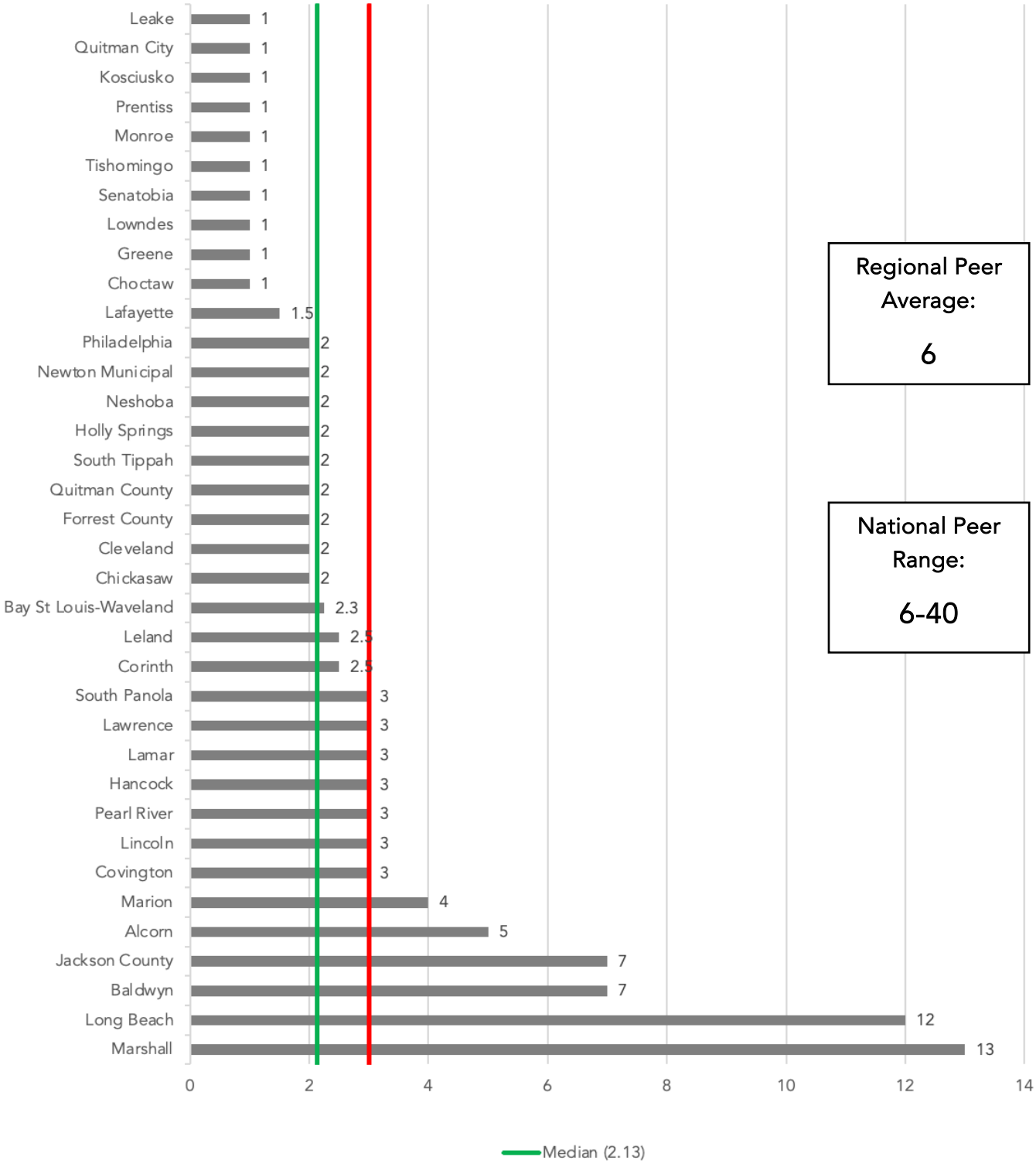
For districts reporting FY 2023 operations key performance data, the approximate two-day median average number of days to complete a maintenance work order was lower than the regional peer average of six days and the national peer range of six to 40 days. Thus overall, the reporting districts' maintenance work orders were completed more quickly than those of regional and national peers.

The measure of average number of days to complete a maintenance work order is indicative of a district's efficiency in completing its maintenance responsibilities.

For districts reporting FY 2023 operations key performance data, the approximate two-day median average number of days to complete a maintenance work order was lower than the regional peer average of six days and the national peer range of six to 40 days.

As shown in Exhibit 8, page 21, ten districts reported that the average number of days to complete a maintenance work order was one day. Eleven other districts reported an average of two days. Marshall (13 days) reported the highest average and Long Beach (12 days) reported the second highest average. Marshall reported six maintenance technicians and ten schools while Long Beach reported five maintenance technicians and five schools. District officials have the opportunity to compare their district's data with that reported in this exhibit with the goal of improving maintenance services and timeliness.

Exhibit 8: Average Number of Days to Complete a Maintenance Work Order for Reporting Districts for FY 2023



The median in this exhibit represents the above reporting districts and an additional 30 Mississippi districts that are part of a separate review over the same period.

Note: Biloxi, Brookhaven, East Tallahatchie, Hazlehurst, Itawamba, Lee, New Albany, North Pike, Picayune, Pontotoc City, Smith, Stone, Vicksburg-Warren, and Winona-Montgomery data were not provided.

Square Footage per Maintenance Technician

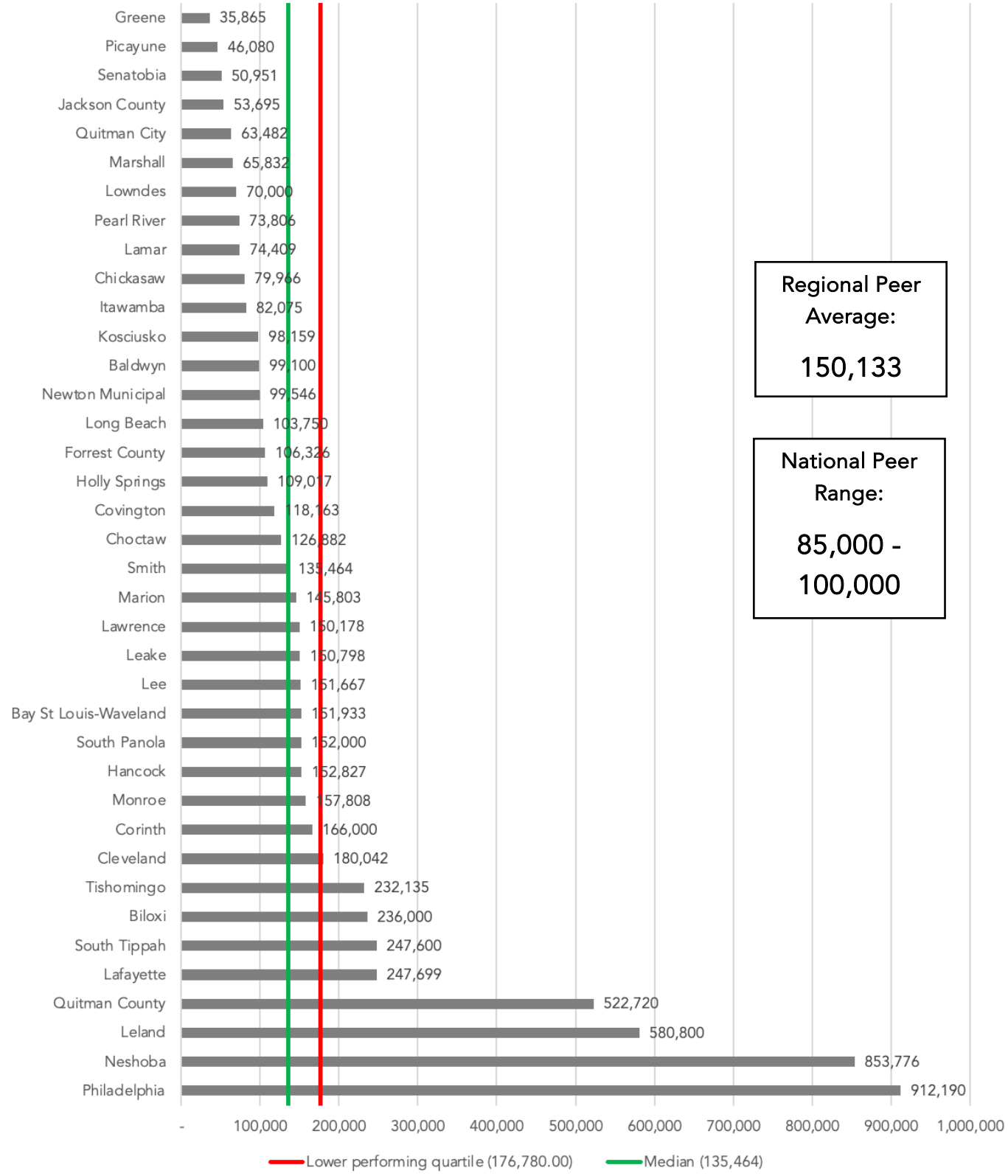
For districts reporting FY 2023 operations key performance data, the median of approximately 135,000 square feet per maintenance technician was below the approximate 150,000 square feet per maintenance technician reported by regional peers and above the national peer range of 85,000 to 100,000 square feet per maintenance technician. Thus overall, maintenance technicians for the reporting districts were responsible for more square footage than national peers but for less than regional peers.

The square footage per maintenance technician measure is an important workload measure for evaluating the efficiency of a district's maintenance services and can help in assessing staffing levels. However, this measure should not be used as the sole determinant for staffing decisions and each district's unique circumstances should be considered.

For districts reporting FY 2023 operations key performance data, the median of approximately 135,000 square feet per maintenance technician was below the approximate 150,000 square feet per maintenance technician reported by regional peers and above the national peer range of 85,000 to 100,000 square feet per maintenance technician. Thus overall, maintenance technicians for the reporting districts were responsible for more square footage than national peers but for less than regional peers.

As shown in Exhibit 9, page 23, square footage per maintenance technician ranged from approximately 36,000 square feet in Greene to approximately 912,000 square feet in Philadelphia. Neshoba (approximately 854,000 square feet) reported the second highest square footage per maintenance technician. The wide range of square footage per maintenance technician may reflect the differing management philosophies of districts' officials but also offers opportunities to review the maintenance workloads of similar districts and evaluate staffing levels and policies with the goal of improving maintenance efficiencies and services.

Exhibit 9: Square Footage per Maintenance Technician for FY 2023 for Reporting Districts



The lower performing quartile and median in this exhibit represent the above reporting districts and an additional 30 Mississippi districts that are part of a separate review over the same period.

Note: Alcorn, Brookhaven, East Tallahatchie, Hazlehurst, New Albany, North Pike, Pontotoc City, Prentiss, Stone, Vicksburg-Warren, and Winona-Montgomery data were not provided. Lincoln's data could not be clarified.

Acreage per Groundskeeper

For the 14 districts reporting FY 2023 acres per groundskeeper, the 55 acres per groundskeeper median was below the regional peer average of 72 acres. Thus overall, groundskeepers in these 14 reporting districts were responsible for fewer acres than were groundskeepers of regional peers.

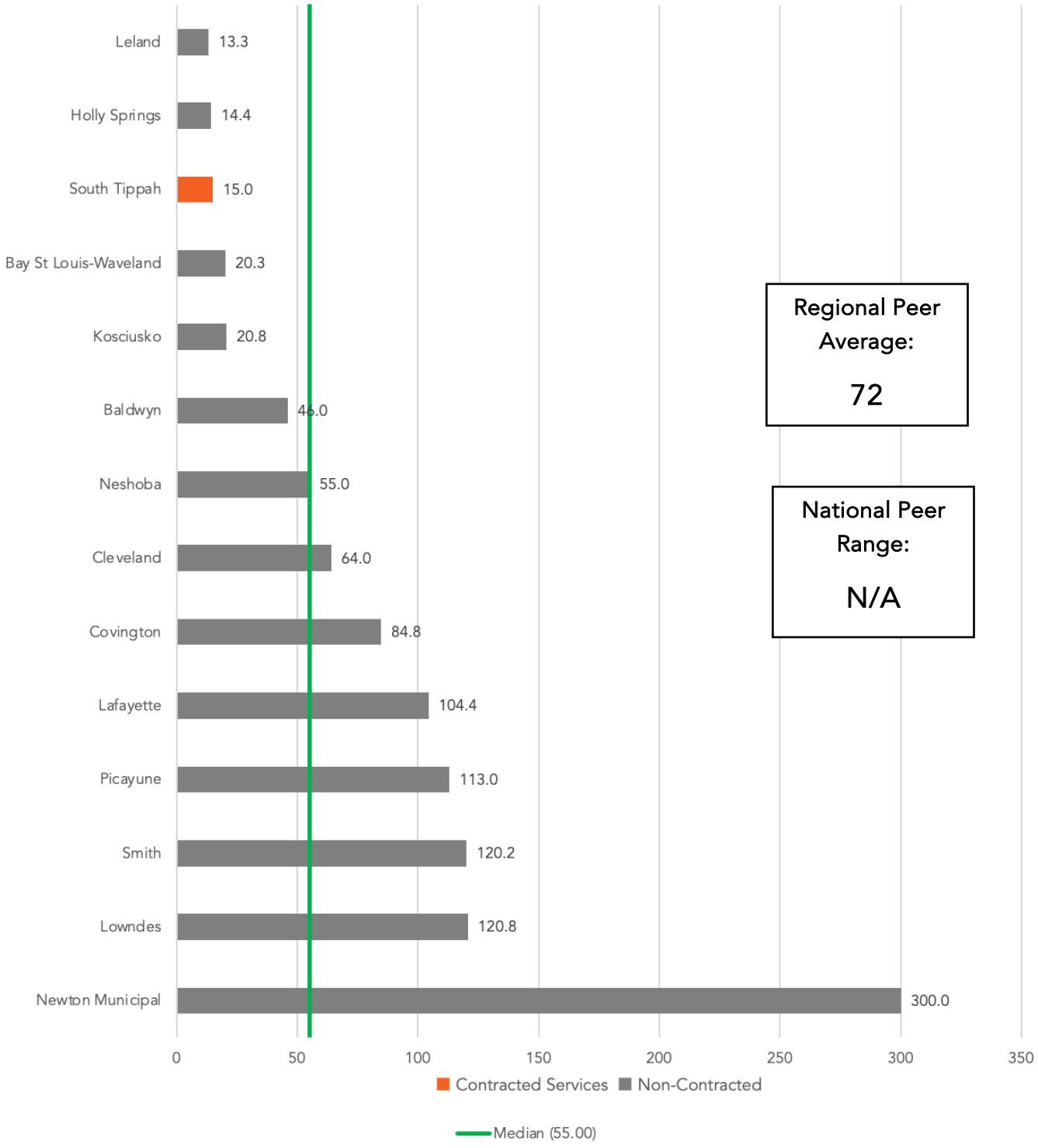
The acreage per groundskeeper measure is important for evaluating the efficiency of a district's groundskeeping services and can help in assessing staffing levels. However, this measure should not be used as the sole determinant for staffing decisions and each school district's unique circumstances should be considered.

For the 14 districts reporting FY 2023 acres per groundskeeper, the 55 acres per groundskeeper median is below the regional peer average of 72 acres. Thus overall, groundskeepers in these 14 reporting districts were responsible for fewer acres than were groundskeepers in regional peers. A national peer range for this performance indicator was not available.

As shown in Exhibit 10, page 25, of the 14 reporting districts, South Tippah was the only district that contracted out groundskeeping services and reported 15 acres per groundskeeper, which was third lowest among all reporting districts. For the districts that used district personnel, acres per groundskeeper ranged from 13.3 acres in Leland to 300 acres in Newton Municipal, which reported one groundskeeper.

The remaining 36 districts failed to report either the total acres on school campuses or the number of groundskeeper FTEs. Districts should have such information readily available and without this information, stakeholders are unable to assess this aspect of districts' operations.

Exhibit 10: Acres per Groundskeeper for FY 2023 for Reporting Districts



The median in this exhibit represents the above reporting districts and an additional 30 Mississippi districts that are part of a separate review over the same period.

Note: Alcorn, Biloxi, Brookhaven, Chickasaw, Choctaw, Corinth, East Tallahatchie, Forrest County, Greene, Hancock, Hazlehurst, Itawamba, Jackson County, Lamar, Lawrence, Leake, Lee, Lincoln, Long Beach, Marion, Marshall, Monroe, New Albany, North Pike, Pearl River, Philadelphia, Pontotoc City, Prentiss, Quitman City, Quitman County, Senatobia, South Panola, Stone, Tishomingo, Vicksburg-Warren, and Winona-Montgomery did not provide information.

Square Footage per Student

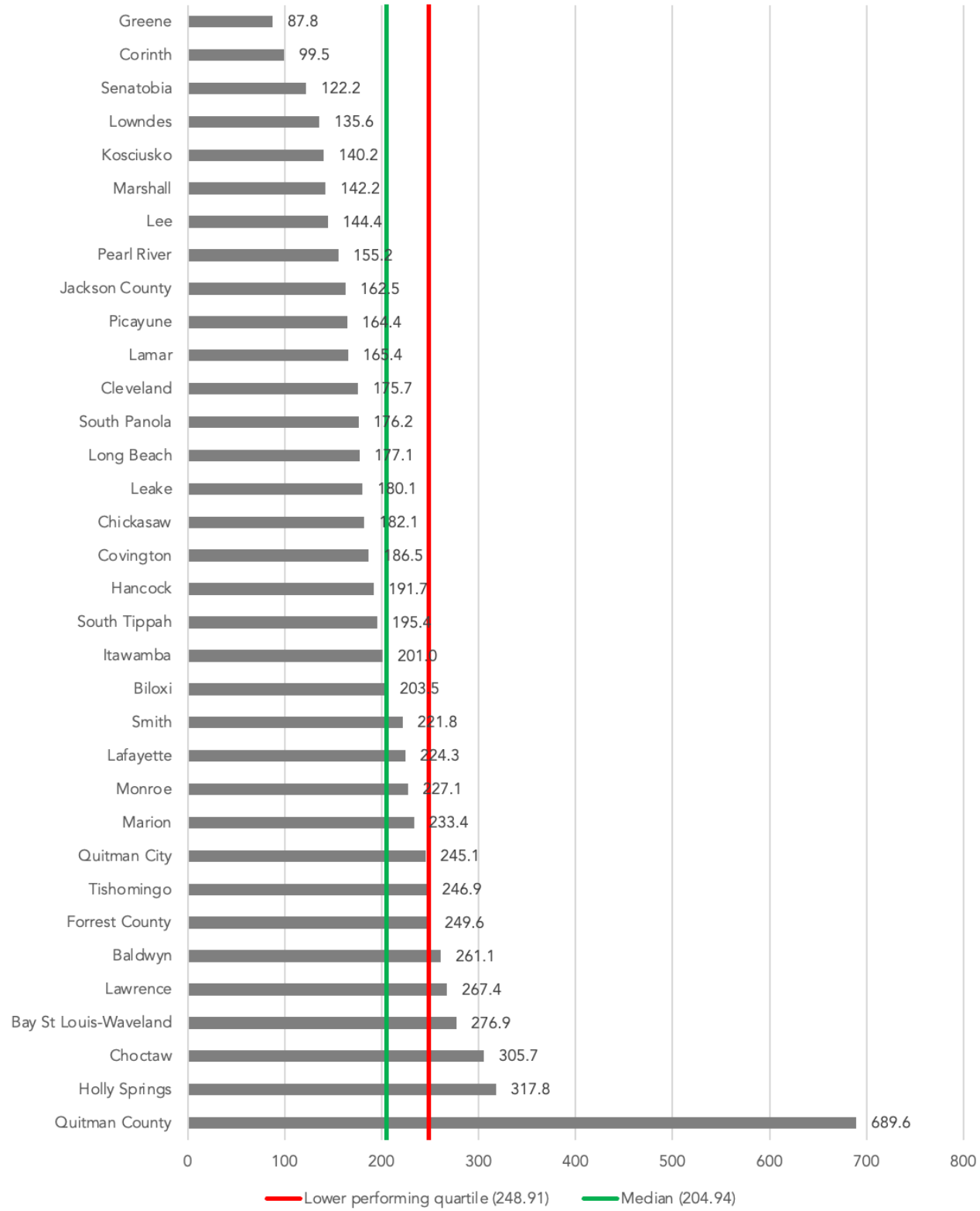
For districts reporting FY 2023 operations key performance data, square footage per student ranged from 88 in Greene to 690 in Quitman County, with a median of 205 square feet per student. Based on the wide range of square footage per student, some districts may be experiencing overcrowding while other districts may need to assess facilities to determine whether consolidation of underutilized facilities is feasible. Regional and national peer data were not available.

The square footage per student measure can assist districts in evaluating the utilization of space across district facilities and whether there are opportunities for consolidation, optimization, or repurposing facilities. Such efforts could help ensure financial resources are allocated effectively and sustainably.

As shown in Exhibit 11, page 27, thirty-four districts reported on this measure, with a median of 205 square feet per student. Square footage per student ranged from 88 in Greene to 690 in Quitman County, which was more than double the second highest square footage per student of 318 reported by Holly Springs. (Regional and national peer data were not available.) The wide range of square footage per student indicates that some districts may be experiencing overcrowding, while other districts may have excessive square footage and could explore the viability of consolidating underutilized facilities.

Sixteen districts did not provide square footage data or provided data that appeared to be incorrect. The inability to provide basic information such as total square footage of school facilities indicates a lack of oversight by district officials and may raise questions in the minds of stakeholders regarding other administrative functions.

Exhibit 11: Square Footage per Student for FY 2023 for Reporting Districts



The lower performing quartile and median in this exhibit represent the above reporting districts and an additional 30 Mississippi districts that are part of a separate review over the same period.

Note: Alcorn, Brookhaven, East Tallahatchie, Hazlehurst, New Albany, Newton Municipal, North Pike, Pontotoc City, Prentiss, Stone, Vicksburg-Warren, and Winona-Montgomery data were not provided. Data for Leland, Lincoln, Neshoba, and Philadelphia were provided but could not be clarified.

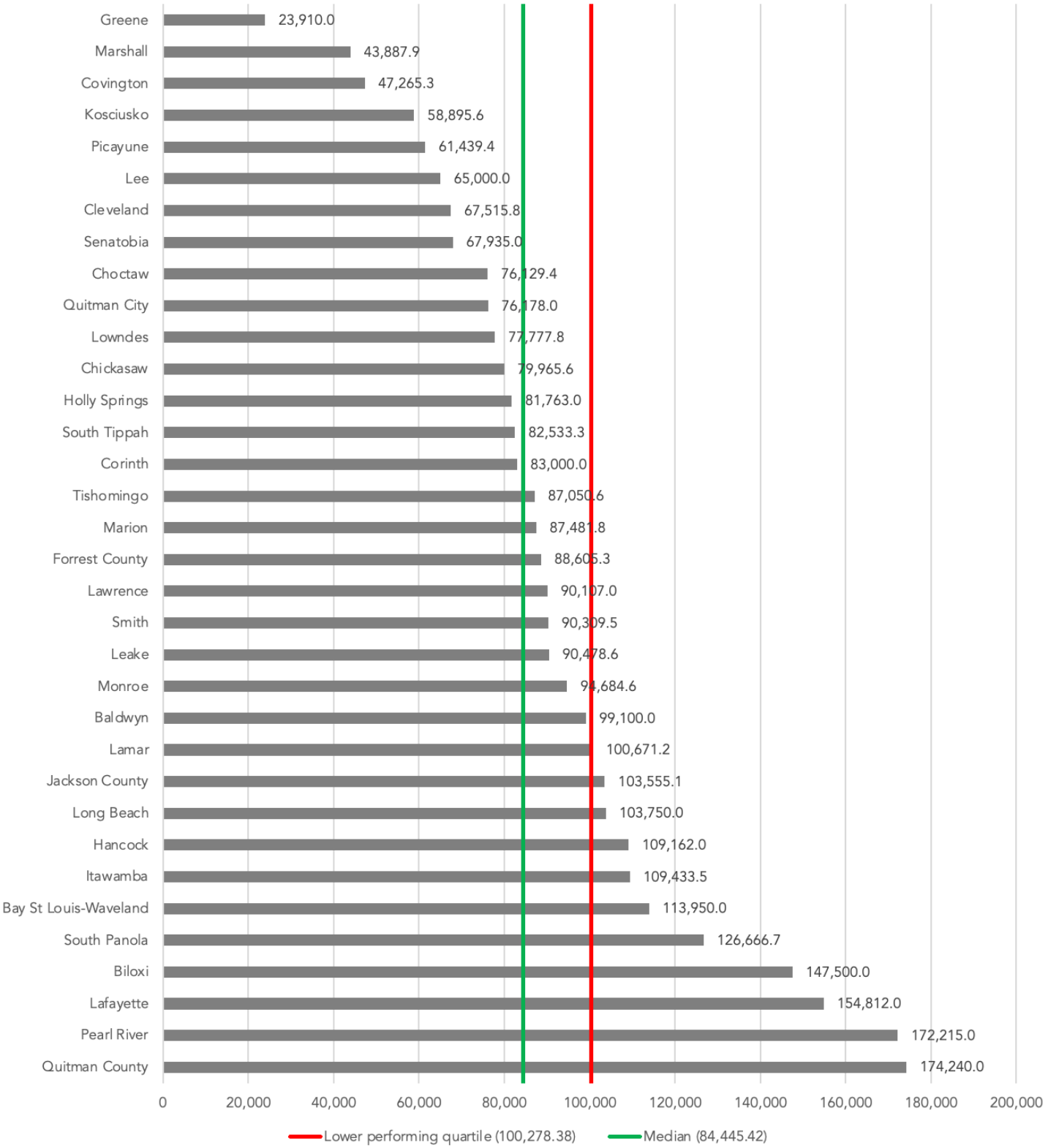
Average Square Footage per School

For the districts reporting FY 2023 average square footage per school, the average square footage per school ranged from approximately 24,000 square feet in Greene to approximately 174,000 square feet in Quitman County, with a cohort median of approximately 84,000 square feet.

The average square footage per school measure is a complementary measure to square footage per student and can provide further information regarding resource distribution and facility utilization.

For the 34 districts reporting FY 2023 average square footage per school, Greene reported the smallest average square footage per school with approximately 24,000 square feet and Marshall reported the second smallest average square footage per school with approximately 44,000 square feet. Quitman County reported the highest average square footage per school with approximately 174,000 square feet per school and Pearl River reported the second highest with approximately 172,000 square feet. The cohort's median was approximately 84,000 square feet. (Regional and national peer data were not available.) The remaining 16 schools either did not provide the information or provided information that required additional clarification that the assessment team was unable to secure.

Exhibit 12: Square Footage per School for FY 2023 for Reporting Districts



The lower performing quartile and median in this exhibit represent the above reporting districts and an additional 30 Mississippi districts that are part of a separate review over the same period.

Note: Alcorn, Brookhaven, East Tallahatchie, Hazlehurst City, New Albany, Newton Municipal, North Pike, Pontotoc City, Prentiss, Stone, Vicksburg-Warren, and Winona-Montgomery data were not provided. Data for Leland, Lincoln, Neshoba, and Philadelphia were provided but could not be clarified.

Conclusions Regarding How Districts' Data Collection May Impact Operations Costs

Some districts did not provide all of the information requested for this report, which inhibited the assessment team's ability to conduct a complete analysis of operations functions in the selected districts and inhibits districts' ability to manage their operations and costs.

As noted previously, Glimpse K12 selected 50 of Mississippi's 138 traditional public school districts with a range of characteristics, including geographic location, enrollment, and grades based on the statewide accountability system to provide FY 2023 data on their operations functions.

The conclusions of this report were inhibited by district's inability to provide the requested data. For example:

- fourteen districts (34%) failed to provide either the number of total square feet maintained by the district or total annual custodial costs or both;
- fourteen districts (28%) were unable to provide information to calculate the average number of days to complete a maintenance work order;
- ten districts (20%) failed to provide the cost information needed to determine potential cost savings; and,
- East Tallahatchie and Pontotoc City failed to provide any data for this review.

The failure to either collect and/or provide information on key indicators for this review suggests that district administrators do not have the information they need to make decisions regarding their operations functions.

Conclusions Regarding Cost Savings

Based on FY 2023 data reported, of the districts reporting, these districts could realize annual projected potential cost savings of up to $19 million by reducing costs associated with their custodial, maintenance, and/or groundskeeping functions.

At least 26 of the reporting districts have the potential for cost savings (see Exhibit 13 on page 31 for a summary). While the reported data suggests the potential for cost savings for these districts, each district's administration should carefully review the data and recommendations in light of the particular circumstances of the district.

Exhibit 13: Projected Potential Cost Savings in Reporting Districts based on FY 2023 Data Reported

District	Potential Savings	Recommendations
Alcorn	< or =$265,415	The district's custodial costs per student were higher than the median of state peers and regional peer average. Custodial supply costs were not provided separately from the overall custodial cost. The district should assess the drivers of its custodial costs--materials or labor--and make the necessary adjustments to reduce costs. The district should also implement a preventative maintenance program. If the district can bring its costs in line with peer averages, it could realize cost savings.
Baldwyn	< or =$855,408	The district's square footage per student and square footage per school were higher than the state peer median. The district should conduct a space efficiency review, consolidate underutilized areas, and adopt cost-effective maintenance strategies. Additionally, the district should assess its energy, labor, and custodial supply costs. If the district can bring its costs in line with peer averages, it could realize cost savings.
Bay St. Louis-Waveland	< or =$2,816,306	The district's square footage per student and square footage per school were higher than the state median. The district should conduct a space efficiency review, consolidate underutilized areas, and adopt cost-effective maintenance strategies. Also, the district should determine the reasons for its relatively high groundskeeping and custodial expenses. If the district can bring its costs in line with peer averages, it could realize cost savings.
Biloxi	< or =$885,645	The district's percentage of operations costs in relation to the overall budget was higher than the median of similar state peers and the average of regional and national peers. Additionally, maintenance and operations costs per student were higher than the median of state peers and the average of regional and national peers. The district should determine the drivers of these costs. If the district can bring its costs in line with peer averages, it could realize cost savings.

District	Potential Savings	Recommendations
Chickasaw	--	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 energy management program involving school principals and facility leaders, which could promote environmental sustainability.
Choctaw	< or =$1,182,750	Because the district has relatively high square footage per student and maintenance costs, the district should evaluate its space utilization, consider consolidating underused areas, and explore cost-effective maintenance strategies. Additionally, the district should verify reported maintenance costs against actual expenses and, if discrepancies exist, seek improvement measures for both maintenance and custodial costs. If the district can bring its costs in line with peer averages, it could realize cost savings.
Cleveland	--	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. The district should also conduct a formal facility assessment every year instead of every two years, as is current practice.
Corinth	< or =$156,870	Custodial costs per square foot were higher than the median of state peers and regional peers' averages. Custodial supply costs were the second highest of the reviewed peers. The district should determine the factors driving custodial costs and take action to reduce them. The district should also review its operations staffing levels and implement an energy management program. If the district can bring its costs in line with peer averages, it could realize cost savings.
Covington	< or =$850,775	The district's percentage of operations costs in relation to the overall budget was higher than the median of state peers and the average of regional and national peers. Maintenance and operations costs per student were also higher than state peers and the regional peer average. The district should review maintenance expenditures to determine whether there are opportunities to align costs more closely with peers. It should also implement a preventative maintenance program and begin conducting annual facility assessments rather than on an as-needed basis. If the district can bring its costs in line with peer averages, it could realize cost savings.
Forrest County	Indeterminate	The district's reported costs were unable to be clarified; therefore, potential cost savings could not be determined. 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. The district should also begin conducting annual facility assessments rather than on an as-needed basis.
Greene	< or =$90,379	The district's custodial cost per square foot was more than double that of the median of state peers and regional peer comparatives. The district should assess its custodial costs to determine whether there are opportunities to align costs with peers. The district should also implement a preventative maintenance

District	Potential Savings	Recommendations
		program. If the district can bring its costs in line with peer averages, it could realize cost savings.
Hancock	< or =$365,114	Because the district's operations costs appear to be driven higher due to maintenance expenditures, district officials should review maintenance costs. The district should also implement a preventative maintenance program. If the district can bring its costs in line with peer averages, it could realize cost savings.
Hazlehurst	Indeterminate	The district did not provide the necessary cost information to calculate potential cost savings. The district should begin implementing a behavior-based energy management program.
Holly Springs	< or =$246,825	The district's custodial costs are relatively high; therefore, the district should review them to determine what factors are driving costs. If the district can bring its costs in line with peer averages, it could realize cost savings.
Itawamba	--	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. The district should also conduct a formal annual facilities assessment rather than on an as-needed basis.
Jackson County	< or =$2,273,062	The district did not provide overall custodial costs, only overall operations costs and maintenance costs, which were relatively high. The district should determine actual custodial costs and evaluate its maintenance expenditures to determine the factors driving costs. The district should also implement a behavior-based energy management program. If the district can bring its costs in line with peer averages, it could realize cost savings. The district should begin implementing a behavior-based energy management program and conduct a formal annual facilities assessment rather than on an as-needed basis. Although the district utilizes an electronic work order system, on average, it completes work orders within seven days, which is above the state median and the regional average. The district should review the work order process to identify improvement opportunities and align work order completion times with peers.
Kosciusko	< or =$250,306	The maintenance and operations costs per student were higher than all comparative peer groups. Custodial supply costs were second highest of the reviewed peers and maintenance costs measured per square foot were higher than all peer comparisons. The district should review these costs. If the district can bring its costs in line with peer averages, it could realize cost savings. The district's data indicates that maintenance and groundskeeping staff have a relatively low workload. The district should gather feedback from school and central office staff regarding the efficiency and effectiveness of maintenance and groundskeeping services to determine whether staffing adjustments are necessary.

District	Potential Savings	Recommendations
Lafayette	--	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, a behavior-based energy management program involving school principals and facility leaders could promote environmental sustainability.
Lamar	--	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, a behavior-based energy management program involving school principals and facility leaders could promote environmental sustainability.
Lawrence	< or =$1,508,075	The district's square footage per student and square footage per school were higher than the state median. The district should conduct a space efficiency review, consolidate underutilized areas, and adopt cost-effective maintenance strategies. Additionally, the district should review its custodial supply costs. If the district can bring its costs in line with peer averages, it could realize cost savings. The district should also conduct a formal annual facilities assessment rather than on an as-needed basis.
Leake	< or =$72,382	The district's custodial supply costs were higher than the state median, regional average, and the national range. The district should review custodial supply spending. If the district can bring its costs in line with peer averages, it could realize cost savings.
Lee	< or =$1,292,115	The district's custodial costs per square foot and supply costs per square foot were higher than state and regional peers. The district should review these costs to determine if there are opportunities to align costs more with those of its peers. If the district can bring its costs in line with peer averages, it could realize cost savings. Further, 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, a behavior-based energy management program involving school principals and facility leaders could promote environmental sustainability.
Leland	< or =$782,649	The district's square footage per student and square footage per school were higher than the state median. The district should verify the accuracy of square footage of maintained space data provided for this study. If the square footage is correct, in light of the district's relatively high operations costs, the district should evaluate space utilization efficiency, consider consolidating underused areas, explore cost-effective maintenance strategies, and assess the potential for facility optimization or repurposing to ensure that financial resources are allocated effectively. If the district can bring its costs in line with peer averages, it could realize cost savings.

District	Potential Savings	Recommendations
		The district should also conduct a formal annual facilities assessment rather than one every two years, as is current practice. 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.
Lincoln	Indeterminate	The district did not provide the necessary cost information to determine potential cost savings. 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, a behavior-based energy management program involving school principals and facility leaders could promote environmental sustainability.
Long Beach	< or =$172,811	The percentage of operations costs in relation to the overall budget was higher than the comparative peer groups. Maintenance and operations costs per student were also higher than the median of state peers and regional peer average. The district should review these expenditures to determine whether there are opportunities to align costs more with peers. If the district can bring its costs in line with peer averages, it could realize cost savings. The district's data indicates that custodial and maintenance staff have a relatively low workload. The district should gather feedback from school and central office staff regarding the efficiency and effectiveness of these services to determine whether staffing adjustments are necessary.
Lowndes	< or =$91,000	The district's custodial supply costs were higher than the state median. If the district can bring its costs in line with peer averages, it could realize cost savings. The district's data indicates that custodial and maintenance staff have a relatively low workload. The district should gather feedback from school and central office staff regarding the efficiency and effectiveness of these services to determine whether staffing adjustments are necessary.
Marion	--	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, a behavior-based energy management program involving school principals and facility leaders could promote environmental sustainability.
Marshall	--	The district completes maintenance work orders within 13 days on average, which is the highest of all reviewed peers. The district should review the current work order process to improve the process to reduce work order completion times. The district should also 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.

District	Potential Savings	Recommendations
		Additionally, a behavior-based energy management program involving school principals and facility leaders could promote environmental sustainability.
Monroe	< or =$1,044,147	Because the district has high square footage per student, high custodial costs per square foot, and high operations costs, the district should assess its costs in these areas. The district should evaluate its space utilization efficiency, consider consolidating underused areas, and explore cost-effective maintenance and custodial service strategies. If the district can bring its costs in line with peer averages, it could realize cost savings. The district should also 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, a behavior-based energy management program involving school principals and facility leaders could promote environmental sustainability.
Neshoba	Indeterminate	The district did not provide all of the costs needed to identify cost savings. However, the district did report data that reflects a high custodial workload. The district should gather feedback from school and central office staff to evaluate the efficiency and effectiveness of its custodial services and determine whether 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.
New Albany	Indeterminate	The district did not provide all of the costs needed to identify cost savings nor did the district provide relevant benchmarking information.
Newton Municipal	Indeterminate	The district did not provide all of the costs needed to identify cost savings. However, the district did report data that reflects a low custodial workload and a high groundskeeper workload. The district should gather feedback from school and central office staff to evaluate the efficiency and effectiveness of these services and determine whether staffing adjustments are necessary. The district should implement a behavior-based energy management program involving school principals and facility leaders, which could promote environmental sustainability.
North Pike	--	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, a behavior-based energy management program involving school principals and facility leaders could promote environmental sustainability. The district should also conduct a formal annual facilities assessment, rather than on an as-needed basis.
Pearl River	< or =$1,224,448	Maintenance costs per square foot were higher than all peer comparatives. The district should assess its maintenance costs and determine whether there are

District	Potential Savings	Recommendations
		opportunities to align this cost with peer performance. If the district can bring its costs in line with peer averages, it could realize cost savings. The district should also 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.
Philadelphia	< or =$1,467,544	The district's square footage per student and square footage per school were higher than the state median and the district's operations costs were relatively high. The district should verify square footage data reported for this study. Also, the district should evaluate space utilization efficiency, consider consolidating underused areas, and explore cost-effective maintenance and custodial service strategies. If the district can bring its costs in line with peer averages, it could realize cost savings. The district has the highest maintenance workload of all state peers, although the square footage data reported could be impacting this measure. After verifying square footage, the district should gather feedback from school and central office staff to evaluate the efficiency and effectiveness of its custodial services and determine whether staffing adjustments are necessary. The district should also 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, a behavior-based energy management program involving school principals and facility leaders could promote environmental sustainability. The district should also conduct a formal annual facilities assessment, rather than on an as-needed basis.
Picayune	< or =$470,011	Custodial costs measured by square footage were higher than the median of state peers and the average of regional peers. Custodial costs by number of students were higher than the median of state peers. Therefore, the district should assess its custodial costs. If the district could bring its costs in line with peer averages, it could realize the cost savings. Regarding staffing, the square footage per custodian was lower than all comparatives. The square footage per maintenance technician was also lower than all comparatives. These measures are indicative of high 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 whether staffing adjustments are necessary. The district should conduct a formal annual facilities assessment, rather than on an as-needed basis.
Pontotoc City	Indeterminate	The district did not provide costs needed to identify cost savings nor did the district provide relevant benchmarking information.
Prentiss	--	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, a behavior-based energy management program involving school principals and

District	Potential Savings	Recommendations
		facility leaders could promote environmental sustainability. The district should also conduct a formal annual facilities assessment, rather than every two years.
Quitman City	< or =$351,204	Based on the district's high square footage per student and high maintenance costs, the district should evaluate space utilization efficiency, consider consolidating underused areas, and explore cost-effective maintenance strategies. If the district can bring its costs in line with peer averages, it could realize cost savings. Regarding staffing, the square footage per custodian and the square footage per maintenance technician were lower than the state median and the regional average. These measures are indicative of high staffing levels. The district should gather feedback from school and central office staff to evaluate the efficiency and effectiveness of maintenance services and determine whether staffing adjustments are necessary.
Quitman County	--	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, a behavior-based energy management program involving school principals and facility leaders could promote environmental sustainability. The district should also conduct a formal annual facilities assessment, rather than on an as-needed basis.
Senatobia	< or =$73,369	Custodial supply costs per square foot were higher than those of comparative peers. Thus, the district should assess those costs. If the district can bring its costs in line with peer averages, it could realize cost savings. Based on square footage, the custodial and maintenance workload was lower than all peer comparisons, which is indicative of high staffing levels. The district should gather feedback from school and central office staff to evaluate the efficiency and effectiveness of these services and determine whether staffing adjustments are necessary.
Smith County	< or =$243,769	Based on the district's high square footage ratio per student and high maintenance costs, the district should evaluate space utilization efficiency, consider consolidating underused areas, and explore cost-effective maintenance strategies. If the district can bring its costs in line with peer averages, it could realize cost savings.
South Panola	--	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.
South Tippah	< or =$153,512	Custodial costs, as measured per square foot and per student, were above the median of state peers and the regional peer average. Supply costs per square foot were higher than those of comparative peers. The district should review custodial service and supply costs to determine opportunities to reduce

District	Potential Savings	Recommendations
		expenditures and align with peers. If the district can bring its costs in line with peer averages, it could realize cost savings. Based on reported square footage, the custodial and maintenance workload was higher than all peer comparisons, which is indicative of low staffing levels. The district's acreage per groundskeeper was lower than the state median and regional average, which is indicative of high staffing levels. The district should gather feedback from school and central office staff to evaluate the efficiency and effectiveness of these services and determine whether staffing adjustments are necessary.
Stone	Indeterminate	The district did not provide the necessary cost information to determine potential cost savings.
Tishomingo	--	Regarding staffing, the square footage per custodian was higher than all comparatives. The square footage per maintenance technician was higher than the median of state peers and the regional average. These measures are indicative of low staffing levels. The district should gather feedback from school and central office staff to evaluate the efficiency and effectiveness of maintenance services and determine whether 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. The district should also conduct formal annual facilities assessments rather than on an as-needed basis.
Vicksburg-Warren	Indeterminate	The district had the highest maintenance and operations costs per student of all districts reviewed. However, the district's reported data is questionable. The district should review its reported costs for accuracy.
Winona-Montgomery	Indeterminate	The district did not provide the necessary cost information to determine potential cost savings nor did the district report on benchmark indicators.
TOTAL	< or =$19,185,891	

Recommendations

1. In FY 2025, each district's superintendent, in consultation with the district's operations personnel, should review the information from this report and implement the relevant 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 preventative 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 district's operations using the measures included in this review.

Appendix A: List of School Districts Included in This Review

1. Alcorn
2. Baldwyn
3. Bay St Louis-Waveland
4. Biloxi
5. Brookhaven
6. Chickasaw
7. Choctaw
8. Cleveland
9. Corinth
10. Covington
11. East Tallahatchie*
12. Forrest County
13. Greene
14. Hancock
15. Hazlehurst
16. Holly Springs
17. Itawamba
18. Jackson County
19. Kosciusko
20. Lafayette
21. Lamar
22. Lawrence
23. Leake
24. Lee
25. Leland
26. Lincoln
27. Long Beach
28. Lowndes
29. Marion
30. Marshall
31. Monroe
32. Neshoba
33. New Albany
34. Newton Municipal
35. North Pike
36. Pearl River
37. Philadelphia
38. Picayune
39. Pontotoc City*
40. Prentiss
41. Quitman City
42. Quitman County
43. Senatobia
44. Smith
45. South Panola

46. South Tippah
47. Stone
48. Tishomingo
49. Vicksburg-Warren
50. Winona-Montgomery

* East Tallahatchie and Pontotoc City failed to provide any benchmark or performance data for this review.

SOURCE: PEER.

Appendix B: FY 2023 Operations Information for Districts Reporting

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 16th Section Land*	Number of Maintenance FTE	Number of Custodial FTE	Number of Grounds-keeping FTE**
Alcorn	$1,564,730	Not Provided	Not Provided	10	3,195	0	7	17	0
Baldwyn	$1,668,054	198,200	46	2	759	0	2	4	1
Bay St. Louis-Waveland	$4,788,445	455,800	81	4	1,646	326	3	18	4
Biloxi	$10,672,15	1,180,000	Not Provided	8	5,799	4	5	2***	3
Brookhaven	Not Provided								
Chickasaw	$557,153	399,828	91	5	2,196	0	5	Contracted	Contracted
Choctaw	$3,066,806	380,647	85	5	1,245	6,900	3	13	0
Cleveland	$3,191,701	540,126	128	8	3,074	1,676	3	22	2
Corinth	$1,919,305	249,000	153	3	2,503	0	2	7	0
Covington	$3,434,504	472,653	85	10	2,535	8,320	4	11	1
East Tallahatchie	Not Provided								
Forrest	$14,361,176	Clarification Not Received	Not Provided	6	2,130	6,400	5	9	0
Greene	$1,482,551	143,460	100	6	1,634	12,800	4	8	0
Hancock	$3,738,222	764,134	161	9	3,987	10,240	5	Contracted	Contracted
Hazlehurst	Not Provided								
Holly Springs	$1,231,395	37,052	43	4	1,029	0	3	3	3
Itawamba	Not Provided	656,601	Not Provided	6	3,266	0	8	16	0
Jackson County	$10,706,982	1,449,771	301	14	8,921	8,600	27	38	0
Kosciusko	$4,395,686.47	294,478	83	5	2,100	640	3	13	4

Lafayette	$1,748,487	619,248	104	5	2,761	600	2.5	18	1
Lamar	$4,480,257	1,711,410	Not Provided	17	10,350	9,600	23	Contracted	Contracted
Lawrence	$2,361,701	450,535	Not Provided	5	1,685	7,816	3	6	Not Provided
Leake	$15,883,506	452,393	155	5	2,512	Not Provided	3	12	Not Provided
Lee	$8,844,000	910,000	453	14	6,303	0	6	31	Contracted
Leland	$1,664,994	1,742,400	40	4	707	2,938	3	13	3
Lincoln	$2,303,516	Clarification Not Received	Clarification Not Received	4	2,779	8,900	3	12	0
Long Beach	$3,681,563	518,750	Not Provided	5	2,929	0	5	16	Contracted
Lowndes	$4,634,252	700,000	362	9	5,162	2,500	10	40	3
Marion	$2,055,624	437,409	Not Provided	5	1,874	9,192	3	14	0
Marshall	$2,245,981	394,991	Not Provided	10	2,777	0	6	Contracted	Contracted
Monroe	$1,909,362	473,423	140	5	2,085	6,500	3	6	0
Neshoba	Not Provided	Clarification Not Received	55	3	3,110	9,000	5	15	1
New Albany	Not Provided								
Newton Municipal	Not Provided	199,092	300	Not Provided	Not Provided	2,000	2	3	1
North Pike									
Pearl River	$3,796,720	516,645	115	5	3,329	3,307	7	Contracted	Contracted
Philadelphia	$2,572,834	1,824,380	42	3	824	0	2	8	0
Picayune	$3,797,221	552,955	113	9	3,363	1,615	12	30	1
Pontotoc City	Not Provided								
Prentiss	Not Provided	Not Provided	30	6	2,242	0	0	12	0
Quitman City	$2,213,336	380,890	12	5	1,554	8,000	6	15	Contracted

Quitman County	$728,417	522,720	12	4	758	7,530	1	7	0
Senatobia	$2,024,653	203,805	Not Provided	4	1,668	0	4	14	0
Smith	$2,777,317	541,857	120	6	2,443	10,900	4	Contracted	1
South Panola	$4,975,763	760,000	127	6	4,313	800	5	38	0
South Tippah	$1,869,790	495,200	75	6	2,534	0	2	11	5
Stone	Not Provided								
Tishomingo	$1,540,640	696,405	255	8	2,821	0	3	14	Not Provided
Vicksburg-Warren	Not Provided								
Winona-Montgomery	Not Provided								

*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.

**If a district reported "0" for Number of Groundskeeping FTE, the assessment team assumes that to mean "Contracted."

***Biloxi contracts out custodial staff on top of the 2 custodial staff provided.

Appendix C: FY 2023 Operations Benchmark Data and Performance Indicators for Districts Reporting

Alcorn			
Benchmark Data Reported			
Benchmark	**Yes**	**No**	**Notes**
Uses an electronic maintenance work order system?	✓		
Has a formal preventative maintenance program?		×	
Has an energy management program?	✓		
Conducts a formal facilities assessment each year?		×	The district conducts an assessment every three years.
Use of contracted services	Groundskeeping		
Performance Data Reported			
Performance Indicator	**FY 2023**	**Below (_), Above (+), or Equal to (=) State Peer Median**	**Below (_), Above (+), or Equal to (=) Regional Peer Average**
Total Operations Expenses as a Percentage of Total District Expenses	3.75%	_	_
Maintenance and Operations Cost per Student	$490	_	_
Custodial Cost per Square Foot	Data Not Provided		
Custodial Cost per Student	$345.55	+	+
Custodial Supply Cost per Square Foot	Data Not Provided		
Square Footage per Custodian			
Maintenance Cost per Square Foot			
Average Number of Days to Complete a Maintenance Work Order	5	+	_
Square Footage per Maintenance Technician	Data Not Provided		
Acreage per Groundskeeper			
Square Footage per Student			
Square Footage per School			

Baldwyn			
Benchmark Data Reported			
Benchmark	Yes	No	Notes
Uses an electronic maintenance work order system?		x	
Has a formal preventative maintenance program?		x	
Has an energy management program?		x	
Conducts a formal facilities assessment each year?		x	The district conducts an assessment as needed.
Use of contracted services	None		

Performance Data Reported			
Performance Indicator	FY 2023	Below (_), Above (+), or Equal to (=) State Peer Median	Below (_), Above (+), or Equal to (=) Regional Peer Average
Total Operations Expenses as a Percentage of Total District Expenses	19.57%	+	+
Maintenance and Operations Cost per Student	$2,198	+	+
Custodial Cost per Square Foot	$1.66	+	+
Custodial Cost per Student	$433.63	+	+
Custodial Supply Cost per Square Foot	$.48	+	+
Square Footage per Custodian	49,550	+	+
Maintenance Cost per Square Foot	$6.35	+	+
Average Number of Days to Complete a Maintenance Work Order	7	+	+
Square Footage per Maintenance Technician	99,100	_	_
Acreage per Groundskeeper	46	_	_
Square Footage per Student	261.1	+	N/A
Square Footage per School	99,100	+	N/A

Bay St Louis-Waveland			
Benchmark Data Reported			
Benchmark	Yes	No	Notes
Uses an electronic maintenance work order system?	✓		
Has a formal preventative maintenance program?	✓		
Has an energy management program?	✓		
Conducts a formal facilities assessment each year?	✓		
Use of contracted services	None		

Performance Data Reported			
Performance Indicator	FY 2023	Below (_), Above (+), or Equal to (=) State Peer Median	Below (_), Above (+), or Equal to (=) Regional Peer Average
Total Operations Expenses as a Percentage of Total District Expenses	14.42%	+	+
Maintenance and Operations Cost per Student	$2,909	+	+
Custodial Cost per Square Foot	$1.32	_	_
Custodial Cost per Student	$366.41	+	+
Custodial Supply Cost per Square Foot	$.48	+	+
Square Footage per Custodian	25,322.22	_	_
Maintenance Cost per Square Foot	$3.47	_	+
Average Number of Days to Complete a Maintenance Work Order	2	_	_
Square Footage per Maintenance Technician	151,933	+	+
Acreage per Groundskeeper	20.3	_	_
Square Footage per Student	276.9	+	N/A
Square Footage per School	113,950	+	N/A

Biloxi			
Benchmark Data Reported			
Benchmark	Yes	No	Notes
Uses an electronic maintenance work order system?		x	
Has a formal preventative maintenance program?	✓		
Has an energy management program?	✓		
Conducts a formal facilities assessment each year?	✓		
Use of contracted services	Custodial		

Performance Data Reported			
Performance Indicator	FY 2023	Below (_), Above (+), or Equal to (=) State Peer Median	Below (_), Above (+), or Equal to (=) Regional Peer Average
Total Operations Expenses as a Percentage of Total District Expenses	11.45%	+	+
Maintenance and Operations Cost per Student	$1,840	+	+
Custodial Cost per Square Foot	$1.95	+	+
Custodial Cost per Student	$396.12	+	+
Custodial Supply Cost per Square Foot	Data Not Provided		
Square Footage per Custodian			
Maintenance Cost per Square Foot	$2.76	_	_
Average Number of Days to Complete a Maintenance Work Order	Data Not Provided		
Square Footage per Maintenance Technician	236,000	+	+
Acreage per Groundskeeper	Data Not Provided		
Square Footage per Student	203.5	_	N/A
Square Footage per School	147,500	+	N/A

Brookhaven			
Benchmark Data Reported			
Benchmark	Yes	No	Notes
Uses an electronic maintenance work order system?	Benchmark Data Not Reported		
Has a formal preventative maintenance program?			
Has an energy management program?			
Conducts a formal facilities assessment each year?			
Use of contracted services	None		

Performance Data Reported			
Performance Indicator	FY 2023	Below (_), Above (+), or Equal to (=) State Peer Median	Below (_), Above (+), or Equal to (=) Regional Peer Average
Total Operations Expenses as a Percentage of Total District Expenses	8.95%	+	_
Maintenance and Operations Cost per Student	$1,278	+	+
Custodial Cost per Square Foot	Data Not Provided		
Custodial Cost per Student	$313.60	+	_
Custodial Supply Cost per Square Foot	Data Not Provided		
Square Footage per Custodian			
Maintenance Cost per Square Foot			
Average Number of Days to Complete a Maintenance Work Order			
Square Footage per Maintenance Technician			
Acreage per Groundskeeper			
Square Footage per Student			
Square Footage per School			

Chickasaw			
Benchmark Data Reported			
Benchmark	Yes	No	Notes
Uses an electronic maintenance work order system?	✓		
Has a formal preventative maintenance program?		x	
Has an energy management program?		x	
Conducts a formal facilities assessment each year?	✓		
Use of contracted services	Groundskeeping and Custodial		

Performance Data Reported			
Performance Indicator	FY 2023	Below (_), Above (+), or Equal to (=) State Peer Median	Below (_), Above (+), or Equal to (=) Regional Peer Average
Total Operations Expenses as a Percentage of Total District Expenses	2.07%	_	_
Maintenance and Operations Cost per Student	$254	_	_
Custodial Cost per Square Foot	$1.04	_	_
Custodial Cost per Student	$189.23	_	_
Custodial Supply Cost per Square Foot	Data Not Provided		
Square Footage per Custodian			
Maintenance Cost per Square Foot	$.35	_	_
Average Number of Days to Complete a Maintenance Work Order	2	_	_
Square Footage per Maintenance Technician	79,966	_	_
Acreage per Groundskeeper	Data Not Provided		
Square Footage per Student	182.1	_	N/A
Square Footage per School	79,965.6	_	N/A

Choctaw			
Benchmark Data Reported			
Benchmark	Yes	No	Notes
Uses an electronic maintenance work order system?	✓		
Has a formal preventative maintenance program?		x	
Has an energy management program?	✓		
Conducts a formal facilities assessment each year?		x	The district conducts assessments as needed.
Use of contracted services	Groundskeeping		

Performance Data Reported			
Performance Indicator	FY 2023	Below (_), Above (+), or Equal to (=) State Peer Median	Below (_), Above (+), or Equal to (=) Regional Peer Average
Total Operations Expenses as a Percentage of Total District Expenses	10.23%	+	_
Maintenance and Operations Cost per Student	$2,340	+	+
Custodial Cost per Square Foot	$1.54	+	+
Custodial Cost per Student	$469.54	+	+
Custodial Supply Cost per Square Foot	$.40	+	+
Square Footage per Custodian	29,280.54	_	_
Maintenance Cost per Square Foot	$6.12	+	+
Average Number of Days to Complete a Maintenance Work Order	1	_	_
Square Footage per Maintenance Technician	126,882	_	_
Acreage per Groundskeeper	Data Not Provided		
Square Footage per Student	305.7	+	N/A
Square Footage per School	76,178	_	N/A

Cleveland			
Benchmark Data Reported			
Benchmark	**Yes**	**No**	**Notes**
Uses an electronic maintenance work order system?		×	
Has a formal preventative maintenance program?		×	
Has an energy management program?	✓		
Conducts a formal facilities assessment each year?		×	The district conducts an assessment every two years.
Use of contracted services	None		

Performance Data Reported			
Performance Indicator	**FY 2023**	**Below (_), Above (+), or Equal to (=) State Peer Median**	**Below (_), Above (+), or Equal to (=) Regional Peer Average**
Total Operations Expenses as a Percentage of Total District Expenses	6.4%	_	_
Maintenance and Operations Cost per Student	$1,038	_	_
Custodial Cost per Square Foot	$1.38	_	_
Custodial Cost per Student	$242.64	_	_
Custodial Supply Cost per Square Foot	$.29	+	+
Square Footage per Custodian	24,551.18	_	_
Maintenance Cost per Square Foot	$4.41	+	+
Average Number of Days to Complete a Maintenance Work Order	2	_	_
Square Footage per Maintenance Technician	180,042	+	+
Acreage per Groundskeeper	64	+	_
Square Footage per Student	175.7	_	N/A
Square Footage per School	67,935	_	N/A

Corinth			
Benchmark Data Reported			
Benchmark	Yes	No	Notes
Uses an electronic maintenance work order system?		x	
Has a formal preventative maintenance program?	✓		
Has an energy management program?		x	
Conducts a formal facilities assessment each year?		x	The district conducts an assessment every two years.
Use of contracted services	Groundskeeping		

Performance Data Reported			
Performance Indicator	FY 2023	Below (_), Above (+), or Equal to (=) State Peer Median	Below (_), Above (+), or Equal to (=) Regional Peer Average
Total Operations Expenses as a Percentage of Total District Expenses	6.42%	_	_
Maintenance and Operations Cost per Student	$767	_	_
Custodial Cost per Square Foot	$1.94	+	+
Custodial Cost per Student	$192.87	_	_
Custodial Supply Cost per Square Foot	$.72	+	+
Square Footage per Custodian	38,307.69	+	_
Maintenance Cost per Square Foot	$5.77	+	+
Average Number of Days to Complete a Maintenance Work Order	3	+	_
Square Footage per Maintenance Technician	166,000	+	+
Acreage per Groundskeeper	Data Not Provided		
Square Footage per Student	99.5	_	N/A
Square Footage per School	83,000	_	N/A

Covington			
Benchmark Data Reported			
Benchmark	Yes	No	Notes
Uses an electronic maintenance work order system?	✓		
Has a formal preventative maintenance program?		x	
Has an energy management program?	✓		
Conducts a formal facilities assessment each year?		x	The district conducts assessments on an as-needed basis.
Use of contracted services	None		

Performance Data Reported			
Performance Indicator	FY 2023	Below (_), Above (+), or Equal to (=) State Peer Median	Below (_), Above (+), or Equal to (=) Regional Peer Average
Total Operations Expenses as a Percentage of Total District Expenses	12.43%	+	+
Maintenance and Operations Cost per Student	$1,355	+	+
Custodial Cost per Square Foot	$1.05	_	_
Custodial Cost per Student	$196.59	_	_
Custodial Supply Cost per Square Foot	$.15	_	_
Square Footage per Custodian	42,968.45	+	+
Maintenance Cost per Square Foot	$5.35	+	+
Average Number of Days to Complete a Maintenance Work Order	3	+	_
Square Footage per Maintenance Technician	118,163	_	_
Acreage per Groundskeeper	84.8	+	+
Square Footage per Student	186.5	_	N/A
Square Footage per School	47,265.3	_	N/A

East Tallahatchie
Benchmark Data Not Reported
Performance Data Not Reported

Forrest County			
Benchmark Data Reported			
Benchmark	Yes	No	Notes
Uses an electronic maintenance work order system?	✓		
Has a formal preventative maintenance program?		x	
Has an energy management program?	✓		
Conducts a formal facilities assessment each year?		x	The district conducts assessments on an as-needed basis.
Use of contracted services	Groundskeeping		

Performance Data Reported			
Performance Indicator	FY 2023	Below (_), Above (+), or Equal to (=) State Peer Median	Below (_), Above (+), or Equal to (=) Regional Peer Average
Total Operations Expenses as a Percentage of Total District Expenses	38.16%	+	+
Maintenance and Operations Cost per Student	Data Not Clarified		
Custodial Cost per Square Foot	$3.54	+	+
Custodial Cost per Student	$883.22	+	+
Custodial Supply Cost per Square Foot	$.18	_	_
Square Footage per Custodian	59,070.22	+	+
Maintenance Cost per Square Foot	$1.39	_	_
Average Number of Days to Complete a Maintenance Work Order	2	_	_
Square Footage per Maintenance Technician	106,326	_	_
Acreage per Groundskeeper	Data Not Provided		
Square Footage per Student	249.6	+	N/A
Square Footage per School	88,605.3	+	N/A

Greene			
Benchmark Data Reported			
Benchmark	Yes	No	Notes
Uses an electronic maintenance work order system?		x	
Has a formal preventative maintenance program?		x	
Has an energy management program?	✓		
Conducts a formal facilities assessment each year?	✓		
Use of contracted services	Groundskeeping		

Performance Data Reported			
Performance Indicator	FY 2023	Below (_), Above (+), or Equal to (=) State Peer Median	Below (_), Above (+), or Equal to (=) Regional Peer Average
Total Operations Expenses as a Percentage of Total District Expenses	5.84%	_	_
Maintenance and Operations Cost per Student	$832	_	_
Custodial Cost per Square Foot	$3.56	+	+
Custodial Cost per Student	$312.77	+	_
Custodial Supply Cost per Square Foot	$.86	+	+
Square Footage per Custodian	17,932.50	_	_
Maintenance Cost per Square Foot	$3.55	_	+
Average Number of Days to Complete a Maintenance Work Order	1	_	_
Square Footage per Maintenance Technician	35,865	_	_
Acreage per Groundskeeper	Data Not Provided		
Square Footage per Student	87.8	_	N/A
Square Footage per School	23,910	_	N/A

Hancock			
Benchmark Data Reported			
Benchmark	**Yes**	**No**	**Notes**
Uses an electronic maintenance work order system?	✓		
Has a formal preventative maintenance program?		x	
Has an energy management program?	✓		
Conducts a formal facilities assessment each year?		x	The district conducts assessments as needed.
Use of contracted services	Groundskeeping and Custodial		

Performance Data Reported			
Performance Indicator	**FY 2023**	**Below (_), Above (+), or Equal to (=) State Peer Median**	**Below (_), Above (+), or Equal to (=) Regional Peer Average**
Total Operations Expenses as a Percentage of Total District Expenses	9.42%	+	_
Maintenance and Operations Cost per Student	$938	_	_
Custodial Cost per Square Foot	$1.35	_	_
Custodial Cost per Student	$259.27	_	_
Custodial Supply Cost per Square Foot	Data Not Provided		
Square Footage per Custodian			
Maintenance Cost per Square Foot	$3.54	_	+
Average Number of Days to Complete a Maintenance Work Order	3	+	_
Square Footage per Maintenance Technician	152,827	+	+
Acreage per Groundskeeper	Data Not Provided		
Square Footage per Student	191.7	_	N/A
Square Footage per School	109,162	+	N/A

Hazlehurst			
Benchmark Data Reported			
Benchmark	Yes	No	Notes
Uses an electronic maintenance work order system?		x	
Has a formal preventative maintenance program?	✓		
Has an energy management program?		x	
Conducts a formal facilities assessment each year?	✓		
Use of contracted services	Data Not Provided		
Performance Data Not Reported			

Holly Springs			
Benchmark Data Reported			
Benchmark	Yes	No	Notes
Uses an electronic maintenance work order system?	✓		
Has a formal preventative maintenance program?	✓		
Has an energy management program?	✓		
Conducts a formal facilities assessment each year?	✓		
Use of contracted services	None		

Performance Data Reported			
Performance Indicator	FY 2023	Below (_), Above (+), or Equal to (=) State Peer Median	Below (_), Above (+), or Equal to (=) Regional Peer Average
Total Operations Expenses as a Percentage of Total District Expenses	10.63%	+	+
Maintenance and Operations Cost per Student	$1,197	=	_
Custodial Cost per Square Foot	$1.41	=	_
Custodial Cost per Student	$449.69	+	+
Custodial Supply Cost per Square Foot	Data Not Clarified		
Square Footage per Custodian	109,017.33	+	+
Maintenance Cost per Square Foot	$2.35	_	_
Average Number of Days to Complete a Maintenance Work Order	2	_	_
Square Footage per Maintenance Technician	109,017	_	_
Acreage per Groundskeeper	14.4	_	_
Square Footage per Student	317.8	+	N/A
Square Footage per School	81,763	_	N/A

Itawamba			
Benchmark Data Reported			
Benchmark	Yes	No	Notes
Uses an electronic maintenance work order system?		x	
Has a formal preventative maintenance program?		x	
Has an energy management program?	✓		
Conducts a formal facilities assessment each year?		x	The district conducts assessments as needed.
Use of contracted services	Groundskeeping		

Performance Data Reported			
Performance Indicator	FY 2023	Below (_), Above (+), or Equal to (=) State Peer Median	Below (_), Above (+), or Equal to (=) Regional Peer Average
Total Operations Expenses as a Percentage of Total District Expenses	3.52%	_	_
Maintenance and Operations Cost per Student	$451	_	_
Custodial Cost per Square Foot	Data Not Provided		
Custodial Cost per Student			
Custodial Supply Cost per Square Foot			
Square Footage per Custodian	41,037.56	+	_
Maintenance Cost per Square Foot	$2.24	_	_
Average Number of Days to Complete a Maintenance Work Order	Data Not Provided		
Square Footage per Maintenance Technician	82,075	_	_
Acreage per Groundskeeper	Data Not Provided		
Square Footage per Student	201	_	N/A
Square Footage per School	109,433.5	+	N/A

Jackson County			
Benchmark Data Reported			
Benchmark	Yes	No	Notes
Uses an electronic maintenance work order system?	✓		
Has a formal preventative maintenance program?	✓		
Has an energy management program?		x	
Conducts a formal facilities assessment each year?		x	The district conducts assessments as needed.
Use of contracted services	Groundskeeping		

Performance Data Reported			
Performance Indicator	FY 2023	Below (_), Above (+), or Equal to (=) State Peer Median	Below (_), Above (+), or Equal to (=) Regional Peer Average
Total Operations Expenses as a Percentage of Total District Expenses	10.79%	+	+
Maintenance and Operations Cost per Student	$1,200	+	_
Custodial Cost per Square Foot	Data Not Provided		
Custodial Cost per Student			
Custodial Supply Cost per Square Foot			
Square Footage per Custodian	38,151.87	+	_
Maintenance Cost per Square Foot	$7.39	+	+
Average Number of Days to Complete a Maintenance Work Order	7	+	+
Square Footage per Maintenance Technician	53,695	_	_
Acreage per Groundskeeper	Data Not Provided		
Square Footage per Student	162.5	_	N/A
Square Footage per School	103,555.1	+	N/A

Kosciusko			
Benchmark Data not Reported			
Benchmark	**Yes**	**No**	**Notes**
Uses an electronic maintenance work order system?	Data Not Provided		
Has a formal preventative maintenance program?			
Has an energy management program?			
Conducts a formal facilities assessment each year?			
Use of contracted services	None		

Performance Data Reported			
Performance Indicator	**FY 2023**	**Below (_), Above (+), or Equal to (=) State Peer Median**	**Below (_), Above (+), or Equal to (=) Regional Peer Average**
Total Operations Expenses as a Percentage of Total District Expenses	12.6%	+	+
Maintenance and Operations Cost per Student	$2,093	+	+
Custodial Cost per Square Foot	$2.72	+	+
Custodial Cost per Student	$381.35	+	+
Custodial Supply Cost per Square Foot	$1.11	+	+
Square Footage per Custodian	22,652.15	_	_
Maintenance Cost per Square Foot	$4.40	+	+
Average Number of Days to Complete a Maintenance Work Order	1	_	_
Square Footage per Maintenance Technician	98,159	_	_
Acreage per Groundskeeper	20.8	_	_
Square Footage per Student	140.2	_	N/A
Square Footage per School	58,895.6	_	N/A

Lafayette			
Benchmark Data Reported			
Benchmark	Yes	No	Notes
Uses an electronic maintenance work order system?	✓		
Has a formal preventative maintenance program?		x	
Has an energy management program?		x	
Conducts a formal facilities assessment each year?		x	The district conducts assessments as needed.
Use of contracted services	None		

Performance Data Reported			
Performance Indicator	FY 2023	Below (_), Above (+), or Equal to (=) State Peer Median	Below (_), Above (+), or Equal to (=) Regional Peer Average
Total Operations Expenses as a Percentage of Total District Expenses	4.53%	_	_
Maintenance and Operations Cost per Student	$633	_	_
Custodial Cost per Square Foot	$1.23	_	_
Custodial Cost per Student	$275.99	_	_
Custodial Supply Cost per Square Foot	$.23	=	_
Square Footage per Custodian	34,402.67	+	_
Maintenance Cost per Square Foot	$1.59	_	_
Average Number of Days to Complete a Maintenance Work Order	2	_	_
Square Footage per Maintenance Technician	247,699	+	+
Acreage per Groundskeeper	104.4	+	+
Square Footage per Student	224.3	+	N/A
Square Footage per School	154,812	+	N/A

Lamar			
Benchmark Data Reported			
Benchmark	Yes	No	Notes
Uses an electronic maintenance work order system?	✓		
Has a formal preventative maintenance program?		x	
Has an energy management program?		x	
Conducts a formal facilities assessment each year?	✓		
Use of contracted services	Groundskeeping and Custodial		

Performance Data Reported			
Performance Indicator	FY 2023	Below (_), Above (+), or Equal to (=) State Peer Median	Below (_), Above (+), or Equal to (=) Regional Peer Average
Total Operations Expenses as a Percentage of Total District Expenses	3.36%	_	_
Maintenance and Operations Cost per Student	$410	_	_
Custodial Cost per Square Foot	$1.13	_	_
Custodial Cost per Student	$187.12	_	_
Custodial Supply Cost per Square Foot	$.14	_	_
Square Footage per Custodian	Data Not Provided		
Maintenance Cost per Square Foot	$1.31	_	_
Average Number of Days to Complete a Maintenance Work Order	3	+	_
Square Footage per Maintenance Technician	74,409	_	_
Acreage per Groundskeeper	Data Not Provided		
Square Footage per Student	165.4	_	N/A
Square Footage per School	100,671.2	+	N/A

Lawrence			
Benchmark Data Reported			
Benchmark	Yes	No	Notes
Uses an electronic maintenance work order system?	✓		
Has a formal preventative maintenance program?	✓		
Has an energy management program?	✓		
Conducts a formal facilities assessment each year?		x	The district conducts assessments as needed.
Use of contracted services	None		

Performance Data Reported			
Performance Indicator	FY 2023	Below (_), Above (+), or Equal to (=) State Peer Median	Below (_), Above (+), or Equal to (=) Regional Peer Average
Total Operations Expenses as a Percentage of Total District Expenses	8.69%	+	_
Maintenance and Operations Cost per Student	$1,333	+	+
Custodial Cost per Square Foot	$.63	_	_
Custodial Cost per Student	$169.73	_	_
Custodial Supply Cost per Square Foot	$.26	+	_
Square Footage per Custodian	75,089.17	+	+
Maintenance Cost per Square Foot	$4.35	+	+
Average Number of Days to Complete a Maintenance Work Order	3	+	_
Square Footage per Maintenance Technician	150,178	+	+
Acreage per Groundskeeper	Data Not Provided		
Square Footage per Student	267.4	+	N/A
Square Footage per School	90,107	+	N/A

Leake			
Benchmark Data not Reported			
Benchmark	Yes	No	Notes
Uses an electronic maintenance work order system?	Data Not Provided		
Has a formal preventative maintenance program?			
Has an energy management program?			
Conducts a formal facilities assessment each year?			
Use of contracted services	None		

Performance Data Reported			
Performance Indicator	FY 2023	Below (_), Above (+), or Equal to (=) State Peer Median	Below (_), Above (+), or Equal to (=) Regional Peer Average
Total Operations Expenses as a Percentage of Total District Expenses	42.65%	+	+
Maintenance and Operations Cost per Student	Data Not Clarified		
Custodial Cost per Square Foot	$.97	_	_
Custodial Cost per Student	$174.78	_	_
Custodial Supply Cost per Square Foot	$.39	+	+
Square Footage per Custodian	37,699.42	+	_
Maintenance Cost per Square Foot	$1.16	_	_
Average Number of Days to Complete a Maintenance Work Order	1	_	_
Square Footage per Maintenance Technician	150,798	+	+
Acreage per Groundskeeper	Data Not Provided		
Square Footage per Student	180.1	_	N/A
Square Footage per School	90,478.6	+	N/A

Lee			
Benchmark Data Reported			
Benchmark	Yes	No	Notes
Uses an electronic maintenance work order system?	✓		
Has a formal preventative maintenance program?		x	
Has an energy management program?		x	
Conducts a formal facilities assessment each year?	✓		
Use of contracted services	Groundskeeping		

Performance Data Reported			
Performance Indicator	FY 2023	Below (_), Above (+), or Equal to (=) State Peer Median	Below (_), Above (+), or Equal to (=) Regional Peer Average
Total Operations Expenses as a Percentage of Total District Expenses	10.32%	+	_
Maintenance and Operations Cost per Student	$1,403	+	+
Custodial Cost per Square Foot	$1.67	+	+
Custodial Cost per Student	$241.63	_	_
Custodial Supply Cost per Square Foot	$.31	+	+
Square Footage per Custodian	29,354.84	_	_
Maintenance Cost per Square Foot	$4.61	+	+
Average Number of Days to Complete a Maintenance Work Order	Data Not Provided		
Square Footage per Maintenance Technician	151,667	+	+
Acreage per Groundskeeper	Data Not Provided		
Square Footage per Student	144.4	_	N/A
Square Footage per School	65,000	_	N/A

Leland			
Benchmark Data Reported			
Benchmark	Yes	No	Notes
Uses an electronic maintenance work order system?		x	
Has a formal preventative maintenance program?		x	
Has an energy management program?	✓		
Conducts a formal facilities assessment each year?		x	The district conducts an assessment every two years.
Use of contracted services	None		

Performance Data Reported			
Performance Indicator	FY 2023	Below (_), Above (+), or Equal to (=) State Peer Median	Below (_), Above (+), or Equal to (=) Regional Peer Average
Total Operations Expenses as a Percentage of Total District Expenses	9.34%	+	_
Maintenance and Operations Cost per Student	$2,305	+	+
Custodial Cost per Square Foot	$.38	_	_
Custodial Cost per Student	$941.90	+	+
Custodial Supply Cost per Square Foot	$.02	_	_
Square Footage per Custodian	134,030.77	+	+
Maintenance Cost per Square Foot	$.55	_	_
Average Number of Days to Complete a Maintenance Work Order	3	+	_
Square Footage per Maintenance Technician	580,800	+	+
Acreage per Groundskeeper	13.3	_	_
Square Footage per Student	Data Not Clarified		
Square Footage per School			

Lincoln			
Benchmark Data Reported			
Benchmark	Yes	No	Notes
Uses an electronic maintenance work order system?	✓		
Has a formal preventative maintenance program?		x	
Has an energy management program?		x	
Conducts a formal facilities assessment each year?	✓		
Use of contracted services	Groundskeeping		

Performance Data Reported			
Performance Indicator	FY 2023	Below (_), Above (+), or Equal to (=) State Peer Median	Below (_), Above (+), or Equal to (=) Regional Peer Average
Total Operations Expenses as a Percentage of Total District Expenses	5.98%	_	_
Maintenance and Operations Cost per Student	$829	_	_
Custodial Cost per Square Foot	Data Not Clarified		
Custodial Cost per Student	$595.69	+	+
Custodial Supply Cost per Square Foot	Data Not Clarified		
Square Footage per Custodian			
Maintenance Cost per Square Foot			
Average Number of Days to Complete a Maintenance Work Order	3	+	_
Square Footage per Maintenance Technician	Data Not Clarified		
Acreage per Groundskeeper	Data Not Provided		
Square Footage per Student	Data Not Clarified		
Square Footage per School			

Long Beach			
Benchmark Data Reported			
Benchmark	Yes	No	Notes
Uses an electronic maintenance work order system?	✓		
Has a formal preventative maintenance program?	✓		
Has an energy management program?	✓		
Conducts a formal facilities assessment each year?		x	The district conducts assessments as needed.
Use of contracted services	Groundskeeping		

Performance Data Reported			
Performance Indicator	FY 2023	Below (_), Above (+), or Equal to (=) State Peer Median	Below (_), Above (+), or Equal to (=) Regional Peer Average
Total Operations Expenses as a Percentage of Total District Expenses	16.39%	+	+
Maintenance and Operations Cost per Student	$1,257	+	+
Custodial Cost per Square Foot	$1.24	_	_
Custodial Cost per Student	$220.12	_	_
Custodial Supply Cost per Square Foot	$.17	_	_
Square Footage per Custodian	32,421.88	+	_
Maintenance Cost per Square Foot	$2.06	_	_
Average Number of Days to Complete a Maintenance Work Order	12	+	+
Square Footage per Maintenance Technician	103,750	_	_
Acreage per Groundskeeper	Data Not Provided		
Square Footage per Student	177.1	_	N/A
Square Footage per School	103,750	+	N/A

Lowndes			
Benchmark Data Reported			
Benchmark	Yes	No	Notes
Uses an electronic maintenance work order system?	✓		
Has a formal preventative maintenance program?	✓		
Has an energy management program?	✓		
Conducts a formal facilities assessment each year?	✓		
Use of contracted services	None		

Performance Data Reported			
Performance Indicator	FY 2023	Below (_), Above (+), or Equal to (=) State Peer Median	Below (_), Above (+), or Equal to (=) Regional Peer Average
Total Operations Expenses as a Percentage of Total District Expenses	4.58%	_	_
Maintenance and Operations Cost per Student	$898	_	_
Custodial Cost per Square Foot	$1.47	+	_
Custodial Cost per Student	$199.55	_	_
Custodial Supply Cost per Square Foot	$.26	+	_
Square Footage per Custodian	17,500	_	_
Maintenance Cost per Square Foot	$5.15	+	+
Average Number of Days to Complete a Maintenance Work Order	1	_	_
Square Footage per Maintenance Technician	70,000	_	_
Acreage per Groundskeeper	120.8	+	+
Square Footage per Student	135.6	_	N/A
Square Footage per School	77,777.8	_	N/A

Marion			
Benchmark Data Reported			
Benchmark	Yes	No	Notes
Uses an electronic maintenance work order system?	✓		
Has a formal preventative maintenance program?		x	
Has an energy management program?		x	
Conducts a formal facilities assessment each year?	✓		
Use of contracted services	Groundskeeping		

Performance Data Reported			
Performance Indicator	FY 2023	Below (_), Above (+), or Equal to (=) State Peer Median	Below (_), Above (+), or Equal to (=) Regional Peer Average
Total Operations Expenses as a Percentage of Total District Expenses	4.9%	_	_
Maintenance and Operations Cost per Student	$1,097	_	_
Custodial Cost per Square Foot	$1.25	_	_
Custodial Cost per Student	$291.30	_	_
Custodial Supply Cost per Square Foot	$.19	_	_
Square Footage per Custodian	31,243.50	_	_
Maintenance Cost per Square Foot	$3.45	_	+
Average Number of Days to Complete a Maintenance Work Order	4	+	_
Square Footage per Maintenance Technician	145,803	+	_
Acreage per Groundskeeper	Data Not Provided		
Square Footage per Student	233.4	+	N/A
Square Footage per School	87,481.8	_	N/A

Marshall			
Benchmark Data Reported			
Benchmark	Yes	No	Notes
Uses an electronic maintenance work order system?	✓		
Has a formal preventative maintenance program?		x	
Has an energy management program?		x	
Conducts a formal facilities assessment each year?	✓		
Use of contracted services	Groundskeeping and Custodial		

Performance Data Reported			
Performance Indicator	FY 2023	Below (_), Above (+), or Equal to (=) State Peer Median	Below (_), Above (+), or Equal to (=) Regional Peer Average
Total Operations Expenses as a Percentage of Total District Expenses	5.46%	_	_
Maintenance and Operations Cost per Student	$809	_	_
Custodial Cost per Square Foot	$1.21	_	_
Custodial Cost per Student	$171.95	_	_
Custodial Supply Cost per Square Foot	Data Not Provided		
Square Footage per Custodian			
Maintenance Cost per Square Foot	$4.48	+	+
Average Number of Days to Complete a Maintenance Work Order	13	+	+
Square Footage per Maintenance Technician	65,832	_	_
Acreage per Groundskeeper	Data Not Provided		
Square Footage per Student	142.2	_	N/A
Square Footage per School	43,887.9	_	N/A

Monroe			
Benchmark Data Reported			
Benchmark	Yes	No	Notes
Uses an electronic maintenance work order system?		x	
Has a formal preventative maintenance program?		x	
Has an energy management program?		x	
Conducts a formal facilities assessment each year?	✓		
Use of contracted services	Groundskeeping		

Performance Data Reported			
Performance Indicator	FY 2023	Below (_), Above (+), or Equal to (=) State Peer Median	Below (_), Above (+), or Equal to (=) Regional Peer Average
Total Operations Expenses as a Percentage of Total District Expenses	11.89%	+	+
Maintenance and Operations Cost per Student	$852	_	_
Custodial Cost per Square Foot	$3.56	+	+
Custodial Cost per Student	$807.40	+	+
Custodial Supply Cost per Square Foot	$.28	+	=
Square Footage per Custodian	78,903.83	+	+
Maintenance Cost per Square Foot	Data Not Provided		
Average Number of Days to Complete a Maintenance Work Order	1	_	_
Square Footage per Maintenance Technician	157,808	+	+
Acreage per Groundskeeper	Data Not Provided		
Square Footage per Student	227.1	+	N/A
Square Footage per School	94,684.6	+	N/A

Neshoba				
Benchmark Data Reported				
Benchmark	Yes	No	Notes	
Uses an electronic maintenance work order system?		x		
Has a formal preventative maintenance program?		x		
Has an energy management program?	✓			
Conducts a formal facilities assessment each year?	✓			
Use of contracted services	Data Not Provided			
Performance Data Reported				
Performance Indicator	FY 2023	Below (_), Above (+), or Equal to (=) State Peer Median	Below (_), Above (+), or Equal to (=) Regional Peer Average	
Total Operations Expenses as a Percentage of Total District Expenses	Data Not Provided			
Maintenance and Operations Cost per Student				
Custodial Cost per Square Foot				
Custodial Cost per Student				
Custodial Supply Cost per Square Foot				
Square Footage per Custodian	284,592	+	+	
Maintenance Cost per Square Foot	$.61	_	_	
Average Number of Days to Complete a Maintenance Work Order	2	_	_	
Square Footage per Maintenance Technician	853,776	+	+	
Acreage per Groundskeeper	55	=	_	
Square Footage per Student	Data Not Clarified			
Square Footage per School				

New Albany			
Benchmark Data not Reported			
Benchmark	**Yes**	**No**	**Notes**
Uses an electronic maintenance work order system?	Data Not Provided		
Has a formal preventative maintenance program?			
Has an energy management program?			
Conducts a formal facilities assessment each year?			
Use of contracted services	None		

Performance Data Reported			
Performance Indicator	**FY 2023**	**Below (_), Above (+), or Equal to (=) State Peer Median**	**Below (_), Above (+), or Equal to (=) Regional Peer Average**
Total Operations Expenses as a Percentage of Total District Expenses	20.88%	+	+
Maintenance and Operations Cost per Student	$1,130	_	_
Custodial Cost per Square Foot	Data Not Provided		
Custodial Cost per Student			
Custodial Supply Cost per Square Foot			
Square Footage per Custodian			
Maintenance Cost per Square Foot			
Average Number of Days to Complete a Maintenance Work Order			
Square Footage per Maintenance Technician			
Acreage per Groundskeeper			
Square Footage per Student			
Square Footage per School			

Newton Municipal			
Benchmark Data Reported			
Benchmark	Yes	No	Notes
Uses an electronic maintenance work order system?	✓		
Has a formal preventative maintenance program?	✓		
Has an energy management program?		x	
Conducts a formal facilities assessment each year?		x	The district conducts an assessment every three years.
Use of contracted services	Data Not Provided		

Performance Data Reported			
Performance Indicator	FY 2023	Below (_), Above (+), or Equal to (=) State Peer Median	Below (_), Above (+), or Equal to (=) Regional Peer Average
Total Operations Expenses as a Percentage of Total District Expenses	Data Not Provided		
Maintenance and Operations Cost per Student			
Custodial Cost per Square Foot			
Custodial Cost per Student			
Custodial Supply Cost per Square Foot			
Square Footage per Custodian	66,364	+	+
Maintenance Cost per Square Foot	Data Not Provided		
Average Number of Days to Complete a Maintenance Work Order	2	_	_
Square Footage per Maintenance Technician	99,546	_	_
Acreage per Groundskeeper	300	+	+
Square Footage per Student	Data Not Provided		
Square Footage per School			

North Pike			
Benchmark Data Reported			
Benchmark	**Yes**	**No**	**Notes**
Uses an electronic maintenance work order system?	✓		
Has a formal preventative maintenance program?		x	
Has an energy management program?		x	
Conducts a formal facilities assessment each year?		x	The district conducts assessments as needed.
Use of contracted services	None		

Performance Data Reported			
Performance Indicator	**FY 2023**	**Below (_), Above (+), or Equal to (=) State Peer Median**	**Below (_), Above (+), or Equal to (=) Regional Peer Average**
Total Operations Expenses as a Percentage of Total District Expenses	2.33%	_	_
Maintenance and Operations Cost per Student	$403	_	_
Custodial Cost per Square Foot	Data Not Provided		
Custodial Cost per Student	$153.84	_	_
Custodial Supply Cost per Square Foot	Data Not Provided		
Square Footage per Custodian			
Maintenance Cost per Square Foot			
Average Number of Days to Complete a Maintenance Work Order			
Square Footage per Maintenance Technician			
Acreage per Groundskeeper			
Square Footage per Student			
Square Footage per School			

Pearl River			
Benchmark Data Reported			
Benchmark	Yes	No	Notes
Uses an electronic maintenance work order system?	✓		
Has a formal preventative maintenance program?		x	
Has an energy management program?	✓		
Conducts a formal facilities assessment each year?	✓		
Use of contracted services	Groundskeeping and Custodial		

Performance Data Reported			
Performance Indicator	FY 2023	Below (_), Above (+), or Equal to (=) State Peer Median	Below (_), Above (+), or Equal to (=) Regional Peer Average
Total Operations Expenses as a Percentage of Total District Expenses	10%	+	_
Maintenance and Operations Cost per Student	$1,140	_	_
Custodial Cost per Square Foot	$1.43	+	_
Custodial Cost per Student	$221.37	_	_
Custodial Supply Cost per Square Foot	$.11	_	_
Square Footage per Custodian			
Maintenance Cost per Square Foot	$5.92	+	+
Average Number of Days to Complete a Maintenance Work Order	3	+	_
Square Footage per Maintenance Technician	73,806	_	_
Acreage per Groundskeeper	Data Not Provided		
Square Footage per Student	155.2	_	N/A
Square Footage per School	172,215	+	N/A

Philadelphia			
Benchmark Data Reported			
Benchmark	Yes	No	Notes
Uses an electronic maintenance work order system?		x	
Has a formal preventative maintenance program?		x	
Has an energy management program?		x	
Conducts a formal facilities assessment each year?		x	The district conducts an assessment every two years.
Use of contracted services	Groundskeeping		

Performance Data Reported			
Performance Indicator	FY 2023	Below (_), Above (+), or Equal to (=) State Peer Median	Below (_), Above (+), or Equal to (=) Regional Peer Average
Total Operations Expenses as a Percentage of Total District Expenses	32.85%	+	+
Maintenance and Operations Cost per Student	$2,979	+	+
Custodial Cost per Square Foot	$.60	_	_
Custodial Cost per Student	$1,326.13	+	+
Custodial Supply Cost per Square Foot	$.06	_	_
Square Footage per Custodian	228,047.49	+	+
Maintenance Cost per Square Foot	$.55	_	_
Average Number of Days to Complete a Maintenance Work Order	2	_	_
Square Footage per Maintenance Technician	912,190	+	+
Acreage per Groundskeeper	Data Not Provided		
Square Footage per Student	Data Not Clarified		
Square Footage per School			

Picayune			
Benchmark Data Reported			
Benchmark	Yes	No	Notes
Uses an electronic maintenance work order system?		x	
Has a formal preventative maintenance program?	✓		
Has an energy management program?	✓		
Conducts a formal facilities assessment each year?		x	The district conducts assessments on an as-needed basis.
Use of contracted services	None		

Performance Data Reported			
Performance Indicator	FY 2023	Below (_), Above (+), or Equal to (=) State Peer Median	Below (_), Above (+), or Equal to (=) Regional Peer Average
Total Operations Expenses as a Percentage of Total District Expenses	8.06%	_	_
Maintenance and Operations Cost per Student	$1,096	_	_
Custodial Cost per Square Foot	$2.16	+	+
Custodial Cost per Student	$355.73	+	+
Custodial Supply Cost per Square Foot	$.20	_	_
Square Footage per Custodian	18,431.83	_	_
Maintenance Cost per Square Foot	$3.27	_	+
Average Number of Days to Complete a Maintenance Work Order	Data Not Provided		
Square Footage per Maintenance Technician	46,080	_	_
Acreage per Groundskeeper	113	+	+
Square Footage per Student	164.4	_	N/A
Square Footage per School	61,439.4	_	N/A

Pontotoc City
Benchmark Data Not Reported
Performance Data Not Reported

Prentiss			
Benchmark Data Reported			
Benchmark	Yes	No	Notes
Uses an electronic maintenance work order system?		x	
Has a formal preventative maintenance program?		x	
Has an energy management program?		x	
Conducts a formal facilities assessment each year?		x	The district conducts an assessment every two years.
Use of contracted services	Groundskeeping		

Performance Data Reported			
Performance Indicator	FY 2023	Below (_), Above (+), or Equal to (=) State Peer Median	Below (_), Above (+), or Equal to (=) Regional Peer Average
Total Operations Expenses as a Percentage of Total District Expenses	1.34%	_	_
Maintenance and Operations Cost per Student	$188	_	_
Custodial Cost per Square Foot	Data Not Provided		
Custodial Cost per Student	$188.19	_	_
Custodial Supply Cost per Square Foot	Data Not Provided		
Square Footage per Custodian			
Maintenance Cost per Square Foot			
Average Number of Days to Complete a Maintenance Work Order	1	_	_
Square Footage per Maintenance Technician	Data Not Provided		
Acreage per Groundskeeper			
Square Footage per Student			
Square Footage per School			

Quitman City			
Benchmark Data Reported			
Benchmark	Yes	No	Notes
Uses an electronic maintenance work order system?	✓		
Has a formal preventative maintenance program?	✓		
Has an energy management program?	✓		
Conducts a formal facilities assessment each year?	✓		
Use of contracted services	Groundskeeping		

Performance Data Reported			
Performance Indicator	FY 2023	Below (_), Above (+), or Equal to (=) State Peer Median	Below (_), Above (+), or Equal to (=) Regional Peer Average
Total Operations Expenses as a Percentage of Total District Expenses	8.19%	_	_
Maintenance and Operations Cost per Student	$1,424	+	+
Custodial Cost per Square Foot	$1.70	+	+
Custodial Cost per Student	$416.81	+	+
Custodial Supply Cost per Square Foot	$.09	_	_
Square Footage per Custodian	25,392.67	_	_
Maintenance Cost per Square Foot	$4.11	+	+
Average Number of Days to Complete a Maintenance Work Order	1	_	_
Square Footage per Maintenance Technician	63,482	_	_
Acreage per Groundskeeper	Data Not Provided		
Square Footage per Student	245.1	+	N/A
Square Footage per School	76,178	_	N/A

Quitman County			
Benchmark Data Reported			
Benchmark	Yes	No	Notes
Uses an electronic maintenance work order system?		x	
Has a formal preventative maintenance program?		x	
Has an energy management program?		x	
Conducts a formal facilities assessment each year?		x	The district conducts assessments as needed.
Use of contracted services	Groundskeeping		

Performance Data Reported			
Performance Indicator	FY 2023	Below (_), Above (+), or Equal to (=) State Peer Median	Below (_), Above (+), or Equal to (=) Regional Peer Average
Total Operations Expenses as a Percentage of Total District Expenses	4.38%	_	_
Maintenance and Operations Cost per Student	$961	_	_
Custodial Cost per Square Foot	$.37	_	_
Custodial Cost per Student	$255.37	_	_
Custodial Supply Cost per Square Foot	$.15	_	_
Square Footage per Custodian	74,674.29	+	+
Maintenance Cost per Square Foot	$.15	_	_
Average Number of Days to Complete a Maintenance Work Order	2	_	_
Square Footage per Maintenance Technician	522,720	+	+
Acreage per Groundskeeper	Data Not Provided		
Square Footage per Student	689.6	+	N/A
Square Footage per School	174,240	+	N/A

Senatobia			
Benchmark Data Reported			
Benchmark	Yes	No	Notes
Uses an electronic maintenance work order system?	✓		
Has a formal preventative maintenance program?	✓		
Has an energy management program?	✓		
Conducts a formal facilities assessment each year?	✓		
Use of contracted services	Groundskeeping		

Performance Data Reported			
Performance Indicator	FY 2023	Below (_), Above (+), or Equal to (=) State Peer Median	Below (_), Above (+), or Equal to (=) Regional Peer Average
Total Operations Expenses as a Percentage of Total District Expenses	8.11%	_	_
Maintenance and Operations Cost per Student	$1,214	+	_
Custodial Cost per Square Foot	$.63	_	_
Custodial Cost per Student	$76.74	_	_
Custodial Supply Cost per Square Foot	$.59	+	+
Square Footage per Custodian	14,557.50	_	_
Maintenance Cost per Square Foot	$2.66	_	_
Average Number of Days to Complete a Maintenance Work Order	1	_	_
Square Footage per Maintenance Technician	50,951	_	_
Acreage per Groundskeeper	Data Not Provided		
Square Footage per Student	122.2	_	N/A
Square Footage per School	67,935	_	N/A

Smith			
Benchmark Data Reported			
Benchmark	Yes	No	Notes
Uses an electronic maintenance work order system?		x	
Has a formal preventative maintenance program?	✓		
Has an energy management program?	✓		
Conducts a formal facilities assessment each year?	✓		
Use of contracted services	Custodial		

Performance Data Reported			
Performance Indicator	FY 2023	Below (_), Above (+), or Equal to (=) State Peer Median	Below (_), Above (+), or Equal to (=) Regional Peer Average
Total Operations Expenses as a Percentage of Total District Expenses	9.01%	+	_
Maintenance and Operations Cost per Student	$1,099	_	_
Custodial Cost per Square Foot	$.76	_	_
Custodial Cost per Student	$168.46	_	_
Custodial Supply Cost per Square Foot	$.17	_	_
Square Footage per Custodian	Data Not Provided		
Maintenance Cost per Square Foot	$4.19	+	+
Average Number of Days to Complete a Maintenance Work Order	Data Not Provided		
Square Footage per Maintenance Technician	50,951	_	_
Acreage per Groundskeeper	120.2	+	+
Square Footage per Student	221.8	+	N/A
Square Footage per School	90,309.5	+	N/A

South Panola			
Benchmark Data Reported			
Benchmark	Yes	No	Notes
Uses an electronic maintenance work order system?	✓		
Has a formal preventative maintenance program?		x	
Has an energy management program?	✓		
Conducts a formal facilities assessment each year?	✓		
Use of contracted services	Groundskeeping		

Performance Data Reported			
Performance Indicator	FY 2023	Below (_), Above (+), or Equal to (=) State Peer Median	Below (_), Above (+), or Equal to (=) Regional Peer Average
Total Operations Expenses as a Percentage of Total District Expenses	8.51%	+	_
Maintenance and Operations Cost per Student	$1,111	_	_
Custodial Cost per Square Foot	$1.25	_	_
Custodial Cost per Student	$220.96	_	_
Custodial Supply Cost per Square Foot	$.24	+	_
Square Footage per Custodian	20,000	_	_
Maintenance Cost per Square Foot	$5.05	+	+
Average Number of Days to Complete a Maintenance Work Order	3	+	_
Square Footage per Maintenance Technician	152,000	+	+
Acreage per Groundskeeper	Data Not Provided		
Square Footage per Student	176.2	_	N/A
Square Footage per School	126,666.7	+	N/A

South Tippah			
Benchmark Data Reported			
Benchmark	Yes	No	Notes
Uses an electronic maintenance work order system?	✓		
Has a formal preventative maintenance program?	✓		
Has an energy management program?	✓		
Conducts a formal facilities assessment each year?	✓		
Use of contracted services	None		

Performance Data Reported			
Performance Indicator	FY 2023	Below (_), Above (+), or Equal to (=) State Peer Median	Below (_), Above (+), or Equal to (=) Regional Peer Average
Total Operations Expenses as a Percentage of Total District Expenses	5.56%	_	_
Maintenance and Operations Cost per Student	$738	_	_
Custodial Cost per Square Foot	$1.82	+	+
Custodial Cost per Student	$356.28	+	+
Custodial Supply Cost per Square Foot	$.54	+	+
Square Footage per Custodian	45,018.18	+	+
Maintenance Cost per Square Foot	$.88	_	_
Average Number of Days to Complete a Maintenance Work Order	2	_	_
Square Footage per Maintenance Technician	247,600	+	+
Acreage per Groundskeeper	15	_	_
Square Footage per Student	195.4	_	N/A
Square Footage per School	82,533.3	_	N/A

Stone			
Benchmark Data Reported			
Benchmark	Yes	No	Notes
Uses an electronic maintenance work order system?	✓		
Has a formal preventative maintenance program?	✓		
Has an energy management program?	✓		
Conducts a formal facilities assessment each year?	✓		
Use of contracted services	Data Not Provided		
Performance Data Not Reported			

Tishomingo			
Benchmark Data Reported			
Benchmark	Yes	No	Notes
Uses an electronic maintenance work order system?	✓		
Has a formal preventative maintenance program?		x	
Has an energy management program?	✓		
Conducts a formal facilities assessment each year?		x	The district conducts assessments as needed.
Use of contracted services	None		

Performance Data Reported			
Performance Indicator	FY 2023	Below (_), Above (+), or Equal to (=) State Peer Median	Below (_), Above (+), or Equal to (=) Regional Peer Average
Total Operations Expenses as a Percentage of Total District Expenses	3.4%	–	–
Maintenance and Operations Cost per Student	$546	–	–
Custodial Cost per Square Foot	Data Not Provided		
Custodial Cost per Student			
Custodial Supply Cost per Square Foot			
Square Footage per Custodian	49,743.21	+	+
Maintenance Cost per Square Foot	Data Not Provided		
Average Number of Days to Complete a Maintenance Work Order	1	–	–
Square Footage per Maintenance Technician	232,135	+	+
Acreage per Groundskeeper	Data Not Provided		
Square Footage per Student	246.9	+	N/A
Square Footage per School	87,050.6	+	N/A

Vicksburg-Warren			
Benchmark Data not Reported			
Benchmark	Yes	No	Notes
Uses an electronic maintenance work order system?	Data Not Provided		
Has a formal preventative maintenance program?			
Has an energy management program?			
Conducts a formal facilities assessment each year?			
Use of contracted services	None		

Performance Data Reported			
Performance Indicator	FY 2023	Below (_), Above (+), or Equal to (=) State Peer Median	Below (_), Above (+), or Equal to (=) Regional Peer Average
Total Operations Expenses as a Percentage of Total District Expenses	18.15%	+	+
Maintenance and Operations Cost per Student	Data Not Clarified		
Custodial Cost per Square Foot	Data Not Provided		
Custodial Cost per Student	Data Not Clarified		
Custodial Supply Cost per Square Foot	Data Not Provided		
Square Footage per Custodian			
Maintenance Cost per Square Foot			
Average Number of Days to Complete a Maintenance Work Order			
Square Footage per Maintenance Technician			
Acreage per Groundskeeper			
Square Footage per Student			
Square Footage per School			

Winona-Montgomery			
Benchmark Data not Reported			
Benchmark	**Yes**	**No**	**Notes**
Uses an electronic maintenance work order system?	Data Not Provided		
Has a formal preventative maintenance program?			
Has an energy management program?			
Conducts a formal facilities assessment each year?			
Use of contracted services	None		

Performance Data Reported			
Performance Indicator	**FY 2023**	**Below (_), Above (+), or Equal to (=) State Peer Median**	**Below (_), Above (+), or Equal to (=) Regional Peer Average**
Total Operations Expenses as a Percentage of Total District Expenses	8.99%	+	_
Maintenance and Operations Cost per Student	$1,435	+	+
Custodial Cost per Square Foot	Data Not Provided		
Custodial Cost per Student	$173.20	_	_
Custodial Supply Cost per Square Foot	Data Not Provided		
Square Footage per Custodian			
Maintenance Cost per Square Foot			
Average Number of Days to Complete a Maintenance Work Order			
Square Footage per Maintenance Technician			
Acreage per Groundskeeper			
Square Footage per Student			
Square Footage per School			

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
Taylor Burns
Emily Cloys
Kim Cummins
Matthew Dry
Rucell Harris
Matthew Holmes
Drew Johnson
Chelsey Little
Billy Loper
Debra Monroe-Lax
Meri Clare Ringer
Sarah Williamson
Julie Winkeljohn
Ray Wright