

The December 2017 summary, of the activities and accomplishments for the departments of BBMAC, Child Nutrition Services, Human Resources, Maintenance, Operations, and Transportation, Student Services, and Technology, includes each director's reflections on the book, "The Leadership Secrets of Santa Claus," by Eric Harvey, David Cottrell, Al Lucia, and Mike Hourigan. The book is based upon the belief that effective leaders accomplish "big things" by giving employees clear goals, solid accountabilities, and ongoing feedback, coaching, and recognition.

BBMAC

The BBMAC closed fall private swim lessons on November 13th and had a couple of well-run water polo tournaments at the beginning of the month. Over the Thanksgiving Break, we had our first Short Term rental group for the season. The weather was more than wonderful for the Five Star Swim Club from Pennsylvania and we will probably see them again in the future.

During the Thanksgiving Break, we conducted in-water staff training focused on the staff's in-water rescue skills and Cardiopulmonary Resuscitation (CPR). We are preparing for the Winter Age Group Championship swim meet held December 16-18, 2017. The meet directors have accepted 950 swimmers into the event. We are requiring the Local Swim Committee of USA Swimming to provide meet marshals who will circulate the campus and assist in keeping the campus clean and the participants safe during this event. The Coronado Fire Department is aware of the meet and the BBMAC Director will meet with the Fire Marshal to walk the facilities and address any concerns prior to the start date. The Director is communicating regularly with the meet directors and has asked them to cap this meet in the future or look at a facility more capable of handling this number of swimmers.

We are gearing up for our peak winter busy season which begins December 13th and runs through January 13th. We have 20 teams coming out during this time period.

We are working with the City of Coronado on a revised fee schedule to close the operational deficit. We plan to implement the schedule in two steps. The proposed rates were determined after completing a fee survey with local San Diego aquatics facilities. The new rates will match those of facilities currently operating in the black and should prepare us for the increases to minimum wage.

Reflection on "The Leadership Secrets of Santa Claus"

We recently hired three new part time Senior Guards, who were all BBMAC employees prior to becoming Senior Guards. We will be undertaking a lot of training to get them up to snuff. They all come in with a solid understanding of how the facility is run and our challenges. After reading the book "The Leadership Secrets of Santa Claus," I am really focusing on the tip of "Listening to the Elves!" The new Senior Guards are coming in fresh with new ideas to improve the operations of the facility. I am eager to hear their ideas as well as integrate some of their ideas into our organization. I will be sharing the book with them to help them think more like supervisors as they transition from Lifeguards to Senior Guards. The change from one full time Senior Guard to three part-time staff members was

made to increase our facility coverage and decrease our staffing expense line items. I think this is very positive forward momentum for the BBMAC operations and budget.

Child Nutrition Services (CNS)

We are extremely excited to have a full staff with 2 subs that are always willing to work when needed. In years past, the Director or the dietetic intern would have to cover shifts that no one could pick up. It was very stressful during these times as we had to scramble to get people in place by serving time. It always worked out but it is nice being fully staffed. Our labor cost is likely to be higher than in years past because of our full team.

This year, we have had three heat days during which we did not serve lunch. Here is a comparison of last year's revenues to this year's:

	August 2016- Nov 30, 2016	August 2017- Nov 30, 2017
Revenue: National School Lunch Program & Misc.		
Food sales	\$217,265.07	\$231,258.45

Even with three heat days, the total increase in revenue is \$13,993.38.

Our expenditures to date (including labor costs) are \$233,430.25. We hope to continue increasing revenues while stabilizing our costs.

Reflection on "The Leadership Secrets of Santa Claus"

"The Leadership Secrets of Santa Claus" is a perfect book for the season. I really enjoyed the messages and tips the book gave me regarding ways to lead a great team...as Santa does.

I have been managing and leading people for 18 years now. Reading this book reiterated some of the great things happening in my department and how we got to where we are today. Hiring (Choose Your Reindeer Wisely) is on the top of my list. I hire people not based solely on their ability but on their potential to do the job right and with the right type of attitude. I can teach anyone to cook, clean, and order food. I cannot, however, teach someone how to treat others with respect and to put our customers (students and staff) first. It takes us a long while to hire positions but as the book states, "hire tough so you can manage easily."

Being fully staffed is a blessing and I must admit that whenever anyone asks me what I like most about the job I always say, "the people." My 13 staff members could not be better workers or people in general. Our department is very tight knit and I feel that they know they can come to me or ask me anything without judgement or fear of wrongdoing. We all work so well together and it makes my job much easier because they are here.

Another tip I enjoyed in the book was called “Share the Milk and Cookies.” I support my staff by sharing what they are doing well and how they can improve. I am constantly in and out of school sites; they are not worried when I show up because they know what I expect of them. One thing I am going to implement at our next meeting is encouraging them to praise their site coworkers. I don’t see them do this very much. Maybe they think it’s my job and not theirs but supporting one another is a win-win. Staff members will feel good giving and receiving praise. Hopefully, this will motivate my team to look for opportunities to praise one another in the future. The book calls this an “attitude of gratitude.” I feel this will fit perfectly into our meeting before Winter Break.

Happy holidays all!

Human Resources (HR)

Our HR team has had a busy month. We attended a Credentials Seminar on November 29th. We continue to prep for our Credential’s audit which is scheduled for January 29th. The county will verify that all credentialed staff are qualified to teach in their current assignment as well as confirm that all certificated teachers are authorized to instruct EL students. Our internal review shows all teachers are authorized and qualified to teach their assigned classes.

We successfully completed our VEBA Dependent Eligibility Verification Audit and were 100% compliant with VEBA’s Verification Policy. As stated in the audit summary, CUSD had a total of 320 benefit eligible employees and 315 dependents with a total population of 635. Our next dependent eligibility audit will be scheduled in five years.

Our benefits Open Enrollment concluded on 12/4/17. All updates had to be entered into the system by 12/5/17.

We are working on our final stage of the Affordable Care Act Reporting. This entails the Medical Coverage Upload portion of the reporting.

The sites have been and currently are meeting with their certificated staff members regarding their goals for the 17/18 school year. After the meetings take place, an electronic copy is sent to our HR department. We can now place these documents into each staff member’s individual file using our paperless “Talent Ed” program.

Certificated and Classified Substitute Orientations were held on Friday, December 8th. We added 17 new Certificated Substitutes making a total of 250 Certificated Substitutes. We added 6 Classified Substitutes making a total of 100 Classified Substitutes.

Reflection on “The Leadership Secrets of Santa Claus”

This is the time of year when district and site leaders reflect on staff evaluations. Some tips from Santa are:

- Confront Performance Problems Early

- Coach “The Majority in the Middle” by
 - Making sure they know and understand the performance expectations
 - Giving frequent and specific feedback on how they’re doing
 - Helping them learn from mistakes and successes.
- Remember “The Super Stars” by
 - Getting them involved in decision making, strategy setting, procedure development, and problem solving
 - Delegating extensively and avoiding micromanagement
 - Providing them with highly specialized training and other career-growth opportunities.

Maintenance and Operations:

The air conditioning unit installation began at CHS and CMS over the Thanksgiving Break. An effort was made to impact the classrooms as little as possible by limiting removal of materials (such as posters) from the areas of installation. The units will also provide heat. All work after the break has been conducted after school hours so instructional time is not interrupted. There were concerns about the actions of an installation crew. These concerns were resolved with the installation company.

Roofing assessments have been completed. The news is not good. Some repairs are needed and some replacements are needed. The roofs in the worst condition are Silver Strand metal roofs (Admin and Library) and the Sports Complex at CHS. These are priority for replacement and actively leak when it rains. The combined cost for these roof replacements is estimated at \$825,000 with an annual additional cost increase of about \$20,000. The work is complicated at the Sports complex due to the solar water system that must be removed and the wood floor that must be protected.

The heating at CHS 600 and 700 (first floor only) has not worked in many years. Upon investigation, it was discovered that the system loop was destroyed during construction of the ADA ramp to the 600 bldg. Space heaters have been provided to the affected rooms and staff. Repairs and costs have been laid out and the repair cost is estimated at \$70,000.

There are major plumbing issues at Village. During this month’s large fundraising event, a variety of items (sippy cup, banana peel, padlock, etc.) were flushed into one of the sewer lines. The items could only be reached with a jackhammer. The other issue is the sewer line that runs from the PE room restrooms along the lunch area. There is a large collapse and many breaks along that line. That work will need to be done over the winter break. The repair costs are estimated at \$60,000 to \$70,000.

Reflection on “The Leadership Secrets of Santa Claus”

The book, Leadership Secrets of Santa Claus, provided good reminders regarding appropriate management techniques and tools. The most helpful chapter, and one I really needed to read at this time, was related to training staff and listening to the elves.

The most challenging part of being Director of M&O has been getting things under control globally in order to focus on my staff. While we have had some technical training, this has been more about telling them information. I've missed the creative training I have provided in other positions I've held. There hasn't been time in my current position, and I miss the participation and creative thinking of my staff. I want to hear from them and learn their different styles of communication and thinking.

This book reminded me I need to make time for the training I've wanted to do. The chapter made some suggestions that got my creative juices flowing. I am excited about providing new activities for my staff. Over Winter Break, I will use a half day, try this idea, and see how it goes:

We will do a team building activity to create the perfect route system at a school. It will be an unfamiliar school with details as to room use and type. They will figure out who cleans what, how and why. Each team will present to the group and prove their methodology.

I intend to share the book with others, it is a clever tool at this time of year.

Student Services

Late Start Thursday

The Student Services staff held four trainings at the November Late Start Thursday. Over fifty classified staff members participated in a professional development entitled "The A,B,Cs of Behavior Management." The presenter, Lauren Mitchell, M.Ed. and Behavior Analyst, provided strategies for identifying, managing, and collecting data on student behavior.

Jay Shinnfield, partner with Atkinson, Andelson, Loya, Rudd, and Romo, presented to the certificated staff on writing legally defensible IEP Goals and Objectives. The team had the opportunity to ask questions, engage in "draft" goal writing and trouble-shoot difficult IEP scenarios.

The Clinical Counselors met on Late Start Thursday to address: a buddy program to coordinate with MFLC and Bridging the Gap- a program to connect CHS ASB and Peer to Peer groups. Additionally, our healthcare/nursing team used the collaboration time to tackle student specific issues related to vaccination records, vision and hearing screenings, and emergency medical backpack supplies.

Co-Teaching Observation

A team of educators from our neighboring district, National School District, visited Crown Preschool, ECDC, Village Main and CMS on December 7, 2017 to observe co-teaching in action. The team observed a Preschool inclusion class, co-teaching in Kindergarten, fourth and sixth grades.

Reflection on "The Leadership Secrets of Santa Claus"

In the spirit of the season, I used the Thanksgiving Break to read and reflect on *The Leadership Secrets of Santa Claus: How to Get Big Things done in YOUR "Workshop" ...all year long*. On the surface, this book seems like a light-hearted read, it does however remind us of some key components of business that ring true in the Student Services department. In Chapter 2, "Choose Your Reindeer Wisely", I am reminded that "staffing is my single most important responsibility." This year we have hired a very strong group of special educators. Collectively, they are passionate, committed to our mission of teaching and learning for all students. Providing on-going professional development and training is critical to ensure these new hires have the tools to be successful in their new positions.

Technology

The technology department has been hard at work to make sure technology stays up and running district wide. A few items of note:

- The department has started working with the county office of education on our cybersecurity assessment. They conducted an onsite visit to interview department staff on policies and procedures and to examine our networking equipment locations for physical security. Penetration testing will occur at a later time.
- During Winter Break, more staff machines and 5 Chromebook carts will be replaced. Updates to devices will be done to ensure they are ready for the next MAP testing window which begins in January when students return. This work is done, during the break, to minimize interruptions to instruction.
- For the month of November, the tech department received 22 new tickets and closed 24.
- On November 16, 2017, the attached letter, with documents, was sent to the Office for Civil Rights (OCR) regarding the resolution of a complaint that the District website was not accessible to persons with disabilities. We have received notice from the OCR that we will receive a response by December 21, 2017.

Reflection on "The Leadership Secrets of Santa Claus"

The holidays are a good time to reflect on the events of the past year and to prepare for the upcoming year. After reading "The Leadership Secrets of Santa Claus", I was reminded to "Make the Mission the Main Thing." We would like to remind everyone of the technology department's vision and mission, as stated in the district technology plan:

"In the 21st century, our society will be global, diverse and technologically fluent. We envision an environment where all students have equitable access to knowledge through information tools, which will enable them to become life-long learners. Use of technology will expand students' educational opportunities while better preparing them for the ever-changing world."

It is the mission of Coronado Unified School District's technology program to:

- Provide cutting-edge technology to support the educational and business goals of the Coronado Unified School District;
- Gain and maintain the highest possible reputation as a national leader in integrating technology within our schools; and
- Produce students who are successful in post high school endeavors, i.e., vocational and/or college pursuits.

We know that, just like technology, missions and goals must adapt to meet current needs. We continue to review and adjust our work as district and site needs change. Currently, the technology department ensures that the technology needs of the district are fulfilled by assuring current technology is in good working order, providing needed upgrades, and upgrading our skills and knowledge.