

# **Measuring What Matters: How to Identify & Communicate Success**

*Jeremiah Johnson*  
*Chief Operations Officer*  
*Muskego-Norway School District*

*John Stangler*  
*Director of Buildings & Grounds*  
*Pewaukee School District*

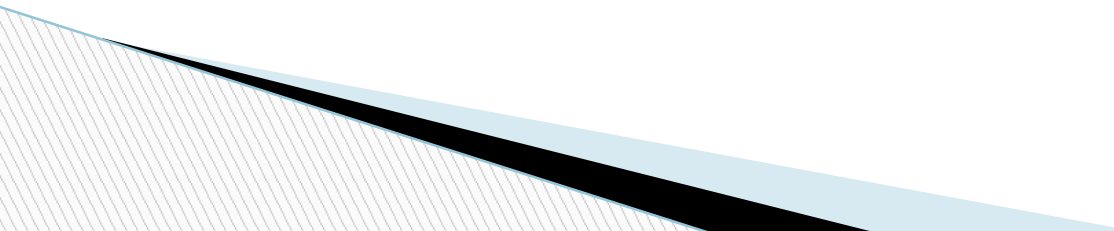
*March 8, 2023*



# What are some things that you are tracking in your district?

Turn and talk to someone at your table....what is one thing in buildings & grounds that is worth sharing and you are tracking or could track??

Share out?



# FM is Changing!

Collect the Right Data to Reflect: Insights from high-performing operations leaders

## BEST PRACTICES FOR SCHOOL DISTRICT FACILITIES AND MAINTENANCE

July 2015



In the following report, Hanover Research outlines best practices in facilities and maintenance management in a school district. The report discusses efficient facilities maintenance, including a discussion of maintenance department staffing.



NOVEMBER 2017

# building OPERATING management

LEDs FOR  
RETROFIT

Beyond  
sustainability

How facilities aid  
patient well-being

Emergency  
communications

8 ways to crash  
a data center

ProFM: New  
credential

## Mission DRIVEN

At Under Armour,  
Brendan Robinson is  
building a high-performance  
facilities team with data  
and two-way trust

Brendan Robinson, director of facilities and  
operations, corporate real estate, Under Armour



# TRADITION

JUST BECAUSE YOU'VE ALWAYS DONE IT THAT WAY  
DOESN'T MEAN IT'S NOT INCREDIBLY STUPID.

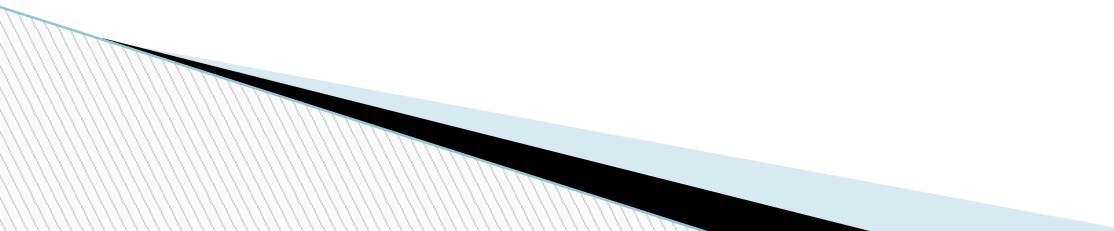
# TTWWADI

That's the Way We've Always Done It

The definition of insanity is changing nothing and then pretending something *will* change. Or worse, changing nothing and pretending things *have* changed. If we don't change anything, we shouldn't be surprised if we get the same results. Don't expect to see a change if you don't make one. If you want to do something new, you will have to stop doing something old. That's TTWWADI!

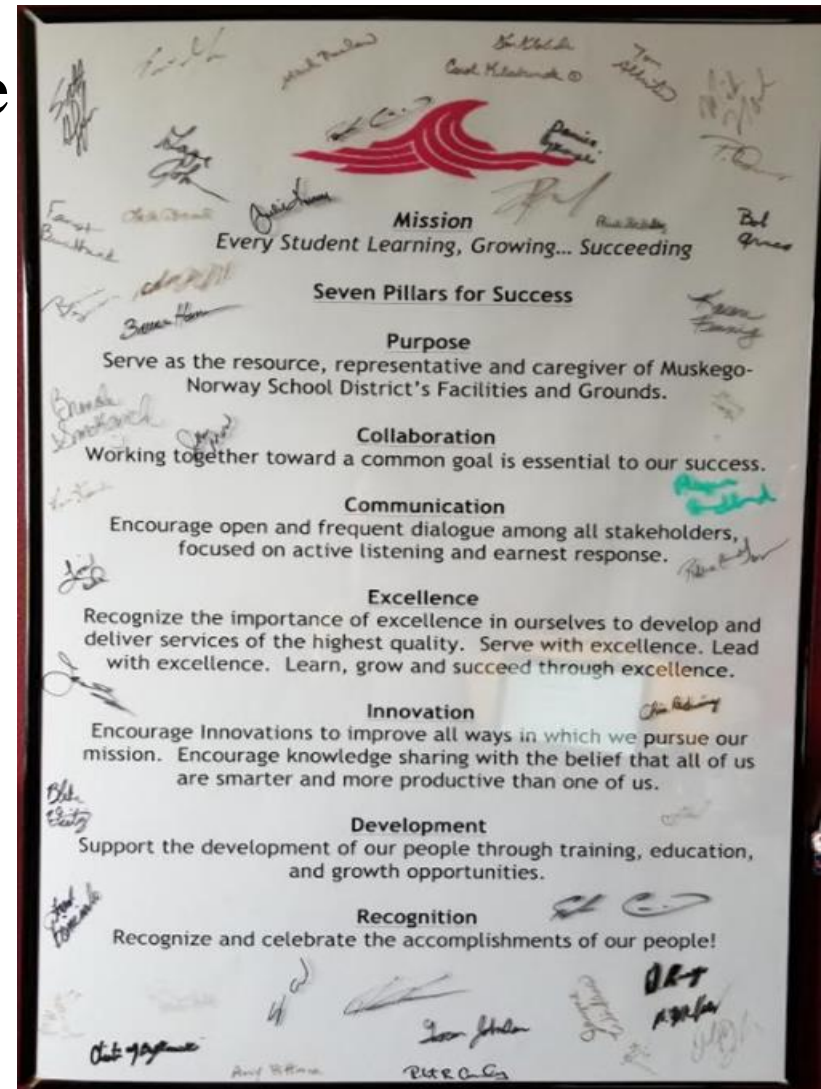


# Why?

- ▶ Selling our programs
  - ▶ Creating buy in from all stakeholders
  - ▶ Quieting the critics
  - ▶ Speaking the language of colleagues
  - ▶ Substantiating your staff and budget
  - ▶ Telling your story
  - ▶ Continuous improvement
- 

# Getting Off The Ground or Re-focusing

- ▶ Meet with/interview everyone involved in your area
- ▶ Stakeholder feedback
- ▶ Employee buy-in
- ▶ Get “The Scoop”
- ▶ Support District Mission & Strategic Plan
- ▶ Builds trust & culture



# Measuring What Matters

- Where to start?
- Operationalizing - helping people - students & staff
- Answer specific question related to a specific concept you are interested in
- Trying to provide a minimum of 3 data points
- Display data in an understandable format
- Get in front of the BOE at least once a year on improvements





# School Profile

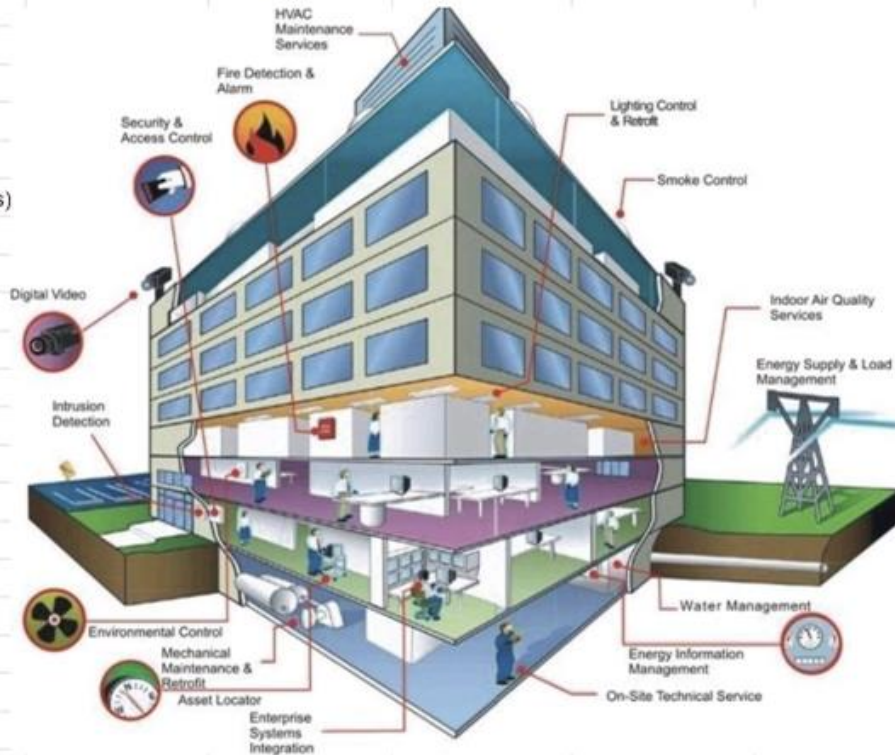
## Supervisor Responsibilities

### Software Controls

- HVAC Controls
- Lighting Controls
- Exac Vision Cameras
- Fire Alarm Controls
- Access It Controls (Fobs/Readers)
- Work Orders
- Building Data
- On Call Alarms/Notifications

### Safety

- Building Safety Walk
- Emergency Response Team
- Playground Inspections
- Weekend/Evening Inspections
- Two-Way Radios
- MSDS Compliance
- Water Testing
- Bleacher Inspections
- Fire Suppression Systems
- Indoor Air Quality Compliance



### Budgeting/Employees

- Operation Budget
- PCard Reconciliation
- Energy Specialist
- Time Card/Vacation Approvals
- Training/Cleaning Evaluations
- Supply Ordering
- Employee Coverage/Overtime
- Performance Evaluations

### Buildings and Grounds

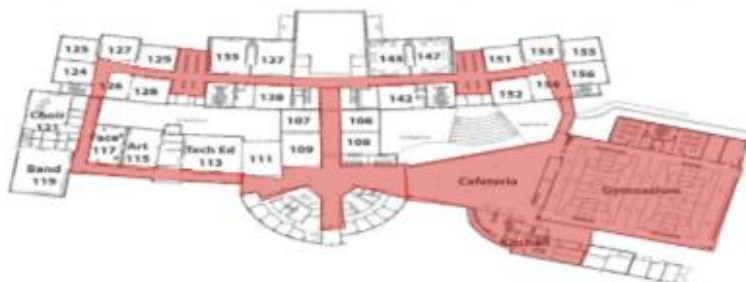
- Preventative Maintenance
- Summer Restoration/Planning
- Equipment Maintenance
- Lift Station/Generator/Utility Maint
- Snow Removal
- Integrated Pest Management
- Event Setups
- Project Coordinator
- Contractor/Vendor Management
- Support with Cleaning/Lunch

## Supervisor's District Wide Responsibilities

- |                  |                   |                              |                                      |
|------------------|-------------------|------------------------------|--------------------------------------|
| - Camera Support | - Key/Cores       | - Assist W/Access It support | - Assist HVAC/Lighting Support       |
|                  | - Gym Restoration | - Interviewing Panel         | - Planning for District PD for staff |

### Day Custodian Responsibilities

- Cleaning area: 46,000 Sq Ft
- Cafe duty (11am-1pm)
- Hall Cleaning (8:00am/1:30pm)
- Clean Up Calls
- Summer Restoration
- Deliveries
- Fire Extinguishers Maintenance



- Customer Service
- Open up School
- Eye Wash/Shower PM
- Setups
- Grounds Litter/Trash Removal
- Lead when Supervisor is Absent
- Snow Removal

### Night Custodian Responsibilities

- |                 |                        |                           |                               |
|-----------------|------------------------|---------------------------|-------------------------------|
| - Cleaning Area | - Event Setup/Teardown | - Maintenance/Work Orders | - Customer Service for Events |
| - Emergencies   | - Snow Removal         | - Building Lockup         | - Summer Restoration          |

MUSKEGO LAKES UPPER



27,986 sq ft (8 Hour)

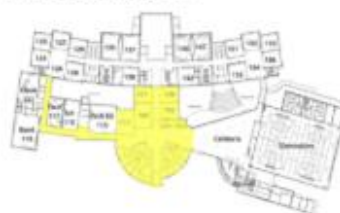
MUSKEGO LAKES LOWER



31,718 sq ft (8 Hour)

2nd shift  
staffing

MUSKEGO LAKES UPPER



18,353 sq ft (5.5 Hour)

MUSKEGO LAKES UPPER



8,798 sq ft (3 Hour)

### Staffing

<b>Total Sq footage</b>	<b>114,026 sq ft</b>	<b>Total Operations Budget \$281,700</b>	<b>Total Acres</b>	<b>31.83 acres</b>
APPA Cleaning Staffing Standards (Level #2)	54.4 hours a day		APPA Grounds Care/Cleaning (Minimum Level #5)	10.4 hours
Current Staffing	32 hours		Current Staffing	



**Work Orders**

Total Savings (2022-23)	29,382.78
Avg work order cost savings	\$22.16
Avg work order time	1.25 hrs



**Energy Consumption**

2021 (690,459kW)	\$115,423.00
2022 (624,988kW)	\$106,858.00
<b>Annual Savings</b>	<b>\$8,565.00</b>



**After School Activities**

Avg per year	5,820.04 hrs
Total since 2019	17,460.14



**Staff Survey Results - Overall aggregate of all 8 questions"**

2019	4.63/5
2022	4.62/5

**Parent Survey Results "School is clean and well maintained"**

2019	4.66/5
2022	4.67/5

**Energystar Facility**



**6 Certified: After School Safety**



**1 Certified Facility Manager**



**1 Certified Safety Coordinator**



# Benchmarking/Evaluation Tools

- Identify standards
- Compare to both your baseline data & performance from others
- How do you utilize data?
  - Is it quantifiable data or qualitative?
  - Performance based compensation model
- Inspections
- Audits
- Learning walks





# Walk Thru Example/Google Forms

## DISTRICT GOALS

- 1) Door, hand & foot plates cleaned.  
  Send Resource Links
- 2) No burnt out lights.  
  Send Resource Links
- 3) Garbages empty with a clean liner.  
  Send Resource Links
- 4) Floors clean/sanitized & free of debris.  
  Send Resource Links
- 5) Ceiling/tiles clean and damage free, no water marks.  
  Send Resource Links
- 6) Clean corners and behind doors.  
  Send Resource Links
- 8) Walls reasonably free of removable marks.  
  Send Resource Links
- 15) Bubblers cleaned/sanitized & floors beneath.  
  Send Resource Links



# Tiered Metrics

## Tier One

Work orders – routine &  
scheduled

Energy Management

Budget

Employee Engagement

Staffing

Safety/Security

## Tier Two

Studer

Annual or district  
satisfaction Surveys

Facilities Scheduling

Visitor Management

Transportation

Here are tiered metrics any Buildings & Grounds  
Department should be able to track & evaluate

# Tier Three

Indicators of Emergency Preparedness

Bus riders and timelines

Parent satisfaction surveys

Perceptions of safety

% of Occupied Space

School usage

Turf Usage

Traffic safety

Overtime

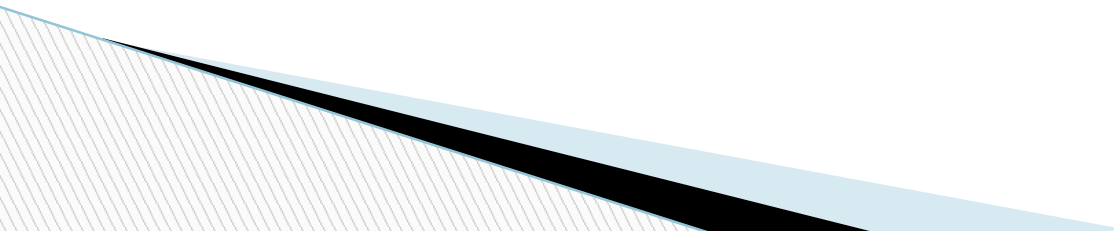
Customize to your district needs



**highlevel**

Your Culture Dictates This List

# Stakeholder Satisfaction – Voice of The Customer

- Studer
  - Annual or district satisfaction surveys
  - Work orders - routine & scheduled
  - Safety & cleanliness questions
  - Do you track & follow results?
- 

# All Staff Satisfaction Survey

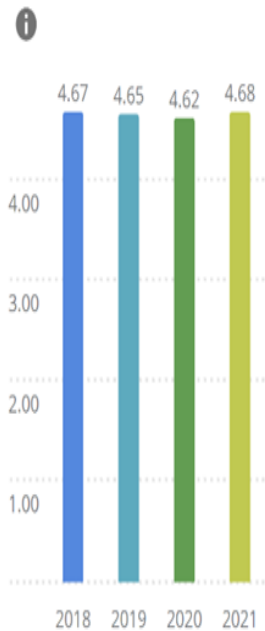
Buildings and Grounds Score - 2021 ▼ 1 ⓘ

4.68

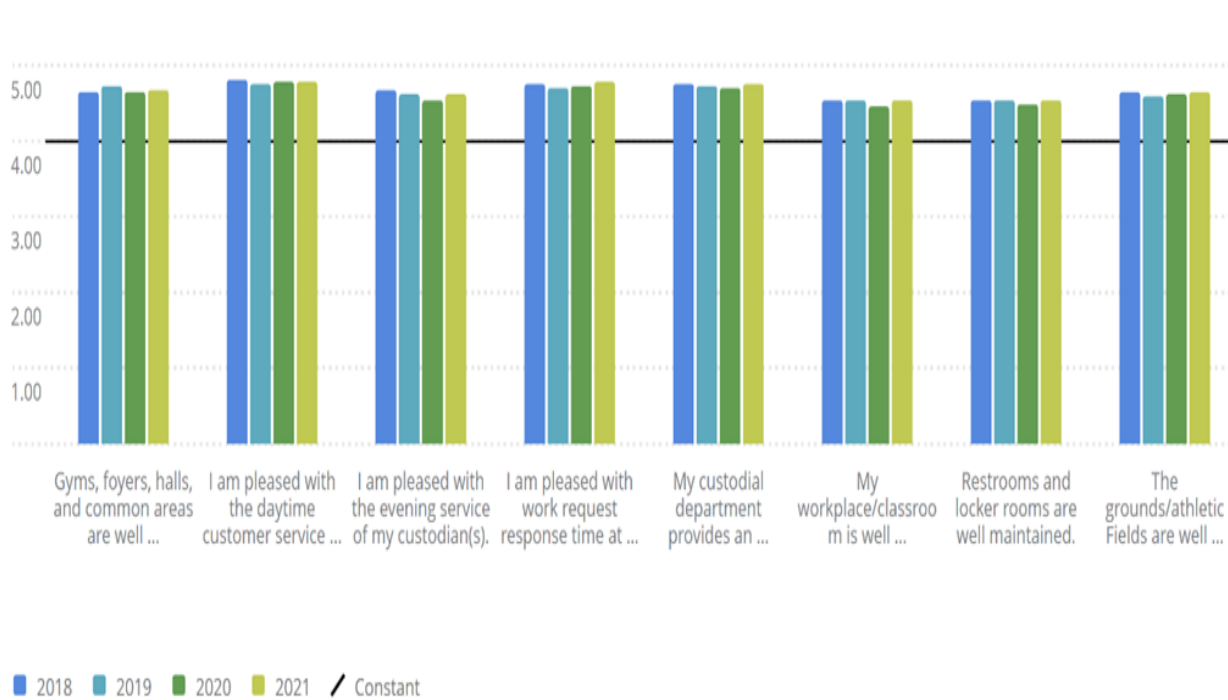
Buildings and Grounds Score Change 2020 to 2021 ⓘ

0.06

Buildings and Grounds Score by Year ⓘ

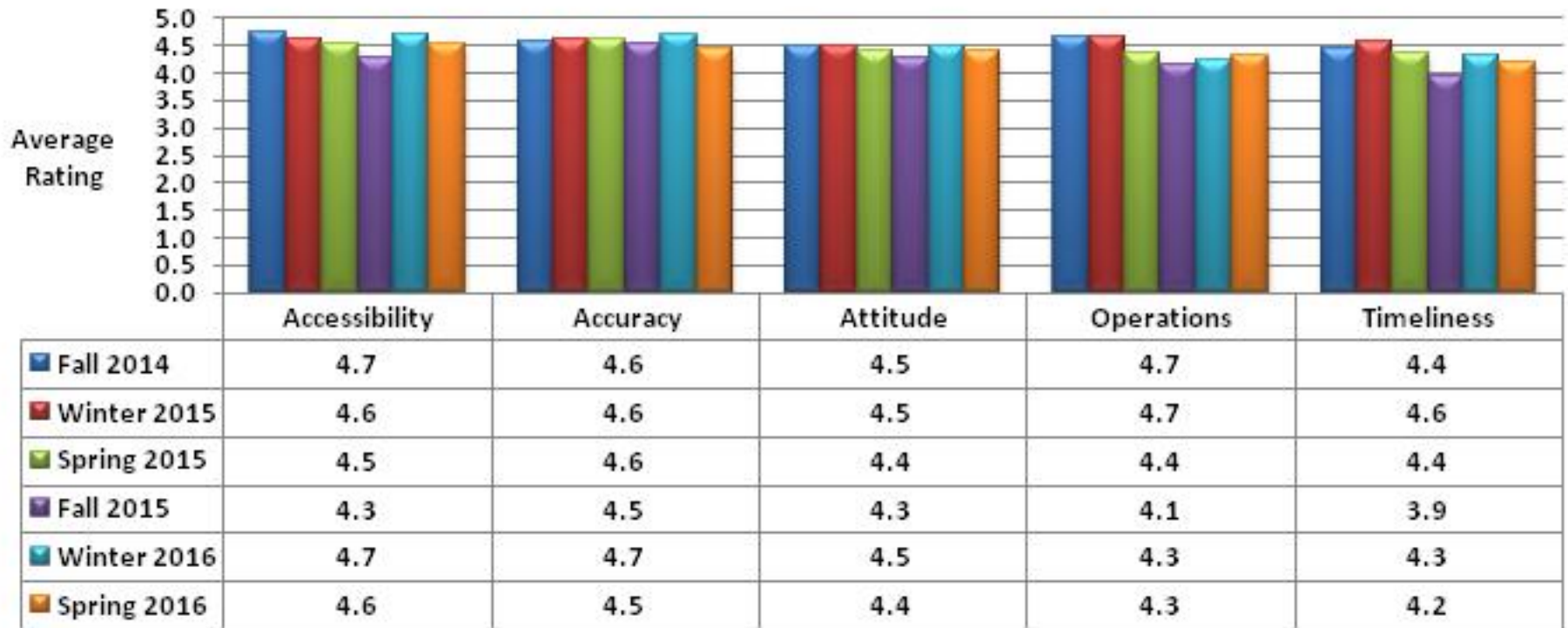


Overall Ratings by Question ▼



# District Services Satisfaction Survey

*District Services Survey with Secretaries: Buildings & Grounds*  
Average Rating



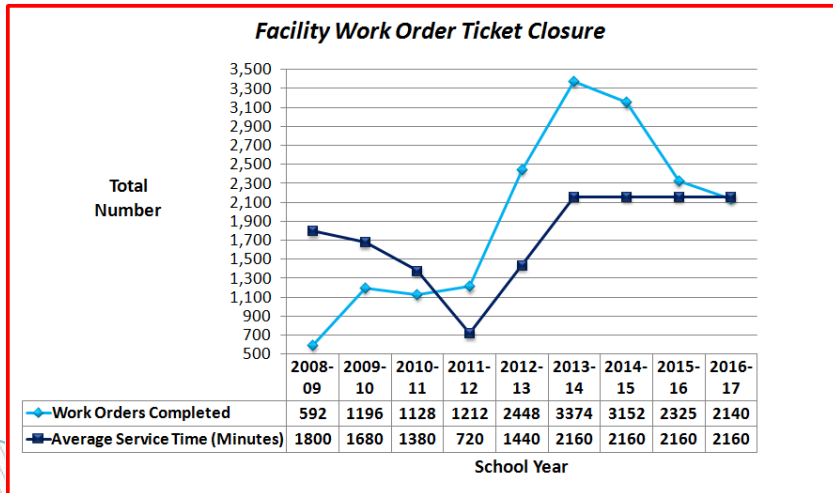


# Employee Engagement

My admin. team provides me good processes and resources to do my job	4.29	4.39
My admin. team provides feedback on my strengths as an employee	3.93	4.22
My admin. team led staff meetings make efficient use of time and are productive	3.86	4.33
My admin. team recognizes good performance	4.07	4.33
My admin. team demonstrates a genuine concern for my welfare	4	4.5
My admin. team makes the best use of available funds	4.07	4.39
My admin. team consults me on decisions that affect my job	3.86	4.28
The expectations for judging my job are clear	4	4.11
My admin. team provides the support needed to accomplish my work objectives	4.07	4.28
My admin team provides feedback concerning areas for improving my performance	4.07	4.17

# Work Order Management

- Work order completions
- By craft
- By employees
- Service time
- Highlight the positives



## Last 10 Work Requests

Period

### Request Totals

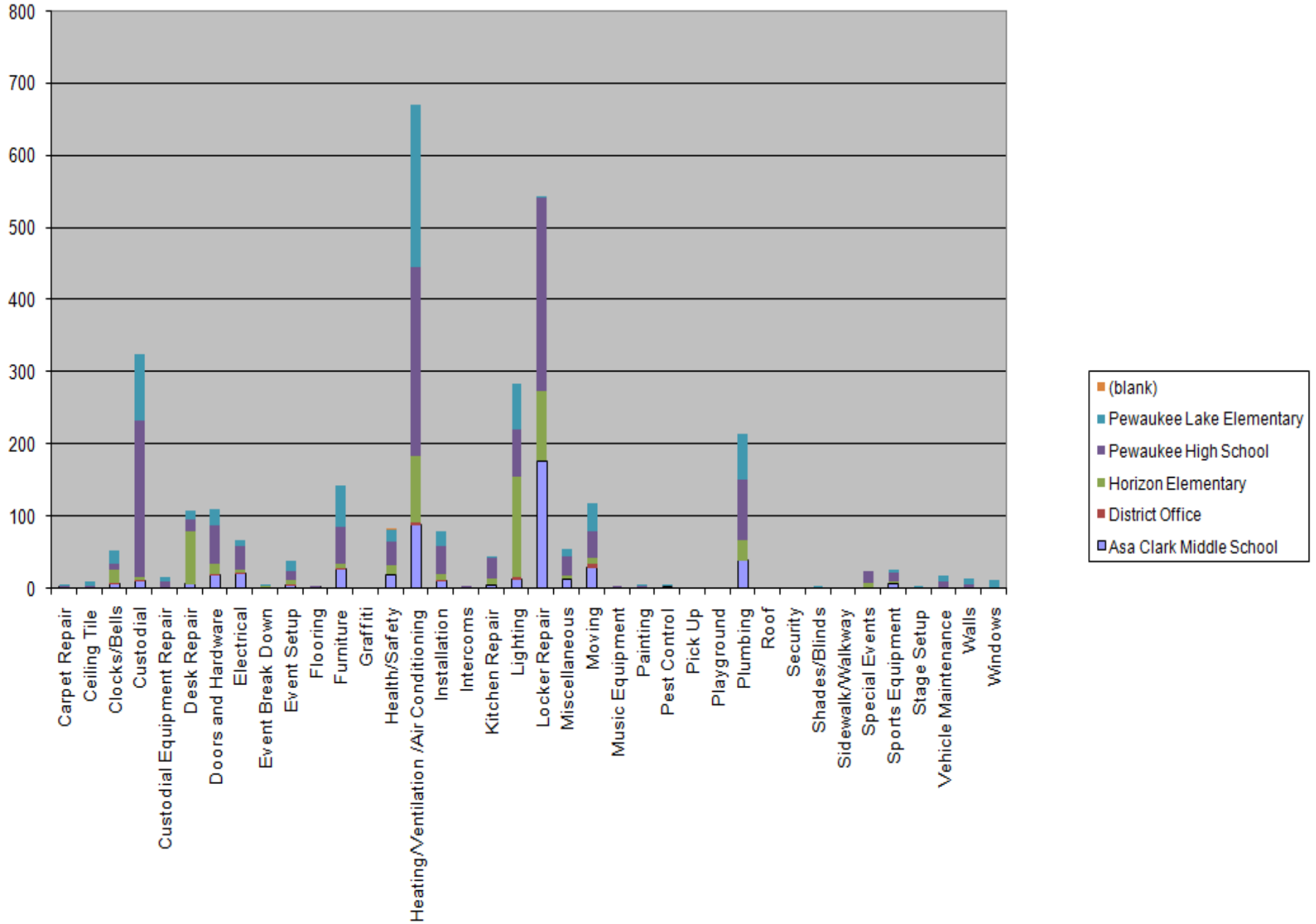
- 16 New Request
  - 0 UNASSIGNED
  - 0 In Approval Process
- 61 Work In Progress
- 12110 Complete
  - 2590 PMs
- 1 Closed Work Orders
- 33 Declined
- 0 Parts on Order
- 18 Duplicate Request
- 8 Void
- 0 On Hold
- 0 Waiting More Information
- 0 Open Extended
- 30 Pending
  - 30 PMs
- 0 Waiting Funding
- 2 Deferred

## Work In Process



- New Request
- Work In Progress
- Complete
- Closed Work Orders
- Declined
- Duplicate Request
- Void
- Pending
- Deferred

# Work Orders By Craft 14-15



# Energy Management

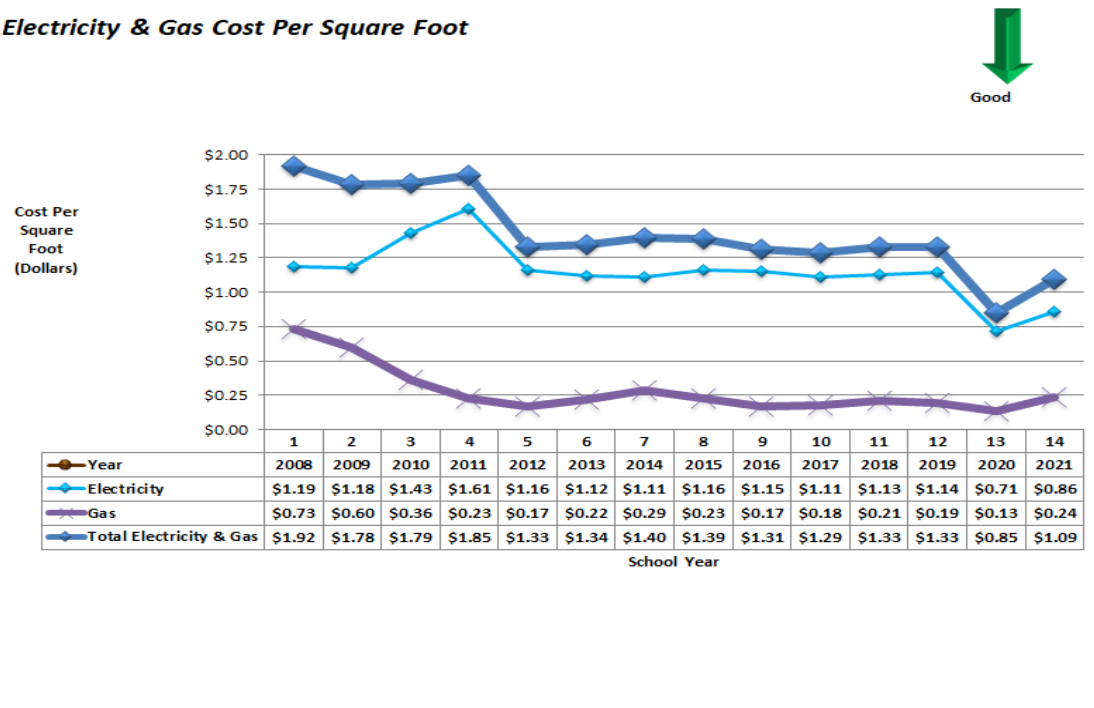
Cost Per Sq ft

Usage by building  
kWh

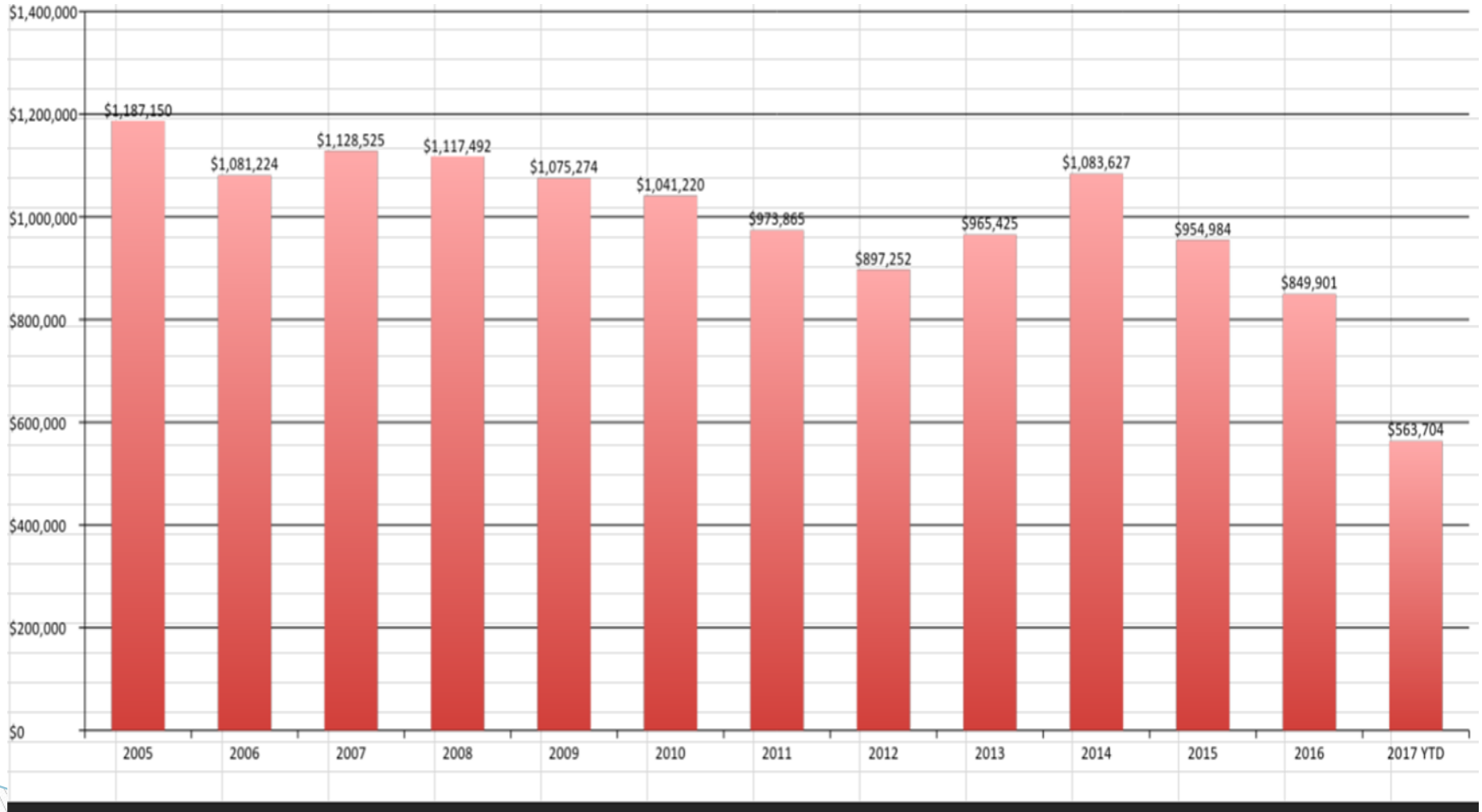
On Peak/Off Peak  
Avoidance

- ▶ Energy Star Ratings
- ▶ Energy Star award
- ▶ Green Ribbon

*Electricity & Gas Cost Per Square Foot*

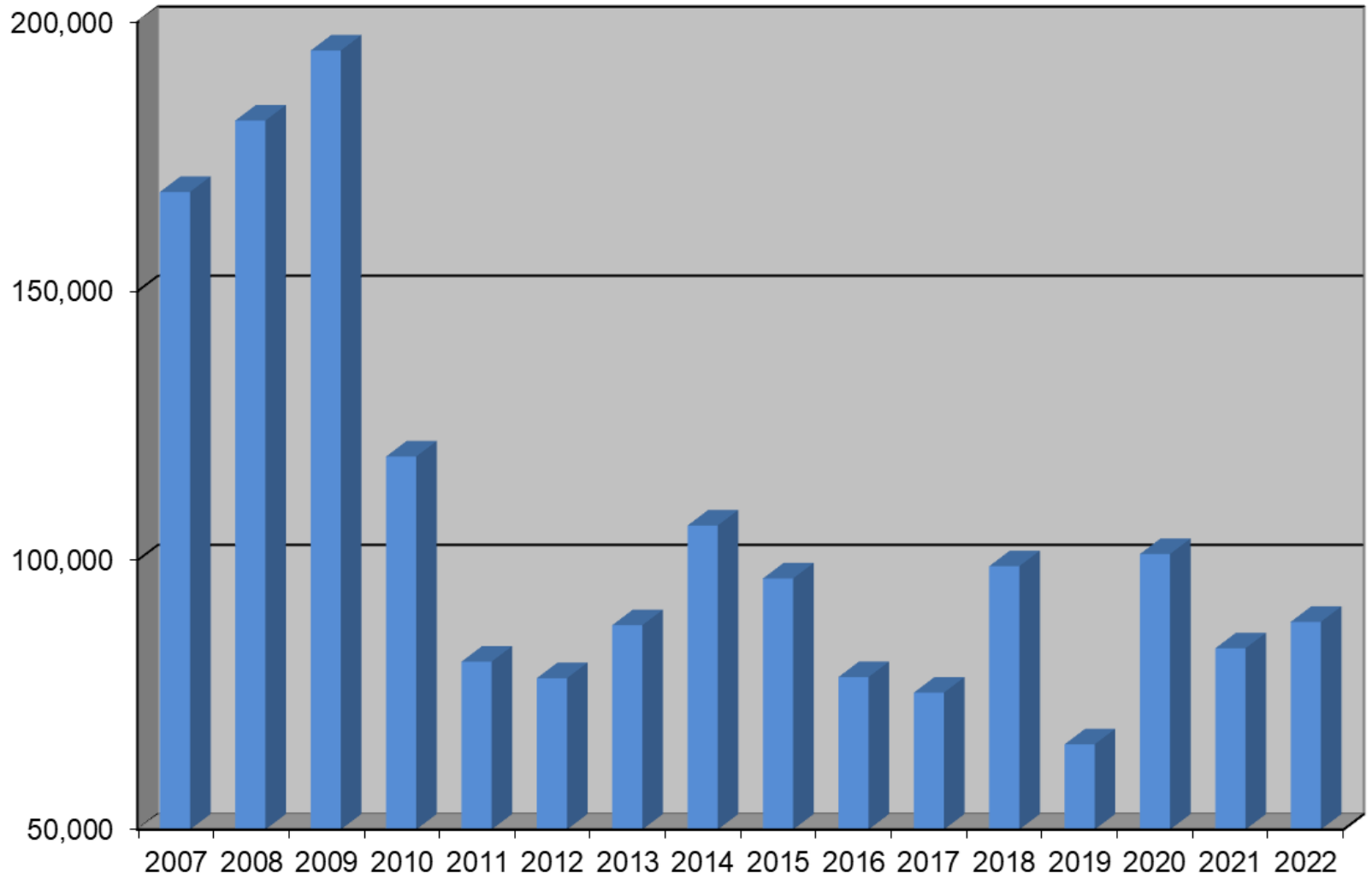


# Energy Management (LED)



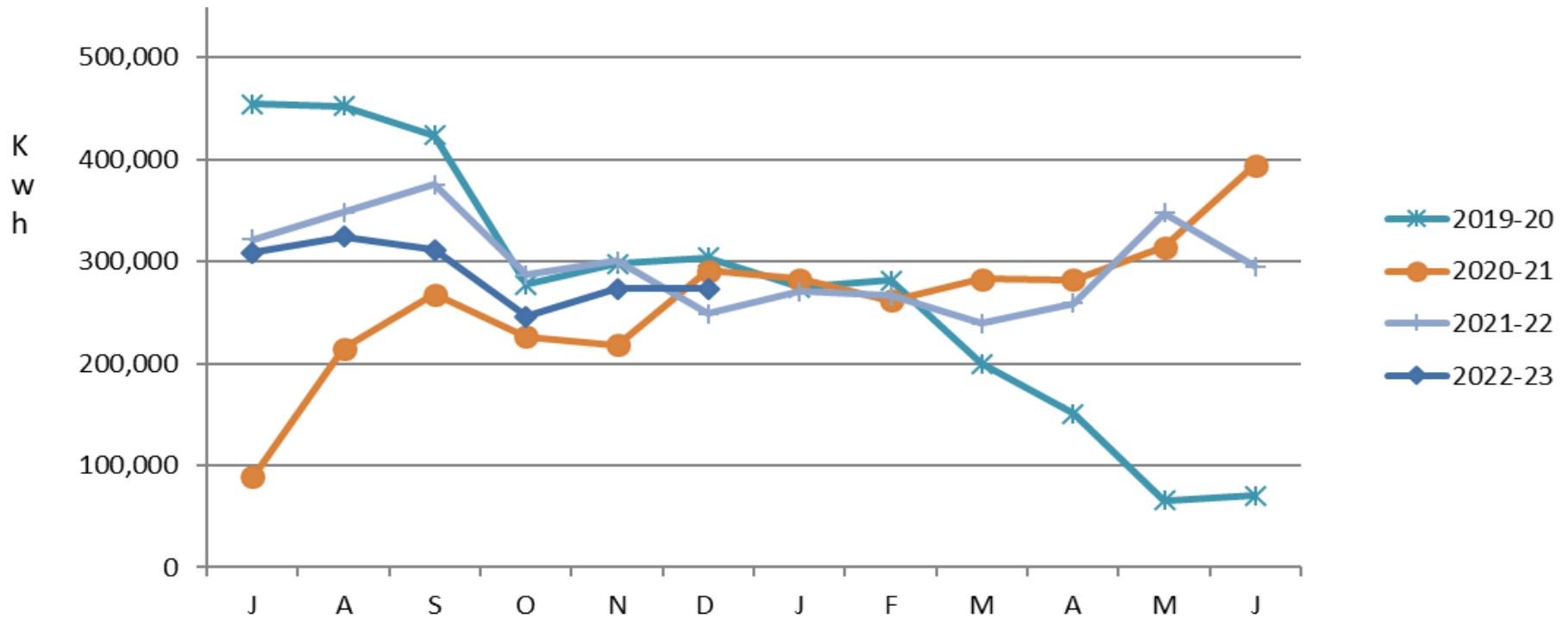


**Pewaukee High School and Middle School Gas Usage - 2007 thru 2022**



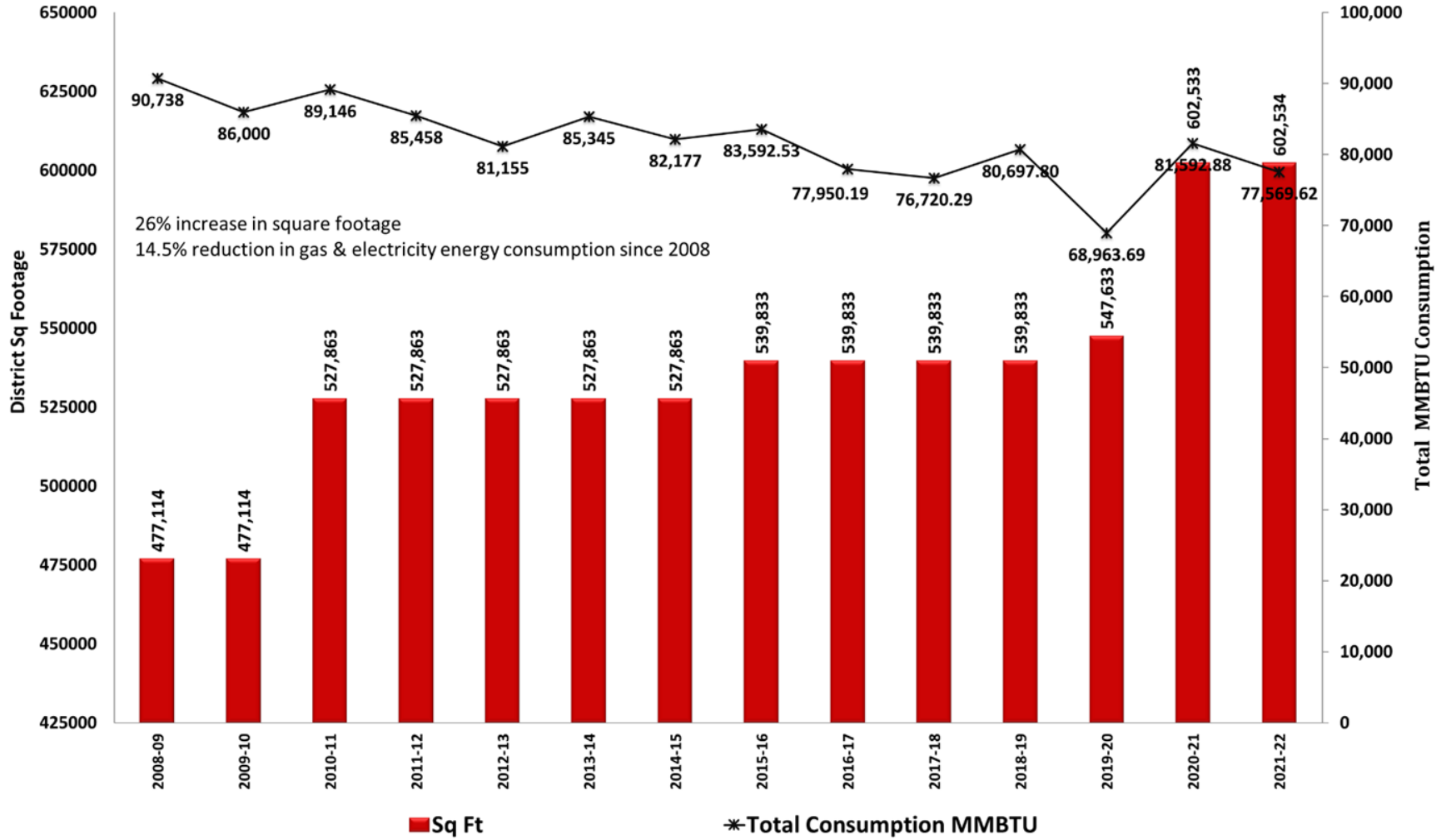
# Energy Management

## High School/Asa Clark Electrical Usage

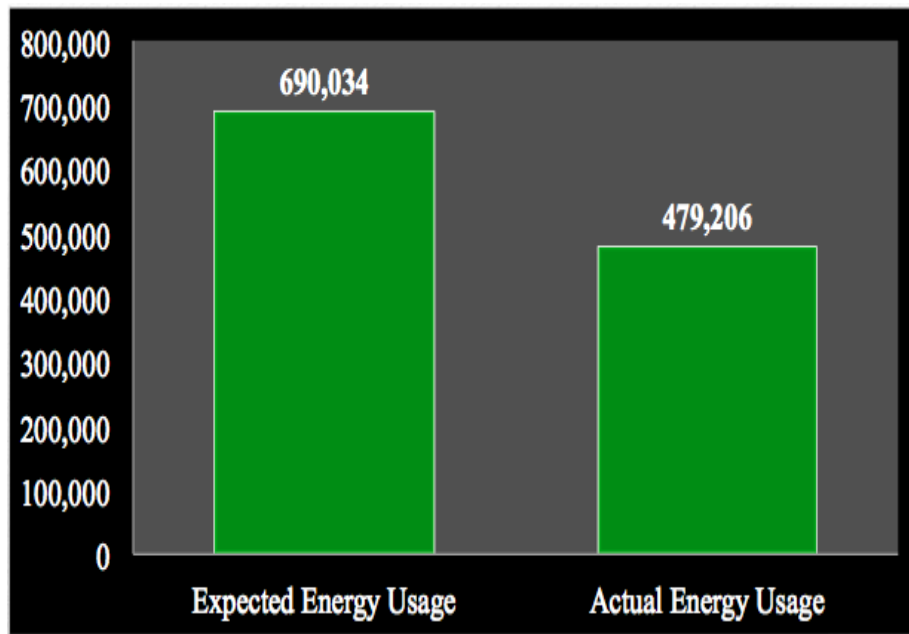


# Energy Management

## District Square Footage vs. Total MMBTU Consumption

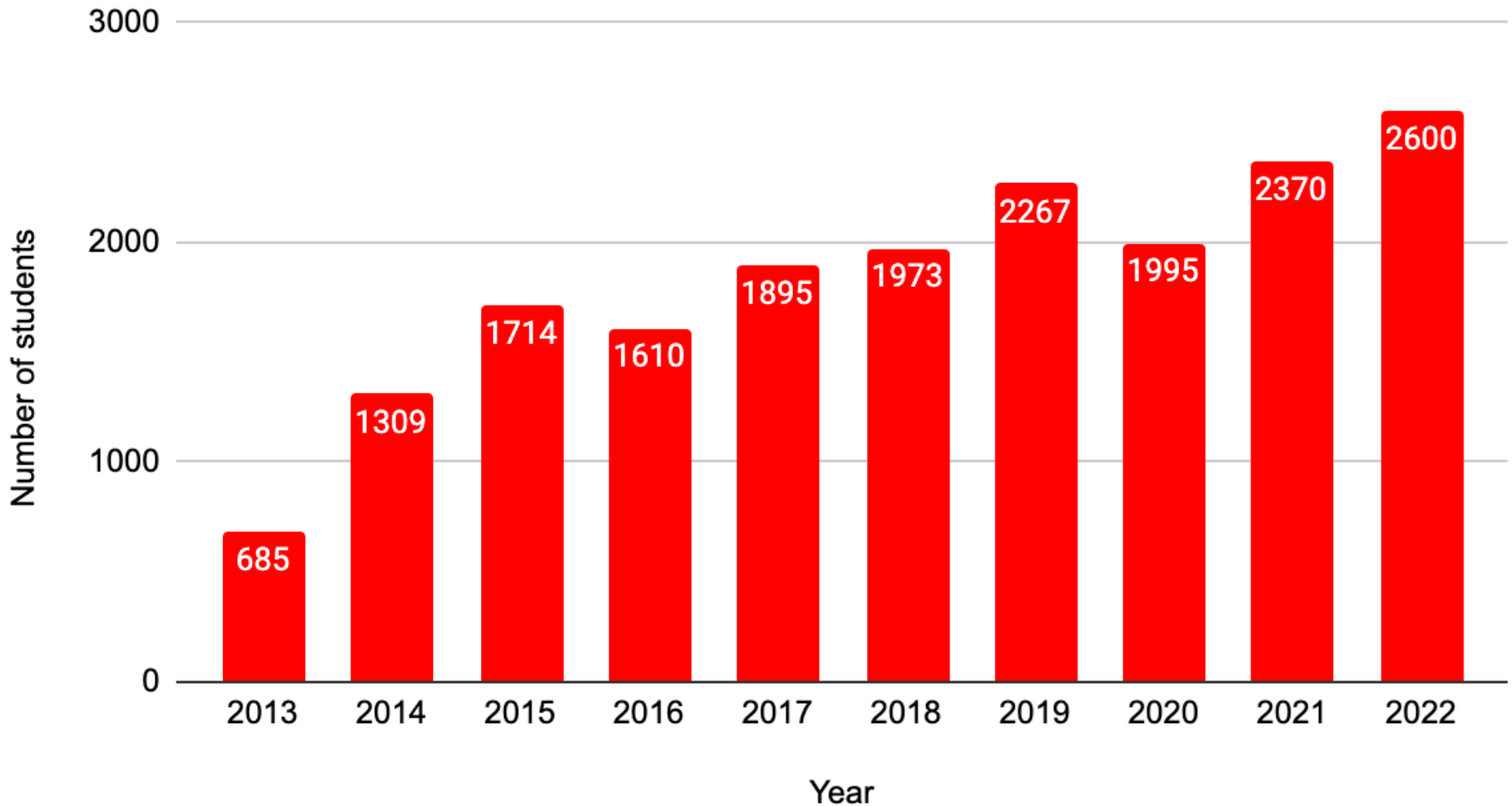


# Energy Reports & Shared Goal Setting



# Summer School

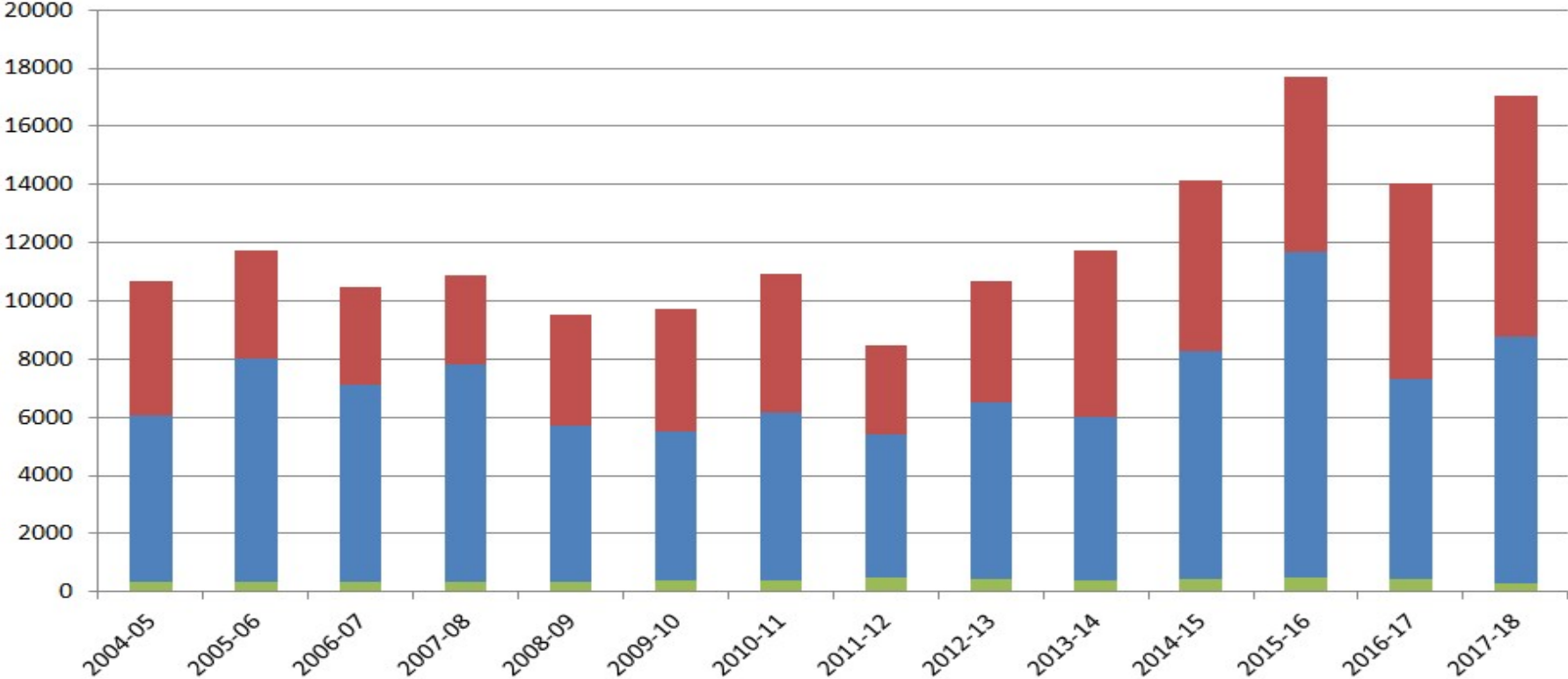
## Number of Student Participants by Year



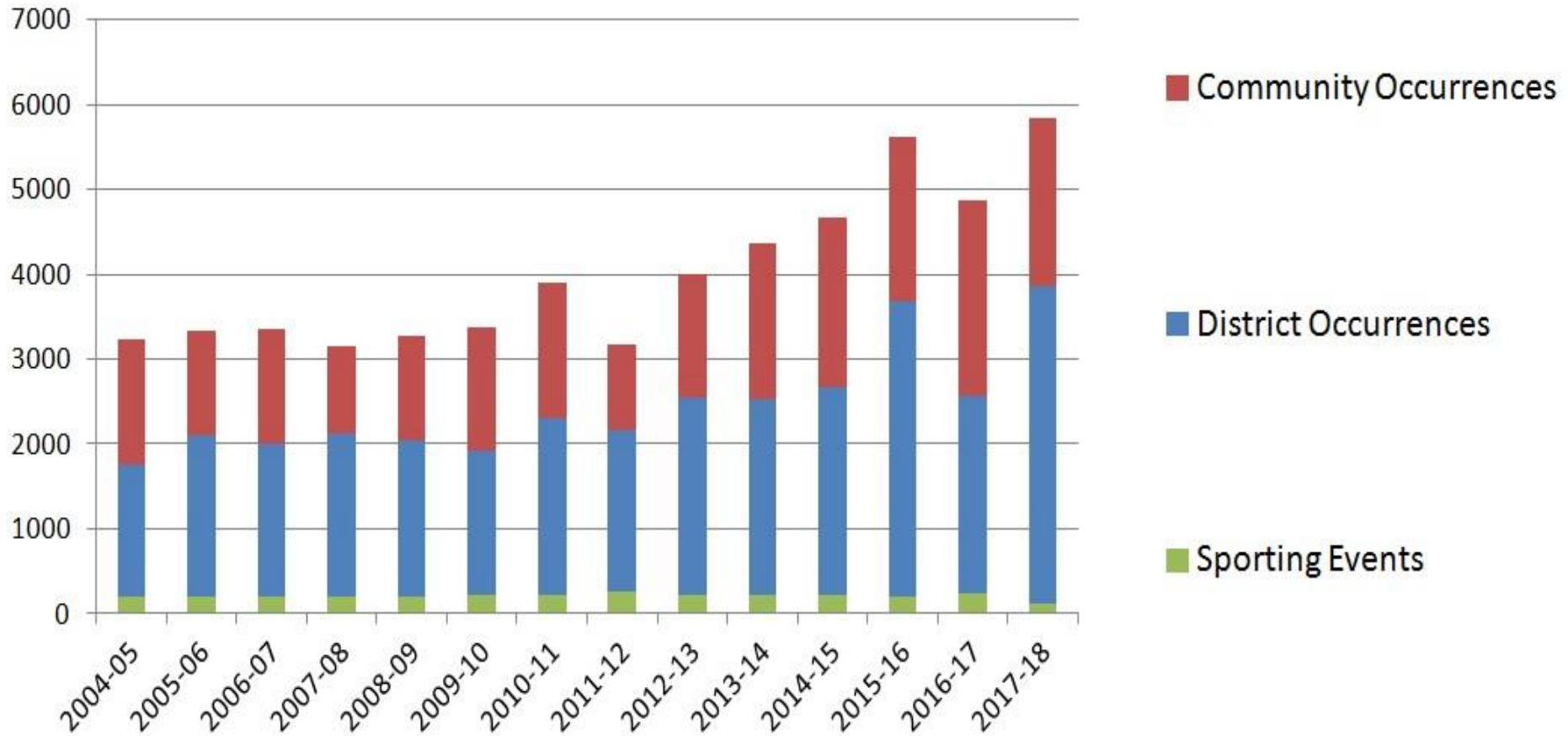
# Facilities Scheduling

Facility Hours of Usage By Year  
(Outside of School Day)

- Community Hours
- District Hours
- Sporting Event Hours



# Scheduled Events By Year





# Safety Program

WORKER'S COMPENSATION INJURY DATA												WORKER'S COMPENSATION INJURY DATA													
TOTAL INJURIES												LOSS TIME													
MONTH	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	TOTAL BY MONTH	MONTH	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	TOTAL BY MONTH
January	0	16	8	8	5	14	6	3	0	6	1	67	January	0	3	0	0	1	0	1	2	0	0	0	7
February	0	11	4	7	0	6	2	5	6	2	4	47	February	0	4	1	0	1	0	0	0	1	0	0	7
March	0	2	4	4	7	7	1	2	5	3	2	37	March	0	1	0	0	1	1	1	0	0	0	0	4
April	0	4	1	3	3	2	2	4	4	1	5	29	April	0	0	0	1	0	0	1	1	0	0	0	3
May	0	5	5	2	4	5	2	9	4	1	7	44	May	0	1	3	0	1	0	0	0	0	0	1	5
June	1	1	5	0	2	0	0	1	2	0	2	14	June	1	0	0	0	0	0	0	0	0	0	0	1
July	0	1	0	0	2	2	0	3	3	0	0	11	July	0	1	0	0	0	0	0	0	0	0	0	1
August	4	4	1	1	2	2	2	1	2	2	0	21	August	1	1	0	0	0	0	0	0	0	0	0	2
September	3	7	10	1	5	3	3	2	5	4	4	47	September	1	1	2	0	1	0	0	2	0	0	1	7
October	7	5	5	2	5	4	6	5	4	2	2	47	October	2	0	0	1	1	1	0	0	1	1	1	5
November	3	8	4	2	4	3	2	6	2	1		35	November	0	0	0	0	1	0	1	1	0	0		3
December	4	5	0	2	7	2	3	2	2	1		28	December	2	2	0	1	0	1	0	1	1	0		8
TOTAL BY YEAR	22	69	47	32	46	50	29	43	39	23	27	427	TOTAL BY YEAR	7	14	6	3	7	3	4	7	3	1	3	51

# Safety & Security

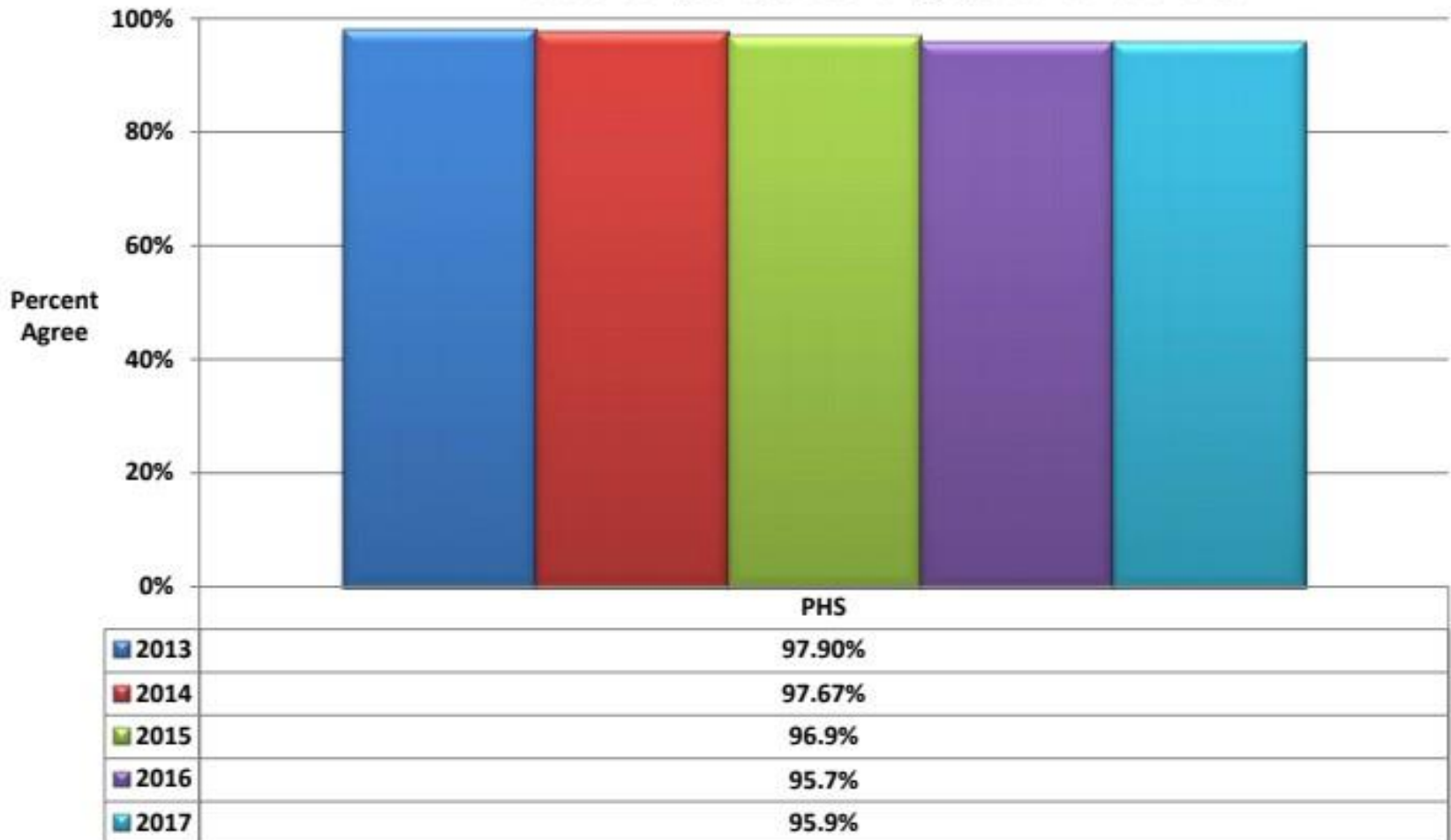
- Access controls
  - Cameras -  
determining locations
  - Safety Committee
  - Mod factor
  - Claims
  - Preventative measures
- 



# Safety & Security

## After School Safety

*Students: I feel safe attending after school activities*



# Visitor Management

## Active Volunteers

4

Currently Signed In

111

Total Hours For The Week

227

Total Hours For The Month

## Volunteer Applications

0

New / Renewing This Week

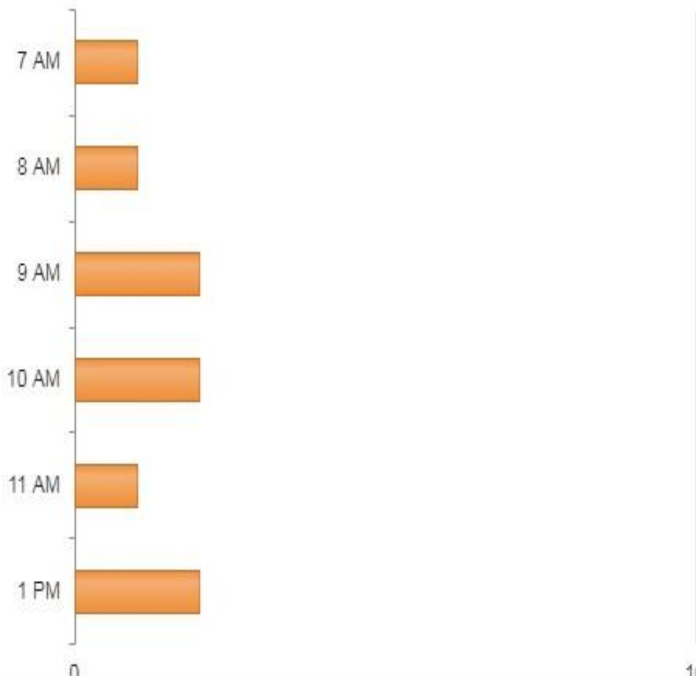
0

Pending Approval

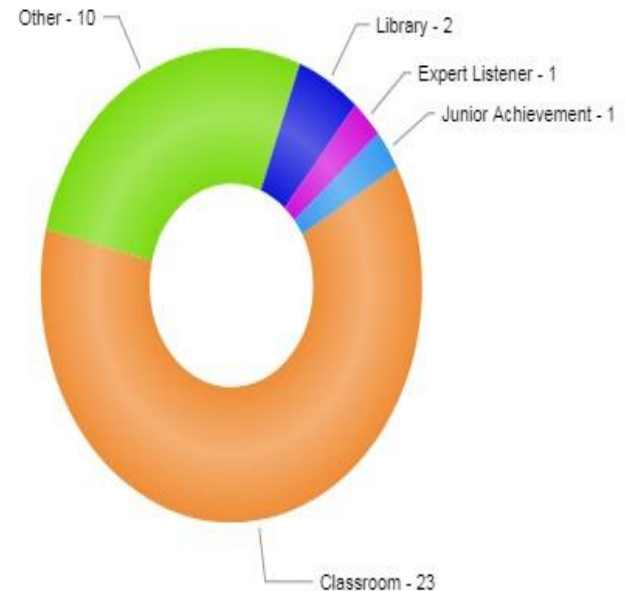
0

Approved This Week

Visitor Sign In By Hour (Today)



Visitor Sign In By Destination (This Week)



# Visitor Management

## Active Volunteers

**3**

Currently Signed In

**160**

Total Hours For The Week

**375**

Total Hours For The Month

## Volunteer Applications

**5**

New / Renewing This Week

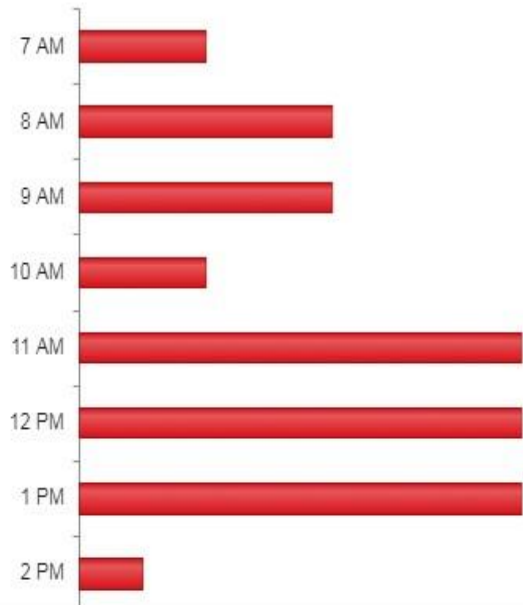
**1**

Pending Approval

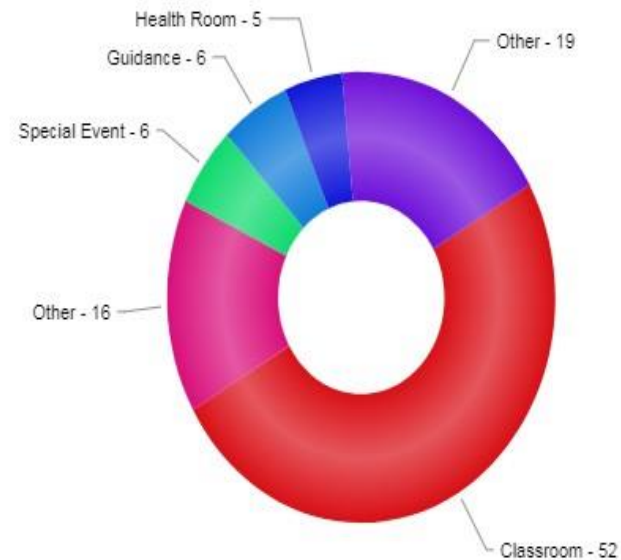
**4**

Approved This Week

Visitor Sign In By Hour (Today)



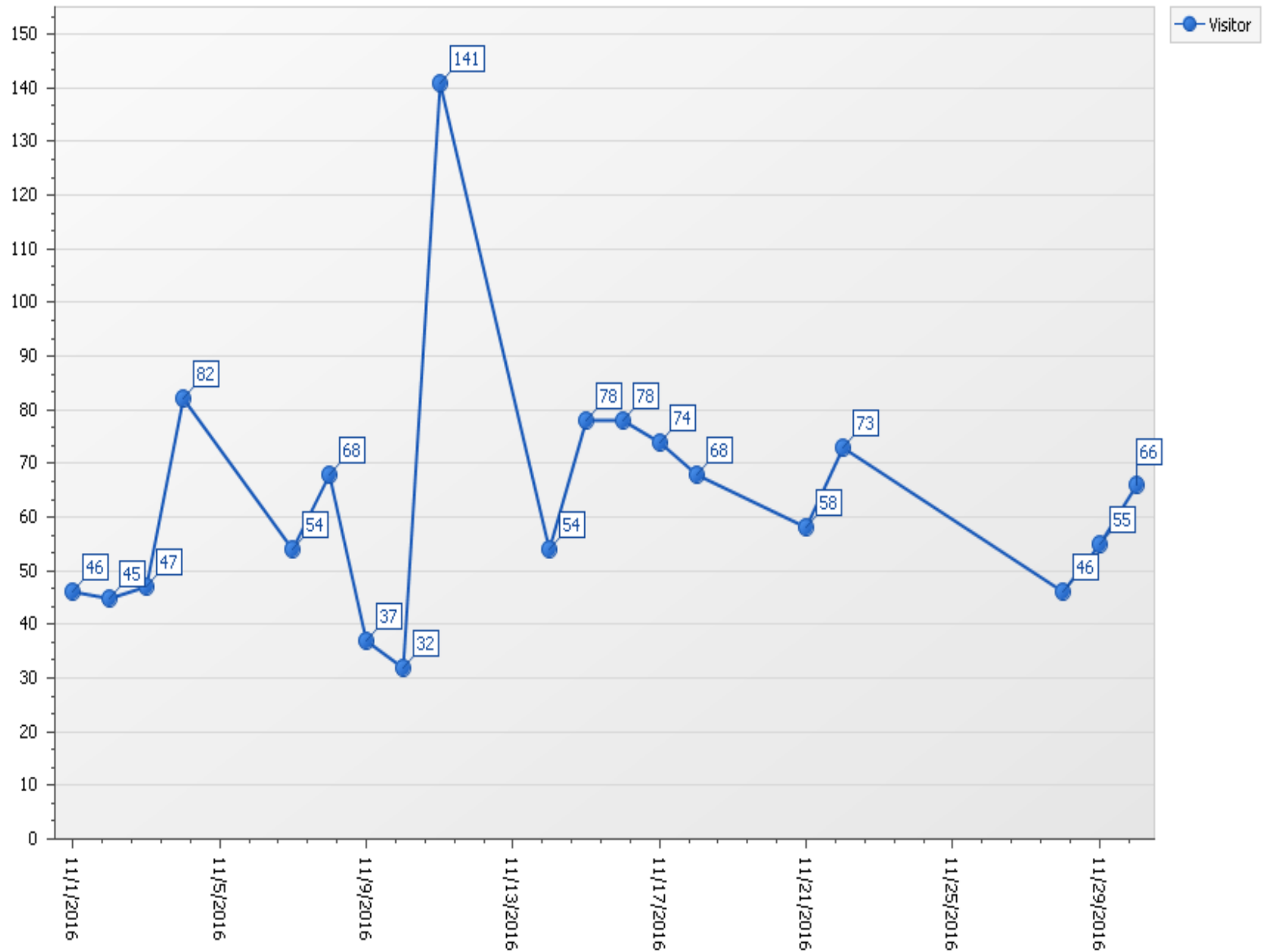
Visitor Sign In By Destination (This Week)





# Visitor Sign in by Date

From 11/1/2016 to 11/30/2016 (30 days)  
Pewaukee Lake Elementary School



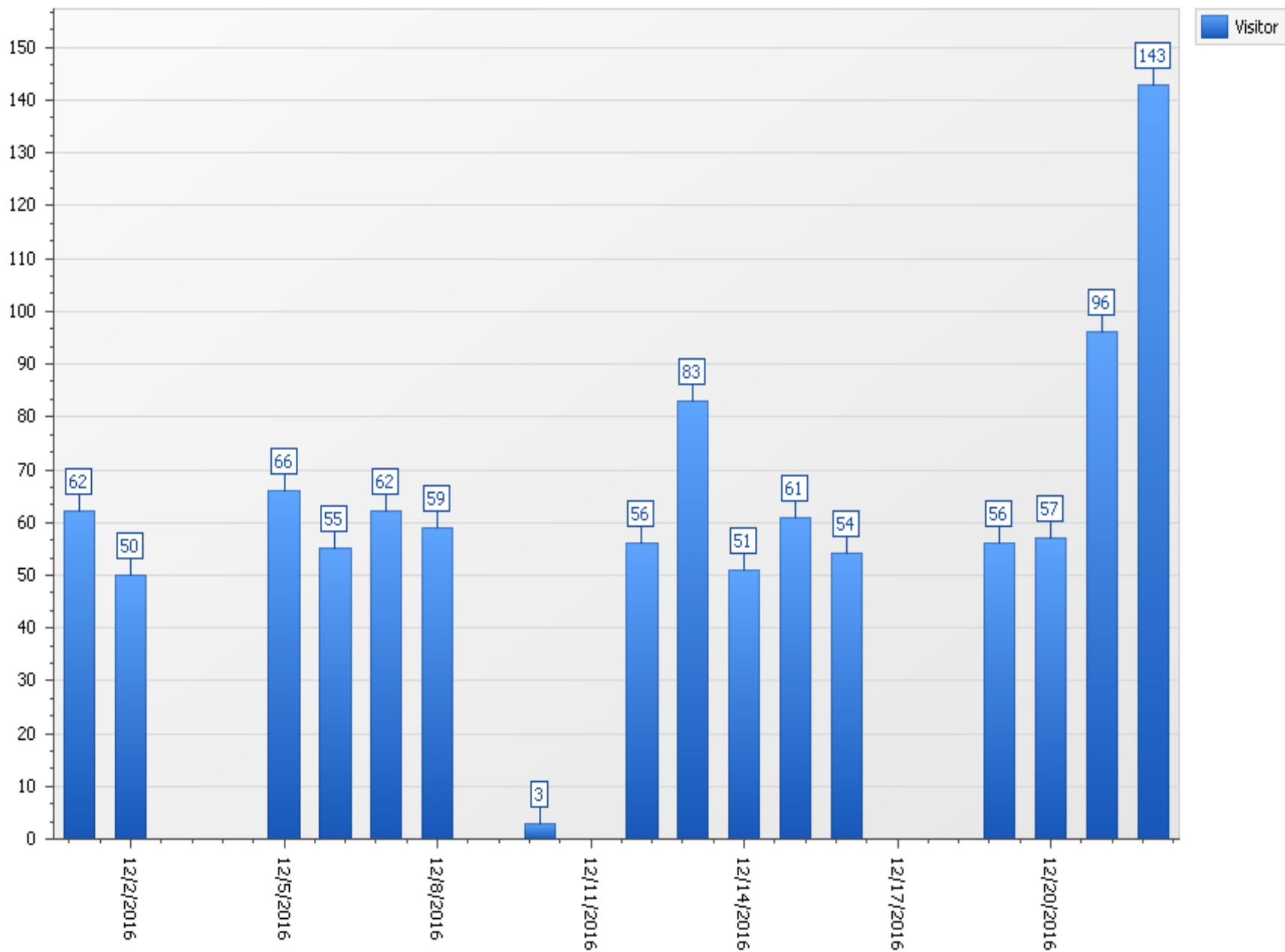




# Visitor Sign in by Date

From 12/1/2016 to 12/30/2016 (30 days)

Pewaukee Lake Elementary School



# Best Practices–Cleaning



## BEST PRACTICES FOR SCHOOL DISTRICT FACILITIES AND MAINTENANCE

July 2015

In the following report, Hanover Research outlines best practices in facilities and maintenance management in a school district. The report discusses efficient facilities maintenance, including a discussion of maintenance department staffing.

# Staffing levels

Time study – cleanable sq ft

Data driven approaches vs. saying short staffed

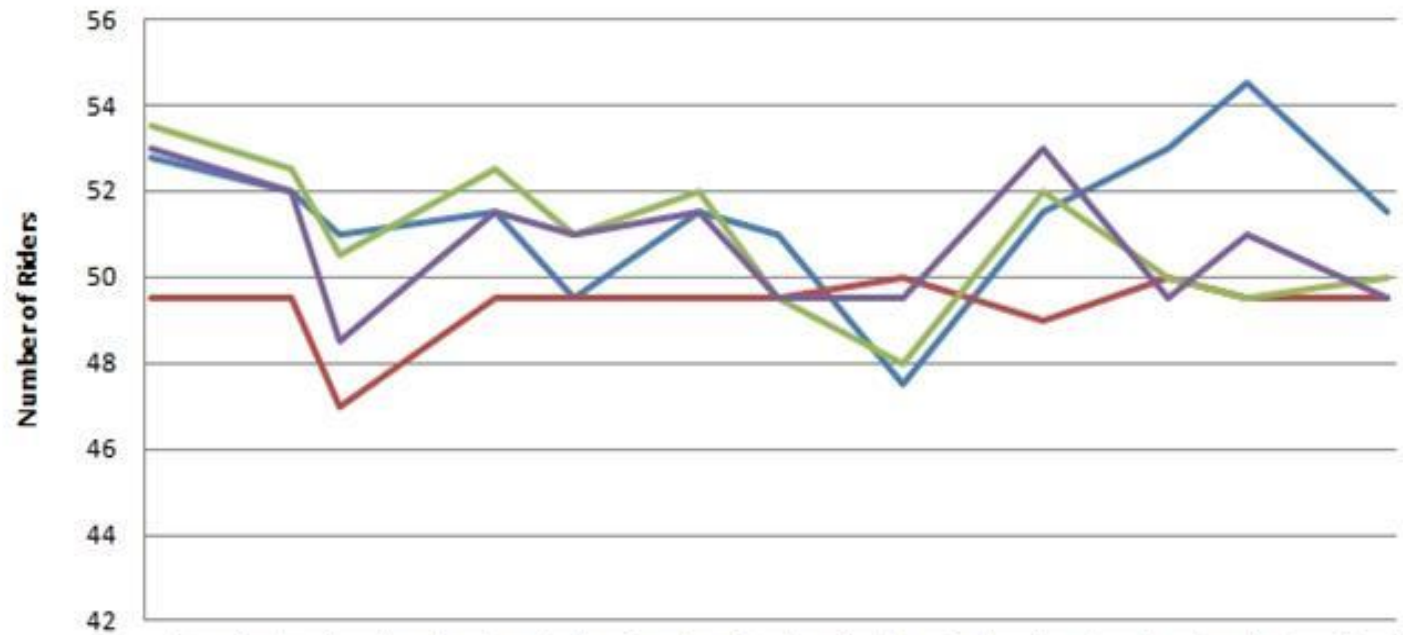
Custodian Name	Primary Responsibility	Primary Shift	Sq. Ft. of Cleaning Area	Assinged Hours	Sq. Ft. Per Hour
Mary Patzke	E wing and Customer service during the day	1st	20,000	7.5	2,666
Pat Downs	A wing and Library	2nd	36,805	7.5	4,907
Bob Amas	Athletics and Encore Wing	2nd	36,087	7.5	4,811
Forrest Broadhead	B wing and Main Office	2nd	32,263	7.5	4,302
				30	
Total Sq Ft	132,000				
Total Custodial FTE	3.75				
Hours of Facility Use	6419				
Hours of Facility Use Per FTE	1711				
Work Requests per Custodian	250				

# Turf Usage

Pewaukee Turf Usage	2012-13		2013-14		2014-15		2015-16		2016-17		2017-18	
	Occ	Hours	Occ	Hours	Occ	Hours	Occ	Hours	Occ	Hours	Occ	Hours
PHS Football Practice			80	163	80	176	80	161	80	188	80	163
PHS VR/Frosh Games	7	14	8	16	9	18	8	16	10	20	6	12
PHS Varsity Games	6	18	6	18	4	12	4	12	7	21	6	18
PHS Camps									2	14		
Youth Practices							42	125				
Youth Football Games	4	32	4	30	6	45	4	32.5	7	52.5	5	46.5
PHS Soccer Practice			11	20.5					15	60	1	2
PHS Soccer Games			2	4					5	10		
SS/Speed & Strength					15	75	33	153	26	135	10	55
Band Practice	28	34.25	25	31.25	27	37.5	22	35.5	4	18	4	11
Powderpuff	1	3	1	3	1	3	1	3	1	3	1	3
Other Sports practices			1	2								
Outside Games							1	3	1	3		
Other			1	2	1	5	5	10	1	7		
<b>Totals</b>	<b>46</b>	<b>101.25</b>	<b>139</b>	<b>289.75</b>	<b>143</b>	<b>371.5</b>	<b>200</b>	<b>551</b>	<b>159</b>	<b>531.5</b>	<b>113</b>	<b>310.5</b>

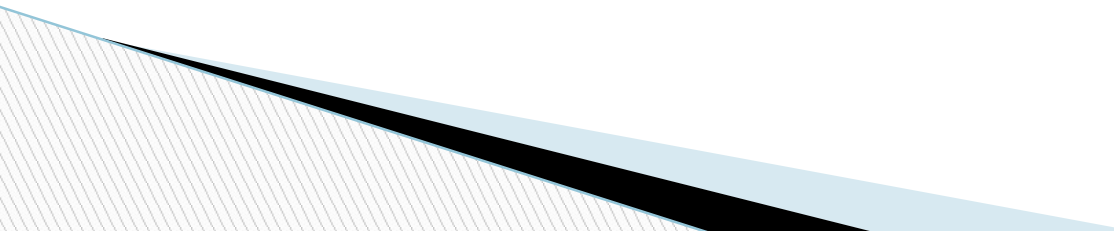
# Transportation

**Average Number of AM & PM Riders  
Elementary Schools**



	10/3	10/12	10/15	10/25	10/30	11/7	11/12	11/20	11/29	12/7	12/12	12/21
2013-14	53	52	51	52	50	52	51	48	52	53	55	52
2014-15	50	50	47	50	50	50	50	50	49	50	50	50
2015-16	54	53	51	53	51	52	50	48	52	50	50	50
2016-17	53	52	49	52	51	52	50	50	53	50	51	50

# Dashboards/Scorecards

- Once you have collected and displayed your data - you can simply update your data on a regular basis and show it off
  - Monitoring & maintenance
  - Keep it in excel or word - keep document and not just as an image
  - Be ready to “sell” your program or idea to anyone at anytime
- 

# Dashboard/Scorecard

Operational Key Performance Indicators									
	2014-15 Summative	2015-16 Summative	2016-17 Summative	2017-18 Summative	2018-19 Summative	2019-20 Summative	2020-21 Summative	2021-22 Goals	2021-22 Summative
Transportation - Student Engagement Survey (I feel safe on the bus.)	3.83	3.82	3.85	3.82	3.63	Didn't administer survey		>= .10 increase in score	
Infrastructure Management									
Bandwidth	500MB	1GB	1GB	1GB	1GB	1GB	10GB	10GB	
Technology Up-Time	----	98	99%	99.80%	100	100	10000%	100%	
Facility Use Hours	38250	33,550	33,500	40,364	34,400	28,900	40,898	>30,000	34,986
School Closures	1	0	0	0	4		1	0	1
Process Management									
<u>Lost Time Injuries</u>	7	3	4	3	200%	1	1	0.00%	0
Safeschools Completions	100%	100%	100%	100%	100%	100%	100%	100%	100%
<u>% of Emergency Drills Complete</u>	100%	100%	100%	100%	100%	100%	100%	100%	100%
Student Safety Satisfaction	428%	413%	411%	401%	3.96	3.63	4.14	>4.10	4.1
Energy Use Per Sq Ft	\$1.15	\$1.23	\$1.07	\$0.90	\$0.88	\$0.74	\$0.87	</=0.9	\$1.01
Student Drug Testing Results		9/150	8/150	6/150	16/150	11/90	21/150	</=6 Positive	21/150
<u>K-9 Assisted Search Results</u>	7:5	7:1	5:3	7:1	11:1	5:1	8:0	>/=7 Searches; </=1 pos	9:0
Parent Safety Satisfaction-Engagement Survey	4.25	4.28	4.27	4.32	4.33	4.36	4.47	maintain 4.25 or	4.42



# Dashboard/Scorecard

Indicator of Health	18-19 Goal	18 F	18 S	17 F	17 S	17 W	16 F	16 S	16 W	15 F	15 S	15 W	14 F	14 S
Studer Engagement Results Avg	>4.4	4.5	4.3	4.4	4.3	4.48	4.36	4.40	4.50	4.22	4.46	4.6	4.58	
Accessibility	>4.4	4.6	4.3	4.4	4.3	4.5	4.5	4.6	4.7	4.3	4.5	4.6	4.7	
Accuracy	>4.4	4.4	4.5	4.3	4.4	4.5	4.3	4.5	4.7	4.5	4.6	4.6	4.6	
Attitude	>4.4	4.6	4.1	4.6	4.4	4.7	4.5	4.4	4.5	4.3	4.4	4.5	4.5	
Operations	>4.4	4.6	4.3	4.4	4.4	4.4	4.4	4.3	4.3	4.1	4.4	4.7	4.7	
Timeliness	>4.4	4.4	4.3	4.3	3.9	4.3	4.1	4.2	4.3	3.9	4.4	4.6	4.4	
Employee Engagement	>4	4.33	4.08	4.18	3.98		4.01	3.83	3.77		3.99			
Parent Engagement-Cleaning	>95				99.2			99.3			98.9			98.7
Student Engagement-Cleaning	>95							93.2			94.6			93.9
Parent Engagement-Safety	>95				98.2			95.4			98.4			99.4
Student Engagement-Safety	>95				94.6			95.2			96.2			95.9
Teacher Engagement-Safety	>95							97.9			96.3			97.9
W/O Completed		1661			2140			2325			3152			3374

# How to share/leverage

- Engage staff
  - Make them part of the process
  - Build Ownership
- Engage Leadership team
- Engage School Board/  
Community



# Get Your Message Out!

- School Board
- Parents
- Teachers
- Building staffs  
(secretaries,  
paraprofessionals)
- PTO/PTA
- Administration and  
Principals
- Recreation Department
- Local Government
- Citizens without  
children in the District
- Senior Citizens
- Chamber of Commerce  
/ Business Leaders

**Customize your list to your District.**

# Recognizing Success

**I'VE LEARNED THAT  
PEOPLE WILL FORGET  
WHAT YOU SAID,  
PEOPLE WILL FORGET  
WHAT YOU DID, BUT  
PEOPLE WILL NEVER  
FORGET HOW YOU  
MADE THEM FEEL.**

**-Maya Angelou**



# Recognizing Success

- Before and after pictures
- Animotos
- Building tours
- Document savings
- Kudos from public
- Praise previous projects
- Identify benefits of projects – appearance, savings, comfort, improve safety, etc.
- Recognition from Media






# ROI












# Social Media

 **Muskego-Norway Buildings & Grounds** ...  
Dec 25, 2022 · 🌐

Thankful for our custodial crew who came to help clean up a pipe break at Muskego Lakes, during Christmas. Hopefully when students and staff return they will have no idea!



[See insights and ads](#) [Boost post](#)

   99

4 comments

 **Muskego-Norway Buildings & Grounds** ...  
Jun 14, 2022 · 🌐

Well, on occasion, all you can do is chuckle. These items were all found in the ceiling of a locker room. Among the items were a bike tire, a vehicle exhaust and several small Christmas trees.



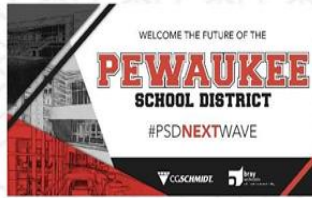
[See insights and ads](#) [Boost post](#)

  68

5 comments



# Social Media



**PewaukeeSchools**  
Published by Miranck Kozlik 11h · October 10 at 7:00 PM · 🌐

Is it possible to have raised \$92,000 for our schools AND have this much fun?! (...Yes, you read that right).

PTO's Annual Fall Fundraiser called the "Day of Awesomeness" was a HUGE success. Students from PLE, Horizon, and ACMS raised money to develop outdoor classroom spaces, enhance our Makerspace rooms, and purchase equipment for our STEAM Innovation center coming in 2020.

A big thank you to our PTO who made this event not only possible but enjoyable for every age group. Just look at all those smiling faces!



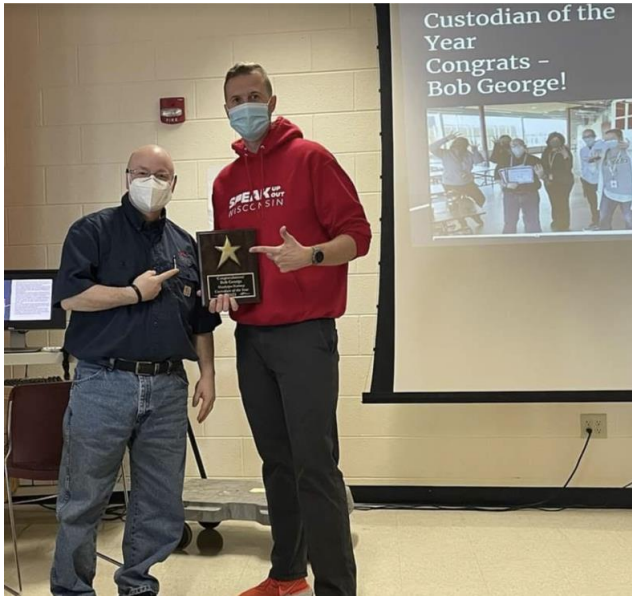


# Recognition





# Facility Team Of the Year



MUSKEGO NOW Linden Court Each of us IS AS UNIQUE AS our THUMBPRINT. At Linden Court, we UNDERSTAND that.

HOME NEWS POLICE REPORT SPORTS WEDDINGS PHOTOS CLASSIFIED OBITUARIES COUPONS POST YOUR S

USER SUBMITTED STORIES Home - User Submitted Stories

Tweet 0 Recommend 0 1 0 Pin It reddit this! tumblr EMAIL PRINT (0) COMMENTS

### Behind the Scenes, But Not Forgotten: Schools Recognize Custodian of the Year

By Muskego-Norway Schools  
April 8, 2014

print e-mail

It's often a thankless job, done behind the scenes. However school custodians keep the lights on, the heat running and the entire building safe. And Building and Grounds Supervisor/Safety Coordinator Jeremiah Johnson is making sure that the job does not stay thankless. This year, Frank Bieniewski, who works at Mill Valley, was given the honor of Custodian of the Year, an award that is fairly new in the district. "We have our Compass Award winners and I wasn't sure we wanted to go that route," Johnson said. "However, I know the hard work that these people do is unseen to many, and it's vital to the operation and safety of the school." Bieniewski was chosen among 40 custodians throughout the district, who also helped develop the criteria for the award last year. His involvement in improving the school over the past year meant that Mill Valley led the district in energy cost avoidance at nearly 44 percent, and in the amount of jobs that were completed.



# Employee of the Year/Recognition



**Jeremiah Johnson SHRM-CP**

Director of Operations & Human Resources...  
3mo

Thanks [Mark McGinnis](#) for training the Muskego-Norway staff on being "Weather Ready". Excellent training!



# CONTACT INFORMATION

Jeremiah Johnson

[jeremiah.johnson@muskegonorway.org](mailto:jeremiah.johnson@muskegonorway.org)

262-971-1807

John Stangler

[stanjoh@pewaukeeschools.org](mailto:stanjoh@pewaukeeschools.org)

262-695-5028



