Parent Advisory Committee

October 22, 2026

The attendees shared positive stories from their school communities.

Norm Brumblay, Chief Operations Officer, and Dr. Canadra Jimerson, Transportation Manager, shared an overview of the work of the Operations Department.

- Mr. Brumblay shared a little bit about his background and gave an overview of the Operations Department:
    - 6 different departments
        - Building Maintenance
        - Vehicle Maintenance
        - Building Services
        - Child Nutrition
        - Transportation
        - Facilities Management
    - Child Nutrition
        - We are the largest food service provider in the entire county, so we operate 40 commercial kitchens.
        - We serve 34,000 meals daily.
        - We are putting 370 students through lines per minute.
        - Offer vs. Serve - what students are offered vs. what students select may not always be the same. It's important to remember that a wide variety of healthy options are available to students on a daily basis they can choose from.
        - Free and Reduced Lunch - we have a high percentage of students who qualify for free and reduced lunch. Even if students don't technically qualify, we are always going to ensure that a student has a meal.
    - Maintenance
        - Our maintenance department maintains all of our HVAC systems, groundskeeping, wastewater treatment plants, structural maintenance, plumbing, etc.
    - Building Services and Warehouse
        - Custodial supervision, courier service, warehouse and logistics for deliveries, and air quality and mold remediation (environmental control). It's basically our in-house equivalent of ServPro.
    - Facilities
        - They manage a huge budget and oversee all of our school construction and building improvement projects.
        - 55% of our buildings are over 35 years old - we know that there is a heavy lift on the improvements to our buildings, the maintenance of our buildings. This team put together the budget to make sure those things

are accomplished to keep our buildings well maintained, and then overseeing those projects.
        - Zoning - our enrollment is about 39,000 students. Our high schools are at 86% capacity. Our target is 85% - that's great.
        - Typically we build a new high school every 10-15 years.
        - Our middle schools are at 92%, which is a little higher than what we like to see. A middle school comes every 10-12 years.
        - Elementary schools are at 88% on average. That's been a huge relief.
        - Our concerns right now are not overall zoning averages, but the imbalances we have in certain buildings.
        - Currently, we are thinking about some open enrollment opportunities where that could happen.
        - One of our bigger concerns is in Zoning Region 2 (please refer to the presentation slides for this image).
            - There are 3 middle schools, 3 high schools, 8 elementary schools; about half of our permits are in this area, so it continues to be the highest growth area.
        - The speed of some of these developments can fluctuate.
        - We also look at grade levels, changes in the county by age bracket, etc.
        - We develop a 10-year plan that lays all of this out (10-year Facilities Plan).
    - Transportation
        - We are the 5th largest fleet in the state of Tennessee.
        - Driver recruitment has continued to be a focus, and we're getting better. A few years ago, we were 50% staffed, and currently we're sitting at about 80% staffed. So we're much better.
        - We have 6 bus service tiers that we operate.
        - Some of our biggest challenges right now, as you all know, center on driver recruitment and retention.
            - We have signing bonuses, retention bonuses, we're increasing our employee appreciation programs, and we're creating a mentorship program for our drivers that have been in the role for less than 5 years.
        - Bus behavior is also something that we spend a lot of time thinking about. Our data indicate that most of our students (over 80%), are not getting any referrals. Typically, it's a very small group that are causing behavior issues.
            - Our Admin are closing out these referrals and assisting us.
            - We have a positive referral system as well, so there are incentives for kids that are getting positive feedback from a driver.
    - Vehicle Maintenance
        - Maintain all of our school-operated vehicles, and also the EMS vehicles
- WeatherReady designation

    - OPS-P002 and OPS-P003 are our procedures for closing buildings due to weather emergencies of some kind.
    - We try to give as much notice as possible about weather events and any changes to school schedules.

Questions:

- If a maintenance person notices an air quality issue, etc., they notify the Building Services team and they can address it?
    - Yes, that's exactly how it works.
- Are we going to see more regrow Tennessee programs like what's happening at Kirkwood?
    - Yes, that is a program happening at 3 of our campuses. The one that we're partnered with is through the City.
- How do the academies affect zoning?
    - They actually help a lot - if there is capacity for us to house a special program, it gives us a chance to create innovative programs and also balance capacity in creative ways.
- Have you noticed that private schools and homeschools are affecting the capacity at all?
    - We do see some movement, but typically it's back and forth. It's not the main contributing factor to the dip that we're seeing in growth.
- With industries that have come in, do they provide some kind of subsidy or anything for those relocations?
    - A lot of those things that are provided go into existing upkeep - most of our new buildings come from bonds.
    - We've had our fastest increase to total seats than we've had in a long time.
- Will we see more two-story buildings?
    - Likely so - we've been studying that for a while and continue to explore what that could look like in a way where we can save our footprint.
- Can you annex or add areas where transporting can happen that keeps parents from having to do dropoffs?
    - That is not something we are able to accommodate.
- Are there options for city transportation?
    - No, the safety measures are not there. If families want to make that choice, it is free for them, and it is an option; however, the routes do not always align with our schools.
- Have you seen that drivers have been more qualified?
    - I've only had two people that have driving experience with student transportation, but all of our drivers that are new are doing well for me, too.
- Are there pathways for people to get hired that maybe have something on their record that are not dangerous or child-specific offenses?
    - Our district does comprehensive background checks on every employee. We do sometimes have ways to hire people with some kind of infraction, but we try to look really hard at what their history looks like and their driving record.
- Is there a priority to get an aide on every bus?

    - While that would be a great goal, we're going to alleviate our situation more by getting people equipped to drive

Mr. Brumblay's full slide deck can be found here.