

ASD response to the CGCS Facilities Operations Review

The high-level management review of facilities operations was requested by the district and school board in an effort to achieve greater operational efficiencies and effectiveness. This work ties directly into the district's strategic plan *Destination 2020*, specifically the operational efficiency goal and the district's efforts around continuous improvement.

The district appreciates the time and effort put in by the Council of Great City Schools review team. The district offers the following responses to the recommendations made by the review team.

- 1. Establish a Board Facilities Committee with a dedicated focus on facilities funding, construction, renewal and maintenance issues.**

- 2. Merge all facilities related departments, offices, and programs into a new Facilities Department, including –**
 - a. The current Facilities Department (capital projects functions)**
 - b. The Maintenance & Operations Department (including skilled crafts and custodial operations)**

The new Facilities Department should be headed by a General manager of Facilities or a Chief facilities Officer. The following organization chart (Exhibit 5) displays a high-level sample of a functional organization recommended by the team.

The administration agrees the school and support building functions must be efficiently managed and effectively coordinated. The superintendent will evaluate potential benefits as well as staffing, budget and other considerations in determining the future structure of district building-related functions.

- 3. Fill all critical Facilities personnel vacancies on a timely basis.**

The administration agrees that critical Facilities department positions should be filled on a timely basis. The administration recognized the need to fill the Facilities director position. After several attempts to find the right person, Mike Nero was hired on December 8, 2014. He brings extensive knowledge and experience to the district. In addition to the director position, Facilities has also recently filled the following vacancies:

- 1. Engineering Assistant**
- 2. Construction Inspector**

3. Project Manager II
4. Project Manager III

The Facilities Department's goal is to advertise and hire vacancies within 60 days. We're currently reviewing our process for efficiencies and plan to hire additional staff pending the 2015 bond results.

4. Clarify the roles and responsibilities and

- 4. Identified responsibilities and accountabilities**
- 5. Defined performance measures, including Key Performance Indicators (KPIs) and industry standards, for each of the organization's units.**

The administration agrees business plans should be developed for key ASD departments. Although this recommendation refers to the CGCS proposed facilities organization, the Facilities and M/O Directors are currently working on business plans that align with the district's strategic plan, *Destination 2020*.

- 8. Create a data-driven organization by adopting a decision-making model that relies upon fact based and analysis-centric business-case justifications, including the use of tools and techniques such as:**
 - 1. Full life-cycle costing**
 - 2. Return on investment and cost-benefit analysis**
 - 3. Repair vs. replace (using service-record data in the maintenance work-order system) and buy vs. build analysis**
 - 4. Sustainability analysis.**

The administration agrees that it should increase the use of data in facilities-related decision making. The district has increased its use of data-driven tools in its capital projects and maintenance programs but we agree we can do more. The Facilities and M/O directors will engage CGCS and other school districts to evaluate best practices and adopt them into our organizational processes.

The Facilities Department has engaged the contractor who helped establish our Capital Planning Management System, to develop more enhanced data-driven strategies for capital planning utilizing our current Facilities Management Assessment Program (FMAP). The FMAP utilizes a systematic and consistent methodology to determine the Facility Condition Index (FCI) and Educational Adequacy Index (EAI) for all facilities in the district. Facilities meets bi-weekly with the contractor to enhance our database and discuss data-driven strategies to develop future CIP/bond proposals. Our goal is to present the administration, school board and CIAC a comprehensive data-driven presentation in July for the 2016 bond proposal/CIP development.

Maintenance is evaluating new work order management software that will link with Facilities programs and assessment tools. The contractor has agreed to help create a more complete analytical picture of school facilities by incorporating service record data and maintenance costs into the applicable databases.

- 9. Create an ongoing program to review, evaluate, update, document, and disseminate service level standards and employee productivity measures.**

The administration agrees that service level standards and employee productivity measurements are valuable. In January of this year, M/O launched a quality assurance program to ensure a higher level of work order documentation, quality assurance inspections

and customer satisfaction assessments. Work order data is being evaluated at the work unit level and is also available by facility. This capability will be enhanced as new work order management software is acquired and implemented.

10. Centralize, coordinate, and prioritize all capital funding requests to ensure that limited resources are dedicated to the most critical projects.

The administration agrees that capital funding requests can be better coordinated. The Facilities and M/O directors have collaborated and developed a strategy to ensure limited resources are dedicated to the most critical projects. This includes greater M/O participation in the capital planning process, Facilities staff attendance at monthly M/O meetings, and M/O review/approval of prioritizing emergent

other school districts. ASD includes all our costs associated with design to include: conceptual planning, design, Furniture, Fixtures & Equipment, art, permits, printing, and construction administrative services. We believe we would more closely align with other districts if we only consider planning, schematic design, design development, construction document, and construction administrative services.

In addition, the Facilities staff reported total design and construction expenditures, not the design expenditures associated with completed construction during the reporting period. Some of the reported design expenditures were unrelated to construction completed during the reporting period and therefore skewed the Design-to-Construction cost ratio. The following are a few examples of projects completed during the reporting period:

PROJECT	CONSTRUCTION CONTRACT AWARD	DESIGN EFFORT	DESIGN/CONST.
Bear Valley Roof	\$654,800	\$58,426.64	8.9%
Turnagain Roof	\$922,660	\$116,639.61	12.6%
KCC CTE (SD, DD, and CD only)	\$2,713,448	\$347,039	12.7%
Dimond HVAC	\$693,781	\$74,555	10.7%
East, West, & Romig Artificial Turf Fields	\$6,064,259	\$517,089	8.5%

It is anticipated that our 2013-2014 Design-to-Construction cost ratio will be ~13%.

14. Expand internal and external communications efforts, including

- 1. Publicizing and disseminating facilities improvements and achievements**
- 2. Enhancing status reports on capital projects**
- 3. Providing explanations of variances between budget and actual project expenditures**
- 4. Providing status reports on open work orders**
- 5. Obtaining customer sign-off on completed projects and work orders**
- 6. Utilizing surveys to gauge customer satisfaction**
- 7.**

M/O is evaluating new work order management software capable of providing enhanced reporting and status updates to schools. Also, as part of the M/O quality assurance process, work orders are reviewed for completion and work quality, this process often includes

contracts. Most recently, the school board expanded the threshold of Job Order Contracting (JOC) to \$400K.

26. Consider the advantages of mobile maintenance strategies to address the back-log of maintenance work orders.

The administration agrees that mobile maintenance strategies could improve work order completion times. M/O is currently working with IT to evaluate and purchase new work order management software. Our current system does not allow for paperless processing of work orders, any future system will be required to have mobile capabilities.

27. Review the time-saving advantages of having workers report directly to job-sites rather than to maintenance yards.