



Special School District

Facilities & Grounds  
Program Evaluation

Larry Thompson, Chair

Board Approved: January 25, 2011



# Facilities & Grounds Standard Program Evaluation

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## Executive Summary

As required by the Missouri School Improvement Plan (MSIP) standards, school districts must evaluate Facilities and Grounds biennially. The focus of the present report is: *Has the District provided facilities that are healthful, adequate in size, clean, well-maintained, and appropriate to house the educational programs of the District to meet the Missouri School Improvement Program (MSIP) Standard 8.10 and the goals/objectives established in the District's Comprehensive School Improvement Plan?* Based on stakeholder review of the data, strengths, concerns and recommendations are noted.

### Strengths

- A wide variety of both internal and external input and review procedures are in place to ensure that adequate maintenance services are provided for clean, safe and well-maintained facilities.
- Feedback from the annual building administrators meetings showed that building administrators are satisfied with the services provided by the Facilities Department.
- The Department received no citations, violations, or recommendations from outside agency building inspections in 2009 and 2010.
- The District has a very comprehensive Five-Year capital building improvement plan for maintenance needs run by the Facilities Department. Approximately \$34,000,000 has been spent on such improvements in the past 10 years.
- There is a high level of cooperation and communication with building level and District level administration with regards to building maintenance needs.
- The department has improved the response time for routine work order requests. Currently, 90% of all routine work order requests are completed within 5 working days. This is up from an average of 80% a year ago.
- The District is currently in the process of developing an updated Long Range Facilities Master Plan identifying both space needs and future major building renovations

### Concerns

- Feedback from the Long Range Facilities Master Plan indicated that the schools were in need of replacement/upgrades to their fire alarm systems. Most of the equipment is original to the building and do not meet current building codes.
- Although the overall rating for maintenance in proficiency, responsiveness and quality of services provided received favorable feedback, there is no formal mechanism in place that allows routine evaluations of the department from the customers they serve.
- As noted previously, the District has had a very comprehensive Five-Year Capital Improvement Plan managed by the department. With the development of a Long Range Facilities Master plan and the Tech School's equipment replacement program, there needs to be established an ongoing Facilities Committee that will oversee and coordinate all of these programs.



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- The District should further explore the feasibility and the estimated benefits and cost savings of a building control system for its facilities and determine whether to include in the Long Range Facilities Master plan.

## Recommendations

- Bring the buildings up to code for fire alarm systems by using stimulus funds for the Special Educational Schools and planned funding for the remaining buildings.
- Further develop the work order request program to include a feedback component and customer satisfaction survey.
- Work with the consulting firm that facilitated the long-range renovation, major construction and space utilization plan for the District, to create a committee to oversee and sustain the program.
- Develop a plan to replace the current building control systems.
- Develop and implement a maintenance skills training program.



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## Program Evaluation Question(s)

Has the District provided facilities that are healthful, adequate in size, clean, well-maintained, and appropriate to house the educational programs of the District to meet the Missouri School Improvement Program (MSIP) Standard 8.10 and the goals/objectives established in the District's Comprehensive School Improvement Plan?

### I. Program/Service Information

1. Name of Program or Services: Facilities and Grounds

2. Personnel Responsible for Evaluation and Program:

Larry Thompson, Director of Facilities and Operations

3. Demographic Description of Program:

Location(s): All District owned buildings and leased properties that house Special School District students and staff.

Number of staff: Estimated number of staff involved in program on a regular basis is approximately 25. Long Range Facility Planning Committee Members totaled approximately 45.

Participants: Principals, Assistant Principals, Department Heads, Superintendent, Superintendent's Cabinet, Maintenance, Program Directors, Architects, Engineering Consultants, Long Range Facility Planning Committee

Length of program/service: Ongoing

3. Date of Evaluation (Year/Duration):

November 2008 - December 2010

5. Goal/Objective of Program/Services:

To provide facilities that are clean, well maintained and appropriate for the educational programs of the District.

6. Brief description of relationship between program goals, CSIP and MSIP Standards:

Program will ensure that adequate maintenance services are provided to maintain all educational facilities in a clean, safe, and orderly state. Program will also determine that all school activities and services in the district are housed in appropriate facilities and that the goals established in the District's CSIP plan for Facilities, Support and Instructional Resources are met.



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## II. Evaluation Criteria for Programs/Services Offered

- Outside Agency Building Inspections
- Internal District Building Inspections
- Work Order Reviews
- Completed Capital Improvements
- Five-Year Capital Improvement Plan
- Long Range Facility Plan
- Consultant Reports
- Annual Building Administrator Meetings
- Annual Capital Improvement Budget

## III. Description of Stakeholders Engagement in Program Evaluation:

The core committee consists of the following individuals but other District personnel will be called upon periodically for input. Frequencies of meetings vary with most meetings being informal and taking place annually or as needed.

- Kevin Hoffman, Senior Loss Prevention Consultant, Arthur J. Gallager & Co
- Christopher Byrne, Environmental Specialist, Sitex Environmental Inc.
- Dwight Dickinson, AIA, Dickinson Hussman Architects
- Jeff Lowe, Facilities Solutions Group
- John Berglund, AIA, Bond Wolfe Architects
- Kevin O'Connell, RMT, Roofing Consultant
- John Cary, Superintendent
- Richard Carver, Chief Financial Officer
- Joan Zavitsky, Associate Superintendent for Learning and Assessment
- Mike Rogg, Director Technical Education
- Kelly Grigsby, Principal, Ackerman School
- Dan Kelly, Principal, Litzsinger School
- Lorie Arnsman-Schwartz, Principal, Neuwoehner School
- Mike Powers, Principal, North Technical High School
- Stephanie Valleroy, Principal, Northview School
- Dave Baker, Principal, South Technical High School
- Chuck Howard, Principal, Southview School
- Jim Bilyeu, Program Certification, Technical High Schools
- Kenny Mulder, Transportation Director
- Jerry Rudolph, Maintenance Manager, Special School District
- Steve Lang, Maintenance Staff
- Larry Thompson, Director of Facilities and Operations
- Jeff Sherrill, Maintenance Staff
- Brian Cook, Maintenance Staff
- Bill White, ABM Janitorial Services
- Long Range Facilities Planning Committee



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## IV. Results

Several areas of concern were noted in the previous Facilities & Grounds Program Evaluation in 2008. The majority of these concerns were identified as areas of improvement and incorporated into the District's CSIP Plan. The identified areas of improvement and the efforts/progress of the Committee towards meeting each goal are highlighted below.

### Contractual custodial services were not up to standard

Several remarks were received on the Facilities Questionnaire/Survey from 2008 concerning housekeeping services. Some building administrators felt that the current contractual custodial services were falling short in meeting the expectations of the District. This concern was also mentioned by several administrators in meetings with the Director of Facilities and Operations. The following corrective actions were put in place:

- The contractor agreed to place at no additional cost, a full-time Custodial Manager to oversee the housekeeping services they provide to the District. The individual's sole responsibility is to make sure the housekeeping needs and expectations of the District are met.
- Cleaning specifications and frequency schedules were developed and distributed to staff to ensure that the routine cleaning of specific building areas are carried out daily.
- ABM replaced their entire inventory of old/worn floor cleaning equipment with new state of the art floor scrubbers and buffers.
- A Quality Management Program was placed on-line that allows building administration to communicate specific housekeeping needs/complaints. The Custodial Manager and specific area supervisors have access to the system for response and follow-up 24 hours/seven days a week.

Since implementing the above actions, complaints have dropped considerably and the overall appearance of District buildings has improved.

### Additional maintenance staff for the north area Special Educational Schools

Although the overall feedback for maintenance staff in proficiency, responsiveness and quality of services provided was satisfactory, the ratings for the Special Educational schools in the north area were lower. These schools are the only ones in the District that share a Skilled Craftsman.

- A recommendation for an additional Skilled Craftsman was submitted for approval in the 2010 budget. Due to budget concerns, the recommendation was denied.



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- A program was developed that will periodically assign staff from other buildings to help-out/fill-in when needed.
- The Department has begun to cross train staff from other buildings on the building systems of the two north area Special Educational schools as well.

The above changes have helped improve the timeliness of maintenance repairs and response, but the schools continue to struggle having their everyday maintenance needs met in a timely manner.

## Develop a long range renovation/construction facility plan

It was noted previously, that although the District had a very comprehensive Five-Year Capital Improvement Plan that identified major equipment/building repairs, it did not have a long-range facility plan for major building renovation needs and space utilization issues. It was recommended and approved, that the District hire Dickinson Hussman Architects to help facilitate the process. The following activities have taken place in an effort to develop the plan:

- A Long Range Facilities Master Planning Committee was formed representing a wide assembly of stakeholders that will be affected by the plan.
- Working closely with engineers, architects and consultants, information was compiled through visual tours, surveys and meetings to create a current snap shot of the District's facilities.
- Individual Facility Teams were formed and asked to assess their buildings educational adequacy and program needs based on criteria/standards for elementary, middle and high schools. They were also asked to develop conceptual designs that addressed the inadequacies and program needs of their particular school/building.
- The Long Range Facilities Master Planning Committee prioritized the needs and recommendations identified in the process.

The final Long Range Facilities Master Plan will be presented to the Board of Education in January 2011 for their review/discussion and direction to address the priority areas for improvement. An ongoing Facility Committee will be formed to follow-up, review and manage the overall plan.



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## Develop an equipment replacement schedule/plan for the Tech Schools

It was recommended in the last program evaluation that Facilities, along with the Tech School's Program Certification Facilitator, develop an equipment replacement schedule/plan for the classrooms and shops that would provide students with state-of-the-art equipment.

- A form was developed and distributed to the teachers at both Tech Schools asking what classroom/shop facilities improvements were needed as well as tool/equipment replacements.
- The information received was compiled and placed in a Five-Year Improvement Plan for Tech School's Classroom/Shop Teachers.
- The plan is referred to each year when budgets are developed for capital equipment needs and maintenance issues.
- The equipment replacement plan is updated by the Technical Education Division administrators with input from program instructors so to keep equipment current with the world at work and changes in curriculum. Facilities will be consulted so that equipment installation will be efficient and well coordinated.

## New Maintenance Work Order System

There was a concern that the current maintenance work order request system was outdated and the department was having difficulty finding vendors that supported the current software if programming problems developed.

- Facilities Management evaluated several vendor supplies Maintenance Management Systems to determine which one best met the Districts needs.
- A decision was made due to cost, to develop a Maintenance Work Request System in house with the help of the Technology Department.
- A customized work order request program is currently being piloted at the two Tech Schools for evaluation.

The customized work request program is modeled after Technology's help desk request system that allows feedback to the requestor as to the status of their request. It also gives the user the ability to comment on the timeliness and quality of the work provided. If the system pilot is successful, the remaining buildings will be put online in the spring of 2011.





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## Update the District's building/energy management system

The energy management system would allow the ability to better control energy usage (e.g., temperature regulation, lighting, miscellaneous equipment start/stop times, etc.) throughout the district. Due to the overall cost of this project, further investigations into the feasibility and payback analyses were suspended until the Facilities Long Range Planning study was complete. The decision will have to be made to either roll this into future expansion plans or fund separately if approved. Preliminary estimates on a state of the art system is a 30% to 40% utility cost reduction.

## V. Discussion

### Strengths

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Person responsible to champion action plan:

Larry Thompson, Director of Facilities and Operation, Special School District

Timeframe for reporting updates to Board of Education: Biennial

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Signature of Administrator Responsible for Chairing Evaluation

Date: \_\_\_\_\_