



Special School District

Facilities and Grounds

Program Evaluation

Larry Thompson, Chair

Board Approved: 1/29/09



Facilities & Grounds Standard Program Evaluation

Program Evaluation Question(s)

Does the District provide facilities that are healthful, adequate in size, clean, well-maintained, and appropriate to house the educational programs of the District according to the 4th Cycle Missouri School Improvement Program (MSIP) Standard 8.10?

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.

Number of staff: Estimated number of staff involved in program is approximately 25.

Participants: Principals, Assistant Principals, Department Heads, Superintendent, Superintendent's Cabinet, Maintenance, Program Directors, Architects, Engineering Consultants

Length of program/service: Ongoing

3. Date of Evaluation (Year/Duration):
November-December 2008

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 verify that all school programs and services in the district are housed in appropriate facilities. (MISP Standard 8.10).



Facilities & Grounds Standard Program Evaluation

II. Evaluation Criteria for Programs/Services Offered

- Outside Agency Building Inspections
- Internal District Building Inspections
- Questionnaire/Survey
- Work Order Reviews
- Completed Capital Improvements
- Five-Year Capital Improvement Plan
- Consultant Reports
- Annual Building Administrator Meeting

III. Description of Stakeholders Engagement in Program Evaluation:

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

- Kevin Hoffman, Senior Loss Prevention Consultant, Arthur J. Gallager & Co
- Christopher Byrne, Environmental Specialist, Sitex Environmental Inc.
- Donald Hussman, AIA, Dickinson Hussman Architects
- John Berglund, AIA, Bond Wolfe Architects
- Kevin O'Connell, RMT, Roofing Consultant
- John Cary, Superintendent, Special School District
- Richard Carver, Chief Financial Officer, Special School District
- Joan Zavitsky, Associate Superintendent, Special School District
- Randy Dillon, Director Technical Education Division, Special School District
- Kelly Grigsby, Principal, Ackerman School
- Marsha Myers, 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
- Deb Scanlon, Principal, Southview School
- Jim Bilyeu, Program Certification, Technical High Schools
- Kenny Mulder, Transportation Director
- Jerry Rudolph, Maintenance Manager, Special School District
- Larry Thompson, Director of Facilities and Operations, Special School District

IV. Results

Outside Agency Building Inspections

Outside agencies such as County Public Works, Public Health Department, Fire Departments, program certifiers and insurance agencies will (for various reasons) inspect our buildings throughout the year. During these inspections, general maintenance, building up-keep, cleanliness and overall appearance will be noted. If maintenance issues are



Facilities & Grounds Standard Program Evaluation

identified, the Facilities Director will take the necessary action to see that it is corrected. There were approximately 27 outside agency inspections in 2008 with only one citation noted. The Department of Public Works issued a citation for failure to secure the proper building permits for a classroom-remodeling project at North Tech. The contractor started the demolition but also started the rebuilding before permits were received.

Internal District Building Inspections

Twice a year, the Director of Facilities and the Facilities Manager will inspect all District buildings. The purpose of these inspections is to identify any maintenance issues that need immediate attention and to identify projects that can be scheduled with maintenance personnel or outside contractors. A detailed inspection of the building's major equipment and HVAC systems also takes place at this time. Based on findings, maintenance staff will receive work orders for maintenance issues and smaller projects will be scheduled with staff or outside contractors. Larger projects that are not time-sensitive are placed on the District's Five-Year Capital Improvement Plan.

Questionnaire/Survey

In November of 2006, a Maintenance Questionnaire/Survey was distributed to District Administrators, Department Heads and personnel that have direct contact with the Facilities Department. The purpose of the survey was to assist the department in planning and improving maintenance services. The rating scale was set at 1 (Strongly Disagree) through 5 (Strongly Agree). There were no categories that fell below a rating of 3 in November 2006, but there were six areas identified at that time that Facilities wanted to improve. The goal was to get all areas to a score of 4 or better. A follow-up survey was distributed in April of 2008 to assess the progress of the six areas identified for improvement in 2006. District results of the 2006 and 2008 results for the 6 areas identified are reported below in Table 1.

Table 1. Follow-up Results for Areas of Concern

Survey Area of Concern (2006)	2006 Rating	2008 Rating
Quality of Services	3.80	4.18
Competent and technically proficient of staff	3.60	4.18
Time management/focused on task at hand	3.33	4.23
Responsive to school needs and requests	4.10	4.58
Continuously improve services to schools	3.90	4.58
Overall quality and service provided	4.00	4.41

As noted above, 2008 district data indicate improvement in all six areas of concern noted in 2006. Although the overall goal was met in 2008, the two Special Education Schools in the North area still rated their building maintenance staff under a 4. These two schools are the only schools in the District that share a Skilled Maintenance worker. All other Special Education schools have a Skilled Maintenance worker assigned to them. Also noted in the comment section of several surveys from the North area were concerns regarding the



Facilities & Grounds Standard Program Evaluation

contracted custodial services.

Work Order Reviews

The department utilizes a computerized maintenance management system that allows building staff or maintenance staff to generate building work order requests. Reviews of work orders will at times identify problem equipment that requires further investigation. Generally the problem equipment will fall into a “replace” or “continue to repair” scenario. If replacement is deemed necessary, a course of action and funding source is discussed with the appropriate parties. The maintenance/work order system is a quick way for the schools to request building repairs and allow management to track workloads, building equipment and costs. The only concern with the system is its age. At 15+ years old, it is outdated and technical support is no longer available.

Completed Capital Improvements

Routine renovations and major equipment replacements are handled by allotting each building and the Facilities Department funds to support elective building modifications with the necessary approvals. Most projects are small in scope and less costly than larger construction projects. Larger construction projects once approved proceed according to policies set forth by the Board of Education for design, engineering and bidding of major construction projects. The Facilities Department has kept a detailed account of capital improvements since the funding of the first Performance Contract in 2000-2001 in which major construction at both Tech Schools was completed. Since that time the District has spent approximately \$30,000,000 on capital improvements.

Five-Year Capital Improvement Plan

Similar to the Completed Capital Improvement list, the Facilities Department also maintains a Five-Year Capital Improvement Plan that is updated annually. The Director of Facilities and Operations meets with principals, department managers, committees and various directors to discuss building needs and future capital improvements. Results of these meetings are discussed with administrative staff and funding for approved projects is placed in the Facilities Capital Improvement Budget. Items deemed necessary but are not funded get placed on the Five-Year Capital Improvement Plan. The 2009 to 2013 plan has approximately 220 projects listed with a total estimated budget of \$14,000,000.

Consultant Reports

Issues such as air quality, asbestos, roofing specifications, architectural services, ADA compliance, real estate services, etc., are addressed in collaboration with consultants from time to time. The Facilities Department collaborates with several companies that provide their expertise on specific projects in order to ensure that the design, specifications, and laws/regulations that apply to the specific work/project are followed.



Facilities & Grounds Standard Program Evaluation

Annual Building Administrator Meeting

The Director of Facilities and Operations meets annually with each building administrator to discuss building needs. The discussion covers capital improvements, housekeeping, space issues and renovations due to changes in staffing, and new programs and changes in educational requirements or class sizes. Identified needs are then discussed with members of the Superintendent's Council and a course of action to address them is developed. Actions generally fall into three areas; approve funding and timetable for the work, hold for further review, or table issue for a later date. Concerns that generally surface during these meetings deal with space issues (lack of), program changes (new programs or expanding current ones), equipment updates, building renovations and general housekeeping. As a result of these concerns, the District should consider long range major renovation/space utilization plans and shop equipment replacement plans for its buildings.

V. Discussion

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.
- The Facilities Questionnaire/Survey show, that overall, the building administrators are satisfied with the services provided by the Facilities Department. Furthermore, improvements have been made in identified areas of concern.
- The Department received only one citation/violation/recommendation from an outside agency building inspection out of a total of 27 inspections in 2008. The violation was received from the Department of Public Works for failure of a contractor to secure a building permit prior to starting a classroom renovation at North County Tech.
- The District has a strong Capital Improvement Program run by the Facilities Department. A total of \$30,000,000 has been spent on such improvements in the past 8 years.
- The Department has developed a very comprehensive, manageable and (most importantly) fundable Five-Year Capital Improvement plan.
- There is a high level of cooperation and communication with building level and District level administration with regards to building maintenance needs.

Concerns

- Several remarks were received on the Facilities Questionnaire/Survey concerning housekeeping services. Some building administrators felt that the current contractual custodial services were not up to standard. This was also mentioned in several administrator meetings with the Director of Facilities and Operations.
- Although the overall rating for maintenance in proficiency, responsiveness and quality of services provided were above the targeted score of 4, the two Special Education schools in the north area rated these below a 4. The two schools are the only schools in the District that share a Skilled Maintenance worker. All other Special Education schools have a Skilled Maintenance worker assigned to them.



Facilities & Grounds Standard Program Evaluation

- As noted previously, the District has a very comprehensive Five-Year Capital Improvement Plan but it does not have a long-range major renovations space/utilization plan for its buildings. Modifications in buildings/space can be brought about by program changes, certification standards, new courses, changes in educational requirements, staffing or class size. Examples of major requests received are new science labs at North Tech, Dental Lab program at North Tech, Library at Neuwoehner, additional classroom space at Southview, Ackerman and Northview, Culinary Arts program at South Tech, new north bus garage and EMT expansion at North Tech.
- There is no schedule for shop equipment replacements at the Technical Education Schools. Similar to the Five-Year Capital Improvement plan, there should exist a schedule for equipment replacement that will provide students access and training to a wide variety of instructional equipment and state-of-the-art technology.
- The District's work order systems need to be updated.

Recommendations

- Explore the different possibilities that exist with the District's housekeeping services. These include working with the current contractor, bidding out the services, bringing the services in-house or a combination of both contracted and in-house.
- Recommend the addition of a Skilled Maintenance position for the north area Special Education Schools.
- Work with a consulting firm that specializes in educational facilities to develop long-range renovation, major construction and space utilization plans for the District.
- Meet with the Tech Schools and their Program Certification Facilitator to develop an equipment replacement schedule/plan for the shops that will provide students with state-of-the-art equipment.
- Develop a plan to replace the current maintenance work order system.

Person responsible to champion action plan:

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

Timeframe for reporting updates to Board of Education: Annual

_____ Date: _____

Signature of Administrator Responsible for Chairing Evaluation