



**Coordinator
Name**

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**Planning
Team**

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Program Description

Summary Description of Program

The Facilities and Grounds program is intended to provide and maintain adequate, safe, and clean facilities capable of supporting the educational mission of the District, and to ensure that the District has well-planned school buildings at proper locations when needed and at reasonable costs. The program supports seven school buildings, a Central Office facility, two bus garages, and a central warehouse. The program is executed by a Facilities and Operations Department, which is responsible for two primary functions: (1) Custodial and Maintenance, concerned with routine cleaning and necessary repairs; and (2) Facilities Construction Management, primarily concerned with coordinating and overseeing a number of capital improvement projects made possible by the November, 2012 tax levy.

A closely-related program is concerned with school safety and security. An evaluation of the Safety program was conducted separately, and was reported to the Board on April 14, 2015.

Purpose or Mandate

A school's physical environment affects the welfare of its occupants, and is crucial to providing quality education services. Research studies generally show a positive relationship between the quality of school facilities and student academic achievement (Buckley, Schneider, and Shang 2004). Additionally, the quality of school facilities also affects the likelihood of teachers continuing to work at a given school and even staying or leaving the field of education (Buckley, Schneider, and Shang 2005; and Earthman and Lemasters 2009). [from *Forum Guide to Facilities Information Management*, National Forum on Education Statistics, 2012.]

Board policy FB (revised September 24, 2002) requires periodic review of a long-range facilities plan, as well as an annual report on the status of facilities needed. Board policy FEF (revised June 11, 2013) provides detailed guidance on the bidding and awards policies for construction contracts.

Which specific CSIP/MSIP goals does this Program support?

- CSIP 4.3: Provide safe and appropriate facilities to meet student needs
 - 4.3.1: Continue implementation of the facilities plan
 - 4.3.2: Develop and implement a formal process to ensure safety and security of all District facilities (support role)

Who are the Customers/Stakeholders?

- | | | | |
|--|---|---|--|
| <input checked="" type="checkbox"/> Students | <input checked="" type="checkbox"/> Parents | <input checked="" type="checkbox"/> Staff | <input checked="" type="checkbox"/> Administrators |
| <input type="checkbox"/> Board of Education | <input type="checkbox"/> Taxpayers | <input type="checkbox"/> Other _____ | |

What are the Customer/Stakeholder requirements?

Stakeholders require clean, functional, and safe facilities which can support the educational mission of the district. As instructional goals and programs change, the Facilities and Grounds program must anticipate and respond by providing appropriate facilities to support curriculum and instructional needs.

What is this program expected to accomplish?

This program has two primary expectations: (1) maintain a safe and healthy environment for students and staff which is supportive of the District’s education mission; (2) create new and improved environments which will enhance learning and delivery of instruction.

Briefly describe how this Program works

Based on stakeholder needs and requests, resources are prioritized and allocated to various program activities. In-house staff perform routine maintenance activities, and this staff is augmented by contract vendors as needed. Grounds maintenance is performed by contract vendors. Housekeeping activities are performed by ABM Janitorial Services, SSD’s long-term vendor partner, through an on-site manager and staff assigned to each building. Construction projects for new facilities are executed by contract vendors. The department director collaborates closely with accounting and finance staff and with purchasing staff to budget and manage funds as required.

What resources (type and quantity) are required to execute this plan?

This program is managed by a Facilities Director, who coordinates the overall facilities and maintenance activities, but who focuses primarily on managing the current construction projects. Maintenance activities are executed by two managers and 14 maintenance staff. The department is assisted by one secretary, for a total of 18 SSD employees.

Detailed execution of housekeeping activities is outsourced to ABM Janitorial Services. They supply one on-site manager plus housekeeping staff in each of the SSD buildings. Grounds maintenance and occasional building maintenance projects are executed by various contract vendors.

Action Plan Summary

Previous Cycle Goals and Outcomes

2012-2013 Overall Goals

Goal 1: To increase efficiency by replacing the Maintenance Work Order system and expanding its use to all SSD buildings and leased properties that house Special School District students and staff.

Goal 2: To prioritize ongoing capital repairs and building renovation projects based on data gathered from building administrators and recommendations from the District's Long Range Facility Master Plan and complete these within budget and on time.

2012-2013 Outcomes

- 1.1 Purchase a new, more effective Maintenance Management system.
- 1.2 Increase the amount of work orders processed by 10%.
- 1.3 Reduce the amount of time required to complete routine work order requests by 5%.

- 2.1 Complete 5 major projects identified as priorities in the Long-Range Facilities Master Plan.
- 2.2 All completed projects will be within budget
- 2.3 Projects will be completed in the establish time frame 80% of the time.

Current Cycle (2013-2015) Goals and Outcomes

2013-2015 Overall Goals

Goal 1: Initiate, manage, and complete Phase I facility improvements funded by the 2012 tax levy.

Goal 2: Improve customer satisfaction with the condition and cleanliness of SSD schools.

Expected Measurable Outcomes

- 1.1 Complete all 2013-2015 projects identified as priorities in the Long-Range Facilities Master Plan.

- 1.2 Complete all Goal 1.1 projects within budget.

- 1.3 Complete all Goal 1.1 projects within 120% of the contracted time.

- 2.1 The percentage of work orders completed within three days will increase by at least 10%.

- 2.2 At least 75% of parents and staff will be satisfied with their building's cleanliness and appearance.

Evaluation Plan Summary

Program Evaluation Authority

Evaluation of this program is required biennially by Board policy IM. The last evaluation report was approved by the Board on September 25, 2012.

Qualitative Measures - Evaluation questions to be used

- What are the major accomplishments or benefits of this program?
- How well did this program fulfill its purpose or mandate?
- What do customers and other stakeholders consider to be the strengths and opportunities for improvement /weaknesses of the program?
- How well-aligned are the program's priorities and processes with the goals of the program?
- What is the level of deployment of this program's services?
- How should resources be changed to put more focus on achieving the goals?
- How should goals be changed, added, or removed?

Quantitative Measures - Evaluation questions to be used

- What is the status of the program's progress toward achieving its goals?
- What are the actual costs of this program, and how do they compare to planned costs?
- What is the estimated actual benefit-cost or cost-effectiveness of this program?

Quantitative Measures – Criteria for Evaluation

1.1.a Measure to be used: Completion of all 2013-2015 projects identified as priorities ("Phase I") in the Long-Range Facilities Master Plan.

1.1.b Rationale for establishing targets (check all that apply):

- a. Performance compared to similar organization
- b. Performance compared benchmark organization
- c. State standard
- d. Norm-referenced standard
- e. 100% - based on core values
- f. Industry standard
- g. Incremental improvement based on historical results
- h. Growth to proficiency-Determine whether the measure is "on track" to become proficient or meet target within a certain period of time
- i. Growth targets based on employee input. Those closest to the work may be in the best position to provide insight on what represents a meaningful target (Niven, p. 244)
- j. Growth target based on feedback from customers. Ask them what is expected (Niven, p. 245)

1.1.c What are the target and scorecard criteria scores?

Previous Results			Targets		
	2012-13		2013-14	2014-15	
	not used		100%	100%	

1.2.a Measure to be used: Comparison of actual costs to budget for the sum of all Goal 1.1 projects, expressed as a percent of budget.

1.2.b Rationale for establishing targets (check all that apply):

- a. Performance compared to similar organization
- b. Performance compared benchmark organization
- c. State standard
- d. Norm-referenced standard
- e. 100% - based on core values
- f. Industry standard
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1.2.c What are the target and scorecard criteria scores?

Previous Results			Targets		
	2012-13		2013-14	2014-15	
	not used		≤ 100%	≤ 100%	

1.3.a Measure to be used: Comparison of actual completion time to contracted completion time for all Goal 1.1 projects, expressed as a percent of contracted time.

1.3.b Rationale for establishing targets (check all that apply):

- a. Performance compared to similar organization
- b. Performance compared benchmark organization
- c. State standard
- d. Norm-referenced standard
- e. 100% - based on core values
- f. Industry standard
- g. Incremental improvement based on historical results
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- i. Growth targets based on employee input. Those closest to the work may be in the best position to provide insight on what represents a meaningful target (Niven, p. 244)
- j. Growth target based on feedback from customers. Ask them what is expected (Niven, p. 245)

1.3.c What are the target and scorecard criteria scores?

Previous Results			Targets		
	2012-13		2013-14	2014-15	
	Met similar measure		≤ 120%	≤ 120%	

2.1.a Measure to be used:

Year-to-year increase in the percentage of work orders completed within three days of initiation; where percentage is calculated as the annual number of work orders completed within three days, divided by the annual total number of work orders completed, expressed as a percent.

2.1.b Rationale for establishing targets (check all that apply):

- a. Performance compared to similar organization
- b. Performance compared benchmark organization
- c. State standard
- d. Norm-referenced standard
- e. 100% - based on core values
- f. Industry standard
- g. Incremental improvement based on historical results
- h. Growth to proficiency-Determine whether the measure is "on track" to become proficient or meet target within a certain period of time
- i. Growth targets based on employee input. Those closest to the work may be in the best position to provide insight on what represents a meaningful target (Niven, p. 244)
- j. Growth target based on feedback from customers. Ask them what is expected (Niven, p. 245)

2.1.c What are the target and scorecard criteria scores?

Previous Results			Targets		
	2012-13		2013-14	2014-15	
	not used		≥ 10%	≥ 10%	

2.2.a Measure to be used:

The weighted-average percentage of parents and staff who express satisfaction with school condition and cleanliness, using data from the annual parent and staff surveys. Parent and staff averages will be calculated and reported separately.

2.2.b Rationale for establishing targets (check all that apply):

- a. Performance compared to similar organization
- b. Performance compared benchmark organization
- c. State standard
- d. Norm-referenced standard
- e. 100% - based on core values
- f. Industry standard
- g. Incremental improvement based on historical results
- h. Growth to proficiency-Determine whether the measure is "on track" to become proficient or meet target within a certain period of time
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2.2.c What are the target and scorecard criteria scores?

Previous Results			Targets		
	2012-13		2013-14	2014-15	
	not used		≥ 75%	≥ 75%	



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Evaluation Summary

Purpose or Mandate

A school's physical environment affects the welfare of its occupants, and is crucial to providing quality education services. Research studies generally show a positive relationship between the quality of school facilities and student academic achievement (Buckley, Schneider, and Shang 2004). Additionally, the quality of school facilities also affects the likelihood of teachers continuing to work at a given school and even staying in or leaving the field of education (Buckley, Schneider, and Shang 2005; and Earthman and Lemasters 2009). [from *Forum Guide to Facilities Information Management*, National Forum on Education Statistics, 2012.]

Board policy FB (revised September 24, 2002) requires periodic review of a long-range facilities plan, as well as an annual report on the status of facilities needed. Board policy FEF (revised June 11, 2013) provides detailed guidance on the bidding and awards policies for construction contracts.

This program is aligned to CSIP objective 4.3: Provide safe and appropriate facilities to meet student needs.

Program Description

The Facilities and Grounds program is intended to provide and maintain adequate, safe, and clean facilities capable of supporting the educational mission of the District, and to ensure that the District has well-planned school buildings at proper locations when needed and at reasonable costs. The program supports seven school buildings, a Central Office facility, the Learning Center (minor maintenance; no custodial), two bus garages, and a central warehouse. The program is executed by a Facilities and Operations Department, which is responsible for two primary functions: (1) Custodial and Maintenance, concerned with routine cleaning and necessary repairs; and (2) Facilities Construction Management, primarily concerned with coordinating and overseeing a number of capital improvement projects made possible by the November, 2012 tax levy.

A closely-related program is concerned with school safety and security. An evaluation of the Safety program was conducted separately, and was reported to the Board on April 14, 2015.

What were the major accomplishments or benefits of this program?

Students and staff in SSD buildings were provided safe, clean, and comfortable environments in which to learn and work. More than 75% of parents and staff were satisfied with their building's cleanliness and appearance (*see Objective 2.2, below*).

An average of about 2,300 work orders per year for repairs and minor improvements were completed in SSD facilities (*see Objective 2.1, below*).

The November, 2012 tax levy provided funds for many new facilities and improvements to existing facilities. An entirely new school building is being constructed for Northview High School. Ackerman and Neuwoehner received new classrooms and front entrances. Other major construction projects included a new gym and bus maintenance garage, plus improvements to shops, parking lots, playgrounds, HVAC, fire and sprinkler systems, and camera monitoring systems. The old Northview school building is being demolished, and designs are underway for major improvements at Litzsinger and Southview. *(See Objective 1, below).*

How well did this program fulfill its purpose or mandate?

Inadequate Approaching Satisfactory Satisfactory Excellent

What factors made essential contributions (+/-) to this rating?

Approval of the 2012 tax levy provided necessary funds for major construction projects. Phase I of those planned projects is now nearing completion. Ironically, disruption of building routines caused by improvements construction may have contributed to lowering SSD staff's satisfaction with their facilities. *(See Objective 2.2, below.)*

Preliminary feedback from staff on major projects that have been completed or nearing completion is very positive. Getting them through the process has been at times a challenge. The disruptions, demolition, dirt, and at times complete removal from spaces that staff has become comfortable with or "own" can cause some dissatisfaction with the program and their building's condition.

The timing of the staff satisfaction survey could also be a factor in the overall results. Asking someone if they are satisfied with their building's overall appearance, cleanliness, and heating and air conditioning when the building is under construction and they don't have any heat or air conditioning because it is being replaced, might cause a person to check a less than satisfactory score.

Evaluation Results

What is the status of the program's progress toward achieving its goals?

Goal 1: Initiate, manage, and complete Phase I facility improvements funded by the 2012 tax levy.

Measurable Objective 1.1:	Complete all 2013-2015 projects identified as priorities in the Long-Range Facilities Master Plan.						
Results: <u>SUBSTANTIALLY MET</u>							
The following major priorities were identified in the Long-Range Facilities Master Plan and will be completed by the end of CY2015:							
Facilities & Grounds Projects, 2013-15	North Tech HS	South Tech HS	Ackerman School	Litzsinger School	Neuwoehner H.S.	Northview H.S.	Southview School
Construct new school						✓	
Construct new classrooms and front entrance			✓		✓		
Construct new gym			✓				
Install new gym bleachers	✓						
Renovate library		✓					
Replace overhead garage doors in all trade shops		✓					
Construct new bus maintenance garage		✓					
Construct new bus drivers' dispatch building	✓						
Replace HVAC*, complete	✓	✓	✓		✓		
Replace HVAC*, veterinary assist./horticulture building		✓					
Replace campus main water/fire line	✓	✓					
Install new fire sprinkler system					✓		
Replace/update fire alarm system	✓						
Install new camera/monitoring system	✓						
Construct new running track	✓						
Construct new parking lot						✓	
Additional parking; expand & improve playground			✓		✓		
Demolish old facility						✓	
Design and develop new projects				✓			✓
* heating/ventilation/air conditioning							

Measurable Objective 1.2:

Complete all Objective 1.1 projects within budget

Results: SUBSTANTIALLY MET

The following table summarizes costs within major project location. Aggregate costs are within aggregate budget.

Consolidated Projects	Budget	Estimated Final Cost	Notes
Northview and Ackerman	\$37,801,000	\$35,500,000	
North Technical High School	\$15,600,000	\$14,850,000	
South Technical High School	\$11,000,000	\$ 9,060,000	
Neuwoehner High School	\$ 7,841,000	\$ 8,500,000	1
Bus garage south & bus dispatch building north	\$ 1,680,000	-	2
Litzinger and Southview	\$12,000,000	-	3

Notes:

- 1 The overage was due to the decision to go ahead and include the front addition (which was bid as an alternate) because of the monies saved at South and North Technical High Schools projects.
- 2 Still taking bids so no estimates of final cost are available at this time.
- 3 Both are Phase II projects and construction will not begin on these until summer of 2016.
- 4 It might also be noted that the Board of Education has not had to approve any additional funds for any of the contracts issued for construction services. Board policy dictates that the Board needs to approve any overages over 10% of the original bid.

Measurable Objective 1.3:

Complete all Objective 1.1 projects within 120% of the contracted time.

Results: SUBSTANTIALLY MET

Like most construction projects, some get completed before the due date, some right at it and others miss the mark. The District experienced all three. It might be good to note though that no major disruptions to any school activities were a result of missing the due date for completion.

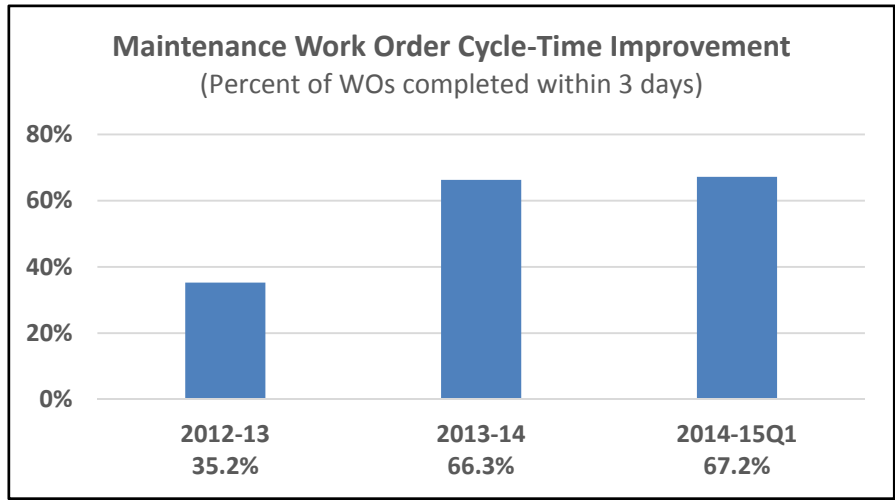
- Neuwoehner will be completed by the start of the school year (August 2015) on time.
- Northview will be completed by the start of school year (August 2015) on time.
- Ackerman is running behind schedule. Classrooms and gym will be completed by the start of school year (August 2015) on time, but the front addition and canopy will not be completed until October 2015, two months behind schedule.
- North Technical's track was delayed 4 months due to 44 days of rain delays.
- All other major completed projects (6 total) were completed by the due date.

Goal 2: Improve customer satisfaction with the condition and cleanliness of SSD schools.

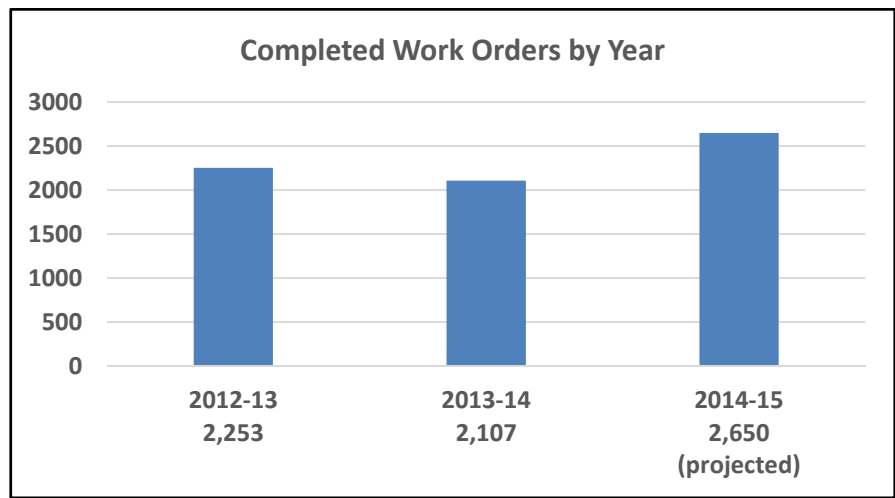
Measurable Objective 2.1:	The percentage of work orders completed within three days will increase by at least 10%.
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Results: MET

As a continuous improvement action, an additional and alternative process was implemented for initiating work orders. Maintenance staff now identify and execute routine repairs, which are then documented through work orders, rather than waiting for work orders generated from teaching and administrative staff. Thanks to this and other program efficiencies, the proportion of work orders completed within three days has increased dramatically during the current evaluation cycle (a 90.7% improvement during this evaluation cycle).



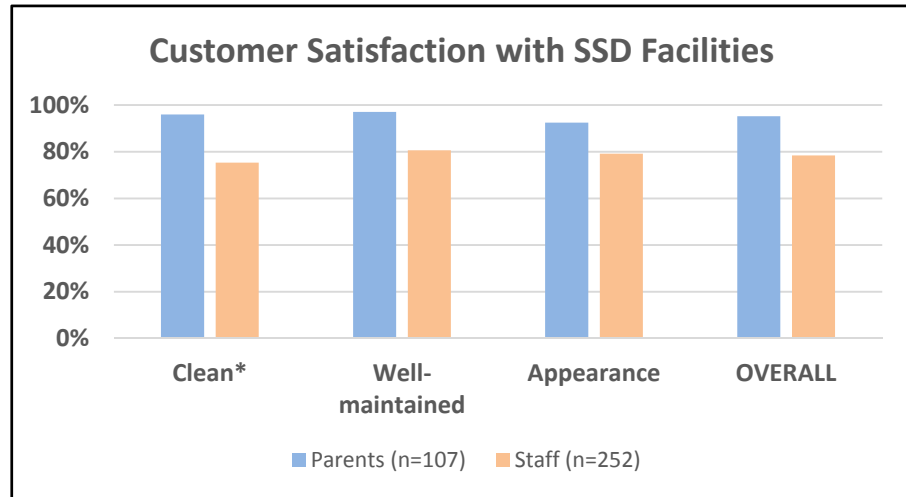
At the same time, the annual number of completed work orders was sustained. Completions during the first three quarters of school year 2013-14 declined slightly from the previous year, because of competing new-construction projects within some buildings. That number recovered in the fourth quarter, and is projected to increase for 2014-15.



Measurable Objective 2.2:	At least 75% of parents and staff will be satisfied with their building's cleanliness and appearance.
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Results: MET

The 2014 parent survey indicates that the vast majority of parents are satisfied with the condition and cleanliness of SSD Schools (95.2% overall). The teachers and paraprofessionals are generally less satisfied (78.4% overall).



	Clean*	Well-maintained	Condition & Appearance	OVERALL
Parents	96%	97%	93%	95%
Staff	75%	81%	79%	78%

*Indicators:
 School is clean.
 School is well-maintained with working air conditioning and heat, adequate lighting, and well-maintained grounds.
 I am satisfied with the condition and appearance of school.

Data Source: SSD Comprehensive School Improvement / Rolling Plan 2012-2017 (February 24, 2015), page 91.

What do customers and other stakeholders consider to be the strengths and opportunities for improvement /weaknesses of the program?

Strengths

- Systematic use of a well-developed Long-Range Facilities Master Plan.
- Program's ability to handle/manage multiple projects at various locations.
- Collaborative process among program staff, building staff, and ABM (maintenance vendor) to provide input concerning building needs and priorities.
- High level of cooperation and communication with outside regulatory agencies.

Opportunities/Weaknesses

- Need to expand voice-of-the-customer activities (surveys, focus groups, *etc.*) to help identify needs and assess program services.
- Need to focus on staff satisfaction to determine the causes of their lower satisfaction ratings (compared to parents) and determine whether and how those could be improved.
- For the last three years, the Facilities department budget has moved funds from capital repairs to routine maintenance, resulting in deferred capital repairs. With the conclusion of the tax-levy improvements, there will be a need to consider adequacy of ongoing funding and equitable apportionment of funds among program activities.

How well aligned are the program's processes with the goals of the program?

The Facilities and Grounds program has five key processes which are all well-aligned with the goals of the program: (1) Design and construct (or acquire) capital assets, especially those made possible by the tax levy of 2012; (2) Plan and manage maintenance work; (3) Manage work orders for repairs; (4) Manage facility housekeeping (including direction of ABM Janitorial Services, SSD's long-term vendor partner); and (5) Manage grounds maintenance (including direction of vendors). These processes are now being documented as part of the Facilities Department's continuous improvement program, and will be reviewed further during the planning phase of the next evaluation cycle.

Deployment Level of Program Services: Services are well deployed, although deployment may vary in some areas or schools.

Should resources be changed to improve this program?

Yes No

If Yes, describe changes.

Should goals be changed, added or removed?

Yes No

If Yes, describe changes.

Goal 1 (execute Phase I facility improvements funded by the 2012 tax levy) will be substantially concluded by the end of the 2014-2015 school year. That goal must be revised to reflect Phase II improvements.

Goal 2 (improve work order cycle time by 10%) may be unsustainable from its present 67% level. That goal may need to be reduced to, say, 5% per year.

Evaluation Implications

What are the actual costs of this program, and how do they compare to budgeted costs?

Total Annual Costs (FY15):	\$ 14,824,415	Budget (FY16):	\$ 20,559,479
Buildings & Improvements	\$ 8,647,668 (58.3%)		\$ 13,994,500 (68.1%)
<i>Includes Tax Levy Proceeds:</i>	\$ 7,488,582		\$ 12,000,000
Cleaning & Maintenance	\$ 2,681,753 (18.1%)		\$ 2,532,361 (12.3%)
Utilities (energy, water, waste)	\$ 1,393,545 (9.4%)		\$ 1,923,501 (9.4%)
SSD Staff	\$ 1,224,097 (8.3%)		\$ 1,149,299 (5.6%)
Other	\$ 877,353 (5.9%)		\$ 959,818 (4.7%)

Estimated Cost Effectiveness

- Mandated program; costs cannot be significantly reduced.
- Mandated program; costs could be reduced (include in Action Plan, below).
- Benefits greatly outweigh costs.
- Benefits outweigh cost, but improvement appears possible (include in Action Plan, below).
- Costs outweigh benefits (include in Action Plan, below).

General Recommendation Resulting from this Evaluation

Select from the following possible recommendations resulting from the evaluation:

- Continue the program as is. It is meeting or exceeding all expected outcomes.
- Expand the program, replicating effective components.
- Streamline, refine, or consolidate elements of the program.
- Redesign the program.
- Reevaluate the purpose and/or goals of the program.
- Discontinue ineffective or nonessential program components.
- Discontinue the program.
- Other (Specify.)

Action Plans

Review of Action Plan progress since last report.

Action Plan 1

Opportunity for Improvement: Improve physical condition of SSD buildings and facilities.

Action Plan: With a successful tax levy increase in November of 2012, the department will allocate/budget the new funds according to project priorities establish by administration.

Progress on Action Plan: Substantially complete (*see Objective 1.1*).

Action Plan 2

Opportunity for Improvement: Improve customer satisfaction.

Action Plan: Establish a procedure to determine customer satisfaction for the department.

Progress on Action Plan: A process was designed and instituted at North Tech to measure custodial issues and satisfaction. The process includes a monthly building walkthrough (with administrative staff, teachers, and ABM managers) plus a monthly online survey of teachers. This process will be expanded to other buildings during the next evaluation cycle.

What specific actions are needed?

Short-term (within the next school year)

1. Complete all 2015-2017 projects identified as priorities in the Long-Range Facilities Master Plan.
2. Evaluate the North Tech customer satisfaction process and expand to South Tech. Determine if that process can address the cause of lower staff satisfaction ratings.
3. Revise and implement an annual process to assess parent and staff satisfaction.

Medium-term (1-2 years)

4. Expand the customer satisfaction process to all remaining SSD buildings.
5. Design and conduct an experiment (pre- and post- facilities improvement) to explore whether facilities affect student performance.
6. Examine program budget and make recommendations to reduce the ongoing deferred maintenance problem.
7. During the 2016-17 school year, develop a revised Long-Range Facilities Master Plan.

Long-term (3 years and more)

n/a