

MAINTENANCE  
BUDGET REVIEW TEAM  
RECOMMENDATIONS FOR FY 2007-2008

ANCHORAGE SCHOOL DISTRICT  
MAINTENANCE DEPARTMENT  
BUDGET REVIEW TEAM  
RECOMMENDATION SUMMARY  
November 2006

## Introduction

In order to make an informed decision on where to reduce the Maintenance Department budget, committee members were given an overview of departmental operations. Information relating to staff salaries, schedules, and duties; the computerized maintenance management system; and the preliminary FY08 budget were provided to the committee. The committee toured the Maintenance Department facilities and looked at the current vehicle fleet. Once the committee had a basic understanding of Departmental operations, they discussed a wide range of ideas from utilizing contracted services for grounds maintenance to shifting a variety of maintenance tasks to Building Plant Operators.

Though the committee did determine suggested cuts equaling 5% of the projected budget, it was the general consensus of the committee that cuts to fund 1063 would negatively impact basic maintenance levels. It is the opinion of the committee that looking at entire processes or systems rather than a single department would provide an opportunity to consolidate services and eliminate duplication. The committee has submitted, in addition to their recommended reductions, a list of ideas they encourage the District to further evaluate.

## Committee Suggestions

The following suggestions arose from discussions throughout the budget review process and are presented here to encourage further evaluation to determine if they merit implementation.

- Pool Meters – Maintenance costs associated with monitoring and repairing pool meters should be offset by the revenue the District receives from the Municipality.
- Credit Cards – Expanding procurement options to include payment by credit card, with stringent controls and limits, would create more opportunity to obtain supplies at lower cost. The District loses an opportunity to save money on purchases available from vendors that do not accept purchase orders. Because the department lacks a way to procure items outside of a purchase order process, the Maintenance Department is not able to consider purchases from vendors that operate on a cash and carry basis even though these vendors may offer like products at substantial savings.

- **Equipment Budget** – The committee noted this year’s equipment budget reflects a significant decrease from the previous year and recommended that Contracted Services, Buildings be reduced, beyond the cuts noted below, in order to increase the equipment budget to an amount equal to last year’s equipment budget.
- **Building Plant Operators (BPO)** – A review and reconfiguration of the BPO duties might provide an opportunity for increased efficiency. Suggestions included defining BPO duties to include light corrective maintenance tasks such as changing individual lamps and installing cove base; requiring BPOs to spend a pre-determined number of hours each day on preventative maintenance tasks such as changing air filters. (These tasks would be issued by the Maintenance Department via the work order system.); and allowing school principal’s the ability to direct the BPO for a pre-determined number of hours each day.
- **Rental Revenue** – Revenue generated through rentals should be diverted to the Maintenance Department to defray costs the Department incurs due to operating costs and the added wear and tear on all facilities and playing fields.
- **Vehicle/Equipment Fleets** – The District should evaluate leasing versus owning the heavy equipment and vehicle fleets. At a minimum, the committee recommends that ASD lease heavy equipment it owns when not needed.
- **Emergency Shelters** – MOA should share the costs associated with maintaining the equipment being installed as part of the emergency shelters program. The committee recommends outsourcing the preventive maintenance of the dual fuel boilers and the emergency generators.
- **Grants** – Future grant requests should include funding for the operations and maintenance and the added costs of newly acquired equipment. This should then be added to the Maintenance budget on a permanent basis.
- **Community Support** - Evaluate expansion of the Adopt-a-Field and Adopt-a-Rink programs to include funding for projects such as track resurfacing. Donors could be recognized by signage similar to the Wells Fargo Sports Complex at UAA.
- **Vandalism** – Expenses related to the act of vandalism should be funded through the District’s insurance fund and the General Fund.
- **Emergency Contingencies** – Should be funded by the General Fund.
- **PTA Purchases** – Procedures should be established so that Operations and Maintenance has configuration management input for all PTA purchases requiring installation, maintenance and repair.

## Recommended Reductions

The committee decided to take most of the targeted reduction by deferring identified major maintenance projects from fund 1064. Even though fund 1063, the Department's operating budget, did not provide much opportunity for cuts, the committee decided to cut funding for temporary help from this fund. The group felt that by leaving most of fund 1063 intact, maintenance levels would remain steady.

- **Fund 1063, Operating Budget:** The committee determined that much of the funding identified in Fund 1063, the Maintenance Department's operating budget, is determined by employment agreements or for costs that result as mandates from governing agencies leaving little opportunity for reductions. In spite of these constraints, the committee recommended that temporary extra help be reduced by \$115,048; which eliminates all temporary positions except those hired to assist with grounds summer maintenance.
- **Fund 1064, Major Maintenance Projects:** Fund 1064 supports major maintenance projects too large for maintenance staff to complete but too small for inclusion in bond requests. Typically, these projects require some engineering or design input before they can be started. The list of projects is dynamic as newly identified projects are added. Projects on the list are prioritized with life safety projects receiving the highest priority. During the budget review process, identified major maintenance projects listed had an estimated value of \$3,300,470. In order to achieve the target reduction, this total was reduced to \$1,698,711.

## Conclusion

After becoming familiar with how the Maintenance Department is staffed and operates, the review team determined that the operating budget (fund 1063) was not where the majority of cuts should be made. Instead the group agreed that most cuts should come from major maintenance dollars as this would allow the Department to continue to provide maintenance at current levels. In addition to recommending cuts to meet the targeted reduction, the committee made several suggestions they would like the District to review for further savings and increased efficiencies.



ANCHORAGE SCHOOL DISTRICT  
 ANCHORAGE, ALASKA  
 BUDGET REVIEW TEAM RECOMMENDATION  
 FY 2007 - 2008

Budget Review Team: Support Services Priority No: 1

Department Name: Major Maintenance Account Code: 106401-3070

Program Description: Contracted Services - Grounds

Team Recommendation: Reduce budget amount.

- Brief Description:

Limit contracted major maintenance repairs for grounds to repairs related to paving, concrete and existing playground equipment.

- Criteria for Recommendation:

- Expected Outcomes/Advantages

Fields, lawns, and existing fencing would deteriorate. Playground equipment nearing the end of its useful life would remain in service.

- Impact on Services:

Services would be reduced and playground improvement projects at two schools would be deferred.

**Use costing information provided by Budget Department on the Request for Costing form. (Brackets used for expenditure reductions or revenue enhancement.)**

| Cost Computation and Staffing Description |                       | Total Staffing FTE |       |
|---|-----------------------|--------------------|-------|
| • Personnel Costs                         | \$ _____              | Teachers           | _____ |
| • Purchased Services                      | \$ <u>(\$325,000)</u> | Aides              | _____ |
| • Supplies                                | \$ _____              | Others - Describe  | _____ |
| • Equipment                               | \$ _____              |                    |       |
| • Other costs                             | \$ _____              |                    |       |
| <br>                                      |                       |                    |       |
| Total:                                    | \$ <u>(\$325,000)</u> |                    |       |
| <br>                                      |                       |                    |       |
| Revenues:                                 | \$ _____              |                    |       |

ANCHORAGE SCHOOL DISTRICT  
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 BUDGET REVIEW TEAM RECOMMENDATION  
 FY 2007 - 2008

Budget Review Team: Support Services Priority No: 2

Department Name: Major Maintenance Account Code: 106401-3080

Program Description: Contracted Services - Buildings

Team Recommendation: Reduce budget amount.

- Brief Description:

Contracted major maintenance for buildings.

- Criteria for Recommendation:

- Expected Outcomes/Advantages

- Impact on Services:

Services would be reduced by deferring identified projects such as carpet replacement, ceiling tile replacement and heat and vent upgrades.

**Use costing information provided by Budget Department on the Request for Costing form. (Brackets used for expenditure reductions or revenue enhancement.)**

**Cost Computation and Staffing Description**

**Total Staffing FTE**

- Personnel Costs \$ \_\_\_\_\_
- Purchased Services \$ (\$584,839)
- Supplies \$ \_\_\_\_\_
- Equipment \$ \_\_\_\_\_
- Other costs \$ \_\_\_\_\_

- Teachers \_\_\_\_\_
- Aides \_\_\_\_\_
- Others - Describe \_\_\_\_\_

Total: \$ (\$584,839)

Revenues: \$ \_\_\_\_\_

ANCHORAGE SCHOOL DISTRICT  
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 BUDGET REVIEW TEAM RECOMMENDATION  
 FY 2007 - 2008

Budget Review Team: Support Services Priority No: 3

Department Name: Maintenance Account Code: 106301-1841

Program Description: Maintenance Extra Help

Team Recommendation: Reduce budget amount.

- Brief Description:

Maintenance Extra Help - Temporary positions to assist with special projects like setting up relocatables and cleaning roof tops.

- Criteria for Recommendation:

- Expected Outcomes/ Advantages

Eliminate approximately 20 temporary positions.

- Impact on Services:

Preventative maintenance on roofs and some heat & vent rooms would be deferred. Some painting and carpentry projects would be deferred.

**Use costing information provided by Budget Department on the Request for Costing form. (Brackets used for expenditure reductions or revenue enhancement.)**

| Cost Computation and Staffing Description | Total Staffing FTE |
|---|--------------------|
| • Personnel Costs                         | Teachers           |
| • Purchased Services                      | Aides              |
| • Supplies                                | Others - Describe  |
| • Equipment                               |                    |
| • Other costs                             |                    |
| Total:                                    |                    |
| Revenues:                                 |                    |

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\$ (\$115,048)

\$ \_\_\_\_\_