



Review of the Facilities Operations of the Anchorage School District

December 2014

The Anchorage School District (ASD) Board of Education requested that the Council of the Great City Schools (CGCS) provide a high-level management review of the district's facilities operations.¹ Specifically, the board requested that the Council—

- Review and evaluate the leadership and management, organization, and operations of the district's facilities operations, including the Facilities Department and the Maintenance & Operations Departments.
- Develop recommendations that would help the facilities operations achieve greater operational efficiencies and effectiveness.

In response to this request, the Council assembled a Strategic Support Team (the team) of senior managers with extensive experience in facilities operations from other major urban school systems across the country. The team was composed of the following individuals. (Attachment A provides brief resumes for each of the team members.)

Robert Carlson, Project Director
Director, Management Services
Council of the Great City Schools

David Koch, Principal Investigator
Chief Administrative Officer (Retired)
Los Angeles Unified School District

John Dufay
Executive Director, Maintenance & Operations
Albuquerque Public Schools

Joe Edgens
Executive Director, Facility Services (Retired)
Metropolitan Nashville Public Schools

¹ The Council has conducted over 250 instructional, management, and operational reviews in over 50 big-city school districts over the last several years. The reports generated by these reviews are often critical, but they also have been the foundation for improving the operations, organization, instruction, and management of many urban school systems nationally. In other cases, the reports are complimentary and form the basis for identifying “best practices” for other urban school systems to replicate. (Attachment E lists the reviews that the Council has conducted.)

Karin Temple
Associate Superintendent, Operations and Facilities
Fresno Unified School District

Jaime Torrens
Chief Facilities Officer
Miami-Dade Public Schools

Steve Young
Chief, Facilities Management (Retired)
Indianapolis Public Schools

The team conducted its fieldwork for the project during a four-day site visit to Anchorage on December 2-5, 2014. The general schedule for the site visit is described below. (The Working Agenda for the site visit is presented in Appendix B.)

The team met with two members of the school board on the evening of the first day of the site visit to discuss expectations and objectives for the review and to make final adjustments to the work schedule. The team used the second and third days to conduct interviews with staff members and other individuals (a list of individuals interviewed is presented in Attachment C), and to review documents, reports, and data provided by the district (a list of documents reviewed by the team is presented in Appendix D).² The final day of the site visit was devoted to synthesizing and refining the team's findings and recommendations.

The Council sent a draft of this document to team members for their review to ensure the accuracy of the report and to obtain their concurrence with the final observations and recommendations. This management letter contains proposals that have been designed by the team to help improve the efficiency and effectiveness of the district's facilities functions.

The Anchorage School District Facilities Operations

The Anchorage School District (ASD) district is the largest public school system in Alaska and the 93rd largest system in the United States. The district operates more than 100 schools with approximately 48,000 students and nearly 5,000 staff members.

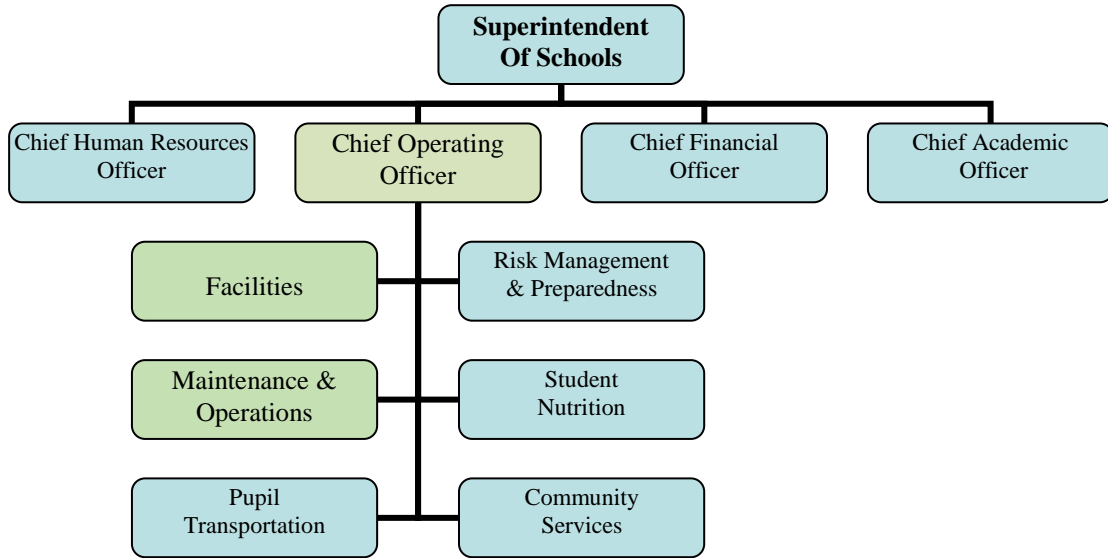
ASD is a dependent school system, as it is a component unit of the municipality of Anchorage. The district is governed by a seven member Board of Education, which is elected at-large from the community. The ASD Superintendent is hired by and acts under the direction of the board and is responsible for running the day-to-day district activities.

Exhibit 1 below displays the overall District organization and the direct reports to the Superintendent which include the Chief Operations Officer (COO), the Chief Financial Officer

² The Council's peer reviews are based on interviews with school district staff and others, a review of documents provided by the district, the development or review of comparability data, and the teams' professional judgments. In conducting interviews the teams must rely on the willingness of those being interviewed to be factual and forthcoming, but cannot always judge the accuracy of their statements.

(CFO), Chief Human Resources Officer (CHRO), and the Chief Academic Officer (CAO). The COO's direct reports include Facilities, Maintenance & Operations, Pupil Transportation, Risk Management & Preparedness, Student Nutrition, and Community Services Departments.

Exhibit 1. ASD Organization Chart – May 2014



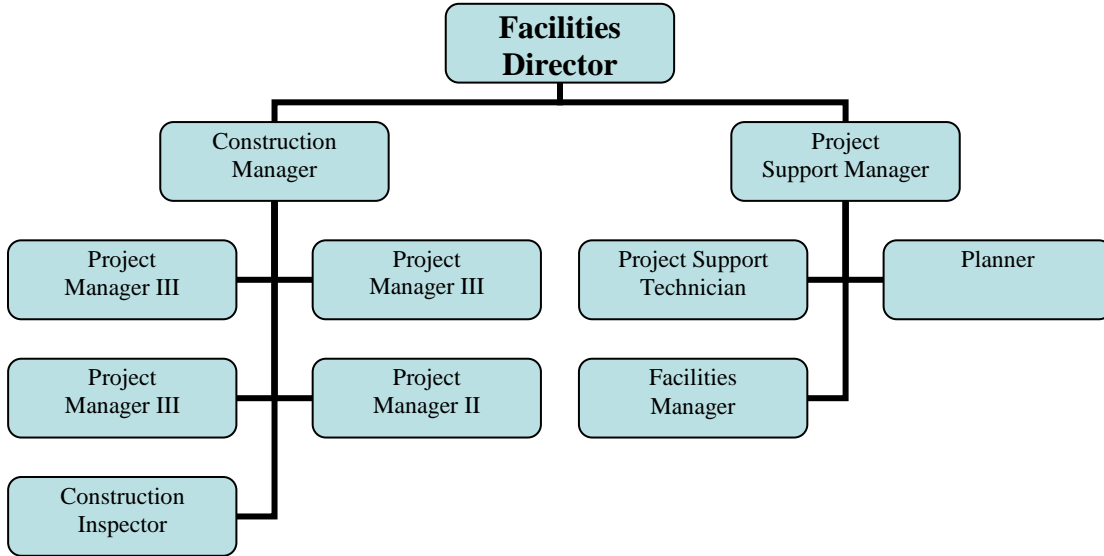
Source: Prepared by CGCS based on information provided by the ASD

The Facilities Department is headed by the Facilities Director (See Exhibit 2 below) with two direct reports--the Construction Manager and the Project Support Manager. The Facilities Director position has been vacant for approximately three years and, as a result, the day-to-day management and supervision of the department has been assumed by the COO.

The Construction Manager has a staff of approximately 17 (including five direct reports) regular Project Managers, Construction Inspectors, and Engineering Assistants who oversee the district's various new construction, renovation, and major deferred maintenance projects. (The Construction Manager's organization also includes five temporary positions not shown in the chart below.)

The Project Support Manager, who has a regular staff of five (including three direct reports), provides planning, design, budgetary, and reporting support to the Project Managers in Construction Branch of the Facilities Department. (The Project Support Manager's organization also includes four temporary positions not shown in the chart below.)

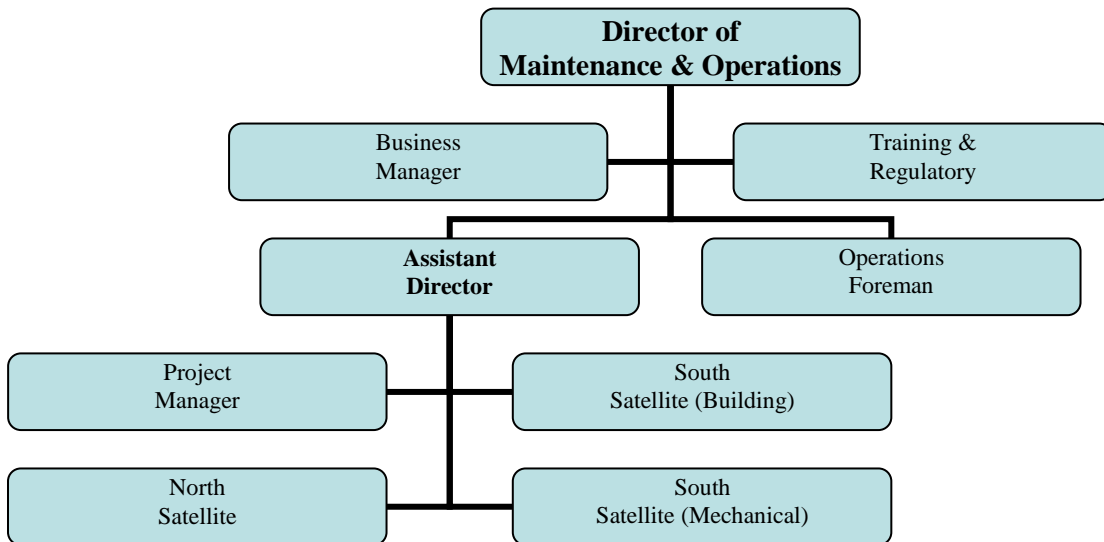
Exhibit 2. Facilities Department Organization Chart



Source: Prepared by CGCS based on information provided by the ASD

The Maintenance & Operations Department has almost 200 employees and is headed by the Director (See Exhibit 3 below). The Director of Maintenance & Operations has four direct reports, including the Assistant Director, a Business Manager, the Training and Regulatory Manager, and the Foreman of Operations. Under the Assistant Director are the Supervisors of the North Satellite, the South Satellite – Building, and the South Satellite - Mechanical. The Assistant Director also has a Project Manager reporting to him. Each of the Satellite Supervisors has a cadre of skilled crafts, including carpentry, electrical, glass, HVAC, plumbing, lock & key, welding, painting, roofing, fire/security alarms, and general maintenance.

Exhibit 3. Maintenance & Operations Department Organization Chart



Source: Prepared by CGCS based on information provided by the ASD

The FY 2015 General Fund operating budget amounts to approximately \$567.6 million. In addition, \$12.3 million is budgeted in a separate Capital Projects fund. About \$38.0 million of the General Fund is allocated to the Maintenance & Operations Department including approximately \$20.0 million for maintenance personnel, supplies and equipment, and \$18.0 million to provide custodial services. The costs of the Facilities Department are allocated to projects on a time and materials basis estimated as a percentage of the overall project cost.

Findings and Observations

The Council's Strategic Support Team findings and observations are organized into four general areas: Commendations, Leadership and Management, Organization, and Operations. These finding and observations are followed by a series of corresponding recommendations.

Commendations

- The district has a Strategic plan that includes a goal that all departments will rank in the top quartile for operational efficiency.
- The staff members of the Facilities and the Maintenance & Operations (M&O) Departments were found to be competent, hard-working, and dedicated to their assigned tasks and responsibilities.
- The district has a Facility Condition Index that reports the physical status of each of the district's sites.
- The district has a rolling Six-Year Facilities Plan.
- The district has comprehensive educational specification documents for elementary, middle, and high schools that describe design requirements for both new schools and renewal projects.
- School principals generally expressed satisfaction with service levels and response times of the M&O Department and the Facilities Department.
- The M&O Department has established a robust Preventive Maintenance program.
- The Planning Unit of the Facilities Department demonstrated in-depth institutional knowledge and perspective.
- The M&O Department appeared to have vigorous training programs, including safety, certifications, and compliance.
- The Facilities and Purchasing Departments appear to have achieved a well-integrated working relationship.
- The leadership of the M&O Department appears to be capable and well-equipped to improve the efficiency and effectiveness of the district's maintenance and custodial services.

Leadership and Management

- The district’s capital program is primarily driven by an annual bond-levy process that, because of its limited one year cycle, does not readily support larger, multi-year projects.
- The Facilities Department has endured an extended period (three years) without dedicated leadership because of the vacancy in its Director position. As a result –
 - The department does not have an executive with facilities expertise to champion capital projects and maintenance issues.
 - Organizational stovepipes have developed that hinder communications and impede effectiveness.
 - Management bottlenecks have developed that impact timely decision-making and organizational responsiveness.
- The school board has recently embarked on a unique project management model for capital projects in the West High School/Romig Middle School complex that consists of an *ad hoc* steering committee (composed of three board members and several community representatives) that blurs lines of governance, administration, and management—and may create risks for the district in terms of performance and fiscal accountability. Specifically –
 - The team was unable to determine whether this steering committee has a board-approved charter that would define its membership, duties, responsibilities, accountability, budget, timelines, and scope.
 - The steering committee has engaged (under a district contract) a project management firm for a 9½ month period (11/14/14 thru 8/1/15) for \$221,295 to perform certain project-management (P/M) tasks with which the team has the following concerns –
 - The services of the contracted project manager apparently exclude a standard P/M task of cost estimation. (The team was advised that the cost-estimating task would be performed by the project architect, contrary to industry best practices, and as a result could create a conflict of interest).
 - The P/M tasks performed by the contractor are not likely to relieve the internal staff’s workload and may result in duplicative work and additional cost.
 - The projects envisioned for the West High/Romig Middle School complex, if funded, are likely to require the total resources of the annual bond levy for several years, at the expense of all other district projects.
- The team noted several significant gaps in strategic thinking and forward planning in the facilities and capital program areas. For example –
 - The team saw no evidence of strategic business plans for the Facilities and M&O Departments.

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- It was unclear whether capital projects were driven by the scope of work or by funding.
- There appears to be little connection between the Six Year Facilities Plan and the legislative facilities requests (as listed on the district's web-site).
- Capital-grant requests to the State are not prioritized by the district and are not consistently monitored or managed centrally.
- There is no formal process that identifies, prioritizes, and funds deferred maintenance projects.
- The Facilities Department's Project Managers and M&O's Supervisors do not have a formal process for coordinating project planning and design review.
- The Facilities and the M&O Departments use a variety of indices, including the Facility Condition Index (FCI), the Educational Adequacy Index (EAI), and the Maintenance Work Order System (Maximo). However, the district does not routinely use other important metrics. For example—
 - Analytical tools and techniques (such as return on investment, cost benefits, total cost of ownership, life cycle costing, risk analysis, repair vs. replace analysis, and business case justification) are not always used to drive decision-making.
 - The team saw little evidence that management has developed systems that use data related to the backlog of maintenance work orders or employee workloads to develop staffing allocations among the skilled crafts.
 - The team saw little indication that standards have been established to measure cleanliness, functionality, or response time.
 - There are no service-level agreements or Memoranda of Understanding (MOUs) for specific projects between principals and the facilities departments' managers.
 - Employee productivity is not measured (e.g., there is no attempt to distinguish productive work time from time spent traveling to/from job sites).
- The 'soft' costs of designing and engineering ASD capital projects approximate 30 percent of total project cost (with 70 percent going to actual construction), which appears to be high based on the team's experience. Specifically, architectural costs for ASD projects appear to be almost double industry standards. For example, based on the 2014 CGCS KPI reporting project^{3, 4}—

³ *Managing for Results in America's Great City Schools, A Report of the Performance Measurement and Benchmarking Project, Results from Fiscal Year 2012-13, Council of the Great City Schools, October, 2014.*

⁴ ASD soft costs apparently include costs for art, FF&E, and other project elements that are not included in the Council's KPI on "Major Maintenance-Design to Construction Cost Ratio" and the Renovations-Design to Construction Cost Ratio." ASD could back out these costs for a more comparable measure, something the team could not do with the data it had.

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- The district reported its Design-to-Construction Cost Ratio at 22.6 percent for major maintenance projects, compared to a median of 7.1 percent among CGCS districts.
- The district reported its Design-to-Construction Cost Ratio at 25.0 percent for renovation projects, compared to a median of 12.6 percent among CGCS districts.
- The district did not report its Design-to-Construction Cost Ratio for new construction projects; however, staff estimated it to be between 15 and 20 percent, compared to a median of 8.2 percent among CGCS districts.
- Internal and external communications issues were identified both within and between the Facilities and the M&O Departments. For example –
 - The district does not appear to actively promote its achievements and improvements in the facilities area.
 - It was reported to the team that the status of capital projects (including the scope, schedules, and budgets) are not clearly communicated to the school board, schools, or the community.
 - There appears to be no formal process for reporting budgeted vs. actual expenditures, along with relevant explanations, for bond or legislative grant projects.
 - Principals do not receive regular status reports on open M&O work orders.
 - There is no customer sign-off on completed work orders or capital projects.
 - Neither the Facilities nor the M&O Department uses customer surveys to gauge perceptions of their performance.
 - The M&O Department does not maintain a presence on the district's web-site that includes FAQs and other useful information.
 - There has been insufficient coordination between Facilities and M&O during the planning, development, and execution of construction projects.
 - Principals indicated they often do not know whether to call Facilities or M&O with questions, concerns, and problems.
- The Facilities Department lacks formal training programs for the development of management skills or the improvement of technical competences among its employees.
- It was reported to the team that staff morale was low in both the Facilities and the M&O Departments. This situation could be attributed to --

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- Salary levels and pay scales that are not competitive with other arms of the municipality or the private sector⁵
- Budget uncertainties that create job insecurity
- A general sense of not being appreciated or respected.

Organization

- There is no School Board-level Facilities Committee or other School Board sub-committee with a dedicated focus on facilities construction, renewal, and maintenance issues.
- The district has no Chief Facilities Officer or other single position that focuses exclusively on the full range of facilities issues.
- The roles of Project Managers and Construction Inspectors are not clearly differentiated and tend to overlap in practice.
- The assignment of multiple Project Managers to the various capital projects at an individual school creates confusion, weak coordination, and unneeded disruption.
- The team heard concerns related to the lack of quality controls on work due to vacancies and increased workloads.
- The overall staffing of custodial personnel appears to be reasonable based on a comparison with peer districts. For example, ASD reported an average of one custodian for every 26,593 square feet, compared to the mean square footage per custodian among CGCS districts of 25,501.⁶

Operations

- The team did not always see standard procedures in either the Facilities Department or the M&O Department to support School Board Policies. For example --
 - The team did not see guidelines regarding the appropriate use of alternative contracting methods, such as Design/Build and Construction Management at Risk.
 - The District does not use Master Specifications and for its capital projects.
- District contracts do not appear to hold architects and engineers accountable for design errors, and construction contractors do not appear to be assessed liquidated damages for delays.
- The thresholds for approval of construction change-orders appear to be higher than typical. For example --

⁵ The Council team did not conduct an independent salary survey.

⁶ *Managing for Results in America's Great City Schools, A Report of the Performance Measurement and Benchmarking Project, Results from Fiscal Year 2012-13, Council of the Great City Schools, October, 2014.*

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- Change orders for up to \$100,000 can be approved by the Facilities Director.
- Change orders for up to \$250,000 can be approved the Superintendent.
- The district's work-order system is outdated, inadequate, and underutilized. For example –
 - The system does not provide for adequate description of the work being requested.
 - School administrators are unable to track the status of open work orders.
 - Customers are unable to prioritize outstanding work requests.
 - Actual costs are not automatically or routinely compared to cost estimates.
 - The system does not produce productivity reports or cost summaries by craft or school location.
- The district does not have a fully digitized set of as-built drawings for each of its facilities.
- Formal evaluations of work done previously by architects, engineers, and contractors are not used in the assessments of their responses to RFPs and bids.
- The team heard concerns about the ability of the Facilities Department to accurately estimate the cost of capital projects. For example --
 - Project Managers indicated they include a 10 percent to 15 percent contingency allowance in estimates for unforeseen conditions.
 - A limited review of six bid documents by the team found that district estimates were approximately 35 percent higher than the related bids.
 - Principals indicated that Facilities Department estimates for legislative grant projects often understate the eventual cost.
- The team was advised that tasks associated with commissioning are not included in the concept-to-completion continuum.
- The team noted a number of processes and procedures that inhibited the efficiency of maintenance workers. For example --
 - The Department does not make use of Open Purchase Orders or Requirements Contracts to reduce workers' travel time in obtaining supplies and parts.
 - The Department does not utilize multi-craft mobile maintenance methods to address the backlog of lower priority work orders.
 - Maintenance personnel do make effective use of P-Cards.

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- Maintenance staff report to central or satellite locations at the beginning and end of each work day, rather than going directly to/from the locations of their assigned work.
- Facilities-related KPIs indicate the district generally exceeds the median of other CGCS districts, which may reasonably be due to its geographic and environmental uniqueness. (See Exhibit 4 below, which displays selected KPIs from the CGCS annual report: *Managing for Results in America’s Great City Schools*⁷ for 2014.)

Exhibit 4. Comparison of Selected CGCS KPIs

KPI	Anchorage	CGCS Median	CGCS 1st Quartile
M&O Cost per Student	\$1,193	\$1,080	\$770
M&O Cost Ratio to District Budget	9.5%	9.3%	6.7%
Work Order Completion Time ⁸	23	9	4
Routine Maintenance cost per square foot	\$1.47	\$1.06	\$0.85

Recommendations⁹

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 program functions)
 - b. The Maintenance & Operations Department (including skilled crafts and custodial operations)

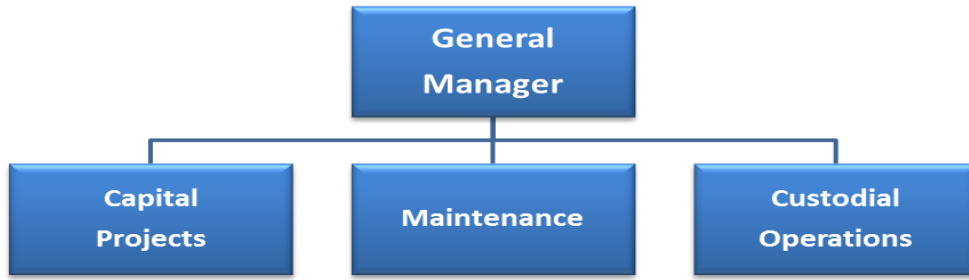
The new Facilities Department should to be headed by a General Manager of Facilities or a Chief Facilities Officer. The following organization chart (Exhibit 5) displays a high level sample of a functional organization recommended by the team.

⁷ *Managing for Results in America’s Great City Schools, A Report of the Performance Measurement and Benchmarking Project, Results from Fiscal Year 2012-13, Council of the Great City Schools, October, 2014.*

⁸ The Council’s KPI on “Work Order Completion Time” is the average time (in days) it takes to complete a work order. The district’s higher than average completion time may be due to its including preventive maintenance work.

⁹ The Council is in the process of gathering additional information to help guide the district in the implementation of these recommendations.

Exhibit 5. Sample New Facilities Organization Overview



Prepared by CGCS

3. Fill all critical facilities personnel vacancies on a timely basis.
4. Clarify the roles and responsibilities of staff positions and determine that the right people with the appropriate skill sets are in the proper positions in the new facilities organization.
5. Review funding stream options for the capital program to assess the viability of a more stable, longer-term financing mechanism that would accommodate larger, multi-year projects.
6. Clearly define the scope and responsibilities of any capital project steering committees so that lines of governing authority, management performance, conflict of interest guidelines, and fiscal accountability are precisely delineated.
7. Develop a comprehensive strategic business plan for the new Facilities Department, including –
 - a. A departmental vision
 - b. Achievable goals and objectives linked to the district’s strategic plan
 - c. Implementation timelines
 - d. Identified responsibilities and accountabilities
 - e. Defined performance measures, including Key Performance Indicators (KPIs) and industry standards, for each of the organization’s units.
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 –
 - a. Full life-cycle costing
 - b. Return on investment and cost-benefit analysis
 - c. Repair vs. replace (using service-record data in the maintenance work-order system) and buy vs. build analysis.

- d. Sustainability analysis
9. Create an ongoing program to review, evaluate, update, document, and disseminate service-level standards and employee productivity measures.
10. Centralize, coordinate, and prioritize all capital funding requests to ensure that limited resources are dedicated to the most critical projects.
11. Create a deferred-maintenance backlog report for use in prioritizing projects.
12. Establish formal processes for project managers and M&O supervisors to coordinate activities, project planning, and design reviews.
13. Devise strategies to address the high ratio of architectural and engineering “soft” costs, including standardized designs and expanded provider competition.
14. Expand internal and external communications efforts, including-
 - a. publicizing and disseminating facilities improvements and achievements
 - b. Enhancing status reports on capital projects
 - c. Providing explanations of variances between budget and actual project expenditures
 - d. Providing status reports on open work orders
 - e. Obtaining customer sign-off on completed projects and work orders
 - f. Utilizing surveys to gauge customer satisfaction
 - g. Establishing web presence for the maintenance and custodial operating units.
15. Establish formal training and professional development programs to enhance management skills and technical competences of facilities employees.
16. Compare the competitiveness of facilities salary levels and pay scales with other arms of the municipality and other employers.
17. Develop standard operating procedures and manuals for the new facilities organization.
18. Enhance contract language to hold contractors accountable for errors and delays.
19. Review the appropriateness of change-order approval thresholds.
20. Enhance or replace the current work order system so that –
 - a. The cost and status of jobs can be easily tracked
 - b. Customers can prioritize requests

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- c. Cost data are linked to actual payroll information and vendor invoices
 - d. Resources utilization by location, craft, and project types can be readily evaluated.
21. Establish an archival function for building plans and ‘as built’ drawings utilizing digital technology.
 22. Establish standards and processes for the evaluation of contractors’ performance.
 23. Enhance estimation techniques to ensure the accuracy of project-cost projections.
 24. Include commissioning tasks in the concept-to-completion continuum.
 25. Better utilize modern procurement tools, including P-cards, master contracts, open purchase orders, term bids, and Job Order Contracting, to expedite repairs and improve productivity.
 26. Consider the advantages of mobile maintenance strategies to address the back-log of maintenance work orders.
 27. Review the time-saving advantages of having workers report directly to job-sites rather than to maintenance yards.
 28. Improve the coordination of site work by assigning projects to Project Managers based on location.

ATTACHMENT A. STRATEGIC SUPPORT TEAM

Robert Carlson

Robert Carlson is Director of Management Services for the Council of the Great City Schools. In that capacity, he provides Strategic Support Teams and manages operational reviews for superintendents and senior managers; convenes annual meetings of Chief Financial Officers, Chief Operating Officers, Transportation Directors, and Chief Information Officers and Technology Directors; fields hundreds of requests for management information; and has developed and maintains a Web-based management library. Prior to joining the Council, Dr. Carlson was an executive assistant in the Office of the Superintendent of the District of Columbia Public Schools. He holds doctoral and masters degrees in administration from The Catholic University of America; a B.A. degree in political science from Ohio Wesleyan University; and has done advanced graduate work in political science at Syracuse University and the State Universities of New York.

David W. Koch

David Koch is the former Chief Administrative Officer for the Los Angeles Unified School District (LAUSD). The LAUSD is the nation's second largest public school system, with more than 700,000 students in grades K-12, an annual budget of more than \$9 billion, and more than 80,000 full- and part-time employees. Mr. Koch's responsibilities encompassed virtually all non-instructional operations of the district, including finance, facilities, information technology, and all of the business functions. Mr. Koch also served the LAUSD as business manager, executive director of information services, and deputy controller. Mr. Koch was also business manager for the Kansas City, Missouri Public School District and was with Arthur Young and Company prior to entering public service. He is a graduate of the University of Missouri and a Certified Public Accountant in the states of California, Missouri, and Kansas. Currently a resident of Long Beach, California, Mr. Koch provides consulting services to public sector clients and companies doing business with public sector agencies.

John Dufay

John Dufay is the Executive Director, Maintenance & Operations for the Albuquerque Public Schools.

Joe Edgens

Joe A. Edgens is the retired Executive Director of Facilities Services for the Metropolitan Nashville Public Schools. Mr. Edgens was born in Nashville and graduated from the Nashville Public Schools. He graduated from the University of Tennessee in Knoxville with a Bachelor of Architecture degree as a member of the first graduating class from the School of Architecture at the University of Tennessee. Mr. Edgens has been licensed to practice architecture since 1974. He spent fourteen years in private architectural practice, the last three of which he had his own practice. In 1983 Mr. Edgens sold out of his private practice. He then worked for a contractor/developer for six years as Director of Planning and Construction. Mr. Edgens

accepted the position of Director of Planning and Construction with the Metro Board of Public Education in March of 1989. In 1995 Joe was appointed to the position of Executive Director of Facility Services. The Departments under his supervision are Planning and Construction, Maintenance, Operations (custodians and grounds), Facility Use, and ADA Compliance. These Departments have over 900 employees and operating budgets exceeding \$43,000,000. Capital facility projects completed during his tenure with the Nashville School District exceed one billion dollars.

Karin Temple

Karin Temple is the Associate Superintendent, Operations and Facilities for the Fresno Unified School District. Fresno Unified is the fourth largest school district in California with enrollment of approximately 73,000 students. In addition to facilities management and planning and maintenance and operations, Ms. Temple is responsible for food services, purchasing/warehouse, safety/security, and student transportation. She manages 1300 employees and \$175 million in operating budgets, and is overseeing implementation of a \$280 million bond program. Ms. Temple has served Fresno Unified since 2006. Prior to joining the District, she worked as a management consultant for a national firm providing performance improvement and interim management services to public agencies. She started her public service career in local government finance and budget administration positions. Ms. Temple received a Master of Public Affairs degree from Indiana University, Bloomington, and a Bachelor of Arts degree in Political Science from Duke University.

Jaime Torrens

Jaime Torrens is the Chief Facilities Officer for the Miami-Dade County Public Schools (M-DCPS). Mr. Torrens is responsible for facilities planning, construction, maintenance, operations and inspections at the fourth largest school system in the nation serving over 340,000 students. As a member of the Superintendent's Cabinet, he manages a staff of nearly 1,500 professional, technical and trades personnel responsible for all aspects of 4,000 buildings comprising 45 million square feet on over 400 school campuses and ancillary facilities. Mr. Torrens has served M-DCPS since 1985. He is charged with leading the district's multi-billion dollar five-year capital program which, since 2006-07, has opened over 70,000 new student stations, including 35 new schools and 47 additions and K-8 conversions. Mr. Torrens holds a Master of Science in Management and a Bachelor of Science in Electrical Engineering from Florida International University and he is a LEED Accredited Professional.

Steve Young

Steve Young retired as the Chief, Facilities Management with Indianapolis Public Schools (IPS) in 2012. IPS is the largest school district in Indiana with a student enrollment of over 32,000. The Facilities Management Division is comprised of over 200 craft and administrative employees responsible for the maintenance and repair of 98 district buildings. IPS recently completed a 10-year, \$648 million Capital Improvements Program (CIP). The CIP included the construction of 7 new elementary schools and the renovation of an additional 49 schools in the district. Prior to coming to IPS in 1998, Mr. Young was the Manager of Facilities at Fort Sam Houston, the U.S. Army Medical Command Headquarters and Training Center in San Antonio,

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Texas. He has also served as a Manager of Military Construction for the Army Corps of Engineers in San Antonio. He began working for the Corps of Engineers in 1984 after serving for 12 years in the U.S. Air Force as a Fighter Pilot and Flight Training Instructor.

ATTACHMENT B. WORKING AGENDA

**Strategic Support/Technical Assistance Team
Facilities, Maintenance and Operations
Anchorage School District
December 2-5, 2014**

Contacts

Dory Hunt

Executive Assistant, Office of the Superintendent
907-742-4312; Hunt_Dory@asdk12.org

Working Agenda

Subject to Change as Required

Tuesday, December 2

Team Arrival

6:15 p.m.

Team to Meet in Hotel Lobby

Anchorage Marriott Hotel
820 W 7th Ave,
907-279-8000

6:30 p.m.

Dinner Meeting

Snow Goose Restaurant
717 West Third Avenue
907.277.7727

Tam Agosti-Gisler

Pat Higgins

School Board Members

Wednesday, December 3

7:00 - 7:45 a.m.

Continental Breakfast

Anchorage School District
5530 E. Northern Lights Blvd.

Requirements

Internet Connectivity
White Board/Flip Charts
LCD Projector

8:00 - 8:45 a.m.

Team Interviews

Mark Foster

Chief Financial Officer

Andy Ratiff

Acting Ex. Dir., Management &
Budget

9:00 - 9:45 a.m.

Team Interviews

Dave Whiting

Executive Director, Procurement

Thomas Johns

Purchasing Office, Manager

Dane Sutterfield

Purchasing Supervisor

10:00 - 10:45 a.m.

Team Interview

Mike Abbott

Chief Operating Officer

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11:00 - 12:00 p.m.	Working Luncheon at 1301 Labar Street	
1:00 - 1:45 p.m.	Team Interview	<u>Edie Knapp</u> Construction Manager
2:00 - 2:45 a.m.	Team Interviews	<u>Kely Kass</u> <u>Calvin Mundt</u> <u>Charlie Peters</u> <u>Randy Ribble</u> Project Managers
3:00 - 3:30 p.m.	Team Working Session	<u>Kathy Kelly</u> <u>Dave Pettry</u> <u>Paul Kapinos</u> <u>Joseph Johnson</u> Construction Inspectors
3:45 - 4:15 p.m.	Team Interviews	<u>Rachael Molina Lodoen</u> Project Support Mgr. <u>Kandace Thompson</u> Project Support Technician <u>Dana Menendez</u> Facility Manager/PM
4:30 - 5:15 p.m.	Team Interviews	<u>Mary Cary</u> Planner/PMI <u>Yuki Janson</u> <u>Linyl Long</u> PMs
5:15 p.m.	Team Discussion of Work Plan for Balance of Site Visit	

Thursday, December 4

7:00 - 7:45 a.m.	Continental Breakfast	
8:00 - 8:45 a.m.	Team Interview	<u>Darin Hargraves</u> Director, M&O <u>Alex Belanger</u> Asst. Director, M&O
9:00 - 9:45 a.m.	Team Interview	<u>Steven Golab</u> Business Manager <u>Steve Cochran</u> Training & Regulatory
10:00 - 10:45 a.m.	Team Interview	<u>Bob Davis</u> Operations Foreman
11:00 - 11:45 a.m.	Team Interviews	<u>Mike McGough</u> Project Manager

Review of the Facilities Operations of the Anchorage School District

12:00 - 1:00 p.m.	Working Luncheon	
1:00 - 2:15 p.m.	Team Interviews	<u>Chris Borst</u> <u>Kathy Egle</u> <u>Terry Schnese</u> Satellite Supervisors
2:30 - 3:30 p.m.	Team Interviews	Damien Stella Joel Neimeyer
3:30 - 4:30 p.m.	Team Interviews	<u>Building Principals</u> (Randomly Selected)
Team Discussion of Work Plan for Balance of Site Visit		

Friday, December 5

7:00 - 7:45 a.m.	Continental Breakfast	
8:00 – 12:00 Noon.	Team Meeting	Discussion of Findings & Recommendations
12:00 - 1:00 p.m.	Working Luncheon	
1:00 p.m.	Adjournment & Departures	

ATTACHMENT C. DISTRICT PERSONNEL INTERVIEWED

- Kathleen Plunkett, Board Member
- Tam Agosti-Gisler, Board Member
- Mark Foster, Chief Financial Officer
- Mike Abbott, Chief Operating Officer
- Andy Ratiff, Acting Executive Director, Management & Budget
- Dave Whiting, Executive Director, Procurement
- Thomas Johns, Purchasing Office, Manager
- Dane Sutterfield, Purchasing Supervisor
- Edie Knapp, Construction Manager
- Kely Kass, Project Manager
- Calvin Mundt, Project Manager
- Charlie Peters, Project Manager
- Randy Ribble, Project Manager
- Rachael Molina Lodoen, Project Support Mgr.
- Kandace Thompson, Project Support Technician
- Dana Menendez, Facility Manager
- Kathy Kelly, Construction Inspector
- Paul Kapinos, Construction Inspector
- Joseph Johnson, Construction Inspector
- Rachael Molina Lodoen, Project Support Manager
- Dana Menendez, Facility Manager
- Mary Cary, Planner/Project Manager
- Yuki Janson, Project Manager
- Linyl Long, Project Manager
- Darin Hargraves, Director, Maintenance & Operations
- Alex Belanger, Assistant Director, Maintenance & Operations
- Steve Cochran, Training & Regulatory
- Bob Davis, Operations Foreman
- Chris Borst, Satellite Supervisor
- Kathy Egle, Satellite Supervisor
- Terry Schnese, Satellite Supervisor
- Kerston Johnson, Principal
- Sam Spinella, Principal
- Rick Stone, Principal
- Sven Gustafson, Principal
- Greg Balcao, Principal
- Anita Stevens, Principal

Review of the Facilities Operations of the Anchorage School District

- Damien Stella, Owner & Principal, PM & E Services, LLC
- Joel Neimeyer, Program Officer, Rasmuson Foundation

ATTACHMENT D. DOCUMENTS REVIEWED

- Comprehensive Annual Financial Report for the Fiscal Year ended June 30, 2014
- Comprehensive Annual Financial Report for the Fiscal Year ended June 30, 2013
- Maintenance & Operations Budget, 11/24/2014
- Purchase Order No. 12C0017 – Turnagain and Spring Hill Roof Upgrades, 10/08/12
- Turnagain Roof Upgrades Permits. 3/12/13
- Turnagain Roof Replacement Inspection Report, 1/30/13
- Invoice for Advertising Services for Turnagain Project, 3/04/13 to 3/10/13
- Purchase Order No. PO32327 – Turnagain Roof Sprinkler Lines, 9/10/13
- Application for Payment, Professional Services, Design Services for Roof Upgrades at Turnagain and Spring Hill Schools, 11/14/12
- Invoice for Document Copying of Turnagain Roof Specifications, 3/22/13
- Purchase Order No. 13C0028 – Contract Modification #2 for Turnagain Roof, 1/13/14
- Anchorage School District Debt Retirement School Construction Project Reports, June 30, 2012 (with Independent Auditor’s Report thereon)
- Anchorage School District’s Strategic Plan, Destination 2020
- Anchorage School District School Board Policies
 - Procurement Procedures Section 725
 - Long Range Planning and Funding Sources Sections 741 and 746
 - Project Development Facilities/Site Design and Construction Section 742
 - Construction Contracts Section 743
 - Acceptance of Projects Section 744
- Comments on Three Pending West High Capital Projects, Blythe Marston, May 30, 2014
- Construction Project Status Report as of 4/30/2014
- Construction Project Status Report as of 7/1/2014
- Construction Project Status Report as of 10/30/2013
- Facility Department Construction Projects Update, 10/1/2014
- Capital Project (prorate budget) FY 2013-14 Preliminary Budget
- Capital Project (prorate budget) FY 2014-15 Preliminary Budget
- Requirement List Report (8.3), October 9, 2014
- System Renewal Requirement Crosstab Report (8.4), October 9, 2014
- Site Summary Information and Assessment Results (8.5)
- System Renewal Report (8.6), October 9, 2014
- Anchorage School District Educational Adequacy Assessment, Executive Summary, November 28, 2012
- Facilities Department Project Procedures Manual, June 15, 2012

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- Anchorage School District FY16 Application for Funding, Attachment C – Preventative Maintenance Program
- Work Orders by Work Type (between 7/1/13 to 6/30/2014), Report Date 9/16/2014
- Summary of Scheduled and Completed Work Orders (between 7/1/13 to 6/30/2014), Report Date 9/16/2014
- Summary of Incomplete Work Orders by Age and Status (between 7/1/13 to 6/30/2014), Report Date 9/16/2014
- Scheduled vs Unscheduled Work Order Hours by Month (between 7/1/13 to 6/30/2014), Report Date 9/16/2014
- Unscheduled Maintenance Trends (between 7/1/13 to 6/30/2014), Report Date 9/16/2014
- Energy Use Report 7/2013 thru 6/2014
- School List Report (8.1), October 9, 2014
- Requirement Summary Report (8.2), October 9, 2014
- Alaska Department of Education - Capital Project Administration Handbook, 2007
- Alaska Department of Education - Capital Improvement Project (CIP) Submittals, updated June 2014
- Alaska Department of Education – A Handbook to Writing Educational Specifications, 2005 edition
- Annual Project Summary, Debt Retirement for the Year ended June 30, 2013
- Capital Projects Budget Summary, FY13
- Capital Projects Budget Summary, FY14
- The State of Alaska Preventative Maintenance Site Visit, June 25, 2013
- ASD Organization Charts, 2014-15
- Organization Chart - Facilities Department, 10/24/2014
- Facilities Staffing Roster – FY14-15
- Organization Chart – Maintenance & Operations, FY14-15
- Maintenance & Operations Staffing Roster, FY14-15
- Alaska Department of Education Anchorage Site Visit Report, April 1 & 2, 2013
- Review of the Organizational Structure and Staffing Levels of the Anchorage School District, the Council of the Great City Schools, 6/25/2012
- Six Year Capital Improvement Plan, July 1, 2013-June 30, 2019
- Six Year Capital Improvement Plan, July 1, 2014-June 30, 2020
- Facility Condition Assessment Reports, October 30, 2013
- District Educational Specifications, High Schools, September 2012
- District Educational Specifications, Middle Schools, September 2012
- District Educational Specifications, Elementary Schools, September 2012
- Purchasing Management Review and Analysis Report, March 2010
- Response To Purchasing Management Review And Analysis, June 15, 2010
- DEED Debt Agreements & Transfers, Bond Elections from 1999-2014, 6/25-7/19/2014

Review of the Facilities Operations of the Anchorage School District

- Request for Proposal, August 19, 2014, Project Management Services at West/Romig
- Contract Form; RFP 2014-601, November 14, 2015 – August 1, 2015 (Project Management for West/Romig Steering Committee, \$221,295)
- Letter from ARCADIS (Kent Crandall), November 9, 2014 (“Clarifying needed scopes”)
- Job Descriptions
 - Director of Facilities
 - Manager, Construction
 - Manager I, Facilities Project
 - Manager, Facilities Project II
- Utilities Expenditures by Location for 2012/13 – 2013/14
- Report to the Committee, October 29, 2012, Mikuda Cottrell & Co.
- Audit Wrap-up, year ended June 30, 2014, BDO USA, LLP
- Audit Wrap-up, year ended June 30, 2013, BDO USA, LLP
- Legislative Request Summary by School, February 07, 2014
- Sample VFA Report; Benny Benson School, Dec. 3, 2014
- Capital Improvement Advisory Committee Orientation (P/P), 12/3/2014
- Project Scope- PM for Steering Committee (undated)
- Typical Evaluation Criteria For A/E Services (undated)

ATTACHMENT E. COUNCIL REVIEWS

Council of the Great City Schools

The Council of the Great City Schools is a coalition of 66 of the nation's largest urban public school systems. Its board of directors is composed of the superintendent of schools and one school board member from each member city. An Executive Committee of 24 individuals, equally divided in number between superintendents and school board members, provides regular oversight of the 501(c) (3) organization. The mission of the Council is to advocate for urban public education and assist its members in the improvement of leadership and instruction. The Council provides services to its members in the areas of legislation, research, communications, curriculum and instruction, and management. The group convenes two major conferences each year; conducts studies on urban school conditions and trends; and operates ongoing networks of senior school district managers with responsibilities in areas such as federal programs, operations, finance, personnel, communications, research, and technology. The Council was founded in 1956 and incorporated in 1961 and has its headquarters in Washington, DC.

History of Council Strategic Support Teams

City	Area	Year
Albuquerque		
	Facilities and Roofing	2003
	Human Resources	2003
	Information Technology	2003
	Special Education	2005
	Legal Services	2005
	Safety and Security	2007
	Research	2013
Anchorage		
	Finance	2004
	Communications	2008
	Math Instruction	2010
	Food Services	2011
	Organizational Structure	2012
Atlanta		
	Facilities	2009
	Transportation	2010
Austin		
	Special Education	2010
Baltimore		
	Information Technology	2011
Birmingham		
	Organizational Structure	2007
	Operations	2008
	Facilities	2010
	Human Resources	2014
Boston		
	Special Education	2009
	Curriculum & Instruction	2014
	Food Service	2014
Bridgeport		
	Transportation	2012
Broward County (FL)		
	Information Technology	2000
	Food Services	2009
	Transportation	2009
	Information Technology	2012
Buffalo		
	Superintendent Support	2000
	Organizational Structure	2000
	Curriculum and Instruction	2000
	Personnel	2000
	Facilities and Operations	2000
	Communications	2000
	Finance	2000

Review of the Facilities Operations of the Anchorage School District

	Finance II	2003
	Bilingual Education	2009
	Special Education	2014
Caddo Parish (LA)		
	Facilities	2004
Charleston		
	Special Education	2005
	Transportation	2014
Charlotte-Mecklenburg		
	Human Resources	2007
	Organizational Structure	2012
	Transportation	2013
Cincinnati		
	Curriculum and Instruction	2004
	Curriculum and Instruction	2009
	Special Education	2013
Chicago		
	Warehouse Operations	2010
	Special Education I	2011
	Special Education II	2012
	Bilingual Education	2014
Christina (DE)		
	Curriculum and Instruction	2007
Cleveland		
	Student Assignments	1999, 2000
	Transportation	2000
	Safety and Security	2000
	Facilities Financing	2000
	Facilities Operations	2000
	Transportation	2004
	Curriculum and Instruction	2005
	Safety and Security	2007
	Safety and Security	2008
	Theme Schools	2009
Columbus		
	Superintendent Support	2001
	Human Resources	2001
	Facilities Financing	2002
	Finance and Treasury	2003
	Budget	2003
	Curriculum and Instruction	2005
	Information Technology	2007
	Food Services	2007
	Transportation	2009
Dallas		
	Procurement	2007
	Staffing Levels	2009
Dayton		

Review of the Facilities Operations of the Anchorage School District

	Superintendent Support	2001
	Curriculum and Instruction	2001
	Finance	2001
	Communications	2002
	Curriculum and Instruction	2005
	Budget	2005
	Curriculum and Instruction	2008
Denver		
	Superintendent Support	2001
	Personnel	2001
	Curriculum and Instruction	2005
	Bilingual Education	2006
	Curriculum and Instruction	2008
	Common Core Implementation	2014
Des Moines		
	Budget and Finance	2003
	Staffing Levels	2012
	Human Resources	2012
Detroit		
	Curriculum and Instruction	2002
	Assessment	2002
	Communications	2002
	Curriculum and Assessment	2003
	Communications	2003
	Textbook Procurement	2004
	Food Services	2007
	Curriculum and Instruction	2008
	Facilities	2008
	Finance and Budget	2008
	Information Technology	2008
	Stimulus planning	2009
	Human Resources	2009
Fresno		
	Curriculum and Instruction	2012
Guilford County		
	Bilingual Education	2002
	Information Technology	2003
	Special Education	2003
	Facilities	2004
	Human Resources	2007
Hillsborough County		
	Transportation	2005
	Procurement	2005
	Special Education	2012
Houston		
	Facilities Operations	2010
	Capitol Program	2010
	Information Technology	2011

Review of the Facilities Operations of the Anchorage School District

	Procurement	2011
Indianapolis		
	Transportation	2007
	Information Technology	2010
	Finance and Budget	2013
Jackson (MS)		
	Bond Referendum	2006
	Communications	2009
Jacksonville		
	Organization and Management	2002
	Operations	2002
	Human Resources	2002
	Finance	2002
	Information Technology	2002
	Finance	2006
Kansas City		
	Human Resources	2005
	Information Technology	2005
	Finance	2005
	Operations	2005
	Purchasing	2006
	Curriculum and Instruction	2006
	Program Implementation	2007
	Stimulus Planning	2009
Little Rock		
	Curriculum and Instruction	2010
Los Angeles		
	Budget and Finance	2002
	Organizational Structure	2005
	Finance	2005
	Information Technology	2005
	Human Resources	2005
	Business Services	2005
Louisville		
	Management Information	2005
	Staffing study	2009
Memphis		
	Information Technology	2007
Miami-Dade County		
	Construction Management	2003
	Food Services	2009
	Transportation	2009
	Maintenance & Operations	2009
	Capital Projects	2009
	Information Technology	2013
Milwaukee		
	Research and Testing	1999
	Safety and Security	2000

Review of the Facilities Operations of the Anchorage School District

	School Board Support	1999
	Curriculum and Instruction	2006
	Alternative Education	2007
	Human Resources	2009
	Human Resources	2013
	Information Technology	2013
Minneapolis		
	Curriculum and Instruction	2004
	Finance	2004
	Federal Programs	2004
Nashville		
	Food Service	2010
	Bilingual Education	2014
Newark		
	Curriculum and Instruction	2007
	Food Service	2008
New Orleans		
	Personnel	2001
	Transportation	2002
	Information Technology	2003
	Hurricane Damage Assessment	2005
	Curriculum and Instruction	2006
New York City		
	Special Education	2008
Norfolk		
	Testing and Assessment	2003
	Curriculum and Instruction	2012
Orange County		
	Information Technology	2010
Philadelphia		
	Curriculum and Instruction	2003
	Federal Programs	2003
	Food Service	2003
	Facilities	2003
	Transportation	2003
	Human Resources	2004
	Budget	2008
	Human Resource	2009
	Special Education	2009
	Transportation	2014
Pittsburgh		
	Curriculum and Instruction	2005
	Technology	2006
	Finance	2006
	Special Education	2009
Portland		
	Finance and Budget	2010
	Procurement	2010

Review of the Facilities Operations of the Anchorage School District

	Operations	2010
Prince George's County		
	Transportation	2012
Providence		
	Business Operations	2001
	MIS and Technology	2001
	Personnel	2001
	Human Resources	2007
	Special Education	2011
	Bilingual Education	2011
Reno		
	Facilities Management	2013
	Food Services	2013
	Purchasing	2013
	School Police	2013
	Transportation	2013
	Information Technology	2013
Richmond		
	Transportation	2003
	Curriculum and Instruction	2003
	Federal Programs	2003
	Special Education	2003
	Human Resources	2014
Rochester		
	Finance and Technology	2003
	Transportation	2004
	Food Services	2004
	Special Education	2008
San Diego		
	Finance	2006
	Food Service	2006
	Transportation	2007
	Procurement	2007
San Francisco		
	Technology	2001
St. Louis		
	Special Education	2003
	Curriculum and Instruction	2004
	Federal Programs	2004
	Textbook Procurement	2004
	Human Resources	2005
St. Paul		
	Special Education	2011
	Transportation	2011
Seattle		
	Human Resources	2008
	Budget and Finance	2008
	Information Technology	2008

Review of the Facilities Operations of the Anchorage School District

	Bilingual Education	2008
	Transportation	2008
	Capital Projects	2008
	Maintenance and Operations	2008
	Procurement	2008
	Food Services	2008
	Capital Projects	2013
Toledo		
	Curriculum and Instruction	2005
Washington, D.C.		
	Finance and Procurement	1998
	Personnel	1998
	Communications	1998
	Transportation	1998
	Facilities Management	1998
	Special Education	1998
	Legal and General Counsel	1998
	MIS and Technology	1998
	Curriculum and Instruction	2003
	Budget and Finance	2005
	Transportation	2005
	Curriculum and Instruction	2007
	Common Core Implementation	2011
Wichita		
	Transportation	2009

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 of staff positions and determine that the right people with the appropriate skill sets are in the proper positions in the new facilities organization.**

The administration agrees that staff should have the right skills and be organized correctly. This recommendation refers to the CGCS proposed facilities organization.

The district's current Facilities Department has a duty description for each position and a Project Administration Manual that describe roles and responsibilities. We continually evaluate current and future workloads to determine the appropriate staffing levels/skill sets.

The Maintenance and Operations Department (M/O) is in the process of restructuring to better meet the needs of the school facilities and budgetary challenges of the district overall. The norming of custodial resources across buildings, evaluation of required maintenance resources by work unit and the reclassification of entry level workers, has allowed M/O to reduce its budget while increasing worker performance.

5. **Review funding stream options for the capital program to assess the viability of a more stable, longer-term financing mechanism that would accommodate larger, multi-year projects.**

The administration agrees that other sources and styles of capital funding should be explored. The district should explore other options to fund larger, multi-year projects and create a more stable funding stream. This would require discussion/decisions at the state and municipality.

6. **Clearly define the scope and responsibilities of any capital project steering committees so that lines of governing authority, management performance, conflict of interest guidelines, and fiscal accountability are precisely delineated.**

If the school board decides to continue the use of steering committees to manage projects, the administration agrees there should be steering committee charters that clearly establish lines of governing authority, management performance, conflict of interest guidelines and fiscal accountability. We would support the school board in establishing such charters.

7. **Develop a comprehensive strategic business plan for the new Facilities Department including:**

1. **departmental vision**
2. **Achievable goals and objectives linked to the district's strategic plan**
3. **Implementation timelines**

- 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 projects from their deferred-maintenance backlog. This process will also be enhanced through recommendation #8.

The administration also agrees that the district's approach to legislative grants should be re-assessed.

11. Create a deferred-maintenance backlog report for use in prioritizing projects.

The administration agrees that a deferred-maintenance backlog product would be useful. M/O currently maintains a list of major maintenance projects that is used to develop and prioritize capital projects. Facilities has an annually updated 6-year CIP plan that identifies most large scale projects on the deferred maintenance list. Additionally, energy audits have been conducted on about a third of our oldest structures to identify potential efficiency upgrades. A Facilities Condition Index (FCI) database is maintained and used to develop projects and identify deferred maintenance needs.

12. Establish formal processes for project managers and M&O supervisors to coordinate activities, project planning, and design reviews.

The administration agrees that formal processes should be developed to that project managers and Maintenance supervisors communicate usefully on project planning and design reviews. As of January of this year, Facilities and M/O directors initiated a formalized process for M/O supervisors and subject matter experts to perform and document planning and design reviews—this includes pre-design, 35%, 65% and 95% design reviews. This process is also utilized to coordinate M/O participation during project activities. This high level of communication and collaboration at the director level is deemed critical to the project development/close-out process.

13. Devise strategies to address the high ratio of architectural and engineering "soft" costs, including standardized designs and expanded provider competition.

The administration agrees that ASD's design costs should be compared against like expenses from other districts and other public facility managers. We believe the comparison of Design-to-Construction costs in this review is unduly influenced by our inclusion of all "soft" costs. We will seek clarification from CGCS on how the "design" costs should be reported by

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. Establishing web presence for the maintenance and custodial operating units.**

The administration agrees that it can do a better job of communicating with stakeholders and assessing customer satisfaction.

The district is working to improve public communication of Facilities and M/O efforts by improving webpages and highlighting accomplishments, such as notifying the public when voter-approved projects are completed.

Facilities has recently engaged ASD communications to enhance information available online. Our goal is to have a one-stop source for all project related information to include all project schedules and status, project manager contact info, customer survey, and educational awareness of FCI/EAI conditions across the district. The Facilities department is also developing a customer survey to incorporate as part of our project close-out process.

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 interaction with the work order originator when appropriate.

15. Establish formal training and professional development programs to enhance management skills and technical competences of facilities employees.

The administration agrees that training and professional development of Facilities department staff is important. Within the year, the department will have a certified facility assessor and 4-5 PMI-certified project management professionals. There are also two professional engineers and a licensed architect on staff.

Additionally, the staff is creating training plans to clearly identify milestone requirements. The department doubled its annual training budget in an effort to enhance job-embedded professional development.

16. Compare the competitiveness of facilities salary levels and pay scales with other arms of the municipality and other employers.

The administration agrees that Facilities department salaries should be evaluated. The district will evaluate staff salaries compared to similar positions within the community.

17. Develop standard operating procedures and manuals for the new facilities organization.

The administration agrees that SOPs are important for the Facilities Dept. This recommendation refers to the proposed CGCS facilities organization. The current Facilities organization describes standard operating procedures in their 2012 Facilities Project Administration Manual. This manual will be updated and reviewed annually.

18. Enhance contract language to hold contractors accountable for errors and delays.

The administration disagrees with this recommendation. We believe our contract language is sufficient to hold contractors accountable. We would entertain any specific recommendations or examples from CGCS that supports its recommendation.

19. Review the appropriateness of change-order approval thresholds.

The administration disagrees with this recommendation. The administration has reviewed their thresholds and finds them to be effective and appropriate. We would entertain specific threshold recommendations from CGCS that would represent comparable districts.

20. Enhance or replace the current work order system so that:

- 1. The cost and status of jobs can be easily tracked**
- 2. Customers can prioritize requests**
- 3. Cost data are linked to actual payroll information and vendor invoices**

4. Resources utilization by location, craft, and project types can be readily evaluated.

M/O is currently working with IT to evaluate and purchase new work order management software. The desirable reporting capabilities listed above have been identified as essential components of any future program.

21. Establish an archival function for building plans and 'as built' drawings utilizing digital technology.

The district already meets this recommendation. The Facilities Department has digital drawings for every ASD facility. We currently utilize a service contract to digitize our project files.

22. Establish standards and processes for the evaluation of contractors' performance.

The administration agrees that contractor performance evaluations are valuable. The Facilities Director will engage CGCS to solicit other district evaluation programs. Once received, they will be evaluated and tailored to assist the district in selecting future architects, engineers, and construction contractors.

23. Enhance estimation techniques to ensure the accuracy of project-cost projections.

The administration agrees that useful project cost estimates are very important. The Facilities Department will research the past two years of estimates and utilize this information to determine any improvement areas.

24. Include commissioning tasks in the concept-to-completion continuum.

The administration agrees that commissioning work can add value to facility improvement and maintenance programs. The Facilities Department includes commissioning provisions in applicable contracts to address end-of-project requirements. Up-front commissioning efforts cost additional money and have been used by the district in the past with mixed results. The administration will request CGCS's support in soliciting other districts' commissioning experience in regards to their return on investment/cost-benefit analysis.

25. Better utilize modern procurement tools, including P-cards, master contracts, open purchase orders, term bids, and Job Order Contracting, to expedite repairs and improve productivity

The administration agrees that it should take advantage of the relative benefits of the different procurement tools in use at ASD. Our P-card system is new and the administration is evaluating opportunities to expand the program. The M/O director is working with Purchasing and Accounting departments to determine appropriate ways to streamline procurement of supplies and services. This will also include opportunities for additional term

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.

M/O is considering tablet devices for accessing and processing work orders to increase the productivity of workers.

28. Improve the coordination of site work by assigning projects to Project Managers based on location.

The administration agrees minimizing the number of project managers individual principals deal with is beneficial. The Facilities Department will evaluate current and future project manager assignments to determine if greater location-based assignments are advisable.