

Performance Audit Staff Updates

Facilities Processes

School Board Meeting

February 15, 2018



Alexandria City Public Schools

Every Student Succeeds

Essential Questions

- What was the scope of the audit?
- What were the recommendations of the Gibson audit of Facilities processes?
- How did ACPS management respond initially to those recommendations?
- What work has been completed to implement the recommendations to date?

Scope of Audit

- Audit team
- Scope limited
- Commendations and Recommendations

Facilities Audit Summary: Commendations

1. The Department has a comprehensive long-range facility plan that addresses ACPS' capacity needs.
2. ACPS has a dedicated position responsible for the management and oversight of contracted custodial operations.
(Discontinued)
3. The majority of custodians are staffed during the nighttime, which is a best practice.
4. The Educational Facilities department has established cleanliness standards, cleaning frequency standards, and procedural standards, and routinely monitors schools to ensure that they are adhered to.
5. Grounds upkeep services operate efficiently and effectively.

Recommendation Implementation

Key	Status	Total Number	Percentage of Total
	Recommendation Fully Implemented on Schedule	1	10%
	Implementation Not on Schedule	0	0
	Implementation Remains on Schedule	8	80%
	Management Disagreed with Recommendation	1	10%
Total		10	100

Recommendations and Status

RECOMMENDATIONS	GIBSON PRIORITY	TARGET COMPLETION	STATUS
1. Develop a comprehensive, long term school facilities management plan	High	Action Plan developed January 31, 2018	Complete: Action Plan Developed
2. Refine and expand Key Performance Indicators (KPIs) and metrics for Facilities Management	Low	Evaluation during annual KPI review -- Spring 2018	On Target
3. Institute a formal quality assurance oversight system for review of contracted facility maintenance and repair services	High	Action Plan developed to create program, necessary staff, support and resources identified December 15, 2017	Complete: Action Plan Developed

Recommendations and Status

Recommendations	Gibson Priority	Target Completion	Status
4. Enhance the use of the SchoolDude to improve maintenance management and efficiency	Medium	Action Plan developed; support, resources, staff and funding identified January 31, 2018	Complete: Action Plan developed
5. Establish a Work Controller position (in-house or contracted) dedicated to work management oversight and reporting	Medium	Corollary to above -- January 31, 2018	On Target
6. Implement a system to proactively communicate with school principals about facility maintenance activities and issues	High	Action Plan developed; requisite resources and staff identified January 31, 2018	On Target

Recommendations and Status

Recommendations	Gibson Priority	Target Completion	Status
7. Designate an Energy Manager and establish an Energy Management Program	Medium	Action Plan developed and coordinated with HR December 15, 2017	On Target
8. Continue with the department's long-term plan to reduce in-house custodial operations through attrition and re-evaluate the cost structure of contracted service providers	Low	On-going; Contract 1 additional school for custodial services December 15, 2017	On going; Douglas MacArthur contracted effective December 2017
9. Have ACPS custodians and Building Engineers report centrally to the Building Service Manager rather than to school principals	Medium	Phased Action Plan developed in conjunction with Finance, HR and Facilities February 28, 2018	On Target

Recommendations and Status

RECOMMENDATIONS	GIBSON PRIORITY	TARGET COMPLETION	STATUS
10. Reduce custodial FTE at non-contract schools to bring workloads more in line with industry standards for staffing efficiency at all schools	Medium	Management disagrees with calculations of workload	Disagree

Recommendation #1: Develop a Comprehensive Long Term School Facilities Management Plan

Develop a comprehensive long-term Educational Facilities Plan

- Comprehensive: focusing on non-capacity renewal, major repairs, deferred maintenance reeducation and preventive maintenance actions that will preserve the value of ACPS facility assets
- Companion document to the Long-Range Educational Facilities Plan

Recommendation #1: Develop a Comprehensive Long Term School Facilities Management Plan

Management Response:

- Management agrees with the recommendation.
- Staff will develop a facility asset management methodology addressing:
 - Facility Condition Index
 - Asset renewal/major repairs
 - Inventory and reduction of deferred maintenance

Implementation (include Timelines)

- Action Plan developed; requisite support, staff and resources identified – January 31, 2018
- Next Steps: implement action plan
- On target

Recommendation #2: Refine and Expand Key Performance Indicators and Metrics for Facilities Management

Management Response:

- Management agrees with the recommendations
- Staff will evaluate revisions during the annual KPI review.

Implementation (include Timelines)

- Evaluation during annual KPI review: Spring 2018
- On target

Recommendation #3: Institute a Formal Quality Assurance Oversight System for Review of Contracted Maintenance and Repairs

Management Response:

- Management agrees with the recommendation
- Staff will explore organizational improvements including resources, training and certification to provide improved oversight of facility maintenance contracts
- Staff will formalize quality assurance protocols

Implementation (include Timelines)

- Action Plan developed to create program, necessary staff, support and resources identified: December 15, 2017
- In Progress
- Next step: Evaluate organizational needs (staffing/support)

Recommendation #4: Enhance the Use of SchoolDude to Improve Maintenance Management and Efficiency

Management Response:

- Management agrees with the recommendations.
- Staff to evaluate:
 - Establishing a work flow controller position
 - Upgrades to SchoolDude
 - Performance measures to be tracked and reported using SchoolDude
 - Protocols regarding contractor work
- Validation of equipment inventories and records of major maintainable assets will be included in the larger long term Facility Asset Management Plans (Refer to Recommendation #1).

Implementation (Include Timeline)

- Action Plan developed; support, resources, staff and funding identified: January 31, 2018
- On Target.

Recommendation #5: Establish a Work Controller Position (in-house or contracted) dedicated to Work Management Oversight and Reporting

Management Response:

- Management agrees with the recommendation. Staff will pursue establishing a Work Controller position dedicated to work management oversight and reporting.

Implementation (include timelines)

- Draft Job Description developed. Corollary to Recommendation #4 January 31, 2018.
- Complete
- Next step: Collaborate with HR

Recommendation #6: Implement a System to Proactively Communicate with School Principals About Maintenance

Management Response:

- Management agrees with the recommendation
- Establish customer service pilot program; develop monthly reporting format to be shared with Principals
- Staff will pursue appropriate resources to develop a customer survey.

Implementation (including timelines)

- Action Plan developed; requisite resources and staff identified: January 31, 2018
- Complete
- Next Steps: Identify staff; implement pilot program

Recommendation #7: Designate an Energy Manager and Establish an Energy Management Program

Management Response:

- Management agrees with the recommendation.
- Staff will propose an Energy Manager with the responsibility and authority to establish and execute a formal energy management program as part of larger sustainability initiatives.

Implementation (include timelines):

- Action Plan developed and coordinated with HR: December 15, 2017
- Developed Job Description
- Complete
- Next step: Collaborate with HR

Recommendation #8: Continue with the Department's Long-Term Plan to Reduce In-House Custodial Operations Through Attrition and evaluate the Cost Structure of Contracted Service Providers

Management Response:

- Management agrees with the recommendation
- On-going long term plan of contracted custodial services
- On-going evaluation of Cost and quality of services in contracted facilities.
- Outsourcing requires strong Contract Administration culture and staffing

Implementation (include Timelines)

- On-going
- Contract 1 additional school for custodial services: December 2017
- Additional school contracted
- On Target

Recommendation #9: Have ACPS Custodians and Building Engineers Report Centrally to the Building Service Manager Rather than to the School Principals

Management Response:

- Management agrees with the recommendation
- New staffing model
- Reassess resources needed for ACPS custodians and Building Engineers to report to Educational Facilities.

Implementation (include timelines)

- Develop phased action plan: February 28, 2018
- On target

Recommendation #10: Reduce Custodial FTE at Non-Contract Schools to Bring Workload More in Line with Industry Standards for Staffing Efficiency at All Schools

Management Response:

- Management disagrees with the recommendation in part. Staff believes the current in-house staffing is consistent with the square footage, student population and grade level of schools.
- Audit calculations included Building Engineers and Day time custodians; both of these positions perform non-routine cleaning.
- GSF used in audit calculations are understated.
- Management agrees that the ACPS long-term plan is outsourcing of custodial services.

Implementation (include timelines)

- Ongoing. See also Recommendation #8

Questions/Comments

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