

Date: June 21, 2018

For ACTION: _____
For INFORMATION: X
Board Agenda: Yes x
 No _____

FROM: Richard L. Jackson, Director of Educational Facilities

THROUGH: Mignon R. Anthony, Chief Operating Officer
Lois F. Berlin, Ed.D., Interim Superintendent of Schools

TO: The Honorable Ramee A. Gentry, Chair, and Members of the Alexandria City School Board

TOPIC: Educational Facilities Audit Update

BACKGROUND:

Following the results of a Risk Assessment of ACPS, the School Board approved funding in the FY2016 Combined-Funds Budget for an internal audit program in the following areas: Procurement, Facilities and Payroll. The School Board awarded a contract to Gibson Consulting Group in spring 2016.

The Facilities audit was conducted from April 2017 through August 2017 with substantial completion of the Final Audit Report in October 2017. The audit focused on four major sections: Facilities Planning and Management; Facilities Maintenance; Custodial Services; Grounds Management.

Findings and recommendations were based on analysis of data and interviews with school division leadership, educational facilities staff, school principals, custodial and maintenance workers and site visits. Site visits included George Mason Elementary School, Samuel Tucker Elementary School, George Washington Middle School, TC Williams High School, and the ACPS Maintenance Shop. This presentation provides an update to the February 22 presentation on this audit.

SUMMARY:

Since the February 22, 2018 presentation on this subject, progress has been made on most of the recommendations. Of the 10 recommendations listed in the audit; 40% have been fully implemented, 10% are on schedule, 35% are behind schedule but in progress, and management disagrees with 15% of the recommendations.

Management disagrees with the following recommendations:

- Recommendation #8
 - This recommendation requests two actions:
 - a) Continue with the Department's long-term plan to reduce in-house custodial operations through attrition
 - b) Re-evaluate the cost structures of contracted service providers
 - Part a: Ongoing - ACPS continues to seek opportunities to reduce in-house custodial operations through attrition. In December 2017, ACPS contracted the in-house operation at Douglas MacArthur Elementary School to a custodial contractor. As new schools are added to our inventory, custodial operations will be contracted; the new Ferdinand T. Day school is in the process of being awarded to one of our current custodial contractors.

It should be noted that as part of the Operations Department Reorganization and Realignment assessments during FY2019, custodial contract operations will undergo heightened review.

- Part b: In our Management Response, staff stated that we would "...continue to evaluate cost and quality of services in contracted facilities." While true, it is important to note that the audit assumed and calculated staffing levels of the custodial contractors on a per square foot basis and not on a performance-level basis, upon which our contracts are based - making for a technically incorrect finding. Therefore we disagree with this part of Recommendation #8.

- Recommendation #9
 - After developing the phased action plan, it is apparent that a more in-depth study of the staffing model, resources and coordination points is required. Such a study will evaluate the current roles and responsibilities of the building engineers and how that position fits into the Operations Department Reorganization and Realignment assessments and the vision for an updated Facilities Management organization.

RECOMMENDATION: The Superintendent recommends the School Board review the facilities management responses to the audit recommendations.

ATTACHMENTS: ACPS Educational Facilities Power Point Presentation

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