

Facilities Department Audit Update

School Board Meeting

September 26, 2019



EVERY STUDENT SUCCEEDS

Discussion Points

- Overview of Recommendations and Status
- Discussion of Current Status
- Next Steps

Overview: Recommendations and Status

RECOMMENDATIONS	GIBSON PRIORITY	TARGET COMPLETION	STATUS
1. Develop a comprehensive, long term school facilities management plan	High	FY2020	In process: Targeted FCA* complete; Remaining FCA's to be solicited October 2019.
2. Refine and expand Key Performance Indicators (KPI's) and metrics for Facilities Management	Low	KPI's evaluated. No change in metrics	Completed.
3. Institute a formal quality assurance oversight system for review of contracted facility maintenance and repair services	High	Q2 of FY2020	In process: Quality Assurance implemented in conjunction with IFMS**.

*FCA=Facility Condition Assessment

**IFMS=Integrated Facilities Management System

Overview: Recommendations and Status

RECOMMENDATIONS	GIBSON PRIORITY	TARGET COMPLETION	STATUS
4. Enhance the use of the School Dude to improve maintenance management and efficiency	Medium	Q2 of 2020	In process: Work Order management included in IFMS Solicitation.
5. Establish a Work Controller position (in-house or contracted) dedicated to work management oversight and reporting	Medium	Q2 of 2020	In process: Work Order management included in IFMS Solicitation.
6. Implement a system to proactively communicate with school principals about facility maintenance activities and issues	High	Complete	Quarterly meetings in progress

Overview: Recommendations and Status

RECOMMENDATIONS	GIBSON PRIORITY	TARGET COMPLETION	STATUS
7. Designate an Energy Manager and establish an Energy Management Program	Medium	Q2 of 2020	Energy Management included in IFMS solicitation
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	Plan complete	Added 2 schools and 2 facilities to Contracted Custodial Services
9. Have ACPS custodians and Building Engineers report centrally to the Building Service Manager rather than to school principals	Medium	Q2 of 2020	In Progress. Building Engineer II's currently report to Central Office.

Overview: 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	N/A	Disagree with finding. Contracts are performance-based.

Gibson Recommendations and Status

- 1. Develop a comprehensive, long term school facilities management plan**
 - Facilities Management Plan developed and implemented
 - Targeted Facility Condition Assessments complete; informing CIP priorities
 - FCA's for remaining schools included in Integrated Facilities Management Services (IFMS)
- 2. Refine and expand Key Performance Indicators (KPI's) and metrics for Facilities Management**
 - Strategic Planning no longer focuses on KPI's

Gibson Recommendations and Status

- 3. Institute a formal quality assurance oversight system for review of contracted facility maintenance and repair services**
 - Quality Assurance system being developed in tandem with IFMS initiative
 - Cleaning and Landscape Service Levels being raised at all schools
- 4. Enhance the use of the School Dude to improve maintenance management and efficiency**
 - Work Order management included in Call Center Services in IFMS solicitation

Gibson Recommendations and Status

5. **Establish a Work Controller position (in-house or contracted) dedicated to work management oversight and reporting**
 - Work Order management currently in-house (SchoolDude)
 - Work Control oversight, management and control to be included in IFMS solicitation as “Call Center Services”

Gibson Recommendations and Status

6. **Implement a system to proactively communicate with school principals about facility maintenance activities and issues**
 - Multi-pronged plan developed, implemented and on-going
 - Quarterly reviews between Facilities and School Administrators
 - Facility Liaisons established for each school
 - Facilities will continue to refine communication, collaboration and response to Schools
 - Quarterly updates on project status to schools and community

Gibson Recommendations and Status

- 7. Designate an Energy Manager and establish an Energy Management Program**
 - Energy Management will be included in IFMS solicitation
- 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**
 - Continuing plan: Added two schools and two facilities to Contracted Custodial Services at the start of FY2020

Gibson Recommendations and Status

- 9. Have ACPS custodians and Building Engineers report centrally to the Building Service Manager rather than to school principals**
 - In progress, completion by end of FY2020
 - Currently, Building Engineer II's report to Central Office
- 10. Reduce custodial FTE at non-contract schools to bring workloads more in line with industry standards for staffing efficiency at all schools**
 - Disagree with finding. Contracts are performance-based

Related Issues and Next Steps

- Solicitation for Integrated Facilities Management System will be complete by end of Q2 of 2020.
 - Solicitation will address many of the recommendations contained in the Gibson Audit and work in tandem with the Educational Facilities restructuring initiative
- Facility Condition Assessments (FCA's) will inform Capital Improvement (CIP non- capacity) repairs, maintenance and modernizations. Targeted FCA's have been completed; remaining schools will be included in IFMS solicitation. Solicitation to be complete Q2 of 2020.
- FCA's will guide scheduling and direction for facilities services and on-going operations.
- On going cycle of communication and feedback next steps:
 - Establish building portfolios to include summaries of all projects and project status
 - Updated quarterly and reported to the School Board and on ACPS and School websites
- Establish a Facilities Committee for ACPS

Questions

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