

BOARD BRIEF

Date: March 25, 2022

BOARD INFORMATION: x

MEETING PREPARATION:

FROM: Dr. Alicia Hart, PMP, Acting Chief of Facilities and Operations

THROUGH: Gregory C. Hutchings, Jr., Ed.D., Superintendent of Schools

TO: The Honorable Meagan L. Alderton, Chair, and
Members of the Alexandria City School Board

TOPIC: Facilities Audit Update

ACPS 2025 STRATEGIC PLAN GOAL:

Goal 1: Systemic Alignment

Goal 4: Strategic Resource Allocation

SY 2021-2022 FOCUS AREA:

Focus Area 3: Strategic Plan Implementation

FY 2022 BUDGET PRIORITY:

Implementation of Strategic Plan

SUMMARY:

Since the initial December 16, 2018 presentation on this subject, progress has been made on all of the recommendations. Of the ten recommendations listed in the audit, nine will result in significant improvements to the Department of Facilities and Operations, most specifically in the areas of capital investments, maintenance and custodial operations. On October 30, 2020, the audit status was as noted below:

- Two (2) recommendations are “Completed”
- Seven (7) recommendations are “In Progress”
- One (1) recommendation will not be implemented and thus “Not Applicable”

As of March 25, 2022, the audit status is as noted below:

- Six (6) recommendations are “Completed”
- Three (3) recommendations are “In Progress”
- One (1) recommendation will not be implemented and thus “Not Applicable”

The recommendations that went from “In Progress” to “Completed” are:

- **Enhancing the use of School Dude to improve maintenance management and efficiency.** As of 2021, the Department of Facilities and Operations transitioned to Asset Essentials (a Dude Solutions module). Asset Essentials includes:

BOARD BRIEF

- Customizable dashboard for prioritizing important information
 - Summary pages to see multiple records at one time
 - Diverse work order routing
 - Batch updating
 - Dynamic Preventative Maintenance platform
 - Mobile app with work order request ability
- **Establish a work controller position (internal or external) dedicated to work management oversight and reporting.** In 2020, the Department repurposed a vacancy within the Office of Maintenance and Custodial Services to create an Administrative Specialist position. This position was filled in 2021 and has the responsibility of managing work orders that are submitted for maintenance/related services, as well as providing training to stakeholders on the system.
 - **Change of supervision for building engineers and custodians.** As of February 2021, supervision of the building engineers and custodians changed from the respective Principal to the Department of Facilities and Operations (specifically the Office of Maintenance and Custodial Services).
 - **Implementation of a formal quality assurance oversight system for review of contracted facility maintenance and repair services.** As of 2021, a process was established where the Building Systems Supervisor and/or Building Services Supervisor, Assistant Director of Maintenance and Custodial Services, Director of Maintenance and Custodial Services and the Acting Chief of Facilities and Operations review contracted facility maintenance and repair services contracts. This Quality Assurance process was put into place to ensure the scope of work covers facility needs, funding is available and service provisions are in line with overall facility maintenance goals.

BACKGROUND:

Following the results of a Risk Assessment of ACPS, the School Board approved funding in the FY 2016 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. From an operations perspective, the audit focused on four major sections: Facilities Planning and Management, Facilities Maintenance, Custodial Services, and 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 through site visits. Site visits included George Mason Elementary School, Samuel Tucker Elementary School, George Washington Middle School, the former T.C. Williams High School (now ACHS), and the ACPS Maintenance Shop. As recommendations are implemented, the Department of Facilities and Operations will require organizational and programmatic changes that may require additional investment in staff/service support to improve conditions, management of assets, and customer focus.

Status updates on the Facilities Audit have been provided in December 2018 and October 2020.

BOARD BRIEF

RECOMMENDATION: The Superintendent recommends that the School Board review this Board Brief and related attachments pertaining to the Facilities Audit Update.

IMPACT:

Advances the 2019-2020 Facilities and Operations Department Improvement Plan

ATTACHMENTS:

Facilities Audit Status Update Spreadsheet, March 2022

CONTACT:

Dr. Alicia Hart, alicia.hart@acps.k12.va.us