

Date: June 6, 2019
For ACTION: _____
For INFORMATION: X
Board Agenda: Yes X
No _____

FROM: Anita Cordova, Acting Director of Educational Facilities

THROUGH: Mignon R. Anthony, Chief Operating Officer
Gregory C. Hutchings, Ed.D., Superintendent of Schools

TO: The Honorable Cindy Anderson, 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 audit of the Educational Facilities Office 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 an analysis of data, interviews with school division leadership, Educational Facilities staff, school principals, custodial and maintenance workers, site visits and benchmarks for industry standard objectives applied by Gibson. Site visits for the audit included George Mason Elementary School, Samuel Tucker Elementary School, George Washington Middle School, TC Williams High School, and the ACPS Maintenance Shop. This update addresses the progress being made in each of the areas noted.

SUMMARY:

Facilities Planning and Management:

Progress continues in addressing the recommendations of the 2017 Gibson Facilities Audit. Notably, Educational Facilities will be establishing a long term Facilities Management Maintenance Plan upon the completion of the every five-year Facilities Condition Assessments –yielding updated condition indexes, a preventative maintenance program and multi-year budget investment recommendations for all ACPS schools and facilities – to be completed this fall. In addition a group of Targeted Condition Assessments are underway to focus on in-depth multi-system evaluations for schools where consistently high poor building performance and multiple building system issues exist. These assessments will identify the root causes of complex building problems and highlight the specific features and

failures of chronic conditions causing the standard of tempered, safe and dry conditions to be an increasingly difficult and significant challenge to fulfill on a consistent basis.

The six facilities in the targeted assessment group include: George Washington Middle School, Cora Kelly Elementary School, George Mason Elementary School, Matthew Maury Elementary School, Francis C. Hammond Middle School and the ACPS Transportation Center. These studies will be complete and the final reports due on or before July 19, 2019.

Facilities Maintenance:

This area include routine and project-based maintenance programs, processes and procedures, budget management and staffing. An overall evaluation of Educational Facilities Office processes and procedures and tools this past year have identified areas where the most frequent processes must be standardized. Some have already been streamlined and corrected for greater accountability of staff, improved communication, input and coordination between the staff and the schools. If the Board approves the FY2020 Combined Funds Budget, we will begin modernizing the Facilities Office responsiveness, technical capabilities and overall services by implementing an Integrated Facilities Management (IFM) program. IFM is used by leading school districts to augment staff and help provide superior customer service and work order data and deliver and manage the quality assurance program, energy management program, provide scheduling and conduct budget oversight alongside our current facilities maintenance and repair services workforce. This approach includes the positions indicated and intended by recommendations in the Gibson Audit and supported in the FY2020 budget.

Custodial Services and Grounds Maintenance:

With regard to outstanding Gibson items in progress with custodial services, ACPS Operations is working with school administrators and procurement to develop a new distribution of custodial teams among the affected schools and to negotiate a contract amendment with our current contractor to hire displaced ACPS custodial personnel.

Effective FY2020, custodial outsourcing will be held to the less than five-year employees. A new plan is being finalized that addresses an interim placement of custodians for the summer of 2019 and then placement for the full school year 2019-20. In addition, a formal draft attrition plan is being developed that incorporates the priority of the balance of ACPS schools to be gradually outsourced over time. ACPS Operations and Human Resources are discussing the merits, challenges, requirements and protocols associated with central office versus school-based management of employees – a key recommendation of the Gibson Audit. All of the aforementioned information will be in place, including stakeholder review, by early to mid-June.

RECOMMENDATION: The Superintendent recommends that the School Board review the Facilities Management Audit update.

ATTACHMENTS: none

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