

MAINTENANCE SERVICES

- Title:** Provide a Superior Learning Environment for Students
- Objective:** Provide Adequate Resources for Maintenance and Repairs of District Facilities
- Data Sources:** (1) District Budget Documents
 (2) Data from Comparable School Districts

Measurement	2014/15	2015/16	2016/17	2017/18	2018/19 Goal	2019/20 Goal
Staff APU	45	47	56.5	57.5	60	65
Non-Labor Budget	\$2.34 M	\$2.56 M	\$2.09M	\$1.95M	\$2.50M	\$2.50M
Special Programs ¹			\$180,000	\$510,000	\$600,000	\$780,000

¹DEFINITIONS

Special Programs: radon monitoring, radon/asbestos/lead database software, bio-swale maintenance, Enterprise Fleet Management services, fire suppression system maintenance, OSHA compliance

Analysis

The Maintenance Department is responsible for district-wide buildings and grounds maintenance and repair work covering approximately six million square feet of building space contained in 60 separate facilities on 800 acres of property. This work is accomplished through a combination of in-house trades staff and contracted services. The department has 54 trade specific personnel responsible for carpentry, roofing, glazing (windows), painting, HVAC control and repair, plumbing, electrical, and grounds maintenance. Critical shortfalls exist in capacity and coverage of absences in those trades where only a single tradesman is employed (locks, roofing, and glazing). The department also maintains a fleet of maintenance vehicles and support equipment.

As the school district's infrastructure has expanded over the past several years, staffing and funding for materials, parts, and contracts have not kept pace.

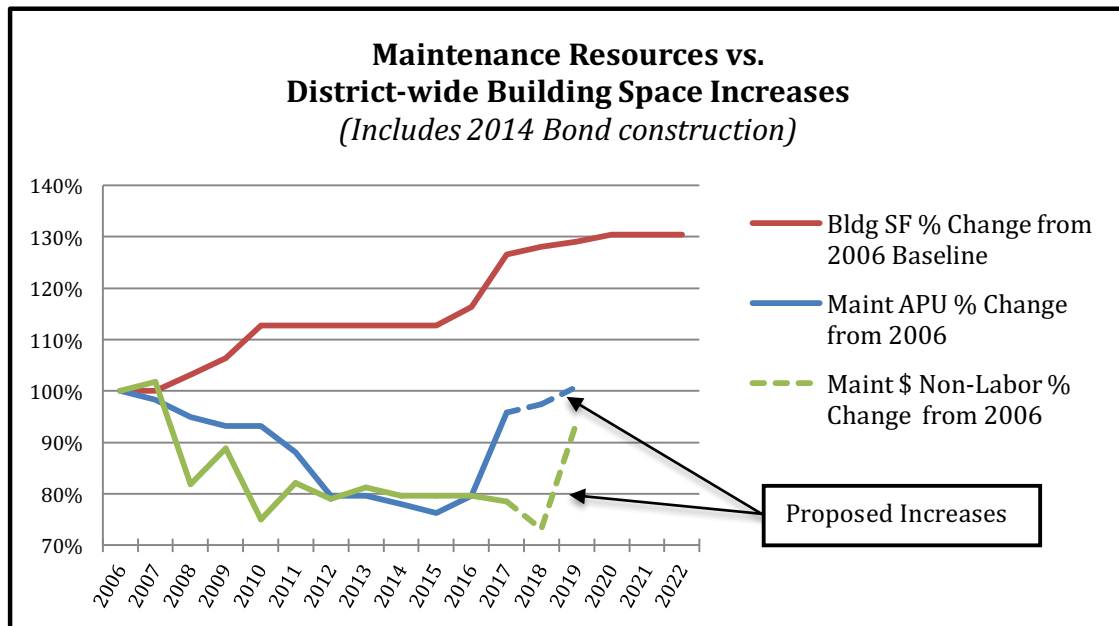
Using 2006 as a baseline for comparison to the present:

- Over 900,000 square feet of new building space have been constructed bringing the District close to six million square feet.

- Three new schools, Timberland Middle School, Mountainside High School, and Sato Elementary School have been added.
- Non-labor funding was cut 20% in 2006 while inflation has increased the costs of materials and contracted work steadily about 2% to 3% per year.

The District Management Council's (DMC) February 3, 2017 report for the Beaverton School District identified opportunities for improvement and noted a shortfall of 17.3 FTEs in the maintenance department.

The following chart illustrates the gap that exists. Budget financial data has not been adjusted for inflation, thus the actual buying power of the current funding level compared to the baseline year is even less than depicted on the chart. The dashed lines represent the proposed budget increases for 2017-18 and the departments' estimated needs for 2018-19. Additional increases in the out-years will be needed to continue the process of closing the resource gap and implement recommendations from the DMC report.



*DMC study recommends an additional 17.3 APU above FY 2016/17 level

We are actively developing a system of metrics to gage performance and drive continuous improvement in work accomplishment, resource utilization, response, and client satisfaction.

Successes

1. Continued focus on staffing has increased the workforce to the 2006 baseline level, matching the labor available at the pre-recession funding level. While still inadequate based on the building space added in the 2006 and 2014 bond, the staffing level is continuing to move in a positive direction.
2. Continued to expand a bio-swale and cartridge storm-water treatment system management program to start addressing the maintenance and testing of our storm-water treatment facilities. We have seen significant improvement in the reduction of flooding at several schools.
3. Working with Enterprise Fleet Management Services we have begun a systematic replacement of the aging maintenance vehicle fleet. Currently, 22 new vehicles have been received with 55 remaining to be completed over the next 4 years.
4. Implemented the Safe and Healthy Schools program allowing for the monitoring, sampling, testing, and documenting of asbestos, radon, lead paint, and lead content in drinking water across the district. Currently, we are sampling and testing drinking water points at the new schools to establish a baseline. The district is currently down to five points that are still testing above action levels for lead, repairs continue.
5. Added two additional painters which have allowed the painting team to become more responsive. Painting backlog has been reduced from 6-12 months to 4-6 months.

Issues

1. Staffing must continue to increase significantly to support the building space already added in the 2006 Bond and that is currently being added as part of the 2014 Bond.
2. Non-labor funding (materials, parts, supplies, contracts) has continued to remain 20% below the 2006 baseline in actual dollars; much lower considering the impact of inflation.
3. The limited number of maintenance staff has created a backlog of general repair work. Where the deferred maintenance portion of the 2014 Bond has provided fiscal resources to accomplish repairs, it has increased the demand on the existing maintenance staff to review plans and submittals while also attempting to address a maintenance work backlog.
4. The District Management Council audit identified a need for 9 additional grounds maintenance staff. Comparing the amount of acreage per Beaverton groundskeepers maintain to similar districts, Beaverton groundskeepers cover 2.8 times more acreage per groundskeeper. Additionally, the audit identified a need for 9 additional maintenance staff. With recent additions in carpentry, plumbing, electrical, and locks this still results in a need for 5 additional maintenance staff.

5. While the proposed 2014 Bond program is providing \$98 million for investments in major repairs and is replacing four old school buildings, it will also add three new schools totaling over 600,000 SF that cannot be adequately supported with current staffing and funding levels. The existing shortfall should begin to be addressed as soon as possible. Continued increases will be needed to keep pace with the new capacity constructed in the 2014 Bond program.

6. With a growing staff and a high turnover nature of maintenance work forces, Maintenance is identifying an emerging need for an HR person based out of the Maintenance department to deal with managing, screening, and documentation of the Applitrack application process along with interviewing and disciplinary issues.

CUSTODIAL SERVICES

- Title:** Provide Healthy Learning Environment for Students
- Objective:** Provide Adequate Resources for Cleaning School Buildings
- Data Sources:** (1) District Budget Documents
 (2) Data from Comparable School Districts

Measurement	2014/15	2015/16	2016/17	2017/18	2018/19 Goal	2019/20 Goal
Custodial APU	172	180	183	193	205	236
Cleaning Supplies & Equipment (on-going)	\$881,000	\$881,000	\$881,000	\$881,000	\$931,000	\$944,000
Supplies & Equipment (outfitting new schools)			\$200,000 ¹	\$137,000 ²	\$9,000 ³	\$9,000 ⁴

¹ Timberland MS

² Vose K-5, Sato K-5, Mountainside HS

³ Hazeldale K-5

⁴ ACMA

Analysis

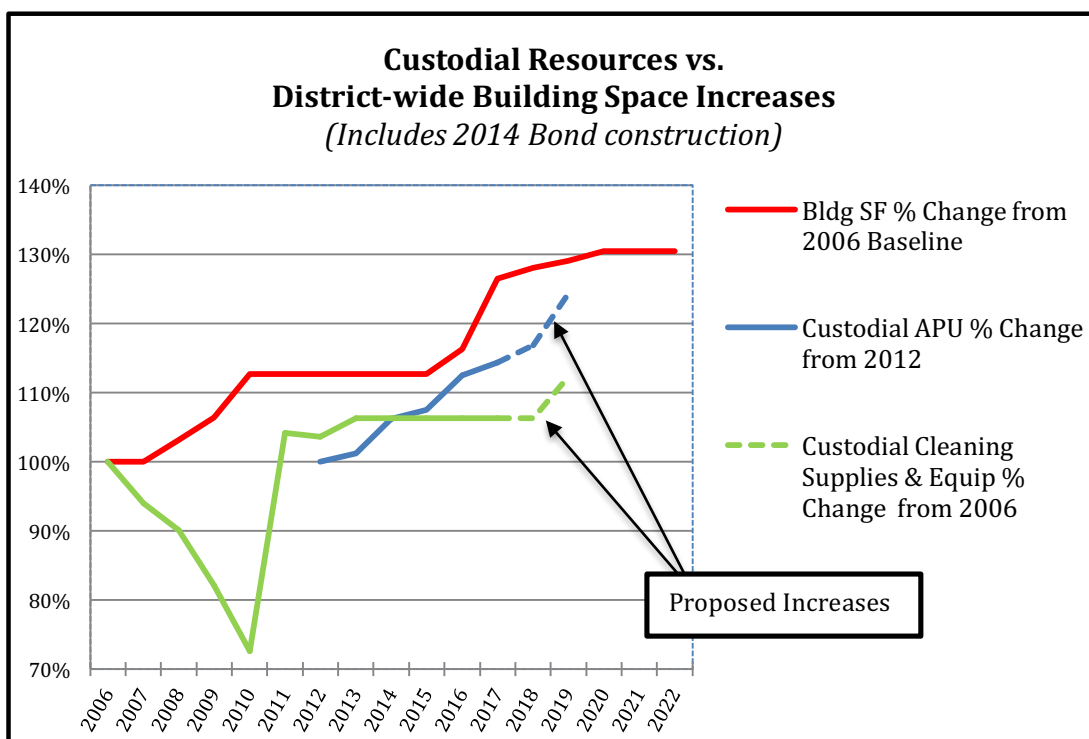
The custodial team is currently configured with 53 Foremen and 125 Custodians deployed to 53 schools with 20 centralized roving custodial teams to respond to vacancies and 5 supervisors based out of the Maintenance Services office. Custodial Services makes up over 71% of the total staffing of the Maintenance Services Department.

Custodial was restructured into a centralized management model in 2011/12 to achieve cost savings and improve effectiveness, customer service, and districtwide consistency. In 2014/15, 42 185-day contract positions were converted to 210-day contracts providing better custodial coverage in schools during the three weeks prior to school opening, one week after school ends, and on non-student days for a nominal 2% impact on district-wide custodial labor costs. For the 2016/17 budget, 32 of the 42 now 212-day contract positions were converted to full 260-day contracts further enhancing summer program support. Additionally, a team of Custodial Foreman III and six custodians were added and deployed to Mountainside High School with a plan to increase this team to a total of 11 as the school populations grows. A new Custodial Foreman I and a team of two custodians were added and deployed to Sato Elementary and the original Vose Elementary team with one new custodian returned to the new Vose facility.

Cleaning supplies and equipment represent about 6% of the total custodial program budget and have not been adjusted for inflationary costs in several years. The next budget year needs to begin to remedy this shortfall by recognizing the inflation impact on this portion of the custodial budget along with the opening of additional schools.

The District Management Council's (DMC) February 3, 2017 report for Beaverton School District identified opportunities for improvement and noted a shortfall of 45 FTE in custodial support.

The following chart demonstrate the gap that exist. Budget financial data has not been adjusted for inflation, thus the actual buying power of the current funding level compared to the baseline year is even less than depicted on the charts. The dashed lines represent the proposed budget increases for 2017-18 and the department's estimated needs for 2018-19. Additional increases in the out-years will be needed to continue the process of closing the resources gap and implement recommendations from the DMC report.



*DMC study recommends an additional 45 Custodial APU above FY 2016/17 level

Successes

1. The new schools were opened with complete custodial teams and equipment. All equipment and cleaning supplies were delivered. Students were greeted by clean and ready schools and classrooms.
2. Continued to refine internal protocols and can now effectively respond to disease outbreaks rapidly when needed. Extra cleaning and disinfection supplies are prepositioned at the schools and centralized staff are tasked to respond when requested with a target wipe down and school-wide touch point cleaning.
3. Operationally, the conversion of 32 Custodial 212-day contract to 260-days contract positions allowed the department to further reconfigure the summer team cleaning plan which allowed the Custodial Foreman and staff to stay in their buildings during the Summer 2017 detail-cleaning period. This allowed the department to provide near full time support to the summer school and meal programs along with an ever-growing collection of district and community events.

Issues

1. Additional field supervisory staff is needed to be more responsive to the school staff needs, better manage the custodial team, and assist the building custodial foreman in prioritization of work and customer communication.
2. Extracurricular school use and community facility use continues to grow district wide in both the evenings and on weekends. This usage has created additional demands on already strained and under resourced custodial staff.
3. The District Management Council audit identified that when compared to like districts; Beaverton custodians cover 30% more square footage. With recent custodial additions this still results in a need for 42 additional custodians.

OTHER SERVICES

- Title:** Provide Healthy Learning Environment for Students
- Objective:**
- (1) Provide Adequate Resources for Developing School Requested Projects
 - (2) Provide Adequate Resources for Managing Surplus Materials for District
 - (3) Provide Adequate Resources for Delivering Deferred Maintenance Projects
- Data Sources:** District Budget Documents

Measurement	2014/15	2015/16	2016/17	2017/18	2018/19 Goal	2019/20 Goal
District-wide Surplus Materials Services APU	5	5	7	8	8	8
Bond Program APU	1	1	5	2	2	2
Facility Use APU		1	2	2	2	2
Project Coordinator APU	5	5	6	8.5	9	9

Analysis

The Maintenance Department provides two additional critical services for the District: surplus material management and project coordination.

Surplus material management is centralized at the warehouse that is located at the Transportation Services Center and a temporary leased warehouse near Cornell Road and 167th Ave. It is composed of one shipping clerk and seven courier staff. This staff manages the removal, warehousing, and final disposition of the District's surplus curriculum, technology, furniture, and equipment.

The 8.5-person project coordination office for contracted services manages approximately 200 school-requested Facility Improvement Projects (FIP) and 450 contracted maintenance service projects annually. The program has steadily expanded from 250 projects in 2008/09 to over 650 in 2016/17. The team is only 5 months into the 2017/18 fiscal year and is already projecting exceeding this number this fiscal year.

The project coordination group is also delivering a portion of the \$98 million District-wide Facility Repairs project included in the 2014 Capital Improvement Bond. The Bond identifies approximately 980 deferred maintenance actions throughout the district. Delivery of this work is divided between Facilities Development and Maintenance based upon the size and complexity of the project segment.

The project coordination group was created in June of 2008 with one program specialist and two project coordinators. This group's role has expanded to include managing asbestos, mold, water quality facilities, portable moves for the district, and Integrated Pest Management (IPM). In 2014/15, a bond funded Program Specialist III was added to oversee District-wide Facility Repair projects and ensure similar practices to the existing Maintenance Program Specialists and integration with the maintenance trades. In 2015/16, a Bond funded Program Specialist II was added to expand that capacity and begin addressing regulatory compliance projects. The department currently manages regulatory compliance for Lead Paint, Lead in Drinking Water, BioSwales / Stormwater / Low Impact Development Approaches (LIDA) Swales / ConTech Stormfilters, UST / AST, Asbestos / Asbestos III Abatement, ADA, Mold, and IPM (Integrated Pest Management) along with contracting G-Max testing for artificial turf fields and the FIP (Facility Improvement Project) program.

Successes

1. Two Maintenance Worker positions were formally identified as Asbestos III abatement specialists have significantly reduced the backlog in both maintenance services projects and Facility Improvement projects. The current FIP backlog has been reduced from 124 to 69 projects.
2. Added a Courier Foreman and two additional courier positions to coordinate and schedule furniture, curriculum, surplus and teacher moves. This position was instrumental in the success of surplus furniture and equipment recovery from Hazeldale Elementary while also responding to the numerous teacher moves as the teaching staff was cross leveled to Mountainside High, Sato Elementary, Hazeldale Elementary at 118th, and Vose Elementary.
3. Expanded pesticide and herbicide spray application capabilities by licensing internal staff. The department now has ten licensed pesticide applicators. This lowers department costs by not having to contract these services,
4. This district now has visibility of over 4,000 extracurricular events being scheduled monthly through School Dude. The system has also allowed better coordination between

Facilities Development, Maintenance Services, Teaching and Learning, and our external partners to reduce conflicts.

5. Developed a district program with GovDeals to dispose of district surplus equipment and portables. To date the department has recovered over \$55,520 to the General Fund.
6. Implemented an online ‘materials of concern’ database to document and manage asbestos, lead paint, radon, and lead levels in drinking water.

Issues

1. The expanding scope of the surplus management program, to include a relationship with Nike surplus has greatly increased the demands on the district’s courier staff and our warehousing capacity.
2. The Facility Improvement Project (FIP) program demand continues to grow at the same pace with the project coordination staff additions. The FIP backlog is currently 69 projects.
3. The expanding district has outpaced the capacity of the internal maintenance trades staff and the department has utilized contracted services to meet the need. The amount of construction underway in the region has decreased the availability of contractors and significantly increased the cost to contract maintenance projects.
4. Market conditions are still driving a decrease in the availability of design consultants and construction contractors to perform maintenance work for the district. The lack of competition is resulting in non-competitive pricing and in some cases, no interest in performing some types of work.