

FACILITIES MAINTENANCE

Best Practices, Indicators

Program Direction and Accountability

1. The district's maintenance and operations department has a mission statement and goals and objectives that are established in writing.

- a. The maintenance department has approved a mission statement that clearly defines the purpose and expected outcomes of the department.¹
- b. The maintenance and operations department has clearly stated goals and measurable objectives for each program that reflect the expected outcomes of the program and address the major aspects of the program's purpose and expenditures.
- c. Goals and objectives include written comprehensive projections of the following needs:
 - manpower;
 - budget;
 - equipment; and
 - physical condition and repair/replacement needs of district facilities including, but not limited to, paint, roofs, HVAC equipment (tracking age and repair history), grounds (including paving), electrical service, and plumbing.
- d. Is there other information that demonstrates the district's use of this best practice that should be considered?

2. The district has established and implemented accountability mechanisms to ensure the performance and efficiency of the maintenance and operations program.

- a. The maintenance and operations department uses appropriate performance and cost-efficiency measures and interpretive benchmarks to evaluate each program and uses these in management decision making.
- b. The maintenance and operations department has established and implemented strategies to continually assess the reliability of program performance and cost data.
- c. The maintenance and operations department regularly evaluates the performance of all maintenance and operations work and can demonstrate that adjustments are made to maximize performance and efficiency.²
- d. The district has taken advantage of significant opportunities to improve maintenance operations management, increase efficiency and effectiveness, and reduce costs.
- e. Is there other information that demonstrates the district's use of this best practice that should be considered?

3. The district obtains and uses customer feedback to identify and implement program improvements.

- a. Customer feedback is used to conduct a self-analysis to improve the performance and productivity of the maintenance department.³
- b. Customers are surveyed at least annually using a written instrument to determine strengths and weaknesses of the maintenance department service and to identify major maintenance needs.
- c. Customer survey results are shared with customers and staff.
- d. Is there other information that demonstrates the district's use of this best practice that should be considered?

¹ The mission statement identifies the priority customer as the school centers, employee input was used in the development of the mission statement, and the mission statement is posted and shared with the public and all employees of the department.

² Adjustments include, but are not limited to, reassignment of personnel, reallocation of resources, and implementation of new procedures.

³ The self-analysis includes, but is not limited to, the efficient assignment of work orders and scheduling, and the efficient and effective completion of work assignments.

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4. The district has established procedures and staff performance standards to ensure efficient operations.

- a. The maintenance department has and follows written procedures that, at a minimum, provide for
 - replacement and selection of equipment;
 - purchase of equipment, supplies and materials;
 - maintenance and operations budget criteria;
 - facilities standards;
 - personnel staffing and hiring policies; and
 - use of facilities and equipment.
- b. Written operational procedures for the maintenance and custodial services departments are up to date and accessible to school personnel and the public. ⁴
- c. The maintenance and operations department has written performance standards for staff that are communicated to employees and are made readily available to other interested parties. ⁵
 - Performance standards for commonly repeated tasks have been established by the district on the basis of internal review or available benchmarks of industry practices and are used for assigning work and conducting performance appraisals. ⁶
- d. The school district performance standards ensure that all schools are maintained equitably.
- e. The district has a process for communicating failures to meet departmental and staff performance standards and can track responses to those failures.
- f. Is there other information that demonstrates the district's use of this best practice that should be considered?

5. The department maintains educational and district support facilities in a condition that enhances student learning and facilitates employee productivity.

- a. District educational facilities are effectively maintained and provide an appropriate teaching environment.
- b. District educational facilities are effectively maintained and provide an environment conducive to student learning.
- c. District support facilities are effectively maintained and provide appropriate working conditions for district employees.
- d. Is there other information that demonstrates the district's use of this best practice that should be considered?

Organizational Structure and Staffing

6. The district regularly reviews the organizational structure of the maintenance and operations program to minimize administrative layers and assure adequate supervision and staffing levels.

- a. The maintenance and operations department is administered in accordance with a published organizational chart that has been approved by the school board.
 - The district provides appropriate supervision of maintenance and operations staff.

⁴ Files and records of procedures and practices are maintained and readily available for review by the public, district, and department staff. Procedures are updated on a regular schedule and employees are included in the process. The district has a written standard for cleanliness that is included in the custodial service standards.

⁵ Standards may be based upon industry benchmarks, comparisons with other districts, or internal reviews. All standards, however, must set performance goals.

⁶ Internally developed standards must include clear performance goals but may cover a variety of standards such as time open for a work order or drive time.

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- Levels of authority and responsibility have been assigned to each position.
- Supervisor/employee ratios have been established and are based on appropriate standards or benchmarks.

- b. The maintenance and operations department regularly reviews the program's organizational structure and staffing levels and makes appropriate staffing adjustments based on these reviews.⁷
- The district has appropriate staffing levels based on applicable comparisons and/or benchmarks such as the number of custodial staff in relation to the size of the facilities and other relevant factors.
 - Staffing projections reflect the activities proposed in the five-year facilities work plan.
 - Staffing formulas provide for additional staff as new facilities are brought on-line and as existing facilities become older and require more maintenance and provide for deleting staff and closing facilities whenever indicated.
 - The district reports organizational staffing review findings in writing and distributes these findings to school board members and the public.
- c. The program structure includes reasonable lines of authority and spans of control given the responsibilities of each organizational unit.⁸
- d. Is there other information that demonstrates the district's use of this best practice that should be considered?

7. Complete job descriptions and appropriate hiring and retention practices ensure that the maintenance and operations department has qualified staff.

- a. Job descriptions have been developed, properly reflect the needs of the department, and are reviewed and updated periodically to address changing requirements and actual practices.
- Appropriate personnel participate in the writing and review of job descriptions.
 - Job descriptions are readily available for applicants and staff to review.
- b. Procedures are established for attracting qualified applicants based on district size, location, and needs.
- c. Job vacancy notices adequately describe job responsibilities; job qualifications; educational/professional requirements; application and selection criteria; and salary and benefits.
- d. Personnel procedures ensure that adequate personal and professional references are obtained and contacted.
- e. Is there other information that demonstrates the district's use of this best practice that should be considered?

8. The district provides a staff development program that includes appropriate training for maintenance and operations staff to enhance worker job satisfaction, efficiency, and safety.

- a. The district ensures that maintenance and custodial standards are regularly updated to implement new

⁷ In conducting this review, the district uses feedback from staff and the public. The review includes a comparison of the program's (or schools') staffing levels to programs in comparable districts using appropriate measures, which might include age of and distance between facilities.

⁸ Reasonable lines of authority and spans of control should be in comparison to industry standards.

*Best Financial Management Practices With Their Associated Indicators
Best Practices (1, 2, 3 . . .) and Indicators (a, b, c . . .)
Adopted June 2002*

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technology and procedures.

- b. The district provides professional development and training programs based on district size and capabilities, identified needs, and the relevant trades. Annual planned training programs are implemented for appropriate trades personnel, support and supervisory personnel, and administrators.
 - Written training goals and expected outcomes are established in the areas of safety, trades enhancement, cross trades utilization, interpersonal team skills, district policy awareness, and department procedures.⁹
 - The maintenance and operations director works closely with the curriculum development department to ensure a planned, sequential program for personnel skills development.
 - The programs include technical training as well as personnel interaction strategies. Training is individualized when possible to fit skills/trades/group needs and to assist employees in meeting work standards.
 - Instructors used for staff training are from appropriate trade/instructional areas. Outside professional trainers are used when possible.¹⁰
 - Training programs provide an opportunity for staff feedback and evaluation.
 - Where possible, there is a defined apprenticeship program.
- c. Participation in state and national organizations is supported in order to remain current with maintenance issues, new technology, equipment, materials, and procedures.
- d. The maintenance and operations department subscribes to various trade publications and the publications are available to employees.
- e. Is there other information that demonstrates the district's use of this best practice that should be considered?

Resource Allocation and Utilization

9. The administration has developed an annual budget with spending limits that comply with the lawful funding for each category of facilities maintenance and operations.

- a. The budget does not rely on or permit unlawful use of taxpayer dollars.¹¹ (*Basic Indicator*)
- b. The annual budget addresses long-term goals for maintaining and operating district facilities.
- c. The annual budget addresses ongoing and recurring maintenance tasks in order to avoid high repair or replacement costs in future years.
- d. Funds have been reasonably allocated to address deferred maintenance needs and these funds are used for their intended purpose.
- e. The budget process provides for routine evaluation of actual versus planned expenditures.
- f. The budgets for physical plant maintenance and custodial services are developed using appropriate professional standards.¹²
- g. Allocations are included for the correction of deficiencies identified in the district's annual Safety, Casualty and Fire Safety Inspection report and the district can demonstrate that the monies are used as intended.

⁹ This may be prohibited by union contracts.

¹⁰ This may include manufacturer's training representatives, technical experts, or Department of Education facilities support personnel.

¹¹ See ss. 235.186, 235.211, 235.435, and 236.25, *F.S.*, for requirements regarding maintenance funding.

¹² The goal is to have a budget based on a clear, rational basis such as comparisons with similar districts and historical data. The goal should not simply be a function of what the last budget allocated.

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h. Is there other information that demonstrates the district's use of this best practice that should be considered?

10. The district accurately projects cost estimates of major maintenance projects.

- a. Cost estimates are based on the district's experience with prior similar projects, current estimating cost standards, and market conditions.
- b. The cost of inflation for maintenance projects is projected for five years.
- c. The district regularly evaluates projected cost estimates for accuracy and utilizes this information to improve future estimates.
- d. Is there other information that demonstrates the district's use of this best practice that should be considered?

11. The board maintains a maintenance reserve fund to handle one-time expenditures necessary to support maintenance and operations.

- a. The district and maintenance department do not use the reserve fund for recurring expenses.
(Basic Indicator)
- b. The budgetary policy is flexible enough to ensure funding of unforeseen maintenance needs that could adversely affect the district's mission if not funded (e.g., emergency funds).
- c. Is there other information that demonstrates the district's use of this best practice that should be considered?

12. The district minimizes equipment costs through purchasing practices.

- a. The district regularly conducts cost comparisons to determine whether purchasing practices have minimized costs.
- b. Volume purchases are made whenever cost-effective.
- c. The maintenance and operations department considers equipment operating and maintenance costs when buying new equipment.
- d. Refurbishing or repairing is considered along with new purchases and the most cost-effective method is selected.
- e. Inflationary costs for equipment are provided for a five-year period.
- f. Replacement projections have been developed for plant and maintenance equipment.
- g. Is there other information that demonstrates the district's use of this best practice that should be considered?

13. The district provides maintenance and operations department staff the tools and equipment required to accomplish their assigned tasks.

- a. The maintenance and operations department personnel are provided with the tools necessary to accomplish assigned duties.
- b. Seldom needed tools and equipment are readily available through other sources.
- c. A procedure exists for maintenance and operations staff to acquire parts, materials, and equipment that are not stocked on maintenance vehicles.
- d. Is there other information that demonstrates the district's use of this best practice that should be considered?

14. The district uses proactive maintenance practices to reduce maintenance costs.

- a. The maintenance and operations department evaluates the cost to maintain specific facility designs and implements strategies to reduce labor and long-term maintenance costs.
- b. A preventative maintenance program has been implemented to reduce long-term maintenance costs and service outages.

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- c. The administration has a process in place to ensure that policies and procedures are followed for disposal of surplus furniture and equipment.¹³
- d. Is there other information that demonstrates the district's use of this best practice that should be considered?

15. The maintenance and operations department identifies and implements strategies to contain energy costs.

- a. The district collaborates with its utility providers, government agencies, uses available local industry experts and/or other organizations to identify energy efficiency benchmarks and implement actions to increase cost-efficiency.
- b. The district has a written energy management plan.
- c. Is there other information that demonstrates the district's use of this best practice that should be considered?

16. The district has an energy management system in place, and the system is maintained at original specifications for maximum effectiveness.

- a. The district has a written energy management plan in place.
- b. The maintenance and operations department regularly monitors energy management controls and generates routine reports to verify the energy management system is working.
- c. Plans have been developed to address corrective actions in facilities where the energy management system is less effective.
- d. Is there other information that demonstrates the district's use of this best practice that should be considered?

17. District personnel regularly review maintenance and operation's costs and services and evaluate the potential for outside contracting and privatization.

- a. District personnel regularly evaluate existing services and activities to explore the feasibility of alternative methods of providing services, such as outside contracting and privatization.¹⁴
- b. District personnel regularly evaluate all contracted and/or privatized services to verify effectiveness and cost savings.
- c. Is there other information that demonstrates the district's use of this best practice that should be considered?

Information Management

18. A computerized control and tracking system is used to accurately track work orders and inventory.

- a. A work order tracking system is used to increase management capability.
 - The computerized work order system includes control of inventory as well as tracking of parts, materials, equipment, and associated costs to individual work orders.
 - The inventory control system accounts for commonly used parts, materials, and equipment, including those carried on maintenance vehicles.
 - The inventory control system includes a procedure to automatically re-order supplies when they are depleted.
 - The system provides a mechanism to charge back work order expenses to the appropriate entity.
- b. The maintenance department analyzes information such as actual work hours (sometimes referred to as "wrench time"), hours scheduled versus hours worked, travel time, and total hours required to complete jobs.

¹³ This is equipment that is old, outdated, worn out, and/or otherwise unusable.

¹⁴ The maintenance and operations department should have written evaluations of the costs and benefits associated with alternative delivery methods.

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- c. Work order reports are routinely produced and analyzed to improve performance.
- d. Is there other information that demonstrates the district's use of this best practice that should be considered?

19. The maintenance and operations department has a system for prioritizing maintenance needs uniformly throughout the district.

- a. The maintenance and operations department places highest priority on responding to life, health, and safety issues.
- b. The maintenance and operations department prioritizes maintenance needs based on its prioritization guidelines and completes regular and emergency maintenance repairs accordingly.¹⁵
- c. The school district's process of prioritizing maintenance is designed to address every school's needs.
- d. District procedure determines when emergency maintenance is necessary and provides for effective emergency repairs.
- e. Is there other information that demonstrates the district's use of this best practice that should be considered?

Health and Safety

20. District policies and procedures clearly address the health and safety conditions of facilities.

- a. The district has established written health and safety standards.¹⁶ (*Basic Indicator*)
- b. Evaluations are made and documented for the condition of buildings and of each school.
- c. The district has a written plan for healthy indoor air quality that requires monitoring of indoor air quality as appropriate and includes corrective action plans for indoor air quality problems.
- d. Is there other information that demonstrates the district's use of this best practice that should be considered?

21. The school district complies with federal and state regulatory mandates regarding facility health and safety conditions.

- a. Procedures comply with all relevant federal and state requirements.¹⁷
- b. The district participates in state and federal voluntary efforts regarding facility health and safety conditions and has documented resulting cost savings and/or avoidance.
- c. Is there other information that demonstrates the district's use of this best practice that should be considered?

22. The district is aware of and prepared for the permitting and inspection requirements of the Florida Building Code.

- a. Maintenance and operations staff received training regarding Florida Building Code and all other applicable state and local requirements.¹⁸
- b. The maintenance and operations department has procedures in place to ensure that all required permits are obtained prior to the start of a project.

¹⁵ Guidelines may consider the educational program needs, changing enrollment projections, and long-range facility planning to determine priorities of maintenance needs.

¹⁶ See also D.2.a.

¹⁷ Examples include EPA guidelines, Occupational Safety and Health Administration's Hazardous Communication Standards, federal and state regulations hazardous materials plans, Asbestos Hazardous Emergency Response Act rules, other mandated environmental and safety issues (i.e., Refrigerant Use and Disposal, Florida Department of Labor and Employment regulations).

¹⁸ Training will probably be focused on explaining the new code requirements in terms of facility condition as well as inspections and permitting.

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- c. The maintenance department has reviewed the *Florida Building Code* and has developed a procedure to ensure that all necessary inspections will take place.¹⁹
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- d. Is there other information that demonstrates the district's use of this best practice that should be considered?
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¹⁹ The district has several options for completing inspections. Inspections can be done in-house, it can be contracted out to a consultant, it can be done through local municipalities, or through some other comparable method. The key is that the maintenance and operations department knows how it will ensure that all permitting and inspections are obtained.