



FISCAL CRISIS & MANAGEMENT
ASSISTANCE TEAM

Mt. Diablo USD

Summary of Significant Findings

Maintenance, Operations & Facilities Review

Presented By: Marisa Ploog, CPA, CFE, CICA
FCMAT Intervention Specialist

Introduction

- FCMAT was established by Assembly Bill 1200 in 1992 to help local educational agencies comply with fiscal accountability standards.
- FCMAT provides management assistance, fiscal crisis intervention and fraud audits (AB139 extraordinary audits).
- FCMAT is a state funded agency. The Kern County Superintendent of Schools serves as the administrative agent.
- Deficiency assessment model

Engagement Scope & Objectives

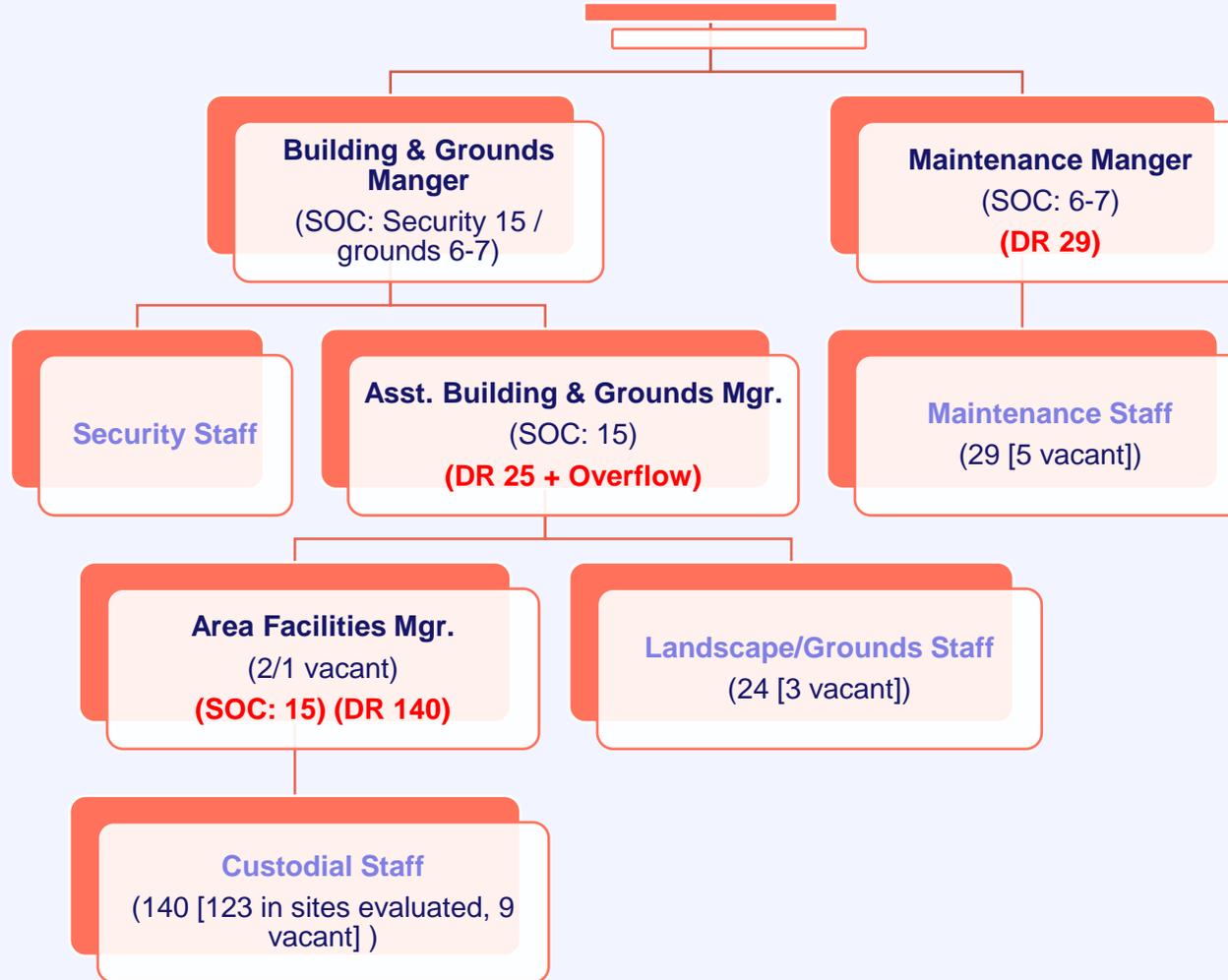
1. Conduct an organizational and staffing review of the Maintenance and Operations department and make recommendations for improvements.
2. Evaluate the workflow and distribution of functions in each department.
3. Review operational processes and procedures in each department.
4. Conduct an organizational and staffing review of the Facilities Department and make recommendations for improvements.

Organizational Structure

- Management structure evaluated based on generally accepted theories of organizational structure (McKinsey & Company framework).
 - **Span of Control:**
 - Number of subordinates reporting directly to a supervisor
 - Greater numbers at lower levels due to more routine duties and ease of supervision.
 - **Chain of Command:** flow of authority
 - unity of command: a subordinate is accountable only to one supervisor
 - scalar principal: authority and responsibility run in a vertical line
 - **Line and Staff Authority:** relationship between supervisors and subordinates.

Director of Maintenance & Operations

Span of Control (SOC): 6-7



Management Structure Findings and Recommendations

- Managers who oversee grounds, maintenance and custodial staff have an unmanageably wide span of control.
- Staff have little ongoing supervision.
- Reconfiguration of management structure is needed to provide more direct oversight of line staff.

Management Structure Recommendations

1. Evaluate management structure based on existing management constraints and contractual commitments.
2. Consider placing site custodians under the direct supervision of school principals and making them responsible for evaluation and discipline of custodians.
 - If implemented, ensure principals collaborate with the facilities area administrator on custodial duty expectations. Avoid other duties that would otherwise reduce time available to complete established standards.

Custodial Staffing Findings

- District allocates a uniform number of custodians to each site, resulting in inequities in custodial staffing across the district.
- Based on the CASBO custodial staffing formula, school site custodial staffing is adequate if all vacancies are filled; however, distribution of full-time equivalent positions is inequitable.
- Vacant positions are filled based on a custodial substitute pool, which creates obstacles to recruiting experienced external candidates.

Custodial Operational Findings

- Many school sites use classrooms for other purposes. Approximately 203 classrooms districtwide.
- The district has a custodial manual that prescribes cleaning expectations; however, vacancies and an inadequate supply of substitutes make it difficult to achieve set standards.
- Custodial manual is extensive, but a great deal of content is outdated and should be updated.

Custodial Operational Findings (continued)

- Job descriptions located in the custodial manual differ from those posted to the district's website and do not include the essential functions of each job as required by the Americans with Disabilities Act.
- The district lacks a districtwide training program for maintenance and operations staff and is out of compliance with many health and safety requirements.
- The district has few written policies and procedures regarding training, safety issues and department protocols.

Custodial Recommendations

1. Use the CASBO or alternative staffing formula to more equitably distribute school site custodial staff.
2. Work diligently to fill vacant custodial positions.
3. Work with bargaining representatives to negotiate language that acknowledges custodial experience outside the district when considering applicants for entry level custodial positions.
4. Routinely monitor classroom usage at school sites.
5. Review and update the custodial manual
6. Review and update job descriptions
7. Implement regular safety training for maintenance, custodial and grounds staff.

Grounds Staffing Findings

- Grounds staffing evaluated based on Association of Physical Plant Administrators (APPA) standards.
- Grounds staffing is insufficient to maintain safe, attractive grounds conditions.

Level of Service	# of FTE Required
Level 1 - State of the Art	52.8
Level 2 - High Level	45.0
Level 3 - Moderate Level	37.5
Level 4 - Moderately Low-Level	30.0
Level 5 - Minimum Level	23.4

24 FTE (including 3 vacant positions)

- Arbitrary scheduling appears to assume all school sites have the same grounds needs.

Grounds Operational Findings

- Ineffective approach to weed control
- No systematic approach to turf care and restoration
- Poor irrigation management
- No system for planning tree care or pruning for safety

Grounds Recommendations

1. Implement a task-based or needs-based scheduling model for grounds staff based on accurate, detailed school site data.
2. Evaluate cost-benefit of outsourcing pest control services.
3. Ensure staff are trained in proper use of weed control products.
4. Solicit the development of a turf care plan
5. Consider investing in a centralized cellular irrigation system
6. Solicit the development of a tree care plan by a certified arborist.

Maintenance Staffing Findings

- Based on the Association of Physical Plant Administrators (APPA) standards, maintenance staffing for the district falls between Managed Care and Reactive Management.

APPA Level of Service	No. of FTE
Level 1 - Showpiece Facility	47.7
Level 2 - Comprehensive Stewardship	37.5
Level 3 - Managed Care	27.8
Level 4 - Reactive Management	23.8
Level 5 - Crisis Response	17.4

30 FTE (inclusive of 5 vacant)

- Job descriptions are overly specific and make it difficult to handle urgent issues.
- Facilities conditions indicate an insufficient level of ongoing maintenance. Numerous areas are indicative of Level 4 standard.

Maintenance Staffing Recommendations

1. Develop a method for differentiating between contracted routine maintenance and contracted major maintenance.
2. Develop a plan to incrementally increase staffing to move from a Reactive Management to a Comprehensive Stewardship level of maintenance.
3. Review and update job descriptions to include other duties so urgent building health and safety issues can be addressed.
4. Consider adjusting current job prerequisites for skilled trade positions to attract a wider range of qualified candidates.

Ongoing and Preventative Maintenance Findings

- The district's work order system is not used to its greatest potential, and data is not reliable.
- The work order system is not used by maintenance leaders as an accountability and communication tool.
- The district does not have a comprehensive preventive maintenance plan.
- The department lacks sufficient staffing to perform preventive maintenance.

Ongoing and Preventative Maintenance Recommendations

1. Use the work order system as an accountability tool.
2. Create or commission a comprehensive preventive maintenance plan.
3. Use the work order system to automate preventive maintenance work orders.
4. Work toward adequate staffing sufficient to address ongoing and preventive maintenance needs.

Deferred and Major Maintenance Findings

- The district has no actionable plan for addressing deferred maintenance or major maintenance needs

Deferred and Major Maintenance Recommendations

1. Develop a comprehensive five-year deferred maintenance plan
2. Identify and allocate funding in the annual budget to address the most significant needs.
3. Review and carefully evaluate the use of proceeds transferred into the RRMA account, and align expenditures with revenues.

Bonds and Capital Improvement Division

- Staffing recommendations cannot be made in the absence of a current project priority list.
- Evaluate the effectiveness of using internal construction managers based on both quality and quantity of work.
- Revise the department organizational chart to reflect the role the planner position plays in the maintenance department.
- Conduct a task audit of the AutoCAD drafter position.

Thank you!