



Council of the Great City Schools

Reversing the Decay Cycle of School Buildings

***Chief Operating Officers &
Facilities Directors***

Orlando, Florida

April 17, 2013



Issue/Concern

School District Buildings Nationwide are Decaying for a Number of Reasons

- Age and high use rates
- Potentially ineffective/inefficient current Preventive Maintenance actions
- Systematic reduction of resources dedicated to performing services to keep buildings, equipment and building systems on a track to achieve their designed life



Background

General Issues

- Inadequate resources are dedicated for Maintenance services
- Districts forsake Preventive Maintenance
- Primary Maintenance focus becomes more frequent Breakdown repair and replacement
- Buildings, building systems and equipment fail prematurely
- Premature replacement of failed buildings, building systems and equipment



Background

General Issues

- Effects of deterioration impact the prime mission of schools
- Failed systems make classrooms uncomfortable, unsafe and/or uninhabitable
- Failures of building systems and equipment inhibit the ability of teachers to teach and students to learn, and could subject occupants to harmful substances



Background

General Issues

- District Maintenance services resort to letting buildings, building systems and equipment “run to failure”
- Pace and ultimate costs of repair and replacement actions are accelerated
- There are significant inconsistencies from district to district in the funding of Maintenance services, despite industry standard recommendations



Background

General Issues

- Costs to taxpayers increase by premature failure of buildings, building systems and equipment
- Replacement requires capital assets, which add the cost of debt service to the cost of replacement/repairs
- Focus on breakdown instead of preventive Maintenance decreases efficiency and amount of services, and increases costs of services



Background

General Issues

- Reduction in Preventive Maintenance greatly increases total cost of ownership
- For every \$1 of deferred PM, ultimate cost of premature failure is estimated to be \$4
- Backlog of repair and replacement projects is increasing at alarming rate



Business Case

Starts with a
Facilities Condition
Assessment



Business Case

Facilities Condition Assessment

- A comprehensive, quantifiable analysis that provides:
 - List of projects needing significant repair or total replacement
 - List of projects prioritized for action based on an objective set of criteria
 - Development of “life-cycle” and “total cost of ownership” calculations
 - Foundation for justifying and seeking resources



Business Case

Facilities Condition Assessment

- A comprehensive, quantifiable analysis that provides:
 - Method of tracking facilities conditions over time
 - Method of comparing district's conditions to industry standards
 - Way to inform staff and public about conditions and plans to rectify them
 - Insulation for decision makers from politics-based (data-free) decision making



Business Case

Facilities Condition Assessment

- Is a complex project
- Is a team effort including district professional staff and private contractors experienced in FCA development
- Requires ongoing commitment of resources to manage and keep FCA current



Business Case

Action Plan



Business Case

Action Plan

- Council manages a task force to develop a template for member districts to use in developing action plans based on the FCA



Business Case

Action Plan

- Template will include:
 - How to analyze impacts and effects of building conditions on
 - Teaching, learning and academic performance
 - School safety
 - The school community (including detrimental effects of conditions, and beneficial effects of correcting the conditions)



Business Case

Action Plan

- Template will include:
 - Recommending approaches to resolve existing conditions, including
 - Adopting best industry practices for providing Preventive and Repair Maintenance services
 - Developing continuous improvement programs to become more efficient and effective in delivery of Maintenance services
 - Engaging the community with a comprehensive communications plan to inform the public



Business Case

Action Plan

- Template will include:
 - Recommending approaches to resolve existing conditions, including
 - Soliciting local industry experts and leaders to validate the district's conditions and be champions for support
 - Obtaining authorization to seek resources via a bond measure, tax levy or other sources
 - Creating and nurturing beneficial community relationships



Business Case

Next Steps

- Following the Task Force's Development of the Template a report will be presented to the Council at its Fall Conference in Albuquerque and subsequently promulgated to member districts



Business Case

Questions?/Comments?