



# One *Learning* Community



# Review and Proposed Re-Organization of Facilities Department

Presentation to CUPE 382  
25 January 2017

by David Loveridge, Director of Facilities

# Observations

- **Need for long term vision, direction and understanding of Facility Department's role in District**
- **Limited “customer service” culture**
- **Need for systems that foster accountability and transparency (Work Order/Leave Management/ Timesheets/Dispatch/Facility Rental Systems)**
- **No Parts/Supplies Inventory Management/Control System**
- **Lack of established processes and procedures related to maintenance and repair work in our Schools**
- **No formal plans to deal with special/emergency events including lack of after hours “on-call” protocol**

# Observations (Continued)

- **No Performance Management System**
- **Areas of non-compliance with regards to established legislation and regulations with potential risks/liabilities to the District**
- **Lack of standardized equipment, products, procedures and training related to school cleaning**
- **“Corner of the Desk” Fleet Management**
- **Old technology access and security processes and controls**
- **Community Use of Facilities Rental policy, regulations, and procedures need updating**
- **No intermediate working level that can “get things done”**



# Observations Summary

- **General overall staff contentment with “status quo” when our clients are telling us that the “status quo” is unacceptable**
- **Lack of Accountability and Transparency with our Clients in what work needs to be done and what is actually getting done**
- **Current organizational structure that:**
  - **lacks adequate oversight and supervision**
  - **doesn’t support current/future operational needs and demands;**
  - **supports “old ways” of doing business; and**
  - **promotes the ineffective use of valuable resources**

# Immediate Departmental Priorities

- **Align Facilities Department with the District Strategic Plan**
- **Establish Departmental Strategic Plan with:**
  - Clearly defined Department Mission and Vision,
  - Specific performance objectives and goals, and
  - Service Levels/Standards/Expectations for the Facilities Department
- **Move entire organization along “digital path” to reap greater efficiencies and to eliminate/reduce redundant and ineffective processes**
- **Establish new procedures to ensure consistent equitable service delivery across organization. Includes review of “School Funded” projects**
- **Standardize training procedures, equipment and products for custodial services across the District**

# Immediate Departmental Priorities

- **Implement tools to make basic administration easier (Digital Timesheets, Leave Management, and Spareboard Dispatch)**
- **Replace current Work Order System with a new “off-the-shelf” modern work order and asset management system**
- **Modernize facility rental software system**
- **Introduce and implement a long term Fleet Management Strategy and Policy**
- **Re-organize Facilities Department to meet the long term operational and financial needs of the District including the addition of adequate supervision resources**
- **Review of contracted services that can be brought “in-house” where a good business case exists (e.g. Roofing, access and security, Field Maintenance etc)**
- **Identify what we:**
  - no longer need to do and stop doing it; and
  - clearly understand what we need to do and plan to get it done.

Proposed New  
Greater Victoria School District  
Facilities Organization



# Major Changes

- **Operations**

- Elimination of majority of “non-cleaning time” for Daytime Custodians (C2) in all schools
- Increased Supervisory level on the Operations and Maintenance side
- Increase oversight and supervision for Operations and Building Maintenance

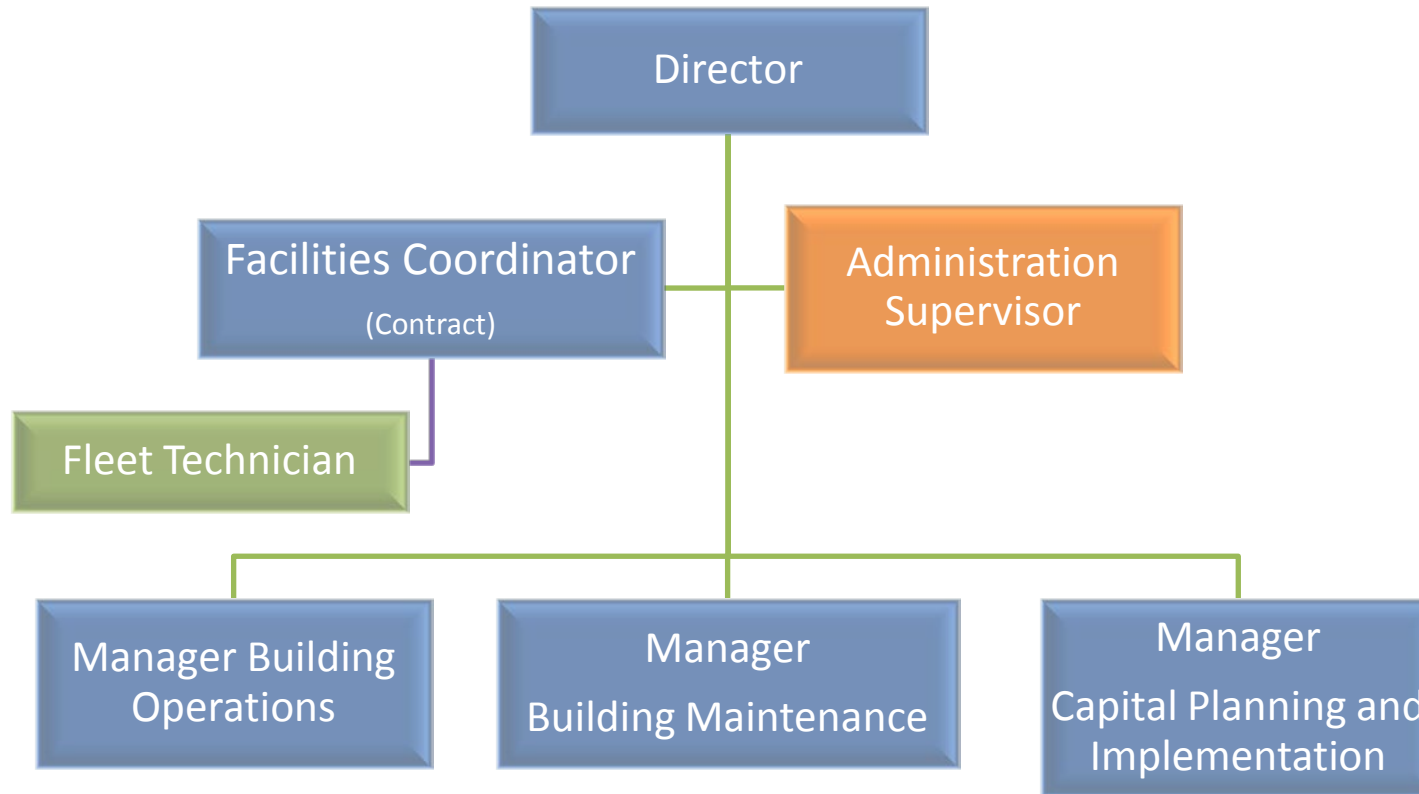
- **Building Systems/Maintenance and Repairs**

- Align service delivery along three functional lines (Maintenance, Operations and Capital)
- Increase trades support in the following areas:
  - Plumbing
  - HVAC
  - Capital Repairs and Carpentry
  - Painting
  - Landscape/Site Work
  - Technical Service Support
- Implementation of a mobile enabled workforce
- Focus on completing as much work as possible in-house using District resources

- **Capital**

- Focus on managing/conducting as much work as we can in house using District Staff and Project Management resources

# Facilities Department



Facilities Total	# FTEs
Exempt	9
CUPE 382	188.63
CUPE 947	13
<b>Total</b>	<b>210.63</b>

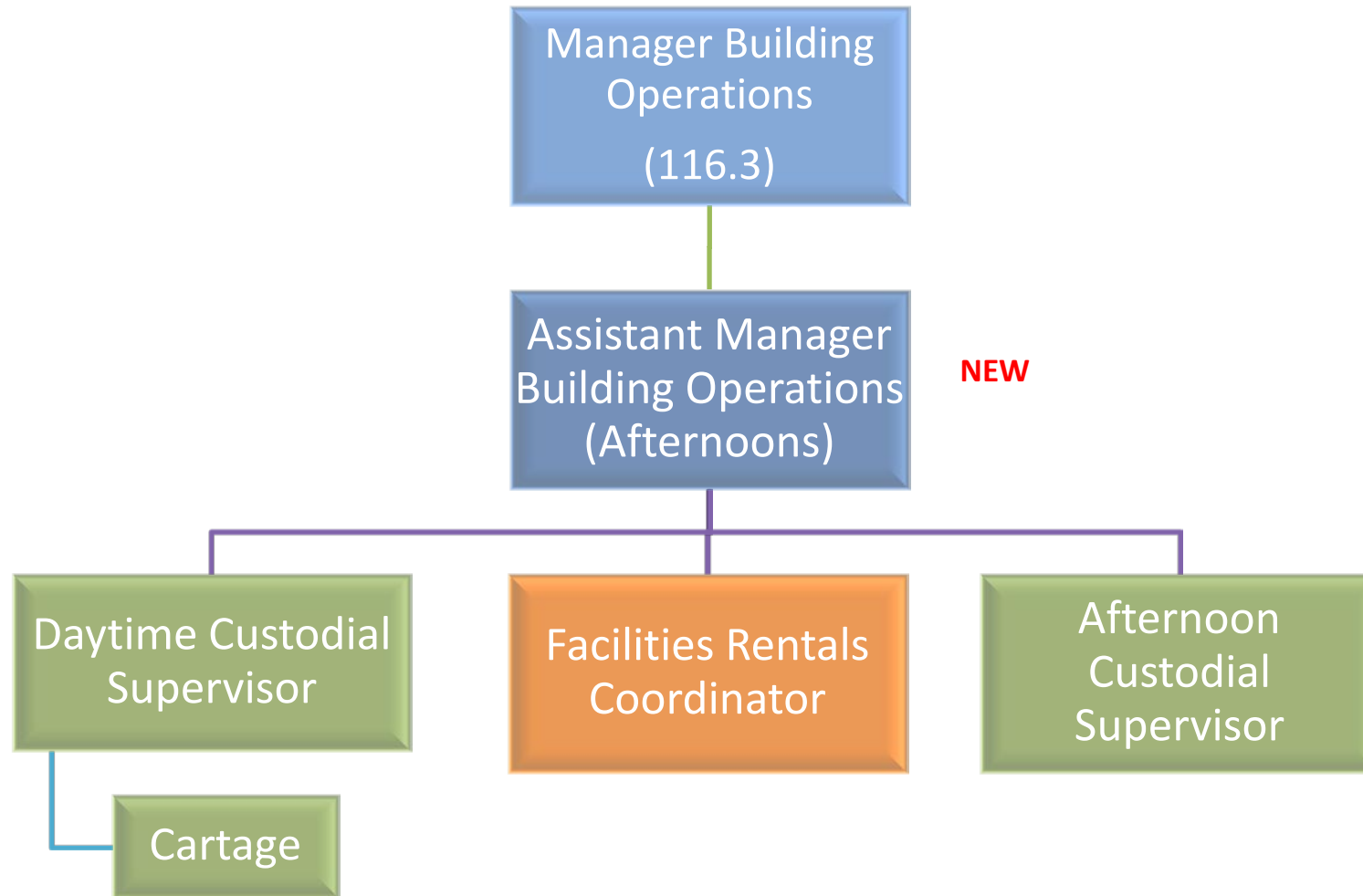
**LEGEND**

Exempt Staff

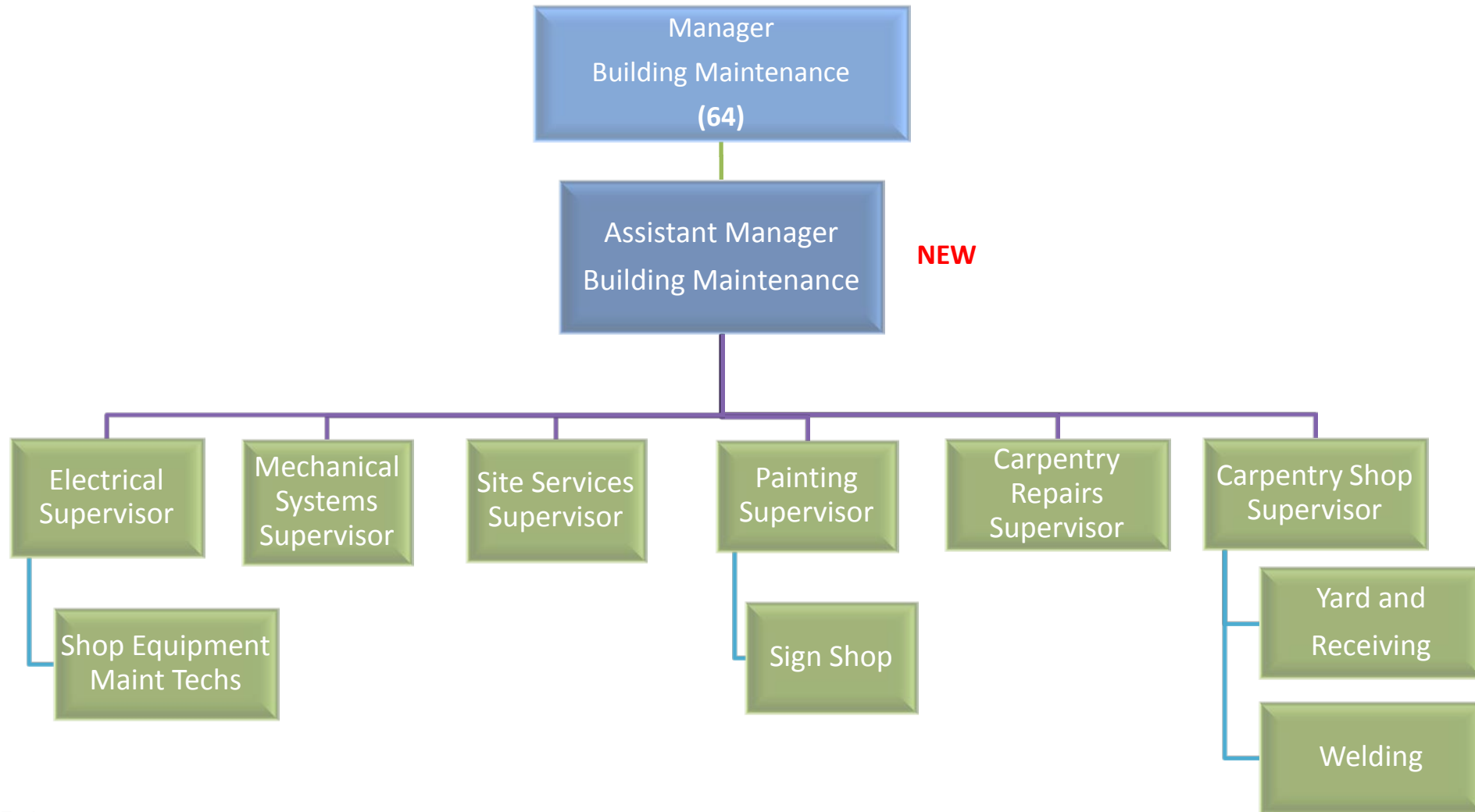
CUPE 382 Staff

CUPE 947 Staff

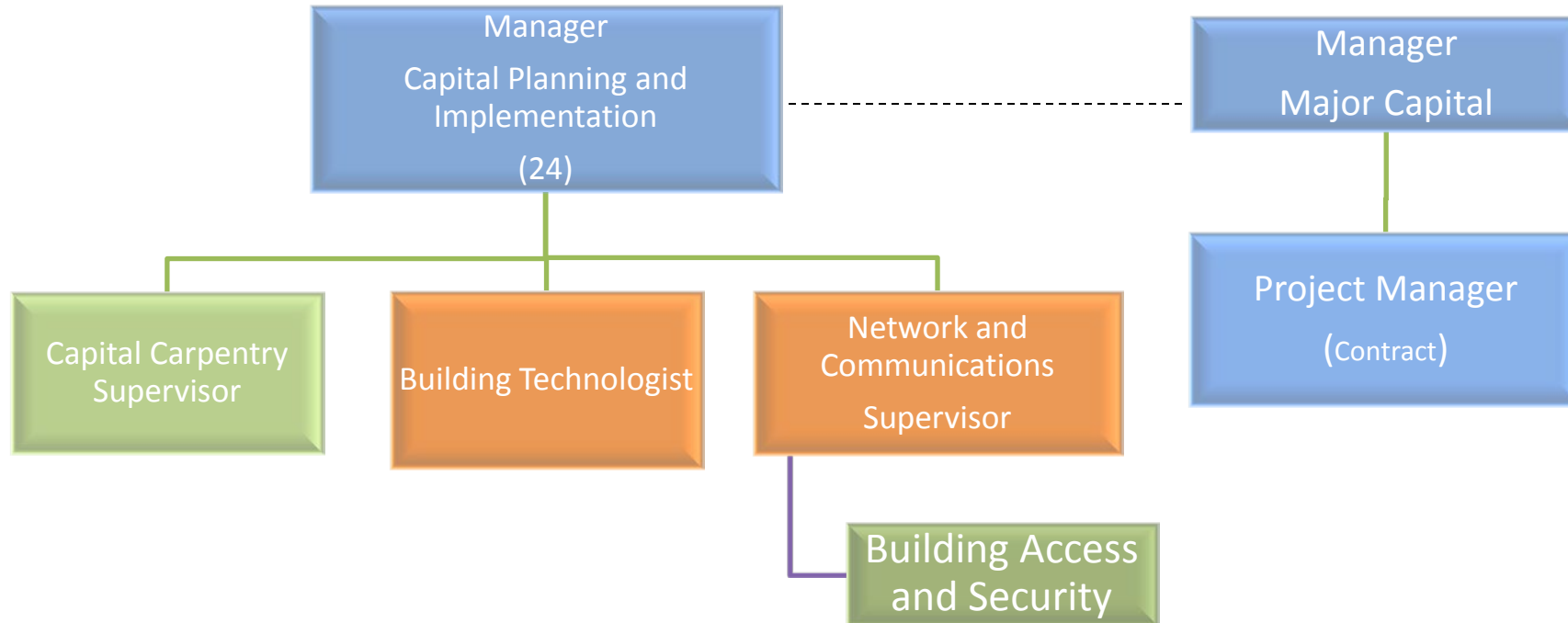
# Building Operations



# Building Maintenance



# Capital Planning & Implementation





# Immediate Impact of Changes

## Gains

### CUPE 382

- Access and Security Electrician (+1)
- Field and Sprinkler System Technician (+1)
- Horticulturalist (+0.5)
- Equipment Operators (+3)
- Repair Carpenters (+3)\*\*
- Painters (+3)\*\*
- Plumbers/HVAC Technicians (+3)
- Electrician (+1)
- Shop Equipment Technician (+1)\*\*
- Total (+16.5)

\*\* 1 of these positions in each area subject to availability of new funding

### EXEMPT

- Assistant Manager Building Maintenance (+1)
- Assistant Manager of Building Operations (+1)
- Total (+2)

## Losses

### CUPE 382

- Custodian 1 (-16) \*
- Landscape Labourer (-1.5)
- Total (-17.5)
  - \* Subject to detailed run review
  - \*\* Includes current empty and coming attrition

### Note:

- Intent of District to review other services and capabilities we are currently contract out to see what can be brought in house.
- Any increases to in-house capabilities and staff based on individual “business case” reviews.
- This re-organization addresses bringing the following capabilities in-house:
  - Access and Security,
  - Field Maintenance
  - Sprinkler System Installation and Maintenance.
  - Increased Shop Equipment Maintenance
- Other Areas to be looked at:
  - Roofing
  - Gym Floor Re-finishing/ Rehabilitation
  - Tree Care and Removal

# Projected Cost of Changes

Change Element	Estimated Annual Cost	Type	Source
Transition Costs	\$10,000	One-Time	2016/2017 Facilities Operating Budget
Assistant Manager Building Maintenance	\$88,200	Annual	2017/2018 Budget Submission
Assistant Manager Building Operations	\$88,200	Annual	2017/2018 Budget Submission
<b>TOTAL CHANGE – Annual and One Time</b>	<b>\$186,400</b>		
CUPE 382 Staffing Changes	\$184,059	Annual	Total subject to plus/minus changes in staffing and on anticipated Rental Revenue Increases

# Benefits/Outcomes

- More Day-to-Day Maintenance being done in our Schools
- More robust Preventive Maintenance Program which will extend useful life of assets
- Improved Warranty Tracking – resulting in less cost to District
- Trackable, Reportable, Transparent and Accountable Maintenance for Schools
- Standardized more productive/efficient Custodial Services
- No loss of Daytime Custodial Services in our Schools
- Healthier and Safer Schools

# Next Steps

1. Review planned changes with Board - COMPLETE
2. Consult/advise Unions about new organization and planned changes - STARTED
3. Investigate possible Apprentice Program with CUPE 382 - ONGOING
4. Start transition planning to have new staffing in place for transition date
  1. Cleaning Run Detailed Review – Start 30 Jan 2017
  2. Detail next level below new supervisory level in org charts – Early Feb 2017
  3. Update Job Descriptions - Start 30 Jan 2017
5. Discuss Organizational Changes with Principals - TBD
6. Determine the number and what staff will be impacted
7. Complete final budget implications for 2017/2018 Budget process – End Feb 2017
8. Set date for start of re-organization process – TBD (Spring 2017?)
9. Hold “Claiming Day” for new and changed positions (April 2017?)
10. “Go-Live” with new organization (Spring 2017?)



## Discussion/Comments