

Facilities Practices and Their Associated Indicators

Identifying Information of Individual Completing Form

Name: _____

Telephone No. _____

Position: _____

Email Address: _____

School: _____

Years associated with this charter school?
 1 – 3 Years ___; 4 – 6 Years ___; 7+ Years ___

If these do not apply, simply mark them “not applicable”.








Best Practices and Indicators

	Yes	No	Unknown	Explanation/Documentation
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Program Direction and Accountability

	Yes	No	Unknown	Explanation/Documentation
1. The charter school’s maintenance and operations has a mission statement, goals, and objectives that are established in writing.				
a. Maintenance and operations has approved a mission statement that clearly defines the purpose and expected outcomes.				
b. Maintenance and operations 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 charter school facilities including, but not limited to, paint, roofs, HVAC equipment (tracking age and repair history), grounds (including paving), electrical service, and plumbing.				
2. The charter school has established and implemented accountability mechanisms to ensure the performance and efficiency of the maintenance and operations program.				
a. Maintenance and operations uses appropriate performance and cost-efficiency measures and interpretive benchmarks to evaluate each program and uses these in management decision-making.				
b. Maintenance and operations has established and implemented strategies to continually assess the reliability of program performance and cost data.				






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c. Maintenance and operations regularly evaluates the performance of all maintenance and operations work and can demonstrate that adjustments are made to maximize performance and efficiency.				
d. The charter school has taken advantage of significant opportunities to improve maintenance operations management, increase efficiency and effectiveness, and reduce costs.				
3. The charter school 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 facilities maintenance.				
b. Customers are surveyed at least annually using a written instrument to determine strengths and weaknesses of maintenance service and to identify major maintenance needs.				
c. Customer survey results are shared with customers and staff.				
4. The charter school has established procedures and staff performance standards to ensure efficient operations.				
a. Maintenance has and follows written procedures that, at a minimum, provide for: <ul style="list-style-type: none">  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 are up to date and accessible to school personnel and the public.				
c. Maintenance and operations has written performance standards for staff that are communicated to employees and are made readily available to other interested parties. <ul style="list-style-type: none">  Performance standards for commonly repeated tasks have been established by the charter school on the basis of internal review or available benchmarks of industry practices and are used for assigning work and conducting performance appraisals. 				
d. Maintenance performance standards ensure that all sites are maintained equitably.				
e. The charter school has a process for communicating failures to meet departmental and staff performance standards and can track responses to those failures.				




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5. Maintenance and Operations maintains educational, charter school support facilities in a condition that enhances student learning, and facilitates employee productivity.				
a. Charter school educational facilities are effectively maintained and provide an appropriate teaching environment.				
b. Charter school educational facilities are effectively maintained and provide an environment conducive to student learning.				
c. Charter school support facilities are effectively maintained and provide appropriate working conditions for charter school employees.				
Organizational Structure and Staffing				
6. The charter school regularly reviews the organizational structure of the maintenance and operations program to minimize administrative layers and assure adequate supervision and staffing levels.				
a. Maintenance and operations is administered in accordance with a published organizational chart that has been approved by the Board.  The charter school provides appropriate supervision of maintenance and operations staff.  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. Maintenance and operations regularly reviews the program's organizational structure and staffing levels and makes appropriate staffing adjustments based on these reviews.  The charter school 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, as existing facilities become older, require more maintenance, and provide for deleting staff and closing facilities whenever indicated.  The charter school reports organizational staffing review findings in writing and distributes these findings to school Board members and the public.				

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<p>c. The program structure includes reasonable lines of authority and spans of control given the responsibilities of each organizational unit.</p>				
<p>7. Complete job descriptions and appropriate hiring and retention practices ensure that maintenance and operations has qualified staff.</p>				
<p>a. have been developed, properly reflect the needs of the department, and are reviewed and updated periodically to address changing requirements and actual practices.</p> <ul style="list-style-type: none">  Appropriate personnel participate in the writing and review of job descriptions.  Job descriptions are readily available for applicants and staff to review. 				
<p>b. Procedures are established for attracting qualified applicants based on charter school size, location, and needs.</p>				
<p>c. Job vacancy notices adequately describe job responsibilities; job qualifications; educational/professional requirements; application and selection criteria; and salary and benefits.</p>				
<p>d. Personnel procedures ensure that adequate personal and professional references are obtained and contacted.</p>				
<p>Organizational Structure and Staffing</p>				
<p>8. The charter school provides a staff development program that includes appropriate training for maintenance and operations staff to enhance worker job satisfaction, efficiency, and safety.</p>				
<p>a. The charter school provides professional development and training programs based on charter school size and capabilities, identified needs and the relevant trades. Annual planned training programs are implemented for appropriate trades personnel, support and supervisory personnel, and administration.</p> <ul style="list-style-type: none">  Written training goals and expected outcomes are established in the areas of safety, trades enhancement, cross trades utilization, interpersonal team skills, Charter school policy awareness, and department procedures.  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. 				


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<ul style="list-style-type: none">  Instructors used for staff training are from appropriate trade/instructional areas. Outside professional trainers are used when possible.  Training programs provide an opportunity for staff feedback and evaluation.  Where possible, there is a defined apprenticeship program. 				
b. Participation in state and national organizations is supported in order to remain current with maintenance issues, new technology, equipment, materials, and procedures.				
c. Maintenance and operations subscribes to various trade publications and the publications are available to employees.				
d. The charter school ensures that maintenance and custodial standards are regularly updated to implement new technology and procedures.				
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.				
b. The annual budget addresses long-term goals for maintaining and operating charter school 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.				
g. Allocations are included for the correction of deficiencies identified in the charter school's annual Safety, Casualty and Fire Safety Inspection report, and the charter school can demonstrate that the monies are used as intended.				
10. The charter school accurately projects cost estimates of major maintenance projects.				
a. Cost estimates are based on the charter school'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.				




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c. The charter school regularly evaluates projected cost estimates for accuracy and utilizes this information to improve future estimates.				
11. The Board maintains a maintenance reserve fund to handle one-time expenditures necessary to support maintenance and operations.				
a. The charter school and maintenance do not use the reserve fund for recurring expenses.				
b. The budgetary policy is flexible enough to ensure funding of unforeseen maintenance needs that could adversely affect the charter school's mission if not funded (e.g., emergency funds).				
12. The charter school minimizes equipment costs through purchasing practices.				
a. The charter school regularly conducts cost comparisons to determine whether purchasing practices have minimized costs.				
b. Volume purchases are made whenever cost-effective.				
c. Maintenance and operations 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.				
13. The charter school provides maintenance and operations department staff the tools and equipment required to accomplish their assigned tasks.				
a. Maintenance and operations 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 is not stocked on maintenance vehicles.				
14. The charter school provides maintenance and operations department staff the tools and equipment required to accomplish their assigned tasks.				
a. Maintenance and operations evaluates the cost to maintain specific facility designs and implements strategies to reduce labor and long-term maintenance costs.				

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b. A preventative maintenance program has been implemented to reduce long-term maintenance costs and service outages.				
c. The administration has a process in place to ensure that policies and procedures are followed for disposal of surplus furniture and equipment.				
15. Maintenance and operations identifies and implements strategies to contain energy costs.				
a. The charter school 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 charter school has a written energy management plan.				
16. The charter school has an energy management system in place, and the system is maintained at original specifications for maximum effectiveness.				
a. The charter school has a written energy management plan in place.				
b. Maintenance and operations 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.				
17. Charter school personnel regularly review maintenance and operation's costs and services and evaluate the potential for outside contracting and privatization.				
a. Charter school personnel regularly evaluate existing services and activities to explore the feasibility of alternative methods of providing services, such as outside contracting and privatization.				
b. Charter school personnel regularly evaluate all contracted and/or privatized services to verify effectiveness and cost savings.				
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.				

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<ul style="list-style-type: none">  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. Maintenance and operations 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.				
c. Work order reports are routinely produced and analyzed to improve performance.				
19. Maintenance and operations has a system for prioritizing maintenance needs uniformly throughout the charter school.				
a. Maintenance and operations places highest priority on responding to life, health, and safety issues.				
b. Maintenance and operations prioritizes maintenance needs based on its prioritization guidelines and completes regular and emergency maintenance repairs accordingly.				
c. The charter school’s process of prioritizing maintenance is designed to address every need.				
d. Charter school procedure determines when emergency maintenance is necessary and provides for effective emergency repairs.				
20. Charter school policies and procedures clearly address the health and safety conditions of facilities.				
a. The charter school has established written health and safety standards.				
b. Evaluations are made and documented for the condition of buildings.				
c. The charter school 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. The charter school has an adopted Emergency/Disaster Plan that complies with California law.				
e. The charter school conducts periodic disaster preparedness drills and appropriate staff training.				

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21. The charter school complies with federal and state regulatory mandates regarding facility health and safety conditions.				
a. Procedures comply with all relevant federal and state requirements.				
b. The charter school participates in state and federal voluntary efforts regarding facility health and safety conditions and has documented resulting cost savings and/or avoidance.				
22. The charter school is aware of and prepared for the permitting and inspection requirements of the California Building Code.				
a. Maintenance and operations staff received training regarding California Building Code and all other applicable state and local requirements.				
b. Maintenance and operations has procedures in place to ensure that all required permits are obtained prior to the start of a project.				
c. Maintenance and operations has reviewed the California Building Code and has developed a procedure to ensure that all necessary inspections will take place.				
d. Is there other information that demonstrates the charter school's use of best practices that should be considered?				