

**PASADENA UNIFIED SCHOOL DISTRICT
FACILITIES, MAINTENANCE & OPERATIONS
2018-19 ANNUAL PLAN**

DIVISION/DEPARTMENT	Facilities, Maintenance & Operations
<p>DIVISION/DEPARTMENT STATEMENT OF PURPOSE</p> <p>Insert statement describing what your Division/ Department does and its purpose</p>	<p>The mission of the Maintenance and Operations Department (M&O) of Pasadena Unified School District is to create an environment conducive to student achievement and success by providing safe, clean, comfortable, aesthetic, and purposeful indoor and outdoor learning spaces throughout the District in meeting the needs of the education process.</p> <p>Our vision is to strive to be an effective, customer service oriented department that is respected by Pasadena Unified School District and the community it serves.</p>
<p>DEPARTMENT THEORY OF ACTION (TOA)</p> <p><i>Your TOA provides a road map for what needs to happen and what Division/ Department needs to do to achieve desired outcome(s) for students. Can be an IF...AND...THEN statement.</i></p>	<p>IF we:</p> <ul style="list-style-type: none"> ● Train and develop staff to perform their duties of the department safely, skillfully and professionally. ● Expand, execute and manage comprehensive preventative maintenance programs which protect the district’s financial investment in its physical plant. ● Listen and respond to our customer’s needs. ● Perform day to day cleaning, maintenance, repair and upgrading of the existing physical plant in a manner which strives to meet the expectations of the students, parents faculty and staff. ● Control costs rigorously through the professional management of departmental resources while introducing new technologies and methods. ● Develop, promote, implement and maintain an effective energy management program. ● Plan and execute a realistic and viable Deferred Maintenance Program <p>THEN, the Maintenance & Operations Division will provide for safety, quality service, environmental sensitivity and operational efficiency.</p>
<p>DEPARTMENT ORGANIZATIONAL CHART</p>	<p>See FACILITIES M&O Organizational Charts</p>
<p>LIST OF SERVICES</p>	<ul style="list-style-type: none"> ● Board Facilities Committee ● Bond Administration ● Civic Center Permits

	<ul style="list-style-type: none"> ● Construction ● Custodial ● Emergency Preparedness ● Facilities Master Plan/Implementation ● Grounds ● Liaison to Cities of Pasadena, Sierra Madre & Altadena ● Liaison to Pasadena Redevelopment Oversight Board ● Maintenance ● Security ● Transportation ● TT Citizens Oversight Committee
DIVISION LEADER	Nelson Cayabyab, Chief Facilities Officer
DIVISION/DEPARTMENT CONTACT	Nadia Zendejas (626) 396-5850 zendejas.nadia@pusd.us

FACILITIES M&O DEPARTMENT GOALS

1. Department Goals (Outcomes) 2018-19 <i>What outcomes do you want to see? For who? Are they aligned to Strategic, LCAP, other plans?</i>	Metrics <i>How will you measure impact?</i>	Targets (D) <i>Include baseline level, if available</i>
<p>1) Increase maintenance staff efficiency and overall productivity, streamline workflows, improve customer engagement and satisfaction, capture and show productivity gains, and track overall health of maintenance program</p> <p>2) Improve preventive maintenance program, transition to be more proactive, reduce backlogged work, increase life expectancy of equipment, and decrease catastrophic failures</p>	<p>LCAP Goal 5: Operational Key Performance Indicators:</p> <ul style="list-style-type: none"> ● % of WOs Completed in Less than a Week ● Ratio of Preventive Maintenance (PM) Work Orders to Work Orders 	<p>Baseline: 50% Target: 60% (median for other districts)</p> <p>Baseline: 0% or N/A Target: +5%</p>

SEE [DEPARTMENT & DEFERRED MAINTENANCE REPORT FOR DETAILS ON GOALS, ACTIONS & KPIS](#)

FACILITIES M&O DEPARTMENT 2018-19 ACTIONS

2. Department Actions for 2018/19 (E) <i>What will we do in 18-19 to achieve our goals and meet our targets?</i>	<i>Will this take additional resources to do in 18/19 ?</i> <i>Yes/No</i>
<p>1) Continue the District’s due diligence in project constructability reviews on existing and future design plans to minimize the district’s vulnerability to change orders and increase in construction budgets.</p> <p>2) The division needs to start planning the EMP and FMP beyond the three year term and start making the preparations necessary for the future bond sale.</p> <p>3) Revisit/change the existing Facilities Master Plan (FMP) to meet the district’s current educational and instructional demands of the 21st Century.</p> <p>4) Complete all if not the majority of the MTT projects as previously approved by the 2008/12/17 MTT Master Plan.- attachment #9 & #3</p> <p>5) Support the Educational Master Plan (EMP) in bringing the facilities up to the level that is needed to support the sites with its assigned educational programs.</p> <p>6) Develop baseline budget to accomplish the work</p>	<p>No</p> <p>“</p> <p>Will depend on project scope and timeline</p> <p>“</p> <p>“</p>

ALIGNMENT TO LCAP GOALS, ACTIONS, OUTCOMES & TARGETS 2018-20

<p>Goal 3: Students will be in school every day in an environment that is safe, caring, and conducive to learning. All facilities will be in good repair, clean, and equipped for 21st century learning.</p>		
<p>2018-19 ACTIONS & SERVICES</p>		
#	LCAP Action/Service Description	LCAP Outcomes & Targets
3.7	<p>Ensure that facilities will remain in good repair and will be continually upgraded to meet 21st century technological needs (Facilities, Maintenance and Operations by location)</p>	<p>State Priority 1 LCAP Indicator 3.8 Quality of Facilities (% of facilities in good or better condition, as measured by Williams where applicable or Facilities Inspection Tool divided by total # of schools) Baseline (16-17): 100% Target: 100%</p>

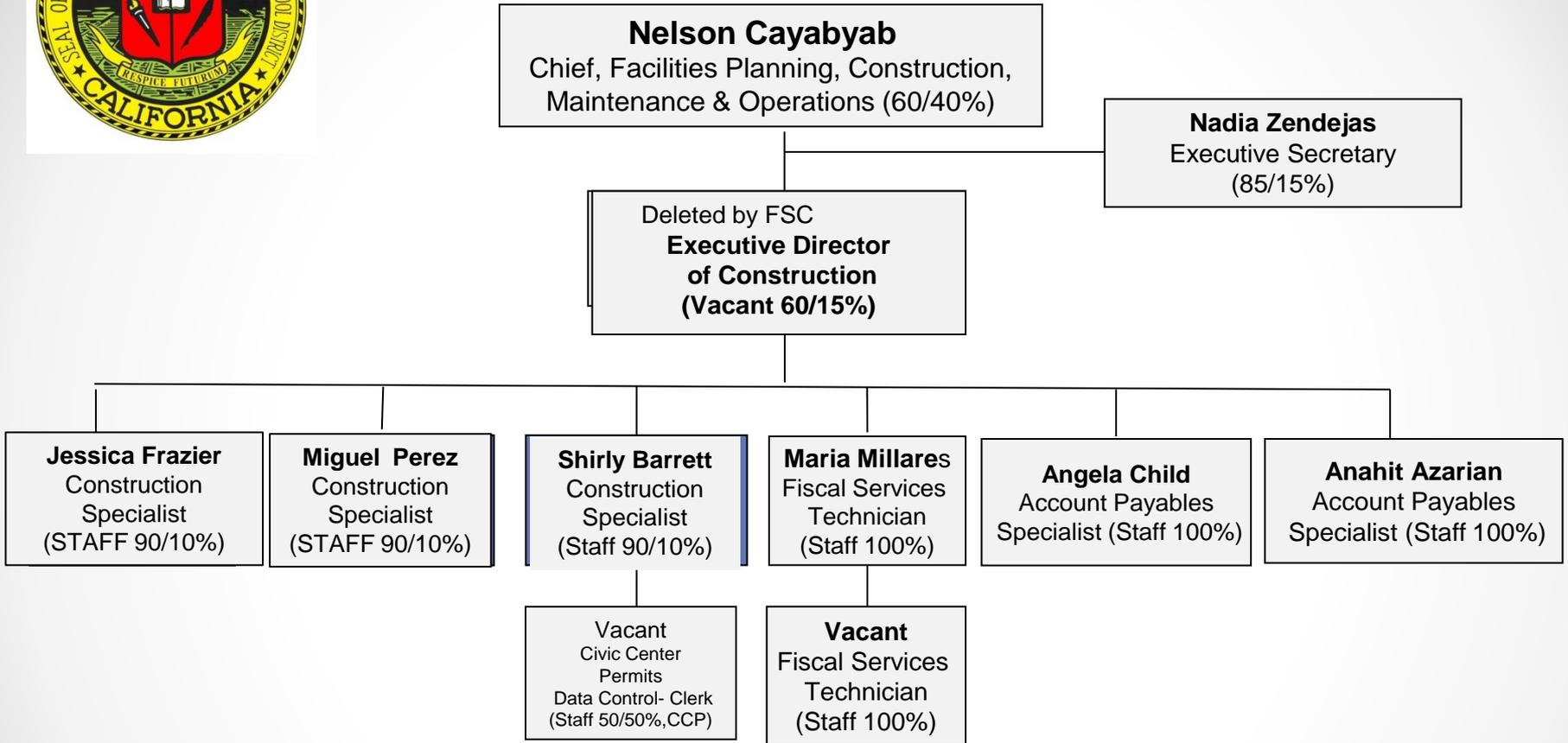
FACILITIES, M&O 18-19 ANNUAL PLAN

Goal 5	Systems and processes of the district are effective, transparent, and efficient. The central office is responsive to the needs of the school sites.	Division reported operational goals and key performance indicators – see KPIs for Facilities above
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Pasadena Unified School District

Facilities Planning, Construction Department.



Note: There are 7 Positions that are 1099 - annual contract assigned as Project Managers (PMs), Engineer and Project Inspectors for the remaining of MTT Projects. All salaries are funded from fund 21.1.



Pasadena Unified School District

Maintenance and Operations Dept.

Nelson Cayabyab
Chief Facilities Officer (CFO)

Vacant- CFO Resp.
Director of M & O

Jessica Manuel
Admin Assistant

Carolyn Paleczny
Program Assistant (Po's
& People Soft)

Rachel Zavala
Data Control Clerk (50/50%-
CCP- Work Request & CCP)

Vacant- CFO Resp.
Maintenance/Grounds
Coordinator

Joe Esparza
Field Operations
Supervisor

Mike Dunning Lead
Carpenter/Locksmith
• Carpenters – 4
• Locksmiths – (2 hires pending)

Mark Stratis
Lead Plumber
• Plumbers - 3

Ben Pascual
Lead HVAC Technician
• HVAC Techs – 4

Ray Green
R & C Lead
• R & C Workers – (2/1 vacant)

Paul Senebandith
Lead Electrician
• Electricians – 4
• Fire Alarm Tech - 1

Garage Workers – 2

David Clark & Juan Villegas
Crew Leads
• Gardeners – 6/1 retired
• Irrigation Specialist. – 1
• Mower Operator. - 2

Bob Goff
Lead Painter
• Painters – 7
• Painter Helper - 1

Adam Kreuter IV
Grounds Maintenance-
Specialist (Athletic Fields)

DSC Custodian

District Wide Custodians
• Staff – 115

Substitute Custodians
• Staff – (6 processing)

**Director of
Transportation (Vacant)**

Gary Turner
Transportation
Scheduler

Note: Salary Percentages 50/50%
means - Fund 21.1/1.0 or CCP

MAINTENANCE OPERATIONS
MULTI YEAR ACTUALS SUMMARY
8-21-18

Division Chief	(All)
Fund	01.0
SiteType	Department
DivisionGroup	Maintenance and Operation

Row Labels	2016-17 Actuals	2017-18 Second Interim	2017-18 Unaudited Actuals	2018-19 Adopted Budget	Variance 18-19 Budget to 17-18 Actual
Expenditure					
100 - Civic Center Permits	205,383	189,324	192,662	161,002	(31,660)
00000.0 - Unrestricted Resource	205,383	189,324	99,322	161,002	61,680
Classified Salaries	149,120	116,000	53,547	88,502	34,955
Employee Benefits	41,381	33,324	21,938	27,500	5,562
Materials and Supplies	7,158	19,000	7,963	15,000	7,037
Contracted Services	7,724	21,000	15,874	30,000	14,126
Capital Outlay	0	0	0	0	0
81500.0 - On-Going Major Maintenance	0	0	93,341	0	(93,341)
Classified Salaries	0	0	93,341	0	(93,341)
116 - Emergency Preparedness	134,931	0	0	0	0
00000.0 - Unrestricted Resource	134,931	0	0	0	0
Materials and Supplies	39,120	0	0	0	0
Contracted Services	95,811	0	0	0	0
167 - Energy Education	590,324	28,260	0	0	0
00000.0 - Unrestricted Resource	468,568	28,260	0	0	0
Certificated Salaries	118,572	23,466	0	0	0
Employee Benefits	42,107	4,794	0	0	0
Contracted Services	307,889	0	0	0	0
62300.0 - California Clean Energy Jobs A	121,756	0	0	0	0
Certificated Salaries	8,880	0	0	0	0
Classified Salaries	14,205	0	0	0	0
Employee Benefits	4,797	0	0	0	0
Materials and Supplies	82,206	0	0	0	0
Contracted Services	11,668	0	0	0	0
Capital Outlay	0	0	0	0	0
198 - Maintenance and Operation	4,803,351	4,571,953	4,273,801	5,030,568	756,767
00000.0 - Unrestricted Resource	0	0	0	0	0
Classified Salaries	0	0	0	0	0
Employee Benefits	0	0	0	0	0
81500.0 - On-Going Major Maintenance	4,803,351	4,571,953	4,273,801	5,030,568	756,767
Classified Salaries	2,108,185	2,143,394	2,002,234	2,235,267	233,033
Employee Benefits	1,151,485	1,221,517	1,109,291	1,283,501	174,210
Materials and Supplies	583,049	369,349	374,245	614,900	240,655
Contracted Services	787,364	734,882	691,349	796,900	105,551
Capital Outlay	173,269	102,811	96,683	100,000	3,317
208 - Custodial Operations	1,352,048	1,042,739	1,191,768	817,976	(373,792)
00000.0 - Unrestricted Resource	1,352,048	907,951	1,057,011	817,976	(239,035)
Classified Salaries	566,344	330,752	381,437	308,528	(72,909)
Employee Benefits	175,088	161,313	173,041	165,603	(7,438)
Materials and Supplies	328,331	232,891	328,816	106,300	(222,516)
Contracted Services	282,285	182,995	173,717	237,545	63,828
07230.0 - Transportation Home To School	0	0	0	0	0
Materials and Supplies	0	0	0	0	0
90500.0 - Civic Center Permits	0	134,788	134,757	0	(134,757)
Classified Salaries	0	110,070	110,070	0	(110,070)
Employee Benefits	0	24,718	24,687	0	(24,687)
211 - Gardening	976,362	996,199	866,069	923,762	57,693
00000.0 - Unrestricted Resource	976,049	996,199	866,069	923,762	57,693
Classified Salaries	591,036	624,918	530,386	570,325	39,939
Employee Benefits	325,989	349,780	315,606	341,783	26,177

MAINTENANCE OPERATIONS
MULTI YEAR ACTUALS SUMMARY
8-21-18

Materials and Supplies	17,538	21,501	18,927	11,654	(7,273)
Contracted Services	41,486	0	1,150	0	(1,150)
90064.0 - Pasadena Water & Power Dept.	313	0	0	0	0
Materials and Supplies	0	0	0	0	0
Contracted Services	313	0	0	0	0
212 - Transportation	5,015,868	4,956,868	4,730,261	4,497,188	(233,073)
00000.0 - Unrestricted Resource	1,913	(68)	82,494	15,000	(67,494)
Contracted Services	1,913	(68)	82,494	15,000	(67,494)
07230.0 - Transportation Home To School	5,013,955	4,956,936	4,647,767	4,482,188	(165,579)
Classified Salaries	88,809	88,809	87,737	88,809	1,072
Employee Benefits	47,285	50,720	47,807	52,068	4,261
Materials and Supplies	1,534	63	104	100	(4)
Contracted Services	4,876,327	4,817,344	4,512,119	4,341,211	(170,908)
90000.0 - Gifts and Grants	0	0	0	0	0
Contracted Services	0	0	0	0	0
214 - Garage	287,292	297,699	284,709	255,383	(29,326)
00000.0 - Unrestricted Resource	287,292	297,699	284,709	255,383	(29,326)
Classified Salaries	98,992	103,653	102,079	108,084	6,005
Employee Benefits	58,542	61,859	61,292	66,145	4,853
Materials and Supplies	104,663	95,354	106,661	31,464	(75,197)
Contracted Services	25,094	36,833	14,677	49,690	35,013
232 - HODGES CENTER	27,946	(12)	0	0	0
00000.0 - Unrestricted Resource	0	(12)	0	0	0
Employee Benefits	0	(12)	0	0	0
81500.0 - On-Going Major Maintenance	27,946	0	0	0	0
Contracted Services	27,946	0	0	0	0
710 - Facilities	203,976	0	0	0	0
00000.0 - Unrestricted Resource	15,119	0	0	0	0
Materials and Supplies	15,030	0	0	0	0
Contracted Services	89	0	0	0	0
62250.0 - EMERGENCY REPAIR PROG-WILLIAMS	0	0	0	0	0
Contracted Services	0	0	0	0	0
Capital Outlay	0	0	0	0	0
90000.0 - Gifts and Grants	159,650	0	0	0	0
Classified Salaries	126,871	0	0	0	0
Employee Benefits	10,247	0	0	0	0
Materials and Supplies	21,771	0	0	0	0
Contracted Services	761	0	0	0	0
90064.0 - Pasadena Water & Power Dept.	29,208	0	0	0	0
Materials and Supplies	29,208	0	0	0	0
Contracted Services	0	0	0	0	0
Grand Total	13,597,481	12,083,030	11,539,271	11,685,879	146,608

KPI's for M&O

What will these Key Performance Indicators (KPIs) allow the Chief to do?



maintenance

Increase maintenance staff efficiency and overall productivity, streamline workflows, improve customer engagement and satisfaction, capture and show productivity gains, and track overall health of your maintenance program



preventive

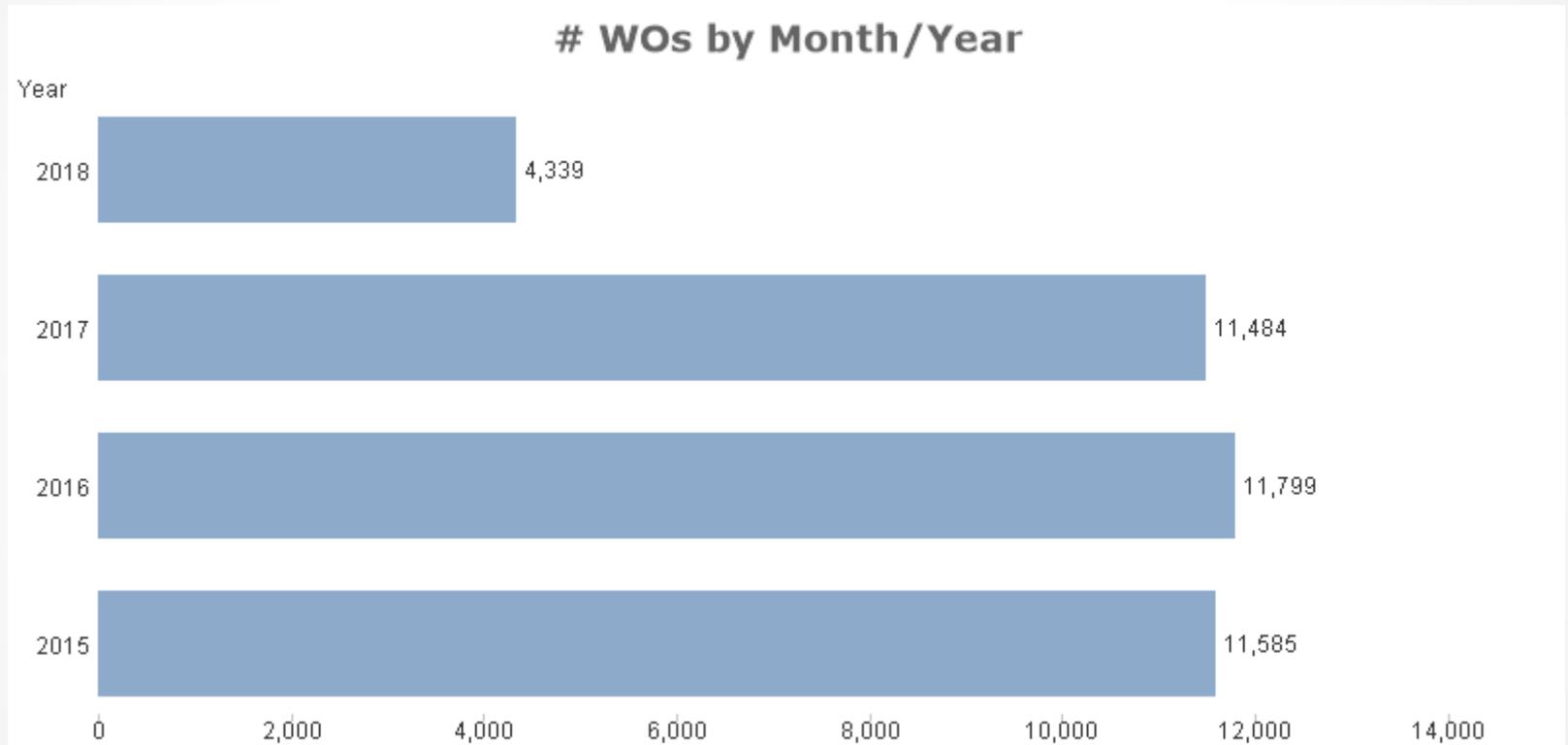
Determine success of your preventive maintenance program, transition to being more proactive, reduce backlogged work, increase life expectancy of equipment, and decrease catastrophic failures

Time Frame FY 17-18

Key Performance Indicators (KPIs): Past 12 Months

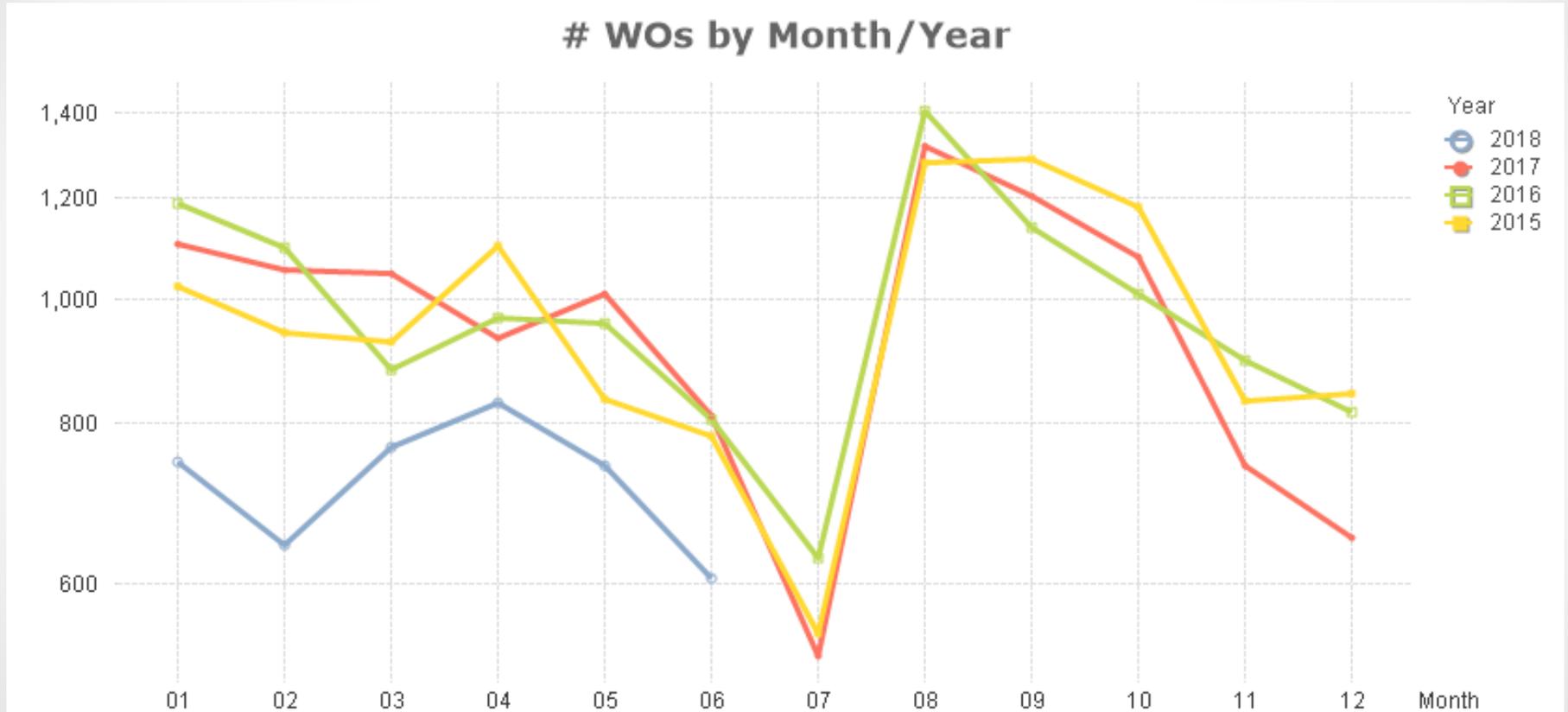
Trends: Past 3 Years

Total # of WOs by Year



Trend: Past 3 Years based on Created Data

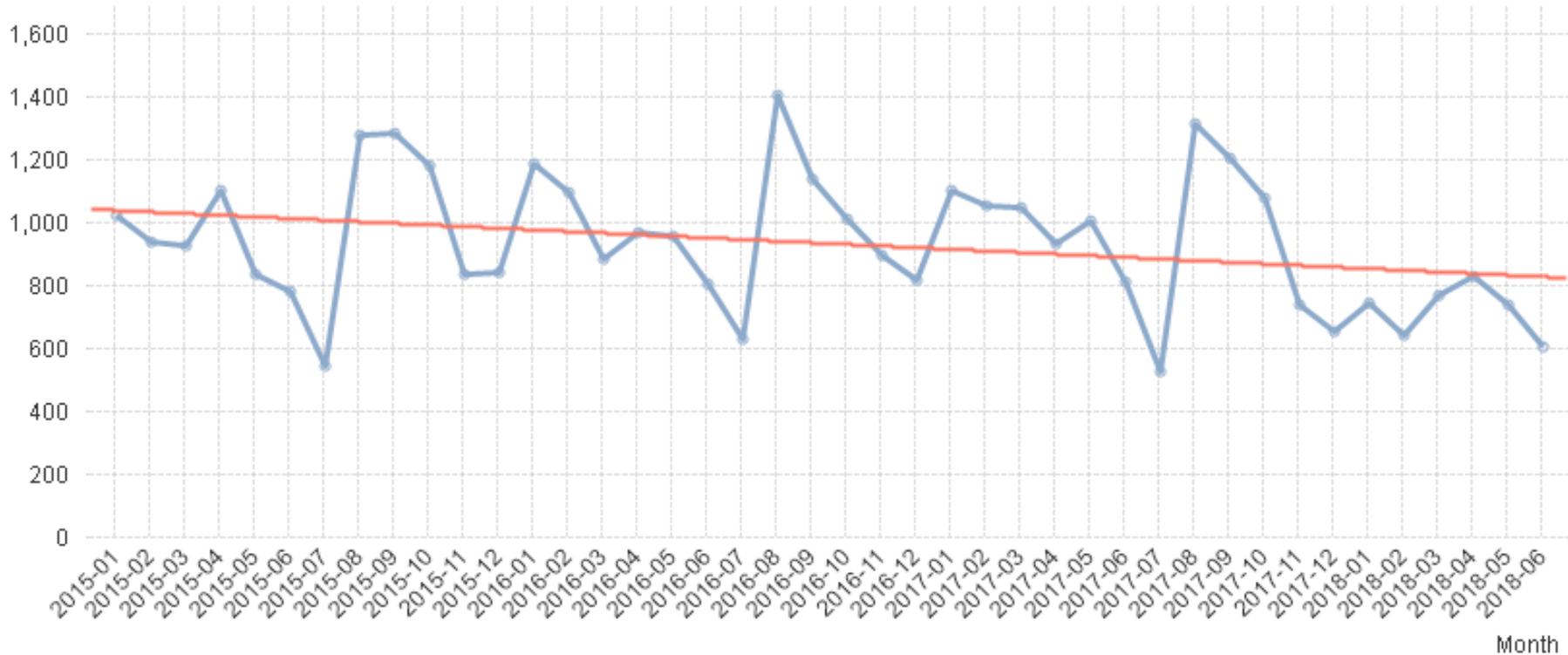
Total # of WOs by Month/Year



Trend: Past 3 Years based on Created Date

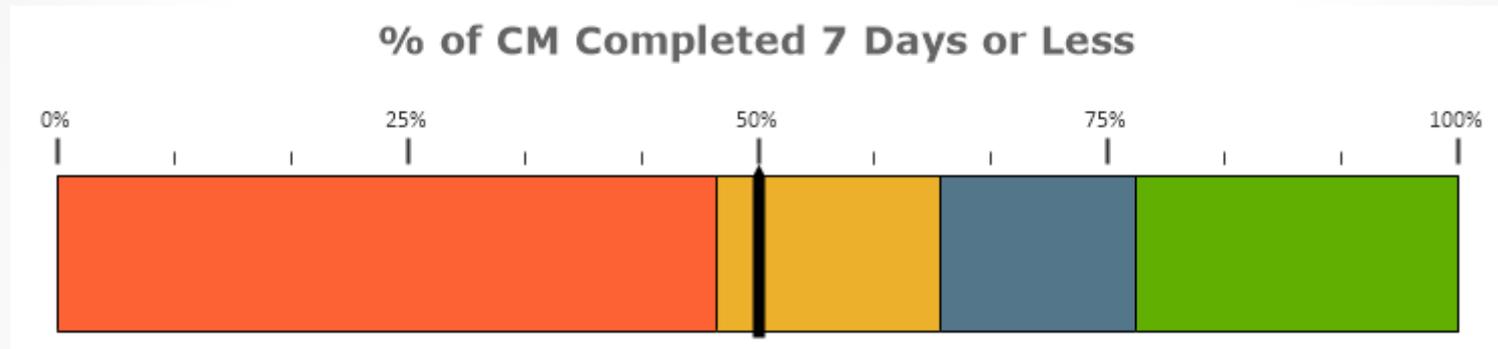
Total # of WOs by Year

WOs by Month/Year



Trend: Past 3 Years based on Created Date

% of WOs Completed in Less than a Week

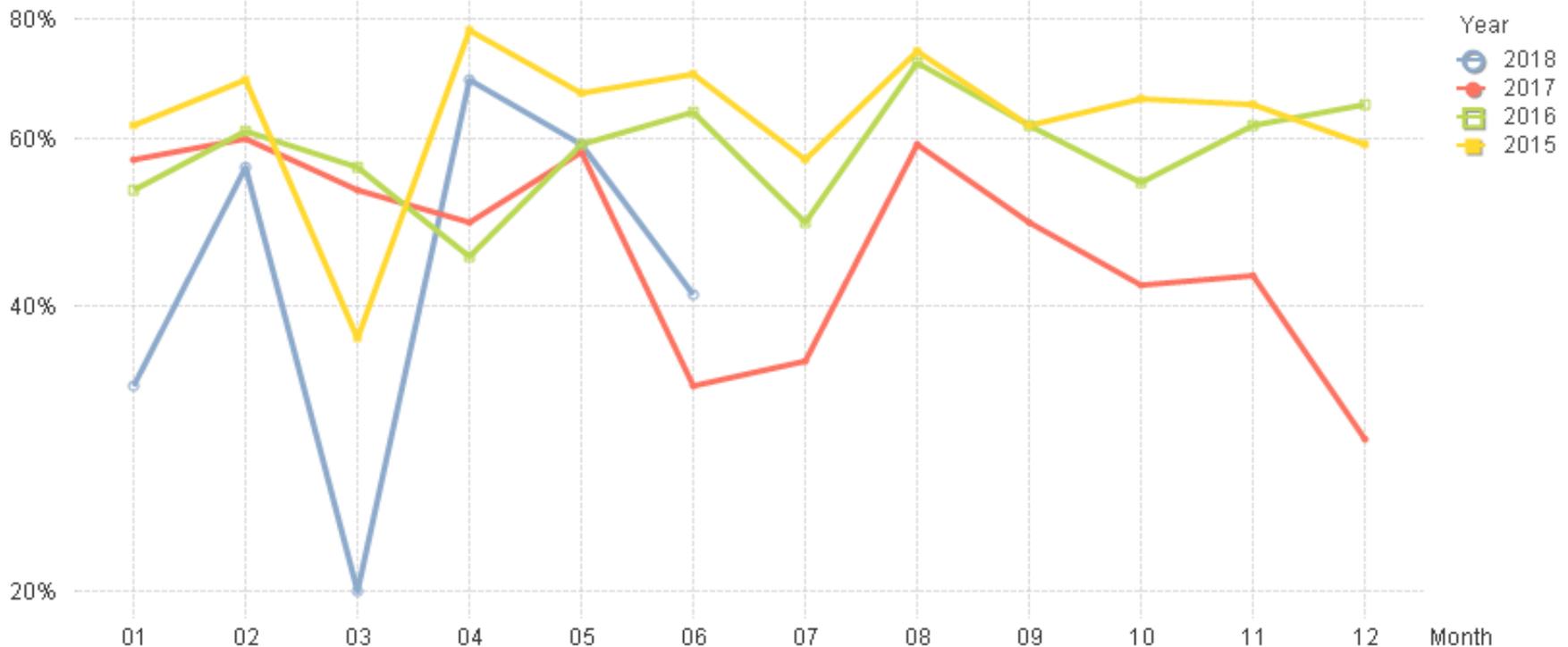


# WOs Comp	Your Value	Peer Category	# of Clients	Low 20%	Median	Top 20%
8,267	50%	Public K-12	3,589	47%	63%	77%

This KPI indicates how much work an institution is able to complete in 7 calendar days. Below the national average suggests potential process improvements for managing and completing work. Above the national average could be a sign you have embraced mobile, your staff completes their own work assignments online and/or have reduced (or eliminated) paper in your processes. This compares Completion Date – Start Date (uses Request Date if Start Date is not used) for WO's with a Priority of Low, Med or High & ignores PM's to see what % of PM WO's are completed in 7 Days or Less. (Rolling 12 Months)

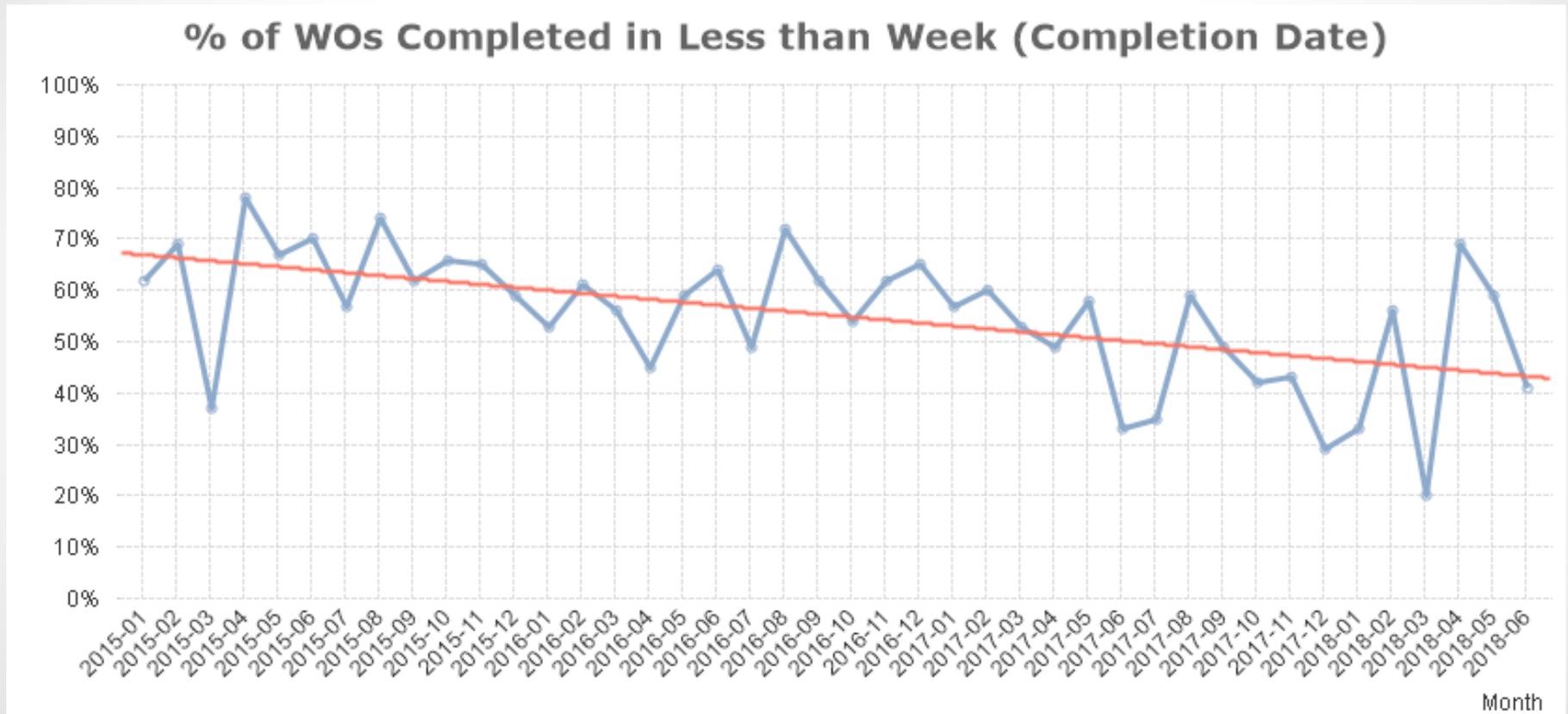
% CM WOs Completed in a Week by Month/Year

% of WOs Completed in Less than Week (Completion Date)



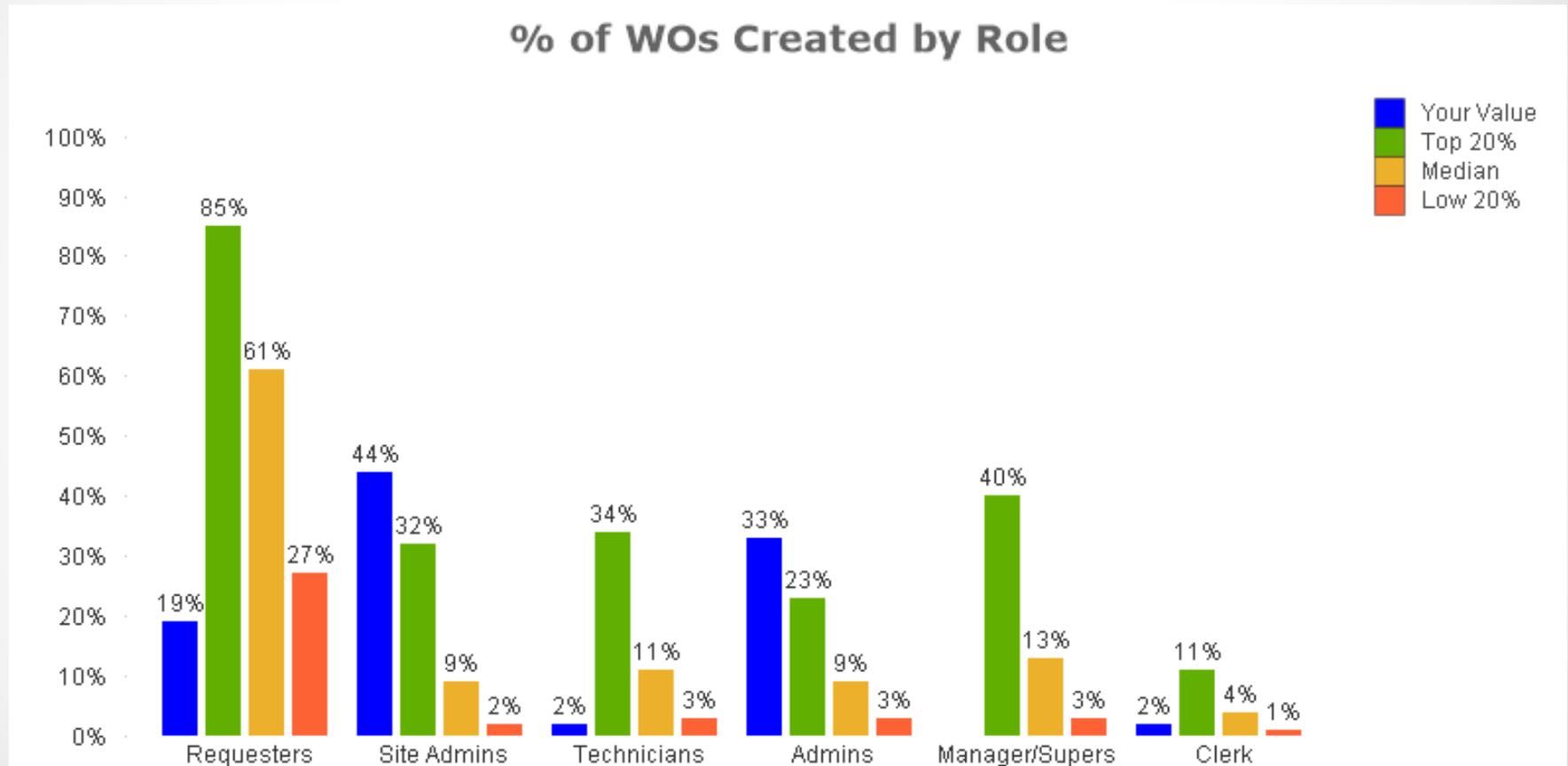
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% CM WOs Completed in a Week by Year



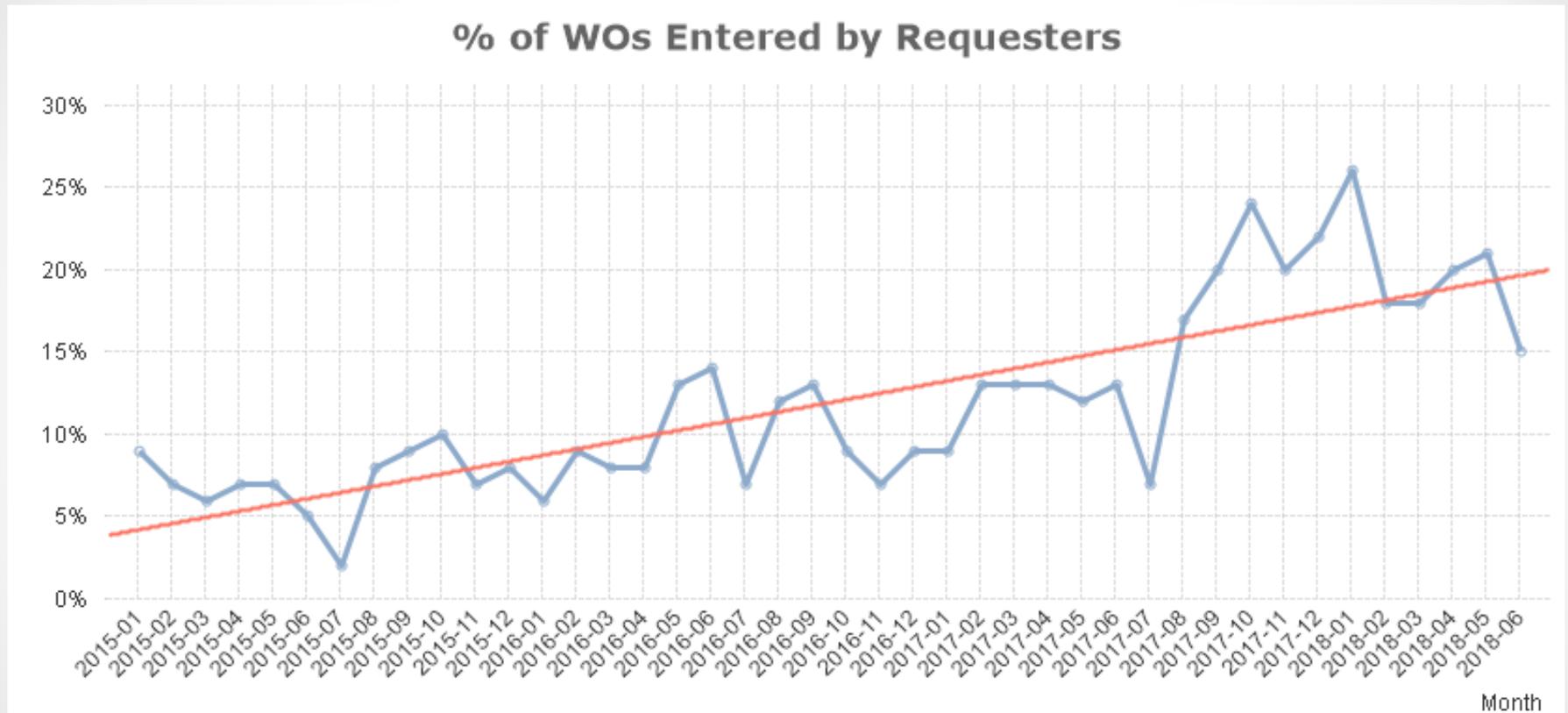
Trend: Past 3 Years based on Completion Date

Who Creates Work Orders?



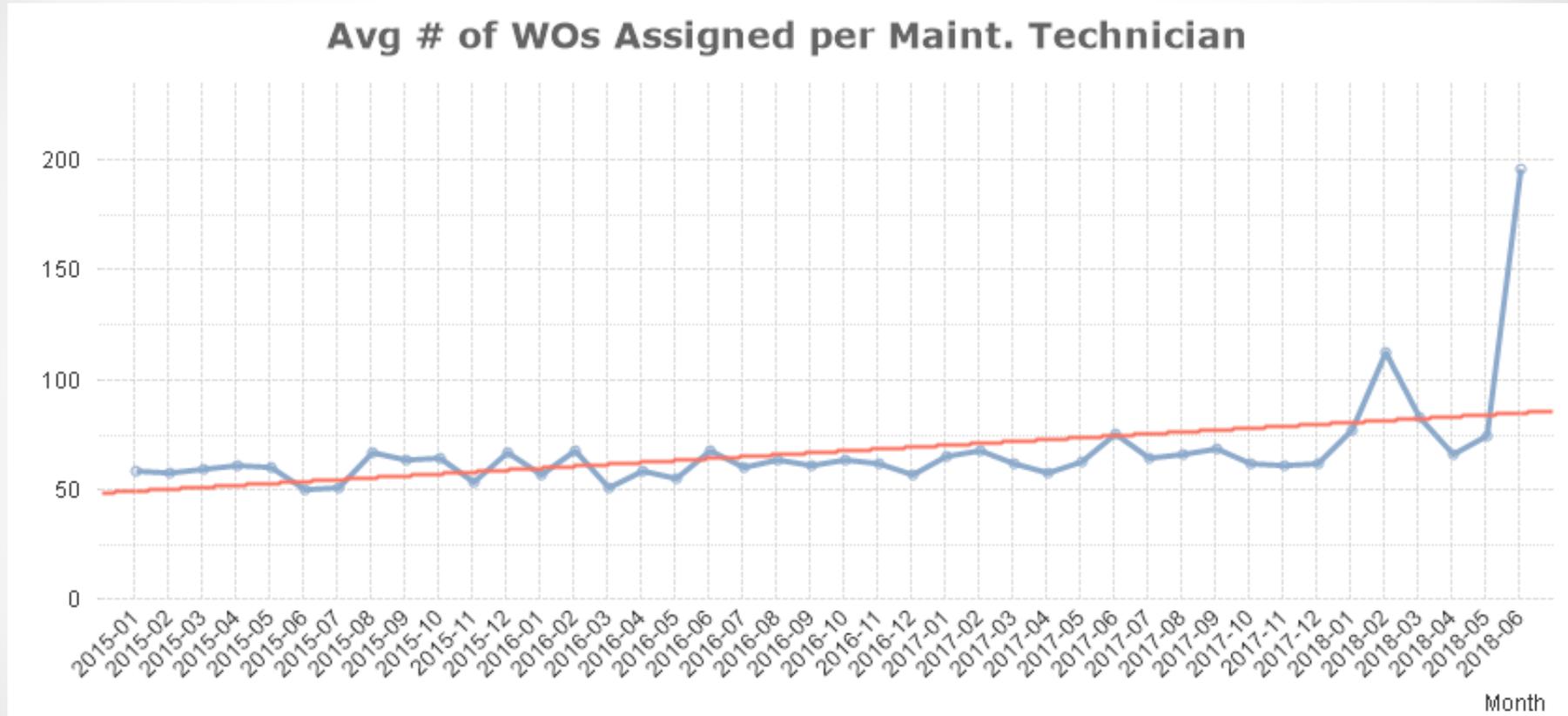
KPI: Rolling 12 Months

% of WOs from Request Portal



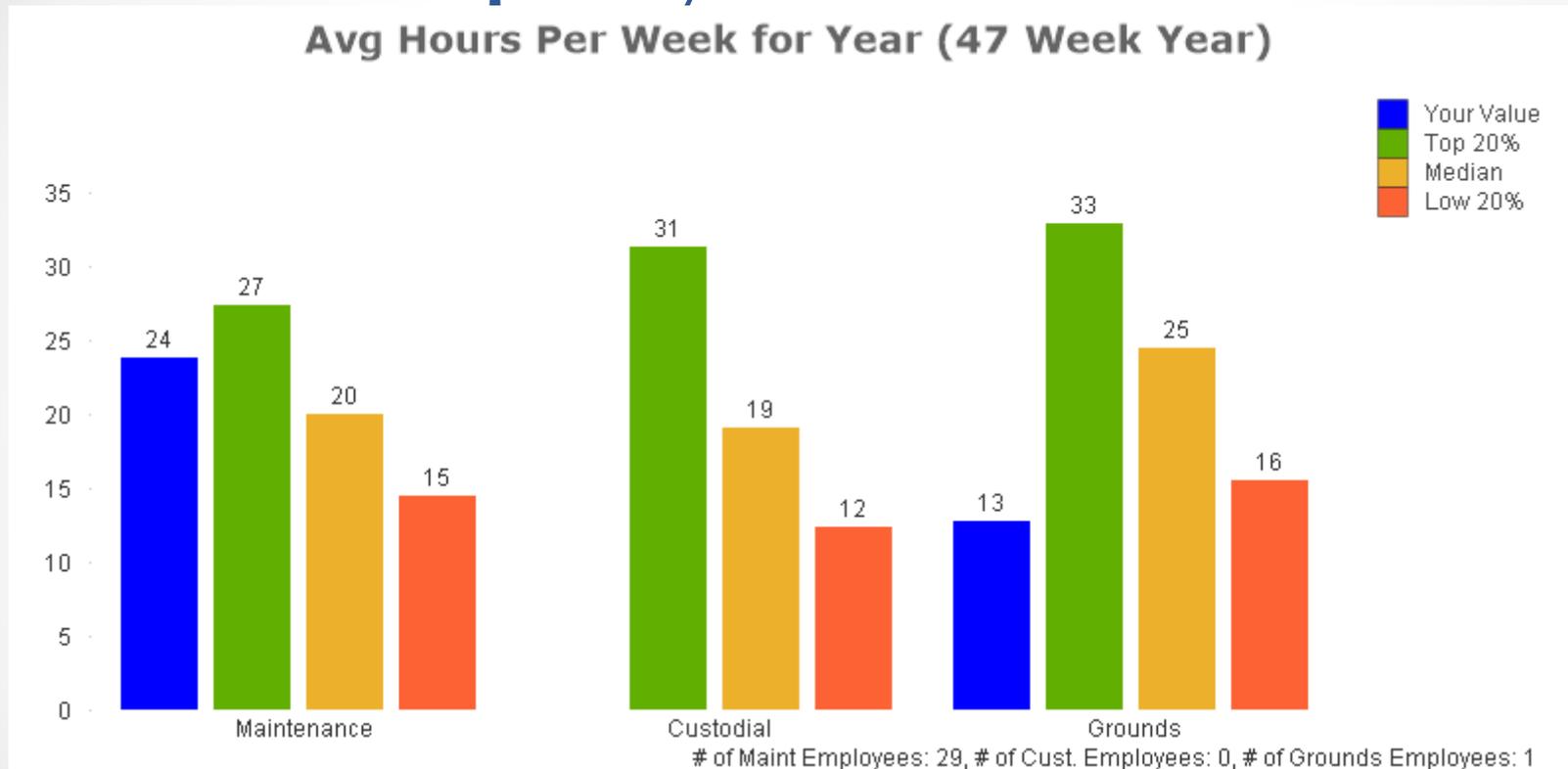
Trend: Past 3 Years based on Created Date

Avg WOs Per Technician by Year



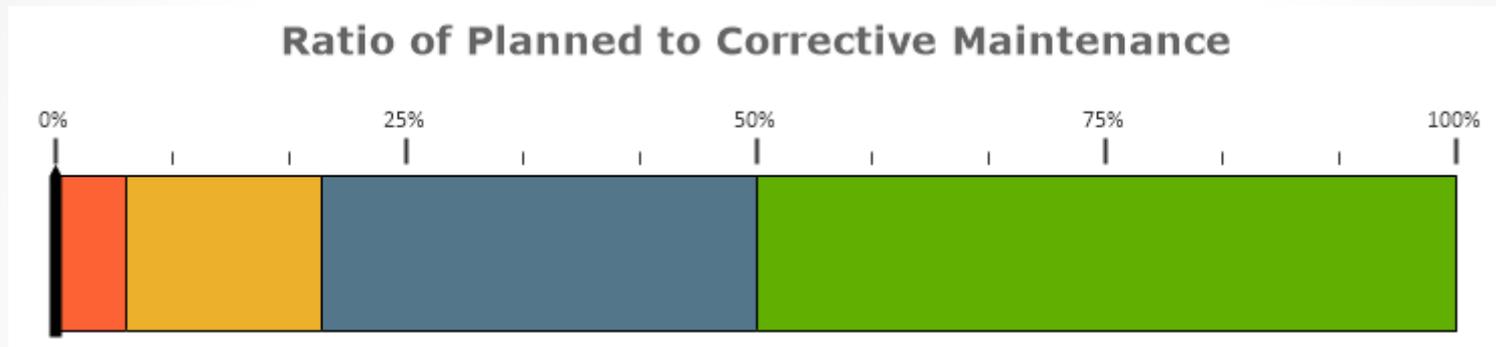
Trend: Past 3 Years based on Created Date

Average Hours Per Employee Per Week



This metric reflects how well you are capturing labor transaction data along with the productivity of your staff. The hours captured in this metric are “wrench turning” hours that are performed on the actual work order. Institutions that implement productivity strategies increase wrench turning time up to four hours per week. That’s the equivalent of adding more than a month of productive time per year. Employees are users with more than 500 hours, but less than 3,000 in a rolling 12 months window.

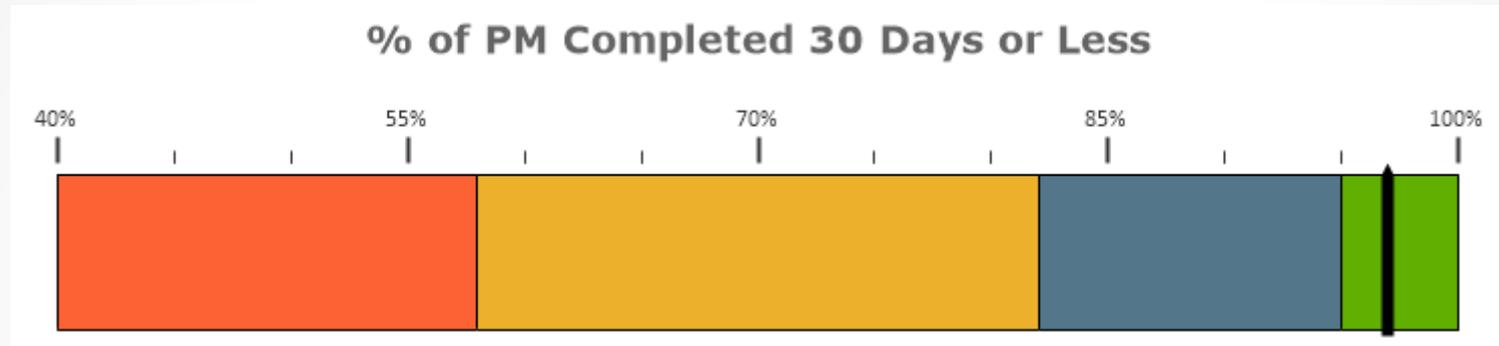
Ratio of PM Work Orders to Work Orders



# CM WOs Comp	# PM WOs Comp	Your Value	Peer Category	# of Clients	Low 20%	Median	Top 20%
8,267	31	0%	Public K-12	2,916	5%	19%	50%

This metric lets you evaluate how successful your institution has been at transitioning from a reactive to a proactive mindset and indicates how much of your M&O resources are dedicated to PM vs Reactive work. As more time is invested into PMs, you should see a decrease in reactive work, an increase in cycle times and an improved learning environment. (Rolling 12 Months)

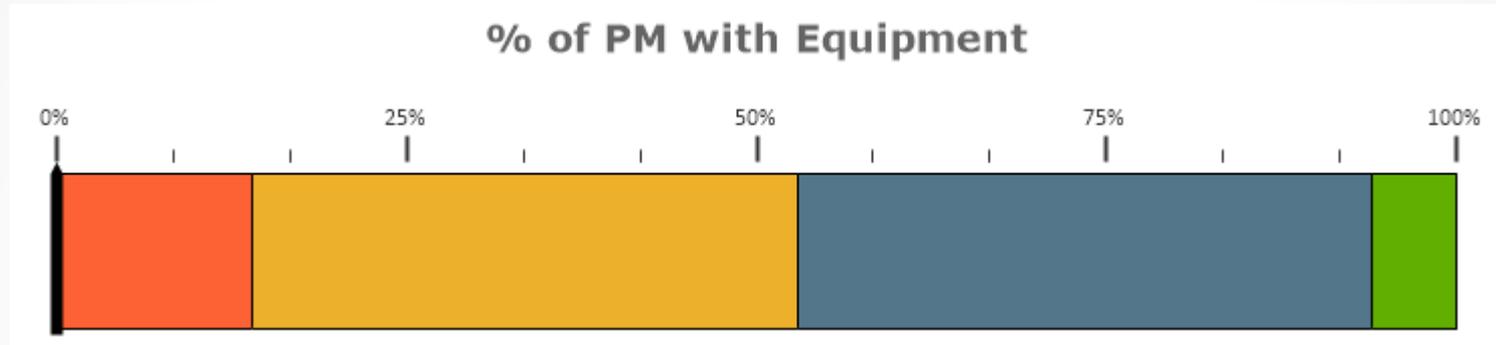
Percentage of PM WOs Completed in a Month or Less



# PM WOs Comp	Your Value	Peer Category	# of Clients	Low 20%	Median	Top 20%
31	97%	Public K-12	2,916	58%	82%	95%

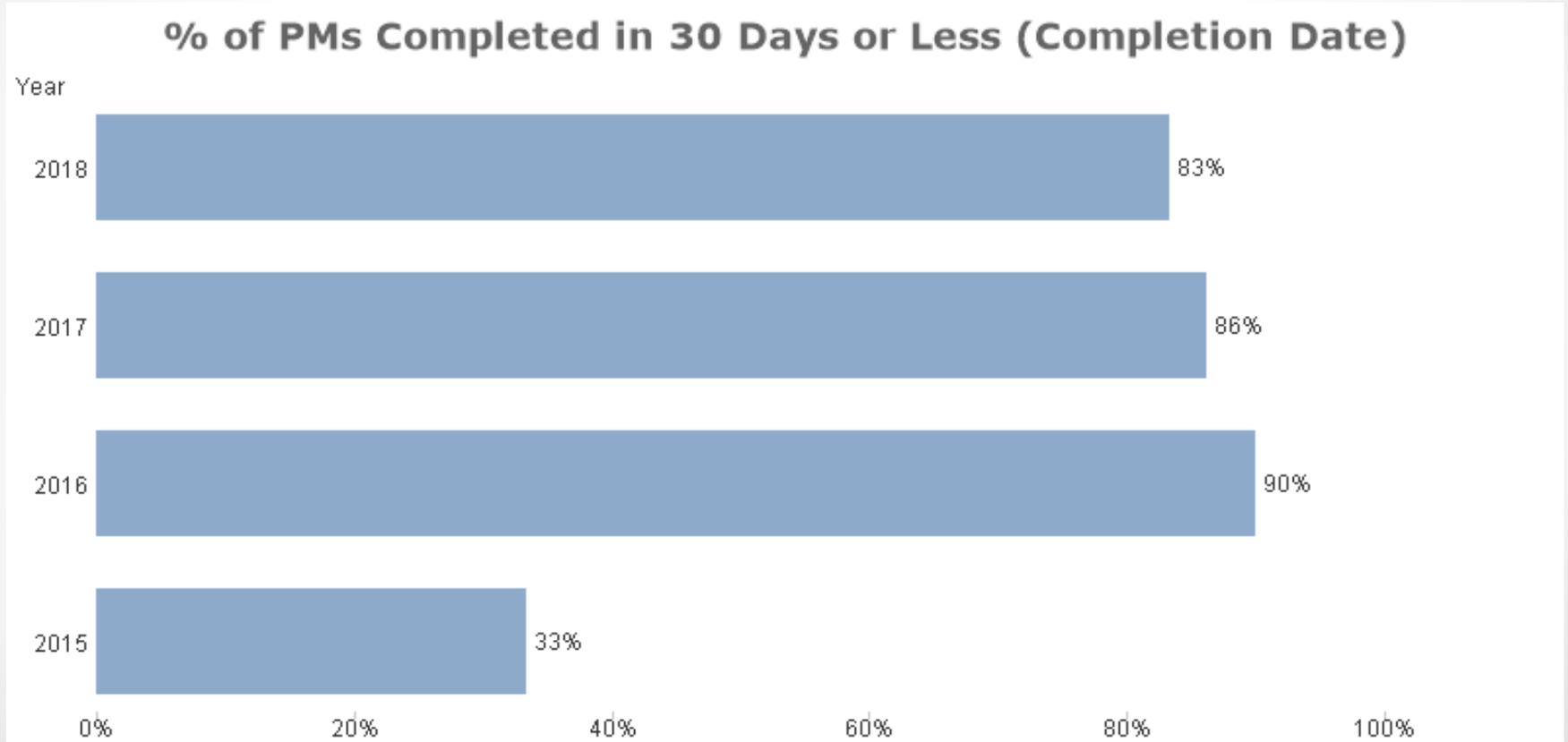
This metric is a measurement of the responsiveness of proactive work. An above average measurement here leads to higher productivity and a decrease in backlog. This compares Completion Date – Start Date (uses Request Date if Start Date is not used) to see what % of PM WO's are completed in 30 Days or Less. (Rolling 12 Months)

% of PM's with Equipment



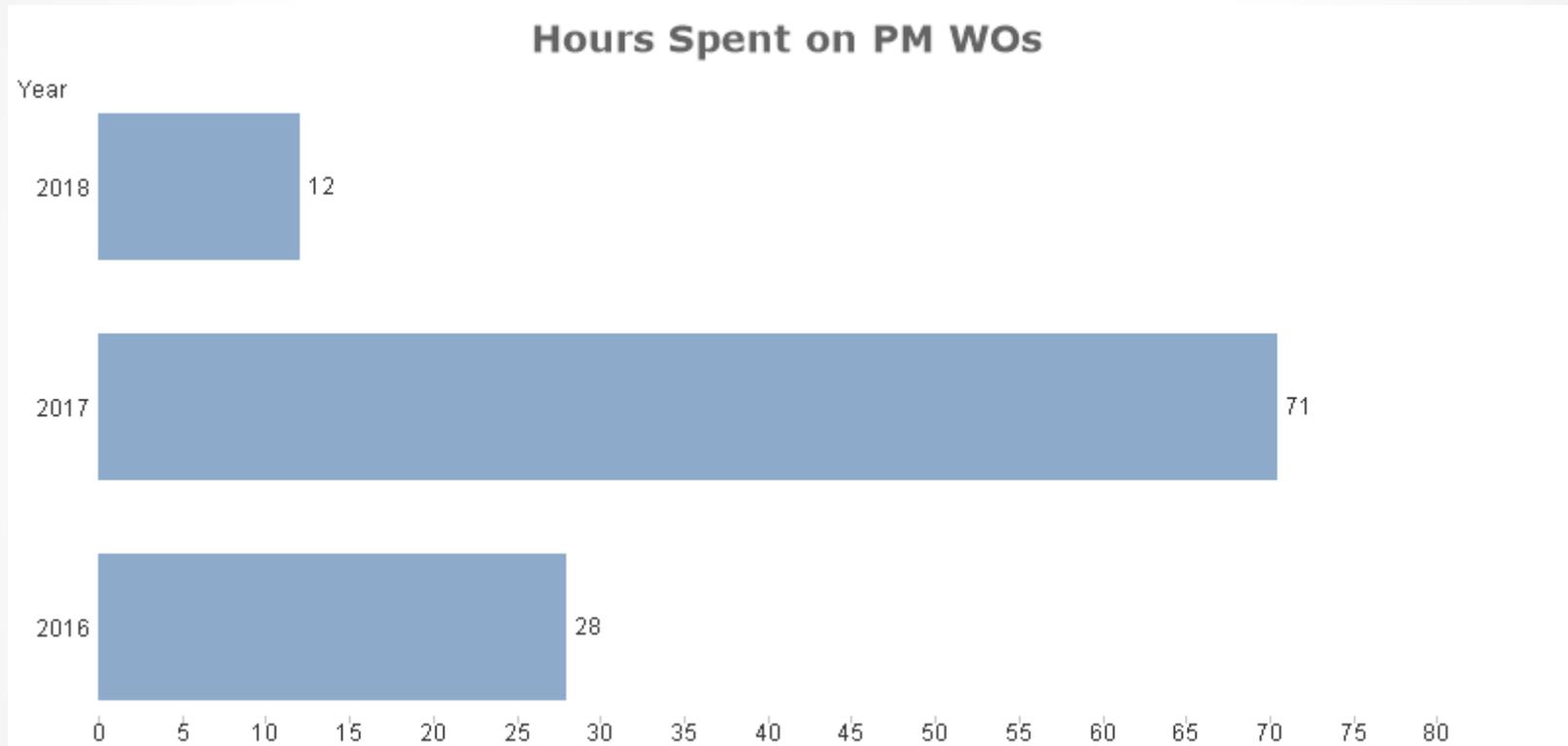
Peer Category	# of Equipment	# PM Schedules	Your Value	Low 20%	Median	Top 20%
Public K-12	249	40	0%	14%	53%	94%

% of PMs Completed 30 Days or Less by Year



Trend: Past 3 Years based on Completion Date

Hours Spent on PM by Year



Trend: Past 3 Years based on Created Date

Categories

What will these Key Performance Indicators (KPIs) allow the Chief to do?



maintenance

Increase maintenance staff efficiency and overall productivity, streamline workflows, improve customer engagement and satisfaction, capture and show productivity gains, and track overall health of your maintenance program



preventive

Determine success of your preventive maintenance program, transition to being more proactive, reduce backlogged work, increase life expectancy of equipment, and decrease catastrophic failures

Key Performance Indicators (KPIs): Past 12 Months

Trends: Past 3 Years