



**Shorewood**  
SCHOOL DISTRICT

**Operational Expectations Monitoring Document  
OE-10 Facilities**

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**Certification of the Superintendent: *With respect to Operational Expectation 10 (Facilities), taken as a whole, the superintendent certifies that the proceeding information is accurate and complete, and is:***

- In Compliance**  
 **In Compliance with Noted Exceptions**  
 **Not in Compliance**

**Signed:** Laurie Burgos, Superintendent

**Date:** September 12, 2023

**Executive Summary**

2022-2023 saw multiple transitions in the Buildings & Grounds department. After several years with a primary focus on planning and implementing \$65 million in capital improvements, construction came to a close. All projects were completed within the expected timeframe and under budget, allowing us to cap off the project with a refresh of our exterior landscaping across all campuses. Through the project, the District was able to significantly improve the safety and security of our buildings, increase accessibility throughout buildings and play spaces, address multiple maintenance issues and replace or repair aging infrastructure, add new learning space, and update the interior environments of all of our buildings.

With the referendum work behind us, the District shifted focus to maintaining and preserving our 500,000 square feet of historic properties into the future. To that end, the District completed an update to the 10-year capital maintenance projection and presented a financial plan to help ensure that we are fiscally ready for upcoming needs. We established a new fund to provide more flexibility in funding our anticipated needs and identified key priorities for focus during the 23-24 school year. Our goal is to complete small projects annually and avoid generating a backlog of repair and maintenance needs.

The District also launched a new software, [Facility Manager Professional](#) ("FM Pro"). FM Pro is a comprehensive buildings and grounds management software that will provide the District with a significantly enhanced system for documenting and tracking facility maintenance needs and fulfillment. All technical information related to building materials, infrastructure status, and equipment is now stored electronically. Our custodial and maintenance teams are also using the software to assign and track work completion, and the vendor is in the process of creating custom reports to help the District regularly track progress and promote accountability.

Finally, the District welcomed Sean Strauss as our new Director of Buildings and Grounds. After 38 years, Tony Seidita retired from the District. Sean brings a wealth of knowledge and a vision for our buildings and grounds teams that we are excited to see him execute.

**Disposition of the Board: *With respect to Operational Expectation 10 (Facilities), the Board:***

- Accepts the report as fully compliant**  
 **Accepts the report as compliant with noted exceptions**  
 **Finds the report to be noncompliant**

**Summary statement/motion of the Board:**

**Signed:** \_\_\_\_\_, **Board President**      **Date:** \_\_\_\_\_

**OE-10: Facilities**

The Superintendent shall assure that physical facilities support the accomplishment of the Board's **Results** policy.

Superintendent Interpretation

- **Physical facilities** shall mean all buildings, grounds and infrastructure (excluding technology) throughout the District.
- **Support the accomplishment** shall mean provide the opportunity to succeed by minimizing lost academic time and provide a physically safe and clean learning environment while providing space adequate for authentic learning opportunities.
- The Board's **Results** policy is defined in R-2, R-3, and R-4.

<p><b>OE - 10.1 The Superintendent will develop and execute a plan that establishes priorities for construction, renovation and maintenance projects that:</b></p> <ol style="list-style-type: none"> <li><b>a. Assigns the highest priority to the correction of unsafe conditions;</b></li> <li><b>b. Honors the historical significance and aesthetic value placed by the community in the District’s facilities;</b></li> <li><b>c. Includes maintenance costs as necessary to enable facilities to reach their intended life cycles;</b></li> <li><b>d. Plans for and schedules preventive maintenance;</b></li> <li><b>e. Plans for and schedules system replacement when new facilities open, facilities are renovated or systems replaced;</b></li> <li><b>f. Discloses assumptions on which the plan is based, including growth patterns and the financial and human impact individual projects will have on other parts of the District.</b></li> </ol>	<p style="text-align: center;"><u><b>Superintendent</b></u></p> <p style="text-align: center;"><b>Compliant</b></p> <p style="text-align: center;">Compliant with Exceptions</p> <p style="text-align: center;">Not Compliant</p>	<p style="text-align: center;"><u><b>Board</b></u></p> <p style="text-align: center;">Compliant</p> <p style="text-align: center;">Compliant with Exceptions</p> <p style="text-align: center;">Not Compliant</p>
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Superintendent Interpretation:

- **Plan** shall mean a Facility Master Plan, coordinated with an annual capital maintenance budget and the District computerized maintenance management system (CMMS).
- **Projects** shall mean major work identified in the capital maintenance budget, funded by bond issues or borrowing specific to capital maintenance, or facilities replacement/renovation.
- **Correction** shall mean bringing a condition into compliance with the applicable code or generally accepted industry standard for safety.
- **Unsafe condition** shall mean a condition that does not meet an applicable code or generally accepted industry standard or a condition that can reasonably be expected to cause physical harm.
- **Intended life cycle** shall mean the expected time that a system will operate based on manufacturer’s data until renovation or replacement is required.
- **New facilities open** shall mean the date of receipt of the Certificate of Occupancy.
- **Facilities are renovated** shall mean the date of receipt of the Certificate of Occupancy.
- **Systems replaced** shall mean the date of Certificate of Occupancy or closing of the applicable permit.
- **Growth patterns** shall mean trends in student population size.
- **The financial and human impact individual projects will have on other parts of the District** shall mean taking into consideration the budget implications, effects resulting from human activity, and other costs to other departments of the District due to the scheduling and completion of projects

<p><b>Board Indicator 1:</b> The District Facility Master and Capital Maintenance Plan, including a 5 year prioritized capital maintenance plan, and long range facilities plans which addresses functional support of district educational initiatives and architectural recognition of historic and aesthetic qualities, is presented to the Board annually.</p>	<p><u>Superintendent</u></p> <p>Compliant</p> <p>Not Compliant</p>	<p><u>Board</u></p> <p>Compliant</p> <p>Not Compliant</p>
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Evidence: The District presented a 10-year plan to the board on May 9th, 2023. This plan was approved by the Board of School Directors along with a financial plan to ensure that resources are aligned with anticipated future needs. Items prioritized for the 23-24 school year were also presented to the board and approved as part of the budget process. These include replacement of the VHE pool filtration system and replacement of portions of the Atwater and SIS roof systems, along with a handful of smaller maintenance projects.

The 10-year capital maintenance plan is attached.

<p><b>Board Indicator 2:</b> The District reports annually to the Board as to the completion of items from the previous year's facilities and maintenance plan</p>	<p><u>Superintendent</u></p> <p>Compliant</p> <p>Not Compliant</p>	<p><u>Board</u></p> <p>Compliant</p> <p>Not Compliant</p>
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Evidence: At the January 24th, 2023 school board meeting, Huffman Development provided a final report summarizing the projects completed throughout the referendum. Construction updates were a staple of School Board meetings throughout the completion of the referendum projects. With this phase now behind us, the District will provide an annual update outlining projects completed during the previous year and proposed for the coming year.

Final Report Attached

Board Comments:

OE- 10.2 The Superintendent will project life-cycle costs as capital decisions are made.	<u>Superintendent</u>	<u>Board</u>
	Compliant	Compliant
	Compliant with Exceptions	Compliant with Exceptions
	Not Compliant	Not Compliant

Superintendent Interpretation:

- **Project** shall mean calculate using cost analysis methodology.
- **Life cycle costs** shall mean the total acquisition and operational costs of a system, piece of equipment, or facility based on the manufacturer’s design life expectancy.
- **Capital decisions** shall mean projects and expenditures with the following characteristics: 1) System or component has a life cycle greater than 15 years, 2) Comparison of systems may generate a difference in life-cycle costs greater than \$100,000, and 3) Project costs are greater than \$100,000.

Board Indicator 1: 80% or more of equipment identified for replacement on an annual age and obsolescence plan is replaced each year.	<u>Superintendent</u>	<u>Board</u>
	Compliant	Compliant
	Not Compliant	Not Compliant
Evidence: The power house electric panel, which feeds the majority of the high school campus, was replaced over the summer of 2023. No additional equipment was identified for replacement in 2022-2023.		

Board Indicator 2: Life-cycle/cost analysis is used to determine capital decisions for facility improvements.	<u>Superintendent</u>	<u>Board</u>
	Compliant	Compliant
	Not Compliant	Not Compliant
Evidence: The Building and Grounds Manager and the Director of Business Services have a process to consider life-cycle/cost analysis in decisions for facility improvements. The following factors are considered with all capital purchases: <ul style="list-style-type: none"> <li>- Current life expectancy</li> <li>- Extension of life expectancy with improvement</li> <li>- Cost of improvement</li> <li>- Cost of replacement</li> <li>- Life expectancy of replacement</li> </ul>		

Board Comments:

OE- 10.3 The Superintendent will assure that facilities are safe, clean and properly maintained.	<u>Superintendent</u>	<u>Board</u>
	Compliant	Compliant
	Compliant with Exceptions	Compliant with Exceptions
	Not Compliant	Not Compliant

Superintendent Interpretation:

- **Safe** shall mean free from physical hazards or dangers to students, staff, and stakeholders.
- **Clean** shall mean relatively free of trash (except in approved receptacles) and dirt, and conforming to applicable health department standards.
- **Properly maintained** shall mean ensuring that the facilities are code compliant, are able to pass required inspections, and are reasonably preserved from failure or decline.

Board Indicator 1: The District passes all required annual inspections and construction inspections in accordance with applicable federal, state and local codes.	<u>Superintendent</u>	<u>Board</u>
	Compliant	Compliant
	Not Compliant	Not Compliant

Evidence: All annual inspections have been completed, passed and are filed with the District Building and Grounds office. In 2022-2023 the following were inspected: kitchen fire suppression, sprinklers, fire extinguishers, emergency/exit lights, pools, whirlpool, bleachers, state boiler inspections, backflow and cross connection, asbestos inspection and notifications. Elevators are currently in compliance with state standards; however, the state is currently backlogged and has not provided an updated license.

Board Indicator 2: The District completes 50% of scheduled maintenance in the CMMS within 7 days, and 90% of scheduled maintenance in the CMMS within 60 days.	<u>Superintendent</u>	<u>Board</u>
	Compliant	Compliant
	Not Compliant	Not Compliant

Evidence: The District began tracking task completion, including both scheduled maintenance and work orders, in FMPro at the end of August. In each of the four most recent four-week periods, the District met the 50% completion target. While 60 days have not passed since beginning to use the software for this purpose, between 8/1/2023 and 9/6/2023 (37 days of data), 70% of all tasks were marked as complete. The District is working to differentiate scheduled maintenance from work order requests in future reports.

Board Indicator 3: 95% of critical building systems receive preventative maintenance at prescribed levels.	<u>Superintendent</u>	<u>Board</u>
	Compliant	Compliant
	Not Compliant	Not Compliant

Evidence: All scheduled preventative maintenance was completed.

<b>Board Indicator 4:</b> Safety inspections are conducted annually in every District facility. 100% of recommendations from safety inspections are reviewed and prioritized for action based on safety, security and funding, and included on the 5 year capital maintenance plan.	<u>Superintendent</u>	<u>Board</u>
	<b>Compliant</b>	Compliant
	Not Compliant	Not Compliant
Evidence: The District has complied with all required Federal, State and Local code inspections. Fire safety inspections are conducted annually. Security walk-throughs with local police are required every three years, but have been completed ahead of schedule to ensure that local police are fully aware of any building changes made during referendum construction.		

Board Comments:

<b>OE- 10.4 The Superintendent will develop and consistently administer facilities use guidelines delineating:</b> a. Permitted uses; b. The applicable fee structure; c. Clear user expectations, including behavior, cleanup, security, insurance and damage repair; d. Consequences and enforcement procedures for public users who fail to follow the established rules.	<u>Superintendent</u>	<u>Board</u>
	<b>Compliant</b>	Compliant
	Compliant with Exceptions	Compliant with Exceptions
	Not Compliant	Not Compliant

Superintendent Interpretation:

- **Develop and consistently administer** shall mean write, adopt, and enforce.
- **Facilities use guidelines** shall mean a District policy governing the usage of any field, building, or portion of a building.
- **Applicable fee structure** shall mean the District approved charge for use of facilities.
- **Clear user expectations** shall mean written rules and requirements.
- **Cleanup** shall mean removing trash and restoring the facility to the condition prior to renting.
- **Security** shall mean safety measures to protect the facility and the materials and property within the facility.
- **Insurance** shall mean property insurance and general liability insurance.
- **Damage repair** shall mean restoration of any harm or loss to the building or restoration of any harm to materials or property within the facility.

<b>Board Indicator 1:</b> The District maintains community facility use policy.	<u>Superintendent</u> <b>Compliant</b> Not Compliant	<u>Board</u> Compliant Not Compliant
Evidence: <a href="#">District Policy 7510</a>		

<b>Board Indicator 2:</b> The District Recreation Department reports annually that all community usage of District facilities for the previous school year were in accordance with the policy guidelines, specifically: <ul style="list-style-type: none"> <li>• 100% of community groups that used District facilities paid the appropriate fee for usage.</li> <li>• 100% of District facilities were returned to pre-rental condition upon conclusion of every event.</li> <li>• 100% of District facilities used by community groups were monitored by the District staff and 100% events were conducted safely and appropriately in accordance with District policy.</li> </ul>	<u>Superintendent</u> <b>Compliant</b> Not Compliant	<u>Board</u> Compliant Not Compliant
Evidence: There were no reported incidents of nonpayment, damage caused by facilities rental, or unsafe use of District facilities in the 2022-2023 school year.		

Board Comments:



OE- 10.5 The Superintendent may not build, name, or renovate buildings.	<u>Superintendent</u>	<u>Board</u>
	Compliant	Compliant
	Compliant with Exceptions	Compliant with Exceptions
	Not Compliant	Not Compliant

Superintendent Interpretation:

- **Build** shall mean the initial construction of a facility or addition to an existing facility.
- **Renovate** shall mean the restoration of a facility, a portion of a facility, or system within a facility at a cost exceeding \$25,000.

Board Indicator 1: All construction and renovation projects greater than \$25,000 receive prior approval from the BOE.	<u>Superintendent</u>	<u>Board</u>
	Compliant	Compliant
	Not Compliant	Not Compliant

Evidence: No projects greater than \$25,000, outside of the board-approved referendum projects, were completed in 2022-2023.

Board Comments:

<b>OE- 10.6 The Superintendent may not recommend land acquisition without first determining growth patterns, comparative costs, construction and transportation factors and any extraordinary contingency costs due to potential natural and man-made risks.</b>	<u>Superintendent</u>	<u>Board</u>
	<b>Compliant</b>	Compliant
	Compliant with Exceptions	Compliant with Exceptions
	Not Compliant	Not Compliant

Superintendent Interpretation:

- **Land acquisition** shall mean obtaining property through purchase or developer dedication.
- **Growth patterns** shall mean student enrollment increase (or decline) trend data.
- **Comparative costs** shall mean a total development cost analysis of potential sites.
- **Construction and transportation factors** shall mean potential issues regarding site selection pertaining to ability to build and to safely transport students.
- **Extraordinary contingency costs** shall mean unplanned and non-budgeted changes.
- **Potential natural and man-made risks** shall mean unforeseen issues that are naturally present on the site or that were previously introduced to the site by a previous owner.

<b>Board Indicator 1:</b> The Board is briefed through executive summaries on all recommended land acquisition projects, to include growth patterns, comparative costs, construction and transportation factors and any extraordinary contingency costs due to potential natural and man-made risks prior to the District entering into any agreement for the purchase or dedication of land.	<u>Superintendent</u>	<u>Board</u>
	<b>Compliant</b>	Compliant
	Not Compliant	Not Compliant

Evidence: There were no land acquisitions during Fiscal Year 2023.

Board Comments:

OE- 10.7 The Superintendent may not authorize construction schedules and change orders that significantly increase the cost or reduce quality.	<u>Superintendent</u>	<u>Board</u>
	Compliant	Compliant
	Compliant with Exceptions	Compliant with Exceptions
	Not Compliant	Not Compliant

Superintendent Interpretation:

- **Change orders** shall mean a change in the scope of a project that produces a corresponding change in the cost, schedule, or quality of the project.
- **Significantly increase the cost** shall mean a change greater than 15% or more than \$100,000 above the original contract amount (whichever is smaller).
- **Reduce quality** shall mean changing approved design specifications to a lower standard or accepting work that does not meet the approved design specifications.

<b>Board Indicator 1:</b> All contracts and projects are administered so that construction change orders are rarely needed and, if so, do not increase costs by 15% or more than \$100,000 above the original contract amount (whichever is smaller), or reduce the quality of the intended project.	<u>Superintendent</u>	<u>Board</u>
	Compliant	Compliant
	Not Compliant	Not Compliant

Evidence: All construction change orders executed in Fiscal Year 2023 are detailed on the attached “FY23 Change Orders.” All items that changed the scope of work in excess of \$100,000 were reviewed with the school board prior to execution and change orders were reported to the Board in monthly reports provided by Mike Huffman/Huffman Development during construction. None of these changes increased the overall \$65M project budget and were instead managed through re-allocation of project funds and/or use of dedicated owner’s contingency.

<b>Board Indicator 2:</b> The BOE is briefed on any schedule changes or change orders that significantly increase the cost or reduce quality prior to approval of the schedule change or change order.	<u>Superintendent</u>	<u>Board</u>
	Compliant	Compliant
	Not Compliant	Not Compliant

Evidence: The project owner’s representative, Mike Huffman of Huffman Development, provided monthly reports to the Board outlining project status and highlighting any project changes in addition to a semi-annual detailed project and budget report.

Board Comments:

