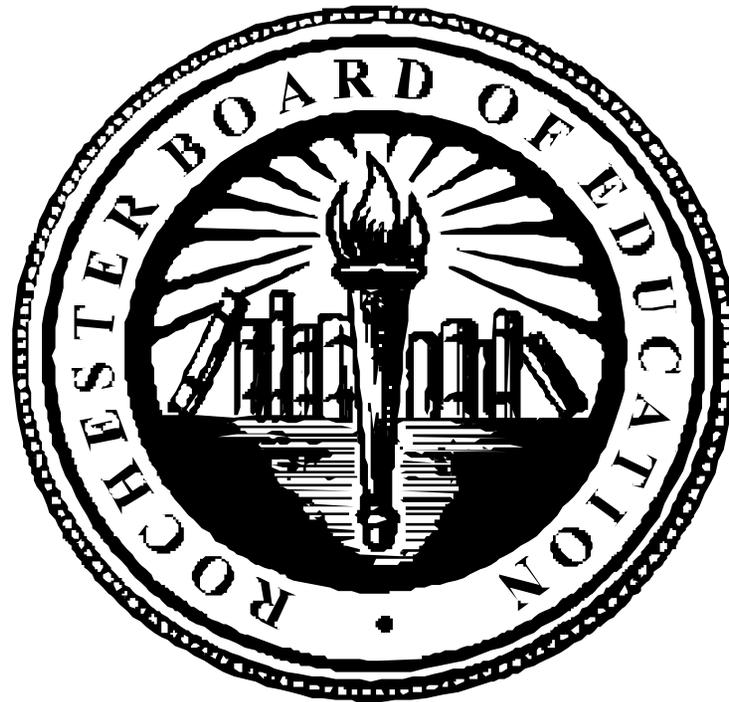
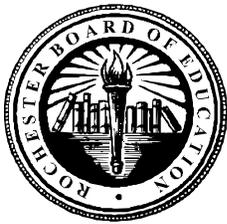


# OFFICE OF AUDITOR GENERAL



## Facilities Planning Audit

May 2014



## Office of Auditor General Facilities Planning Audit

### **OBJECTIVE**

To evaluate the process for planning District capital projects throughout the schools and administrative buildings.

### **BACKGROUND**

The District has budgeted approximately \$17.5M for capital improvement projects for the 2012-13 school year. In conjunction with the District's annual maintenance and renovation costs, the District is also engaged in a comprehensive Facilities Modernization Program to address increasing renovation and rebuilding needs. The District owns 51 educational and 3 administrative facilities and maintains 4 leased facilities. The average age of the District's school buildings is 67 years. Given the number and overall age of the buildings, the District continues to struggle to allocate enough of its limited resources to maintaining and modernizing its buildings. Therefore, the means of determining the District's capital improvement plan is a crucial component in ensuring District funds are adequately utilized for preserving and renovating our buildings.

### **SCOPE**

We will evaluate the existence and effectiveness of operating protocols and procedures for planning capital improvement projects. We will assess the design of the information gathering process for thoroughness and completeness to ensure a well informed decision can be made. The assessment and selection processes will be evaluated to determine if an adequate decision making process exists and procedures are sufficient to establish a capital improvement plan.

### **CONCLUSION**

Succession planning and sustainability were not built into key Facilities Planning processes. Documented protocols and procedures were not sufficient, operating processes lacked automation, and historical decision-making processes were difficult to substantiate. The 2015 Capital Improvement Program assumptions will likely differ from prior periods, as there was no formalized risk assessment methodology to ensure that a consistent comprehensive assessment was utilized across all buildings. Identification and inclusion of stakeholders, such as Facilities, Transportation, Teaching and Learning, Athletics, Parents, the Superintendent and Board should formally and consistently occur. Clearly defined roles and responsibilities within each stakeholder's functional expertise would improve the process. Management should also establish a clearly defined and documented Safety Rating System for the Annual Visual Structural Reviews and improve monitoring for quality and results of the 5 year Building Condition Surveys, which are performed by outsourced resources. Within the last year, there were two critical retirements that were significant to the function. As of the end of our fieldwork, management had not filled the vacant positions. A critical staffing needs analysis should be documented to ensure that Management is aware of the work that will not be performed and any potential impact to the organization.