



Shorewood

SCHOOL DISTRICT

Operational Expectations Monitoring Document OE-10 Facilities

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: April 8, 2025

Executive Summary

Operational Expectation 10 (Facilities) has been monitored and reviewed to ensure that the District's management of facilities is in compliance with state law, Board expectations and District policy. These include expectations around custodial standards, ongoing and emergent maintenance needs, campus and building safety and security, monitoring of building use across the District, management of capital equipment and other assets, and long-term facilities planning and investment.

Over the past year, the District has successfully stabilized facilities staffing through strategic measures, including the outsourcing of a portion of night cleaning at SHS, targeted training for personnel, and a rebalancing of workload assignments. We have also implemented structured meetings and reporting tools to ensure better organization and oversight of maintenance work. As a result, we have been able to prioritize critical maintenance needs, successfully completing several major projects, including roofing upgrades, a new district-wide access control system, and multiple smaller but essential repairs. Given that all but one of our nine buildings are over 100 years old, a proactive and well-structured approach to maintenance is essential to preserving our facilities.

As the District continues to evaluate all aspects of facilities operations to identify cost-savings and control expenses (utilities, equipment and vehicle maintenance, etc.) and works to establish investment funds to support long-term needs, we will likely need to adjust some planning and project timelines to mitigate tariff-related cost increases that vendors will pass on to the District.

Summary of Compliance

10.1 The Superintendent will develop and execute a plan that establishes priorities for construction, renovation and maintenance projects that:

- a. Assigns the highest priority to the correction of unsafe conditions;
- b. Honors the historical significance and aesthetic value placed by the community in the District's facilities;
- c. Includes maintenance costs as necessary to enable facilities to reach their intended life cycles;
- d. Plans for and schedules preventive maintenance;
- e. Plans for and schedules system replacement when new facilities open, facilities are renovated or systems replaced;
- 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.

Compliant

10.2 The Superintendent will project life-cycle costs as capital decisions are made. **Compliant**

10.3 The Superintendent will assure that facilities are safe, clean and properly maintained. **Compliant with Exceptions**

10.4 The Superintendent will develop and consistently administer facilities use guidelines delineating:

- 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.

Compliant

10.5 The Superintendent may not build, name, or renovate buildings. **Compliant**

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. **Compliant**

10.7 The Superintendent may not authorize construction schedules and change orders that significantly increase the cost or reduce quality. **Compliant**

Areas of Focus for Continuous Improvement

In order to reduce the likelihood of future delays in annual inspections, we will:

- complete regular inspection status reviews with maintenance staff; and,
- schedule inspections earlier in the year.

Planning for staff changes and training is also a priority, as long-time staff responsible for key maintenance operations near retirement.

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:** _____

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>OE - 10.1 The Superintendent will develop and execute a plan that establishes priorities for construction, renovation and maintenance projects that:</p> <ul style="list-style-type: none"> a. Assigns the highest priority to the correction of unsafe conditions; b. Honors the historical significance and aesthetic value placed by the community in the District’s facilities; c. Includes maintenance costs as necessary to enable facilities to reach their intended life cycles; d. Plans for and schedules preventive maintenance; e. Plans for and schedules system replacement when new facilities open, facilities are renovated or systems replaced; 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. 	<p style="text-align: center;"><u>Superintendent</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>	<p style="text-align: center;"><u>Board</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>Board Indicator 1: 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 April 9th, 2024. 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 24-25 school year were also presented to the board and approved as part of the budget process.
The 10-year capital maintenance plan is attached.

<p>Board Indicator 2: 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 April 9th, 2024 school board meeting, the District presented on the status of 2023-2024 facility projects. The presentation included an overview of the projects, status of their completion, and a projected year-end budget to actual comparison.

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: One of the District’s snow trucks, which had reached the end of its useful life was replaced in 2023-2024. No other equipment was identified for replacement in 2023-2024.		

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"> - Current life expectancy - Extension of life expectancy with improvement - Cost of improvement - Cost of replacement - Life expectancy of replacement 		

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: The North Shore Fire Department identified damage to fire suppression equipment from water damage done prior to replacement of the Atwater roof in the summer of 2024. The damage has been repaired and we are now in full compliance.		

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: 77% of scheduled maintenance was completed within 7 days. 92% was completed within 60 days.		

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: 71 scheduled preventative maintenance were completed (100%).		

Board Indicator 4: 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>
	Compliant	Compliant
	Not Compliant	Not Compliant

Evidence: The District completed all required Federal, State and Local code inspections with the exception of the bleacher inspection. The former bleacher inspection vendor was unable to get us on their schedule within the required timeframe. A new vendor has been identified and inspections are currently in process. Fire safety inspections are conducted annually. Security walk-throughs with local police are required every two years. Police walk-throughs were completed for all buildings in summer 2024. We plan to exceed the recommendation and complete these annually.

Board Comments:

<p>OE- 10.4 The Superintendent will develop and consistently administer facilities use guidelines delineating:</p> <ul style="list-style-type: none"> 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. 	<p><u>Superintendent</u></p> <p>Compliant</p> <p>Compliant with Exceptions</p> <p>Not Compliant</p>	<p><u>Board</u></p> <p>Compliant</p> <p>Compliant with Exceptions</p> <p>Not Compliant</p>
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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.

<p>Board Indicator 1: The District maintains community facility use policy.</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:

Board Indicator 2: 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:

- 100% of community groups that used District facilities paid the appropriate fee for usage.
- 100% of District facilities were returned to pre-rental condition upon conclusion of every event.
- 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.

Superintendent

Compliant

Not Compliant

Board

Compliant

Not
Compliant

Evidence: There were no reported incidents of nonpayment, damage caused by facilities rental, or unsafe use of District facilities in the 2023-2024 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: All completed projects with a cost greater than \$25,000 were included in the board-approved capital maintenance plan and budget.

Board Comments:

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.	<u>Superintendent</u>	<u>Board</u>
	Compliant	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.

Board Indicator 1: 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>
	Compliant	Compliant
	Not Compliant	Not Compliant

Evidence: There were no land acquisitions during Fiscal Year 2024.

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.

Board Indicator 1: 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: There were no construction change orders that exceeded 15% of the approved budget or \$100,000.

Board Indicator 2: 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: There were no schedule or other changes to the approved projects that increased cost beyond the 15% threshold or reduced quality.

Board Comments: