A community committed to academic and personal success for every student

Webster Groves School District Est. 1868

Building Advisory Committee
Meeting Agenda
February 19, 2026 (5:30-7:00pm)
Bristol Elementary School
20 Gray Ave, Webster Groves, MO 63119
(In Person)

I. Call to Order

II. Adoption of Meeting Agenda

III. Approval of January 15, 2026 Meeting Minutes

IV. Public Comments to the Building Advisory Committee by guests

V. Old Business and Reports
   a. Prop S
      i. Construction Project Updates
      ii. Bond/Finance Updates
      iii. Communication & Public Information
   b. Facilities and Grounds Program Evaluation

VI. New Business and Reports

VII. Chair's Report

VIII. Announcements by Members

IX. Future Business

X. Next Meeting - Schedule for 2025/26 Academic Year
   a. ~~August 21, 2025 – Clark Elementary~~
   b. ~~September 18, 2025 – Walter Ambrose Family Center~~
   c. ~~October 16, 2025 – Givens Elementary~~
   d. ~~November 20, 2025 – Hixson Middle School~~
   e. ~~January 15, 2026 – Hudson Elementary~~
   f. February 19, 2026 – Bristol Elementary
   g. April 16, 2026 – Central Office
   h. May 21, 2026 – Edgar Road Elementary

XI. Meeting Adjournment

XII. Facility Tour – Bristol Elementary School

Webster Groves School District
Building Advisory Committee
January 15th, 2026

Hudson Elementary School
(In Person)

Craig, Chris	Member	Present
Fisk, Todd	Chair	Present
Hazelton, Mike	Asst. Principal	Present
Lamitola, Anne	Member	Present
Moses, Andrew	Member	Present
Mueller, Jason	Director of Operations	Present
Myers, Jacob	CFO/COO	Present
Myers, Steve	Member	Present
Roode, Matthew	Vice Chair	Present
Smith, Jeff	Member	Present
Steuber, Rob	Construction PM	Present
Wall, Cassandra	Secretary	Absent
Williams, Elliot	Member	Present
Fran Petruso	Board Liaison	Present

I. Call to Order
   a. Meeting was called to order at approximately 5:30 PM by Todd Fisk.

II. Adoption of Meeting Agenda
   a. Motion to approve the Meeting Agenda was made by Steve Myers, seconded by Matthew Roode, and approved unanimously by voice vote.

III. Approval of November 20, 2025 Meeting Minutes
   a. Motion to approve the Meeting Minutes made by Steve Myers, seconded by Matthew Roode, and approved unanimously by voice vote.

IV. Public Comments to the Building Advisory Committee by guests
   a. No members of public present.

V. Old Business and Reports
   a. Construction Update
      i. High School: Over $150,000 raised for new library in honor of Jon Clark. New circulation desk is also planned.
      ii. Hixson: sidewalk has been poured in full. Everything will be considered accessible. Waiting for opportunity to do the final grading.
      iii. Central Office: Plan to replace residential doors with commercial grade doors and add a foyer.
      iv. Avery: Two ADA lifts planned.
   b. Maintenance Projects (Jason)
      i. Currently bidding: moving and asphalt paving.
      ii. Hixson future projects: inner courtyard windows, exterior and cafeteria doors.

iii. Givens future projects: window replacement bids go to WGI Tremco, who will get at least three.
iv. High School future projects: replacing the doors at Roberts Gym.

c. Bond/Finance Update
i. No major changes - $12.5M remaining
ii. Majority of projects for Summer 2026 paid. In Spring 2026, HVAC, Plumbing and Electrical will be evaluated and more funds will be committed as bids are finalized. Aiming to spend remaining Prop S funds by the end of Summer 2027.
iii. Preventative Maintenance (PM) map being created.
1. Currently spreadsheets are used.
2. In the last 12 months, FS and Tremco have done checks for PM. IFS PM has been impactful. So far, PM has prevented failures of heating equipment which prevents night/weekend maintenance emergencies.

VI. Communication & Public Information – No Update

VII. New Business and Reports
a. Facilities and Grounds Program Evaluation
i. Objective: Assess WGSD Facilities & Grounds operations against industry benchmarks (APPA) and the District Strategic Plan.
ii. Key Finding: current staffing creates a "reactive maintenance model"
iii. Current Status: Operating between APPA level 4 to Level 5 (based on survey results and staffing levels). Level 3 is the goal.
1. Methodology
a. Stakeholder feedback (surveys from families and staff on cleanliness and response times).
b. APPA standards analysis.
c. Operational review Analysis of work order volume and backlog trends.
i. All 1,903 work orders in 2025 were reactive and about 1,800 were fully addressed.
2. Custodial Operations
a. The capacity crisis
i. Staffing loads (specifically at WGHS, Hixson and Givens) significantly exceed industry maximums, but are better relative to some other districts in Missouri.
ii. Supervision gap
1. Lack of night shift supervision leads to inconsistent quality and training gaps.
3. Maintenance Operations
a. Operational Mode: "Crisis" (APPA Level 5) based on current staffing and square footage.
b. The Ratio Gap
i. Target: 1 FTE per 60,000–70,000 sq. ft.
ii. Current: Small team attempting to cover 1,000,000 sq. ft.
iii. Because of lower staff, WGSD relies on contract work for specialty jobs.
c. Hiring Challenges
i. Uncompetitive pay scales prevent hiring for skilled positions (e.g., Level 2 Skilled Maintenance).

        ii. Wages for maintenance staff are not competitive with union jobs.
4. Stakeholder Feedback
    a. The “Human” Element
        i. High satisfaction. Custodial and maintenance staff are viewed as hardworking, polite, and professional.
    b. The “System” Element
        i. High dissatisfaction with the results. There is a strong consensus that current staffing levels are insufficient to maintain standards.
    c. Top Three Concerns
        i. Restroom Sanitation: The lowest-rated area district-wide.
        ii. Curb Appeal: Overgrown grounds and unkempt exteriors.
        iii. Deferred Maintenance: Visible aging (peeling paint, worn fixtures)
5. Stakeholder Perspectives
    a. Lack of Staff: Explicit recognition that custodians are overworked (e.g., “They are doing what they can with a limited budget.”).
    b. Lack of Funding: Perceived inability to afford necessary repairs or personnel.
    c. Deferred Maintenance: Frustration with long-standing capital issues (roofs, gutters) being ignored.
6. Strategic Recommendations (Phase 1): Immediate Stabilization to APPA Level 3 (Casual Inattention).
    a. Increase Night Custodial Staff (+6 FTE) for Targeted relief for High School, Hixson, Givens, and Service Center. Add a night supervisor/trainer.
    b. Increase Maintenance Staff (+2–3 FTE) to Reduce backlogs and emergency-only responses. Expand grounds coverage.
    c. Comp & Benefits: Comprehensive evaluation of pay scales to attract skilled labor.
7. Long-Term Strategy (Phases 2 & 3): Sustainability & Improvement (Targeting APPA Level 2).
    a. Focus on Being Proactive: Implement structured Preventive Maintenance schedules.
    b. Separate Roles: Dedicate specific staff to groundskeeping vs. delivery/moving tasks.
    c. Comp & Benefits: Fiscal planning to support gradual improvement.
8. Strategic Plan Alignment
    a. Equity: Ensuring older buildings and high-traffic schools receive equal care to newer facilities.
    b. Sustainability: Shifting from "reactive" to "preventive" extends the life of roofs, boilers, and capital assets.
    c. Health and Wellness: Improved cleanliness reduces allergens and illness, supporting student/staff health.
9. Next Steps
    a. Present: Submit revised staffing model to the BOE.
    b. Budget: Align upcoming budget planning with APPA benchmarks.

c. Communication: Inform stakeholders of the link between staffing investment and service quality.

10. Discussion
    a. Custodial Wages
        i. Every year, wages are compared to other schools in STL County.
        ii. Webster gives custodians paid lunch and breaks off, which not all districts do.
        iii. Roles are pensioned (PEERS) and custodians can jump from district to district.
        iv. The district competes with the airport and hospitals for custodial staff.
        v. Leads and supervisors are retained, the challenge is hiring enough entry level custodians to cover all sq ft.

VIII. Chair's Report – No Update

IX. Announcements by Members - No Update

X. Future Business - No Update

XI. Meeting Schedule for 2025/26 Academic Year
    a. August 21, 2025 – Clark Elementary - Complete
    b. September 18, 2025 – Walter Ambrose Family Center - Complete
    c. October 16, 2025 – Givens Elementary - Complete
    d. November 20, 2025 – Hixson Middle School - Complete
    e. January 15, 2026 – Hudson Elementary - Complete
    f. February 19, 2026 – Bristol Elementary
    g. April 16, 2026 – Central Office
    h. May 21, 2026 – Edgar Road Elementary

XII. Meeting Adjournment
    a. Motion to adjourn was made by Anne Lamitola and approved unanimously by voice vote.
    b. Meeting adjourned at 6:41 p.m.

XIII. Facility Tour – Hudson Elementary School

Webster Groves School District

Bond Issue Project Update: 2/19/2026

Avery Accessibility Upgrades Hoener

- The Avery Accessibility Upgrades Project is currently in Design Development
- All project limits have been surveyed
- Additional underground pipe locate and camera was performed over the holiday break
- Layout of concrete ramps and retaining wall and patio area have been approved along with the parking lot conceptual layout.
- New fences, gates and handrail placement have been finalized
- Work will be scheduled for this summer

Hixson Interior Door Package Bond Architects

- The Hixson Door Package was released for bidding. Bid opening was held on February 13th with a total of 4 bids being submitted. A recommendation will go before the Board of Education on the 26th of February.
- The package will include the replacement of 100 doors with upgrades to door hardware and will include the application of impact resistant film on specific interior window openings.
- This project will scheduled for this summer

High School Interior and Exterior Door Package Bond Architects

- A kickoff meeting was held to begin the planning for the upgrades to the High School interior and exterior doors. This project will be a multi-phase project and will be implemented over the next couple years. This will potentially address approx. 250 interior door openings along with 22 exterior openings.

High School Library Flooring Package BLDD Architects

- The intent of the Library Flooring Package will be to replace the entire library floor including the PD room, computer lab and other secondary spaces within the library.
- The existing floor will need to be abated, so a Library Flooring Abatement Package will also be released for bid.
- A moving company will be contracted with to remove all contents of the Library, and will return to move all contents back into the space once carpet is complete.
- A new check in/circulation counter is being designed as part of this project.

Hixson Sidewalk Replacement Lawlor Corp

- The need to replace the sidewalk on the courtyard side of the existing 2 story wing was greatly needed due to its poor condition, but needed to wait until after the Hixson Window Package was completed.
- The sidewalk has been replaced in full and will be addressing the final grading and landscaping.

Ambrose Bathroom Upgrades

- Approximately 12 -14 bathrooms will receive upgrades that will include replacement of the existing toilets, sinks and faucets. These are bathrooms that are located in each classroom
- The flooring will also be replaced with a slip resistant flooring. Currently the flooring is old ceramic tile that when wet, becomes very slippery.
- The walls will receive a fresh coat of paint to finish the renovation

Exterior Lighting Package

- There is still the need to install Ameren provided exterior parking lot lighting at Avery and at Edgar Road. When complete, this will finalize the Exterior Lighting Package.

District Wide Safety/Security Systems Upgrade Midwest Electronics

- The existing security and fire alarm systems are needing to be replaced. The current equipment components are becoming out dated with replacement parts hard to find or non-existent. A lot of components are not even being manufactured anymore and are being phased out by new updated systems
- Several District Buildings are being upgraded already by District IT Department and current District Safety/Security Service Companies.
- A survey of each facilities needs has been completed and recommendations have been submitted by the Districts security and Fire alarm systems service contractors.
- The work in this package will continue well into 2025/2026. (ongoing)

Location	Work Type	Description of Project	Status	Funding Source
17 Selma	Exterior Lighting	Upgrade existing	Not Started	Bond
17 Selma	Parking lots	Seal	Not Started	Operations
17 Selma	Upgrades to 2nd Floor	Upgrade flooring, lighting, restrooms, safety items	Planning/Bidding	Operations
Ambrose	Exterior of building	Tuckpoint and seal brick, scuppers replacement	Planning/Bidding	Bond
Ambrose	Parking lots	Replace entry apron	Not Started	Operations
Ambrose	Parking lots	Patch concrete curb and sidewalk	Not Started	Operations
Ambrose	Parking Lots	Seal, Crackfill and Restripe	Not Started	Operations
Ambrose	HVAC	Replace remaining RTUs; Upgrade BAS	Planning/Bidding	Bond
Avery	Parking lots	Seal large lot and 2 small	Not Started	Operations
Avery	Leak - Insurance	Drywall repairs	Work in Progress	Insurance
Avery	Flooring	Flooring replacements	Not Started	Bond
Bristol	Exterior Maintenance	Dormers on roof	Planning/Bidding	Bond
Bristol	Playground repairs	Replace failed rubber tiles	Not Started	Operations
Central Office	Exterior Lighting	Upgrade existing	Not Started	Bond
Central Office	Parking lots	Lower lot and north drive seal	Not Started	Operations
Central Office	Parking lots	Upper lot, seal, large patch, drainage issues	Not Started	Operations
Central Office	Tuckpointing	Building and old stairs	Planning/Bidding	Bond
Central Office	Security upgrades	Entry and vestibule upgrades	Work in Progress	Bond
Central Office	HVAC	Replace 4 systems	Not Started	Bond
Central Office	Flooring and Ceiling	Upgrades flooring and ceiling, paint boardroom	Planning/Bidding	Operations
Clark	Exterior Lighting	Upgrade existing	Not Started	Bond
Clark	Exterior Maintenance	Tuckpointing, fascia/soffit, replace tie wall, glass block two windows	Planning/Bidding	Bond
Clark	Exterior Maintenance	Dormers on roof	Planning/Bidding	Bond
Clark	Parking lots	Replace sections of kindergarten walkway with concrete	Not Started	Operations
Clark	Parking lots	crack fill basketball court and playground path	Not Started	Operations
Clark	Removal/Drainage	Remove modular, asphalt repairs, grading	Not Started	Bond
Clark	Flooring	Flooring replacements	Not Started	Bond
District	Concrete	Replace walkways	Not Started	Operations
District	Parking lots	Annual Maintenance	Not Started	Operations
District	Signage	Electronic Marquees	Planning/Bidding	Bond

Location	Work Type	Description of Project	Status	Funding Source
District	Signage	Exterior wayfinding signage	Not Started	Bond
Edgar	Exterior Maintenance	Dormers on roof	Planning/Bidding	Bond
Edgar	Exterior Maintenance	Soffit/Fascia not taken care of with gutters	Planning/Bidding	Bond
Edgar	Exterior Maintenance	Chimneys capped	Planning/Bidding	Bond
Edgar	Exterior Maintenance	Old unitvents - seal metal?	Planning/Bidding	Bond
Edgar	Exterior Maintenance	Oval windows openings	Planning/Bidding	Bond
Edgar	Exterior Maintenance	Courtyard/gym lot - gutters	Planning/Bidding	Bond
Edgar	Flooring	Flooring replacements	Not Started	Bond
Edgar	Fencing	Around modulars	Planning/Bidding	Operations
Edgar	HVAC	Replace hail damaged RTU	Planning/Bidding	Operations
Edgar	Playground upgrade	Playground improvements	Planning/Bidding	PTO and Bond and Operations
Givens	Exterior lighting	Lighting on N and W exposures	Not Started	Bond
Givens	Exterior of building	Tuckpointing	Planning/Bidding	Bond
Givens	Exterior of building	Fascia around the auditorium	Complete	Bond
Givens	Playground upgrade	ADA upgrades	Planning/Bidding	Bond
Hixson	Exterior Lighting	Courtyard and outside boiler room	Not Started	Bond
Hixson	Exterior Lighting	Cafe awning lights	Not Started	Operations
Hixson	Exterior Maintenance	Tuckpointing	Planning/Bidding	Bond
Hixson	Exterior Maintenance	Windows and entry doors	Planning/Bidding	Bond
Hixson	Exterior Maintenance	main entry clean alumicor	Planning/Bidding	Operations
Hixson	Exterior Maintenance	Clean library porch	Planning/Bidding	Operations
Hixson	Exterior Maintenance	Choir stair and FACS stair windows	Planning/Bidding	Bond
Hixson	Flooring	End of hall by cafe and FACS - replace cracked tile	Not Started	Operations
Hixson	Hand railing	Handrails interior stairways	Planning/Bidding	Bond
Hixson	Interior Lighting	Stairway lights and emergency lights	Not Started	Operations
Hixson	Interior Maintenance	renovate custodial closets	Not Started	Operations
Hixson	Interior paint	Choir stair bottom and 3 2-story stairwells	Not Started	Operations
Hixson	Interior Maintenance	Rm 122 hallway block repair	Not Started	Operations
Hixson	Interior paint	FACS stairwell point and repaint	Not Started	Operations
Hixson	Parking Lots	North lot - mill/overlay	Not Started	Operations
Hixson	Parking Lots	Elm lot - drain for bad spot	Not Started	Operations

Location	Work Type	Description of Project	Status	Funding Source
Hixson	Door Replacements	Replace two exterior doors	Work in Progress	Bond
Hixson	HVAC	Replace hail damaged coil	Planning/Bidding	Operations
Hudson	Exterior Lighting	Upgrade existing	Work in Progress	Bond
Hudson	Interior Lighting	Upgrade existing in library	Not Started	Operations
Hudson	Flooring	Replace cracked ceramic tiles by library	Not Started	Operations
Hudson	Flooring	cracked quarry tile and vct in Kitchen	Not Started	Operations
Hudson	Parking lots	Mill and overlay	Not Started	Operations
Hudson	Flooring	Flooring replacements	Not Started	Bond
Moss Field	HVAC	Add RTU to pressbox	Planning/Bidding	Bond
Service Center	Parking Lots	Replace and wall and pavement at loading dock	Not Started	Operations
Service Center	Parking Lots	Renovate and repair lot	Not Started	Operations
Service Center	HVAC	Install BAS	Work in Progress	Bond
Service Center	Generator	Emergency generator for servers and life safety	Planning/Bidding	Operations
WGHS	Exterior Lighting	Plymouth lot - Upgrade existing	Not Started	Bond
WGHS	Exterior Lighting	Selma poles and coach lights - Upgrade existing	Planning/Bidding	Bond
WGHS	Exterior Maintenance	Repair rotted ladder supports on roof	Planning/Bidding	Bond
WGHS	Exterior Maintenance	Roberts Gym steps	Planning/Bidding	Bond
WGHS	Flooring	Repair quarry tile under ice machine in kitchen	Not Started	Operations
WGHS	handrails	Handrails interior stairways	Not Started	Bond
WGHS	Parking lots	Back drive - mill and overlay	Not Started	Operations
WGHS	Windows and Doors	Exterior windows and doors for Roberts	Planning/Bidding	Bond
WGHS	Door install	Install new door for classroom	Planning/Bidding	High School

WGSD
Program Evaluation
Facilities & Grounds

Jason Mueller

DRAFT

Overview of Program Evaluation Team and Process



Jacob Myers: CFO/COO

Jason Mueller: Director of Operations

Dennis Counts: Facilities Coordinator

Sean Stayton: Custodial Manager

Building Advisory Committee (BAC)

Overview of Program Evaluation Team and Process



- **Data Collection:** Surveys from staff/families; APPA benchmarking.
- **Analysis:** Adjusted APPA standards for WGSD specific variables (7.5-hour shifts, building age, outsourcing).
- **Stakeholder Review:** Findings refined with BAC feedback.
- **Final Output:** Recommendations presented to BOE.

Executive Summary

This evaluation assesses the current state of WGSD's Facilities and Grounds operations against industry benchmarks and the district's Strategic Plan.

- The findings indicate that current staffing levels force a reactive maintenance model, currently operating between APPA Level 4 (Moderate Dinginess) and Level 5 (Unkempt Neglect) in several areas.
  - ***These are not performance issues, but capacity issues.***
- To protect the district's capital assets and ensure a safe learning environment, this report recommends a phased increase in Full-Time Equivalent (FTE) staff to achieve a sustainable APPA Level 3 (Casual Inattention) standard immediately, with long-term goals to reach Level 2.

Industry Standards
APPA Levels of Service

Using APPA (Association of Physical Plant Administrators) Benchmarks

- **Level 1 (Showcase):** Showroom quality; immediate response. *(Not feasible for K-12)*
- **Level 2 (Ordinary Tidiness):** Proactive system; corner-to-corner clean. **(Long-Term Goal)**
- **Level 3 (Casual Inattention):** Functionally clean; occasional dust. **(Immediate Target)**
- **Level 4 (Moderate Dinginess):** Buildup in corners; dingy floors; high complaints. **(Current State)**
- **Level 5 (Unkempt Neglect):** Major accumulation; environment appears abandoned.

Current APPA Levels of Service

Building	Total Sq. Ft.	Current Night Custodial FTE	Sq. Ft. per Custodian	Custodial APPA Score (Est.)	Maintenance APPA Score (Est.)
Webster Groves High School	378,000	12.5	30,240	Level 5 (Unkempt Neglect)	Level 4 (Reactive)
Hixson Middle School	193,037	7.5	25,738	Level 4/5 (Dinginess/Neglect)	Level 4 (Reactive)
Givens Elementary	77,613	3	25,871	Level 4/5 (Dinginess/Neglect)	Level 4 (Reactive)
Avery Elementary	64,932	3	21,644	Level 3 (Casual Inattention)	Level 5 (open position)
Bristol Elementary	70,610	3	23,536	Level 3 (Casual Inattention)	Level 3/4 (Managed/Reactive)
Clark Elementary	62,382	3	20,794	Level 3 (Casual Inattention)	Level 3/4 (Managed/Reactive)
Edgar Road Elementary	56,128	2.5	22,451	Level 3 (Casual Inattention)	Level 5 (open position)
Hudson Elementary	53,500	2.5	21,400	Level 3 (Casual Inattention)	Level 3/4 (Managed/Reactive)
Walter Ambrose Family Ctr	28,000	1	28,000	Level 4/5 (Dinginess/Neglect)	Level 4 (Reactive)
Moss Field	8,675	0	n/a	Level 5 (Critical/At Risk)	Level 4 (Reactive)
Service Center / Admin / 17 Selma	41,163	1	41,163	Level 4/5 (Dinginess/Neglect)	Level 4 (Reactive)

Ideal coverage range per custodian (7.5-hour shift): 18,750–23,475 sq. ft.

Survey Findings – Key Themes

	Staff / Teachers	Parents / Family Members
Primary Interaction	Daily, intensive use of classrooms/facilities.	Periodic visits, events, drop-off/pick-up.
Top Concern	Daily Cleanliness & Hygiene: Sticky tables, dirty floors, unstocked restrooms.	Safety & Infrastructure: Broken equipment, playground safety, exterior maintenance (weeds, paint).
Restroom Feedback	Focus on sanitation & supplies (soap, paper towels).	Focus on functionality (locks, broken sinks, leaks).
Maintenance Perception	Frustrated by slow response and incomplete work (e.g., snow removal).	Critical of outsourcing costs vs. quality; concern for long-term asset preservation.
Key Quote Theme	"Our building is embarrassing... floors dirty for weeks."	"Soccer field is weeds... restrooms outdated."

Research Findings – Key Themes

Current State Analysis:

- **Operating Level:** Currently between **APPA Level 4 (Moderate Dinginess)** and **Level 5 (Unkempt Neglect)**.
- **Survey Feedback:** Consistent concerns regarding restroom cleanliness, response times for minor repairs, and "dingy" surfaces.
- **Key Correlation:** Negative feedback aligns directly with buildings that are understaffed by square footage standards (WGHS, Hixson, Givens).
- **Reactive Model:** Staffing levels force a "triage" approach, deferring preventive maintenance to handle daily emergencies.

Outsourcing

Current operational models rely on subcontracted services to bridge staffing gaps, this is a less cost-effective approach

- HVAC is very specialized and current pay scales of the district are not competitive (note: HVAC position open for a year, and unable to recruit qualified candidates)
- Grounds crew is staffed with three employees and are directly supervised by the Director of Operations
    - Unable to maintain landscape beds
    - Mowing of lawns and snow removal is outsourced
    - Unable to completely perform snow removal from walkways and other areas

Staffing Gap Analysis

Maintenance:

- **Current:** 7.0 FTE (Crisis/Reactive Mode)
- **Target:** 10.0 FTE (Managed Care)

Custodial (Night Shift):

- **Current Gaps (Over Capacity):**
  - **WG High School:** 30,400 sq. ft. / custodian (Critical)
  - **Hixson Middle:** 25,738 sq. ft. / custodian
  - **Givens Elementary:** 25,871 sq. ft. / custodian
- **Target Coverage:** 18,750 – 23,475 sq. ft. per custodian (adjusted for 7.5 hr shifts).
  - **Current:** 37.5 FTE Night Shift Custodians
  - **Target: 44.5 FTE,** plus 1 Night Supervisor and 3-4 Full Time Sub Custodains

Grounds & Warehouse:

- **Current:** 3.0 FTE
- **Target:** 4.0 FTE (Supervisor Role)

Department Structure & Gap Analysis: WGSD vs. Industry Standards

	Current WGSD Structure	Industry Standard (~1M sq. ft.)	Gap / Impact Analysis
Strategic Leadership	Director of Operations (Oversees all Depts + Capital Projects)	Director of Operations (Oversees Dept Heads)	Bottleneck: The Director is effectively serving as the Capital Projects Manager and Transportation Director simultaneously, limiting time for long-term strategic planning.
Maintenance & Vendor Oversight	Facilities Coordinator(Hybrid: Oversight + Hands-on Repair)	Maintenance Manager(100% Oversight & Planning)	The Capacity Trap: The Coordinator is designated to oversee outsourced vendors (HVAC, Electric, Plumbing). However, due to a lack of internal trades staff, this role is forced to function as a "first responder" for daily repairs. When the Coordinator is performing hands-on repairs, they cannot effectively audit vendor performance or invoices.
Custodial Operations	Custodial Manager(Hiring, Training, Ordering + Supervisor Coverage)	Custodial Supervisor(s)(Day/Night Management)	Reactive Management: The Manager handles hiring and training but is frequently pulled to "cover" for supervisors or lead custodians who call out. This prevents consistent quality control audits and training follow-through.

Department Structure & Gap Analysis: WGSD vs. Industry Standards (con.)

	Current WGSD Structure	Industry Standard (~1M sq. ft.)	Gap / Impact Analysis
Transportation	Admin Asst. (shared with IT)(Sign-ups/Comm) + Director (Vendor Oversight)	Transportation Coordinator(Dedicated Professional)	High Risk: Relying on administrative support for logistics and the Director for vendor oversight creates a liability gap. Peer districts utilize a dedicated Coordinator to manage the complex safety regulations and routing efficiency.
Finance & Usage	Admin Asst. (POs, Invoices, Facility Rentals)	Facility Usage Coordinator + Admin Asst	Administrative Saturation: Combining financial duties (POs/Invoices) with Facility Rentals is unsustainable. Rentals are customer-service intensive; combining this with financial compliance slows down purchasing and billing cycles.

Equity Considerations



- **Impact on Learning:** Current understaffing disproportionately affects older buildings and high-traffic schools.
- **Universal Standard:** Moving to APPA Level 3 ensures **all** students—regardless of their school building—experience a safe, sanitary, and respectful learning environment.
- **Accessibility:** Improved staffing ensures ADA compliance (clear pathways, functional restrooms) is consistently maintained.
- **Staff Burnout:** Staff are expected to cover areas well beyond industry standards. Often times for pay below comparable skilled trade positions.

Celebrations



- **Technology:** New robotic scrubber at WGHS could be impactful, but due to lack of staff it is only used a fraction of its potential operating times
- **Resilience:** Staff continue to maintain operations and safety despite significant staffing constraints.
- **Cost Efficiency:** Maintenance team creates savings by performing work in-house that would otherwise require expensive contractors.
- **Professionalism:** Survey feedback highlighted the politeness and dedication of current custodial and maintenance staff.
- **Work Orders:** Maintenance and Grounds staff completed 1792 of 1903 work order requests during the past year.
- **Projects:** Director continues to complete annual maintenance projects, and additional capital projects to maintain our aging facilities

Recommendations

Phase 1: Immediate Stabilization (Year 1)

- **Goal:** Achieve **APPA Level 3** (Casual Inattention).
- **Action:** Add **3-4 FTE Full Time Custodial Subs**, **4–5 Night Custodial FTE** and **2–3 Maintenance FTE,** and evaluate the current pay scale to ensure the ability to attract and retain quality staff.
- **Result:** Move from "spot cleaning" to consistent schedules; reduce work order backlog.

Phase 2: Standardization (Year 2)

- Implement rigid **Preventive Maintenance (PM)** schedule.
- Add **1-2 Grounds FTE** to separate delivery/moving duties from technical groundskeeping.

Phase 3: Continuous Improvement (Year 3+)

- Target **APPA Level 2** in high-impact areas (entryways, perception zones).

Connection to Strategic Plan



- **Organizational Sustainability:** Preventive maintenance extends the life of capital assets (roofs, HVAC, flooring), reducing long-term costs.
- **Safe & Equitable Environment:** Consistent cleanliness standards support student health and well-being across all district facilities.
- **Personal Health & Wellness:** Improved sanitation reduces allergens and illness spread, keeping students and staff in school. Increased staffing reduces staff burnout and turnover.

Next Steps



- **Budget Approval:** Incorporate Phase 1 staffing into the future budget.
- **Service Level Agreement:** Communicate APPA Level 3 standards to principals to manage expectations.
- **Measurement:** Conduct follow-up survey 6 months post-implementation to verify improvements.

Questions

WGSD Program Evaluation
Board of Education Report

Facilities & Grounds

Prepared for the Board of Education and Presented On:

February 26, 2026

Respectfully Prepared and Presented By:

Jason Mueller, Director of Operations

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Executive Summary

This evaluation assesses the current state of WGSD's Facilities and Grounds operations against industry benchmarks and the district's Strategic Plan. The findings indicate that current staffing levels force a reactive maintenance model, currently operating between APPA Level 4 (Moderate Dinginess) and Level 5 (Unkempt Neglect) in several areas. To protect the district's capital assets and ensure a safe learning environment, this report recommends a phased increase in Full-Time Equivalent (FTE) staff to achieve a sustainable APPA Level 3 (Casual Inattention) standard immediately, with long-term goals to reach Level 2.

It is important to contextualize current conditions within a twenty-year history of deferred maintenance. This long-term deferral has led to the natural aging and deterioration of major capital assets, most visibly in the condition of flooring and restrooms. The current 'reactive' maintenance model is a direct result of trying to manage these aging systems without the resources for proactive replacement

Program Evaluation Team

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Building Advisory Committee (BAC)

Program Evaluation Process

Data Sources:

Community & Staff Survey:

Feedback collected from families and staff regarding cleanliness, maintenance response, building conditions, and grounds upkeep.

APPA Standards Analysis:

Evaluation of custodial, maintenance, and grounds staffing using APPA Level of Service benchmarks adjusted for:

- 7.5-hour shifts
- Building age
- Deferred maintenance
- Outsourced services

Operational Review:

Review of work order volume, response times, and backlog trends.

Presentation to the Building Advisory Committee (BAC):

Presented findings and proposed recommendations to the BAC and incorporated feedback.

Presentation to the Board of Education (BOE):

Presented findings and proposed recommendations to the BOE for their feedback and recommendations.

Research Findings and Current Best Practices

District Facility Overview

The district currently maintains approximately 1,000,000 square feet of instructional, administrative, and support space. Most buildings were constructed between the early and mid-1900s and have experienced limited preventive maintenance over the past two decades. Many major systems—including roofs, HVAC equipment, electrical and plumbing infrastructure—are past their expected service life and require frequent attention.

While the district currently outsources HVAC preventive maintenance and major system repairs, the majority of minor repairs, building envelope work, plumbing issues, and interior maintenance still require district staff response.

Survey Findings – Key Themes

Survey responses consistently identified the following concerns:

- Inconsistent cleanliness between buildings and classrooms
- Delays in routine maintenance and minor repairs
- Aging facilities showing visible wear
- Limited grounds upkeep during peak growing seasons
- Perception that issues are reported but not resolved promptly

While satisfaction varies by building, the most frequent negative feedback aligns with schools that are currently staffed below APPA-recommended square footage thresholds.

WG High School: 30,400 sq. ft./custodian (Significantly above max).

Hixson Middle: 25,738 sq. ft./custodian (Above max).

Givens Elementary: 25,871 sq. ft./custodian (Above max).

Based on a review of the "Facilities and Grounds Program Evaluation Survey" results, there are distinct differences in how Staff/Teachers perceive the facilities versus Parents/Family Members.

The following comparison highlights key areas of divergence and agreement:

1. Overall Satisfaction & Cleanliness

Staff/Teachers (Daily Users): Generally report lower satisfaction levels. Because they are in the buildings daily, they are more likely to notice chronic issues like dirty floors, unstocked restrooms, and deferred maintenance.

Key Complaints: Unclean classroom tables, dirty floors, empty soap dispensers, and poor snow removal.

Sentiment: Frustration with the "reactive" nature of maintenance. One teacher noted, "Our building is embarrassing at times."

Parents/Family Members (Visitor/Student Perspective): Responses are more mixed but tend to be slightly more forgiving of general cleanliness, likely because their interactions are less frequent (e.g., drop-off/pick-up or events).

Key Complaints: Specific, high-visibility issues like "weeds on the soccer field," "outdated restrooms," and "broken fixtures."

Sentiment: Concerns often focus on safety and aesthetics (e.g., retaining walls, playground safety, exterior appearance) rather than daily sanitation.

2. Restrooms

Staff: Consistently rate restrooms poorly ("1 - Strongly disagree/unsatisfied"). They report operational failures like "sinks never cleaned" and "fixtures out of soap for days."

Parents: Also rate restrooms poorly but focus on structural/fixture issues (e.g., "stalls don't close," "outdated fixtures," "leaking faucets") rather than just daily stocking/cleaning.

3. Maintenance & Grounds

Staff: Express strong dissatisfaction with response times and the quality of work (e.g., "slow response," "snow removal is not complete"). They see the direct impact on their work environment (e.g., "adults are injured" due to poor ice removal).

Parents: Focus heavily on exterior aesthetics and capital assets. They notice "peeling paint," "broken gutters," and "lack of green space." Several parents questioned the cost-effectiveness of outsourcing, suggesting it "would be cheaper to hire qualified" staff.

4. Systemic Issues

Agreement: Both groups identify "Lack of funding" and "Lack of custodial/maintenance staff" as the primary barriers to improvement.

Divergence: Staff are more likely to cite "Lack of clear communication" and "Slow response time" as major frustrations, whereas parents are more likely to cite "Space" (e.g., modular classrooms) and "Safety" (e.g., intruder concerns, playground surfaces).

Industry Standards and Benchmarks for Maintenance Staffing

APPA Levels of Service

To provide context for the staffing analysis, the evaluation team utilized APPA's five levels of service to quantify the district's current and target states.

- **Level 1 (Orderly Spotlessness):** Showroom quality; immediate maintenance response. *Not fiscally feasible for K-12.*
- **Level 2 (Ordinary Tidiness):** Surfaces clean, corner-to-corner upkeep. System is proactive. **(Long-Term Goal)**
- **Level 3 (Casual Inattention):** Floors clean but may have dull spots; occasional dust in corners. Functionally clean but not pristine. **(Immediate Target)**
- **Level 4 (Moderate Dinginess):** Dingy floors, buildup in corners, dull fixtures. High probability of complaints. **(Current Operating State)**
- **Level 5 (Unkempt Neglect):** Major accumulation of dirt, trash overflow, environment appears abandoned.

While the district average leans toward Level 4/5 due to staffing ratios, specific buildings (or specific zones like 'Entryways' vs. 'Classrooms') may be performing at Level 3 due to the heroic efforts of current staff. The low scores are heavily weighted by the 'Maintenance' component—specifically the backlog of work orders—rather than just daily cleaning.

According to the Association of Physical Plant Administrators (APPA) and K–12 facility management guidelines:

- Typical maintenance staffing (excluding custodial and grounds) is 1 FTE per 80,000–100,000 sq. ft. for average-condition facilities.

- For older buildings or deferred maintenance, staffing should increase to approximately 1 FTE per 60,000–70,000 sq. ft.

- Supervisory and administrative support should be provided at a rate of 1 supervisor per 500,000–1,000,000 sq. ft.

If all maintenance were self-performed, the district's 1,000,000 sq. ft. of facilities would justify 14–16 full-time maintenance employees, not including grounds and custodial needs.

Adjustment for Outsourcing

Because the district contracts out HVAC preventive maintenance and most specialized mechanical/electrical work, in-house staffing can be reduced by approximately 40–50%. However, due to the age of facilities and high backlog of deferred repairs, additional labor capacity is still required to address daily service requests and emergency response needs.

After accounting for outsourcing and building conditions, the recommended internal staffing level is:

8–10 full-time maintenance employees, plus 1 supervisor/manager.

Current Maintenance Staffing Structure

Role	Quantity	Primary Responsibilities
Facilities Maintenance Coordinator	1	Oversees daily maintenance operations, coordinates contractors, manages work orders and PM schedules, ensures regulatory compliance. Performs technical work hands-on due to lack of technical staff.
Maintenance Technicians (multi-trade)	5	Handles carpentry, painting, door hardware, general electrical/plumbing, and preventive tasks not covered by vendors.
Painter	1	Handles patching and painting tasks.

Recommended Maintenance Staffing Structure

Role	Quantity	Primary Responsibilities
Facilities Maintenance Coordinator	1	Oversees daily maintenance operations, coordinates contractors, manages work orders and PM schedules, ensures regulatory compliance.
Maintenance Technicians (multi-trade)	4–5	Handles carpentry, painting, door hardware, general electrical/plumbing, and preventive tasks not covered by vendors.
Skilled Trades Specialists	2–3	One electrician, one plumber/general mechanical, and one building systems/low-voltage technician.
Maintenance Assistant / Clerk *(optional but recommended)*	1	Manages the work order system, tracks PM schedules, supports communication between sites and vendors.

WGSD Custodial Staffing – Night Shift Only

Night Shift Coverage: Only “closer” FTEs are considered, as they perform the main cleaning duties.

Adjusted coverage range per custodian (7.5-hour shift): 18,750–23,475 sq. ft.

Building-Level Night Shift Analysis

Building	Sq. Ft.	Night Shift FTE	Sq. Ft./Night Custodian	Evaluation
Avery Elementary	64,932	3	21,644	✅ Within range
Bristol Elementary	70,610	3	23,537	⚠️ Slightly above max
Clark Elementary	40,490	2	20,245	✅ Within range
Edgar Road + Modulars	56,436	2.5	22,574	✅ Within range
Hudson Elementary	39,092	2	19,546	✅ Within range
Givens Elementary	77,612	3	25,871	❌ Above max; needs +1 FTE
Hixson Middle	180,163	7	25,738	❌ Above max; needs +1–2 FTE
WG High School	380,000	12.5	30,400	❌ Significantly above max; needs +3–4 FTE
WAFC	29,056	1.5	19,371	✅ Within range
Moss Field	8,675	0	—	❌ Needs part-time coverage
Service Center / Admin / 17 Selma	41,163	1	41,163	❌ Understaffed; needs +1 FTE

Buildings Exceeding APPA Ranges:

- WG High School
- Hixson Middle School
- Givens Elementary
- Moss Field

- Service Center / Admin / 17 Selma

Survey Tie-In:

Buildings exceeding APPA square footage limits correlate strongly with survey feedback noting:

- Restrooms not consistently clean
- Floors and high-touch surfaces missed
- Event setup/cleanup delays

<u>These are not performance issues, but capacity issues.</u>

Lack of Substitutes and Coverage Gaps

The district currently only has one substitute custodian. Due to this position starting pay being under the starting pay of a full-time custodian we have received no interest from applicants for this position. This impacts buildings in the following manner:

- The district recently invested in a robotic scrubber with the capacity to operate up to ten hours per day to enhance cleaning efficiency. However, due to critical shortages in permanent custodial staffing and a lack of substitute custodians, this asset is currently utilized for only a fraction of its potential run-time. The existing staff must prioritize immediate, reactive tasks over managing the automated equipment, negating the intended efficiency gains.

- Buildings lack consistent cleaning and disinfecting due to a lack of staffing due to historically lower staffed buildings and callouts

- District custodial manager must fill in for day time custodians reducing his ability to properly oversee the department and respond to issues

Supervision and Training Gap (Night Shift)

In addition to square footage coverage issues, the custodial program currently lacks dedicated night shift supervision and a formal trainer role. This creates operational and consistency challenges that compound staffing shortages:

- Limited on-site supervision during the primary cleaning window

- Inconsistent training and onboarding for new custodial staff

- Variable cleaning practices between buildings and teams

- Reduced quality assurance and accountability

Without a night supervisor or trainer, expectations are communicated informally and inconsistently, increasing reliance on individual experience rather than standardized practices.

Operational Impact

- Supervisors are spread across day operations and cannot consistently observe night shift performance
- Training responsibilities are absorbed by peers, reducing cleaning productivity
- Identified deficiencies persist longer due to lack of real-time correction

This structural gap directly contributes to survey feedback noting inconsistent cleanliness and uneven service levels between buildings.

Grounds

Current staffing level of three (3). General mowing and snow plowing services are outsourced.

Survey respondents identified:

- Delayed mowing and trimming
- Seasonal appearance issues
- Limited detail work around entrances and play areas
- Lack of snow removal
- Landscape bed maintenance does not occur on a regular basis
- Safety inspections of playground equipment are not completed as required by the districts insurance provider, MUSIC

Grounds staffing is currently utilized for moving and delivery services, reducing available labor hours for core grounds maintenance. This dilution of effort contributes to visible deficiencies noted in survey comments. The crew reports directly to the Director of Operations, causing delays with response time and consistent supervision.

Work Order Data and Operational Demand

In calendar year 2025, the Facilities & Grounds department processed a significant volume of service requests:

- Total work orders requested: 1,903
- Total work orders closed: 1,792
- Closure rate: ~94%

While the high closure rate reflects staff commitment and efficiency, it also masks underlying capacity issues. The majority of work orders are completed in a reactive mode, limiting the department's ability to perform preventive maintenance and long-term system care.

Operational Implications:

- Staff time is consumed by daily service requests rather than planned maintenance
- Preventive tasks are deferred to address immediate needs
- Deferred work contributes to recurring issues noted in survey responses

This volume of work orders, when combined with current staffing levels below APPA recommendations, explains survey feedback citing delayed response times and recurring facility issues.

Department Structure & Gap Analysis: WGSD vs. Industry Standards

Current State Overview:

The department is led by a single Director of Operations supported by a Custodial Manager, a Facilities Coordinator, and two administrative secretaries (one is shared with IT). While this theoretically covers key areas, chronic understaffing forces leadership roles into "reactive" labor positions, diluting their ability to manage strategically.

1. The "Player-Coach" Dilemma (Facilities Coordinator)

While the district employs a Facilities Coordinator intended to manage complex outsourced trades, the reality of the staffing shortage negates the value of this role.

Issue: The Coordinator is the one of the only internal staff members capable of handling technical repairs. Consequently, they are prioritized for emergency "hands-on" work rather than management duties.

Financial Impact: The district pays a premium for outsourced vendors but lacks the bandwidth to hold them accountable. With the Coordinator occupied by repairs, there is insufficient oversight of vendor time-on-site, material markups, and work quality.

2. Management Covering Labor (Custodial Manager)

The Custodial Manager is responsible for high-value tasks like product procurement, hiring, and staff training. However, the lack of depth in the "Supervisor" layer means the Manager often serves as a substitute supervisor during absences. The Custodial Manager also personally handles incoming deliveries of supplies and delivering supplies to buildings due to a lack of a grounds/warehouse role. In addition the Director, Facilities

Coordinator and Custodial Manager must all fill in to perform manual work of snow removal and event setup to ensure work is completed.

Impact: This traps the department in APPA Level 4/5. Strategic initiatives—such as implementing new cleaning protocols or retraining staff on equipment—are abandoned whenever the Manager is required to cover a shift.

3. The Transportation & Project Management Void

Unlike typical arrangements where a Director of Operations oversees managers, the current Director performs the direct duties of a Transportation Coordinator, Grounds Manager, Purchasing Manager and Capital Projects Manager (managing $2-5M in bids annually).

Impact: This span of control is too wide. Vital "deferrable" tasks (like long-term deferred maintenance analysis) are consistently deprioritized to handle immediate, high-liability transportation issues or project deadlines.

Equity Considerations

Understaffing disproportionately impacts:

- Older buildings with higher maintenance demand
- Schools with high evening and weekend use
- Students and staff in facilities exceeding APPA service levels
- Leads to staff burnout

Providing APPA-aligned staffing ensures all students experience safe, clean, and well-maintained learning environments regardless of building age or location.

Celebrations

- Staff maintain operations despite staffing constraints
- Custodial teams consistently prioritize instructional spaces
- Maintenance staff reduce contractor costs through in-house work
- Addition of robotic scrubber could make a significant impact at WGHS when staff is available to operate the equipment

Survey feedback also highlights appreciation for staff professionalism and responsiveness within existing limits.

Recommendations and Connections to Strategic Plan

Recommendations:

Maintenance Staff Summary Recommendation

Category	Benchmark	Adjusted for Outsourcing & Age	Recommended FTE
Baseline Maintenance Staffing	1 per 80,000–100,000 sq. ft.	+25% for older facilities	14–16
HVAC Outsourcing Reduction	–40–50%		**8–10**
Supervisor / Manager	1 per 500,000–1,000,000 sq. ft.		**+1**
Total Recommended Staff			**9–11 FTE**

Conclusion

Establishing a core in-house maintenance team of **9–11 employees** will position the district to:

- Reduce reliance on costly emergency contractor services,
- Improve response time and service quality for staff and students,
- Begin implementing a structured preventive maintenance program, and
- Extend the remaining life of aging district assets.

Recommended Custodial Night Shift Adjustments

Site	Current Night FTE	Recommended Night FTE	Change
Avery	3	3	—
Bristol	3	3.1	+0.1
Clark	2	2	—

Edgar Road	2.5	2.5	—
Hudson	2	2	—
Givens	3	4	+1
Hixson	7	8	+1
High School	12.5	15	+2.5
WAFC	1.5	1.5	—
Moss Field	0	0.5	+0.5
Service Center/Admin/17 Selma	1	2	+1

Total Night Shift Recommended FTE: 41.1
Current Night Shift FTE: 36.5
Net Increase: +4.6 FTE

Rationale

1. **Focus on cleaning productivity:** Night shift staff perform the majority of actual cleaning tasks. Openers/mid-shift staff primarily handle support duties, deliveries, and minor touch-ups.

2. **Adjusted 7.5-hour shifts:** Ensures realistic coverage given shorter shifts than APPA standard 8 hours.

3. **Building size and usage:** High School and middle school facilities have high traffic and events that increase cleaning demand.

4. **Deferred maintenance and aging facilities:** Older surfaces and fixtures require more labor-intensive cleaning.

Recruitment & Retention: The Impact of Pay Scales

- **Current Challenge:** While the APPA analysis identifies a need for more specialized staff, the district is currently struggling to fill even existing vacancies. Specifically, there has been a persistent opening for a **Skilled Maintenance Level 2** position. Despite the clear need for this role to address the "reactive" maintenance backlog, the district has been **unable to attract qualified applicants**.
- **The Tie-in:** The inability to hire for this key role directly correlates with the "slow response times" and "deferred maintenance" cited in the survey (e.g., broken sinks, unaddressed work orders). If the district cannot compete financially to hire skilled

tradespeople, the recommended staffing increases (adding 4-5 maintenance staff) will likely be impossible to achieve.
- **Recommendation:** A comprehensive **evaluation of pay scales** for maintenance and custodial staff is required. To move from "Crisis/Reactive" (Level 4/5) to "Comprehensive" (Level 2) service, the district must offer competitive wages that attract skilled labor in a market where tradespeople are in high demand. Without adjusting pay scales, the "positions" may exist on paper, but the work will remain undone.

Proposed Implementation:

Phase 1 (Immediate)

- Add **4–5 night custodial FTE** to reach APPA Level 3 service, and consider the addition of a night supervisor/trainer
- Add **2–3 maintenance FTE** to reduce backlog and response delays
- Evaluate current pay scales to determine how the district can attract and retain qualified staff.

Phase 2 (Stabilization)

- Establish a preventive maintenance schedule
- Add grounds maintenance staff to support delivery/moving duties
- Implement service-level reporting tied to APPA metrics

Phase 3 (Continuous Improvement)

- Progress toward APPA Level 2 standards where feasible
- Annual survey and staffing recalibration

Connection to Strategic Plan

- **Organizational Sustainability & Growth:** Adequate staffing allows for preventive maintenance, extending the life of district assets (boilers, roofs, flooring) and reducing expensive emergency capital repairs.
- **Safe, Inclusive, and Equitable Environment:** A clean and well-maintained school sends a message of respect to students and staff. Consistent facility conditions across all buildings ensure equity, regardless of the school's age or location.
- **Personal Health and Wellness:** Improved cleanliness reduces allergens and the spread of illness, supporting the physical health of the student body and staff.

Next Steps

1. Present revised staffing model to BOE
2. Align budget planning with APPA benchmarks
3. Communicate staffing-service connections to stakeholders
4. Repeat survey after implementation to measure impact

Appendices

Appendix A: Survey Data Summary

Survey Overview

- Instrument: Facilities and Grounds Program Evaluation Survey
- Target Audience: Parents/Guardians, Staff (Teachers/Admin), and Community Members.
- Purpose: To gather stakeholder feedback on cleanliness, maintenance response times, groundskeeping, and overall facility conditions to inform the 2026 staffing and budget recommendations.

1. Respondent Demographics

- Primary Roles: The majority of respondents identified as Parents/Guardians or Teachers/Staff.
- Building Representation: Responses covered all district facilities, with the highest volume of feedback coming from stakeholders associated with Webster Groves High School, Hixson Middle School, and Elementary Schools (Clark, Bristol, Edgar Road, Avery, Givens, Hudson).
- Frequency of Use: Most respondents indicated they visit or use district facilities either "Daily" (staff/students) or "Several times a week" (parents involved in activities).

2. Quantitative Findings (Likert Scale Trends)

Strengths (High Satisfaction):

- Staff Professionalism: The highest-rated metric across all buildings was the politeness and professionalism of custodial and maintenance staff.
- Safety & Accessibility: Most respondents agreed that facilities are generally accessible for people with disabilities and that major safety concerns (e.g., broken steps) are addressed, though speed of resolution varied.
- Lighting: Interior lighting was consistently rated as adequate.

Areas for Improvement (Mixed to Low Satisfaction):

- Restroom Cleanliness: This was the most frequent area of dissatisfaction, particularly at the High School and Middle School levels. Ratings frequently dropped to "Disagree" or "Strongly Disagree" regarding stocked supplies and cleanliness.
- Grounds & Landscaping: Ratings for outdoor grounds (weeds, trash, general tidiness) were polarized, with specific complaints about the High School exterior and elementary playgrounds.
- Snow & Ice Removal: Several respondents noted dissatisfaction with the timeliness of snow removal on sidewalks, citing safety concerns.

- General Cleanliness: While "spot cleaning" was acknowledged, many respondents (especially staff) noted that deep cleaning (corners, surfaces, detailed dusting) is inconsistent.

3. Qualitative Feedback (Open-Ended Themes)

Top Reported Barriers:

- Staffing Levels: "Lack of custodial or maintenance staff" was the most commonly cited barrier to improvement.
- Funding: Respondents frequently cited budget constraints as a perceived root cause for deferred maintenance.
- Communication: A recurring theme was the lack of clarity on *how* to report issues or receiving no follow-up after an issue was reported.

Specific Problem Areas Identified:

- Webster Groves High School:
    - Restrooms: Multiple reports of broken locks, leaking faucets, and lack of supplies.
    - Exterior: Complaints about trash along Selma Ave, unkempt landscaping at main entrances, and "dingy" interior hallways.
- Elementary Schools:
    - Playgrounds: Specific safety concerns raised about the Avery and Givens playgrounds (broken equipment, surface material issues).
    - Exteriors: Reports of peeling paint (Clark) and needing better grounds maintenance (weeds/overgrowth) at Edgar Road and Bristol.
- Hixson Middle School:
    - Gym: The "Old Gym" floor condition was cited as a safety risk and wasted space.

Commendations & Celebrations:

- Respondents frequently added notes thanking specific custodial staff for their kindness and hard work despite being clearly overworked.
- The "Daytime" crew at the High School received specific praise for their responsiveness.

Appendix B: APPA Staffing Standards & Analysis

Table 1: APPA Custodial Staffing Standards (Benchmarks)

Source: APPA Operational Guidelines for Educational Facilities. Figures represent the cleanable square footage per Full-Time Equivalent (FTE) custodian for an 8-hour shift.

APPA Level	Service Standard	Description of Cleanliness	Sq. Ft. per FTE (Standard)
Level 1	Orderly Spotlessness	Showroom quality. Floors and surfaces are bright and clean. No dust or accumulation.	8,500 sq. ft.
Level 2	Ordinary Tidiness	Surfaces are clean and odorless. Corner-to-corner upkeep. Light buildup may occur occasionally.	16,700 sq. ft.
Level 3	Casual Inattention	(Target) Floors are swept/vacuumed clean. Dull spots on finishes. Occasional dust in corners or on vertical surfaces. Functionally clean.	26,500 sq. ft.
Level 4	Moderate Dinginess	(Current Risk) Floors are dingy. Obvious buildup in corners and baseboards. Restrooms may have odors. High complaint probability.	39,500 sq. ft.
Level 5	Unkempt Neglect	Major accumulation of dirt and trash. Overflowing bins. Dark/dull floors. Environment appears abandoned.	45,600+ sq. ft.

Table 2: WGSD Custodial Staffing Analysis (Night Shift)

This table compares current district staffing against the APPA Level 3 Target. Note: WGSD targets are adjusted for 7.5-hour shifts (vs. APPA 8-hour standard).

Building / Site	Current Sq. Ft. Coverage (per Custodian)	APPA Level	Status	Recommendation
Webster Groves HS	30,400 sq. ft.	Level 4	🔴 Critical	Add 2.5 FTE
Hixson Middle	25,738 sq. ft.	Level 3/4	🟠 At Risk	Add 1.0 FTE
Givens Elem.	25,871 sq. ft.	Level 3/4	🟠 At Risk	Add 1.0 FTE
Service Center	41,163 sq. ft.	Level 5	🔴 Critical	Add 1.0 FTE
Moss Field	N/A (Event Based)	N/A	🟠 At Risk	Add 0.5 FTE
Overall District	~28,000 sq. ft.	Level 4	Understaffed	Total: +6.0 FTE

Table 3: APPA Maintenance Staffing Standards

Figures represent the Gross Square Footage (GSF) per Maintenance FTE (General Maintenance).

APPA Level	Service Standard	Maintenance Response Description	GSF per FTE
Level 1	Showcase	Equipment is pristine; immediate response to all calls. PM is 100% on schedule.	< 18,500 GSF
Level 2	Comprehensive	System is reliable; response time is same-day. PM is highly effective.	18,500 – 33,000 GSF

Level 3	Managed Care	(Target) Equipment is functional; response time is 24-48 hours. PM is balanced with reactive work.	33,000 – 55,000 GSF
Level 4	Reactive	(Current) Equipment is run to failure. High backlog of work orders. Response time varies (days/weeks).	55,000 – 78,000 GSF
Level 5	Crisis	Constant emergency repairs. Rapid deterioration of assets. No PM program exists.	> 78,000 GSF

Table 4: WGSD Maintenance Staffing Gap Analysis

Metric	Current State	Target State (Level 3)	Gap
Total Square Footage	~1,000,000 sq. ft.	~1,000,000 sq. ft.	—
Total Technicians	7.0 FTE	10.0 FTE	-3.0 FTE
Coverage Ratio	1 : 142,857 sq. ft.*	1 : 100,000 sq. ft.*	Unsafe Ratio
Service Level	Level 5 (Crisis)	Level 3 (Managed)	+2 Levels

**Note: Coverage ratio adjusted for outsourced HVAC/Specialized services. Raw APPA ratio would place district deep in Level 5 without these adjustments.*