

List of Best Practices

- Last Updated on Oct 13th, 2008
- Maintenance and Operations Activities



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...take your district to new heights.

• Custodial

- What could be different?
 - Best Practices



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Custodial Costs: What is the difference between us and leading districts?

- When is the cleaning done?
- What floor coverings are used?
- Cleanliness standards and frequencies?
- How is the cleaning done? Equipment?
- Productivity of the crews?
- How are crews assigned?
- Compensation rates?
- Who is cleaning the cafeteria and kitchen?

Best Practices: Custodial

- Established standard of cleanliness
- Established cleaning frequencies
- Target staffing at 20,000 SF/Custodian minimum
- Well defined job descriptions
- Accurate accounting of porters vs. custodians
- Schedule maximum amount of cleaning to be done during unobstructed periods.
- Clients routinely surveyed for satisfaction level.

Custodial Cleaning Equipment:

- ▶ Auto scrubbers?
- ▶ Cleaning system; custodians trained on chemicals used

- **Temperature Control**
 - Best Practices



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Temperature Control Costs: What's different?

- Electricity purchase rates and contract terms?
- HVAC crew skills?
- Usage?
 - Energy policy
 - Compliance with policy
 - Insulation and weatherproofing
- Usage (Continued)
 - Filter Maintenance
 - Climate differences
 - Control system design and use
 - Lighting, magnetic or electronic ballasts?
 - Hours of use, summer use
 - Outside group usage
 - Equipment age and design

Best Practices: Temperature Control

- An energy policy that is approved by the Board, monitored and has full compliance. Energy efficiency is promoted district wide, not only in the Maintenance department.
- Defined comfort standard (temp., humidity, air changes)
- Automated (BAS) systems operating as designed
- Systems have preventative maintenance and routine maintenance per manufacturer recommendations
- Maintain a current list of projects that will improve efficiency (Act on them as energy prices increase.)
- Centralized energy management with accountability and authority for demand control.
- Real time energy use monitoring vs. temperature monitoring.
- Review consumption metrics at campus level at least monthly.

Temperature Control Equipment:

- ▶ Units over 10 years old are evaluated for replacement.
- ▶ Real time energy use measured and made available via web based tools. Each building on/off schedule tuned to optimum.
- ▶ ISP Thermo-stats used in portables.
- ▶ Devices like “Kill A Watt” used to promote energy efficiency.
- ▶ BAS systems used and understood by workforce.

- **Building Maintenance**
 - **What's different?**
 - **List of Best Practices**



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Building Maintenance Costs: What's different?

- **Contractor usage**
 - Negotiation and contract terms
 - Effectiveness of contract overview
- **Productivity of the Maintenance Workforce**
 - Planning and Scheduling
 - Backlog management
 - Training
 - Supervision
 - Work Processes
 - Craft Productivity
- **How work scope is controlled**
 - Level of scrutiny in approving work
 - Controls on not charging capital work to base maintenance

Material Costs: What could be different?

- Few controls on who can purchase?
- Effective material control system?
- Loss prevention program effectiveness?
- Amount of waste?
- Types of material purchased?
- Amount of capital work being done?
- Is vendor stocking used?

Best Practices: Building Maintenance

- Work requests go through an approval cycle
- Complex tasks are planned and scheduled
- Maintenance tickets are tracked, trended in an electronic system
- Peaks in workload are shaved with temporary staff vs. base loading for the peak periods.
- Preventive maintenance is 10%+ of total effort and is planned and a priority.
- Multi-skilling is used and encouraged.
- Capital work is not done on base maintenance.

Building Maintenance Equipment:

▶ X

- **Water and Waste Costs**
 - **What's different?**
 - **List of Best Practices**



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Waste and Water Expenses: What could be different?

- Separate meters for watering landscaping?
- Cooling tower credits?
- Own use water wells?
- Local municipality rates?
- Usage?
 - Leaky faucets and toilets?
 - Over watering of landscaping?

Administrative charges: What's different?

- Accounting accuracy? “Miscellaneous categories”
- Is more better? Are the costs offset in other categories?
 - Improved planning and scheduling?
 - Review and analysis of work processes?
 - Research on better approaches?
- More staff than appropriate?
- Is the administrative work adding value?

- **Groundskeeping:**
 - What's different?
 - List of Best Practices



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Groundskeeping: Best Practices

- ▶ Large diameter (72”) mowers used for large spaces.
- ▶ Clear division of labor between custodial and grounds efforts.
- ▶ Flower and shrub bed lines are “mower friendly”.

Overall Cost:

- What could be different?
 - Best Practices



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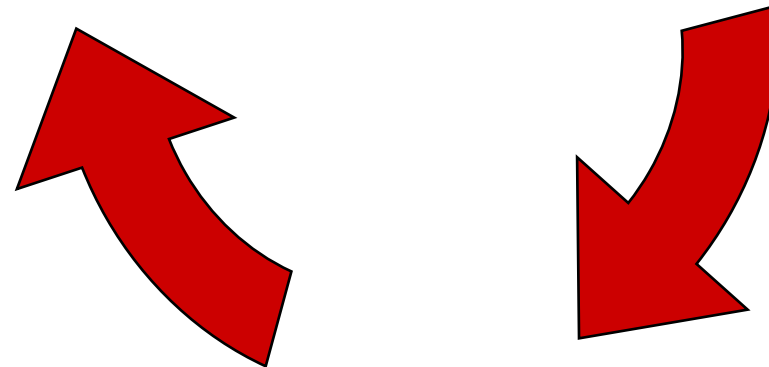
Best Practices: General

- Accounting done by function
- Benchmarking done vs. other districts
- Financial results shared and understood to the craft level.
- ▶ (Use all employees from the neck up!)
- All personnel trained on their job duties. Refresher training done at appropriate intervals.
- Annual goals set, action plans developed, and results monitored.
- Clients are routinely surveyed to determine satisfaction level.

Create an atmosphere of continuous improvement:

- Annual Improvement thru:
 - Historical Performance
 - External Benchmarking

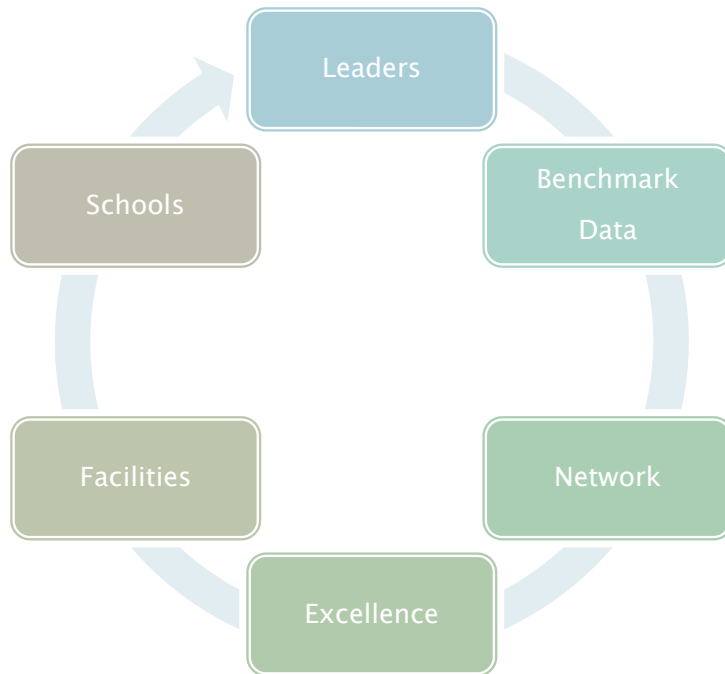
- Budgets
- Goal Setting



- Performance Reviews
- Best Practice Sharing
- "As-is vs. Should Be" Work Process Review

Welcome to “E-Net”

The Excellence Network for School Facility Leaders



Take Your District To New Heights!

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