Facilities Services Division
Presentation
Budget & Business Services Committee

February 3, 2016

David L. Goldin
Chief Facilities Officer
21st Century Learning in SF Schools
21st Century Learning in SF Schools
OBJECTIVES FOR TODAY

• Share information on the key functions, budgets and staffing of the Facilities Services Division
• Discuss significant challenges and successes
• Highlight critical priority work aligned to District priorities
Facilities Division represents 9 Departments and 13 separate budget Orgs

- The 9 Departments have an operating budget of over $76 million, excluding Transportation whose budget is currently $27.7 million and will be presented at another presentation
- The Prop A Facilities Bond Department manages the $1.5 billion construction program since 2004 – all funding, including staff from Local General Obligation Bonds
- The Facilities Division maintains over:
  - 155 district school and administrative sites
  - 19 million square feet of land area
  - 9 million square feet of building area cleaned every day, including over 3,000 classrooms
  - 500 acres of landscape area serviced by 17 gardeners
  - Over 750 toilet rooms, 300 elevators, 225 boilers, 25,000 work orders submitted each year and to this date 225,000 rolls of toilet paper used
- Estimated SFUSD property value of over $4.2 billion
FACILITIES SERVICES DIVISION

LCAP Priority Areas and Strategies for Success Goals

- “Basic...School Facilities are maintained in Good Repair”
- “Pupil Achievement”
- “Pupil Engagement”...Attendance rate and Chronic Absenteeism
- “Build a clear vision, culture and conditions for college and career readiness”
- “Recruit, develop and retain highly qualified teachers and leaders”

Everyone knows that:

- “Every SFUSD school must be safe, clean, well-lit, healthy, modern and equipped with the equipment, grounds and technology for 21st century teaching learning”.

- “Quality and environmentally healthy buildings are proven to increase student achievement and decrease absenteeism due to illness”.

- “Quality and well maintained buildings will serve to attract and retain those highly qualified teachers that equate great school buildings with new opportunities for learning”.
FACILITIES SERVICES DIVISION

What has changed or is problematic

• Limited or no deferred maintenance contribution for 4th consecutive year = loss of $5 million each year = $20 million over the past 4 years for critically needed deferred maintenance projects. We have funds to build, but not to maintain.

• Ratio of number of custodians to increasing district building square footage and full day use of district school sites is unsustainable. Increased workload is resulting in extensive sick days and workers compensation claims and excessive overtime and over use of “as-needed employees”. 10% of custodial staff is out on any given day.

• 44 school sites (and expanding) now have a supper program
• 23 school sites (and expanding) now have a breakfast program
• Excel school year and summer programs continue to expand at new school sites
• New state green building codes and increased state mandated inspections for elevators, fire alarms, fire sprinkler systems and other building safety systems have dramatically increased regular building maintenance costs.
• New classroom buildings constructed at Sunnyside, Monroe, Peabody, Starr King and upcoming at J. Sierra, Stevenson and Lowell HS
• New 88,000 sq. ft. Willie Brown MS opened in 2015
• Expanding and new programs at various sites including Ilabs and others
Facilities Division – Budget Trend

Total Annual Adopted Budget

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<tr>
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<th>BUILDINGS/GROUNDS DEPARTMENT</th>
<th>CUSTODIAL SERVICES</th>
<th>FACILITIES DESIGN &amp; CONSTRUCTION</th>
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Facilities Division – Staffing Trend

### Staffing - Five Year Trend

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Facilities Division – Budget Trend (continued)

Budget - Five Year Trend

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Facilities Division – Staffing Trend (continued)

Staffing - Five Year Trend

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Facilities Division – Budget Trend (continued)

### Budget - Five Year Trend

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Facilities Division – Staffing Trend (continued)

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**Facilities Services Division**

**Department Budget Summaries by Org Code**

**Org 300: Office of Chief Facilities Officer – David Goldin**
- Base Budget: $0.26 million (01-00000)
- Number of FTEs: 1
- Also holding place Org for Prop 39 State Energy Grant Facility funding for energy saving school site construction projects

**Org 310: Facilities Design and Construction, Yonko Radonov, Director**
- Budget: $2.6 million (01-81500)
- Number of FTEs: 17
  - Unfilled Positions: 1 (in progress of hiring)

**Org 311: 2003, 2006, 2011 Facilities Bond Program (Restricted Fund), David Goldin Bond Program Director**
- Total Program over $1.4 Billion since 2004
- Base Budget*: $6.0 million (21-90390,91&92)
  - *(District staff and program non-construction overhead and expenses only)*
- Number of FTEs: 26
  - Unfilled Positions: 1
- All funding for Bond Program comes from Prop. 39 Local General Obligation Bond funding.
Facilities Services Division
Key budget summaries

Org 320: Real Estate and Permit Office – Elizabeth Lee, Manager

- Budget: $0.5 million (01-00000)
- Number of FTEs: 4 (in process of on boarding new hire)
- Increase due to: Request to hire new 1424 clerk due to increased volume and complexity of permit applications and data gathering for other departments +$82,053
- Office manages and issues over 2,000 facility use permits per year with revenue of over $1.3 Million in permit revenue to the General Fund, processes all developer impact fee applications with anticipated annual revenue collection in 2016 of $7,500,000 and maintains all real estate and real property rental and lease records and documents.

Org 321: Rents & Leasing Expenditures (Managed by the Real Estate Office-Elizabeth Lee)

- Budget: $44,001 (01-00000)
- Holding Org for payment of leases, including various dance studios and modulars

Org 322: Real Estate Permits and Developer Fee Fund 25 (Restricted Facility Fund) (Managed by the Real Estate Office-Elizabeth Lee)

- Budget: $402,955 (01-00000)
- Temporary custodial overtime reimbursement budget due to actual costs. These funds are reimbursed to the District as the permits are paid
- The office anticipates fees to be collected in FY 15-16:
  - Developer Impact fees: $7.5 million (for specific facility construction use only)
  - Annual Building Leased revenue to be received: $7+ million including new lease at 1235 Mission St. Property.
  - Facility use permits fees: $1.3 million projected
FACILITIES SERVICES DIVISION
Key budget summaries

Org 340: Building and Grounds – Larry Burnett Director (Uses three different funding sources including General Fund, 81500 and Mello Roos Prop A Safety Parcel Tax fund)

- Budget: $15.2 million
  - $10+ million (Resource 01-81500)
  - $4+ million (Fund 21- Mello Roos Safety Parcel Tax (21-90362))
  - $.3 million (General Fund 01-00000)

- Note:
  - Fund 21-Mello Roos Safety Parcel Tax funds 17.53 FTE on maintenance staff
  - Building and Grounds B&G historically received $5 million in deferred maintenance funding each year. Prior 2 years $0. This year $1 million
  - New California Green building Code and Energy Laws have great increased cost of maintenance of complex new Green Building systems including boiler and other heating and ventilating systems. Additional staff required to manage and coordinate all the new energy compliance requirements.
  - Increased security at school sites have required extensive door hardware replacement to Columbine locks.
  - Number of elevators and complex mechanical systems required by ADA and other building codes continue to increase at school sites
  - State mandated testing and inspection of fire alarms, fire sprinkler systems, elevators and wheel chair lifts have increased.

- Current FTE budgeted: 93.9
- Actual current Staff: 87
  - 1 Director, 4 Maintenance Managers, 5 administrative positions, 1 auto mechanic, 13 carpenters, 11 electricians, 5 Glaziers, 13 Heating and Ventilating, 5 locksmiths, 9 painters, 9 sheet metal/iron workers, 9 plumbers, 2 laborers, 1 fire technician
  - 4 positions are in process of being filled (2015-16 budget added positions1 maintenance manager, 2 stationary engineers and 1 electrician to maintain compliance with new regulatory state energy requirements, green building codes and the Bay Area Air Quality Management District)

- To note:
  - 2015-16 budget added replacement of 20 year old antiquated work order system with new online program
  - Annual expenses of for fire alarm device inspection and testing, elevator and other mechanical systems will continue to rise as new schools are modernized and antiquated equipment updated
Facilities Services Division

Key Budget Summaries

Org 341: Custodial Services (includes Landscape and Security) – Willie Green, Director

- (01-00000 & 12-61050)
- Base Budget: $33.9 million*
  *Budget includes $179,310 from CA State pre-school programs.
- Total Staff FTEs: 356.5
  Number of current unfilled positions: 13.5 (to be filled pending processing)
- Note: Currently 335 +/- (includes all “as needed) full time custodians for over 9 million square feet of building area. Each custodian cleans over 5,000 sq. ft. of building area over industry average. Currently department experiences 10% daily sick or workers compensation absentee rate resulting in high overtime or as needed costs.
- Proposed Budget Increases for 2016-17 year
  - New Security Manager Position: $150,000
  - Increased paper products to support Excel, Breakfast/supper programs: $100,000
  - Increased trash expense/garbage can liners: $150,000
  - Purchase 4 new trucks: $200,000 (replacing 15-20 year old vehicles)
Facilities Services Division
Key Budget Summaries

Org 342: Environmental Health Office – Rafael Picazo, Supervisor
- Budget: $1.3 Million
  - $1,100,000 (Resource 81500)
  - $180,000 (Fund 21- Mello Roos Safety Parcel Tax)
  - $22,000 (01-00000)
- Total number of FTEs: 6
- No unfilled positions

Org 343: Prop A/B Mello Roos/School Safety Tax and Prop A QTEA Quality Teacher Act Senior Exemption Office – Chris Armentrout, Director
- Prop A-Mello Roos Safety Tax: Collects $7.5 million per year for 20 years for earthquake retrofit, fire and other safety facility related expenditures, including 17.53 FTE from maintenance staff related to fire-safety related work. (21-96362)
- Prop A-QTEA: (01-90246)
- Budget for Staff and office expenses: $428,601.00
- Split funded equally between the two parcel taxes
- Total number of FTEs: 4
- No unfilled positions

Org 345: Facilities ADA Access Office – Yonko Radonov, Director & Mary Fung ADA Coordinator
- Budget: $348,489
- Number of FTEs: 1.99
- Funding sources: 01-00000 & 01-81500
Org 370: Emergency Planning – Walter Patrick, Interim Director (01-00000)

- Budget: $.2 million
- Number of FTE: 1 Unfilled Positions: 0
- Increases needed for various emergency equipment, replacement school site emergency supply kits, including water and printing of emergency procedures flip charts

Org 375: Sustainability Office – Nik Kaestner, Director (01-62300 & 01-93605)

- Base Budget: $.4 million
- FTE: 2 Unfilled Positions: 0
- Entire office and positions funded by outside sources
- Funded by the SF Department of the Environment, SFPUC and Prop 39 Clean Energy jobs grant
Our operations are impacted by difficulties in retaining talent, expanding programs and deferred maintenance

- **TALENT:** Recruiting, retaining and training talented managers, architects, engineers, construction managers, building trade personnel and other staff is a challenge
  - We lose talent to the City as their salary scale 15-25% greater
  - In a busy economy private sector construction and construction management salaries far exceed public sector salary scales
  - We lack the resources to provide professional development opportunities
  - Advancement and promotion is extremely difficult, problematic and too dependent on City’s Civil Service bureaucracy

- **TRAINING:** Turnover of site and central staff requires continuous training on procedures for the reporting and scheduling of maintenance and repair issues.

- **DEFERRED MAINTENANCE:** Need a on-going and consistent revenue stream for deferred maintenance of 150+ district sites.

- **EXPANDING PROGRAMS:** District buildings are now being used 7 days a week, 16+ hours per day. Food now being served for Breakfast, lunch and dinner + eating in every classroom. Current custodial workload is not sustainable.
Priority Work moving forward

• Bring on-line the new web-based maintenance work order system
• Continue to prioritize environmental sustainability, energy and water conservation throughout the district + develop permanent culture of sustainability and environmental protection throughout the District
• Planning and development for the new Arts Center/Ruth Asawa School of the Arts to be located at 135 Van Ness
• Planning and development for workforce or teacher housing
• Planning and development for new schools as required in areas of growth
• November 2016 Facility Bond Ballot Measure
• Develop a long term strategy and funding stream for the long term care and deferred maintenance of SFUSD facilities

THE END