May 2007
Strategic Execution Plan

MAINTENANCE & OPERATIONS
TODAY’S CHALLENGES

The Los Angeles Unified School District is the second largest public school district in the nation. Since opening the first public school in Los Angeles in 1817, the District has grown to an immense infrastructure serving over 700,000 K-12 students alone. The District’s 873 K-12 school sites are comprised of buildings spanning 120 years in age.

Maintenance and Operations (M&O) provides facilities management, general maintenance and repair, custodial support, gardening/landscaping, and pest management services to all buildings and sites across the District, supporting:

- Nearly 14,000 Structures
- More than 1,150 Schools and Centers
- Over 72 Million Square Feet of Maintained Area
- Over 5,800 Acres of Grounds
- Over 7,500 Student Restrooms
- Over 240,000 Service Calls per Year
- 58,000 Heating, Ventilation, and Air Conditioning Units
- Backlog of Over $6 Billion of Repairs to Bring Every School Building to a Facilities Condition Index of at Least “Fair” Condition
With the addition of administrative and other non-K-12 facilities, the District’s total facility inventory exceeds 72 million square feet in nearly 14,000 structures. As a result of the ongoing New Construction program, by the year 2012, the District’s facilities will total over 81 million square feet. This reflects an additional 15 million square feet of building space since 1999’s 66 million square feet, a 23% increase in just 12 years.

LAUSD New School Construction and Cumulative* Building Square Footage 2000-2012

The District’s school sites consist of over 6,300 permanent buildings. Of these buildings, 76% are over 40 years old; almost 40% are more than 50 years old; and 19% are more than 55 years old. The average age per square foot is 46 years for permanent structures.

Hollywood High School, Current Building 1935
To accommodate the large number of students, many schools have been forced to adopt a year-round calendar, placing school facilities at maximum usage. Our overcrowded schools increase the wear and tear on buildings and mechanical systems, thereby decreasing the overall life-expectancy of a building.

In addition, Adult Education classes are held every evening in thousands of classrooms across the District. Schools are a focal point within an area for community use, further increasing wear and tear as well as the inability to schedule lengthy downtimes required to schedule more extensive deep-cleaning and maintenance activities.

**FACILITY CONDITION INDEX**

Earlier efforts to prioritize the wide variety of historical facilities amongst the District's building inventory and the dearth of funding available combined to challenge the District in maintaining and repairing its infrastructure.

Recently, the Facilities Services Division adopted principles and practices for identifying, measuring and predicting the outcomes of facilities investments made through maintenance and repairs. The framework for measuring the outcomes is based on the Facilities Condition Index (FCI). The FCI is an industry-recommended ratio used to measure the condition of a single building or portfolio of buildings. It is calculated by dividing the Cost of Repairs by the Current Replacement Value of the building or building components in question—the higher the FCI, the worse the condition of the building or portfolio.
Based on the most recent deficiency information, and the latest modeling, the chart below reflects the FCI for each Local District and the District as a whole:

The chart reflects a range in FCI percentages: from a low of 19.82% up to 33.35%, with a District-wide calculated FCI of 28.66%.

Per industry standards, an FCI rating of under 5% means the facility is at a “Good” condition level. An FCI rating of between 5-10% equates to a “Fair” condition. An FCI rating of between 10-30% means the facility is in “Poor” condition. The District’s overall rating of 28.66% means the infrastructure is approaching the “Critical” level.
With an FCI of nearly 29%, the District requires an annual capital investment of nearly $1 billion in program costs over the next ten years to bring school facilities to an FCI of 10% or “Fair” rating. If we are unable to make this investment, once the bond program is completely executed, our FCI will begin to climb as reflected in the following graph. Note that the projected dip in FCI results not only from the ongoing repair and modernization program, but from the new construction program that is adding significant new building areas with few deficiencies in the initial years.

As part of the FCI modeling effort, we also developed a life-cycle sustainment model to predict facility conditions based on projected funding streams. Unfortunately, once current bond funding has been fully expended in 2011, the only projected capital investment funding stream is the deferred maintenance program. This program is currently funded at approximately $60 million per year, and we expect this trend to continue through at least 2010. However, when budgets are lean, the Deferred Maintenance program has typically been funded at much lower levels, exacerbating the under-funded capital investment programs.

The Federal Facilities Council, National Research Council, and the Building Research Board Committee on Advanced Maintenance Concepts for Buildings agree on a recommended funding level equal to 2%-4% of the total current replacement value of facilities as a minimum range for regular maintenance and repair funding per year. The 2 - 4% guideline assumes an already adequate and steady standard of condition, perhaps an FCI of not more than 10%.
With our K-12 facilities valued today at over $17 billion (construction costs only), the District’s required annual maintenance investment should range between $323 million and $647 million in maintenance dollars. As reflected in the following graph, it is the addition of bond dollars that have put us within this range in the last few years, not the annual restricted maintenance allocations from the General Fund.

![Graph showing maintenance and repair budget comparison to recommended range.]

<table>
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<tr>
<th>Year</th>
<th>Recommended Upper Limit: 4% of CRV</th>
<th>Recommended Minimum: 2% of CRV</th>
<th>Total M&amp;R Investment (RRGM allocation** plus Def Maint Revenues and BB/Meas K/ESCO/FEMA/COPs Expenditures*** toward maintenance project construction costs) at K-12 sites</th>
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*2-4% of Current Replacement Value (CRV) * Recommendation for annual maintenance and repair per Federal Facilities Council, National Research Council, and Building Research Board. CRV derived from bid data collected for construction of new elementary, middle, and high schools since FY 0203. CRV for schools prior to 2002-03 determined by adjusting 2002-03 costs down per average annual inflation rates since July 1999 as reported in "Current Building Cost Indexes" Whitestone Research. Replacement costs figured for K-12 sites to be occupied through June 2007.

**Includes Deferred Maintenance State and local allocations. Does not include budget for programs 1739 (Maintenance of Administrative Support Sites, average of $10M/yr), 1726 (ROC/Skill Ctrs), 5106 (Early Childhood Ed. Ctrs), and 5107 (Adult Ed Facilities). Non-RRGM funded preventive maintenance of HVAC equipment averaging $5.7M/yr added. Fire Code-related services averaging $3.2M/yr excluded. 2006-07 data projected.

***BB/Meas K/ESCO/FEMA/COPs expenditures for construction costs reported by Program Controls. Includes costs for all projects completed in respective fiscal year.

Total CRV of K-12 sites currently estimated at $17.8B as of April 2007, construction costs only.
SERVICE CALLS

Maintenance & Operations receives over 240,000 service calls annually (averaging 1,000 a day) from schools and offices throughout the District. The most frequent service calls relate to heating and air conditioning, roofing, restroom plumbing, locks, doors, and various carpentry, electrical, and painting needs, including graffiti removal and vandalism. Upon receipt, the calls are rated among three (3) categories: Emergency, Urgent, and Routine. The policy for response time is 30 minutes for Emergencies, 2 calendar days for Urgent, and 30 calendar days for Routine. Our goal is to make every effort to achieve the timelines as stated in the policy, and to complete repairs as expeditiously as possible.

The following chart shows the numbers of service calls received and completed during the first portion of the fiscal year 06-07. Although this represents an average of 96% completion of incoming calls, our goal is to exceed 100% in order to deplete previous pending service calls, and reallocate resources to preventive and predictive maintenance.
MAJOR MAINTENANCE AND REPAIR

The Deferred Maintenance Program, funded by a combination of State and District funds, provides for the major repair or replacement of existing school building components that have exceeded their life expectancy. Eligible projects include the restoration or replacement of deteriorated or damaged plumbing, heating, air conditioning, electrical systems, roofing, asphalt paving, interior and exterior painting, and flooring. Also covered is any adjunct work necessary to detect and abate asbestos and lead-containing materials (i.e., sampling, analysis, removal).

The District must allocate enough funds each year to match the State’s grant for Deferred Maintenance and may use up to ½ of 1% of the 3% (one-sixth) in funding allocated to the Restricted Maintenance Account. A five year plan of eligible projects and identified backlog, updated annually, is submitted to the State to apply for the funding. Deferred maintenance projects are identified and selected from the maintenance backlog which is our inventory of all major repair needs. For fiscal years 2005 – 2010, Measure Y will provide the District’s contribution for the Deferred Maintenance Program, relieving the General Fund by a total of $150 million over the five-year period. Projects currently funded by Measure Y Basic Repair are identified by an asterisk in the Deferred Maintenance Plan, Exhibits 5, 6 and 7 attached.

“OTHER THAN MAINTENANCE”

Approximately 25% of the maintenance staff is funded separately for performance of “Other than Maintenance” (OTM) work, including minor alterations and improvements, bond-funded projects, utility hook-ups of relocatable buildings, and work funded by “internal” customers, such as schools requesting special alterations or improvements, Early Education Centers, Division of Adult Education, or Food Services Branch.

GRAFFITI AND VANDALISM

Graffiti and vandalism continue to be a significant problem throughout the District. Graffiti is found not only on the exterior of buildings but in newly renovated bathrooms and throughout the interior of school buildings. Maintenance and Operations areas have, as needed, dedicated painters full-time at schools to paint out graffiti as quickly as possible. Vandalism, including theft and fires, continue to consume resources that could be dedicated to routine maintenance and repair or other priorities. Overall, the District spends upwards of $15 million per year to mitigate graffiti and vandalism.
Given the enormity of the day-to-day and long-term challenges facing Existing Facilities and, in particular, Maintenance & Operations, we have redoubled our efforts to focus on our core mission so that we may achieve our vision and guiding principles.

MISSION

The mission of the Los Angeles Unified School District Facilities Maintenance and Operations Department is to maintain, repair, and operate buildings and grounds efficiently and effectively, and in a manner that promotes learning and a safe, clean, and healthy environment for students, faculty, and staff.

VISION

The Maintenance and Operations Department strives to provide the highest possible level of customer service to students, faculty, staff, and the District as a whole.

GUIDING PRINCIPLES

- Safety is a value and will not be compromised.
- Planning our maintenance and repair efforts will yield more effective long term results.
- We will employ "best business practices" wherever feasible
- Reengineering our business processes will help us accomplish our mission.
- We will leverage our work processes.
- We will make the best use of funds to provide a safe and comfortable learning environment and protect the District’s investment in its facilities.
ORGANIZATION

To accomplish the mission and vision, Maintenance and Operations resources are matrixed between a centrally-based organization and the Local District maintenance and operations areas.

The M&O Central Office is headed by the Director, Maintenance and Operations. The Central Office establishes procedures and managed a budget of $222 million in Fiscal Year 06-07 for Maintenance including Deferred Maintenance, and $261 million for Operations, for a combined total of $481 million.

The major components of the Central Office are:

- **Maintenance**
  - Project Work Requirements
  - Technical Services (including New Construction Coordination and Maintenance Planning and Control)
  - Central Maintenance Shops
  - Asbestos Technical Unit
  - Projects – North and South
  - Project Execution, and
  - Energy Management.

- **Operations**
  - Program Support, and
  - Training & Custodial Support

- **Personnel Services Unit,** and

- **Central Facilities Management.**

The M&O Central Office manages the facilities of the District’s central administrative offices and supports the eight (8) Maintenance and Operations areas in the Local Districts by:

- Developing budgets and procedures
- Providing technical support
- Providing data analysis and other administrative services as needed
- Allocating staff
- Coordinating training
- Managing centrally-based maintenance and operations services
- Managing the maintenance and repair backlog, including deferred maintenance
- Executing the Deferred Maintenance Plan
- Developing work requirements for all bond-funded projects
- Coordinating and integrating maintenance and operations activities on-site with other Facilities Services Division activities, and
- Providing human resources services, including processing of employee disciplinary actions.
The Local District Facilities Directors (LDFDs) are responsible to their respective Local District Superintendents for all facilities-related matters in their Districts, including maintenance and operations of all sites and identification of facility project priorities. Area Facilities Services Directors (AFSDs) and Complex Project Managers (CPMs) report to the LDFDs.

AFSDs manage the day-to-day Maintenance and Operations work force, which accomplishes school repairs, performs preventive maintenance, and provides area-based custodial services. CPMs are assigned to a group of schools and administrative sites (typically high school complexes), and serve as the primary liaison to coordinate all facilities related activities at those schools and offices. Area Operations Supervisors report to the AFSDs and provide technical support to Plant Managers and site administrators by conducting inspections, providing training to Plant Managers and custodians, and processing disciplinary actions.

STAFFING

Maintenance & Operations functions are accomplished by over 5,900 employees, of whom 4,800 are based in the eight Local Districts’ Maintenance and Operations Areas or assigned to school sites, and another 1,160 are centrally assigned to support services provided to the schools on a daily basis.

Maintenance staffing is distributed as shown below, with trade supervisors and direct labor equating to 75% of maintenance staffing. Direct labor consists of maintenance workers, roofers, carpenters, electricians, HVAC fitters, plumbers, glaziers, floor covering installers, metal workers, and other specialized repair technicians.

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Maintenance Staffing Distribution 2006-07
Facilities Services Division and Local District
Total = 1,634
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Planning & Estimating, 71, 4%
Clerical & Administrative, 104, 6%
Consultant, 49, 3%
Management, 71, 4%
Supervisory, 71, 4%
Direct Labor - Centralized, 330, 20%
Contract Compliance & Construction Mgmt, 69, 4%
Technical Support & Specifications, 63, 4%
Direct Labor - Projects Unit, 59, 4%
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Facilities Services Division - 648
Local District - 986
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Existing Facilities Strategic Execution Plan - May 2007 61
Operations staffing is distributed as shown below, with over 98% of the Operations-funded staff providing direct labor at schools on a daily basis, including plant managers, custodians, gardeners, and pest management workers.

### 2006-07 Operations Staffing Distribution
**Facilities Service Division and Local District**
**Total = 4,348**

- **Management,** 5, 0.11%
- **Clerical & Administrative,** 5, 0.11%
- **Supervisory,** 35, 0.80%
- **Training,** 9, 0.21%
- **Consultant,** 1, 0.02%
- **Direct Labor (incl. school-based),** 4,293, 98.74%

* school and site-based custodial and gardening staff not included in the Existing Facilities staffing count in the Executive Summary.

### PROGRAM MANAGEMENT AND MAJOR FUNDING RESOURCES

The Director of Maintenance and Operations is the Program Manager for all existing facilities management, general maintenance and repair, custodial support, gardening/landscaping, and pest management services to sites across the District, and is responsible for the programming and budgeting of these programs within available funds.
MAINTENANCE

Maintenance and repair work (EC §17070.77) is funded by the restricted Routine Repair & General Maintenance (RRGM) account, which is budgeted annually at a percentage (currently 3%) of the District’s annual General Fund Expenditures, or about $180 million. Approximately 60% of RRGM funds are spent on labor and materials in response to service calls. The remaining 40% provides for planned jobs, regulatory compliance and other mandated work, and formal repair and maintenance contracts.

This extremely limited funding is wholly inadequate. The 3% floor is based on Average Daily Attendance of students and is set by the Leroy R. Greene School Facilities Act. Because of budgetary limitations, the 22% increase in school facilities due to new construction has not resulted in a corresponding increase in maintenance and repair funding. Newly constructed schools are relieving overcrowding and eliminating involuntary busing. However, the added maintenance costs due to the increase in the number of facilities added to the District’s facilities inventory is not currently accounted for or addressed in the 3% allocation. Thus, we are initiating an analysis of our organization, staffing, work flow, and work practices to improve performance and to determine resource levels required.

2006-07 Maintenance Budget Disbursements
Total = $222M

* Does not include $73M in Utilities funded by District General Fund
PROJECT WORK REQUIREMENTS UNIT

The Project Work Requirements Unit (PWR), funded by the Repair and Modernization Program, supports the “Factory Floor” by developing the work requirements for bond-funded projects. The Unit receives projects selected by the Local District Facilities Directors, based on their review of the Facilities Condition Indices for their sites and the Repair Backlog for all bond-funded repair projects, and other projects from various sources as appropriate.

Upon receipt, the PWR Unit takes the identified projects and develops:

- Work requirements,
- Construction estimates,
- Recommended execution strategies, and
- Construction duration associated with the recommended execution strategy.

The PWR Unit does this in coordination with Local District staff, in particular with the Complex Project Managers and the Local District Facilities Directors, to ensure site needs are properly met. It utilizes the expertise resident within the Technical Services Unit and design professionals to further ensure that project work requirements are in compliance with best District practices.

To date, the Unit has processed over 1,700 work requirements valued at over $430 million in construction costs.

TECHNICAL SERVICES UNIT

In order to provide the highest quality service, expert craftsmen in the metal, plumbing, electrical, heating and air conditioning, roofing, paint, carpentry, and floor covering trades have been brought together to form a central resource that continually evaluates processes and equipment for the building trades-workers in the eight Local Districts and Central Maintenance Shops.

Evergreen Elementary School, Roofing and HVAC Replacement Project (Before and After)
The Technical Services Unit provides expert consultation and serves as a new product and/or application repository, and administers various legally required or regulatory mandated functions that ensure the educational environment is maintained in accordance with all applicable laws, rules and regulations.

The Technical Services Unit’s duties and responsibilities include:

- Developing maintenance procedures, including preventive maintenance procedures
- Supporting the Local Districts by investigating and troubleshooting problems with procedures, products, vendors, and contractors
- Developing material and equipment specifications
- Evaluating new products for conformity with established District criteria and guidelines
- Submitting annual purchasing contracts (currently responsible for 115 contracts with capacities totaling $179 million)
- Reviewing contract submittals by local district maintenance staff and advice regarding contractual compliance
- Developing craft employment examination materials in conjunction with the Personnel Commission
- Providing trade specific information to update of the “Environmental Health & Safety Handbook” maintained by the Office of Environmental Health and Safety (OEHS)
- Working with OEHS and appropriate vendors to identify qualifying products that meet the new emission regulations of the South Coast Air Quality Management District (SCAQMD) Rule 1168
- Researching, evaluating, and recommending to District designers, architects, engineers, contractors, project managers, inspectors, and M&O staff, regarding all aspects of the trades
- Reviewing and updating of craft tool issue lists
- Providing specialized training for individuals that require specific licensing/certifications, and
- Conducting site evaluations.

The Technical Services Unit includes the Fire Alarm/Life Systems Testing Group, which is comprised of electricians and plumbers who have been certified by the Fire Department to test and approve all fire alarm systems every year, and all fire sprinkler systems every five years.

**New Construction Coordination Center**

The Technical Services Unit also includes the New Construction Coordination Center which works as the liaison between New Facilities (New Construction,
Real Estate, Design Management, Project Support, and School Occupancy Transition Unit) and Existing Facilities – Maintenance & Operations. The Center is charged with the following duties:

- Design review at various stages of design, schematic design, design development, 50%, and 100% construction documents
- Communicating new protocols, policies and procedures between New Construction and Maintenance & Operations
- Ensuring that current specifications and standards are employed through quality assurance and quality control
- Assisting in the interpretation of the Design Guide and District Specifications
- Representing M&O in “Lessons Learned” meetings
- Coordinating submittal reviews of Requests For Clarification, Requests For Information, and substitutions, pre-occupancy site reviews, ten-month warranty walks on New Construction projects, schools, parking structures, additions, and playground expansions
- Attending various training seminars, Owner- Authorized Representative trainings and meetings related to New Construction
- Attending meetings on commissioning which include Collaborative for High Performing Schools (CHPS) and Leadership in Energy Efficient Design (LEEDS) programs, and coordinating with commissioning agents/firms and the respective LAUSD departments to develop a District standard commissioning specification method for New Construction and Existing Facilities
- Coordinating training for all new schools with M&O staff
- Receiving and reviewing all turnover documents for new schools, and
- Evaluating new construction products recommended by architects designing new schools.

**Maintenance Planning and Control Unit**

The Maintenance Planning and Control Unit provides analytical data to support project determinations, manpower leveling as well as budgetary decisions throughout the Local Districts. Their efforts include:

- Providing information such as construction and repair costing, differences in needs between geographic locations and building types, equipment and building envelope life spans and other maintenance specific business intelligence.
- Aid management in developing a comprehensive and coordinated enterprise plan for the maintenance, repair and renewal of District facilities.
• Individual Maintenance Planners located at the eight distinct Maintenance Areas work with Directors to Journey-level staff in support of data maintenance and acquisition.
• Supporting logical and prudent decision-making regarding future maintenance needs and priorities, budget issues including the deferred maintenance backlog, and current and future bond projects.
• Overlaying funded programs to prevent duplicate, unneeded or outdated projects.
• Reporting on key performance indicators to maximize efficiency.

CENTRAL MAINTENANCE SHOPS

Central Maintenance Shops is the District's manufacturing, fabrication, and specialty equipment facility.

The Central Maintenance Shops consist of the:

• Lock Shop – Services door closers, safety bars and re-keying or replacing all types of locks and providing key security control
• Sheet Metal Shop – Fabricates HVAC ducts and vents, metal siding, gutters, downspouts and a host of other metal creations, and mass produces window security grills with delivery directly to the local M&O Areas
• The Mill - Fabricates window sashes and custom-built doors and cabinets in addition to supporting repair requirements of the local M&O Areas
• Machine Shop – Adjusts and maintains school site machinery and electric carts; develops and fabricates tooled parts
• Roofing Department – Maintains, repairs and/or replaces, the District’s nearly 59 million square feet of roofing
• Graphic Arts – Provides support and direct service to all vocational print shops in the District
• Fire Extinguisher Repair – Repairs and recharges extinguishers and services annually, and
• Small Appliance Repair.
ASBESTOS TECHNICAL UNIT

The following are the major functions of the Asbestos Technical Unit (ATU):

- Assures compliance with Federal AHERA regulations by inspecting all sites twice yearly to assess condition of asbestos-containing materials and arrange for corrective action where required
- Performs assessments, prepare abatement designs as well as review assessment reports, abatement designs, and close out reports following abatement contracts submitted by environmental consultants for all District contracted projects
- Executes abatement projects with ATU force account labor
- Provides project management for abatement contracts funded under Bond Measures K, R, and Y
- Develops specifications and procedures for safe handling of asbestos, lead, and mold, in concert with the Office of Environmental Health and Safety (OEHS), and
- Reviews and approves qualifications of abatement contractors and environmental consultants and manage master service contracts for such services.

The Asbestos Technical Unit ensures Asbestos Hazardous Emergency Response Act (AHERA) compliance by inspecting all modernization project work plans and abating as necessary. Approximately $45 million of such work will be completed under Measure R and $60 million under Measure Y.

Many Existing Facilities construction projects are impacted by asbestos in attics and crawl spaces. Funds are utilized to abate asbestos-containing pipe and duct insulation and contamination within attics and crawlspaces found in buildings throughout the District. This is necessary to ensure a safe environment for contractors to perform work and greatly reduces the risk of potential asbestos exposure to students and staff.

The ATU also oversees the impact and management of existing lead-based paint during regular maintenance and construction work, and participates in the development of mold prevention and remediation, by developing procedures and specifications for mitigation of these toxins.

PROJECTS UNIT

The Projects Unit was established to execute bond and other specially funded projects in a timely and cost effective manner, while also preserving critical labor resources. The Projects Unit operates as a general contractor; the projects are job/project chargeable and subject to change order controls. The Projects Unit-North office serves Local Districts 1-2 and the South office serves Local Districts 3-8.
PROJECT EXECUTION GROUP

The Project Execution Group has been established to support the eight M&O Areas by centrally executing larger repair projects funded by RRGM and the Deferred Maintenance program. This Group was established centrally to leverage expertise across all Local Districts without having to set up redundant support and overhead structures.

ENERGY MANAGEMENT UNIT

The Energy Management Unit manages the District’s utility accounts (electricity, gas, water, and sewer) with a focus on efficiency and cost avoidance. To this end, the Unit’s responsibilities include:

- Procuring energy service contracts and energy supply agreements
- Seeking out and developing energy conservation and efficiency programs and projects
- Ensuring District compliance with the South Coast Air Quality Management District (AQMD) and other regulatory agencies’ requirements, including underground storage tank identification, monitoring and removal
- Supporting modernization projects with the facilitation of added utility services as needed, and
- Supporting new construction projects with the decommissioning of utilities at properties purchased for building new schools and arranging for new or added utility services based on load estimates at newly constructed schools.

LAUSD’s current energy cost per student is significantly lower than national and regional averages. The District-wide adoption of the Collaborative for High Performance Schools (CHPS) incorporates many Maintenance & Operations best management practices that promote energy efficiency. Unit staff also reviews energy consuming equipment specifications, ensuring that the most energy efficient equipment is used by the District wherever practical.
Changes in internal policies and reforms in facilities construction and management to achieve energy cost avoidance, improve the quality of the classroom environment, and reduce harmful emissions and hazardous waste have recently been recognized at the State level. In 2003, the District was awarded a California’s "Flex Your Power" Award for exemplary achievement in energy conservation and efficiency. This achievement is attributed to a collaborative effort with the Board of Education, Superintendent, senior management, and the joint efforts of various departments in the Facilities Services Division, along with the efforts of the District’s students and staff.

**Utility* Cost Per Square Foot Comparison**

**FY 03-04 to FY 05-06**

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* Utility Cost consists of electricity, gas, water, sewer and mandated servicing of fire hydrants
**As reported by American School and University Magazine

**CENTRAL FACILITIES MANAGEMENT**

The Central Facilities Management Group serves as the District’s property and facility managers for the administrative headquarters site (Beaudry Building), and selected non-academic District facilities. Led by the Central Facilities Manager, this group ensures the safe and reliable operations of a variety of special purpose sites that range from the transportation dispatch coordinating center, School Police headquarters, to an emergency/disaster response command center. The Central Facilities Manager also directs the activities of third-party property managers and coordinates the preventive and scheduled maintenance activities for assigned facilities.
OPERATIONS

Operations' functions include all custodial, swimming pool maintenance, gardening, landscaping, tree trimming, pest management, and musical instrument repair services for the District. These services are funded primarily from the District's General Fund. Custodial and gardening service hours are allocated to schools through a Board-approved formula based on a combination of enrollment and square footage of buildings and grounds.

2006-07 Operations Budget Disbursements
TOTAL $260.9M

Operations provides the following support and services to the Local Districts and their schools and offices:

ADMINISTRATIVE

- Develops Operations policies and procedures
- Establishes annual budgets for site and Local District-based operations staffing, equipment and supplies
- Provides training for school-based and other Local District operations staff, and
• Coordinates planning for custodial and gardening services for new schools.

LOCAL DISTRICT CUSTODIAL SERVICES

• Provides substitute custodial crews
• Provides vandalism clean-up crews, and
• Provides year-round school annual deep-cleaning services.

BUILDING ENGINEERS AND AIR FILTER TECHNICIANS

• Responsible for equipment operations, and
• Indoor air quality filter changes for individual heating, ventilation, and air conditioning units.

GARDENING & LANDSCAPING SERVICES

• Provides gardening services on a weekly schedule to 467 elementary schools, 118 secondary schools, and 151 other sites and centers
• Provides upkeep and reconditioning activities for athletic fields, running tracks, and sand pits at 140 secondary schools, and
• Provides mowing of over 700 acres of athletic fields.

TREE TRIMMING

• Maintains a five-year trimming schedule for 90,000 trees across the District (approximately 18,000 trees annually), and
• Responds to service requests from all District sites.

PEST MANAGEMENT

• Provides over 22,000 site visits annually (responding to school service requests and conducting monthly inspections of school kitchens), and
• Performs pest management procedures according to the District Integrated Pest Management Program (IPM).
MUSICAL INSTRUMENT REPAIR

- As the largest musical repair facility in California, provides repairs and refurbishing of all types of instruments including pianos, organs, stringed, percussion and wood-wind instruments.

CUSTODIAL SERVICES

The District’s custodial services are under-funded by approximately 30%-40% based on cleaning industry standards. The over 4,400 custodial positions assigned to schools provide light cleaning and stocking of all restrooms at least twice during the school day, as well as nightly full cleaning and restocking of each restroom. In addition to routine cleaning duties, custodial staff spends a significant portion of their time removing graffiti throughout campuses, cleaning up other vandalism, setting up and tearing down for special events, receiving/distributing supplies throughout the campuses, and daily flushing of drinking fountains.

Estimated Custodial Time Allocations

- **All Other Tasks**
  61%

  Includes:
  - Cleaning Faculty Restrooms/Classrooms/Offices
  - Cleaning Eating Areas After Recess and Lunch
  - Cleaning Gym/P.E. Areas
  - Cleaning Exterior Buildings and Grounds
  - Cleaning Multi-purpose Rooms
  - Cleaning Auditoriums
  - Cleaning Hallways/Stairways
  - Weeding/Edging/Mowing
  - Opening/Closing Gates
  - Supporting Recycling Program
  - Performing Routine Repairs
  - Testing Fire Extinguishers
  - Setting up Furniture
  - Receiving/Distributing Supplies
  - Inventory Supplies/Equipment

- Cleaning Student Restrooms
  25%

- Breaks/Setup & Put Away Time
  8%

- Non-productive Time
  6%
CUSTODIAL TRAINING

The custodial training staff has been augmented to provide a wide range of training opportunities for custodial staff, including the following:

- 10-day intensive “fast-track” custodial certification training program for prospective Building & Grounds Workers (custodians)
- Formal 10-day training program for Plant Managers and Assistant Plant Managers
- Informal training and mentoring for Plant Managers and custodial staff at schools
- Formal training for Housekeepers at all Early Education Centers, and
- Introduction of and training in the use of new custodial equipment and supplies.

RESTROOM AND FACILITIES

A District-wide Restroom Initiative was implemented in February 2004, increasing the priority for restroom cleaning, stocking, and repairs. School Facilities Attendant positions were established at secondary schools to specifically conduct additional light cleaning, pick-up, and restocking of all restrooms on a roving basis throughout the school day.

In addition, approximately 100 major restroom renovations are completed annually by the Projects Unit. These renovations include replacing all fixtures, tiling all walls from floor to ceiling, replacing paper towel dispensers with hand dryers, upgrading stall partitions with materials that are easier to clean, adding hot water hose bibs as a hookup to allow spraying down of surfaces, and upgrading ceilings and ventilation systems as needed.

ANNUAL DEEP-CLEANING OF YEAR-ROUND SCHOOLS

Funding is provided from Year-Round Incentive and Integration monies for annual deep-cleaning of all year-round schools. The schools are offered the option to have the deep-cleaning conducted by central crews from M&O or they may choose to receive and directly administer their share of the funding.
Most schools have elected to consistently utilize the services of our central crews who are dedicated to this function 100% of the time. Schools often find that their custodial staffs are too busy to accomplish the cleaning, even with funding augmentation. More than 85% of the evaluations we receive from site administrators rate our services as excellent each year.

GREEN CLEANING

M&O is currently conducting a pilot program to test various “green” (lower-risk and environmentally-friendly) cleaning chemicals at several schools. Based on the pilot test results, specifications will be developed for the award of a contract for green cleaning chemicals District-wide.

In addition to lower-risk cleaning chemicals, other “green” custodial products being used or tested by the District include entrance mats to reduce dirt tracked into buildings, backpack and upright vacuums with improved filtering systems, micro-fiber cloths and mops which remove more dirt than their traditional counterparts, restroom deep-cleaning systems, and window cleaning systems requiring no chemicals.

INTEGRATED PEST MANAGEMENT PROGRAM (IPM)

The Integrated Pest Management Program emphasizes use of non-chemical methodologies as the first means of managing pests, and lower-risk chemicals when pesticides/herbicides are necessary. The District’s IPM Program has served as a model for the California Healthy Schools Act of 2000 and for other school districts nationwide.

The Pest Management Unit receives over 10,000 service calls per year. The primary pests are rodents, roaches, ants, birds, and bees. Although the District is very proactive in making repairs to exclude pests (e.g., repairing holes, caulking cracks and crevices, installing door sweeps, and installing netting and spikes to deter pigeons; monitoring (e.g., use of traps); improving sanitation; and behavior modification, e.g., eliminating clutter), pests cannot be totally excluded from our campuses. For example, rodents and cockroaches may migrate from municipal sewer lines or adjacent properties. Bee swarms may also migrate from surrounding areas, and pigeons may nest elsewhere, but migrate to school food service areas during lunch and nutrition periods.