

Report No. [insert # here]
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TORONTO DISTRICT SCHOOL BOARD

FACILITY SERVICES OVERSIGHT AND ACCOUNTABILITY

TO Special Operations and Facilities Management Committee 11 July 2012

RECOMMENDATION **IT IS RECOMMENDED that the report be received.**

PURPOSE Staff has prepared this information report to provide Trustees with an update on the actions that have been taken and that will be taken to strengthen the oversight and accountability within the Facility Services Department.

STRATEGIC DIRECTION Build leadership within a culture of adaptability, openness and resilience.

CONTEXT In June, 2010, as part of the Facility Services restructuring, the Strategic Building and Renewal and Facility Services Departments were created under the leadership of the Director of Strategic Building and Renewal and the Chief Facilities Officer respectively.

In March 2012, as a result of the realignment of responsibilities, the majority of functions reporting to the former Strategic Building and Renewal Department were realigned into the Facility Services Department resulting in the amalgamation of all the skilled trades. Since that realignment, staff has been reviewing operating procedures in order to ensure consistent work practices are in place for both the construction and maintenance skilled trades. Facility Services is responsible for the provision of the following services:

- Building Design and Renewal
- Call Centre
- Caretaking
- Construction and Contract management
- Fleet maintenance
- Maintenance
- Permitting of facilities, pools and sports fields
- Property management of closed or leased facilities
- Security of Physical Assets

- Sustainability
- Utility Monitoring

Construction and maintenance work is performed by skilled trades that are represented by the Maintenance and Construction Skilled Trades Council (MTSTC), which is the sole certified bargaining unit for all unionized skilled trades employees at the TDSB. Construction refers to any work performed at TDSB facilities and property involving the constructing, altering, decorating, repairing or demolishing of buildings, structures, roads, sewers, water/gas mains or other works at the site. Maintenance refers to any work performed at TDSB facilities and property to sustain, maintain or preserve any existing building or building component, structure, equipment, machinery or tools to enable the TDSB to operate efficiently or attain its performance expectation.

On May 16, 2012, the Board approved the hire of an external candidate as the lead for the Construction Division of Facility Services, who has contributed to the review and restructuring of operating procedures.

On June 27, 2012, a meeting was held in to update Principals and Vice-Principals on what is being done to improve the maintenance and construction system. The following day, a letter (Appendix A) co-signed by the Chair of the Board, the Director of Education and the Chair of TSAA was sent to all Principals and Vice-Principals.

Actions Implemented

The following actions have been implemented by the Facility Services Department since June 2010:

Quality Control

1. Standardized start, break and end hours for all maintenance staff.
2. Added, in the 2010 restructuring, a position to manage facility issues raised by stakeholders.
3. Addressed facilities related complaints in a prompt fashion. Put practices in place to prevent the reoccurrence of similar issues (e.g. custodians reminded to do small maintenance jobs such as installing a pencil sharpener).
4. Harmonized winter operations, including consistent application of salt spreading and snow removal.

5. Conducted site visits of selected schools in order to assess and implement the repair of outstanding facilities concerns.
6. Reviewed and streamlined the number of categories for permit users.

Accountability/Risk Management

7. Monitored maintenance work orders monthly to ensure that inappropriate entries were identified.
8. Developed a work order summary to be presented to the principal after each maintenance job is completed at a school (Appendix B).
9. On a monthly basis, monitored the daily alarm settings for each TDSB facility to determine any irregularities in the work shift finishing times of custodial staff.
10. Random audits are conducted by Business Services of purchasing card transactions made by Facility Services staff in addition to regular monthly audits purchasing card transactions.
11. Initiated a request for SAP upgrades to provide better monitoring of work orders and to restrict the number of people that can make entries on a work order.
12. Revised purchasing practices to eliminate Work Orders and to ensure all purchases are completed through the use of a Purchase Order, in order to monitor purchases made by maintenance staff. In addition the number of vendors available to purchase plumbing and electrical parts has been downsized to provide better control of purchasing practices.
13. Restricted the purchase of fuel to authorized TDSB or City of Toronto locations to better manage fuel consumption and distribution.
14. Prepared a quarterly vehicle fuel consumption report for all vehicles to determine any irregularity in fuel consumption.
15. Investigated the work practices of staff which resulted in the disciplining and termination of various Facility Services employees.

Staff Development

16. Assisted in the development of a training database for each employee in Facility Services.
17. Assisted in the development of customer service training for Facility Services management staff, to be implemented in the near future.

Fiscal Responsibility

18. Eliminated the charge back to schools for routine maintenance. The Chief Facilities Officer and Chief Financial Officer attended to all four principal quadrant meetings in December 2011 to explain this change in practice and address principal concerns.
19. Piloted the use of a solar powered school sign that if successful could significantly cut the cost of installing future electronic outdoor signs.
20. Replaced aging vehicles with smaller, fuel efficient makes and models which not only saved on operating costs but reduced environmental impacts.

Enhanced Productivity

21. Reorganized the Facility Services Department to decrease the union to management ratio of 50:1 and to provide supervision of maintenance staff by function (ie. electricians reporting to an electrician, carpenters to a carpenter, etc.).
22. Added eight new Caretaking Team Leaders, in the 2010 restructuring, to supervise custodial staff on afternoon shifts.
23. Centralized all construction activities under one manager for better accountability.
24. Fast tracked project approvals in construction in order to maintain a steady workflow.
25. Produced reports monthly to compare the productivity of Facility Services staff according to their discipline.
26. Placed certain Facility Services staff on afternoon shift to increase productivity.
27. Reviewed the staff complement of electricians in construction, resulting in a layoff of 15 staff.
28. Centralized electricians in construction to improve efficiency and identify any redundancy.

SUMMARY Moving forward the following actions will be implemented in order to further strengthen the oversight and accountability within Facility Services:

Actions to be Implemented by the End of September

1. Standardize start, break and end hours for all construction staff.

2. Eliminate the charge back to schools for routine construction work.
3. Develop a sign off by the lead hand on all maintenance/construction jobs.
4. Eliminate scheduled overtime for Facility Services staff except when servicing permits or in extraordinary circumstances.
5. Initiate SAP upgrades to produce exception reports that outline excessive labour allocations on work orders.
6. Fill all the vacant positions created in the new organizational chart for Facility Services.
7. Reorganize the construction grounds division.
8. Review, as directed by the Board, the operation of the window fabricating shop.

Actions to be Implemented by the End of 2012

1. Place GPS tracking on all maintenance/construction vehicles to assist with scheduling, reduce fuel consumption, and increase productivity.
2. Co-ordinate day and afternoon shifts to reduce the vehicle fleet.
3. Develop a prioritized facility repair list for each school in conjunction with the principal and SOE (To be completed by end of October).
4. Develop with Employee Services a more streamlined process for hiring part time caretakers.
5. Explore ways to examine the timeline and the cost for constructing additions at TDSB facilities.

APPENDICES Appendix A: Letter to Principals and Vice-Principals
Appendix B: Work Order Stamp

FROM Angelos Bacopoulos,
Chief Facilities Officer
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APPENDIX A

5050 Yonge Street, Toronto, Ontario M2N 5N8 • Tel: (416) 397-3000

June 28, 2012

Dear Principals and Vice-Principals,

In light of the recent reports regarding the skilled trades and the cost of individual projects, we continue to believe it is important to let staff know that we are committed to ensuring a climate of openness and trust. This belief supports our Open Communications Policy (PO66).

We also wanted to provide Principals and Vice-Principals with an update on what is being done to improve the maintenance and construction system.

Yesterday the Chair Chris Bolton and the Chair of the Operations and Facilities Management Committee Jerry Chadwick met with the Chair and Vice Chair of TSAA, representatives of the TSAA executive, Deputy Directors, the Chief Employee Services Officer, and the Chief Facility Services Officer to ensure all concerns are listened to and addressed.

The conversation with principals and vice-principals about maintenance and construction will continue in the Fall and will include principal meetings with the Director and members of the senior team to hear directly from staff as solutions are worked through.

Moving forward, the following steps will be taken to strengthen oversight and accountability within Facility Services:

- A meeting of the Operations and Facilities Management committee is being held July 11th for staff to provide an update on maintenance and construction which will go to the September 5th Meeting of the Board.
- The Board has asked the Ministry of Education for a deep operational review of Facility Services conducted by Price Waterhouse Cooper.
- Elimination of the charge back to schools for construction in addition to maintenance work.
- Work with each Family of Schools to develop a prioritized facility repair list for each school.
- Establish an electronic system to flag any irregularities in work orders so that management can look into an item proactively.

If you have any concerns about a work order or the cost of a project you should:

- Inform your Superintendent
- Contact your Family Team Leader for both maintenance and construction concerns
- If you still have concerns then contact the Regional Facilities Manager
- Please bring the issue to the attention of our Chief Facility Services Officer, Angelos Bacopoulos if you are still not satisfied with the response

Principals and Vice-Principals may also contact TSAA with any concerns.

Sincerely,

Handwritten signature of Chris Bolton.

Chris Bolton
Chair of the Board

Handwritten signature of Chris Spence.

Chris Spence
Director of Education

Handwritten signature of Simon Storey.

Simon Storey
Chair, TSAA

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