

Facility Management in the New Millennium

How To Develop A
Comprehensive Facility
Maintenance Plan

Putting Things In Perspective

The Overall Goal

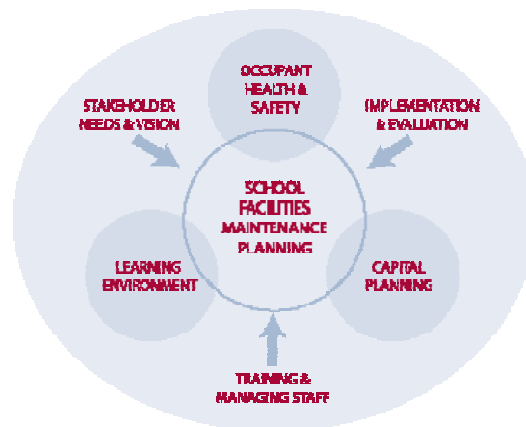
- To empower Districts to achieve their ***educational mission*** by optimizing their investment in facilities and infrastructure
- To understand that the management and cleanliness of school environments sends a ***“we care”*** message to students, teachers, staff and community.

Facilities Maintenance Plan

- A sound facilities maintenance plan serves as evidence that school facilities are, **and will be**, cared for appropriately.
- Failing to maintain school facilities adequately **discourages future public investment** in the education system.

Facilities Maintenance Plan

Components
of a
Comprehensive
Facilities
Maintenance
Plan



Facilities Maintenance Plan

Research Shows...

- A positive relationship exists between school conditions and student achievement and behavior.
- Facility condition may have a stronger effect on student performance than the influences of family background, socioeconomic status, school attendance, and behavior combined.
- Students are more likely to prosper when their environment is conducive to learning.
- Well-designed and maintained facilities send a powerful message about the importance a community places on education.

Facilities Maintenance Plan

This first step is to create a Vision Statement

When creating a vision statement, it helps to:

- describe an ideal future for the organization
- think about the organization's best interests and not individual or department interests
- stretch one's thinking
- be open to change (even substantial change if that is deemed necessary)
- be positive and inspiring
- be clear

Facilities Maintenance Plan

Example of an unclear vision statement:

The school facility maintenance department will contribute to the school district's mission of educating our children to meet the intellectual, physical and emotional demands of the 21st Century.

Provides little direction for the day-to day decision making about the operations of the department

Facilities Maintenance Plan

Example of a clear vision statement:

The facility maintenance department will provide a clean, orderly, safe, cost effective, and instructionally supportive school environment that contributes to the school district's mission of education our children to meet the intellectual, physical and emotional demands of the 21st Century.

Clearly and succinctly describes the department's role in the district's overall mission and provides a target that can direct the department's day-to-day activities.

Facilities Maintenance Plan

Why should an organization bother to develop a “vision statement” for facilities maintenance?

A vision statement helps to focus facilities maintenance policies, procedures, and day-to-day operations on the needs of the larger organization.

Without a vision statement (the target), management risks inefficient use of resources by squandering time, money, and effort on activities that are not consistent with the long-term needs of the organization.

Moreover, a well-publicized vision statement reminds staff at all levels of the overarching purpose of their work.

Facilities Maintenance Plan

Data for Informed Decision Making

- Good data is necessary to inform good decision-making. It is as simple as that.
- Thus, facilities maintenance plans should be based on a foundation of high-quality data about all school facilities.
- Otherwise, planners are forced to work without context, and strategic planning becomes strategic guesswork.
- Planners must know what facilities exist, where they are located, how old they are, and their status/condition. Are equipment and facilities working as designed? As they should? As they need to be?

Facilities Maintenance Plan

Why audit your facilities?

- Because the definition of what constitutes “proper maintenance” changes over the life of the equipment or building, knowing the age and condition of a facility or piece of equipment is a prerequisite for maintaining it properly.
- Otherwise, maintenance efforts are a hit-or-miss situation—some things only get fixed when they break while others get “maintained” on a routine basis whether they need it or not.

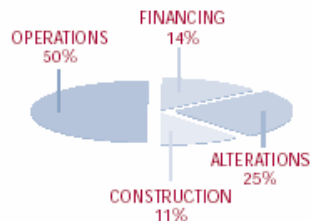
Facilities Maintenance Plan

When an education organization knows the status of its facilities and equipment, the need for maintenance, repairs, and upgrades becomes much clearer—after all, it is tough to argue against good data!

LIFE-CYCLE COSTS: MORE THAN JUST THE STICKER PRICE

The initial cost to construct a building typically represents only a small portion of the actual cost to own the facility over its lifetime.

Source: *HVAC Applications (1999)* American Society of Heating, Refrigeration, and Air Conditioning, Atlanta, GA.



Facilities Maintenance Plan

Computerized Maintenance Management Systems (CMMS)

- These types of systems have become increasingly affordable and easy to use. Their purpose is to manage work requests as efficiently as possible and meet the basic information needs of the district.
- CMMS software must also be user friendly so that it can be implemented with minimal training (although training needs are inevitable and should not be overlooked).
- Many CMMS systems offer “bells and whistles” that are not needed for accomplishing primary maintenance management tasks and, in fact, often unnecessarily complicate the user interface.

Facilities Maintenance Plan

In terms of utility, a good CMMS should will:

- acknowledge the receipt of a work order
- allow the maintenance department to establish work priorities
- allow the requesting party to track work order progress through completion
- allow the requesting party to provide feedback on the quality and timeliness of the work
- allow preventive maintenance work orders to be included
- allow labor and parts costs to be captured on a per-building basis (or, even better, on a per-task basis)

Facilities Maintenance Plan

Why develop a comprehensive plan for school facilities maintenance?

- Facilities maintenance doesn't occur in a vacuum.
- The maintenance department's job is to ensure that facilities and grounds are in adequate condition to support the mission of the district.
- Day-to-day maintenance activities must be guided by a school facilities maintenance plan that is informed by, and aligned with, a larger organizational plan.
- Without a coordinated plan, it is impossible to know whether day-to-day maintenance operations support current and future organizational priorities.

Facilities Maintenance Plan

Resources

National Forum on Educational Statistics

<http://nces.ed.gov>

National Clearinghouse for Educational Facilities

<http://www.edfacilities.org>

School Facilities

<http://www.schoolfacilities.com>