



# **Dos Palos-Oro Loma Joint Unified School District**

## **Management Review**

April 30, 2007

Joel D. Montero  
Chief Executive Officer





CSIS California School Information Services

---

April 30, 2007

Brian Walker, Superintendent  
Dos Palos-Oro Loma Joint Unified School District  
2041 Almond Street  
Dos Palos, CA 93620

Dear Superintendent Walker:

In January 2007, the Fiscal Crisis and Management Assistance Team (FCMAT) entered into an agreement with the Dos Palos-Oro Loma Joint Unified School District for a management review. Specifically, the agreement asked FCMAT to perform the following:

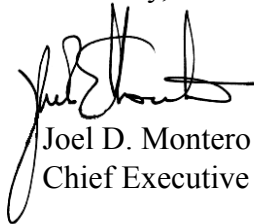
1. Conduct a staffing review of the district's grounds and custodial departments to validate if existing staffing levels are consistent with unified districts of similar size; and provide recommendations for changes, if necessary. Assess if all district sites are maintained on an equal basis.

District comparisons will be conducted on the basis of district type, overall district acreage, the number of buildings, square footage, the amount of green space including athletic fields, the number of school sites, and the impact of district positions which include assignment for both grounds and transportation department functions.

FCMAT visited the district February 13-14, 2007. This report is the result of that effort.

We appreciate the opportunity to serve you. Please give our regards all the staff of the Dos Palos-Oro Loma Joint Unified School District.

Sincerely,



Joel D. Montero  
Chief Executive Officer

FCMAT

Joel D. Montero, Chief Executive Officer

1300 17<sup>th</sup> Street - CITY CENTRE, Bakersfield, CA 93301-4533 • Telephone 661-636-4611 • Fax 661-636-4647  
422 Petaluma Blvd North, Suite. C, Petaluma, CA 94952 • Telephone: 707-775-2850 • Fax: 707-775-2854 • [www.fcmat.org](http://www.fcmat.org)  
Administrative Agent: Larry E. Reider - Office of Kern County Superintendent of Schools



# Table of Contents

Foreword .....iii

Introduction ..... I

Executive Summary ..... 3

Findings and Recommendations ..... 5

*Work Order System*..... 5

*Building Assessments* ..... 7

*Time Utilization* ..... 9

*Custodial Assignments and Work Schedules* ..... 11

*Grounds and Landscaping Watering Schedules* ..... 13

*School Site Curb Appeal*..... 15

*District Vehicles*..... 17

*Grounds Department Automation* ..... 19

*Staffing of Grounds/Landscaping* ..... 21

*Employee Evaluations*..... 23

*Meeting Schedules*..... 25

*Data Collection for Comparative MOT Staffing*..... 27

Appendices ..... 31



# Foreword

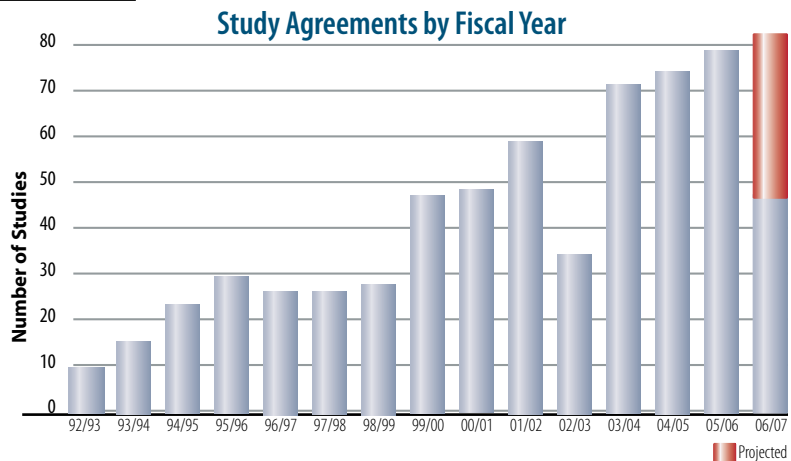
## FCMAT Background

The Fiscal Crisis and Management Assistance Team (FCMAT) was created by legislation in accordance with Assembly Bill 1200 in 1992 as a service to assist local educational agencies in complying with fiscal accountability standards.

AB 1200 was established from a need to ensure that local educational agencies throughout California were adequately prepared to meet and sustain their financial obligations. AB 1200 is also a statewide plan for county offices of education and school districts to work together on a local level to improve fiscal procedures and accountability standards. The legislation expanded the role of the county office in monitoring school districts under certain fiscal constraints to ensure these districts could meet their financial commitments on a multiyear basis. AB 2756 provides specific responsibilities to FCMAT with regard to districts that have received emergency state loans. These include comprehensive assessments in five major operational areas and periodic reports that identify the district’s progress on the improvement plans

Since 1992, FCMAT has been engaged to perform more than 600 reviews for local educational agencies, including school districts, county offices of education, charter schools and community colleges. Services range from fiscal crisis intervention to management review and assistance. FCMAT also provides professional development training. The Kern County Superintendent of Schools is the administrative agent for FCMAT. The agency is guided under the leadership of Joel D. Montero, Chief Executive Officer, with funding derived through appropriations in the state budget and a modest fee schedule for charges to requesting agencies.

<b>Total Number of Studies .....</b>	<b>628</b>
<b>Total Number of Districts in CA.....</b>	<b>982</b>
● Management Assistance.....	594 (94.59%)
● Fiscal Crisis/Emergency .....	34 (5.41%)
Note: Some districts had multiple studies.	
● Districts (7) that have received emergency loans from the state.	
(Rev. 2/7/07)	







# Introduction

## Background

The Dos Palos Oro-Loma Joint Unified School District is located in the heart of the San Joaquin Valley near the center of California. The district serves approximately 2,700 students at Dos Palos Elementary School, Marks Elementary School, Oro Loma Elementary School, Bryant Middle School, Dos Palos High School, George Christian School and an alternative education and preschool program.

In November 2006, FCMAT received a request from the district to conduct a management assistance review of the district custodial and grounds departments. The study agreement specifies that FCMAT conduct the following scope of work:

1. Conduct a staffing review of the district's grounds and custodial departments to validate if existing staffing levels are consistent with unified districts of similar size; and provide recommendations for changes, if necessary. Assess if all district sites are maintained on an equal basis.

District comparisons will be conducted on the basis of district type, overall district acreage, the number of buildings, square footage, the amount of green space including athletic fields, the number of school sites, and the impact of district positions which include assignment for both grounds and transportation department functions.

## Study Team

The study team consisted of the following members:

Barbara Dean  
Deputy Administrative Officer  
Bakersfield, CA

Rod Sprecher  
FCMAT Consultant  
Bakersfield, CA

Leonel Martínez  
Public Information Specialist  
Bakersfield, CA

## Study Guidelines

Prior to the on-site review, FCMAT provided the district with an extensive document request and interview list. The study team visited the district February 13 and 14, 2007 to interview staff, review documents, and conduct site visits to the district's two elementary school, middle school, and high school sites.

This report is a result of those activities and is divided into the following sections:

- I. Executive Summary
- II. Work Order System
- III. Building Assessments
- IV. Time Utilization
- V. Custodial Assignments and Work Schedules
- VI. Grounds and Landscaping Watering Schedules
- VII. School Site Curb Appeal
- VIII. District Vehicles
- IX. Grounds Department Automation
- X. Staffing of Grounds/Landscaping
- XI. Employee Evaluations
- XII. Meeting Schedules
- XIII. Data Collection for Comparative MOT Staffing
- XIV. Appendices

FCMAT contacted five comparably sized unified school districts to request comparative staffing information, but at the time of this report, had received only one response. To provide the district with FCMAT's findings and recommendations in a timely manner, FCMAT will continue to pursue the staffing information and if necessary, forward them under separate cover.

# Executive Summary

The Dos Palos Oro-Loma Joint Unified School District uses a paper-based work-order system that does not allow for retaining historical work-order data or provide detail on the work order cost, the location or department of the work completed, the status of the work order, the completion of the work order, the number of hours assigned for the task, and several other management details. This information would help the Director of M&O, Chief Business Officer, Superintendent, and Governing Board plan and make decisions regarding the district's facilities and grounds. An automated system would better meet district needs.

Although the district's schools were modernized a few years ago, many major building systems are in a state of disrepair. If these concerns are not addressed soon, the problems will worsen, becoming impossible for the district to overcome through repairs alone under the routine repair and maintenance program. Once implemented, an automated work-order system could provide historical data to assist in this effort on an ongoing basis.

Maintenance workers are sometimes needed to assist with deliveries to the Maintenance and Operations (M&O) Department office. Once a worker is removed from his or her regular duties, the scheduled work may not be completed or may be left for another day because of the time lost in moving from one job to another.

Site lead custodians regularly transport custodial and cleaning supplies to the sites from where they are stored at the M&O office. Making storage space available at school sites for chemicals and consumable paper supplies could reduce the amount of time the site lead custodians spend away from the school site. Unless standards and processes are maintained for cleaning schools and using cleaning products and chemicals throughout the district, the district's cleaning goals and objectives will not be met.

The Grounds Department is frequently unable to schedule watering and maintenance for the school sites' open areas during the hours worked by the grounds staff without causing distractions and disturbing students. The M&O Department should coordinate the schools' grounds and landscaping work with the site administrators. Noisy equipment should never be used during student testing periods. The schools should also be notified before the grounds crew visits their sites so teachers can anticipate possible distractions.

The general appearance of Bryant Middle School is well below the standards found at other sites. The district should concentrate on making each school an attractive part of the community and consider ways to enhance Bryant Middle School's appearance and make improvements through the use of district resources or grants from local businesses such as Home Depot.

Vehicles and equipment that are well beyond their useful lives in age will begin to cost the district more in repairs than they are worth. Spending district funds to keep them in service does not make good fiscal sense.

A considerable number of opportunities exist to automate and modernize equipment and systems to allow the department to operate in a more efficient fashion. Because the department is staffed at very low levels, it is important to provide all the modern tools and equipment necessary for more timely and effective operations. A lack of modern equipment and tools can tax the functions and efficiency of the grounds/landscaping department considerably.

From the overall appearance of district schools, it is evident that the Grounds/Landscaping Department lacks proper staffing. The addition of two part-time positions would provide the department with a measure of flexibility and more effective coverage. Scheduling for these positions could be restricted to late in the week and on Saturday.

Typical school industry practices suggest that each grounds worker should be able to support approximately 25 acres. Dos Palos is 40 acres in size and has 2.125 full-time equivalents (FTEs), excluding the Athletic Field Specialist. Therefore, the district is staffed .2 FTE higher than general standards. However, because the amount of time dedicated to the athletic fields affects workloads, and the present condition of the district's schools is slightly below the acceptable standards for landscaping, additional staff members may be necessary.

Employee evaluations have not been regularly conducted. Members of the M&O Director's immediate family are supervised by the director. An alternative evaluator should be responsible for evaluation of these employees based on input from the director. A written policy should be developed for the evaluation of all M&O employees on a regular schedule either by anniversary hire date or by dividing the employees alphabetically so that evaluations can be conducted every other year.

There are no regularly scheduled meetings between the Chief Business Official and the M&O Supervisor. The lack of regular meetings at this level can lead to miscommunication regarding district events and activities. Meetings between the M&O Director and the leads grounds employee are also not regularly scheduled.

Employees are generally satisfied with working conditions. However, the district could improve the condition and appearance of its facilities by formalizing work assignments, developing goals and objectives, working with defined schedules and automating systems.

# Findings and Recommendations

## Work Order System

The district uses a paper-based work-order system. The teacher or custodian at each school site generates a paper work order that includes the date, name of person requesting the work order and a brief description of the work to be completed. The School Secretary places the work order in the school mail system for delivery to the district's maintenance and operations office.

The M&O Director reviews the work order, prioritizes it and assigns it to one of the maintenance workers for completion. When the work is complete, the work order is returned to the Director of M&O.

This work-order process does not provide the type of detailed information that should be retained by the district. It does not allow for retaining historical work order data or provide detail on the work order cost, the location or department where the work was completed, the status of the work order, the completion of the work order, the number of hours assigned for the task, and several other management details. This information would be valuable to the Director of M&O, Chief Business Officer, Superintendent, and Governing Board in planning and decision making regarding district facilities and grounds.

An automated system would better meet district needs. Available systems often include the following functions:

- The ability to enter, track, print, schedule and search for work orders by job type, assigned employee, location, date, equipment, etc. and create work orders quickly and easily with drop-down menus
- The ability to track work orders, date started, completion dates and times
- The ability to track parts and materials inventories
- The ability for requestors and administrators to track the progress of a work order and its status
- The ability to generate reports, a summary of work orders completed by the type of work, site, department, costs etc.

## Recommendation

*The district should:*

1. Consider purchasing an Internet-/Web-based electronic work order system to meet the needs of the school sites and provide historical information for future planning and decision making. The work order system considered should be very user friendly. When comparing the cost of automated systems, the cost of staff training should be considered as part of the total package.

## Building Assessments

Although the district's schools were modernized a few years ago, many major building systems are in a state of disrepair. The deteriorated condition of these building systems appears to fall well below normal standards for K-12 facilities. During modernization, many building issues were not addressed because of lack of funds, and much of the funding was spent on Americans with Disabilities Act (ADA) compliance issues along with some cosmetic projects.

Even though the door hardware was replaced because of ADA compliance, the doors at many sites are in poor condition, with the lamination peeling. Roofing replacements are incomplete, and the exterior stucco and plaster are in poor condition. Roof fascia, rain gutters and down spouts need replacement at some sites. Much of the hard court (play court areas) is cracked and deteriorating. Further, several areas of carpet and tile floor coverings are in need of replacement.

If these concerns are not addressed soon, the problems will worsen, becoming impossible for the district to overcome with repairs alone through the routine repair and maintenance program. An automated work order system could provide historical data to assist in this effort on an ongoing basis.

## Recommendations

*The district should:*

1. Prepare an accurate assessment of all major building systems, including estimated costs to bring them to acceptable standards. Outside vendors may be able to assist with assessments in areas such as roofing and paving by taking measurements of concerned areas and estimating replacement costs. The M&O Department can perform some assessments.
2. Begin to fund the needed repairs through the five-year deferred maintenance plan, facilities funds, or the remaining balances from past modernization projects. In addition, all other available avenues of funding should be explored to support the repairs.

A sample building assessment form is attached as Appendix A to this report.





## Time Utilization

Employees are sometimes directed to leave their assigned and routine duties to assist in other work areas. Although this practice is impossible to avoid in many small school districts, efforts should be made to discontinue it, particularly in a district with limited staffing such as Dos Palos-Oro Loma Joint Unified.

At times, maintenance workers are utilized to assist with deliveries to the M&O office. Workers who are removed from regular duties may not complete their regularly scheduled assignments or may leave them for another day because of the time that is lost moving from one job to another.

Custodial and cleaning supplies are stored at the M&O office and are regularly transported to the sites by the site lead custodians. Making storage space available at school sites for chemicals and consumable paper supplies could reduce the amount of time the lead custodians spend away from the school site.

## Recommendations

*The district should:*

1. Consider using drop shipments or “Just in Time” delivery methods so that supplies are transported directly to the schools.
2. Consider requesting that regular vendors limit district deliveries to the M&O office to specific days or times of the week for more efficient use of staff time when they are asked to assist.
3. Determine whether an automated work order system would include the capability of tracking consumable inventory items.



## Custodial Assignments and Work Schedules

It is unclear whether all district custodians are following new procedural directions that were recently provided by the Director of M&O and that include an updated work schedule. Some indicated that they use the old schedule while others use the new one and appear to be more current on department changes.

Unless standards and processes are maintained for the methods used to clean schools and use cleaning products and chemicals throughout the district, the cleaning goals and objectives of the district will not be met.

## Recommendation

*The district should:*

1. Require the M&O Director to establish specific cleaning practices and standards of acceptable cleaning for the entire district. Job assignments and custodians' schedules should be consistent with district objectives.

Sample custodial standards are attached as Appendix B to this report



## Setting Grounds/Landscaping and Watering Schedules

The Grounds Department is frequently unable to schedule the watering and maintenance of open areas at the school sites during the hours worked by grounds staff without causing distractions and disturbing students. This is a problem for most school districts in California. It is difficult to find the appropriate time to mow lawns and operate weed eaters, blowers and other machines and equipment without disturbing the educational process.

Work that needs to be completed by the grounds/landscaping staff is often bypassed or reduced in scope during the instructional day. Consequently, the poor appearance of the school sites is becoming more apparent, affecting even the front areas of the schools, which are more noticeable to the community.

The M&O Department and schools should evaluate the methods used to deliver grounds and landscaping services to the sites. If agreements are not reached, the appearance of schools will continue to be an issue for each school, the community and the district administration.

## Recommendations

*The district should:*

1. Assign the M&O Department to coordinate the timing of grounds and landscaping work at schools with the school site administrator. Noisy equipment should never be used during student-testing periods. The schools should also be notified before the grounds crew visits their sites so teachers can anticipate possible distractions.
2. Consider approving the use of equipment between classroom wings during recess.
3. Suggest that teachers schedule activities that are not dependent on absolute quiet on the day that grounds workers are on site.
4. Assign ground crews to complete relatively quiet work such as hand pruning, shaping shrubs, and leaf raking when school activities require quiet.
5. Consider hiring two part-time grounds workers to work on Saturdays or on nontraditional shifts that do not conflict with the normal school hours.

A sample grounds and maintenance facility rating form is attached as Appendix C to this report.



## School Site Curb Appeal

During FCMAT's visit, the frontal appearance of Bryant Middle School was well below the standards at the other sites, even taking into consideration the time of year and the fact that many plant, trees, grass and shrubs are dormant. Fronted by a chain link fence and sparse lawn and shrub plantings, Bryant Middle School has a very sterile, institutional type of appearance. The district can expect to pay about \$5 per square foot for improvements to the front of the school.

The district should focus its efforts on making each school attractive and a focal point of the community. The appearance of a district school should not diminish the appearance of the neighborhood.

## Recommendations

*The district should:*

1. Investigate ways to enhance the appearance of Bryant Middle School through the use of district resources or grants from local businesses such as Home Depot. Improvements should be made professionally and coordinated and planned by the district.
2. Consider engaging the services of a professional landscape architect to obtain fresh ideas on improvements, and either assign the district staff to complete these tasks or contract with an outside entity.

Sample guidelines for contracting for grounds service are attached as Appendix D to this report.





## District Vehicles

Many district vehicles have exceeded their normal service life. The Grounds Department shop area has a number of pieces of equipment that may have ended their serviceable years and should be evaluated to determine whether they are surplus.

Vehicles and equipment that are well beyond their useful lives begin to cost more money in repairs than they are worth. Spending district funds to keep them in service does not make good fiscal sense.

## Recommendations

*The district should:*

1. Consider replacing vehicles Nos. 5010, 5013, and 5016 as soon as possible and replacing other vehicles eight to 10 years after purchase. Consider purchasing slightly used vehicles rather than new ones.
2. Implement a vehicle repair tracking system for maintenance and grounds vehicles to track repair costs over the year.
3. Create a routine service and lubrication schedule for all district vehicles.



## Grounds Department Automation

A considerable number of opportunities exist to automate and modernize equipment and systems so that the department can operate more efficiently. Since the department is staffed at very low levels, it is important to provide all the modern tools and equipment necessary for timely and effective operation. A lack of modern equipment and tools can considerably tax the functions and efficiency of the Grounds/Landscaping Department.

## Recommendations

*The district should:*

1. Consider taking the following actions for its grounds and landscaping crews:
  - Providing handheld remote controls for irrigation systems.
  - Purchasing a combination trencher/backhoe/loader.
  - Completing the entire automation of school irrigation systems, including clocks.
  - Eliminating all hydraulic irrigation equipment where needed.
2. Investigate the steps that could be taken to filter canal irrigation water so that the sprinkler systems do not constantly clog.
3. Establish a preventative maintenance schedule for keeping sprinkler heads clean.



## Staffing of Grounds/Landscaping

The Grounds/Landscaping Department is made up of the following positions:

- 1 FTE Lead Grounds Worker
- 1 FTE Grounds Worker
- 1 FTE Athletic Field Specialist
- 1.125 FTE consisting of three bus driver/grounds workers

Bus drivers/grounds workers at times contribute minimally to the Grounds/Landscaping Department's responsibilities. They attend bus driver training courses on Monday and drive for special day trips on other days. When schools are on early release or on a minimum day schedule, their service to the district as grounds workers is negligible.

Lack of proper staffing at the Grounds/Landscaping Department is evident in the overall appearance of district schools. The addition of two part-time positions would give the department a measure of flexibility and coverage. Scheduling could be limited to late in the week and on Saturday. On Friday, the two employees could set up for sporting activities, reducing the use of the lead grounds person and the other regular grounds worker.

School industry practices suggest that each Grounds Worker should be able to support approximately 25 acres. Dos Palos has 2.125 FTEs, discounting the Athletic Field Specialist. Since the district encompasses 40 acres, it is staffed .2 FTE higher than general standards. However, because the amount of time dedicated to the athletic fields affects workloads, and the present condition of the district's schools is slightly below the acceptable standards for landscaping, additional staff members may be necessary.

The national median for establishing an annual budget for grounds maintenance is \$20.71 per student. With a population of 2,600 children the minimum budget would equate to \$53,846 for equipment and supplies for Dos Palos Oro-Loma Joint Unified. This amount could be increased to more accurately reflect California costs.

## Recommendations

*The district should:*

1. Consider increasing the staffing of the Grounds/Landscaping Department by two half-time positions with 20 hours each. These positions would be assigned to work four hours on Thursday afternoon, eight hours on Friday, and eight hours on Saturday.

2. Revise the current assignments of the bus driver/grounds positions to include specific scheduled tasks, and require that the personnel in these positions sign in and out of their grounds assignments each day.
3. Provide the lead grounds position with budget information, and coordinate the planning of projects with the Director of M&O.

## Employee Evaluations

Employee evaluations have not been conducted on a regular schedule. Employees indicated that the length of time since their last evaluations ranged from two to three years to less than a month. The district either lacks a written process for evaluation of M&O employees, or many employees are unaware of the process. Members of the M&O director's immediate family are supervised by the director. An alternative evaluator should be responsible for evaluation of these employees based on input from the director.

## Recommendations

*The district should:*

1. Establish a written policy for evaluating all M&O employees on a regular schedule either by anniversary hire date or by dividing employees alphabetically so that evaluations can be conducted every other year.
2. Retain copies of the evaluations in the M&O Department files as well as in the personnel files.
3. Create an alternative evaluation process for situations in which employees are supervised by a family member.





## Meeting Schedules

The M&O Director and Chief Business Official do not meet regularly. The lack of regular meetings at this level can lead to possible miscommunication regarding district events and activities. Meetings between the M&O Director and the lead grounds employee are also not regularly scheduled.

Employees are generally happy with working conditions. However, the condition and appearance of the district's facilities could be improved by formalizing work assignments, developing goals and objectives, and working with defined schedules and automating systems.

## Recommendation

*The district should:*

1. Ensure that brief weekly meetings occur between the Chief Business Official and the M&O Director, and the M&O Director and the lead grounds employee to keep all participants aware of daily/weekly happenings.
2. Consider providing the maintenance, grounds, and custodial staff with uniform shirts and hats to help promote employee identification and pride.



## Data Collection for Comparative MOT Staffing

To identify school districts with similar student and financial characteristics, FCMAT uses the Ed-Data Web site. Ed-Data is a partnership of educational agencies and compiles its reports from fiscal, demographic, and student performance data that is collected by the California Department of Education.

FCMAT recognizes the complexity of districts and how they may vary widely in demographics, resources and organizational structures. A critical evaluation is recommended when comparing school districts and staffing in the state of California. Generalizations based on one or two criteria can be misleading when significant circumstances are not taken into account, and should not be misconstrued as creating a new standard. The following criteria are considered during a FCMAT review:

- Demographic and logistic characteristics beyond the district's sphere of influence.
- District financial resources, including community contributions, parcel taxes, and general obligation bonds.
- Decisions made primarily by the Governing Board with regard to resources to attract instructional staff or maintain/reduce class size.

Each of these characteristics and circumstances affect how well students learn. Comparing and evaluating the staffing of a district's organizational structure can be the most difficult part of making comparisons while considering the impact on student learning and performance.

FCMAT contacted five unified school districts by e-mail in February and again in March to collect staffing information for the Maintenance, Operations, and Custodial departments. One district did not respond, and another replied that an official response would not be forthcoming. Data collection of this type is limited by the voluntary response of participating districts, as there is no known repository for this type of staffing information. In return for their participation, FCMAT agrees to share the survey's compiled results with the districts.

In its survey, FCMAT provided staffing information for the Dos Palos-Oro Loma Joint Unified School District. In addition, FCMAT included additional information on Dos Palos-Oro Loma Unified such as the number of sites, total square footage of buildings, and the number of acres covered by open space and playing fields. The responses of the three districts that participated did not consistently include this information. Responses to the following questions were also provided inconsistently:

1. How many grounds positions do you have and what are the job titles?
2. How many maintenance positions do you have and what are the job titles?

3. What administrative or supervisory positions do you have in custodial, grounds, and maintenance?
4. Have budget reductions affected your staffing in these areas over the past five years?
5. Would you rate your facilities and school sites as older or newer, or a mix of both?

The summarized results of the comparative staffing survey are provided below. Detailed information follows beginning with Dos Palos-Oro Loma Joint Unified and followed by the Newman-Crows Landing, Templeton, and Reef Sunset Unified school districts.

	DPOLUSD	NCLUSD	TUSD	RSUSD
Total Students	2,615	2,560	2,216	2,418
Custodial FTE	18.14	13.0	13.33	22.6
Total Maintenance FTE	6.0	N/A	5.0	2.0
Grounds FTE	4.52	N/A	4.0	0.0
Budget Cuts	Yes	N/A	No	Yes
Sites/Square footage	13 sites 378,653 sq. ft.	N/A	15 sites/facilities 259,270 sq. ft.	N/A
Age of facilities	Old/New	N/A	Old/New	Old/1 New

**Dos Palos – Oro Loma Joint Unified School District**

*Custodians*

Elementary #A, K-5	3.0 FTE – 565 students
Elementary #B- K-5	3.0 FTE – 500 students
Elementary #C- K-8	1.0 FTE – 200 students
Middle School – 6-8	3.38 FTE – 600 students
High School – 9-12	4.88 FTE – 750 students
Special Services	.44 FTE
Adult Education	.19 FTE
Centralized	2.25 FTE
Total Custodial	18.14 FTE
Total Students	2,615

The district has 13 separate sites for a total square building footage of 378,653. Forty acres are devoted to open space and playing fields.

The district has 4.52 FTE grounds positions, and six FTE maintenance positions.

**Newman-Crows Landing Unified School District**

Von Renner Elementary	2.0 FTE – 679 students
Hunt Elementary	2.0 FTE – 458 students
Bonita Elementary	1.0 FTE – 125 students
Yolo Middle School	2.0 FTE – 633 students
Orestimba High School	3.0 FTE – 665 students
Centralized	3.0 FTE
Total Custodial	13 FTE
Total Students	2,560

No supplemental information was provided.

**Templeton Unified School District**

Elementary #A, K-2	1.75 FTE – 410 students
Elementary #B- 3-5	3.0 FTE – 455 students
Middle School – 6-8	3.0 FTE – 541 students
High School – 9-12	4.65 FTE – 810 students
Special Services/ Adult Ed	.5 FTE
Centralized	.43 FTE
Total Custodial	13.33 FTE
Total Students	2,216

The district has 15 sites/facilities for a total square building footage of 259,270. Positions include four FTE grounds positions, four FTE Maintenance Worker I positions, one FTE Lead Maintenance position, a Director of MOT, and a Supervisor, Custodial. There have been no budget reductions affecting staffing in these areas over the past five years.

The district is a mix of both older and newer school sites.

**Reef Sunset Unified School District**

Elementary #A, K-5	6.0 FTE – 749 students
Elementary #B, K-3	2.5 FTE – 359 students
Elementary #C, K-8	3.0 FTE – 280 students
Middle School – 6-8	3.0 FTE – 441 students
High School – 9-12	6.0 FTE – 589 students
Special Services 4 alternative programs	.5 FTE
Adult Ed	.10 FTE
Centralized	1.5 FTE
Total Custodial	22.6 FTE
Total Students	2,418

No staff members are dedicated solely to grounds. One custodian is diverted for grounds upkeep.

Two FTEs are dedicated to maintenance, the Maintenance Director and the Maintenance Worker I.

The district cut five positions during budget reductions five years ago, and none have been fully restored.

All sites are very old, with the exception of one.



# Appendices

- A. Sample Building Assessment Form
- B. Sample Custodial Standards
- C. Sample Grounds & Maintenance Facility Rating Form
- D. Study Agreement

