



Enterprise Elementary School District

Maintenance and Operations Review

September 12, 2007

Joel D. Montero
Chief Executive Officer



CSIS California School Information Services

September 12, 2007

Brian N. Winstead, Ed.D.
Superintendent
Enterprise Elementary School District
1155 Mistletoe Lane
Redding, CA 96002-0749

Dear Superintendent Winstead,

In June 2007, the Enterprise Elementary School District and the Fiscal Crisis and Management Assistance Team (FCMAT) entered into a study agreement to provide a review of the district's maintenance, grounds and custodial departments. Specifically, the agreement asked FCMAT to:

- 1) Conduct a review of the current assignment of all custodial, maintenance, and grounds tasks to district custodians and provide recommendations to restructure the responsibilities into a more traditional three area format with job descriptions, responsibilities, and reporting structure specific to each operational area.
- 2) Assist the district with revising the current site funding formula and budget allocations in order to create a centralized district maintenance and operations budget.

The attached final report contains the study team's findings and recommendations.

We appreciate the opportunity to serve you and we extend our thanks to all the staff of the Enterprise Elementary School District.

Sincerely,

Joel D. Montero
Chief Executive Officer

FCMAT

Joel D. Montero, Chief Executive Officer

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Foreword

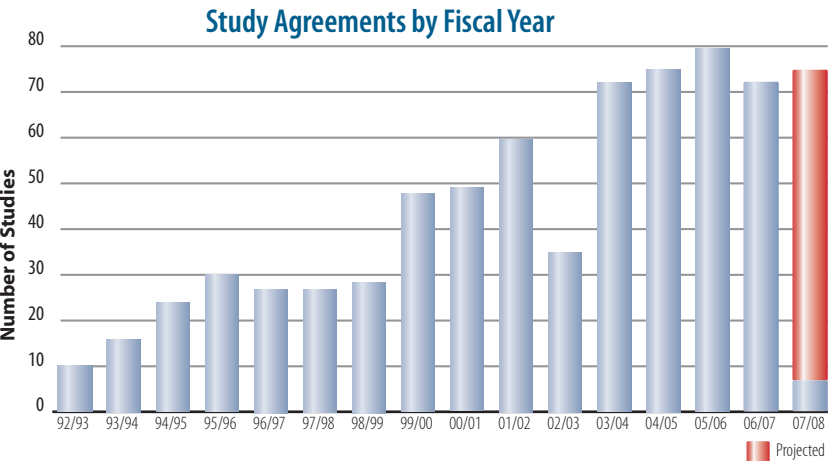
FCMAT Background

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.

Total Number of Studies.....	660
Total Number of Districts in CA.....	982
● Management Assistance.....	625 (94.7%)
● Fiscal Crisis/Emergency	35 (5.3%)
Note: Some districts had multiple studies.	
● Districts (7) that have received emergency loans from the state.	
(Rev. 8/6/07)	



Introduction

Background

Enterprise Elementary School District is located in the city of Redding, in the foothills of Northern California. The district has grown from a one-room schoolhouse in 1868 to the third largest school district in the city and serves approximately 3,500 students in five elementary schools, one middle school, one kindergarten–eighth grade school and one community day school. Changes in the organizational structure and tasks assigned to staff members responsible for cleaning and maintaining district sites have not kept pace with today’s more efficient methods of managing school district facilities and grounds.

In June 2007, the district and the Fiscal Crisis and Management Assistance Team (FCMAT) entered into an agreement for a review of the district’s current structure for providing maintenance, grounds and custodial support. Specifically, the agreement asked FCMAT to:

- 1) Conduct a review of the current assignment of all custodial, maintenance, and grounds tasks to district custodians and provide recommendations to restructure the responsibilities into a more traditional three area format with job descriptions, responsibilities, and reporting structure specific to each operational area.
- 2) Assist the district with revising the current site funding formula and budget allocations in order to create a centralized maintenance and operations budget.

Study Guidelines

A FCMAT study team visited the district on July 25-26, 2007 to conduct interviews, collect data, and review documents. This report is the result of those activities and is divided into the following sections:

- I. Executive Summary
- II. Organizational Structure
- III. Transition
- IV. Staffing
- V. Budgets and other Cost Factors
- VI. Appendices
 - A. Sample documents
 - Classroom Cleaning Standards
 - Restroom Cleaning Standards
 - Annual Cleaning Tasks
 - Checklist for Good Classroom Housekeeping
 - Clean Schools List of Responsibilities

- Custodial Services Classroom Inspection Form
- School Site Custodial Assignment Sheets
- Inclement Weather Grounds & Landscaping Tasks
- Facility Rating Sheet

B. Sample Job Descriptions

- Director of Plant Operations
- Supervisor of Custodial Services
- Lead Custodian
- Custodian I and II
- Building Maintenance Worker I and II
- Grounds Maintenance Worker I
- Grounds Team Leader
- Groundskeeper I
- Skilled Groundskeeper

C. Unrestricted Site Allocation Comparisons

D. Custodial and maintenance cost data from district reports for 2004-05 through 2006-07

E. Study Agreement

Study Team

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Executive Summary

The district's custodial, maintenance and grounds service functions are managed independently at the school sites under the direct supervision of the respective site principals. Inconsistencies among the district's sites and the fact that the current model is not the most cost effective are the primary reasons for recommending that the current practices be restructured from a decentralized to a centralized operation.

The transition from a decentralized to a centralized model is a complex undertaking that will involve personnel and operational changes. A defined process for identifying and implementing the necessary changes is needed to ensure that expectations are realized. In the absence of a district manager with a background in facilities management, an outside facilitator could be considered to assist with the planning.

A new organizational structure for the maintenance and operations department must identify the roles and responsibilities of department staff. Sample job descriptions and a sample organizational chart are included in this report. The sample job descriptions provided should be considered in the context of the district's needs; examples of tasks or other details may need to be changed.

The district does not have a position of M&O director or department head; instead, the district contracts with the Shasta County Office of Education for administrative services one day each week. The district has 22.94 full time equivalent (FTE) positions that provide maintenance, grounds, and custodial services to school sites. These positions have blended job descriptions, and many of the employees in these positions do not have skilled trades experience. The FCMAT study team applied industry-standard staffing formulas and found that standard staffing levels for the district would be 14 FTE custodian positions, including one working lead position; one FTE working lead and four FTE grounds positions; and one FTE working lead and three FTE maintenance positions.

Creating a mobile maintenance and grounds team will enable the district to meet the needs of all school sites on a regular schedule. Adopting standards for cleaning, repairing and maintaining district facilities will create consistency.

Changing from a site-based to a centralized M&O structure may increase costs in the short term because of start-up costs for capital equipment purchases.

Expenditures for custodial, grounds, and maintenance costs currently supported by school site unrestricted allocations should be moved to the M&O budget and site allocation amounts should be adjusted accordingly. Information from other school districts regarding allocation amounts and uses is included in the Appendix C of this report.

Developing business office processes for more cost-effective purchases of goods and services through competitive bids or quotes (subject to the provisions of Public Contract Code section 20115) should reduce the district's average annual expenditure of \$140,000 for outside services.

The district's facilities are often used by qualifying community groups. The facility use fee schedules should be reviewed and updated to ensure that the fees charged to qualifying groups cover the district's costs.

Findings and Recommendations

Organizational Structure

Over the years, the district's maintenance, grounds and custodial services have been managed independently at the school sites under the direct supervision of the respective site principals. The maintenance, grounds and custodial staff have blended job descriptions and each site has developed its own plan for how these services are provided. Inconsistencies among the district's sites and the fact that the current model is not the most cost effective are the primary reasons for changing from a decentralized to a centralized operational structure.

A large majority of California school districts use a traditional three-area operational format in which the activities of maintenance, grounds and custodial staff are supervised by a manager of a department that is responsible for providing these services to the sites. Employees in skilled positions have the knowledge and experience to provide these services in an efficient and cost effective manner.

Under the district's existing organizational structure, each of the seven site principals must make decisions regarding the use of an unrestricted allocation of \$80 per student in grades K-5 and \$98 per student in grades 6-8 for both educational and support service needs. As a result, there may be seven variations for providing instructional supplies and support services to the site. Each site is responsible for contacting vendors to obtain skilled maintenance and repair services, leading to perceived inconsistencies in cost effectiveness from site to site.

The district's policy regarding repairs may unfairly affect sites with more extensive maintenance issues. Repairs costing less than \$1,000 are paid for out of the unrestricted site allocations, while those costing more than \$1,000 are paid out of the district budget. Because of deterioration, older sites are using more of the allocated budget for maintenance.

School site employees responsible for custodial, grounds and maintenance support have developed their own in-house plan for providing these services, with each site focused on meeting its own immediate needs. The district does not have districtwide standards for the cleanliness and appearance of the landscape.

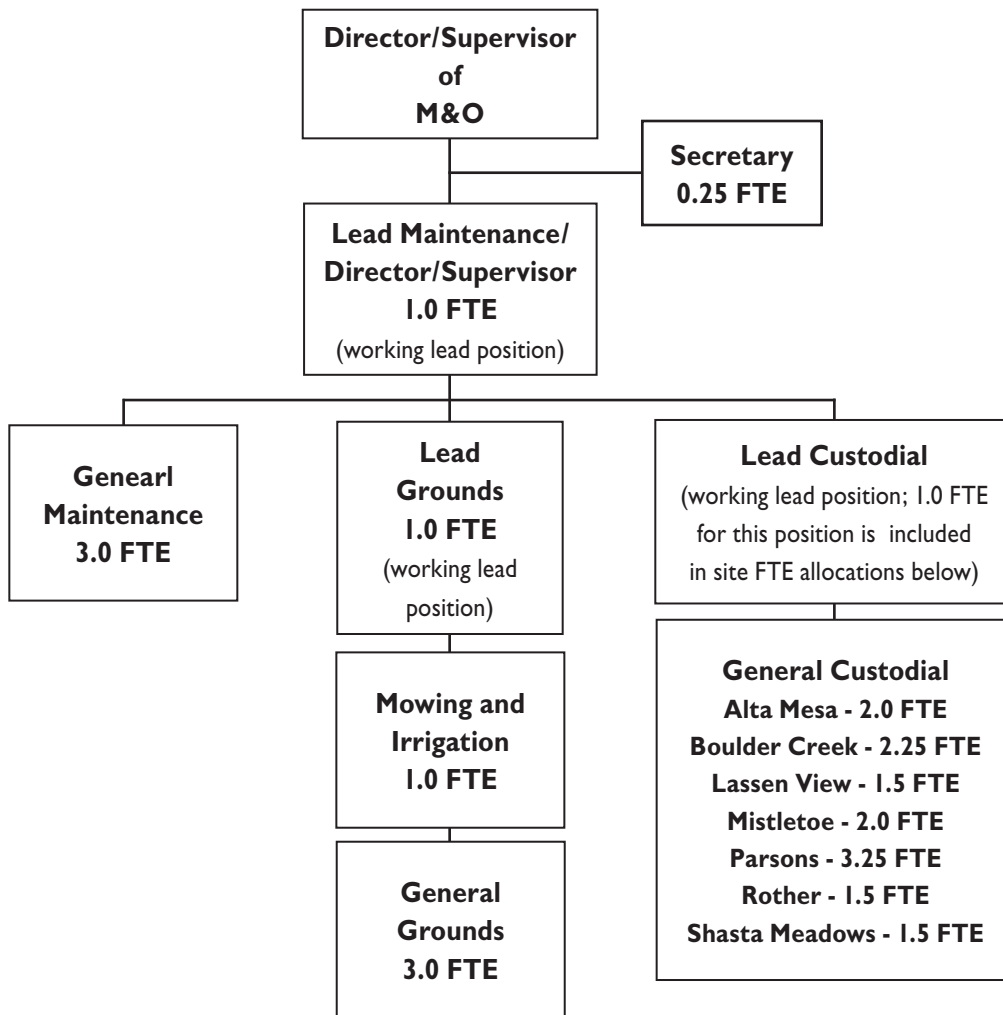
The full time equivalent (FTE) staffing allocation per site is based on square footage and does not take into consideration the site acreage which must be maintained or fluctuations in student enrollment.

Transition to a Centralized Organizational Model

Transitioning from a decentralized model to a centralized organizational model for maintenance, grounds and custodial services is a complex undertaking that will involve personnel and operational changes. Personnel processes that are subject to collective bargaining — such as the creation of new job classifications and job descriptions, consid-

ering reclassification for existing employees, and the posting and hiring for new positions — must be conducted using the appropriate personnel procedures and district guidelines. Maintenance and operations (M&O) department staffing typically includes a director, clerical support, supervisors or lead positions, skilled craftsmen, and grounds and custodial positions. Following is a sample centralized M&O department organizational structure for the district:

Sample Centralized M&O Department Structure



Operational changes required to establish a formal M&O department will include defining the organizational structure, establishing an office and shop location, outfitting locations with the proper tools and equipment, developing appropriate policies and procedures, and acquiring an automated maintenance work order system.

Creating a mobile maintenance and grounds team would enable the district to meet the needs of all sites on a regular schedule. The district would need to develop schedules in collaboration with site principles to ensure a minimum of interruption or noise while

students are in classes. Cleaning standards and schedules would need to be formalized for custodial staff. Additional information on standards and schedules is included later in this report.

Annual bids for bulk orders of cleaning supplies and paper products will need to be processed by the business office. Existing inventories of grounds equipment at school sites will need to be combined into a single list to determine what additional equipment and tools will be needed. A large flail mower and several new or used vehicles will be needed for the grounds area.

Components of a centralized M&O budget are identified in the “Budgets and Other Cost Factors” section on pages 17-21 of this report. In addition to a written plan for all of the elements listed above, the success of any transition will depend upon ongoing monitoring of its execution and upon revising the plan as needed. The district may need to consider using independent, specialized expertise during the planning and implementation stages of the transition to ensure that expectations are met.

Recommendations

The district should:

1. Develop an organizational model and structure to support a centralized M&O department, including a department director or supervisor, clerical support, lead positions, skilled craftsmen, and grounds and custodial positions.
2. Ensure that all personnel processes subject to collective bargaining are recognized during the planning process and completed during the transition from a site-based to a centralized management structure.
3. Ensure that all operational needs are considered when planning a centralized M&O department.
4. Consider hiring an independent facilitator to assist the district with the transition planning process to ensure that the district’s expectations are met.
5. Consider creating a mobile maintenance and grounds team to provide regularly scheduled services to school sites.
6. Develop a business office process for more cost effective purchasing of goods and services through competitive bids or quotes, subject to the provisions of Public Contract Code section 20115.

Staffing Levels

To identify the number of personnel needed for adequate support services, FCMAT compared the district's custodial and grounds staffing levels to current industry standards used by school districts statewide. Custodial staffing and grounds/gardening staffing requirements were calculated using the latest California Association of School Business Officials (CASBO) formulas for each type of work. Maintenance staffing was calculated based on staffing at similarly sized school districts and the professional experience of the FCMAT study team. The district currently has 22.94 FTE positions that provide custodial, grounds, and maintenance support services.

The district does not currently have a position of M&O director or supervisor; instead, the district contracts with the Shasta County Office of Education for administrative services one day each week.

Custodial

The CASBO custodial staffing formula is as follows: one custodian for every 13 teachers (teacher factor), plus one custodian for every 325 pupils (pupil factor), plus one custodian for every 15 rooms to be cleaned (room factor), plus one custodian for every 18,000 square feet of building area (square foot factor), divided by four. Each factor is calculated to two decimal places.

The parameters for determining each of the four factors are as follows:

Teacher Factor: The number of full time teachers divided by 13. Counselors and aides are not included in this number. A teacher is not counted if he or she uses a classroom that is used by another person who has already been counted.

Pupil Factor: The number of pupils divided by 325. The number of pupils is usually based on the district's California Basic Educational Data System (CBEDS) count.

Room Factor: The number of rooms divided by 15.

The number of rooms is determined by using 1,000 square feet as the floor space for an average room. Large areas and large rooms, such as multipurpose rooms, are divided by 1,000 square feet; and rooms with a floor area of less than 800 square feet are combined and the total square footage divided by 1,000. Each room that is 800 to 1,200 square feet in size is counted as one room.

All rooms that are cleaned each day are included; rooms that are cleaned only periodically, such as closets and storerooms, are not included.

Square Footage Factor: The total square footage of building area divided by 18,000. The square footage of all areas that are cleaned each day is cumulative and includes outside corridors and walkways if they are swept or blown daily by a custodian. One third of the total corridor space for each facility is used as a benchmark figure.

The district’s teacher, pupil, room and square footage factors were determined and their sum divided by four, yielding an average that is the staffing requirement indicated by the formula. Staffing requirements identified by the formula were then compared to actual district staffing and a surplus or deficiency identified.

After hours use of school site facilities was also taken into consideration because all sites reported a high level of after hours use. Additional findings regarding after-hours use of sites are included on page 20 of this report. Cleaning of the district office was not included in the calculation because this service is currently contracted out.

When applied to the district, the CASBO custodial formula yields the following results:

Table 1: CASBO custodial staffing formula results for Enterprise Elementary School District

School Site	Sq. Ft. Factor	Room Factor	Student Factor	Teacher Factor	Totals	Custodial FTE Required
Alta Mesa	3.13	2.33	1.13	1.08	7.67	1.92
Boulder Creek	2.83	2.07	1.84	2.23	8.97	2.24
Lassen View	1.85	1.60	1.08	1.23	5.76	1.44
Mistletoe	2.32	1.93	1.77	1.69	7.71	1.92
Parsons/June Sreet	4.40	3.18	2.50	2.66	12.74	3.19
Rother	2.11	1.67	1.11	1.23	6.12	1.53
Shasta Meadows	1.84	1.67	1.16	1.23	5.90	1.48
Totals	18.48	14.45	10.58	11.35	54.87	13.72

The CASBO formula indicates that a total of 13.72 FTE custodian positions are required to properly clean the district’s facilities. Current district custodial staffing is 23.13 FTE; however, this includes positions with blended job descriptions that include time dedicated to grounds and maintenance tasks.

Hourly equivalents of the calculations in Table 1 are shown below by site and have been rounded up to 14 FTE. This data identifies the need for split shifts at several sites.

<u>Site</u>	<u>Hours</u>
Alta Mesa	16
Boulder Creek	18
Lassen View	12
Mistletoe	16
Parsons/June Street	26
Rother	12
Shasta Meadows	<u>12</u>
TOTAL	112

There are no formal cleaning routes for custodians at the majority of sites. A cleaning route is a written assignment for each site zone that indicates the time of day a custodian is to work (for example, 2-4 p.m.) and lists the specific work to be accomplished during this time (for example, clean classrooms 104-116). The district does not have site cleaning standards.

All cleaning tasks in the district are primarily the custodians' responsibility. Progressive school districts throughout California have come to realize that everyone is responsible for helping create a positive, clean, safe and comfortable environment for students and staff. Accordingly, the responsibility for classroom cleanliness is shared among the students, teachers and custodians. For example, each student is responsible for his or her own personal space; the teacher is responsible for securing the room; and the custodian is responsible for basic cleaning. Adopting shared cleaning responsibilities can improve cleaning standards and foster positive relationships.

During the school year, the custodial staff schedules work hours by considering when students and staff are using the facilities and when certain tasks can be completed most efficiently. For example, the head custodian will open the school, followed by another custodian who comes in during the late morning or early afternoon, followed by a late afternoon or night custodian.

During the summer, winter and spring breaks, this splitting of shifts is not necessary, and it is advantageous to have all custodians on site at the same time to perform deep cleaning tasks. However, many custodial staff indicated that they maintain the same work schedule during breaks as when school is in session. Anecdotal evidence suggests that all staff should report to work as early as possible (for example, from 6 a.m. to 2:30 p.m.) to avoid extreme heat. Custodial staff indicated that work is often not accomplished because it is too hot to work outside. Earlier start times could help prevent this situation to some extent during hot weather.

While it is not uncommon for school custodians to be called upon to assist in tasks that are not directly related to their primary job description, FCMAT noted that custodial staff at one school site are assigned to direct traffic in a parking lot that is poorly designed for traffic flow. Assigning this task to an employee with an annual salary greater than \$55,000 per year is not cost effective. The site principal needs to consider whether this task could be more cost effectively assigned to other site staff who are responsible and aware of safety issues.

A formal training program has not been established for the custodial staff. A formal program would include training new custodians in how to clean to the district's standards as well as annual certification and training in the use of chemicals, back injury prevention, safety, use of fire extinguishers and other relevant topics.

Grounds

An evaluation of the number of FTE positions the district needs for grounds tasks is based on acreage at the site to be maintained. Acreage at all sites was included, regardless of whether the landscape was cultivated or not. The goal was to aggregate the total because the grounds functions will be consolidated. June Street acreage was included with the Parsons Middle School data. The district office acreage was not included because service for this location is contracted out. The formula for school districts with more than 1,000 students is 1 FTE grounds position for every 18 acres.

The grounds staffing formula results for the district are indicated in Table 2.

Table 2: Grounds Staffing Formula Calculations for Enterprise Elementary School District

School	Acreage	FTE
Alta Mesa	12.19	.68
Boulder Creek	16.04	.89
Lassen View	10.55	.59
Mistletoe	8.44	.47
Parsons/June Street	19.16	1.06
Rother	15.28	.85
Shasta Meadows	11.16	.62
Total	92.82	5.16

On the basis of the total acreage that must be maintained at each site, the district’s grounds/landscape requirements are a total of 5 FTE positions, which could include one working lead.

Following is one example of how the grounds team could be staffed and scheduled:

Team Composition

- 1 FTE Working Lead Position
- 1 FTE Mowing & Irrigation
- 3 FTE General Grounds Workers

Mowing Schedule

Monday	Tuesday	Wednesday	Thursday	Friday
Parsons Junior High School	Alta Mesa Elementary	Rother Elementary	Boulder Creek Elementary	Make Up Schedule & Equipment Maintenance & Repair
June Street	Shasta Meadows Elementary	Lassen View Elementary	Mistletoe Elementary	Same

Grounds Schedule

Monday	Tuesday	Wednesday	Thursday	Friday
Boulder Creek Elementary	Rother Elementary	Alta Mesa Elementary	Mistletoe Elementary	Parson Junior High School
Make Up Schedule & Equipment Maintenance	District Office	Shasta Mesa Elementary	Lassen View Elementary	June Street

The school site custodians responsible for mowing the lawns would like to perform this task in the morning before the school day begins so that it does not interfere with the educational environment. However, they indicate that there are noise complaints from neighbors when they attempt to mow early in the morning. A Tuesday through Saturday schedule for grounds work may be a viable option to accommodate both instructional and groundskeeping needs.

Maintenance

Because the district does not have a centralized, automated work order system and because records are not maintained in its existing manual work order system, an analysis of the quantity of work orders completed was not possible. FCMAT's findings are based on site interviews with the custodians who have maintenance duties, including the head custodian, and on the combined expertise and experience of FCMAT study team members. Interviews provided information regarding what was being maintained, repaired or replaced. In addition, data on maintenance staffing levels was obtained from similarly sized California school districts.

Based on these data, the study team found that four FTE maintenance positions would be adequate to provide the district's desired level of service. This group would include one working lead position and three general skilled maintenance positions. These positions would have basic skills in HVAC, electrical, plumbing, locks, and other maintenance areas, and would operate as a mobile maintenance team. Examples of the composition of the team and a weekly maintenance schedule are as follows:

Team Composition:

- 1 FTE Lead Maintenance (Working Lead)
- 3 FTE General (Multi-Tasked) Maintenance Workers

Maintenance Schedule

Monday	Tuesday	Wednesday	Thursday	Friday
Boulder Creek Elementary	Rother Elementary	Shasta Meadows	Lassen View	Parsons Junior High School
Make-Up Repair	Mistletoe Elementary	Alta Mesa	Make-Up Repair	June Street

Supplemental information and forms are included in the appendices of this report and can be modified by the district as needed to create standards in the following areas:

- Classroom cleaning tasks
- Restroom cleaning tasks
- Annual cleaning tasks
- Custodial site assignments
- Grounds/Facility ratings
- Checklist for good classroom housekeeping
- Classroom Inspection form
- Inclement weather grounds & landscaping work schedule

A comparison of the FCMAT study team’s staffing calculations for the district and existing district staffing, including positions with blended job descriptions, is as follows:

FCMAT Staffing Calculations:

Custodial	14 FTE
Grounds	5 FTE
Maintenance	4 FTE
Total	23 FTE (includes 3 working leads; does not include director/supervisor or clerical support)

Existing District FTE Total:

22.94 FTE

Recommendations

The district should:

1. Consider restructuring to a centralized model, staffing FTE positions based on CASBO and industry-accepted formulas, using the factors identified in this report.
2. Develop and implement formal cleaning routes for custodians at each school site.
3. Consider implementing shared cleaning responsibilities at each school to foster school pride.
4. Modify summer custodial schedules to make maximum use of staff time for deep cleaning projects. Schedule start times earlier in the morning to avoid strenuous activities during the hottest part of the day.
5. Re-evaluate assigning site custodians to tasks such as directing traffic at student pickup and drop-off times. Consider assigning these tasks to qualified noncustodial staff.
6. Create a formal training program for custodians that includes cleaning standards, annual certifications, use of chemicals, safety and other relevant topics.
7. Consider a Tuesday through Saturday work schedule for a portion of the grounds work to accommodate site instructional program needs and provide appropriate care of school site grounds.
8. Adopt custodial, grounds and maintenance standards to ensure that district facilities and grounds are appropriately maintained and cleaned.

Budgets and Other Cost Factors

Current Site-Based Allocations

Under the district's current site-based organizational model, school sites receive an allocation of \$80 per student in grades K-5 and \$98 per student in grades 6-8, based on annual CBEDS enrollment. These funds are used as needed at the discretion of the site principal for the site's general educational and instructional needs that cannot be met with categorical funds, as well as for maintenance, custodial and grounds expenditures such as repairs under \$1,000, supplies and equipment. This budget allocation model can result in disparity among the sites in supporting M&O expenses and at times could place principals in the position of choosing between M&O and instructional needs. Repairs that exceed \$1,000 are paid for from a central district budget.

Expenditures for each site are charged to maintenance and operations cost centers by site in the district's financial system. Salaries and benefits for the site custodians are not charged to the site budgets, a practice which is typical in most California school districts. Custodial and maintenance cost data from district reports for 2004-05 through 2006-07 (prior to the closing of the 2006-07 books) are included in Appendix D of this report and indicate how funds have been used. The data are organized by annual site expenditures in each of the following categories:

- Non-capitalized equipment
- General supplies
- Custodial supplies
- Maintenance supplies
- Mileage other than conference
- Rentals
- Contract maintenance and repairs
- General operating expenditures
- Utilities
- Telephone
- Site improvement

Appendix C of this report includes information received from California school districts on FCMAT's school district chief business official (CBO) listserve in response to the following question:

For 2007-08 unrestricted site budget allocations, what is the per CBEDS dollar amount that your schools receive, by grade level, for supplies and instructional materials, etc? Can the allocation be used for other things such as conference registrations for teachers that are not covered by categorical funds, or for custodial supplies?

The information shared by other districts can help Enterprise Elementary School District determine an updated allocation amount per pupil and define which of the current expenses charged to the school sites would be moved to an M&O department budget.

Contract Services

A centralized structure for custodial, maintenance and grounds services will require the district to change the manner in which outside providers have been contacted and hired for site repairs and projects. District staff members who currently perform site maintenance do not have the journeyman level skills to meet all maintenance and facility needs. Requesting quotes or going out to bid as needed could help the district obtain standard pricing and make consistent resources available for HVAC, roofing, asphalt and concrete, carpet, fencing, plumbing and locksmith services that exceed in-house capabilities.

The state Superintendent of Public Instruction (SPI) adjusts bid limits annually to reflect the change in the implicit price deflator. On January 1, 2007, the bid limit was raised by 6.05% to \$69,000. This higher bid limit only applies to (1) the purchase of equipment, materials, and supplies; (2) services, except construction services; and (3) repairs, including maintenance as defined in Public Contract Code Section 20115, that are not public projects as defined in Section 22002(c). The \$15,000 threshold for construction contracts under Section 20111(b) of the Public Contract Code remains unchanged.

The district's contracts for repair and maintenance have averaged approximately \$140,000 per year over the past three years, as shown in Table 3.

Table 3: District contracts for repair and maintenance, 2004 through 2006.

Repair & Maintenance Costs				
Type	2006	2005	2004	Total
Construction/Welding	\$48,852.72	\$35,218.73	\$67,403.03	\$151,474.48
Electrical	\$8,253.00	\$8,002.34	\$7,210.32	\$23,465.66
Fencing	\$135.00		\$1,950.00	\$2,085.00
HVAC	31,278.41	50,445.12	\$62,612.71	\$144,336.24
Landscaping	\$23,109.87	\$10,143.25	\$1,755.44	\$35,008.56
Painting	\$19,681.61	\$11,424.00	\$10,353.00	\$41,458.61
Plumbing	\$15,817.64	\$6,308.14	\$6,022.63	\$28,148.41
Total	147,128.25	121,541.58	157,307.13	425,976.96

Maintenance and Operations Budget

To transition toward a centralized model for custodial, maintenance and grounds, the district will need to develop a budget for these areas that is supported in part by redirecting portions of the current unrestricted allocations to sites. Although additional financial support would also be required, it is anticipated that savings from a decrease in the need for outside vendors' skilled maintenance services would occur and could be redirected to an M&O budget to support a proposed director/supervisor position and clerical support position.

In addition, further savings should be realized and could be applied to these positions when the contract with the Shasta County Office of Education for administrative services one day per week is no longer needed.

An M&O department budget would need to provide for the following items:

- Salary and benefits of a director/supervisor.
- Salary and benefits for working lead positions in grounds, maintenance, and custodial, based on an organizational structure approved by the district.
- Computer/printer.
- Automated work order system.
- Communication devices (such as Nextel two-way radio cell phones).

Capital expenditures may include the following:

- Vehicles for the director or supervisor, maintenance crew and grounds crew, and a trailer for grounds mowing equipment. Vehicles may be new or up to three years old with low mileage.
- Enclosed 16-foot trailer for the mowing crew.
- Dump truck for the mowing crew.
- Maintenance shop, furniture and new tools and equipment, if available site tools and equipment are not sufficient.
- Large flail mower.

Impact of Community Use

School site staff indicated that in addition to being used for after hours education-related activities, school sites are used by a variety of community groups, including boy scouts, church groups, leagues and others. The district's board policy includes guidelines related to the use of facilities, and a facilities use application must be completed and submitted to the school office for approval. Qualifying community groups are invoiced for their facility use based on the district's fee schedule. Half of the revenue from facility use fees goes to the school site budget and half goes to the district budget. The fee schedule should be reviewed and updated to ensure that all costs of providing after hours use of facilities are covered.

Energy Management

FCMAT noted during site visits that air conditioning was on in several unoccupied rooms, increasing energy costs.

Work Order Systems

The district does not have a centralized, automated maintenance work order system. A manual work order system does exist, but records are not maintained. With a new M&O department, the district will need to establish a computerized work order system. The system will need to be simple and user-friendly, and needs to provide users with the ability to identify work, obtain the proper approval authority, and make work assignments. It should also provide data for closing out work orders (such as tracking material and labor costs) and should provide a status report to the customer and management.

Several computerized work order systems are available. FCMAT can provide the district with more specific information upon request. Staff training and follow-up as needed are often included in the cost of these systems.

Recommendations

The district should:

1. Use the information gathered from other districts regarding unrestricted site allocations to help determine changes to the amounts distributed to sites in the district's annual budget. Identify expenses previously paid for out of site budgets that should become part of the new M&O department budget.
2. Develop a business office process for more cost effective purchases of goods and services through competitive bids or quotes, subject to the provisions of Public Contract Code section 20115.
3. Create a M&O department budget that includes all districtwide costs for custodial, maintenance and grounds expenditures, including associated salaries and benefits, capital equipment, contract costs and other costs. Incorporate in the budget the savings from the reduction of outside contracts and from ending the one day per week administrative support contract with the Shasta County Office of Education.
4. Consider purchasing an automated work order system to help complete maintenance requests, provide a repair history and cost information, and provide status reports to school sites and district management.
5. Evaluate the effect of community use of school sites and, if needed, update the facility use fees to ensure that they are sufficient to cover all associated costs.
6. Reinforce good energy management guidelines to conserve resources and reduce costs.



Appendices

Appendix A

Sample documents

Classroom Cleaning Standards

Restroom Cleaning Standards

Annual Cleaning Tasks

Checklist for Good Classroom Housekeeping

Clean Schools List of Responsibilities

Custodial Services Classroom Inspection Form

School Site Custodial Assignment Sheets

Inclement Weather Grounds & Landscaping Tasks

Facility Rating Sheet

Custodial Cleaning Standards for Classrooms

Enterprise School District

The following levels of cleanliness will represent the District's cleaning standards by which all custodial cleaning will be measured.

- Level 4 ó Unacceptable
 - Level 3 ó Needs improvement
 - Level 2 ó Meets standards
 - Level 1 ó Exceeds standards
-
-

Sweeping & dust mopping

- Level 4 ó floor unswept and littered
- Level 3 ó swept but dust and bits of paper on floor or in corners
- Level 2 ó floor swept, most areas dust free, no tailings
- Level 1 ó floor swept very clean, all corners and edges clean

Vacuuming

- Level 4 ó carpet not vacuumed and is littered
- Level 3 ó only partially vacuumed, still some grass and dust along edge of walls
- Level 2 ó vacuumed, no grass or litter, no buildup
- Level 1 ó vacuumed very well, no litter or grass, all edges and corners clean.

Mopping (damp spot) of hard floors

- Level 4 ó not mopped, spills and marks
- Level 3 ó mopped but all spills not removed
- Level 2 ó spills removed and most marks removed, has clean look
- Level 1 ó spills and marks removed, no buildup

Carpet spotting

- Level 4 ó not being spotted, heavy spots and stains
- Level 3 ó being spotted, but many spots and stains remain
- Level 2 ó very few spots and stains
- Level 1 ó no spots or stains are visible

Sinks

- Level 4 ó sinks look dirty, caked soap deposits, chrome dull, and buildup on faucets.
- Level 3 ó sinks dirty but no deposits around faucets
- Level 2 ó looks clean and bright, chrome has shine
- Level 1 ó very clean and bright, has shine and is sanitary.

Cleaning standards for classrooms, continued

Low dusting

- Level 4 ó visible dust buildup
- Level 3 ó visible streaks and smudges
- Level 2 ó clean but no shine
- Level 1 ó very clean, no buildup in corners and has shine

Chalkboards

- Level 4 ó loaded with chalk dust
- Level 3 ó have been cleaned but still some soil in corners
- Level 2 ó cleaned and free of most soil
- Level 1 ó very clean, free of all dust on board and tray

Counters

- Level 4 ó very dirty with spills and smudges
- Level 3 ó has been cleaned but some soil in corners
- Level 2 ó cleaned and free of most soil
- Level 1 ó very clean, free of all marks and soil or dust

Furniture

- Level 4 ó soiled and marks all over
- Level 3 ó some marks and fingerprints and smudges
- Level 2 ó cleaned and washed but dull appearance
- Level 1 ó very clean and shiny, no fingerprints or smudges visible

Doors & entryways

- Level 4 ó marked and fingerprinted and spider webs
- Level 3 ó marks removed but buildup of fingerprints remaining
- Level 2 ó clean, fingerprints, marks and webs removed
- Level 1 ó very clean and has shine, marks, prints and webs removed

Walls

- Level 4 ó marked and heavily soiled
- Level 3 ó spots and graffiti still visible
- Level 2 ó clean and free of most soil
- Level 1 ó clean and free of soil, graffiti and writing

CLEANING STANDARDS FOR RESTROOMS

Dispensers

Level 4 ó dispensers empty and not cleaned

Level 3 ó dispensers low with some smudges

Level 2 ó dispenser looks clean and is full

Level 1 ó very clean, filled and in good repair, no smudges

Mirrors

Level 4 ó dirty with soap or water buildup and streaks

Level 3 ó soap buildup removed but has visible streaking

Level 2 ó clean, free of streaks and buildup

Level 1 ó clean, spotless and shiny

Sinks

Level 4 ó sink looks dirty, caked soap deposits, chrome dull, buildup around faucets

Level 3 ó looks dirty, but no deposits around fixture

Level 2 ó looks clean and bright, chrome has shine

Level 1 ó very clean and free of soil and graffiti and writing

Walls & Partitions

Level 4 ó marked up and heavily soiled

Level 3 ó spots and graffiti visible

Level 2 ó clean and free of most soil

Level 1 ó clean and free of soil, graffiti and writing

Floors

Level 4 ó unswept and littered

Level 3 ó corners have soil buildup

Level 2 ó looks clean, no tailings or corner buildup

Level 1 ó spotless, looks and smells clean and sanitized

Toilets

Level 4 ó dirty with bowl ring stains and deposits under lip

Level 3 ó some waterline and streaks

Level 2 ó outside clean, most streaks, waterlines removed, free of odor

Level 1 ó very clean, no streaks, very shiny, no odors

Urinals

Level 4 ó dirty with bowl ring stains and deposits under lip

Level 3 ó some waterline stains and streaks

Level 2 ó outside clean, most streaks and stains removed, free of odor

Level 1 ó very clean, no stains, streaks, very shiny and no odors

ENTERPRISE SCHOOL DISTRICT
Department of Maintenance & Operations

Custodial Cleaning Annual Requirements & Procedures

- High dusting as needed.
- Spot mop floors as needed with (district approved floor cleaner).
- Spot clean spills on carpets with (district approved cleaner) as needed.
- Spot clean desks and table tops with (district approved cleaner) as needed.
- Once a year clean outside of windows. (Deep Cleaning Team)
- Once a year clean light fixtures (Deep Cleaning Team)
- Once a year spot clean walls and cabinets with (district approved cleanser) where soiled.
- Clean carpets once a year. (Deep Cleaning Team)
- Deep clean restrooms every summer with ðKai-Vacö system.

**ENTERPRISE SCHOOL DISTRICT
Department of Maintenance & Operations**

Custodial Services

CHECKLIST FOR GOOD CLASSROOM HOUSEKEEPING

SCHOOL _____

DATE _____

ROOM # _____

INSPECTED BY _____

ITEM/TASK	EXCELLENT	GOOD	POOR
Trash emptied.			
Books picked up off of floor.			
Items removed from sink.			
Tables cleared for cleaning (on Wednesdays only)			
Back Packs picked up off of floor.			
Large pieces of paper picked up off of floor.			
Paper clips picked up off of floor.			
Chairs stacked.			
Window sills clear of items.			

<p>COMMENTS: _____</p> <p>_____</p> <p>_____</p> <p>_____</p>
--

** All of these tasks can be completed by students in a matter of 2 or 3 minutes before the dismissal bell rings each day and will save hours of extra custodial time.*

SAMPLE CLEAN SCHOOLS LIST OF RESPONSIBILITIES:

It is our school. Let's keep it clean. We all have responsibilities when it comes to creating a positive, clean, safe and comfortable environment.

Student Responsibilities (daily):

1. Pick up litter and items on the floor in your area at the end of each class.
2. Put chairs on top of tables at the end of each day's last period.
3. Straighten chairs and desk rows at the end of each class.

Teacher Responsibilities (daily):

1. Make sure that all computers and AV equipment are turned off and secured in a locked cabinet, if possible.
2. Shut and lock all windows, close curtains (if possible), turn off lights and make sure that the door is closed and locked.
3. See that sinks are clear at the end of the day.
4. Report any spills or special cleaning needs immediately to the custodian or the school office.

Custodial Duties (daily):

1. Sweep, damp mop or dust mop tile floors (daily).
2. Vacuum every third day (elementary) and every two days (middle).
3. Dust level surfaces.
4. Spot clean doors (weekly).
5. Clean sinks.
6. Erase the blackboard or whiteboard and clean chalk trays and erasers.
7. Empty trash cans.
8. Empty pencil sharpeners.
9. Spot clean desk tops as needed.
10. Double check classroom security.

Department of Maintenance & Operations

CUSTODIAL SERVICES
Classroom Inspection Form

School _____

Inspected by: _____

Room Number _____

Inspection Date: _____

Level 4 – Unacceptable
Level 3 – Needs Improvement

Level 2 – Meets Standards
Level 1 – Exceeds Standards

CONDITION	4	3	2	1	COMMENTS
SWEEPING & DUST MOPPING					
VACUUMING					
MOPPING & DAMP SPOTTING					
CARPET SPOTTING					
SINKS					
LOW DUSTING					
CHALKBOARDS					
COUNTERS					
FURNITURE					
DOORS & ENTRYWAYS					
TRASH CANS					
WALLS					
OVERALL IMPRESSION					



Enterprise School District

CUSTODIAL ASSIGNMENTS ELEMENTARY SCHOOLS & SUPPORT SERVICES

SCHOOL	Principal	Site Custodian	# of F.T.E. s	Assigned Sub.
Alta Mesa Elementary				
Boulder Creek Elementary				
Lassen View Elementary				
Mistletoe Elementary				
Parsons Junior High School				
Rother Elementary				
Shasta Meadows Elementary				
Community School				

**INCLEMENT WEATHER
GROUNDS & LANDSCAPING WORK SCHEDULE**

Occasionally the weather in this region prohibits following the routine Grounds & Landscaping work schedules. Therefore, it is important that the schedule be modified to make best use of inclement weather conditions that exist so that productivity of staff continues. Listed below are some of the tasks that may be addressed during this time.

Grounds workers should be adequately equipped for working outdoors in the rain. Rain gear, boots, hats, slickers and gloves.

- Routine opening and securing of schools remains status quo.
- Inspect sites for flooding or ponding of rainwater.
- Inspect downspouts for blockages.
- Inspect and clean storm drains and downspouts.
- Be prepared to sandbag if necessary. (Have a stockpile of bags available)
- Be prepared to set up barricades of flooded areas.
- Provide assistance to schools if roof leaks become problems.
- Be sure all sprinkler or irrigation systems clocks are off.
- Keep pedestrian traffic or students off of muddy and flooded areas including sports fields.
- Take this opportunity to work on grounds equipment.
- Sharpen tools, service and lubricate equipment.
- Clean up and organize work areas.
- Catch up on paper work.

ENTERPRISE SCHOOL DISTRICT

DEPARTMENT OF MAINTENANCE & OPERATIONS

Grounds & Landscaping

FACILITY RATING

SCHOOL FACILITY _____ **DATE** _____

Rating System: A - Exceptional B - Satisfactory C - Below Standards

ITEMS	A	B	C	COMMENTS
Backstops				
Bike Rack Area				
Covered Walks				
Drainage				
Fence Lines				
Irrigation equipment				
Lawn				
Leaves				
Litter / Debris				
Parking Lots & Driveways				
Pest Control (gophers)				
Planters				
Playgrounds & Courts				
Sidewalks				
Stadiums & Playing Fields				
Shrubs				
Tree Trimming				

Appendix B

Sample Job Descriptions

Director of Plant Operations

Supervisor of Custodial Services

Lead Custodian

Custodian I and II

Building Maintenance Worker I and II

Grounds Maintenance Worker I

Grounds Team Leader

Groundskeeper I

Skilled Groundskeeper

Position:	Director, Plant Operations	FLSA:	Exempt
Department/Site:	Plant Operations	Salary Grade:	30
Reports to/Evaluated by:	Assistant Superintendent, Facility Services	Salary Schedule:	Classified Management

SUMMARY

To plan, direct, manage and oversee the activities and operations of the Plant Operations Department including maintenance, construction and engineering, custodial, and grounds maintenance; to coordinate assigned activities with other departments and outside agencies; and to provide highly responsible and complex administrative support to the Assistant Superintendent, Facility Services.

DISTINGUISHING CAREER FEATURES

Exercises direct supervision over management, supervisory, and maintenance staff.

ESSENTIAL DUTIES AND RESPONSIBILITIES

- Assumes full management responsibility for all Plant Operations Department services and activities including maintenance, construction and engineering, custodial, and grounds maintenance; recommends and administers policies and procedures.
- Manages the development and implementation of the Plant Operations Department goals, objectives, policies, and priorities for each assigned service area. Establishes, within District policy, appropriate service and staffing levels. Allocates resources accordingly.
- Continuously monitors and evaluates the efficiency and effectiveness of service delivery methods and procedures. Assesses and monitors workload, administrative and support systems, and internal reporting relationships. Identifies opportunities for improvement. Directs the implementation of changes.
- Represents the Plant Operations Department to other departments, elected officials and outside agencies. Explains, justifies and defends Department programs, policies, and activities. Negotiates and resolves sensitive, significant and controversial issues.
- Selects, trains, motivates and evaluates Plant Operations Department personnel. Provides or coordinates staff training. Works with employees to correct deficiencies. Implements discipline and termination procedures.
- Plans, directs and coordinates, through subordinate level managers, the Plant Operations Department's work plan. Meets with management staff to identify and resolve problems. Assigns projects and programmatic areas of responsibility. Reviews and evaluates work methods and procedures.
- Manages and participates in the development and administration of the Plant Operations Department budget. Directs the forecast of additional funds needed for staffing, equipment, materials, and supplies. Directs the monitoring of and approve expenditures. Directs the preparation of and implement budgetary adjustments as necessary.

- Coordinates Plant Operations Department activities with those of other departments and outside agencies and organizations. Provides staff assistance to the District Superintendent, Assistant Superintendent and the Board. Prepares and presents staff reports and other necessary correspondence.
- Participates on a variety of boards and commissions. Attends and participates in professional group meetings. Stays abreast of new trends and innovations in the field of plant operations.
- Responds to and resolves difficult and sensitive citizen inquiries and complaints.
- Prepares costs, time, and labor estimates. Assists in the preparation of plans and bids for major construction projects. Contracts for labor and materials. Manages contracts for the Department.
- Supervises the preventive maintenance program. Provides long range planning in computerized maintenance operations.
- Monitors compliance with appropriate laws, codes, and regulations. Monitors, reviews, and implements Asbestos, hazardous materials, and Energy Management Programs.
- Performs related duties and responsibilities as required.

QUALIFICATIONS

Knowledge and Skills: Thorough knowledge of operational characteristics, services and activities of a comprehensive plant operations program. Requires knowledge of organization and management practices as applied to the analysis and evaluation of programs, policies and operational needs. Must be familiar with modern and complex principles and practices of program development and administration. Requires knowledge of advanced principles and practices and municipal budget preparation and administration. Must know pertinent Federal, State, and local laws, codes and regulations. Must have knowledge of the principles of supervision, training and performance evaluation, modern and complex principles and practices of facility management. Must be knowledgeable regarding modern and complex principles and practices of installation, operation, maintenance, and repair of heating, air conditioning, electrical, plumbing, carpentry, masonry, painting, locksmithing, welding, refrigeration, and other mechanical systems. Must have knowledge of contract negotiations and management, Uniform Building Code, including public school building regulations for the handicapped. Must have knowledge regarding the District's organization, operations, policies, and objectives.

Abilities: Requires the ability to plan, organize, direct and coordinate the work of management, supervisory, professional, and technical personnel; delegate authority and responsibility. Must be able to select, supervise, train and evaluate staff. Must be able to provide administrative and professional leadership and direction for the Plant Operations Department. Requires the ability to identify and respond to issues, concerns and needs. Requires the ability to develop, implement and administer goals, objectives, and procedures for providing effective and efficient operations, construction and engineering services. Must be able to prepare and administer large and complex budgets and allocate limited resources in a cost effective manner. Requires the ability to analyze problems, identify alternative solutions, project consequences of proposed actions and implement recommendations in support of goals. Must be able to conduct research, analyze, and evaluate new service delivery methods, procedures and techniques and prepare clear and concise reports. Must be able to interpret and apply Federal, State and local policies, procedures, laws and regulations. Requires the ability to read, understand, and interpret plans, blueprints, and specifications for building and grounds projects. Must

be able to prepare cost estimates, write construction or equipment specifications, and prepare bids. Must be able to communicate clearly and concisely, both orally and in writing. Requires the ability to establish and maintain effective working relationships with those contacted in the course of work.

Education and Experience: Any combination of experience and training that would likely provide the required knowledge and abilities is qualifying. A typical way to obtain the knowledge and abilities would be:
Experience

Seven years of increasingly responsible experience in the maintenance and construction of buildings, grounds and facilities preferably in a school district including four years of supervisory responsibility.

Education

Equivalent to a Bachelor's degree from an accredited college or university with major course work in engineering, architecture, industrial technology or a related field.

Licenses and Certificates: A valid California driver's license.

Position:	Supervisor, Custodial Services	FLSA:	Exempt
Department/Site:	Custodial, Maintenance	Salary Grade:	21
Reports to/Evaluated by:	Manager	Salary Schedule:	Classified Management

SUMMARY

Supervises, assigns, reviews and participates in the work of staff responsible for providing custodial operations and plant operations. Ensures that school and district facilities are suitable for use by complying with cleanliness and safety requirements.

DISTINGUISHING CAREER FEATURES

The Supervisor of Custodial Services is a labor intensive, first-line supervisory position, responsible for supervising, coordinating, and reviewing the work of a large custodial staff assigned to perform a variety of custodial and routine maintenance duties at school sites District facilities that are geographically dispersed. The position is accountable for efficient and effective use of assigned staff, supplies, equipment, and time to provide optimum service. To be considered for this position, prospective incumbents must demonstrate the ability to optimize the use of staff through efficient allocation of work, conduct quality assurance and performance appraisals, and administer an operating budget.

ESSENTIAL DUTIES AND RESPONSIBILITIES

- Plans, prioritizes, assigns, supervises and reviews the work of staff responsible for providing custodial and general maintenance within the custodial organization. Ensures high levels of staff productivity by reviewing inspections, reports, and physically observing work performed.
- Develops and communicates annual work schedules for custodial staff by identifying and interpreting school calendars, activities, budgets, and available productive time available.
- Provides supervisory support to assigned staff to ensure they have necessary supplies and tools to complete work assignments. Obtains supplies and working equipment for use by custodians by distributing to School Plant Supervisors.
- Participates in the selection of custodial staff. Provides or coordinates staff training. Works with employees to learn additional skills and correct deficiencies.
- Recommends and assists in the implementation of goals and objectives. Establishes schedules and methods for providing custodial and general maintenance services. Implements policies and procedures.
- Participates in preparation and administration of custodial budgets. Submits budget recommendations, monitors expenditures, prepares estimates for costs of unanticipated events and special assignments. Prepares various reports on operations and activities.

- Confers with school plant supervisors regarding the care and cleaning of district facilities. Assists in the scheduling of night custodial staff. Prepares and conducts formal classroom instruction regarding proper cleaning procedures, supervisory techniques and related issues.
- Schedules and supervises project teams such as, but not limited to floor crews. Oversees cleaning, stripping, and resurfacing of floors.
- Supervises and participates in maintaining records, performing a variety of general office tasks. Serves as liaison between School Plant Supervisors and night custodial staff. Serves as liaison between District and school sites.
- Coordinates and supervises set up and take down of equipment for athletic events, school and outside activities, as needed, or when School Plan Supervisors need assistance.
- Prepares a variety of reports for District and external agency use. Participates in the process of developing and implementing mandated safety training programs such as training on MSDS, blood borne pathogens, equipment usage etc.
- May perform the duties of a Custodian in urgent or absentee situations.
- Performs other duties as assigned that support the overall objective of the position.

QUALIFICATIONS

Knowledge and Skills: The position requires thorough knowledge of methods, materials, tools and equipment used in custodial and general maintenance. Requires thorough knowledge of the principles and processes used in running a complete custodial system on an institutional scale. Requires a working knowledge of effective time-management practices. Requires a working knowledge of the principles and practices of supervision and applicable work rules. Requires considerable skill in using the full range of equipment used in custodial work. Requires an in-depth knowledge of District facilities and District operations. Requires considerable knowledge of chemical safety, use and handling. Requires sufficient knowledge of work hazards and safety practices to conduct training of Custodians. Requires basic report writing and record keeping skills. Requires sufficient knowledge of and skill at using personal computer applications such as spreadsheets, databases, and e-mail. Requires sufficient math skills to prepare cost estimates, record and measure volumes and mixtures, and prepare budgets. Requires sufficient human relations skills to supervise others, review performance, train, and work cooperatively with internal and external customers.

Abilities: Requires the ability to carry out the functions of the position and accomplish operational goals. Requires the ability build productive work teams, schedule, assign and review the work of subordinates. Must be able to select, supervise, train and evaluate staff. Requires the ability to evaluate and make recommendations regarding the use of custodial products. Requires the ability to plan, prioritize, and assign work in order to meet yearly schedules and timelines. Must be able to write and maintain routine and sometimes complex records according to Federal, State, local and District standards. Must be able to write reports and correspondence. Requires the ability to work varying work schedules.

Physical Abilities: Incumbent must be able to function effectively indoors and outdoors engaged in work of a moderately active nature. Requires the ability to maintain cardiovascular fitness to engage in strenuous physical labor on an occasional basis. Requires near visual acuity to write, to read directions and product labels, and to observe work in progress. Requires sufficient hearing and speech for ordinary, telephonic, and 2-way radio communication, to hear sound prompts from equipment, and to determine if equipment is

functioning properly. Requires manual and finger dexterity to write and to clean and make minor repairs. Requires the ability to lift, carry (max. 75 lbs.), push, pull, bend, squat, reach, and twist and turn. Requires the ability to stand and walk for intermittent periods of time.

Education and Experience: The position requires a High School diploma or equivalent plus additional supervisory training and 3 years experience at School Plant Supervisor II, III, IV or School Plant Supervisor/District Facilities level.

Licenses and Certificates: Requires a valid driver's license.

Working Conditions: Work is performed indoors and outdoors where health and safety considerations exist from occasional physical labor and handling of materials that include waste and blood born pathogens.

UNIFIED SCHOOL DISTRICT

POSITION DESCRIPTION

Position:	Lead Custodian		
Department:	Custodial Services	FLSA:	Non-Exempt
Reports To:	School Plant Supervisor	Pay Grade:	14

SUMMARY

Leads a crew and performs a variety of work in the custodial maintenance of an intermediate or senior high school.

NATURE AND SCOPE

Under general supervision of a School Plant Supervisor II, III or IV independently performs journey level work in the custodial care and maintenance of assigned site. Supervisor periodically checks work and provides instruction on accomplishing work involving unusual problems. Uses some judgment and discretion to plan and organize work schedules and assign tasks to crew members during evening or swing shifts. Expected to be able to operate all custodial equipment and may have particular expertise on specific types of equipment. Work relationships extend to school staff and administration and the general public when setting up for and monitoring school activities.

DISTINGUISHING CHARACTERISTICS

This is a mid-level position in the Custodial career ladder requiring journey level knowledge and skills plus the ability to plan and lead. Advancement to Plant Supervisions is possible with high school diploma and sufficient experience at the Lead level (see qualifications table for Plant Supervisors).

ESSENTIAL TYPES OF DUTIES (Examples)

- Confers with School Plant Supervisor regarding custodial problems and needed repair for assigned facilities and building. Assists in the preparation and revision of work schedules.
- Provides lead supervision and training to assigned custodians during an evening shift. Provides appraisal of work performance to the supervisor for performance evaluations of assigned employees.
- Checks and assures security of buildings and grounds during assigned shift. Turns on alarms, locks and secures facilities at completion of assigned shift.
- Empties and cleans waste receptacles. Refills dispensers and collects from receptacles. Assists in custodial maintenance. Makes minor repairs to custodial equipment. Assists in minor repairs and adjustments to building fixtures and equipment.

- Adjusts and arranges furniture and equipment. Coordinates the setup and cleaning for special events, meeting, and other school activities.
- Inspects school plant and other facilities to assure that safety and cleanliness standard are met and work is completed according to instructions.
- Maintains records and prepares reports. Monitors energy management systems. Assists in ordering and maintaining custodial materials and supplies for assigned buildings. Changes combinations on locker locks.

QUALIFICATIONS

Knowledge and Skills: Requires thorough knowledge of the methods, materials, tools and equipment utilized in custodial and general maintenance services. Requires a thorough knowledge of the assigned facilities and grounds, including security regulations. Must have a thorough knowledge of work hazards and safety procedures. Must be cognizant of public safety matters. Requires good verbal and written communication skills.

Abilities: Must be able to work independently to perform the essential responsibilities and work tasks of the position at the journey level. Must understand and follow oral and written instructions. Must be able to assign work and lead crews effectively. Needs to be able to prepare written reports and correspondence. Must interact with staff, site administrators, students and faculty in a manner that reflects positively on the department. Requires the ability to bend, twist, kneel and stoop repeatedly. Job duties require repetitive arm and shoulder motions with moderate exertion. May lift light to medium weight materials or equipment up to 50 pounds. Requires visual acuity and depth perception to operate equipment and read safety materials.

Education and/or Experience Requires reading and writing ability sufficient to perform the duties of the job and to understand MSDS and other safety documents. Minimum of 2 years custodial experience in a school or related environment.

Licenses and Certificates: Requires a valid California Driver's License.

Position:	Custodian I	FLSA:	Non-exempt
Department/Site:	Custodial Services	Salary Grade:	9
Reports to/Evaluated by:	Plant Supervisor	Salary Schedule:	Classified

SUMMARY

Assignments primarily consist of a variety of custodial duties for a designated area, in addition to some light grounds and maintenance work. Work takes place at a school plant, related facilities or at the Regional Learning Center. Work requires use of any of the custodial equipment authorized and available. Hours are usually during evening or swing shift, but in a high school or intermediate school may involve the day shift. Work is normally performed in accordance with established and well known policies, practices and procedures. Supervisor checks progress of work and provides instruction on accomplishing work involving unusual products or the use of unfamiliar equipment. Shift lead may also provide direction regarding assignments and convey instructions or information on behalf of the supervisor. Contacts are limited to the immediate work group but may extend to staff and/or students during daytime work schedules.

DISTINGUISHING CAREER FEATURES

This is the first and primary level of the Custodial career ladder. Advancement within Custodial Service to positions such as Athletic Equipment Attendant, Custodial Utility Worker, or Custodian II/Shift Lead will require additional time on the job combined with a high school diploma and the ability to communicate effectively and regularly with co-workers, students and/or members of the public. Increased use of knowledge in an additional area also likely, such as grounds, maintenance, utilities or athletic equipment.

ESSENTIAL DUTIES AND RESPONSIBILITIES

- Responsible for maintaining assigned area in a user-ready fashion and referring situations requiring assistance or the involvement of other departments to the shift lead or Plant Supervisor as appropriate.
- Sweeps, scrubs mops, washes, and polishes floors. Washes windows, counters, and walls. Vacuums rugs and carpets. Dusts and polishes furniture and woodwork. Cleans chalk boards and erasers. Empties pencil sharpeners.
- Maintains and makes minor repairs to buildings and fixtures. Reports other repair and maintenance needs and assists others in making repairs.
- Cleans, scrubs and disinfects restrooms. Polishes metalwork, cleans sinks, mirrors, and other restroom fixtures. Maintains various classroom and restroom supplies including paper towels, soap, toilet paper, and related items.
- Empties and cleans waste receptacles. Picks up paper. Picks up trash containers and empties into large bins.
- Moves furniture and equipment. Sets up meeting rooms, classrooms, and other school facilities for special meeting and events. Sets up equipment for athletic events. Changes combinations on locker locks.

- Turns lights on and off. Unlocks and locks doors and gates. Raises and lowers flags. Washes walks and eating areas. Cleans drinking fountains. Makes emergency cleanups in cafeteria and other areas.
- Check doors, windows, and assigned area for vandalism. Reports safety sanitary, and fire hazards.
- Restocks supply and storage areas. May provide some shipping, receiving and delivery services.
- May set up and take down furniture and standard and specialized equipment for functions and special activities.
- Performs other duties as assigned that support the overall objective of the position.

QUALIFICATIONS

Knowledge and Skills: Requires general knowledge of the methods, materials, tools and equipment used in custodial care and routine facilities maintenance. Requires thorough knowledge of the buildings and grounds of the assigned site. Must have a good knowledge of work hazards and safety procedures. Requires some knowledge of chemical reactions.

Abilities: Must be able to perform all of the essential duties of the position with limited supervision. Must be able to maintain tools and equipment in a working condition. Requires the ability to perform routine maintenance tasks and to be able to determine when to refer more complex maintenance requirements to a supervisor or shift lead. Must be able verbally communicate effectively. Must be able to follow oral and written directions.

Physical Abilities: Requires the ability to walk, bend, stoop and perform repetitive arm and shoulder motions with moderate exertion. May lift light to medium weight materials or equipment up to 50 pounds. Requires visual acuity and depth perception to operate equipment and read safety materials.

RLC Custodian requires the physical stamina ability to perform various tasks in the mountains at elevations between 4,000 and 6,000 feet.

Education and Experience: Reading and writing skills sufficient to perform duties and read and understand MSDS sheets required. Prior custodial experience preferred.

Licenses and Certificates: Requires valid California Driver's License. RLC Custodian may be required to have a Commercial Driver's License and medical examination card.

Working Conditions: Work is performed indoors and outdoors where some health and safety considerations exist from physical labor and use of cleaning chemicals.

Position:	Custodian II	FLSA:	Non-exempt
Department/Site:	Custodial Services	Salary Grade:	10
Reports to/Evaluated by:	Plant Supervisor	Salary Schedule:	Classified

SUMMARY

Assignments primarily consist of a variety of custodial duties for a designated area, in addition to some light grounds and maintenance work. Work takes place at a school plant, related facilities or at the Regional Learning Center. Work requires use of any of the custodial equipment authorized and available. Hours are usually during evening or swing shift. Work is normally performed in accordance with established and well known policies, practices and procedures. Supervisor checks progress of work and provides instruction on accomplishing work involving unusual products or the use of unfamiliar equipment. Contacts are limited to the immediate work group but may extend to staff and/or students during daytime work schedules.

DISTINGUISHING CAREER FEATURES

This is considered a secondary level of the Custodial career ladder. This is the first and primary level of the Custodial career ladder. Advancement within Custodial Service to positions such as Athletic Equipment Attendant, Custodial Utility Worker, Lead Custodian or School Plant Supervisor will require additional time on the job combined with a high school diploma and the ability to communicate effectively and regularly with co-workers, students and/or members of the public. Increased use of knowledge in an additional area also likely, such as grounds, maintenance, utilities or athletic equipment.

ESSENTIAL DUTIES AND RESPONSIBILITIES

- Responsible for maintaining assigned area in a user-ready fashion and referring situations requiring assistance or the involvement of other departments to the Plant Supervisor as appropriate.
- Ability to delegate authority based on general direction of the School Plant Supervisor.
- Sweeps, scrubs mops, washes, and polishes floors. Washes windows, counters, and walls. Vacuums rugs and carpets. Dusts and polishes furniture and woodwork. Cleans chalk boards and erasers. Empties pencil sharpeners.
- Maintains and makes minor repairs to buildings and fixtures. Reports other repair and maintenance needs and assists others in making repairs. At time may be required to prepare reports when needed.
- Building Maintenance and Safety
- Cleans, scrubs and disinfects restrooms. Polishes metalwork, cleans sinks, mirrors, and other restroom fixtures. Maintains various classroom and restroom supplies including paper towels, soap, toilet paper, and related items.
- Empties and cleans waste receptacles. Picks up paper. Picks up trash containers and empties into large bins.
- Needs to be available to cover for School Plant Supervisor in time of need. Will also be required to be on 24 hour emergency call.

- Moves furniture and equipment. Sets up meeting rooms, classrooms, and other school facilities for special meeting and events. Sets up equipment for athletic events. Changes combinations on locker locks.
- Turns lights on and off. Unlocks and locks doors and gates. Raises and lowers flags. Washes walks and eating areas. Cleans drinking fountains. Makes emergency cleanups in cafeteria and other areas.
- Check doors, windows, and assigned area for vandalism. Reports safety sanitary, and fire hazards.
- Restocks supply and storage areas. May provide some shipping, receiving and delivery services.
- May set up and take down furniture and standard and specialized equipment for functions and special activities.
- Performs other duties as assigned that support the overall objective of the position.

QUALIFICATIONS

Knowledge and Skills: Requires general knowledge of the methods, materials, tools and equipment used in custodial care and routine facilities maintenance. Requires more general knowledge of the buildings and grounds of the assigned site. Must have a good knowledge of work hazards and safety procedures. Requires some knowledge of chemical reactions. Must have proper training in the basic use of pesticide applications.

Abilities: Must be able to perform all of the essential duties of the position with limited supervision. Must be able to maintain tools and equipment in a working condition. Requires the ability to perform routine maintenance tasks and to be able to determine when to refer more complex maintenance requirements to a supervisor. Must be able verbally communicate effectively. Must be able to follow oral and written directions.

Physical Abilities: Requires the ability to walk, bend, stoop and perform repetitive arm and shoulder motions with moderate exertion. May lift light to medium weight materials or equipment up to 50 pounds. Requires visual acuity and depth perception to operate equipment and read safety materials.

Education and Experience: Reading and writing skills sufficient to perform duties and read and understand MSDS sheets required. Minimum of one year of Custodial experience required. High School diploma or equivalent required.

Licenses and Certificates: Requires valid California Driver's License.

Working Conditions: Work is performed indoors and outdoors where some health and safety considerations exist from physical labor and use of cleaning chemicals.

Position:	Building Maintenance Worker I	FLSA:	Non-exempt
Department/Site:	Maintenance and Operations	Salary Grade:	14
Reports to/Evaluated by:	Supervisor of Trades	Salary Schedule:	Classified

SUMMARY

Performs a variety of semi-skilled to skilled work in the alteration, maintenance, and repair of District equipment, buildings and building facilities and systems. Work is performed under general supervision of the Supervisor of Trades or a Building Maintenance Mechanic. Works independently or as a member of a maintenance crew in performance of semi-skilled to skilled tasks in one or more trades. May specialize in one trade but is expected to work in a variety of trades as directed. Work relationships may extend beyond the peer group to District staff in other departments, outside contractors, faculty and students. Work may be outside in adverse weather conditions.

DISTINGUISHING CAREER FEATURES

Position requires generalized experience in the building trades. This is the entry level position of the Building Maintenance career ladder. Advancement to higher levels possible with increased knowledge of building maintenance and/or specialized training in one of the basic or advanced trades in addition to two years at the Building Maintenance Worker I level.

ESSENTIAL DUTIES AND RESPONSIBILITIES

- É Cleans, maintains, and repairs building fixtures and equipment including locks, windows, doors, screens, blinds, gutters, drains, shelving, and kitchen utensils. Replaces light bulbs and fuses. Makes simple repairs to furniture, asphalt tile, acoustical tile, linoleum and carpet.
- É Assist Building Maintenance Mechanics in various trade areas such as carpentry, welding, painting and plumbing. May be trained to focus on area of specialization and assigned basic projects in these areas.
- É Performs a variety of building maintenance work including lubricating, regulating and repairing sewage and water systems, lines, and equipment.
- É Assists in maintaining and repairing electrical lines and fixtures. Cleans and inspects boilers. Assists in repainting roofs. Assists in painting buildings and equipment. Assists in performing water chemistry testing and treatment.
- É Assists in the repair and maintenance of sidewalks and roads, irrigation systems and equipment.
- É Operates and performs minor maintenance on light equipment including tractors, power mowers, skip loaders, forklifts, and other labor saving devices. Operates power tools. Assists with District related set-ups.
- É May need to read and interpret blueprints and designs. Maintains required records and makes reports. Prepares reports on work completed and materials used.
- É Requisitions supplies and prepares records of work done.

- É Performs preventive maintenance on the air conditioning and heating systems. Changes filters. Greases and oils bearings, motors, and compressors.
- É Performs related duties as assigned.
- É Performs other duties as assigned that support the overall objective of the position.

QUALIFICATIONS

Knowledge and Skills: Requires a basic knowledge of building trades practices and principles sufficient to perform routine maintenance and repair tasks. Requires knowledge of the use, maintenance and minor repair of the various tools and equipment used in building maintenance and repair work. Must know and understand safety rules and regulations. Must have basic record keeping and report writing skills. Requires communication skills sufficient to discuss and understand somewhat technical information and to interact with the normal range of contacts usually found at this level.

Abilities: Must be able to perform all of the essential duties of the position with only minimal supervision. Must be able to work as a member of a crew and maintain harmonious work relationships. Must be able to perform at the semi-skilled level in one or more of the building trades. Requires the ability to read, understand and interpret schedules, drawings and blueprints. Requires the ability to understand written and oral instructions. Must be able to make simple mathematical calculations.

Physical Abilities: Requires the ability to stand, walk and manipulate (lift, carry, move) light to medium weights of 10 - 50 pounds. May climb (eg ladders), stoop, kneel and crouch. Requires good hand-eye coordination, hand and finger dexterity including ability to grasp, and visual acuity to operate equipment and read technical and safety information.

Education and Experience: High School diploma or equivalent required. Minimum of 1 year of experience performing a variety of basic maintenance and repair of buildings and related equipment.

Licenses and Certificates: Requires a valid California Driver's License and medical examination card.

Working Conditions: Work is performed indoors and outdoors where significant health and safety considerations exist from physical labor and use of specialized equipment consistent with trade area. Work conditions may be unpleasant and uncomfortable due to physical positions and/or environmental extremes.

Position:	Building Maintenance Worker II	FLSA:	Non-exempt
Department/Site:	Maintenance and Operations	Salary Grade:	16
Reports to/Evaluated by:	Supervisor of Trades	Salary Schedule:	Classified

SUMMARY

Performs a variety of semi-skilled to skilled work in the alteration, maintenance, and repair of District equipment, buildings and building facilities and systems. Work is performed under general supervision of the Supervisor of Trades or a Building Maintenance Mechanic. Works independently or as a member of a maintenance crew in performance of semi-skilled to skilled tasks in one or more trades. May specialize in one trade but is expected to work in a variety of trades as directed. Work relationships may extend beyond the peer group to District staff in other departments, outside contractors, faculty and students. Work may be outside in adverse weather conditions.

DISTINGUISHING CAREER FEATURES

Position requires generalized experience in the building trades. Advancement to this position requires 2 years or equivalent as Building Maintenance Worker I. Advancement to higher levels possible with specialized training in one of the basic or advanced trades combined with demonstrated ability to perform at the journey level. Level of advancement will depend on the type of specialization, and a combination of formal apprenticeship, certification and/or additional college level work.

ESSENTIAL DUTIES AND RESPONSIBILITIES

- Cleans, maintains, and repairs building fixtures and equipment including locks, windows, doors, screens, blinds, gutters, drains, shelving, and kitchen utensils. Replaces light bulbs and fuses. Makes simple repairs to furniture, asphalt tile, acoustical tile, linoleum and carpet.
- Assist Building Maintenance Mechanics in various trade areas such as carpentry, welding, painting and plumbing. May be trained to focus on area of specialization and assigned basic projects in these areas as well as periodically being assigned journey-level projects based on demonstrated knowledge and abilities.
- Performs a variety of building maintenance work including lubricating, regulating and repairing sewage and water systems, lines, and equipment.
- Assists in maintaining and repairing electrical lines and fixtures. Cleans and inspects boilers. Assists in repainting roofs. Assists in painting buildings and equipment. Assists in performing water chemistry testing and treatment.
- Assists in the repair and maintenance of sidewalks and roads, irrigation systems and equipment.
- Operates and performs minor maintenance on light equipment including tractors, power mowers, skiploaders, forklifts, and other labor saving devices. Operates power tools. Assists with District related set-ups.

- May need to read and interpret blueprints and designs. Maintains required records and makes reports. Prepares reports on work completed and materials used.
- Requisitions supplies and prepares records of work done.
- Performs preventive maintenance on the air conditioning and heating systems. Changes filters. Greases and oils bearings, motors, and compressors.
- Performs related duties as assigned.
- Performs other duties as assigned that support the overall objective of the position.

QUALIFICATIONS

Knowledge and Skills: Requires a basic knowledge of building trades practices and principles sufficient to perform routine maintenance and repair tasks. Requires knowledge of the use, maintenance and minor repair of the various tools and equipment used in building maintenance and repair work. Must know and understand safety rules and regulations. Must have basic record keeping and report writing skills. Requires communication skills sufficient to discuss and understand somewhat technical information and to interact with the normal range of contacts usually found at this level.

Abilities: Must be able to perform all of the essential duties of the position with only minimal supervision. Must be able to work as a member of a crew and maintain harmonious work relationships. Must be able to perform at the skilled or semi-skilled level in one or more of the building trades. Requires the ability to read, understand and interpret schedules, drawings and blueprints. Requires the ability to understand written and oral instructions. Must be able to make simple mathematical calculations.

Physical Abilities: Requires the ability to stand, walk and manipulate (lift, carry, move) light to medium weights of 10 - 50 pounds. May climb (eg ladders), stoop, kneel and crouch. Requires good hand-eye coordination, hand and finger dexterity including ability to grasp, and visual acuity to operate equipment and read technical and safety information.

Education and Experience: High School diploma or equivalent required. Minimum of 2 years experience or equivalent at the Building Maintenance Worker I level (general maintenance and repair in building maintenance or construction trades helper).

Licenses and Certificates: Requires a valid California Driver's License and medical examination card.

Working Conditions: Work is performed indoors and outdoors where significant health and safety considerations exist from physical labor and use of specialized equipment consistent with trade area. Work conditions may be unpleasant and uncomfortable due to physical positions and/or environmental extremes.

Position:	Grounds Maintenance Worker I	FLSA:	Non-exempt
Department/Site:	Grounds Maintenance	Salary Grade:	10
Reports to/Evaluated by:	Supervisor, Grounds & Landscape Services	Salary Schedule:	Classified

SUMMARY

Performs a variety of work involving grounds and landscape maintenance of public access grounds, gardens, and sports fields. Works under the direction of assigned lead or supervisor. May work independently or as a member of a crew. In some cases, may be designated as the site lead in absence of the assigned lead or supervisor.

DISTINGUISHING CAREER FEATURES

The Grounds Maintenance Worker I is the first in a four-tiered grounds career ladder. Incumbents can advance to Grounds Maintenance Worker II based on demonstration of knowledge and competency in landscape and horticultural techniques, and athletic field preparation. Requires 2 years at Level I. Advancement to Skilled Grounds Maintenance Worker requires one of the following, in addition to 2 years at Level II: a) specialization in irrigation systems or integrated pest management, b) responsible for a school site where no lead is present (typically elementary school with no regular crew, c) site lead for a smaller site with a small crew. Advancement to the fourth level of Grounds Maintenance Lead requires 2 years at level III in addition to demonstrated ability to provide leadership to assigned crew/s and competency in all areas of grounds maintenance.

ESSENTIAL DUTIES AND RESPONSIBILITIES

- Mows, edges, aerates, and re-seeds lawns. Trims shrubs, hedges, and trees. Hoes weeds and rakes lawns. Operates and cleans power riding lawn mowers, power blowers, common trucks, and other motorized equipment requiring similar skill.
- Assists with landscaping projects. Constructs and contours raised beds, gardens, and drainage areas.
- Plants and cultivates trees, grass, flowers, and shrubs. Applies fertilizer as needed. Spades and otherwise prepares grounds for planting.
- Removes weeds, blows, rakes, and removes trash and debris from walkways, culverts, stairways, roadways, planters, and parking. Maintains in-ground drains and culverts.
- Cleans fields and facilities following events. Performs general grounds clean-up including picking up paper and trash on grounds areas. Performs building maintenance and cleaning duties of athletic facilities.
- Assists with construction and repair of irrigation systems. Digs trenches, unloads and relocates materials, and cleans tools and equipment.
- Assists with preparation of sports fields. Mows, grooms, paints, and lines athletic and public use play fields to comply with pre-set dimensions.

- May assist with the orientation of new Grounds Maintenance Worker I employees to the operation.
- Performs other duties as assigned that support the overall objective of the position.

QUALIFICATIONS

Knowledge and Skills: Requires a basic knowledge and understanding of the procedures, methods and techniques of grounds and landscape maintenance. Requires working knowledge of the procedures used and proper application of fertilizers and other additives. Requires knowledge of the operating characteristics for light duty grounds equipment, such as, but not limited to mowers, blowers, trimmers, and power hand tools. Requires a basic knowledge of routine operation and maintenance of sprinkler irrigation systems. Requires sufficient communication skills to interact with co-workers, staff, and students. Requires sufficient arithmetic skills to calculate weights, proportions, and sums.

Abilities: Requires the ability to perform all of the essential duties of the position. Requires the ability to operate and service common grounds and landscape maintenance tools, equipment and vehicles including, but not limited to power riding lawn mowers, power blowers, and light duty trucks. Must be able to calculate fertilizer application amounts and apply them in a safe manner. Requires the ability to identify common plant, insect and nutrient deficiencies.

Physical Abilities: Requires the ability to stand for extended periods of time, walk up to 400 yards uninterrupted, and manipulate (lift, carry, move) light to heavy weights of up to 75 pounds on a regular basis. Requires the ability to push, pull, and guide materials over 75 pounds. Requires the ability to climb (e.g. ladders), stoop, kneel, and crouch on a regular basis. Requires sufficient hand-eye coordination, hand and finger dexterity including ability to grasp, and visual acuity to operate common grounds equipment and read instructions and safety information. Requires auditory ability to hear machinery sounds and alarms. Requires near and far visual acuity to read printed materials and observe grounds objects. Requires speaking ability to carry on ordinary conversations. Requires the ability to work in extreme temperature conditions.

Education and Experience: High School diploma or equivalent required. 1 year of experience preferred in gardening, nursery work or grounds maintenance, and demonstrated ability to operate light duty grounds equipment.

Licenses and Certificates: Requires a valid Driver's License and medical examination card.

Working Conditions: Work is performed mostly outdoors where significant health and safety considerations exist from physical labor and working with machinery.

Position:	Grounds Team Leader	FLSA:	Non-exempt
Department/Site:	Plant Operations/Grounds & Landscape	Salary Grade:	16
Reports to/Evaluated by:	Grounds Supervisor	Salary Schedule:	Classified Management

SUMMARY

Plans, prioritizes, assigns, reviews, and participates with a team of Groundskeepers in providing grounds, sports field, and landscape maintenance for an assigned geographic region within the District. Performs work requiring the highest skill level such as, but not limited to, equipment operation for major projects, turf management, and irrigation, spraying of chemicals.

DISTINGUISHING CAREER FEATURES

The Grounds Team Leader is the senior, partial leadership position in the Groundskeeper series requiring experience and skill in equipment operation, irrigation, and project leadership. Advancement to this partial supervisory position will require demonstrated competency in project leadership and planning.

ESSENTIAL DUTIES AND RESPONSIBILITIES

- Coordinates, prioritizes, and assigns Groundskeepers, participates in and reviews the work progress and results of grounds and landscape maintenance services.
- Provides and/or coordinates training of Grounds Specialists and other Groundskeepers to improve their skills and work performance.
- Establishes schedules and methods for providing grounds and landscape maintenance services within the limitations of available staffing and equipment and in compliance with established health and safety regulations.
- Participates in and administration of the grounds and landscape maintenance project planning. Prepares drawings and other diagrams for grounds and landscape projects such as beautification, play, and athletic fields. Estimates project cost, including labor hours and materials. Monitors expenditures and timely completion of assigned duties.
- Monitors the preventive and regular maintenance of assigned equipment. Requisitions supplies and equipment. Recommends acquisition of new equipment or disposal of existing equipment.
- Coordinates a small team to take on district maintenance projects, including but not limited to, moving furniture, materials and equipment, repairing fences, roofs and asphalt, mixing and pouring concrete, and installing play and athletic field equipment.
- Ensures that outdoor courts, tracks, and fields are ready for interscholastic and recreational events.
- Ensures the safe and proper application of herbicides, pesticides and fertilizer.

- Prepares and maintains a variety of records and reports pertaining to work orders, work schedules, equipment repair, and supplies.
- Performs other duties as assigned that support the overall objective of the position. Performs all of the duties of a Skilled Groundskeeper as needed.

QUALIFICATIONS

Knowledge and Skills: Requires considerable knowledge of garden, landscape and grounds maintenance methods and techniques, including horticulture, turf maintenance, weed and pest control and irrigation systems. Requires a working knowledge of the rules, regulations or codes governing use of pesticides, fungicides and herbicides including safety considerations. Considerable skill in using hand and garden tools and operating light and medium duty equipment including those such as backhoes. Must have a working knowledge of maintenance and repair of grounds and landscaping equipment. Requires a thorough knowledge of sound safety practices for tools, equipment, materials and chemicals used in the line of work. Must have sufficient administrative and leadership, and communication skills to document work and work productively with others.

Abilities: Requires the ability to train, guide, and perform the same duties as other Groundskeeper I and II engaged in skilled to unskilled tasks. Requires the ability to issue and follow written and oral instructions and complete records and reports. Must be able to develop and project department budget needs and oversee equipment and supply inventories. Must be able to plan, organize and prioritize work in order to meet maintenance and upkeep schedules. Must be able to understand, interpret and explain District and department policies and procedures.

Physical Abilities: Incumbent performs work outdoors and of an active nature, requiring sufficient cardiovascular fitness to carry out assignments. Requires the ability to stand for extended periods of time, walk up to 400 yards, and manipulate (lift, carry, move) light to heavy weights of up to 75 pounds on a regular basis. Requires the ability to push, pull, and guide materials over 75 pounds. Requires the ability to climb (e.g. ladders), stoop, kneel, and crouch on a regular basis. Requires sufficient hand-eye coordination, hand and finger dexterity including ability to grasp, and visual acuity to operate demanding grounds equipment and read instructions and safety information. Requires auditory ability to hear machinery sounds and alarms. Requires near and far visual acuity to read printed materials and observe stationary and moving objects. Requires speaking ability to carry on ordinary conversations. Requires the ability to work in extreme temperature conditions.

Education and Experience: The position typically requires a High School diploma or equivalent and 5 years of increasingly responsible grounds keeping experience performing in areas such as turf management, operation of excavating equipment, landscaping and horticulture, and irrigation. Post high school training in landscaping or related area may substitute for some experience.

Licenses and Certificates: Requires valid Driver's License, and a Qualified Applicator's Certificate.

Working Conditions: Work is performed indoors and outdoors where significant health and safety considerations exist from physical labor and working with machinery.

Position:	Groundskeeper I	FLSA:	Non-exempt
Department/Site:	Plant Operations/Grounds & Landscape	Salary Grade:	10
Reports to/Evaluated by:	Grounds Supervisor	Salary Schedule:	Classified

SUMMARY

Performs a variety of work involving grounds and landscape maintenance of public access grounds, gardens, and sports fields. Works under the direction of assigned lead or supervisor. May work independently or as a member of a crew. In some cases, may be designated as the site lead in absence of the assigned lead or supervisor.

DISTINGUISHING CAREER FEATURES

The Groundskeeper I is the first, and entry level, where incumbents perform physical labor as part of a work crew. They may advance to Groundskeeper II with appropriate experience in demonstrating competency in landscape and horticultural techniques and preparing athletic fields. Advancement to Skilled Groundkeeper requires the following, or equivalent:

- Competency in turf management,
- Skill at operating specialized equipment, or
- Assignment to a school site (alone) containing regulation sports fields.

Advancement to the Senior Skilled Groundskeeper requires 3 years at level as a Skilled Groundskeeper and special credentials in pesticide application, irrigation, and/or horticulture.

ESSENTIAL DUTIES AND RESPONSIBILITIES

- Mows, edges, aerates, and re-seeds lawns. Trims shrubs, hedges, and trees. Hoes weeds and rakes lawns. Operates and cleans power riding lawn mowers, power blowers, common trucks, and other motorized equipment requiring similar skill.
- Assists with landscaping projects. Constructs and contours raised beds, gardens, and drainage areas.
- Plants and cultivates trees, grass, flowers, and shrubs. Applies fertilizer as needed. Spades and otherwise prepares grounds for planting.
- Removes weeds, blows, rakes, and removes trash and debris from walkways, culverts, stairways, roadways, planters, and parking. Maintains in-ground drains and culverts.
- Cleans fields and facilities following events. Performs general grounds clean-up including picking up paper and trash on grounds areas. Performs building maintenance and cleaning duties of athletic facilities.
- Assists with construction and repair of irrigation systems. Digs trenches, unloads and relocates materials, and cleans tools and equipment.
- Assists with preparation of sports fields. Mows, grooms, paints, and lines athletic and public use play fields to comply with pre-set dimensions.

- May assist with the orientation of new Groundskeeper I employees to the operation.
- Performs other duties as assigned that support the overall objective of the position.

QUALIFICATIONS

Knowledge and Skills: Requires a basic knowledge and understanding of the procedures, methods and techniques of grounds and landscape maintenance. Requires working knowledge of the procedures used and proper application of fertilizers and other additives. Requires knowledge of the operating characteristics for light duty grounds equipment, such as, but not limited to mowers, blowers, trimmers, and power hand tools. Requires a basic knowledge of routine operation and maintenance of sprinkler irrigation systems. Requires sufficient communication skills to interact with co-workers, staff, and students. Requires sufficient arithmetic skills to calculate weights, proportions, and sums.

Abilities: Requires the ability to perform all of the essential duties of the position. Requires the ability to operate and service common grounds and landscape maintenance tools, equipment and vehicles including, but not limited to power riding lawn mowers, power blowers, and light duty trucks. Must be able to calculate fertilizer application amounts and apply them in a safe manner. Requires the ability to identify common plant, insect and nutrient deficiencies.

Physical Abilities: Requires the ability to stand for extended periods of time, walk up to 400 yards uninterrupted, and manipulate (lift, carry, move) light to heavy weights of up to 75 pounds on a regular basis. Requires the ability to push, pull, and guide materials over 75 pounds. Requires the ability to climb (e.g. ladders), stoop, kneel, and crouch on a regular basis. Requires sufficient hand-eye coordination, hand and finger dexterity including ability to grasp, and visual acuity to operate common grounds equipment and read instructions and safety information. Requires auditory ability to hear machinery sounds and alarms. Requires near and far visual acuity to read printed materials and observe grounds objects. Requires speaking ability to carry on ordinary conversations. Requires the ability to work in extreme temperature conditions.

Education and Experience: The position requires a High School diploma or equivalent and 1 year of experience preferred in gardening, nursery work or grounds maintenance, and demonstrated ability to operate light duty grounds equipment.

Licenses and Certificates: Requires a valid Driver's License and medical examination card.

Working Conditions: Work is performed mostly outdoors where significant health and safety considerations exist from physical labor and working with machinery.

Position:	Skilled Groundskeeper	FLSA:	Non-exempt
Department/Site:	Grounds Maintenance	Salary Grade:	14
Reports to/Evaluated by:	Supervisor, Grounds & Landscape Services	Salary Schedule:	Classified

SUMMARY

Performs a variety of work involving grounds and landscape maintenance of public access grounds, gardens, and sports fields.

DISTINGUISHING CAREER FEATURES

The Skilled Groundskeeper is the third level in the grounds keeping career path. Groundskeeper I is the first, and entry level, where incumbents perform physical labor as part of a work crew. They may advance to Groundskeeper II after 2 years at level I, and demonstrating competency in landscape and horticultural techniques and preparing athletic fields. Advancement to Skilled Groundkeeper requires the following:

- Competency in turf management,
- Skill at operating specialized equipment, or
- Assignment to a school site (alone) containing regulation sports fields.

Advancement to the Senior Skilled Groundskeeper requires 3 years at level as a Skilled Groundskeeper and special credentials in pesticide application, irrigation, and/or horticulture.

ESSENTIAL DUTIES AND RESPONSIBILITIES

- Selects, plants, prunes, and trims trees, ornamental plants, shrubs, and ground covers to accomplish landscaping objectives.
- Serves as a resource on landscape and horticultural matters. May plan, draw, and prepare land changes to conform to desired landscaping goals.
- Removes weeds, blows, rakes, and removes trash and debris from walkways, culverts, stairways, roadways, planters, and parking. Mows, grooms, and replants lawn areas. Fertilizes turf and various landscaped areas. Maintains in-ground drains and culverts.
- Designs and installs new landscaping by cultivating and renovating areas and installing or replacing turf, trees, ornamental plants, shrubs, ground covers, annuals, and bulbs.
- Prepares, repairs, or installs fencing, paving materials for pathways and road repair, concrete and rock retaining walls, wood, concrete, and/or rock borders, and various posts, slabs, drains, and culverts.
- Stakes, prunes, thins, and transplants turf, trees, ornamental plants, shrubs, ground covers, annuals, and bulbs. Levels, cuts, fills, trenches, and excavates grounds with tractors and other rolling stock. Prepares sites for portable buildings.
- Prepares surfaces for use in inclement weather.

- Maintains athletic fields, areas, surfaces, and outdoor classrooms in a safe and usable condition. Mows, grooms, contours, paints, and lines athletic and public use play fields to comply with required dimensions.
- Constructs, sets up, takes down, maintains, and repairs athletic activity courses, tracks, ranges, fields, and other structures.
- Sets up signs, scoreboards, goals, clocks, benches, trash cans, public address systems, and bleachers for athletic or other events.
- Operates specialized machinery to configure and upkeep special land uses such as athletic fields and pedestrian parks.
- Operates equipment such as, but not limited to, tractors, mowers, chippers, jackhammers, compressors, and an array of common power tools.
- Assists with installation, repair, and replacement of landscape irrigation systems following and interpreting blueprints, sketches or verbal instructions.
- Applies fertilizers, herbicides and pesticides to areas, as authorized.
- Maintains work order records, equipment parts listings, equipment oil change logs, equipment service/repair logs, seed usage logs, irrigation repair logs, fire hydrant maintenance logs, and records of supplies used on athletic fields.
- Maintains current Material Safety Data Sheets (MSDS) for potentially hazardous materials. Maintains logs and files pesticide use reports.
- May guide the work of part-time and student workers on an intermittent basis.
- Performs other duties as assigned that support the overall objective of the position.

QUALIFICATIONS

Knowledge and Skills: The position requires working knowledge of turf management and maintenance practices and techniques including those for athletic fields. Requires knowledge of horticulture and methods of planting, cultivating, pruning, and caring for plants, trees, and lawns. Requires knowledge of sprinkler and irrigation system design, installation, operation, and maintenance. Requires knowledge of the operating characteristics of a full range of grounds maintenance equipment. Requires knowledge of and skill at reading landscape blueprints and specifications. Requires knowledge of proper and safe application of fertilizers, herbicides, and pesticides. Requires knowledge of plant diseases and pests and their biological and chemical controls. record keeping techniques. Requires knowledge of safe lifting techniques; techniques for safe handling, storage, and disposal of hazardous materials. Requires sufficient math skill to calculate distances, proportions, and sums. Requires sufficient human relations skill to work cooperatively as part of a team to serve internal and external customers.

Abilities: Requires the ability to perform all of the essential duties of the position. Requires the ability to plant, cultivate, prune, and care for plants, trees, and lawns. Requires the ability to use herbicides and pesticides safely and effectively. Requires the ability to perform roadway and sidewalk repairs, including mixing and pouring concrete, asphalt, etc. Must be able to manage and maintain lawns, athletic fields, gardens, and perform roadway and sidewalk repairs. Must be able to identify turf and other plant diseases and pests and take steps to mitigate or eradicate. Must be able to design, install, operate, maintain, and repair sprinkler and irrigation systems. Requires the ability to read and interpret blueprints and specifications. Requires the ability to use and perform servicing and minor repair to hand tools, mechanical equipment and power tools and rolling stock. Requires the ability to maintain accurate records. Requires the ability to service pumps and motors used in irrigation systems; and engine fluids, components, and suspensions, of powered equipment. Requires the ability to safely apply pesticides and herbicides. Requires the ability to work as part of a team with minimal supervision. Requires the ability to work varying schedules in support of projects and events.

Physical Abilities: Requires the ability to stand for extended periods of time, walk up to 400 yards uninterrupted, and manipulate (lift, carry, move) light to heavy weights of up to 75 pounds on a regular basis. Requires the ability to push, pull, and guide materials over 75 pounds. Requires the ability to climb (e.g. ladders), stoop, kneel, and crouch on a regular basis. Requires sufficient hand-eye coordination, hand and finger dexterity including ability to grasp, and visual acuity to operate common grounds equipment and read instructions and safety information. Requires auditory ability to hear machinery sounds and alarms. Requires near and far visual acuity to read printed materials and observe grounds objects. Requires speaking ability to carry on ordinary conversations. Requires the ability to work in extreme temperature conditions.

Education and Experience: The position typically requires a High School diploma or equivalent and 2 years of increasingly responsible grounds keeping experience performing in areas such as maintenance, operation of excavating equipment, and having specialized knowledge of landscaping and horticultural techniques.

Licenses and Certificates: Requires a valid Driver's License and medical examination card. May require a forklift certificate and a pesticide applicator's certificate.

Working Conditions: Work is performed mostly outdoors where significant health and safety considerations exist from physical labor and working with machinery.

Appendix C

Unrestricted Site Allocation Comparisons

Unrestricted Site Allocations																						
August, 2007																						
Collected from District & FCMAT Listserve																						
	Grade Levels																					
Unrestricted allocation	K-5	K-6	6-8	7-8	9-12																	
Enterprise Elementary	80			98																		
Windsor Unified	58			77																		
																						Base amounts per grade grouping are \$33, \$52, and \$66 plus \$25 /enr for copy machines SDC count base funding at 50% of base amount with additional \$'s coming from Spec Ed adj by 3% savings set aside in 2006-07 Amts exclude custodial & maintenance supplies
Konocti Unified		50		75	100																	District has one site that is 6-8; Amts exclude custodial and maintenance supplies
Orcutt Union		36.34		45.34																		Sites also receive \$1,000 toward equipment
Visalia Unified		59.34		67.82	123.33																	Sites have discretion. Primary custodial supplies in custodial budget
Whittier City		29	43																			Supplies (amounts for this district are 75% of norm due to declining enr. Principal discretion
		2.94	2.94																			Equipment
		0.4	0.4																			Nurse
		9	9																			Custodial
		250	250																			Flat amount (not per enr) for conferences
		0.9	0.9																			Postage
		1.4	1.4																			Printer
		12.82	12.82																			Noon Duty Aides
South Pasadena	55		65																			Principal discretion for inst supplies, copy machine maintenance and/or lease agreements, books, health, and custodia. Does not include athletics for high school
Santa Maria Jt HSD					90.6																	
Coalinga-Huron		34	55.25	93.5																		
Colusa		50.5	59.5	76.5																		Used for supplies, field trips, conferences, etc.

Appendix D

*Custodial and maintenance cost data from district reports for 2004-05
through 2006-07*

Enterprise Elementary
 Budget Analysis
 Source: District

Custodial and Maintenance Costs - by site

Non-Capitalized Equipment

	site #	2004-05	2005-06	2006-07*	*prior to close of books
District	1	0	6,399	21,041	27,440
Alta Mesa	11	643	0		643
Lassen View	12	0	0	498	498
Mistletoe	13	2,753	600		3,354
Parsons	14	0		7,059	7,059
Rother	15	0	3,847	943	4,790
Shasta Meadows	16	0	0	0	0
	17	0	0	0	0
Boulder Creek	18	0	1,505	0	1,505
June Street	20	0	0	0	0
Total		3,397	12,352	29,540	45,289

General Supplies

	site #	2004-05	2005-06	2006-07*	*prior to close of books
District	1	454	1,608	7,613	9,675
Alta Mesa	11	806	845	346	1,997
Lassen View	12	199	0	246	445
Mistletoe	13	2,469	82	779	3,330
Parsons	14	412	162	32	606
Rother	15	0	0	0	0
Shasta Meadows	16	1,040	733		1,773
	17	455	0	0	472
Boulder Creek	18	0	0	0	0
June Street	20	0	0	0	0
Total		5,835	3,429	9,016	18,281

Custodial Supplies

	site #	2004-05	2005-06	2006-07*	*prior to close of books
District	1	900	1,367	1,407	3,675
Alta Mesa	11	10,254	7,552	7,326	25,132
Lassen View	12	8,508	5,029	4,520	18,057
Mistletoe	13	11,019	9,240	9,330	29,589
Parsons	14	15,924	14,042	9,721	39,687
Rother	15	4,671	5,262	7,289	17,223
Shasta Meadows	16	5,117	3,738	3,293	12,148
	17	0	0	0	0
Boulder Creek	18	11,290	9,119	10,832	31,241
June Street	20	0	0	0	0
Total		67,683	55,348	53,719	176,750

Enterprise Elementary
 Budget Analysis
 Source: District

Custodial and Maintenance Costs - by site

Maintenance Supplies

	site #	2004-05	2005-06	2006-07*	*prior to close of books
District	1	0	0	0	0
Alta Mesa	11	656	1,591	2,763	5,010
Lassen View	12	3,191	2,389	2,612	8,192
Mistletoe	13	2,410	4,761	6,454	13,625
Parsons	14	4,433	8,221	5,940	18,594
Rother	15	592	1,704	2,106	4,401
Shasta Meadows	16	0	0	599	599
	17	1,524	0	0	1,524
Boulder Creek	18	1,797	2,744	2,150	6,691
June Street	20	0	0	0	0
Total		14,602	21,410	22,624	58,637

Fuel & Oil

	site #	2004-05	2005-06	2006-07*	*prior to close of books
District	1	142	125	891	1,158
Alta Mesa	11	0	0	0	0
Lassen View	12	0	0	0	0
Mistletoe	13	0	0	0	0
Parsons	14	0	0	0	0
Rother	15	0	0	0	0
Shasta Meadows	16	0	0	0	0
	17	0	0	0	0
Boulder Creek	18	0	0	0	0
June Street	20	0	0	0	0
Total		142	125	891	1,158

Mileage Other than Conference

	site #	2004-05	2005-06	2006-07*	*prior to close of books
District	1	474	484	365	1,323
Alta Mesa	11	0	42		42
Lassen View	12	0	0	0	0
Mistletoe	13	0	0	0	0
Parsons	14	0	0	0	0
Rother	15	0	0	0	0
Shasta Meadows	16	0	0	0	0
	17	0	0	0	0
Boulder Creek	18	0	107	75	183
June Street	20	0	0	0	0
Total		474	633	440	1,548

Enterprise Elementary
 Budget Analysis
 Source: District

Custodial and Maintenance Costs - by site

Rentals

	site #	2004-05	2005-06	2006-07*	*prior to close of books
District	1	0	0	749	749
Alta Mesa	11	0	0	0	0
Lassen View	12	0	0	0	0
Mistletoe	13	0	0	0	0
Parsons	14	124	76	118	317
Rother	15	0	0	0	0
Shasta Meadows	16	0	0	0	0
	17	0	0	0	0
Boulder Creek	18	0	0	0	0
June Street	20	0	0	0	0
Total		124	76	867	1,066

Contract Maint/Repairs

	site #	2004-05	2005-06	2006-07*	*prior to close of books
District	1	38,327	94,563	135,314	268,203
Alta Mesa	11	11,215	8,853	12,739	32,807
Lassen View	12	4,573	3,399	2,485	10,457
Mistletoe	13	3,166	4,665	5,649	13,480
Parsons	14	21,685	20,320	11,238	53,243
Rother	15	4,952	4,257	7,653	16,862
Shasta Meadows	16	3,217	6,382	5,911	15,511
	17	3,600	176	0	3,776
Boulder Creek	18	8,191	8,708	6,930	23,829
June Street	20	0	0	1,138	1,138
Total		98,927	151,322	189,057	439,306

General Operating Expenditures

	site #	2004-05	2005-06	2006-07*	*prior to close of books
District	1	7		1,647	1,654
Alta Mesa	11	581	0	0	581
Lassen View	12	470	120	246	836
Mistletoe	13	96	0	60	156
Parsons	14	0	0	72	72
Rother	15	0	0	142	142
Shasta Meadows	16	40	110	149	299
	17	0	0	0	0
Boulder Creek	18	210	0	0	210
June Street	20	0	0	0	0
Total		1,404	230	2,315	3,949

Enterprise Elementary
 Budget Analysis
 Source: District

Custodial and Maintenance Costs - by site

Personal Contract - Instruction

	site #	2004-05	2005-06	2006-07*	*prior to close of books
District	1	37,440	40,000	11,939	89,379
Alta Mesa	11	0	0	0	0
Lassen View	12	0	0	0	0
Mistletoe	13	0	0	0	0
Parsons	14	0	0	0	0
Rother	15	0	0	0	0
Shasta Meadows	16	0	0	0	0
	17	0	0	0	0
Boulder Creek	18	0	0	0	0
June Street	20	0	0	0	0
Total		37,440	40,000	11,939	89,379

Utilities

	site #	2004-05	2005-06	2006-07*	*prior to close of books
District	1	0	0	0	0
Alta Mesa	11	1,031	723	737	2,491
Lassen View	12	1,807	2,771	2,785	7,363
Mistletoe	13	1,827	972	0	2,799
Parsons	14	2,080	1,335	0	3,414
Rother	15	644	343	3,052	4,040
Shasta Meadows	16	695	419	551	1,664
	17	293	26	0	319
Boulder Creek	18	444	948	913	2,305
June Street	20	0	0	0	0
Total		8,820	7,536	8,038	24,394

Telephone

	site #	2004-05	2005-06	2006-07*	*prior to close of books
District	1	1,024	776	43	1,844
Alta Mesa	11	215	223	34	472
Lassen View	12	0	0	0	0
Mistletoe	13	0	219	135	354
Parsons	14	14	0	112	125
Rother	15	0	146	0	146
Shasta Meadows	16	0	0	0	0
	17	0	0	0	0
Boulder Creek	18	483			483
June Street	20	290	404	18	711
Total		2,026	1,768	342	4,135

Enterprise Elementary
 Budget Analysis
 Source: District

Custodial and Maintenance Costs - by site

New Building

	site #	2004-05	2005-06	2006-07*	*prior to close of books
District	1	1,300	106,464		107,764
Alta Mesa	11	0	0	0	0
Lassen View	12	0	0	0	0
Mistletoe	13	0	0	0	0
Parsons	14	0	0	0	0
Rother	15	0	0	0	0
Shasta Meadows	16	0	0	0	0
	17	0	0	0	0
Boulder Creek	18	0	0	0	0
June Street	20	0	0	0	0
Total		1,300	106,464	0	107,764

Site Improvement

	site #	2004-05	2005-06	2006-07*	*prior to close of books
District	1	0	0	0	0
Alta Mesa	11	0	0	0	0
Lassen View	12	0	0	0	0
Mistletoe	13	0	0	0	0
Parsons	14	0	0	0	0
Rother	15	0	48,184	0	48,184
Shasta Meadows	16	0	0	0	0
	17	0	0	0	0
Boulder Creek	18	0	0	0	0
June Street	20	0	0	0	0
Total		0	48,184	0	48,184

Building Improvement

	site #	2004-05	2005-06	2006-07*	*prior to close of books
District	1	695,428	176,945	0	872,373
Alta Mesa	11	0	0	0	0
Lassen View	12	0	0	0	0
Mistletoe	13	0	0	0	0
Parsons	14	0	0	0	0
Rother	15	0	0	0	0
Shasta Meadows	16	0	0	0	0
	17	0	0	0	0
Boulder Creek	18	0	0	0	0
June Street	20	0	0	0	0
total		695,428	176,945	0	872,373

Enterprise Elementary
 Budget Analysis
 Source: District

Custodial and Maintenance Costs - by site

New Equipment

	site #	2004-05	2005-06	2006-07*	*prior to close of books
District	1	0	0	15,105	15,105
Alta Mesa	11	0	0	0	0
Lassen View	12	0	0	0	0
Mistletoe	13	0	0	0	0
Parsons	14	0	0	0	0
Rother	15	0	0	0	0
Shasta Meadows	16	0	0	0	0
	17	0	0	0	0
Boulder Creek	18	0	0	0	0
June Street	20	0	0	0	0
Total		0	0	15,105	15,105

Grand Totals **937,603** **625,823** **343,892** **1,907,318**

Totals by Site

	2004-05	2005-06	2006-07*	*prior to close of books
District	775,496	428,732	196,113	1,400,341
Alta Mesa	25,402	19,828	23,946	69,175
Lassen View	18,748	13,708	13,392	45,847
Mistletoe	23,741	20,539	22,407	66,687
Parsons	44,671	44,155	34,291	123,117
Rother	10,859	63,743	21,184	95,786
Shasta Meadows	10,109	11,381	10,503	31,993
Site 17	5,872	202	0	6,074
Boulder Creek	22,415	23,131	20,901	66,447
June Street	290	404	1,156	1,849

Appendix E

Study Agreement

FISCAL CRISIS & MANAGEMENT ASSISTANCE TEAM
STUDY AGREEMENT

June 8, 2007

The FISCAL CRISIS AND MANAGEMENT ASSISTANCE TEAM (FCMAT), hereinafter referred to as the Team, and the Enterprise Elementary School District, hereinafter referred to as the District, mutually agree as follows:

1. BASIS OF AGREEMENT

The Team provides a variety of services to school districts and county offices of education upon request. The District has requested that the Team provide for the assignment of professionals to study specific aspects of the Enterprise Elementary School District operations. These professionals may include staff of the Team, County Offices of Education, the California State Department of Education, school districts, or private contractors. All work shall be performed in accordance with the terms and conditions of this Agreement.

2. SCOPE OF THE WORK

A. Scope and Objectives of the Study

The scope and objectives of this study are to:

- 1) Conduct a review of the current assignment of all custodial, maintenance, and grounds tasks to district custodians and provide recommendations to restructure the responsibilities into a more traditional three area format with job descriptions, responsibilities, and reporting structure specific to each operational area.
- 2) Assist the district with revising the current site funding formula and budget allocations in order to create a centralized maintenance and operations budget.

B. Services and Products to be Provided

- 1) Orientation Meeting - The Team will conduct an orientation session at the District to brief District management and supervisory personnel on the procedures of the Team and on the purpose and schedule of the study.
- 2) On-site Review - The Team will conduct an on-site review at the District office and at school sites if necessary.
- 3) Progress Reports - The Team will hold an exit meeting at the conclusion of the on-site review to inform the District of significant findings and recommendations to that point.
- 4) Exit Letter - The Team will issue an exit letter approximately 10 days after the exit meeting detailing significant findings and recommendations to date and memorializing the topics discussed in the exit meeting.

- 5) Draft Reports - Sufficient copies of a preliminary draft report will be delivered to the District administration for review and comment.
- 6) Final Report - Sufficient copies of the final study report will be delivered to the District following completion of the review.

3. PROJECT PERSONNEL

The study team will be supervised by Anthony L. Bridges, Deputy Executive Officer, Fiscal Crisis and Management Assistance Team, Kern County Superintendent of Schools Office. The study team may also include:

- A. Michelle Plumbtree FCMAT Fiscal Intervention Specialist
- B. Two FCMAT Maintenance, Operations, and Facilities Consultants

Other equally qualified consultants will be substituted in the event one of the above noted individuals is unable to participate in the study.

4. PROJECT COSTS

The cost for studies requested pursuant to E.C. 42127.8(d)(1) shall be:

- A. \$500.00 per day for each Team Member while on site, conducting fieldwork at other locations, preparing and presenting reports, or participating in meetings.
- B. All out-of-pocket expenses, including travel, meals, lodging, etc. Based on the elements noted in section 2 A, the total cost of the study is estimated at \$8,000. The District will be invoiced at actual costs, with 50% of the estimated cost due following the completion of the on-site review and the remaining amount due upon acceptance of the final report by the District
- C. Any change to the scope will affect the estimate of total cost.

Payments for FCMAT services are payable to Kern County Superintendent of Schools-Administrative Agent.

5. RESPONSIBILITIES OF THE DISTRICT

- A. The District will provide office and conference room space while on-site reviews are in progress.
- B. The District will provide the following (if requested):
 - 1) A map of the local area
 - 2) Existing policies, regulations and prior reports addressing the study request

- 3) Current organizational charts
- 4) Current and four (4) prior year's audit reports
- 5) Any documents requested on a supplemental listing

C. The District Administration will review a preliminary draft copy of the study. Any comments regarding the accuracy of the data presented in the report or the practicability of the recommendations will be reviewed with the Team prior to completion of the final report.

Pursuant to EC 45125.1(c), representatives of FCMAT will have limited contact with District pupils. The District shall take appropriate steps to comply with EC 45125.1(c).

6. PROJECT SCHEDULE

The following schedule outlines the planned completion dates for key study milestones:

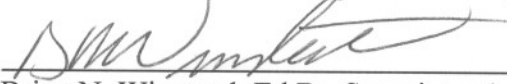
Orientation:	To be Determined
Staff Interviews:	To be Determined
Exit Interviews:	To be Determined
Preliminary Report Submitted:	To be Determined
Final Report Submitted:	To be Determined
Board Presentation:	To be Determined

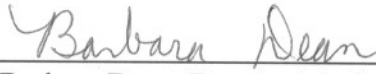
7. CONTACT PERSON

Please print name of contact person: Shayne Hale, Director of M&O
Shasta County Office of Education

Telephone 530 225-0220 FAX _____

Internet Address mshale@shastacoe.org


 Brian N. Winstead, Ed.D., Superintendent Date 6/11/07
 Enterprise Elementary School District


 Barbara Dean, Deputy Administrative Officer Date June 8, 2007
 Fiscal Crisis and Management Assistance Team

In keeping with the provisions of AB1200, the County Superintendent will be notified of this agreement between the District and FCMAT and will receive a copy of the final report.