



West Fresno Elementary School District

Facilities Management
Comprehensive Review
June 2003

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FACILITIES MANAGEMENT

SUMMARY OF PRINCIPAL FINDINGS AND RECOMMENDATIONS

Overview

This report documents the review of the condition of the facilities in the West Fresno Elementary School District. While this report provides greater detail about the conditions and processes observed, there are overarching conditions that deserve special attention because they pervade the operation and maintenance of facilities in the district. These conditions are detailed below.

Lack of Board Policies

The district needs to revise and adopt current board policies for the successful recovery of the district. Rather than cite in each individual standard that there is a lack of current board policies, this is being stated here as a summary finding.

District Economics

The operating budget has been and continues to be severely affected by the near-bankruptcy of the district and ongoing debt service costs. The appointment of the State Administrator has provided the district with a renewed attitude of doing whatever it takes to turn the district around for the betterment of the students. This is seen most vividly in improvements to the facilities in the past couple of years.

While the district was able to pass a \$6 million General Obligation Bond, the use of these funds did not follow normal fiscal procedures, resulting in the construction of a gymnasium that is underutilized.

As a result of these factors and others detailed within the report, the educational environment provided by the district's facilities has been improved, but some needs that must still be met. Millions of dollars from E-rate funding was spent to upgrade the technology of the classrooms, but now the program is clouded with an FBI investigation of how the funds were spent. This could result in a repayment to the federal government of an undetermined amount.

Community Support

While the community is generally supportive of both individual schools and the district as a whole, it is important to recognize that both district standards and de-facto community standards affect the condition of schools. The following recommendations for continued efforts to maintain and increase community involvement in schools are intended to help align these two potentially different standards.

School Safety

There is no evidence of a school safety plan, though the current administrator and staff are developing a plan for compliance with the federal No Child Left Behind program. The development of a comprehensive safety plan is well under way, but has not been completed and implemented. The recommendations regarding use of visitor badges and site safety plans are all designed to deal with the most visible safety issues found.

Facilities Planning

The planning for the future facility needs of the district is minimal since the district is experiencing declining enrollment, primarily due to the recent fiscal emergency and the uncertainty concerning the turnaround of the district's financial condition.

Maintenance and Custodial Service

The maintenance and custodial staff need to be evaluated regularly. Employees not meeting the standards of the district should be evaluated more often with training provided, or should be terminated to provide the opportunity for new staff to bring in modern cleaning and maintenance skills.

Facilities Financial Management

Normally, a small district has few facilities dollars of its own to spend for construction or renovation of existing facilities. However, the district has a combination of \$6 million local bond money and more than \$3 million in state facilities funds to modernize the two schools. The final step is to close out the state projects and determine if there are any funds left to spend on other projects.

Staffing and Morale

The morale of employees is recovering from the previous administrations. Employees are seeing support from the State Administrator, which is just what the staff appears to need. They see the administrator as someone to help boost morale rather than run the district.

Leadership

The review team found that the district has recently experienced considerable, positive changes in the leadership team primarily due to the exit of the previous Superintendent. The result is that the majority of the staff are optimistic about potential improvements in the district.

The review team saw evidence that the recent organizational and personnel changes are beginning to have a positive effect on district operations. It should be remembered, however, that it took several years for many of the areas identified as needing improvement to decline to the present state. Therefore, quick fixes are unlikely to produce lasting, long-term results and considerable patience may be needed.

1.1 School Safety—CDE Civil Defense and Disaster Planning Guide

Professional Standard

All school administrators should be thoroughly familiar with the California Department of Education, Civil Defense and Disaster Planning Guide for School Officials, 1972. (EC 32000-32004, 32040, 35295-35297, 38132, 46390-46392, 49505, GC 3100, 8607, CCR Title 5 §550, 560, Title 19 §2400)

Sources and Documentation

1. Board policy
2. Emergency operations plan
3. Site school crisis plans
4. Visible building evacuation plans
5. Emergency Exit signage
6. Evidence of training of school site students and staff
7. First-aid kits

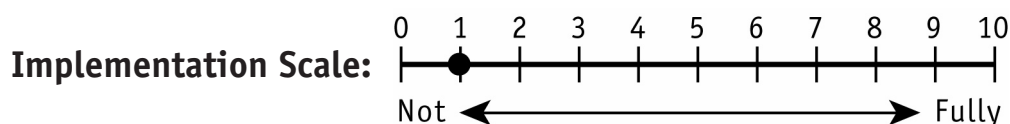
Findings

1. The district has no “Civil Defense and Disaster Planning Guide for School Officials.”
2. Of the source documents listed above, none was available during the site visits. Most notable was the lack of posted building evacuation plans. The teachers reportedly had them and knew how to use them.
3. Site administrators understand the need for the plan; however, some of the areas that would be included in the guide are being implemented without clear guidance of board policy.
4. First-aid kits are available to all staff in varying levels of inventory.

Recommendations and Improvement Plan

1. Create a “Civil Defense and Disaster Planning Guide for School Officials.”
2. Update first-aid kits so that all staff have at least the minimum requirements.
3. Post evacuation signs at all exits of the buildings.
4. Establish regularly scheduled training for disaster preparedness.

Standard Implemented: Partially



1.2 School Safety—Appropriate Security Devices in Buildings

Professional Standard

The district includes the appropriate security devices in the design of new buildings as well as in modernized buildings. (EC 32020, 32211, 35294-35294.9, 39670-39675)

Sources and Documentation

1. Inspection of buildings
2. Interview with Director of Maintenance, Operations, and Transportation
3. Discussions with site personnel

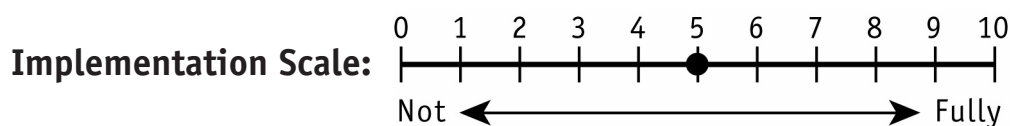
Findings

1. During the recent modernization of the two schools, new panic bars and alarm system upgrades were installed.
2. Remote cameras to monitor the classrooms were included in the upgrades of the facilities during the installation of the technology from the use of E-rate funding.
3. The state lease portables were not modernized and still have the standard door handles, many of which are loose and sticky.
4. The majority of the windows have combination security and energy efficiency metal screens.

Recommendations and Improvement Plan

1. Annually review district design standards to ensure that continued incorporation of security devices meets the various needs of the district.
2. As modernization funds are available, upgrade and expand the use of the security systems to cover most, if not all, areas of each school site.
3. Establish a priority list of sites related to security issues in order to maximize cost/benefit relationship when installing security devices.

Standard Implemented: Partially



1.3 School Safety—Plan for Protection of People and Property

Professional Standard

The district should be able to demonstrate that a plan of security has been developed, which includes adequate measures of safety and protection of people and property. (EC 32020, 32211, 35294-35294.9)

Sources and Documentation

1. Board policy
2. Comprehensive Safety Plan
3. Intrusion alarm system
4. Exterior lighting
5. Perimeter access and fencing
6. Visitors' log
7. Trespassing signage
8. Key issuance procedures

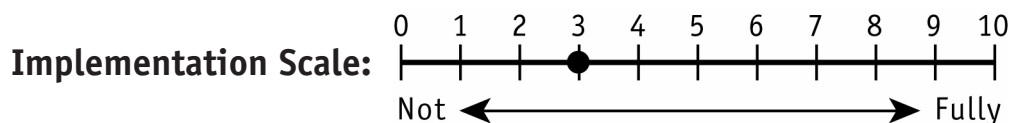
Findings

1. The district is in the process of developing a Comprehensive Safety Plan.
2. Current district design standards incorporate appropriate security devices within the physical design of new and modernized facilities.
3. The majority of facilities have secure campus perimeters (campus fencing) and buildings, discouraging outsiders from trespassing.
4. There is a lack of trespassing signage around the campus.

Recommendations and Improvement Plan

1. Complete the development of the Comprehensive Safety Plan.
2. Develop procedures to train all school personnel on the new plan.
3. Continue requiring visitors, vendors, and contractors to sign the visitor log and identify workers they are visiting.
4. Post trespassing signage on all entries to the sites.

Standard Implemented: Partially



1.4 School Safety—Restrictions on Flammable and Toxic Materials

Professional Standard

The district should ensure that the custodial and maintenance staff are regularly informed of restrictions pertaining to the storage and disposal of flammable or toxic materials. (EC 49341, 49401.5, 49411, F&AC 12981, H&SC 25163, 25500-25520, LC 6360-6363, CCR Title 8 §5194)

Sources and Documentation

1. Board policy
2. Availability of Material Safety Data Sheets (MSDS)
3. Evidence of training programs or sessions
4. Appropriate labeling on pipes and storage areas

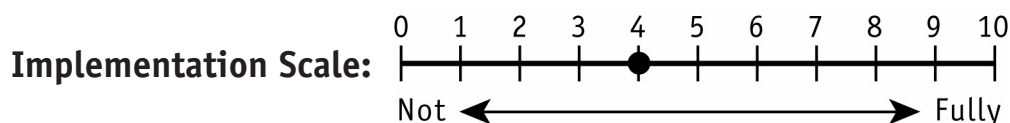
Findings

1. The board policy for MSDS was not available.
2. The district does not have a hazard communication program.
3. The district does not have policies or procedures regarding MSDS copies.
4. Custodial areas: Some site custodial rooms had MSDS notebooks.
5. The maintenance office had an MSDS notebook.

Recommendations and Improvement Plan

1. Develop board policies, administrative regulations, and procedures regarding the collection and dissemination of MSDS.
2. All buildings and grounds staff, plant managers, and employees should receive in-service training on hazardous substances in their work area at the time of their initial assignment and whenever a new hazard is introduced into their work area.
3. Pursuant to California Code of Regulations, Title 8, Section 5194(e) (1) (A), a complete list of hazardous substances must be provided within the written hazard communication program, preferably with an indication of the work area where substances are found.
4. Develop a written hazard communication program in accordance with the California Code of Regulations, Title 8, Section 5194.

Standard Implemented: Partially



1.5 School Safety—Documented Process for Key Control

Professional Standard

The district has a documented process for the issuance of master and sub-master keys. A district-wide standardized process for the issuance of keys to employees must be followed by all district administrators.

Sources and Documentation

1. Site observations
2. Interviews with site administrators
3. Interview with Director of Maintenance, Operations, and Transportation

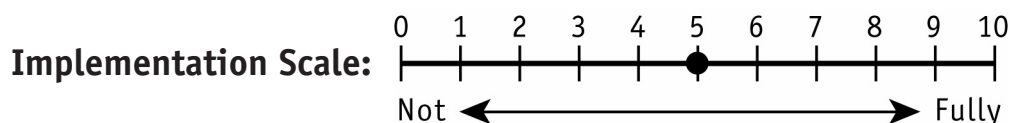
Findings

1. The Director of Maintenance, Operations, and Transportation is responsible for the coordination of all keys for the schools and the central office.
2. If a substitute teacher needs access to the classroom, either the principal or the Director of Maintenance, Operations, and Transportation opens the classroom. If neither of them is available, a key is signed out to the substitute teacher, and the key is returned to the school office at the end of the day.
3. The only staff that have high level access keys are the Director of Maintenance, Operations, and Transportation, the State Administrator, the principals, and certain maintenance personnel.
4. Any requests for additional keys must be approved by the Director of Maintenance, Operations, and Transportation or the State Administrator before a key is issued or made.

Recommendations and Improvement Plan

1. Adopt a board policy regarding key control to include specific guidelines on which personnel are allowed to carry grand master keys, what disciplinary actions will be enforced when grand masters are lost, and who will assume the cost for replacing the key, and whether the locks in the school must be replaced.
2. Annually verify the number of keys carried by all district personnel.
3. Continue the current key inventory maintenance program to ensure that all keys are issued on an as-needed basis only.

Standard Implemented: Partially



1.6 School Safety—Monitoring of Bus Loading/Unloading Areas for Safety

Professional Standard

Bus loading and unloading areas, delivery areas, and parking and parent loading/unloading areas are monitored on a regular basis to ensure the safety of the students, staff, and community. Students, employees, and the public should feel safe at all times on school premises.

Sources and Documentation

1. On-site observation during regular school hours
2. Bus schedules and routes
3. Interview with Director of Maintenance, Operations, and Transportation

Findings

During the site observations, some conditions for students arriving for school were noted:

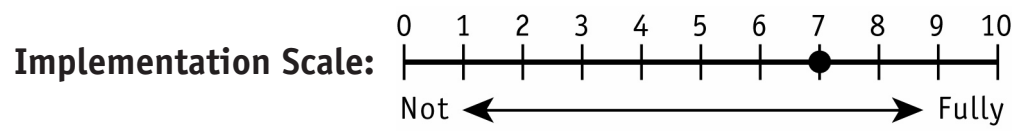
1. Since the two schools are located on the same site, all three buses load and unload in the same area next to the elementary cafeteria. This allows the smaller children to go directly onto their campus.
2. The drop-off point is clearly designated for “buses only,” and parents do not block the area.
3. Parents drop off children either on the side of the street or pull into the parking lot. There were a couple of instances noted where parents were passing other cars while children were still being unloaded.
4. One of the bus drivers approached the observer and asked why the observer was on campus, showing the awareness of the drivers for the safety of the students even after they had departed the bus.
5. While there are school signs posted on connecting streets, there is no signage to caution drivers to slow down to 25 mph because there are children nearby. Some passing cars that were not delivering children to the schools were exceeding the speed limit while students were being dropped off.

Recommendations and Improvement Plan

1. Continue the current bus loading and unloading practices.
2. Continue to keep bus loading areas properly designated, and discourage parents from blocking any of the zones.
3. Remind parents annually of proper drop-off points for their children.
4. Continue to encourage drivers to be aware of any personnel that should not be on campus.

5. Work with the city or county to post additional signage on the streets warning of children in the area.

Standard Implemented: Partially



1.7 School Safety—Installation and Operation of Outside Security Lighting

Professional Standard

Outside lighting is properly placed and monitored on a regular basis to ensure the operability/adequacy of such lighting to ensure safety while activities are in progress in the evening hours. Outside lighting should provide sufficient illumination to allow for the safe passage of students and the public during after-hour activities. Lighting should also provide security personnel with sufficient illumination to observe any illegal activities on campus.

Sources and Documentation

1. On-site observation prior to regular school hours, during regular school hours, and after hours
2. Interview with Director of Maintenance, Operations, and Transportation

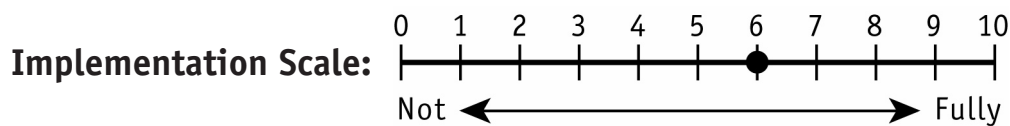
Findings

1. The parking lot has several tall pole lights that illuminate the lot when after-hour activities are in progress. These lights are not used in the evenings simply for night security.
2. The lighting on the exterior of the main buildings provides a good illumination of the grounds and courtyards for security purposes.
3. There are also some under-eaves lights that provide safety for walkers during winter months.

Recommendations and Improvement Plan

1. Exterior lighting maintenance should be a regular part of routine maintenance of both the custodial and maintenance staff.
2. The Maintenance Department should be notified immediately of any dark areas due to either insufficient lighting or improperly functioning existing lighting.

Standard Implemented: Partially



1.8 School Safety—Graffiti and Vandalism Abatement Plan

Professional Standard

The district has a graffiti and vandalism abatement plan. The district should have a written graffiti and abatement plan that is followed by all district employees. The district provides district employees with sufficient resources to meet the requirements of the abatement plan.

Sources and Documentation

1. On-site observation during regular school hours
2. Interview with Director of Maintenance, Operations, and Transportation

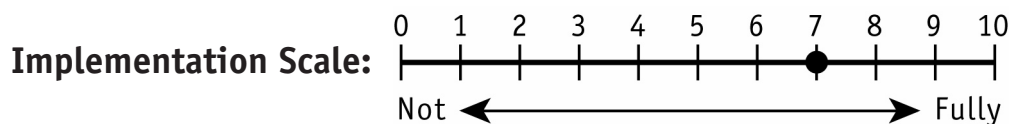
Findings

1. A copy of any graffiti and vandalism abatement plan was unavailable.
2. The majority of the campuses are graffiti free. The only areas noted that had any graffiti abatement were the gym area and the old locker rooms.
3. The district abated the graffiti on the gym by painting over it in a similar shade of paint.
4. Graffiti abatement is the first priority for the custodial staff in the morning so that it can be abated prior to arrival of the students.

Recommendations and Improvement Plan

1. Continue to abate graffiti first thing in the morning prior to the student's arrival.
2. Include in the custodial employees' evaluation how well they monitor graffiti and the timeliness of the abatement.

Standard Implemented: Partially



1.9 School Safety—School Site Emergency Procedures Plan

Professional Standard

Each public agency is required to have on file written plans describing procedures to be employed in case of emergency. [EC 32000-32004, 32040, 35295-35297, 38132, 46390-46392, 49505, GC 3100, 8607] [CCR Title 8, §3220]

Sources and Documentation

1. Board policy
2. Site observations

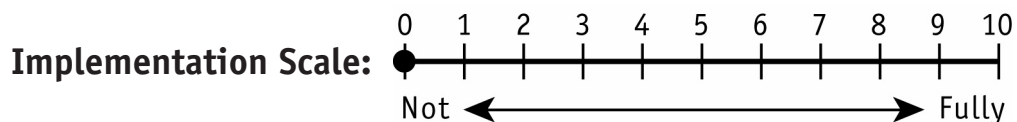
Findings

1. There is no school site Emergency Procedures Plan.
2. The site administrators understand the need for the plan and have been requesting one, but the previous administration did not develop or provide such documentation.

Recommendations and Improvement Plan

1. Develop a procedure for each site to review the School Crisis Plan annually.
2. Complete the development of the Emergency Procedures Plan.
3. Customize the Emergency Procedures Plan for each site.

Standard Implemented: Not Implemented



1.10 School Safety—Conduct of Required Fire Drills

Professional Standard

Each elementary and intermediate school at least once a month, and each secondary school not less than twice every school year, shall conduct a fire drill. (EC 32000-32004, 32040, CCR Title 5 §550)

Sources and Documentation

1. Board policy
2. Building evacuation plan
3. Evidence of fire drills
4. Fire life-safety devices
5. Emergency Exit signage
6. First-aid kits

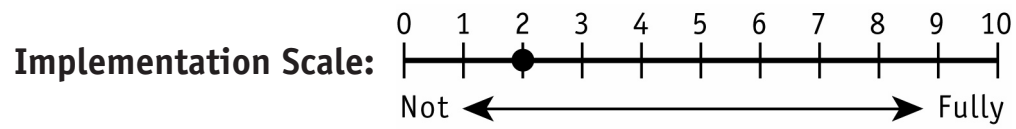
Findings

1. The existing Board Policy 6114.1 requires the district to perform fire drills regularly.
2. During the interviews with the principals, it was disclosed that the schools do not have a regularly scheduled fire drill program.
3. The schools do not maintain fire drill logs.
4. Evacuation plans were not posted in each classroom.
5. Each site visited had first-aid kits and disaster supplies. The number of kits per site varied.
6. The sites did not have identified general procedures and assembly areas.
7. There were no signs designating assembly areas.

Recommendations and Improvement Plan

1. Update current Board Policy 6114.1 to reflect latest fire drill requirements.
2. Establish fire drill schedules.
3. Create and maintain fire drill logs.
4. Establish procedures to evaluate the minimum number and type of first-aid kits required for each site.

Standard Implemented: Partially



1.11 School Safety—Knowledge of Chemicals and Potential Hazards

Professional Standard

Maintenance/custodial personnel have knowledge of chemical compounds used in school programs that include the potential hazards and shelf life. [EC 49341, 49401.5, 49411, F&AC 12981, H&SC 25163, 25500-25520, LC 6360-6363, CCR Title 8 §5194]

Sources and Documentation

1. Board policy
2. Availability of MSDS copies
3. Interview with Director of Maintenance, Operations, and Transportation

Findings

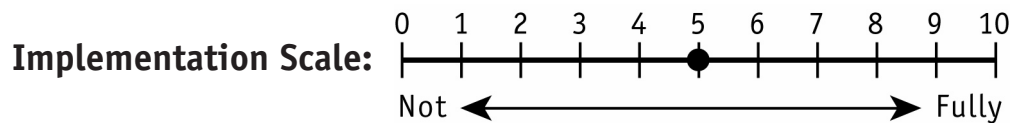
1. School sites reported that science chemicals were inventoried and purged in summer 2000.
2. MSDS binders were available in most maintenance and custodial areas.
3. Principals' offices did not have a copy of the MSDS manuals.

Recommendations and Improvement Plan

1. All buildings and grounds staff, plant managers, and faculty should receive in-service training on chemical compounds and hazardous substances in their work area at the time of their initial assignment and whenever a new hazard is introduced into their work area. Additional training is needed on methods to lessen or prevent exposure to hazardous substances as follows:
 - a. Well-delineated work practices.
 - b. Use of protective equipment.
 - c. Instruction on how to read labels and MSDS files.
 - d. The steps the district has taken to lessen or prevent exposure to hazardous substances.
2. The district should develop a written hazard communication program in accordance with the California Code of Regulations, Title 8, Section 5194, which requires all school districts to have a written hazard communication program addressing each of the program categories enumerated below:
 - a. Material Safety Data Sheet List of Hazardous Substances
 - b. Hazardous Nonroutine Tasks
 - c. Hazardous Substances in Unlabeled Pipes
 - d. Employee Information and Training including:
 - An overview of the requirement of California's Hazard Communication Regulation (California Code of Regulations, Title 8, Section 194, including employee rights described therein)
 - The location, availability, and content of the district's written hazardous communication program
 - Information as to any operations in the employees' work area where hazardous substances are present

- The physical and health effects of the hazardous substances in the work area
 - Techniques and methods of observation that may determine the presence or release of hazardous substances in the work area
 - Methods by which employees can lessen or prevent exposure to these hazardous substances, such as appropriate work practices, use of personal protective equipment, and engineering controls
 - Steps the district has taken to lessen or prevent exposure to these substances
 - Instruction on how to read labels and review the MSDS for appropriate information
 - Emergency and first-aid procedures to follow if exposed to the hazardous substance(s)
3. The written hazard communication program should be available upon request to all employees and their designated representatives. (Code of Regulations, Title 8, Section 5194)

Standard Implemented: Partially



1.12 School Safety—Inspection and Correction of Unsafe Conditions

Professional Standard

Building examinations are performed, and required actions are taken by the Governing Board upon report of unsafe conditions. [EC 17367]

Sources and Documentation

1. Board policy
2. Bargaining unit agreements
3. Work orders
4. Interview with Director of Maintenance, Operations, and Transportation
5. Site reviews

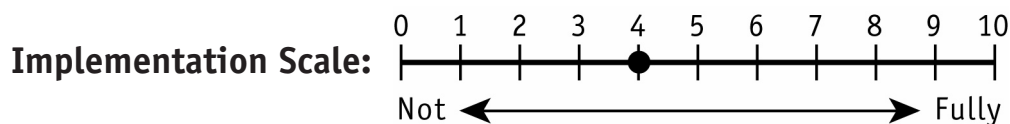
Findings

1. The Governing Board Policy 3514, dated March 13, 1990, states that students have the right to learn in a safe and peaceful school.
2. The certificated bargaining unit agreement requires certificated staff to report immediately any unsafe conditions to the site principal.
3. Maintenance and Operations staff are encouraged to make regular inspections of the sites to note any unsafe conditions.
4. All district staff should be responsible for the safety of the students in reporting any possible or observed safety challenges.

Recommendations and Improvement Plan

1. Update the current board policy for all changes to the safety requirements for the schools. These updates may be available from the California School Boards Association.
2. Develop procedures for an annual inspection of facilities to ensure that site staff is reporting all unsafe conditions.
3. Continue monitoring the campuses for unsafe conditions.

Standard Implemented: Partially



1.13 School Safety—Emergency Fire and Police Access to Campuses

Professional Standard

Each school that is entirely enclosed by a fence or partial buildings must have a gate of sufficient size to permit the entrance of ambulances, police, and fire fighting equipment. Locking devices shall be designed to permit ready entrance. (EC 32020)

Sources and Documentation

1. Site observation of gates and locking devices
2. Interview with Director of Maintenance, Operations, and Transportation

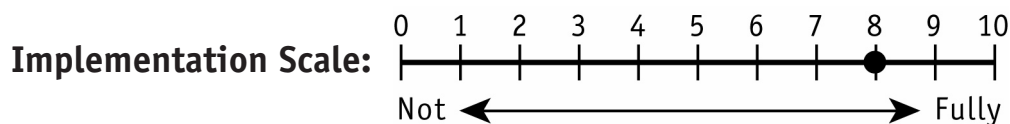
Findings

1. All sites had access gates of sufficient size to permit the entrance of emergency vehicles, equipment, and apparatus.
2. The recent modernization of the parking lot provided even greater access to both campuses for emergency vehicles without any obstructions.
3. The gates are designed to permit the ready entrance by the use of chain or bolt-cutting devices in the event that a district employee is not available to open the gates.

Recommendations and Improvement Plan

1. Continued compliance with Education Code Section 32020, and conformance review with law enforcement and fire protection agencies.

Standard Implemented: Fully - Substantially



1.14 School Safety—Sanitation is Maintained and Fire Hazards are Corrected

Professional Standard

Sanitary, neat, and clean conditions of the school premises exist and the premises are free from conditions that would create a fire hazard. [CCR Title 5 §633]

Sources and Documentation:

1. On-site observation during regular school hours
2. Interview with Director of Maintenance, Operations, and Transportation

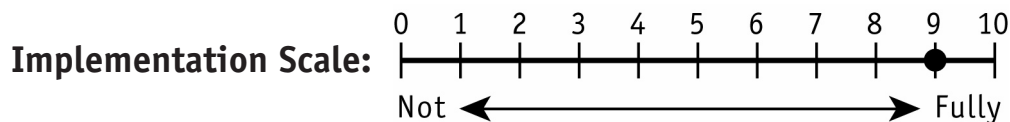
Findings

1. During the site visitations, it was noted that the sites were hazard free. The sites were clean, with walkways free of obstructions and litter.
2. The entrances to all classrooms were accessible without any obstructions or fire hazards.
3. There were no potential fire hazards noted during the observations.

Recommendations and Improvement Plan

1. Continue monitoring the potential fire hazards and maintain current level of sanitation.

Standard Implemented: Fully - Substantially



1.15 School Safety—Injury/Illness Prevention Program Inspections are Done

Professional Standard

The Injury and Illness Prevention Program (IIPP) requires periodic inspections of facilities to identify conditions. (CCR Title 8 §3203)

Sources and Documentation

1. Board policy
2. IIPP handbook
3. Interviews with staff

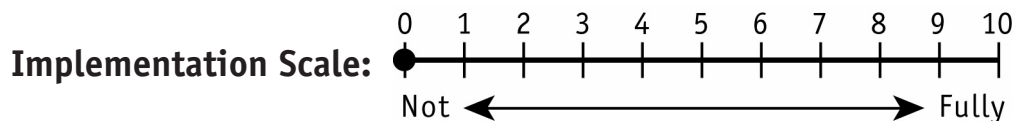
Findings

1. Board Policy 6110 establishes the basics of what is needed in making sure that annual site inspections are performed and repairs noted for future scheduling.
2. The Prevention Program (IIPP) and the handbook are nonexistent. The handbook is one of the many resource manuals in need of development.
3. Both site administrators see the need for the annual inspections.

Recommendations and Improvement Plan

1. Revise and adopt Board Policy 6110 to establish the basics of what is needed in making sure that annual site inspections are performed and repairs noted for future scheduling.
2. Create a detailed administrative regulation to the IIPP. In conjunction with the regulation, the district should also develop a handbook to implement the program.
3. Emphasize the importance of the document to all staff. The site administrator should know the location, purpose, and use of the document and its contents.

Standard Implemented: Not Implemented



1.16 School Safety—Fire Extinguishers and Inspection Information Available

Professional Standard

Appropriate fire extinguishers exist in each building and current inspection information is available. [CCR Title 8 §1922(a)]

Sources and Documentation

1. On-site observation of extinguishers and inspection tags
2. Evidence of inspections
3. Interview with Director of Maintenance, Operations, and Transportation

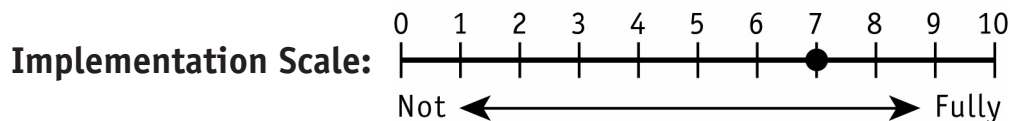
Findings

1. The district contracts with a local company to perform fire extinguisher recharging and certification.
2. All sites visited had the appropriate fire extinguishers existing in all classrooms.
3. All fire extinguishers in visible, public areas had been certified within the past 12 months.
4. All classrooms in the elementary school had a fire extinguisher; however, few had signage noting that a fire extinguisher was inside the door.

Recommendations and Improvement Plan

1. Appropriate fire extinguishers should exist in each building, be visible with easy access, and have current inspection information available.
2. Post additional fire extinguisher signage on appropriate doors.
3. Provide a backup extinguisher whenever an extinguisher is removed for service.

Standard Implemented: Partially



1.17 School Safety—All Exits are Free of Obstructions

Professional Standard

All exits are free of obstructions. [CCR Title 8 §3219]

Sources and Documentation

1. On-site observation of exits
2. Verification of door operability

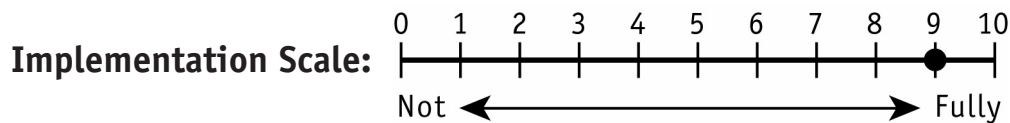
Findings

1. All sites inspected had working door hardware and no obstruction at the fire exits.
2. Exit devices were operational.

Recommendations and Improvement Plan

1. Ensure that custodians and other site staff are knowledgeable about the need to keep exits unlocked during school hours and free of obstructions.
2. Include in the annual preventive maintenance program the validation that exits remain free of obstructions.

Standard Implemented: Fully - Substantially



1.18 School Safety—Plan for Prevention of Campus Crime and Violence

Professional Standard

A comprehensive school safety plan exists for the prevention of campus crime and violence.
(EC 35294-35294.9)

Sources and Documentation

1. Board policy
2. School safety plan
3. Observation of sites
4. Discussion with district and site staffs

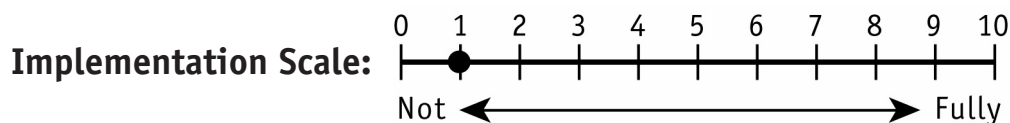
Findings

1. Board Policy 3514 describes the board's desires that the students and employees should be able to work in a safe and peaceful environment. However, there are no administrative regulations or safety plans associated with the policy.
2. Neither school had a school safety plan.

Recommendations and Improvement Plan

1. Revise the current policy to reflect the safety standards of the district.
2. Create a safety plan, train staff, and utilize the information acquired for the plans and reports developed pursuant to Education Code Sections 35294-35294.9, to maintain the comprehensive school safety plan.
3. Develop a safety plan that includes the following key code requirements for a comprehensive school safety plan:
 - a. Status of school crimes committed on district campuses during district functions.
 - b. Dangerous pupil notification procedures.
 - c. Strategies and programs for the maintenance of high levels of school site safety.
 - d. Access procedures for students.
 - e. Educational environment requirements.
 - f. School discipline procedure.
 - g. Sexual harassment policy.

Standard Implemented: Partially



1.19 School Safety—An Emergency Action Plan Exists

Professional Standard

Each public agency is required to have on file written plans describing procedures to be employed in case of emergency. (EC 32000-32004, 32040, 35295-35297, 38132, 46390-46392, 49505, GC 3100, 8607) (CCR Title 8, §3220)

Sources and Documentation

1. Board policy
2. Emergency and disaster preparedness plan
3. Evidence of disaster preparedness drills
4. First-aid kits

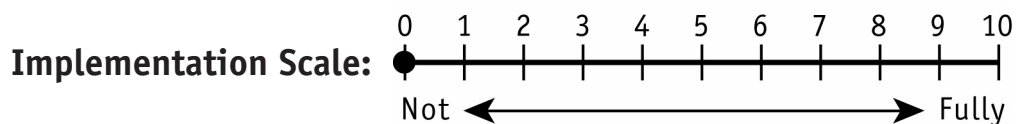
Findings

1. Board Policy 6114 describes the need for an emergency action plan. There are no administrative regulations describing how the plan will be implemented.
2. No emergency action plan exists.
3. Principals are aware of the need for such a plan but it is just another item on their to-do list.

Recommendations and Improvement Plan

1. Update Board Policy 6114 and develop associated regulations to reflect the current requirements for emergency procedures.
2. Develop an emergency action plan.
3. Provide in-service training for all staff annually on the emergency action plan.

Standard Implemented: Not Implemented



1.20 School Safety—Compliance for Under/Above Ground Storage Tanks

Professional Standard

Requirements are followed pertaining to underground storage tanks. (H&SC 25292, CCR Title 26 §477, Title 23 §2610)

Sources and Documentation

1. Interview with Director of Maintenance, Operations, and Transportation

Findings

1. The only tanks previously on the school site were removed in 1993. The ground has been fully cleaned and abated of any possible toxins.

Recommendations and Improvement Plan

1. Not applicable.

Standard Implemented: Not Applicable

Implementation Scale: Not Applicable

1.21 School Safety—Compliance with Federal AHERA Laws

Professional Standard

All asbestos inspection and asbestos work completed in the U.S. is performed by Asbestos Hazard Emergency Response Act (AHERA) accredited individuals. (EC 49410.5, 40 CFR Part 763)

Sources and Documentation

1. Board policy
2. Interview with Director of Maintenance, Operations, and Transportation

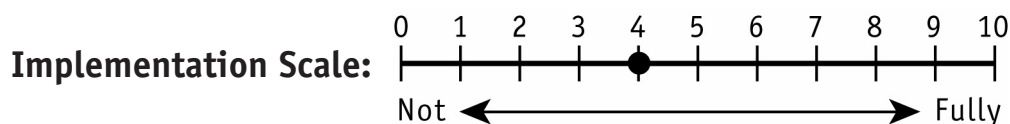
Findings

1. The Director of Maintenance, Operations, and Transportation maintains the files on the AHERA monitoring.
2. The principals were unable to find any documentation on which buildings, if any, contained asbestos or any tests that had been performed.
3. From the site inspections, some of the older buildings, such as the elementary school cafeteria, are old enough to have some asbestos tiles.

Recommendations and Improvement Plan

1. Provide each site with copies of the Asbestos Management Plan and three-year recertification.
2. Maintenance/custodial staff should be trained on the location, identification, proper cleaning, and ongoing maintenance of asbestos-containing materials.
3. Maintenance and custodial staff should be trained in the removal and decontamination of small amounts of such materials when needed to repair pipes or perform small-scope projects.
4. Any extensive asbestos abatement work must be done by state certified asbestos abatement contractors in compliance with state and federal standards.

Standard Implemented: Partially



1.22 School Safety—Playground Equipment is Inspected and Safe

Professional Standard

All playground equipment meets safety code regulations and is inspected in a timely fashion as to ensure the safety of the students. (EC 44807, GC 810-996.6, H&SC 24450 Chapter 4.5, 115725-115750, PRC 5411, CCR Title 5 §5552)

Sources and Documentation

1. On-site observation of playground equipment

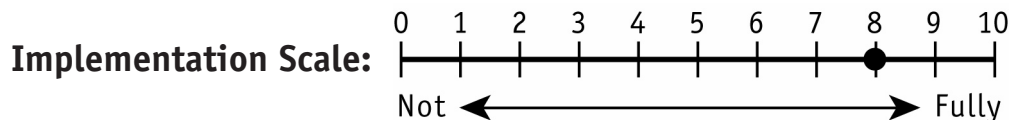
Findings

1. All playground equipment was replaced within the past few years.
2. An inspection of the playground equipment indicated that the district is in general conformance with prevailing codes and regulations, including the Americans with Disabilities Act.
3. The majority of the playground boxes had new redwood shavings in adequate depth for the safety of the students. In only two instances at the bottom of the slide apparatus was the landscaping fabric protruding through the wood shavings.
4. The equipment was solid, with no observed loose fittings.

Recommendations and Improvement Plan

1. The district should continue to monitor the levels of redwood material for adequacy of safety provided.
2. The district should continue its current level of maintenance of the playground equipment through annual inspections and servicing (tightening bolts, maintaining depth of cushion material, etc.)

Standard Implemented: Fully - Substantially



1.23 School Safety—Safety of Boilers and Fired Pressure Vessels

Professional Standard

Safe work practices exist with regards to boiler and fired pressure vessels. (CCR Title 8 §782)

Sources and Documentation

1. On-site observation

Findings

1. The only furnace that remains after the recent modernization is in the abandoned shower room that is in line for state funding should the district apply for it.

Recommendations and Improvement Plan

Not applicable.

Standard Implemented: Not Applicable

Implementation Scale: Not Applicable

1.24 School Safety—Maintenance of Material Safety Data Sheets

Professional Standard

The district maintains Materials Safety Data Sheets. (EC 49341, 49401.5, 49411, F&AC 12981, LC 6360-6363, CCR Title 8 §5194)

Sources and Documentation

1. Board policy
2. MSDS documentation
3. Interview with Director of Maintenance, Operations, and Transportation

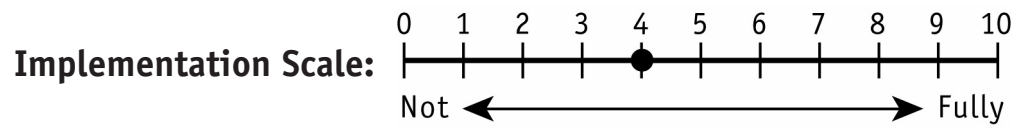
Findings

1. The Maintenance Department had the appropriate labeling and Material Safety Data Sheets (MSDS) available.
2. The site administrators do not have MSDS binders in their offices. While the classrooms do not have hazardous materials, the custodial staff closets do contain such chemicals and the site administrators need to know what hazards are on their campuses.

Recommendations and Improvement Plan

1. When the district receives a hazardous substance or mixture, the district representatives shall ensure that the manufacturer has also furnished a Material Safety Data Sheet as required by law. In the event the MSDS is missing or incomplete, the district shall request a new MSDS from the manufacturer and shall notify the California Occupational Safety and Health Division (Cal/OSHA) if a subsequent completed MSDS is not received.
2. The Director of Maintenance, Operations, and Transportation shall maintain copies of the MSDS for all hazardous substances and ensure that they are kept up to date and available to all affected employees.
3. The Director of Maintenance, Operations, and Transportation shall review each incoming MSDS for new and significant health and safety information and disseminate this information to all affected employees.
4. All buildings and ground staff, plant managers, and employees should receive in-service training on hazardous substances in their work area at the time of their initial assignment and whenever a new hazard is introduced into their work area.
5. The Director of Maintenance, Operations, and Transportation must make adequate copies of the MSDS for each site administrator as soon as the sheet is received from the vendor. Any possible hazards should be discussed with site administrators.

Standard Implemented: Partially



1.25 School Safety—Maintenance of a Comprehensive Employee Safety Program

Professional Standard

The district maintains a comprehensive employee safety program. Employees should be aware of the district safety program and the district should provide in-service training to employees on the requirements of the safety program.

Sources and Documentation

1. Copies of collective bargaining agreements
2. Observation of employees and safe practices
3. Interview with Director of Maintenance, Operations, and Transportation

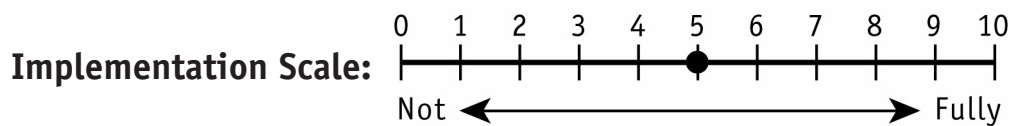
Findings

1. During site observations, a majority of personnel were using safe work practices. The maintenance crew was observed using proper safe practices, such as the use of electric carts to move equipment from one side of the campus to another and performing heavy lifting as a team.
2. The district does not have a current safety training program.
3. The Director of Maintenance, Operations, and Transportation would like to see more on-site training to provide the crew with ongoing support and reduce injuries.

Recommendations and Improvement Plan

1. Continue current safe working conditions.
2. Include safety issues in school and district newsletters.
3. Expand employee safety training to include specific on-site training for maintenance and operations staff.

Standard Implemented: Partially



1.26 School Safety—Conduct of Periodic Safety Training for Employees

Professional Standard

The district conducts periodic safety training for employees. District employees should receive periodic training on the safety procedures of the district.

Sources and Documentation

1. Interview with Director of Maintenance, Operations, and Transportation
2. Interviews with principals
3. Observation of employees' safe practices

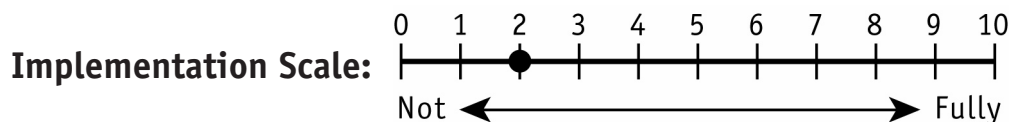
Findings

1. The district does not have a schedule of periodic safety training for employees.
2. The district does not have a staff development program that includes specific time periods for safety training.
3. The maintenance staff receives occasional training for new systems implemented as part of the modernization.

Recommendations and Improvement Plan

1. Develop a schedule for safety training for all employees. The initial training should be included as a part of the back-to-school in-service for all employees.
2. Include safety training in staff development programs during the year. As part of developing the agenda for staff development for both certificated and classified employees, time should be set aside to address the updates and changes in the safety program, as well as changes to state and federal regulations.

Standard Implemented: Partially



1.27 School Safety—Conduct of First-aid Training for School Site Personnel

Professional Standard

The district should conduct periodic first-aid training for employees assigned to school sites.

Sources and Documentation

1. Interviews with State Administrator and principals
2. Interview with Director of Maintenance, Operations, and Transportation
3. Observation of employees' safe practices

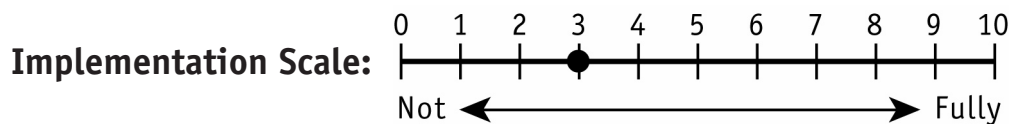
Findings

1. There is no board policy specifically adopted for first-aid training.
2. As mentioned in other sections of this report, safety training is not provided on a regular basis.

Recommendations and Improvement Plan

1. Develop board policies and procedures requiring first-aid training for school site personnel. Include in the policies and procedures specific training requirements, including basic first-aid, site safety procedures, CPR, and other first-aid programs that the district sees as minimum requirements.
2. Require attendance in staff development first-aid training programs during the year.
3. Maintain records of training, including names, dates, subjects, agendas, and materials used.
4. Review all records of training for the need for retraining as necessary.

Standard Implemented: Partially



2.2 Facility Planning—CDE Facilities Planning and Construction Guide

Professional Standard

The district should possess a California State Department of Education Facilities Planning and Construction Guide (dated 1991).

Sources and Documentation

1. District documentation

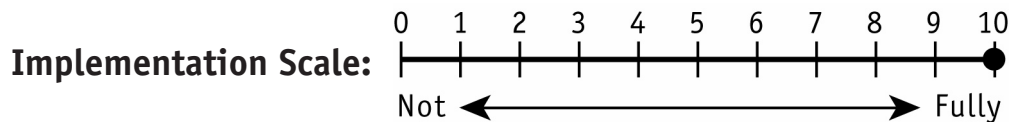
Findings

1. The district does currently possess a Facilities Planning and Construction Guide prepared by the California State Department of Education.

Recommendations and Improvement Plan

1. The district should periodically check the Web page of the California Department of Education to see whether the Facilities Planning and Construction Guide has been updated, and whether other guides associated with facilities planning and school construction have been created or updated.

Standard Implemented: Fully - Sustained



2.3 Facility Planning—Efforts to Seek State and Local Matching Funds

Professional Standard

The district should seek state and local funds.

Sources and Documentation

1. State Allocation Board Forms 50-01, 50-02, 50-03, and 50-04

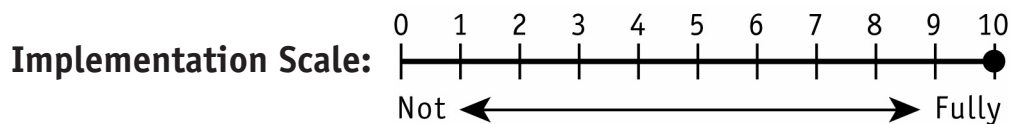
Findings

1. The district has submitted, and the State Allocation Board has approved, Forms 50-01, 50-02, 50-03 for the two modernization projects.
2. The district is seeking additional funding for the replacement of the shower facilities at the middle school and the cafeteria at the elementary school.

Recommendations and Improvement Plan

1. The district should continue to submit the appropriate applications to the OPSC to receive maximum funding for the district.

Standard Implemented: Fully - Sustained



2.7 Facility Planning—Standards for Real Property Acquisition and Disposal

Professional Standard

The district should have standards for real property acquisition and disposal. (EC 39006, 17230-17233)

Sources and Documentation

1. Board policy
2. Interview with Director of Maintenance, Operations, and Transportation

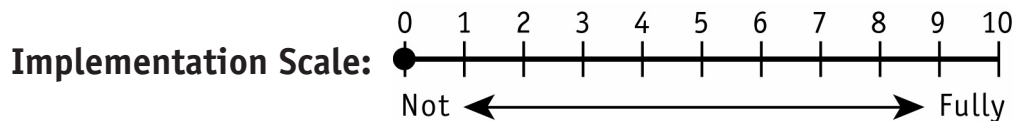
Findings

1. There was no board policy or documentation regarding the acquisition and disposal of real property.
2. The district currently has sufficient property next to the existing schools for future expansion.

Recommendations and Improvement Plan

1. The district should develop a board policy and associated standards for real property acquisition and disposal, in accordance with the California State Department of Education guidelines.

Standard Implemented: Not Implemented



2.8 Facility Planning—State Allocation Board Waivers for Non-Conforming Facilities

Professional Standard

The district seeks and obtains waivers from the State Allocation Board for continued use of its non-conforming facilities. (EC 17284, 17285)

Sources and Documentation

1. Interview with Director of Maintenance, Operations, and Transportation
2. District documentation

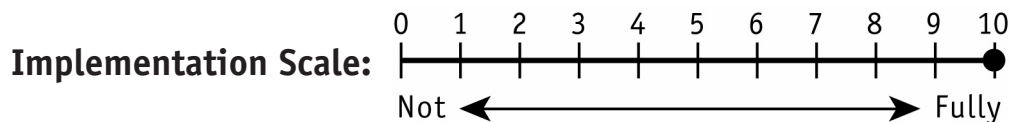
Findings

1. The district does not have any nonconforming facilities thanks to portables leased from OPSC and the recent modernization of both campuses.

Recommendations and Improvement Plan

1. The district should continue using the high standard facilities, and replace old portables as necessary.

Standard Implemented: Fully - Sustained



2.9 Facility Planning—Selection of Licensed Architect/Engineering Services

Professional Standard

The district has established and utilizes a selection process for the selection of licensed architectural/engineering services. (GC 17302)

Sources and Documentation

1. Board Policy 7210
2. Interview with Director of Maintenance, Operations, and Transportation

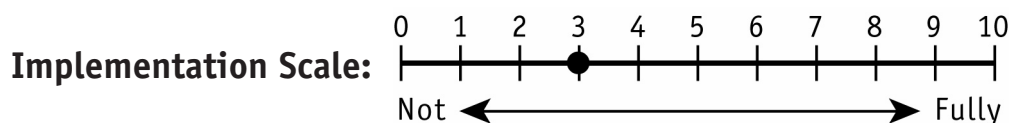
Findings

1. Governing Board Policy 7210 dated April 5, 1990, delineates the steps that should be taken to select an architect. However, the policy is out of date and needs to be updated to reflect the latest competitive bid requirements implemented by the School Facilities Grant Program.
2. The current architect submits a single invoice for all expenses without proper detail for denoting which expenses should be included in the appropriate state reports.

Recommendations and Improvement Plan

1. Board Policy 7210 must be updated to reflect the latest state regulations for participation in the School Facilities Grant Program.
2. The district must require every architect to submit separate, detailed invoices for each project, noting the project name, number, services provided, percent of progress made, and which areas of work have been completed.

Standard Implemented: Partially



2.10 Facility Planning—Assessment of Local Bonding Capacity

Professional Standard

The district should assess its local bonding capacity. (EC 15100)

Sources and Documentation

1. March 2003 FCMAT study
2. June 30, 2002 independent auditor report

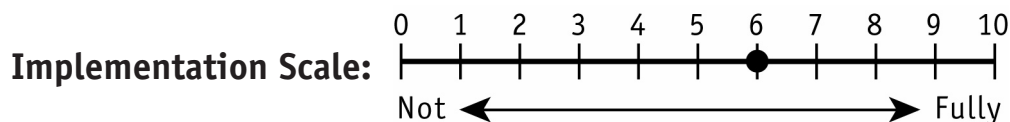
Findings

1. The district's audit report shows the assessed valuation and debt capacity. The low wealth of the district's residents keeps the debt capacity low.
2. On November 4, 1997, the voters approved a \$6 million General Obligation Bond. To date, the district has only sold \$3.5 million of the bonds and does not anticipate drawing down on the available bonding capacity.

Recommendations and Improvement Plan

1. The district should annually review the debt capacity with the independent auditor to verify the accuracy of the capacity.
2. The district should consider drawing down the available capacity if the OPSC should determine that some expenditures originally charged to the county school facilities fund are not eligible and would need to be paid for from other district financing sources.
3. The district may consider using some of the available bonding capacity to pay for the modernization of the cafeteria and shower rooms if these two projects are a high priority and the OPSC does not have funding for these projects.

Standard Implemented: Partially



2.11 Facility Planning—Process to Determine Debt Capacity

Professional Standard

The district should develop a process to determine debt capacity.

Sources and Documentation:

1. Interview with State Administrator
2. June 30, 2003 audit report

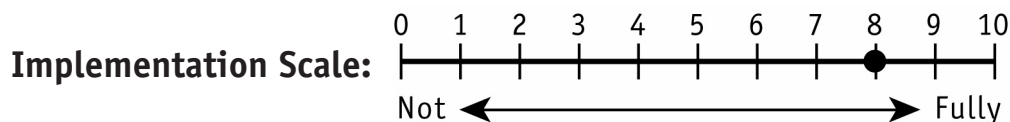
Findings

1. It is not reasonable to expect a district of this size to have staff that can provide a debt capacity. For this reason, with the assistance of a financial advisor, the district has developed a process to determine debt capacity.
2. This is also discussed in the district's annual audit report.

Recommendations and Improvement Plan:

1. The district should continue to work with a financial advisor whose expertise is municipal finance for school districts in the state.
2. The district should work closely with the external auditor to determine whether selling available bonds could lead to future debt obligations that cannot be covered with tax collections.

Standard Implemented: Fully - Substantially



2.12 Facility Planning—Awareness and Monitoring of Assessed Valuation

Professional Standard

The district should be aware of and monitor the assessed valuation of taxable property within its boundaries.

Sources and Documentation

1. Interview with State Administrator

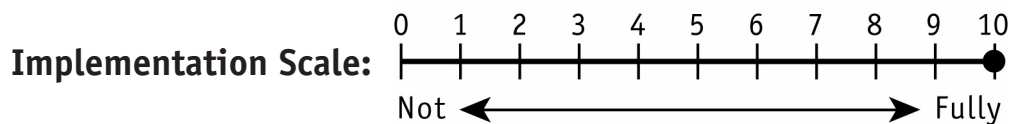
Findings

1. Under the guidance of a financial advisor, the district has been made aware of, and has developed a procedure for, monitoring the assessed valuation of taxable property within its boundaries.

Recommendations and Improvement Plan

1. The district should continue to work with a financial advisor whose expertise is municipal finance for school districts in the state.

Standard Implemented: Fully - Substantially



2.13 Facility Planning—Monitor Legal Bonding Limits

Professional Standard

The district should monitor its legal bonding limits. (EC 15100, 15330)

Sources and Documentation

1. Interview with State Administrator
2. June 30, 2003, audit report

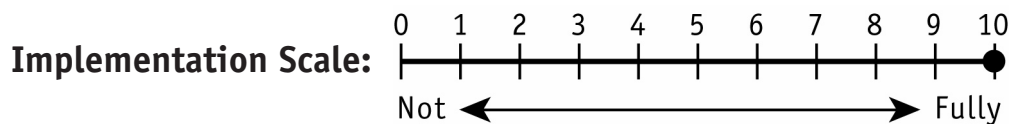
Findings

1. With the assistance of a financial advisor, the district has developed a process to determine legal bonding limits.
2. This is also discussed in the district's annual audit report.

Recommendations and Improvement Plan

1. The district should continue to work with a financial advisor whose expertise is municipal finance for school districts in the state.
2. The district should work closely with the external auditor to determine whether the selling of available bonds could lead to future debt obligations that cannot be covered with tax collections.

Standard Implemented: Fully - Sustained



2.14 Facility Planning—Collection of Statutory Developer Fees

Professional Standard

The district should collect statutory school fees. (EC 17620, GC 65995, 66000)

Sources and Documentation

1. Governing Board policies
2. Interview with State Administrator
3. District documentation
4. Interview with Business Office staff

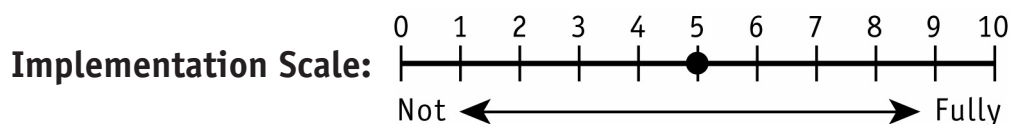
Findings

1. Board Policy 7310, approved April 5, 1990, authorizes the district to collect the maximum level of developer fees. However, the policy is not current and does not discuss the various levels of developer fees that can be collected, which may be keeping the district from collecting the maximum fees.
2. The district is imposing the maximum statutory Level 1 school fees for residential development and commercial/industrial development.
3. The fees are collected by Washington Union High School District, and a warrant is mailed to the district for deposit into the capital facilities fund.

Recommendations and Improvement Plan

1. The Governing Board should update the policy to recognize the multiple levels of developer fees. This will allow the district to collect the maximum fees whenever the state runs out of facilities funding.
2. The district should continue to impose the maximum allowable fee.
3. Continue having the Washington Union High School District collect the fees for the district.

Standard Implemented: Partially



2.16 Facility Planning—Application for Funding for Joint Use Projects

Professional Standard

The district has pursued state funding for joint-use projects through the filing of applications through the Office of Public Construction and the State Allocation Board.

Sources and Documentation

1. Interview with State Administrator
2. Interview with Director of Maintenance, Operations, and Transportation

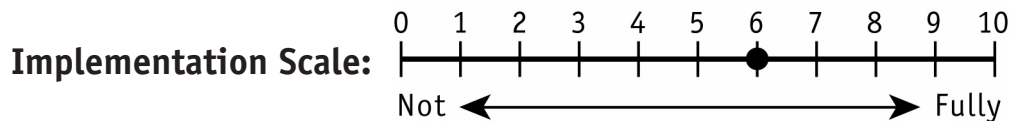
Findings

1. The district has not applied for any joint-use projects for two reasons. The first reason is that the community does not have funding available to meet the 50 percent partner match for participation in the latest state joint-use project funding program. The second reason is that the new gymnasium constructed by the district is seen as the new gathering place for the community.

Recommendations and Improvement Plan

1. If the current joint use program regulations are revised and the 50 percent partner match is relaxed or eliminated, the district should consider the program for any additional facilities that might provide the community with more meeting resources.

Standard Implemented: Partially



2.17 Facility Planning—Priorities and Scheduling of Projects

Professional Standard

The district has established and utilizes an organized methodology of prioritizing and scheduling projects.

Sources and Documentation

1. Interview with State Administrator
2. Interview with Director of Maintenance, Operations, and Transportation
3. Review of district records

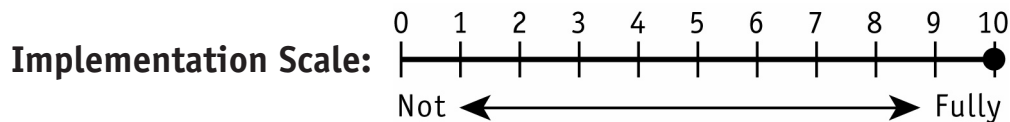
Findings

1. The small size of the district allows for scheduling of projects by simply walking from one part of the campus to another. All the necessary participants are located on one site.
2. Prioritization is accomplished between the State Administrator and the Director of Maintenance, Operations, and Transportation.

Recommendations and Improvement Plan

1. The district should continue to schedule and prioritize projects in the same manner as has been practiced in the past.

Standard Implemented: Fully - Sustained



3.1 Facilities Improvement and Modernization—Appropriate Use of the Deferred Maintenance Fund

Professional Standard

The district has a restricted deferred maintenance fund and those funds are expended for maintenance purposes only. The deferred maintenance fund should be a stand-alone fund reflecting the revenues and expenses for the major maintenance projects accomplished during the year.

Sources and Documentation

1. District's general ledger for deferred maintenance fund
2. Copies of J-205 Deferred Maintenance Fund Budget and Unaudited Actuals document
3. Copies of purchase orders and contracts
4. Copy of Five-Year Deferred Maintenance Plan dated 4/4/03
5. Interview with Director of Maintenance, Operations, and Transportation

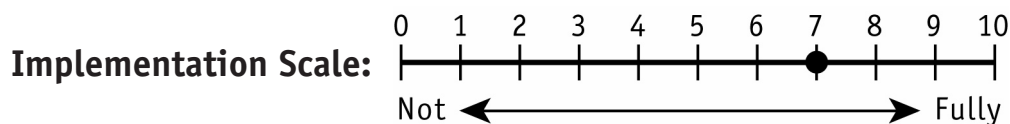
Findings

1. The Five-Year Deferred Maintenance Plan reflected numerous small dollar amount projects to be completed over the next five years, with nothing planned for the current fiscal year. The total dollar amount of the five-year plan is only \$50,500, due primarily to the recent modernization of both campuses.

Recommendations and Improvement Plan

1. Update the Five-Year Deferred Maintenance Plan annually to remove maintenance completed during the year and include projects that have become eligible for deferred maintenance funding. While state funding will never reach the level necessary to cover the total district needs, the district should have a plan for all available funding. When the district updates the five-year plan, the total cost of any possible projects should be included regardless of the possible availability of funding.

Standard Implemented: Partially



3.2 Facilities Improvement and Modernization—Use of Deferred Maintenance Extreme Hardship Applications

Professional Standard

The district has pursued state funding for deferred maintenance-critical hardship needs by filing an application through the Office of Public School Construction and the State Allocation Board. (State Allocation Board Regulation §1866)

Sources and Documentation

1. Interview with Director of Maintenance, Operations, and Transportation
2. District facilities records

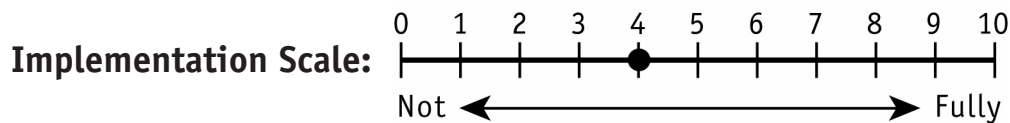
Findings

1. With the recent modernization of both schools, the only project that may be eligible for extreme hardship would be the shower room.

Recommendations and Improvement Plan

1. The district should pursue the possibility of funding for the shower room using deferred maintenance-extreme hardship funding opportunities through the State Allocation Board.

Standard Implemented: Partially



3.3 Facilities Improvement and Modernization—Application to State Allocation Board for Facilities Funding

Professional Standard

The district applies to the State Allocation Board for facilities funding for all applicable projects.

Sources and Documentation

1. OPSC project tracking for the district
2. Interview with Director of Maintenance, Operations, and Transportation

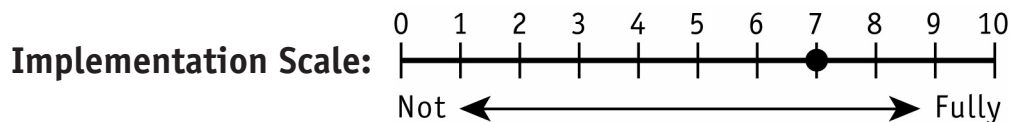
Findings

1. The district has made a concerted effort within recent years to access the state School Facility Program for potential funding of modernization, growth, and deferred maintenance needs.
2. The district has received funding for two modernization projects and is pursuing funding for modernizing the elementary school and the shower room at the middle school.

Recommendations and Improvement Plan

1. The district should continue to participate in the state School Facility Program in order to complete the modernization needs of the district.

Standard Implemented: Partially



3.4 Facilities Improvement and Modernization—Determination of Maximum Eligibility for State Funding

Professional Standard

The district consistently reviews and monitors its eligibility for state funding so as to capitalize upon maximal funding opportunities.

Sources and Documentation

1. Interviews with district staff
2. District facilities records

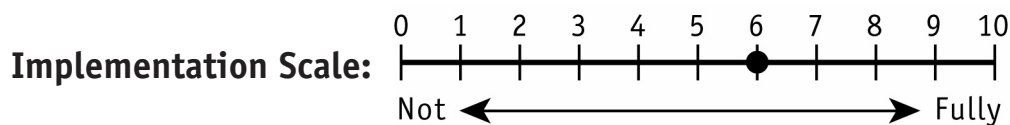
Findings

1. Due to the size of the district, a consultant is used to assist with the determination of maximum eligibility.
2. The district is currently attempting to receive funding for replacement of the shower room.

Recommendations and Improvement Plan

1. The district should continue to work with OPSC to determine what state funding may be available and what district funds may be required to participate in the state building program.
2. The district should also work with the state Superintendent of Schools in obtaining the maximum state funding since he recently toured the district and knows first-hand the needs of the students.

Standard Implemented: Partially



3.5 Facilities Improvement and Modernization—Interim Plans for Student Housing During Construction

Professional Standard

The district establishes and implements interim housing plans for use during the construction phase of modernization projects and/or additions to existing facilities.

Sources and Documentation

1. Interview with Director of Maintenance, Operations, and Transportation
2. Review of district records

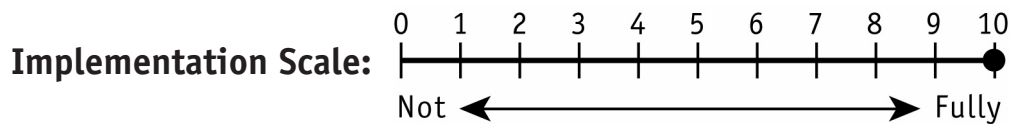
Findings

1. During the recent modernization of the two schools, the district rented six relocatable classrooms to house the students.

Recommendations and Improvement Plan

1. While no future modernization would require movement of students from permanent facilities to relocatables, the district should continue the use of relocatables.

Standard Implemented: Fully - Sustained



3.7 Facilities Improvement and Modernization—Furniture and Equipment Included in Modernization Program

Professional Standard

Furniture and equipment items are routinely included within the scope of modernization projects.

Sources and Documentation

1. Interview with Director of Maintenance, Operations, and Transportation
2. District records

Findings

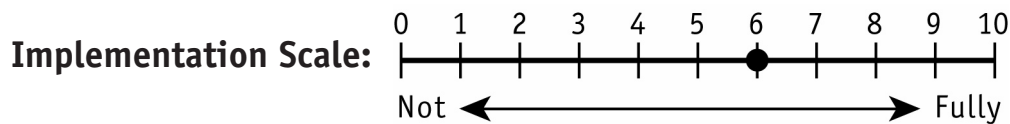
An important element within any modernization project is the inclusion of furniture and equipment. While it is beneficial to update the building structures, “systems” within the building structure, and exterior aspects of the building and school site, it is also important to consider the upgrade of furniture and equipment within any given school modernization project.

1. The district would have liked to include furniture and equipment within the scope of its modernization projects. However, with limited funds available to complete the modernization, no funds remained for the furniture and equipment.
2. The architect anticipated that the furniture and equipment costs for each of the projects would be approximately \$90,000.

Recommendations and Improvement Plan

1. The district should create a system to ensure consideration of furniture and equipment allocations within future modernization projects, as available resources allow.
2. Before construction begins on the next project, the district should determine if some funds should be set aside for equipment replacement, especially in the case of the modernization of the elementary kitchen facility. The furniture and equipment funds could be used to replace existing kitchen equipment and utensils.

Standard Implemented: Partially



3.8 Facilities Improvement and Modernization—Approval of Plans and Specifications Prior to Contract Award

Professional Standard

The district obtains approval of plans and specifications from the Division of the State Architect and the Office of Public School Construction (when required) prior to the award of a contract to the lowest responsible bidder. (EC 17263, 17267)

Sources and Documentation

1. Interview with Director of Maintenance, Operations, and Transportation
2. Board policies

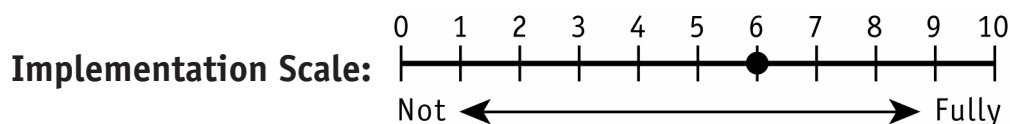
Findings

1. Board Policies 3311 and 3312 delineate the bid process and the use of state funding for construction. These policies are quite old and are in need of revision to reflect the current state building regulations.
2. The district obtains Division of the State Architect and Office of Public School Construction approvals prior to the award of a contract to the lowest responsible bidder.

Recommendations and Improvement Plan

1. Update the board policies and administrative regulations to clarify the procedures to be used in the award of a construction contract.
2. Continue to require the approval of all construction plans prior to commencement by the Division of the State Architect and the Office of Public School Construction to maintain maximum funding eligibility.

Standard Implemented: Partially



3.9 Facilities Improvement and Modernization—All Relocatables Meet Statutory Requirements

Professional Standard

All relocatables in use throughout the district meet statutory requirements. (EC 17292)

Sources and Documentation

1. Inspection of schools
2. Interview with Director of Maintenance, Operations, and Transportation
3. Review of district records

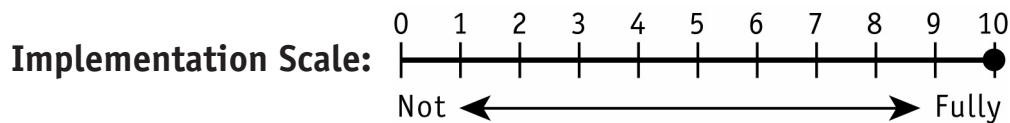
Findings

1. The district has a number of relocatable facilities that meet statutory requirements.
2. The district has developed procedures to ensure that new facilities are maintained in ways that meet all statutory requirements.

Recommendations and Improvement Plan

1. The district should continue using relocatable facilities that meet statutory requirements.

Standard Implemented: Fully - Sustained



3.10 Facilities Improvement and Modernization—Plan for Maintenance and Modernization Exists

Professional Standard

The district maintains a plan for the maintenance and modernization of its facilities. (EC 17366)

Sources and Documentation

1. Interview with Director of Maintenance, Operations, and Transportation
2. Review of district records

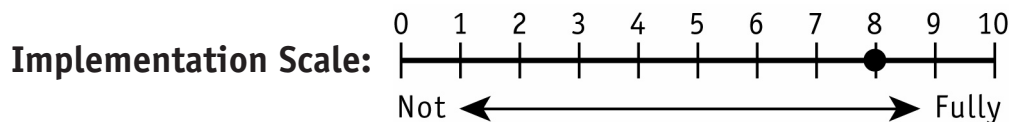
Findings

1. The district does not have a specific plan for the maintenance and modernization of the facilities due to the size of the district. Maintenance projects are scheduled as they are received and are performed during the fiscal year.

Recommendations and Improvement Plan

1. The district should continue with the maintenance and modernization process currently used.

Standard Implemented: Fully - Substantially



3.11 Facilities Improvement and Modernization—Annual Deferred Maintenance Contribution is Made Correctly

Professional Standard

The annual deferred maintenance contribution is made correctly. The district should annually transfer the maximum amount that the district would be eligible for in matching funds from the state.

Sources and Documentation

1. District's general ledger for the deferred maintenance fund
2. CDE correspondence for maximum funding
3. County correspondence regarding possible funding levels
4. Copy of transfer certification document

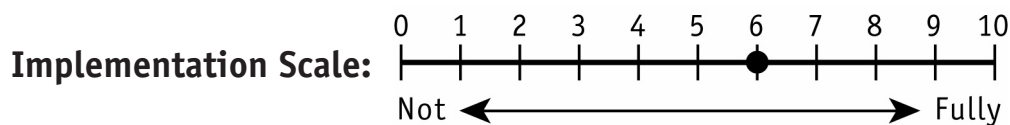
Findings

1. The district made the appropriate transfer into the deferred maintenance fund needed to match the state's deferred maintenance apportionment.
2. SBX1 18 will allow the district to skip the transfer for the 2002-03 fiscal year.

Recommendations and Improvement Plan

1. At a minimum, the district should continue transferring the maximum amount possible as certified by the California Department of Education to the deferred maintenance fund to avoid having to submit any additional reports to the state.
2. The district should take advantage of the flexibility provided by SBX1 18.

Standard Implemented: Partially



3.12 Facilities Improvement and Modernization—Deferred Maintenance Projects are Actively Managed

Professional Standard

The district actively manages the deferred maintenance projects. The district should review the five-year deferred maintenance plan annually to remove any completed projects and include any newly eligible projects. The district should also verify that the projects performed during the year were included in the state-approved, five-year deferred maintenance plan.

Sources and Documentation

1. District's general ledger for deferred maintenance fund
2. Copies of work orders
3. Copy of Five-Year Deferred Maintenance Plan
4. Interview with Director of Maintenance, Operations, and Transportation

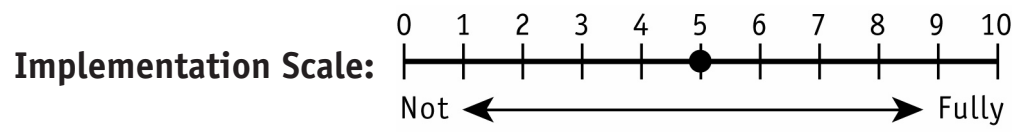
Findings

1. The district participated in the extreme hardship program but, due to the lack of coordination, had to return more than \$180,000. The administration responsible for this lack of coordination is no longer with the district.
2. The district updated the five-year plan in April 2003 to reflect the reduced need for deferred maintenance funding as a result of the modernization of both schools.
3. The Director of Maintenance, Operations, and Transportation actively monitors the possibility of using deferred maintenance funds for larger projects.

Recommendations and Improvement Plan

1. If the district should qualify for extreme hardship funding in the future, the funds should be monitored closely to make sure that they are spent properly and completely.
2. Update the Five-Year Deferred Maintenance Plan annually to remove maintenance completed during the year and include projects that have become eligible for deferred maintenance funding. While state funding will never reach the level necessary to cover the total district needs, the district should have a plan for all available funding.
3. The district should review the projects included in the five-year plan to verify the estimated costs for each project and whether to keep the project in the plan.
4. All projects should be updated annually to cover the increased costs for completing the project.

Standard Implemented: Partially



4.1 Construction of Projects—An Appropriate Project Management Structure Exists

Professional Standard

The district maintains an appropriate structure for the effective management of its construction projects.

Sources and Documentation

1. Board Policy Section 7110
2. Interview with Director of Maintenance, Operations, and Transportation
3. Review of district records

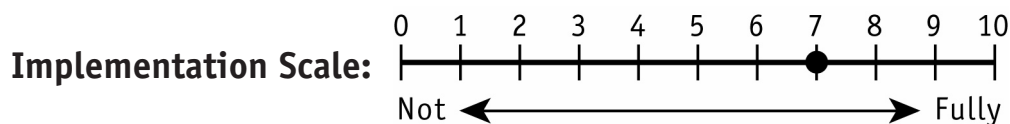
Findings

1. Board Policy 7110 establishes the standards by which projects will be considered. However, due to the size of the district, along with the current declining enrollment trend, there is no anticipation of new construction in the near future.
2. The Director of Maintenance, Operations, and Transportation supervises the projects for the district.

Recommendations and Improvement Plan

1. The Governing Board should update Policy 7110 to reflect the current state building program requirements and how the district will manage the projects accordingly.
2. The district should support the Director of Maintenance, Operations, and Transportation in maintaining the latest skills in managing projects both small and large to be prepared for future needs of the district.

Standard Implemented: Partially



4.2 Construction of Projects—Change Orders are Processed and Received Prior Approval

Professional Standard

Change orders are processed and receive prior approval from required parties before being implemented within respective construction projects.

Sources and Documentation

1. Interview with Director of Maintenance, Operations, and Transportation
2. Review of district records

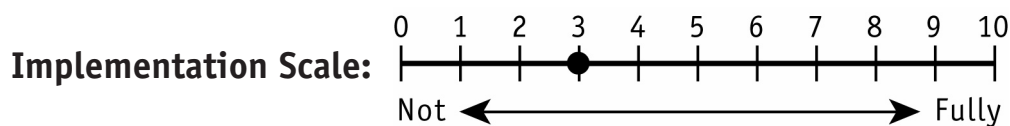
Findings

1. When the modernization projects were under construction, the existing superintendent approved change orders without consideration of availability of funds, input from the Director of Maintenance, Operations, and Transportation, or board policies.
2. Change orders were not presented to the Governing Board for action prior to approval by the district.

Recommendations and Improvement Plan

1. To ensure compliance with the practice of obtaining all change order approvals prior to implementation, the district should clearly articulate to all project participants the district standard for obtaining all necessary approvals for change orders prior to implementation of the change order.
2. All change orders must be presented to the Governing Board for approval prior to paying any invoices for the work.

Standard Implemented: Partially



4.3 Construction of Projects—Appropriate Project Records and Drawings are Maintained

Professional Standard

The district maintains appropriate project records and drawings.

Sources and Documentation

1. Interview with Director of Maintenance, Operations, and Transportation
2. Review of district records

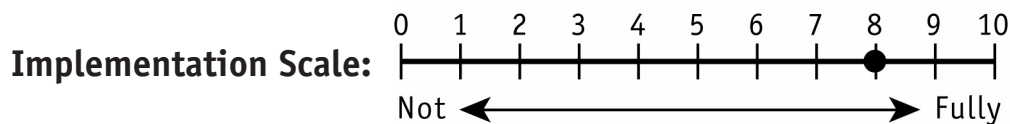
Findings

1. Copies of the blueprints and records for the modernization of the two schools are stored in the office of the Director of Maintenance, Operations, and Transportation.

Recommendations and Improvement Plan

1. Maintain the drawings and records in a safe area to ensure that they will be in good condition for future use.

Standard Implemented: Fully - Substantially



4.4 Construction of Projects—Inspector of Record Assignments are Properly Approved

Professional Standard

Each Inspector of Record (IOR) assignment is properly approved.

Sources and Documentation

1. Board policy
2. Interview with Department of the State Architect staff
3. Interview with Director of Maintenance, Operations, and Transportation
4. Review of district records

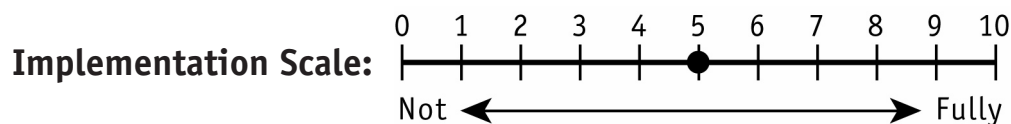
Findings

1. There is no board policy currently regarding the latest requirements for contracting for IOR services as required by the state building program.
2. The district did contract for IOR services during the modernization program. The IOR was a DSA-certified inspector.

Recommendations and Improvement Plan

1. The Governing Board should create and adopt a board policy regarding IOR services reflecting the latest requirements for participation in the state building program.
2. The district should continue to contract with DSA-certified inspectors only.

Standard Implemented: Partially



5.1 Compliance with Public Contracting Laws and Procedures--Compliance with Formal Bidding Procedures

Professional Standard

The district complies with formal bidding procedures. (GC 54202, 54204, PCC 20111)

Sources and Documentation

1. Board policy
2. Review of purchasing procedures
3. Interview with Director of Maintenance, Operations, and Transportation

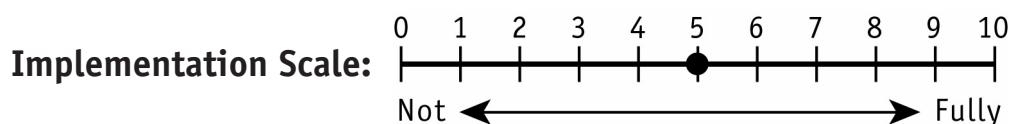
Findings

1. Board Policy 3311 describes the process for bidding projects. Since the policy is more than 12 years old, it does not reflect all of the recent changes made to the law.
2. The district relies on the architect and consultants to provide formal bidding processing.

Recommendations and Improvement Plan

1. The Governing Board needs to revise and adopt Board Policy 3311 to reflect all of the changes made to the bid process over the past 12 years.
2. The district should continue to contract for services to guarantee that all aspects of the bidding process are followed.

Standard Implemented: Partially



5.2 Compliance with Public Contracting Laws and Procedures—Procedures for Requests for Quote/Proposals

Professional Standard

The district has a procedure for requests for quotes/proposals. (GC 54202, 54204, PCC 20111)

Sources and Documentation

1. Board policy
2. Review of purchasing procedures
3. Interview with Director of Maintenance, Operations, and Transportation

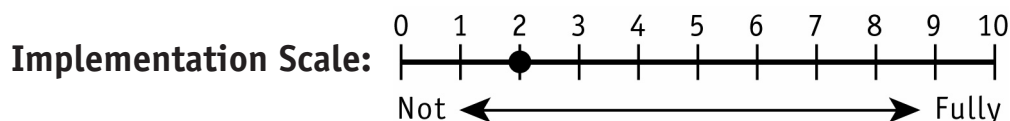
Findings

1. Board Policy 3311 describes the process for bidding or receiving quotes for projects. Since the policy is more than 12 years old, it does not reflect all of the recent changes made to the law.
2. The district relies on the architect and consultants to provide assistance with quotes/proposals, as well as using existing staff to obtain informal quotes.
3. Since the district's work requests are small amounts, quotes and proposals are more common than the formal bid process.

Recommendations and Improvement Plan:

1. The Governing Board needs to revise and adopt Board Policy 3311 to reflect all of the changes made to the bid process over the past 12 years. Included in this revision should be the establishment of specific amounts for when quotes will be obtained, and the approval levels for allowing quotes to be executed.
2. The district should continue to contract for services to guarantee that all aspects of the bidding process are followed.
3. The district should develop procedures for requesting proposals and quotes. These procedures should include who is authorized to request quotes or proposals, how many quotes or proposals are required, who can approve the quote for processing, and who approves the final payment.

Standard Implemented: Partially



5.3 Compliance with Public Contracting Laws and Procedures—Conflict of Interest Statements and Compliance

Professional Standard

The district maintains files of conflict of interest statements and complies with legal requirements. Conflict of interest statements should be collected annually and kept on file.

Sources and Documentation

1. Board policy
2. Copies of sample conflict of interest statements on file

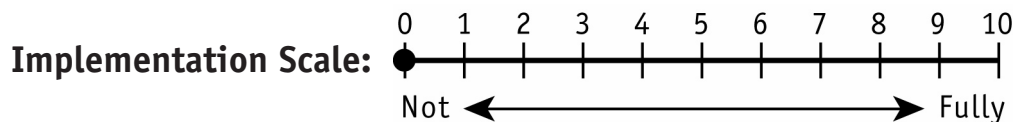
Findings

1. The review team was unable to obtain a copy of the board policy regarding conflict of interest filing requirements.
2. The review team was unable to obtain copies of any conflict of interest statements.

Recommendations and Improvement Plan

1. The district should develop and adopt a conflict of interest policy that delineates all parties who must file the reports annually.
2. The Governing Board and all applicable employees must file conflict of interest statements annually and files must be kept in the district office.

Standard Implemented: Not Implemented



5.4 Compliance with Public Contracting Laws and Procedures—Development of Biddable Plans and Specifications

Professional Standard

The district ensures that biddable plans and specifications are developed through its licensed architects/engineers for respective construction projects.

Sources and Documentation

1. Interview with Director of Maintenance, Operations, and Transportation
2. Review of district records

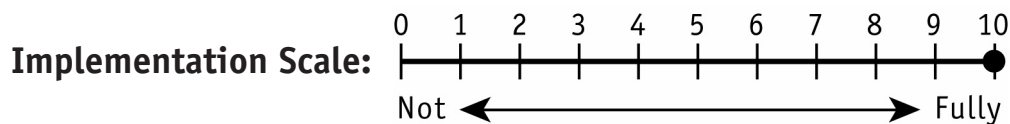
Findings

1. For the two modernization projects, the district worked with a licensed architect in all phases of the development of plans and specifications.

Recommendations and Improvement Plan

1. The district should continue to use a reputable, licensed architect to develop plans for any future construction or modernization.
2. The district should create a team, including the architect, the Superintendent, a site administrator, and the Director of Maintenance, Operations, and Transportation to review the plans before they go to bid.

Standard Implemented: Fully - Sustained



5.5 Compliance with Public Contracting Laws and Procedures—Evaluation of Requests for Progress Payments

Professional Standard

The district ensures that requests for progress payments are carefully evaluated.

Sources and Documentation

1. Board policy
2. Interview with Director of Maintenance, Operations, and Transportation
3. Review of district records

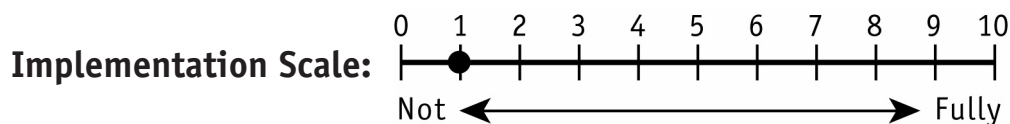
Findings

1. There is no board policy regarding the approval of progress payments.
2. During the modernization of the schools, the former Superintendent was responsible for evaluating and approving all progress payments.
3. Some of the progress payments did not contain all of the expected signatures from the architect and inspector.
4. The Business Office staff merely processed the payment once the approval was given.

Recommendations and Improvement Plan

1. The board must develop and adopt a board policy that describes the steps that must be taken to properly approve progress payments.
2. While the Superintendent may be one of the approving parties, it is recommended that at least one other district employee approve the payment based on actual observation of the progress of the construction.
3. The district should not process any progress payments before receiving all necessary signatures. It is recommended that a routing sheet be attached to all progress payments to ensure that all signatures are received before the payment is made.
4. Business Office personnel should be used as regulators of these payments to keep the administration and Governing Board apprised of the financial status of the projects.

Standard Implemented: Partially



5.6 Compliance with Public Contracting Laws and Procedures—Contract Award Appeal Process

Professional Standard

The district maintains contract award/appeal processes. (GC 54202, 54204, PCC 20111)

Sources and Documentation

1. Board policy
2. Review of purchasing procedures
3. Interview with Director of Maintenance, Operations, and Transportation

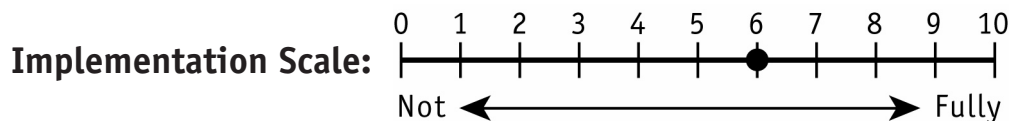
Findings

1. Board Policy 3311 describes the process for bidding projects. The appeal process is included in this policy. However, since it is more than 12 years old, the policy does not reflect all of the recent changes made to the law.
2. The district relies on the architect and consultants to provide formal bidding processing, including the possibility of appeals.

Recommendations and Improvement Plan

1. The Governing Board needs to revise and adopt Board Policy 3311 to reflect all of the changes made to the bid process over the past 12 years.
2. The district should continue to contract for services to guarantee that all aspects of the bidding process are followed, including the appeal process.

Standard Implemented: Partially



6.1 Special Education Facilities—Compliance with CDE Regulations

Professional Standard

The district complies with California Department of Education (CDE) requirements relative to the provision of Special Education facilities.

Sources and Documentation

1. Interviews with State Administrator
2. Interview with Director of Maintenance, Operations, and Transportation
3. Inspection of district facilities

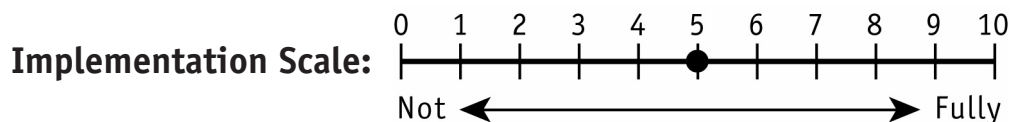
Findings

1. The district understands the facility requirements related to the provision of special education facilities and provides facilities accordingly, within given physical constraints.
2. The district recently started a special day class.
3. The majority of the special education services are provided by the county office of education.

Recommendations and Improvement Plan

1. The district should stay current with the CDE requirements for special education housing.
2. The district should monitor the need for additional special education classes—both special day classes and resource specialist program classes.
3. The district should continue to work with the county office of education to determine who should provide which special education services.

Standard Implemented: Partially



6.2 Special Education Facilities—Equity with Other Facilities, Appropriate to Educational Program

Professional Standard

The district provides facilities for its Special Education programs that ensure equity with other educational programs within the district and provides appropriate learning environments in relation to educational program needs.

Sources and Documentation

1. Inspection of district facilities
2. Interview with Director of Maintenance, Operations, and Transportation
3. Interview with State Administrator

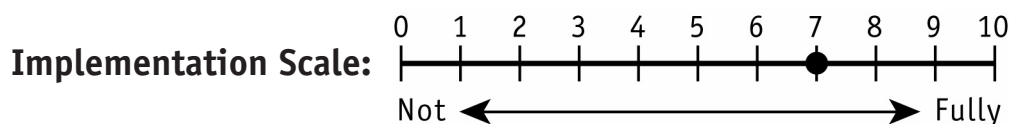
Findings

1. The recent modernization of the schools created fairly uniform classrooms for use by any type of program, including special education.
2. Since the special day class was just started during the 2002-03 school year, the district will be monitoring the need for additional space and equipment.

Recommendations and Improvement Plan

1. The district should develop a plan to ensure equity between facilities provided for all special education students and special education program services, and for students within other educational programs.
2. The district should provide any additional space and equipment as soon as possible after the need is determined.

Standard Implemented: Partially



6.3 Special Education Facilities—Adequacy for Instructional Program Needs

Professional Standard

The district provides facilities for its Special Education programs that provide appropriate learning environments in relation to educational program needs.

Sources and Documentation

1. Inspection of district facilities
2. Interviews with State Administrator
3. Review of district records

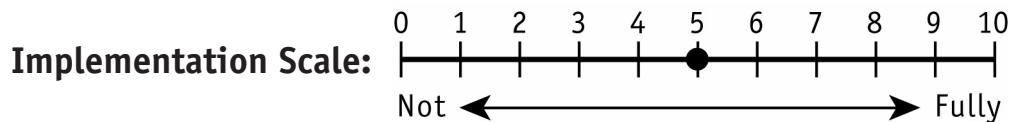
Findings

1. With the special day class still in its developmental stage, it is difficult to determine if the facilities and the associated instructional needs of the special education students are being met. This is no fault of the current administration since the district is still in the process of determining the number of students that need to receive services and in what setting.

Recommendations and Improvement Plan

1. The district should review the IEPs to determine the number of students and the types of services that need to be provided. Based on this review, the district should designate the appropriate number of classrooms and equip them with the necessary equipment to meet the requirements of the IEPs.

Standard Implemented: Partially



8.1 Facilities Maintenance and Custodial—Implementation of an Energy Conservation Program

Professional Standard

An energy conservation policy should be approved by the Governing Board and implemented throughout the district.

Sources and Documentation

1. Board policy
2. Review of materials provided by district staff
3. Interview with Director of Maintenance, Operations, and Transportation

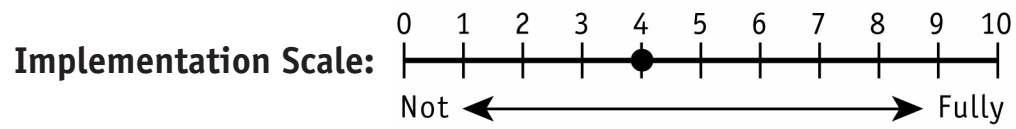
Findings

1. The district has a board policy dated April 5, 1990, regarding energy efficiency.
2. While the policy is not specifically implemented, the district has participated in the Cool Roofing Project to reduce the cost of cooling the school.
3. The district also uses security screens that act as heat-reducing screens on all windows. Some of the screens are so dense that they block most of the natural light.

Recommendations and Improvement Plan

1. Revise the existing board policy to reflect a commitment to energy efficiency and aggressively implement it district-wide. The board policy should include the following items at a minimum:
 - a. A statement that energy management shall be a high priority in a new construction, modernization, equipment replacement, or repair project.
 - b. Identification of specific items for implementation.
 - c. Lights are to be shut off whenever a room becomes unoccupied.
 - d. Morning warm-up of a school site should begin at the latest possible time in order to properly heat classrooms.
 - e. All rooms will be checked at appropriate times in order to ensure lighting, heating, and ventilation are turned off.
 - f. Energy education curriculum shall be included at all levels and disciplines.
2. Continue to apply for any alternative funding to pay for improvements like cool roofing and sun screens for the classrooms.
3. Consider using various sizes of sun screens so that natural light can enter the rooms at varying levels.

Standard Implemented: Partially



8.5 Facilities Maintenance and Custodial—Adequate Maintenance Records and Inventories

Professional Standard

Adequate maintenance records and reports are kept, including a complete inventory of supplies, materials, tools, and equipment. All employees required to perform maintenance on school sites should be provided with adequate supplies, equipment, and training to perform maintenance tasks in a timely and professional manner. Included in the training is how to inventory supplies and equipment and when to order or replenish them.

Sources and Documentation

1. Purchase orders for supplies and equipment
2. Site observation of actual inventory
3. Interview with Director of Maintenance, Operations, and Transportation

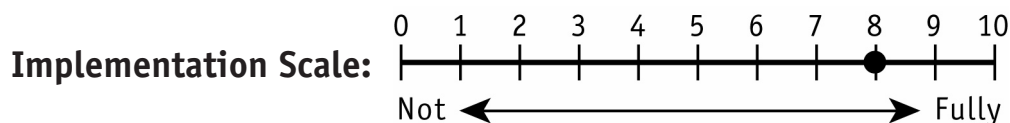
Findings

1. The Maintenance Department maintains a small inventory of standard supplies and materials so that work orders can be performed in a timely manner.
2. For purchases of nonstandard supplies and materials, the district has an open purchase order with Lowe's, with a limited number of staff authorized to make purchases. For larger, industrial-size purchases, the district also has an open purchase order at Grainger's.
3. The Director of Maintenance, Operations, and Transportation monitors the use of the open purchase orders to determine if the purchases are proper and necessary for the needs of the work orders submitted.

Recommendations and Improvement Plan

1. Continue the current ordering and inventory process for maintenance supplies and materials.

Standard Implemented: Fully - Substantially



8.6 Facilities Maintenance and Custodial—Procedures for Evaluation of Maintenance and Operations Staff

Professional Standard

Procedures are in place for evaluating the work quality of maintenance and operations staff. The quality of the work performed by the maintenance and operations staff should be evaluated on a regular basis using a board-adopted procedure that delineates the areas of evaluation and the types of work to be evaluated.

Sources and Documentation

1. Bargaining group agreements
2. Job descriptions
3. Sample employee evaluations
4. Interview with Director of Maintenance, Operations, and Transportation

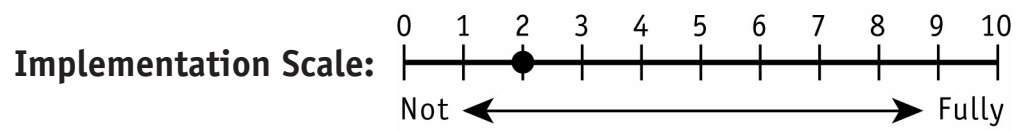
Findings

1. The review team was unable to obtain a copy of the current board policy regarding classified employee evaluations. There are also no written procedures to follow when evaluating an employee, leaving the supervisor at a disadvantage.
2. The current bargaining unit agreements have language regarding the evaluation of classified employees, including maintenance and operations staff.
3. The district has not been providing employees with annual evaluations. Annual evaluations are required in most classified bargaining group agreements in California.
4. The district intends to evaluate the maintenance and operations staff no less than once a year depending on the initial evaluation and the need for follow-up evaluations.

Recommendations and Improvement Plan

1. The Governing Board should develop and adopt a board policy that clearly states the minimum requirements for classified employee evaluations. The policy should include, as a minimum, the time lines for evaluations, specific areas to be evaluated, and who is required to perform these evaluations.
2. Require all supervisory personnel responsible for evaluating classified staff to record all cases of outstanding work, unsatisfactory work, and incomplete maintenance requests as a part of the evaluation process.
3. Include the completeness of maintenance records in the evaluation of maintenance and operations personnel.
4. Maintenance of an accurate supply inventory is important to the productivity of the Maintenance and Operations Department. Employees should be held accountable for their part in keeping the inventory accurate. This is best done in the evaluation process.

Standard Implemented: Partially



8.7 Facilities Maintenance and Custodial—Procedures for Evaluation of Custodial Staff

Professional Standard

Major areas of custodial and maintenance responsibilities and specific jobs to be performed have been identified. Custodial and maintenance personnel should have written job descriptions that delineate the major areas of responsibilities that they would be expected to perform and will be evaluated on.

Sources and Documentation

1. Bargaining group agreements
2. Job descriptions
3. Sample employee evaluations
4. Interview with Director of Maintenance, Operations, and Transportation

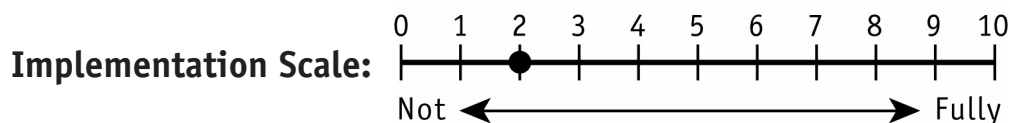
Findings

1. The review team was unable to obtain a copy of the current board policy regarding classified employee evaluations.
2. The current bargaining unit agreements have language regarding the evaluation of classified employees, including maintenance and operations staff.
3. The district has not been providing employees with annual evaluations. Annual evaluations are required in most classified bargaining group agreements in California.
4. The district intends to evaluate the custodial staff no less than once a year depending on the initial evaluation and the need for follow-up evaluations.

Recommendations and Improvement Plan

1. The Governing Board should develop and adopt a board policy that clearly states the minimum requirements for classified employee evaluations. The policy should include, at a minimum, the time lines for evaluations, specific areas to be evaluated, and who is required to perform these evaluations.
2. Require all supervisory personnel responsible for evaluating classified staff to record all cases of outstanding work, unsatisfactory work, and incomplete maintenance requests as a part of the evaluation process.

Standard Implemented: Partially



8.8 Facilities Maintenance and Custodial—Availability of Custodial Supplies and Equipment

Professional Standard

Necessary supplies, tools, and equipment for the proper care and cleaning of the school(s) are available. In order to meet expectations, schools must be adequately staffed and staff must be provided with the necessary supplies, tools, and equipment, as well as the training associated with the proper use of such.

Sources and Documentation

1. Purchase orders for supplies and equipment
2. Site observation of actual inventory
3. Interview with Director of Maintenance, Operations, and Transportation

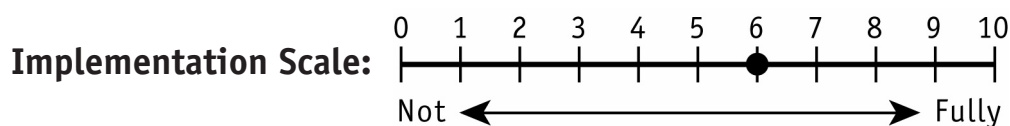
Findings

1. During the site observations and interviews, some site personnel felt that they had adequate access to supplies for cleaning and maintaining the facilities. A review of the supply closets and the maintenance rooms validated these comments.
2. The Director of Maintenance, Operations, and Transportation coordinates the purchase of custodial supplies as requested by staff.

Recommendations and Improvement Plan

1. In a small district, it is easier to monitor and regulate the use of custodial supplies. There is no need to implement any type of computerized inventory system.
2. Site custodial staff should be held accountable for the inventory maintained and ordered to allow the total district to benefit from sound accountability of supplies.

Standard Implemented: Partially



8.10 Facilities Maintenance and Custodial—All Buildings, Grounds and Bathrooms are Maintained

Professional Standard

Toilet facilities are adequate and maintained. All buildings and grounds are maintained.
(CCR Title 5 § 631)

Sources and Documentation

1. Work schedules of custodians and supervisors
2. Site observations verifying conditions of facilities
3. Interview with Director of Maintenance, Operations, and Transportation

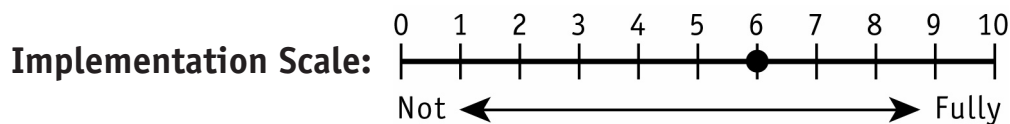
Findings

1. The schools still reflect the recent modernization. Classrooms and buildings are in good condition, with clean carpets and walls.
2. The grounds are maintained by the groundskeepers.
3. The day and night custodial staff provides coverage to make sure the campuses are clean at all times.
4. The bathrooms are clean and operable, with the exception of the condemned shower facility.

Recommendations and Improvement Plan

1. The district should establish a documented maintenance schedule to keep the grounds and facilities in good condition.

Standard Implemented: Partially



9.1 Instructional Program Issues—Plan for Attractive Landscaped Facilities

Professional Standard

The district has developed a plan for attractively landscaped facilities.

Sources and Documentation

1. Interview with Director of Maintenance, Operations, and Transportation
2. Observation of district sites

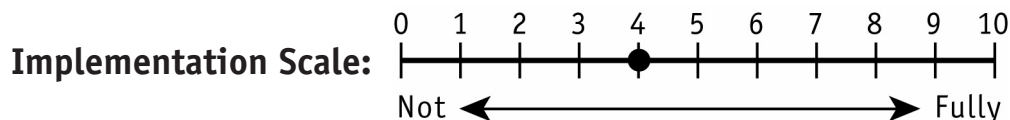
Findings

1. While a written plan for grounds maintenance does not exist, the district employs two groundspersons to make sure that the grounds are attractive at all times.
2. Staff acknowledged that improved landscaping could have positive effects upon staff and community morale.
3. Any lack of commitment toward the development of a possible plan for attractive landscaping appears to be based solely upon funding deficiencies.

Recommendations and Improvement Plan

1. The district should develop a written plan for inclusion with the annual budget so that the Governing Board and community have the opportunity to discuss the need for attractive landscaping.
2. If the plan is approved and deemed to be a priority of the district, funding for the upkeep of the grounds should be included in the budget.

Standard Implemented: Partially



9.2 Instructional Program Issues—Districtwide Technology Plan to Benefit All Sites

Professional Standard

The goals and objectives of the technology plan should be clearly defined. The plan should include both the administrative and instructional technology systems. There should be a summary of the costs of each objective and a financing plan should be in place.

Sources and Documentation

1. District Technology Plan
2. District Technology Financial Plan
3. District policies and administrative regulations

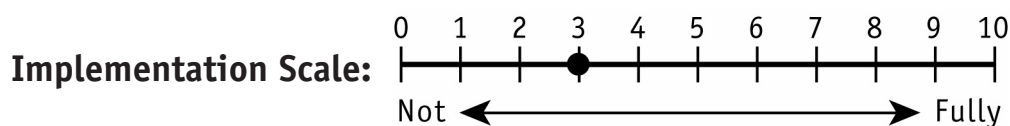
Findings

1. The district recently spent e-rate funding to upgrade the schools for technology and security.
2. While the district has upgraded all of the computers and associated equipment, the need to maintain the equipment is the focal point for the technology plan.
3. The number of new computers and the additional technology does not automatically warrant hiring additional staff.

Recommendations and Improvement Plan

1. The district will need to close out the E-rate expenditures to determine if any refund of appropriations needs to be returned to the federal government.
2. The district should develop a technology maintenance and replacement plan to keep the recently installed technology operable with minimal interruptions.
3. The district should determine how to best meet the needs of maintaining the technology. If it is more cost effective to hire a trained specialist who can keep the system running, the district should hire a new employee. If not, then the district should go to bid for a maintenance contract with a vendor who specializes in the technology used by the district.

Standard Implemented: Partially



9.3 Instructional Program Issues—Lunch Areas are Warm, Healthful and Safe

Professional Standard

The Governing Board shall provide a warm, healthful place in which children who bring their own lunches to school may eat their lunch. (EC 17573, CCR Title 5 §14030)

Sources and Documentation

1. On-site observation of cafeteria
2. Interview with Director of Maintenance, Operations, and Transportation

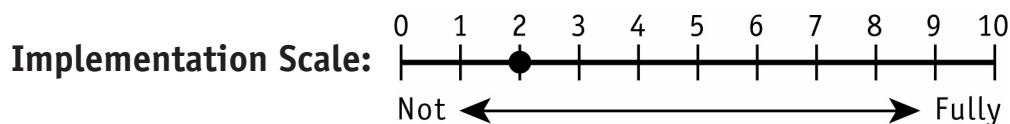
Findings

1. An inspection of the elementary cafeteria showed a building in desperate need of modernization.
2. Lighting levels were low due to the age of the fixtures and lack of funding for replacement of equipment.
3. The main flooring and the stage area were worn and in need of replacement.
4. The district keeps the cafeteria as clean as possible under the current conditions.

Recommendations and Improvement Plan

1. The district needs to aggressively pursue funding to modernize the cafeteria building.
2. If funding is not readily available, the conversion of the current lighting system should be funded from deferred maintenance funding.
3. Caution should be taken in removing the existing floor covering. This is a project that should be scheduled for an upcoming summer break so that any unknown obstacles that arise can be taken care of before the students return in the fall.
4. Maintenance/custodial/cafeteria staff should be trained on the general industry cleaning and safety orders.

Standard Implemented: Partially



9.4 Instructional Program Issues—Bathroom Facilities are Clean and Operable

Professional Standard

The Governing Board of every school district shall provide clean and operable flush toilets for the use of pupils. [EC 17576, CCR Title 5 §14030]

Sources and Documentation

1. Work schedules of custodians
2. Site observations verifying conditions of facilities
3. Interview with Director of Maintenance, Operations, and Transportation

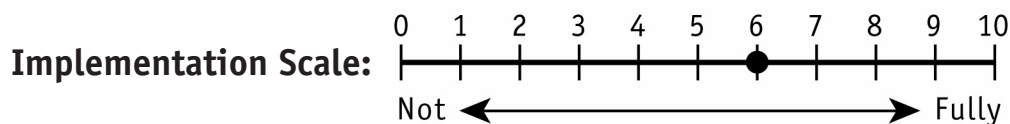
Findings

1. The schools still reflect the recent modernization. Classrooms and buildings are in good condition, with clean carpets and walls.
2. The day and night custodial staff provide coverage to make sure the campuses are as clean as possible at all times.
3. The bathrooms were clean and operable, with the exception of the condemned shower facility.

Recommendations and Improvement Plan

1. The district should establish a documented maintenance schedule to keep the bathrooms in good condition.

Standard Implemented: Partially



9.5 Instructional Program Issues—Facility Plans Include Space for Extended-Day Programs

Professional Standard

The district has plans for the provision of extended-day programs within its respective school sites. (EC 17264)

Sources and Documentation

1. Site inspections
2. Interview with State Administrator

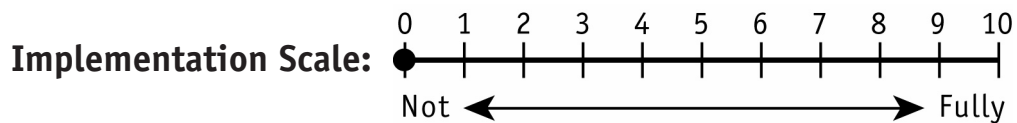
Findings

1. The district does not currently operate any extended-day programs.
2. No facilities are currently designated for any future needs.

Recommendations and Improvement Plan

1. As a part of the new attitude of the district to try and make the school more accessible to the public, the district should consider offering limited extended-day services if the public can afford them.

Standard Implemented: Not Implemented



9.7 Instructional Program Issues—Adequate Heating and Ventilation Exists in All Schools

Professional Standard

All schools shall have adequate heating and ventilation.

Sources and Documentation

1. School site observations to assess the condition of the facilities, including heating and ventilation systems
2. Interview with Director of Maintenance, Operations, and Transportation

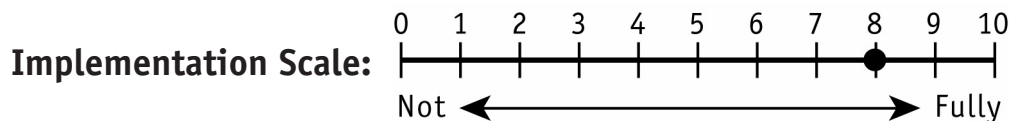
Findings

1. All of the modernized facilities have operational heating and ventilating systems (HVAC). These systems operate on digital thermostats for accurate environmental settings.
2. The only remaining facilities without proper HVAC are the elementary cafeteria and the central office.

Recommendations and Improvement Plan

1. The district should establish a maintenance system to make sure that all of the newly installed HVAC systems remain at optimum operating condition.
2. If funds become available for either the remodeling of the central office or the cafeteria, the modernization should occur during the next summer break.

Standard Implemented: Fully - Substantially



9.8 Instructional Program Issues—Adequate Lighting and Electrical Service is Provided

Professional Standard

All schools shall have adequate lighting and electrical service.

Sources and Documentation

1. School site inspections to assess the condition of the facilities, including lighting and electrical systems
2. Discussions with site staff
3. Interview with Director of Maintenance, Operations, and Transportation

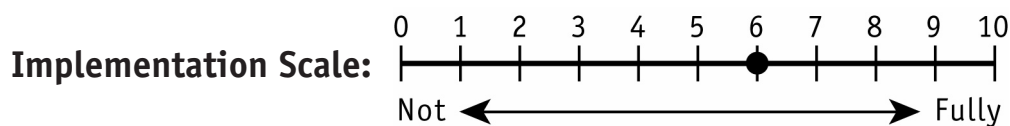
Findings

1. Lighting levels were low in the portable classrooms at the elementary site, primarily due to old lighting fixtures and security screens too dense to allow adequate natural light to enter the rooms.
2. The majority of the lighting in the classrooms has been upgraded as a result of the recent modernization.

Recommendations and Improvement Plan

1. The district should eventually replace the current security screens on the portable classrooms with screens that have large holes to allow more natural light into the classroom while maintaining a reasonable level of security.
2. The district should include the daily observation of the lighting fixtures in the normal maintenance and cleaning of the classrooms.

Standard Implemented: Partially



9.9 Instructional Program Issues—Classrooms are Free of Noise and Other Barriers to Instruction

Professional Standard

Classrooms are free of noise and other barriers to instruction. (EC 32212)

Sources and Documentation

1. Board policy
2. Observation of classrooms
3. Interview with Director of Maintenance, Operations, and Transportation

Findings

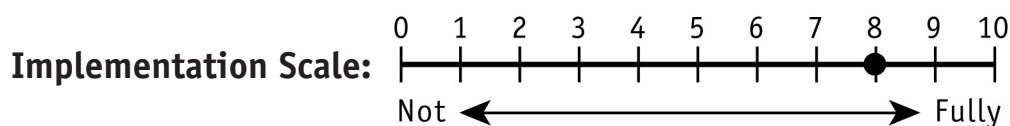
1. At the sites visited, classrooms were generally free of noise and other barriers to instruction.

Recommendations and Improvement Plan

Education Code Section 32212 expresses the Legislature's intent that all governing boards formally address the problem of classroom interruptions and adopt a policy to control them.

1. As modernization projects commence, the use of the site by contractors should be limited as follows:
 - a. The contractor shall confine operations at the site to areas permitted by law, ordinances, permits, and the contract documents, and shall not unreasonably encumber the site with materials or equipment.
 - b. Notwithstanding the designation of contract limits or the indication of temporary fences or barricades, the provisions of the contract documents governing certain portions or phases of the work may require that certain operations be carried out beyond such designated limits.
 - c. Pumping, draining, and control of the designated site shall be carried out so as to avoid endangering the worker or any adjacent facility or property, or interrupting, restricting, or otherwise infringing or interfering with the district's use.
 - d. The contractor shall keep the premises and surrounding areas free from accumulation of waste materials.
 - e. Consider specifying work hours that do not coincide with school hours.

Standard Implemented: Fully - Substantially



9.10 Instructional Program Issues—Environment Conducive to High-Quality Teaching and Learning

Professional Standard

The learning environments provided within respective school sites within the district are conducive to high-quality teaching and learning.

Sources and Documentation

1. Inspection of schools and facilities
2. Interviews with district staff

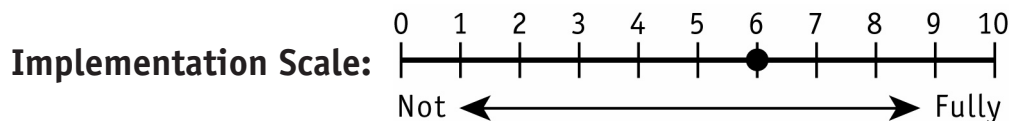
Findings

1. The current learning environments are conducive to high-quality teaching by the instructional staff and efficient learning by students.
2. With the newly modernized classrooms, students are learning in clean, well-lit classrooms that provide a more positive learning environment.
3. The district is still in the process of developing a uniform instructional program to recover from the past Superintendent's creative educational program.

Recommendations and Improvement Plan

1. The maintenance of the current learning environment should receive high priority during the development of the district budget. By maintaining clean and bright classrooms, students will be able to receive a more positive educational opportunity.
2. While the instructional program may not seem to be a direct tie to the facilities of the district, the maintenance of the facilities has a definite impact on the learning experience. The district should include the maintenance budget as a part of the annual budget discussion.

Standard Implemented: Partially



9.11 Instructional Program Issues—Facilities Reflect Community Standards and Expectations

Professional Standard

Facilities within the district reflect the standards and expectations established by the community.

Sources and Documentation

1. Inspection of district facilities
2. Interviews with district staff

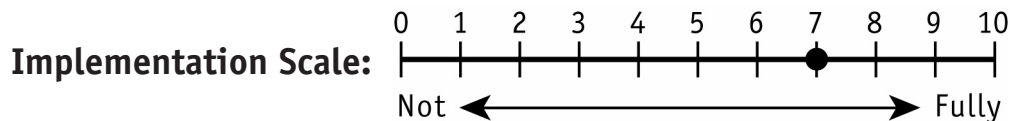
Findings

1. To say that the schools reflect the community standards would be an understatement. The modernized schools now show the pride of the community. Previously, the schools were seen as an embarrassment due to the lack of upkeep. The community did not use the facilities since they were not well kept and people did not feel safe while on the campuses. The new facilities can provide greater opportunity for community involvement.

Recommendations and Improvement Plan

1. The district took some major steps in creating schools in which the community can take pride. The district should keep taking these strides to bring in the community to use the facilities, and to make sure that the facilities continue to reflect the standards and expectations of the community.

Standard Implemented: Partially



10.1 Community Use of Facilities—Plan to Promote Community Involvement in Schools

Professional Standard

The district should have a plan to promote community involvement in schools.

Sources and Documentation

1. Board policy
2. Interview with State Administrator

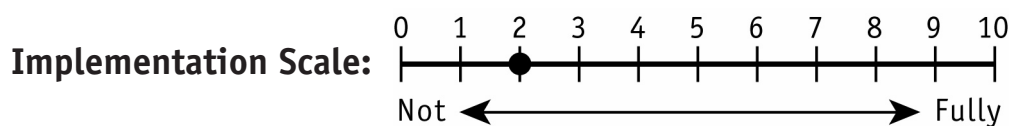
Findings

1. One of the high priority goals of the State Administrator is to get the public back in the schools educationally, recreationally, and socially.
2. The staff is also supportive of making the schools gathering place for the community.

Recommendations and Improvement Plan

1. The board should adopt a direct, guiding policy regarding the community use of district facilities.
2. Applications for Civic Center permits should be available at school sites to promote easy access by all community groups.
3. The Civic Center application form should be made available in Spanish.

Standard Implemented: Partially



10.2 Community Use of Facilities—Compliance with Civic Center Act for Community Use

Professional Standard

Education Code Section 38130 establishes terms and conditions of school facility use by community organizations, in the process requiring establishment of both “direct cost” and “fair market” rental rates, specifying what groups have which priorities and fee schedules.

Sources and Documentation

1. District board policies
2. Interview with State Administrator and staff

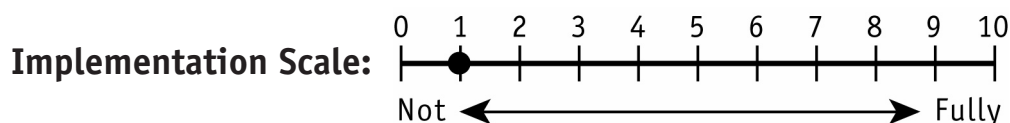
Findings

1. There were no board policies available to determine whether the district was complying with the Education Code requirements.
2. There were no fee schedules available to determine what fees, if any, could be charged to the users of the facilities.

Recommendations and Improvement Plan

1. The board should develop and adopt board policies noting the acceptable uses for the facilities, the different levels of fees that can be charged to the various users, the application process for use of the facilities, and the approval process that district staff must follow.
2. The district should prepare a comprehensive study of allowable costs and charges for community use of facilities. The results of the study should be presented to the Governing Board for discussion and adoption.
3. The district should also consider setting rates to accurately reflect current costs of providing custodial services, utilities, and other services.
4. School sites should be given clear guidance as to when it is appropriate and legal for them to “veto” community use of site facilities.

Standard Implemented: Partially



10.3 Community Use of Facilities—Maintenance of Records and Support for Reasonable Charges

Professional Standard

Districts should maintain comprehensive records and controls on civic center implementation and cash management.

Sources and Documentation

1. District board policies
2. Interview with State Administrator

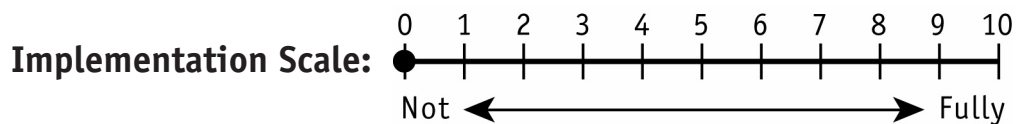
Findings

1. A board policy could not be found relating to the proper charges that could be levied for the use of the facilities.
2. There are no records for the charges for use of facilities since the facilities are not being used by the community

Recommendations and Improvement Plan

1. The board should develop and adopt board policies noting the acceptable uses for facilities, the different levels of fees that can be charged to the various users, the application process for use of the facilities, and the approval process that district staff must follow.
2. The district should develop a recordkeeping system for collecting and depositing use of facilities revenues.

Standard Implemented: Not Implemented



Facilities Management			
Standard to be addressed		July 2003 Rating	Focus for January 2004
1.1	All school administrators should be thoroughly familiar with the California Department of Education, Civil Defense and Disaster Planning Guide for School Officials, 1972. (EC 32000-32004, 32040, 35295-35297, 38132, 46390-46392, 49505, GC 3100, 8607, CCR Title 5 §550, 560, Title 19 §2400)	1	<input type="checkbox"/>
1.2	The district includes the appropriate security devices in the design of new buildings as well as in modernized buildings. (EC 32020, 32211, 35294-35294.9, 39670-39675)	5	
1.3	The district should be able to demonstrate that a plan of security has been developed, which includes adequate measures of safety and protection of people and property. [EC 32020, 32211, 35294-35294.9]	3	<input type="checkbox"/>
1.4	The district should ensure that the custodial and maintenance staff are regularly informed of restrictions pertaining to the storage and disposal of flammable or toxic materials. [EC 49341, 49401.5, 49411, F&AC 12981, H&SC 25163, 25500-25520, LC 6360-6363, CCR Title 8 §5194]	4	
1.5	The district has a documented process for issuing of master and sub-master keys. A districtwide standardized process for the issuance of keys to employees must be followed by all district administrators.	5	
1.6	Bus loading and unloading areas, delivery areas, and parking and parent loading/unloading areas are monitored on a regular basis to ensure the safety of the students, staff and community. Students, employees and the public should feel safe at all times on school premises.	7	
1.7	Outside lighting is properly placed and monitored on a regular basis to ensure the operability/adequacy of such lighting and to ensure safety while activities are in progress in the evening hours. Outside lighting should provide sufficient illumination to allow for the safe passage of students and the public during after-hours activities. Lighting should also provide security personnel with sufficient illumination to observe any illegal activities on campus.	6	
1.8	The district has a graffiti and vandalism abatement plan. The district should have a written graffiti and abatement plan that is followed by all district employees. The district provides district employees with sufficient resources to meet the requirements of the abatement plan.	7	
1.9	Each public agency is required to have on file written plans describing procedures to be employed in case of emergency. (EC 32000-32004, 32040, 35295-35297, 38132, 46390-46392, 49505, GC 3100, 8607) (CCR Title 8, §3220)	0	

Facilities Management			
Standard to be addressed		July 2003 Rating	Focus for January 2004
1.10	Each elementary and intermediate school at least once a month, and in each secondary school not less than twice every school year, shall conduct a fire drill. (EC 32000-32004, 32040, CCR Title 5 §550)	2	
1.11	Maintenance/custodial personnel have knowledge of chemical compounds used in school programs that include the potential hazards and shelf life. (EC 49341, 49401.5, 49411, F&AC 12981, H&SC 25163, 25500-25520, LC 6360-6363, CCR Title 8 §5194)	5	
1.12	Building examinations are performed, and required actions are taken by the Governing Board upon report of unsafe conditions. (EC 17367)	4	
1.13	Each school that is entirely enclosed by a fence or partial buildings must have a gate of sufficient size to permit the entrance of ambulances, police, and fire fighting equipment. Locking devices shall be designed to permit ready entrance. (EC 32020)	8	
1.14	Sanitary, neat and clean conditions of the school premises exist and the premises are free from conditions that would create a fire hazard. (CCR Title 5 §633)	9	
1.15	The Injury and Illness Prevention Program (IIPP) requires periodic inspections of facilities to identify conditions. (CCR Title 8 §3203)	0	<input type="checkbox"/>
1.16	Appropriate fire extinguishers exist in each building and current inspection information is available. (CCR Title 8 §1922(a))	7	
1.17	All exits are free of obstructions. (CCR Title 8 §3219)	9	
1.18	A comprehensive school safety plan exists for the prevention of campus crime and violence. (EC 35294-35294.9)	1	<input type="checkbox"/>
1.19	Each public agency is required to have on file written plans describing procedures to be employed in case of emergency. (EC 32000-32004, 32040, 35295-35297, 38132, 46390-46392, 49505, GC 3100, 8607) (CCR Title 8, §3220)	0	<input type="checkbox"/>
1.20	Requirements are followed pertaining to underground storage tanks. (H&SC 25292, CCR Title 26 §477, Title 23 § 2610)	NA	
1.21	All asbestos inspection and asbestos work completed in the U.S. is performed by Asbestos Hazard Emergency Response Act (AHERA) accredited individuals. (EC 49410.5, 40 CFR Part 763)	4	

Facilities Management			
Standard to be addressed		July 2003 Rating	Focus for January 2004
1.22	All playground equipment meets safety code regulations and is inspected in a timely fashion as to ensure the safety of the students. (EC 44807, GC 810-996.6, H&SC 24450 Chapter 4.5, 115725-115750, PRC 5411, CCR Title 5 §5552)	8	
1.23	Safe work practices exist with regard to boiler and fired pressure vessels. (CCR Title 8 §782)	NA	
1.24	The district maintains Materials Safety Data Sheets. (EC 49341, 49401.5, 49411, F&AC 12981, LC 6360-6363, CCR Title 8 §5194)	4	
1.25	The district maintains a comprehensive employee safety program. Employees should be aware of the district safety program and the district should provide in-service training to employees on the requirements of the safety program.	5	<input type="checkbox"/>
1.26	The district conducts periodic safety training for employees. District employees should receive periodic training on the safety procedures of the district.	2	
1.27	The district should conduct periodic first-aid training for employees assigned to school sites.	3	
2.2	The district should possess a California State Department of Education Facilities Planning and Construction Guide (dated 1991).	10	
2.3	The district should seek state and local funds.	10	
2.7	The district should have standards for real property acquisition and disposal. (EC 39006, 17230-17233)	0	
2.8	The district seeks and obtains waivers from the State Allocation Board for continued use of its nonconforming facilities. (EC 17284, 17285)	10	
2.9	The district has established and utilizes a selection process for the selection of licensed architectural/engineering services. (GC 17302)	3	
2.10	The district should assess its local bonding capacity. (EC 15100)	6	
2.11	The district should develop a process to determine debt capacity.	8	
2.12	The district should be aware of and monitor the assessed valuation of taxable property within its boundaries.	10	

Facilities Management			
Standard to be addressed		July 2003 Rating	Focus for January 2004
2.13	The district should monitor its legal bonding limits. (EC 15100, 15330)	10	
2.14	The district should collect statutory school fees. (EC 17620, GC 65995, 66000)	5	<input type="checkbox"/>
2.16	The district has pursued state funding for joint-use projects through the filing of applications through the Office of Public School Construction and the State Allocation Board.	6	
2.17	The district has established and utilizes an organized methodology of prioritizing and scheduling projects.	10	
3.1	The district has a restricted deferred maintenance fund and those funds are expended for maintenance purposes only. The deferred maintenance fund should be a stand-alone fund reflecting the revenues and expenses for the major maintenance projects accomplished during the year.	7	
3.2	The district has pursued state funding for deferred maintenance - critical hardship needs by filing an application through the Office of Public School Construction and the State Allocation Board. (State Allocation Board Regulation §1866)	4	
3.3	The district applies to the State Allocation Board for facilities funding for all applicable projects.	7	
3.4	The district consistently reviews and monitors its eligibility for state funding so as to capitalize upon maximal funding opportunities.	6	
3.5	The district establishes and implements interim housing plans for use during the construction phase of modernization projects and/or additions to existing facilities.	10	
3.7	Furniture and equipment items are routinely included within the scope of modernization projects.	6	
3.8	The district obtains approval of plans and specifications from the Division of the State Architect and the Office of Public School Construction (when required) prior to the award of a contract to the lowest responsible bidder. (EC 17263, 17267)	6	
3.9	All relocatables in use throughout the district meet statutory requirements. (EC 17292)	10	
3.10	The district maintains a plan for the maintenance and modernization of its facilities. [EC 17366]	8	

Facilities Management			
Standard to be addressed		July 2003 Rating	Focus for January 2004
3.11	The annual deferred maintenance contribution is made correctly. The district should annually transfer the maximum amount that the district would be eligible for in matching funds from the state.	6	
3.12	The district actively manages the deferred maintenance projects. The district should review the five-year deferred maintenance plan annually to remove any completed projects and include any newly eligible projects. The district should also verify that the expenses performed during the year were included in the state approved five-year deferred maintenance plan.	5	<input type="checkbox"/>
4.1	The district maintains an appropriate structure for the effective management of its construction projects.	7	
4.2	Change orders are processed and receive prior approval from required parties before being implemented within respective construction projects.	3	<input type="checkbox"/>
4.3	The district maintains appropriate project records and drawings.	8	
4.4	Each Inspector of Record (IOR) assignment is properly approved.	5	<input type="checkbox"/>
5.1	The district complies with formal bidding procedures. (GC 54202, 54204, PCC 20111)	5	<input type="checkbox"/>
5.2	The district has a procedure for requests for quotes/proposals. (GC 54202, 54204, PCC 20111)	2	<input type="checkbox"/>
5.3	The district maintains files of conflict-of-interest statements and complies with legal requirements. Conflict of interest statements should be collected annually and kept on file.	0	
5.4	The district ensures that biddable plans and specifications are developed through its licensed architects/engineers for respective construction projects.	10	
5.5	The district ensures that requests for progress payments are carefully evaluated.	1	
5.6	The district maintains contract award/appeal processes. (GC 54202, 54204, PCC 20111)	6	
6.1	The district complies with California Department of Education (CDE) requirements relative to the provision of Special Education facilities.	5	

Facilities Management			
Standard to be addressed		July 2003 Rating	Focus for January 2004
6.2	The district provides facilities for its special education programs that ensure equity with other educational programs within the district and provide appropriate learning environments in relation to educational program needs.	7	
6.3	The district provides facilities for its special education programs that provide appropriate learning environments in relation to educational program needs.	5	
8.1	An energy conservation policy should be approved by the Governing Board and implemented throughout the district.	4	<input type="checkbox"/>
8.5	Adequate maintenance records and reports are kept, including a complete inventory of supplies, materials, tools and equipment. All employees required to perform maintenance on school sites should be provided with adequate supplies, equipment and training to perform maintenance tasks in a timely and professional manner. Included in the training is how to inventory supplies and equipment and when to order or replenish them.	8	
8.6	Procedures are in place for evaluating the work quality of maintenance and operations staff. The quality of the work performed by the maintenance and operations staff should be evaluated on a regular basis using a board-adopted procedure that delineates the areas of evaluation and the types of work to be evaluated.	2	
8.7	Major areas of custodial and maintenance responsibilities and specific jobs to be performed have been identified. Custodial and maintenance personnel should have written job descriptions that delineate the major areas of responsibilities that they will be expected to perform and will be evaluated on.	2	
8.8	Necessary staff, supplies, tools and equipment for the proper care and cleaning of the school(s) are available. In order to meet expectations, schools must be adequately staffed and staff must be provided with the necessary supplies, tools and equipment as well as the training associated with the proper use of such.	6	
8.10	Toilet facilities are adequate and maintained. All buildings and grounds are maintained. (CCR Title 5 § 631)	6	<input type="checkbox"/>
9.1	The district has developed a plan for attractively landscaped facilities.	4	<input type="checkbox"/>

Facilities Management			
Standard to be addressed		July 2003 Rating	Focus for January 2004
9.2	The goals and objectives of the technology plan should be clearly defined. The plan should include both the administrative and instructional technology systems. There should be a summary of the costs of each objective and a financing plan should be in place.	3	<input type="checkbox"/>
9.3	The Governing Board shall provide a warm, healthful place in which children who bring their own lunches to school may eat their lunch. (EC 17573, CCR Title 5 §14030)	2	<input type="checkbox"/>
9.4	The Governing Board of every school district shall provide clean and operable flush toilets for the use of pupils. (EC 17576, CCR Title 5 §14030)	6	<input type="checkbox"/>
9.5	The district has plans for the provision of extended day programs within its respective school sites. (EC 17264)	0	
9.7	All schools shall have adequate heating and ventilation.	8	
9.8	All schools shall have adequate lighting and electrical service.	6	
9.9	Classrooms are free of noise and other barriers to instruction. (EC 32212)	8	
9.10	The learning environments provided within respective school sites within the district are conducive to high quality teaching and learning.	6	
9.11	Facilities within the district reflect the standards and expectations established by the community.	7	
10.1	The district should have a plan to promote community involvement in schools.	2	<input type="checkbox"/>
10.2	Education Code Section 38130 establishes terms and conditions of school facility use by community organizations, in the process requiring establishment of both "direct cost" and "fair market" rental rates, specifying what groups have which priorities and fee schedules. "	1	<input type="checkbox"/>
10.3	Districts should maintain comprehensive records and controls on civic center implementation and cash management.	0	<input type="checkbox"/>