

Facilities Utilization

SUBJECT

Excess Facility Capacity: PPS should address the costs of operating excess facility capacity and explore options for either funding these operations or cutting costs, potentially through the closure of schools or multiple use consolidation of facilities.

School Consolidation: 19, 19.1, 19.2, 19.3

Multi-Use: 19.4, 19.5, 19.6, 19.7

Decentralize/Close BESC: 19.8, 19.9, 19.10

Ref#	Type	Recommendation	Discussion	Fiscal Comments	Status
19 II-12.1	<input checked="" type="checkbox"/> Alt Rec <input type="checkbox"/> KPMG Rec	PPS should address the costs of operating excess facility capacity and explore options for either funding these operations or cutting costs, potentially through the closure of schools or multiple use consolidation of facilities. The Task Force recommends alternatives numbered 19.1 through 19.10 be viewed as a total package that, implemented in concert, will bring positive results.	Potential cost savings may be generated from school closures, co-location and decentralizing/closure of BESC. Attempting to consolidate schools using KPMG's criteria to estimate savings is not a viable alternative . Massive displacement and disruption - 10 schools could be closed, however at least 6,900 students would need to be displaced. One half of PPS schools would be effected by such a closure senario. Additional costs would emerge such as transportations costs for an additional 4,000 to 5,400 are estimated.	Recommendations 19-19.10 had to do with school closures, co-location and decentralization. The Taskforce estimated that these recommendations will have a positive net impact of between \$1,531,000 and \$2,739,000, with potential one-time upside in revenue of \$11,800,000 from the sale of properties.	In Process (Applies to all additional recommendations stemming from recommendation #19)
19.1		Net cost savings by school building consolidation should only be pursued in concert with other recommendations to: 1) change the use of non-school buildings; and 2) promote ongoing community schools/multi-use programs.			
19.2		Portland Public Schools should formulate and implement a Building Utilization Plan with a goal of operating its current programs at a system-wide goal of 90% utilization.			
19.3		PPS should develop plans to more fully use middle and high schools which are below 75% program capacity.			

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19.4		The District should initiate negotiations with local government officials to draft a partnership agreement leading to an annual lump-sum payment to the District from each jurisdiction using District properties in recognition of the value provided these governments by the use of its facilities.			
19.5		The District should re-affirm the importance of community schools (with co-located social and recreational services) to the mission of Portland Public Schools. This commitment should be communicated internally as a policy directive to District personnel at all levels to encourage receptivity and creativity in partnering with local government to expand/improve joint initiatives.			

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19.6		<p>Portland Public Schools (PPS) should rework their facility utilization data to more accurately reflect “usable program space” for prospective tenants, including local and state government and non-profits deemed eligible based on formal selection criteria. The District should encourage and recognize managers who take an innovative approach to creating usable space, whether or not listed as available, thereby promoting mixed-use models and scheduling strategies. Analysis of usable space should be a reflex action whenever a school has been identified as “under-enrolled” and at risk of closure so that alternative uses of the space, such as a new community school, might be considered. These functions are targeted to making operational a culture of cooperative planning/co-location consistent with the partnership between the District and local government.</p>			
19.7		<p>PPS should actively market this space inventory to local government at least as often as the first of each calendar year so that prospective tenants may consider the possibilities as part of their budget cycle planning. This would facilitate joint planning for program creation/expansion and could open negotiation of partnership agreements.</p>			

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19.8		Because Blanchard Education Service Center (BESC) is designed for the unique needs of the school District, it should continue to house PPS offices, warehouses and other support services.			
19.9		Create revenue opportunities by transferring PPS support staff to BESC and divest or lease space made available by this transfer action.			
19.10		Create revenue opportunities by divesting or leasing unused facilities, which include at least seven properties that the committee believes are under utilized.			

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Community Use of Buildings: The four recommendations dealing with community use of buildings deal with maximizing the existing PPS assets and making renting/leasing procedures and rates more consistent. Currently policies are unclear and different renters and leaseholders are charged different amounts. Policies do not currently exist which deal with where the balance should be between making school space available to public groups and maximizing revenues.

By taking the suggested action on the following four recommendations clear rental and lease policies would be established and a balance would be achieved between making school space available to public groups and maximizing revenue.

Ref#	Type	Recommendation	Discussion	Fiscal Comments	Status
170 VIII- 7.1	<input checked="" type="checkbox"/> Alt Rec <input type="checkbox"/> KPMG Rec	Update Board policy to definitively state the process for renting facilities, establish charging policies and rates that are equitable and consistent. PPS should produce policies with citizen involvement to increase the use of buildings and revenue generation. The committee supports the recommendations subject to the acknowledgement of the partnership and joint-use agreements to be negotiated with the City of Portland and Multnomah County.		The remaining eleven recommendations fall into three categories; Community Use of Buildings, Custodial & Maintenance; and Technology. Collectively, these eleven recommendations could have a positive net impact of between \$1,064,000 and \$3,804,000, net of investments in staff and technology, but not including future maintenance savings from accelerating preventative maintenance.	In Process
171 VIII- 8.1	<input checked="" type="checkbox"/> Alt Rec <input type="checkbox"/> KPMG Rec	The issue of marketing school facilities should be part of overall facilities use review by District. Additional advertising should not be done until rental policies and procedures, and rental rates are set by District.	Potential revenue source; could enhance community connections. District policies on facilities use should be in place before additional decisions on usage are made.		In Process
173 VIII- 10.1	<input type="checkbox"/> Alt Rec <input checked="" type="checkbox"/> KPMG Rec	PPS Should develop methodology and policies to determine the equitable use of PPS facilities by other public agencies and groups.			See #170

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Ref#	Type	Recommendation	Discussion	Fiscal Comments	Status
174 VIII- 11.1	<input checked="" type="checkbox"/> Alt Rec <input type="checkbox"/> KPMG Rec	<p>PPS should establish a leasing policy to meet the goals of the Taskforce recommendations. The goals are net cost savings by school building consolidation should only be pursued in concert with other recommendations to: 1) charge the use of non-school buildings; and 2) promote ongoing community schools/multi-use programs.</p>			In Process

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SUBJECT Custodial and Janitorial: By taking the following action a review of the funding for and delivery of janitorial and custodial services would occur and agreements would be reached with outside contractors for custodial management. Management agreements would include including training and for workers and meeting established performance standards.

Ref#	Type	Recommendation	Discussion	Fiscal Comments	Status
172 VIII-9.1	<input checked="" type="checkbox"/> Alt Rec <input type="checkbox"/> KPMG Rec	Policies related to custodial charges should be included in the updated Board policy referred to in alternative recommendation 170 regarding facility rental.			In Process
176 VIII-13.1	<input type="checkbox"/> Alt Rec <input checked="" type="checkbox"/> KPMG Rec	PPS needs to reconsider its allocation of resources to ensure that the safety and cleanliness of its facilities are not compromised. This may require shifting resources from other areas to Maintenance Service to perform routine and preventive maintenance functions.		This recommendation will create additional costs of \$566,000 in 1998/99, but avoid roughly \$2.5 million in future costs.	In Process
177 VIII-14.1	<input type="checkbox"/> Alt Rec <input checked="" type="checkbox"/> KPMG Rec	Until the issue of inadequate financial resources is solved, Physical Plant should prioritize the types of services to be provided by in-house maintenance staff. In conjunction with the prioritization of work, the Maintenance unit should conduct a comprehensive outsourcing study to determine which types of work should be performed by outside labor. By prioritizing service needs, Physical Plant will be able to provide the highest quality of service in those areas deemed the highest priority.			In Process
178 VIII-15.1	<input checked="" type="checkbox"/> Alt Rec <input type="checkbox"/> KPMG Rec	PPS needs to review its delivery of and funding for custodial and janitorial services so cleanliness can be improved.	While teaching styles may create more or less work (how tables are grouped, types of activities and number of classes taught) teaching style is not the cause of the change in cleaning/custodial needs. Budget reductions have caused changes in building/classroom usage. These changes have also contributed to an increase of custodial workload.		In Process

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Ref#	Type	Recommendation	Discussion	Fiscal Comments	Status
179 VIII-16.1	<input checked="" type="checkbox"/> Alt Rec <input type="checkbox"/> KPMG Rec	PPS should continue to contract for the management of the custodial staff. The contract should include performance measures.			In Process
180 VIII-17.1	<input checked="" type="checkbox"/> Alt Rec <input type="checkbox"/> KPMG Rec	The contract written for the management of custodial services should have established performance standards.			In Process

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SUBJECT Technology: Recommendation (175 VIII-12.1) deals with the finding that PPS has established performance measures but does not routinely check them against industry standards. KPMG recommends that the new Facilities Management Information System implement policies and practices to increase the use of performance measures. The alternative recommendation that the Task Force is making is that PPS should continue implementation of new facility management policies that increase the use of performance measures. Thus not waiting until the Facilities Management Information System is up and running.

Ref#	Type	Recommendation	Discussion	Fiscal Comments	Status
175 VIII- 12.1	<input checked="" type="checkbox"/> Alt Rec <input type="checkbox"/> KPMG Rec	PPS should continue implementation of new facility management policies that increase the use of performance measures.	Since KPMG's findings, PPS has already implemented a number of policies to increase performance measures and improve accountability.		In Process Board approved budget for system replacement 3/8/99

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