



Accountability Report

Facilities

Mike Hurd, Superintendent of Facilities

October 17, 2016

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SOURCE DOCUMENTS:

- SRPSD Policy 8: Board Operations, item 8 states the following :
 - “8.0 *Fiscal Accountability*
 - 8.2 *Annually approve the five-year capital plan and review facilities master plan. Submit the five-year capital plan to the Ministry of Education by the due date.*
 - 8.4 *Approve the submission of capital projects to the Ministry of Education, including emergency block capital projects.”*

- SRPSD Policy 13: Role of the Director of Education
 - “6.0 *Continuous Improvement Planning and Reporting*
 - 6.1 *Leads the strategic planning process including the development of Division goals, budget, student learning, facilities and transportation plans and implements plans as approved. Involves the Board appropriately (Board identification of priorities and outcomes, opportunity for Board input early in the process, final Board approval).”*

- SRPSD 2014 -2017 Strategic Plan
 - Goal 3 related to the infrastructure and facilities indicates:
 - “3. Infrastructure and Facilities**
 - GOAL**
 - Our students will learn in facilities that are clean, safe and well maintained and they will be supported by the necessary infrastructure to enhance student learning.*
 - STRATEGIES**
 - *Make decisions based on 2013 facilities review*
 - *Explore opportunities for shared or joint use facilities”*
 - Division Operational Plans
 - “In addition to the actions steps to implement the Board’s strategies to achieve its three year goals, there are several distinct operational plans that are aligned to support the achievement of the Board’s goals. These include:*
 - *Five Year Capital Plan*
 - *Preventative Maintenance and Renewal Plan”*

- There are several Administrative Procedures that guide the work of the Facilities Department.

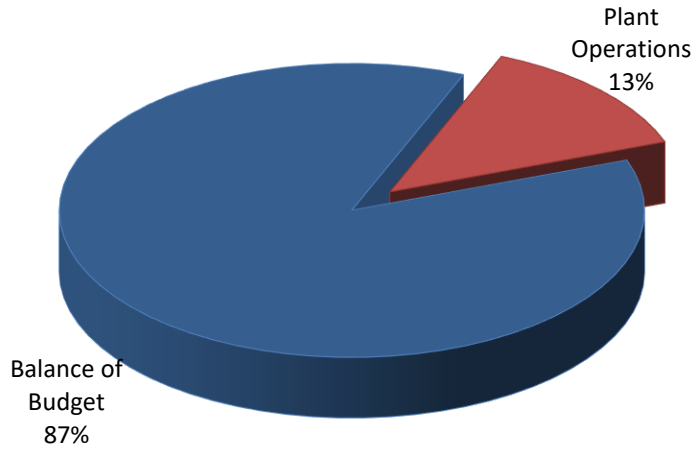
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EVIDENCE:

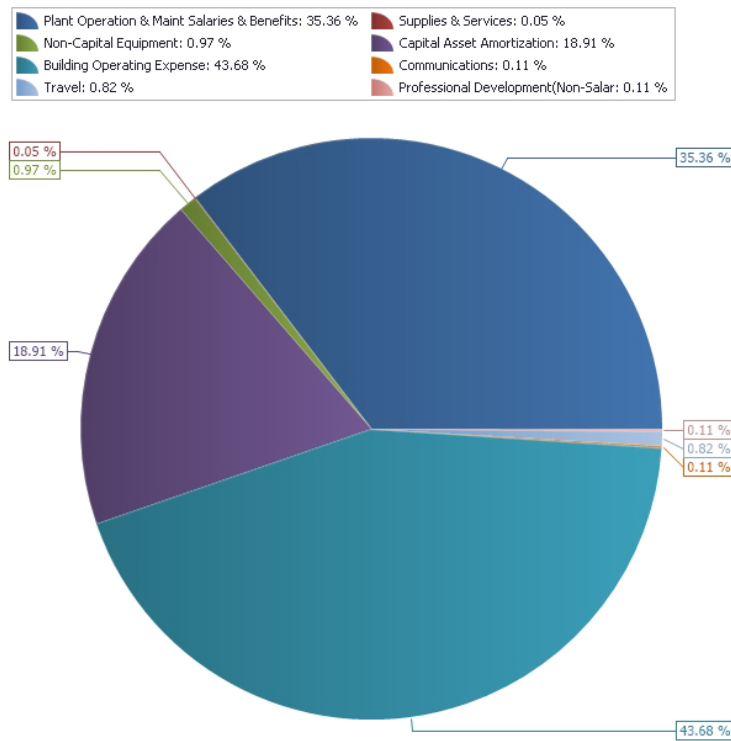
A. Budget

- Facilities operating budget is \$14.5 million.
- This includes PMR and capital expenditures.

Operating Budget 2015-2016



Source: Budget 2015-16

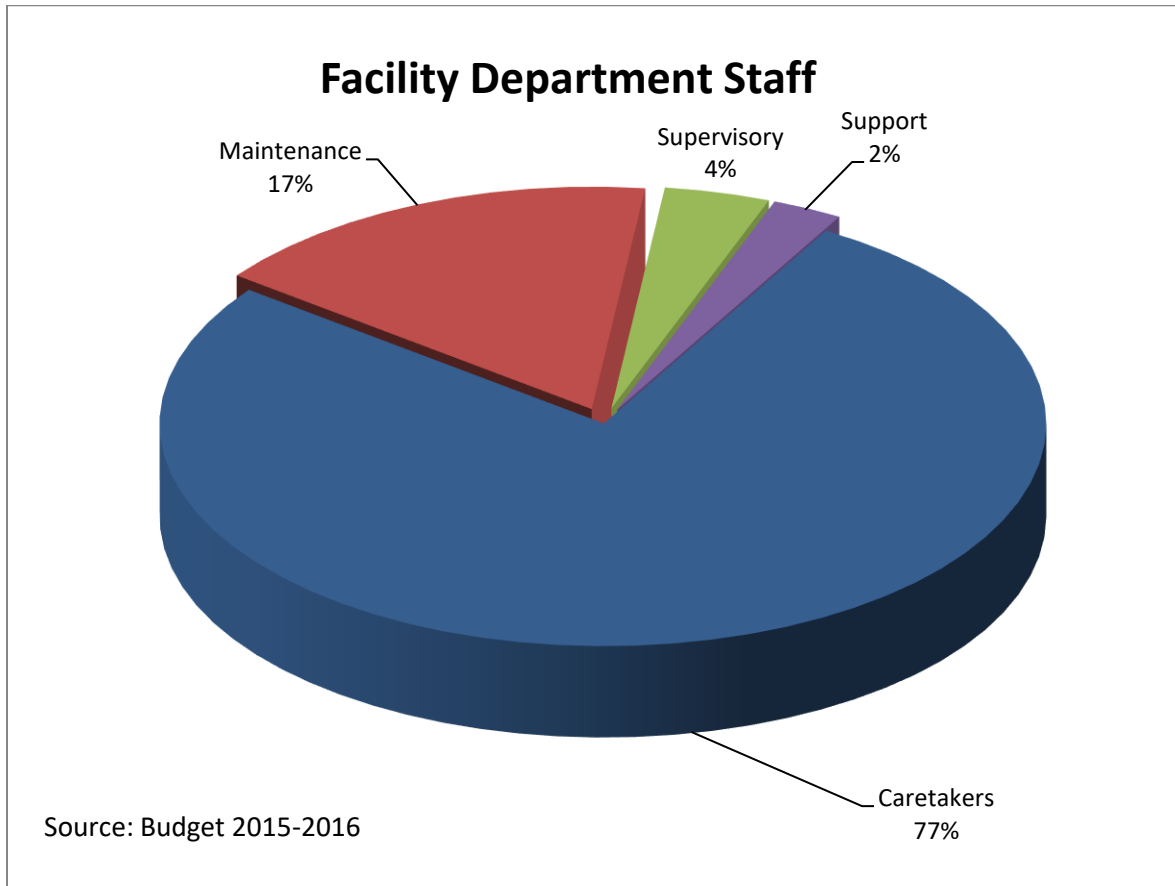


Source: Operating Budget 2015-2016

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B. Staff

- Total number of staff in the department – 87.55 FTE

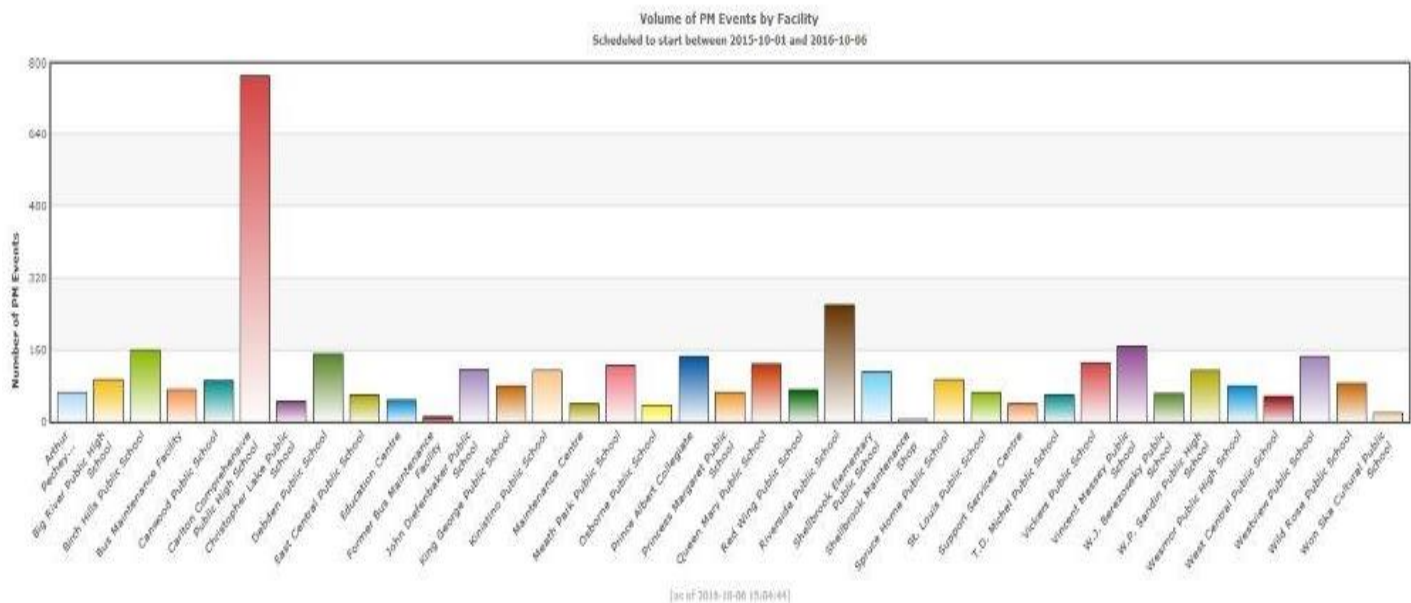


- Caretakers are assigned to schools based on the size of the facility.
- Maintenance tradespersons (carpenters, plumbers, electrician, and welder) are assigned to the Maintenance Centre and service all facilities in the Division.
- Due to the size of facility, Carlton Comprehensive Public High School has three full time Maintenance staff permanently assigned to it.

C. Maintenance Services Delivery Methods

- **Service Requests**
 - Service requests are submitted electronically through the Asset Planner software by school administration and caretakers. The requests are distributed to the appropriate maintenance staff by the support person.
 - Approximately 250 service requests monthly.
- **Preventative Maintenance Requests**
 - Maintenance staff performs regularly scheduled maintenance on facility and components, i.e., boilers, furnaces, air handling units.
 - Approximately 230 Preventative Maintenance requests monthly.

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D. Projects

• Annual Small Projects

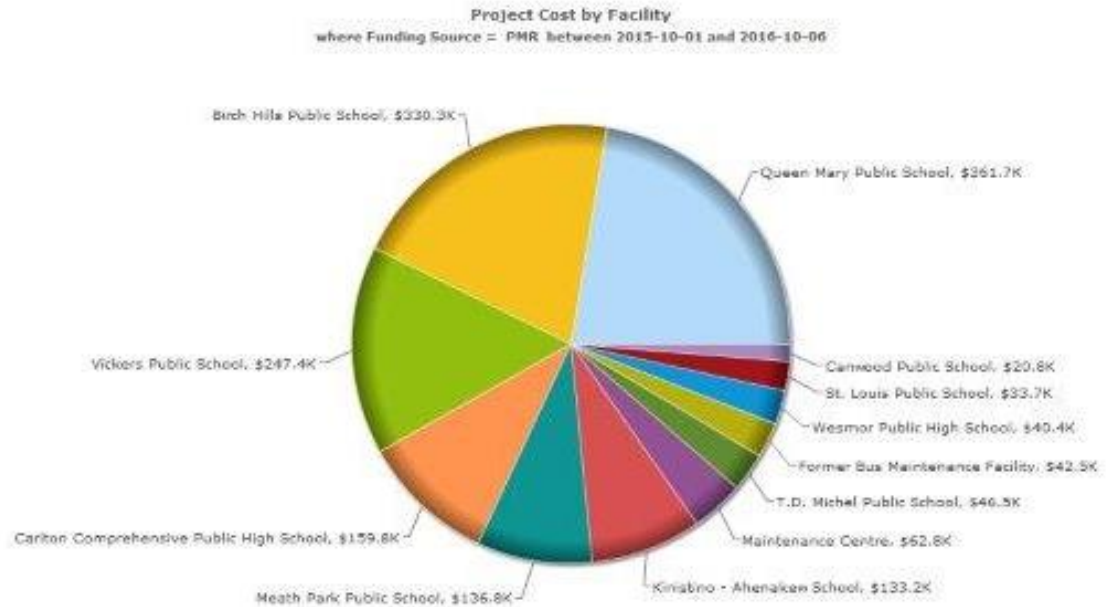
- SRPSD staff and contractors perform minor renovation projects throughout the year.
- Work is determined by regular facility inspections and annual review meetings with principals and the use of the Asset Planner audit module.
- Maintenance Centre staff undertook a large number of projects this past year some example are as follows:
 - Renovations to Library King George Public School
 - Renovations to Staff room and kitchen at John Diefenbaker Public School
 - Installation of suspended ceiling and new LED lighting at St. Louis Public School
 - Renovations to staff room and Administration area Birch Hills Public School
 - Replacement of exterior doors and frames in a number of schools
 - Replacement of lockers, washroom partitions in a number of schools.

• Preventative Maintenance and Renewal (PMR)

- Ministry funding in addition to operating budget.

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- Based on square footage of facilities.
- Board approve updated three year PMR plan prior to June 30 of each year.
- The division received \$1,350,000 in 2015.
- Preventative Maintenance and Renewal Projects are tracked on the Asset Planner software.
- The software indicates work in progress and CAM (Capital Asset Management).



• **Major Projects**

- Board approved a new K-8 French Immersion program at Arthur Pechey Public School. Four additional classrooms and connecting link were added, electrical service to the school was upgraded and the staff parking lot was enlarged to accommodate additional staff. Phase I of project \$1,500,000. Full Plan in Appendix A.
- A number of large roofing projects were undertaken throughout the division.
- Demolition of former Ahenakew School in Kinistino - no longer in use.
- Replacement of boilers in Queen Mary Public School.
- Renovations to Science lab at PACI.

E. **Safety**

- Active SRPSD safety program.
- COR status (Certificate of Recognition) for Maintenance Department.
- An internal audit will be completed on the Maintenance Department in November, 2016.
- Safe work practices and job procedures reviewed annually (October).
- Ongoing safety training for facilities staff.
- Weekly tool box meetings – safety is always first and foremost.

Division safety initiatives

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- Science labs/Industrial Arts (I.A.) shops
 - Assist in providing safe science labs and I.A. shops
 - Working to upgrade sciences labs.
- Occupational, Health and Safety
 - Ensuring that all Schools and Support Facilities have an active Occupational Health and Safety committees and that the Co-Chairs are trained with Level I and II for compliance with the OH&S Regulations.
- Playground Equipment Safety Audit
 - Implementation of recommendations from the Safety Audit.

F. Professional Development

- Facility staff receives professional development in areas relating to their job – health and safety, first aid, etc.
- WCB Inservice – in North Battleford in November, 2016.
- Asset Planner software training in Calgary in October, 2016.
- Mechanical controls and building automation training (mechanical and electrical trades).
- Caretaker Inservice planned for February or March, 2017.

G. Facilities Audit

- Implementation of recommendations from Audit. An update on audit is included in Appendix B.

H. Facility Department Initiatives

- Review Preventative Maintenance procedures and practices.
- Review of Caretaker Training Program
- Development of Facilities Department manual in conjunction with implementation of efficiency audit recommendations.
- SRPSD participated in a group RFP for natural gas purchase. The Division was able to lock in prices for the next five years at a rate that is the lowest in the past decade.
- RFP for Caretaking supplies. Unisource was successful supplier for next three years with prices remaining the same as current.

ADMINISTRATIVE IMPLICATIONS:

A. Successes

- Regularly scheduled maintenance and repair of SRPSD facilities allows for the delivery of educational programming in a safe and well maintained environment.
- Expedited and carried out phase I of the Arthur Pechey French Immersion project on schedule and in time for 100% completion prior to school start up.
- Audit results indicate SRPSD Facilities Department is operating in an efficient manner.
- SRPSD Facilities Department was mentioned in the Public Accounts Report by the Office of the Provincial Auditors (OPA) with respect to its operations.
- Increase in PMR funding is greatly appreciated and will assist in funding future projects.
- The 2016-17 PMR budget has been increased to \$1,700,000.00.

B. Challenges

- The age of SRPSD facilities (12 to 108 years).

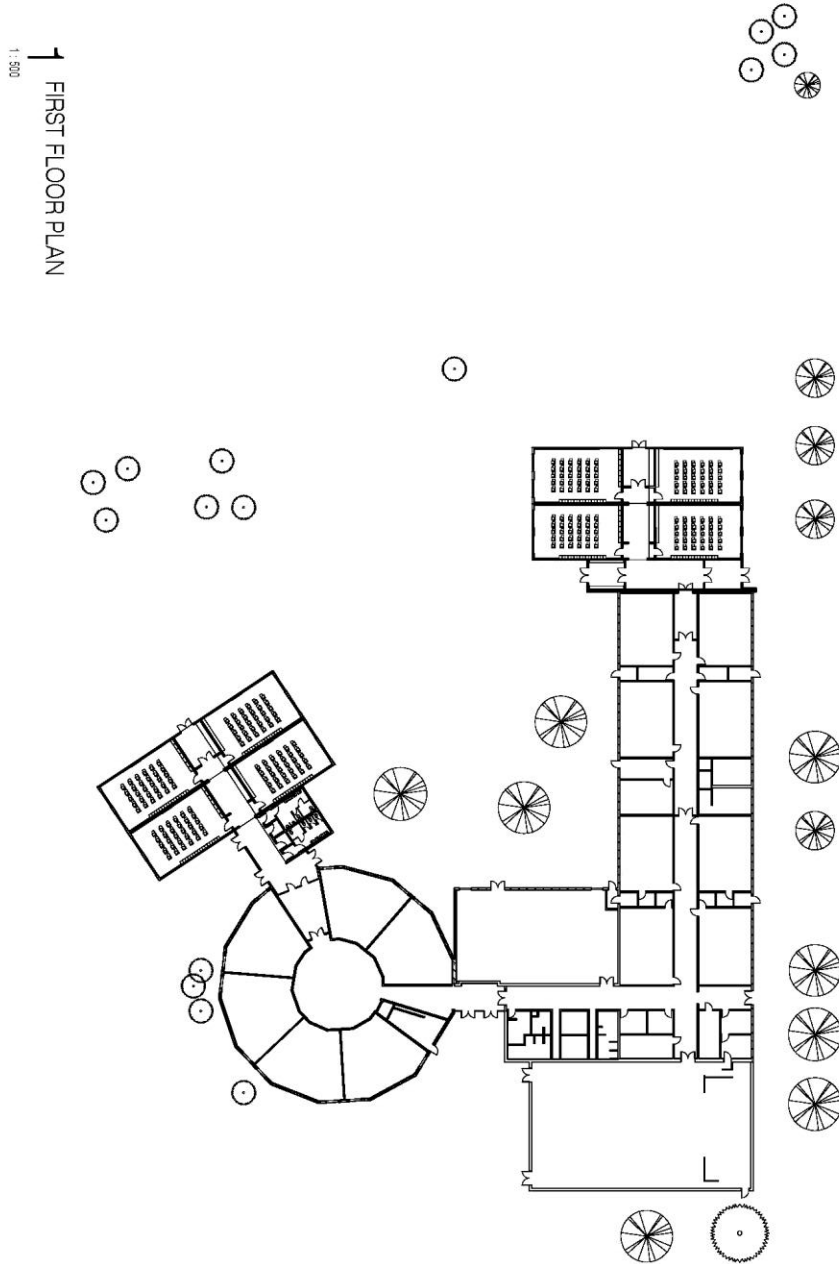
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- Lack of funding for capital projects (i.e. W.P. Sandin Public High School).
- Difficulty in hiring caretaking substitutes.

GOVERNANCE IMPLICATIONS

1. Based upon the report, it is recommended the Board maintain current direction for ensuring the facilities budget remains at level that best serves our facilities.

APPENDIX A



16134 29/09/2016
ARTHUR PECHEY SCHOOL
OVERALL FIRST FLOOR PLAN

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APPENDIX B



PROVINCIAL AUDITOR
of Saskatchewan

RECEIVED
SEP 29 2016
SASKATCHEWAN RIVERS
SCHOOL DIVISION

COPY

September 23, 2016

The Honourable D. Morgan, Q.C.
Minister of Education
Room 361, Legislative Building
REGINA, SK S4S 0B3

Dear Sir:

Re: Saskatchewan Rivers School Division No. 119: Maintaining Facilities Follow Up

We have completed our follow-up on the recommendations we made in our *2014 Report – Volume 2*, Chapter 37 about Saskatchewan Rivers School Division No. 119's (Saskatchewan Rivers) processes to maintain its facilities. We used standards for assurance engagements published in the *CPA Canada Handbook – Assurance* to conduct our follow-up. Appendix 1 (attached) explains our independence and confidentiality processes.

The attached memorandum sets out our recommendations and a summary of management's actions on the recommendations up to June 30, 2016. We discussed this memorandum with Mr. Mike Hurd, Superintendent of Facilities, on September 22, 2016. We expect to report this follow-up to the Legislative Assembly in our *2016 Report – Volume 2*.

We would appreciate management's written comments on the contents of the attached memorandum. If you wish, you can submit your written comments electronically to info@auditor.sk.ca.

We wish to acknowledge the cooperation extended to us by management of Saskatchewan Rivers.

Yours truly,

Judy Ferguson, FCPA, FCA
Provincial Auditor

/ah
Attachments

cc: The Honourable K. Doherty, Chair, Treasury Board
Ms C. Isman, Secretary, Treasury Board
Mr. T. Paton, Provincial Comptroller, Ministry of Finance (Email)
Mr. B. Hollick, Chair, Board, Saskatchewan Rivers School Division No. 119
Mr. R. Bratvold, Director of Education, Saskatchewan Rivers School Division No. 119
Mr. D. Lloyd, Chief Financial Officer, Saskatchewan Rivers School Division No. 119
✓ Mr. M. Hurd, Superintendent of Facilities, Saskatchewan Rivers School Division No. 119
Ms J. MacRae, Deputy Minister, Ministry of Education
Ms D. Johnson, Assistant Deputy Minister, Ministry of Education
Mr. C. Repski, Assistant Deputy Minister, Ministry of Education
Ms D. Court, Executive Director, Corporate Services, Ministry of Education

Confidentiality notice: This may contain confidential information exempt from disclosure under *The Provincial Auditor Act*.

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APPENDIX I – INDEPENDENCE AND CONFIDENTIALITY

Independence

We are independent, and are not aware of any relationships between Saskatchewan Rivers School Division No. 119 and our audit team that, in our professional judgment, may reasonably be thought to bear on our independence and objectivity. The Office uses the following processes to maintain and confirm our independence consistent with professional and legislative requirements.

The Provincial Auditor Act creates an independent Officer of the Legislative Assembly called the Provincial Auditor. The Act gives the Provincial Auditor the responsibility to audit all government agencies and report the results of the audits to the Legislative Assembly.

The Act ensures that the Provincial Auditor is independent from elected and appointed officials including the Legislative Assembly's committees and boards. The Standing Committee on Public Accounts (PAC), an all-party committee that does not include cabinet ministers, unanimously recommends to the Legislative Assembly the appointment of the Provincial Auditor for an eight-year term, and can, in certain circumstances with a unanimous decision, suspend the Provincial Auditor. The Legislative Assembly must pass an order to appoint, suspend, or remove the Provincial Auditor, and can only suspend or remove the Provincial Auditor for cause.

The Act sets the Provincial Auditor's salary and benefits. Each year, PAC recommends to the Standing Committee on House Services the amount of resources for the Provincial Auditor's Office. The Act gives the Provincial Auditor administrative independence to decide what audit work to do, how to do that work, and which employees to hire and for how much.

Our Office's policies require all employees to confirm annually whether they have any relationships with agencies we examine that could be perceived to impact their independence and objectivity. Also, our policies require us to consider whether any significant threats to our independence exist. If a significant threat exists, we must apply adequate safeguards to reduce the threat to an acceptable level.

Confidentiality

This letter and attached memorandum are intended solely for the use of those to whom it is addressed and should not be used or distributed for any other purposes. This communication is considered confidential in accordance with *The Provincial Auditor Act*.

Saskatchewan Rivers School Division No. 119 should consult with the Office of the Provincial Auditor if it receives any requests for information under *The Local Authority Freedom of Information and Protection Act* related to correspondence or documents of the Office prior to Saskatchewan Rivers School Division No. 119 responding to such requests.

Confidentiality notice: This may contain confidential information exempt from disclosure under *The Provincial Auditor Act*.



PROVINCIAL AUDITOR
of Saskatchewan

**Saskatchewan Rivers
School Division No. 119
Maintaining Facilities Follow Up**

Memorandum of Observations
September 2016

Confidentiality notice: This may contain confidential information exempt from disclosure under *The Provincial Auditor Act*.

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September 2016

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1.0 MAIN POINTS

Saskatchewan Rivers School Division No. 119 (Saskatchewan Rivers, Division) is responsible for maintaining facilities necessary for the educational programs and instructional services it provides. This includes 32 schools located in 17 communities, its school division office, support and maintenance service buildings located in Prince Albert.

By June 30, 2016, Saskatchewan Rivers had implemented one of five recommendations we made in our 2014 audit of its processes to maintain facilities. It was actively working on:

- › Establishing written processes for gathering and recording reliable information about its facilities and components (e.g., condition, required maintenance, and completed maintenance), determining maintenance priorities and its maintenance plan, and monitoring timely completion of maintenance
- › Setting performance measures and targets for monitoring the effectiveness of its maintenance processes

Effective maintenance processes help enhance the future viability and safety of schools, improve the quality of space, protect against loss of facility value or service life (i.e., replacing a facility earlier than intended), and limit repair costs in the future.

2.0 INTRODUCTION

This memorandum describes our follow up of management's actions on five recommendations made in our 2014 audit of Saskatchewan Rivers' processes to maintain its facilities. Our *2014 Report – Volume 2*, Chapter 37 concluded that Saskatchewan Rivers had effective processes to maintain its facilities except for the five recommendations made.

To conduct this review engagement, we followed the standards for assurance engagements published in the *CPA Canada Handbook – Assurance*. To evaluate Saskatchewan Rivers' progress towards meeting our recommendations, we used the relevant criteria from the 2014 audit. Saskatchewan Rivers' management agreed with the criteria in the 2014 audit.

We examined Saskatchewan Rivers' reports and documents that relate to the maintenance of facilities. We also interviewed staff responsible for the maintenance of facilities.

The procedures performed vary in nature and timing from, and are less in extent than in an audit. Consequently, the level of assurance obtained in a review engagement is substantially lower than the assurance that would have been obtained had an audit engagement been performed.

Confidentiality notice: This may contain confidential information exempt from disclosure under *The Provincial Auditor Act*.

We recommended that the Board of Education of the Saskatchewan Rivers School Division No. 119 set performance measures and targets for monitoring the effectiveness of its strategies to maintain its facilities. (2014 Report – Volume 2, p. 280; Public Accounts Committee agreement January 13, 2016)

Status – Partially Implemented

After the implementation of the changes to the Maintenance System, including the update of the data in the System, Saskatchewan Rivers indicates it plans to set performance measures and targets for monitoring the effectiveness of its strategies to maintain its facilities.

3.2 Reporting on Maintenance

We recommended that the Board of Education of the Saskatchewan Rivers School Division No. 119 require periodic reports analyzing the results of its maintenance processes. (2014 Report – Volume 2, p. 282; Public Accounts Committee agreement January 13, 2016)

Status – Implemented

The Board of Education's annual work plan includes reviewing an annual maintenance accountability report. The report includes analysis on the results of the Division's maintenance processes (e.g., number of outstanding reactionary maintenance requests, number of outstanding preventative maintenance requests, and costs of projects). We found that the Board reviewed these reports annually in 2014 and 2015.