

Measuring What Matters: How to Identify & Communicate Success

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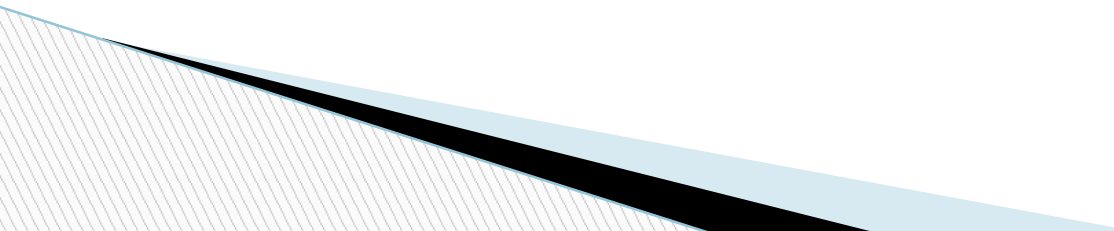
*Director of Buildings & Grounds
Pewaukee School District*

November 1, 2021

What are some things that you are tracking in your district?

Turn and talk to someone at your table....what is one thing in buildings & grounds that is worth sharing and you are tracking or could track??

Share out?



FM is Changing!

Collect the Right Data to Reflect: Insights from high-performing operations leaders

BEST PRACTICES FOR SCHOOL DISTRICT FACILITIES AND MAINTENANCE

July 2015



In the following report, Hanover Research outlines best practices in facilities and maintenance management in a school district. The report discusses efficient facilities maintenance, including a discussion of maintenance department staffing.



NOVEMBER 2017

building OPERATING management

LEDs FOR
RETROFIT

Beyond
sustainability

How facilities aid
patient well-being

Emergency
communications

8 ways to crash
a data center

ProFM: New
credential

Mission DRIVEN

At Under Armour,
Brendan Robinson is
building a high-performance
facilities team with data
and two-way trust

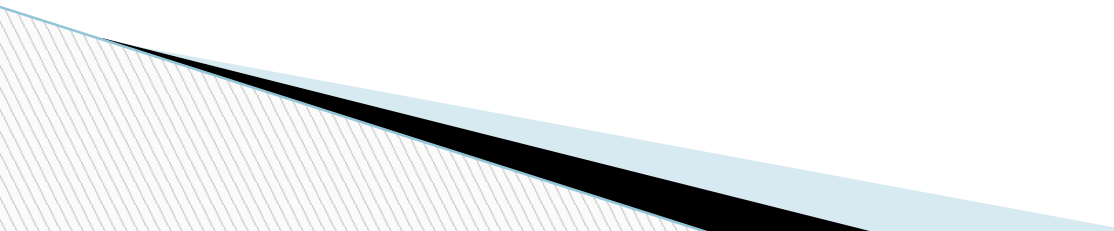
Brendan Robinson, director of facilities and
operations, corporate real estate, Under Armour



TRADITION

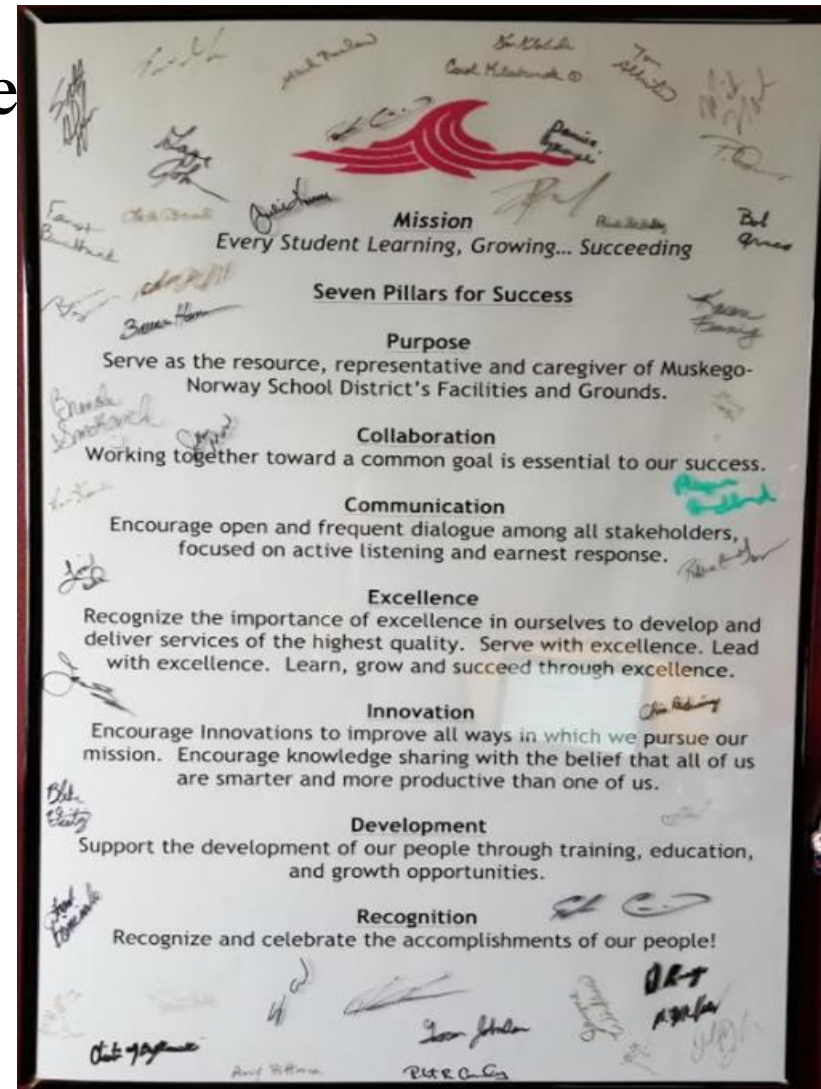
JUST BECAUSE YOU'VE ALWAYS DONE IT THAT WAY
DOESN'T MEAN IT'S NOT INCREDIBLY STUPID.

Why?

- ▶ Selling our programs
 - ▶ Creating buy in from all stakeholders
 - ▶ Quieting the critics
 - ▶ Speaking the language of colleagues
 - ▶ Substantiating your staff and budget
 - ▶ Telling your story
 - ▶ Continuous improvement
- 

Getting Off The Ground or Re-focusing

- ▶ Meet with/interview everyone involved in your area
- ▶ Stakeholder feedback
- ▶ Employee buy-in
- ▶ Get “The Scoop”
- ▶ Support District Mission & Strategic Plan
- ▶ Builds trust & culture



Measuring What Matters

- Where to start?
- Operationalizing - helping people - students & staff
- Answer specific question related to a specific concept you are interested in
- Trying to provide a minimum of 3 data points
- Display data in an understandable format
- Get in front of the BOE at least once a year on improvements



Benchmarking/Evaluation Tools

- Identify standards
- Compare to both your baseline data & performance from others
- How do you utilize data?
 - Is it quantifiable data or qualitative?
 - Performance based compensation model
- Inspections
- Audits
- Learning walks



Walk Thru Example

DISTRICT GOALS

1) Door, hand & foot plates cleaned.

Comments:

Send Resource Links

2) No burnt out lights.

Comments:

Send Resource Links

3) Garbages empty with a clean liner.

Comments:

Send Resource Links

4) Floors clean/sanitized & free of debris.

Comments:

Send Resource Links

5) Ceiling/tiles clean and damage free, no water marks.

Comments:

Send Resource Links

6) Clean corners and behind doors.

Comments:

Send Resource Links

8) Walls reasonably free of removable marks.

Comments:

Send Resource Links

15) Bubblers cleaned/sanitized & floors beneath.

Comments:

Send Resource Links

Tiered Metrics

Tier One

Work orders – routine &
scheduled

Energy Management

Budget

Employee Engagement

Staffing

Safety/Security

Tier Two

Studer

Annual or district
satisfaction Surveys

Visitor Management

Facilities Scheduling

Transportation

[B & G web page](#)

Here are tiered metrics any Buildings & Grounds
Department should be able to track & evaluate

Tier Three

Indicators of Emergency Preparedness

Bus riders and timelines

Parent satisfaction surveys

Perceptions of safety

% of Occupied Space

School usage

Turf Usage

Traffic safety

Overtime

Customize to your district needs

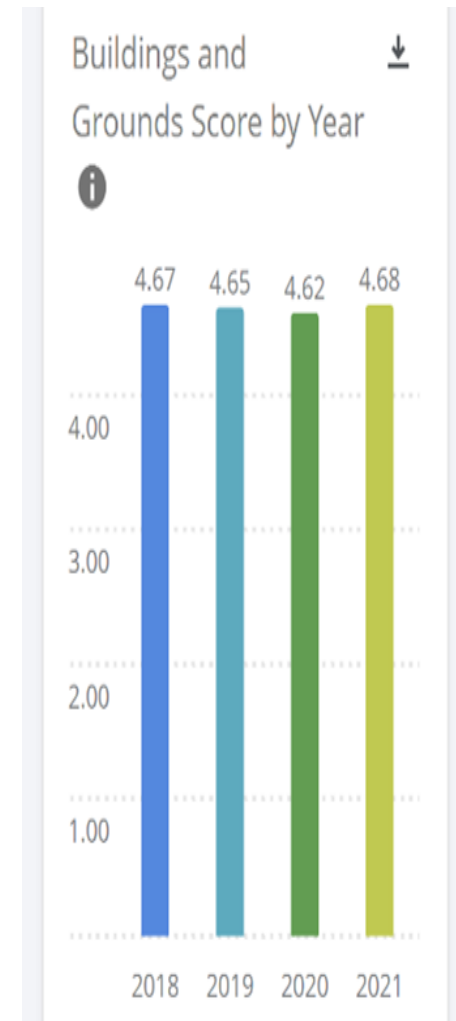


highlevel

Your Culture Dictates This List

Stakeholder Satisfaction

- Studer
- Annual or district satisfaction surveys
- Work orders - routine & scheduled
- Safety & cleanliness questions
- Do you track & follow results?



All Staff Satisfaction Survey

Indicator of Health	17-18 Goal	17 F	17 S	17 W	16 F	16 S	16 W	15 F	15 S	15 W	14 F	14 S
Studer Engagement Results Avg	>4.4	4.4	4.3	4.48	4.36	4.40	4.50	4.22	4.46	4.6	4.58	
Accessibility	>4.4	4.4	4.3	4.5	4.5	4.6	4.7	4.3	4.5	4.6	4.7	
Accuracy	>4.4	4.3	4.4	4.5	4.3	4.5	4.7	4.5	4.6	4.6	4.6	
Attitude	>4.4	4.6	4.4	4.7	4.5	4.4	4.5	4.3	4.4	4.5	4.5	
Operations	>4.4	4.4	4.4	4.4	4.4	4.3	4.3	4.1	4.4	4.7	4.7	
Timeliness	>4.4	4.3	3.9	4.3	4.1	4.2	4.3	3.9	4.4	4.6	4.4	
Parent Engagement-Cleaning	>95		99.2			99.3			98.9			98.7
Student Engagement-Cleaning	>95					93.2			94.6			93.9
Parent Engagement-Safety	>95		98.2			95.4			98.4			99.4
Student Engagement-Safety	>95		94.6			95.2			96.2			95.9
Teacher Engagement-Safety	>95					97.9			96.3			97.9
W/O Completed			2140			2325			3152			3374

All Staff Satisfaction Survey

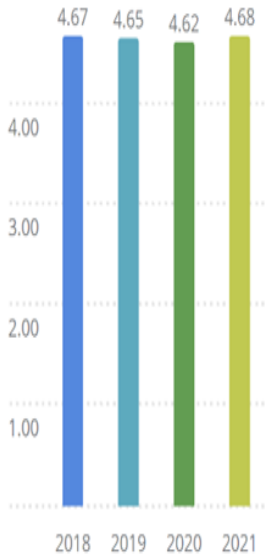
Buildings and Grounds Score - 2021 ▼ 1 i

4.68

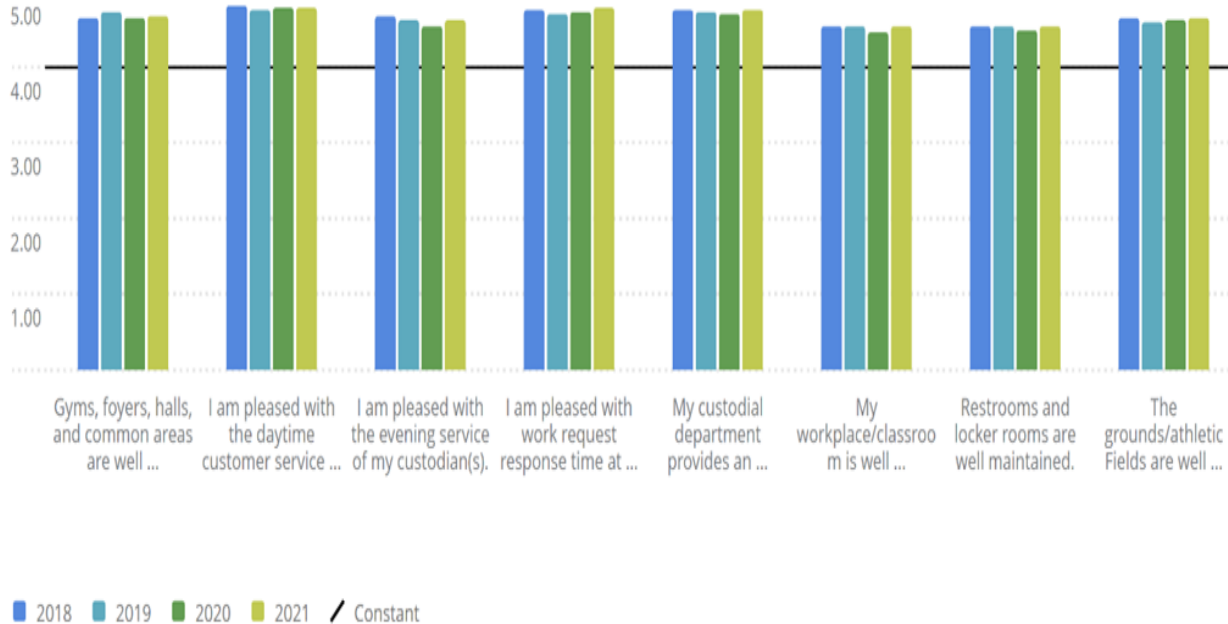
Buildings and Grounds Score Change 2020 to 2021 i

0.06

Buildings and Grounds Score by Year ↓ i

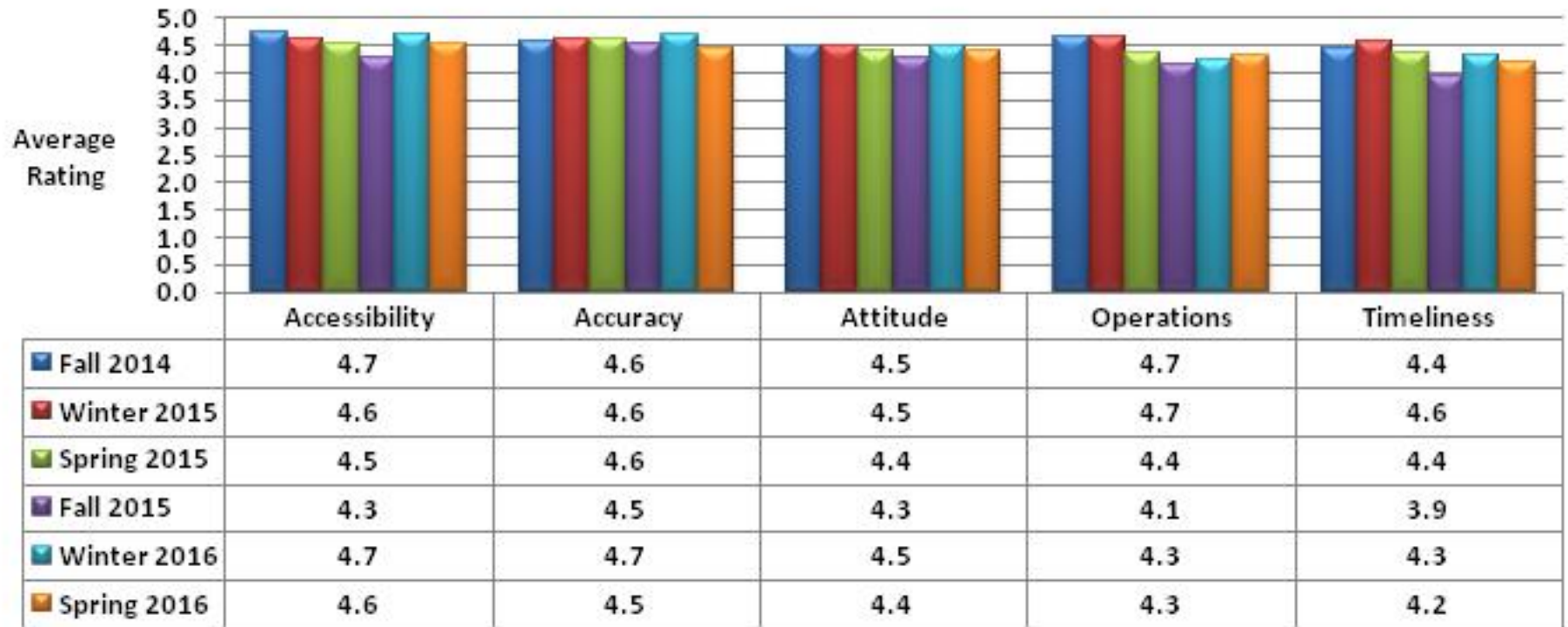


Overall Ratings by Question ↓



District Services Satisfaction Survey

District Services Survey with Secretaries: Buildings & Grounds
Average Rating

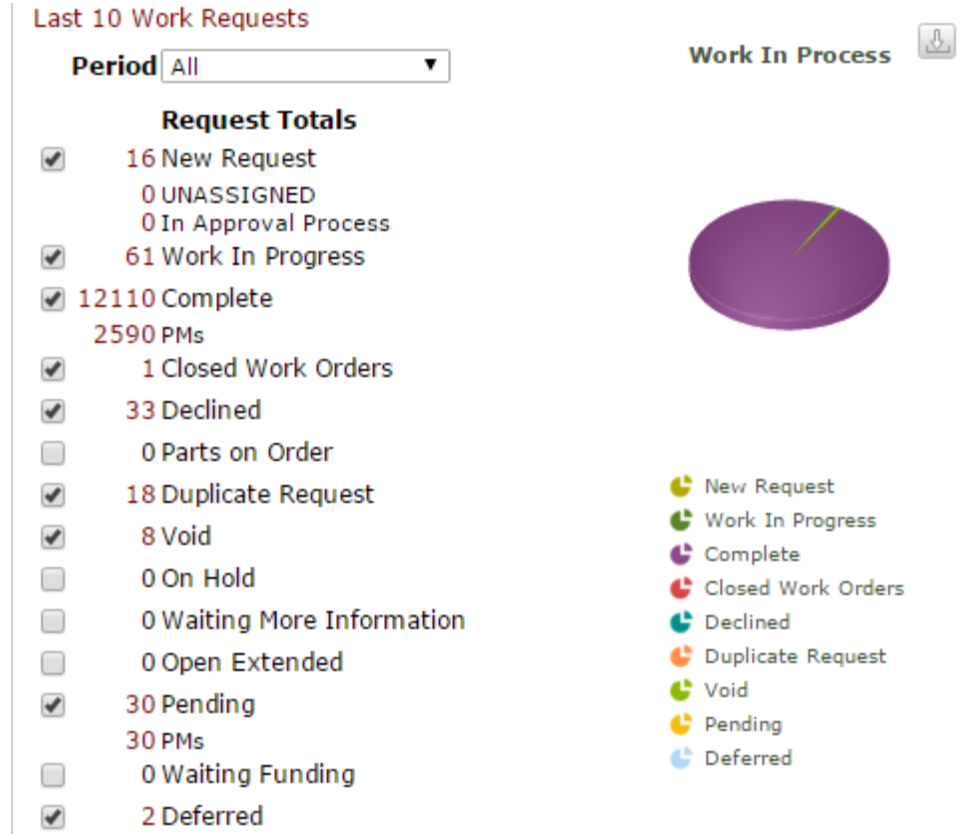


Employee Engagement

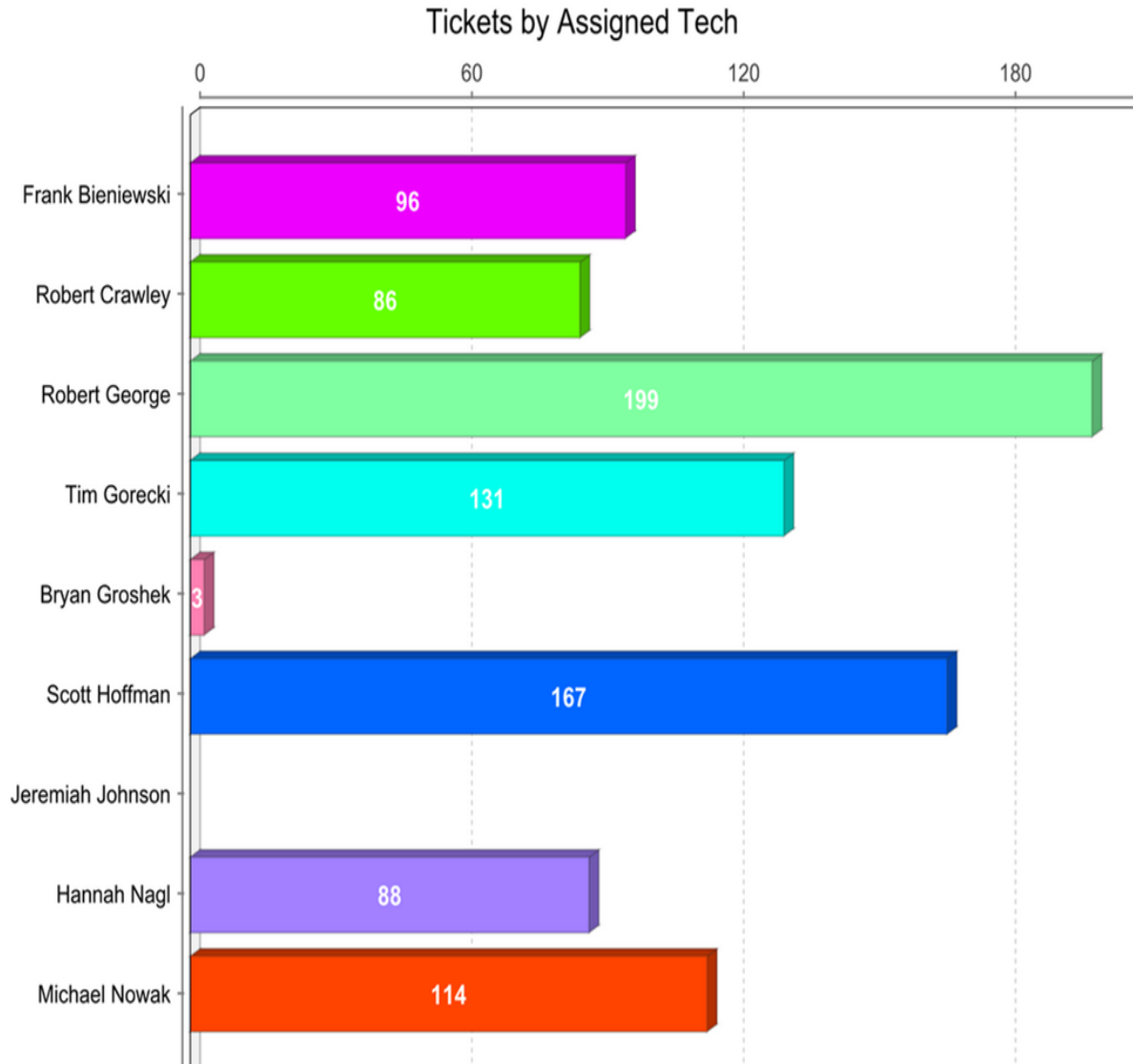
My admin. team provides me good processes and resources to do my job	4.29	4.39
My admin. team provides feedback on my strengths as an employee	3.93	4.22
My admin. team led staff meetings make efficient use of time and are productive	3.86	4.33
My admin. team recognizes good performance	4.07	4.33
My admin. team demonstrates a genuine concern for my welfare	4	4.5
My admin. team makes the best use of available funds	4.07	4.39
My admin. team consults me on decisions that affect my job	3.86	4.28
The expectations for judging my job are clear	4	4.11
My admin. team provides the support needed to accomplish my work objectives	4.07	4.28
My admin team provides feedback concerning areas for improving my performance	4.07	4.17

Work Order Management

- Work order completions
- By craft
- By employees
- Service time
- Highlight the positives
- Dude data/executive summary

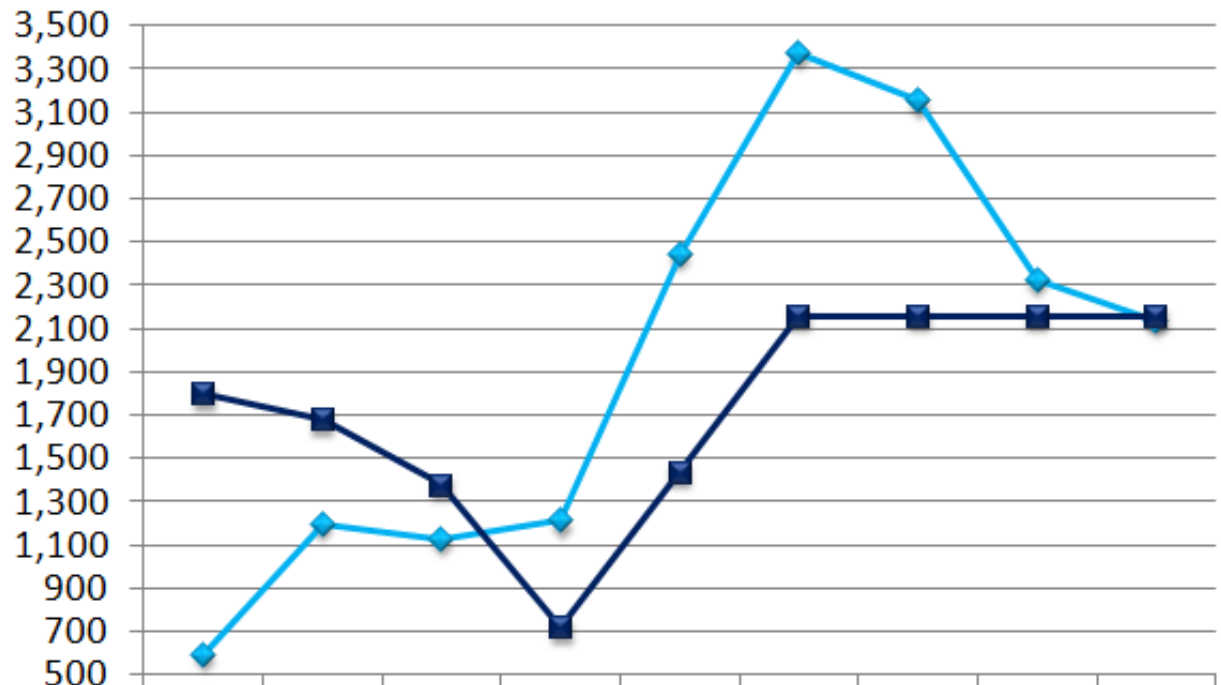


Monday Morning Email



Facility Work Order Ticket Closure

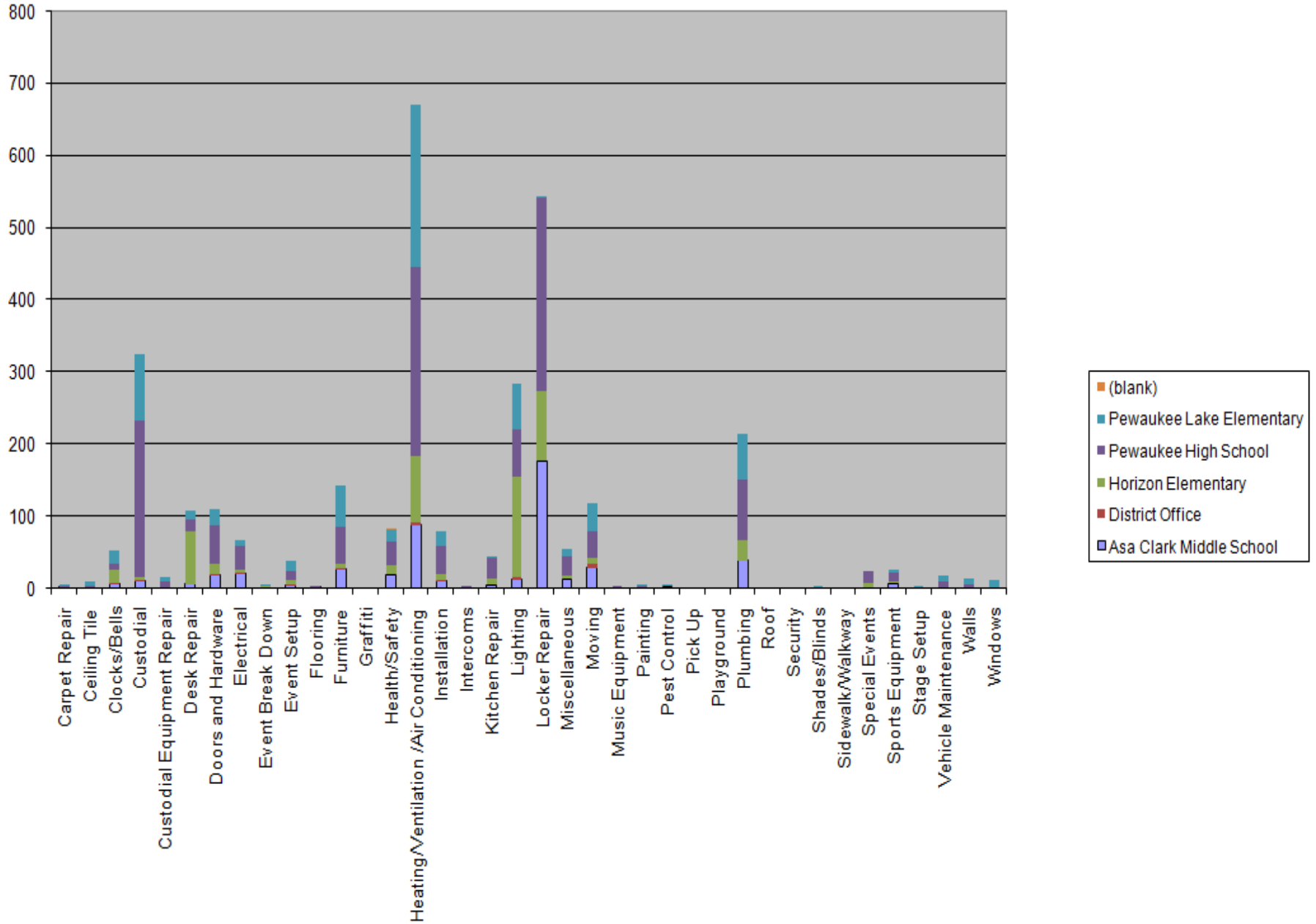
**Total
Number**



	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17
◆ Work Orders Completed	592	1196	1128	1212	2448	3374	3152	2325	2140
■ Average Service Time (Minutes)	1800	1680	1380	720	1440	2160	2160	2160	2160

School Year

Work Orders By Craft 14-15



Energy Management

Cost Per Sq ft
Usage by building
kWh

Avoidance

Energy Star

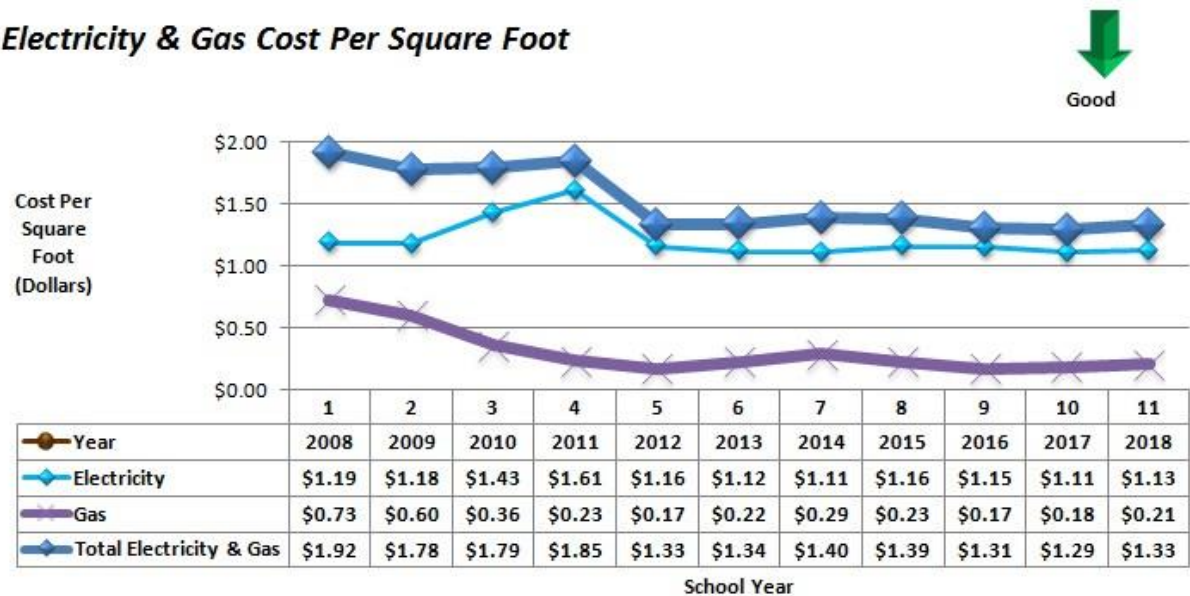
Ratings

Energy Star

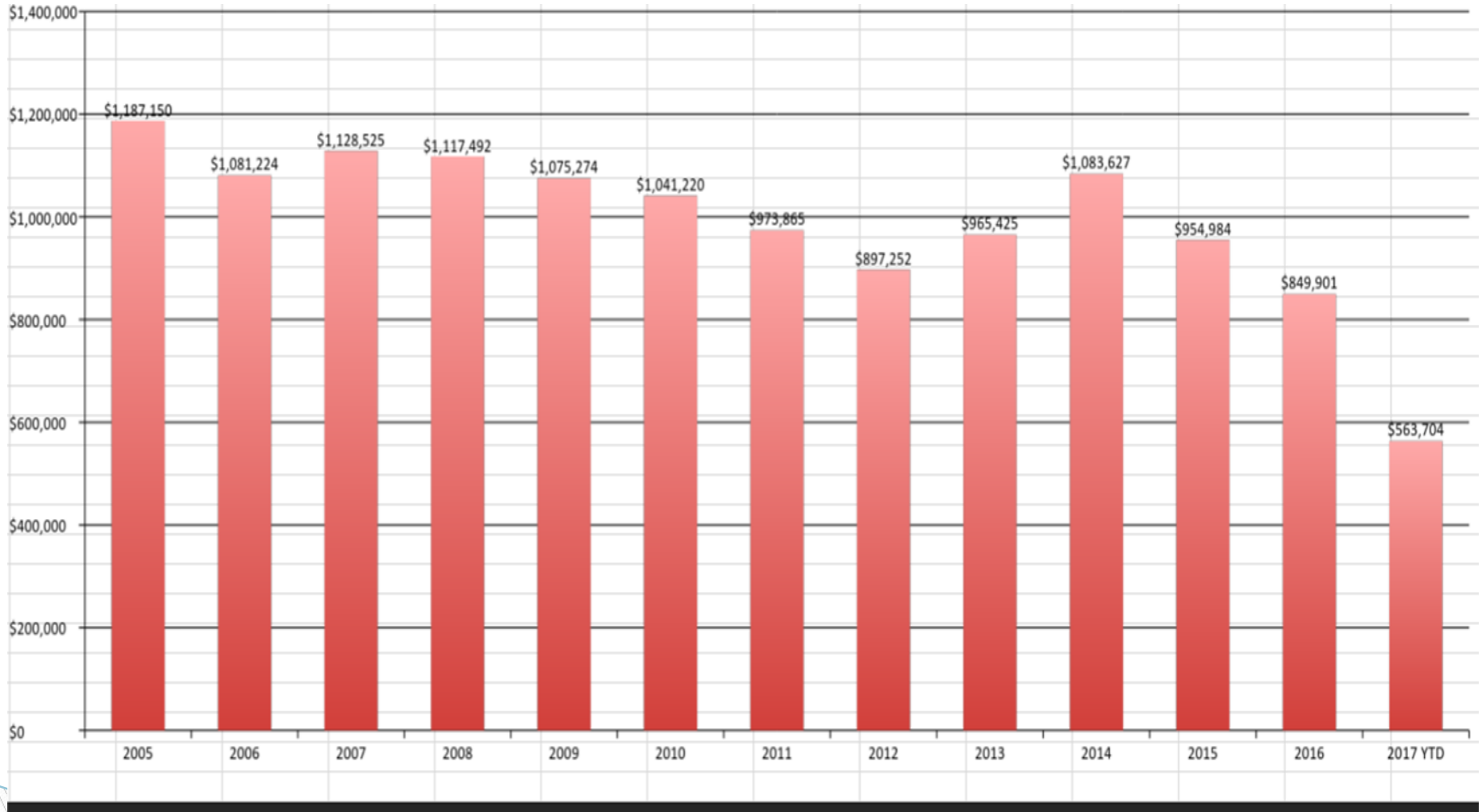
award

Green Ribbon

Electricity & Gas Cost Per Square Foot

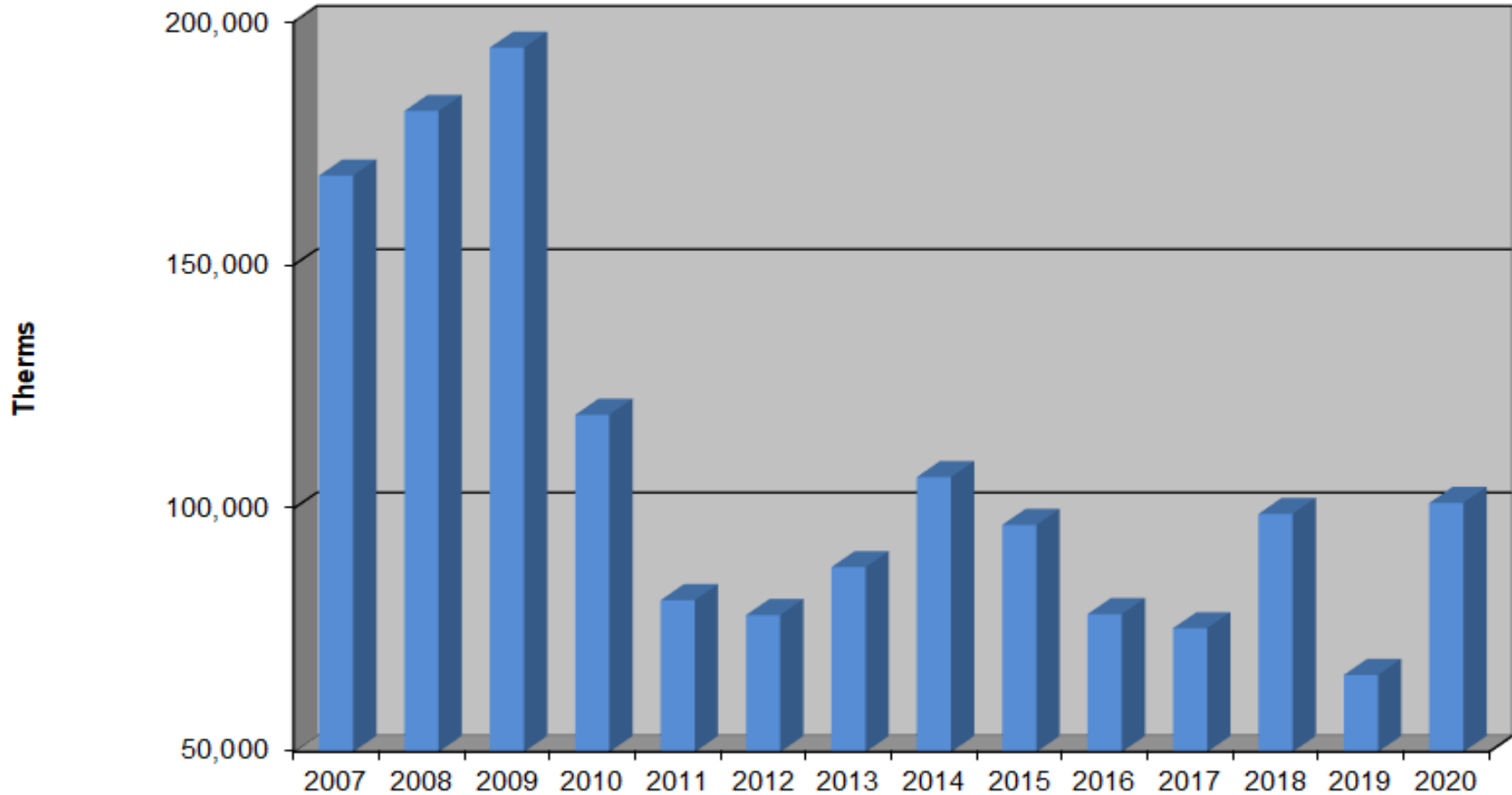


Energy Management (LED)



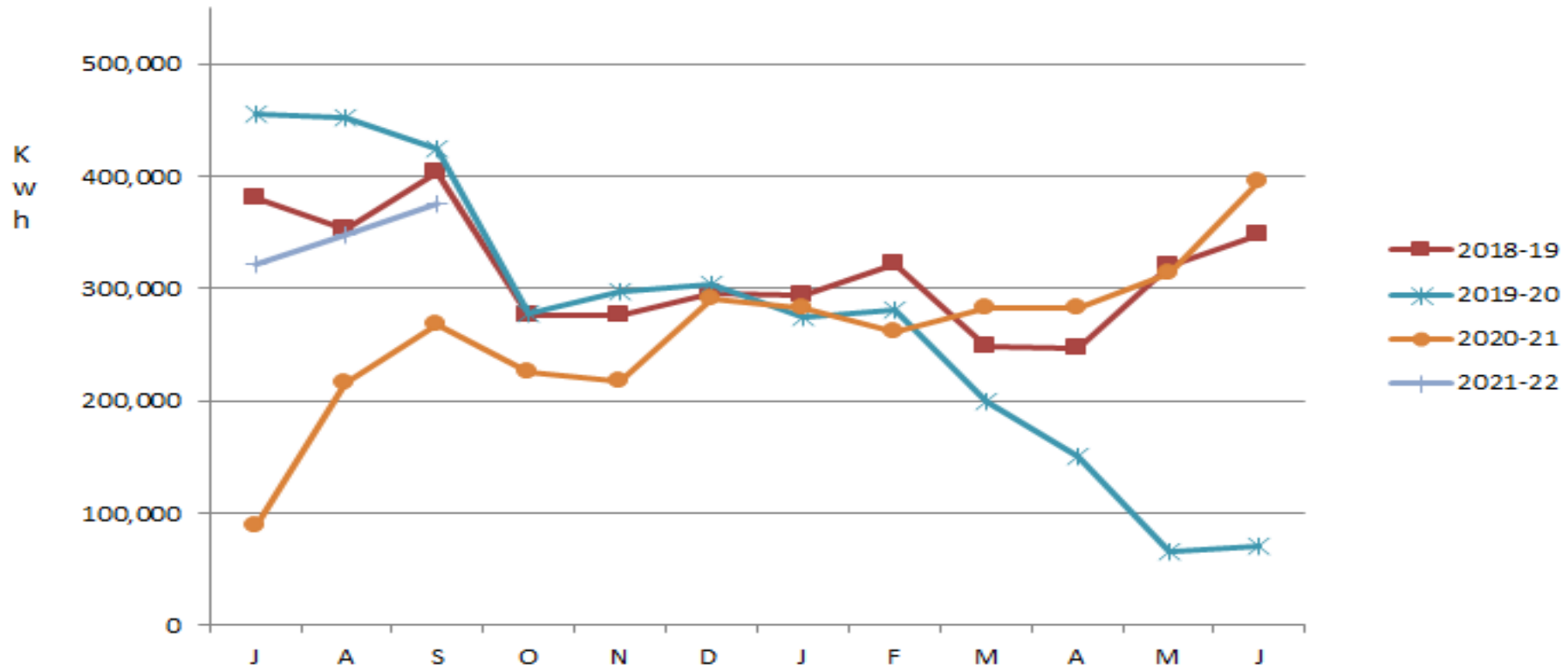
Energy Management

Pewaukee High School and Middle School Gas Usage - 2007 thru 2020

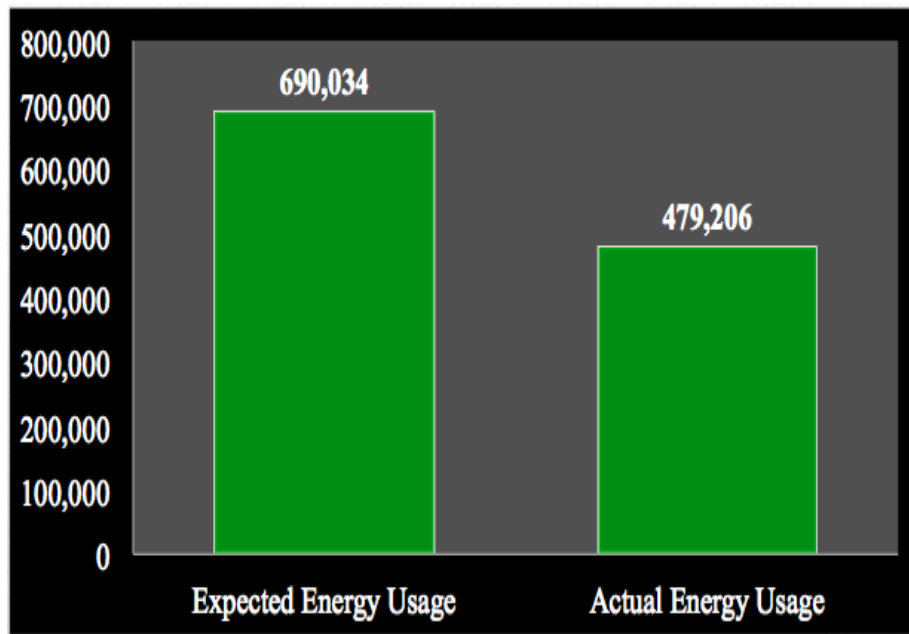


Energy Management

High School/Asa Clark Electrical Usage



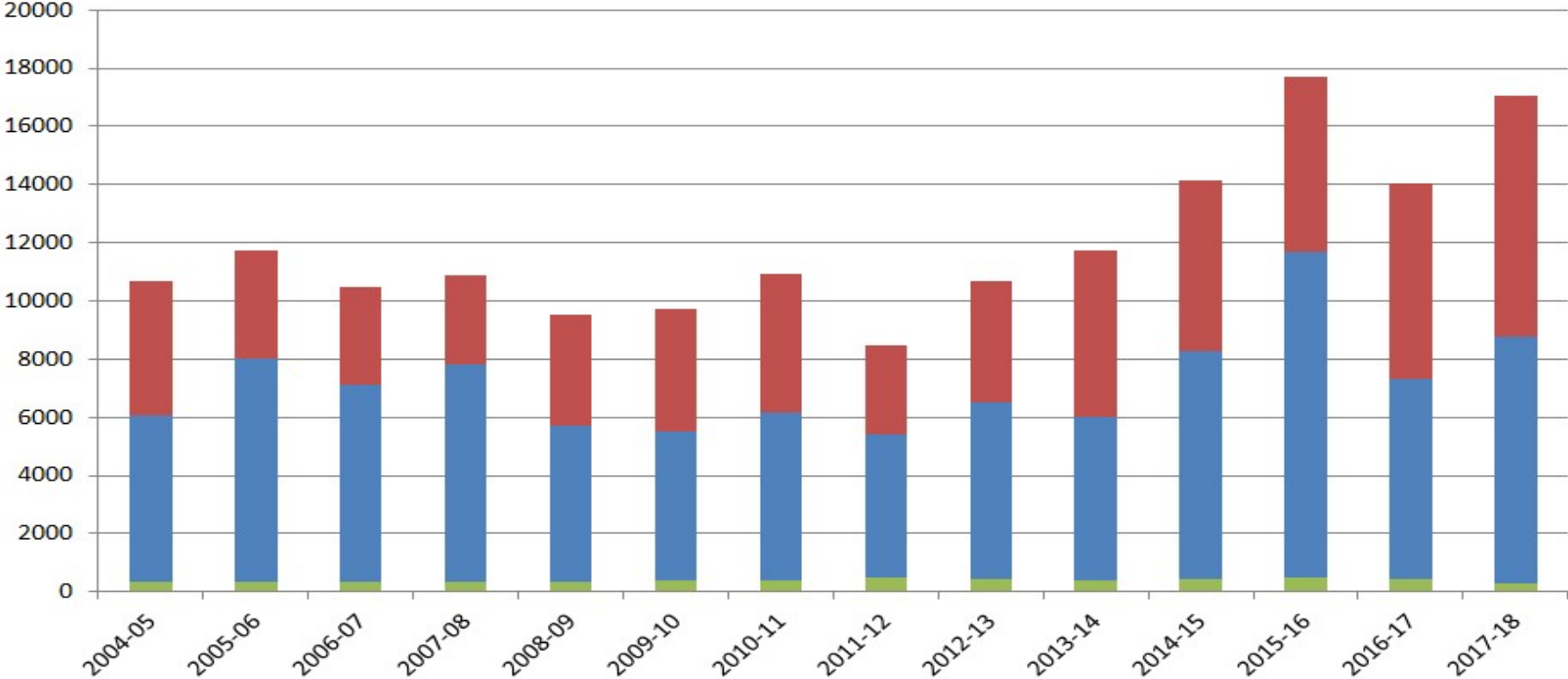
Energy Reports & Shared Goal Setting



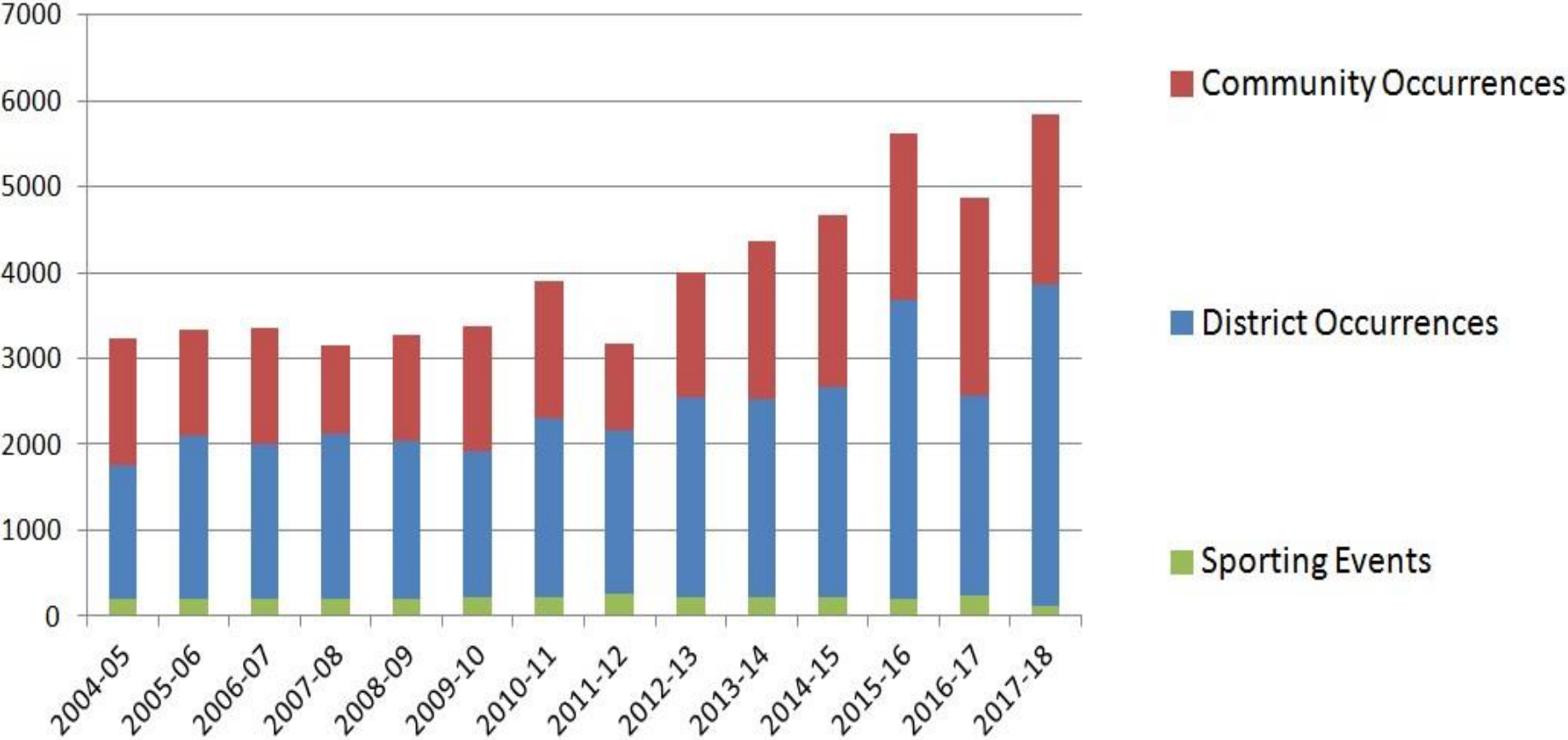
Facilities Scheduling

Facility Hours of Usage By Year
(Outside of School Day)

- Community Hours
- District Hours
- Sporting Event Hours



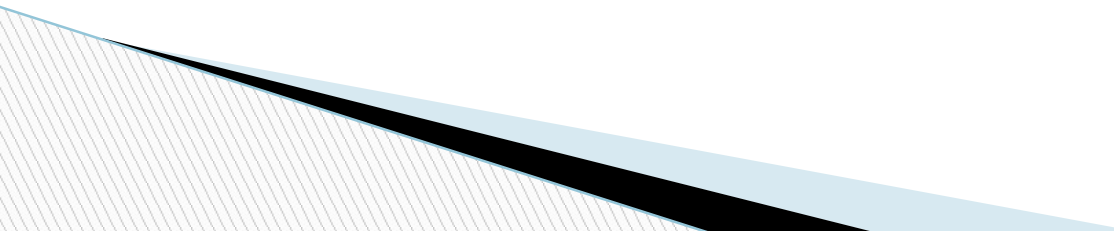
Scheduled Events By Year



Safety Program

WORKER'S COMPENSATION INJURY DATA												WORKER'S COMPENSATION INJURY DATA													
TOTAL INJURIES												LOSS TIME													
MONTH	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	TOTAL BY MONTH	MONTH	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	TOTAL BY MONTH
January	0	16	8	8	5	14	6	3	0	6	1	67	January	0	3	0	0	1	0	1	2	0	0	0	7
February	0	11	4	7	0	6	2	5	6	2	4	47	February	0	4	1	0	1	0	0	0	1	0	0	7
March	0	2	4	4	7	7	1	2	5	3	2	37	March	0	1	0	0	1	1	1	0	0	0	0	4
April	0	4	1	3	3	2	2	4	4	1	5	29	April	0	0	0	1	0	0	1	1	0	0	0	3
May	0	5	5	2	4	5	2	9	4	1	7	44	May	0	1	3	0	1	0	0	0	0	0	1	5
June	1	1	5	0	2	0	0	1	2	0	2	14	June	1	0	0	0	0	0	0	0	0	0	0	1
July	0	1	0	0	2	2	0	3	3	0	0	11	July	0	1	0	0	0	0	0	0	0	0	0	1
August	4	4	1	1	2	2	2	1	2	2	0	21	August	1	1	0	0	0	0	0	0	0	0	0	2
September	3	7	10	1	5	3	3	2	5	4	4	47	September	1	1	2	0	1	0	0	2	0	0	1	7
October	7	5	5	2	5	4	6	5	4	2	2	47	October	2	0	0	1	1	1	0	0	1	1	1	5
November	3	8	4	2	4	3	2	6	2	1		35	November	0	0	0	0	1	0	1	1	0	0		3
December	4	5	0	2	7	2	3	2	2	1		28	December	2	2	0	1	0	1	0	1	1	0		8
TOTAL BY YEAR	22	69	47	32	46	50	29	43	39	23	27	427	TOTAL BY YEAR	7	14	6	3	7	3	4	7	3	1	3	51

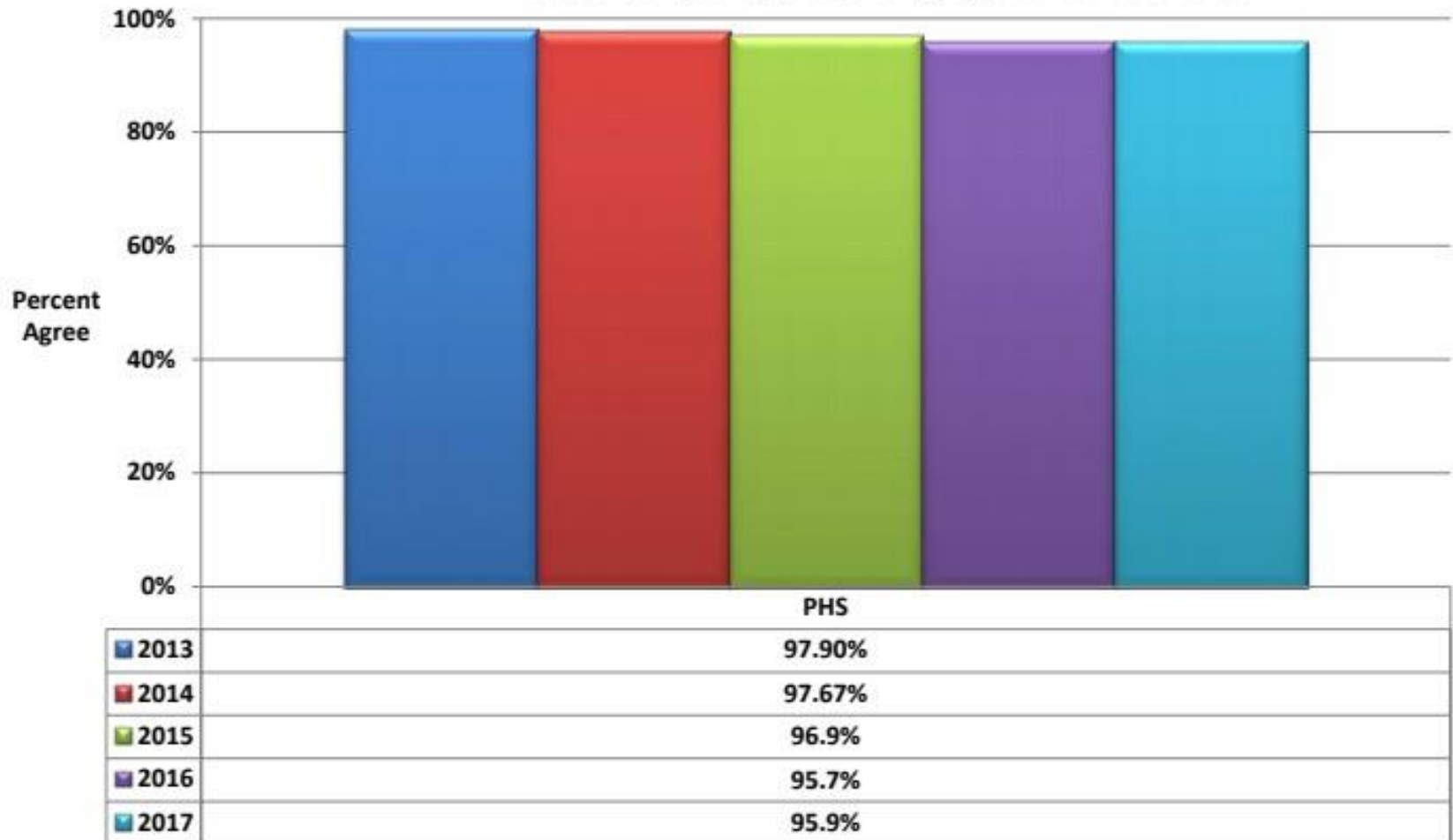
Safety & Security

- Access controls
 - Cameras -
determining locations
 - Safety Committee
 - Mod factor
 - Claims
 - Preventative measures
- 

Safety & Security

After School Safety

Students: I feel safe attending after school activities



Visitor Management

Active Volunteers

4

Currently Signed In

111

Total Hours For The Week

227

Total Hours For The Month

Volunteer Applications

0

New / Renewing This Week

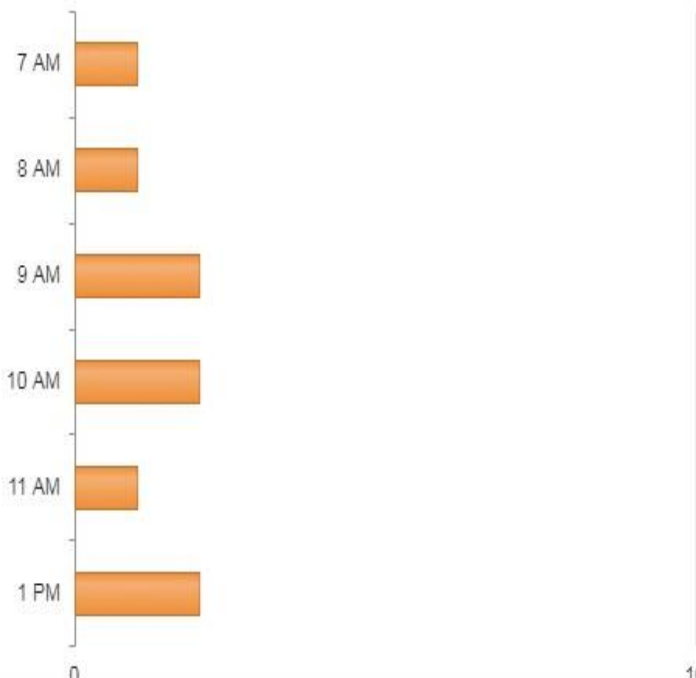
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Pending Approval

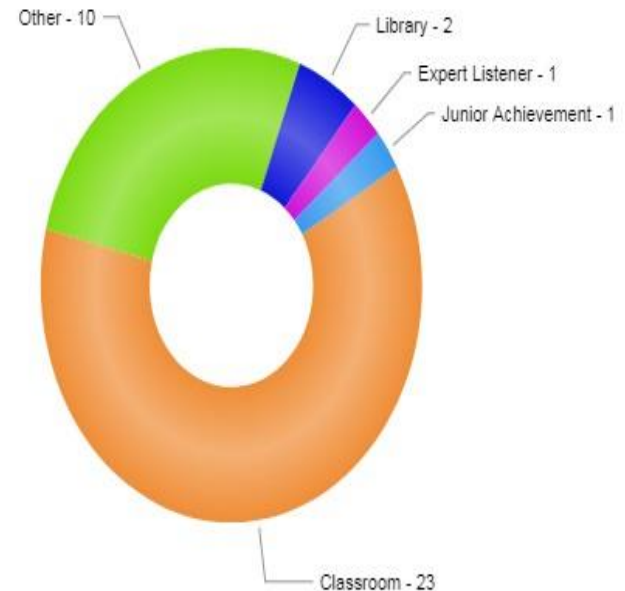
0

Approved This Week

Visitor Sign In By Hour (Today)



Visitor Sign In By Destination (This Week)



Visitor Management

Active Volunteers

3

Currently Signed In

160

Total Hours For The Week

375

Total Hours For The Month

Volunteer Applications

5

New / Renewing This Week

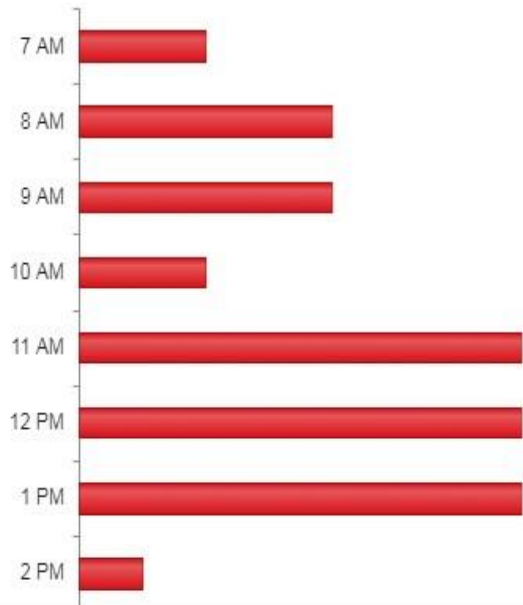
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Pending Approval

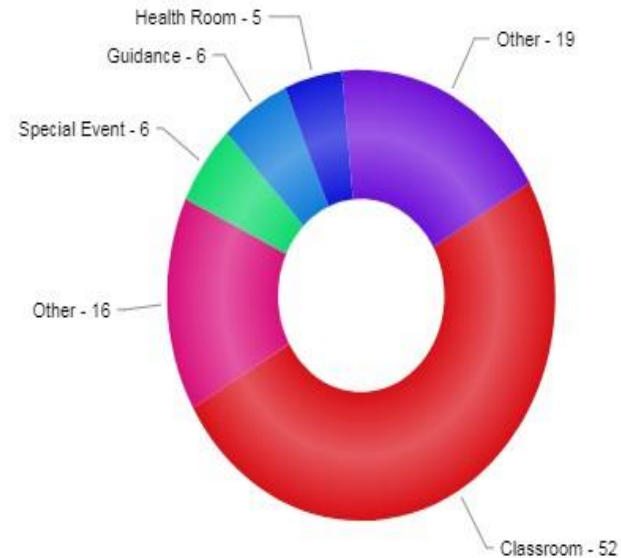
4

Approved This Week

Visitor Sign In By Hour (Today)



Visitor Sign In By Destination (This Week)

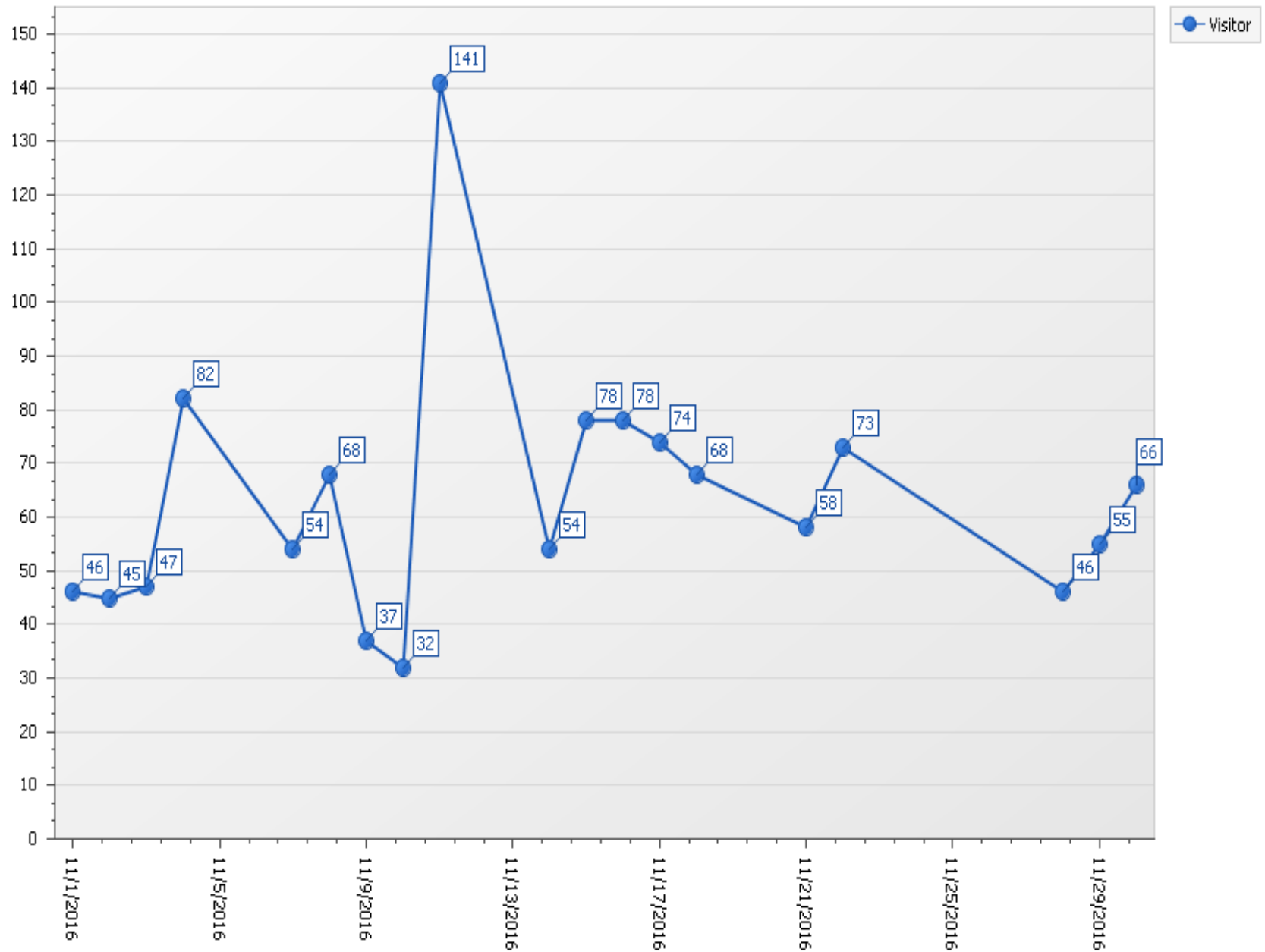




Visitor Sign in by Date

From 11/1/2016 to 11/30/2016 (30 days)

Pewaukee Lake Elementary School

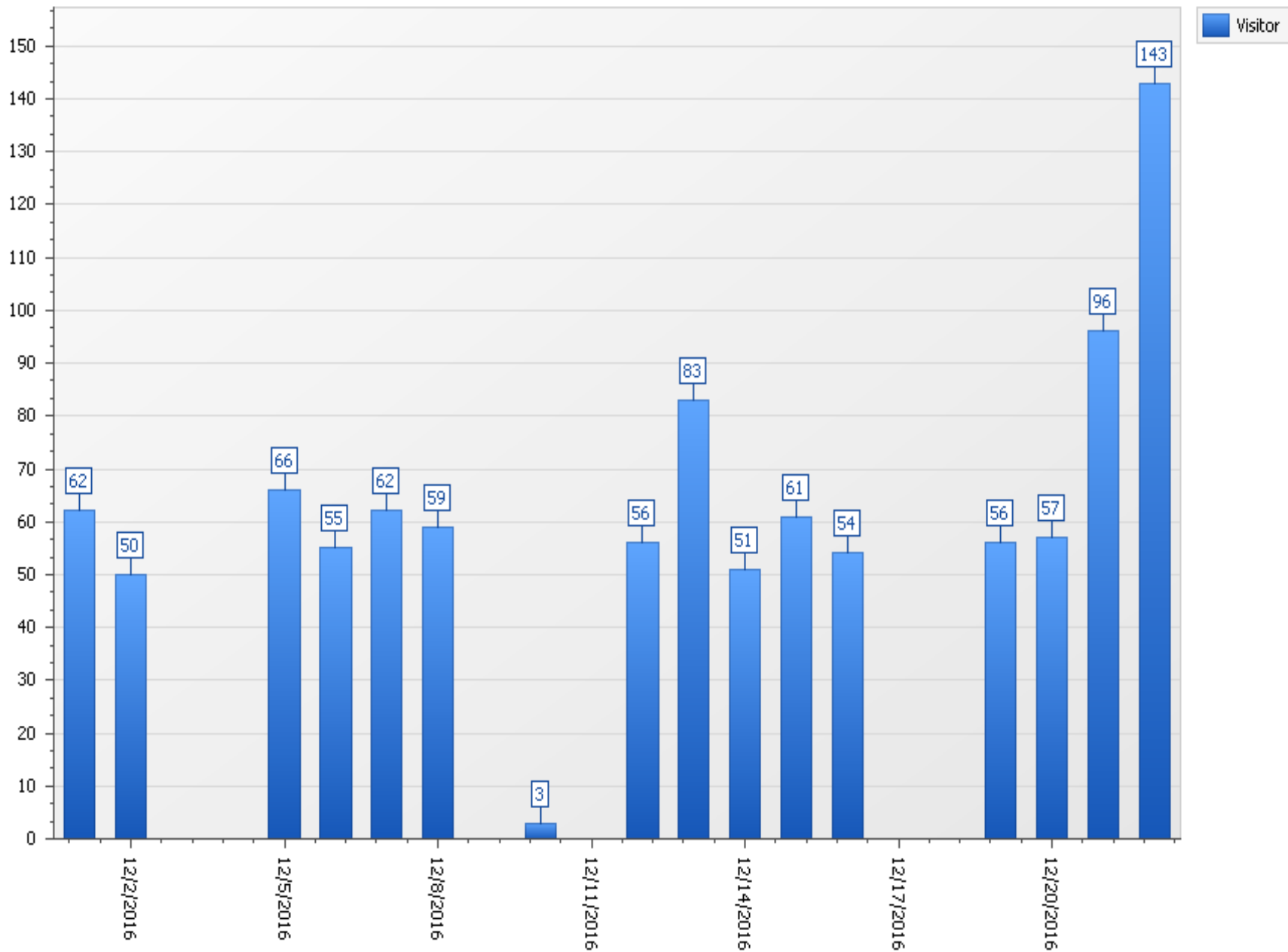




Visitor Sign in by Date

From 12/1/2016 to 12/30/2016 (30 days)

Pewaukee Lake Elementary School



Best Practices–Cleaning



BEST PRACTICES FOR SCHOOL DISTRICT FACILITIES AND MAINTENANCE

July 2015

In the following report, Hanover Research outlines best practices in facilities and maintenance management in a school district. The report discusses efficient facilities maintenance, including a discussion of maintenance department staffing.

Staffing levels

Time study – cleanable sq ft

Data driven approaches vs. saying short staffed

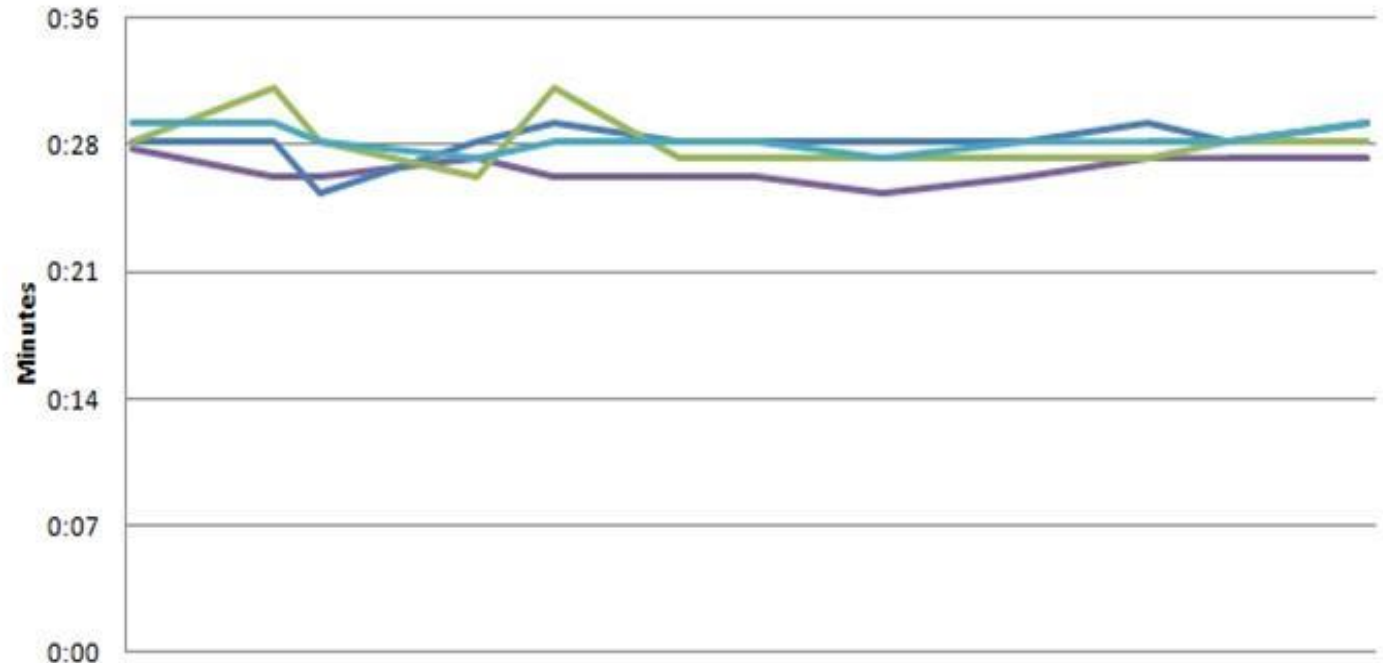
Custodian Name	Primary Responsibility	Primary Shift	Sq. Ft. of Cleaning Area	Assinged Hours	Sq. Ft. Per Hour
Mary Patzke	E wing and Customer service during the day	1st	20,000	7.5	2,666
Pat Downs	A wing and Library	2nd	36,805	7.5	4,907
Bob Amas	Athletics and Encore Wing	2nd	36,087	7.5	4,811
Forrest Broadhead	B wing and Main Office	2nd	32,263	7.5	4,302
				30	
Total Sq Ft	132,000				
Total Custodial FTE	3.75				
Hours of Facility Use	6419				
Hours of Facility Use Per FTE	1711				
Work Requests per Custodian	250				

Turf Usage

Pewaukee Turf Usage	2012-13		2013-14		2014-15		2015-16		2016-17		2017-18	
	Occ	Hours	Occ	Hours	Occ	Hours	Occ	Hours	Occ	Hours	Occ	Hours
PHS Football Practice			80	163	80	176	80	161	80	188	80	163
PHS VR/Frosh Games	7	14	8	16	9	18	8	16	10	20	6	12
PHS Varsity Games	6	18	6	18	4	12	4	12	7	21	6	18
PHS Camps									2	14		
Youth Practices							42	125				
Youth Football Games	4	32	4	30	6	45	4	32.5	7	52.5	5	46.5
PHS Soccer Practice			11	20.5					15	60	1	2
PHS Soccer Games			2	4					5	10		
SS/Speed & Strength					15	75	33	153	26	135	10	55
Band Practice	28	34.25	25	31.25	27	37.5	22	35.5	4	18	4	11
Powderpuff	1	3	1	3	1	3	1	3	1	3	1	3
Other Sports practices			1	2								
Outside Games							1	3	1	3		
Other			1	2	1	5	5	10	1	7		
Totals	46	101.25	139	289.75	143	371.5	200	551	159	531.5	113	310.5

Transportation

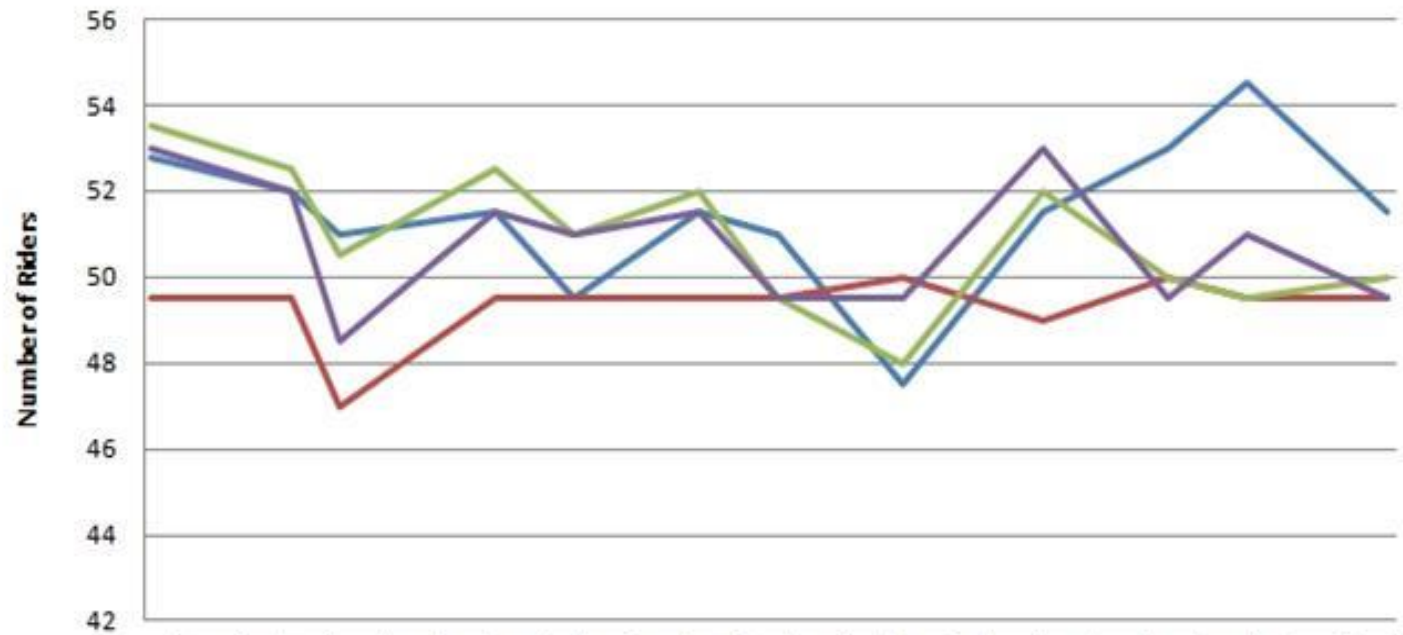
Average Ride to School Elementary



	10/3	10/12	10/15	10/25	10/30	11/7	11/12	11/20	11/29	12/7	12/12	12/21
2013-14	0:28	0:27	0:27	0:28	0:27	0:27	0:27	0:26	0:27	0:28	0:28	0:28
2014-15	0:29	0:29	0:26	0:29	0:30	0:29	0:29	0:29	0:29	0:30	0:29	0:30
2015-16	0:29	0:32	0:29	0:27	0:32	0:28	0:28	0:28	0:28	0:28	0:29	0:29
2016-17	0:30	0:30	0:29	0:28	0:29	0:29	0:29	0:28	0:29	0:29	0:29	0:30

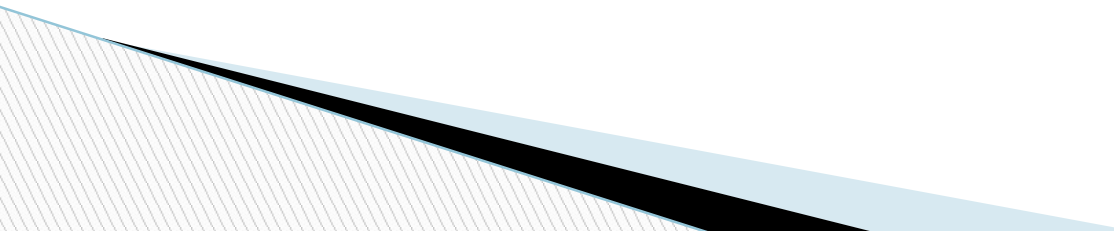
Transportation

Average Number of AM & PM Riders
Elementary Schools



	10/3	10/12	10/15	10/25	10/30	11/7	11/12	11/20	11/29	12/7	12/12	12/21
2013-14	53	52	51	52	50	52	51	48	52	53	55	52
2014-15	50	50	47	50	50	50	50	50	49	50	50	50
2015-16	54	53	51	53	51	52	50	48	52	50	50	50
2016-17	53	52	49	52	51	52	50	50	53	50	51	50

Dashboards/Scorecards

- Once you have collected and displayed your data - you can simply update your data on a regular basis and show it off
 - Monitoring & maintenance
 - Keep it in excel or word - keep document and not just as an image
 - Be ready to “sell” your program or idea to anyone at anytime
- 

Dashboard/Scorecard

Operational Key Performance Indicators

	2014-15 Summative	2015-16 Summative	2016-17 Summative	2017-18 Summative	2018-19 Goal	2018-19 Quarterly Progress		
Lost Time Injuries	7	3	4	3	0	0	1	
Student Injuries				4656	<4000	880		
Threat Assessments						5	10	
Safeschools Completions	100%	100%	100%	100%	100%	88%	100%	
% of Emergency Drills Complete	100%	100%	100%	100%	100%	100%		
Parent Safety Satisfaction	4.25	4.38	4.32	4.27	>4.32	4.33		
Student Safety Satisfaction	4.28	4.13	4.11	4.01	>4.06			
Energy Use Per Sq Ft	\$1.15	\$1.23	\$1.07	\$0.90	\$0.90	\$287,032.00	\$407,750.00	
Student Drug Testing Results		9/150	8/150	6/150	3 Positive			
K-9 Assisted Search Results	7:5	7:1	5:3	7:1	4:2			
# of Community Partnerships								
Parent Survey Satisfaction Rate	3.95	4.12	4.06	4.11	4.16	4.11		
Community Survey Satisfaction Rate (Overall, how do you feel the quality of the MNSD is affecting your home value? Positive, little to no, negative)		60%			>60%			

Dashboard/Scorecard

Indicator of Health	18-19 Goal	18 F	18 S	17 F	17 S	17 W	16 F	16 S	16 W	15 F	15 S	15 W	14 F	14 S
Studer Engagement Results Avg	>4.4	4.5	4.3	4.4	4.3	4.48	4.36	4.40	4.50	4.22	4.46	4.6	4.58	
Accessibility	>4.4	4.6	4.3	4.4	4.3	4.5	4.5	4.6	4.7	4.3	4.5	4.6	4.7	
Accuracy	>4.4	4.4	4.5	4.3	4.4	4.5	4.3	4.5	4.7	4.5	4.6	4.6	4.6	
Attitude	>4.4	4.6	4.1	4.6	4.4	4.7	4.5	4.4	4.5	4.3	4.4	4.5	4.5	
Operations	>4.4	4.6	4.3	4.4	4.4	4.4	4.4	4.3	4.3	4.1	4.4	4.7	4.7	
Timeliness	>4.4	4.4	4.3	4.3	3.9	4.3	4.1	4.2	4.3	3.9	4.4	4.6	4.4	
Employee Engagement	>4	4.33	4.08	4.18	3.98		4.01	3.83	3.77		3.99			
Parent Engagement-Cleaning	>95				99.2			99.3			98.9			98.7
Student Engagement-Cleaning	>95							93.2			94.6			93.9
Parent Engagement-Safety	>95				98.2			95.4			98.4			99.4
Student Engagement-Safety	>95				94.6			95.2			96.2			95.9
Teacher Engagement-Safety	>95							97.9			96.3			97.9
W/O Completed		1661			2140			2325			3152			3374

How to share/leverage

- Engage staff
 - Make them part of the process
 - Build Ownership
- Engage Leadership team
- Engage School Board/
Community



Get Your Message Out!

- School Board
- Parents
- Teachers
- Building staffs
(secretaries,
paraprofessionals)
- PTO/PTA
- Administration and
Principals
- Recreation Department
- Local Government
- Citizens without
children in the District
- Senior Citizens
- Chamber of Commerce
/ Business Leaders

Customize your list to your District.

Recognizing Success

**I'VE LEARNED THAT
PEOPLE WILL FORGET
WHAT YOU SAID,
PEOPLE WILL FORGET
WHAT YOU DID, BUT
PEOPLE WILL NEVER
FORGET HOW YOU
MADE THEM FEEL.**

-Maya Angelou



Recognizing Success

- Before and after pictures
- Animotos
- Building tours
- Document savings
- Kudos from public
- Praise previous projects
- Identify benefits of projects – appearance, savings, comfort, improve safety, etc.
- Recognition from Media



ROI



PhotoCollage

Recognition



Recognition

Pewaukee

Daily update · July 18, 2014

NEWS

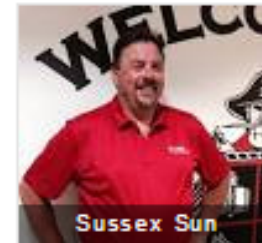
Randy Kernats, **Pewaukee** School District, Wins Safety Challenge

Sussex Sun

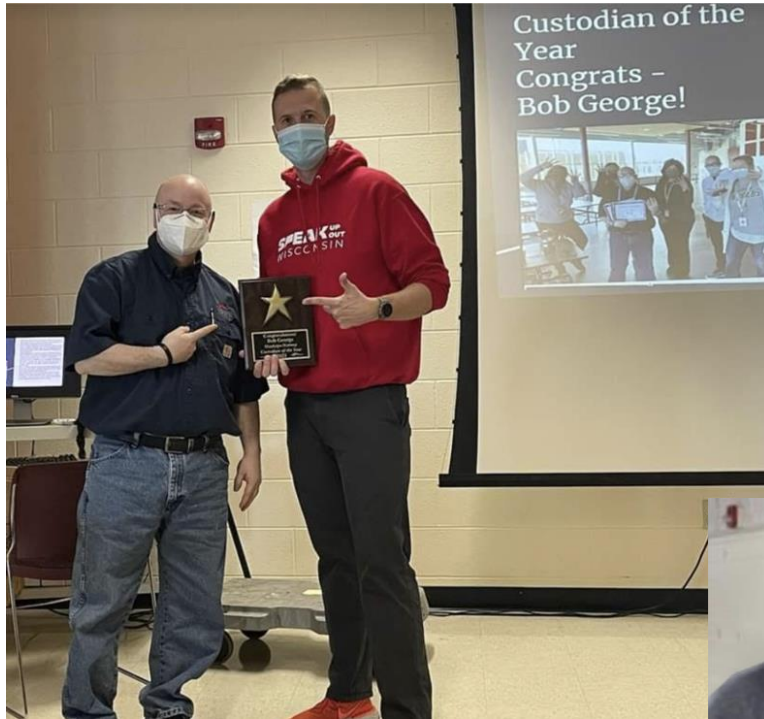
Randy Kernats of the **Pewaukee** School District won the individual prize in the Wisconsin Association of School Business Officials (**WASBO**) Safety ...



[Flag as irrelevant](#)



Facility Team Of the Year



MUSKEGO **NOW** Linden Court *Caring for those with early-onset Alzheimer's* 13755 W Fieldpointe Dr • New Berlin (262) 796-3660 *At Linden Court, we UNDERSTAND this.* *Each of us is AS UNIQUE as our THUMBPRINT.* *At Linden Court, we UNDERSTAND this.* *Let us help you with your memory care.*

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Behind the Scenes, But Not Forgotten: Schools Recognize Custodian of the Year



By Muskego-Norway Schools
April 6, 2014

print e-mail

It's often a thankless job, done behind the scenes.

However school custodians keep the lights on, the heat running and the entire building safe. And Building and Grounds Supervisor/Safety Coordinator Jeremiah Johnson is making sure that the job does not stay thankless.

This year, Frank Bieniewski, who works at Mill Valley, was given the honor of Custodian of the Year, an award that is fairly new in the district.

"We have our Compass Award winners and I wasn't sure we wanted to go that route," Johnson said. "However, I know the hard work that these people do is unseen to many, and it's vital to the operation and safety of the school."

Bieniewski was chosen among 40 custodians throughout the district, who also helped develop the criteria for the award last year. His involvement in improving the school over the past year meant that Mill Valley led the district in energy cost avoidance at nearly 44 percent, and in the amount of jobs that were completed.

Employee of the Year/Recognition



Jeremiah Johnson SHRM-CP

Director of Operations & Human Resources...

3mo

Thanks [Mark McGinnis](#) for training the Muskego-Norway staff on being "Weather Ready". Excellent training!



Recognition



John Stangler @PSDBGSafety · Sep 14

The finished Makerspace at Pewaukee Lake Elementary @PewaukeeSD

#PSDpride



IN YOUR ROLE, WHAT DATA DO YOU GATHER IN MAY AND JUNE TO REFLECT ON THE SUCCESSES AND CHALLENGES OF THE YEAR?

All three leaders noted the importance of collecting data, including the following finance, facilities and safety measures:

- Studer Education District Services Survey Results & Employee Engagement Survey Results
- Studer Parent and Student Engagement (As it relates to Safety & Cleanliness)
- Work Orders Completed
- Work Order Completion Time
- Facility Use Hours
- Custodial Overtime
- Budget to Actual Spending Comparisons
- Electric Use Per Sq Ft
- Gas Use Per Sq Ft
- Energy Efficiency Per School
- Monthly Safety Drills Completed
- Cleaning Evaluation Scores

Hanover Metrics

SCHOOL MAINTENANCE

STRATEGIES TO PROMOTE EFFICIENCY IN MAINTENANCE

MAINTENANCE

- All districts should conduct an annual facilities audit that defines the inventory of buildings, grounds, and equipment in the school district, including location, condition, and repair history, and recommended repairs.
- Districts with more than 500,000 square feet of facilities to manage should invest in a computerized maintenance management system (CMMS) that includes relevant software, equipment, and training.

CUSTODIAL SERVICES

- Set a maximum assignment area of 31,000 square feet per custodial staff member per eight-hour shift, and ideally 28,000 square feet or less.
- Employ custodians in teams for greater efficiency in larger school buildings.

Source: U.S. Department of Education, Washington State Office of the Superintendent of Public Instruction, and Earthman and Lemasters

MAINTENANCE KPIS

MAINTENANCE

-  Number of work orders completed
-  "Customer" feedback (e.g., the opinions of principals and other occupants)
-  Annual snapshots (e.g., maintenance/operations cost per square foot or per student)
-  Changes in maintenance costs
-  Performance audits
-  Staff turnover rates
-  Facility report cards or other summaries

CUSTODIAL SERVICES

-  Square feet per custodian
-  Overall cost in dollars per square foot
-  Staff turnover rates
-  Custodial materials cost dollars per square foot

Selected KPIs adapted with language verbatim from: The School Facilities Maintenance Task Force, U.S. Department of Education and Massachusetts Association of School Business Officials

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