



## REGULAR MEETING OF THE BOARD OF TRUSTEES

EDUCATION CENTRE  
2651 CHINOOK WINDS DRIVE S. W.  
AIRDRIE, AB

**SEPTEMBER 3, 2009**

**1:00 P.M.**

### AGENDA

1. **Call to Order - Public Meeting 1:00 p.m.**
2. Approval of Agenda
3. Approval of Minutes
  - Regular Board Meeting – June 18, 2009
  - Special Board Meeting – July 14, 2009
4. Superintendent's Report
5. Chairman's Report/Correspondence
6. Board Reports
7. Professional Development/Conferences
8. New Business
9. Adjournment

This unofficial agenda is subject to change and is not *official* until approved at the Board meeting.



# SUPERINTENDENT'S REPORT

REGULAR BOARD MEETING

SEPTEMBER 3, 2009

## REPORTS AND RECOMMENDATIONS:

1. Springbank School Wastewater Pipeline and Lift Station

## INFORMATION ITEMS:

1. H1N1 Update
2. Maintenance and Grounds Business Plan 2009-2011
3. Capital Projects Update Report
4. In-Year Government Budget Adjustments

A handwritten signature in black ink, appearing to read "Greg Bass", is positioned above a horizontal line.

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Greg Bass, Superintendent of Schools



To: THE BOARD OF TRUSTEES  
From: The Superintendent of Schools

## Directive for Action

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**Directive for Action: Springbank Schools Wastewater Pipeline and Lift Station**

**Author:** Darrell Couture, Associate Superintendent of Business & Operations

**Date of Meeting:** September 3, 2009

### Background

At the July 14, 2009 Board meeting the following motions was approved:

“That the Board of Trustees approves the tender submitted by Down Under Drilling Inc. in the amount of \$872,248.40 inclusive of GST at 5% for the construction of Springbank Schools Wastewater Force Main and Wastewater Lift Station subject to Ministerial approval and relevant agreements being executed.”

On July 30<sup>th</sup> the Capital Review Committee approved the awarding of the tender to Down Under Drilling Inc. and subsequently received Ministerial approval.

The tender period was for 60 days, expires September 7, 2009. However the City of Calgary Council is not considering the proposed agreement between Rocky View County and the City of Calgary until the City Council meeting of September 14, 2009. The contractor, Down Under Drilling Inc., was requested to provide an extension of the tender period and agreed to extend the tender period for a further 60 days (new expiry date will be November 6, 2009).

The lagoons at Springbank are full and need to be emptied before late fall. In order to save the cost (more than \$200,000) to truck the lagoon contents to Cochrane a speedy award of the tender shortly after City Council approval is required. If the Board were to authorize tender acceptance upon receipt of verbal approval from both the County and City of Calgary and not require administration to have executed agreements the tender could be awarded September 15, 2009 and the pipeline constructed by early to mid October (lift station will take a couple of months longer to construct) which would enable Rocky View Schools to save the cost of emptying the lagoon this fall as it is likely that it will take at least an additional month maybe longer to have executed agreements in place.

### Alternatives



To: THE BOARD OF TRUSTEES  
From: The Superintendent of Schools

## Directive for Action

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### Alternative I

That the Board of Trustees approve the awarding of the Springbank Wastewater Force Main and Wastewater Lift Station tender submitted by Down Under Drilling Inc. without the requirement of prior executed agreements with the City of Calgary and Rocky View County provided informal agreement of both parties has been received.

#### Considerations:

- This alternative will result in the Board saving at least \$200,000.
- There is some risk that the final agreements with the City of Calgary and/or Rocky View County will be less favorable than could have been negotiated if the project was not pre-built.

### Alternative II

That the Board of Trustees not amend the requirement for executed agreements with the City of Calgary and Rocky View County to be in place prior to the award of the tender.

#### Considerations:

- Over \$200,000 will be required to be expended to empty the Springbank lagoons by trucking sewage to Cochrane.
- It is possible that executed agreements will not be in place prior to tender period expiring on November 6, 2009 which will result in the project having to be re-tendered.

### Recommendation

That the Board of Trustees approve the awarding of the Springbank Wastewater Force Main and Wastewater Lift Station tender submitted by Down Under Drilling Inc. without the requirement of prior executed agreements with the City of Calgary and Rocky View County provided informal agreement of both parties has been received.



To: THE BOARD OF TRUSTEES  
From: The Superintendent of Schools

## Information

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**Information Item:** HINI Update  
**Author:** Greg Bass, Superintendent of Schools  
**Date:** September 3, 2009

In preparation for the resurgence of the H1N1 virus, all RVS schools have been asked to put in place the following pandemic protocols, effective September 1, 2009.

### Mitigation Strategies

1. Follow RVS' "Flu Reporting Process": As a means to monitoring the health of students, schools will track the reasons for student absences. **IF** schools have more than 10 percent of their staff and students out with flu-like symptoms, they have been asked to inform OH&S.
2. Review Self-Care Protocols – Teachers have been asked to review Alberta Health Services Hand Washing Protocols and Cough etiquette (Page 5 and 6) with all students. ([AHS Self-Care Protocols](#))
3. Designate a Flu Isolation Room - Should a student arrive at school with flu symptoms or develop symptoms during the school day, that student needs to be escorted to a flu isolation room, so they can be monitored until they can be picked up. A sick child will not be permitted to take the bus home. A parent, or other person noted on the child's emergency contract information, will be required to pick the child up. ([Flu Isolation Room Poster](#))
4. Display Posters - Hand Washing Posters and Cover Your Cough Poster are to be posted in all bathrooms (if they are not already). (Handwashing [Elementary Poster](#)/Handwashing [Jr. & Senior High Poster](#)/[Cover Your Cough Poster](#))
5. Bus Drivers Cleaning Practices- Bus drivers also have been asked to heighten their cleaning practices. They also have been asked to report any students on their bus with flu-like symptoms, immediately upon arrival at the school. ([Transportation Protocols](#))
6. Custodian's Cleaning Practices: Please ensure caretakers are following through with the Custodial Influenza Practices. ([Custodian Protocols](#))

### Management Strategies

*IF/WHEN a case has been confirmed in a school community, schools are asked to host a staff meeting to discuss the deployment of:*

1. Conduct Flu Checks - Classroom teachers are to conduct daily flu checks, morning and afternoon. Teachers should ensure these conversations with students are age-appropriate. Any child exhibiting a fever plus cough, sore throat, aches, or headache should be escorted to the school's flu isolation room until they can be picked up by a parent. (These student will not be allowed to take the bus home).



To: THE BOARD OF TRUSTEES  
From: The Superintendent of Schools

## Information

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2. Provide N95 Masks - Provide staff, caring for students in the school's isolation room, with a surgical mask and students exhibiting symptoms with a surgical mask. (Joanne to deliver)
3. Post the "Flu Check Poster" on doors accessed by public. Visitors reporting to the office should be informed that "self care" protocols are strongly encouraged as (1) the school has had a confirmed case of H1N1 and/or (2) the school is working diligently to ensure a healthy school environment. (Feeder schools may be asked to institute these protocols depending on circumstances surrounding individual case, ie siblings in sister school). ([Flu Check Poster](#))
4. Discourage students from drinking directly from fountains, rather use disposable cups.
5. Ask staff to review the Classroom Influenza Strategies and Tips. ([Classroom Strategies](#))
6. Ask parents and staff to keep their children home/stay home if they are feeling ill.
7. Please ask staff to refrain from talking to the media and forward any media enquiries to Communications (403-945-4012).
8. Encourage staff to remain and display calm over the incident.

### **Communication to Parents**

Depending on the circumstances surrounding the person who has contracted the virus, RVS may send a letter home to parents, specifically RVS would inform parents if the person was in the school community at the point where they were contagious (one day prior to exhibiting symptoms, four days after they have become ill). RVS would not send a letter home if the person was not in their school community when they were contagious.

### **Vaccination**

This fall, the Alberta government will offer a free seasonal influenza vaccine to all Albertans six months and older. Immunization can be obtained through public health clinics and some physician offices and pharmacists beginning in October.

Separate from the seasonal influenza vaccine, the province is also working on its plan to immunize Albertans against the H1N1 influenza virus sometime this fall. Details on that immunization program will be announced when available.

Clinic dates and locations are currently in the planning stage and Alberta Health Services will be announcing details in September.

### **Recommendation**

That the Board of Trustees accepts the H1N1 update for Rocky View Schools as information.



To: THE BOARD OF TRUSTEES  
From: The Superintendent of Schools

## Information

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**Information Item:** Maintenance and Grounds Department Business Plan 2009-2011

**Author:** Greg MacNeil, Director of Maintenance and Grounds

**Date of Meeting:** September 3, 2009

**Motion to Accept:**

That the Board of Trustees accepts the Maintenance and Grounds Department Business Plan 2009-2011 as information.



# Maintenance and Grounds Department

## 2009 – 2011 Business Plan

Submitted by: *Ken Parker*  
*Education and Consulting Services*  
*41 West Boothby Crescent*  
*Cochrane, Alberta*  
*T4C 1L9*  
Date: *June 8, 2009*

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## A. Introduction

The Maintenance and Grounds Department has a long history of success in Rocky View Schools. Every three years a survey is commissioned to review services to ensure school buildings are safe, environmentally friendly and compliant with all relevant codes and regulations and to gauge the services provided. The data collected from these surveys support the contention this Department meets or exceeds expectations for safe and healthy school building environments in support of teaching and learning opportunities. Business plans have been a part of the strategy for this success since 1999. The plans have provided a focus, set goals, and helped the Department continually move forward.

The Maintenance and Grounds Department conducts its business within the umbrella Three Year Plan of Rocky View Schools called “Engaging 21<sup>st</sup> Century Learners”. The Plan attempts to have all employees “...model our willingness to embrace change by re-tooling our individual repertoire of skills.” It also states, “...our aim is to see a groundswell of professional learning needs identified, and a systematic, continuous learning model developed at the jurisdictional level to ensure our staff can meet the challenges of the 21<sup>st</sup> Century learning environment.” There are 6 goals and relevant goal outcomes directly applicable to the operation of the Maintenance and Grounds Department. These are:

1. Learners have basic and diverse needs met.
  - 1.1 Non-academic barriers to learning are recognized and addressed.
  - 1.2 Students, staff, trustees, and parents feel safe and part of the learning community.
2. Learners are competent, qualified and dedicated.
  - 2.3 Students and staff demonstrate life-long learning.
  - 2.4 RVS builds and supports a 21st Century learning culture.
3. Learners are civic, social, and environmental stewards.
  - 3.1 Students and staff understand and participate in social and economic responsibility.
  - 3.2 Students, staff, and trustees work independently and collaboratively to build community in a global society.
  - 3.3 Students, staff, and trustees understand, practice and promote the conservation of resources.
4. Learning opportunities are distinct, continuous and systemic.
  - 4.4 Leadership capacity is built across the jurisdiction.
5. Instruction challenges and engages the learner.
  - 5.3 RVS operates as a community of learners.
6. Learning environments enable the acquisition of 21st Century skills.
  - 6.2 Budgets are driven by Three Year Plan outcomes.
  - 6.3 Education Centre Departments enable a 21st Century learning environment.

The purpose of a Business Plan for the Maintenance and Grounds Department is to have a blueprint identifying the learning needs and the necessary skills members require to

meet the challenges to be faced daily in the next three years. At the same time the Plan will examine identified procedures and systems that currently do not meet the needs of the Department. The Business Plan will outline ways and means to research solutions to meet those challenges.

As demands grow and resources shrink, the need for efficiency and effectiveness while maintaining high standards is critical to the continued success of this Department. It is in this context the Maintenance and Grounds Department has undertaken to formally plan their operation for the next three years. It will provide the basis for effectively utilizing resources and assist in moving the organization forward.

The development of this Business Plan has been in close association with the Director of the Maintenance and Grounds Department and all staff members. The entire team met as a large group and then as separate sections of the Department. Individuals were responsible for providing direction and input for the goals and strategies for their particular area. Each area coordinator brought a synthesis of the ideas forward for discussion and submission to the Business Plan. All individuals have participated in the process and look forward to achieving the goals they have established.

In addition to meeting goals for a section or for the Department, the Business Plan incorporates the Annual Individual Learning Plan for support staff. Each area of the Department has identified ongoing learning goals the individuals would like to pursue during the next three years along with plans for strategies and assessment. Assessment of goal achievement will be included in the next planning cycle. The goals are specific measurable, achievable, relevant and time defined.

## **B. Vision/Mission/Motto**

### **Vision:**

*“We will meet or exceed expectations for safe, healthy school building environments that support the teaching and learning opportunities in Rocky View Schools.”*

Through each of its employees the Department works diligently to accomplish this on a daily basis. Their commitment to service, training, responsiveness, and strengthening school relationships serves the Department well as they work toward their vision of a preferred present and future.

### **Mission:**

*“Seek ways to be responsive and responsible in providing valued maintenance services to Rocky View Schools”.*

This reflects the purpose for the existence of the Maintenance and Grounds Department. The team must respond to the needs of each job in a timely fashion. To do this, each staff member stays informed regarding current industry standards, anticipates change, accesses new technology and maximizes the potential of each. The focus must be on quality workmanship and maximizing available resources. They must communicate effectively within and outside the Department regarding each project or assignment. During a job and at its completion, there is a responsibility to ensure a safe and healthy learning environment has been attained.

### **Motto:**

*“Quality services exceeding expectations”*

Learning opportunities are supported by well-maintained buildings and grounds. Quality must be an integral part of all work done and involves every member of the Department. Exceeding expectations supports a healthy school community attitude and learning environment.

### **C. Department Profile**

The Rocky View Maintenance and Grounds Department provides carpentry, mechanical, electrical, grounds, and millwork service for both new installs and maintenance for existing infrastructure of Rocky View Schools. In addition to the Education Center there are 34 schools and 4 Hutterite Colony Schools that provide learning for over 16 000 students led by 1076 teachers and 759 support staff.

The Department processes an average of 3000 work orders per year. It operates on a budget of \$5,960,000 in material, labor, and utilities for all facilities which alone cost \$3,141,000 annually. In cooperation with other Departments, Maintenance and Grounds examines ways of establishing lowest possible contract prices for all utilities.

Among major projects completed during the past few years has been the Cochrane High School music room renovation, new washrooms for George MacDougall High School, lighting retrofits at Elbow Valley School, potable water supply system for Westbrook School, overseeing construction for contract projects, and placing portable classrooms in various locations. In addition, the Grounds section of the Department has initiated and implemented the “Green Start” program for grade 4 students throughout the School Division in which students start plants in one of two mobile green houses. Each of the foregoing projects and many more have all been completed solely with the skill and dedication of the trades people employed in the Maintenance and Grounds Department.

Director Greg MacNeil and supervisor, Ron Mesiatowsky, lead the Maintenance and Grounds Department. The Department is subdivided into six areas: carpentry, mechanical, electrical, grounds, and a service response centre. Each area has a coordinator who is responsible for the scheduling, work order completion, equipment, personnel supervision and deployment. Maintenance and Grounds employs 27 journeymen, 2 secretaries, 3 technicians, and 12 summer employees.

Service is provided according to guidelines published in a document entitled: “Overview – Maintenance and Grounds Department – September, 2008”. The document is provided to schools and employees in the Department. It includes definitions, procedures, processes, and statements regarding the following topics:

- What is an Emergency?
- Timeline Guidelines
- How does non-emergency work get done?
- Graffiti and Vandalism
- Process for Glass Replacement
- What is new work? Maintenance?
- IMR Funding (Infrastructure Maintenance Renewal)
- Estimating
- Computers

- What is preventative maintenance?
- Capital Projects and the Maintenance Department
- Security Systems
- Garbage and Recycling
- Grounds Department
- Indoor Air Quality
- Expectations re a 'No Heat' event in a school
- Current Committees and Maintenance
- School Land Designations
- Energy
- LEEDS (Leadership in Energy Environmental Design Green Building Rating System)
- Safety Program
- Maintenance Scaffolding and Lifts

The Department conducts coordinator meetings bi-weekly to review procedures, discuss projects and set directions for the coming weeks. Time is set aside for celebrating success and developing connections within the team unit.

## **D. Success Profile**

The Maintenance and Grounds Department for Rocky View Schools commissioned a random sample survey of a number of schools in the Division as part of a "... commitment... to continuously review its services to ensure school buildings are safe, environmentally friendly and compliant with all relevant codes and regulations." The survey provided data and anecdotal information for the Maintenance and Grounds Department to gauge the services they provide to schools. It also provided a baseline to plan future actions designed to meet the maintenance needs of all the schools.

Data collected clearly illustrated the RVS Maintenance and Grounds Department conducts their business in a professional and humanistic manner. Success is achieved in nearly all the goals where the schools are in a position to make a judgment. The personnel are highly regarded and well liked. The schools appreciate their work and feel fortunate to have a strong working relationship with the Maintenance and Grounds personnel at their schools. The staff are very well respected and appreciated.

Administrators surveyed in the sample express admiration for the work being done with limited resources. There is a consistent feeling by administrators 'our schools' are the most well maintained or at least among the most well maintained in the province. They have gained this impression from casual observations made by students, parents, teachers, and their own experiences in other jurisdictions. They feel this is a very successful operation.

Consensus exists regarding the response the Maintenance and Grounds Department provides with respect to emergency items and for requests for information in general. Surveyed Principals know they can count on emergency items to be handled immediately, especially those affecting student safety and well-being. This brings a high degree of security to Building Operators and school personnel so they can continue to provide education in a comfortable and safe environment as per Goal 1 of the RVS Three-Year Plan: "Learners have their basic and diverse needs met."

In general the survey found the following:

1. There exists strong support and appreciation for the work being completed with respect to quality, effort, and for response time to emergency items.
2. Schools feel the Maintenance and Grounds Department provide very safe and comfortable teaching and learning environments.
3. Administrators are generally very satisfied with the personnel who work in the Maintenance and Grounds Department.
4. This Department displays excellent stewardship of limited resources (i.e. they do much with little).

The Department has enjoyed a number of successes:

1. A number of younger journeymen with good skills have joined most sections.
2. The Department is playing a role in the Alberta apprenticeship development by working with a number of apprentices to achieve the journeyman level .
3. There exists a positive relationship with students and staff through the Grounds section programs offered to schools.
4. The planting, greening, and beautifying school grounds by many hands of the Grounds section of the Department in partnership with schools leaves a legacy at each school and community.
5. School surveys are commissioned to provide the information to build and provide a better service to the schools.
6. Monthly safety meetings are conducted to publicize safety messages, to promote participation by the team members, and to encourage each to make a contribution.
7. The millwork shop constructs high quality equipment to meet identified needs for students and staff at each school.
8. The Department conducts appreciation events and invites Education Centre employees to Christmas celebrations in the mill shop, year-end barbecues, or a breakfast cooked by the Maintenance and Grounds Department staff.

## **E. Contextual Challenges/Needs**

In the tri-annual survey conducted in 2008, some of the goals received lower averages because many of the schools possess limited knowledge of the work being completed in certain areas such as optimizing the use of technology or innovative practices. This may speak to the need for more communication by the Maintenance and Grounds Department to share their efforts and achievement with schools and the public.

Even though there is positive pride for this Department the survey respondents have also indicated through their comments a need for communication improvement in a number of different areas. Information re work order status, crew deployment to a site, timelines, decision rationale, processes, and information flow in general were identified in some cases.

In addition to these items the Department has identified several more items they feel impinge on operations. These are:

### 1) Budget issues

IMR (Infrastructure Maintenance Renewal) funding has not matched increased labour and material cost increases for the past number of years. The Department is generally unable to make improvements to keep schools updated. Items like roofing and flooring use up a large percentage of the budget, leaving inadequate resources to meet needs in some schools. Projects are deferred year after year.

### 2) Code compliancy

Keeping all schools code compliant for all the regulatory conditions requires much more diligence and frustration than in previous years. Rocky View Schools encompass a large geographic area with many different operating regulations for each city, town, county, hamlet or village. Development and building permits must go through many authorities to be approved. Alberta Environment adds further issues to many projects.

### 3) Municipal Services

The lack of municipal services to some schools is an issue requiring substantial investment of time and resources. Operating water treatment plants, water storage for potable and firefighting, septic fields, lagoons and wells use large portions of the budget. Although not unique to Rocky View Schools, this places increasing demands on too few resources.

#### 4) Building Operators

Hiring skilled and experienced Building Operators also impacts the Maintenance and Grounds Department. Successful cooperation and teaming with the Department and the Operators is essential to providing the maintenance services required by the schools.

#### 5) Health and Safety

Although necessary, these items do not come without expense. Equipment, inspections, training and monitoring take time and money.

#### 6) Utilities

Utilities take a large percentage of the Maintenance and Grounds budget. The Department has managed well to date by having contracts in place along with rebates. This will not always be the case. Energy saving programs are available but it takes funding 'up front' and a method of tracking the process through to the end. The monitoring and tracking process is labor intensive. The Maintenance and Grounds Department is an integral part of the school system so it feels responsible to teach students about energy conservation. The Department questions whether or not it is fulfilling this duty as best it can.

#### 7) Work order system

The present work order system lacks many of today's advancements in technology and reporting. There is general consensus the Department could operate more efficiently with improved communication to customers by implementing new methods in the work order management system.

## F. Goals, Strategies, Timelines, Assessment

### 1. Carpentry

Goal	Responsibility	Strategies	Timeline	Assessment
1. Improve communication with schools	- Department - all trade coordinators	<ul style="list-style-type: none"> <li>inform HBO of arrival and job progress before leaving</li> <li>consult and notify school administration of project commencement with regard to major projects</li> </ul>	- ongoing	- Administrator survey in 2011
2. Streamline work order system	- Department	<ul style="list-style-type: none"> <li>identify issues in current system</li> <li>conduct review and analysis of WO systems currently in practice including electronic systems</li> <li>make recommendations based on findings, implement, and evaluate</li> </ul>	- spring 2010	- Administrator survey 2011 - Department survey
3. Provide training for individuals in their identified areas of need and interest	- trade coordinator	<ul style="list-style-type: none"> <li>compile personnel list with stated learning interests and training needs</li> <li>disseminate information and encouragement regarding available learning and training opportunities (trade shows, workshops, etc.) to those listed</li> <li>provide budget support</li> </ul>	- ongoing	- participation rate (number participating to number in trade area per year)
4. Determine storage solutions	- trade coordinator	<ul style="list-style-type: none"> <li>provide written needs assessment</li> <li>formulate a proposal for submission complete with costing, design, and location regarding storage solution for surplus drywall, plywood, scaffold, concrete forms, doors</li> </ul>	- fall 2009	- completion

## 2. Electrical

Goal	Responsibility	Strategies	Timeline	Assessment
1. Provide training for fire alarm and security systems	- Department	<ul style="list-style-type: none"> <li>produce handbook on existing systems</li> <li>train all personnel</li> </ul>	- spring 2010	- completion
2. Provide training of Building Management System (BMO)	- all personnel of Dept.	<ul style="list-style-type: none"> <li>train all personnel regarding the new ESC and other systems recently installed and in operation at Crossfield, Mitford, Nose Creek, and Rainbow Creek</li> </ul>	- fall 2009	- completion
3. Provide contribution into any new constructions with respect to electrical design items	- trade coordinator	<ul style="list-style-type: none"> <li>develop rationale</li> <li>establish sample test case from existing design</li> <li>meet with Planning Department to present rationale</li> </ul>	- spring 2010	- proposal success
4. Acquire information regarding any and all new 'green' technology in electrical equipment	- all trade personnel in electrical area	<ul style="list-style-type: none"> <li>pursue trade show ideas and sales information with respect to cost analysis and environmental impacts</li> <li>share findings within Department and with Planning Department</li> <li>train personnel in installation and maintenance of solar systems</li> </ul>	- end 2011	- completion

### 3. Grounds

Goal	Responsibility	Strategies	Timeline	Assessment
1. Improve information exchange regarding the program and services provided and available through Grounds	- Grounds coordinator - Department Director	<ul style="list-style-type: none"> <li>• provide in-house forums and presentations</li> <li>• meet with Finance Department re budget reports for RVS Grounds Division</li> <li>• have Planning Department present at Maintenance and Grounds coordinator meetings in order to:               <ol style="list-style-type: none"> <li>1. examine RVS wide issues and ideas</li> <li>2. assist in planning coordination for different aspects of each project (impact, crossovers, communication, etc.)</li> </ol> </li> <li>• submit articles to RVS publications (eg. ONTRACK) re current projects, initiatives, and celebrate successes</li> </ul>	- June 2010	- completion
2. Establish and implement a sustainability plan	- Department	<ul style="list-style-type: none"> <li>• establish interdisciplinary team in ESC to formulate plan for attaining Goal 3 Outcome 3.1 and 3.3 of the RVSD Three Year Plan (3.1 ...staff understand and participate in social and economic responsibility.) (3.3 ... staff... understand, practice and promote the conservation of resources.)</li> <li>• assemble base line data regarding current approaches, evaluate, and set goals re sustainability issues (eg. recycling, fleet efficiencies, water use reduction and rejuvenation, etc.)</li> <li>• make recommendations for Division wide policy re sustainability issues</li> </ul>	- mid March of 2010	- completion

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...Grounds continued

3. Provide learning opportunities for each individual of Grounds	- Grounds coordinator	<ul style="list-style-type: none"><li>• compile list of personnel with stated learning interests and training needs</li><li>• disseminate information and encouragement regarding available learning and training opportunities</li><li>• provide budget support</li></ul>	- ongoing	- participation rate (number of participants to number of personnel in area)
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#### 4. Mechanical

Goal	Responsibility	Strategies	Timeline	Assessment
1. Provide training for call out procedures	- Department	<ul style="list-style-type: none"> <li>establish procedures re various types of calls or situations arising from call outs</li> <li>provide summary in an emergency binder along with brief summary sheet per school of water shut off, gas shut off, and electrical panel location, floor plan, etc.</li> </ul>	- fall 2009	- completion
2. Adopt a flexible and streamline Work Order system	- Department	<ul style="list-style-type: none"> <li>conduct assessment of current system to identify strengths and areas of concern</li> <li>review and analyze existing work order (WO) systems</li> <li>establish standing WO system to provide for preventative maintenance</li> <li>review communication efforts and systems re WO status, crew deployment, timeline</li> <li>make recommendations, implement, evaluate</li> </ul>	- spring 2010	<ul style="list-style-type: none"> <li>- Administrator survey 2011</li> <li>- Department survey</li> </ul>
3. Provide training to Department personnel in the Building Management System (BMS)	- Department	<ul style="list-style-type: none"> <li>organize training workshop for those in need</li> <li>provide training for any new employees within 6 months of employment commencement</li> </ul>	- fall 2010	- completed ratio (percentage of Department employees who have completed training)

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.....Mechanical continued

4. Provide learning opportunities re new code amendments	- trade coordinator	<ul style="list-style-type: none"> <li>• receive code changes from Plumbing Authority and Gas Authority</li> <li>• present to trade personnel</li> <li>• attend course sponsored by above Authorities</li> </ul>	- as needed	- completion ration (percentage of trade staff who have completed necessary training)
5. Provide and support learning opportunities re geothermal technologies	- trade coordinator - Department director	<ul style="list-style-type: none"> <li>• recommend Wiebe Forest conduct viability study</li> <li>• attend seminars, workshops, courses regarding geothermal heating technology in attainment of goal 3 Outcome 3.1 and 3.3 of the RVS Three Year Plan (3.1 ...staff understand and participate in social and economic responsibility.) (3.3 ... staff... understand, practice and promote the conservation of resources.)</li> </ul>	- ongoing	- completion

## 5. Millwork

Goal	Responsibility	Strategies	Timeline	Assessment
1. Determine the value and use of estimating software	- trade coordinator	<ul style="list-style-type: none"> <li>• conduct research on available suppliers</li> <li>• test different sample programs and products</li> <li>• assess effectiveness, cost benefit, ease of operation, and usefulness</li> <li>• provide recommendation for purchase as necessary</li> </ul>	- fall 2009	- completion
2. Allow flexibility for achieving inventory (eg. shelving, drawer sides, edging) through revised Work Order system	- trade coordinator	<ul style="list-style-type: none"> <li>• develop cost/benefit analysis of establishing inventory for shelving, drawer sides, edging, desks, furniture, coat hook units, and display units)</li> <li>• present analysis for consideration</li> </ul>	- spring 2010	- completion
3. Provide recommendation regarding edge bander and drum sanding equipment acquisition	- trade coordinator	<ul style="list-style-type: none"> <li>• complete cost/benefit analysis (establish need)</li> <li>• identify opportunities for fund generation through contract work for third party markets</li> </ul>	- spring 2011	- completion
4. Ensure new construction has millwork supplied by RVS millwork shop	- trade coordinator	<ul style="list-style-type: none"> <li>• complete cost-benefit analysis for products produced in-house</li> <li>• establish summary review of products produced by RVS millwork shop complete with quality characteristics</li> </ul>	- spring 2010	- completion
5. Establish market with smaller boards regarding products produced by RVSD millwork shop	- Department	<ul style="list-style-type: none"> <li>• secure RVS approval for production and sales to external markets</li> <li>• produce tri-fold brochure outlining products available through RVS millwork shop</li> <li>• mail out brochures/advertising to boards</li> </ul>	- spring 2010	- sales target achievement

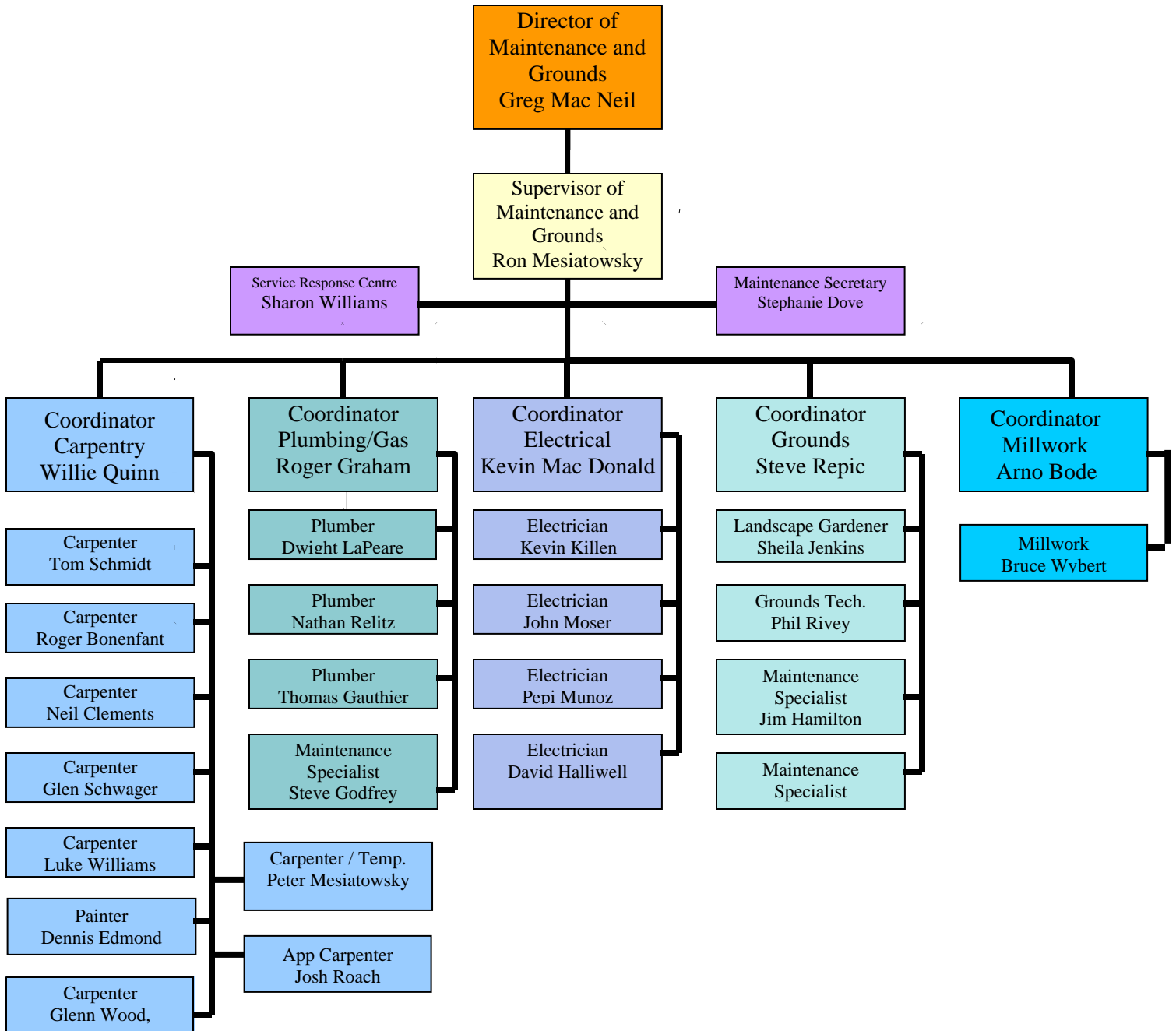
## 6. Service Response Center

Goal	Responsibility	Strategies	Timeline	Assessment
1. Develop a training plan for acquisition of necessary training for safety and new technologies	- Department	<ul style="list-style-type: none"> <li>• conduct training needs assessment set priorities for necessary training</li> <li>• establish budget to meet needs</li> <li>• expand training resource base (train trainers)</li> <li>• write plan to share with Department and implement</li> </ul>	- spring 2010	<ul style="list-style-type: none"> <li>- completion</li> <li>- Department survey (establish ratio of training needs met)</li> </ul>
2. Develop knowledge base for any new and emerging skills, knowledge, expertise, equipment, product, or systems	- Department	<ul style="list-style-type: none"> <li>• follow trade information publications</li> <li>• attend trade shows</li> <li>• examine and evaluate supplier information</li> <li>• develop sharing sessions at monthly meeting of Maintenance and Grounds personnel</li> </ul>	- ongoing	- Department survey
3. Recognize and promote the achievements and services provided by Maintenance and Grounds Department	- Department Director and coordinators	<ul style="list-style-type: none"> <li>• publicize resource services available through Maintenance and Grounds</li> <li>• share and promote the achievements of individual Department personnel at monthly meetings and in the “On Line” publication</li> </ul>	- ongoing	<ul style="list-style-type: none"> <li>- survey (department participation feedback)</li> <li>- survey (school administrator feedback)</li> </ul>
4. Complete a thorough review of the existing Work Order system	- Department Director	<ul style="list-style-type: none"> <li>• conduct an assessment of the current system identifying exact strengths and problem areas</li> <li>• examine and develop possible solutions to the identified difficulties including cost/benefit analysis</li> <li>• conduct research through organizations such as SPOSA (School Plant Officials Society of Alberta)</li> <li>• make recommendations</li> </ul>	- spring 2010	<ul style="list-style-type: none"> <li>- completion</li> <li>- survey</li> </ul>



**G. Appendix**

**1. Organizational Chart – June, 2009**



## 2. Maintenance and Grounds Survey 2008

### A. Survey Design

The current Director of the Maintenance and Grounds Department for Rocky View School Division #41, Greg MacNeil, commissioned the author to conduct a random sample survey of a number of schools in the Division as a part of the "... commitment... to continuously review its services to ensure school buildings are safe, environmentally friendly and compliant with all relevant codes and regulations." From the survey information, the Maintenance Department could then "...gauge the services we provide and plan our future, endeavoring to meet the maintenance needs for all our schools."

A decision was made to have the survey provide feedback related directly to the goals stated in the 2006-2008 RVSD Maintenance Department Business Plan. To this end, the degree of agreement or disagreement for achievement of each goal was surveyed. The survey instrument used is attached as an appendix to this report. The following scale was used to indicate response to the statement; "*The RVSD Maintenance Department meets the goal with respect to* (goal 1-6 stated and Key Service Area 1-5 stated)":

1 = Strongly Disagree, 2 = Disagree, 3 = Undecided, 4 = Agree, 5 = Strongly Agree  
Please refer to the instrument in the Appendix of this document.

The following pages show the frequency of responses for each rating choice for each goal. The resulting average is also calculated therein. Verbatim comments made during the interviews are included with the summary rating table in order to provide a more complete assessment for the feedback received. Where comments were repeated, a frequency count is noted in brackets. For example, (5x) means comments of this nature were made in 5 different interviews. No number means the comment was made only once.

A random sample of schools was taken from a listing of 33 schools served by the Maintenance Department. Schools were numbered 1-33 and were selected using a random number generator. The 4 Hutterite Schools and the 2 Learning Connection Schools were not included in this sample at this time. To achieve a representative sample of school configuration types 4 schools were selected from each configuration as follows; 3 from each of the K-4/5, K-8, 5-8, and High School groups. The author interviewed Principals, the Administrative team, or the Principal and the Lead Building Operator during the month of April, 2008 in 12 schools.

Appreciation is extended to all the School Administrators who so freely gave of their time to the completion of this exercise. Response was open and forthright. The interviews gave the responders the opportunity to express positive appreciation for the work being done by the Maintenance and Grounds team and, as well as draw attention to any areas of concern

*...appendix 2 continued on next page*

*...appendix 2 continued*

## **B. Results Summary**

The following is a summary for perusal based on the reliable data collected through this survey process. It is clear from the strong responses the RVSD Maintenance and Grounds Department conducts their business in a professional and humanistic manner. Success is achieved in nearly all the goals where the schools are in a position to make a judgment. The personnel are highly regarded and well liked. The schools appreciate their work and feel fortunate to have a strong working relationship with them in their schools. The Maintenance staff are very well respected and appreciated. The coordinators of each of the departments are singled out as being truly exemplary in their work with the schools. Greg MacNeil and Steve Repic in particular are highly regarded and complemented.

Administrators surveyed in the sample express admiration for the work being done with limited resources. There is a consistent feeling by administrators 'our schools' are the most well maintained or at least among the most well maintained in the province. They have gained this impression from casual observations made by students, parents, teachers, and their own experiences in other jurisdictions and feel this is a very successful operation.

Consensus exists regarding the response to emergent items and for information. Surveyed Principals know they can count on emergency items to be handled immediately, especially those affecting student safety and well-being. This brings a high degree of security to Building Operators and school personnel so they can continue to provide education in a comfortable and safe environment as per goal 1.

Some of goals received lower averages simply because many of the schools possess limited knowledge of the work being done in certain areas such as optimizing the use of technology or being innovative. This may speak to the need for more communication by the Maintenance and Grounds Department to share their efforts and achievement with schools and the public. It is the opinion of this author that much is being done herein but general awareness has not been fully developed.

Even though there exists positive pride for this department the survey respondents have also indicated through their comments a need for communication improvement in a number of different areas. Attention could be given to providing information re work order status, crew deployment to a site, timelines, decision rationale, processes, and information flow in general. There is no doubt that achieving total success in this area is a daunting task but the aspects of the topic could be targeted for the 2008-2010 business plan. A recommendation could be to involve the Communications Department to assist in developing procedures and plans to help meet the needs of school for information. Many of the respondents are currently pleased with the level of communication but there are some who express a need for further development.

*...appendix 2 continued on next page*

...appendix 2 continued

In conclusion, it should be noted there exists a wide range of opinions expressed in this review. However, a few recurrent trends and themes emerge from the gathered opinions and ratings. These are:

1. There exists strong support and appreciation for the work being done with respect to quality, effort, and for response time to emergency items.
2. Schools feel the Maintenance and Grounds Department provide very safe and comfortable teaching and learning environments.
3. Administrators are generally very satisfied with the personnel who work in the Maintenance and Grounds Department.
4. This Department displays excellent stewardship of limited resources (i.e. they do much with little).
5. Despite many successes in the communication area the survey results indicate some needs still need to be addressed in some areas for communication.
6. Some goals do not have meaning for schools, are not part of their sphere of expertise, or are unclear about the goal meaning so administrators are unable to provide feedback on whether or not the goal has been attained.

### C. Goal Results

Rating scale used:

1 = Strongly Disagree, 2 = Disagree, 3 = Undecided, 4 = Agree, 5 = Strongly Agree

#### 1. Provide a safe, comfortable learning and teaching environment.

Rating	1	2	3	4	5	Average
Frequency	0	0	1	4	7	4.5

#### 2. Optimize the use of technology

Rating	1	2	3	4	5	Average
Frequency	0	1	8	2	1	3.3

#### 3. Maintain high standards of personal and professional conduct

Rating	1	2	3	4	5	Average
Frequency	0	0	2	5	5	4.3

#### 4. Maximize available resources (staff, budget, etc.)

Rating	1	2	3	4	5	Average
Frequency	0	0	3	5	4	4.1

...appendix 2 continued on next page

...appendix 2 continued

### 5. Be innovative, seeking new ways to accomplish old tasks.

Rating	1	2	3	4	5	Average
Frequency	0	0	6	4	2	3.7

### 6. Increase efficiency and effectiveness through collaborative planning with schools and administration

Rating	1	2	3	4	5	Average
Frequency	0	5	2	3	2	3.2

## D. Key Service Area Survey Results

Rating scale used:

1 = Strongly Disagree, 2 = Disagree, 3 = Undecided, 4 = Agree, 5 = Strongly Agree

### 1. Service delivery

Rating	1	2	3	3.5	4	5	Average
Frequency	0	3	0	1	6	2	3.6

### 2. Communication

Rating	1	2	3	4	5	Average
Frequency	0	5	0	4	3	3.4

### 3. Change Management

Rating	1	2	3	4	5	Average
Frequency	0	1	7	4	0	3.3

### 4. Innovation (grounds, electrical, plumbing, carpentry)

Rating	1	2	3	3.5	4	5	Average
Frequency	0	0	3	1	5	3	4.0

### 5. Success

Rating	1	2	3	4	5	Average
Frequency	0	0	0	6	6	4.5



To: THE BOARD OF TRUSTEES  
From: The Superintendent of Schools

## Information

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**Information Item:** Capital Projects Update

**Author:** John Wheatley, Director of Facility Planning

**Date of Meeting:** September 3, 2009

**Background:** The attached document provides an update on significant planning and construction projects active at the end of the 2008/09 school year.

**Motion to Accept:**

That the Board of Trustees accepts the Capital Planning and Construction update as information.



# RVS Capital and IMR Project Update

September 3, 2009

	Site	Building	Municipal Approvals	Provincial Approvals
<b>CAPITAL PROJECTS</b>				
<b>Education Support Centre Site</b>	Finalizing engineering and landscape drawings, preparing tender packages	Some modifications to the ceiling in the accounts payable area were completed to improve lighting and heating in the area.	Submitted stripping and grading application to city, close to submitting drawings to clear all the subdivision conditions (engineering drawings and landscape drawings)	
<b>Nose Creek Elementary School</b>	The play fields have been regraded and sodded.	December approved modular classrooms are installed. The June-approved modulars (consultants are finishing building permit drawings) are under construction at the Modus plant.	Finalizing approval of play field construction with City Development permits approved for modular units.	
<b>Rainbow Creek Elementary School</b>	RVS completed landscaping of area around school building. Developer is working on their portion of the site		Finalising Development Completion with the town	
<b>Chestermere High</b>	Sewage lift station and connections to the municipal system are completed. Lagoon will now just collect storm water. (Funded by cash-in-lieu)	Installation of commercial foods equipment in Commercial Foods lab should be complete by end of September.  Starting a welding area upgrade for the CTS shop (funded by a CTS enhancement program) (Welding ventilation and additional welding booths)		
<b>Indus K-7</b>		The units are ready to take off the Banded Peak site. The project requires the construction of floors at Indus before they are moved to Indus.  Maintenance has completed a 'grey water' (untreated well water) supply system for the existing toilets which will be extended into the new link washrooms.	The development permit was approved mid-July after resolving the a parking issue (large number required for the project) and a storm water management issue. The building permit is with the County for review.	
<b>Langdon Portables 2008 and washroom link.</b>		Construction is underway, the contractor is having problems meeting the completion schedule. New modulars should be connected by mid-September. Connecting link will be completed to allow safe passage for students between the main building and the six existing units.	Permits are completed.  There could be an issue with the County regarding letting students into the partially completed project.	
<b>Sarah Thompson K-5</b>			The development permit is with the County (July 10), there are issues with the amount of parking required for the building (108 stalls by the County land use bylaw). We are trying to meet this number to avoid the possibility of an appeal from the community.  The proponent will resolve any development permit conditions as they complete their construction package (most likely just storm water management, final building elevations, site servicing, landscape drawings)	On July 2, 2009 the province announced the three proponents that will complete bid packages for the ASAP II schools.  The first stage review has been completed and the three proponents are okay to move onto the next stage.  Expect to start construction May 2010.



# RVS Capital and IMR Project Update

September 3, 2009

	Site	Building	Municipal Approvals	Provincial Approvals
Muriel Clayton Portables			Consultants are preparing development permit drawings.	
Langdon Portables (2 from Chestermere High)		no consultants selected yet		
Prince of Peace (2 from Cochrane)		no consultants selected yet		
Langdon High School Joint Use Planning	Ongoing discussions with the adjacent land owner concerning possible land transfers, We are completing geotechnical, survey and biological impact studies for the site.			
Chestermere Learning Connection		starting to program space needs for the learning connection and the student services		Submitted request for approval to have Melcor design / build this facility as part of their commercial development in the town (mid-July).
Glenbow Child Care Modulars			A second developemnt permit application was submitted by the town. It was passed on July 22. Additional money required to provide parking and 'western heritage theme' will be provided by the Town	
Rainbow Creek Child Care Modulars			Development permit was submitted June 15. The development permit for the construction of the facility was conditionally approved by the Chestermere Planning Commissin on August 24, 2009. The operator will still have to apply for a licence of occupation (which needs an adjustment of he permitted uses on this land use designation).	
Child Care Modulars Applications				no additional approvals have been received.



# RVS Capital and IMR Project Update

September 3, 2009

	Site	Building	Municipal Approvals	Provincial Approvals
<b>MAINTENANCE PROJECTS</b>				
<b>Cochrane High School Storage</b>		Compact storage shelving has been installed in the library (this was part of the music room upgrade)		
<b>Bert Church</b>		Installation of the heat pumps, will be 99% complete for start of school.		
<b>RJ Hawkey</b>		Internal renovation of classrooms to provide an additional teaching space and resource rooms complete.		
<b>Elbow Valley</b>		Upgrade to one 'pod' of classrooms will be complete by end of September (not required for classrooms until modular classrooms are removed)		
<b>Springbank Sanitary line</b>			Calgary Council to review the agreement on Sept 14, The county has given approval to start construction prior to the completion of the agreement. Expected to be complete by December	
<b>George McDougall</b>		Complete renovation of ground floor boys' and girls' washrooms (near front entry)		
<b>Summer roofing projects</b>		generally went okay, completing Westbrook		
<b>Summer flooring projects</b>		generally went okay (included three libraries and large areas in Mitford).  Completed refinishing the gym floor at Springbank High		
<b>Summer exterior projects</b>	Completed paths and fencing around Prairie Waters  Added some site drainage at Chestermere Lake to help with storm water management around the portables.	Completed exterior facade work at Westbrook and Crossfield.		
<b>Summer boiler checks</b>		boilers were all re-inspected (drained, opened, inspected by the authorities and put back together)		
<b>PURCHASING PROJECTS</b>				
<b>Elizabeth Barrett</b>		completed phone system install		



To: THE BOARD OF TRUSTEES  
 From: The Superintendent of Schools  
**Information**

**Information Item:** In Year Government Budget Adjustments

**Author:** Greg Bass, Superintendent of Schools

**Date of Meeting:** September 3, 2009

**Background:**

*The following memo from Greg Bass, Superintendent of Schools, was sent to School Administrators, and copied to Trustees, Directors, Executive, Education Centre Staff, David Woloshyn, Director, Zone 5 Field Services and Marlene Lambe, Manager, Zone 5 Field Services:*

Grant information released by Alberta Education reflecting the Alberta Government's \$430 million reduction in government spending for the 2009/10 school year, reveals the financial impact to Rocky View Schools will not be as detrimental as expected. Alberta Education has responded creatively to its portion of the reduction, estimated at \$80 million, with the hope of having minimal impact to classrooms across the province.

Details and impacts to Rocky View Schools are as follows:

Government Reduction		Impact on RVS
Reduced Ministry expenses by slowing implementation of the student information system, postponed building assessment capacity and adjusted the timing of new curriculum development.		\$0
Reduced Ministry expenses by moving resources online and reducing administrative processes		\$0
Adjusted Relative Cost of Purchasing Goods (RCPA) grant to school boards		- \$81,735 Instruction - \$35,088 Plant Operations and Maintenance - \$18,920 Transportation
Adjusted Socio-Economic Status grant to school boards		- \$96,105 Instruction
Eliminated Transportation Fuel Price Contingency Grant		- \$135,000 (estimated)
Clawed back accumulated operating surpluses reported as of August 31, 2008 which were greater than 3.25% of each board's expenses		\$0
	Subtotal	- \$177,840 Instruction - \$ 35,088 Plant Operations and Maintenance - \$150,000 Transportation (estimated)
	TOTAL	- \$ 362,928 (estimated)



To: THE BOARD OF TRUSTEES  
From: The Superintendent of Schools

## Information

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The net effects of these grant reductions on Rocky View Schools for 2009/2010 is significantly less than the jurisdiction had anticipated and no reduction to school allocations will be necessary. During the next several weeks, the jurisdiction will review its operating budgets to determine where the adjustments will be made.

The difference of opinion on the calculation of the Average Weekly Earning Index (AWEI) raises the possibility that Rocky View Schools may need to absorb close to \$875,000. This adjustment to Rocky View Schools would see the average teaching cost increase from \$88,920 to \$89,850.

This news is far better than RVS had anticipated. The jurisdiction believes it must maintain its focus on continuing to advance its Three Year Plan and its transformation to a 21<sup>st</sup> Century Learning organization. RVS students both deserve and need this shift to occur to prepare them for a changed society. Together as a dynamic leadership team, RVS will not only prevail, but continue to lead the province in teaching and learning.

Lastly, in regard to 2010/11, we will diligently and collaboratively plan for future budget reductions.

Tough times don't last, tough people do. I wish you a great start up.

Yours truly,

A handwritten signature in black ink, appearing to read "G. Bass", written in a cursive style.

Greg Bass  
Superintendent of Schools

**Motion to Accept:**

That the Board of Trustees accepts the *In Year Government Budget Adjustments* correspondence as information.