



# **FACILITIES SERVICES BUSINESS PROFILE**

**BOARD OF EDUCATION OF SCHOOL DISTRICT NO. 38 (RICHMOND)  
FACILITIES SERVICES BRANCH**

**FACILITIES SERVICES CENTRE**  
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September 2022

## **FACILITIES SERVICES BRANCH OVERVIEW**

The Richmond School District Facilities Services Branch is responsible for and has stewardship over the facilities inventory which includes:

- [38 elementary \(Kindergarten to Grade 7\) schools;](#)
- [10 secondary \(Grades 8 to 12\) schools;](#)
- School Board Office
- Facilities Services Centre
- Technology Services Building
- Rideau Park Resource Centre
- Various satellite sites, leased facilities and undeveloped sites
- 50 portable classrooms

The Branch is responsible for 61 sites in total – over 275,000 square metres of permanent and modular buildings situated on 157 hectares within the City of Richmond, serving over 20,000 K-12 students.

In addition, the Branch is responsible for student transportation with a fleet of 15 busses.

We have a total of 225 full-time funded employees and an annual operating budget (2022/2023) of \$24 Million.

# THE ROLE OF FACILITIES SERVICES BRANCH

The role of the Facilities Services Branch is to plan, schedule, implement, and budget all phases of operations and maintenance of the physical plant of the Richmond School District (SD38) as follows:

## 1. **Building Maintenance**

- non-capital preventative, predictive, routine and emergency maintenance to heating/cooling, plumbing, electrical, life safety and architectural (carpentry, wall/ceiling/floor finishes) building systems and components
- capital maintenance, upgrade and renewal project management and implementation

## 2. **Grounds Maintenance**

- upkeep of the entire site and particularly playing fields, playgrounds, fencing and pavements for school use
- maintenance and upgrade of underground services and systems (water, sewer, drainage, irrigation)
- snow and ice management
- trucking services

## 3. **Facility Operations & Rentals**

- custodial cleaning and caretaking
- facility rentals
- pest management
- chair, table, risers and staging supply

## 4. **Asset Management**

- district fleet management
- district stores
- school shops stationary equipment maintenance

**5. Energy, Sustainability & Waste Management**

- development, implementation and management of the District's utilities and sustainable operations program with a focus on energy (electricity, fossil fuel) conservation programs and projects, reduction of greenhouse gas emissions, water conservation and awareness programs
- natural gas, electricity, water and sewerage use and cost analysis, budgeting and bill payment
- waste, recycling and organics diversion programs and collection services

**6. Safety & Security**

- security and access control systems
- security monitoring, runner and guard services
- branch safety programs and training
- risk management and insurance claims

**7. Property Management**

- acquisition and disposal of real property
- provision of services to properties leased by or from the District

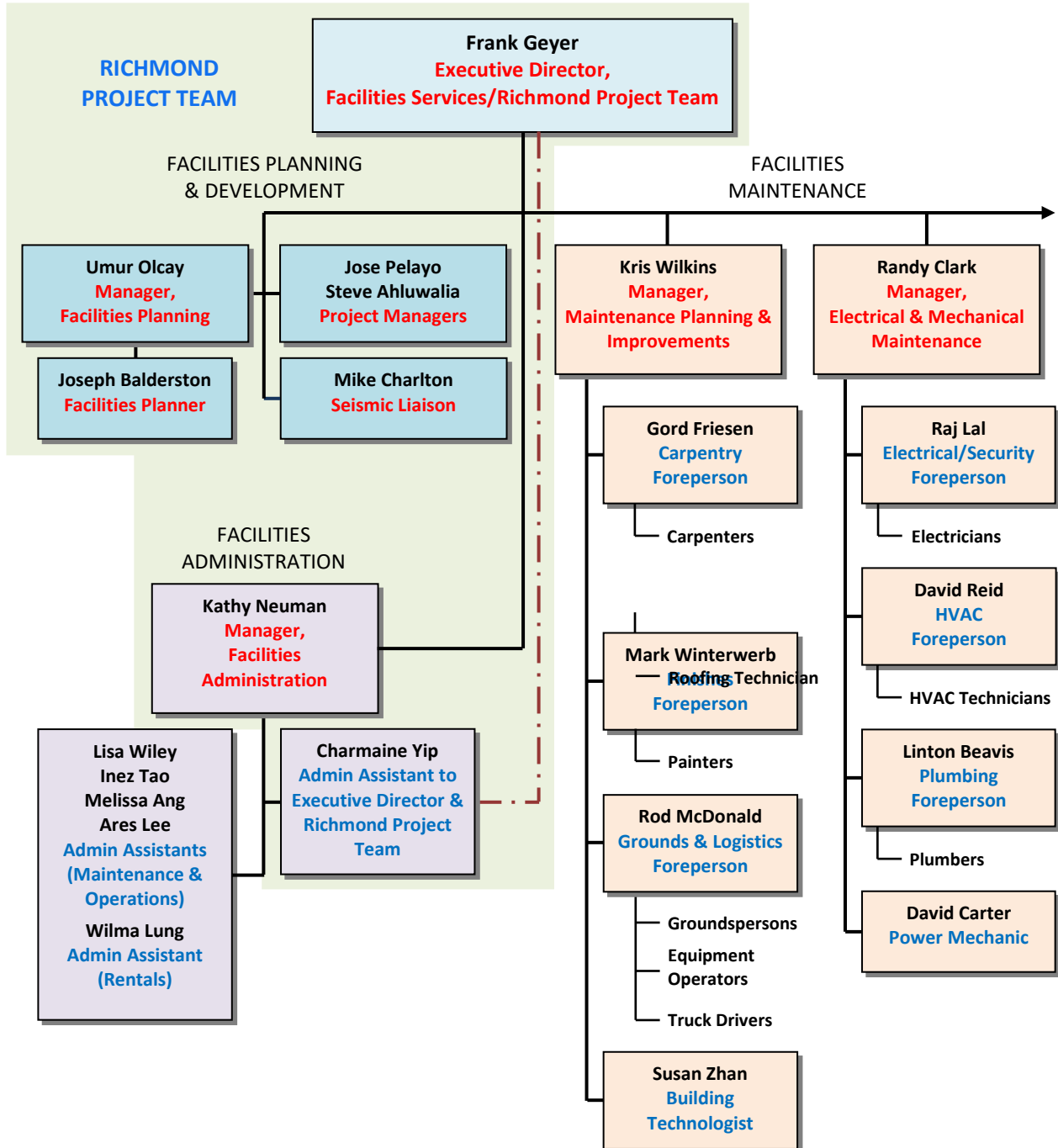
**8. Planning & Development/Richmond Project Team**

- long and short-term enrolment projections, demographics analysis and reports
- space planning and long range facilities planning
- development of business cases in support of major capital projects (school expansion, seismic upgrading, land acquisition)
- compilation and annual submission of the Five-Year Capital Plan to the Ministry of Education for approval
- professional project management of new facilities, expansions, renovations, seismic and other upgrades, and demolitions

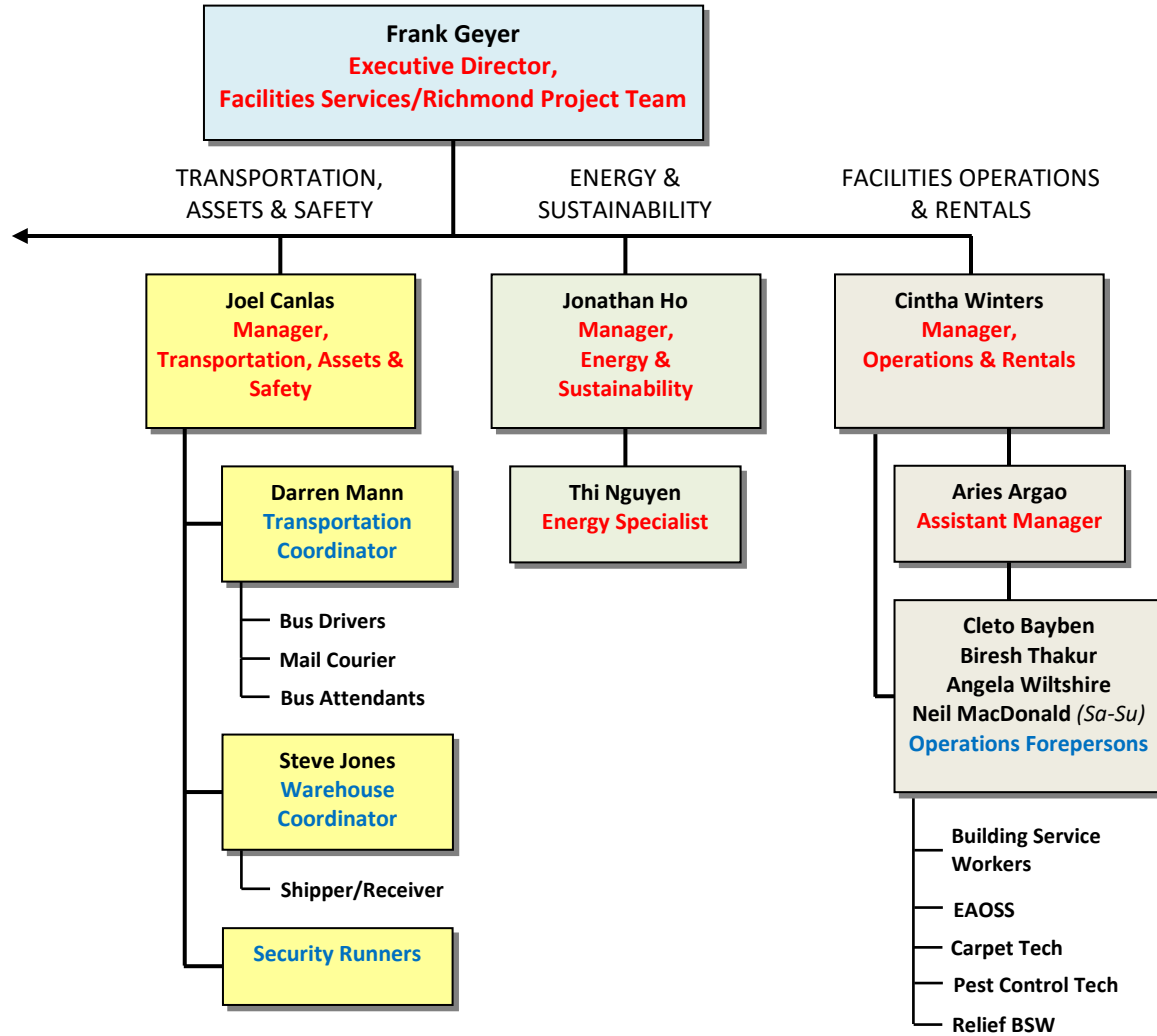
**9. Transportation Services**

- student transportation
- district courier and mail delivery

## RICHMOND SCHOOL DISTRICT FACILITIES SERVICES BRANCH ORGANIZATION (PART 1)



**RICHMOND SCHOOL DISTRICT  
FACILITIES SERVICES BRANCH ORGANIZATION (PART 2)**



## **BRANCH MANAGEMENT TEAM**

### **Executive Director, Facilities Services/Richmond Project Team -**

#### **Frank Geyer, PEng, FMA**

Responsible for delivering the mandate of Branch; leading the Facilities Services Team and the capital project office ([Richmond Project Team](#)); participating in the District Senior Management Team and other internal and external committees; planning (strategic, corporate, capital, land use); policy and business case development; budgeting and reporting; and management of special District projects.

### **Manager, Facilities Planning - Umur Olcay, RPP, MCIP, ALEP**

Responsible for preparing, presenting and communicating of District planning strategies and initiatives (including the [District Long Range Facilities Plan](#) and [Five-Year Capital Plan](#)), enrolment projections, and other demographic and planning reports to senior management, District staff, local and provincial government, and other agencies and organizations.

### **Project Managers - Jose Pelayo, MRAIC, ASHRAE and Steve Ahluwalia, PEng, PMP**

Responsible for the management and leadership of staff, consultants, contractors, funds and time required for the planning, design and construction of specific capital projects of varying size and complexity.

### **Manager, Facilities Administration - Katherine Neuman**

Responsible for a variety of financial functions such as procurement of goods and services, management of capital funding, expenditures, reporting and recordkeeping, processing of invoices and expenses, Ministry liaison as well as office management for the branch.

### **Manager, Electrical & Mechanical Maintenance - Randy Clark**

Responsible for: planning, organization, and execution of HVAC, plumbing and electrical maintenance to District facilities; managing and leading staff, consultants, contractors, funds and time required for the planning, design and construction of maintenance projects of varying size and complexity; and assigning/supervising the work assignment of mechanical/electrical trades personnel.

**Manager, Maintenance Planning and Improvements - Kristopher Wilkins**

Responsible for: maintaining the enterprise asset management system; developing and maintaining the [District Facilities Renewal Program](#); working with branch managers in developing work plans for building and grounds maintenance; planning, organization, and execution of architectural (carpentry/painting/roofing) and grounds (including trucking services) maintenance to District facilities; managing and leading staff, consultants, contractors, funds and time required for the planning, design and construction of maintenance projects of varying size and complexity; and assigning/ supervising the work assignment of architectural and grounds trades personnel.

**Manager, Energy & Sustainability - Jonathan Ho, PEng, CEM, CBCP, PMP**

Responsible for: planning, implementing, operating, monitoring/reporting and promoting of the [District Sustainability & Climate Action Plan](#) and other energy management, waste reduction and sustainability programs, including awareness and best practices training at District and school levels; as well as mechanical/electrical engineering studies, design and project management.

**Manager, Transportation, Assets and Safety - Joel Canlas**

Responsible for management and leadership in the areas of: student transportation; warehouse operations; fleet management; branch safety and training; liaison with City of Richmond traffic and transportation services; security systems, access and response; district mail delivery; and special operations-based projects. Designated site manager for the Facilities Services Centre.

**Manager, Operations & Rentals - Cintha Winters**

Responsible for management and leadership of facilities operations: delivering a clean and orderly environment for learning, including custodial cleaning and sanitation; carpet and floor care; classroom preparation services; facility rentals and leases; and management of rental properties.



**Facilities Planner - Joseph Balderston, BURPL**

Provides support to Manager, Facilities Planning in the development of plans, reports, mapping, graphics and presentations. Responsible for: research, gathering, analysis and reporting of data; entry of information into District and Ministry electronic databases; liaison with District departments and schools, local governments, community representatives and the general public; and other special assignments pertaining to planning and facilities.

**Energy Specialist - Thi Nguyen, MEL, CEM**

Provides support to the Manager, Energy & Sustainability in the planning, implementing, operating, monitoring and promoting of the District's energy management program. Responsible for: research, gathering, analysis and reporting of data; liaison with District departments and schools, and utilities; and other special assignments pertaining to energy management and conservation.

**Assistant Manager, Operations & Rentals - Aries Argao**

Responsible for the overall coordination and supervision of custodial staff at assigned District locations and providing management representation for the afternoon and after-hours operation of the branch; ensures that custodial tasks are carried out as directed, provides training and feedback, and initiates corrective action as needed.

## STRATEGIC DIRECTION OF THE BRANCH

Our clients are the students, staff and renters of our facilities. Our commitment is to provide the Richmond School District with a complete package of quality, knowledgeable, professional, effective facility maintenance, custodial, project management, renovation, planning, transportation, sustainability and other facility services that align with and support the District Strategic Plan and Vision Statement ***“The Richmond School District is the best place to learn and lead.”*** We strive to continue development and enhancement of our service delivery model to ensure our clients’ complete satisfaction.

## BRANCH CHALLENGES

Although there have been some expansions, major renovations and partial replacements over the past 20 years, the majority of school buildings in the Richmond School District are still over 30 years old, with many blocks over 50 years old. Without these valuable physical assets performing at or near their original design intent, the District’s mission and reputation are put at risk. There are many benefits to District maintaining a group of functional, efficient, safe, healthy, visually appealing school sites and buildings. This includes the District’s ability to continue to attract and retain outstanding teachers, staff and students as well as individual and corporate donations to scholarships. Students, in particular, are affected by the quality of their environment as evidenced by numerous studies. The Facilities Services Branch has been tasked with the challenge of:

- Maintaining the buildings and infrastructure to as close to their original design intent as possible, however, annual maintenance (building, grounds) budgets are out-stripped by the cost of repair requests. These assets have been aging, with a number of building systems in urgent need of replacement, especially mechanical and building envelope (roofs, exterior wall finishes and windows) systems, playing fields, pavements and planted areas. The Annual Facilities Grant (AFG) funding received from the Ministry of Education is insufficient to keep up with major renewals and replacements, meaning the Facilities Services Branch needs to be innovative in optimizing the scarce financial resources to ensure “catch-up” (using AFG funds) and “keep-up” (using operating funds) maintenance.

- Providing a high level of trouble call maintenance response and regular custodial service with very limited resources (funding, staff). Unless the maintained area of buildings is reduced (through closing classrooms not supported by enrolment-driven funding) or funding is increased, longer than tolerated response times to trouble calls and less than acceptable levels of custodial cleaning will continue. School closure, in whole or in part, is an extremely sensitive subject both politically and from a community standpoint. Thus, it is imperative that the Facilities Services Branch does its best to manage the expectations of clients with the resources available – communication and education is vital to accomplish this.
- Ensuring a healthy, safe and secure environment for all users of our facilities. Adherence to WorkSafe regulations, adherence to District cleaning standards, preventative maintenance of building components to ensure their safe and continuous use, timely response to potential health threats (i.e. viruses, indoor air quality, water quality) or safety threats (i.e. slip, trip or other hazards) through preventative and corrective action, and dealing with an ever-changing list of other potential impediments to the wellbeing of our staff and students is an on-going challenge.
- Optimizing our delivery of facilities services in a unionized environment. Enforcement of performance expectations and staff assignments is extremely challenging within the terms of the Collective Agreement with CUPE. Development and communication to forepersons of clear work procedures and expectations, and continued monitoring, training and reporting has led to improved productivity and fiscal responsibility throughout the Branch.
- Providing enrolment projections which are as accurate as possible to support capital planning, annual operating budgeting for the District and space utilization reviews. This is difficult given the choice legislation, whereby students are not necessarily restricted to attend the school within which catchment the student resides, program options such as French Immersion or major trade shops/teaching kitchens in larger secondary schools. As well, there is no real trend as to the number of live births in a school's catchment resulting in Kindergarten enrollees. Judgment is key, with buy-in from key stakeholders.

- Ensuring occupant comfort while balancing it with the need to keep utility costs down and adhering to the BC Energy Plan (energy conservation and zero net greenhouse gas emissions). Energy management is going to increase in importance as a result, with communication and education to all stakeholders key to success.
- Ensuring minimal interruption to school operations during major structural seismic upgrade and major building renewal projects. A number of these projects are planned to take place over the next 10 years. Assembly of competent project teams consisting of the District project manager, prime consultant and sub-consultants, construction manager and trade contractors is vital to the program's success, along with well-established means of communication with all stakeholders. It is very unlikely that any other capital funding will be forthcoming from the Ministry of Education to SD38 due to the fiscal constraints provincially. Funding from the AFG must be used to complement seismic upgrade funding to ensure building renewal is as complete as possible once the construction crew leaves the site.

## CURRENT MAJOR BRANCH INITIATIVES

### ▶▶ Seismic Mitigation Program (SMP):

Since 2018, the Richmond Project Team has obtained Ministry support for 13 projects:

- Four schools (William Cook Elementary Seismic Upgrade & Expansion, Hugh Boyd Secondary Seismic Upgrade & Partial Replacement, Robert J. Tait Elementary Seismic Upgrade and W.D. Ferris Elementary Seismic Upgrade) were completed in Fall 2020.
- Three schools (Manoah Steves Elementary Seismic Upgrade & Partial Replacement, Mitchell Seismic Upgrade & Partial Replacement, and Maple Lane Seismic Upgrade) were completed in Fall 2021.
- Two schools (F.A. Tomsett Elementary Seismic Upgrade & Expansion and James McKinney Elementary Seismic Upgrade) were completed in Summer 2022.
- Construction on the William Bridge Elementary Seismic Upgrade and James Whiteside Elementary Seismic Upgrade is underway, with both projects expected to be substantially completed by Summer 2023.
- Business cases are under development for two schools (Howard DeBeck Elementary and Alfred B. Dixon Elementary) and expected to be approved by December 2022.

### ▶▶ Minor Capital Program:

In May 2022, the Province approved the following projects (target completion of March 2022):

- School Enhancement Program (SEP) - Secondary School Lab Ventilation Safety Upgrades, Phase 1 (A.R. MacNeill, H.J. Cambie, Matthew McNair, Steveston-London); LED Lighting Upgrades (R.A. McMath Secondary); and Secondary School Dust Extraction System Replacement (Matthew McNair).
- Carbon Neutral Capital Program (CNCP) - Digital HVAC Controls Upgrades (Lord Byng Elementary, Hugh McRoberts Secondary).
- Playground Equipment Program (PEP) - Universally accessible playground (Maple Lane Elementary)
- Bus Replacement Program (BUS) - one new 24 seat special needs shuttle.

▶ **Building Envelope Program:**

Design is underway on two elementary school building envelope replacement projects (Archibald Blair and Howard DeBeck). Construction startup not yet determined.

▶ **Facilities Renewal Program (FRP):**

The 2022/2023 program is underway, primarily funded by the Ministry of Education Annual Facility Grant (\$4.2 Million), but also including projects in the SEP, CNCP and PEP above.

▶ **Five-Year Capital Plan:**

The 2023/2024 capital plan was submitted to the Ministry of Education in June 2022. Our top priority projects for 2023/2024 in the various funding categories are:

- SMP - John G. Diefenbaker Elementary
- EXP (*School Expansion Program*) - Samuel Brighthouse Elementary
- SEP – Secondary School Lab Ventilation Safety Upgrades, Phase 2 (6 sites)
- CNCP - LED Lighting Upgrades at R.A. McMath Secondary and W.D. Ferris Elementary
- PEP - Playground Replacement at James Thompson Elementary
- BEP - John G. Diefenbaker Elementary

▶ **Sustainable Operations:**

Completed work on the District Sustainability & Climate Action Plan (DSCAP), which was approved by the Board approval in December 2021. Implementing the DSCAP, which includes initiatives to improve waste diversion, and to reduce energy (electric, fossil fuel, water) consumption, greenhouse gas emissions (GHG) and our overall carbon footprint.

▶ **Enrolment Forecasting & Long-Range Planning:**

Continuing the maintenance of a reliable database for long-term enrolment forecasting to support capital, space, human resource and other planning in the District. The latest Long Range Facilities Plan was approved by the Board November 2021, with recommendations currently being implemented.

▶▶ **District Accommodations:**

Completed upgrades and renovations at the former Block 2 of Mitchell Elementary in September 2022 to repurpose the now-separate facility to accommodate Adult Education. Renovation of the Rideau Park Resource Centre (former home of Adult Education) to accommodate Learning & Business Technologies to take place Fall 2022-Spring 2023. Also, studying potential opportunities for reprofiling Sea Island Education Centre.

▶▶ **Property Management:**

In addition to managing the 54 sites currently in active use by the District, continue to manage, maintain and plan for future use of 13 sites currently not being used for educational purposes and surplus to the District's needs.

## **MORE INFORMATION**

For more information on our operation, as well as more detailed descriptions of our services, programs and initiatives, visit <https://facilities.sd38.bc.ca>.