
Facilities

Program Evaluation 2025-2026

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Overview

The Facilities Department is responsible for maintaining approximately 1.7 million square feet of district facilities and overseeing nearly 100 acres of exterior grounds. These responsibilities are carried out through the coordinated efforts of the maintenance and custodial teams. A summary of Facilities Department staffing is provided below:

Personnel	Staff
Director	1
Assistant Director	1
Department Supervisors (Maintenance/Custodial)	3
Administrative Support	1
Electricians	3
HVAC Technicians	3
General Maintenance Carpenters	2
Plumber	1
Painter/Roofer	1
Multi-Craftsmen/Grounds**	3
Locksmith/ Alarm System Administrator	1
Warehouse Manager	1
Custodial Building Supervisors (3 day/2 night)	5
Day Custodians	19
Evening Custodial Leads	8
Evening Custodians	45
Full-time Floater Custodial Substitutes	2
Total Facilities Staff	100

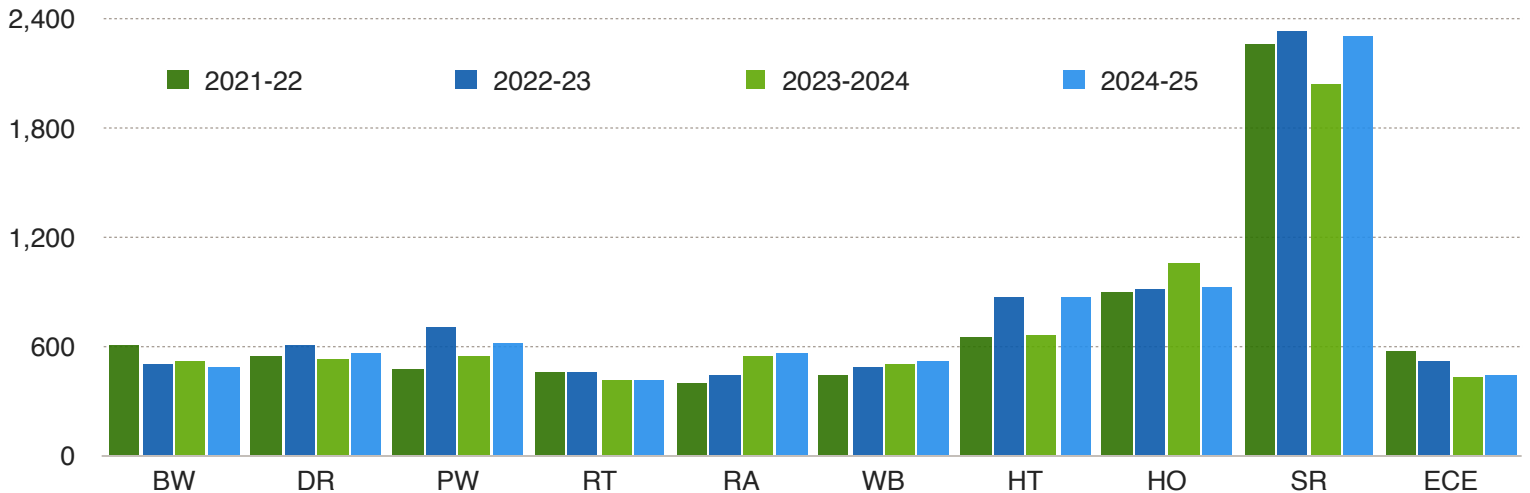
* Each summer the district employs 4-6 sub-painters to assist with work order requests

** District Building & Grounds Supervisor oversees third party contractors for the grass cutting, fertilization, mulch, and tree service programs.

An ongoing goal of the Facilities Department and the Board of Education is for district facilities and grounds portray an excellent image of the district.

Maintenance Operations

The Maintenance Department operates through a centralized work order system that captures facility needs and service requests and enables supervisors to efficiently assign work across multiple trades. On average, approximately 8,200 work orders are processed annually across the district. The chart below provides a summary of work order activity by school building over the past four school years. Trends remain generally consistent across buildings.



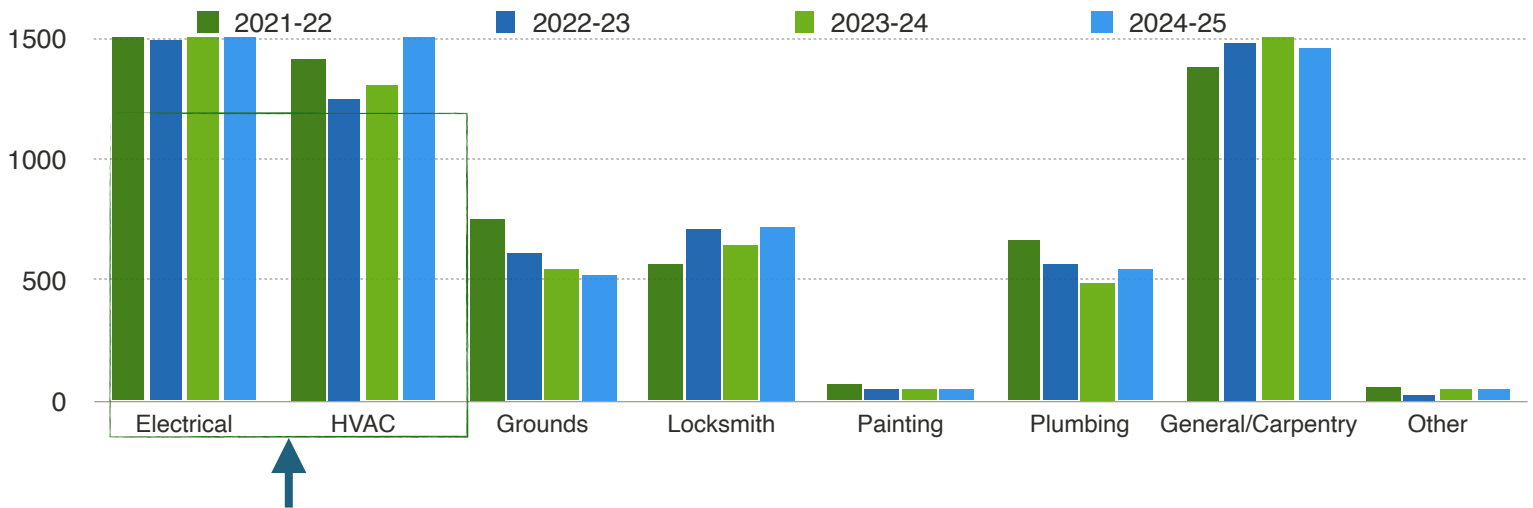
While work orders remain stable districtwide the time to complete them and the types of work orders being submitted are potentially of greater importance. The chart below summarizes the number of days it takes to complete a work order.

The days it takes to complete a work order once submitted to maintenance is influenced by a variety of factors including the type and nature of work orders being submitted. Serious issues like non-working HVAC systems are addressed immediately, but other issues like installing a cabinet may take several weeks.

When entering work orders building staff are trained on how to properly code the severity of a request. This allows the maintenance supervisors to immediately identify issues that require attention. Each work order is rated by the submitter as emergency, high priority, medium priority, or low priority. The maintenance supervisors review each request to make sure they are coded correctly, and then they are assigned to the proper craftsman. All emergency work orders are completed/addressed within one day, and all high priority work orders are assigned in one day and generally completed within that week.

Year	Days to Complete
2021-22	14.9
2022-23	15.1
2023-24	15.0
2024-25	15.0

Work orders are also monitored by trade. This helps to ensure an adequate workload, and identify any potential areas of concern.



A significant number of work orders are for HVAC and electrical issues, and these two trades have a significant impact on the instructional and work environments. The expectation and result is that HVAC and electrical issues are resolved more quickly than other needs.

In any given year nearly all work orders are completed. Approved work orders not completed are typically closed out and resubmitted in the following year. The summer is typically a busy time for completing requests, and the majority of unfinished work orders will be completed during that time.

Trade	2021-22	2022-23	2023-24	2024-25
Electrical	98%	96%	98%	98%
HVAC	98%	98%	99%	98%
Grounds	99%	98%	100%	100%
Key and Lock	95%	97%	97%	98%
Painting	100%	98%	98%	100%
Plumbing	99%	99%	99%	98%
General/Carpentry	95%	98%	99%	99%
Other	100%	100%	99%	100%

Custodial Operations

A significant component in maintaining facilities is the custodial operation that maintains the level of cleanliness and appearance of those facilities.

APPA (Association of Physical Plant Administrators) recognized the important of custodial operations in 1992 and published Custodial Staffing Guidelines for Educational Facilities. It was the first work that sought to correlate the productivity of custodial operations (the amount of

space cleaned) with the level of cleanliness

(levels of appearance) and what a stakeholder could reasonably

expect of the custodial function. Due to the popularity of this publication it was revised in 1998 and republished in 2012. APPA has collected data regarding the amount of specific space that a custodian can be reasonable expected to clean given the tasks to be performed, the amount of time allocated to the tasks, the frequency of the tasks and the room type. The data was collected for 33 specific room types such as classrooms, offices, shower rooms, entrances, public circulation, and others.



The guidelines have five clearly defined cleaning levels that include: Level 1 Orderly Spotlessness; Level 2 Ordinary Tidiness; Level 3 Casual Inattention; Level 4 Moderate Dinginess; and Level 5 Unkempt Neglect.

The goal is to reach appearance Level 2 – Orderly Tidiness:

- Floors and base moldings shine and/or are bright and clean.
- There is no buildup in corners or along walls. But there can be up to two days worth of dust, dirt, stains, or streaks.
- All vertical and horizontal surfaces are clean, but marks, dust smudges, and fingerprints are noticeable upon close observation.
- Lights all work, and fixtures are clean.
- Washrooms and shower fixtures and tile gleam and are odor-free.
- Supplies are adequate.
- Trash containers and pencil sharpeners hold only daily waste and are clean and odor-free.

APPA's has established standard space square footage estimates to assign custodians to reach the desired appearance levels.

Custodial Levels of Cleaning	Level 1 Orderly Spotlessness	Level 2 Ordinary Tidiness	Level 3 Casual Inattention	Level 4 Moderate Dinginess	Level 5 Unkempt Neglect
APPA Standard Space Square Footage	8,500	16,700	26,500	39,500	45,600

APPA Staffing Service Levels

Currently, the district's cleaning square footage is as follows:

Building	Total Cleaning Square Footage	Number of Custodians [^]	Square Footage Per Custodian
Bridgeway	52,760	3	17,587
Drummond	78,110	4	19,528
Parkwood	52,689	3	17,563
Willow Brook	51,729	3	17,243
Rose Acres	46,029	3	15,343
Remington	42,855	3	14,285
Heights	122,278	7	17,468
Holman	142,868	7	20,410
PHS - Main	223,430	14	15,959
PHS - Auditorium	55,359	1	55,359
PHS - Aquatic Center	26,211	1	26,211
Early Childhood	35,101	2	17,551
Learning Center	37,800	2	18,900
Total District	967,219	53	18,249

[^]Night custodians are responsible for cleaning

Based on the square footage per custodian in the chart above, the department is reasonably staffed at a Level 2 cleaning service level per APPA's appearance level standards if all custodians report to work. However, it is difficult for the department to maintain the level of service when the attendance falls to 90% which is approximately 5 custodians district-wide. If the absence is in an elementary school, the absence of one custodian brings the building to the level 3 casual inattention APPA level. Due to this, a custodian from PHS will typically cover for an elementary absence to ensure cleaning standards are met.

Likewise, these standards illustrate that if a custodian is cleaning 17,000 CSF (an expectation of Level 2) of classroom space and a quality assurance assessment of the area cleaned indicated that the custodian is cleaning the space at a level 5, that there is a misalignment of expectations and additional training and/or supervision is required.

The Custodial Supervisor is responsible for performing random monthly inspections of all buildings to ensure staff are meeting the required level of cleanliness and appearance in their assigned areas.



In December 2023, the board approved the reorganization of the custodial department at the elementary level to have a building evening custodial lead who is responsible for providing supervision of the evening custodial staff as well as serve as a point of contact for communication between the evening custodial team and the custodial supervisors. The board also approved a district-wide evening custodial trainer/supervisor position to

develop and deliver a comprehensive training program for new evening custodians and also conduct ongoing training to ensure that custodians are up-to-date with the latest cleaning practices.

Custodial training has included an industry standard color coded cleaning system to prevent cross contamination between different areas.

- Red: High-risk areas, such as toilets, urinals, and bathroom floors.
- Yellow: Remaining surfaces in restrooms, including sinks, counters, and faucets, as well as soap and paper towel dispensers.
- Green: Food preparation and consumption areas, like kitchens and lunch rooms.
- Blue: General cleaning tasks, like wiping down desks, mirrors, and glass, and for low-risk areas like offices and hallways.

By using specific colored cleaning tools for designated areas, the risk of transferring bacteria or germs from one area to another is minimized and training is simplified because custodians can quickly identify the appropriate tools and cleaning products for each task

School Climate

A tri-annual wellness survey was made available to parents, district employees, and secondary students in April 2023 and Fall 2025. The survey was designed to ask questions relevant to the surveyed group. Many questions were worded specifically to that group but acquired the same information across all groups. The following response rates were received:

School Year	Spring 2023	Fall 2025
Total Responses	1,220	1,650
Secondary Students	67%	45%
Parents	18%	39%
Staff	15%	16%

The following questions focused on facilities in the district:

Secondary Students

Question and Response	My school consistently vacuums		My school thoroughly cleans all cafeterias		My school regularly cleans and removes dust	
	Spring 2023	Fall 2025	Spring 2023	Fall 2025	Spring 2023	Fall 2025
Disagree	21%	13%	12%	9%	24%	22%
Neutral	39%	31%	26%	19%	33%	24%
Agree	27%	41%	32%	40%	29%	39%
Strongly Agree	13%	15%	31%	33%	14%	15%

Question and Response	My school inspects windows and doors to ensure they are functioning properly		My school inspects and replaces ceiling tiles regularly		My school ensures trash is disposed of properly at the end of each day	
	Spring 2023	Fall 2025	Spring 2023	Fall 2025	Spring 2023	Fall 2025
Disagree	21%	16%	36%	29%	12%	6%
Neutral	32%	30%	31%	29%	22%	17%
Agree	29%	36%	23%	30%	35%	43%
Strongly Agree	18%	17%	10%	12%	31%	33%

Parents

Question and Response	My school consistently vacuums		My school thoroughly cleans all cafeterias		My school regularly cleans and removes dust	
	Spring 2023	Fall 2025	Spring 2023	Fall 2025	Spring 2023	Fall 2025
Parents	Spring 2023	Fall 2025	Spring 2023	Fall 2025	Spring 2023	Fall 2025
Disagree	3%	5%	4%	2%	4%	5%
Neutral	18%	18%	20%	16%	21%	17%
Agree	52%	47%	49%	47%	49%	48%
Strongly Agree	27%	30%	28%	34%	26%	30%

Question and Response	My school inspects windows and doors to ensure they are functioning properly		My school inspects and replaces ceiling tiles regularly		My school ensures trash is disposed of properly at the end of each day	
	Spring 2023	Fall 2025	Spring 2023	Fall 2025	Spring 2023	Fall 2025
Parents	Spring 2023	Fall 2025	Spring 2023	Fall 2025	Spring 2023	Fall 2025
Disagree	2%	4%	5%	7%	3%	3%
Neutral	30%	22%	30%	25%	15%	13%
Agree	41%	43%	39%	38%	51%	49%
Strongly Agree	27%	31%	26%	29%	31%	35%

Staff

Question and Response	My school consistently vacuums		My school thoroughly cleans all cafeterias		My school regularly cleans and removes dust	
	Spring 2023	Fall 2025	Spring 2023	Fall 2025	Spring 2023	Fall 2025
Staff	Spring 2023	Fall 2025	Spring 2023	Fall 2025	Spring 2023	Fall 2025
Disagree	42%	33%	8%	3%	55%	42%
Neutral	14%	11%	18%	13%	11%	6%
Agree	27%	36%	35%	39%	21%	36%
Strongly Agree	17%	20%	39%	45%	13%	16%

Question and Response	My school inspects windows and doors to ensure they are functioning properly		My school inspects and replaces ceiling tiles regularly		My school ensures trash is disposed of properly at the end of each day	
	Spring 2023	Fall 2025	Spring 2023	Fall 2025	Spring 2023	Fall 2025
Staff	Spring 2023	Fall 2025	Spring 2023	Fall 2025	Spring 2023	Fall 2025
Disagree	36%	30%	48%	45%	10%	8%
Neutral	20%	15%	20%	17%	4%	1%
Agree	26%	41%	21%	27%	41%	45%
Strongly Agree	18%	14%	11%	10%	45%	45%

In addition to the wellness survey, a climate and culture survey developed by DESE along with the Institute for Public Policy (IPP) at the University of Missouri-Columbia has been administered annually in school years 2022, 2023, 2024 and 2025 as part of the continuous improvement process for MSIP 6. Survey groups included:

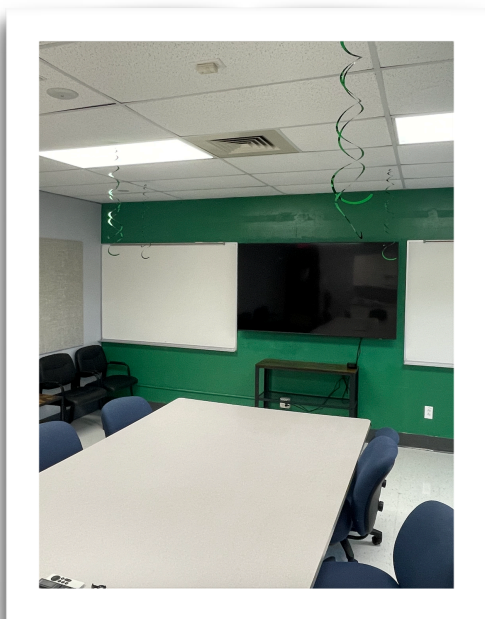
- Parents
- Younger Students (Grades 3-5)
- Older Students (Grades 6-12)
- Certified Staff
- Support Staff

Within this survey, the following question related to facilities and was only asked to three groups.

Question	My School is Clean			
	2022	2023	2024	2025
Support Staff	3.05	3.15	3.21	3.28
Older Students	2.68	2.47	2.46	2.59
Younger Students	2.46	2.41	2.43	2.47

The younger student responses were on a 3 point scale and all other responses were on a 4 point scale.

Based on the responses to both surveys, data will be used to guide district-wide improvement efforts to ensure our facilities and grounds portray an excellent image of the district.



Facility and Ground Improvements

In addition to maintenance and custodial operations, the Facilities Department is also responsible for district-wide facility and ground improvements. This can be in the form of annual requests from building administrators, emergency repairs or through ballot initiatives such as Proposition S.

Examples of annual requests from building administrators include:

- Painting
- Plumbing
- Electrical
- Roofing repairs and replacement
- Flooring improvements including carpet, luxury vinyl tile (LVT), vinyl composite tile (VCT), stair treads, gymnasium flooring, and epoxy bathroom flooring
- Cabinet/casework replacement
- Whiteboard replacement
- Energy efficiency improvements to lighting and HVAC systems
- Minor interior renovations such as creating an opening in a wall or adding a wall or adding a closets or small office space
- Sidewalks and parking lots
- Fencing, playgrounds and athletic fields



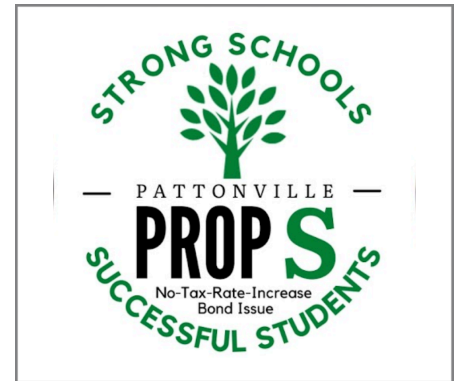
During the 2025-2026 school year, the Facilities Department coordinated the following projects:

- Sections of roof replacement at Pattonville High School, Bridgeway Elementary, and Rose Acres Elementary
- District wide flooring replacements
- Installation of a new playground at Willow Brook Elementary School
- Repairs and resurfacing of the PHS tennis courts
- Install new digital marquees at Parkwood, Bridgeway, Holman and Pattonville High School
- Drummond SSD classroom remodel

Proposition S

Pattonville voters gave their support to Proposition S on the April 5, 2022, election ballot with a 79.4% favorable vote. Prop S is a \$111 million no-tax-rate-increase bond issue, which will fund projects at every school in Pattonville, including adding classrooms to address growth in student enrollment; providing safety and maintenance improvements; and updating school facilities to meet teaching and learning needs.

Construction was completed during the 2024-2025 school year on Phase 1 projects which included building additions and interior renovations at Bridgeway, Parkwood and Willow Brook elementary schools and construction of a new gym at Holman Middle School and improvements to the main gym lower level locker rooms.



Phase 2 was split into two stages, 2A and 2B. The first stage, Phase 2A, included updates to the Pattonville High School family and consumer sciences (FACS) and science labs and work on the “old” Holman Gym B for its transformation for use by the printing and transportation departments. Construction on those project along with the remaining 10 science labs were completed in the summer of 2025.

The second stage, Phase 2B, included work at the Early Childhood Center, Rose Acres Elementary School, and the remaining renovations at Holman Middle School. Those project were completed in summer of 2025. The biggest component of Phase 2B is a three story addition to Heights Middle School. This project will begin fall of 2025 and will be completed in time for the start of the 2026 school year.

Phase 3 projects include additional classrooms and improvements at Remington Academy of Innovation and a new black box and select interior renovations at the high school. Design work will be completed by late spring, and construction is projected to begin summer of 2026.

The complete list of Proposition S projects are as follows:

<u>Parkwood</u>	<u>Drummond</u>
Build two-story storm shelter	Divide corner quad areas into pull out spaces
Reconfigure entrance to add a secure vestibule	Repair roof and add snow and ice guards
Expand and reconfigure office area	Replace both playgrounds
Add restroom off of cafeteria	Replace HVAC system in entire building

<u>Bridgeway</u>	<u>Rose Acres</u>
Build two-story storm shelter	Reconfigure entrance to add a secure vestibule
Building-wide fire suppression system	Renovate office space and conference rooms
HVAC improvements	Replace kindergarten and upper playground
Add an outdoor learning space	Renovate special education and flex classroom
Renovate classrooms and office spaces	
Add stage in gymnasium	<u>Willow Brook</u>
Add fire lane access and stormwater area	Add restroom in kindergarten room
	Build two-story storm shelter
<u>Holman</u>	Reconfigure entrance to add a secure vestibule
Build gym addition storm shelter	Renovate office space and conference rooms
Reconfigure office with secure vestibule	
Extend drop-off lane	<u>Pattonville Heights</u>
Building-wide fire suppression system	Three-story storm shelter addition with science labs
Secure vestibule at main entrance	Improve parent drop off/pick up cue
Renovate office to move SRO and nurse	Renovate select interior spaces
Renovate locker rooms and add a health space below Gym A	
Improve access to gifted wing and add a bank of restrooms	<u>High School</u>
	Replace athletic turf in stadium
<u>Transportation and Print Shop</u>	Replace marquee
Renovate Gym B for transportation and print shop use	Install taller fencing around athletic complex for improved security
Renovate existing bus garage into a wash bay	Renovate science and FACS labs
Repair structural columns in bus ports	HVAC improvements
Demolish existing print shop at Heights for additional parking	Create secure entrance and renovate lobby and guidance office
	Build multipurpose/performance space storm shelter and music rooms.

Remington	Early Childhood Center
Build one-story storm-shelter addition for middle school	Make improvements to improve drainage issues around building
Reconfigure entrance to add secure vestibule	Create a new place space on the lower level
Building-wide fire suppression system	Replace HVAC system in entire building
Improve parent pick up/drop off que	

Prop S has not only provided improvements to our facilities, but a learning experience for our students. Through our partnership with the Prop S Construction Manger S. M. Wilson and their Construction Career Education program SKILLED, our students have received hands-on opportunities to integrate academic learning and focus on future employment in the architect, engineering and construction industries.



For example, during the demolition of the east stair tower at Pattonville Heights, students participated by watching from the field. Giving them an opportunity to see this phase of the construction process. This “Discover” phase of the program provides STEAM opportunities to help students turn their creative ideas into workable plans.

Pattonville High School students have the opportunity to participate in an ELO through SKILLED. This “Develop” phase of the program offers high school and college level students career-ready internships, career training and mentorship opportunities.



Areas of Focus 2026-2027

- Continue to ensure district facilities and grounds portray an excellent image of the district.
- Expand and sustain a comprehensive cross-contamination training program for new custodial staff, while implementing ongoing professional development to keep all team members aligned with current best practices, safety standards, and industry advancements in cleaning procedures.
- Implement more frequent custodial inspections and leverage the Qualtrics platform to modernize building safety and cleaning checklists, ensuring greater transparency, real-time tracking, and consistent accountability across all facilities.
- Complete construction of Proposition S funded projects.
- Advance the long-term Facilities Capital Plan by prioritizing roof replacements, parking lot improvements, and comprehensive building envelope maintenance to ensure the longevity, safety, and functionality of all facilities.
- Expand the use of data to monitor work orders, preventative maintenance and custodial operations.
- Continue to evaluate and implement sustainability measures that will help reduce energy consumption and reduce district costs.

Department Highlight Photos



PHS Football Field (Before game time)



Game Time

