

**The Superintendent is expected to protect the district's assets and limit exposure to risk and liability. Furthermore, the Superintendent shall not allow district facilities to be in a condition that is inadequate, unsafe, unclean, uninviting or is not conducive to teaching and learning.**

**Therefore, the Superintendent may not:**

**1. Fail to maintain a continual five-year plan for managing and developing facilities**

**Interpretation:** *I interpret this to mean that the district will take a proactive approach to maintaining and improving facilities by regularly identifying facility needs and developing a schedule for the completion of improvements.*

**In compliance.** The district maintains a facility management and development plan that lists pending projects, repairs and renovations needed in the district. This plan is developed by our Director of Facilities in collaboration with district staff and outside consultants, as needed. The plan evolves and changes over time as projects are completed and as new, unexpected, facility needs arise. In 2019, the district contracted with McKinstry to complete an extensive facilities condition assessment (or FCA) of all district buildings and sites. This assessment also includes an extensive inventory of district systems and equipment and serves as a tool to guide the district's long term plan. The report is intended for use over multiple years as we determine what projects are most essential to the care and preservation of district facilities. That report is available to the board [here \(note: large file over 400MB\)](#).

The district's five year plan for managing and developing facilities requires ongoing adjustments as projects are prioritized and reprioritized through regular observation and inspection. New projects may replace planned projects on the district's priority list as more urgent needs become apparent. For example, replacement of the CHS electrical transformer and the boilers in the aquatic center emerged as immediate needs this year and were replaced. The five-year (and beyond) plan is dynamic as needs, opportunities and challenges become apparent.

As part of the budget process, the district selects projects to complete in the upcoming school year. The budget includes capacity to add additional projects as needs arise. This year's (2022-23) list includes CJH Field-Turf Installation, EVG Boilers and hot water tank replacements. These projects are selected from a longer list of needed improvements. Pending projects we intend to complete over the next 5-years include, but are not limited to:

- Replacement of flooring CHS 400 building
- Replacement of domestic water heaters in the Aquatic Center
- Replacement of UPP domestic water heaters
- Repair construction joints in the pool at the Aquatic Center
- Replace CJH Gym/Cafeteria HVAC
- Replace UPP Gym HVAC
- Bypass and fill underground HVAC storage tank Drum
- Rebuild cooling tower and circulation pumps Drum
- Replacement of bathroom/entry flooring Drum, NVI, and Evergreen
- Roof repairs at Auxiliary Services, NVI, and CHS
- Replacement of Portable roofs NVI, Sunset, and Chambers.
- Electrical switchgear replacement CHS
- CHS Chiller/HVAC repairs/replacement
- Replacement of the grass field at CJH with field turf

A list of projects completed in the prior year is included later in this report.

In February 2022, the district placed a Capital Improvements Levy on the ballot for voter approval. The purpose of the levy is, in part, to fund necessary repairs, renovations and improvements to district

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buildings and grounds over the next four years. The levy passed with a 68% approval and will continue to provide critical revenue in the Capital Projects fund annually through 2026 for these projects. The Capital Projects Levy will expire in 2027 unless renewed in 2026.

In 2019 Washington State passed the Clean Building Performance Standards. The standards are intended to lower costs and pollution from fossil fuels in large buildings greater than 50,000 square feet. All of our schools except Chambers Primary and Sunset Primary exceed this threshold. Compliance will phase in between 2026 and 2028 depending on the size of the building. While the costs and impact of these standards remain unknown, we do anticipate a significant investment into some of our older facilities to bring them into compliance.

All major projects recommended by the Citizens' Facilities Committee and approved by voters in 2006 have been completed. Additional analysis and planning will be needed for future, large capital projects using the McKinstry FCA as a starting point. Several buildings at Curtis High School, in addition to both Sunset and Chambers Primary Schools will need significant renovation or replacement in the next six to ten years. In the next twelve (12) to eighteen (18) months, it will be important to convene another Citizen's Committee to look at future needs for these schools and other facility needs. We anticipate that we will complete all payments of the 2006 bond by 2027. It will be important to revisit the long-term needs for capital improvements in the district as soon as possible.

In an effort to get preliminary information about the size, scope and timing of a future bond issue we contracted with Ericksen McGovern Architects in 2021 to develop a *Capital Levy and Capital Bond Analysis*. This plan combined with the McKinstry FCA will allow us to review specific facilities to determine how capital levies and bonds can be used in the future to fund needed projects. Not only was this analysis useful for finalizing our current capital levy plans, but it also provided early information about longer-term bond needs and opportunities. [This document is available here.](#)

**2. Cause or allow actions that violate or materially deviate from voter-approved building and renovation projects, state law, state regulations, procurement code, or building codes.**

**Interpretation:** *I interpret this to mean the district must follow all state laws and regulations pertaining to the use of public funds for facility construction and maintenance. In addition, the district must follow all procurement procedures, building codes and guidelines set forth in any voter-approved building and renovation projects.*

**In compliance.** All applicable laws related to capital projects management and acquisitions are being followed. In the past several years, there has been no complaint, legal notification or audit finding surrounding voter-approved capital bonds projects.

**3. Name or memorialize school facilities without first referring the matter to the Board for action.**

**Interpretation:** *I interpret this to mean that only the Board has authority to name school facilities and that proposals of this nature must be provided to the Board for deliberation and, potentially, action.*

**In compliance.** The district received no requests to name or rename facilities during the last calendar year.

**4. Allow assets to be unprotected, inadequately maintained, inappropriately used, or unnecessarily risked by:**

- a. **Failing to obtain insurance coverage against theft, casualty, and liability losses in accordance with Risk Management Pool directions;**

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**Interpretation:** *I interpret this to mean the district must maintain comprehensive insurance coverage.*

**In compliance.** The district maintains comprehensive insurance with the Washington Schools Risk Management Pool (WSRMP). Our insurance was renewed for the 2022-23 school year. Insurance limits are based on WSRMP's recommendations for per-occurrence and aggregate limits for items such as theft, burglary, fraud, employee dishonesty, robbery, vandalism, fire, vehicle damage, cyber coverage, real and personal property, etc. Per occurrence limits for general, property, and auto liability are set at \$1,000,000 each as recommended by WSRMP.

**b. Allowing unbonded personnel access to funds in excess of \$100,000;**

**Interpretation:** *I interpret this to mean the district personnel with regular access to funds in excess of \$100,000 are bonded.*

**In compliance.** The Superintendent, Executive Director of Business Services, and the Assistant Director of Business Services are the only staff with regular access to funds in excess of \$100,000, and are all bonded.

The district's depository accounts are used specifically to deposit district cash receipts and electronic transfers from state and federal agencies. This money must be transferred from the district accounts to Pierce County on a weekly basis.

The district's revolving checking account has a balance of \$12,000 and is used for incidental payments when a procurement card (credit card) is not accepted. These checks require one signature, and the Superintendent, Assistant Superintendent, Executive Director of Business Services, and Assistant Director of Business Services can sign for the district.

The District's main account is accessed through warrants (not checks). The superintendent's signature is printed on all warrants issued by the district through our Skyward accounting software. This software is also referred to as WSIPC and WESPAC. Warrants are reviewed and approved by the Executive Director of Business Services and the Assistant Director of Business Services.

A complete list of payroll and vendor warrants issued, as well as payroll and vendor electronic transfers, are provided to the Board monthly for approval at regularly scheduled board meetings.

**c. Failing to take steps to ensure that a program of preventive maintenance is in place for district facilities and equipment;**

**Interpretation:** *I interpret this to mean the district will systematically identify actual and potential maintenance needs of all district facilities and grounds, as well as equipment. Additionally, the district will proactively respond to these needs while also addressing spontaneous problems as they arise.*

**In compliance.** The district commits substantial resources each year toward the maintenance of school facilities and equipment. Funds are set aside in the budget for these purposes and the district employs three skilled maintenance workers, an electrician, mechanic, district grounds and maintenance staff and building custodians at each site. Skilled maintenance staff are supervised by our Director of Facilities. When necessary, the district uses outside contractors to complete necessary projects or perform maintenance tasks.

Each year, multiple maintenance projects are completed. Some projects are part of the district's maintenance budget in the general fund while others are funded through the capital projects fund. The district continually assesses the condition of our facilities, grounds, and equipment, as well as on-going

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maintenance needs to ensure that immediate issues are addressed and that deferred maintenance will have no adverse impact. A list of completed projects from the last year includes the following:

- Turf repairs, maintenance, and GMAX testing at Viking Stadium and baseball complex
- Replacement of HVAC and boilers at EP
- Replacement of all building automation controls at EP
- Replacement of bathroom flooring at EP and NVI
- Replacement of flooring at Community Transition Program building
- Replacement of all flat roofs at CJH
- Replacement of ESC roof
- Replacement of roof section at NVI
- Replacement of main fire alarm panel at CHS
- Parking lot painting at CHS, Evergreen, Sunset, and UPP
- LED lighting upgrades at CJH, EP, CHS, UPP and NVI (exterior)
- Completed intercom notification system at CHS
- Replacement of boilers in Aquatic Center

The district continues to use the ML Work Order system. This software program is used to manage facilities, track work orders and maintenance costs, and schedule preventative maintenance projects. A summary report for the last 12 months is evidence of the substantial work completed in the district over the last year to maintain our facilities and equipment. The full work order report is available for board review [here](#). Preventative maintenance work orders are labeled as such in the report.

Regular facility condition assessments and observation/ inspection of school facilities by district maintenance and administrative staff provide a detailed evaluation of all facilities so effective preventative maintenance programs can be implemented. The 2019 facility condition assessment (FCA) of mechanical, plumbing, electrical and architectural systems at all district sites continues to be one important source for determining needs. Other needs emerge as issues are identified through observation, when problems occur and as other projects are completed.

The results of the Facility Condition Assessment show that most district facilities fall in the fair to good range with approximately 62% to 90% of “life” remaining, respectively. The report states that most deficiencies in district equipment and systems is due to “age and not neglect.” The assessment results serve as a tool to support both capital and maintenance planning. This extensive assessment of all UPSD facilities is available for board review [here \(note: large file over 400MB\)](#).

Building assessments are required every five (5) years by OSPI to qualify for state matching funds when a building needs to be renovated or replaced. The last external survey was to be completed during the 2019/20 school year. The McKinstry survey (noted and linked above) serves this purpose. The next required assessment will be during the 2024/25 year.

#### **d. Failing to conduct energy assessments and to make cost effective modifications which result in energy savings;**

**Interpretation:** *I interpret this to mean that the district’s plan for maintaining facilities will include regular efforts to assess energy use and, when feasible and prudent, make improvements that reduce utility costs and/or increase energy savings.*

**In compliance.** The district partners with McKinstry, Tacoma Power & Utility (TPU), ATS and others to complete a range of energy assessments and projects on an ongoing basis.

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The district utilizes Energy Star Portfolio Manager to track and benchmark our buildings energy consumption. Our Director of Facilities reviews Energy Star Portfolio Manager monthly to ensure we are not wasting energy. In addition our Director of Facilities and staff attend webinars and training from Energy Star and Tacoma Power & Utility on ways to audit our buildings and reduce energy consumption.

During the last year, the district completed several projects that will improve efficiency and reduce energy consumption. These projects include:

- LED lighting upgrades at CJH,CHS,EP, and UPP
- LED exterior lighting upgrades at NVI,EP,CHS, and UPP
- Boiler/HVAC replacement at EP
- Automated controls at EP
- Replacement of boilers in aquatic center
- Replacement hot water heater at CP
- Replacement of lighting controls at CHS, ESC, and EP

#### **e. Exposing the district, its Board, or staff to legal liability;**

**Interpretation:** *I interpret this to mean that staff will take necessary precautions to reduce potential liabilities to the district and board.*

**In compliance.** The district has multiple systems in place to protect the district from legal liability. These systems include extensive training of staff in the areas of child abuse reporting, nondiscrimination, HIB, boundary invasions, proper supervision, isolation and restraint, reasonable use of force, staff and student safety, prevention of abuse and others. Hiring practices include careful attention to background and reference checks to ensure that we hire ethical and professional staff. All staff members are trained in identifying (and communicating about) “red flag” allegations to ensure that the district responds promptly and thoroughly to all serious allegations with potential for liability risk.

The district also emphasizes the importance of monitoring and supervision. Leaders and managers are selected carefully to ensure that they are able and willing to hold others to high expectations and to intervene when staff are acting in ways that expose the district to potential legal liability.

District administrators confer regularly with both legal counsel and the Washington State Risk Management Pool (our insurer) to get advice and direction on how to best protect the district from liability. A safety committee regularly reviews accident and incident reports where staff or students are injured to determine what actions might be necessary to promote safety and decrease the likelihood of injury in the future. The safety committee includes staff from each building and staff from varying roles in the district (e.g. principal, teacher, custodian, nurse, office staff, etc.). The safety committee is led by the district’s Director of Transportation and Safety, and minutes of safety committee meetings are posted in staff break rooms at all locations.

Beginning in March, 2020, the district encountered unprecedented and ongoing risk factors associated with the onset of the COVID19 pandemic. District operations went through significant, state mandated changes over several years. Safety measures were developed following guidelines from health experts at the State Department of Health, the Tacoma Pierce County Health Department, OSPI, the Department of Labor and Industries and others. The risk pool has also provided ongoing guidance and their recommendations have also been used in our decision-making. During the fall of 2022, most of these rules and requirements shifted to recommendations and the operational challenges have largely subsided. The rapid and significant changes to operations created additional risk for the district as the pace of this change outpaced our ability to implement traditional methods of prevention and risk management. To date, the district has not received any claims related to these risks.

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The district employs a designated Director of Transportation and Safety. This position focuses on keeping students and staff safe and on minimizing legal liability through risk management best practices. The Director works in concert with the Director of Facilities and other district administrators to review safety. Routine inspections of multiple district systems are conducted on an annual basis. These inspections include formal external reviews such as health department and fire inspections, as well as district-driven reviews of playgrounds, emergency preparedness containers, supervision practices, etc. The district also employs a number of other staff members who, as all or part of their work, provide guidance, training and supervision in an effort to limit exposure to legal liability. Examples include Civil Rights Compliance, HIB Compliance and Title IX Compliance (Lainey Mathews); Foster Care Liaison, McKinney Vento Compliance and Child Abuse Reporting (Willie Keith); 504 Compliance and Special Education Compliance (Kelly McClure); and Fiscal Accountability and Compliance (Alphonso Melton). The district's Lead Nurse position also provides guidance for district nurses and health rooms to ensure that proper safety procedures are followed.

When safety or liability issues are identified by any of these staff members (or by other staff members) or when problems are reported by students, parents or citizens -immediate and appropriate action is taken to mitigate the risk and provide support.

#### **f. Approving any purchase in violation of the district's procurement code;**

**Interpretation:** *I interpret this to mean the district will establish procurement procedures and follow them.*

**In compliance.** The district's procurement procedures and policies follow state and federal laws as well as best practice purchasing guidelines. Those policies and procedures are posted on the district's website and in procedure manuals. The Business Office provides on-going training to staff on procurement procedures to ensure they understand state and federal requirements that impact school operations.

The State Auditor's Office (SAO) performs an annual accountability audit of the district's finances, including a review of the district's compliance with federal, state, and local laws, as well as compliance with internal policies and procedures. In recent audits the SAO found no issues with the district's system of internal controls related to procurement, nor did they identify any purchases that were not in compliance with district procurement procedures.

A copy of SAO's most recent accountability audit for the 2020-21 school year can be found on SAO's website [here](#). SAO is currently auditing the District's 2021-22 fiscal activity. We expect that audit to be complete by May 2023.

#### **g. Failing to implement procedures to protect information, records, and files from loss or damage;**

**Interpretation:** *I interpret this to mean the district will establish procedures to protect the district's information, records and files from loss or damage.*

**In compliance.** The Executive Director of Business Services is designated as "district archivist" and the district follows the procedures outlined in the Washington State Records Management Guidelines and General Records Retention Schedules provided by the Secretary of State Archivist.

In addition to traditional paper records, the district maintains a significant amount of electronic data. The district technology department maintains servers in the University Place School District, as well as centrally manages third-party solutions (e.g. Google, Microsoft, etc.), to ensure that electronic data is being properly secured. All fiscal and student data is maintained by our partner organization WSIPC. WSIPC is responsible for the backup of all WSIPC databases for the entire state (275+ school districts).

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Microfilm documents are being stored by the State Archivist, and the scanned digital documents are available on district servers so they can be easily accessed, indexed, and searched.

Retention and destruction of district records is done in compliance with the "School Districts and Educational Service Districts Records Retention Schedule." All requests to destroy district records after their required retention period has expired are first reviewed by the Superintendent, and then reviewed and approved by the "district archivist" prior to record destruction. The Business Office provides on-going training to staff to ensure that records are retained appropriately.

**h. Receiving, processing, or disbursing funds under controls which are insufficient under generally accepted accounting principles for governments;**

**Interpretation:** *I interpret this to mean the district will establish internal controls based on generally accepted accounting principles for receiving and disbursing funds.*

**In compliance.** The State Auditor's Office (SAO) performs an annual audit of the district's internal controls. They have not identified any internal control weaknesses or internal controls that are insufficient under generally accepted accounting principles.

Procedures and controls for the receipt, processing and disbursement of the public's money are a priority for the district's business office. The district follows the accounting manual established by the Office of the Superintendent of Public Instruction for public school districts in Washington State. The State Auditor's Office (SAO) completed their most recent audit in May 2022 for the 2020-21 school year. That audit resulted in no findings or management letters and determined that the district's internal controls did not have any significant deficiencies or material weaknesses. A copy of that report can be found [here](#). SAO is currently auditing the District's 2021-22 fiscal activity. We expect that audit to be complete by May 2023

Over the last decade, extensive efforts have been made to improve these procedures and internal controls and to train staff. The district continuously looks for ways to streamline, improve, or implement processes that assist us in maintaining good internal controls over fiscal matters. The district maintains a number of systems to support this work including Follett Destiny, InTouch, RevTrak, Touchbase Light and MLS Work Orders. These systems are connected through the Skyward Data Management System. The Business Office provides on-going training on internal controls, receipts, and disbursements to ensure they understand district expectations.

**i. Acquiring, encumbering, or disposing of real property without approval of Board;**

**Interpretation:** *I interpret this to mean the district may not acquire, buy or sell real property without Board approval.*

**In compliance.** There have been no real property purchases or sales in the past year.

**j. Allowing the district's public image or credibility to be endangered, thereby jeopardizing the district's ability to accomplish its mission.**

**Interpretation:** *I interpret this to mean that the Superintendent shall not knowingly allow any behavior or activities that are damaging to the positive public image and reputation of the University Place School District.*

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**In compliance.** University Place School District maintains a strong, positive and professional public image in the community and beyond. This public image results from extensive efforts by many individuals over many years to ensure safety, responsibly manage public funds, demonstrate transparency and responsiveness and provide students with an education of the highest quality. District staff at all levels of the organization understand that their effort and actions have a direct impact on the district's image. When individual members of the district team make a decision (or behave in a manner) that is detrimental to the reputation of the district, administrators take immediate action- within the guidelines of law and policy- to respond in a way that is protective of the district's image.

Ongoing efforts by district and building administrators to work with parents, build relationships with citizens and form partnerships in the community combine to strengthen the district's image. The visibility of staff and administration at building and community events also contributes to the protection of the district's reputation. Concerns, questions and complaints from citizens and parents are answered promptly by district staff in an effort to be responsive, build trust and confidence and to demonstrate the highest quality customer service.

An extensive system of mandatory employee training is in place. Many trainings are designed to reduce or eliminate the kinds of behaviors that would reflect poorly on the district. These trainings include both in-person and online (SafeSchools) training.

In addition, the district continues to use printed materials (The Dialog), technology and social media to share information with the community about the district's work and accomplishments. The Dialog is distributed to all district households four times per year. Facebook and Twitter accounts are active for the district and are vehicles to tell the district's story, share initiatives and achievements and build support in the community. The district website also serves similar purposes.

Evidence of the district's strong public image includes successful passage of levies (2018, 2022), consistent interest from out-of-district families in attending UP schools, efforts of realtors to use UP School District as a selling point and the many supportive and complimentary statements shared over the course of the year by parents and community. Voter behavior in the last several elections indicate that the district image remains strong in the community.

However, the public image of school districts all over the nation, including the University Place School District, continues to suffer from misinformation campaigns and the inaccurate "nationalization" of local issues. Ongoing conversations across the country about parent rights, sexual health, critical race theory, equity, ethnic studies curriculum and other controversial topics impact the way that local citizens view their local school districts. We continue to receive questions and concerns about UP schools rooted in this national debate. We also attempt to provide factual information, transparency and access to build trust with our stakeholders using the tools, methods and efforts described above.

Substantial effort is made on an ongoing basis to build trust and support through regular, quality communication with parents, staff and citizens on these and other issues/topics. Evidence of this communication is provided to the board on a regular basis per policy.

District staff and leadership also commit to listening to stakeholders in efforts to build trust and understanding. While our citizens might not be uniform in their views, we have been diligent in listening to diverse views and opinions. Ongoing work and communication in this area will continue to be essential as school matters remain in the national spotlight.

We will continue to work closely with our parents and citizens to communicate often and openly as we move forward. We remain hopeful that this approach will support our goal of maintaining public trust and support- even in difficult times- as it has for the last several years.



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**Adopted:** June 12, 2019  
**Monitoring Method:** Internal Report  
**Monitoring Frequency:** Annually in March