

## **Beatrice State Developmental Center Facilities and Operations**

In order to support the cultural and operational changes at BSDC, the Facilities and Operations Team has responded by adjusting its approach to providing services, expectations for quality control, and by revising the physical plant to support a move away from congregate services to individualized support and space.

Campus wide, BSDC has eliminated cafeteria dining, commercial laundry and other institutional style services in favor of residential style services of the same type that encourage independence. For example, in all but two of our homes, the Facilities and Operations Team has remodeled the kitchens in a way to provide accessible use of the kitchen so all meals can be prepared at home with assistance for those that live there. There are plans in place to complete the renovation of the last two kitchens within the next two years. Similarly, the Team has installed high quality residential style laundry equipment in each home that allows people living at BSDC to actively participate in this common and productive home activity.

These and other changes of similar nature continue to the focus of the Facilities and Operations Team as it implements ways to increase individual choice and independence. Changes to the BSDC physical plant and the services the Team provides extend to every area of support at BSDC. Through building modifications and expanded services, the Facilities and Operations Team has provided support to each area of service, including the Dental and Public Health Clinics which are highlighted in other sections of this update.

What follows are some of the specific changes or improvements already completed or planned that are necessary to provide this ongoing support.

### ***Organizational Changes***

Organizationally, the Facilities and Operations Team has changed roles and shifted responsibilities so the focus is away from reactionary duties and towards proactive planning and space allocation. Within the planning element of its departments, the Team has implemented several new strategies, raised quality expectations and has begun to shift staffing from a single (early day) shift to two shifts - so it can respond more effectively to needs at the time they are reported rather than when it is convenient for staff. Other strategies and changes include:

- Implementation of internal auditing of the physical plant in advance of licensure reviews. This change has essentially eliminated physical plant deficiencies.
- Development of long-range plans for use of several buildings that has aided in construction efficiency, controlled cost, allowed for more accurate budgeting and more efficient staff placement across the campus.
- Adoption of ISO standards for development of plan documentation for drawings such as Fire Exit and Emergency Evacuation Plans.
- Standardization of construction product selection to ensure timely delivery and consistent quality.
- Streamlining of the “work order” system so tracking of the work is provided to the individual that has requested that work and so the time from the request to completion of the work is reduced.

All of these and other changes have been made possible by organizational changes, and the Team has worked hard to maintain a positive and flexible work environment in light of these aggressive changes. The Facilities and Operations Team’s success in maintaining a positive culture is evidence by it’s extremely low turn-over rate. In the last two years, and except for cases of retirement or death, the team has only lost four of the fifty-six team members - less than 4% per year.

### ***Projects***

In the last five years, several construction projects have been completed internally. Examples of those projects include:

- Physical and Occupational Therapy Area: Complete renovation of a space and purchase of new equipment for clinical use to support Occupational and Physical Therapy.
- Activity Center: Complete renovation of a space to define a craft area, TV lounge, activity space and ADA compliant kitchen for individuals living at BSDC who are retirement age.
- Fitness room: Relocation of office spaces necessary to expand our cardio and weight area. All interior finishes were removed; the space was enlarged and refinished with new products.
- Home Kitchens: All but two homes have had the kitchens enlarged. The projects include removal of walls to gain space, installation of new cabinets, appliances, and interior finishes.
- 401 Sheridan: 401 Sheridan is home to the Vocational and Recreational Services at BSDC and is a hub of activity on a daily basis. The team has completed dozens of projects in this area, including:
  - Consolidation office spaces,
  - Updating of office furniture and chairs,
  - Replacement of interior finishes such as ceiling tile, paint and window blinds,

- Installation of new electronics in each of the activity rooms so each Home Room Facilitator can provide video and audio support for entertainment, training or informational purposes,
- Reconfiguration of space to create private personal care rooms,
- Design for a new commercial dish washing center that will support our “Snack Shack.”
- Design of new staff work rooms, and
- Design of new employee work centers (computer access locations).

### ***Infrastructure***

In addition to completing many projects internally as listed above, the Facilities and Operations Team has provided support to the Department of Administrative Services – Building Division, to facilitate several projects that have improved the campus service infrastructure. These changes have been completed for various reasons, but, in most cases, the systems or equipment have been replaced as they have reached the end of their useful life and no longer provide cost effective service.

- Boiler: Three new boilers were installed in 2013 providing the campus with redundancy and efficiency of operation. This new equipment replaced an outdated boiler system that operated under high-pressure. The new system is a low-pressure system. The conversion to low-pressure has allowed BSDC to eliminate the need to maintain staff 24 hours a day, 365 days a year. Controls for this new system afford BSDC the opportunity to operate and diagnose operational errors remotely.
- Sprinkler system: Several years ago, portions of a few of our buildings still were in need of a fire sprinkler system. Currently, the last of these buildings is having a new fire sprinkler system installed making BSDC fully compliant with current regulations.
- Electrical Service: The State of Nebraska is under contract with an engineering firm that is currently in design of new electrical service for the entire campus. This new system will replace an older antiquated system and will be provided with controls that will allow for remote monitoring and diagnostics similar to the system installed for the boilers. The new system will operate more efficiently and ensure better power quality and reliability. Construction of this work is expected in 2014 and 2015.

### ***Other Projects:***

- Installation of new heating and cooling systems at many of the homes on campus,
- Design and planned installation of a new filtration system for the pool in the Carstens Center,
- Installation of a new cooling system for 401 Sheridan Street,

- Roof replacements where needed,
- Replacement of concrete drives and parking lots, and
- Installation of lawn sprinkler systems.

*Pictures of several of these BSDC projects are included in the Appendix W herein.*

### ***Physical Plant Reduction***

As our population continues to decline and buildings age, BSDC has planned for the decommissioning of certain buildings. Where it has been determined that the cost to maintain such buildings is no longer an effective use of tax payer dollars, the Facilities and Operations Team has worked with the Department of Administrative Services to coordinate their demolition. Since 2008 the following buildings have been or are planned to be demolished:

- A. 400 Kennedy – 2007
- B. 101 Kennedy - 2012
- C. 201 Carstens Drive – 2013
- D. 201 Sheridan – Scheduled for 2014 demolition
- E. 301 Sheridan – Scheduled for 2015 demolition
- F. 100 Kennedy – No longer in use except for storage
- G. 500 Kennedy – No longer in use except for storage

*A copy of the current BSDC site map and a historical version showing demolished buildings and buildings scheduled for demolition is included in the Appendix X and Y herein.*

### ***Accessibility***

Paramount to our mission at BSDC is the need to continue to be proactive in our approach to planning for facilities that allow staff to provide services to those we support in a timely, efficient and personal manner, so those people are encouraged to continue to seek independence in meaningful ways.

One endeavor the Facilities and Operations Team is currently undertaking is the initial part of a study to make sure BSDC continues to remove architectural elements that may be construed as barriers to full accessibility. The first step in this process is currently underway and involves a comprehensive analysis of exterior spaces, walkways, parking locations and building access to ensure that BSDC exceeds compliance guidelines defined through the Americans with Disabilities Act (ADA).

The intent of this process will be to establish a campus-wide self-evaluation and transition plan to mitigate known accessibility deficiencies. A schedule for the proposed improvements will be developed once the plan is complete.