



## **FY09 PERFORMANCE PLAN**

### **District of Columbia Office of Public Education Facilities Modernization**

#### **MISSION**

The mission of the District of Columbia Office of Public Education Facilities Modernization is to modernize existing public school facilities and construct new schools in accordance with an approved DCPS Facilities Master Plan so that principals, teachers and students may be housed in schools that are safe, secure and conducive to learning.

#### **SUMMARY OF SERVICES**

The Office of Public Education Facilities Modernization provides two primary services; school modernization and school maintenance (excluding cleaning and janitorial services).

#### **OBJECTIVE 1: Modernize existing DCPS schools and facilities and build new DCPS schools and facilities – See Performance Indicators**

##### **INITIATIVE 1.1 in conjunction with the Deputy Mayor for Education (DME), DCPS Chancellor and OPEFM will review and revise the Master Facilities Plan (MFP)**

OPEFM in conjunction with all parties (DME, OPEFM, and DCPS) developed the revised Master Facilities Plan. The draft was submitted to the City Council in September 2008 for approval. Based on feedback from the October 2008 City Council Hearing, a final draft was submitted in January 09.

##### **INITIATIVE 1.2 Manage modernization projects and ensure that all projects are on schedule (on time); within budget and establish School Improvements Team (SIT) appropriately. The numbers of modernization projects underway are in various stages of study, design, pre-construction or construction.**

OPEFM originally targeted 18 modernization projects underway in FY 09. Due to a tremendous effort to start the study phase of FY 10 projects; 5 additional projects were implemented by the 4th quarter making a total of 23 projects underway. All 23 modernization projects were on schedule; and within budget in FY 09. Originally OPEFM targeted to establish 14 School Improvements Teams (SIT). At the end of FY 09 OPEFM had established 20 SIT.

##### **INITIATIVE 1.3: Establish appropriate financial accounting systems to make certain that strong internal controls exist and monitoring mechanisms are in place to ensure that all public dollars are spent to benefit DCPS students, teachers, principals and parents.**

In 2008, OPEFM utilized two disparate internal financial systems. One system was developed and maintained by the project management team to provide internal controls on an individual projects; and another system is used in the Office of the Chief Financial Officer within the agency. OPEFM made effort to align the two financial accounting systems. By the end of the 4th quarter in FY 09, the systems alignment was completed. In addition, a project management tracking system (with master scheduling, project



controls, etc.) was completed. In addition, a project management tracking system (with master scheduling, project controls, etc.) was completed. The system focuses on two main aspect of tracking: Schedule Control: Primavera E/C is used to document and analyze the master schedule. The master schedule includes the Milestones dates, performance, percentages complete and projects durations determining the overall program duration. The master schedule is used to assess the risk related to Critical activities and critical projects, performance in relation to time and work completed and forecasted in relation to cost. Monthly reports are created using this tool to keep the different entities of the program up to date with the program development and adjustments; and cost control: MS Access is used to document and analyze the cost. The cost database will be used to track the expenditure in relation to budget, original and revised contract amounts, Purchase orders, vendors, contract numbers, approved changes, paid to date, invoice to date, percentages complete and potential changes; when the database is complete it will be possible to run reports that reflect the program cost details and ties to the existing accounting system.

**OBJECTIVE 2: Develop a Comprehensive Maintenance Plan (CMP) linking the maintenance program directly with the modernization program**

**INITIATIVE 2.1: Establish preventative maintenance schedule for various systems associated with the operation of DCPS schools and facilities.**

As of September 30, 2009, the Comprehensive Maintenance Plan, establishing a preventative maintenance schedule for various systems associated with the operation of DCPS schools and facilities) was in final draft. The final document for senior management review is expected to be completed in the 1st quarter of FY 2010.

**INITIATIVE 2.2: Create a Building Management System for managing inventory, conditions assessments, maintenance and repairs.**

Increase connectivity between the existing workplace management systems within OPEFM and update them consistently. These systems include: planning, design and construction/project management, maintenance and operations. Below are the tracking systems currently in place. A. Planning • Facilities Management Tool- MS Access Database (Net 2.0) – (Condition Assessment and Managing-Building- Inventory) • DC School- MS Access Database B. Design and Construction/Project Management • Primavera Systems Inc. C. Maintenance and Operations. • Computerized Maintenance System- TMA (Total Management Authority); Version 8.0.3.9. (Maintenance and Repair Assessments)

**OBJECTIVE 3: Manage routine maintenance, repairs and small capital projects on DCPS schools and facilities that are beyond the scope of the janitorial and custodial staff.**

**INITIATIVE 3.1 Reduce backlogs of work orders related to maintenance of District of Columbia Public Schools.**

Managing routine maintenance and repair works for all DCPS Schools is an ongoing process. For Fiscal Year 09, OPEFM targets 17,000 work orders to be cleared. In the 1st and 2nd quarters a total of 9,223 work orders were completed, (3,923 backlogs and 5,300 new work order requests). This totals 54% of the FY09 target. To reduce work order



backlogs is an ongoing initiative that is on target as planned.

**INITIATIVE 3.2 Establish management practices to ensure that all future maintenance requests are resolved in a timely and satisfactory manner.**

The overall average age to complete a new work orders in FY 08 was 53 days; that included scheduled and deferred repairs. Excluding scheduled and deferred repairs the average days to complete a work order (Emergency, High and Routine Priorities) in FY 08 was 40 days. By the end of the 4th quarter in FY 09, the average age to complete a new work order (Emergency, High and Routine Priorities) was 28 days. The overall all average days to complete all new work orders were 42 days. This represents significant improvement from last year. This is an ongoing initiative that is on target as planned. It should be noted the average time to complete all (new requests) emergency work orders in FY 09 was 6 days.

**OBJECTIVE 4: Apply performance benchmarks to assess and monitor personnel capabilities**

**INITIATIVE 4.1: Create a flexible yet highly accountable performance management system that includes regular communication and constructive performance feedback both on informal and well documented levels.**

A Performance Management Tool was finalized by April 30, 2009. To implement this tool requires established personnel regulations. OPEFM does not have established personnel regulations which would have permitted the agency to mandate employees to establish goals using a new performance tool. As such, this measure could not be enacted.

**INITIATIVE 4.2: Use and incorporate position core competencies as a central common element in the performance management system so that each employee will be clear regarding performance and expectations.**

In FY 09 managers and supervisors met with their employees to discuss their annual performance review. By the end of the 4th quarter 96% or (259) of 270 employees completed their final evaluations for fiscal year 2009. It should be noted target number of employees were revised; reduced from 364 to 270 as a result of retirements and Reduction in Force personnel.



## PROPOSED KEY PERFORMANCE INDICATORS

Metric	FY07 Actual	FY08 Actual	FY09 Target	FY10 Projection
<b>OBJECTIVE 1: Modernize existing DCPS schools and facilities and build new DCPS schools and facilities</b>				
# of modernization and new projects on time	20	18	18	18
# Of modernization and new projects within budget.	20	18	18	18
# of existing School Improvement Team (SIT)	12	18	14	8-10
% Of contracts \$ amount awarded to CBEs	50%	43%	50%	50%
Total \$ amount given to CBEs	N/A	N/A	N/A	N/A
Total contracted \$ amount	N/A	N/A	N/A	N/A
<b>OBJECTIVE 3: Manage routine maintenance, repairs and small capital projects on DCPS schools and facilities that are beyond the scope of the janitorial and custodial staff</b>				
#of Work orders cleared	17,276	24,812	17,000	15,000
# of new work requests completed	N/A	15,269	14,000	N/A
<b>OBJECTIVE 4: Apply performance benchmarks to assess and monitor personnel capabilities</b>				
# of employees completed performance review	N/A	200	270	270
# of employees completed individual goals and objectives*	N/A	N/A	N/A	N/A