



FY10 PERFORMANCE PLAN
Office of Public Education Facilities Modernization

MISSION STATEMENT

The mission of the Office of Public Education Facilities Modernization (OPEFM) is to support a high-quality education for students enrolled in District of Columbia Public Schools (DCPS) by rapidly and consistently providing and maintaining safe, healthy, modern and comfortable learning environments.

SUMMARY OF SERVICES

The Office of Public Education Facilities Modernization provides two primary services; school modernization and construction and school maintenance (excluding cleaning and janitorial services). The Office of The Executive Director provides the management and leadership for the School Construction Program, Maintenance & Operations, Office of Realty and Business Operations/Financial Services. These responsibilities include maintaining an aggressive management approach that keeps staff and consultants continuously focused on project quality, schedule and budget. This task will be accomplished through the implementation of internal and external capacities through program accountability and project management. Through renewed focus and improved program delivery processes and formal performance measurements, the quality assurance monitoring of staff and consultants carrying out those processes, and consistent interaction with staff and consultants making them all accountable for the delivery to achieve the agency's mission. The program objective is to modernize existing DCPS schools and facilities and (where appropriate) build new DCPS schools and facilities. The School Construction Program consists of programming (developing the master plan and the capital improvement programs); conducting planning/feasibility studies, overseeing design and construction activities. The objective of the Maintenance and Operations Program is to schedule repairs, services and resources; extend the life of DCPS assets; reduce/eliminate the scope and number of safety hazards; help buildings function at top efficiency; and conserve energy, saving time and money while ensuring that facilities are clean, safe, healthy and educationally appropriate; thus enhancing the learning environment for students and staff. The Office of Realty provides non-appropriated, self-sustaining capital and asset management services to public and private entities allowing access and utilization of school buildings and grounds by entering into use agreements, licenses and lease agreements. The Business Operations/Financial Services consist of the Accountability Unit, the Business Services and Customer Services units. The Units are responsible for reporting on the Performance Measures for the agency; providing support services for budgeting, accounting, budget monitoring, reporting and tracking the OPEFM operations and capital budgets and coordinating, documented work orders and communicating schedules with school-based administrators on behalf of Maintenance and Operations.

PERFORMANCE PLAN DIVISIONS

- Office of the Director
- Oversight – School Construction (Capital Improvement) Division
- Oversight – Maintenance and Operations Division
- Oversight – Office of Realty
- Oversight – Business Operations/Financial Services

WORKLOAD MEASURES

Metric	FY09 Actual
Number of employees using Performance Plan and Objectives (PPO) tool	42
Number of new open work orders received by Customer Services	15,000
Number of work order closed by Customer Service	17,000



Office of the Director

SUMMARY OF SERVICES

The Office of the Director provides leadership and oversight, and ensures completion of all agency goals and services. Services include managing quantitative performance measures; monitoring the agency's progress to ensure all goals and objectives are achieved; monitoring schedules, and reporting failures and successes. The office also collects statistical data for progress reports and reviews employee performances and job (core) competencies.

OBJECTIVE 1: APPLY PERFORMANCE BENCHMARKS TO ASSESS AND MONITOR PERSONNEL CAPABILITIES.

INITIATIVE 1.1: Implement a flexible yet highly accountable performance management system that includes regular communication and constructive performance feedback both on informal and well documented levels. OPEFM has developed an accountability performance evaluation program; whereas all Divisions, Sections and Unit Managers will meet semi-annually or as required with their employees to review their goals and objectives performances.

INITIATIVE 1.2: 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. The missions of each Division, Sections and Units are aligned with the overall agency's goals and objectives. And each employee's core competencies will align with specific goals and objectives benchmarks as part of their performance and expectations; contributing to the agency's goals and objectives.

INITIATIVE 1.3: As an agency with independent personnel authority, OPEFM will develop and finalize its personnel regulations and will create standard operating procedures (SOPS) detailing the Performance Management System, Drug and Alcohol Policies and Procedures, Background Check Policies and Procedures, and Fitness for Duty Policies and Procedures.

INITIATIVE 1.4: To align dated job descriptions, OPEFM will conduct an organization-wide position and employee job and baseline qualification analysis. This will involve a review, and potential revision, of all position descriptions and position titles, based on employee qualifications and daily responsibilities.

Metric	FY08 Actual	FY09 Target	FY09 (YE) Actual	FY 2010 Projection	FY 11 Projection	FY12 Projection
Number of employees whose managers completed evaluation reviews	200	259	259	273	273	273



STANDARD CITYWIDE OPERATIONAL MEASURES

Measure	FY09 YTD
Contracts	
KPI: % of sole-source contracts	
KPI: Average time from requisition to purchase order for small (under \$100K) purchases	
KPI: # of ratifications	
KPI: % of invoices processed in 30 days or less	
Customer Service	
KPI: OUC customer service score	
Finance	
KPI: Variance between agency budget estimate and actual spending	
KPI: Overtime as percent of salary pay	
KPI: Travel/Conference spending per employee	
KPI: Operating expenditures "per capita" (adjusted: per client, per resident)	
People	
KPI: Ratio of non-supervisory staff to supervisory staff	
KPI: Vacancy Rate Total for Agency	
KPI: Admin leave and sick leave hours as percent of total hours worked	
KPI: Employee turnover rate	
KPI: % of workforce eligible to retire or will be within 2 years	
KPI: Average evaluation score for staff	
KPI: Operational support employees are percent of total employees	
Property	
KPI: Square feet of office space occupied per employee	
Risk	
KPI: # of worker comp and disability claims per 100 employees	



School Construction (Capital Improvement) Division

SUMMARY OF SERVICES

The School Construction Program consist of programming (master planning and the capital improvement programs); conducting planning/feasibility studies, overseeing design and construction activities. The program objective renovates and modernizes existing DCPS schools and facilities and (where appropriate) build new DCPS schools and facilities. In addition, the School Construction Program oversees all “Green Building” and “LEED” initiatives.

OBJECTIVE 2: Modernize existing DCPS schools and facilities and build new DCPS schools and facilities.

INITIATIVE 2.1: Manage modernization projects and ensure that all projects are completed on time; within budget and establish school improvements teams (SIT) appropriately. Manage approximately 18 modernizations; on time and within budget. Establish 8-10 School Improvement Teams (SIT); to participate in the discussion of the education specifications and schematic design for its respective school where a major capital project (to include school replacement, addition, renovation or remodeling) is scheduled.

INITIATIVE 2.2: Complete 4-6 major modernizations (renovations and/or additions) projects as scheduled on Master Facilities Plan. For example:

Modernization of Eastern Senior High School

Eastern Senior High School is located at 1700 East Capitol Street, NE. The 288,000 square foot school was originally constructed in 1923 with additional construction activity occurring in 1938. Over time due to the deferred maintenance, the building’s infrastructure became non-conducive to the students learning environment. To help improve the learning environment for the 21st century, OPEFM will renovate and preserve certain elements in Eastern SHS during FY 2010. The work will include a new roof, new HVAC and general maintenance systems, window replacements, and exterior improvements. In addition, classrooms will benefit from new paint, flooring upgrades, and new ceiling materials.

Modernization of Janney Elementary School

Janney Elementary School is located at 4130 Albemarle Street, NW. The 43,400 square foot school was originally constructed in 1925 with additional construction activity occurring in 1932. Over time, the space requirement for the school exceeded the existing space available and the building’s infrastructure was non-conducive to the learning environment needed for a 21st century school. This project will include constructing a new addition to the school adding essential core spaces including early childhood classrooms, while fully renovating the existing building to include replacement/renewal of major systems (HVAC, electrical, flooring, finishes, etc.) and updated technology resources.

Modernization of Burroughs Education Center

Burroughs Education Center is located at 1820 Monroe Street, NE. The 63,900 square foot school was originally constructed in 1921 with additional construction activities occurring in 1927 and 1960. Most recently during the summer of 2009, OPEFM completed a Phase 1 modernization of all the classrooms. While the Phase 1 modernization focused on bring the learning environment of the classrooms to 21st century standards, the school laced a separate dining and physical education space, a common element in most middle school program. This project will provide an addition to include a dining/multi-purpose space with kitchen and mechanical space. In addition, to support the special autism program, an OT/PT/Sensory classroom will be built adjacent to the multi-purpose room.

Modernization of Stoddert Elementary School

Stoddert Elementary School is located at 4001 Calvert Street, NW. The 17,400 square foot school was originally constructed in 1932 with additional construction activity occurring in 1993. Over time, the space requirement for the school exceeded the existing space available and the building’s infrastructure was non-conducive to the learning environment needed for a 21st century school. This project will include constructing a new addition to the school adding essential core spaces and fully renovating the existing building to include replacement/renewal of major systems (HVAC, electrical, flooring, finishes, etc.) and updated technology resources.



INITIATIVE 2.3 Complete 8-10 Phase 1 modernization (classrooms only).

The 2010-2016 Capital Improvement Plan prioritizes projects that will enhance the learning environment and improve student performance. To that end 8-10 elementary and middle schools are targeted for a Phase 1 modernization. The goal of these projects is to modernize the classrooms only. Although all projects will be customized to the needs of the school, the emphasis will be on improving lighting quality, temperature and air quality, acoustics, technology and furniture. Schools may receive new ceilings and lighting, flooring, HVAC enhancements, finishes, furniture and equipment, and technology. The final number and location of each of the Phase I schools would be determined in consultation with Office of the Deputy Mayor for Education and Office of the Chancellor.

INITIATIVE 2.4 Continue four major modernizations projects – not scheduled for completion in FY 2010.

Ongoing Modernization of H.D. Woodson HS

H.D. Woodson High School was located at 5500 Eads Street, NE. The 251,100 square foot school was originally constructed in 1973. In 2008, the school demolished by OPEFM as part of the modernization efforts to construct a new H.D. Woodson HS at the same location. The new Woodson High School will be approximately 192,000 square feet. Woodson HS is expected to become a school with a STEM (Science, Technology, Engineering and Math) program focus and while retaining the Business Academy.

Ongoing Modernization of Anacostia HS

Anacostia High School is located 1601 16th Street, SE. The 247,900 square foot school was originally constructed in 1935 with additional construction activity occurring in 1978. Over time due to the deferred maintenance, the building's infrastructure became non-conducive to the students learning environment. To help improve the learning environment for the 21st century, OPEFM will renovate the facility to have operational and efficient building systems, clean and maintainable interior finishes, bright and "healthy" classrooms and public spaces. In addition to replacing/renewing all the physical systems on campus, this project will include wall enclosure in the 1970's open space addition.

Ongoing Modernization of Woodrow Wilson High School

Wilson High School is located at 3950 Chesapeake Street, NW. The 271,300 square foot building was originally constructed in 1935 with additional construction activity occurring in 1971. This project will modernize Woodrow Wilson High School to bring it up to a 21st century learning environment. Portions of the campus would be renovated, preserved; while other portions would new construction. OPEFM expects the modernized Wilson HS to have operational and efficient building systems, clean and maintainable interior finishes, bright and "healthy" classrooms and public spaces. In addition to replacing/renewing all the physical systems on campus, this project will include improving circulation across the campus by the relocation of several major core spaces (dining, physical education, media center, auditorium, and administration) and addressing handicapped accessibility issues.

Ongoing Modernization of Dunbar HS

Dunbar High School is located 1301 New Jersey Avenue, NW. The 343,400 square foot building was constructed in 1977 in place of the original Dunbar. The original Dunbar was constructed in 1916 and was located near the same location. The original school was demolished in the late 70s. Due to the inefficiency and poor design of the current school facility as an educational learning environment, the project will include the demolition of the most recent building. OPEFM intends to construct a new Dunbar HS for the 21st century learning environment while bringing back some of the grand architecture of the 1916 Dunbar. When completed Dunbar is expected to offer a pre-engineering academy program in addition to the regular academic courses.



PROPOSED KEY PERFORMANCE INDICATORS-School Construction Program

Metric ¹	FY08 Actual	FY09 Target	FY09 (YE) Actual	FY 2010 Projection	FY 11 Projection	FY12 Projection
# of modernization projects underway on time within the project deadlines	18	18	23	18 ²	18	18
# of modernization projects underway within the budget	18	18	23	18 ³	18	18
Contract dollars spent with Certified Business Enterprises (CBE) (50% participation is required by Education Reform Act.	43%	50%	64% ⁴	50%	50%	50%
Number of new SIT formalized for projects scheduled in the next year	18	14	20	8-10 ⁵	8-10	8-10
Number of square feet modernized	810,100	929,829	890,509 ⁶	1,363,000 ⁷	1,377,800	1,602,000

¹ Baseline data and projections are reported as of September 30, 2009

² The final number (pending on the execution plan) would be determined in consultation with Office of the Deputy Mayor for Education and the Office of the Chancellor.

³ The final number (pending on the execution plan) would be determined in consultation with Office of the Deputy Mayor for Education and the Office of the Chancellor.

⁴ Overall average - amount awarded by OPEFM

⁵ The final number (pending on the execution plan) would be determined in consultation with Office of the Deputy Mayor for Education and the Office of the Chancellor.

⁶ Most modernization projects are delivered at the end of summer, just prior to school opening (August / 4th Qtr).

⁷ The final number (pending on the execution plan) would be determined in consultation with Office of the Deputy Mayor for Education and the Office of the Chancellor.



Maintenance and Operations Program

SUMMARY OF SERVICES

The Maintenance program is comprised of several disciplines including: carpentry repairs; plastering and painting repairs; plumbing repairs; mechanical (HVAC) repairs; electrical repairs; roofing repairs; glazing repairs; grounds maintenance repairs; maintaining and monitoring the maintenance and operations vehicle fleet; and stocking, warehousing, and tracking of maintenance and operations inventory, supplies, and materials.

The Operations program is responsible for building operations activities to include the operation and inspection of boilers, mechanical devices, chillers, air handling units, pumps, swimming pools, and moderate mechanical preventive maintenance activities. The Unit performs front-line supervisory functions associated with the general oversight of building housekeeping staff.

In addition, Maintenance and Operations performs environmental and safety compliances functions responsible for activities associated with the Hazardous Materials Management Program and environmental regulatory and compliance management. The Unit develops, implements and monitors the Indoor Air Quality Program.

OBJECTIVE 3: MAINTAIN DCPS FACILITIES IN A WAY THAT EXTENDS THE LIFE OF THE BUILDING SYSTEMS, PROTECTS CAPITAL INVESTMENTS, AND ENSURES HEALTHY, SAFE AND COMFORTABLE LEARNING ENVIRONMENTS FOR DCPS STUDENTS.

INITIATIVE 3.1: Implement a three-year Comprehensive Maintenance Plan.

Year 1 (FY 2010) – Implement a comprehensive preventive maintenance program for building systems (i.e., boilers, chillers, cooling towers, air handling units, etc.) at the 25 facilities recently modernized. In addition, at 49 sites with central cooling systems; continue to implement a comprehensive preventive maintenance program.

Preventive maintenance program is the process of performing scheduled equipment inspection, testing, and repair services. Activities are performed on a scheduled basis annually, or more frequently, to identify additional maintenance or required systems testing; thus reducing unscheduled repairs. (See typical example chart below.)

INITIATIVE 3.2: Reduce backlog of open work orders to less than 5,000.

By implementing a comprehensive preventive maintenance program; OPEFM will be reducing unscheduled repairs and significantly diminishing all backlogs repairs. OPEFM will be converting the culture from a reactive maintenance program to a predictive maintenance program. The average days to address an open work order (repair); should reduced significantly.

INITIATIVE 3.3: Address maintenance repairs – proactively.

OPEFM will focus and re-direct its resources from a ***Reactive Work Management Program (unscheduled repairs work) to a Predictive Work Management Program*** – scheduling more repairs work. Predictive Repairs is the process of monitoring selected performance data for a system, component, or equipment against a baseline reference to identify and predict impending failures for just-in-time maintenance attention. A system of maintenance in which computers and software are used to forecast the failure of a piece of equipment based on its age demand, and various performance measures. (See typical example chart below.)



Example of Schedule and Predictive Maintenance (typical mechanical equipment):

In Year 1 of the comprehensive maintenance plan – every major mechanical system identified in Initiative 3.1 (noted above); will have a capital, scheduled and predictive maintenance chart. As the budget permits, allowances will be made for future forecasting of costs and planned maintenance activities. Estimation provided by RS Means Cost & Repair Data. Year 1 will focus mostly on scheduled preventive maintenance plan; and finalize the mechanical system chart for major equipment; (in Initiative 3.1)

System Description	Capital Work		CMP Year – 1 Scheduled –Preventive Maintenance (Where budget permits)				Predictive Maintenance Repairs			
	Year Installed	Life Expectancy 30 Years	Monthly	Quarterly	Semi-Annually	Annually	Every 7 Years	Every 7 Years	Every 7 Years	Every 7 Years
Boiler Gas-Fired 10,000 MBH	1995	2025								
Boiler Gas-Fired 10,000 MBH – Repairs to... • Burners • Blowers • Motors • Valves							2002	2009	2016	2023
10 points check repairs & servicing			X							
16 points check repairs & servicing				X						
16 points check repairs & servicing					X					
20 points check repairs & servicing						X				



PROPOSED KEY PERFORMANCE INDICATORS-Maintenance and Operations Program

Metric⁸	FY08 Actual	FY09 Target	FY09 (YE)	FY 2010 Projection	FY 11 Projection	FY12 Projection
Number of open work orders	~5,100	No Target Est.	5,414	< 5,000	< 4,900	< 4,700
Number of work orders cleared	24,812	17,000	19,830	17,000	15,000	13,000
Average days to complete new work orders	53 (Add note)	No Target Est.	42 (Add Note)	25% <i>Improvement compared to prior year</i>	20% <i>Improvement compared to prior year</i>	15% <i>Improvement compared to prior year</i>

FY 08 Note = 53 days; included scheduled and deferred repairs. Excluding scheduled and deferred repairs the average days to complete new work orders (**Emergency, High and Routine Priorities**) in FY 08 was **40 days**.

FY 09 Note = 42 days; included scheduled and deferred repairs. Excluding scheduled and deferred repairs the average days to complete new work orders (**Emergency, High and Routine Priorities**) in FY 09 was **28 days**.

⁸ Baseline data and projections are reported as of September 30, 2009



Office of Realty

SUMMARY OF SERVICES

The Office of Realty is to provide non-appropriated, self-sustaining capital and asset management services to public and private entities allowing access and utilization of school buildings and grounds by entering into use agreements, licenses and lease agreements. The proceeds derived from this endeavor are by statute utilized for the maintenance, improvement, rehabilitation and repair of school buildings and to provide public school children with a safe and comfortable learning environment.

OBJECTIVE 4: GENERATE SUFFICIENT REVENUE BY MAXIMIZING ACCESSIBILITY AND UTILIZATION OF SCHOOL BUILDINGS AND GROUNDS BY ENTERING INTO USE AGREEMENTS, LICENSES AND LEASE AGREEMENTS.

INITIATIVE 4.1: Generate a minimum of approximately \$3.5 million OPEFM in coordination with the Office of the Deputy Mayor for Education and the Office of the Chancellor; will analyze the capacities and utilization of all school facilities to maximize the occupancy; during and after school hours. The additional funding will support the facilities operations program.

INITIATIVE 4.2: Pending budget availability; implement an automation database tracking system; to track leasing agreements, leasing revenues, square footages utilizations, and etc. The implementation of this initiative will expedite the analyses required in the above initiative (4.1); and to conduct future space analyses and market capabilities.

INITIATIVE 4.3: Develop and update Use Agreement Guidelines. By developing a use Agreement Guidelines; OPEFM will implement consistent policies and procedures with guiding principals for leasing agreements, potential revenue marketing, customer services, etc.;

Metric⁹	FY08 Actual	FY09 Target	FY 2010 Projection	FY 11 Projection	FY12 Projection
Revenue earned from leasing available space	Not Available	No Target	\$3.5 M	\$4.0 M	\$4.0 M

⁹ Baseline data and projections are reported as of September 30, 2009



Business Operations/Financial Services

SUMMARY OF SERVICES

The Business Operations/Financial Services consist of the Accountability Unit, the Business Services and Customer Services units. The Accountability Unit is responsible for reporting on the Performance Measures for the agency. The Business Services (Budget) Unit is responsible for providing support services for budgeting, accounting, budget monitoring, reporting and tracking the OPEFM operations and capital budgets. The Customer Service Section is responsible for coordinating, documented work orders and communicating schedules with school-based administrators. Customer Service also works closely with the Maintenance and Operations - to coordinate quality control inspections of completed work orders; through the Verification Team.

OBJECTIVE 5: Provide support services for the Schools Construction and Maintenance and Operations Programs

INITIATIVE 5.1: Process and close work orders in a timely manner.

In FY 10 the Customer Services Unit anticipates receiving approximately 15,000 work requests. Of that amount approximately 40% of the work requests (processed as work orders) are classified as Emergency and High Priorities. These work requests requires immediate attention and are processed and notified to the appropriate personnel within two hour of receipt for response.

The Customer Services Unit closes approximately 80% of all completed work orders; the remaining is closed by individual maintenance and operations shops. In FY 10 the projection is 17,000 work orders to be closed. Upon receipt for closure, the Customer Services Unit will close all work orders upon verification of completeness.

It is important that work orders are processed/updated and closed immediately to keep management and our customers abreast on the current status of the work activities in our facilities.

Metric¹⁰	FY08 Actual	FY09 Target	FY 2010 Projection	FY 11 Projection	FY12 Projection
Average time to process a requisition (under \$100K) purchases			< 7 days	< 6 days	< 5 days

¹⁰ Baseline data and projections are reported as of September 30, 2009