



Office of Public Education Facilities Modernization OPEFM (GM)

MISSION

The mission of the Office of Public Education Facilities Modernization (“OFM” or “OPEFM”) 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 was established by the Public Education Reform Amendment Act of 2007. The agency’s primary services are renovating and rehabilitating existing Public School facilities, constructing new schools, developing the Master Facilities Plan, and providing routine maintenance to public school facilities.

AGENCY OBJECTIVES

1. Direct and manage the modernization or new construction of DCPS schools and facilities.
2. Oversee preventative maintenance schedule for various systems associated with the operation of DCPS schools and facilities.
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.
4. Utilize performance benchmarks to assess and monitor personnel capabilities.

ACCOMPLISHMENTS (June 07 – September 08)

- ✓ Ensured that all DCPS classrooms have air conditioning and heat
 - 16 schools received major repairs to heating systems and 12 central air conditioning units were installed.
 - 129 schools received minor repairs to heating systems and classroom terminal units, and nearly 3,000 windows air conditioning units were installed at 103 schools*.
- ✓ Four completely modernized schools (Brightwood ES, Sousa MS, Rose Hardy MS and Phelps HS) were returned to DCPS’ inventory. Modernization work continued on schedule for eight other school modernization projects (HD Woodson HS, School Without Walls HS, Alice Deal JHS, HD Cooke ES, Addison ES, Wheatley ES, Savoy ES, and Walker Jones ES/MS) and three projects for other agencies (the Wilson Pool, MPD at Bowen, OCTV at McKinley and KIPP/Will Scott Montgomery).
- ✓ The athletic fields at Spingarn HS, Anacostia HS, Eastern HS, Cardozo HS, J.O. Wilson ES, and Stanton ES were upgraded. In addition, OPEFM managed the upgrading of 4 fields operated by the Department of Parks and Recreation (Ridge Road Park, Riggs-LaSalle Park, Fort Stanton Park, and Banneker Park).
- ✓ Green Initiatives – LEED for School Adoption (Savoy, HD Cooke, School Without Walls, HD Woodson).
- ✓ Successfully reconfigured 13 “receiving schools” in conjunction with the Chancellor’s school reorganization plan that resulted in the closing and consolidation of 23 DCPS schools.
- ✓ In addition 16 schools received improvements as part of the consolidation plan.
- ✓ 75 schools received major plumbing work, including repairs to restrooms and water fountains.
- ✓ Auditoriums were fixed and playgrounds equipment was repaired or installed*.
- ✓ 3 high schools had new doors installed to improve security and safety.



- ✓ More than 3,600 safety and health violations, ranging from simple fixes like replacing an “exit” sign to addressing fire egress issues, were remedied.
- ✓ OPEFM repaired or replaced roofs at 7 schools; and 6 schools (many of which had been waiting for years) received new windows.
- ✓ New painting occurred at more than 100 schools*.
- ✓ 16,887 or 84% work orders of the 20,000 FY 08 original target was cleared.
- ✓ 38 schools were part of the Stabilization Plan, correcting facility problems that negatively impact the learning environment of the DCPS students and staff and require correction prior to currently planned modernization

* Some of these are included in the Stabilization, Receiving and Consolidations Initiatives.

Performance Initiatives – Assessment Details

Performance Assessment Key:

-  Fully achieved  Partially achieved  Not achieved  Data not reported

OBJECTIVE 1: Direct and manage the modernization or new construction of DCPS schools and facilities.

INITIATIVE 1.1: Manage modernization and new construction projects in accordance with an approved Facilities Master Plan and ensure that all projects are completed on time and within budget.

Assessment: Yellow

OPEFM managed the project implementation for Phase I modernizations for 13 schools (reconfigured receiving schools) in the summer of 2008. Continue to manage 9 ongoing modernizations (currently underway). To date, the MFP has been submitted to Council for approval.

INITIATIVE 1.2: In conjunction with DCPS, OPEFM will review and revise the Master Facilities Plan.

Assessment: green

In collaboration with DCPS and the DME, OPEFM and their partners developed a draft revised Master Facilities Plan which was submitted to Council for approval in September 2008. Community meetings were held in September 08 followed by public hearings in October 08. An updated MFP is due to be submitted in the new calendar year.

INITIATIVE 1.3: OPEFM will 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 in accordance with the approved MFP.

Assessment: yellow

OPEFM continues to use disparate accounting systems. One system is maintained by the project management team and provides strong internal controls on an individual project level. Another accounting system is used in the Office of the Chief Financial Officer within the agency. In the coming year, OPEFM will work with the OCFO to align these two systems.



OBJECTIVE 2: Oversee preventative maintenance schedule for various systems associated with the operation of DCPS schools and facilities.

INITIATIVE 2.1: Create a Building Management System for managing inventory, conditions assessments, and maintenance and repair assessments.

Assessment: yellow

Maintenance and repairs are tracked using the new Computerized Maintenance Management System. However, the building management system requires further development in order to have a fully automated system for updating the Conditions Assessments as work is completed.

In addition, some preventive maintenance contracts have been initiated to service all schools systems below:

- | | | |
|------------------------------------|---------------|--|
| 1. Fire Alarm Systems | 3. Generators | 5. Annual Chillers/Cooling System Start-up |
| 2. Sprinkler & Suppression Systems | 4. Elevators | 6. Phelps SHS (entire building) |

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 backlog of thousands of unresolved work orders related to maintenance of District of Columbia Public Schools and establish management practices to ensure that all future maintenance requests are resolved in a timely and satisfactory manner.

Assessment: green/gray

This year, OPEFM resolved thousands of backlogged maintenance work orders. 16,887 or 84% work orders of the 20,000 FY 08 original targets was cleared. There was a significant reduction in open work orders. For the first time there were less than 10,000 open work orders. As of September 30, 2008, there were approximately 5,100 open works, including new work order received since the beginning of the school year.

OBJECTIVE 4: Utilize performance benchmarks to assess and monitor personnel capabilities.

INITIATIVE 4.1 introduce a 3-month pilot Performance Management Plan that allows managers draft up milestones, objectives, competencies, and essential functions of their various units and employees to ensure the establishment of OPEFM's Performance Management System.

Assessment: Assessment: yellow

This summer OPEFM implemented the PMP pilot program with unit's managers and employees. Our aim was to create a sense of accountability amongst employees on performance plan, so that each employee will be clear regarding performance and expectations. All but one manager completed the performance plans for employees during this pilot program. The performance system will continue to evolve and improve, based on management and employee feedback. Because of imminent union negotiations and concerns about union pushback, we will have to evaluate employees using the old evaluation tool at this time; our goal is full implementation by next summer, 2009.

OPEFM's Performance Management System is the umbrella initiative for:

1. Position Management. Viable, relevant position descriptions for every employee with clearly defined certification/licensure requirements for positions.

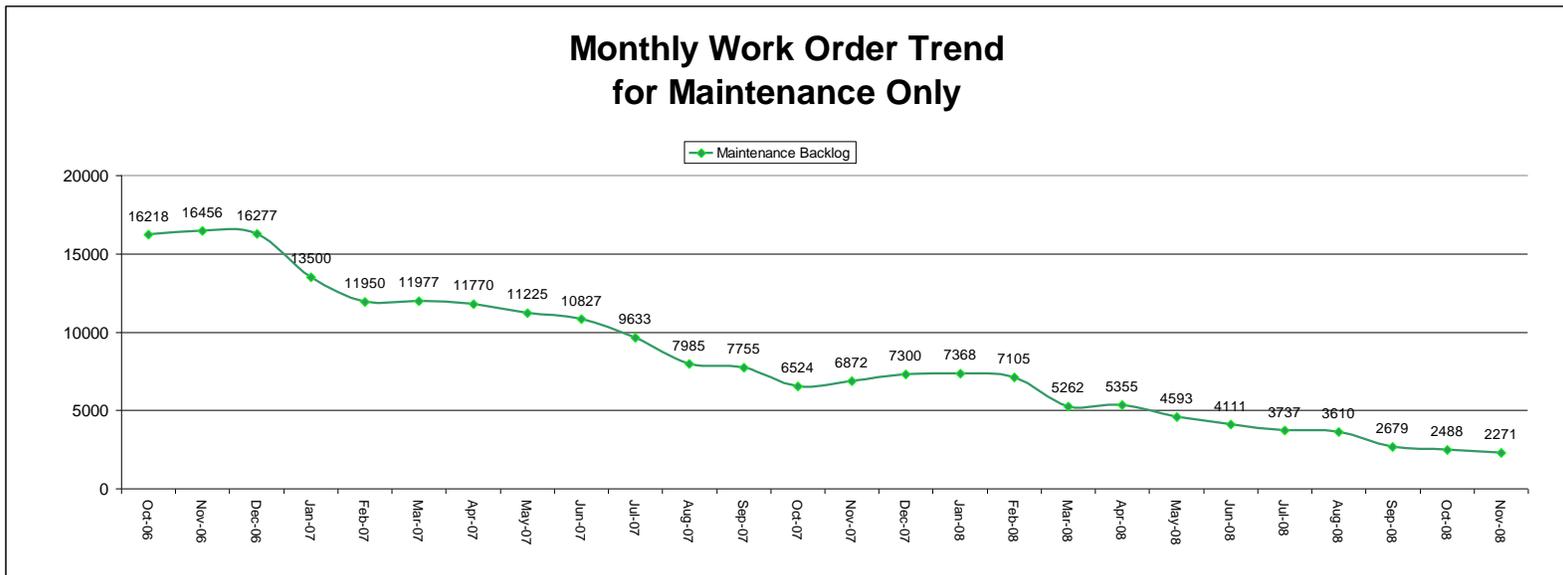


2. A Performance Management Tool. We are transitioning employees to a more robust system (analogous to the city's Performance Management Program for senior professionals) that details performance expectations initially and, later, measures employee and unit performance against those clearly defined metrics.
3. Framing a Training Initiative to underwrite employee competencies and required licensures (budget allowing).

The goals of the performance management pilot were to:

- (a) Accustom management and staff to clearly defined expectations and being held to those standards and
- (b) Link performance (rather than seniority) to compensation, promotion potential, greater job stability, etc.

Key Performance Indicators – Highlights



The chart above indicates the backlog of open work orders assigned to the Maintenance Shops. It does not include additional open work orders such as; those slated for Contract Services, Environmental Services, Local School responsibilities and scheduled Operations work. For instance; as of November 30, 2008 there were 2,271 open work orders in Maintenance shops, an additional (an approximate amount of) 3,000 work orders are open in various shops indicated above.



More About These Indicators:

How did the agency's actions affect this indicator? [For KPI: Number of Work Orders Cleared]

- The agency worked aggressively to clear work orders during the past year. When OPEFM took over executing work orders for DCPS, there was a backlog of over 20,000. As of September 30, 2008, there were approximately 5,100 open work orders. OPEFM is in the process of launching an improved and automated tracking system that includes a web-based work request system.

What external factors influenced this indicator?

- The work order backlog was generated prior to the creation of the Office of Public Education Facilities Modernization. The existing tracking system did not support timely resolution of work orders and prioritization was very unreliable. As a result, OPEFM had to prioritize the entire backlog all at once.

How did the agency's actions affect this indicator? [For KPI: Number of Projects Under Construction]

- The agency worked to set an aggressive schedule with DCPS to identify the maximum number of schools that would undergo work during the 2008 Summer Modernization Blitz
- OPEFM broke ground on 5 new construction projects and completed 4 construction projects in 2008.
- OPEFM completed necessary construction in 26 receiving schools in preparation for the 2008-2009 school year.

What external factors influenced this indicator?

- The bulk of the agency's work must be completed during the summer months when students are not in school creating a narrow window during which construction projects can be underway. Another external factor that has significant impact on the agency's ability to begin and continue construction projects is need for Council approval for all contracts over \$1 million.



Key Performance Indicators – Details

Performance Assessment Key:

● Fully achieved
 ● Partially achieved
 ● Not achieved
 ● Data not reported

OVERVIEW OF AGENCY PERFORMANCE

PROPOSED (MAJOR) KEY PERFORMANCE INDICATORS –

| Metric (includes \$, #, %, hours: min, etc.) | KPI | FY07 YE Actual | FY08 Original Target | FY08 YE Actual |
|--|-----|-------------------|-------------------------|-------------------|
| Number of Work Orders Cleared | ● | 17,276 | 20,000 | 16,887 |
| Maintenance cost per sq. foot* | ● | \$2.20 | N/A | \$1.66 |
| Number of Projects under Study/Design/Construction** | ● | 20 | 20 | 18 |
| LSDBE Participation on Construction Projects*** | ● | 50% | 50% | 44% |

Additional Considerations

| Data | FY07 YE Actual | FY08 YE Actual |
|-------------------------------------|-------------------|-------------------|
| FY Operations & Maintenance Budgets | \$35,998,004.00 | \$26,867,619.00 |
| Total Square Footage **** | 16,330,375 | 16,186,675 |

*Maintenance costs per square foot; see additional considerations chart.

**It is anticipated that the number of projects under construction will remain constant for the next several fiscal years as projects are multi-year in duration and OPEFM will bring online new projects and develop new initiatives.

***Local, Small, Disadvantaged Business Enterprise (LSDBE) percentage participation is consistent as required by Education Reform Act.

**** The Total Square Footage reflects the total area maintained at the end of the school year; which represents over 3/4 of the fiscal year budgeted expense. As a result of the closure of 23 schools at the end of the 2007-08 school year, the total area that will be maintained for the next 2008-09 school year is reduced to 14,047,015 square feet.