



Office of Public Education Facilities Modernization OPEFM (GM)

MISSION

The mission of the Office of Public Education Facilities Modernization's (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 school maintenance (excluding cleaning and janitorial services).

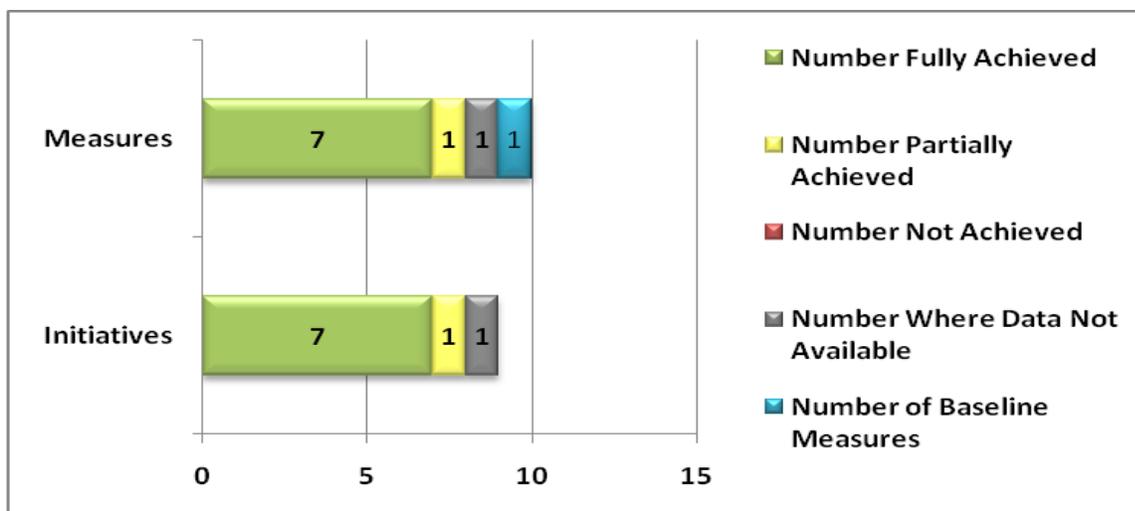
AGENCY OBJECTIVES

1. Modernize existing DCPS schools and facilities.
2. Develop a Comprehensive Maintenance Plan linking the maintenance program directly with the modernization program.
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. Apply performance benchmarks to assess, monitor personnel capabilities and efficiency

ACCOMPLISHMENTS

- ✓ Ensured the submission of a Draft Master Facilities Plan
- ✓ Managed 23 modernization projects on time and within budget
- ✓ Applied performance benchmarks to assess, monitor personnel capabilities and efficiency

OVERVIEW OF AGENCY PERFORMANCE





Performance Initiatives – Assessment Details

Performance Assessment Key:

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

OBJECTIVE 1: MODERNIZE EXISTING DCPS SCHOOLS AND FACILITIES AND BUILD NEW DCPS SCHOOLS AND FACILITIES

INITIATIVE 1.1: Modernize existing DCPS schools and facilities and build new DCPS schools and facilities 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 stakeholders (DME, DCPS and OPEFM) developed the revised Master Facilities Plan. The draft was submitted to the City Council in September 2008 for approval. Supplemental documents to the MFP were submitted March 3, 2009.

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 in FY 09.

- - Ensure that all projects are on time and within budget. All 23 modernization projects underway were on time and within budget in FY 09.
 - Establish School Improvements Teams (SIT) appropriately. OPEFM originally targeted 14 SIT. A total of 20 School Improvement Teams were established by the 4th quarter.
 - Award 50% (Dollar Amount) of contracts to Certified Business Enterprise (CBE). Although the agency target is 50%; OPEFM exceeded the target in FY 09 and awarded 64% of all contracts (dollar amount) to CBEs.

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 an 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.

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 2009, OPEFM targeted 17,000 work orders to be cleared. In FY 09, a total of 19,830 work orders were completed. Of that amount, 5,007 were backlogs (prior to FY 09) and 14,823 were new work order requests (created in FY 09). OPEFM exceeded the target by continuing to address prior years of backlog – although significantly reduced.

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

In FY 09 all new emergency work orders were responded within the required time (within 24



hours) and stabilized (within 48 hours). Many emergencies require the ordering of parts and materials and involve multiple trades. For instance, if there is a leaky pipe that may have caused damaged to the ceiling, the leaking issue was addressed; however, the painting crew may not be able to address the restoration work immediately - beyond the required 2 days. It should be noted the average time to complete all (new requests) emergency work orders in FY 09 was 6 days.

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.

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.

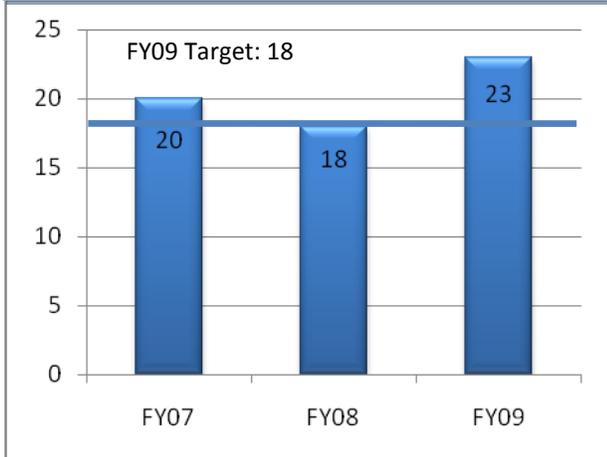
INITIATIVE 4.2: Use and incorporate position core competencies as a central common element in the performance management system so that each employee will be clear regarding performance and expectations.

- 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.

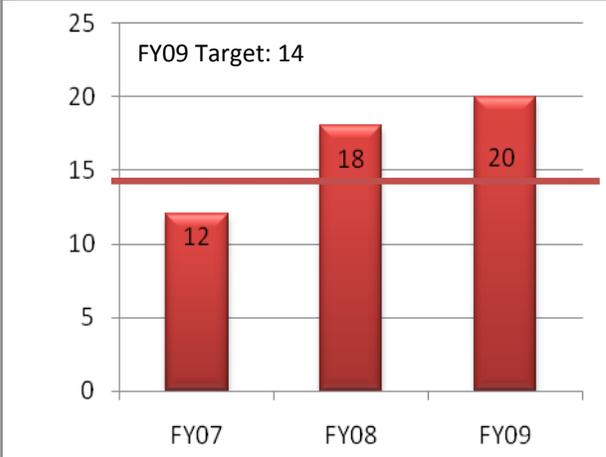


Key Performance Indicators – Highlights

From Objective 1: Number of modernization projects on time and within budget



From Objective 1: Number of School Improvement Teams (SIT) established



FULLY ACHIEVED

FULLY ACHIEVED

More About These Indicators:

How did the agency's actions affect this indicator?

- Establish a team of professional architects, engineers and project managers to monitor project schedules and cost
- Fastrack projects using design/build method.
- Raised the level of accountability for OPEFM staff and consultants
- 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. Based on original projected schedule; the 23 modernization projects were on schedule in FY 09

What external factors influenced this indicator?

- Ongoing dialogue with the Deputy Mayor for Education (DME), DCPS Chancellor to review and revise the Master Facilities Plan to meet educational requirements

How did the agency's actions affect this indicator?

- Establish a Communication Director to oversee the establishment of all School Improvement Teams.
- Fully engage the project management team to work with local school administrators, and other stakeholders to keep everyone informed and to seek advisory input.
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What external factors influenced this indicator?

- Educational institutions have become anchors of communities and requires community involvements and information sharing on the progress of the school modernization program



Key Performance Indicators – Details

Performance Assessment Key:

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

	Measure Name	FY2008 YE Actual	FY2009 YE Target	FY2009 YE Actual	FY2009 YE Rating	Budget Program
●	1.1 # of modernization and new projects on time	18	18	23	127.78%	
●	1.2 # Of modernization and new projects within budget.	18	18	23	127.78%	
●	1.3 # of existing School Improvement Team (SIT)	18	14	20	127.78%	
●	1.4 % Of contracts \$ amount awarded to CBEs	43%	50%	64%	128%	
●	1.5 Total \$ amount given to CBEs	N/A	N/A	\$33,154,325		
●	1.6 Total contracted \$ amount	N/A	N/A	\$51,780,750		
●	3.1 #of Work orders cleared	24,812	17,000	19,830	116.65%	
●	3.2 # of new work requests completed	15,269	14,000	14,823	105.88%	
●	4.1 # of employees completed performance review	200	270	259	95.93%	
●	4.2 # of employees completed individual goals and objectives*	N/A	N/A	N/A		