



## Office of Public Education Facilities Modernization OPEFM (GM)

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### 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 primary services are categorized into two main program components: (1) School Modernization and Construction and (2) Maintenance (excluding cleaning and janitorial services). There are four OPEFM's performance divisions: the Office of the Executive Director (Agency Management); School Modernization and Construction (Capital Improvement); Maintenance and Operations; and the Office of Realty

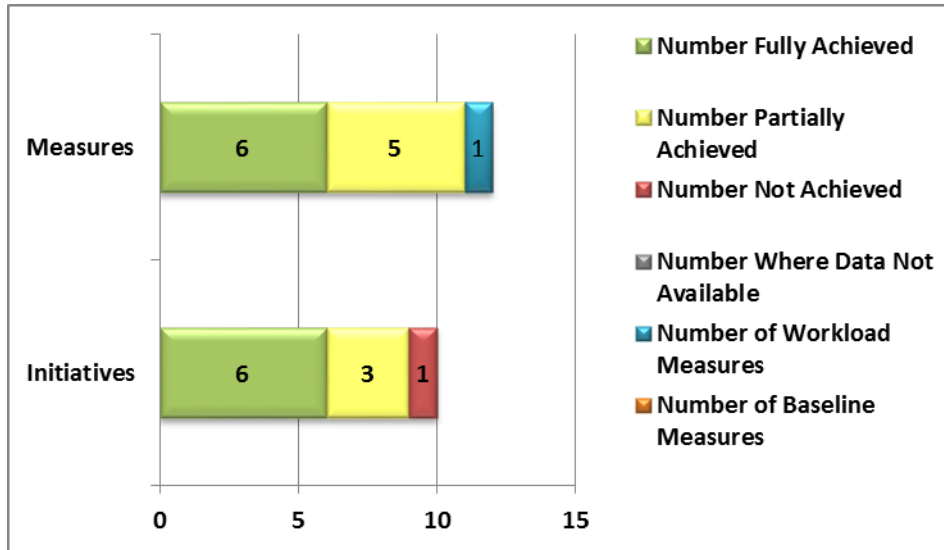
- The Office of the Executive Director provides the day-to-day management and leadership oversight for the agency. The Executive Office maintains an aggressive management approach that keeps staff and consultants continuously focused on project quality, schedule and budget quality assurance through consistent interaction with staff and consultants to ensure quality service delivery consistent with the agency's mission.
- The School Modernization and Construction Program's objective is the modernization of existing DCPS schools and facilities where appropriate, the building of new schools and additions. The Modernization and Construction Program also consists of the following: development of the Master Facilities Plan and the Capital Improvement Plan, planning/feasibility studies, and design and construction activity oversight. In addition, the program oversees all Green Building and LEED initiatives.
- The Maintenance and Operations Program ensures that all staffing and funding requirements associated with facility maintenance and operations are identified and planned for outlying years to ensure that DCPS facilities provide clean, safe, healthy and educationally appropriate learning environments.
- The Office of Realty Division 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 licenses and use and lease agreements.

### ACCOMPLISHMENTS

- ✓ 12 Modernization projects were underway in 2011, within budget, on time with established School Improvement Teams (SIT).
- ✓ OPEFM modernized a total of 1,077,950 square feet for education facilities in FY11
- ✓ Cleared a total of 27,067 work orders in FY11



## OVERVIEW OF AGENCY PERFORMANCE





## Performance Initiatives – Assessment Details

### Performance Assessment Key:

-  Fully achieved     Partially achieved     Not achieved     Data not reported

### Office of the Executive Director (Agency Management)

#### OBJECTIVE 1: Apply performance benchmarks to assess and monitor personnel capabilities.

● **INITIATIVE 1.1: Performance Management System.**

OPEFM utilized a flexible performance management system that included regular communication and constructive performance feedback both on informal and well documented levels. Divisions, Sections and Unit Managers met with their employees semi-annually to review their goals and objectives. The goal was create a culture of consistent feedback between Managers, supervisors, and employees. OPEFM partially completed semi-annual review of its employees. A total of 212 (85.48%) employees participated in the mid-year review based on set individual goals. This is an ongoing process; however, subsequent to the Transition from OPEFM to DGS, this performance management system is expected to be aligned appropriately with DGS key transition objectives relative to employees' performance.

● **INITIATIVE 1.2: Employees Annual Performance Evaluation.**

The goal of each Division, Sections and Units was to align each employee's core competencies with specific goals and benchmarks as part of their performance and expectations; to contribute to the agency's overall objectives. By September 30, of FY11, OPEFM partially completed the annual evaluations of its employees. Of the 249 employees 204 (82.26%) were evaluated. This is an ongoing process; however, as mention in initiative 1.1, due to the Transition of the agency to DGS, all employees are expected to be aligned appropriately with DGS' transition objectives relative to employees' evaluation.

### School Construction Program Division

#### OBJECTIVE 2 - Modernize existing DCPS schools and facilities and build new DCPS schools and facilities.

● **INITIATIVE 2.1: Complete Three Modernization Projects and One Addition Project.**

- As of September 30, 2011, OPEFM completed three major modernization projects. The schools are: H.D. Woodson HS, Woodrow Wilson High School, and Janney Elementary School

● **INITIATIVE 2.2: Complete Six - Phase 1 Modernization Projects (primarily classrooms) and Re-commission One Previously Closed Facility in Preparation for Future Phase 1 Modernization.**

- In FY 11 OPEFM originally targeted six phase one modernization projects with focus on bringing the classrooms up to current DCPS and OPEFM standards. As of September 30, the agency completed four projects based on the amended and approved CIP. The Schools to receive the Phase 1 scope of work in FY2011 are: Langley, Hart, Maury, and Seaton. Turner and Moten are now modernization projects; and the others, Malcolm X and River Terrace were pushed out per the amended and approved CIP. This initiative fully achieved



- **INITIATIVE 2.3: Continue Two Ongoing Full Modernization Projects.**  
In FY11 OPEFM projected to continue its two ongoing full modernization projects. As of September 30, 2011, there are four full modernization projects currently ongoing. The schools are: Dunbar HS, Anacostia HS, and Takoma EC, Cardozo Swing Space @ Meyer ES. Another project with an addition Whittier Cafeteria addition is also ongoing.
- **INITIATIVE 2.4: Initiate Two Full Modernizations Project.**  
  
OPEFM initiated two full modernization projects in FY11. The schools are: Cardozo HS, Ballou SHS. Another project with an addition - Burroughs Cafeteria Addition is still ongoing.
- **INITIATIVE 2.5: Establish approximately 12 new School Improvement Teams (SIT) and continue existing SIT for ongoing School Modernization and Construction Projects.**  
**Target Completion Date: September 2011: FY11 Status**  
OPEFM targeted 12 School Improvement Teams (SITs) in FY11. As of September 30, there 15 established SIT.

**OBJECTIVE 3: Continue partnership with Certified Businesses in the District.**

Note: OPEFM awarded 49% of all contracts (dollar amount) to Certified Business Enterprise (CBE).  
*No Initiative with this Objective.*

**Division of Maintenance and Operations**

**OBJECTIVE 4: 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 4.1: Reduce Average Age (backlog) of Work Orders.**  
OPEFM set a goal to keep work orders (backlogs) less than 5,000. At end of the FY11, there are 4,764 open work orders. (*On average approximate 10% of open work orders are Local School Personnel's responsibilities*). The Maintenance and Operations Unit will continue its effort to reduce backlog and keep open work orders under 5,000. OPEFM continued to convert the culture from a reactive maintenance program to a predictive maintenance program. The average days to address an open work order (repair); was reduced significantly. The goal is to improve operations efficiency; however, subsequent to the Transition from OPEFM to DGS, this activity expected to be aligned with DGS key Transition objectives relative to its Maintenance and Operations Program. This initiative was fully achieved.

**Office of Realty**

**OBJECTIVE 5: Generate sufficient revenue by utilizing accessible space of school buildings and grounds through various forms of agreements (use, lease and license agreements).**

- **INITIATIVE 5.1: Maintain Gross Revenue of \$ 3.5 M.**  
In FY11- OPEFM performed building utilization surveys to analyze school facility capacities to identify vacant space that could be utilized by the Office of Realty during and after school hours to generate additional income/usage. A total of 3.3M was generated to support facilities programs. However, subsequent to the Transition from OPEFM to DGS, management may continue this effort consistent with its Realty Program goals,
- **INITIATIVE 5.2: Revise Standard Operational Procedure for Agreements.**  
This initiative is not achieved: OPEFM's Office of Realty began updating its administrative



procedure in 2010 and continued in FY11, but fully achieving this initiative will require policy decision at Senior Management level to review existing leasing guidelines. Due to the Transition from OPEFM to DGS, it is expected that the SOP will be reviewed and revised in accordance with DGS Transition Plan relative to its Realty program.



## Key Performance Indicators – Details

### Performance Assessment Key:

Fully achieved   
 Partially achieved   
 Not achieved   
 Data not reported   
 Workload measure

		Measure Name	FY2010 YE Actual	FY2011 YE Target	FY2011 YE Revised Target	FY2011 YE Actual	FY2011 YE Rating	Budget Program
<b>OFFICE OF THE DIRECTOR</b>								
	1.1	Number of employees who completed 2011 goals and objectives	265	249		249	100.40%	AGENCY MANAGEMENT PROGRAM
	1.2	Number of employees who participated in mid-year review (based on set goals)	265	248		212	85.48%	AGENCY MANAGEMENT PROGRAM
	1.3	Number of employees whose managers completed evaluation review (year-end)	265	248		204	82.26%	AGENCY MANAGEMENT PROGRAM
<b>SCHOOL CONSTRUCTION (CAPITAL IMPROVEMENT) DIVISION</b>								
	1.1	Number of modernization projects underway on time and within the project deadlines	19	15	12 <sup>i</sup>	17	141.67%	AGENCY MANAGEMENT PROGRAM
	1.2	Number of modernization projects underway within the budget	19	15	12 <sup>ii</sup>	17	141.67%	AGENCY MANAGEMENT PROGRAM
	1.3	Number of School Improvement Teams (SIT) established including new projects	17	15	12 <sup>iii</sup>	15	125.00%	AGENCY MANAGEMENT PROGRAM
	1.4	Number of square feet modernized	1,200,000	1,277,000	1,077,950	1,077,950	100%	AGENCY MANAGEMENT PROGRAM
	1.5	Contract dollars spent with Certified Business Enterprises (CBE) (50% participation goal)	53	50		49.63%	99.27%	AGENCY MANAGEMENT PROGRAM
<b>MAINTENANCE AND OPERATIONS DIVISION</b>								
	1.1	Number of open work orders	5,069	<5,000		4,764		REPAIRS AND MAINTENANCE/NPS



		Measure Name	FY2010 YE Actual	FY2011 YE Target	FY2011 YE Revised Target	FY2011 YE Actual	FY2011 YE Rating	Budget Program
●	1.2	Number of work orders cleared	21,381	17,000		27,067		REPAIRS AND MAINTENANCE/NPS
●	1.3	Average days to complete new work orders	25	20		25 <sup>iv</sup>	80%	REPAIRS AND MAINTENANCE/NPS
<b>OFFICE OF REALTY</b>								
●	1.1	Gross revenue (in millions)	3,747,078	3,500,000		\$3,362,390.76	96.07%	REALTY OFFICE

<sup>i</sup> Per the amended and approved CIP

<sup>ii</sup> Per the amended and approved CIP

<sup>iii</sup> Per the amended and approved CIP

<sup>iv</sup> All Emergency Work Orders are stabilized and addressed within 2 business days (or less than 48 hours).