



Office of Public Education Facilities Modernization OPEFM (GM)

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

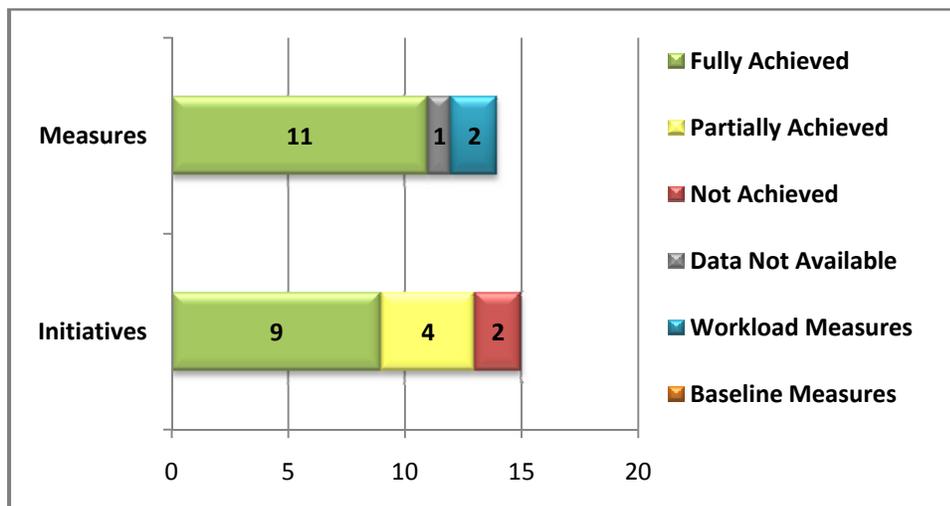
The Office of Public Education Facilities Modernization provides two primary services; school modernization and construction and school maintenance (excluding cleaning and janitorial services). The Office of The Executive Director provides the management and leadership for the School Construction Program, 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.

ACCOMPLISHMENTS

- ✓ 1. 18 Modernization projects were underway in FY10, within budget, on time with established School Improvement Teams (S.I.T).
- ✓ 2. Cleared a total of 21,381 work orders in FY10.
- ✓ 3. Generated from Lease and Use Agreements a total amount of \$3,7M in FY 10.



OVERVIEW OF AGENCY PERFORMANCE



Performance Initiatives – Assessment Details

Performance Assessment Key:

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

OFFICE OF THE DIRECTOR

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 completed the annual evaluations of its employees. Of the 265 eligible employees, 265 (100%) were evaluated. The goal is to create a culture of consistent feedback both informally and formally, with the official evaluative process being a reflection of ongoing guidance and exchanges between managers, supervisors, and employees.
- **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.**
This is workload measurement. Initially the target was 42; OPEFM revised the target to 18. Those 18 employees use this new (optional) Performance Tool – setting specific Goals and Objectives; aligned with their core competencies.
- **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.

OPEFM will use the District's personnel regulation as an overall guideline and continue to exercise independent legislative authority regulations. OPEFM drafted an internal Human Resource Handbook Policy and Procedures. Human Resource S.O.P. is 90% completed.

- **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.**

This is an ongoing process; however, subsequent to the Transition from DCPS to OPEFM, 90% of OPEFM's employees are currently aligned appropriately for positions and qualifications.

SCHOOL CONSTRUCTION (CAPITAL IMPROVEMENT) DIVISION

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.**

This is a workload measurement. The Customer Services Unit processed over 20,000 (new) work orders; this was 5,000 above the projected target analysis; and closed approximately 9,400 (39%) of all completed work orders. The Customer Services Unit closes work orders mostly by Contracted Services and the remaining are closed by the Maintenance and Operations Shops.

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

OPEFM completed 4 major modernizations and renovations: Eastern HS, Stoddert ES, Wheatley ES Gymnasium (Joe Cole Recreation -Addition) and K.C. Lewis School. As part of an educational initiative Lewis was renovated and converted into a high school and renamed "Washington Metropolitan High School."

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

OPEFM completed 9 Phase 1 Modernization projects with focus on bringing the classrooms up to current DCPS and OPEFM standards. The schools included Burrville ES, Drew ES, Johnson MS, M.L. King ES, Thomas ES, Truesdell ES, Tyler ES, Whittier EC, and JO Wilson ES.

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

Five full modernization projects are currently ongoing: Anacostia HS, Janney ES, Dunbar SHS, H.D. Woodson HS, and Wilson HS. Another project with an addition - Burroughs Education Center (Kitchen/Cafeteria) was initiated and ongoing.

MAINTENANCE AND OPERATIONS 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.**



The Comprehensive Maintenance Plan (CMP) is currently in final draft. The plan details the required man-hours to vigorously implement a Preventive Maintenance Program (to enhance the life-cycle of recent capital investments of building systems) and Scheduled Major Maintenance Replacements Program. Limited funds will prohibit full implementation of the plan; however, the CMP will be used as a budget cost estimating model for developing future Maintenance and Operations budgets. The CMP is 90% completed.

- **INITIATIVE 3.2: Reduce backlog of open work orders to less than 5,000.**
OPEFM set a goal and target to keep open work orders (backlogs) less than 5,000. At the end of FY 10 there are 7,581 open work orders (approximately 400 are Local School Personnel's responsibilities). Although, this is still considerably lower than the Pre-OPEFM era of 10,000 to 15,000 open work orders – on a given day. We believe this sharp rise (within the last two months of the fiscal year) may attribute to shifts in local school personnel, resulting in possible duplications of service orders requests. OPEFM will investigate and continue to develop an action plan to reduce the backlog under the target of less than 5,000 open work orders.
- **INITIATIVE 3.3: Address maintenance repairs – proactively.**
OPEFM set a goal and target to reduce the average days to address all new work orders to 25% improvement compared to the prior year (from 42 to 31 days/avg.). OPEFM significantly exceeded this target. The average days to complete new work orders in FY 10 was 25 days.

OFFICE OF REALTY

OBJECTIVE 4: GENERATE SUFFICIENT REVENUE BY MAXIMIZING ACCESSIBILITY AN 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's Office of Realty generated over \$3.7M in FY 10 to support facilities operations.
- **INITIATIVE 4.2: Pending budget availability; implement an automation database tracking system; to track leasing agreements, leasing revenues, square footages utilizations, and etc.**
OPEFM's Office of Realty was not able to accomplish this target due to limited resources (funding and staff reduction).
- **INITIATIVE 4.3: Develop and update Use Agreement Guidelines.**
OPEFM's Office of Realty updated its Administrative Procedures and incorporated it into a Draft - Standard Operating Procedures.

BUSINESS OPERATIONS/FINANCIAL SERVICES

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.**
This is a workload measurement. The Customer Services Unit processed over 20,000 (new) work orders; this was 5,000 above the projected target analysis; and closed approximately 9,400 (39%) of all completed work orders. The Customer Services Unit closes work orders mostly by Contracted Services and the remaining are closed by the Maintenance and Operations Shops.



Key Performance Indicators – Details

Performance Assessment Key:

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

	Measure Name	FY2009 YE Actual	FY2010 YE Target	Revised FY2010 YE Target	FY2010 YE Actual	FY2010 YE Rating	Budget Program
OFFICE OF THE DIRECTOR							
●	1.1 Number of employees who Managers completed evaluation review	259	273	265	265	100%	AGENCY MANAGEMENT PROGRAM
●	1.2 Number of employees using new individual Performance Plan and Objectives (PPO) tool	0	42	17	18		AGENCY MANAGEMENT PROGRAM
SCHOOL CONSTRUCTION (CAPITAL IMPROVEMENT) DIVISION							
●	1.1 Number of modernization projects underway on time within the project deadlines	23	18		19	105.56%	PLANNING, DESIGN & CONSTR. DIVISION
●	1.2 Number of projects underway within budget	23	18		19	105.56%	
●	1.3 Contract dollars spent with Certified Business Enterprises (CBE) (50% participation is required by	64	50		51.99%	103.97%	AGENCY MANAGEMENT PROGRAM



	Education Reform Act)						
1.4	Number of (active) School Improvement Teams established	20	10	17	17	100%	PLANNING, DESIGN & CONSTR. DIVISION
1.5	Number of square feet modernized	890509	1363000	2091010	2131010	101.91%	PLANNING, DESIGN & CONSTR. DIVISION
MAINTENANCE AND OPERATIONS PROGRAM							
1.1	Number of open work orders	5414	5000		265	100%	OPERATIONS & MAINTENANCE DIVISION
1.2	Number of work orders cleared	19830	17000		21381	125.77%	OPERATIONS & MAINTENANCE DIVISION
1.3	Average days to complete new work orders	42	31		25	124%	OPERATIONS & MAINTENANCE DIVISION
OFFICE OF REALTY							
1.1	Revenue earned from available leasing Space	0	\$3,500,000		\$3,747,077	107.06%	OFFICE OF FACILITIES MANGEMENT
BUSINESS OPERATIONS/FINANCIAL SERVICES							
1.1	Number of new work (WOs) received by Customer Services	0	15000		21381	107.06%	OPERATIONS & MAINTENANCE DIVISION
1.2	Number of work closed by Customer Service	15864	17000	11500	17899		OPERATIONS & MAINTENANCE DIVISION
1.3	Average time to process a requisition (under \$100k) purchases	20	7				OPERATIONS & MAINTENANCE DIVISION