

Rudolph F. Crew, Ed. D., Superintendent of Schools

**SUBJECT: INFORMATIONAL ITEM: OVERVIEW OF THE
REORGANIZATION AND RESTRUCTURING OF SCHOOL
FACILITIES**

COMMITTEE: FACILITIES MANAGEMENT

Background

In order to meet our district-wide objectives, the Office of School Facilities has three primary responsibilities:

- Planning for and providing a seat in a real school for each and every student;
- Eliminating the backlog of deferred maintenance and bringing all building systems to a state of good repair;
- Providing modern instructional facilities not only in new schools, but system-wide.

Over the past decade, numerous studies, audits, committees, etc. have reported on the shortcomings of the various departments within School Facilities. An abundance of recommendations were made for new processes, procedures, staffing levels and overall organization changes. Nearly all of these focused on developing a more strategic planning effort and strengthening accountability in the areas of maintenance and construction with meaningful project tracking systems. We have reviewed each of them, absorbed their most salient points and are now poised to move forward.

This reorganization plan represents how the Office of School Facilities (note change in name from previous misnomer: Facilities Maintenance and Construction) will position itself to tackle its three primary responsibilities.

Existing Organization Overview

The Office is currently divided into three distinct departments: Maintenance Operations, Planning and Construction. Maintenance Operations is divided into the general categories of Satellite Operations (zone mechanics, skilled trades); and Projects (inspections, JOCS, environmental, etc.). There are five Satellite offices and fifteen departments on the Projects side of Maintenance. The Division of Safety, Energy, Communication, and Fiscal Management, comprised of three units, while housed apart from any of the five maintenance satellite locations, also reports directly to Maintenance. The Maintenance Department is further complicated by its current

leadership by UNICCO, a private firm hired to develop improved service delivery techniques and monitoring systems.

The Planning Department is currently comprised of seven units: Facilities Planning and Standards, Advanced Planning, Capital Construction Compliance, Facilities Support Services, Facilities ADA Compliance, A/E Selection and Negotiations, Design Management, and Capital Construction Budgets. Only three of these functions have anything whatsoever to do with short or long term planning.

The Construction Department has three units: Project and Contract Management, Facilities Support Services, and Capital Improvement Projects where all major projects are managed. Design and construction for all new schools, additions, and capital projects above \$200,000 are managed by this group.

All tolled, there are 32 units within the Office of School Facilities, currently without a unifying, coherent organizational structure to foster the interdepartmental communications, prioritizing, project tracking, and strategic planning necessary to manage projects from cradle to grave, instead of focusing on only those phases connected to a particular department. The path from project inception to completion is circuitous at best. At worst, it is hidden below an overgrowth of process and layer upon layer of management.

Goals of this Reorganization

Early in September, a commitment was made to the Board and to the District's over 360,000 students to triple the number of new student stations planned for the 2005 school year opening. In conjunction with that and other core commitments, the redesigned and renamed Office of School Facilities will:

- Perform a system-wide Needs Assessment and comprehensive Five and Ten-Year Capital Plans;
- Reduce the backlog of work orders by a minimum of 25% annually;
- Develop and implement appropriate procedures and project tracking systems to ensure implementation of the Five Year Capital Plan in a timely and cost effective manner.

Overall Reorganization Concept: Interdepartmental Regional Team Management

The first step in harnessing the diverse and randomly directed energies of the senior staff, was to develop and adopt individual and departmental performance goals to align with the office-wide goals above. Once these were established, agreement was reached on an overall organizational structure for School Facilities, defined by Regions (formerly called Access Centers), and staffed by interdepartmental teams dedicated to each Region. This is the overarching concept that drives this reorganization and restructuring plan.

The shift is accomplished utilizing two main strategies:

1. Flattening of the departments' organizational structure and redeployment to regional team management. In effect, managers of units within departments become Regional Team leaders, accountable for their particular Division's role, and for supporting the other Divisions' ability to perform their roles.
2. Assignment of the existing workforce to one of six Regions, to the extent feasible. Where it is time and cost effective to do so, departments will remain centralized.

Highlight of the Changes and their Impact

- All inspections now performed under Maintenance Operations, with the exception of roofing, will be consolidated under the existing Division of Safety, Communications, Energy and Fiscal Management, to form the new Division of Inspections, Operations and Emergency Management. It will report directly to the Chief Facilities Officer. The new office will eliminate duplication of work, expand the scope and improve the effectiveness of inspections, while centralizing accountability under a single command. The existing Director's position will be upgraded to an MEP 25 level, consistent with the expanded responsibilities described here.
- Capital Budget, now reporting to Facilities Planning, will report directly to Chief Facilities Officer to strengthen reporting and monitoring of capital project spending via an Annual Commitment Plan Tracking Report.
- A Chief Architect will be hired, filling an existing vacant position and reporting directly to the Chief Facilities Officer. For the short-term, the Chief Architect will oversee the new Prototype Schools Program, as well as post occupancy evaluations and A/E Selection (now under Planning). Long-term, the District's standard room layouts, design details and specifications, and oversight of design review, will be led by the Chief Architect. This will lead to improved design documentation for better constructability and improved post-occupancy building performance.
- The Planning Division will be consolidated from seven departments to two, Strategic Planning: needs assessment and capital planning; and Pre-design: programming and education specifications (short-term). Contract Compliance, ADA Compliance and Contract Management will be incorporated into the Construction Division; and A/E Selection and Capital Budget will fall under the Chief Facilities Officer. This will allow the Planning Division to focus on its core mission: developing a comprehensive system-wide needs assessment and the short and long term capital plans required to meet current and future needs.
- The Construction Division will be decentralized by Region with project managers dedicated to projects by Region and type of project; e.g., new capacity vs. renovations. The existing Director position will be upgraded,

and reclassified as an MEP 25 position, and unit heads will lead the Regional teams as Senior Project Managers.

- The majority of zone mechanics and skilled trades people will be redeployed to one of six specific regions (now in five satellites), and focus their efforts on reducing the backlog. Management of "Project" work, now separated from the satellites, JOCS and other contract work will also be decentralized by Region, to the extent feasible, and teamed with the zone mechanics and skilled trades people. This will allow each school's backlog to be attacked in a comprehensive way. An annual "State of Good Repair" (SOGR) Plan for each school will be developed jointly with the principal, parent representative, and custodian; identifying what work is needed, the priority status of the work, who will perform the work and the schedule and cost of the work. Regional Team Leaders will be accountable for the completion of the work in the SOGR Plan. A long-term plan to locate the regional maintenance teams with, or at least closer to the Regional Assistance Superintendent's Offices, will be developed. This will further strengthen ownership and accountability of Maintenance Operations management and staff.

This reorganization plan requires a renewed partnership with our most important clients: the individual schools and Regional Offices. Toward that end, the Chief Facilities Officer will arrange and attend regular monthly meetings with the Regional Assistant Superintendents, school representatives, and each of the Regional Team Leaders within the Office of School Facilities: Maintenance Operations, Planning, Design and Construction, and Inspections. These will provide face-to-face opportunities to plan and track the progress of projects already planned, and to identify future projects. Moreover, they will provide the proper venue for building the interdependent relationships required to get the job done.

RECOMMENDED: That The School Board of Miami-Dade County, Florida, receive the Information Item on the Overview of the reorganization and restructuring of school facilities.