

MANAGEMENT



Roy Romer MS, previously known as East Valley Area New MS #1 opened on September 2, 2008.

Did you know?

For the 12 months ending in October 2008, over 5,700 invoices were processed for payment with an average time to pay of 20 days.

New Construction management consists of a core staff of District employees which is supported by a team of contract professionals. The management focus consists of planning, program execution, measurement of performance and rapid deployment of corrective action. To support the execution of core management principals, program management personnel in operating departments and the Deputy Chief Facilities Executive's staff deliver the following functions and provide the support needed to accomplish the Program's goals.

Reporting and Analysis

To effectively manage the Program, it is critical that senior management is provided with timely, accurate and actionable information from which to make decisions. Executive staff aggregates data produced throughout the District and within the Facilities Services Division, performs extensive analysis and develops the reports that senior management uses to keep the program on track. In addition to monitoring performance against benchmarks, the analytical reports also identify emerging trends that enable initiation of corrective action where required.

Policies and Procedures

The Facilities Services Division policies and procedures have been developed for the effective management of the New School Construction Program. Specific procedures include but are not limited to requirements in the areas of budget development, design management, environmental assessment, site acquisition, project management, as well as operational guidelines to ensure accountability for costs controls, invoice processing and contract management.

An important aspect of managing procedures involves the continuous review and evaluation of existing procedures. Where necessary, procedures are modified to reflect policy decisions, to better align procedures with operating imperatives, and to reflect any updated regulatory requirements. Through the execution of an effective process improvement effort, the New Construction branch continues to improve and optimize its operations.

Training and Quality Management

LAUSD intensively trains its staff to ensure adherence to District policies and procedures. In addition, training on timely topics and lessons learned is conducted. All LAUSD project managers are required to attend specialized training programs and become certified on the policies and procedures of the Facilities Services Division.

In order to ensure that policies and procedures are uniformly followed at project sites, New Construction has established a Quality Assurance Review (QAR) plan managed by the Director of Project Support. The QAR group routinely visits job sites and reviews the work flow processes and documentation being maintained by project managers to ensure that work is performed based on approved policies and procedures. The QAR group communicates its findings to all levels of the construction management organization and recommends actions to improve organizational effectiveness and adherence to policies and procedures. Actions from QAR reviews may include additional training, staff realignment, or modifications to policies and procedures.

Safety Management

The Construction Department Safety Manager provides procedural and technical support to the field in regards to safety. Assistance is provided regarding health and safety regulations, reporting requirements, safety training, and other related issues. Effectiveness is monitored through metrics that measure leading and lagging indicators of jobsite safety. Partnering with the contractors and labor is encouraged to promote a safe working environment with the shared goal of zero jobsite accidents and incidents. Our commitment is to enhance the safety culture in New Construction through a goal-driven program of safety awareness, safety training, and institution of accident and incident prevention techniques.

Financial Operations

As a publicly-funded construction program, it is critical that the New Construction effort is managed in a fiscally responsible and legally sound manner. Program management staff manages budgets to ensure that use of the resources is optimized and that the goals of the program are achieved. The Program Finance and Controls group works with New Construction departments to develop project funding strategies and manage budgets including required changes. In addition to managing funds related to project execution, this group assists the New Construction departments in developing and adhering to fiscal year operating budgets that are sufficient to enable the delivery of operating activities.

Contract Management

The Program executive staff manages the professional services contracts that are used throughout the New Construction branch to augment staff with contract professionals required to achieve the objectives of the bond program. Staffing levels are managed against budgets and staffing firm invoices are monitored to ensure that they are accurate and provide information to the departments when action is required. The executive staff also acts as the interface to the Facilities Contract Services branch of the Facilities Services Division.

Management Cost

Management costs are limited to 10% of the Program. Project management costs represent 6% and program management costs represent 4% of the total program budget. Currently, management costs are below this limit. A 10% management cost percentage is lower than most comparable facilities or infrastructure programs.

Management Reports

In addition to tracking project performance against baseline scope, schedule and cost, the following indicators of management success have been instituted.

Indicator	Goal	2007 Status (SEP 2008)	2008 Status (SEP 2009)
Response time to questions from contractor (RFC)	7 days	6 days (average)	7 days (average)
Invoice payments	30 days	22 days (average)	20 days (average)
Change orders as % of contract (completed contracts)	5%	8.70%* (cumulative)	10.68%* (cumulative)

* Higher rate of change orders is due to change orders on recently completed projects being priced at current cost, rather than costs at bid time.