

Vision

Success, one student at a time.

Mission

We inspire student success through high quality learning opportunities, supported by meaningfully engaged students, parents, staff and community.

Values

Supporting the Vision, Mission and Priorities are the District 's cornerstone values of accountability, collaboration, equity and integrity.

District Priorities 2018-2022

1. Foster growth and success for every student by supporting their journey from early learning through high school completion and beyond.
2. Provide welcoming, high quality learning and working environments.
3. Enhance public education through communication, engagement and partnerships.

Profile

This decision unit provides project management services to schools and the District. The services support the life cycle of the project from initial inception to final completion. Examples of project types include: capital funded modernizations and new school construction, infrastructure maintenance and renewal (IMR), as well as decision unit funded projects initiated by schools or central departments.

Results and Implications

Division Priorities 2018-2022

1. Foster growth and success for every student by supporting their journey from early learning through high school completion and beyond.
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Based on the three SMART goals that were established for 2019-2020, report on the results you achieved (with evidence, including referencing the School's Accountability Pillar results, if applicable) and describe how achievement of the goal supports the above Division's Priorities that were in effect when the goal was set.

SMART Goal 1: Service Driver: Stake holder satisfaction and service orientated.

Key Performance Indicator: Delivery of high quality project management support and services that are results orientated, based on a flexible framework, informed by evidence-based decisions, and responsive to the evolving needs of schools, central and the community.

Cornerstone Values: Accountability, Equity, Collaboration

Metrics:

1. Working with the Edmonton Construction Association (ECA) Owner's Group, implement 360 reviews to evaluate project management supports by the end of the 2019-20 school year. Evaluations, based on specific projects, will include feedback from District stakeholders and industry partners to assess areas of professional improvement for the Infrastructure Project Management Office (iPMO).
2. PMO staff will continue to build their understanding of LEAN principles. Lean methods seek to develop and manage a project through relationships, shared knowledge and common goals. PMO staff will have further training and start working in an applied LEAN environment.
3. PMO staff will further enhance methods of 'project status' reporting to stakeholders by June, 2020. Staff will work with Infrastructure Planning to create a reporting platform within Archibus and will further develop the dashboard for Capital Project reporting.

Results Achieved:

1. Staff from the project management office were successful in the drafting of a 360 degree contractor and consultant review document based on the Edmonton Construction Association's sample documents. The 360 degree review document has been reviewed by our industry partners and is being tested by some of our project managers now that some of our larger 2019-2020 IMR projects are coming to completion. Elements evaluated in the review document include flow of information, occupational health and safety, payment timelines and project closeout. Insights gathered through the 360 review of Project Management practices helped initiate important concepts woven into the ongoing integration of Maintenance and Project Management to form Integrated Infrastructure Services (IIS). While that work continues through 2020/21, principles that surfaced through the 360 review, such as standardization of processes and improvements in communication, will help to shape work across all IIS units.

2. PMO staff have continued their training in LEAN principles and have begun learning to apply the principles in their routine day to day work. Staff are also learning how to bring principles from our Integrated Project Delivery projects together with the LEAN practices. This work resulted in the successful 'in-house' application of IPD in a complicated multi-school IPD project using our Capital Maintenance Renewal (CMR) funds. The 13 school modification project is deep into construction and is demonstrating the benefits that both LEAN and IPD bring to our school projects.

3. PMO Staff built a new internal dashboard that provides live up to date information on all projects to the leadership team. The goal to expand the dashboard to our stakeholders was not realized as the Archibus platform was in the middle of an upgrade. This work will continue in 2020.

SMART Goal 2: Service Driver: Internal Quality Assurance.

Key performance Indicator: The Infrastructure Project Management mechanisms or systems are responsive, timely, continually improving, and aligned with industry standards in meeting the learning and business outcomes of the district.

Cornerstone Values: Accountability, Equity, Collaboration

Metrics:

1. Building on collaborative efforts by the Edmonton Construction Association Owners' Forum, implement a Vendor Performance Framework by the end of 2019-2020. The goal of the Vendor Performance Framework is to ensure that the District maximizes value and quality on all capital construction projects.
2. In order to advance strategies that allow staff to share best practices and lessons learned with internal stakeholders, PMO will conduct weekly PITT (Process Improvement Team Talks) that facilitate information sharing and develop a collaborative team.
3. Project Management staff are increasing their understanding of how to work as a collaborative team. This year an emphasis will be placed on developing standardized tools for team member reporting to both each other and stakeholders. A strong emphasis will be placed on clear, concise communication.

Results and Implications

Results Achieved:

1. Staff from PMO were successful in the drafting of a 360 degree review document based on the Edmonton Construction Association's sample documents. The 360 degree review document has been reviewed by our industry partners and is being tested by some of our project managers now that some of our larger 2019-2020 IMR projects are coming to completion.
2. The PMO staff attended weekly Process Improvement Team Talks (PITT) for the 2019-2020 budget year. The PITTs were highly successful and helped in building the team culture. There were over 30 one hour sessions held between October and March 2020. Some topics that were discussed included review of template documents, tips on LEAN and working in team environments, how to have fierce conversations, and relationship building techniques. As staff shifted to working from home due to COVID-19, the PITTs were put on hold late in March 2020.
3. In an important shift from individuals uniquely managing Division construction projects, Project Management staff have been working under a 'team' management construct for almost two years - the focus being on a collective skill set and collaborative lens being applied to projects managed. While the start of working in teams was difficult, the culture shift is evident as staff are leaning into being part of a team. In our PITT meetings, staff worked on developing and implementing standardized processes. This work will continue as we build our understanding of where a unified approach would be of benefit. A significant focus on communication within the team over the past year was accentuated by the shift to working from home in March. Our team built experience in how to continue to support each other and keep communication at the forefront.

SMART Goal 3: Service Driver: Innovative Practices.

Key Performance Indicator: Infrastructure Project Management is committed to research activities and the implementation of industry trends and best practices.

Cornerstone Values: Accountability, Equity, Collaboration, Integrity

Metrics:

1. Continue to work with Infrastructure Planning on the development of Archibus and the Project Management Module.
2. PMO Staff will work with industry partners to develop our understanding of current practice. This would include attending events hosted by IPDA (Integrated Project Delivery Association, Alberta Chapter), Edmonton Construction Association, LEAN construction Institute (LCI), Association for Learning Environments (A4LE) and other industry events.
3. PMO team members will each attend a minimum of 2 seminar / conference events in order to understand industry trends and best practices. Perspectives and new concepts will be shared amongst PMO team members through presentation (Lunch and Learn of PITT) or logging information for the rest of the team.

Results Achieved:

1. Archibus, including the project management platform, was implemented at the end of August 2020. Additional work to further refine use of the tool within the Project Management team will continue through 2020-2021. The Project Management module requires a more robust implementation - work flows and reporting of project status will be areas of focus with Archibus.
2. Many team members attended a variety of courses or events by our Industry partners such as Edmonton Public Schools was asked to help Chair a May 20, 2020 virtual ECA round-table event that focused on challenges emerging in the industry. Edmonton Public Schools is a founding member of a new industry committee aimed at supporting unique infrastructure matters. The Major Public Owners' Group and staff are part of the Owner's Group for the Integrated Project Delivery Alliance, Alberta Chapter. Project Management PITT meetings included learnings brought back from professional learning opportunities and committee meetings.
3. Many staff members also attended IPD training sessions either through their project or out of interest. Staff were asked to participate in knowledge gathering sessions related to our experience with IPD. Over the summer, our staff presented IPD basics to our own newest IPD team working on both the Suzuki Charter School project and our own CMR modernization IPD project.

What were the biggest challenges encountered in 2019/20?

- COVID-19 was a challenge to many people, but specifically challenging to some of our construction partners and supply chain. The modular classroom delivery was delayed from the manufacturer by approximately six weeks related to supply chain issues. In general, Division projects were able to proceed and meet our target dates.
- The PMO office also provided project management support for over 30 million dollars of Capital Maintenance Renewal funding provided by the Province. This additional funding allowed for an additional 160 projects at our schools that included projects focused on Student Accommodation and upgrading learning environments, upgrading CTS or specialized classrooms, large mechanical or electrical upgrades and exterior asphalt or concrete repairs or replacements.

What was most important for your school community as you prepared for the 2020-2021 school year?

- PMO staff supported the re-entry plans of schools in a variety of ways:

Results and Implications

- Ensuring contractors working at our schools were included in the information flow of school plans and limiting contact between contractors and school staff to the extent possible.
- Supporting schools that required additional storage for excess furniture by providing a one-stop contact for schools to rent temporary storage containers.
- Installing over 600 one-touch faucets in bathrooms across the Division to ensure safety and hand hygiene.
- In conjunction with Purchasing and Contract Services our schools will be receiving hand wash stations to support additional hand washing for students. PMO staff had more than 120 direct conversations with school principals to ensure their potential need for additional temporary sinks was recorded and considered.
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Division Priorities 2018-2022

1. Foster growth and success for every student by supporting their journey from early learning through high school completion and beyond.
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The following SMART (Specific, Measureable, Attainable, Relevant, Time-Framed) goals have been established for the 2020/2021 school year. Select the Division Priority number that the goal supports from the drop-down box. Schools are to set one goal for each priority. Central DU's can set their goals around one or more priorities.

SMART Goal 1 Service Driver: Stakeholder satisfaction and service orientated.

Key Performance Indicator: Delivery of high quality construction project support and services that are results orientated, based on a flexible framework, informed by evidence-based decisions, and responsive to the evolving needs of schools, central and the community.

Cornerstone Values: Accountability, Equity, Collaboration

Metrics:

1. Staff in the Integrated Infrastructure Services department are working to build a new team approach to construction and maintenance work in our schools. The focus for 2020-2021 is for staff to build new processes for work flow that allows team members to remain up to date in our projects. Work Flow improvements will include improving transfer of information between planning and construction staff and applying staffing and material planning to project work. These new processes will be applied to IMR work undertaken this year.
2. Integrated Infrastructure Services staff will work together to build an understanding of pull planning to create schedules for our projects. Over the course of the 2020-2021 year, staff will use pull planning to build a high level schedule for both Base Line of Service and IMR projects. The ultimate goal is to have a master schedule that incorporates all projects and routine maintenance.

Priority 2**SMART Goal 2 Service Driver: Internal Quality Assurance.**

Key performance Indicator: The Integrated Infrastructure Services mechanisms or systems are responsive, timely, continually improving, and aligned with industry standards in meeting the learning and business outcomes of the Division.

Cornerstone Values: Accountability, Equity, Collaboration

Metrics:

1. Working collaboratively with Purchasing and Contract Services to implement the Vendor Performance Framework for Capital projects and modular installations. The goal of the Vendor Performance Framework is to ensure that the District maximizes value and quality on all construction projects.

Priority 1**SMART Goal 3 Service Driver: Innovative Practices.**

Key Performance Indicator: Integrated Infrastructure Services is committed to research activities and the implementation of industry trends and best practices.

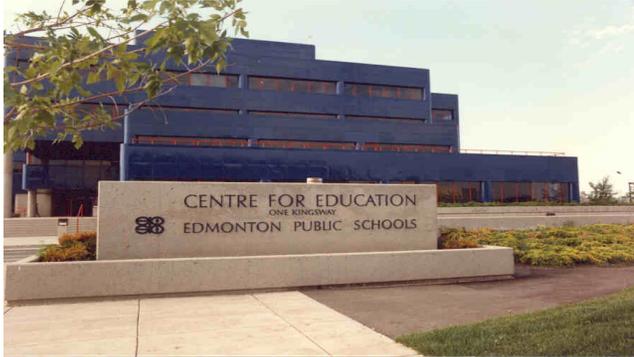
Cornerstone Values: Accountability, Equity, Collaboration, Integrity

Metrics:

1. Integrated Infrastructure Services (IIS) Staff will continue to work with industry partners to build an understanding of best practices and processes. This would include attending or speaking at events hosted by IPDA (Integrated Project Delivery Association, Alberta Chapter), Edmonton Construction Association, LEAN Construction Institute (LCI), Association for Learning Environments (A4LE) and other industry events. Leadership staff from IIS will take a active role in our collaborative work with these associations.
2. In order to advance strategies that allow staff to share best practices and lessons learned within our team, IIS staff will conduct weekly PITT (Process Improvement Team Talks) from November to June that facilitate information sharing and continue to develop a collaborative team. This includes bringing forward concepts presented by our partners through the associations listed above.

Priority 2

Profile



<u>Staff FTE</u>		<u>Budget</u>	
Custodial	3.500000	Salaries	\$1,742,029 78%
Exempt	10.000000	Supplies, Equipment and Services	\$490,101 22%
Support	4.000000	Total	\$2,232,130 100%
Teacher	0.000000		
Maintenance	0.000000		
Total	17.500000		

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Profile

This decision unit provides direct operational support to schools through the provision of a wide variety of construction and maintenance services, including all trade professionals who undertake emergency, preventative and routine maintenance programs. Responsibilities include ensuring that buildings and building elements comply with legislated building codes and health and safety standards for learning environments and also providing advice and support for the district schools and capital program.

Address: One Kingsway

Budget Summary Report

	2020-21 Spring Proposed		2020-21 Fall Revised	
Resources		2,232,130		2,232,130
Internal Revenue		0		0
REVENUE TOTAL		2,232,130		2,232,130
Exempt	10.000000	1,217,564	10.000000	1,217,564
Exempt (Hourly/OT)	.000000	10,000	.000000	10,000
Support	4.000000	245,801	4.000000	245,801
Support (Supply/OT)	.000000	10,000	.000000	10,000
Custodial	3.500000	218,664	3.500000	218,664
Custodial (Supply/OT)	.000000	40,000	.000000	40,000
TOTAL NON-TEACHER	17.500000	1,742,029	17.500000	1,742,029
(% of Budget)		78.04%		78.04%
TOTAL STAFF	17.500000	1,742,029	17.500000	1,742,029
(% of Budget)		78.04%		78.04%
SUPPLIES, EQUIPMENT AND SERVICES		442,351		442,351
INTERNAL SERVICES		47,750		47,750
TOTAL SES		490,101		490,101
(% of Budget)		21.96%		21.96%
TOTAL AMOUNT BUDGETED		2,232,130		2,232,130
Carry Forward Included		0		0
Carry Forward to Future		0		0

Profile



<u>Staff FTE</u>		<u>Budget</u>	
Custodial	2.000000	Salaries	\$11,644,260 61%
Exempt	0.000000	Supplies, Equipment and Services	\$7,394,559 39%
Support	0.000000	Total	\$19,038,819 100%
Teacher	0.000000		
Maintenance	121.000000	Internal Revenue	\$2,000,000
Total	123.000000		

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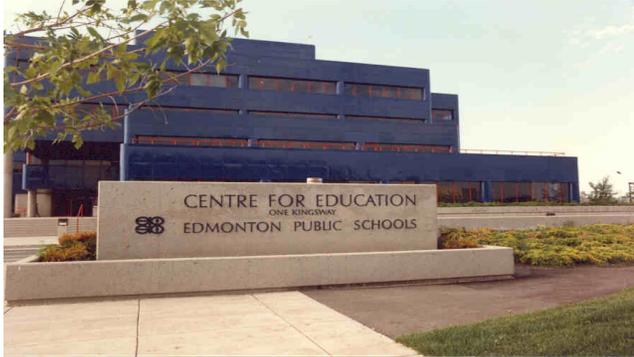
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Budget Summary Report

	2020-21 Spring Proposed		2020-21 Fall Revised	
Resources		17,038,819		17,038,819
Internal Revenue		2,000,000		2,000,000
REVENUE TOTAL		19,038,819		19,038,819
Exempt	.000000	0	.000000	0
Exempt (Hourly/OT)	.000000	0	.000000	0
Custodial	2.000000	148,760	2.000000	148,760
Custodial (Supply/OT)	.000000	13,500	.000000	13,500
Maintenance	121.000000	11,132,000	121.000000	11,132,000
Maintenance (Casual/OT)	.000000	350,000	.000000	350,000
TOTAL NON-TEACHER	123.000000	11,644,260	123.000000	11,644,260
(% of Budget)		61.16%		61.16%
TOTAL STAFF	123.000000	11,644,260	123.000000	11,644,260
(% of Budget)		61.16%		61.16%
SUPPLIES, EQUIPMENT AND SERVICES		5,722,059		5,722,059
INTERNAL SERVICES		1,672,500		1,672,500
TOTAL SES		7,394,559		7,394,559
(% of Budget)		38.84%		38.84%
TOTAL AMOUNT BUDGETED		19,038,819		19,038,819
Carry Forward Included		0		0
Carry Forward to Future		0		0

Profile



<u>Staff FTE</u>		<u>Budget</u>	
Custodial	0.000000	Salaries	\$5,406,000 83%
Exempt	0.000000	Supplies, Equipment and Services	\$1,068,771 17%
Support	0.000000	Total	\$6,474,771 100%
Teacher	0.000000		
Maintenance	58.000000	Internal Revenue	\$6,000,000
Total	58.000000		

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Budget Summary Report

	2020-21 Spring Proposed		2020-21 Fall Revised	
Resources		474,771		474,771
Internal Revenue		6,000,000		6,000,000
REVENUE TOTAL		6,474,771		6,474,771
Maintenance	58.000000	5,336,000	58.000000	5,336,000
Maintenance (Casual/OT)	.000000	70,000	.000000	70,000
TOTAL NON-TEACHER	58.000000	5,406,000	58.000000	5,406,000
(% of Budget)		83.49%		83.49%
TOTAL STAFF	58.000000	5,406,000	58.000000	5,406,000
(% of Budget)		83.49%		83.49%
SUPPLIES, EQUIPMENT AND SERVICES		1,068,771		1,068,771
INTERNAL SERVICES		0		0
TOTAL SES		1,068,771		1,068,771
(% of Budget)		16.51%		16.51%
TOTAL AMOUNT BUDGETED		6,474,771		6,474,771
Carry Forward Included		0		0
Carry Forward to Future		0		0

Profile



<u>Staff FTE</u>		<u>Budget</u>	
Custodial	0.000000	Salaries	\$2,353,867 93%
Exempt	20.600000	Supplies, Equipment and Services	\$188,752 7%
Support	0.000000	Total	\$2,542,619 100%
Teacher	0.000000		
Maintenance	0.000000	Internal Revenue	\$1,400,000
Total	20.600000		

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Budget Summary Report

	2020-21 Spring Proposed		2020-21 Fall Revised	
Resources		1,142,619		1,142,619
Internal Revenue		1,400,000		1,400,000
REVENUE TOTAL		2,542,619		2,542,619
Teacher	.000000	0	.000000	0
Supply Teacher	.000000	0	.000000	0
TOTAL TEACHER	.000000	0	.000000	0
(% of Budget)		0%		0%
Exempt	20.600000	2,338,867	20.600000	2,338,867
Exempt (Hourly/OT)	.000000	15,000	.000000	15,000
Support	.000000	0	.000000	0
Support (Supply/OT)	.000000	0	.000000	0
TOTAL NON-TEACHER	20.600000	2,353,867	20.600000	2,353,867
(% of Budget)		92.58%		92.58%
TOTAL STAFF	20.600000	2,353,867	20.600000	2,353,867
(% of Budget)		92.58%		92.58%
SUPPLIES, EQUIPMENT AND SERVICES		177,752		177,752
INTERNAL SERVICES		11,000		11,000
TOTAL SES		188,752		188,752
(% of Budget)		7.42%		7.42%
TOTAL AMOUNT BUDGETED		2,542,619		2,542,619
Carry Forward Included		0		0
Carry Forward to Future		0		0