



Councilmembers:

Attached at the request of Councilwoman Katherine Gilmore-Richardson is a breakdown of The School District of Philadelphia's open work orders. The spreadsheet is broken down by building and councilmanic district.

As you review this document, it is important to be aware of the limitations of this data. The numbers do not tell a complete story.

There are currently more than 11,000 work orders shown as open in the system; for context, there have been more than 250,000 work orders generated across nearly 300 buildings since the District adopted the MOJO (Management of Joint Operations) platform for managing work orders in the 2015/16 school year.

Work orders are requests that are generated for any operational need, from a burned out lightbulb to more significant issues requiring repair or construction. Work orders can be generated by principals, building engineers and others. This means that multiple people may enter separate work order requests for the same issue and in different ways, which sometimes leads to duplication.

The District's historic recordkeeping has not always been consistent – an open work order does not necessarily mean the work was not completed, but could mean that the work order was not closed. This might happen, for example, if the issue identified in a work order was addressed as part of a larger capital project. In addition to the possibility that multiple users may enter redundant work requests, third-party applications and other outside requests compound the redundancy and record keeping difficulties. There are also inconsistencies in how requests have been made: For example, if one project has multiple deficiencies that need repair, sometimes only one work order will be tabulated in the system; other times it has been broken into multiple work orders for one project. Another key challenge related to a lower rate of reduction for the current backlog is the maintenance team's need to constantly react to emergencies related to the District's aging infrastructure, and sporadic acts of vandalism.

There are currently more than 500 building engineers, facilities area managers and maintenance mechanics who enter, schedule and update work online using MOJO.

Since late 2020, the District has identified record consistency and quality control as a priority and has made several steps to improve practices, including:

- Hiring an outside contractor to manage all the data related to asbestos inspections.
- Implementing a Site Specific Facilities Management Plan (SSFMP) which enables staff to identify potential issues earlier.
- Increasing focus on logistics and efficiency to help reduce the backlog.
- Standardizing work order entry and closure practices.

By the numbers:

- Since the District implemented MOJO in 2015, there have been 258,799 work requests generated.
- There are currently 11,194 open work orders.
- Since the return from the break during the pandemic, work requests have been reduced by 5,980 from 17,174 to the current level of 11,194.

We are mindful that numbers shared in isolation can paint an inaccurate story, and we want to take care not to incite undue concern or a barrage of document requests, which would fall to the same District personnel who are currently managing the actual work of improving and maintaining conditions in our schools.