



Maintenance/Operations/Facilities Review

Initial Report: December 29, 2021

FCMAT Recommendation Progress Monitoring - **June 22, 2022 Update**

Using This Document

As a result of the Maintenance/Operations/Facilities Review (MOF) conducted by FCMAT in Summer/Fall 2021 and the report presented to the Board of Education at the January 12, 2022 Governing Board Meeting, the Chief Business Officer and the Directors of Maintenance & Operations and Facilities & Bonds will regularly communicate progress on the FCMAT recommendations on the Business Services and MOF page of the District website, family communication platforms, Ask the CBO video updates, Measure C and J CBOC meetings, and presentations to the Board of Education. For this initial presentation, many of the tasks are assigned to the Director of Maintenance & Operations and will be more delineated to other department leaders by the February presentation.

The sections here coincide with the evaluation areas noted in the January 12, 2022 report. The areas noted here are MDUSD progress monitoring and responses to the recommendations in each section of the review. This document serves as a “dashboard” to outline the efforts to date. Items are color-coded as follows:

Fully Implemented	Implementation in Process	Planning in Progress	Not Started
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Organizational Structure

1. Reconfigure the management structure within maintenance and operations by redistributing line staff oversight duties and reducing vertical layers of management.	CBO Director of M&O Consultant
MDUSD 1/19/2022 update: this is a work in progress and should be ready for the Board by the Feb 9, 2022 board meeting	
MDUSD 2/23/2022 update: Proposed reorganization will be brought forward at the March 9, 2022 board meeting that includes large section changes but will not include anything that needs to be bargained. Any changes that cannot be resolved through bargaining will not be enacted and no additional positions will be added until resolved.	
MDUSD 6/22/2022 update: New structure has been designed and takes effect on July 1, 2022.	

Secretarial Support Staffing

1. Review the tasks being performed by clerical staff and evaluate the distribution of duties among staff, with the goal of alleviating any redundancy in tasks being performed by multiple staff and ensuring time is focused on tasks with the highest priority.	Director of M&O
MDUSD 1/19/2022 update: not started	
MDUSD 6/22/2022 update: work in progress, has been discussed based on new org chart and layoffs, staff meeting reviews of changes	
2. Assess staffing needs based on workload and distribution of assigned duties.	Director of M&O
MDUSD 1/19/2022 update: not started	
MDUSD 6/22/2022 update: work in progress, supervisors meeting to continue conversations that address current needs	
3. Cross train secretarial staff to ensure there is coverage during employee absences to ensure the continuity of workflow.	Director of M&O
MDUSD 1/19/2022 update: not started	

MDUSD 6/22/2022 update: reviewing current duties, writing written procedures for the absolutes that must be done when someone is out.

Maintenance Staff & Operations

<p>1. Develop a method for differentiating between contracted routine maintenance and contracted major maintenance.</p>	<p>CBO Director of F&B Director of M&O</p>
<p>MDUSD 1/19/2022 update: not started</p>	
<p>MDUSD 2/23/2022 update: review of this item is underway. Cost limits will be established for oversight determination based on PCC and/CUPCCAA.</p>	
<p>MDUSD 6/22/2022 update: currently contracting out where needed to catch up on needs, especially those that are safety/security issues.</p>	
<p>2. Develop a plan for incrementally increasing staffing to enable it to move from Level 4 (Reactive Maintenance) toward Level 2 (Comprehensive Stewardship).</p>	<p>Chief - HR Superintendent CBO Director of M&O</p>
<p>MDUSD 1/19/2022 update: This will be an ongoing conversation with the Governing Board to identify the level of support the Board wants in place, and then prioritized funding to get to that place.</p>	
<p>MDUSD 2/23/2022 update: Proposed draft reorganization complete. Conversations with Teamsters and HR have started. Draft department level of care standards in progress. Technology, equipment and vehicle preliminary research ongoing.</p>	
<p>MDUSD 6/22/2022 update: reorg will move from Level 4 to Level 3 - implement and monitor. FTE for additional current positions have been posted.</p>	
<p>3. Review and change job descriptions to include other duties so urgent building health and safety issues are not neglected.</p>	<p>Chief - HR Directors - HR Director of M&O</p>
<p>MDUSD 1/19/2022 update: not started</p>	
<p>MDUSD 2/23/2022 update: Draft job descriptions created and under review. Will be brought forward for board review and approval.</p>	

MDUSD 6/22/2022 update: Job descriptions updated/created so far have included: Custodial & Operations Manager, Landscape Manager, Custodial & Operations Coordinator, Facilities Technician. Others are currently in draft form pending final negotiations.	
4. Evaluate its current prerequisites for skilled trade positions to make adjustments to attract a wider range of qualified candidates to fill vacant positions.	Chief - HR Directors - HR Director of M&O
MDUSD 1/19/2022 update: not started	
MDUSD 2/23/2022 update: As job descriptions are reviewed and/or created, the experience requirements may be adjusted. This will be an ongoing process.	
MDUSD 6/22/2022 update: This is a work in progress.	

Custodial Staffing & Operations

1. Consider placing custodians under the direct supervision of school principals, and making principals responsible for the evaluation and discipline of custodians.	Chief - HR Director of M&O
MDUSD 1/19/2022 update: in process of discussing with principals for training needed, most seamless timing for transition	
MDUSD 2/23/2022 update: Discussed with principals at TK-12, custodial standards plan and manual update in progress, custodians will be trained, principals trained; Plan to begin principal supervision as of the start of new school year (July/Aug 2022). Discussed with Teamster leadership to let them know this practice will begin in July. Standards and expectations will be established between now and then, and principals will be trained on custodial supervision in order for changes to take effect in the new fiscal/school year.	
MDUSD 6/22/2022 update: This change will not take place. After feedback from bargaining groups, we will instead hire more administrators in the Custodial Operations Coordinator roles. Two new positions have been created that are both evening positions, and more will be created in Spring 2023 to address adequate supervision. While the department will now have 4 coordinators/supervisors, this is not adequate to appropriately supervise 161 custodians at more than 55 locations in the district.	
2. Have school principals collaborate with the facilities area administrator on the expectations for custodians at each school to ensure custodians are not required to perform tasks outside their job descriptions, such as traffic control, yard duty or other miscellaneous duties.	Director of M&O Area Fac. Mgrs
MDUSD 1/19/2022 update: not started	

MDUSD 6/22/2022 update: this is a work in progress as principal feedback sessions are taking place this month.	
3. Use the CASBO custodial formula or alternative formula to redistribute the number of custodians among schools equitably based on objective criteria, such as the number of students, number of teachers, and/or building square footage at each school.	Chief - HR CBO Director M&O Consultant
MDUSD 1/19/2022 update: Meetings have started with CBO, consultants, Chief - HR, and Director of M&O. Director of M&O has been working with her staff to look at current staffing and crew cleaning options.	
MDUSD 2/23/2022 update: An updated distribution of custodians, including support from roving crews, has been drafted for the new fiscal year, with decisions based on data including enrollment, staff at sites, number of rooms, square footage and more.	
MDUSD 6/22/2022 update: New distribution of staff will begin in the upcoming school year. Roving crew job descriptions are currently in the negotiation phase.	
4. Negotiate language that acknowledges custodial experience outside the district when considering applicants for entry level custodial positions.	Chief - HR Directors - HR
MDUSD 1/19/2022 update: Not started	
MDUSD 6/22/2022 update: Not started	
5. Work diligently to fill vacant custodial positions.	Directors - HR
MDUSD 1/19/2022 update: work in progress - HR will need to provide updates on recruiting and staffing strategies.	
MDUSD 6/22/2022 update: The M&O Department posts positions as soon as supervisors receive any resignation forms. Video was created for hiring custodial positions. Classified Hiring Events have been hosted by the HR Department.	

Custodial Processes & Procedures

1. Use outside vendors when possible to supplement its own efforts to repair tools.	Director of M&O
MDUSD 1/19/2022 update: not started	

MDUSD 2/23/2022 update: Outside vendor use ongoing.	
2. Use objective standards to determine when a tool should be replaced rather than repaired.	Director of M&O
MDUSD 1/19/2022 update: not started	
MDUSD 6/22/2022 update: Identifying inventory software to track & manage tool & equipment inventory, usage & lifetime.	
3. Update the custodial manual to accurately show lines of supervision, current cleaning standards, and the most up-to-date job descriptions for custodial positions.	Director of M&O Directors - HR
MDUSD 1/19/2022 update: the custodial manual/standards was started in November 2021 and is in the process of being finalized. Updates to job descriptions that will take longer and include the support of the HR Department.	
MDUSD 6/22/2022 update: Updated Custodial Manual in progress for an August deployment. Cleaning Standard Level 3 has been identified as our new District Standard Level of care. Anticipating working with Core America for a full Custodial Master Plan development based on Level 3 cleaning and necessary staff levels. Job Descriptions Drafts for some classifications have been submitted for negotiations. All other custodial job descriptions are anticipated to be reviewed and updated in the 22/23 FY.	
4. Update custodial job descriptions to include the essential functions of the job. Ensure the job descriptions in the custodial manual and on the district's website are current and up to date.	Directors - HR
MDUSD 1/19/2022 update: not started	
MDUSD 6/22/2022 update: Job Descriptions Drafts for some classifications have been submitted for negotiations. All other custodial job descriptions are anticipated to be reviewed and updated in the 22/23 FY.	
5. Implement an annual custodian tool inventory to identify missing tools at each school, and plan to fund their replacement.	Director of M&O
MDUSD 1/19/2022 update: not started	
MDUSD 6/22/2022 update: Identifying inventory software to track & manage tool & equipment inventory, usage & lifetime.	
6. Implement regular safety training for maintenance, operations and grounds staff using a matrix substantially similar to one in Appendix C of this report. Contract for this safety training if necessary.	Director of M&O
MDUSD 1/19/2022 update: safety training does take place, but a regularly scheduled matrix of needs will be created and shared - work in progress	

7. Hold monthly safety meetings for maintenance and operations staff.	Director of M&O
MDUSD 1/19/2022 update: Weekly meetings have been established with MOF leadership, and safety is a topic. This process needs to be more formalized.	
MDUSD 6/22/2022 update: Scheduled safety meeting calendar will be deployed prior to the new school year.	

Grounds Staffing & Operations

1. Continue gathering and compiling detailed data on school site grounds composition to aid in evaluating staffing needs and assignments based on the composition of each school in order to maintain at least safe and healthy school grounds.	Director of M&O
MDUSD 1/19/2022 update: this work began in November/December 2021	
MDUSD 2/23/2022 update: District wide grounds service assessment in progress. Proposed plan for scheduled service both weekly and seasonally under review.	
MDUSD 6/22/2022 update: Focuses Landscape Manager implemented as of 7/1/2022. Staffing assessment complete. Draft Job Descriptions for multiple classifications provided and approval is pending final negotiations. We will reevaluate care in Spring 2023.	
2. Use task-based or needs-based scheduling for grounds staffing based on accurate, detailed data for each school site, and allocate adequate staffing to support those identified needs	Director of M&O
MDUSD 1/19/2022 update: not started	
MDUSD 2/23/2022 update: planning in progress	
MDUSD 6/22/2022 update: Grounds Standards in progress. Grounds team service schedule in progress.	
3. Evaluate the cost and benefit of contracting with external vendors for pest control services versus an in-house staffing equivalent.	Director of M&O CBO
MDUSD 1/19/2022 update: this work started in the Fall and will continue. The decision was made at one site to replace all vendors and invest in the redesign of one high school baseball/softball field to mitigate years of gopher issues.	
MDUSD 2/23/2022 update: pulled all pest control invoices for last 3 years, reviewed EdJoin positions for pest control in other districts; cost out the differences between the two approaches from the material/product and staffing perspectives. This task continues.	

MDUSD 6/22/2022 update: No Update	
4. Ensure the department director attends Healthy Schools Act training, and ensure all direct reports to the director have a sufficient understanding of compliance requirements.	Director of M&O
MDUSD 1/19/2022 update: not started	
MDUSD 6/22/2022 update: Scheduling of training for Director as well as other division management staff for fall, 2022.	
5. Have department leaders train staff in the proper use of weed control products.	Director of M&O
MDUSD 1/19/2022 update: not started	
MDUSD 6/22/2022 update: Landscape Staff received in service training for proper weed control. Additional training will take place as the department restructures.	
6. Solicit the development of a turf care plan that addresses all of the key elements for proper maintenance for each type of turf area maintained, and that is accompanied by site maps that identify all turf areas subject to the plan.	Director of M&O
MDUSD 1/19/2022 update: not started	
MDUSD 6/22/2022 update: Early planning in progress. Soliciting proposal to work with staff to create a proper turf care plan.	
7. Consider investing in a centralized irrigation controller system that uses cellular data transmission.	Director of M&O CBO
MDUSD 1/19/2022 update: not started	
MDUSD 2/23/2022 update: Grounds Sprinkler Technician and vendor are working to install cellular controlled irrigation controllers at each secondary large turf. Scheduled completion mid-March. Elementary turf fields will be completed once complete.	
MDUSD 6/22/2022 update: Elementary Turfs cellular controlled irrigation controller installation in progress. Final phase will include medium/large interior lawn areas and other significant areas needing controllers.	
8. Solicit the development of a tree care plan by a certified arborist.	Director of M&O Consultant
MDUSD 1/19/2022 update: not started	

2/23/2022 update: RFQ/RFP currently in development.

MDUSD 6/22/2022 update: No new update

Ongoing and Preventive Maintenance

1. Implement practices to ensure that maintenance staff are using the work order system properly and that department leaders are involved in using the work order system as an accountability tool.	Director of M&O CBO Consultant
MDUSD 1/19/2022 update: this process has started but needs to be built out	
MDUSD 2/23/2022 update: Director of M&O and CBO will explore different work order systems to evaluate whether the current one in place best meets our needs	
MDUSD 6/22/2022 update: Staff has conducted a full review of multiple different work order systems and identified two that meet our needs. We have requested proposals for cost analysis.	
2. Establish a system for the maintenance manager and the director of maintenance and operations to present to the CBO monthly a six-week work order report that includes a plan for how to resolve each outstanding issues. Establish a plan for communicating with and updating those who requested the work on the progress of outstanding work orders.	CBO Director of M&O
MDUSD 1/19/2022 update: Not started - will emerge after an effective Step 1 has been created	
MDUSD 2/23/2022 update: Reports for all work orders over 30 days old created. Review and submission schedule to CBO on a monthly schedule will begin 3/1/2022.	
MDUSD 6/22/2022 update: The CBO has not received reports on a regular basis and is working with staff to calendar the running of reports that can be reviewed. Staff is also working to reduce the amount of time it takes to provide reports once requested, as well as exploring two different systems that would provide better submission, assigning, monitoring, and reviews of work orders so as not to require other district staff to request and wait days/weeks for a report to be run. Current reports of work orders are in excess of 150 pages. One of the consultants we have hired has been working with the leadership in M&O to address work order completion, but the staffing shortages and absences have been excessive this year, both of which significantly hinder the ability to complete and close out work orders.	

3. Establish a plan for communicating with and updating those who requested the work on the progress of outstanding work orders.	Director of M&O Director of F&B
MDUSD 1/19/2022 update: This process has improved over the last 9 months and principals/directors of departments have acknowledged the improvements. However, this needs to be more structured and consistent.	
MDUSD 6/22/2022 update: With the replacement of the current work order system once decided upon and with creation of the new Facilities Technician, there are essential functions of the job duties that include site communication, etc. This will be an ongoing improvement item.	

Preventive Maintenance Planning

1. Create, or commission the creation of, a comprehensive preventive maintenance plan that includes all facilities for each site. Ensure the plan describes all building components and systems, the maintenance requirements and timing for each, and whether district staff or a vendor will perform each task.	Director of M&O Director of F&B
MDUSD 1/19/2022 update: This process started in the Fall with an inventory of maintenance needs, and is a work in progress.	
MDUSD 6/22/2022 update: This is a work in progress	
2. Use the work order system to manage preventive maintenance work assignments.	Director of M&O Director of F&B
MDUSD 1/19/2022 update: This is a work in progress.	
MDUSD 6/22/2022 update: This is a work in progress.	
3. Develop a proactive preventive maintenance strategy.	Director of M&O Director of F&B
MDUSD 1/19/2022 update: This is a work in progress.	
MDUSD 6/22/2022 update: With the development of the team scheduled team plan that we intend to launch this fall, and once the negotiations are complete with the union, we will be better able to support our site work orders and move into the proactive planning strategy. This is a work in progress and will take some time to verify improvement. Data collection strategies are being implemented to track improvement.	

Deferred and Major Maintenance Plan

<p>1. Develop a comprehensive five-year deferred maintenance plan and allocate funds in its annual budget to address its most significant deferred maintenance needs.</p>	<p>CBO Director of Tech Director of F&B</p>
<p>MDUSD 1/19/2022 update: A five year plan is close to completion and is tentatively scheduled to be brought to the board in February 2022.</p>	
<p>MDUSD 6/22/2022 update: The first two years of deferred maintenance have been prioritized with the remainder scheduled for completion in Summer 2022 with the support of a consultant.</p>	
<p>2. Identify funding sources, including RRMA funding and other sources, to address ongoing maintenance needs.</p>	<p>CBO Director of M&O Director of F&B</p>
<p>MDUSD 1/19/2022 update: Funding sources have been reviewed, including ESSER II and ESSER III, and are available for use. Additional Measure J bonds can be sold when more projects are in process of moving forward.</p>	
<p>MDUSD 6/22/2022 update: Funding sources were reviewed for the development of a deferred maintenance plan, and additional funding for the next two years has been built into the 2022/23 Proposed Budget.</p>	

Routine Restricted Maintenance Account

<p>1. Review and carefully evaluate the use of proceeds transferred into the RRMA, and prioritize this funding for this purpose.</p>	<p>CBO Director of F&B Director of M&O</p>
<p>MDUSD 1/19/2022 update: This is a work in progress to create a better system to address with the support of a consultant.</p>	
<p>MDUSD 6/22/2022 update: Consultant support has helped to continue to use RRMA funds for priority projects, now that the data has been compiled on the needs at each site.</p>	
<p>2. Determine whether the RRMA can support the cost of hiring additional maintenance personnel.</p>	<p>CBO</p>

MDUSD 1/19/2022 update: In Spring 2022, shortly after FCMAT began its study, RRMA was tightened up with use of funds for allowable percentages of district positions. The same will take place with additional positions as they are approved.	
MDUSD 6/22/2022 update: With the approved added positions (FTE), or the pending potential additional positions (FTE) we have reviewed what portion is appropriate for RRMA to support and budgeted accordingly.	
3. Require school administrators to ensure that the custodians at their school perform the minor maintenance tasks in their job descriptions.	CBO Director of M&O
MDUSD 1/19/2022 update: This can begin with a more structured handoff of site custodians to principals, which is a work in progress.	
MDUSD 6/22/2022 update: Classifications that require minor maintenance tasks are identified. This task will be tracked by Custodial Operations Coordinator roles for completion. Training is completed annually. The new Custodial Master Plan will also identify, in the proper classification's routes, which minor maintenance items are to be completed.	
4. Ensure that the RRMA is monitored during the fiscal year and that all funds are expended, unless funds are being accumulated for deferred (major) maintenance projects.	CBO Director of M&O
MDUSD 1/19/2022 update: This is a work in progress and will be more effectively followed once a proactive plan to address maintenance needs is in place.	
MDUSD 6/22/2022 update: This is a work in progress with a shift to a different management style and prioritization of projects.	

Bonds & Capital Improvement Division

1. Consider both the quality and quantity of work when evaluating the effectiveness of using internal construction managers.	CBO Director of F&B
MDUSD 1/19/2022 update: Not started	
MDUSD 6/22/2022 update: Not started	
2. Revise the department's organizational chart to reflect the role the planner position plays in the maintenance department.	CBO Chief - HR Director of F&B
MDUSD 1/19/2022 update: Not started	

MDUSD 2/23/2022 update: In progress	
MDUSD 6/22/2022 update: This position has been eliminated. The change is reflected on the 22/23 Organizational chart.	
3. Conduct a task audit of the AutoCAD drafter position to gain a better understanding of the daily duties performed in comparison to the district's job description.	CBO Chief - HR Director of F&B
MDUSD 1/19/2022 update: Not started	
MDUSD 2/23/2022 update: In progress	
MDUSD 6/22/2022 update: This position has been eliminated as of 6/30/2022.	

Coordination of Facilities Projects & Available Funding

1. Submit applications for school site modernization to OPSC in case funding becomes available in the future.	CBO Director of F&B
MDUSD 1/19/2022 update: MDUSD eligibility was completed for remodernization in Spring 2021 by School Facility Consultants. With this information, we can now apply for qualifying projects as they emerge.	
2. Cultivate an in-house expert (e.g., the director of facilities and bonds) who has general working knowledge of OPSC, DSA, CDE and other state agency guidelines.	CBO Director of F&B
MDUSD 1/19/2022 update: This is a work in progress as the Director of Facilities & Bonds is learning this role with support of a consultant.	
MDUSD 6/22/2022 update: For the time being, we are contracting this work out and will need to develop a plan moving forward.	

Capital Facilities (Developer Fee) Fund

1. Have the director of facilities and bonds coordinate all capital facilities funding sources, including developer fees.	CBO Director of F&B
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MDUSD 1/19/2022 update: This is a work in progress	
MDUSD 6/22/2022 update: The Chief Business Officer, in collaboration with the Directors of M&O, Facilities, and Technology, identified the funding sources for capital projects over the next two years at a retreat in April 2022.	
2. Identify how developer fees will be spent at each of the school sites listed in the Annual Accounting of Development Fees for the Capital Facilities Fund (Fund 25), and amend the report accordingly.	CBO Director of F&B Director - Fiscal
MDUSD 1/19/2022 update: Developer fees have been on hold to address the need to build new school sites in Pittsburg, based on developments and growth, but will begin to be used for other qualifying projects in the district where the funds were generated. The annual and five year developer fee reports were completed in Nov/Dec 2021 and a developer fee update is scheduled for Jan/Feb 2022.	
MDUSD 6/22/2022 update: The developer fee study is scheduled to come to the board in August 2022.	
3. Capture the allowable 3% of collected developer fees for administering the fees.	CBO Director - Fiscal
MDUSD 1/19/2022 update: This practice will be updated with qualifying projects.	
MDUSD 6/22/2022 update: This practice will be updated with qualifying projects.	

Training & Cross Training

1. Implement cross training for each administrative support position in the MOF office to ensure essential tasks and functions can be completed without interruption when an employee is absent, a position is vacant, or additional support is needed to complete tasks on time.	Director of M&O Director of F&B
MDUSD 1/19/2022 update: not started	
MDUSD 6/22/2022 update: Administrative support personnel are cross training essential duties as able with current staff shortages. This is an ongoing process as the restructuring of the department continues and positions as well as department processes improve.	
2. Hold employees accountable using the evaluation process once personnel are appropriately cross trained.	CBO Director - HR

	Director of M&O Director of F&B
MDUSD 1/19/2022 update: The CBO worked with HR staff in December to identify all outstanding evaluations in the MOF departments. The HR Director then conducted a management training on evaluations on Dec 13, 2021 and a second one specifically for all M&O staff again on January 24, 2022. The first step in the use of the evaluation process needed to start with training for leadership. After addressing other issues with the current span of control, staff can be trained on how they will be evaluated so the process is clear to all employees.	
MDUSD 2/23/2022 update: Performance evaluations for the 2021 - 2022, including management, are in progress.	
MDUSD 6/22/2022 update: Performance evaluations continue. Management evaluations are to be completed by June 30, 2022.	

Organizational Culture & Communication

1. Continue efforts to establish clear expectations for and communicate these to the Maintenance and Operations, and Facilities departments' personnel.	CBO Director of M&O Director of F&B
MDUSD 1/19/2022 update: this is a work in progress, and the FCMAT report will assist the departments in the establishment of systems, structures, and internal processes that will address expectations.	
MDUSD 6/22/2022 update: This work is ongoing. Internal processes and procedures are being updated to achieve the improvements necessary to meet the expectations.	
2. Ensure department leaders communicate effectively to department staff any changes in policy, procedures, or organizational structure. Ensure communications are timely, based on the matter at hand, and move through the appropriate channels, especially when any changes being communicated will have an immediate and significant effect on employees.	Executive Cabinet CBO
MDUSD 1/19/2022 update: this is a work in progress, and the FCMAT report will assist the departments in the establishment of systems, structures, and internal processes that will address expectations.	
MDUSD 6/22/2022 update: This work is ongoing.	
3. Hold personnel accountable for deviation from established policies, procedures or supervisorial directives.	CBO Director of M&O Director of F&B

MDUSD 1/19/2022 update: this is a work in progress, and the FCMAT report will assist the departments in the establishment of systems, structures, and internal processes that will address expectations.	
MDUSD 6/22/2022 update: This work in ongoing.	