



Saint Paul
PUBLIC SCHOOLS

Facilities Master Plan External Review - update on implementation of recommendations

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Board of Education

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FMP External Review Recommendations

	Oversight	Controls	Staffing	Financing
Recommendations implemented	1	2	-	2
Recommendations in process	11	4	2	5
Recommendations in consideration	4	7	2	11
Recommendations not being implemented	-	-	-	1
Total Number of recommendations	16	13	4	19

FMP External Review Recommendations

Oversight	Controls	Staffing	Financing
<ul style="list-style-type: none"> ● BOE Gate Checks ● FMP Oversight Committee ● Program management support (Jacobs) ● Communications (stakeholder updates) 	<ul style="list-style-type: none"> ● Project Management Control System (Procore; mostly complete) ● Program budgeting (Hyperion; complete) ● Cost-loaded master scheduling (Primavera P6 or Microsoft Project) ● Program and project dashboards (Tableau) 	<ul style="list-style-type: none"> ● Capital Improvement position ● Capital Improvement Budget position <ul style="list-style-type: none"> ○ Incorporated into FY21 Department budget ○ Reviewing and researching other organizations ○ Networking 	<ul style="list-style-type: none"> ● Regular meetings between Facilities and Finance teams ● Developing project phases and schedules so Finance can create cash flow targets ● Sale of Certificates of Participation and Capital Bonds in January/February

BOE Gate-check Approvals of Large Projects >\$2M

Gate Check	Gate Name	Format
1 1A	Master Planning/ 5-Year Plan Finance update	Written summary Resolution
2 2A	Project Charter (Predesign) Finance update	COB presentation Resolution
3 3A	Schematic Design Finance update	COB presentation Resolution
4 4A	Contract Award Finance update	Board agenda item
5 5A	Close-Out Finance update	Written summary

BOE Gate-check Approvals of Large Projects >\$2M

Gate Check	Gate Name	Format	Input / Information	Resulting Action
1	Master Planning/ 5-Year Plan	Written summary	Priority Identification Preliminary scope and cost estimate <ul style="list-style-type: none"> • Estimate contingency = 20% • Construction contingency = 10% • Project contingency = 10% 	<ul style="list-style-type: none"> • Inclusion in 5-Year Plan book • Project estimate presented as range / “rough order of magnitude” • Hire external project team • Start design and engagement
1A	Finance	Resolution	Report on anticipated cash flow	<ul style="list-style-type: none"> • Inclusion in: <ul style="list-style-type: none"> - MDE funding approval requests - Levy requests • Seeds project with an identified amount of funding, from an identified source
2	Project Charter (Predesign)	COB presentation	Preliminary scope and cost estimate <ul style="list-style-type: none"> • Estimate contingency = 15% • Construction contingency = 10% • Project contingency = 10% Initial funding strategy identified	<ul style="list-style-type: none"> • Project estimate presented as range / “rough order of magnitude” • Proceed into schematic design
2A	Finance	Resolution	Report on anticipated cash flow	<ul style="list-style-type: none"> • Approves an identified amount of funding, from an identified source, to fund project costs to next phase gate check. • Release of funds via BOE approval (by project)

BOE Gate-check Approvals of Large Projects >\$2M

Gate Check	Gate Name	Format	Input / Information	Resulting Action
3	Schematic Design	COB presentation	Final scope and cost estimate <ul style="list-style-type: none"> • Estimate contingency = 10% • Construction contingency = 5% - 7% • Project contingency = 5% 	<ul style="list-style-type: none"> • Approval to include in funding issuances • Project represented with final comprehensive budget • Proceed through design development, construction documents, and bidding • An additional BOE gate check may be needed if major changes to scope arise
3A	Finance	Resolution	Report on anticipated cash flow	<ul style="list-style-type: none"> • Approves an identified amount of funding, from an identified source, for the balance of the project. • Release of funds via BOE approval (by project)
4	Contract Award	Board agenda item	Hard cost bids Project budget summary <ul style="list-style-type: none"> • Construction contingency = 5% - 7% • Project contingency = 5% 	<ul style="list-style-type: none"> • Contracts awarded, construction starts
4A			Summary of funding strategy for life of project	<ul style="list-style-type: none"> • Monthly project budget reports • Release of funds via BOE approval (by project)
5	Close-Out	Written summary	Actual project summary vs.	<ul style="list-style-type: none"> • Project retired
5A			Project budget	<ul style="list-style-type: none"> • Final project budget report

Finance Update

- Issuance of January 2020 COP sale will fund projects currently in progress
- Funding schedule will align with construction phases
- Staying within annual program budget strategy
 - Certificates of Participation (COP): \$70 million annually
 - Capital Bond (CAP): \$15 million annually
 - Long Term Facility Maintenance (LTFM): \$27 million

Capital Projects

1. American Indian Magnet
(addition and remodel)
2. Bruce Vento (re-visioning)
3. District Service Facility
(addition and remodel)
4. Frost Lake Elementary (remodel)
5. Johnson High School
(building systems)
6. Phalen Lake Hmong Studies
(remodel)
7. Washington Technology Magnet
(athletic improvements)
8. District-wide A/V
9. District-wide cameras
10. Window Replacements
11. Roof Replacements
12. Other Small Miscellaneous Projects

Certificates of Participation: Example

COPs - setting and approving sale tonight for:

- Como Park H.S.
- District Service Facility
- American Indian Magnet
- Cherokee
- Ramsey

Total: \$70M

- Receive funds in February 2020
- Separate consent agenda, example:
 1. Como Park H.S.: \$XXM
 2. District Service Facility: \$XXM
 3. American Indian Magnet: \$XXM

Next Steps

- Detailed outline of recommendations being implemented
- Will present within next 90-120 days
 - Current program financial overview with coordinated financial schedule
 - New project and program control systems
 - Validation of priorities
 - Chartering (scope, budget) of projects and commitments as appropriate
 - **“A new baseline”**
- Renovate vs. Rebuild BOE workshop

Renovate v. Rebuild: Strategic Evaluation

Multi-faceted strategic evaluation, not simple arithmetic formula:

- **Financially prudent** based on threshold of building's replacement cost?
 - Must consider if building has useful life of 30 - 50 years
 - Will renovation meet needs of teaching and learning equivalent to new construction?
- **Impact to families and school community**
 - Relocating school disruptive to students, staff, families
 - Risk decreased enrollment whereby school program may never fully recover
- Urban districts have **unique logistical constraints, lack of land**
 - Right-size buildings on small parcels of land while still meeting 21st century learning needs
- Schools **part of social fabric and identity of neighborhoods**
- **Environmental impact** of tearing down and rebuilding



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QUESTIONS?