



Saint Paul
PUBLIC SCHOOLS

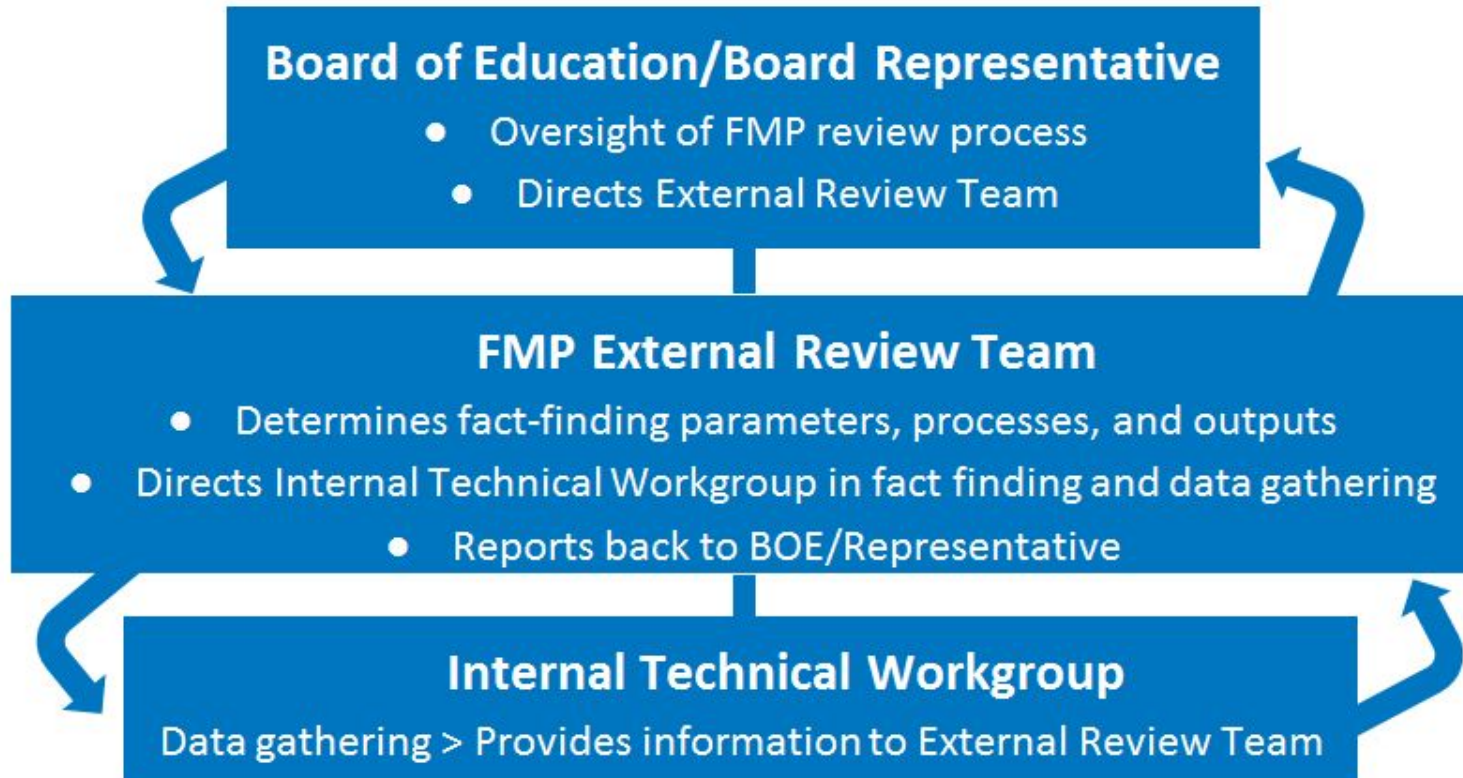
Facilities Master Plan External Review Report

October 22, 2019

FMP External Review Report



Review and Assessment Framework



FMP External Review Team

JACOBS ENGINEERING

Construction/Finance/
Industry Best Practices

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St. Paul Building and
Construction Trades Council

\$179M increase for 18 projects

- District spent more money than originally planned on projects, but did not overspend or overpay on projects
 - Scope of work on sites expanded to meet program needs and address unforeseen conditions
- Lack of adequate contingency formula (40% +/-) to account for unforeseen conditions
- “Light” vs. “heavy” renovation originally applied to square footage
- Unanticipated educational needs; added scope
- Furniture, fixtures and equipment (FF&E)

Findings and Recommendations

- Oversight
- Controls
- Staffing
- Funding/Financing

Findings and Recommendations: Oversight

- District has paid for good-quality products at a fair price
- District slow to identify and implement key project control systems and communication processes
 - Certain systems/controls being implemented
- Board of Education should have more input at various stages from planning to construction

Findings and Recommendations: Oversight

Recommended Project Lifestyle



Findings and Recommendations: Controls

- Additional financial and construction management controls needed
- Checks and balances in a large-scale capital improvement program
 - Lacking / fall short in meeting needs
 - Many systems are now in process of implementation

Findings and Recommendations: Staffing

- Staffing adjustments
 - New positions
- Facilities and Finance Departments
 - Improve collaboration among departments
 - Cross-train departments in each other's expertise area
 - Training in systems controls for new and existing staff

Findings and Recommendations: Funding/Financing

- Capital-improvement funding strategy needs to be adjusted
- Must meet the needs of a substantial 10-year capital-improvement plan
- Annual FMP budget is \$112M for 10 years
 - 10-year vision implemented in 5-year increments to allow for flexibility
 - Responsive to changing priorities

Next Steps

- All projects not currently in construction will be rescoped and vetted with appropriate systems controls
- Funding will only be pursued for fixed project budgets
- Master schedule and master budget to be developed
 - Provided to the administration and public on a regular basis
- Determine how best to implement other recommendations
 - Organizational restructuring to better support magnitude of major 10-year capital program
- District committed to being more transparent, communicative, and diligent in managing/delivering FMP



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QUESTIONS?