

PROPS REVIEW

Key Findings and
Go-Forward Plan

Francis Howell
School District



LEARNING TOGETHER

SEPT. 2022 BOARD MEETING

“Our goal is to provide the Board of Education and public with a formal analysis of the policy, regulation, systems, processes, and decision-making utilized up until this point in our Prop S work, focused specifically on FHN.”

Goals of the Process Review

Why is this worth doing?

- 1. Develop clear understanding of:**
 - What worked well
 - What needs improvement
- 2. Make necessary changes**
- 3. Inform future Prop S work**
- 4. Rebuild trust with stakeholders**

KEY TERMS

CMAR - Construction Manager At Risk

GMP - Guaranteed Maximum Price

FF&E - Furniture, Fixtures and Equipment

RFQ - Request for Qualifications

KEY DATES FOR CONTEXT



IMPORTANT MESSAGE

“As new leaders in the District, the responsibility lies with us, and ultimately with me. The only thing we can do now is to do better.”

- DR. KENNETH ROUMPOS, SUPERINTENDENT



KEY FINDINGS

Key Findings

5 CATEGORIES:

- 1. Scope**
- 2. Inaccurate Cost Estimates**
- 3. Board and Public Communication**
- 4. Board Oversight**
- 5. Board Policy**

SCOPE CHANGE

30,000 square feet were added to FHN project without Board approval.

380,000 SQ. FT. >>> 410,000 SQ. FT.

INCREASED SQUARE FOOTAGE

INCREASED EGRESS CORRIDOR WIDTHS	LEARNING STAIRS
LACTATION ROOMS (4)	PLTW CLASSROOM & LAB
CONCESSION, TICKET BOOTH & STADIUM TOILET BLDGS.	COLLABORATION SPACES, SEATING AREAS & CUBES
FHSD CULINARY ARTS PROGRAM	MUSIC AND DRAMA WINGS
WRESTLING ROOM	AUXILIARY GYM
ROBOTICS LAB & STORAGE	E-SPORTS ROOM

WRONG AND INCONSISTENT NUMBERS

The District was working from incorrect FHN cost estimates from the beginning.

\$86,350,000 communicated to taxpayers ahead of Prop S vote >>>

EARLY COST TIMELINE

ORIGINAL ESTIMATE BY HOENER	2018 380,000 SQ FT	\$93.5M
PUBLISHED IN PROP S BOND MATERIALS	2019-2020	\$86.35M
PUBLISHED IN DISTRICT CMAR RFQ MATERIALS	NOV 2020	\$91.35M
NEW ESTIMATE BY SM WILSON WITH +30K SQ FT	FEB 2021 410,000 SQ FT	\$105M

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WRONG STARTING ESTIMATE

PROP S MATERIALS (2018)

\$86.35M



\$164.7M

90% INCREASE



WRONG STARTING ESTIMATE

PROP S MATERIALS (2018)

\$86.35M



\$164.7M

90% INCREASE

RIGHT STARTING ESTIMATE



410,000 SQ FT (2018)

\$108.7M



\$164.7M

52% INCREASE

BOARD AND PUBLIC COMMUNICATION

The Board, and therefore public, were not accurately informed nor consistently engaged by Administration regarding project changes or early pandemic impacts.

TIMING OF BID PACKAGES #1-4

PUBLISHED IN DISTRICT CMAR RFQ MATERIALS	NOV 2020	\$91.35M	
NEW ESTIMATE WITH +30K SQ FT	FEB 2021 410,000 SQ FT*	\$105M	NOT SHARED WITH BOE
APRIL 15, 2021 - BOARD APPROVES BID PACKAGE #1			
SCHEMATIC DESIGN ESTIMATE	MAY 2021 410,000 SQ FT	\$116M	NOT SHARED WITH BOE
JUNE 17, 2021 - BOARD APPROVES BID PACKAGE #2			

UPDATED FORECAST BASED ON BIDS TO DATE	AUG 2021 410,000 SQ FT	\$135M to \$140M	NOT SHARED WITH BOE
AUGUST 19, 2021 - BOE APPROVES BID PACKAGE #3			
SEPTEMBER 2, 2021 - BOE APPROVES BID PACKAGE #4			
GMP PRESENTATION TO DESIGN TEAM	NOV 2021 410,000 SQ FT*	\$164.7M	
GMP BOARD WORK SESSION	NOV 2021 410,000 SQ FT	\$164.7M	
GMP BOARD WORK SESSION & APPROVAL	DEC 2021 410,000 SQ FT	\$164.7M	

BOARD OVERSIGHT

Board oversight was impacted by inconsistent communication from previous District Administration regarding Prop S Design Team decisions.

BOARD OVERSIGHT

The Prop S Design Team made decisions that had a significant impact on overall project cost - the primary example being the scope change of an additional 30,000 square feet. This was done without proper communication or, when necessary, approval.

BOARD POLICY

Board policies need to be revised to include additional communication and approval from the Board, or need to be developed to account for new processes.

REGULATION 7210

COO and Superintendent authorized to approve change orders up to \$25K and \$50K respectively...

“...unless the change order significantly alters the design or extent of facilities provided for in the original contract documents.”

REGULATION 3165

Purchasing - General Rules #4:

*“No purchase that may exceed \$7500 will be made **without prior Board approval**, unless in accordance with emergency provisions or as otherwise indicated in this Regulation.”*

A person's hands are visible, one holding a pen and the other pointing at a document. The document features various charts and graphs, including a pie chart and several bar charts. The background is a dark blue overlay with a grid pattern.

HOW WILL WE MOVE FORWARD DIFFERENTLY?

What we will do moving forward

5 CATEGORIES:

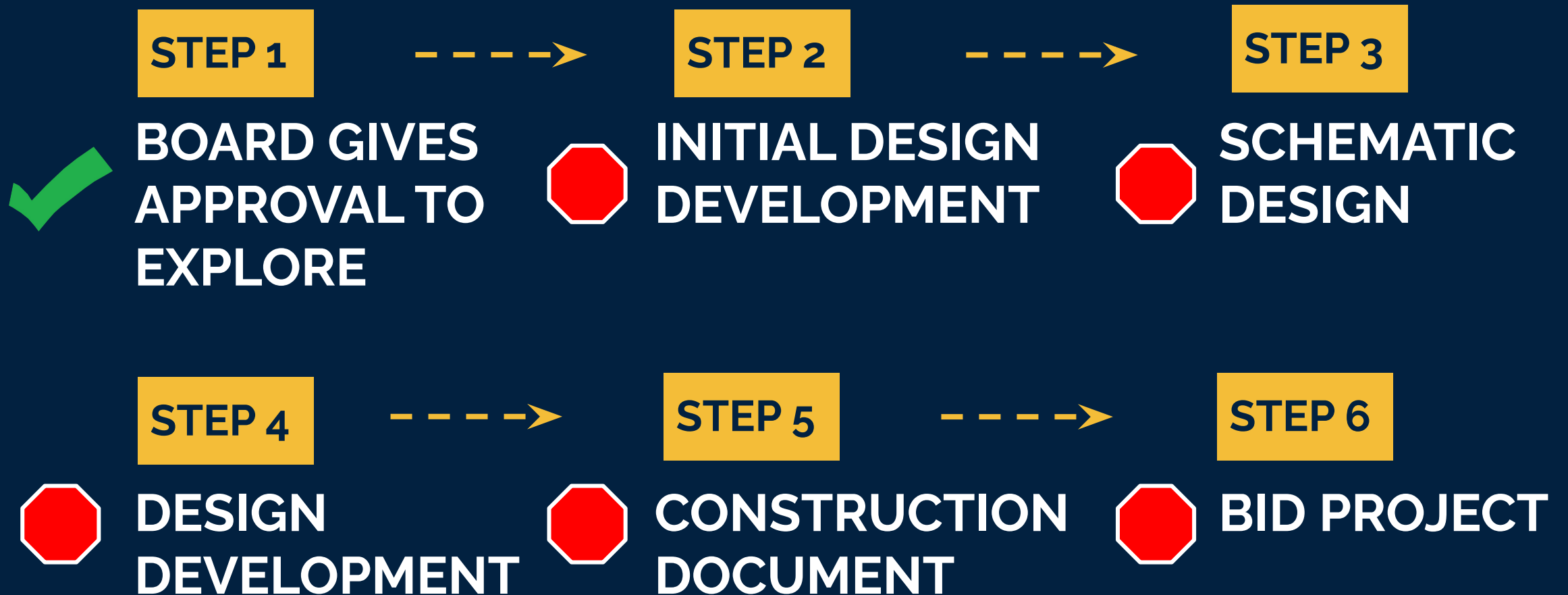
- 1. Process Improvements**
- 2. Policy Revisions**
- 3. Communication/Transparency**
- 4. Committee Structure**
- 5. Leadership**

PROCESS IMPROVEMENTS

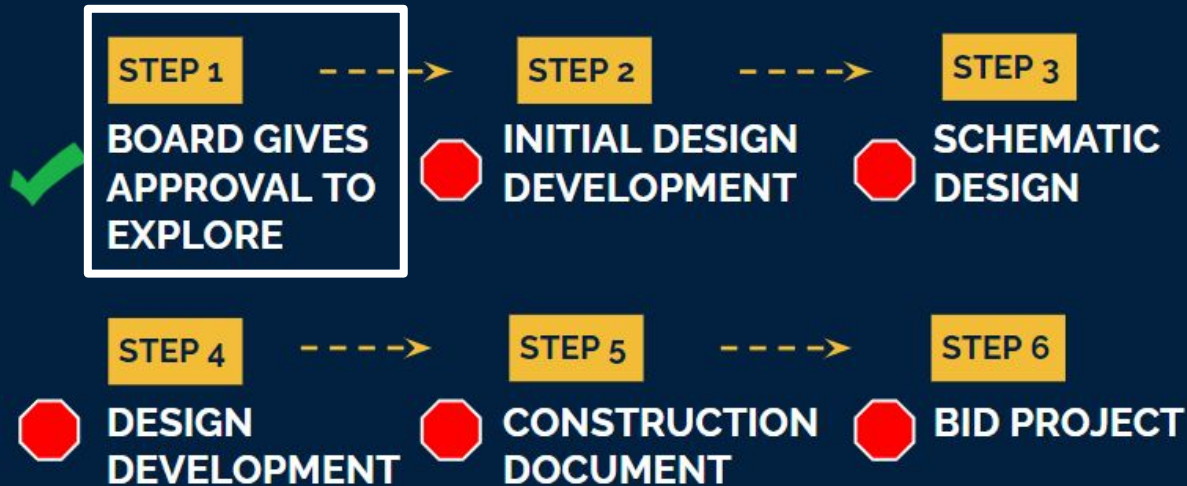
Formalize a clear process for future construction projects and require additional Board updates and approvals.

NEW PROCESS FOR LARGE-SCALE PROJECTS:

Board has 5 opportunities to review prior to bid



STEP 1



- Board authorizes project exploration
- Board approves design allowance for architect/design fees
- Administration engages architect (Policy 7120) and establishes contract
- Board approval of contract required to move to next phase

STEP 2



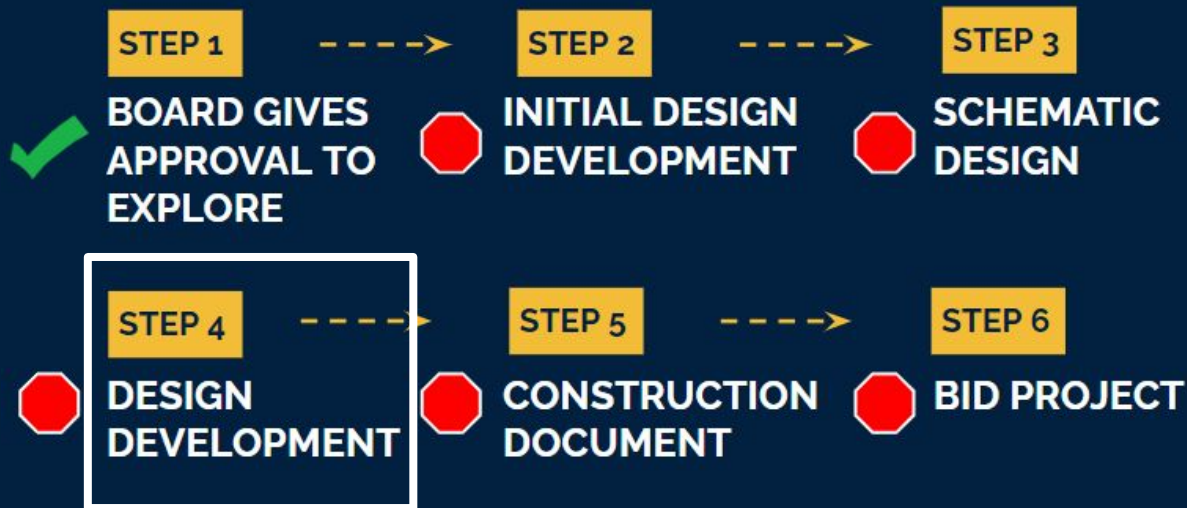
- Architect provides general floor plans, scope, site considerations
- Architect makes presentation to Board
 - *Design intent, soft costs, architectural/engineering costs, opinion of probable construction costs, project schedule, phasing*
- Board approval required to move to next phase

STEP 3



- Rough sketches and drawings completed
- Board is updated
 - *Design, opinion of probable construction costs, scheduling*
- Board has opportunity to make adjustments
- Board approval required to move to next phase

STEP 4



- Schematic designs are further refined
 - *More detailed drawings and plans, including structural, mechanical and electrical systems (75-90% of design is complete at this phase)*
- Board is updated
 - *Design, opinion of probable construction costs, scheduling*
- Board has opportunity to make adjustments
- Board approval required to move to next phase

STEP 5



- Detailed construction documents are developed
 - *Technical specifications, building codes, etc.*
- Board is updated
 - *Design, opinion of probable construction costs, scheduling*
- Board has opportunity to make adjustments
- Board approval required to move to next phase

STEP 6



- Administration, working with architect and legal counsel, develops bidding documents
- Project goes out for bidding and permitting
- Bids are received and evaluated
- Board must approve bids prior to work beginning

ADDITIONAL CONSIDERATIONS

- **Invest in drawings for more accurate cost estimates**
- **Factor in average annual inflation based on build date**
- **Contract review**
- **Include soft costs, design fees, contingencies, FF&E, etc. (15-20%)**

POLICY REVISIONS

Ensure compliance with existing Board policies and consider updating the policy related to scope changes to require Board approval in a CMAR process.

COMMUNICATION & TRANSPARENCY

**Improve financial reporting
and transparency with
taxpayers.**

COMMITTEE STRUCTURE

**Reconstitute and refocus
the work of the Facilities
Advisory Committee and
Prop S Design Team.**

LEADERSHIP

Provide effective leadership and direction for future Prop S and other projects.

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WHAT HAPPENS NEXT?

NEXT STEPS WITH PROP S

Where we go from here

- 1. Implement the policy and process recommendations presented**
- 2. Onboard new facilities director**
- 3. Review Prop S funds remaining**
- 4. Make recommendation to the Board on the next priority project(s)**

EXTERNAL AUDIT

“We believe that taxpayers deserve to know how their money is being spent across the District and - as I shared during the January Board meeting - we remain open to an external financial audit.”

- DR. KENNETH ROUMPOS, SUPERINTENDENT



OPENING FALL 2024

THANK YOU

**Francis Howell
School District**



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