




# One City

Public Education Facility Capital  
Planning and Management

Council Testimony  
21<sup>st</sup> Century School Fund

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# Progress for DCPS Facilities

- Facility stabilization
- New construction
- Modernization
- School yards & athletics



# Status of DCPS Facilities

Scope	# Schools Complete/in Construction	Outstanding	% Complete
Stabilization 2007-2009	141	0	100%
New/Fully Modernized (Includes 8 High Schools)	31	87	26%
Phase 1 Modernizations	13	66	16%
Phase 2 Modernizations	0	79	0%
Phase 3 Modernizations	0	79	0%

# The Vision

- Fully utilize capital planning and design processes to advance education reform, neighborhood and economic development.
- Allocate high quality facilities and capital investment and equitably.
- Secure the best value for City capital spending so the District can afford to finish and sustain high quality, environmentally sound school facilities.

# Capital processes that advance and support education

- Align the planning and facilities for:
  - Early childhood
  - Special education
  - Career and Technical Education
  - Wrap-around social services
  - DC Community College
  - University of the District of Columbia

# Align school and neighborhood investments

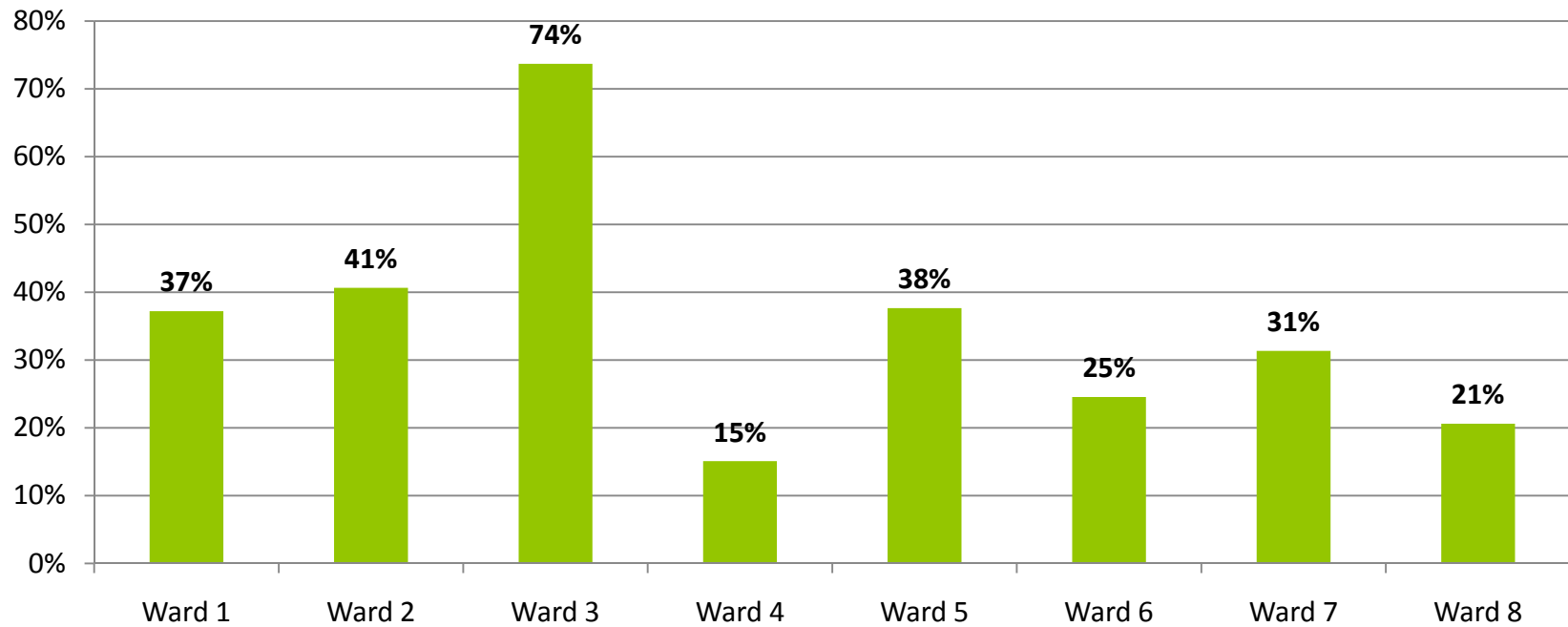
- Focus school program improvements and capital investments on neighborhood schools serving low income families
- Develop and retain affordable family housing in neighborhoods with good schools
- Integrate school improvement with public and private housing and economic development initiatives

# Invest in Local Businesses and Labor

- Align school capital spending plans with Department of Employment Service job readiness programs.
- Support small businesses with training, insurance, and financing to enable them to compete for subcontracts.
- Provide mentorships, internships and jobs to students from the construction related high schools—Cardozo Construction Academy; Phelps; and YouthBuild.

# Inequity of Allocation

% of Students by Ward in Modernized or New Buildings  
SY2011-12





Phase One quality varies with building conditions  
But schools with active communities received more attention.  
Equality should be most important.



Front entrance hall  
at Nevel Thomas  
ES (Ward 7) after  
Phase One – uses  
good old materials  
but no re-design,  
no update.

Front entrance hall at  
Truesdell ES (Ward 4)  
after Phase One – new  
indirect lighting, new  
casework for guard  
station, curved ceiling  
at entrance, new  
signage



Phase One classroom modernizations came to include foyers and entrances but quality and design are inconsistent



**Entrance of Nevel Thomas ES Ward 7, after Phase I, October 2010**

- Paint-stained brick remains
- No landscaping

**Entrance to Truesdell ES, Ward 4, after Phase I, October 2010**

- New walkway
- Extensive landscaping



# Inequity in Play Environments

August 2010  
Eaton Elementary School,  
Ward 3



August 2010  
Martin Luther King  
Elementary School, Ward 8



# District Taxpayers Want High Quality PK12 Facilities

Estimate in thousands	2000-06 Expenditures	2007-10 Expenditures	2011-16 Budget	Total
DCPS	\$886,000	\$1,183,900	\$1,717,120	\$3,787,020
PCS	\$148,000	\$284,000	\$593,000	\$1,025,000
Total	\$1,034,000	\$1,467,900	\$2,310,120	\$4,812,020

2011-2016 PCS based on assumption of 5% per year student enrollment growth and \$2810 facility allowance per yr.;

PCS dollars exclude funds borrowed against the facility allowance.

# Are we getting highest value for our spending?

- We actually don't know
  - No audits for 2007, 2008, 2009, 2010
  - Inadequate reporting and transparency from OPEFM and the OCFO
  - Looking at some examples, we think we can do much better.

## Few Examples...

- Cardozo designed with payment to 1<sup>st</sup> architect \$3 million—project lagged, new architect selected—started over
- Cost for Eastern was escalated because it was fast track, design build—when DCPS delayed its enrolling of 9<sup>th</sup> graders for a year.

# School Without Walls HS, 2009



Full modernization/addition  
LEED Silver  
\$39.8 million  
GSF 68,000

**\$585 per square foot**

# Thurgood Marshall Academy PCHS, 2005



Full modernization/addition  
\$12.9 million  
GSF: 63,350

**\$204 per gross square foot**



# Sidwell Friends Middle School, 2006



Full modernization/addition  
First K12 Platinum LEED  
Building in the World

\$28.7 million  
GSF: 82,000

**\$350 per gross square foot**

## The District can meet these challenges with:

1. Comprehensive and integrated *information management* that is publicly available
2. Broad and participatory District-wide and site-specific *planning*
3. Open, transparent and fair *decision making*
4. Quality and cost accountable program and project *management*
5. Internal quality *controls* and external *oversight*
6. Stable and sufficient *funding*

# Oversight

Allocate one half of one percent of your capital project spending towards oversight (\$8.5 million for the FY2011-2016 budget period):

1. Audits of project procedures, delivery methods, contracts, and finances
2. Comprehensive web based project management communications system
3. OCFO reporting linked to web based project management system
4. Post occupancy evaluation and updating facility standards and specifications
5. Modernization Advisory Committee

**There is the public will for a well managed capital program, just need public capacity to follow...**

Information Management	Establish a data system of planning and project level information to provide real time information and reports on plans, projects, contracts, budgets, expenditures and schedules
Planning	Establish national model for integrated asset management, master, capital and site specific planning linking education, neighborhoods, and the environment
Decision-making	Develop clear and transparent process for feasibility, review, approvals and changes to plans, designs, scopes and budgets and clarify who the client is and its authority.
Management	Engage the quantity and quality of staff and contractors necessary to oversee and implement the District's educational facility master plan and standards within the constraints of the capital budget.
Oversight	Follow oversight provisions of the DC Charter and the Modernization Act; leverage data systems for internal controls and real time external reporting and oversight--
Funding	Sustain funding levels for public education in capital program, but extend City investment to public charters, early childhood and post secondary education.