

**GOVERNMENT OF THE DISTRICT OF COLUMBIA**  
**Department of General Services**



Responses to Fiscal Year 2016 Proposed Budget Questions

Department of General Services  
Fiscal Year 2016 Proposed Budget Discussion Questions

**Jonathan Kayne**  
Interim Director, Department of General Services

Submission to

Committee on Education  
Chairman David Grosso  
Councilmember, At-Large

April 27, 2015

Committee on Education  
John A. Wilson Building  
1350 Pennsylvania Ave., NW, Suite 116  
Washington, DC 20004

April 27, 2015

Honorable Councilmember David Grosso, (At-Large)  
John A. Wilson Building  
1350 Pennsylvania Ave NW, Suite 402  
Washington, D.C. 20004

RE: DC Public Schools  
SUBJ: Modernization Program

Councilmember Grosso,

Pursuant to our meeting of April 17, 2015, the Department of General Services (DGS) in conjunction with the Deputy Mayor of Education (DME), and DC Public Schools (DCPS) provides the following in response to your offices inquiries:

1. Written explanation of stabilization work completed/investment in schools on list which have not yet received a Phase 1 or other modernization. See “**Exhibit A**” for the listing of schools that have received small capital improvements, value, scope of work, year the work was completed, and whether or not those improvements will result in savings in the future modernization.
2. Written explanation of rising costs for projects, specifically Ellington, Murch, Lafayette, and Bancroft.
  - a. Ellington
    - i. Program
      1. Additional square footage associated with there being two schools in one – academic and performing arts wing
      2. Underground parking garage - +50 spaces
      3. Multiple performing arts spaces for both performances, and rehearsals
    - ii. Swing Space
      1. Bi-located swing space – Meyer ES and Garnet-Patterson MS
      2. Performing arts auditorium
    - iii. Market
      1. Builder under contract has informed the hard costs via subcontractor input
    - iv. Other Factors
      1. Extensive audio/visual and acoustical requirements (i.e. thicker walls, slabs, and special spatial separation).

- v. Impacts if proposed Mayoral budget is not fully funded
    - 1. Value engineering, re-design, construction delays, which could result in a 6 – 9 month delay
- b. Murch
  - i. Program
    - 1. Initially slated to be a Phase 1 modernization with an addition, currently proposed as a full modernization.
    - 2. Additional square footage associated with physical education and dining spaces to accommodate growing student body.
    - 3. Budget to include underground parking garage due to site constraints.
  - ii. Swing Space
    - 1. Accommodations included in the budget.
  - iii. Market
    - 1. Budget reflective of FY14 modernization project costs
  - iv. Impacts if proposed Mayoral budget is not fully funded
    - 1. 4 – 6 month delay, value engineering, and re-design
- c. Lafayette
  - i. Program
    - 1. An additional 8,000 sf required due to increase in capacity from 750 to 800 students
    - 2. Additional square footage associated with physical education and dining spaces to accommodate growing student body
  - ii. Swing Space
    - 1. Demountable complex to accommodate the schedule and construction approach
  - iii. Market
    - 1. Builder under contract has informed the hard costs via subcontractor input
  - iv. Impacts if proposed Mayoral budget is not fully funded
    - 1. 9 – 12 month delay due to value engineering, re-design, etc...
- d. Bancroft
  - i. Program
    - 1. An additional 8,206 sf growth in program requirements from concept design
  - ii. Swing Space
    - 1. Demountable complex to accommodate the schedule and construction approach
  - iii. Market
    - 1. Budget reflective of FY14 modernization project costs

- iv. Impacts if proposed Mayoral budget is not fully funded
  1. None, due to fiscal year gap in construction funding
3. See **“Exhibit B”** for LEED premium case study cost analysis (i.e. gold to platinum), and value / operational savings. LEED silver is responsible design and we have found that there is not a substantive incremental increase, however there is approximately a 7 – 10% increase in construction costs for LEED platinum. It should be noted that only one project, Dunbar High School, has met LEED Platinum. It is not policy to strive for LEED Platinum, but in the event that site conditions support attaining that level of efficiency, DGS would still consider pursuing that option with the support of DCPS, DME and EOM. Increased initial costs will be recouped in reduced operating costs, often beginning in the fifth-to-seventh year of operation. Additionally, there is the option of attaining credits that the District is then able to sell to other developers.
4. Phase 1 Ed Spec for Garrison with associated cost, along with confirming whether there is any funding in DPR for field. See **“Exhibit C”** for Garrison ES original Ed Spec reflective of a Phase 1 Modernization budgeted at \$26M. Concurrent to the modernization, DPR has \$\_\_\_\_\_ for the playing field improvements (Project QN401C—Ward 2 Public Park Rehabilitation).
5. Provide “better” estimate on ESs and Francis-Stevens in FY19-2. See **“Exhibit D”**.
6. List of currently used/possible swing space locations. Currently, Garnett-Patterson / Meyer ES is being used as swing space for Duke Ellington School of the Performing Arts. All other swing space is via demountables (i.e. trailers), and used on a site specific basis, in addition to being used to address capacity for schools that enrollment exceeds its current capacity. The following buildings are potentially available for use as swing space:
  - Davis
  - Wilkinson
  - Winston
  - Malcolm X
  - Spingarn
  - Ferebee-Hope
7. The scope of work for Van Ness in FY16 (\$13M) and whether can reasonably be delayed
  - a. FY15 work to be completed / Phase 1, consists of two new classrooms for Pre-K3, two new classrooms for Pre-K4-5, two new kindergarten classrooms, and administrative space.
  - b. FY16 work to be completed / Phase 2 will consist of additional classroom spaces, renovated multipurpose room, kitchen, and cafeteria space. It will also feature a new building addition with a media center, computer lab, art & music rooms, and additional play space.

8. List of buildings that we've completed in the last 8 years for which additional investments have been needed. Examples:
  - a. Leckie
  - b. Woodson

\*\*This item will require additional time to assemble.\*\*

9. Before and after pictures of classroom doors without grates/bars – submitted to the Councilmember the week of April 20, 2015.
10. Factors that have driven our construction costs – schedule, features, and the engagement process.

- a. Schedule

- a. Schedule is, and has always been a factor, especially as it relates to the phase modernization projects. Our construction program is very aggressive, for which a schedule acceleration premium is being applied to the various respective projects. In order to best accommodate DCPS' programs and cause as little disruption to students and faculty, DGS seeks to perform many modernizations over the summer, which results in highly compressed timelines with resulting cost implications. For these projects, there are limits on the number of general contractors that can bond the project appropriately. Such limitation on the number of qualified firms also limits the number of projects that can be completed in a given summer.

- b. Features

- a. Sustainability / LEED Requirements –
  - i. Requirements have changed from LEED Silver to LEED Gold as mandated by DC Regulatory Agency ("DCRA"). Additionally, DDOE has new storm water management requirements, consisting of rain water site containment on major modernization projects, along storm water improvements for minor renovation projects that meet a certain dollar threshold requirement.
  - ii. As a result of DDOE and DCRA's new storm water management regulations, DGS is meeting a high threshold for sustainability, typically requiring incorporation of geothermal fields, green roofs, photovoltaics (solar), and a host of other responsible initiatives, all of which have a cost premium. Green roofs are a direct result of new storm water management regulations (DDOE). Green roofs and solar options (solar PPA) greatly assist climbing from LEED Silver to LEED Gold, or LEED Gold to LEED

Platinum. The energy efficient mechanical system and lights have a premium but provide a short payback period.

- iii. Historic Restoration – A majority of the DC Public Schools are either landmarked or are landmark eligible. Any building that is landmark eligible is treated by the DC Office of Historic Preservation and the federal Commission on Fine Arts as if it is already landmarked. Historic buildings require greater effort to ensure that the historic elements, both exterior and interior, are maintained and respected.
- iv. Architectural Expressions / Civic Architecture versus proto-typical school buildings.

c. Engagement Process

- a. Stakeholder engagement with the School Improvement Team (“SIT”), and others typically enhance the scope of the project beyond the original education specifications (“Ed Specs”).
- b. Swinging students onsite versus transporting to a centralized swing space.
- c. Co-location with other District agencies within DC Public Schools, is a re-occurring theme, requiring additional accommodations whether it be for Department of Parks and Recreation, Department of Health, etc...

11. DGS, in conjunction with DME and DCPS are looking into the following program cost reduction considerations;

a. Decision Making Process:

- i. Revisit ability to adhere to a deliberate CIP / MFP planning process
- ii. Conduct Feasibility Studies in advance of hiring designer
- iii. Enforce protocol to better manage stakeholder expectation and related scope increases.
- iv. Minimize end user program changes post development of the Guaranteed Maximum Price (GMP).
  - 1. Stakeholder Engagement / Program & Scope Increases – varies on a project by project basis, premium cost to the project ranges 2 – 10% of hard costs

b. Swing Plan – varies on a project by project basis – ranges from \$2M - +\$10M

- i. Consider developing a centralized plan that may require transporting students versus swinging students on site.

c. Sustainability – DGS to revisit utilization of renewable energy. Varies on a project by project basis \$1M - \$3M premium.

d. Interior Finishes – Revisit the level and quality of finishes. Varies on a project by project basis, 1 – 5% hard cost premium.

- e. Technology – Conduct study of how technology is being utilized;
- f. Revisit sole sourcing of IT and security systems, and identify alternative vendors and products. Market competition would result in a favorable reduction – 5% of the systems cost that range between \$500k - \$2M, depending of the size and scope of the project.
- g. Revisit the arts initiative program - \$500k budget allotted for each project.

DGS, DME, and DCPS look forward to discussing the information provided in greater details with your office. Please feel free to contact me with any questions that you may have in this regard.

Sincerely,

Jonathan Kayne  
Interim Director  
Department of General Services